



# **ANNUAL BUDGET**

## **2014/2015**

**FOR THE FISCAL YEAR BEGINNING JULY 1, 2014**



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**Town of Payson**

**Arizona**

For the Fiscal Year Beginning

**July 1, 2013**

A handwritten signature in black ink, appearing to read "Jeffrey R. Egan".

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the Town of Payson, Arizona for the Annual Budget beginning July 1, 2013. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device.

This award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.



TABLE OF CONTENTS

**PREFACE**

- i Distinguished Budget Award
- ii Table of Contents

**INTRODUCTION**

- 1 Principal Town Officials
- 2 Mayor's Budget Message
- 3 Administrative Staff
- 4 Town Organizational Chart
- 5 Mission Statement
- 6 Core Values
- 7 Town Manager's Budget Message
- 17 Quick Reference Guide
- 18 How to Make the Best Use of This Document
- 19 Map
- 20 Town Profile

**BUDGET SUMMARIES**

- 24 Budget Process Overview
- 31 Understanding the Budget
- 38 Budget Summary
- 42 Sources and Uses
- 44 Revenues and Expenditures Summary
- 46 Total Financial Program
- 49 Operating Budget Overview
- 74 Capital Project Funds
- 84 Enterprise Funds

**REVENUE INFORMATION**

- 86 Revenue Summary
- 88 Revenue Detail

**EXPENDITURE INFORMATION**

101	Expenditure Summary
102	Expenditure Detail
107	Department Detail
108	Function and Fund Type Matrix
110	Town Council
115	Town Manager
134	Town Clerk
143	Town Attorney
148	Financial Services
153	Central Services
168	Magistrate Court
172	Police
189	Fire
200	Community Development Administration
204	Building
209	Planning & Development
218	Library
224	Recreation & Tourism
247	Public Works
267	Water

**PLANNING & PERFORMANCE**

286	General Plan
290	Corporate Strategic Plan (CSP) / Performance Measures
320	Capital Improvement Plan (CIP)

**SUPPLEMENTAL INFORMATION**

327	Appendix A - Resolutions
339	Appendix B - Financial Policies
	Appendix C - Statistical Information
360	Staffing History
362	Principal Employers
362	Demographic and Economic Statistics
363	Appendix D - Glossary



**ELECTED TOWN OFFICIALS**  
**July 1, 2014**

Mayor  
Vice Mayor  
Councilmember  
Councilmember  
Councilmember  
Councilmember  
Councilmember

Kenny Evans  
Michael Hughes  
Su Connell  
Fred Carpenter  
Rick Croy  
Ed Blair  
John R. Wilson





Town of Payson  
303 N. Beeline Hwy  
Payson, AZ 85541

928/474-5242 Ext. 222  
928/474-4610 Fax  
928/978-2521

*Office of the Mayor*

DATE: August 18, 2014

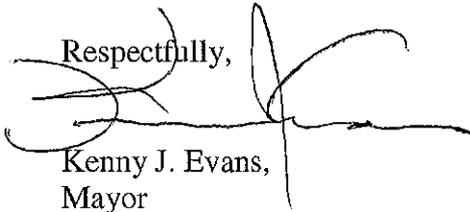
To the Residents of the Town of Payson:

Since incorporating in 1973, Arizona's Cool Mountain Town has had good years and difficult years but has experienced continued steady progress. By coupling prudent use of your tax dollars with supplemental state and federal funds and the timely use of grant funding, we have been able to comply with a myriad of federal and state mandates and complete many important programs and projects. As state and federal funding has dropped precipitously, our ability to provide community services has become increasingly more difficult.

The 2014-15 fiscal year Budget is grounded on the principle of fiscal integrity. The impact of the national and statewide economic downturn has begun to be mitigated by the new and expanded business we have brought to Town. Stimulus grants that provided some relief to earlier budgets are no longer available. The Town General Fund budget remains tight again this year but we will be able to increase the year end fund balance. Even with the economic recovery, uncertainty over unsustainable federal deficits and global turmoil will require the 2014-15 budget to be fluid and may require mid-year adjustments. The budget is the product of the Town's priorities coupled with department input and projections. Prudence requires that some of our goals will again have to be deferred. The Town uses the budget as a comprehensive financial tool for maintaining our fiscal accountability. We are aware of the Town's current needs and have established priorities and will do our best to meet those needs with the money we have available.

We acknowledge the hard work of our Town staff and appreciate the input of Town Councilors in creating this fiscally responsible budget. These continue to be tough financial times. Thank you for your patience and support as we work through the days ahead. I especially commend the hours of hard work, the insight and input of Debra Galbraith, Town Manager; Hope Cribb, Finance Manager; Town Councilor Su Connell and Vice-Mayor Michael Hughes and the Town Department Heads and the entire Financial Services Department staff.

Respectfully,



Kenny J. Evans,  
Mayor



## ADMINISTRATIVE STAFF

July 1, 2014

Debra A. Galbraith  
Town Manager

LaRon Garrett  
Assistant Town Manager

Don Engler  
Deputy Town Manager: Public Safety

(vacant)  
Deputy Town Manager: Administrative Services

Silvia Smith  
Town Clerk

Timothy Wright  
Town Attorney

Hope Cribb  
Finance Manager

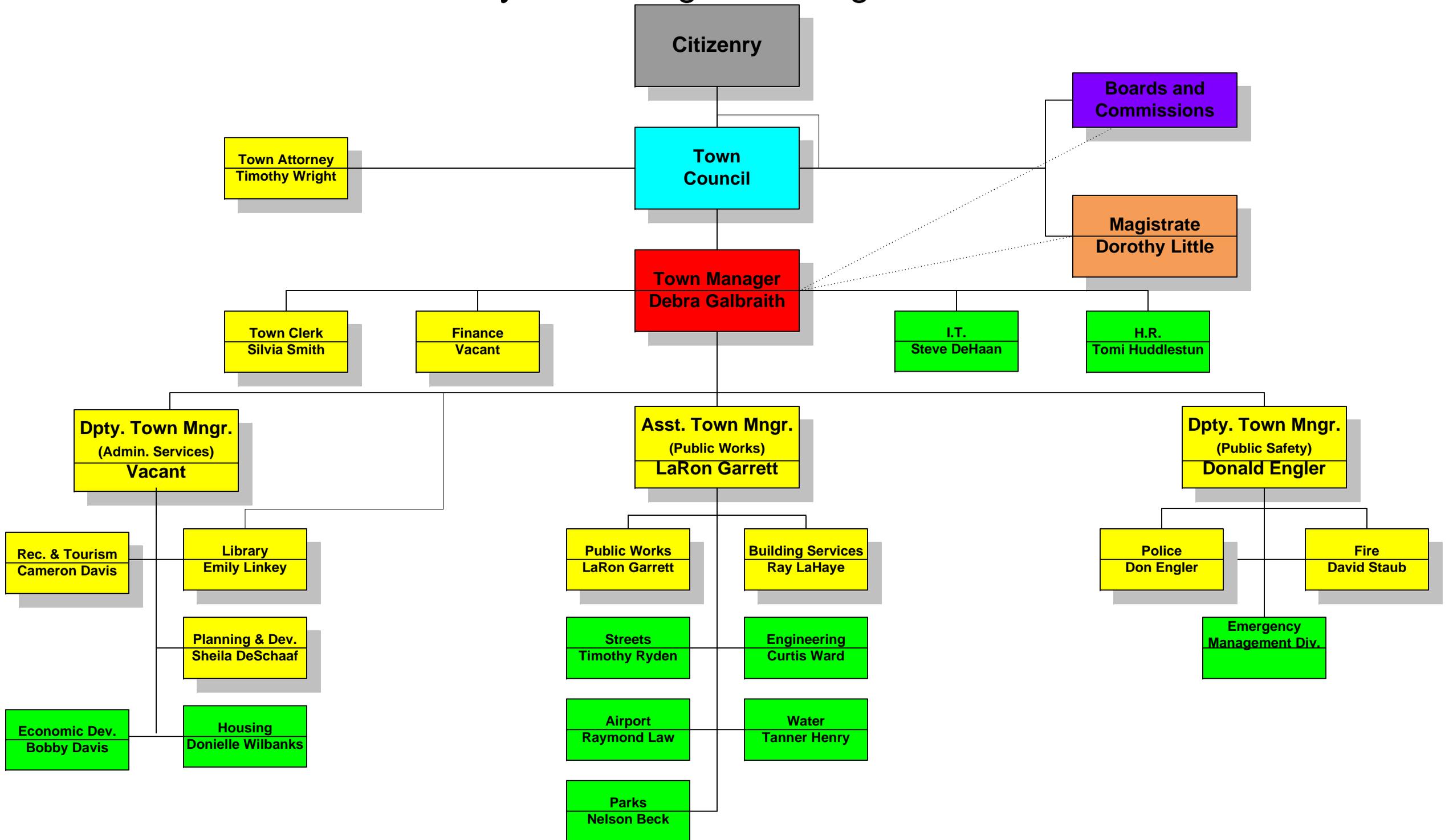
Dorothy Little  
Magistrate

David Staub  
Fire Chief

Emily Linkey  
Library

Cameron Davis  
Recreation & Tourism

# Town of Payson Management Organizational Chart





## MISSION STATEMENT

**The Town of Payson is dedicated to enhancing the quality of life for our citizens by working hard to provide 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**

# CORE VALUES

## CUSTOMER FOCUS

- ◆ Demonstrate a passion for customer service.
- ◆ Care about employees, so they will be more likely to care about customers.
- ◆ Measure organizational and employee success based on customer satisfaction.
- ◆ Solicit and listen intently to customer requirements and expectations.
- ◆ Maximize the positive impact of customers' first impressions.
- ◆ Collect customer feedback continuously and use it to improve quality.
- ◆ Achieve customer satisfaction by assessing the specific needs and expectations of each individual customer.

## CONTINUOUS IMPROVEMENT

- ◆ Commit "every day, in every way, to getting better and better".
- ◆ Plan for quality.
- ◆ Make quality a never ending effort.
- ◆ Have customers define quality.
- ◆ Let customer feedback drive quality improvements.
- ◆ Focus on process improvements to increase quality.
- ◆ Create a culture in which the right things are done that first time and every time.



## LEADERSHIP

- ◆ Establish an inspiring vision that creates a government that works better and costs less.
- ◆ Create an atmosphere of innovation, risk-taking, and tolerance for mistakes.
- ◆ Recognize failure as the price paid for improvement.
- ◆ Lead by example, by involvement, and demonstrate commitment to quality, service, and customers—"walk the talk".
- ◆ Create a system of guidelines not rules.
- ◆ Remove "red tape" to achieve the organization's mission.
- ◆ Practice a "can do" attitude.
- ◆ Solicit and listen intently to employees' requirements and expectations.
- ◆ Recognize and reward quality and customer service initiatives.
- ◆ Recognize change is a given, not government as usual.

## EMPOWERED EMPLOYEES

- ◆ Empower the people closest to the customer, working individually or in teams, to continuously improve the organization's quality and services.
- ◆ Commit the entire organization to achieving total customer satisfaction.
- ◆ Empower people to make decisions based on their experience, skill, training and capability, rather than their position.
- ◆ Share decision-making and allow people to take authority and responsibility for the organization's mission.
- ◆ Encourage use of individual judgment to do what needs to be done.
- ◆ Empower employees to contribute to customer satisfaction regardless of organizational level.



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

September 4, 2014

To the Honorable Mayor, Town Council and Citizens:

We respectfully submit the published Town of Payson Fiscal Year 2014/15 budget as approved by the Town Council on June 19, 2014. The budget forms the Town's structure for providing the services, facilities and infrastructure that have helped make Payson a great Town.

This transmittal letter is divided into the following sections to facilitate review and assimilation. The "budget book" presents much more detailed information for comparing figures to the past and current fiscal years, for guiding implementation of financial plans, and for monitoring results of operations during and at the conclusion of the fiscal year.

- I. Introduction
- II. Budget Highlights
- III. Council Initiatives
- IV. Economic Factors Affecting Budget Decisions
- V. Conclusion

**I. INTRODUCTION**

Payson is one of Arizona's jewels, where you can experience the beauty of dramatic mountain vistas, the serenity of wide open spaces, and a rich western rodeo heritage along with a variety of outdoor adventures and first-class accommodations and entertainment. However, like most Arizona cities and towns, Payson is feeling the pains of the recession.

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

The budget focuses on providing municipal service to our citizens, and includes strategies to meet the following challenges:

- Enhance Public Safety
- Invest in information technology components and support
- Recognize and incorporate changing and challenging economic conditions
- Undertake strategic planning in several areas, i.e. Capital Improvements Plan, Corporate Strategic Plan, Business Plan, etc.

The Town's three-year Strategic Plan Goals focus on ten key areas:

- Economic Development, Tourism, and Economic Vitality
- Financial Excellence
- Infrastructure
- Innovation and Efficiency
- Neighborhoods and Livability
- Social Services
- The Payson Team
- Public Safety
- Sustainability
- Technology

We continue to build around our core values – Customer Focus, Empowered Employees, Leadership, and Continuous Improvement.

## **MAJOR POLICIES, GUIDELINES AND PRIORITIES**

Budget appropriation choices were made within the context of the Town budget policies and Council priorities, the Town's debt management plan and long-term financial plan.

### **Debt Management Plan**

The Town of Payson enjoys favorable bond ratings due not only to growth and solid financial planning, but also from adoption of and adherence to the debt management plan by the Town Council. The target length of maturity of the Town's long-term debt is not to exceed 20 years. In addition, as defined by state law, with the consent of the citizens the Town will not exceed 6% of the net secondary assessed value of the property within the Town for general purposes. Also with consent of the citizens, the Town may not exceed 20% of the net secondary assessed value of property within the Town for the purposes of water, sewer, light, parks, open space, and recreation facilities. The Town has the full debt capacity for general municipal purpose bonds, as well as 91.5% of the capacity available for other water, sewer, parks, etc.

### **Long Term Financial Plan**

Town staff prepares and updates the Town's long-term financial plans and forecasts annually in preparation for developing suggested budget policies for Town Council consideration. The long-range forecast is very conservative through the next five years.

Unfortunately, forces outside of our control continue to challenge the Town's financial and managerial wherewithal. These forces include inflation, economic recession, and the

decline in building construction. Measures have been put in place to actively pursue commercial growth and promote increased tourism as a means of counteracting these forces.

The Town of Payson is dedicated to enhancing the quality of life for its citizens, to provide a superior level of service in the most effective and efficient manner, while exercising fiscal responsibility. Payson has been, and will continue to be, very proactive in encouraging quality community and organizational development. The Town Council, citizens and the management staff participate in a strategic planning process to update and enhance the Corporate Strategic Plan (CSP) to accommodate changes in constituents' needs. The CSP operationalizes the Town's mission statement and its General Plan by specifying priorities and strategies for achieving them over a five-year period. Funding is allocated during the subsequent budgeting process.

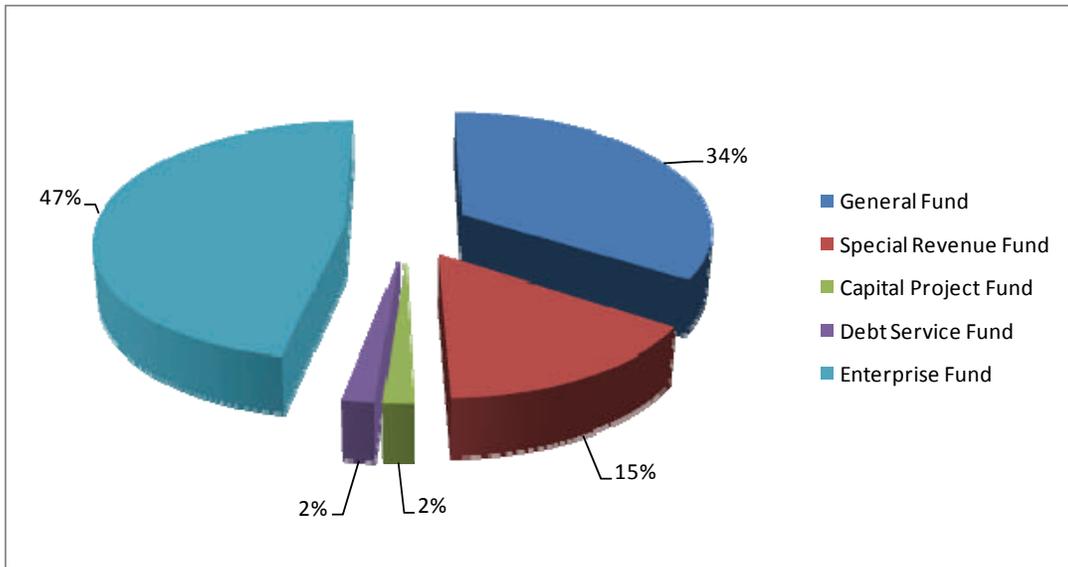
## II. BUDGET HIGHLIGHTS

### Financial Program

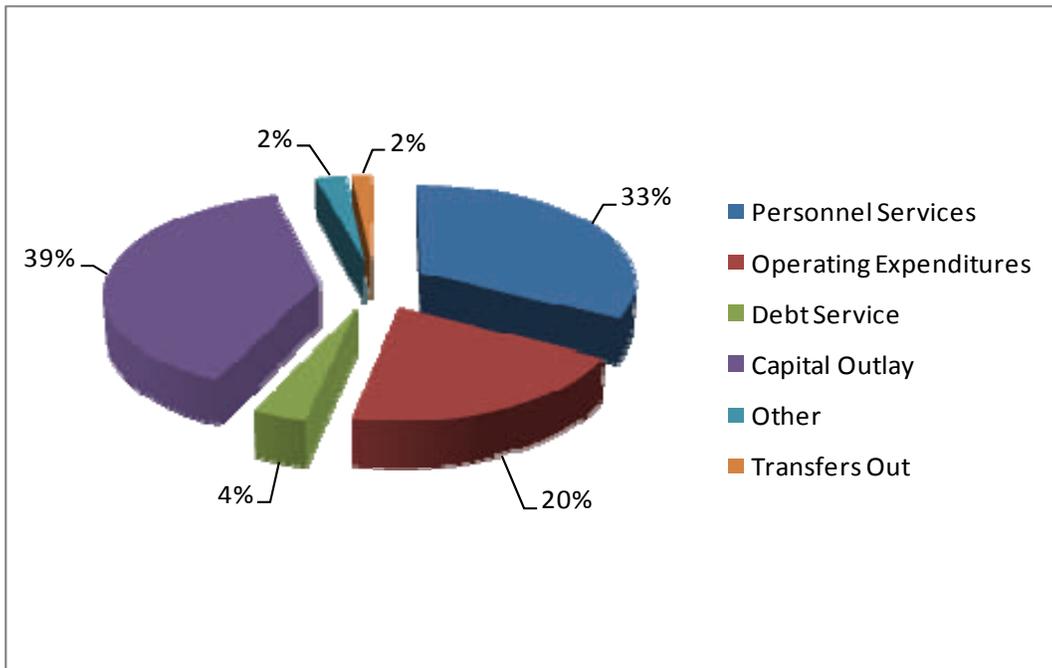
The annual budget for fiscal year 2014/15 for all funds of the Town totals \$41,409,400. This is \$9,564,524 (30%) higher than the budget for last fiscal year. Total expenditures of \$41,409,400 exceed the total revenues of \$39,148,600, and the Town plans to use some of its reserves for the difference and postpone some capital repairs and improvements.

Fund Type	Estimated Revenues	Proposed Expenditures
General Fund	\$ 13,360,800	\$ 13,731,200
Special Revenue Fund	\$ 6,049,400	\$ 6,553,400
Capital Project Fund	\$ 634,300	\$ 1,198,700
Debt Service Fund	\$ 714,100	\$ 762,300
Enterprise Fund	\$ 18,390,000	\$ 19,163,800
Total	\$ 39,148,600	\$ 41,409,400

**ESTIMATED REVENUES—ALL FUNDS  
FISCAL YEAR 2014/15  
\$39,148,600**



**EXPENDITURE BY USE—ALL FUNDS  
FISCAL YEAR 2014/15  
\$41,409,400**



- ◆ \$23,083,300 is appropriated for operating expenditures or expenses (such as personnel services, supplies, utilities, insurance, repairs, maintenance, training, grants to other agencies, and depreciation). This figure represents a 5.7% increase over last year's budget. The Town has seen increases in utilities, fuel, and a wide variety of other goods & services. The efforts of staff to streamline processes and hold the line on spending without jeopardizing quality of service emphasizes their dedication to support the Town through this period of economic challenges.
- ◆ \$16,108,400 is for capital outlay; capital projects, and other one-time grant related expenditures. This is 103% more than last year. The continuation of the C.C. Cragin Pipeline Project, which is key to Payson's water infrastructure plans, is included in this year's budget. The amount budgeted for this project is almost \$7.8 million more than last year's budget and represents the significant change in capital outlay for this fiscal year. Fortunately, the 2014/15 fiscal year budget also includes some streets and airport projects that will be funded by grants or intergovernmental revenues. The tight budget continues to limit the availability of funding for other capital expenditures. The difficult economic conditions over the past several years have caused many capital projects to be drastically reduced or put on hold pending economic recovery. These cuts will continue to impacted future budgets as additional spending will be required in order to build capital expenditures back up to acceptable levels. The Capital Project Funds finance projects that are greater than \$10,000, which may be dependent upon State or Federal grants for a share of the cost, and/or may take several years to complete.
- ◆ \$2,217,700 is for inter-fund operating transfers, debt service, and other uses of funds. This represents an increase of 8%.
- ◆ One position previously frozen for several years was funded for this budget, there are still 13 vacant positions that continue to go unfilled pending economic recovery.
- ◆ Fiscal Year 2014/15 budget includes a 3% merit raise.
- ◆ COLA increases remain on hold for the seventh consecutive fiscal year.
- ◆ Nineteen employees received wage adjustments or promotions based on department head recommendations
- ◆ Two new departments were broken out from Community Development Department and one new position was added
- ◆ November buy-back of PTO hours was reinstated to reduce the number of PTO hours carried forward on the books
- ◆ One of the highest cost areas to the Town is employee / retiree health insurance. In Fiscal Year 2012/13, the employee/employer premium split was changed from 75/25 to 60/40. This split remains in effect for the 2014/15 Fiscal Year. Starting Fiscal Year 2013/14, health insurance options were limited to high deductible plans in an effort to reduce premiums.

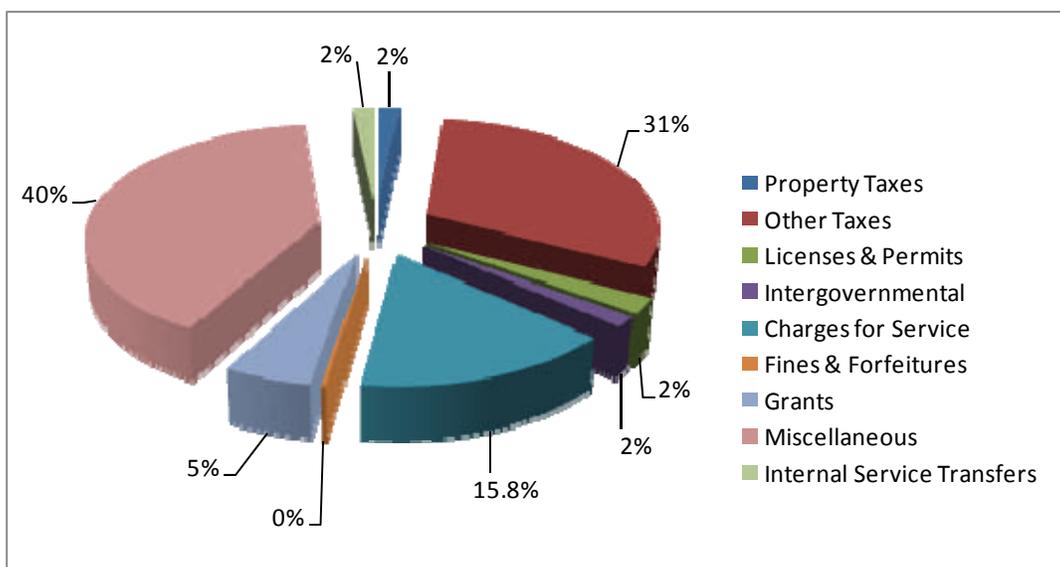
Current operating revenues, grants and other financing sources will finance the budget of the Town. Additional financing sources are inter-fund transfers and reserve funds carried forward from the previous fiscal year.

Local sales tax is the primary source of revenue for the Town. It is mainly influenced by retail sales and increases in tourism in Payson. Local sales tax revenues are projected to be approximately \$5,900,000 which is an increase of 1.72% over last fiscal year. The anticipated economic recovery continues to be extremely slow but, continued efforts to promote Payson tourism will help boost local sales tax figures.

State shared revenues from sales tax, income taxes, gas taxes, and vehicle license taxes are the next most significant. State shared revenues are projected to increase in fiscal year 2014/15 by approximately \$337,400 with every State shared revenue category projected to be up over last fiscal year. State shared sales tax is estimated to be \$1,382,600 reflecting an increase of 4.6% over last fiscal year.

In contrast, property taxes are a relatively minor revenue source for the Town. The primary property tax rate is projected to be \$0.3963 per \$100 of assessed value. The levy rate reflects a slight increase of 0.0135 over fiscal year 2013/14. Currently, the Town does not have a secondary property tax.

### REVENUE BY TYPE—ALL FUNDS



## **Capital Expenditures in the FY 2014/15 Budget**

Fiscal policies first adopted in the Town's 1997 Strategic Plan set forth strategies intended to assure that operating and capital expenditures valued less than \$100,000 would be financed on a "pay-as-you-go" basis with cash. Excess cash in the General Fund is transferred to Capital Projects Funds to enable cash appropriations for priority capital expenditures. This excess reserve is available for appropriation for capital expenditures as directed by the Town Council. There is no transfer of excess cash in the General Fund to the Capital Project Funds in this budget.

The Town is completing several major capital projects funded through 1) general obligation bond issues and 2) street special assessment improvement bonds.

On September 9, 2003, qualified electors of the Town authorized the issuance of \$3,555,000 in general obligation bonds. At that time \$2,030,000 in bonds were issued for police department communications. In the fall of 2009, the Town issued \$1,525,000 of the remaining bonds for the land purchase, construction and equipping a third fire station. The debt service is being paid by a 0.12% local sales tax increase that became effective in January 2005.

On October 21, 2005, the Town issued \$875,000 of Special Improvement Assessment Bonds to construct Westerly Road in the Town's Green Valley Redevelopment Area. This was a joint public and private project, benefiting both the abutting property owners and the Town.

In August 2009, the Town entered into a \$10.6 million (\$4.0 million in federal grant funding and \$6.6 million in loans) agreement with the Water Infrastructure Finance Authority of Arizona (WIFA) for completion of Phase I of the C.C. Cragin pipeline and required repairs / replacements to the existing system. As of June 30, 2012, the Town has drawn down \$3.6 million of the loan and has drawn the maximum \$4.0 million in federal ARRA grant funds. In August 2012, \$2.4 million of the loan was de-obligated and the Town made the final draw of available funds (after de-obligation) in July 2012. In 2013, the Water Division obtained another loan from WIFA in the amount of \$6,250,000 to fund the continuation of the C.C. Cragin project.

### **Fiscal Policy Assumptions**

Financial policy guidelines that were used for the preparation of this budget are shown in italic typestyle. Notes on how this budget conforms or deviates from past policies are shown beneath each policy statement.

- 1. Maintain an annual non-appropriated General Fund Reserve equal to 5% of the estimated revenue for the next fiscal year.*

General Fund year-end fund balance is projected to be \$500,155 or 3.74% of the estimated revenue for the Fiscal Year 2014/15. Although the reserve is higher than last year's reserve, it still falls short of the financial policy guideline due to revenue shortfalls and an extremely slow economic recovery. For these reasons, we have been unable to maintain a General Fund reserve per policy.

***2. The rate of growth in General Fund operating expenditures will be less than the increase in operating revenues.***

General Fund operating revenues are projected to increase by \$387,690 (2.99%). The increase in revenues is primarily due to an increase in State shared revenues and construction-related fees. Intergovernmental revenues are down as we come to the completion of our SAFER grant and, although the economic recovery is still slow, revenue projections indicate that we will still come out ahead of last year's numbers. Operating expenditures are projected to increase \$634,300 (4.97%) over the FY2013/14 budget. Although we are seeing increases in the cost of insurance, fuel, and other goods and services, departments continue to hold the line on spending. We are not able to follow this policy at this time.

***3. Excess cash in the General Fund, above the 5% non-appropriated reserve, will be transferred to the Capital Projects Fund to help fund future capital projects.***

Because of the difficult economic conditions, very few capital or street projects will be initiated this fiscal year using general fund monies. As stated above, there is no excess cash in the General Fund. We are not able to follow this policy at this time.

***4. Use lease/purchase financing for equipment acquisitions valued at more than \$100,000. Continue to allocate funds to the Equipment Replacement Fund for future equipment acquisitions.***

Due to current economic conditions, funds will not be allocated to the Equipment Replacement Fund.

***5. Voters of Payson will be given the opportunity to ratify the issuance of any new debt that requires an increase in property tax or sales tax rates.***

In September 2003, the voters authorized the issuance of \$3,555,000 in general obligation bonds for the purpose of 1) purchasing communications equipment including computer aided dispatch, records management system, and mobile dispatch terminals for the police and fire departments, 2) purchasing a computerized firearms training system, 3) remodeling the Main Street Fire Station, and 4) constructing Fire Station #13, a new station located on the east side of town. \$2,030,000 in bonds was sold in September 2004 with the debt service being paid by a 0.12% sales tax increase in January 2005. The remaining \$1,525,000 authorized funding was issued during the 2009/2010 fiscal year. There has been no new debt issued since 2005 that would affect property or sales tax rates.

### **III. COUNCIL INITIATIVES - FY 2013/14**

Since 1995, the Town of Payson has been planning for the future by preparing the Corporate Strategic Plan (CSP). In August, 2012, the Town Council adopted a new CSP. This CSP is divided into ten Key Result Areas (KRA). Each KRA is more specifically defined by Priorities and Strategies that help guide the organization. Council did not rank the KRAs as they felt all were equally important at this time. The following Key Result Areas have been established for fiscal year 2014/15:

- KRA 1 : Economic Development, Tourism and Economic Vitality
- KRA 2 : Financial Excellence
- KRA 3 : Infrastructure
- KRA 4 : Innovation and Efficiency
- KRA 5 : Neighborhoods and Livability
- KRA 6 : Social Services
- KRA 7 : The Payson Team
- KRA 8 : Public Safety
- KRA 9 : Sustainability
- KRA 10: Technology

The long-term goals identified in the Town of Payson's General Plan serve as a guideline in the development of the Corporate Strategic Plan. (More details regarding the General Plan and the Corporate Strategic Plan can be found in the Planning & Performance section of this book.)

### **IV. ECONOMIC FACTORS AFFECTING BUDGET DECISIONS**

Preparing for Fiscal Year 2014/15 and beyond has been particularly challenging due to the unfavorable economic situation over the last few years and an anticipated economic recovery that has been very slow to manifest itself. The Town's officials considered many factors during the process of developing the budget for fiscal year 2014/15. The budget is based on increases in all State shared revenues. While the economy appears to be recovering on a very minute basis, we continue to budget conservatively. The Town's budget continues to be very tight as we strive to meet our goals within our limited financial resources.

The major economic factors impacting the budget for fiscal year 2014/15 are the recovery of the financial markets and growth in construction. According to an article by Dr. George Hammond in the Spring 2014 issue of Arizona's Economy, "The forecast calls for state growth to overcome recent weakness and accelerate during the next three years, as the federal fiscal drag diminishes, residential construction picks up speed, and world growth strengthens." Establishment of a few new businesses in town provides hints of improvement in the economy but, anticipated recovery is still slow. Fortunately, some grant money is available for streets and airport projects but many capital improvements have been put on hold again and future budgets will be adversely affected by these continued postponements. For another year, the Town was only able to pay the interest on the operational loan from the Water Department. The rising cost of workers compensation insurance and an increase in the contribution rate for the public

safety retirement fund have added to our already tenuous situation. Luckily, local sales tax continues its trend upwards ever so slightly.

Payson is a mountain town whose water is obtained from deep wells within its corporate boundaries. For many years, the Town Council and staff have been actively seeking additional water sources. Recent agreements with the Federal Government and the Salt River Project have given the Town of Payson and surrounding areas water rights from the C.C. Cragin Reservoir which should provide Payson with its water needs for many years into the future.

## V. CONCLUSION

As we continue to be challenged by the economic conditions at the national, state, and local level, we must stay focused on our long-range financial plan to further streamline the Town's operations and lower costs.

The budget for fiscal year 2014/15 is committed to the Town's policy of managing Payson's financial position by protecting fund balances and reserves, recommending a balanced budget, adding new programs prudently and making decisions within the context of our long-range financial capacity study and debt management plan.

The fiscal year 2014/15 Annual Budget asserts our commitment to meet and exceed our community's highest priority expectations. We continue to strive to meet these needs at the lowest possible cost to our citizens.

With final budget adoption, we wish to express our gratitude to the Department Directors of the Town for helping to assemble this budget. The Staff has come together as a team on numerous occasions over the last few months to discuss and resolve each budget challenge presented. We give special thanks to the Financial Services Department staff (Hope Cribb, Janice Hopely, Tammy Enlow, and Manar Bogatko) for providing us with timely information, reports, and assistance. We would also like to thank the Town Council for their time, consideration and support in working with staff to make tough decisions and help direct us as we struggle with future budget uncertainties.

Respectfully submitted,



Debra A Galbraith, CGFM  
Town Manager



**Quick Reference Guide**

This Quick Reference Guide will help you find answers to commonly asked budget questions. The Table to Contents will lead you to the detail sections of the budget.

<b>If you have this question...</b>	<b>Refer to</b>	<b>Page</b>
How much is the 2014/15 budget?	Town Manager's Budget Message	7
	Budget Summary	38
	Total Financial Program	46
What is the breakdown of dollars for the 2014/15 budget by fund?	Total Financial Program	46
What are the primary sources of revenue for the Town?	Budget Summary	38
	Revenue & Expenditure Summary	44
	Revenue Summary	86
	Revenue Detail	88
What does the Town spend its money on?	Town Manager's Budget Message	7
	Budget Summary	38
	Expenditure Summary	101
What is the Town's budget process timeline?	Budget Process Overview	24
	Budget Calendar	30
What are the budgeted dollars for each department?	Budget Summary	38
	Operating Budget Overview	49
	Department Budgets	107-284
How is the economy of the Town?	Town Manager's Budget Message	7
	Budget Summary	38
What are the capital improvement projects?	Town Manager's Budget Message	7
	Capital Project Funds	74
	Capital Improvement Plan	320
What planning documents influence budget priorities?	General Plan	286
	Corporate Strategic Plan (CSP)	290
	Capital Improvement Plan (CIP)	320



### How to Make the Best Use of This Document

The budget document serves two distinct purposes. One purpose is to present the Town Council and Citizens with a clear picture of the services that the Town provides and the policy alternatives that are available. The other is to provide Town management with a financial and operating plan that conforms with the direction of the Citizens, Council and the Town's accounting system. The following is a description of each section of the budget document.

**BEFORE THE INTRODUCTION:** Items shown here are of a general informational nature that apply to all sections of the budget document.

**INTRODUCTION:** This section includes the Town's principal officials, organizational chart, mission statement, core values, Town profile and budget messages.

The **Town Manager's Budget Message and the Mayor's Budget Message** provide an overview of the key issues, programs and policies that drove the formation of this budget.

**BUDGET SUMMARIES:** This section shows the overview of all the parts of the budget: sources and uses, total financial program, revenue and expenditure summary, and capital budget overview.

**REVENUE INFORMATION:** This section presents the revenue side of the budget in both summary and detail formats.

**EXPENDITURE INFORMATION:** This section presents the operating budget in summary and in detail for each Town department. This information is not shown on a fund basis, but rather, on a departmental basis to facilitate understanding of the true costs of departmental operations.

**DEBT SERVICE:** This section shows the funds used to repay debt and presents the payment schedules for that debt.

**CAPITAL BUDGET:** This section presents the capital improvements budget, detail of the capital projects, and the budget for capital equity.

**PLANNING & PERFORMANCE:** This section presents information regarding the Town's short-term and long-term planning documents and performance measures that quantify progress towards the defined goals. An overview of the General Plan, Corporate Strategic Plan (CSP), and Capital Improvement Plan (CIP) are included in this section. The complete plan documents can be viewed at [www.paysonaz.gov](http://www.paysonaz.gov).

**SUPPLEMENTAL INFORMATION:** This section presents the budget resolution, financial policies, information on staffing and selected community demographics.

# Where is Payson, Arizona?

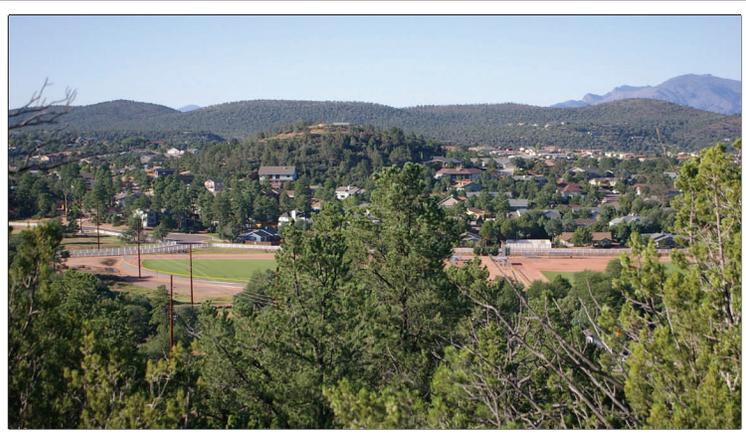


Payson has been called the “Heart of Arizona” because it is located almost exactly in the geographic center of the state. Our town of 19.5 square miles in northern Gila County is intersected by State Routes 87 and 260 and is nestled just below the Mogollon Rim.

## PAYSON PROFILE

### ...General Information...

Payson is located at the intersection of State Routes 87 and 260, just 90 miles north of Phoenix, Arizona. The Town's boundaries enclose 19.5 square miles in northern Gila County. Payson is nestled below Arizona's Mogollon Rim at an elevation of 4,982 feet and enjoys a moderate four-season climate. It is surrounded by the Tonto National Forest and the world's largest stand of virgin Ponderosa Pines.



The Payson town site was established in 1882 with a population of 40. It was first known as Union Park, although residents referred to the town as Green Valley. The first post office was opened in 1884 and the postmaster officially changed the name of the town to Payson, in honor of Senator Louis Edward Payson who was the congressional head of the Post Office and Post Roads at the time. Payson was incorporated in 1973.

In its early years, Payson's economy was based on logging, ranching and mining. This western heritage still lives on in Payson through its many festivals and events. The Payson Rodeo, now billed as the "World's Oldest Continuous Rodeo", came into being in 1884. The Hashknife Pony Express also makes its annual historic run through Payson, picking up letters for delivery.



Other events include arts & crafts shows, fishing tournaments, classic car shows, Mountain High Days Festival and the State Championship Fiddlers Contest.

Tourism, home building, and the retirement industries dominate the current economy with a growing emphasis on manufacturing and service firms. Also being encouraged is light industry that is compatible with the community's "High Quality of Life". Payson's major employers include the Payson Unified School District, Mazatzal Casino, Payson Regional Medical Center, and the Town of Payson.



### ...Form of Government...

The Town operates under the council-manager form of government. The Town Council, which has policy-making and legislative authority, consists of a mayor and a six-member council. The Town Council is responsible for, among other things, passing ordinances, resolutions, and adopting the Town's annual budget. They also appoint committees and hire the Town Manager and Town Attorney. The Council is elected on a nonpartisan "at large" basis. Council members are elected to four-year staggered terms with three Council members elected every two years. The qualified electors of the Town directly elect the Mayor for a two-year term. The Town Manager is responsible for carrying out the policies, ordinances and resolutions of the Council, and for overseeing the day-to-day operations of the Town.

The municipal government is broken down into departments that are headed by directors/managers. These directors / managers are hired by and report to the Town Manager, Assistant Town Manager, or Deputy Town Managers.

The **TOWN MANAGER'S DEPARTMENT** currently encompasses the Town Manager, Human Resources, Economic Development, and Information Services. The Town Manager serves as the Chief Administrative Officer supervising the activities of Town departments, implementing Council policy, providing information to the media and serving as the intergovernmental liaison for the Town. This department is also responsible for the Human Resources division which includes duties related to the administration of employee and retiree benefits, personnel policies and procedures, recruitment, employee training and development, risk management, administration of safety compliance programs and payroll. Information Services, another division of this department, is responsible for keeping the computer technology productive and up-to-date. Economic Development is responsible for assisting prospective new businesses and serving as an ombudsman for existing businesses. This division was established in FY10/11 and was not staffed in FY13/14 due to economic constraints so some of the responsibilities of this division were being handled by current staff. This fiscal year, funds were again allocated for the staffing and operations of this division. The Town Manager's Department is led by the Town Manager.

A restructuring of upper management was implemented in FY11/12. These changes included the creation of an Assistant Town Manager and two Deputy Town Managers' positions. These new positions report directly to the Town Manager. The Assistant Town Manager oversees the operations of Public Works, Community Development Building and Recreation/Tourism. The Deputy Town Manager (Public Safety) oversees Fire, Police, and Emergency Operations. The Deputy Town Manager (Administrative Services) oversees Human Resources, Information Services, Financial Services, Planning & Development, Economic Development and Library. The Deputy Town Manager (Administrative Services) position has not been funded since the restructuring due to the economic situation.



The **TOWN CLERK DEPARTMENT** provides support to the Town Manager, Mayor, and Council including council meeting agendas & minutes, elections, town code maintenance, records management, public information requests, and public notices. This department is led by the Town Clerk.

The **FINANCIAL SERVICES DEPARTMENT** provides support for various cost centers. In addition to accounting for the Town's revenue and expenditures, the department also performs cash management, accounts payable, purchasing, capital assets, accounts receivable, grant monitoring, banking relations, monthly reporting, audit and debt service functions. The department compiles the annual budget and prepares the Comprehensive Annual Financial Report. This department is led by the Finance Manager.

The **LEGAL DEPARTMENT** represents and provides legal advice to the Mayor, Town Council and Department Heads. Responsibilities include reviewing contracts, drafting ordinances and resolutions, as well as providing oral and written legal opinions. This department also prosecutes all misdemeanor criminal matters committed within the Town limits and filed with the Town Magistrate Court. This department is led by the Town Attorney.

The **LAW ENFORCEMENT DEPARTMENT** enforces local, state and federal laws in addition to protecting citizens and their property. The department is also responsible for enforcement of all animal control laws and licenses. The department consists of three divisions. The Communications division provides dispatch services. The General Operations division consists of law enforcement, records, evidence, customer service and clerical functions. The Special Operations division consists of School Resource Officers, Animal Control, and Law Enforcement Grants. The department is led by the Police Chief.

The **FIRE DEPARTMENT** provides emergency services which include responses to fire suppression, medical emergencies, technical rescues and first responder operations level response to hazardous materials incidents. The Fire Department also participates in the Wildland/Urban Program which allows departments from all over the state to enter into agreements to facilitate the movement of firefighting resources to any wildland fire. The department is run by the Fire Chief.

The **COMMUNITY DEVELOPMENT DEPARTMENT** previously consisted of three divisions: Planning & Zoning, Building and Housing. The Planning & Zoning division provides land use and development services. The Building division provides services to the building community and ensures that all structures are built in accordance with adopted building codes. The Housing division is responsible for the housing rehabilitation program.



During the FY14/15 budget process, an administration division was added to this department. Common supplies and services for Community Development, previously budgeted under each individual division, were combined under this new administration division.

At the end of the budget process, it was decided that a restructuring of this department was necessary. The Building division was broken out as a separate department reporting to the Assistant Town Manager. The Planning & Zoning division and the Housing division were moved to a new Planning & Development Department. An additional division for Code Compliance was also established under this new department. The Planning & Development Department will report to the Deputy Town Manager (Administrative Services). For this fiscal year, the Community Development Department will consist of the new administrative division and report to the Assistant Town Manager. For now, this division will function as the central supplies for the other two departments. A review of this structure will occur next year to determine if additional changes are required.

The **RECREATION & TOURISM DEPARTMENT** provides recreational opportunities to the citizens. The Recreation division develops and funds all the recreational programs. The Aquatics division oversees the pool. The Multi-Event Center division hosts large scale special events. The Trails and Open Spaces division is responsible for the construction and maintenance of the interconnecting trail system. The Tourism division markets the Town to outside media. This department is headed by the Recreation & Tourism Director.

The **PUBLIC WORKS DEPARTMENT** provides services to support various Town departments, such as: review of plats, development plans, street maintenance & new construction, public works maintenance contracts and oversight of new construction within the Town's right-of-way. The Parks Maintenance division provides quality development and upkeep of the Town's park system. The Airport division provides aviation services to Payson and the surrounding areas. The Water division is a public water utility that supplies drinking water to approximately 16,000 people within a 19.5 square mile area. This department is led by the Assistant Town Manager.

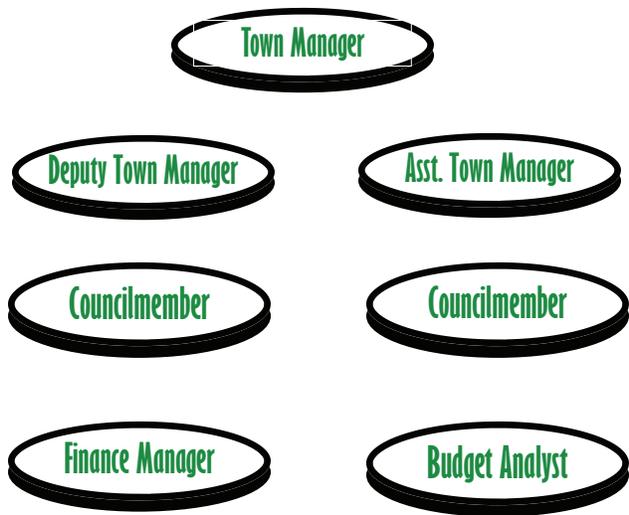
The **LIBRARY** offers a variety of programs for its patrons as well as a vast collection of books and other media. It is led by the Library Director.



***BUDGET  
PROCESS  
OVERVIEW***

The Town Manager is responsible for proposing an Annual Budget to the Town Council. Traditionally, in late May or early June each year, the Preliminary Budget is presented to the Town Council and community. The final budget is adopted in June. The Town's Budget Year runs from July 1 to June 30.

The Town retains full-time professional employees to help develop the budget, including the Town Manager, Finance Manager, Budget Analyst and Department Heads. Annually, the citizens, staff, Mayor and Town Council discuss and designate Town priorities. The Corporate Strategic Plan and Capital Improvement Plan serve as useful guides in the development of the budget. The Finance Manager compiles the budget requests from the departments. A budget team is assembled consisting of:



After intense analysis and careful consideration, the Town Manager recommends a budget to the Mayor and Town Council that reflects the citizens', Mayor's, and Council's priorities.

**The Annual Budget serves four essential purposes:**

- ◆ **FINANCIAL PLAN** – projects revenues and expenditures for the ensuing year
- ◆ **POLICY DOCUMENT** – reflects how approved Town expenditures are consistent with overall Town policies, initiatives, and priorities
- ◆ **OPERATIONS GUIDE** – documents service level commitments made by the Town departments
- ◆ **COMMUNICATIONS DEVICE** – describes the Town's financial condition, service objectives for the budget year, and the funding sources available to meet the objectives

To assure that the budget satisfies each essential purpose, the Town follows an established process. The process involves the Town Manager, Department Heads, Mayor, Town Council, and the public in deliberation periods and decision points. The public participates through direct contact and in public hearings with the Town Council, commissions, committees and advisory boards.

It is the goal of the Town of Payson to involve all citizens in the budget process either in the formulation, preparation, implementation, administration, or evaluation.



### ...Budget Roles and Responsibilities...

**CITIZENS OF PAYSON** are responsible for participating in the formation of the Corporate Strategic Plan and presenting it to the Town Council.

**TOWN COUNCIL** is responsible for establishing the Town's Mission Statement, reviewing and adopting the Corporate Strategic Plan, setting the Town's major goals and objectives, and reviewing the Town Manager's Proposed Budget and approval of all related documents.

**TOWN MANAGER** is responsible for formulating a Proposed Budget and presenting it to the Town Council.

**FINANCE MANAGER** is responsible for preparing the preliminary budget documents, assimilating and totaling the budget data, and preparing the proposed budget document for Council consideration.

**DEPARTMENT DIRECTORS** are responsible for formulating the priorities of their departments, developing the proposed program budget under their control and submitting it to the Town Manager. In addition, they are responsible for the daily cost management of their programs within the approved budget.



### **...Budget Process...**

Forecasting is an essential part of the budget and decision making process. This process starts by updating the Corporate Strategic Plan. The Corporate Strategic Plan is an agenda of priority areas for the Town. It helps establish a Capital Improvement Plan that is a major component in forming a consensus based budget process. A separate Capital Improvement Plan is also created / updated during the budget process. Forecasting is also used in estimating revenue to be received and expenditures to be spent. The Town utilizes a number of tools to help in the forecasting process including a Financial Trend Monitoring System (FTMS). The FTMS provides one method of evaluating financial condition and identifying trends. The Town uses a conservative approach when forecasting revenues.

The Town Council's goals and policies set the direction for the development of the budget. The Council's main policy issues serve as guidance for the creation of the budget. These policies are the basis upon which the Department's budgets are formulated. In addition to the Council's policies and goals, each department identifies and discusses their budget requests or policy issues with the Town Manager.

Creation of the individual departmental budgets gives each major responsibility center an opportunity to evaluate their department goals, objectives and programs. This allows them to analyze their operations and determine the needs of their departments. Departments thoroughly review all programs and services. It is from this process that the Preliminary Budget is prepared.

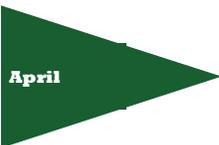
The Town Manager reviews all department requests and may recommend changes to department priorities and/or projects. The amount of allocation is determined by historical spending patterns for current programs or estimated spending for new programs. These spending estimates are then adjusted to meet current economic conditions, as needed. In addition, the Fiscal Policy defines certain budget constraints related to the Town's projected funding sources and reserves. In the Preliminary Budget, selection of which expenditures will be included is at the discretion of the Town Manager according to priorities and budget policies.

The Town Manager submits to the Town Council a Proposed Budget document for the next fiscal year. The Proposed Budget is composed of operating budgets and capital improvement programs. Council reviews the Proposed Budget with staff through a series of public work-study sessions. In early June, the Tentative Budget is adopted and a public hearing is held on the State Expenditure Limitation document. In late June, a public hearing is held on the Final Budget, which is then adopted by the Council. Within seven days of the Final Budget adoption, a public hearing is held on the proposed Primary and Secondary tax rates and they are then adopted by ordinance. Upon adoption, they are certified to the County Treasurer.

### ...Budget Preparation...



- ◆ Budget Team starts meeting to discuss year-end revenue projections and revenue forecasts for next budget year
- ◆ Departments submit budgets and personnel requests to Financial Services
- ◆ Finance Manager consolidates department submittals to produce initial budget report



- ◆ Budget Team holds meetings with individual departments to review budget requests
- ◆ Budget Team proposes a Preliminary Budget based on all information compiled in the budget development process



- ◆ Financial Services prepares the Preliminary Budget with supporting information for presentation to Council and the public
- ◆ Council holds Work Study sessions with Department Directors (optional)
- ◆ Council accepts Preliminary Budget or requests revisions
- ◆ If required, Financial Services presents amended Preliminary Budget for Council approval

### ...Budget Adoption...



- ◆ The Tentative Budget is adopted in early June
- ◆ The Final Budget is adopted in mid June
- ◆ Property tax levy is adopted not less than seven days after the Final Budget



### **...Budget Execution...**

Adopted budget allocations are recorded in the Town's accounting system in detailed expenditure and revenue accounts. Throughout the year, the Town monitors expenditures and revenue receipts. Monthly reports of the Town's financial status are made to the Town Manager, Mayor, Council and Town staff.

Each department is responsible for reviewing the monthly financial reports and limiting expenditures to the authorized budget. Financial Services staff prepares all monthly reports and completes a preliminary review. Any issues are discussed with the appropriate department. In addition, the major revenue sources of the Town are reviewed monthly and compared to projected amounts.

Unused appropriations lapse at year-end and must be re-appropriated or absorbed into the next year's operating budget. Appropriations for Capital Improvement Projects do not lapse at year-end, but are valid for the life of the project.

### **...Budget Amendments...**

The budget is adopted by the Town Council at the fund level.

The State of Arizona Expenditure Limitation statute requires that the budget cannot be increased after final adoption. Expenditures may not exceed the budgeted total of the fund without the Town Council's approval.

Department heads may request the reallocation of appropriations within a department from one item to another (with the exception of increases in salaries, benefits, and capital improvement projects) subject to the approval of the Town Manager.

The Town Manager, subject to Town Council approval, may reallocate appropriations between departments.

The adopted budget cannot be amended in any way without the approval of the Town Council.



### 2014/15 BUDGET CALENDAR

Budget input open to departments	2/28/2014
Capital Improvement Plan public meeting	3/4/2014
Budget Team meeting for revenue projections	3/19/2014
Budget Team meeting for revenue projections	3/20/2014
Department budget input completed and submitted to Financial Services	3/31/2014
Finance Manager submits initial budget to Budget Team	4/3/2014
Budget Team holds department budget meetings	week of 4/14/2014
Preliminary Budget presented to Council	5/6/2014
Publish Budget Summary once a week for two consecutive weeks:	6/10/2014
	6/17/2014
Hold public hearing and adopted Final Budget	6/19/2014
Make property values provided by the Assessor available for inspection	7/2/2014
Adopt property tax levy	7/10/2014
(Levy must be adopted not less than seven days after Final Budget but, on or before the third Monday in August)	
Forward certified copy of tax levy ordinance to County by the third Monday in August	7/15/2014



***UNDERSTANDING  
THE  
BUDGET***

## >>> FUND ACCOUNTING & FUND STRUCTURE <<<

Readers and users of governmental budgets and financial statements are frequently confused by what they see. This confusion stems from the method of accounting (namely “fund accounting”) which is required for all governmental entities. The purpose of this section is to provide a general explanation of fund accounting, fund types, and other special terms as they relate to local government.

### ...Fund Accounting...

To ensure legal compliance and financial management for the various restricted revenues and program expenditures, the Town’s accounting and budget structure is segregated into various funds. This approach is unique to the government sector. Fund accounting segregates functions and activities into separate self-balancing funds that are created and maintained for specific purposes: for example Special Revenue Funds are used to account for expenditures of restricted revenues, while Enterprise Funds are used to account for self-sustaining “business” related activities for which a fee is charged to cover all costs associated with that business. The General Fund is the Town’s chief operating fund and is used to account for all financial resources, except those required to be accounted for in another fund.

### ...Fund Structure...

A fund is a group of related accounts that is used to maintain control over resources that have been segregated for specific activities or objectives. The Town, like other state and local governments, uses fund accounting to ensure and demonstrate compliance with finance related legal requirements.

### Governmental Funds Types

Governmental Funds are funds generally used to account for tax-supported activities. Most government functions are accounted for in this type of fund. Governmental funds consist of the General Fund, Special Revenue Funds, Capital Project Funds and Debt Service Funds.

#### *General Fund*

The General Fund is the chief operating fund of the Town. It accounts for all resources that are not required to be accounted for in other funds. Essentially, the general fund includes resources that are considered “unrestricted” and are available for expenditure by the Town. A significant part of General Fund revenues are used to maintain and operate the general government: however, a portion is also transferred to other funds principally to fund debt service requirements. Expenditures include, among other things, those for general government, public safety, public works, health and welfare, parks/recreation/ cultural, and community development.

#### *Special Revenue Funds*

Special Revenue Funds are used to account for resources that are legally restricted. These restrictions are generally imposed by grantors, ordinance or law. The Town maintains the following active Special Revenue Funds: Highway Users Revenue Fund (HURF), Parks & Rec Improvement Fee Fund, Gifts and Grants Fund, Bed Tax Fund, Police Department of Justice Fund, Library Fund, Airport Fund, Event Center Fund, and Medical Insurance Fund. The Festivals & Events Fund was closed in FY12/13. Law Enforcement Property Program Fund, Magistrate Court / JCEF Fund, and Magistrate Court / FTG Fund were moved from Special Revenue Funds to Fiduciary Funds in FY13/14.

### *Capital Project Funds*

Capital project funds are used to account for financial resources to be used for the acquisition or construction of major capital facilities. The Town currently maintains the following active capital project funds: Grant Capital Project Fund, Park Development Fund, Public Safety Impact Fee Fund, Green Valley Redevelopment Fund, Public Safety Bond Project Fund and Central Arizona Trust Fund. The Construction Excise Tax Revenue Obligation Bonds Fund and the Bonita Street Phase 2 & 3 Fund will be closed in FY14/15. The American Gulch Improvement Fund, the Cedar Lane Improvement District Fund, and the Rancho del Tonto Improvement District Fund are inactive.

### *Debt Service Funds*

Debt service funds are used to account for the accumulation of resources for, and the payment of, long-term debt principal, interest and lease/purchases that are not serviced by Enterprise Funds. It does not include contractual obligations accounted for in the individual funds. The Town maintains the following active debt service funds: General Debt Service Fund, Westerly Road Improvement District Debt Service Fund, Excise Tax Revenue Obligation Debt Service Fund, and General Obligation Bonds Series 2004 Debt Service Fund. Debt for Rumsey Park Certificates of Participation and Green Valley Park were retired in FY12/13. The Cedar Lane Improvement District Debt Service and Rancho del Tonto Improvement District Debt Service are inactive.

### **Proprietary Fund Types**

Proprietary Funds are used to account for the Town's business whose activities are similar to businesses in the private sector. Proprietary funds consist of enterprise funds and internal service funds. The Town does not utilize any internal service funds.

### *Enterprise Fund*

Enterprise Funds are used to account for operations, including debt service, which are financed and operated similarly to private business. The intent is financial self-sufficiency with all costs supported predominantly by user charges. The Town currently maintains one Enterprise Fund: Water Fund. In FY13/14, the C.C. Cragin Development Fund was eliminated and all water/pipeline related activities were reported under one fund. Although these funds were combined, detailed accounting for the C.C. Cragin expenditures is maintained as a sub-category within the Water Enterprise Fund.



### >>> BASIS OF ACCOUNTING <<<

The basis of accounting refers to the point at which revenues and expenditures are recognized. “Cash basis” means that revenues and expenditures are recorded when cash is actually received or paid out. “Full accrual basis” recognizes revenues when earned (rather than when received) and expenditures when an obligation to pay is incurred (rather than when the payment is made). Governments typically use the modified accrual basis of accounting. Under the modified accrual basis of accounting, revenues are recorded when measurable and available to finance expenditures of the current fiscal year, or soon thereafter, to be used to pay current period obligations. Other than principal and interest on long-term debt, expenditures are recognized in the accounting period in which the liability was incurred.

The Town uses the modified accrual basis of accounting and accounts for governmental funds on a current financial resources focus.

Governmental funds include:

- ◆ General Fund
- ◆ Special Revenue Funds
- ◆ Debt Service Funds
- ◆ Capital Project Funds

Proprietary funds are accounted for on an accrual basis of accounting.

Proprietary funds include:

- ◆ Enterprise Funds

The Town’s Water Fund, an Enterprise fund, uses the flow of economic resource measurement focus under the full accrual basis of accounting.

### >>> BASIS OF BUDGETING <<<

The budgetary basis refers to the form of accounting utilized throughout the budget process. The Town budgets for governmental funds, which includes the General Fund, Special Revenue Funds, Debt Service Funds and Capital Project Funds on a modified accrual basis. Using this basis, revenues (income) are recognized in the period they become measurable and available to finance expenditures of the period and expenditures are recorded when incurred.

The budget for proprietary funds, which include Enterprise and Internal Service Funds, are prepared using full accrual basis of accounting, with the exceptions listed below. Under this basis, revenues are recorded when earned and expenses are recorded at the time the liabilities are incurred.

- ◆ Capital Outlay is budgeted as an expense in the year purchased

- ◆ Proceeds from the issuance of debt are considered to be revenues, not an increase in liabilities
- ◆ Principal payments are shown as expenses rather than deductions of a liability
- ◆ Development fees are shown as revenue, not capital contributions
- ◆ Proceeds from the sale of assets are recognized as revenue; however, the gain or loss is not
- ◆ Accrued compensated absences are not considered to be expenditures until paid

Fiscal year budgets are adopted by the Town Council for the general fund, special revenue funds, debt service funds, capital project funds, enterprise funds.

The budgets are adopted on a basis consistent with generally accepted accounting principals (GAAP).

**>>> BUDGET DOCUMENT <<<**

The budget document is prepared in such a manner as to present the budget in an easy to read and understandable format for all interested parties. It sets the fiscal plan to be utilized by the Town Council and Town management to attain their goals and objectives in providing quality services at a reasonable cost to the citizens of Payson. To meet these objectives, the budget document has been prepared to be used as a policy document, an operations guide, a financial plan and a communications device.

**...Policy Document...**

The Town Council has established specific goals through policy decisions. Some of these goals and policies are shown in the following areas:

- ◆ General information section describing the departments’ operations, areas of responsibility, and objectives
- ◆ Budget highlights section indicating any major changes within the departments required to accomplish their program goals and objectives
- ◆ Funding source section reflecting the resources to be used by the departments
- ◆ Summary by category section showing the historical information and expenditure commitments to attain goals
- ◆ Authorized personnel sections showing the number of authorized positions and historical data.

**...Operations Guide...**

The department budget pages show the actual expenditures for fiscal years 2011/12 and 2012/13, the adopted budget for fiscal year 2013/14 and the proposed budget for 2014/15. These departmental budgets show the line item actual expenditures and budgets by five major expenditure categories:

- ◆ **Salaries and Wages** – salaries and wages
- ◆ **Personnel Benefits** - fringe benefits and employee related expenditures
- ◆ **Supplies** – general supplies and minor items
- ◆ **Other Services and Charges** – repair and maintenance, contracted services, professional services, memberships, utilities, training, insurance
- ◆ **Capital Outlay** – acquisition of operating capital items, machinery and equipment, capital repair and maintenance.

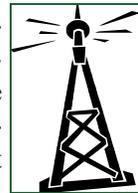
**...Financial Plan...**

The major sources of revenue are presented in numeric and graphical formats. The major revenue and expenditure sources are presented for fiscal years 2011/12 and 2012/13, the adopted budget for fiscal year 2013/14 and the proposed budget for 2014/15 in various places throughout the document.



**...Communication Device...**

The document contains narratives that are simple and understandable. Graphs and charts are included for quick analysis. The document is available in the Financial Services Department at Town Hall, Payson Library, and on the Town’s website at [www.paysonaz.com](http://www.paysonaz.com).



The final section of the document includes the required State budget documents as well as the Town of Payson adoption documents.



## >>> BUDGET POLICIES <<<

The budget policies listed below create a general framework of budgetary goals and objectives. They provide standards against which current budgetary performance can be measured and proposals for future programs are evaluated.

### **...Budget Resources...**

- ◆ The Town uses a “zero-based” resource allocation approach. Each department has the opportunity to request their budgetary needs starting from a zero balance.
- ◆ Special one-time revenue sources will be used to purchase or pay for non-recurring items. One-time revenues will not be used to support long-term operational expenditures.
- ◆ Expenditures from special revenue funds supported by intergovernmental revenues and special purpose taxes are limited strictly to the mandates of the funding source.

### **...Fund Balance...**

Fund balance may be thought of as the uncommitted resources of a fund. It is the policy of the Town to construct the various fund budgets in such a way that there will be sufficient uncommitted resources to cover cash flow needs at all times, regardless of seasonal fluctuations in expenditures or revenues, to provide adequate reserves for emergency needs, and to provide on-going investment earnings.

### **...Revenues...**

Revenue estimation is performed with the goal of coming as close as possible to what is actually collected by year-end based upon local, regional and national economic trends. When factors affecting how particular revenue will perform are in doubt, a conservative estimate is made.

### **...Debt Management...**

The Town’s debt management policy is to plan and direct the use of debt so that debt service payments will be a predictable and manageable part of the operating budget.

### **...Long-Range Goals and Objectives...**

The Town uses the General Plan to set long range goals and objectives. The General Plan is continually evaluated, reviewed, and amended with Council approval, to meet changing conditions as needed.

The elements of the General Plan for the Town are: Land Use (LU), Growth Area (GA), Circulation (C), Parks, Trails and Open Space (PT), Environmental Planning (EP), Water Resources (WR), Cost of Development (CD).

The Town meets these goals by managing the pattern and rate of growth in a way that preserves existing land use patterns; encouraging development of the Main Street area as a visitor or tourist oriented activity center; developing and maintaining a balanced motorized and non-motorized transportation system that is efficient, cost effective and environmentally sensitive; maintaining the water, mountain views, and watershed systems; and reaching out and being responsive to citizen concerns.

Additional details regarding the General Plan can be found in the Planning & Performance Section of this budget document.

The 2003 General Plan is a 120 page document that covers, in detail, the policy direction for each of the above areas, and the methods used to determine how to accomplish that direction. Copies of the complete 2003 General Plan can be obtained by contacting the Town’s Community Development Department.

**...Capital Improvements and Acquisition Process...**

The Capital program in the Town has two distinct elements: the Capital Improvement Plan (CIP) and the operating capital/equipment acquisition process. The Five Year Capital Improvement Plan (CIP) is a separate document available on the Town website as well as in the Town of Payson Finance Department.

**Capital Improvement Plan**

The Five Year Capital Improvement Plan is a long-range prioritized schedule of proposed capital projects with estimated costs. The plan is used to determine which projects will be included in the annual capital budget and to anticipate future capital requirements. The plan is updated and extended for an additional year during the annual budget process.

Revenue sources are identified to cover the capital costs submitted when possible. Approved capital improvement projects for the current budget year are shown in the capital budget section of the budget.

Capital improvement projects are funded in a number of ways, such as: federal, state and local grants, the issuance of bonds, accumulated cash reserves, ongoing revenue and sources as well as contributions from other funds.

**Operating Capital/Equipment**

Operating capital items, such as equipment and tools, are requested by Department Directors with their annual operating budget requests. These items, along with all other budget elements, are evaluated by the Town Manager. These budget items are shown in the capital outlay section of each division’s budget. Operating capital items are usually funded out of the general revenues of the Town.



Additional information about the Five Year Capital Improvement Plan (CIP) can be found in the Planning & Performance Section of this document. The complete CIP document can be obtained by contacting Payson Town Hall at 928-474-5242 or view on-line at [www.paysonaz.gov](http://www.paysonaz.gov).



***BUDGET  
SUMMARIES***

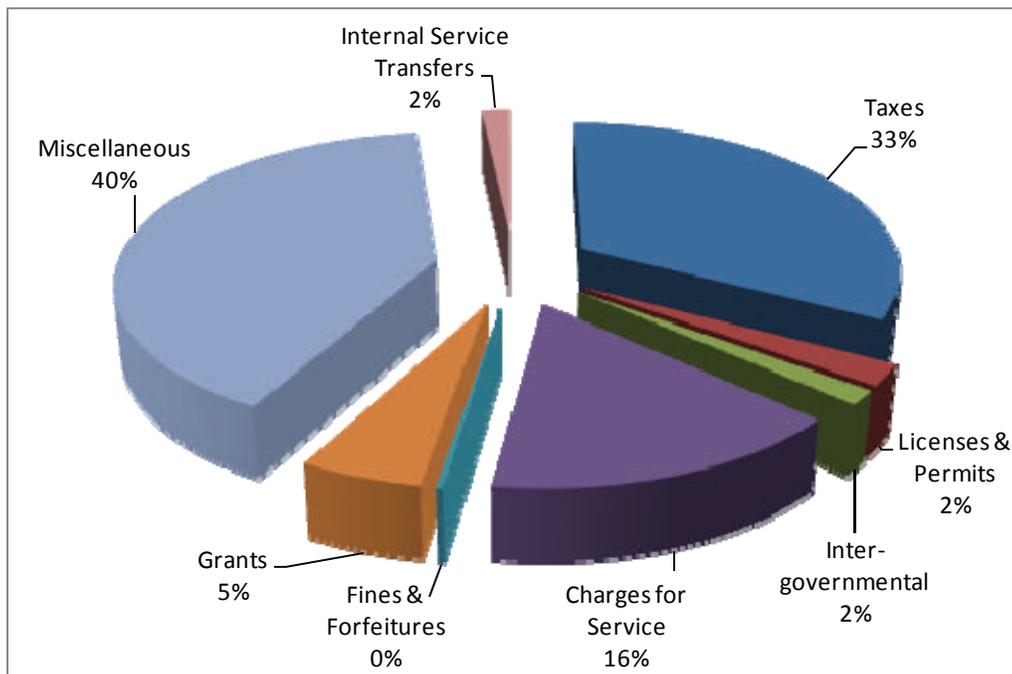


**THE BUDGET**

**Revenue:**

The Town continues a conservative approach to revenue projection. Due to current economic conditions, analysis of current trends was a vital tool in establishing projected revenue figures. Total estimated revenues and operating transfers for the 2014/15 budget total \$39,148,600 an increase of 38.95% over the 2013/14 adopted budget.

Category	2011/12 Actual	2012/13 Actual	2013/14 Budget	2014/15 Proposed
Taxes	11,335,863	11,674,679	12,346,000	12,805,600
Licenses & Permits	591,827	604,371	597,900	906,000
Intergovernmental	1,530,928	1,280,099	923,800	599,600
Charges for Service	4,804,896	5,357,633	5,290,000	6,166,600
Fines & Forfeitures	116,253	117,698	125,500	116,000
Grants	633,504	580,431	1,708,600	2,057,400
Economic Stimulus	3,213,132	-	-	-
Miscellaneous	3,974,731	2,835,603	6,506,200	15,841,000
Internal Service Transfers	955,575	849,623	676,410	656,400
<b>Total Operating Revenues</b>	<b>27,156,709</b>	<b>23,300,137</b>	<b>28,174,410</b>	<b>39,148,600</b>



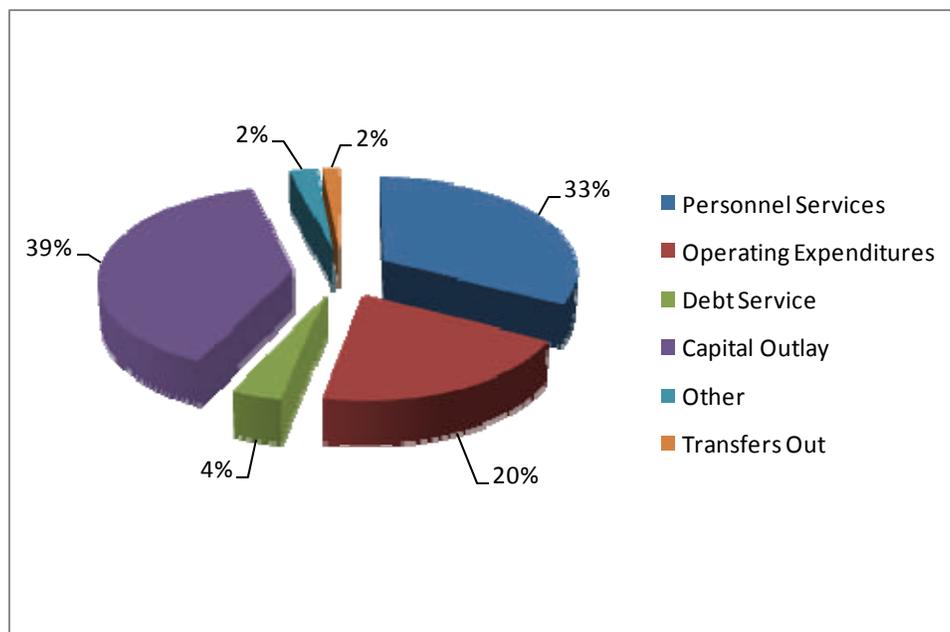


**Expenditures:**

The annual budget for the Town is divided into five major components which include all appropriations (all Governmental and Enterprise funds) for the Town.

- ◆ The **operating budget** finances the day-to-day provisions of Town services and totals \$8,532,500.
- ◆ The **personnel services** budget consists of the salaries and fringe benefits for all the Town’s employees. The amount budgeted for personnel services is \$13,522,800.
- ◆ The **capital outlay budget** funds the construction or improvement of Town facilities and infrastructure and the purchase of various types of machinery and equipment. Capital infrastructure improvements are budgeted within the various Town accounts. The capital improvement project budget totals \$16,108,400.
- ◆ The **debt service budget** is used to repay money borrowed by the Town, primarily for capital improvements, and amounts to \$1,561,300.
- ◆ The **transfers out budget** of \$656,400 represents the amount of funds transferred from one fund to another and has a corresponding Transfer In budget causing a net effect of \$0.
- ◆ The **depreciation** expense for the enterprise fund is \$1,028,000.

The total budget, including all six components, is \$41,409,400.





The following chart depicts the summary of expenditures by category, giving a two-year history and the prior and current year's budgets.

<b>EXPENDITURES &amp; OTHER USES</b>	<b>2011/12 Actual</b>	<b>2012/13 Actual</b>	<b>2013/14 Budget</b>	<b>2014/15 Proposed</b>
Personnel Services/Benefits	12,246,625	11,555,726	12,711,800	13,522,800
Operating Expenditures	8,610,036	8,898,160	8,127,900	8,532,500
Debt Service	1,460,915	1,004,101	1,376,300	1,561,300
Capital Outlay	4,496,911	3,554,408	7,924,466	16,108,400
Other	2,671,869	2,731,130	1,028,000	1,028,000
Transfers Out	970,726	849,622	676,410	656,400
<b>TOTAL</b>	<b>30,457,082</b>	<b>28,593,147</b>	<b>31,844,876</b>	<b>41,409,400</b>



## SUMMARY OF SOURCES AND USES BY FUND CLASS

On the next page is the Summary of Sources and Uses Statement by Fund Group. On this single page, the entire Town Budget is summarized and presented. The Sources and Uses Statement shows anticipated funds on hand when the year begins, anticipated in-coming funds, anticipated out-going funds, and finally anticipated funds on hand at year end.

### Sources of Funds

The top portion of the statement shows all anticipated “sources” of funds that will be available during the budget year. These sources include: Beginning Fund Balance reserves, current year Revenues, and Other Incoming Sources which include operating funds transfers, loan repayments, and other sources of funds that are not technically considered revenues but that come in during the year and can be spent for town purposes. It also includes the offsetting depreciation income entry for a net effect of \$0 on the ending fund balance.

### Uses of Funds

The middle portion of the statement shows all proposed “uses” of funds, by major fund group and by department and/or major expenditure classification.

Uses of funds include: Operating expenditures, Debt Service expenditures, Capital Improvement expenditures, and other uses of funds including operating transfers out to other funds, depreciation expense, and inter-fund loan repayments.

### Ending Budget Resources

The last line of the statement shows projected Ending Budget Resources by major fund group. This is the anticipated amount of funds projected to be in reserve at year-end.



Sources and Uses by Fund Group						
2014/2015 Budget						
	General	Restricted	Restricted	Debt	Utility	Total
	Fund	Funds	Capital	Service	Enterprise	Budgeted
	Fund	Funds	Funds	Funds	Funds	Funds
<b>SOURCES OF FUNDS</b>						
Beginning Budget Resources	\$ 870,555	\$ 756,362	\$ 629,847	\$ 490,570	\$ 4,138,379	\$ 6,885,713
Revenues	12,523,400	4,036,800	-	410,600	6,565,500	23,536,300
Grants/One Time Revenues	330,400	1,268,000	617,700	-	-	2,216,100
Debt Services Proceeds	-	-	-	-	11,800,000	11,800,000
Other	412,000	503,300	-	-	1,052,500	1,967,800
Operating Transfers In	95,000	241,300	16,600	303,500	-	656,400
<b>TOTAL SOURCES OF FUNDS</b>	<b>\$ 14,231,355</b>	<b>\$ 6,805,762</b>	<b>\$ 1,264,147</b>	<b>\$ 1,204,670</b>	<b>\$ 23,556,379</b>	<b>\$ 47,062,313</b>
<b>USES OF FUNDS</b>						
Town Council	\$ 107,000	\$ -	\$ -	\$ -	\$ -	\$ 107,000
Clerk/Elections	254,300	-	-	-	-	254,300
Town Manager/Information Svcs	726,500	-	-	-	-	726,500
Financial Svcs/General Services	1,497,100	-	-	-	-	1,497,100
Town Attorney/Magistrate Court	621,300	-	-	-	-	621,300
Tourism & Economic Vitality	121,100	90,400	-	-	-	211,500
Human Resources	227,600	-	-	-	-	227,600
Police	4,806,400	60,000	-	-	-	4,866,400
Fire	3,255,000	14,000	-	-	-	3,269,000
Community Development	809,700	-	269,000	-	-	1,078,700
Public Works	544,200	1,939,100	-	-	-	2,483,300
Library	-	341,800	-	-	-	341,800
Airport	-	185,200	-	-	-	185,200
Parks & Recreation	334,000	204,400	-	-	-	538,400
Insurance	-	1,973,600	-	-	-	1,973,600
Water	-	-	-	-	4,685,600	4,685,600
<b>TOTAL OPERATIONS</b>	<b>\$ 13,304,200</b>	<b>\$ 4,808,500</b>	<b>\$ 269,000</b>	<b>\$ -</b>	<b>\$ 4,685,600</b>	<b>\$ 23,067,300</b>
<b>TOTAL DEBT SERVICE</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 656,600</b>	<b>\$ 903,400</b>	<b>\$ 1,560,000</b>
<b>AVAILABLE FOR CAPITAL</b>	<b>\$ 927,155</b>	<b>\$ 1,997,262</b>	<b>\$ 995,147</b>	<b>\$ 548,070</b>	<b>\$ 17,967,379</b>	<b>\$ 22,435,013</b>
<b>TOTAL CAPITAL PROJECTS</b>	<b>\$ 105,000</b>	<b>\$ 1,515,500</b>	<b>\$ 929,700</b>	<b>\$ -</b>	<b>\$ 13,558,200</b>	<b>\$ 16,108,400</b>
<b>OTHER USES</b>						
Operating Transfers	\$ 304,700	\$ 229,400	\$ -	\$ 105,700	\$ 16,600	\$ 656,400
Loans Payable	17,300	-	-	-	-	17,300
<b>TOTAL OTHER USES</b>	<b>\$ 322,000</b>	<b>\$ 229,400</b>	<b>\$ -</b>	<b>\$ 105,700</b>	<b>\$ 16,600</b>	<b>\$ 673,700</b>
<b>TOTAL USES OF FUNDS</b>	<b>\$ 13,731,200</b>	<b>\$ 6,553,400</b>	<b>\$ 1,198,700</b>	<b>\$ 762,300</b>	<b>\$ 19,163,800</b>	<b>\$ 41,409,400</b>
<b>ENDING BUDGET RESOURCES</b>	<b>\$ 500,155</b>	<b>\$ 252,362</b>	<b>\$ 65,447</b>	<b>\$ 442,370</b>	<b>\$ 4,392,579</b>	<b>\$ 5,652,913</b>



<<<REVENUE & EXPENDITURE SUMMARY>>>

. . . ALL FUND ACTIVITY—2014/2015 . . .

Fund Activity	General Fund	Special Revenue Funds	Debt Services Funds	Capital Project Funds	Enterprise Fund	Total Funds
Beg Fund Bal	\$ 870,555	\$ 756,362	\$ 490,570	\$ 629,847	\$ 4,138,379	\$ 6,885,713
Revenue	12,523,400	4,036,800	410,600	-	6,565,500	23,536,300
Grants & Other Sources	742,400	1,771,300	-	617,700	12,852,500	15,983,900
Transfers, net	(209,700)	11,900	197,800	16,600	(16,600)	-
Expenditures	13,426,500	6,324,000	656,600	1,198,700	19,147,200	40,753,000
Fund Bal Change	(370,400)	(504,000)	(48,200)	(564,400)	254,200	(1,232,800)
<b>Ending Fund Balance</b>	<b>\$ 500,155</b>	<b>\$ 252,362</b>	<b>\$ 442,370</b>	<b>\$ 65,447</b>	<b>\$ 4,392,579</b>	<b>\$ 5,652,913</b>

. . . 2014/2015 BUDGET RECAP\* . . .

<b>Beginning Balance - All Funds</b>	<b>6,885,713</b>
Plus: 2014/15 Projected Revenues	23,536,300
Plus: 2014/15 Other Sources	15,983,900
<b>= Total Funds Available in 2014/15</b>	<b>46,405,913</b>
Less: 2014/15 Projected Expenditures	40,753,000
<b>=Projected Ending Fund Balance</b>	<b>5,652,913</b>

\* This considers the offsetting interfund transfers.

<<<CHANGE IN FUND BALANCE>>>

- ◆ General Fund—Ending fund balance is projected to increase 26.88% from \$394,192 to \$500,155. An extremely slow economic recovery continues to hinder efforts to accumulate a comfortable reserve. This budget reflects best efforts to find a balance between the funding of general operations for essential services, long delayed capital projects and the desire to continue building a reserve. The Projected Ending Fund Balance is still way below the non-appropriated general fund reserve amount required to satisfy the established Town Fiscal Policy #1.
- ◆ Special Revenue Fund—Ending fund balance is projected to decline 23.4%
- ◆ Debt Service Fund—Ending fund balance is projected to decline 11.5%
- ◆ Capital Project Fund—Ending fund balance is projected to decline 73.2%

The full impact of the current economic condition is reflected in the projected ending fund balances for the above referenced funds. Revenues are down, intergovernmental funding is at a minimum, and grants are limited. Department budgets have been reduced again and most capital projects have been postponed. Even with these cuts, it has become necessary to draw on fund balance reserves to fill the gaps in the budget. More details regarding impacts on these specific funds can be found in the Operating Budget Overview section of this document.



## 2014/2015 FINANCIAL OVERVIEW—ALL FUNDS

	2011/12 Actual	2012/13 Actual	2013/14 Budget	2014/15 Proposed
<b><u>REVENUES</u></b>				
Taxes	11,335,863	11,674,679	12,346,000	12,805,600
Licenses & Permits	591,827	604,371	597,900	906,000
Intergovernmental	1,530,928	1,280,099	1,063,800	599,600
Charges for Service	4,804,896	5,357,633	5,290,000	6,166,600
Fines & Forfeitures	116,253	117,698	125,500	116,000
Grants	633,504	580,431	1,568,600	2,057,400
Economic Stimulus	3,213,132	-	-	-
Debt Proceeds	-	-	4,000,000	11,800,000
Miscellaneous	3,778,426	2,720,477	2,477,200	3,895,800
Other	196,305	115,126	29,000	145,200
Transfers In	955,575	849,623	676,410	656,400
<b>Total Revenues</b>	<b>27,156,709</b>	<b>23,300,137</b>	<b>28,174,410</b>	<b>39,148,600</b>
<b><u>Less: EXPENDITURES</u></b>				
Salaries & Wages	8,212,109	8,206,334	8,696,500	9,265,500
Personnel Benefits	4,034,516	3,349,392	4,015,300	4,257,300
Supplies	1,392,546	1,324,108	1,471,200	1,422,100
Services	661,839	671,835	851,800	883,600
Utilities	1,020,256	1,110,091	1,105,600	1,114,000
Travel	61,185	60,065	76,000	115,600
Advertising & Public Relations	32,572	34,320	45,000	49,000
Rentals	103,214	40,526	44,400	61,300
Insurance	2,859,552	2,786,683	2,315,500	2,443,200
Repair & Maintenance	641,191	634,488	997,100	1,003,400
Miscellaneous	1,837,681	2,236,044	1,221,300	1,440,300
Capital Outlay	4,496,911	3,554,408	7,924,466	16,108,400
Debt Service	1,460,915	1,004,101	1,376,300	1,561,300
Depreciation	2,671,869	2,731,130	1,028,000	1,028,000
Transfers Out	970,726	849,622	676,410	656,400
<b>Total Expenditures</b>	<b>30,457,082</b>	<b>28,593,147</b>	<b>31,844,876</b>	<b>41,409,400</b>
<b>Revenue (under)/Over Expenditures</b>	<b>(3,300,373)</b>	<b>(5,293,010)</b>	<b>(3,670,466)</b>	<b>(2,260,800)</b>

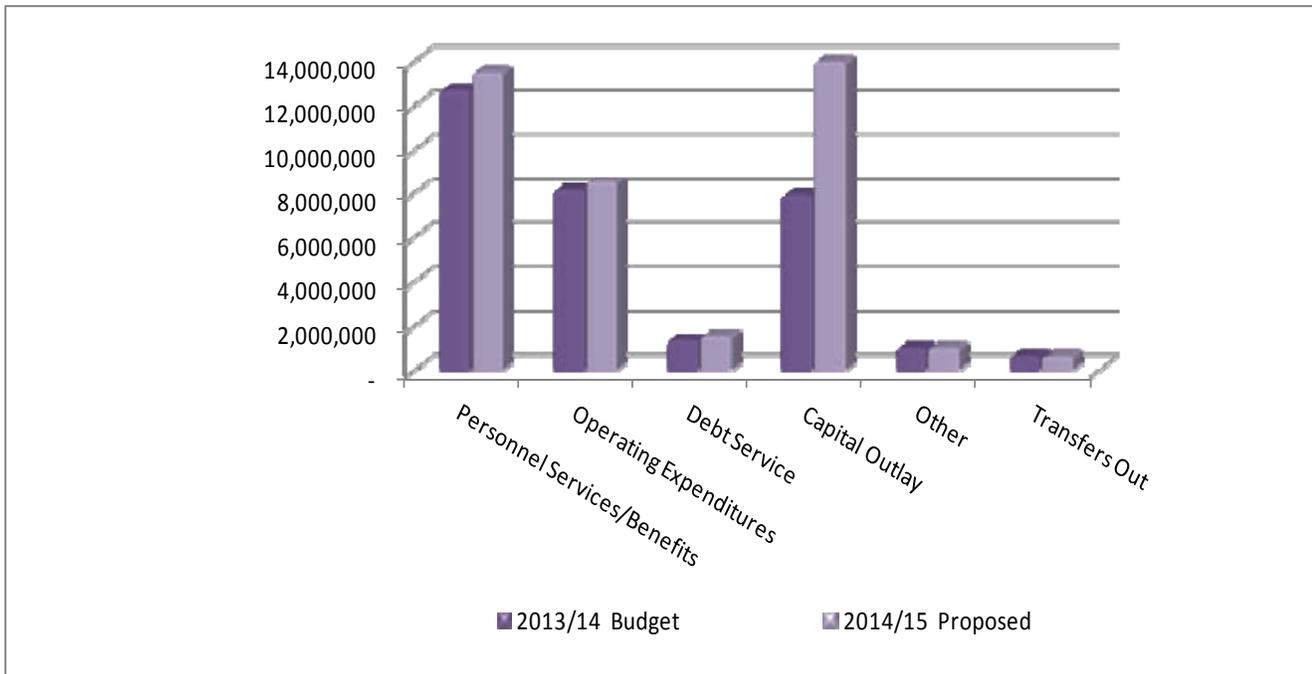


TOTAL FINANCIAL PROGRAM

The total financial program adopted for the fiscal year 2014/15 totals \$41,409,400. This consists of the following:

	2013/14 Budget	2014/15 Proposed
Personnel Services/Benefits	12,711,800	13,522,800
Operating Expenditures	8,127,900	8,532,500
Debt Service	1,376,300	1,561,300
Capital Outlay	7,924,466	16,108,400
Other	1,028,000	1,028,000
Transfers Out	676,410	656,400
<b>TOTAL FINANCIAL PROGRAM</b>	<b>31,844,876</b>	<b>41,409,400</b>

EXPENDITURE COMPARISON





### EXPENDITURE SUMMARY BY FUND

FUND	2013/14 BUDGET	2014/15 PROPOSED
<b>Total General Fund</b>	<b>\$ 13,152,700</b>	<b>\$ 13,731,200</b>
<b>Special Revenue:</b>		
HURF Fund	1,678,700	2,299,100
Gifts & Grants Fund	28,100	61,000
Bed Tax Fund	264,800	330,800
Police Dept of Justice	31,000	85,000
Library Fund	334,400	341,800
Airport Fund	864,900	1,257,700
Event Center Fund	160,700	204,400
Insurance Fund	1,856,400	1,973,600
<b>Total Special Revenue Funds</b>	<b>\$ 5,219,000</b>	<b>\$ 6,553,400</b>
<b>Debt Service:</b>		
General Debt Service Fund	\$ 145,100	\$ 145,100
ELRID Debt Service Fund	6,489	-
Westerly Rd Debt Service Fund	82,400	84,600
Green Valley Park Debt Service	29,321	-
Excise Tax Revenue Obligation	131,100	132,500
General Obligation Bonds	403,200	400,100
<b>Total Debt Service Funds</b>	<b>\$ 797,610</b>	<b>\$ 762,300</b>
<b>Capital Project:</b>		
Grant Capital Project Fund	464,500	617,700
Park Development Fund	-	40,000
Public Safety Impact Fee Fund	-	41,200
Green Valley Redevelopment	34,866	34,800
Public Safety Construction Fund	160,000	140,000
Bonita Street Improvements	381,000	-
CAP Trust Fund	335,000	325,000
<b>Total Capital Project Funds</b>	<b>\$ 1,375,366</b>	<b>\$ 1,198,700</b>
<b>Total Enterprise Fund</b>	<b>\$ 11,300,200</b>	<b>\$ 19,163,800</b>
<b>TOTAL - ALL FUNDS</b>	<b>\$ 31,844,876</b>	<b>\$ 41,409,400</b>

**Town of Payson Budget  
Fiscal Year 2014/15**

**Total Budget  
\$41,409,400**

**Operating Budgets  
\$39,448,400**

**Debt Services  
\$762,300**

**Capital Projects  
\$1,198,700**

**General Fund  
\$13,731,200**

**Enterprise Fund  
\$19,163,800**

**Special Revenue Funds  
\$6,553,400**

**General Debt Services  
\$145,100**

**Green Valley Redevelopment  
\$34,800**

**Town Council  
\$107,000**

**Town Manager/  
Neighborhood  
\$188,700**

**Town Clerk/  
Elections  
\$254,300**

**HURF  
\$2,299,100**

**Event Center  
\$204,400**

**G.O. Bonds  
Series 2004  
\$400,100**

**Grant Funded  
Capital Projects  
\$617,700**

**Police  
Department  
\$4,817,400**

**Fire  
Department  
\$3,272,000**

**Recreation/  
Tourism  
\$455,100**

**Police – Dept of  
Justice  
\$85,000**

**Library  
\$341,800**

**Westerly Rd Imp  
District  
\$84,600**

**CAP Trust Fund  
\$325,000**

**Information  
Services  
\$614,800**

**Human  
Resources  
\$227,600**

**Financial  
Service  
\$353,500**

**Gifts & Grants  
\$61,000**

**Airport  
\$1,257,700**

**Excise Tax  
Obligations  
\$132,500**

**Public Safety Bond  
\$140,000**

**Public  
Works  
\$544,200**

**Community  
Development  
\$106,800**

**Centralized  
Services  
\$1,143,600**

**Bed Tax  
\$330,800**

**Insurance  
\$1,973,600**

**Park Development  
Fund  
\$40,000**

**Town  
Attorney  
\$408,200**

**Magistrate  
Court  
\$213,100**

**Transfers  
\$322,000**

**Public Safety  
Impact Fee Fund  
\$41,200**

**Planning &  
Development  
\$222,800**

**Building  
\$391,600**

**Economic  
Development  
\$88,500**



***OPERATING  
BUDGET  
OVERVIEW***



## General Fund

The General Fund is the primary operating fund of the Town and is used to account for all financial activity not reflected in another fund. It exists to account for the resources devoted to finance the services traditionally associated with local government. Included in these services are police, fire, parks & recreation, economic development, engineering, general administration and any other activity for which a special revenue fund or an enterprise fund has not been created. The General Fund is the largest fund and typically the fund of most interest and significance to citizens.

### >>> GENERAL FUND—REVENUE <<<

General Fund resources include revenues from external sources. The Town's major revenue sources are Taxes, Grants, Licenses & Permits, Charges for Services, Miscellaneous, Intergovernmental, Transfers In, and Fines & Forfeitures. The following table depicts the major revenue sources and their respective budgets for the General Fund.

MAJOR REVENUE SOURCES	2013/14 BUDGET	2014/15 PROPOSED	INCREASE (DECREASE)	PERCENT CHANGE
Taxes	10,344,700	10,701,800	357,100	3%
Licenses & Permits	597,900	906,000	308,100	52%
Intergovernmental	280,400	242,000	(38,400)	-14%
Grants	540,400	200,400	(340,000)	-63%
Charges for Service	560,500	635,600	75,100	13%
Fines & Forfeitures	110,000	100,000	(10,000)	-9%
Miscellaneous	419,700	480,000	60,300	14%
Transfers In	119,510	95,000	(24,510)	-21%
<b>TOTAL</b>	<b>12,973,110</b>	<b>13,360,800</b>	<b>387,690</b>	<b>3%</b>

Taxes represent the major revenue source in the General Fund. Tax revenues which include town sales tax, state shared sales tax, property tax, vehicle license tax, and state shared income tax comprise 80.1% of the total 2014/15 General Fund revenues.

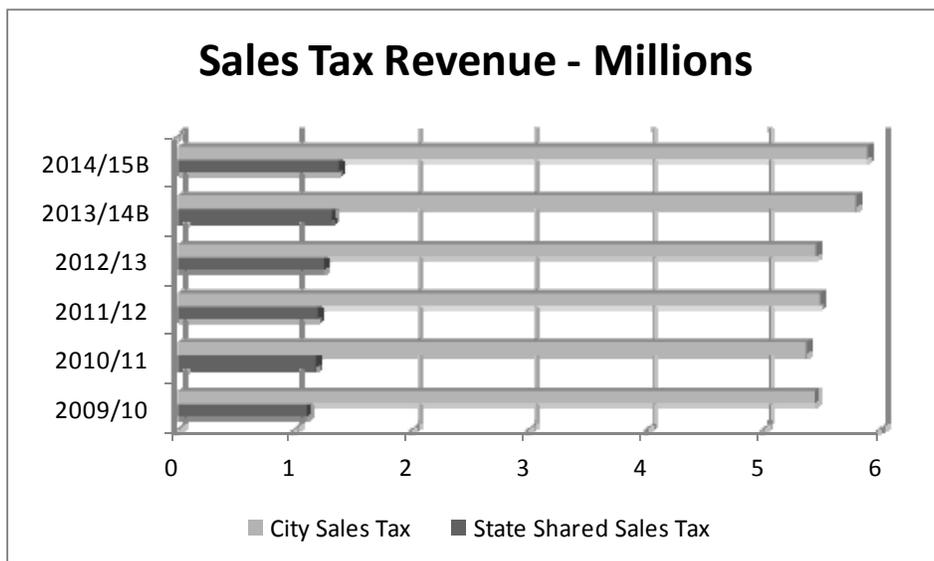


**>>> TAXES <<<**

Tax revenues are derived from sales tax, property tax, income tax and vehicle taxes. This revenue source is the General Fund’s single largest revenue source and the General Fund portion of these taxes is used to pay for general governmental operations.

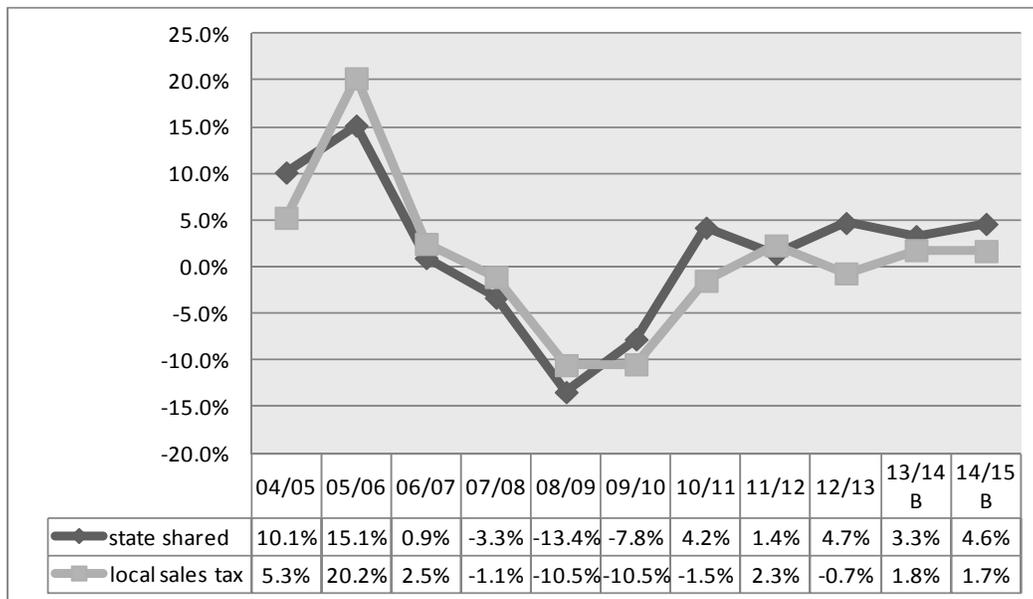
**Sales Tax Revenue**

The Transaction Privilege Tax (Sales Tax) is collected on the gross receipts of business activities that occur within the Town of Payson. The Town’s tax rate of 2.12%, combined with the State tax rate of 5.6% and the Gila County tax rate of 1% equals a total sales tax rate of 8.72%, of which .12% is used to pay for the debt service on the revenue bonds issued for Public Safety Improvement Bonds of 2003. It is transferred into that debt service fund on a monthly basis. The Town adopted the Model City Tax Code and has an Intergovernmental Agreement (IGA) with the State Department of Revenue to administer and collect the sales tax for the Town. The collected funds are deposited directly into the Town’s depository on a timely basis and the Town is notified, by facsimile, as to the amount. Arizona cities and towns share a portion of the total amount collected from the State sales tax. The Town’s share of the State Sales Tax is based on the relationship of its population to the total population of all cities and towns within the state.





### Changes in Sales Tax Revenue



This graph does a nice job of illustrating the economic downturn and staggeringly slow recovery that we have experienced over the past several years. Although federal fiscal drag has been holding back growth at the state and local levels, we are trending upward ever so slightly and we continue to be optimistic that we will see stronger gains in the near future.

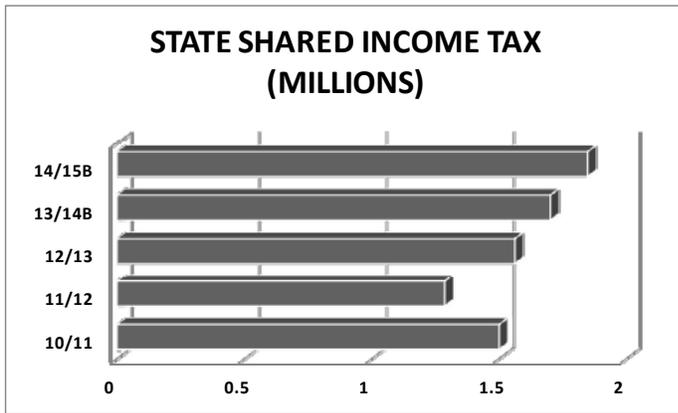
In Fiscal Year 2011/12, the tenuous condition of the State’s budget caused struggling cities and towns to endure reductions in state-shared revenues. Since then, the State’s budget situation has shown improvement. The state-shared revenue projections for this budget year still reflects slow growth in Arizona’s economy but, at least, the numbers continue to move in the right direction.

The Town of Payson continues to focus on tourism and economic development as methods of increasing tax revenue. Increased promotion of special events that draws visitors to Town has had a positive effect on the budget. With the addition of a full time Economic Development Specialist, we hope to attract new businesses that will bring jobs to Town as well as providing a boost to the tax revenue.



**State Shared Income Tax**

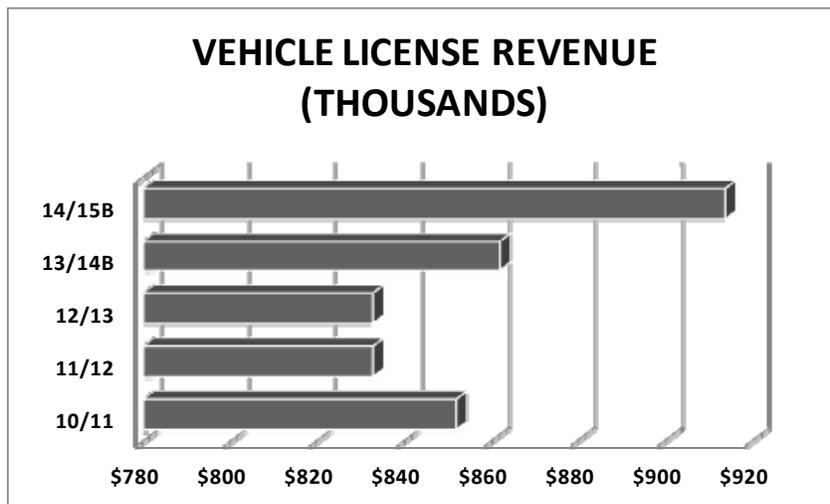
Arizona Cities and Town share a portion of the total amount collected from the State's income tax. The Town's share of State income tax is based on the relationship between its population compared to the total population of all cities and town within the state.



State shared income tax will continue to increase for Fiscal Year 14/15. This is the only shared revenue that can be accurately forecast since it is based on collections from two years ago. According to the State, income tax revenue is up again this year so, this revenue source should continue to show improvement for the next few years.

**Vehicle License Tax (VLT)**

Arizona Cities and Towns receive a 25% share of the net revenues collected for the licensing of vehicles in their County. Each entity's share within their County is based on the entity's population in relation to the County as a whole. The County Treasurer distributes these revenues.



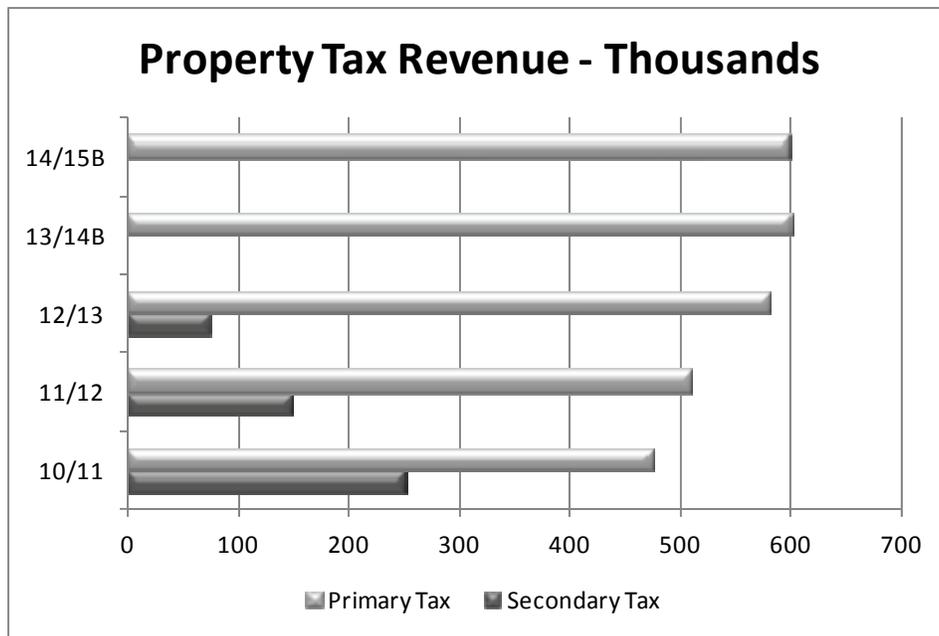


### Property Tax—General

The Town property tax consists of a primary tax levy which is limited by law and used for maintenance and operation. The primary property tax is projected to be \$0.3828 per \$100 of assessed value.

As of fiscal year 2012/13, the Town no longer has a secondary property tax. The secondary tax levy was for the sole purpose of paying the general obligation debt of the Town.

It is the policy of the Town to have the citizens approve such debt.

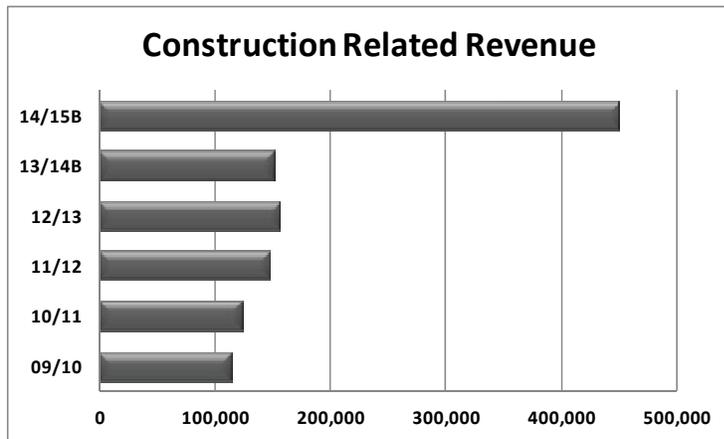




**>>>LICENSES & PERMITS <<<**

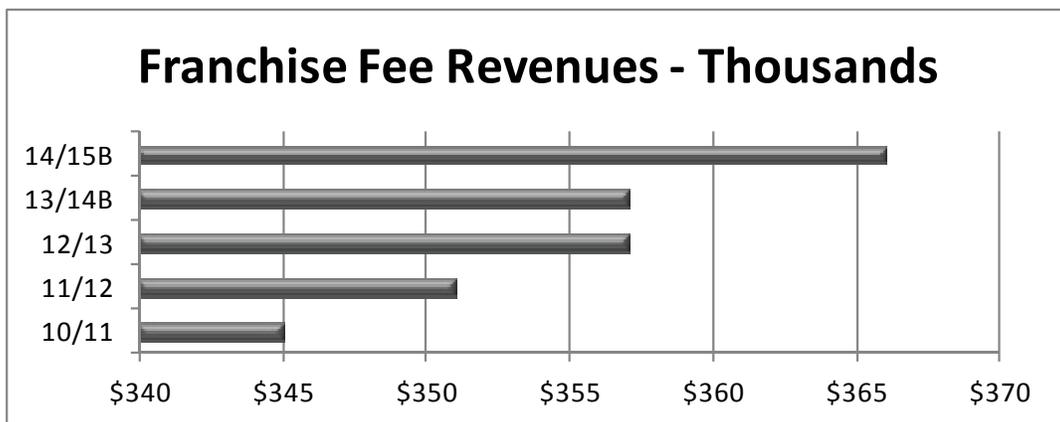
Licenses & permits include business license fees, franchise fees, building permits and other miscellaneous licenses and permits.

**Permits** The bulk of the revenue in this category is permit fees related to new construction. This has been the case for several years.



Building permit revenue for the past few years has reflected the impact of the economic downturn. New construction is expected to increase dramatically this fiscal year as a couple of developers have indicated their intention to start residential construction. In addition, plans for the construction of a college campus are anticipated to be finalized. To date, those plans have met with numerous unforeseen delays but the Town is optimistic that this project will move forward in the near future.

**Franchise Fees** Franchise Fees are based on the gross sales of utility companies. The companies that currently remit a tax include Arizona Public Service, Alliant Gas Company, and SuddenLink.



Prior fiscal years' franchise fee revenues reflect the gradual move towards economic recovery that has been observed as population growth trends up ever so slightly. Fiscal Year 2014/15 projections anticipate significant increases in franchise fee revenue as the college campus project and new commercial / residential construction will accelerate the recovery that is already occurring.

**Intergovernmental** Intergovernmental revenues come from wildland reimbursements, hazardous fuels grant, SAFER grant, other grants and state entitlements.

**Fines & Forfeits** Fines & forfeits include court fines and fees.

**Miscellaneous** Miscellaneous contains other general fund revenue sources including overhead allocations, investment interest, contributions and revenues that do not fit in another category.

**>>> GENERAL FUND—EXPENDITURES >>>**

The General Fund budget for 2014/15 (including transfers out) totals \$13,731,200 which is 4.4% higher than the 2013/14 budget. Major expenditure categories include:

- ◆ Personnel Services
- ◆ Operating Expenses
- ◆ Operating Transfers



The following tables depict the major departments/functions in the General Fund and the amounts budgeted in those categories.

**EXPENDITURE SUMMARY BY DEPARTMENT—GENERAL FUND ONLY\***

DEPARTMENT	2011/12 ACTUAL	2012/13 ACTUAL	2013/14 BUDGET	2014/15 PROPOSED
Town Council	113,444	98,764	102,300	107,000
Town Clerk/Elections	287,206	245,136	231,200	254,300
Town Manager	177,710	185,651	177,000	188,700
Town Attorney	333,338	330,736	361,600	408,200
Financial Services	341,599	319,597	332,300	353,500
Other Governmental Services	1,292,481	900,366	1,208,600	1,143,600
Information Services	484,192	545,573	570,400	614,800
Tourism/Economic Vitality	106,763	103,341	110,200	121,100
Magistrate Court	216,162	193,151	213,100	213,100
Police	4,031,966	3,904,991	4,539,500	4,817,400
Fire	2,718,099	3,011,336	3,237,800	3,272,000
Community Development	643,893	725,838	616,300	809,700
Public Works	437,952	406,447	523,200	544,200
Parks & Recreation	272,271	300,604	327,100	334,000
Human Resources	164,307	152,976	224,300	227,600
<b>TOTAL</b>	<b>11,621,383</b>	<b>11,424,507</b>	<b>12,774,900</b>	<b>13,409,200</b>

\*Transfers not included



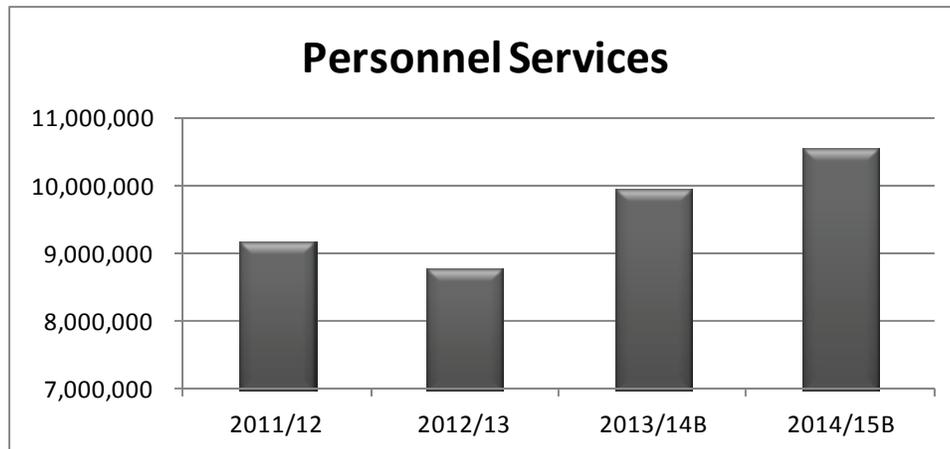
**EXPENDITURE SUMMARY BY CATEGORY—GENERAL FUND\***

MAJOR EXPENDITURE	2013/14 BUDGET	2014/15 PROPOSED	INCREASE (DECREASE)	PERCENT CHANGE
Personnel Services/Benefits	9,953,000	10,520,500	567,500	5.7%
Operating Expenditures	2,759,900	2,783,700	23,800	0.9%
<b>TOTAL</b>	<b>12,712,900</b>	<b>13,304,200</b>	<b>591,300</b>	<b>4.7%</b>

\*Transfers not included

**Personnel Services** Personnel Services represent a significant portion of the total General Fund budget. In fiscal year 2014/15, salaries and benefits (health insurance, accident insurance, disability insurance, life insurance, and retirement) account for \$10,520,500 or 76.6% of the total General Fund budget. Although there were quite a few changes to staffing and benefits, the net effect was an increase of 5.7% over the previous year. Changes to Personal Services for FY14/15 include:

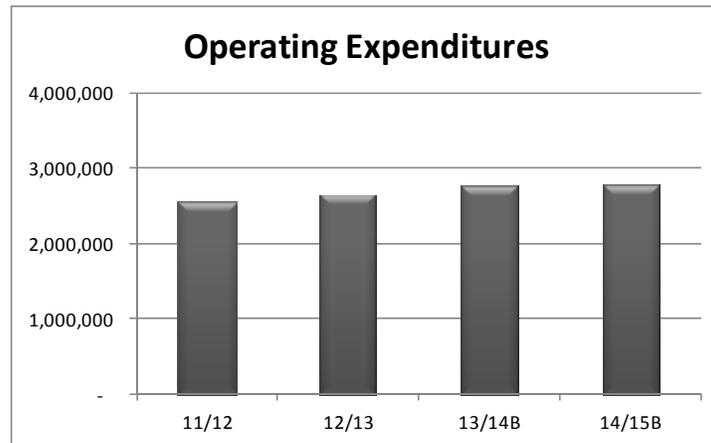
- ◆ One position, previously frozen for several years, was funded for this budget leaving 13 vacant positions that continue to go unfilled pending economic recovery.
- ◆ 19 positions received wage adjustments or reclassifications
- ◆ The Community Development Department was broken into two Departments (Building & Planning/Development) and one new positions was added. These changes will improve services to the community and increase efficiency.
- ◆ A 3% merit raise was included in this year’s budget
- ◆ Cost of living increases remain on hold for the seventh consecutive year
- ◆ Increases in workers’ compensation rates and public safety retirement contributions impacted this category
- ◆ A November buy-back of PTO hours was reinstated in this fiscal year to reduce the number of PTO hours on the books. This will be a tiered buy-back executed over a two year period.





**Operating Expenditures**

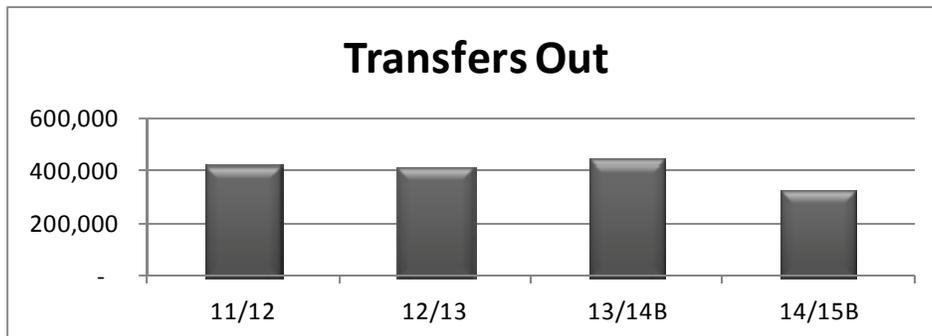
Operating expenditures represent approximately 20.3% of the total General Fund budget. This includes a wide array of expenditures. Operating expenditures for 2014/15 include all normal day-to-day expenditures (i.e., engineering services, custodial services, repair and maintenance, legal notices, equipment rental and repair, telephone and utility services, legal and accounting services, motor vehicle repair and maintenance, minor equipment, liability insurance, and miscellaneous supplies).



**Transfers Out**

Transfers Out represents approximately 2.35% of the total General Fund budget and consist of the following internal transfers of funds:

To Library	\$	106,900
To General Debt Service Fund	\$	39,400
To Westerly Dr. Imprv. Debt Service	\$	26,000
Excise Bond Debt Service Fund	\$	132,400
To Water Dept - Loan Repayment	\$	17,300
		<b>322,000</b>



## Summary of General Fund Revenues & Expenditures (Operating Only)

General Fund revenues and expenditures (consisting of Operating and Personnel Services) are listed in the following table:

YEAR	REVENUES	PERCENT CHANGE	EXPENDITURES	PERCENT CHANGE	DIFFERENCE
2005/06	13,498,218	14.3%	11,481,678	13.0%	2,016,540
2006/07	13,813,297	2.3%	12,338,258	7.5%	1,475,039
2007/08	14,243,975	3.1%	14,659,696	18.8%	(415,721)
2008/09	12,973,526	-8.9%	12,832,838	-12.5%	140,688
2009/10	11,687,516	-9.9%	12,203,549	-4.9%	(516,033)
2010/11	11,298,741	-3.3%	10,964,437	-10.2%	334,304
2011/12	11,500,661	1.8%	11,695,090	6.7%	(194,429)
2012/13	11,993,742	4.3%	11,424,504	-2.3%	569,238
2013/14*	12,973,110	8.2%	12,712,900	11.3%	260,210
2014/15*	13,360,800	3.0%	13,304,200	4.7%	56,600

\*Estimated

The economic recovery that was anticipated for Fiscal Year 11/12 was minute at best and the economy is still moving at a staggeringly slow pace. Construction-related revenues is anticipated to pick up after several slow years. Although the Town should have some grant funding for streets and airport projects, grants continue to be limited. The Recreation & Tourism Department has been pursuing every opportunity to expand tourism-related revenues (sales tax & bed tax) by promoting many special events throughout the year. Town Staff, Mayor, and Council Members continue to worked diligently to draw new business to Payson and provide support to current businesses. These efforts will continue in Fiscal Year 14/15 as the Town evaluates all options for increasing the revenue stream.

All departments have felt the effects of another tight budget year. The Town's limited financial resources have meant additional cuts in every department. Great efforts have been made in scrutinizing expenditures, streamlining processes to maximize efficiency, and working as a team to make every dollar count by cutting waste whenever and where ever possible.



A graphic consisting of two black, curved, horizontal shapes that meet at their ends, forming a central white oval. The text "Special Revenue Funds" is centered within this oval in a bold, black, sans-serif font.

## Special Revenue Funds

Special revenue funds are used to account for proceeds of specific revenue sources that are legally restricted to expenditures for specific purposes, other than major capital projects. The funds are usually required by statute, ordinance, or federal grant regulation to finance specified activities of the Town.

The Town maintains the following Special Revenue Funds: Highway Users Revenue Fund (HURF), Gifts and Grants Fund, Bed Tax Fund, Police Department of Justice Fund, Library Fund, Airport Fund, Event Center Fund, and the Medical Insurance Fund. In Fiscal Year 12/13, the Town closed out the Festivals & Events Fund. For this fiscal year, the Law Enforcements Property Program Fund, Magistrate Court / JCEF Fund and Magistrate Court / FTG Fund will be moved to Fiduciary Funds.

- ◆ **Highway Users Revenue Fund (HURF)** – This fund, also known as the Street Fund, is funded primarily with State Shared monies received from the State of Arizona. The use of these funds is restricted by Statute to the operation and maintenance of the Town’s infrastructure such as roads, bridges, curbs, gutters and sidewalks.
- ◆ **Gifts & Grants Funds** – This fund receives and expends revenues received as gifts and/or grants to the Town. The revenues received will have a specific expenditure related to it.
- ◆ **Festivals and Events Fund** – This fund was used to track the revenues and expenditures associated with special events such as: Fiddlers Festival, Mountain High Days, FLW Outdoors Bass Tournament, and many others. In Fiscal Year 12/13, Festivals and Events activity was moved to the Event Center Fund and the General Fund.
- ◆ **Bed Tax Fund** – This fund collects the Town’s Transient Tax of 5% of each hotel/motel transaction. The expenditures of this fund are restricted to promotion, development and enhancement of the tourism industry within the Town of Payson. In FY10/11, the Town increased the tax from 3% to 5%.



- ◆ **Police Department of Justice Fund** – This fund accounts for the restricted revenues received from Federal Grants, seizures, and Department of Defense. This is money that is distributed to various Police Departments and is restricted for the law enforcement effort.
- ◆ **Law Enforcement Property Program Fund** – This fund was used to purchase vehicles for various Police Departments throughout Arizona. The Governor has requested that Payson Police Department work with the various police departments in the State. This is basically a clearing account. In fiscal year 2013/14, this activity was moved to a Fiduciary Fund.
- ◆ **Library Fund** - The Town of Payson’s Library is funded through a General Fund transfer and a special property tax assessed by Gila County specifically for libraries of the County. The tax is distributed by a population-based formula and must be used for library related expenditures. This fund tracks that revenue and all expenditures related to the library.
- ◆ **Magistrate Court/JCEF Fund** – Judicial Collection Enhancement Fund (JCEF). The State of Arizona established a \$12 penalty fee to be imposed by the local courts, in addition to other fines. Of this fee, \$9 is remitted to the State Superior Court and, \$3 is retained by the local court. The \$3 is to be used for the enhancement of the collection process for penalties and fines. In fiscal year 2013/14, this activity was moved to a Fiduciary Fund.
- ◆ **Magistrate Court/FTG Fund** – Fill The Gap (FTG). The State of Arizona established a 7% increase in surcharges on September 1, 1999. A portion of the increase is distributed to Municipal Courts on a quarterly basis. The program is titled “Municipal Court Fill The Gap” or FTG. The monies collected by this program may be used for the same purposes that JCEF monies may be used. In fiscal year 2013/14, this activity was moved to a Fiduciary Fund.
- ◆ **Airport Fund** – This fund was established to centralize all expenditures related to the operation of the Town’s municipal airport. It is funded by user fees, grants and an operating transfer from the General fund.
- ◆ **Event Center Fund** – This fund accounts for the costs and revenues related to the operation of the Town’s 36-acre multi-purpose recreation area. The Multi-Event Center Arena is located on this property and is used for rodeo events and other outdoor activities.
- ◆ **Medical Insurance Fund** – This fund is a clearing account to receive employee and employer insurance fees and then pay the insurance premium.



»»»» **SPECIAL REVENUE FUND—REVENUE** ««««

Special Revenue Funds revenue resources include revenues from internal and external sources. The Town’s major revenue sources are Taxes, Intergovernmental, Grants, and Charges for Services, Fines and Forfeitures, and Miscellaneous. The following table depicts the major revenue sources and their respective budgets for the Special Revenue Funds.

Category	2013/14 Budget	2014/15 Proposed	Increase (Decrease)	Percent Change
Taxes	1,651,300	1,750,800	99,500	6%
Intergovernmental	263,900	523,300	259,400	98%
Grants	730,500	1,268,000	537,500	74%
Charges for Service	168,700	321,600	152,900	91%
Fines & Forfeitures	15,500	16,000	500	3%
Miscellaneous	1,909,700	1,928,400	18,700	1%
Transfers In	245,300	241,300	(4,000)	-2%
<b>Total Operating Revenues</b>	<b>4,984,900</b>	<b>6,049,400</b>	<b>1,064,500</b>	<b>21%</b>

Taxes, Intergovernmental, Grants, and Miscellaneous (mostly health insurance related items) are the major revenues sources in the Special Revenue Funds. These revenues comprise 90.4% of the total 2014/15 Special Revenue Fund revenues.

The significant change in **Intergovernmental** revenues is largely due to the increased availability of ADOT & Gila County funds for Streets projects.

Increased **Grant** money for Streets and Airport projects will be available in this fiscal year.

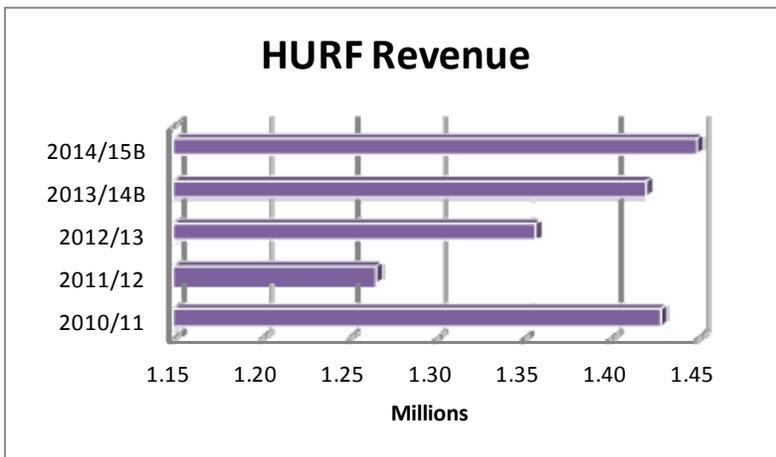
**Charges for Service** reflect a significant increase for two reasons. A dramatic increase in Streets special inspection fees are anticipated as construction activities pick up in this fiscal year. In addition, the Town Council approved the implementation of a new Parks fee to build funds for future facility improvements. This fee called the Facility Improvement Fee is a \$5 charge added to most standard Parks fees.



»»»» TAXES ««««

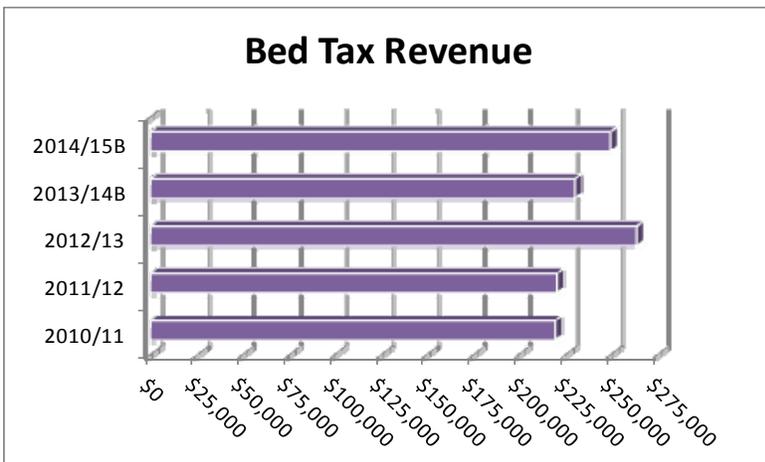
Tax revenues are derived from Highway User Gas Tax and bed tax.

**Highway User Gas Tax** Arizona Cities and Towns receive a share of the State motor vehicle fuel tax. The distribution formula is based on two separate calculations: the first half is based on an entity’s population in relation to the total State population; the second half is based on the County in which the revenues were generated. The Town must use these funds for the construction and maintenance of streets and highways.



The increase in Highway User Revenue Fund is due to a change that the State instituted in FY 12/13 that no longer shifts HURF funds to the Motor Vehicle Division. In addition, there was a change in the method used for calculating the amount distributed to cities and towns. As the economy continues to improve, this revenue is projected to continue to rise.

**Bed Tax** Originally established in 1985, the operator of a hotel/motel in the Town of Payson charges a transient rental tax on the transaction of a person who exercised occupancy or was entitled to occupancy by reason of concession, permit, right of access, license or other agreement for a period of less than thirty consecutive days. The current rate is 5% on each transaction.



Continued efforts to promote local events have helped keep this revenue source relatively stable despite the economic condition. The bed tax rate was increased by 2% in Fiscal Year 2010/11.



### »»»» SPECIAL REVENUE FUND—EXPENDITURES ««««

The Special Revenue Funds budget for 2014/15 totals \$6,553,400 which is a 25.6% increase over the 2013/14 budget. This increase is due to the availability of additional grant and inter-governmental funds that will be used for street and airport projects. In addition, the Medical Insurance Fund budget was higher due to a 5% rate increase in health insurance premiums.

Major expenditure categories include:

- ◆ Personnel Services
- ◆ Operating Expenses
- ◆ Operating Transfers

The following tables depict the major departments / functions in the Special Revenue Funds and the amounts budgeted in those categories.

#### EXPENDITURE SUMMARY BY DEPARTMENT—SPECIAL REVENUE FUNDS

FUND	2011/12 ACTUAL	2012/13 ACTUAL	2013/14 BUDGET	2014/15 PROPOSED
HURF Fund	1,562,665	1,458,858	1,678,700	2,299,100
Gifts & Grants Fund	124,935	30,976	28,100	61,000
Wildlands/Urban Program Fund	102,567	-	-	-
Festivals & Events Fund	60,774	38,684	-	-
Bed Tax Fund	339,308	244,566	264,800	330,800
Police Dept of Justice	8,474	28,133	31,000	85,000
Police Reserve Academy Fund	3,715	-	-	-
Law Enf. Property Program Fund	861,680	1,161,299	-	-
Library fund	422,743	323,858	334,400	341,800
Airport Fund	412,826	389,325	864,900	1,257,700
Event Center Fund	91,728	132,581	160,700	204,400
Medical Insurance Fund	2,525,610	2,349,165	1,856,400	1,973,600
<b>TOTAL</b>	<b>\$ 6,517,025</b>	<b>\$ 6,157,445</b>	<b>\$ 5,219,000</b>	<b>\$ 6,553,400</b>



## EXPENDITURE SUMMARY BY CATEGORY

MAJOR EXPENDITURE	2013/14 BUDGET	2014/15 PROPOSED	INCREASE (DECREASE)	PERCENT CHANGE
Personnel Services	1,364,700	1,475,700	111,000	8%
Operating Expenditures	2,918,300	3,332,800	414,500	14%
Capital Outlay	761,600	1,515,500	753,900	99%
Transfers Out	174,400	229,400	55,000	32%
<b>TOTAL</b>	<b>5,219,000</b>	<b>6,553,400</b>	<b>1,334,400</b>	<b>26%</b>

**Personnel Services**—represents 22.5% of the total Special Revenue Funds budget. This category consists of salaries and benefits (health insurance, accident insurance, disability insurance, life insurance, retirement) related to the operations funded by these restricted funds.

**Operating Expenditures**—represent approximately 50.9% of the total Special Revenue Funds budget. This includes a wide array of expenditures. Operating expenditures for 2014/15 include all normal day-to-day expenditures of the programs funded by these restricted funds.

**Capital Outlay**—represents 23.1% of the total Special Revenue Funds total budget. Capital outlay includes all major capital improvements in these restricted funds. An increase in grant and intergovernmental funding for street & airport capital projects is the main reason for the change in capital outlay.

**Transfer Out**—represents 3.5% and consist of the following internal transfer of funds:

*	Transfer from Bed Tax Fund to Event Center Fund	134,400
*	Transfer from Bed Tax Fund to General Fund	95,000
		<b>229,400</b>



## BUDGET SUMMARY BY FUND

FUND	2011/12 Actual	2012/13 Actual	2013/14 Budget	2014/15 Proposed
HURF Fund	1,313,430	1,416,205	1,606,600	2,232,800
Housing Trust Fund	-	-	-	5,000
Gifts & Grant Fund	147,986	33,036	28,100	19,000
Wildland/Urban Program Fund	-	-	-	-
Festivals & Events Fund	89,309	-	-	-
Bed Tax Fund	220,569	264,006	230,000	250,000
Police Dept of Justice Fund	30,521	16,022	33,500	32,500
Police Reserve Academy Fund	-	-	-	-
Law Enforcement Property Program	870,212	1,172,797	-	-
Library Fund	422,742	323,857	334,400	341,800
Magistrate Court	2,085	1,131	-	-
Airport Fund	540,130	314,362	735,200	1,090,300
Event Center Fund	91,726	135,080	160,700	204,400
Medical Insurance Fund	2,482,609	1,925,595	1,856,400	1,873,600
<b>Total Revenues</b>	<b>\$ 6,211,319</b>	<b>\$ 5,602,091</b>	<b>\$ 4,984,900</b>	<b>\$ 6,049,400</b>
HURF Fund	1,562,665	1,458,858	1,678,700	2,299,100
Housing Trust Fund	-	-	-	-
Gifts & Grants Fund	124,935	30,976	28,100	61,000
Wildlands/Urban Program Fund	102,567	-	-	-
Festivals & Events Fund	60,774	38,684	-	-
Bed Tax Fund	339,308	244,566	264,800	330,800
Police Dept of Justice	8,474	28,133	31,000	85,000
Police Reserve Academy Fund	3,715	-	-	-
Law Enf. Property Program Fund	861,680	1,161,299	-	-
Library fund	422,743	323,858	334,400	341,800
Magistrate Court/JCEF Fund	-	-	-	-
Magistrate Court/FTG Fund	-	-	-	-
Airport Fund	412,826	389,325	864,900	1,257,700
Event Center Fund	91,728	132,581	160,700	204,400
Insurance Fund	2,525,610	2,349,165	1,856,400	1,973,600
<b>Total Expenditures</b>	<b>\$ 6,517,025</b>	<b>\$ 6,157,445</b>	<b>\$ 5,219,000</b>	<b>\$ 6,553,400</b>



## DEBT SERVICE FUNDS

Debt Service funds are used to account for all interest, principal and fees incurred due to general obligation and assessment debt of the Town, except those accounted for in the Water Fund. They are also used to maintain debt service reserves as required by bond covenants. Some bond covenants require that an amount sufficient to pay the interest and principal on the installments of each indebtedness next maturing shall be set aside in a separate fund.

### >>>GENERAL OBLIGATION DEBT<<<

General Obligation Debt is debt for which the Town has pledged its full faith and credit, including its power to tax against retiring the debt. General Obligation Bond proceeds are used to finance capital improvements such as streets and municipal buildings. General obligation debt may be incurred with a vote of the people. If a majority of the qualified electors vote in favor of the bond, the Town may secure the bonds. Repayment of the bonds can be from general Town funds or from a specified revenue stream of the Town. Authority to issue bonds and hold bond election can be found in the Arizona Revised Statutes (ARS) 9.522 and 9.523.

The Town has several general obligation bond issues outstanding. While each issue has a revenue stream connected to the issue, some of the issues have a designated revenue stream stated in the bond documents. For the purposes of this document, those issues with a designated revenue stream are shown as “Revenue Backed” debt, discussed later in this section.

#### 2003 Excise Tax Revenue Obligation Series 2003A

The Town has pledged future excise taxes (sales taxes, franchise fees, state shared revenue, etc.) to repay \$860,000 in general obligation bonds issues in 2003. Proceeds of the bonds provided financing for a new public works building. The bonds are payable through 2017. The total principal remaining to be paid on the bonds is \$470,000.

Year	Excise Tax Bonds	Interest	Total
2014	110,000	18,550	128,550
2015	115,000	13,697	128,697
2016	120,000	8,482	128,482
2017	125,000	2,891	127,891
Totals	470,000	43,620	513,620



**>>>REVENUE BACKED DEBT<<<**

Revenue Bonds are a form of general obligation debt that is retired by means of revenue other than taxes. Revenue Bonds do not pledge the full faith and credit of the Town and its taxing authority to the retirement of the bonds. Revenue bonds are used generally to finance public facilities. A portion of general revenues is pledged as repayment and/or added transaction privilege taxes are used for repayment. Authority to issue revenue bonds can be found in the Arizona Revised Statutes (ARS) 9.539.

General Obligation Bonds Project 2003, Series 2004, Westerly Road Improvement Bonds  
 The Town issued \$875,000 in governmental special assessment bonds to provide financing for improvements in the Westerly Drive Improvement District (District). The bonds are payable solely from special assessments levied against all privately owned lots, pieces and parcels of land lying within the boundaries of the District. The Town owns land within the District and also pays an assessment. The bonds are payable through 2021. The total principal outstanding is \$535,000.00.

General Obligation Bonds Project 2003, Series 2004, Public Safety—Police  
 The Town has pledged special sales taxes to repay \$2,030,000 in governmental general obligation bonds issues in 2004. Proceeds of the bonds proved financing for various Police public safety improvements. The bonds are payable solely from special sales taxes and are payable through 2014. The total principal outstanding is \$240,000.00.

General Obligation Bonds Project 2003, Series 2009, Public Safety—Fire  
 The Town has pledged special sales taxes to repay \$1,525,000 in governmental general obligation bonds issued in 2009. Proceeds of the bonds provided financing for construction and equipping a new fire station. The bonds are payable solely from special sales taxes and are payable through 2019. Total principal outstanding is \$1,525,000.00.

Revenue Backed Debt Service as of July 1, 2014 (Principal Only)			
	Westerly Rd		
Year	Improvement District	Police Bonds	Fire Bonds
2014	55,000	240,000	
2015	60,000		280,000
2016	60,000		295,000
2017	65,000		305,000
2018	70,000		320,000
2019	70,000		325,000
2020	75,000		
2021	80,000		
	535,000	240,000	1,525,000
General Town of Payson Debt			\$ 2,300,000



### WATER ENTERPRISE REVENUE BACKED DEBT

The Town has pledged net revenues from the operation of the Water System to repay loans used to provide financing to pay the costs of making improvements, extensions, renewals, replacements and repairs to the pipeline infrastructure from C.C. Cragin Reservoir to the Town of Payson.

#### Water Infrastructure Financing Authority (WIFA) 2011 Loan 1B

In August 2009, the Town entered into a \$10.6 million (\$4.0 million in federal grant funding and \$6.6 million in loans) agreement with the Water Infrastructure Financing Authority of Arizona to start the C.C. Cragin Pipeline Project. As of June 30, 2012, the Town drew down \$3.6 million of the loan and drew the maximum \$4.0 million in federal ARRA grant funds. In August 2012, \$2.4 million of the loan was de-obligated and the Town made the final draw of available funds in July 2012. The original loan amount after de-obligation was \$4,177,808. The total principal outstanding is \$3,253,722.

#### Water Infrastructure Financing Authority (WIFA) 2012 Loan 2

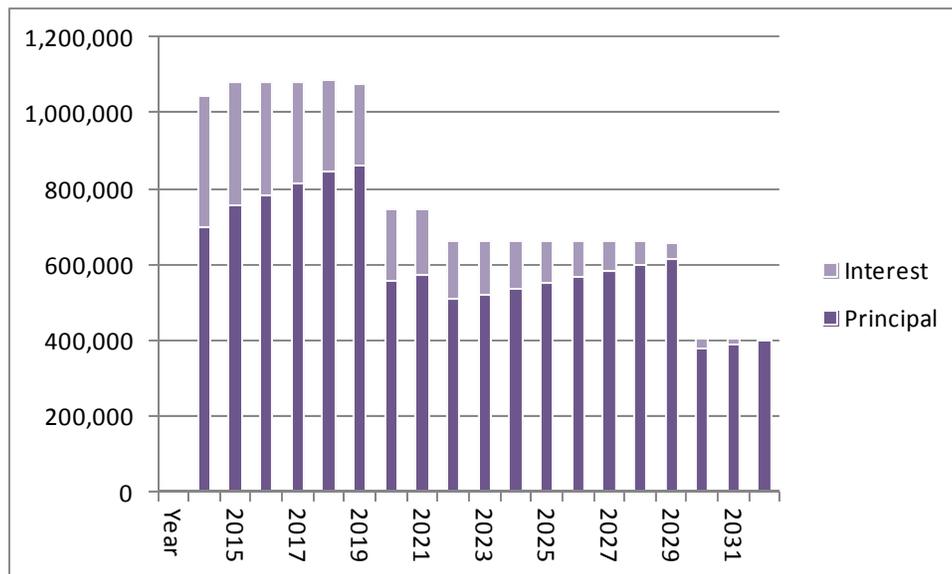
In 2013, the Water Division obtained another loan from WIFA for the continuation of the C.C. Cragin Pipeline Project. The original loan amount was \$6,250,000. The total principal outstanding is \$6,012,631.

Revenue Backed Debt Service as of July 1, 2014 (Principal Only)		
Water Enterprise Debt		
Year	WIFA Loan 1B	WIFA Loan 2
2014	162,870	244,015
2015	167,579	250,847
2016	172,424	257,871
2017	177,408	265,091
2018	182,537	272,514
2019	187,815	280,144
2020	193,244	287,988
2021	198,831	296,052
2022	204,579	304,342
2023	210,494	312,863
2024	216,579	321,623
2025	222,840	330,629
2026	229,282	339,886
2027	235,911	349,403
2028	242,731	359,187
2029	248,598	369,244
2030	-	379,583
2031	-	390,211
2032	-	401,138
	3,253,722	6,012,631
Total Enterprise Debt		9,266,353



TOTAL REVENUE BACKED DEBT

Total Revenue Backed Debt as of July 1, 2014		
Year	Total Principal	Total Interest
2014	701,885	341,105
2015	758,426	322,038
2016	785,295	297,891
2017	812,499	272,129
2018	845,051	243,950
2019	862,959	214,109
2020	556,232	190,159
2021	574,883	172,052
2022	508,921	155,615
2023	523,357	138,525
2024	538,202	123,469
2025	553,469	107,985
2026	569,168	92,063
2027	585,314	75,688
2028	601,918	58,849
2029	617,842	41,549
2030	379,583	27,472
2031	390,211	16,695
2032	401,138	5,616
<b>TOTALS</b>	<b>11,566,353</b>	<b>2,896,959</b>





### >>>CONTRACT/LEASE DEBT<<<

The Town has incurred debt through equipment lease/purchase agreements and by a note for a land purchase.

#### 2011 Police Vehicle Lease/Purchase

This lease/purchase began in 2012 for six new police vehicles. The lease term is January 2012 to December 2014. The original amount of the lease/purchase was \$130,000 plus interest. As of July 1, 2014, there is \$22,266 principal outstanding.

#### 2011 Fire Truck Lease/Purchase

This lease/purchase began in 2012 for an additional fire truck. The lease term is May 2012 to November 2016. The original amount of the lease/purchase was \$497,700 plus interest. As of July 1, 2014, there is \$255,754 principal outstanding.

#### Little Property Purchase (Water Enterprise Land Note)

In 2005 the Water Enterprise Fund purchased some acreage on the American Gulch of Main Street. The term of this land note is July 2005 to July 2015. The original principal amount of the purchase was \$458,700. As of July 1, 2014, there is \$59,165 principal outstanding.

Total Contract / Lease Debt Service				
as of July 1, 2014				
(Principal Only)				
			WATER	Total
Year	Police Vehicle	Fire Truck 2	Land	Contract/Lease
	Lease/Purchase	Lease/Purchase	Purchase	Debt
2014	22,266	100,604	54,537	177,407
2015		102,859	4,628	107,487
2016		52,291		52,291
<b>Total</b>	<b>22,266</b>	<b>255,754</b>	<b>59,165</b>	<b>337,185</b>
Less Enterprise Debt:				(59,165)
<b>General Town of Payson Debt</b>				<b>\$ 278,020</b>



### >>>INTER-FUND DEBT<<<

In Fiscal Year 2010/2011, the Town took a loan from the Water Enterprise fund of \$1,000,000. The repayment terms are principal payments of \$100,000 and interest of \$17,262 per year. Due to the continued economic downturn, the Town has not been able to make the principal payments yet. Interest has been paid each year. Unpaid principal amounts are being added to the end of the loan period, extending the term of the loan. As of July 1, 2014, there is \$1,000,000 in principal and \$103,580 in interest outstanding.

### >>>LEGAL DEBT MARGIN<<<

With the consent of the citizens, the Town may be indebted up to 6% of the net secondary assessed value of the property within the Town for general purposes and up to 20% of the net assessed value for the purposes of water, sewer, light, parks, open space, recreation facilities, public safety, public safety facilities, streets and transportation facilities.

	Debt Limit for Town of Payson	Total Principal of Outstanding Debt as of July 1, 2014	Margin of Indebtedness Still Available
Total Allowable Indebtedness	42,178,829	12,036,353	30,142,476
6% Debt Limitation	9,733,576	-	9,733,576
20% Debt Limitation	32,445,253	2,770,000	29,675,253



	2011/12 ACTUAL	2012/13 ACTUAL	2013/14 BUDGET	2014/15 PROPOSED
<b>GENERAL DEBT SERVICE FUND</b>				
801-5-8490-00-7950 Principal	141,477	232,183	137,300	139,500
801-5-8490-00-7951 Interest	13,674	15,179	7,800	5,600
Total	155,151	247,362	145,100	145,100
<b>EAST LOOP DEBT SERVICE FUND</b>				
811-5-8490-00-7950 Principal	220,000	-	-	-
811-5-8490-00-7951 Interest	12,980	-	-	-
Total	232,980	-	-	-
<b>WESTERLY ROAD DEBT SERVICE FUND</b>				
812-5-8490-00-6901 Taxes & Fees	225	225	200	200
812-5-8490-00-7950 Principal	45,000	50,000	50,000	55,000
812-5-8490-00-7951 Interest	36,163	33,550	32,200	29,400
Total	81,388	83,775	82,400	84,600
<b>RUMSEY PARK COPs DEBT SERVICE FUND</b>				
820-5-8490-00-6901 Taxes & Fees	1,400	-	-	-
820-5-8490-00-7950 Principal	90,000	45,000	-	-
820-5-8490-00-7951 Interest	5,040	1,013	-	-
Total	96,440	46,013	-	-
<b>GREEN VALLEY PARK DEBT SERVICE FUND</b>				
821-5-8490-00-6901 Taxes & Fees	450	-	-	-
821-5-8490-00-7950 Principal	190,000	200,000	-	-
821-5-8490-00-7951 Interest	8,250	-	-	-
Total	198,700	200,000	-	-
<b>EXCISE TAX REVENUE OBLIGATION SERIES 2003</b>				
822-5-8490-00-6901 Taxes & Fees	2,700	3,830	3,000	3,500
822-5-8490-00-7950 Principal	95,000	100,000	105,000	110,000
822-5-8490-00-7951 Interest	30,401	26,375	23,100	19,000
Total	128,101	130,205	131,100	132,500
<b>G.O. BONDS SERIES 2004</b>				
823-5-8490-00-6901 Taxes & Fees	615	300	600	300
823-5-8490-00-7950 Principal	215,000	220,000	230,000	240,000
823-5-8490-00-7951 Interest	78,164	70,904	66,900	54,100
Total	293,779	291,204	297,500	294,400
<b>WATER ENTERPRISE DEBT SERVICE</b>				
661-5-5451-03-7950 Principal	254,958	-	448,600	406,900
661-5-5451-03-7951 Interest	19,419	5,542	271,600	497,800
Total	274,377	5,542	720,200	904,700
<b>TOTAL DEBT SERVICE FUNDS</b>	<b>1,460,916</b>	<b>1,004,101</b>	<b>1,376,300</b>	<b>1,561,300</b>

The text "CAPITAL PROJECT FUNDS" is centered within a black, horizontally-oriented oval shape that has a slight 3D effect with a shadow on the right side.

## CAPITAL PROJECT FUNDS

Expenditures for acquiring or improving capital assets or for installation or improvement of infrastructure are classified as capital projects. Capital projects are broken into the categories of land, buildings, and, land and building improvements.

The Capital Project funds are used to account for major capital projects. The Town has eleven capital project funds:

**Capital Projects Fund** – This fund consolidates the major projects funded by operating transfers from the General Fund and general bond financing. It includes all major projects except for the Water Fund, grant related projects, HURF Fund and other special projects funds.

**Equipment Replacement Fund** – This fund was reinstated in Fiscal Year 12/13 to centralize the accounting for major equipment purchases.

**Parks Improvement Fund**—This fund was established this fiscal year after the Town Council approved the assessment of a \$5 fee that is added on to most Parks charges. This fee will be used for improvements to Park facilities.

**Grant Capital Projects Fund** – This fund centralizes the accounting for all major grant financed projects.

**Park Development Fund** – This fund was established for Park Development Impact Fees. The use of these fees is restricted by ordinance to capital expenditures.

**Green Valley Redevelopment Fund** – The Town Council adopted the Green Valley Redevelopment Area Plan (Plan). The purpose of the Plan is to identify and direct specific actions, which will assist in the return of the Main Street area as a functional contributor to the Payson economy and the social well being of our residents. This fund was established to account for the revenues and expenditures related to this program.

**Central Arizona Project Trust Fund** – In 1994, the Town entered into an agreement to assign the Town's Central Arizona Project Water (CAP) allocations in exchange for \$4,218,797 that was placed in a trust fund. The Water Trust Fund monies are to be used only for the purposes of defraying the expenditures associated with investigating, planning, designing, constructing, acquiring, and/or developing an alternative water supply to replace the CAP water assigned.



**Public Safety Development Fund** - This fund was established for Public Safety Development Impact Fees. The use of these fees is restricted by ordinance to capital expenditures.

**Public Safety Bond Project Fund**—This fund was established to account for bond proceeds and related expenditures pertaining to public safety system upgrades and a computerized fire-arms training system for the Police Department.

**Construction – Bonita Street Improvements** - This fund was established to account for the construction costs of the Bonita Street Improvement Project.

**Construction – Fire Station #13** – This fund was established to account for bond proceeds, acquiring land on which to build the new fire station, and construction and equipment for the new Fire Station #13.

**Montezuma Castle Land Exchange Fund** – This fund was established due to the possibility of an improvement district being formed to begin development of the site.

### . . . CAPITAL IMPROVEMENTS . . .

The Capital Improvements portion of the budget includes costs to construct repairs or improvements to the Town’s long-term capital plant or equipment assets. Capital Improvements include the construction of new or significant repairs to streets, parks, buildings or other facilities that are not classified as “on-going” expenditures. Capital improvements do not include the ongoing costs to maintain or operate a facility or assets. These costs are expensed in the operating budget. Many capital improvement expenditures are basically one-time in nature and replacement may not be required for 25-75 years depending on the improvement.

Capital improvements should:

- » Prevent the deterioration of the Town’s existing infrastructure, and respond to and anticipate future growth in the Town
- » Encourage and sustain Payson’s economic development
- » Be financed through growth in the tax base or development fees, when possible, if constructed in response to residential or commercial development
- » Be responsive to the needs of residents and businesses, within the constraints of reasonable taxes and fees
- » Take maximum advantage of improvements provided by other units of government where appropriate



## RELATIONSHIP BETWEEN OPERATING AND CAPITAL BUDGETS

In most cases, the Town's operating budget is directly affected by the CIP. Almost every new capital improvement entails ongoing expenditures for routine operation, repair, and maintenance. As they age, Town facilities and equipment that were once considered state-of-the-art will require rehabilitation, renovation, or upgrading for new uses, safety and structural improvements. Older facilities usually require higher maintenance and repair costs as well. Capital Plan pay-as-you-go projects, grant matching funds, and payments for bonds and lease/purchase agreement expenditures also come directly from the operating fund.

When requests are submitted for capital projects, the requesting department estimates the costs of future operations and maintenance based on past experience and anticipated increases in the costs of materials, labor, and other project components. This information is indicated on the Project Information Form and taken into consideration when projects are slated for funding.

Due to current economic conditions, capital projects are very limited again this fiscal year. Airport and Streets have a few grant funded projects in this year's budget. These projects will not start until the grant funding can be confirmed. The Town's contribution of grant matching funds, in most cases less than 10% of the total project costs, have been included in the budget. The long term costs to maintain the new assets are similar to the operating costs currently being expended on the upkeep of the old assets so, the impact on the operating budget is insignificant. The C.C. Cragin Pipeline Project is in the construction phase so, this project will not impact the current operating budget.

## . . . CAPITAL IMPROVEMENT PLAN . . .

The Capital Improvements Plan (CIP) is a planning process identifying investments the Town intends to make in capital improvements over a period of time. Capital improvements include the facilities, infrastructure and materials needed to perform the jurisdiction's function, and to produce and deliver the services expected of it. Generally, Capital Improvements are a structure, improvement, pieces of equipment or other major assets having a useful life of at least five years. Capital Improvements are provided by or for public purposes and services.

While a CIP does not cover routine maintenance, it does include renovation, major repair or reconstruction of damaged or deteriorating facilities or infrastructure systems. While Capital Facilities do not usually include furniture and equipment, a Capital Project may include the furniture and equipment clearly associated with a newly constructed or renovated facility.

Payson uses a five-year planning period for its CIP. The expenditures proposed for the first year of the program are incorporated into the Annual Budget as the Capital Budget.

One of the most important aspects of the CIP process is that it is not a once a year effort, but an important ongoing part of the Town's overall management process. New information and



evolving priorities require continual review. Each time the review is carried out, it must be done comprehensively.

Several traditionally recognized benefits could accrue to the community as the result of preparing and maintaining a sound Capital Improvement Plan. These include:

1. The CIP shows citizens and Town officials where and when projects are expected.
2. The CIP process serves as a basis for the management of projects. This includes the coordination of the efforts of various departments responsible for land acquisition, design, construction and operation of the new facility. It also includes the management of cash flow to ensure the funds are available and are used in the most effective way possible.
3. The CIP can establish a set of priorities that can be embodied in the Town’s General Plan guiding decisions on land issues.
4. The CIP establishes the relationship between the desired levels of service and the ability of the Town to fund public facility improvements. In this way, citizens are able to work with elected officials to determine how much improvement of the Town’s infrastructure is realistic in view of what the community is willing to pay through existing revenues, taxes, and user fees.
5. The CIP establishes a reasonable multi-year spending plan that can keep the expectations for public facility construction within the Town’s ability to pay. Accordingly, agencies issuing bond ratings consider it very important for the Town to have a well-considered Capital Improvement Planning process and to adopt and follow the program closely.

The CIP ties the Town’s physical development to community goals and decisions expressed through hearings, citizen advisory groups and such documents as the General Plan. Not only does the CIP identify projects to meet the goals, but it also matches projects with available funds ranging from property tax dollars and user fees to state and federal grants.

The CIP cycle incorporates key phases: planning, defining/formulating, program decision-making, and implementation as illustrated in the chart below:

Planning	Defining/Formulating	Program Decision-Making	Implementation
Long-Term Vision	Needs Identified	Projects Reviewed	Projects Constructed, Operated & Maintained
Comprehensive Plan	Specific Project Proposals	Projects Evaluated Against Needs/Plans	
Capital Improvement Plan	Project Financing Identified	Adoption of Funding Package	
Town Council Annual Goals			

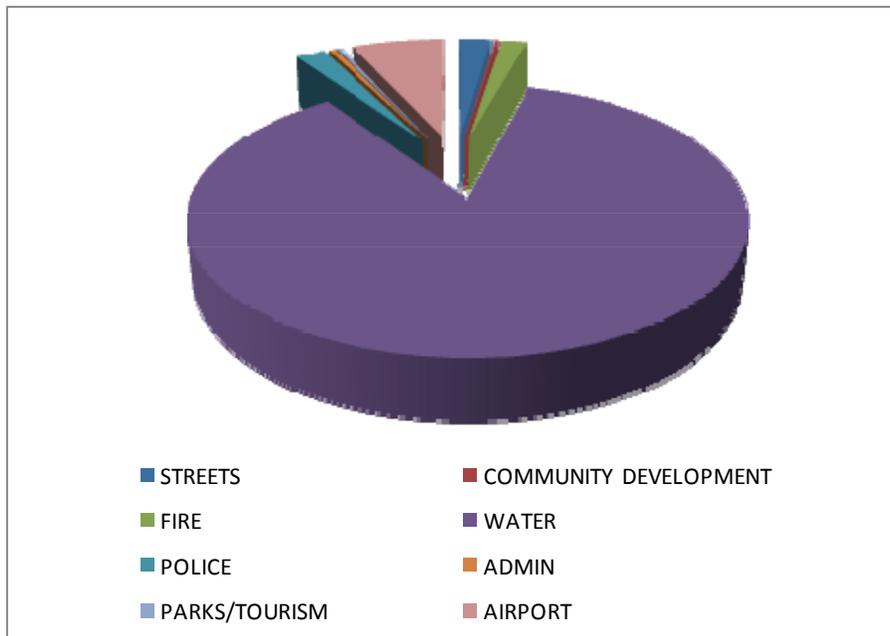


## 2014/2015 Proposed CAPITAL Projects

	<u>PROJECT</u>	<u>ESTIMATED COST</u>
PUBLIC WORKS - STREETS		
	202 Equipment	\$ 65,000
	202 Pavement Preservation	210,000
	202 Rumsey Road	60,000
	202 Bonita Street Reconstruction	25,000
		<b>\$ 360,000</b>
FIRE		
	101 e-PCR	\$ 17,000
	403 Fire Prevention Grant - Equipment	35,000
	403 AFG SCBA Grant	235,000
		<b>\$ 287,000</b>
WATER		
	460 Environmental Project	\$ 325,000
	661 Equipment	7,500
	661 Wells	150,000
	661 Radon Removal Study	30,000
	661 Security Gate	20,000
	661 Water Line	150,000
	661 Pumps for Wells	75,000
	661 Computer Equipment	5,700
	661 Chlorine Generator	30,000
	661 Service Truck	35,000
	661 Surge Tank	60,000
	661 Pressure Blowoff Valves	20,000
	661 Fish Fence Project	85,000
	661 Tank Mixing System	40,000
	661 CC Cragin Pipeline	12,850,000
		<b>\$ 13,883,200</b>
POLICE		
	101 Satellite Equipment	\$ 11,000
	215 Defense 1033 - LE Vehicle	70,000
	403 HSG Hillcrest Base Radio	46,500
	403 SHSGP Mobile Repeaters	32,200
	409 Public Safety - Capital	41,200
	425 CAD Communications Equipment	140,000
		<b>\$ 340,900</b>



<u>PROJECT</u>		<u>ESTIMATED COST</u>
<b>ADMINISTRATION</b>		
101	LE-Computer Equipment	\$ 52,000
101	Computer Equipment	25,000
		<b>\$ 77,000</b>
<b>COMMUNITY DEVELOPMENT</b>		
417	Main Street Improvements	\$ 34,800
		<b>\$ 34,800</b>
<b>TOURISM</b>		
214	Equipment	\$ 13,000
		<b>\$ 13,000</b>
<b>PARKS</b>		
408	Rumsey Ball Field Development	\$ 40,000
		<b>\$ 40,000</b>
<b>AIRPORT</b>		
260	Equipment	\$ 7,500
260	Pavement Preservation	15,000
260	Echo Ramp Expansion & Taxiway	600,000
260	Runway 24 Run up Apron	450,000
		<b>\$ 1,072,500</b>
<b>TOTAL</b>		<b>\$ 16,108,400</b>





**CAPITAL PROJECT DETAIL BY ACCOUNTING**

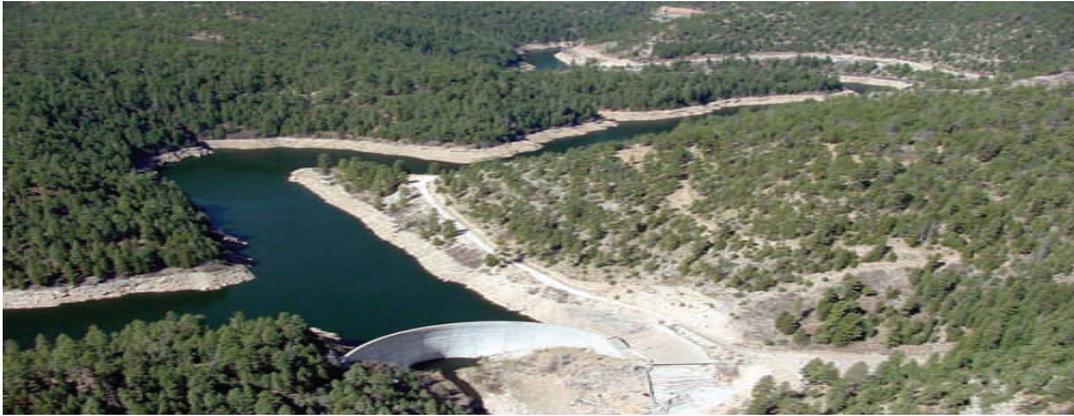
		<b>2011/12</b>	<b>2012/13</b>	<b>2013/14</b>	<b>2014/15</b>
		<b>ACTUAL</b>	<b>ACTUAL</b>	<b>BUDGET</b>	<b>PROPOSED</b>
101-5-1402-00-8004	Office Furniture Equipment	504	-	-	-
101-5-1408-00-8004	Capital Equipment	4,940	-	-	25,000
101-5-2408-01-8004	Machinery & Equipment	51,725	51,725	62,000	52,000
101-5-2421-02-8534	Satellite Equipment	-	-	-	11,000
101-5-2426-01-8409	e-PCR	-	-	-	17,000
202-5-3442-00-8003	Vehicles	54,411	-	-	-
202-5-3442-00-8004	Equipment	-	-	-	65,000
202-5-3442-00-8713	Pavement Preservation	15,913	21,826	50,000	210,000
202-5-3442-00-8717	Rumsey Road	-	-	-	60,000
202-5-3442-00-8723	Airport Rd & SH87 Traffic	(3,835)	-	-	-
202-5-3442-00-8742	Bonita Street Reconstruction	-	-	-	25,000
202-5-3442-00-8900	Project - Cap Outlay	-	-	12,500	-
214-5-1410-00-8521	Machinery & Equipment	-	-	-	13,000
215-5-2421-02-8510	Defense 1033 - LE Vehicle	-	15,000	20,000	70,000
260-5-4445-00-8310	Environmental Assessment	-	-	10,000	-
260-5-4445-00-8509	Equipment	-	-	-	7,500
260-5-4445-00-8510	New AWOS	-	203,430	-	-
260-5-4445-00-8713	Pavement Preservation	-	-	56,100	15,000
260-5-4445-00-8813	Echo Ramp Expansion & Taxiway	-	-	210,000	600,000
260-5-4445-00-8818	Airfield Signage & Marking	321,624	-	-	-
260-5-4445-00-8821	Runway 24 Run up Apron	-	10,161	403,000	450,000
402-5-1410-00-8521	Tourism Quads	-	12,588	-	-
402-5-1418-00-8004	Attorney Copier	6,269	-	-	-
402-5-2421-01-8510	Police-Patrol Vehicles	114,196	-	-	-
402-5-2426-01-8510	Fire Truck	497,907	-	-	-
403-5-2412-01-8765	HSG Hillcrest Base Radio	-	-	-	46,500
403-5-2412-01-8772	Law Enforce-HSG Radio Prog	59,891	23,125	-	-
403-5-2412-01-8773	SHSGP Mobile Repeaters	-	-	32,200	32,200
403-5-2421-01-8762	Law Enf-GOHS Grant	-	-	45,000	-
403-5-2426-03-8756	Asst FF Prevention	-	-	35,000	35,000
403-5-2426-03-8766	FEMA Asst FF Grant #15658	-	-	152,300	-
403-5-2426-03-8768	State Fire Assistance Grant	-	18,089	20,000	-
403-5-2426-03-8771	AFG SCBA Grant	-	-	-	235,000



	2011/12 ACTUAL	2012/13 ACTUAL	2013/14 BUDGET	2014/15 PROPOSED
408-5-4463-00-8779 Rumsey Ball Field Development	-	-	-	40,000
409-5-2421-01-8772 LE - Radio Program	110,382	-	-	-
409-5-2421-16-8900 Public Safety - Capital	-	-	-	41,200
417-5-6428-01-8785 Main Street Improvements	-	-	34,866	34,800
425-5-2421-16-8407 CAD Police/Fire Comm Eq	-	11,440	160,000	140,000
430-5-3442-00-8737 Bonita Street	2,338	-	381,000	-
433-5-2426-01-8602 Fire Station #3 Construction	33,673	46,960	-	-
460-5-5451-00-8594 Environmental Project	-	-	325,000	325,000
661-5-5451-08-8000 Buildings	133	149,675	-	-
661-5-5451-08-8002 Machinery & Equipment	-	-	143,000	7,500
661-5-5451-08-8006 Land Acquisition	73,880	-	-	-
661-5-5451-08-8007 Wells	20,494	-	150,000	150,000
661-5-5451-08-8008 Storage Tank	29,985	-	-	-
661-5-5451-08-8009 Waterlines	430,209	-	150,000	150,000
661-5-5451-08-8313 Radon Removal Engineer Stdy	-	-	30,000	30,000
661-5-5451-08-8524 Computer Equipment	-	-	5,000	5,700
661-5-5451-08-8528 Service Truck	72,903	38,684	-	35,000
661-5-5451-08-8530 Surge Tank	-	-	-	60,000
661-5-5451-08-8581 Chlorine Generator	-	-	42,500	30,000
661-5-5451-08-8582 Pressure Blowoff Valves	-	-	-	20,000
661-5-5451-08-8587 Security Gate Installation	-	-	20,000	20,000
661-5-5451-08-8589 Fish Fence Project	-	-	-	85,000
661-5-5451-08-8591 Green Valley Lakes-Shoreline	-	-	250,000	-
661-5-5451-08-8793 Tank Mixing System	-	-	-	40,000
661-5-5451-08-8794 Pumps for Wells	-	26,775	75,000	75,000
661-5-5451-20-8010 CC Cragin Pipeline (SRP)	-	-	1,550,000	750,000
661-5-5451-20-8600 CCC Pipeline Constr	-	2,924,930	3,500,000	12,100,000
662-5-5451-00-8600 CCC Pipe	2,599,369	-	-	-
<b>TOTAL CAPITAL PROJECTS</b>	<b>4,496,911</b>	<b>3,554,408</b>	<b>7,924,466</b>	<b>16,108,400</b>

This schedule does not reflect CDBG Housing grants.

**C.C. CRAGIN WATER PROJECT**  
**The Water Source for Payson's Future**



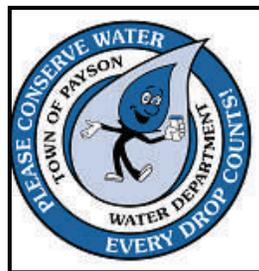
PROJECT DESCRIPTION

The Town of Payson has approved a partnership with the Salt River Project for the use of water in Payson from the C.C. Cragin (formerly Blue Ridge) Reservoir. The Town plans to construct a 14.5 mile pipeline along East Houston Mesa Road from Washington Park to Payson. A water treatment facility will be constructed at a location near Payson.

Communities adjacent to this pipeline may wish to connect to the pipeline for use of C.C. Cragin water. Additionally, communities near Payson may wish to partner with the Town of Payson for the delivery of treated water from a Town of Payson water treatment plant. Payson has entered into an agreement for treatment and delivery of this new water source to one of the communities.

PURPOSE and NEED

The Town of Payson currently relies solely on groundwater as its source of drinking water. In keeping with the Town's policy of maintaining a long-term sustainable water supply, the addition of a surface water source is an important component towards meeting that objective. Though existing groundwater resources are sufficient for the foreseeable future, a new surface water source from C.C. Cragin will insure that adequate water supplies are available to our customers, including Payson's future build out population.



## C.C. CRAGIN WATER PROJECT

### The Water Source for Payson's Future



#### When Will the Water be Delivered?

Completion of the project is planned between the year of 2017 and 2020. Within this time frame, a renewable surface water supply will become an integral and essential part of Payson's water resource portfolio.

As part of the process, we have completed an Environmental Assessment and obtained a Special Use Permit from the U.S. Forest Service for the construction of the 15-mile "Out of Town" pipeline and water treatment plant. In December 2012 construction was completed on the first phase of the "In Town" pipeline required to route the finished water from the water treatment plant to the various storage facilities throughout Payson. Securing the necessary funding through the Bureau of Reclamation Rural Water Fund and the Water Infrastructure Financing Authority of Arizona is an on-going component of the project.

A brochure and video detailing the C.C. Cragin Project are available on the Town of Payson—Water Department at [www.paysonwater.com](http://www.paysonwater.com)



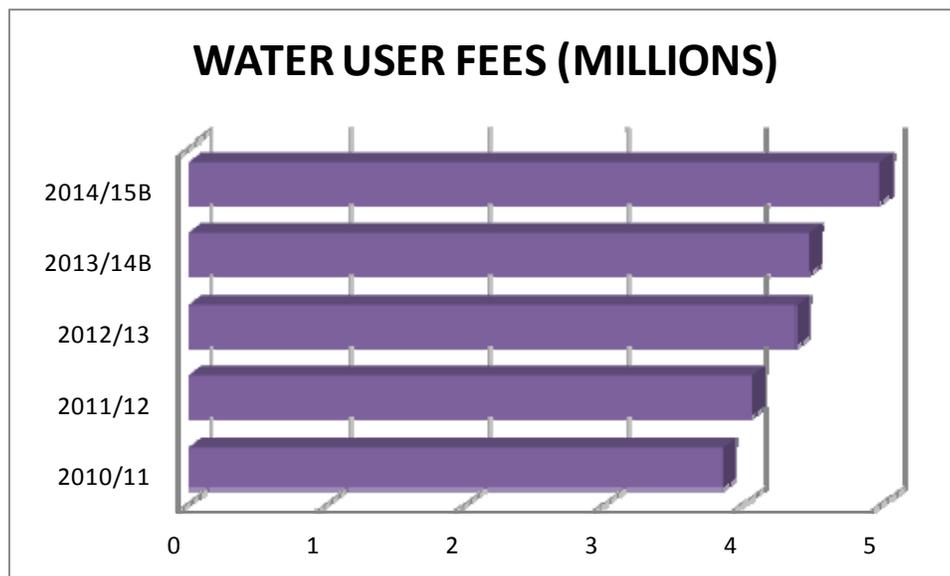


# ENTERPRISE FUNDS

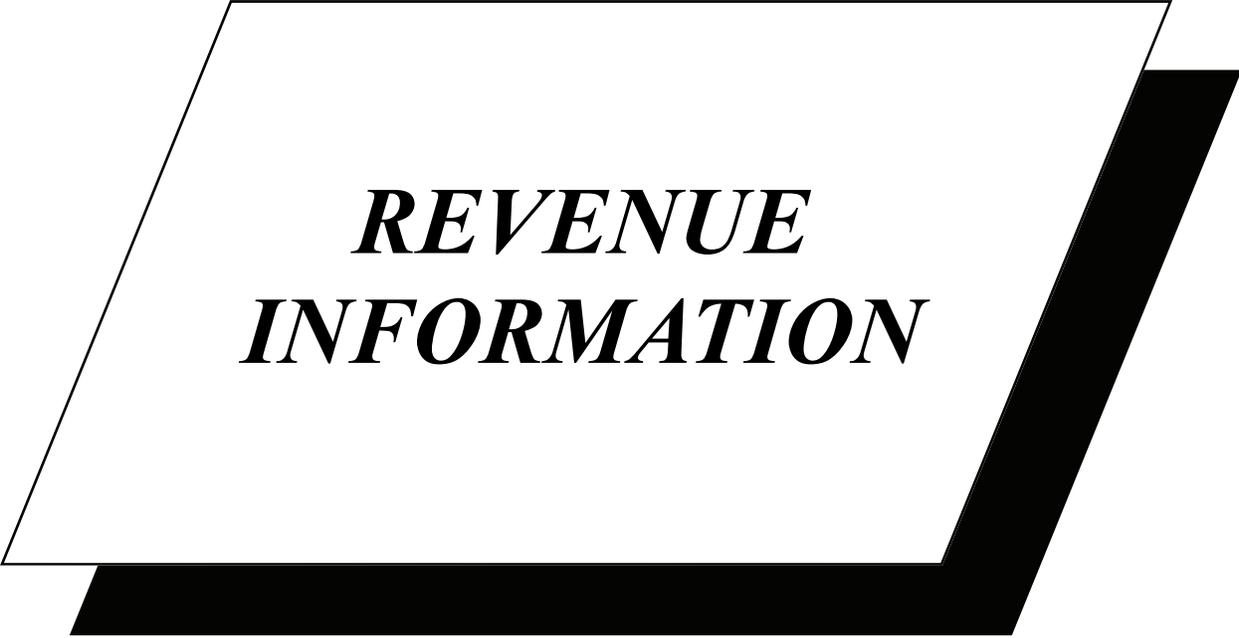
The Water Fund is the Town’s only Enterprise Fund. User fees and impact fees are the primary sources of revenue. These are used for operations, maintenance and improvement of the Town’s Water System as well as developing new water sources.

The Water Fund accounts for the activities related to the public water utility that supplies drinking water to over 15,000 residents within a 19.5 square mile area.

Previously, the Town also maintained the C.C.Cragin Development Fund but, in fiscal year 2013/14, this enterprise fund was eliminated. C.C. Cragin activity is now being reported in a sub-category within the Water Fund. This activity relates to the construction of a water pipeline that will provide a renewable surface water supply which will become an integral and essential part of Payson’s water resources portfolio.



Water usage revenue is conservatively budgeted assuming a slight growth in population. A rate increase occurred in October, 2013.



***REVENUE  
INFORMATION***



>>>REVENUE SUMMARY BY FUND<<<

Total revenues for 2014/15 are estimated at

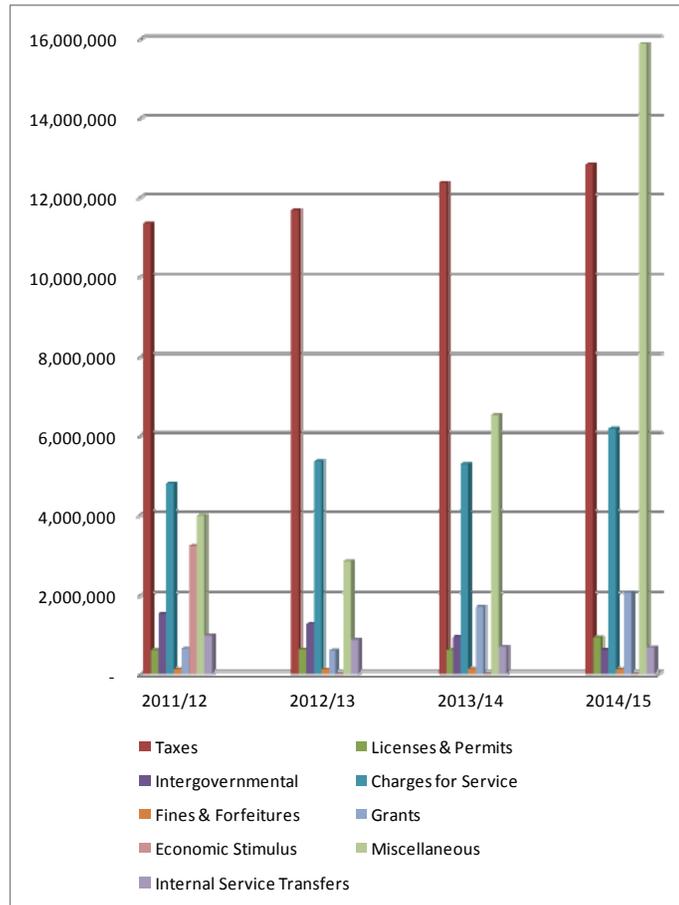
\$39,148,600

Fund	2011/12 Actual	2012/13 Actual	2013/14 Budget	2014/15 Proposed
General Fund	11,500,662	11,993,742	12,973,110	13,360,800
HURF Fund	1,313,430	1,416,205	1,606,600	2,232,800
Parks & Rec Improvement Fee Fund	-	-	-	5,000
Gifts & Grant Fund	149,461	33,036	28,100	19,000
Festivals & Events Fund	89,309	-	-	-
Bed Tax Fund	220,569	264,006	230,000	250,000
Police Dept of Justice Fund	30,521	16,022	33,500	32,500
Law Enforcement Property Program	870,212	1,172,797	-	-
Library Fund	422,742	323,857	334,400	341,800
Magistrate Court	2,085	1,131	-	-
Airport Fund	540,130	314,362	735,200	1,090,300
Event Center Fund	91,726	135,080	160,700	204,400
Medical Insurance Fund	2,482,609	1,925,595	1,856,400	1,873,600
Equipment Replacement Fund	616,484	12,588	-	-
Grant Capital Projects Fund	171,583	93,848	457,200	617,700
Park Development Fund	29,625	23,635	9,000	-
Public Safety Development Fund	15,000	12,000	5,000	-
Bonita Street Construction Fund	-	-	369,200	-
Fire Station #13 Construction	731	-	-	-
Central Arizona Project Trust Fund	225	-	-	16,600
General Debt Service	155,150	247,363	145,100	145,100
East Loop Rd Improvement Fund	121,032	-	-	-
Westerly Rd Improvement Fund	81,669	84,071	82,200	83,600
Rumsey Park COP's Fund	96,301	46,012	-	-
Green Valley Park Debt Service Fund	134,051	-	-	-
Excise Tax Obligation Debt Service Fund	101,408	130,281	130,200	132,400
General Obligation Bonds Fund	329,834	458,282	350,000	353,000
Water Funds	7,590,160	4,596,226	8,668,500	18,390,000
<b>Total Revenues All Funds</b>	<b>27,156,709</b>	<b>23,300,139</b>	<b>28,174,410</b>	<b>39,148,600</b>
<b>Per Capita</b>	1,656	1,523	1,841	2,559



>>>REVENUE SUMMARY BY CATEGORY<<<

Category	2011/12 Actual	2012/13 Actual	2013/14 Budget	2014/15 Proposed
Taxes	11,335,863	11,674,679	12,346,000	12,805,600
Licenses & Permits	591,827	604,371	597,900	906,000
Intergovernmental	1,530,928	1,280,099	923,800	599,600
Charges for Service	4,804,896	5,357,633	5,290,000	6,166,600
Fines & Forfeitures	116,253	117,698	125,500	116,000
Grants	633,504	580,431	1,708,600	2,057,400
Economic Stimulus	3,213,132	-	-	-
Miscellaneous	3,974,731	2,835,603	6,506,200	15,841,000
Internal Service Transfers	955,575	849,623	676,410	656,400
<b>Total Operating Revenues</b>	<b>27,156,709</b>	<b>23,300,137</b>	<b>28,174,410</b>	<b>39,148,600</b>





REVENUE DETAIL

Account	Revenue Source	2011/12 Actual	2012/13 Actual	2013/14 Budget	2014/15 Proposed
<b>NON-RESTRICTED GENERAL FUND REVENUES</b>					
	<b>Taxes</b>				
101-4-1300-110	Sales Tax - State Shared	1,195,625	1,252,415	1,322,100	1,382,600
101-4-1300-120	Income Tax - State Shared	1,291,416	1,562,964	1,707,100	1,852,200
101-4-1300-130	Vehicle License Tax - Auto Lieu	833,014	832,631	861,800	914,100
101-4-1300-310	Sales Tax - Town	5,497,226	5,459,630	5,800,000	5,900,000
101-4-1300-330	Property Tax Levy	600,927	598,897	633,700	642,900
101-4-1300-335	Property Tax Levy - PY	27,143	18,034	20,000	10,000
	<b>Taxes</b>	<b>9,445,351</b>	<b>9,724,571</b>	<b>10,344,700</b>	<b>10,701,800</b>
	<b>Licenses &amp; Permits</b>				
101-4-4300-371	Franchise Fees - Electricity	231,708	237,828	239,400	246,000
101-4-4300-372	Franchise Fees - Gas	61,797	57,682	58,000	55,000
101-4-4300-373	Franchise Fees - Cable TV	57,722	61,040	60,000	65,000
101-4-4300-410	Business License	70,550	69,580	72,000	70,000
101-4-4300-715	Liquor License Fees	1,625	1,600	1,500	1,500
101-4-4328-410	Building Permits	146,787	156,399	150,000	450,000
101-4-4328-420	ROW Permits	3,362	2,050	2,000	3,500
101-4-4372-410	Animal Control Licenses	18,276	18,192	15,000	15,000
	<b>Licenses &amp; Permits</b>	<b>591,827</b>	<b>604,371</b>	<b>597,900</b>	<b>906,000</b>
	<b>Intergovernmental</b>				
101-4-2300-239	FAA Land Reimbursement	-	-	-	-
101-4-2300-989	Tonto Apache Tribe-Prop 202	13,616	13,091	13,000	12,000
101-4-2300-990	Misc Intergovernmental Revenue	-	2,534	100,000	-
101-4-2318-110	DOJ Victims Rights Grant	-	-	21,500	21,700
101-4-2324-120	Law Enf - School Resource	61,739	61,739	67,400	130,000
101-4-2324-130	Gila County Intergovernmental	135,000	-	-	-
101-4-2324-248	GOHS Traffic	5,271	5,473	6,500	12,700
101-4-2324-250	COPS Grant	-	-	80,900	-
101-4-2324-252	DUI Abatement	629	-	3,000	-
101-4-2326-270	Fire-SAFER Grant	-	234,127	388,500	100,000
101-4-2326-280	Fire Hazardous Fuels Grant	-	43,474	30,000	50,000
101-4-2326-767	Police Misc Intgvt Rev	8,248	5,067	10,000	16,000
101-4-2327-750	Fire-Wildlands/Urban	91,462	3,376	100,000	100,000
	<b>Intergovernmental</b>	<b>315,965</b>	<b>368,881</b>	<b>820,800</b>	<b>442,400</b>



REVENUE DETAIL

Account	Revenue Source	2011/12 Actual	2012/13 Actual	2013/14 Budget	2014/15 Proposed
	<b><u>Charges for Services</u></b>				
101-4-5316-520	Prosecution Fees	30,978	30,865	32,000	32,000
101-4-5316-521	Deferred Prosecution Fees	12,398	16,647	13,000	16,000
101-4-5324-710	Law Enf - Police Reports	3,335	3,186	3,500	4,000
101-4-5324-725	Law Enf-False Alarm	425	-	400	400
101-4-5324-765	Law Enf Vehicle Storage	25,515	5,425	-	-
101-4-5326-710	Fire Code Plan Review	3,390	5,211	5,000	5,000
101-4-5326-750	Fire Svc Agreement Fees	321,417	296,322	327,500	300,000
101-4-5326-755	Fire Svc Fees - Const	50	-	100	1,000
101-4-5326-758	Fire Svc Fees-Cost Recovery	2,235	585	1,000	1,000
101-4-5326-760	Police Service Fee-Cost Recovery	5,105	7,700	7,500	5,000
101-4-5328-710	Plan Review Fees	54,475	74,925	65,000	125,000
101-4-5328-720	Zoning & Subdivision Fees	19,908	24,456	20,000	25,000
101-4-5328-730	Building - Spec Inspections	1,450	5,305	3,000	10,000
101-4-5341-710	Engineering - Review Fees	5,265	2,580	2,000	10,000
101-4-5363-710	Ramada & Ballfield Fees	8,766	8,081	7,000	10,000
101-4-5364-700	Event Revenue	-	15,426	12,500	20,000
101-4-5367-710	Recreation Program Fees	63,763	54,477	60,000	70,000
101-4-5367-715	Outdoor Rec Programming	1,985	640	1,000	500
101-4-5369-710	Swimming Pool Fees	265	-	-	700
	<b>Charges for Services</b>	<b>560,725</b>	<b>551,831</b>	<b>560,500</b>	<b>635,600</b>
	<b><u>Fines &amp; Forfeitures</u></b>				
101-4-3316-510	Court Fines & Fees	100,662	103,157	110,000	100,000
	<b>Fines &amp; Forfeitures</b>	<b>100,662</b>	<b>103,157</b>	<b>110,000</b>	<b>100,000</b>
	<b><u>Miscellaneous</u></b>				
101-4-6367-920	Donations-Parks & Rec	-	11,665	700	-
101-4-9300-910	Interest Earnings	1,637	388	2,000	500
101-4-9300-970	Insurance Recoveries	21,392	16,191	5,000	10,000
101-4-9300-971	Risk Insurance	-	76,481	75,000	-
101-4-9300-980	Overhead	74,100	303,300	303,300	250,000
101-4-9300-990	Other Revenue	4,453	65,715	10,000	141,700
101-4-9300-992	Sale of Capital Assets	-	3,001	-	50,000
101-4-9300-993	Facilities Lease Fees	11,220	11,220	11,200	11,300
101-4-9300-996	Public Surplus Sale	26,686	13,419	5,000	7,500
101-4-9326-757	Fire Svc Fees Other	8,173	7,320	6,500	7,000
101-4-9341-730	Map Sales	1,479	1,425	1,000	1,500
101-4-9341-734	Plan Storage Boxes/Code Books	-	121	-	500
	<b>Miscellaneous</b>	<b>149,140</b>	<b>510,246</b>	<b>419,700</b>	<b>480,000</b>



REVENUE DETAIL

Account	Revenue Source	2011/12 Actual	2012/13 Actual	2013/14 Budget	2014/15 Proposed
	<b><u>Transfers In</u></b>				
101-4-9399-xxx	Operations	336,992	130,684	119,510	95,000
	<b><u>Transfers In</u></b>	336,992	130,684	119,510	95,000
<b>Non-Restricted General Fund Revenues</b>		<b>\$ 11,500,662</b>	<b>\$ 11,993,741</b>	<b>\$ 12,973,110</b>	<b>\$ 13,360,800</b>
<b><u>RESTRICTED OPERATING REVENUES</u></b>					
<b><u>HURF Fund (202)</u></b>					
	<b><u>Taxes</u></b>				
202-4-1342-110	Highway Users Gas Tax	1,266,058	1,358,524	1,421,300	1,500,800
	<b><u>Taxes</u></b>	1,266,058	1,358,524	1,421,300	1,500,800
	<b><u>Intergovernmental</u></b>				
202-4-2300-990	Integov'l from Gila County	-	-	-	282,400
202-4-2342-279	ADOT Grants	-	-	140,000	270,000
	<b><u>Intergovernmental</u></b>	-	-	140,000	552,400
	<b><u>Charges for Services</u></b>				
202-4-5300-710	Special Inspection Fees	4,831	-	3,500	145,000
	<b><u>Charges for Services</u></b>	4,831	-	3,500	145,000
	<b><u>Miscellaneous</u></b>				
202-4-5300-720	Development Impact Fees	37,050	29,640	12,000	-
202-4-9300-980	Enterprise Fund Overhead	-	25,800	25,800	32,600
202-4-9300-990	Other Revenue	5,433	2,240	4,000	2,000
202-4-9300-991	Equipment Rental	58	-	-	-
	<b><u>Miscellaneous</u></b>	42,541	57,680	41,800	34,600
	<b>HURF Fund</b>	<b>1,313,430</b>	<b>1,416,204</b>	<b>1,606,600</b>	<b>2,232,800</b>
<b><u>Parks &amp; Rec Improvement Fee Fund (206)</u></b>					
	<b><u>Charges for Service</u></b>				
206-4-5367-710	Facility Improvement Fee	-	-	-	5,000
	<b><u>Charges for Service</u></b>	-	-	-	5,000
	<b>Parks Improvement Fee Fund</b>	-	-	-	5,000



REVENUE DETAIL

Account	Revenue Source	2011/12 Actual	2012/13 Actual	2013/14 Budget	2014/15 Proposed
<b>Gifts &amp; Grants Fund (210)</b>					
	<b>Intergovernmental</b>				
210-4-2324-251	BYRNE/JAG Emp Drug Test	20,288	8,184	13,000	15,000
210-4-2324-259	GOHS Car Seats	-	-	1,600	-
210-4-2326-280	Fire Hazardous Fuels Grant	74,270	-	-	-
210-4-2326-283	State Fire Assist 2009-10	867	-	-	-
210-4-2328-200	C/D Energy Eval/Mod	39,129	-	-	-
210-4-2446-200	TEV Arts Grant	1,500	2,500	2,000	2,000
	<b>Intergovernmental</b>	<b>136,054</b>	<b>10,684</b>	<b>16,600</b>	<b>17,000</b>
	<b>Miscellaneous</b>				
210-4-6300-925	Contributions - Main St Electric	1,475	-	-	-
210-4-6323-920	Contributions - Volunteer Police	670	25	-	100
210-4-6324-920	Contributions - DARE Court	2,708	1,783	2,000	400
210-4-6324-921	Contributions - Police Projects	953	1,613	2,000	500
210-4-6324-923	Contributions - Guardian Angels	1,410	13,350	1,500	500
210-4-6326-920	Donations - Fire Projects	6,191	5,582	6,000	500
	<b>Miscellaneous</b>	<b>13,407</b>	<b>22,353</b>	<b>11,500</b>	<b>2,000</b>
	<b>Gifts &amp; Grants Fund</b>	<b>149,461</b>	<b>33,037</b>	<b>28,100</b>	<b>19,000</b>
<b>Festivals &amp; Events Fund (213)</b>					
	<b>Charges for Services</b>				
213-4-5367-710	Event Revenue	89,309	-	-	-
	<b>Charges for Services</b>	<b>89,309</b>	<b>-</b>	<b>-</b>	<b>-</b>
	<b>Festivals &amp; Events Fund</b>	<b>89,309</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Bed Tax Fund (214)</b>					
	<b>Taxes</b>				
214-4-1300-370	Bed Tax	220,569	264,006	230,000	250,000
	<b>Taxes</b>	<b>220,569</b>	<b>264,006</b>	<b>230,000</b>	<b>250,000</b>
	<b>Bed Tax Fund</b>	<b>220,569</b>	<b>264,006</b>	<b>230,000</b>	<b>250,000</b>



REVENUE DETAIL

Account	Revenue Source	2011/12 Actual	2012/13 Actual	2013/14 Budget	2014/15 Proposed
<b>Police Department of Justice (215)</b>					
	<b>Intergovernmental</b>				
215-4-2324-121	Local RICO Revenue	-	-	3,500	-
215-4-2324-151	Defense 1033 Revenue	30,521	16,022	30,000	22,000
	<b>Intergovernmental</b>	30,521	16,022	33,500	22,000
	<b>Miscellaneous</b>				
215-4-9300-990	Other Revenue	-	-	-	500
215-4-9300-996	Public Surplus Sales	-	-	-	10,000
		-	-	-	10,500
	<b>Police Dept of Defense</b>	30,521	16,022	33,500	32,500
<b>Law Enforcement Property Program (217)</b>					
	<b>Intergovernmental</b>				
217-4-2324-140	Other Revenue from Governments	870,212	1,172,797	-	-
	<b>Intergovernmental</b>	870,212	1,172,797	-	-
	<b>Law Enforcement Property Pgrm</b>	870,212	1,172,797	-	-
<b>Library (224)</b>					
	<b>Intergovernmental</b>				
224-4-2361-389	Gila County Library District	229,230	229,305	230,400	218,900
	<b>Intergovernmental</b>	229,230	229,305	230,400	218,900
	<b>Miscellaneous</b>				
224-4-9300-990	Other Revenue	24,121	5,052	-	-
	<b>Miscellaneous</b>	24,121	5,052	-	-
	<b>Fines &amp; Forfeitures</b>				
224-4-3300-510	Library Fines	15,591	14,541	15,500	16,000
	<b>Fines &amp; Forfeitures</b>	15,591	14,541	15,500	16,000
	<b>Transfers In</b>				
224-4-9399-xxx	Operations	153,800	74,959	88,500	106,900
	<b>Transfers In</b>	153,800	74,959	88,500	106,900
	<b>Library</b>	422,742	323,857	334,400	341,800



REVENUE DETAIL

Account	Revenue Source	2011/12 Actual	2012/13 Actual	2013/14 Budget	2014/15 Proposed
<b>Magistrate Court (231, 233)</b>					
	<b>Miscellaneous</b>				
233-4-6300-921	Donations/Contributions	2,085	1,131	-	-
	<b>Miscellaneous</b>	2,085	1,131	-	-
	<b>Magistrate Court</b>	2,085	1,131	-	-
<b>Airport (260)</b>					
	<b>Intergovernmental</b>				
260-4-2300-239	Federal Grant	313,918	187,720	202,800	552,000
260-4-2300-248	ADOT Grant	11,949	10,579	371,100	429,000
260-4-2345-744	PRAA Fees	10,000	-	-	-
	<b>Intergovernmental</b>	335,867	198,299	573,900	981,000
	<b>Charges for Services</b>				
260-4-5345-710	Tie Down Fees	5,346	13,736	13,400	12,500
260-4-5345-720	Gate Fees	2,363	9,739	9,600	9,600
260-4-5345-740	Ground Leases	5,731	14,641	14,600	20,000
260-4-5345-741	Hangar Leases	22,824	52,986	49,800	51,000
260-4-5345-760	Fuel Sales	1,436	2,486	2,000	3,000
260-4-5345-770	Emergency Support	13,448	8,698	5,000	5,000
260-4-5345-780	Campground Use Fee	193	548	800	500
	<b>Charges for Services</b>	51,341	102,834	95,200	101,600
	<b>Miscellaneous</b>				
260-4-4300-770	Advertising Sign Fee	417	150	-	-
260-4-9300-980	Overhead	-	-	-	7,700
260-4-9300-990	Other Revenue	152,505	13,079	-	-
	<b>Miscellaneous</b>	152,922	13,229	-	7,700
	<b>Transfers In</b>				
260-4-9399-101	from General Fund	-	-	66,100	-
	<b>Transfers In</b>	-	-	66,100	-
	<b>Airport</b>	540,130	314,362	735,200	1,090,300



REVENUE DETAIL

Account	Revenue Source	2011/12 Actual	2012/13 Actual	2013/14 Budget	2014/15 Proposed
<b>Event Center (265)</b>					
	<b>Charges for Services</b>				
265-4-5365-710	Event Revenue & Interest	34,036	84,190	70,000	70,000
	<b>Charges for Services</b>	34,036	84,190	70,000	70,000
	<b>Transfers In</b>				
265-4-9399-214	From Bed Tax	57,690	50,891	90,700	134,400
	<b>Transfers In</b>	57,690	50,891	90,700	134,400
	<b>Event Center</b>	91,726	135,081	160,700	204,400
<b>Medical Insurance Fund (290)</b>					
	<b>Miscellaneous</b>				
290-4-9300-972	Employee Ins Contributions	432,154	603,412	487,900	525,500
290-4-9300-973	Employer Ins Contributions	1,182,271	874,794	731,800	789,700
290-4-9300-974	Retiree Contributions	119,762	181,209	141,600	150,000
290-4-9300-975	Employer Retiree Contributions	748,081	266,700	495,100	408,400
290-4-9300-986	Insurance Rebate	234	(520)	-	-
290-4-9300-990	Other Revenue	107	-	-	-
	<b>Miscellaneous</b>	2,482,609	1,925,595	1,856,400	1,873,600
	<b>Medical Insurance Fund</b>	2,482,609	1,925,595	1,856,400	1,873,600
<b>Restricted Operating Revenues</b>		<b>\$ 6,212,794</b>	<b>\$ 5,602,092</b>	<b>\$ 4,984,900</b>	<b>\$ 6,049,400</b>
<b>Equipment Replacement Fund (402)</b>					
	<b>Miscellaneous</b>				
402-4-9300-855	Lease Purchase Proceeds	611,845	-	-	-
	<b>Miscellaneous</b>	611,845	-	-	-
	<b>Transfers In</b>				
402-4-9399-xxx	Operations	4,639	12,588	-	-
	<b>Transfers In</b>	4,639	12,588	-	-
	<b>Equipment Replacement Fund</b>	616,484	12,588	-	-



REVENUE DETAIL

Account	Revenue Source	2011/12 Actual	2012/13 Actual	2013/14 Budget	2014/15 Proposed
<b>Grant Capital Projects Fund (403)</b>					
<u>Intergovernmental</u>					
403-4-2300-283	Hillcrest Base Radio	-	-	-	46,500
403-4-2300-284	GOHS Radar Units	-	-	45,000	-
403-4-2300-290	SHSGP Mobile Repeater	-	-	32,200	32,200
403-4-2324-200	Law Enf-HSG Radio Program	59,891	23,125	-	-
403-4-2326-273	AFG SCBA Equip	-	-	-	235,000
403-4-2326-275	State Fire Assistance Grant #6006	-	17,599	20,000	-
403-4-2327-205	Asst FF Prevention	-	-	35,000	35,000
403-4-2327-209	FEMA Asst FF Grant #15658	-	-	145,000	-
403-4-2331-257	CDBG 2010 Housing Rehab	111,692	53,036	100,000	45,000
403-4-2331-258	CDBG 2010 Senior Center	-	87	80,000	-
403-4-2331-259	CDBG Housing 2014-16	-	-	-	224,000
<b>Intergovernmental</b>		171,583	93,847	457,200	617,700
<b>Grant Capital Projects Fund</b>		171,583	93,847	457,200	617,700
<b>Park Development Fund (408)</b>					
<u>Miscellaneous</u>					
408-4-5300-720	Development Impact Fees	29,625	23,635	9,000	-
<b>Miscellaneous</b>		29,625	23,635	9,000	-
<b>Park Development Fund</b>		29,625	23,635	9,000	-
<b>Public Safety Development Fund (409)</b>					
<u>Miscellaneous</u>					
409-4-5300-720	Development Fees	15,000	12,000	5,000	-
<b>Miscellaneous</b>		15,000	12,000	5,000	-
<b>Public Safety Development Fund</b>		15,000	12,000	5,000	-
<b>Bonita Street Construction (430)</b>					
<u>Intergovernmental</u>					
430-4-2342-281	HELP Loan	-	-	360,000	-
<b>Intergovernmental</b>		-	-	360,000	-



REVENUE DETAIL

Account	Revenue Source	2011/12 Actual	2012/13 Actual	2013/14 Budget	2014/15 Proposed
	<b>Transfers In</b>				
430-4-9399-xxx	Operations	-	-	9,200	-
	<b>Transfers In</b>	-	-	9,200	-
	<b>Bonita Street Construction</b>	-	-	369,200	-
<b>Fire Station #13 Construction (433)</b>					
	<b>Miscellaneous</b>				
433-4-9300-910	Interest Earnings	731	-	-	-
	<b>Miscellaneous</b>	731	-	-	-
	<b>Fire Station #13 Construction</b>	731	-	-	-
<b>Central Arizona Project Trust Fund (460)</b>					
	<b>Miscellaneous</b>				
460-4-9300-910	Interest Earnings	225	(1)	-	-
	<b>Miscellaneous</b>	225	(1)	-	-
	<b>Transfers In</b>				
460-4-9399-661	Operations	-	-	-	16,600
	<b>Transfers In</b>	-	-	-	16,600
	<b>Central Az Project Trust Fund</b>	225	(1)	-	16,600
<b>Restricted Capital Revenues</b>		<b>\$ 833,648</b>	<b>\$ 142,069</b>	<b>\$ 840,400</b>	<b>\$ 634,300</b>
<b>DEBT SERVICE REVENUES</b>					
<b>General Debt Service Fund (801)</b>					
	<b>Transfers In</b>				
801-4-9399-xxx	Operations	155,150	247,363	145,100	145,100
	<b>Transfers In</b>	155,150	247,363	145,100	145,100
	<b>General Debt Service Fund</b>	155,150	247,363	145,100	145,100



REVENUE DETAIL

Account	Revenue Source	2011/12 Actual	2012/13 Actual	2013/14 Budget	2014/15 Proposed
<b>ELRID Debt Service Fund (811)</b>					
	<b>Miscellaneous</b>				
811-4-9300-801	Assessment - Principal	87,241	-	-	-
811-4-9300-802	Assessment - Interest	9,590	-	-	-
	<b>Miscellaneous</b>	96,831	-	-	-
	<b>Transfers In</b>				
811-4-9399-xxx	Operations	24,201	-	-	-
	<b>Transfers In</b>	24,201	-	-	-
	<b>ELRID Debt Service Fund</b>	121,032	-	-	-
<b>Westerly Rd Improvement District (812)</b>					
	<b>Miscellaneous</b>				
812-4-9300-801	Assessment - Principal	31,201	34,668	34,100	38,200
812-4-9300-802	Assessment - Interest	25,074	23,262	21,000	19,400
	<b>Miscellaneous</b>	56,275	57,930	55,100	57,600
	<b>Transfers In</b>				
812-4-9399-xxx	Operations	25,394	26,141	27,100	26,000
	<b>Transfers In</b>	25,394	26,141	27,100	26,000
	<b>Westerly Rd Imp District</b>	81,669	84,071	82,200	83,600
<b>Rumsey Park COPs (820)</b>					
	<b>Transfers In</b>				
820-4-9399-xxx	Operations	96,301	46,012	-	-
	<b>Transfers In</b>	96,301	46,012	-	-
	<b>Rumsey Park COPs</b>	96,301	46,012	-	-
<b>Green Valley Park (821)</b>					
	<b>Taxes</b>				
821-4-1300-339	Secondary Property Tax	74,051	-	-	-
	<b>Taxes</b>	74,051	-	-	-
	<b>Miscellaneous</b>				
821-4-6300-921	Contributions-Sanitary District	60,000	-	-	-
	<b>Miscellaneous</b>	60,000	-	-	-
	<b>Green Valley Park</b>	134,051	-	-	-



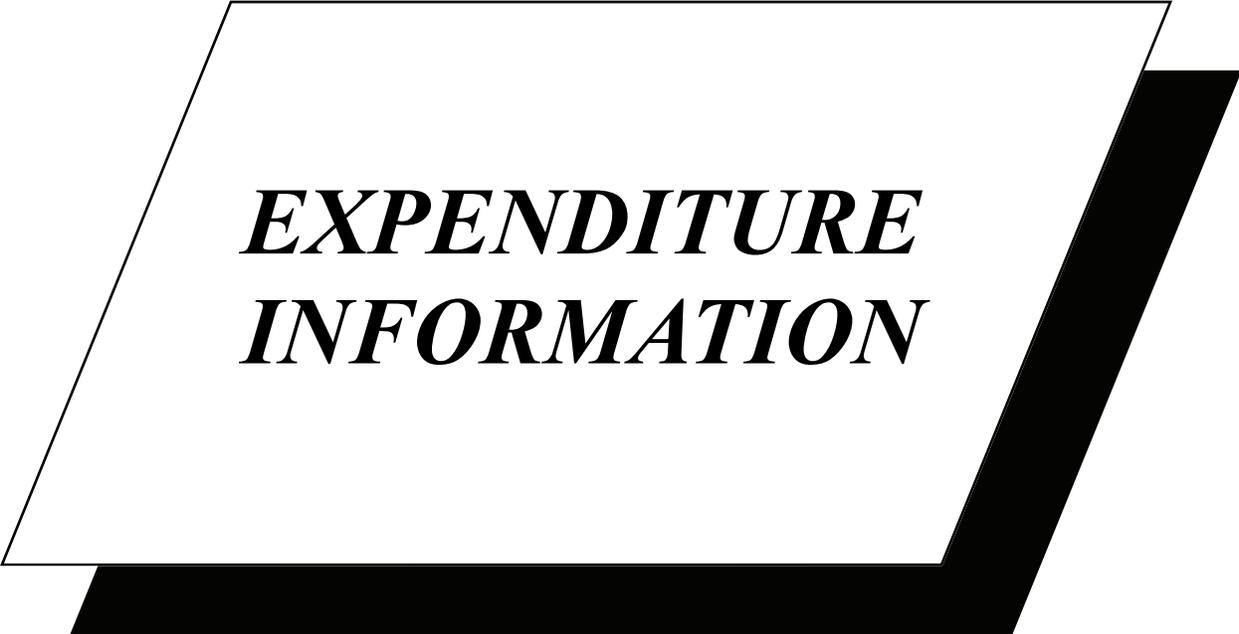
REVENUE DETAIL

Account	Revenue Source	2011/12 Actual	2012/13 Actual	2013/14 Budget	2014/15 Proposed
<b>Excise Tax Obligation 2003 (822)</b>					
	<b>Transfers In</b>				
822-4-9399-101	From General Fund	101,408	130,281	130,200	132,400
	<b>Transfers In</b>	101,408	130,281	130,200	132,400
	<b>Excise Tax Obligation 2003</b>	101,408	130,281	130,200	132,400
<b>General Obligation Bonds (823)</b>					
	<b>Taxes</b>				
823-4-1300-310	Sales Tax - Town	329,834	327,578	350,000	353,000
	<b>Taxes</b>	329,834	327,578	350,000	353,000
	<b>Transfers In</b>				
823-4-9399-433	From Fire Sta Const	-	130,704	-	-
	<b>Transfers In</b>	-	130,704	-	-
	<b>General Obligation Bonds</b>	329,834	458,282	350,000	353,000
<b>Debt Service Revenues</b>		<b>\$ 1,019,445</b>	<b>\$ 966,009</b>	<b>\$ 707,500</b>	<b>\$ 714,100</b>
<b>UTILITY ENTERPRISE FUNDS</b>					
<b>Water (661)</b>					
	<b>Intergovernmental</b>				
661-4-2300-990	Misc Intgov Rev	-	-	-	24,500
662-4-2300-200	ES-CC Cragin	3,213,132	-	-	-
662-4-2300-990	Misc Intergovernmental Rev	75,000	-	-	-
	<b>Intergovernmental</b>	3,288,132	-	-	24,500
	<b>Charges For Service</b>				
661-4-5351-701	Residential Water	3,237,349	3,483,392	3,610,000	3,900,000
661-4-5351-702	Commercial Water	704,507	865,993	837,000	850,000
661-4-5351-703	Fire Protection Service	19,226	22,283	17,800	25,000



REVENUE DETAIL

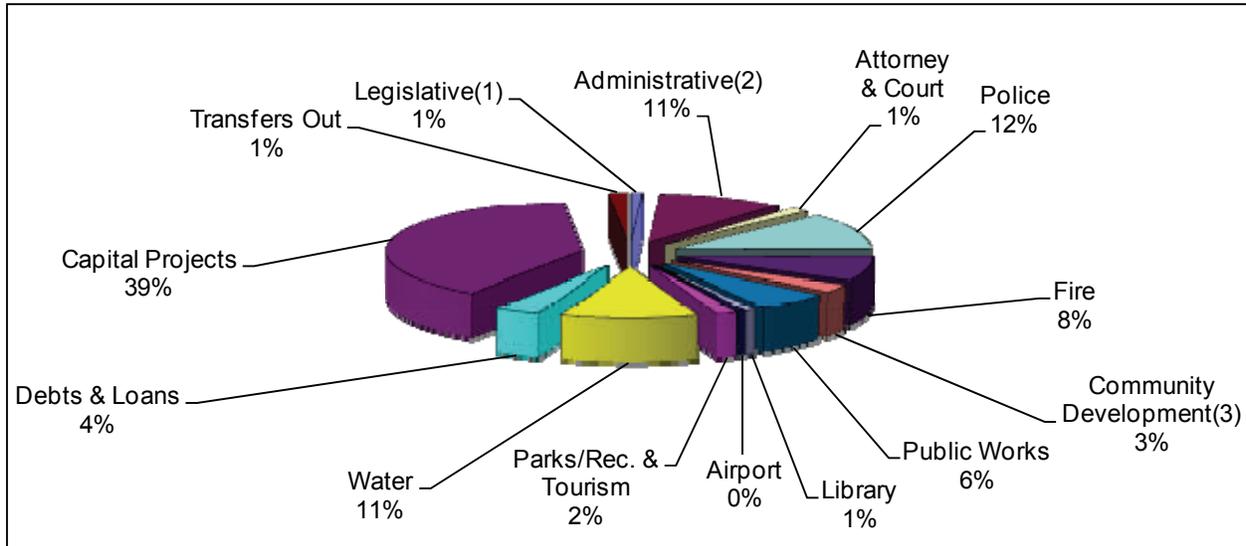
Account	Revenue Source	2011/12 Actual	2012/13 Actual	2013/14 Budget	2014/15 Proposed
661-4-5351-704	Bulk Water Sales	-	-	-	160,000
661-4-5351-710	New Service Installation Fees	14,000	13,500	11,000	50,000
661-4-5351-715	Illegal Turn On	400	900	1,000	1,000
661-4-5351-716	Reconnect & Turn On Fees	4,135	3,405	4,000	4,000
661-4-5351-725	Facilities Recapture Fee	-	-	-	500
662-4-5300-722	Blue Ridge Water Development	84,620	-	-	-
	<b>Charges For Service</b>	<b>4,064,237</b>	<b>4,389,473</b>	<b>4,480,800</b>	<b>4,990,500</b>
	<b>Miscellaneous</b>				
661-4-5300-720	Development Impact Fees	56,448	17,614	10,000	-
661-4-5300-722	CC Cragin Devel Imp Fees	-	73,117	80,000	1,500,000
661-4-9300-855	Debt Proceeds	-	-	4,000,000	11,800,000
661-4-9300-910	Interest Earnings	1,475	9,324	4,000	3,000
661-4-9300-970	Insurance Recoveries	835	-	-	-
661-4-9300-980	Enterprise Fund Overhead	-	15,400	15,400	7,700
661-4-9300-990	Other Revenue	9,686	29,040	15,000	1,000
661-4-9300-992	Sale of Fixed Assets	81,834	-	-	-
661-4-9300-993	Facility Lease Fees	48,963	44,403	45,000	45,000
661-4-9300-996	Public Surplus Sales	6,099	555	1,000	1,000
661-4-9399-101	Loan Repay from GF	17,300	17,300	17,300	17,300
661-4-9399-xxx	Transfer In - impact Fee Fnd	15,151	-	-	-
	<b>Miscellaneous</b>	<b>237,791</b>	<b>206,753</b>	<b>4,187,700</b>	<b>13,375,000</b>
<b>Water</b>		<b>7,590,160</b>	<b>4,596,226</b>	<b>8,668,500</b>	<b>18,390,000</b>
<b>TOTALS</b>		<b>\$ 27,156,709</b>	<b>\$ 23,300,137</b>	<b>\$ 28,174,410</b>	<b>\$ 39,148,600</b>



***EXPENDITURE  
INFORMATION***



**EXPENDITURES (ALL FUNDS)**  
2014/15 Budget



	General Fund	Restricted Funds	Restricted Capital Funds	Debt Service Funds	Utility Funds	All Funds	% Total
Legislative <sup>(1)</sup>	\$ 361,300					\$ 361,300	0.9%
Administrative <sup>(2)</sup>	2,451,200	1,973,600				4,424,800	10.7%
Town Attorney & Court	621,300					621,300	1.5%
Police	4,806,400	60,000				4,866,400	11.8%
Fire	3,255,000	14,000				3,269,000	7.9%
Community Development <sup>(3)</sup>	809,700		269,000			1,078,700	2.6%
Public Works	544,200	1,939,100				2,483,300	6.0%
Library		341,800				341,800	0.8%
Airport		185,200				185,200	0.4%
Parks/Rec. & Tourism	455,100	294,800				749,900	1.8%
Water					4,685,600.00	4,685,600	11.3%
Debts & Loans	17,300			656,600	903,400	1,577,300	3.8%
Capital Projects	105,000	1,515,500	929,700		13,558,200.00	16,108,400	38.9%
Transfers Out	304,700	229,400		105,700	16,600	656,400	1.6%
<b>Total Expenditures</b>	<b>\$ 13,731,200</b>	<b>\$ 6,553,400</b>	<b>\$ 1,198,700</b>	<b>\$ 762,300</b>	<b>\$ 19,163,800</b>	<b>\$ 41,409,400</b>	<b>100.0%</b>
<b>% of Total</b>	<b>33.16%</b>	<b>15.83%</b>	<b>2.89%</b>	<b>1.84%</b>	<b>46.28%</b>	<b>100.00%</b>	

(1) Legislative includes:	Town Council and Town Clerk Departments				
(2) Administrative includes:	Town Manager, Financial Services, Information Services, Human Resources, Other Governmental Services, Property Management, Centralized Services, and Self Insurance				
(3) Community Development includes:	Planning & Zoning, Building, Housing				



EXPENSE DETAIL—ALL FUNDS

Category	Description	2011/12 Actual	2012/13 Actual	2013/14 Budget	2014/15 Proposed
<b>Salaries &amp; Wages</b>					
xxx-x-xxxx-xx- 5001	Full Time Employees	7,312,167	7,332,555	7,685,000	8,187,500
xxx-x-xxxx-xx- 5002	Part Time Employees	136,389	111,260	154,300	167,100
xxx-x-xxxx-xx- 5003	Temporary Employees	34,488	30,616	51,800	67,700
xxx-x-xxxx-xx- 5005	Paid On Call Employees	104,035	80,452	72,000	72,000
xxx-x-xxxx-xx- 5006	Standby Pay	7,584	6,855	5,000	9,000
xxx-x-xxxx-xx- 50xx	Misc Compensation	20,609	17,810	19,400	22,400
xxx-x-xxxx-xx- 52xx	Overtime Compensation	553,950	589,114	662,000	692,800
xxx-x-xxxx-xx- 5400	Stipends	671	16	4,000	4,000
xxx-x-xxxx-xx- 5990	Shift Differential Pay	42,216	37,656	43,000	43,000
		<b>8,212,109</b>	<b>8,206,334</b>	<b>8,696,500</b>	<b>9,265,500</b>
<b>Personnel Benefits</b>					
xxx-x-xxxx-xx- 5501	FICA	488,256	456,700	517,700	567,600
xxx-x-xxxx-xx- 5504	Penisons & Retirement	1,158,729	1,288,070	1,700,900	1,713,200
xxx-x-xxxx-xx- 5600	Deferred Compensation	8,760	8,751	8,900	8,900
xxx-x-xxxx-xx- 5700	Health/Life Insurance	1,972,514	1,166,806	1,236,800	1,269,800
xxx-x-xxxx-xx- 5800	Workers Comp Insurance	338,730	352,935	466,500	620,800
xxx-x-xxxx-xx- 5701	Disability Insurance	11,000	10,163	12,800	7,300
xxx-x-xxxx-xx- 5801	Unemployment Comp	7,838	9,731	12,000	10,000
xxx-x-xxxx-xx- 5901	Uniform Allowance	48,689	56,236	59,700	59,700
		<b>4,034,516</b>	<b>3,349,392</b>	<b>4,015,300</b>	<b>4,257,300</b>
<b>Supplies</b>					
xxx-x-xxxx-xx- 6001	Office Supplies	41,801	41,408	77,900	57,300
xxx-x-xxxx-xx- 6002	Coffee Supplies	920	604	500	1,000
xxx-x-xxxx-xx- 6003	Cleaning Supplies	14,350	13,564	15,900	17,000
xxx-x-xxxx-xx- 6008	Chemicals	67,226	56,999	72,000	76,800
xxx-x-xxxx-xx- 6100	Medical/Lab Supplies	17,781	16,274	15,700	18,500
xxx-x-xxxx-xx- 6101	Canine Supplies	2,905	2,733	3,000	3,000
xxx-x-xxxx-xx- 6102	Weapons/Training Supplies	14,663	9,781	15,000	15,000
xxx-x-xxxx-xx- 6005	Safety Program Supplies	12,308	10,964	12,000	18,600
xxx-x-xxxx-xx- 6006	Clothing/Uniforms	14,353	11,378	12,300	11,600
xxx-x-xxxx-xx- 6007	PPE Equipment/Clothing	23,021	15,193	15,000	20,000
xxx-x-xxxx-xx- 6010	Books, Maps & Periodicals	12,268	8,610	15,200	16,200
xxx-x-xxxx-xx- 6011	Small Items of Equipment	57,804	104,384	71,700	80,900
xxx-x-xxxx-xx- 6012	Communications Eq Supplies	13,347	12,795	8,000	8,000
xxx-x-xxxx-xx- 6013	Computer Supplies	17,210	29,711	30,500	36,500
xxx-x-xxxx-xx- 6016	Park Furnishing	-	1,013	11,000	1,000
xxx-x-xxxx-xx- 6300	Motor Fuel	258,670	259,685	248,100	253,200
xxx-x-xxxx-xx- 6302	Vehicle Supplies	180,589	154,052	158,600	166,200



EXPENSE DETAIL—ALL FUNDS

Category	Description	2011/12 Actual	2012/13 Actual	2013/14 Budget	2014/15 Proposed
xxx-x-xxxx-xx-	6401 Drainage Supplies	24,782	34,210	50,000	60,000
xxx-x-xxxx-xx-	6402 Street/Sidewalk Supplies	115,395	73,261	135,000	125,000
xxx-x-xxxx-xx-	6201 Bldg Materials & Supplies	262,225	244,090	34,000	112,500
xxx-x-xxxx-xx-	6400 Hdwr, Electric & Plumbing Su	20,715	15,197	17,300	19,300
xxx-x-xxxx-xx-	6900 Other Supplies	106	927	1,000	1,000
xxx-x-xxxx-xx-	6014 Landscape Materials	8,177	7,639	10,500	10,500
xxx-x-xxxx-xx-	6202 Misc R&M Supplies	125,123	116,593	209,000	119,000
xxx-x-xxxx-xx-	6015 Signs	5,189	7,161	147,000	89,000
xxx-x-xxxx-xx-	6602 Promotional Supplies	81,618	75,882	85,000	85,000
		<b>1,392,546</b>	<b>1,324,108</b>	<b>1,471,200</b>	<b>1,422,100</b>
<b>Services</b>					
xxx-x-xxxx-xx-	6603 Election Services	165	-	200	-
xxx-x-xxxx-xx-	7004 Compliance/Lab Analysis	35,427	18,839	65,000	60,000
xxx-x-xxxx-xx-	7002 Accounting/Auditing Services	36,396	41,130	58,100	39,000
xxx-x-xxxx-xx-	7100 Legal Services	26,652	8,646	40,000	55,000
xxx-x-xxxx-xx-	7101 Indigent Defense	42,000	46,630	50,000	50,000
xxx-x-xxxx-xx-	7102 Court Services	134,375	105,487	120,000	120,000
xxx-x-xxxx-xx-	7103 Prosecution Services	423	600	1,500	1,500
xxx-x-xxxx-xx-	7900 Other Professional Services	343,944	416,077	452,400	471,000
xxx-x-xxxx-xx-	7104 Settlements	10,000	-	20,000	20,000
xxx-x-xxxx-xx-	7005 Computer Software	20,768	22,516	32,600	32,400
xxx-x-xxxx-xx-	7003 Computer Services	11,689	11,910	12,000	14,700
xxx-x-xxxx-xx-	7602 Safety Training Services	-	-	-	20,000
		<b>661,839</b>	<b>671,835</b>	<b>851,800</b>	<b>883,600</b>
<b>Utilities</b>					
xxx-x-xxxx-xx-	7300 Electricity	623,305	671,504	674,500	691,600
xxx-x-xxxx-xx-	7301 Propane Gas	40,676	49,189	48,700	48,600
xxx-x-xxxx-xx-	7302 Water Service	42,417	42,595	45,000	49,400
xxx-x-xxxx-xx-	7304 Sewer Service	10,202	12,910	12,800	13,700
xxx-x-xxxx-xx-	7305 Garbage Service	19,970	21,471	25,700	28,400
xxx-x-xxxx-xx-	7306 Telephone	241,838	276,442	259,500	243,900
xxx-x-xxxx-xx-	7307 Postage	41,848	35,980	39,400	38,400
		<b>1,020,256</b>	<b>1,110,091</b>	<b>1,105,600</b>	<b>1,114,000</b>
<b>Travel</b>					
xxx-x-xxxx-xx-	7600 Travel	30,927	30,897	41,500	60,200
xxx-x-xxxx-xx-	7601 Registrations	30,258	29,168	34,500	55,400
		<b>61,185</b>	<b>60,065</b>	<b>76,000</b>	<b>115,600</b>



**EXPENSE DETAIL—ALL FUNDS**

Category		Description	2011/12 Actual	2012/13 Actual	2013/14 Budget	2014/15 Proposed
<b>Advertising &amp; Publishing</b>						
xxx-x-xxxx-xx-	6600	Public Relations	19,635	20,610	28,000	28,000
xxx-x-xxxx-xx-	7907	Advertising	12,937	13,710	17,000	21,000
			<b>32,572</b>	<b>34,320</b>	<b>45,000</b>	<b>49,000</b>
<b>Rentals</b>						
xxx-x-xxxx-xx-	7500	Land & Buildings	81,418	13,555	10,000	10,000
xxx-x-xxxx-xx-	7501	Work Eq & Machine Rental	28	136	500	500
xxx-x-xxxx-xx-	7502	Office Equipment Rental	21,768	26,835	33,900	50,800
			<b>103,214</b>	<b>40,526</b>	<b>44,400</b>	<b>61,300</b>
<b>Insurance</b>						
xxx-x-xxxx-xx-	7903	Insurance	325,654	435,662	456,100	464,600
xxx-x-xxxx-xx-	7904	Insurance Deductibles	8,312	1,856	3,000	5,000
xxx-x-xxxx-xx-	7908	Insurance Premium	2,525,586	2,349,165	1,856,400	1,973,600
			<b>2,859,552</b>	<b>2,786,683</b>	<b>2,315,500</b>	<b>2,443,200</b>
<b>Repair &amp; Maintenance</b>						
xxx-x-xxxx-xx-	6200	Hydrant R&M	22,092	17,500	19,500	23,500
xxx-x-xxxx-xx-	65xx	Water R&M	276,195	221,012	284,500	280,500
xxx-x-xxxx-xx-	7400	Grounds R&M	-	1,195	100	100
xxx-x-xxxx-xx-	7401	Bldg/Fixture R&M	49,693	56,445	42,700	76,700
xxx-x-xxxx-xx-	7402	Office Equipment R&M	17,043	9,165	14,200	11,200
xxx-x-xxxx-xx-	7403	Computer Equipment R&M	210,052	217,064	238,600	235,400
xxx-x-xxxx-xx-	7404	Communication Eq R&M	28,348	48,638	336,500	235,000
xxx-x-xxxx-xx-	7405	Work Equipment R&M	37,686	34,172	43,400	52,900
xxx-x-xxxx-xx-	7406	Street Light R&M	82	29,297	2,600	23,100
xxx-x-xxxx-xx-	7407	R & M Wells	-	-	15,000	15,000
xxx-x-xxxx-xx-	7408	Street/Sidewalk Repair Serv	-	-	-	50,000
			<b>641,191</b>	<b>634,488</b>	<b>997,100</b>	<b>1,003,400</b>
<b>Miscellaneous</b>						
xxx-x-xxxx-xx-	6700	Dues & Memberships	43,092	44,470	50,200	68,200
xxx-x-xxxx-xx-	6901	Taxes & Assessments	375	2,280	-	400
xxx-x-xxxx-xx-	6903	Bank Fees	27,552	25,327	26,000	28,500
xxx-x-xxxx-xx-	6905	Bad Debt	2,405	15	-	3,000
xxx-x-xxxx-xx-	6009	Program Costs	135,225	124,090	185,800	191,300
xxx-x-xxxx-xx-	6904	Contingency	14	83	-	-
xxx-x-xxxx-xx-	6990	Other Expense	52,995	56,019	38,200	40,300
xxx-x-xxxx-xx-	6991	Other Expense-Law Enforce	7,969	10,463	8,000	10,000
xxx-x-xxxx-xx-	6992	Other Expense-DARE	3,007	2,984	3,000	3,000
xxx-x-xxxx-xx-	7001	Program Overhead	6,036	2,802	25,000	25,000
xxx-x-xxxx-xx-	7902	Reimbursable Impound Costs	1,867	(1,769)	-	-



**EXPENSE DETAIL—ALL FUNDS**

Category		Description	2011/12 Actual	2012/13 Actual	2013/14 Budget	2014/15 Proposed
xxx-x-xxxx-xx-	7906	Law Enf. Property Purchase	861,680	1,161,299	-	-
xxx-x-xxxx-xx-	7910	Printing & Binding	27,451	18,750	26,200	17,500
xxx-x-xxxx-xx-	7920	Hydrant Program	57	229	500	-
xxx-x-xxxx-xx-	72xx	Councilmember Expenses	4,953	4,280	21,900	21,900
xxx-x-xxxx-xx-	7912	Grant Expenses	118,847	52,431	171,600	219,000
xxx-x-xxxx-xx-	7913	Housing Expense	109,439	53,125	100,000	269,000
xxx-x-xxxx-xx-	7914	Contributions / Donations	5,751	18,416	11,500	44,000
xxx-x-xxxx-xx-	7915	Overhead	74,100	344,500	344,500	290,300
xxx-x-xxxx-xx-	7952	Purchase Agreement	93,750	93,750	-	-
xxx-x-xxxx-xx-	7990	Contribution to Other Agencies	243,816	205,200	191,600	191,600
xxx-x-xxxx-xx-	9661	Repay Water Loan	17,300	17,300	17,300	17,300
			<b>1,837,681</b>	<b>2,236,044</b>	<b>1,221,300</b>	<b>1,440,300</b>
<b>Capital Outlay</b>						
xxx-x-xxxx-xx-	8xxx	Airport Projects	321,624	10,161	679,100	1,065,000
xxx-x-xxxx-xx-	8xxx	Fire Station #3	33,673	46,960	-	-
xxx-x-xxxx-xx-	8xxx	Street Improvements	14,416	21,826	478,366	329,800
xxx-x-xxxx-xx-	8xxx	Computer Software/Hardware	-	-	-	25,000
xxx-x-xxxx-xx-	8xxx	Office Furniture	504	-	-	-
xxx-x-xxxx-xx-	8xxx	Machinery & Equipment	62,934	279,183	222,000	359,700
xxx-x-xxxx-xx-	8xxx	Vehicular Equipment	666,514	15,000	20,000	57,000
xxx-x-xxxx-xx-	8xxx	Parks Development	-	-	-	40,000
xxx-x-xxxx-xx-	8xxx	Grant Funded Projects	170,273	41,214	284,500	348,700
xxx-x-xxxx-xx-	8xxx	Economic Stimulus	-	-	-	-
xxx-x-xxxx-xx-	8xxx	Water Projects	3,226,973	3,140,064	6,240,500	13,883,200
			<b>4,496,911</b>	<b>3,554,408</b>	<b>7,924,466</b>	<b>16,108,400</b>
<b>Debt Service</b>						
xxx-x-xxxx-xx-	6901	Debt Service Fees	5,390	4,355	3,800	4,000
xxx-x-xxxx-xx-	7950	Principal	1,251,435	847,183	970,900	951,400
xxx-x-xxxx-xx-	7951	Interest	204,090	152,563	401,600	605,900
			<b>1,460,915</b>	<b>1,004,101</b>	<b>1,376,300</b>	<b>1,561,300</b>
<b>Depreciation</b>						
xxx-x-xxxx-xx-	8005	Depreciation - Infrastructure	664,327	639,112	-	-
xxx-x-xxxx-xx-	8100	Depreciation - Buildings	277,225	277,896	20,000	20,000
xxx-x-xxxx-xx-	8101	Depreciation - Non Buildings	1,270,155	1,234,968	933,700	933,700
xxx-x-xxxx-xx-	8104	Depreciation - Furniture/Eq	4,599	3,643	5,200	5,200
xxx-x-xxxx-xx-	8103	Depreciation - Vehicles	24,447	50,373	54,300	54,300
xxx-x-xxxx-xx-	8102	Depreciation - Machinery/Eq	425,176	519,198	8,800	8,800
xxx-x-xxxx-xx-	82xx	Amortization	5,940	5,940	6,000	6,000
			<b>2,671,869</b>	<b>2,731,130</b>	<b>1,028,000</b>	<b>1,028,000</b>



**EXPENSE DETAIL—ALL FUNDS**

Category	Description	2011/12 Actual	2012/13 Actual	2013/14 Budget	2014/15 Proposed
<b>Transfers Out</b>					
xxx-x-xxxx-xx- 9101	To General Fund	336,992	130,684	119,510	95,000
xxx-x-xxxx-xx- 9224	To Library	153,800	74,959	88,500	106,900
xxx-x-xxxx-xx- 9260	To Airport	-	-	66,100	-
xxx-x-xxxx-xx- 9265	To Event Center	57,690	50,891	90,700	134,400
xxx-x-xxxx-xx- 9402	To Equipment Repl Fund	4,639	-	-	-
xxx-x-xxxx-xx- 9430	To Const Bonita St	-	-	9,200	-
xxx-x-xxxx-xx- 9460	To CAP Trust Fund	-	-	-	16,600
xxx-x-xxxx-xx- 9661	To Water Department	15,151	-	-	-
xxx-x-xxxx-xx- 98xx	To Debt Service	402,454	580,500	302,400	303,500
xxx-x-xxxx-xx- 9999	To Various	-	12,588	-	-
		<b>970,726</b>	<b>849,622</b>	<b>676,410</b>	<b>656,400</b>
	<b>TOTAL</b>	<b>30,457,082</b>	<b>28,593,147</b>	<b>31,844,876</b>	<b>41,409,400</b>

**EXPENSE SUMMARY BY CATEGORY—ALL FUNDS**

Category	2011/12 Actual	2012/13 Actual	2013/14 Budget	2014/15 Proposed
Personnel Services/Benefits	12,246,625	11,555,726	12,711,800	13,522,800
Operating Expenditures	8,610,036	8,898,160	8,127,900	8,532,500
Debt Service	1,460,915	1,004,101	1,376,300	1,561,300
Capital Outlay	4,496,911	3,554,408	7,924,466	16,108,400
Other	2,671,869	2,731,130	1,028,000	1,028,000
Transfers Out	970,726	849,622	676,410	656,400
	<b>30,457,082</b>	<b>28,593,147</b>	<b>31,844,876</b>	<b>41,409,400</b>



# ***DEPARTMENT DETAIL***

## **PLEASE NOTE**

Following each of the 2014/15 Goals established by each Division is a KRA (Key Result Area) code highlighted in green that ties that goal to the specific KRA within the Corporate Strategic Plan. This code is provided to illustrate the Divisions efforts to set goals that not only accomplish Division guidelines but also satisfy the priorities set forth by the Town Council to benefit the Town as a whole.

### Function and Fund Type Matrix

Functional Unit	General Fund 101	Special Revenue Funds	Capital Project Funds	Enterprise Funds	Debt Service Funds
	Page #	Fund/Page#	Fund/Page#	Fund/Page#	Fund/Page#
Town Council	114				
Town Manager	121				
Human Resources	133				
Economic Development	125				
Information Services	129				
Town Clerk	139				
Elections	142				
Property Management	158				
Centralized Supplies	161				
Other Government Services	164				
Medical Insurance	167	290/167			
Financial Services	152				
Courts	171				
Attorney	147				
Police - Communications	177				
Police - Operations	180	210/181	403/80 409/81 425/81		
Police - Special Operations	186-8	215/188			
Fire - Operations	194	210/195	403/80		
Fire - Wildlands/Urban Program	198				
Public Works - Engineering	252				
Public Works - Parks Operations	256		408/81		
Public Works - Streets		202/260			
Public Works - Airport		260/265			
Rec & Tourism - Tourism Division	231	210/231 214/231			
Rec & Tourism - Trails & Open Spaces	238				
Rec & Tourism - Recreation Division	235				
Rec & Tourism - Event Center		265/243			
Rec & Tourism - Aquatics	246				
Community Dev Administration	203				
Planning & Development	214	210/214	417/81		
Building	208				
Affordable Housing			403/217		
Library		224/223			
Water - Administration				661/273	
Water - Accounting & Collections				661/275	
Water - Transmittion & Distribution				661/276	
Water - Operations & Maintenance				661/277	
Water - Resources				661/279	
Water - Production O&M				661/280	
Water - Green Valley Park Maintenance				661/281	
Water - WQARF				661/282	
Water - CC Cragin				661/283	
Water Capital Trust Fund			460/284		

Functional Unit	General Fund 101	Special Revenue Funds	Capital Project Funds	Enterprise Funds	Debt Service Funds
	Page #	Fund/Page#	Fund/Page#	Fund/Page#	Fund/Page#
General Debt Service					801/73
Westerly Rd Improvement District					812/73
Excise Tax Revenue Obl Series 2003					822/73
G.O. Bonds (Proj 2003) Series 2004					823/73

# TOWN COUNCIL

**The mission of the Town Council is to provide the Administrative offices clear policy direction towards making the Town of Payson the premier community in which to live, work and raise a family.**

**Town of Payson  
303 N. Beeline Highway  
Payson, AZ 85541  
928-474-5242**

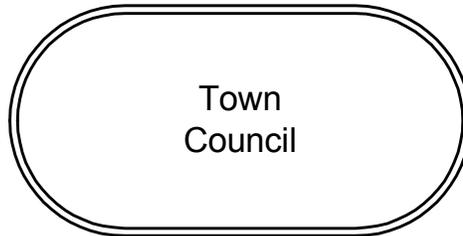




>>>TOWN COUNCIL<<<

Council members serve four-year terms. Three Council members are elected every two years and may serve unlimited terms. The Mayor is elected to a two-year term and may serve unlimited terms. The Town Council selects a Vice Mayor from among its membership.

The Town Council is responsible for establishing policy direction for the Town through the adoption of laws, policies, procedures, and programs.



. . . . . EXPENDITURE SUMMARY . . . . .

Operating Division	2011/12 Actual	2012/13 Actual	2013/14 Budget	2014/15 Proposed
Town Council	113,444	98,764	102,300	107,000
<b>Total Expenditures</b>	<b>113,444</b>	<b>98,764</b>	<b>102,300</b>	<b>107,000</b>

. . . . . POSITION SUMMARY . . . . .

	2013/14	2014/15
Town Council Members	7.0	7.0
<b>Total Filled Positions</b>	<b>7.0</b>	<b>7.0</b>

### DEPARTMENT DESCRIPTION

The Town Council is authorized to:

- Adopt local laws which are called ordinances
- Adopt resolutions which are formal statements of the Council's policy direction
- Approve agreements for services, supplies, or programs
- Approve and adopt an annual budget which appropriates funds for Town programs
- Approve payments of Town monies

The Council is committed to ensuring active public participation in their decision making process through appointments of citizens to the Town's various on-going boards and commissions and through special assignment of citizens to issue oriented task forces.

## 2013/14 ACCOMPLISHMENTS

- ✓ **Established clear policy direction and priorities for Town operations**
- ✓ **Provided a safe, pleasant community for all citizens through aggressive public safety efforts and programs**
- ✓ **Served the Town through a variety of Town services designed to promote quality of life**
- ✓ **Responded to the needs of the community by promoting communications and accessibility**
- ✓ **Valued the tax dollar and maintained a fiscal policy that keeps taxes low**
- ✓ **Incorporated safeguards to assure fairness and equitable treatment of all citizens**
- ✓ **Continued to evaluate Town services**

### CONTACT INFORMATION

To send an e-mail to any of the Council Members or the Mayor, just visit the Town of Payson website at:

**[www.paysonaz.gov](http://www.paysonaz.gov)**  
 and select the appropriate icon

### PHYSICAL LOCATION

Payson Town Hall  
 303 N Beeline Hwy.  
 Payson, AZ 85541



**2014/  
2015  
GOALS**

- ⇒ Establish clear policy direction and priorities for Town operations **ALL KRAs**
- ⇒ Provide a safe, pleasant community for all citizens through aggressive public safety efforts and programs **KRA8 Public Safety**
- ⇒ Serve the Town through a variety of Town services designed to promote quality of life **ALL KRAs**
- ⇒ Respond to the needs of the community by promoting communications and accessibility **KRA4:5 Innovation and Efficiency**
- ⇒ Value the tax dollar and maintain a fiscal policy that keeps taxes low **KRA2 Financial Excellence**
- ⇒ Incorporate safeguards to assure fairness and equitable treatment of all citizens **KRA8:4 Public Safety**

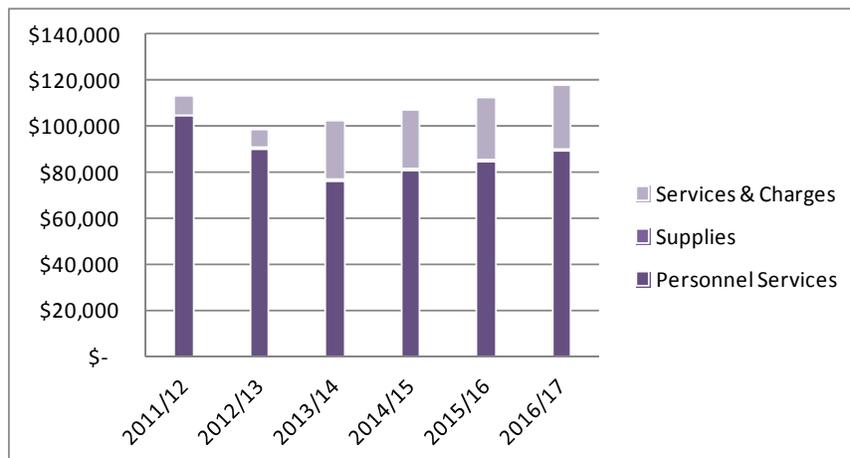
**BUDGET CHANGES—3 YEARS**

Description	2012/13 Actual	2013/14 Budget	% Change	2014/15 Proposed	% Change
Salaries & Wages	46,800	46,800	0.0%	46,800	0.0%
Personnel Benefits	43,740	29,600	-32.3%	34,300	15.9%
Supplies	353	500	41.6%	500	0.0%
Other Services & Charges	7,871	25,400	222.7%	25,400	0.0%
<b>Total Town Council</b>	<b>98,764</b>	<b>102,300</b>	<b>3.6%</b>	<b>107,000</b>	<b>4.6%</b>

In FY13/14 only high deductible insurance plans were offered to reduce premiums  
 In FY12/13 spending for supplies was lower than the budgeted amount  
 For each fiscal year, the budget for Other Services and Charges included \$3100 for each Council-member and \$3300 for the Mayor

**BUDGET ANALYSIS—HISTORIC AND FORECAST**

Classification	2011/12 Actual	2012/13 Actual	2013/14 Budget	2014/15 Proposed	2015/16 Estimate	2016/17 Estimate
Personnel Services	\$ 104,575	90,540	\$ 76,400	\$ 81,100	\$ 85,155	\$ 89,413
Supplies	407	353	500	500	525	551
Services & Charges	8,463	7,871	25,400	25,400	26,670	28,004
<b>Total Town Council</b>	<b>\$ 113,445</b>	<b>\$ 98,764</b>	<b>\$ 102,300</b>	<b>\$ 107,000</b>	<b>\$ 112,350</b>	<b>\$ 117,968</b>



**TOWN COUNCIL**

	<b>2011/12 ACTUAL</b>	<b>2012/13 ACTUAL</b>	<b>2013/14 BUDGET</b>	<b>2014/15 PROPOSED</b>
<b>SALARIES &amp; WAGES</b>				
101-5-1411-00-5001 Full Time Employees	45,128	46,800	46,800	46,800
Total Salaries & Wages	45,128	46,800	46,800	46,800
<b>PERSONNEL BENEFITS</b>				
101-5-1411-00-5501 FICA	2,153	1,566	3,600	1,800
101-5-1411-00-5700 Health Insurance	57,149	42,022	25,800	32,300
101-5-1411-00-5800 Worker's Comp Insurance	144	153	200	200
Total Personnel Benefits	59,446	43,741	29,600	34,300
<b>SUPPLIES</b>				
101-5-1411-00-6001 Office Supplies	407	353	500	500
Total Supplies	407	353	500	500
<b>OTHER SERVICES &amp; CHARGES</b>				
101-5-1411-00-7306 Telephone Charges	3,510	3,591	3,500	3,500
101-5-1411-00-72xx Council Member Expenses	4,953	4,281	21,900	21,900
Total Other Services & Charge	8,463	7,872	25,400	25,400
<b>TOTAL TOWN COUNCIL</b>	<b>113,444</b>	<b>98,766</b>	<b>102,300</b>	<b>107,000</b>

# TOWN MANAGER

**The mission of the Town Manager's Department is to provide support and systems that empower Town departments to anticipate and meet customer expectations and carry out Town Council policy initiatives.**

**Town of Payson  
Town Hall  
303 N. Beeline Highway  
Payson, AZ 85541  
928-474-5242**

**Debra Galbraith—Town Manager  
dgalbraith@paysonaz.gov**

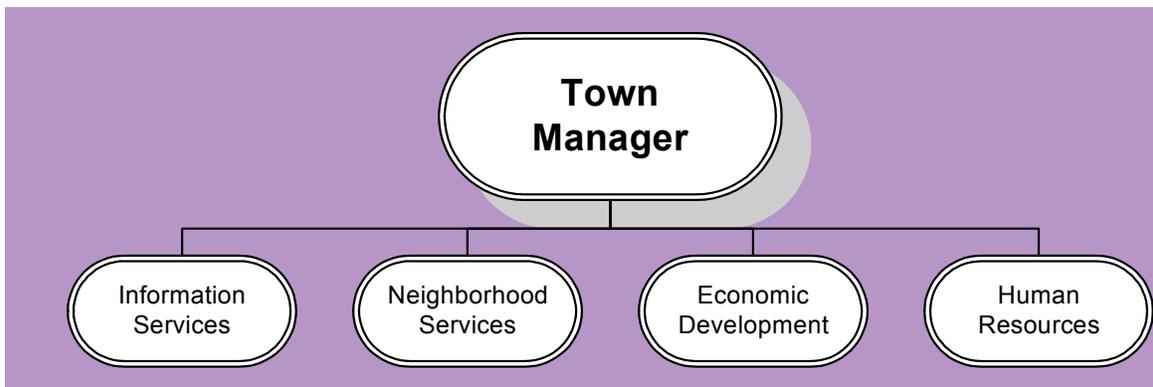




>>>TOWN MANAGER<<<

The Town Manager Department provides overall management direction to the Town organization. The department is responsible for implementing policy direction, overseeing and managing Town operations, coordinating operations and evaluating Town programs.

The Town Manager Department consists of the Manager, Human Resources, Neighborhood Services, Economic Development, and Information Services.



. . . . . EXPENDITURE SUMMARY . . . . .

Operating Division	2011/12 Actual	2012/13 Actual	2013/14 Budget	2014/15 Proposed
Town Manager	177,710	185,651	177,000	185,200
Human Resources	164,307	152,976	224,300	227,600
Information Services	484,192	545,573	570,400	614,800
Economic Development	20,949	6,747	-	88,500
Neighborhood Services	-	-	-	3,500
<b>Total Expenditures</b>	<b>847,158</b>	<b>890,947</b>	<b>971,700</b>	<b>1,119,600</b>

. . . . . POSITION SUMMARY . . . . .

	2013/2014	2014/15
Town Manager	1.0	1.0
Human Resources Manager	1.0	1.0
Human Resources Technician	1.0	1.0
Payroll Specialist	1.0	1.0
Economic Development	-	1.0
Information Services Manager	1.0	1.0
Information Services Technician	1.0	1.0
<b>Total Town Manager</b>	<b>6.0</b>	<b>7.0</b>

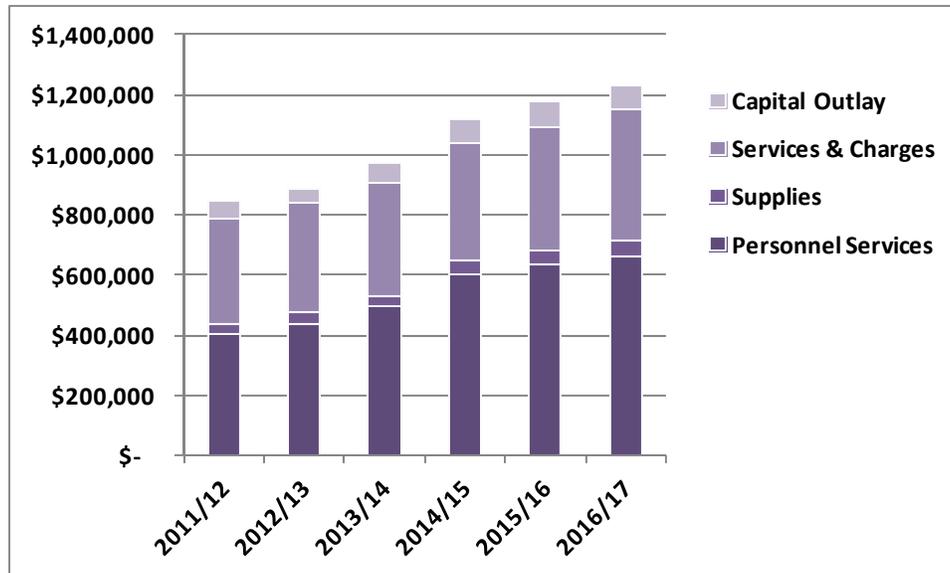


DEPARTMENT BUDGET CHANGES—3 YEARS

Description	2012/13 Actual	2013/14 Budget	% Change	2014/15 Proposed	% Change
Salaries & Wages	340,607	387,000	13.6%	466,700	20.6%
Personnel Benefits	99,401	112,300	13.0%	137,400	22.4%
Supplies	38,774	33,400	-13.9%	47,500	42.2%
Other Services & Charges	360,441	377,000	4.6%	391,000	3.7%
Capital Outlay	51,725	62,000	19.9%	77,000	24.2%
<b>Total Town Manager</b>	<b>890,948</b>	<b>971,700</b>	<b>9.1%</b>	<b>1,119,600</b>	<b>15.2%</b>

DEPARTMENT BUDGET ANALYSIS—HISTORIC AND FORECAST

Classification	2011/12 Actual	2012/13 Actual	2013/14 Budget	2014/15 Proposed	2015/16 Estimate	2016/17 Estimate
Personnel Services	\$ 405,072	440,008	\$ 499,300	\$ 604,100	\$ 634,305	\$ 666,020
Supplies	30,664	38,774	33,400	47,500	\$ 49,875	\$ 52,369
Services & Charges	354,757	360,441	377,000	391,000	\$ 410,550	\$ 431,078
Capital Outlay	56,665	51,725	62,000	77,000	\$ 80,850	\$ 84,893
<b>Total Town Manager</b>	<b>\$ 847,158</b>	<b>890,948</b>	<b>\$ 971,700</b>	<b>\$1,119,600</b>	<b>\$ 1,175,580</b>	<b>\$ 1,234,359</b>





**TOWN  
MANAGER**

**The mission of the Town Manager is to provide support and systems that empower Town departments to anticipate and meet customer expectations and carry out Town Council policy initiatives.**

**DIVISION DESCRIPTION**

The Town Manger recommends an annual budget, executes Town contracts and prepares analyses and reports as necessary to help optimize Town operations and clarify policy direction.

The Town Council appoints a Town Manager who serves at the pleasure of the Council under contract. The Town Manger has four primary roles:

- Chief Administrative Officer— supervising the activities of Town departments
- Staff Assistant to the Town Council— providing elected officials with technical information, policy recommendations, and reports on activities of Town department
- Public Reporting Official—providing media and the public with information about the accomplishments, planned activities, and policies of the Town government
- Intergovernmental Liaison—representing the Town in its relations with administrative arms of Federal, State, County, and other municipal governmental units, as well as associations devoted to local government management

**CONTACT INFORMATION**

Debra Galbraith  
Town Manager  
(928) 474-5242 X262  
dgalbraith@paysonaz.gov

**PHYSICAL LOCATION**

Town of Payson  
Town Hall  
303 N. Beeline Hwy.  
Payson, AZ 85541

## 2013/14 ACCOMPLISHMENTS

- ✓ Updated operational plans and policies
- ✓ Evaluated operational effectiveness and efficiency
- ✓ Enhanced the Town's working relationship with neighboring governmental jurisdictions by providing service assistance and program creation
- ✓ Created greater transparency through the Town website
- ✓ Continued written Administrative policies to give clarity to staff and citizens regarding Town processes
- ✓ Monitored Town budget performance weekly
- ✓ Maintained historic financial performance analysis
- ✓ Worked with the Rim Country Education Alliance (RCEA) on the campus project

### 2014/2015 GOALS

- ✓ Continue to evaluate operational effectiveness and efficiency KRA4:All Innovation & Efficiency, KRA7:4 The Payson Team, KRA 10:2 Technology
- ✓ Perform an in-depth analysis of all budgetary expenditures & modify as possible KRA 2:3 & 2:4 Financial Excellence
- ✓ Improve the budget process to include more analysis, better forecasting tools, more departmental participation, more transparency and ease of procedures KRA 2:3 & KRA 2:4 Financial Excellence
- ✓ Continue to enhance transparency by redesigning the Town website and increasing its use as a source of public information KRA 2:4 Financial Excellence, KRA 4:5 Innovation & Efficiency, KRA 10:3 Technology
- ✓ Begin performance measurement program KRA 7:1 & 7:4 The Payson Team
- ✓ Begin implementing the objectives set forth in the Corporate Strategic Plan All KRAs
- ✓ Continue to administer the financial aspects of the C.C. Cragin pipeline project KRA 3:3 Infrastructure
- ✓ Continue to seek partnerships with, and provide assistance to, neighboring jurisdictions KRA 7:5 The Payson Team
- ✓ Redesign the Leadership Academy KRA 7:4 The Payson Team
- ✓ Continue to work with Rim Country Education Alliance (RCEA) on the campus project KRA 7:4 The Payson Team



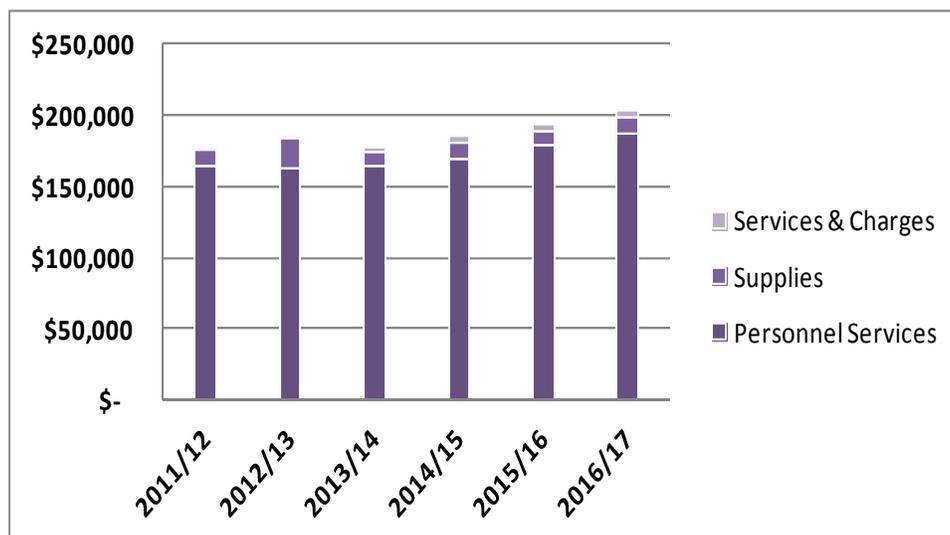
DIVISION BUDGET CHANGES—3 YEARS

Description	2012/13 Actual	2013/14 Budget	% Change	2014/15 Proposed	% Change
Salaries & Wages	127,164	128,700	1.2%	131,500	2.2%
Personnel Benefits	36,615	36,600	0.0%	38,500	5.2%
Supplies	19,950	9,500	-52.4%	10,500	10.5%
Other Services & Charges	1,921	2,200	14.5%	4,700	113.6%
<b>Town Manager</b>	<b>185,650</b>	<b>177,000</b>	<b>-4.7%</b>	<b>185,200</b>	<b>4.6%</b>

- FY12/13 Supplies represents one time purchase of minor equipment
- FY14/15 Other Services & Charges has increased budget for travel / registrations

DIVISION BUDGET ANALYSIS—HISTORIC AND FORECAST

Classification	2011/12 Actual	2012/13 Actual	2013/14 Budget	2014/15 Proposed	2015/16 Estimate	2016/17 Estimate
Personnel Services	\$ 164,560	163,779	165,300	170,000	\$ 178,500	\$ 187,425
Supplies	10,949	19,950	9,500	10,500	11,025	11,576
Services & Charges	2,201	1,921	2,200	4,700	4,935	5,182
<b>Town Manager</b>	<b>\$ 177,710</b>	<b>\$ 185,650</b>	<b>\$ 177,000</b>	<b>\$ 185,200</b>	<b>\$ 194,460</b>	<b>\$ 204,183</b>



**TOWN MANAGER**

	<b>2011/12</b>	<b>2012/13</b>	<b>2013/14</b>	<b>2014/15</b>
	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>BUDGET</b>	<b>PROPOSED</b>
<b>SALARIES &amp; WAGES</b>				
101-5-1405-00-5001 Full Time Employees	127,423	127,164	128,700	131,500
Total Salaries & Wages	127,423	127,164	128,700	131,500
<b>PERSONNEL BENEFITS</b>				
101-5-1405-00-5501 FICA	8,620	8,616	9,700	10,000
101-5-1405-00-5504 Retirement	13,610	13,874	14,300	15,100
101-5-1405-00-5600 Deferred Compensation	8,760	8,751	8,900	8,900
101-5-1405-00-5700 Health/Life Insurance	5,428	4,658	2,900	3,600
101-5-1405-00-5701 Disability Insurance	322	305	300	200
101-5-1405-00-5800 Workers Compensation	397	411	500	700
Total Personnel Benefits	37,137	36,615	36,600	38,500
<b>SUPPLIES</b>				
101-5-1405-00-6001 Office Supplies	3,433	1,847	1,500	2,000
101-5-1405-00-6010 Books & Periodicals	-	-	-	500
101-5-1405-00-6011 Small Tools/Minor Equipment	-	10,900	-	-
101-5-1405-00-6600 Public Relations	3,256	5,062	6,000	6,000
101-5-1405-00-6700 Dues & Memberships	4,260	2,142	2,000	2,000
Total Supplies	10,949	19,951	9,500	10,500
<b>OTHER SERVICES &amp; CHARGES</b>				
101-5-1405-00-7306 Telephone Charges	686	733	700	700
101-5-1405-00-7600 Travel	1,305	553	1,000	2,000
101-5-1405-00-7601 Registrations	209	635	500	2,000
Total Other Svcs & Charges	2,201	1,921	2,200	4,700
<b>TOTAL TOWN MANAGER</b>	<b>177,710</b>	<b>185,651</b>	<b>177,000</b>	<b>185,200</b>



**NEIGHBORHOOD SERVICES**

	<b>2011/12 ACTUAL</b>	<b>2012/13 ACTUAL</b>	<b>2013/14 BUDGET</b>	<b>2014/15 PROPOSED</b>
<b>SUPPLIES</b>				
101-5-1409-01-6201 R&M Supplies Building	-	-	-	1,000
Total Supplies	-	-	-	1,000
<b>OTHER SERVICES &amp; CHARGES</b>				
101-5-1409-01-7301 Electricity	-	-	-	500
101-5-1409-01-7302 Water	-	-	-	400
101-5-1409-01-7304 Sewage	-	-	-	600
101-5-1409-01-7401 R&M Building	-	-	-	1,000
Total Other Svcs & Charges	-	-	-	2,500
<b>TOTAL NEIGHBORHOOD SERVICES</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>3,500</b>

## ECONOMIC DEVELOPMENT

The mission of the Economic Development division is to expand and diversify the commercial tax base through targeted strategies which support the Town's quest to be the premier community in which to live, work, raise a family, and learn.

### DIVISION DESCRIPTION

Economic Development is responsible for meeting with and assisting prospective new businesses and serving as an ombudsman for existing businesses.

The Economic Development Division was created in Fiscal Year 2010/2011. Due to budget constraints, the division was not funded within the Fiscal Year 2013/2014 budget. Instead, some of the functions of this division were absorbed by various staff members. In Fiscal Year 2014/2015, the Economic Development Division's budget was restored.



### CONTACT INFORMATION

Bobby Davis  
(928) 474-5242 X396  
econdev@paysonaz.gov

### PHYSICAL LOCATION

Payson Town Hall Complex  
C303 N Beeline Hwy.  
Payson, AZ 85541



2014/  
2015  
GOALS

- ⇒ Continue to seek grant and other funding for local business expansion **KRA1:1 & 2 \***
- ⇒ Continue to work with and acquire prospective new business for Payson **KRA1:2 & 4 \***
- ⇒ Continue to work with existing businesses to resolve challenges that may occur **KRA1:2 \***
- ⇒ Research the creation of a workforce training program **KRA1:5 \***
- ⇒ Implement an economic development program for northern Gila County **KRA1:1 & 2 \***

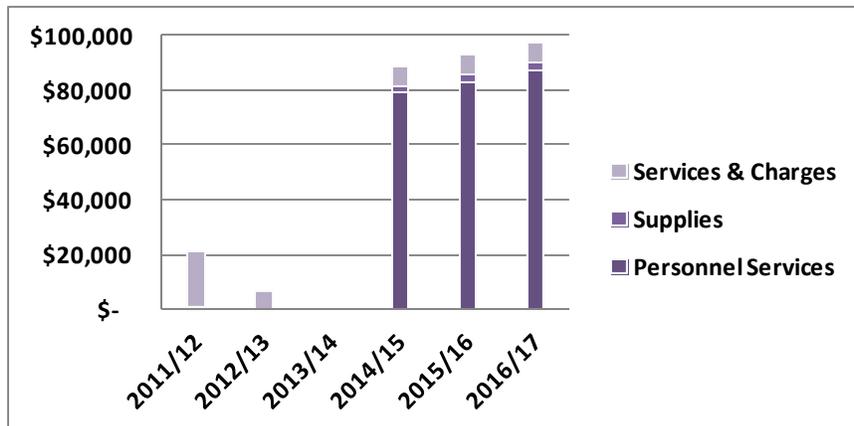
**KRA 1 = Economic Development, Tourism & Economic Vitality**

**BUDGET CHANGES—3 YEARS**

Description	2012/13 Actual	2013/14 Budget	% Change	2014/15 Proposed	% Change
Salaries & Wages	-	-	0.0%	60,000	100.0%
Personnel Benefits	-	-	0.0%	19,300	100.0%
Supplies	523	-	-100.0%	2,500	100.0%
Other Services & Charges	6,225	-	-100.0%	6,700	100.0%
<b>Total Planning &amp; Zoning</b>	<b>6,748</b>	<b>-</b>	<b>-100.0%</b>	<b>88,500</b>	<b>100.0%</b>

**BUDGET ANALYSIS—HISTORIC AND FORECAST**

Classification	2011/12 Actual	2012/13 Actual	2013/14 Budget	2014/15 Proposed	2015/16 Estimate	2016/17 Estimate
Personnel Services	\$ -	-	\$ -	\$ 79,300	\$ 83,265	\$ 87,428
Supplies	863	523	-	2,500	2,625	2,756
Services & Charges	20,086	6,225	-	6,700	7,035	7,387
<b>Total Building</b>	<b>\$ 20,949</b>	<b>\$ 6,748</b>	<b>\$ -</b>	<b>\$ 88,500</b>	<b>\$ 92,925</b>	<b>\$ 97,571</b>





**ECONOMIC DEVELOPMENT**

		<b>2011/12</b>	<b>2012/13</b>	<b>2013/14</b>	<b>2014/15</b>
		<b>ACTUAL</b>	<b>ACTUAL</b>	<b>BUDGET</b>	<b>PROPOSED</b>
<b>PERSONNEL</b>					
101-5-6428-02-5001	Salaries & Wages Full Time	-	-	-	60,000
101-5-6428-02-5501	FICA	-	-	-	4,600
101-5-6428-02-5504	Retirement	-	-	-	7,400
101-5-6428-02-5700	Insurance Benefit	-	-	-	6,900
101-5-6428-02-5701	Disability Insurance	-	-	-	100
101-5-6428-02-5800	Workers Compensation Ins	-	-	-	300
		<u>-</u>	<u>-</u>	<u>-</u>	<u>79,300</u>
<b>SUPPLIES</b>					
101-5-6428-02-6001	Office Supplies	32	34	-	1,000
101-5-6428-02-6011	Small Tools / Minor Equip	-	-	-	500
101-5-6428-02-6700	Membership/Dues/Subscript	831	489	-	1,000
	Total Supplies	<u>863</u>	<u>523</u>	<u>-</u>	<u>2,500</u>
<b>OTHER SERVICES &amp; CHARGES</b>					
101-5-6428-02-7306	Telephone Charges	801	510	-	700
101-5-6428-02-7307	Postage	103	152	-	-
101-5-6428-02-7600	Travel	4,354	1,354	-	3,000
101-5-6428-02-7601	Registrations	829	125	-	1,000
101-5-6428-02-7900	Other Professional Services	13,999	4,083	-	-
101-5-6428-02-7907	Advertising	-	-	-	1,000
101-5-6428-02-7910	Printing & Binding	-	-	-	1,000
	Total Other Svcs & Charges	<u>20,086</u>	<u>6,224</u>	<u>-</u>	<u>6,700</u>
<b>TOTAL ECONOMIC DEVELOPMENT</b>		<u><u>20,949</u></u>	<u><u>6,747</u></u>	<u><u>-</u></u>	<u><u>88,500</u></u>

**INFORMATION SERVICES**

The mission of the Information Services Division is to provide the Town's employees with the highest quality of service using the resources and technologies available to maximize productivity; and provide communication for the overall purpose of providing the best possible service to the Town's citizens.

**DIVISION DESCRIPTION**

The Information Services Division is responsible for keeping the Town's computer technology productive as it pertains to the employees' and citizens' particular business needs.



**CONTACT INFORMATION**

Steve DeHaan  
(928) 474-5242 X227  
sdehann@paysonaz.gov

**PHYSICAL LOCATION**

Payson Town Complex—Town Hall  
303 N Beeline Hwy.  
Payson, AZ 85541

## 2013/14 ACCOMPLISHMENTS

- ✓ Configured and installed Morphos (fingerprint application for Police Department)
- ✓ Prepared network connections for solar project
- ✓ Upgraded InHance (water application) and replaced server
- ✓ Configured and installed TraCS server (e-ticketing application for police department)
- ✓ Tested both 2007 and 2010 SharePoint servers, configured and installed live 2007 server—slowly implementing departments to use the application
- ✓ Designed new Intranet web site
- ✓ Replaced or upgraded 85% of desktops to Windows 7
- ✓ Installed and configured SurfCop
- ✓ Went live with newly developed government web site
- ✓ Redesigned all current slides on TV4 and created new music playlist for 2014
- ✓ Assisted in cabling and hardware installation for Police Department command van
- ✓ Built first virtual server, public safety application

## 2014/15 GOALS

- ⇒ Continue to virtualize servers and rebuild entire network infrastructure—need to upgrade all servers to 2008 \*
- ⇒ Build new domain and migrate users/computers \*
- ⇒ Migrate all infrastructure servers from 2003 to 2007 \*
- ⇒ Upgrade Exchange \*
- ⇒ Upgrade e-mail archiving system \*
- ⇒ Upgrade AV server and desktops \*
- ⇒ Go live with e-ticketing, MDC installation and configuration \*
- ⇒ Upgrade Internet connection \*
- ⇒ Possible phone system upgrade to VolP \*
- ⇒ Replace remaining desktops with Windows 7 \*
- ⇒ Replace Council laptops with tablets \*
- ⇒ Upgrade New World Systems (PS application) CAD, Records and Mobile \*
- ⇒ Improve channel 4 programming \*
- ⇒ Video surveillance for Town buildings \*
- ⇒ Upgrade/replace Granicus application and servers \*
- ⇒ Implement a true offsite disaster recovery solution \*
- ⇒ Replace secondary SAN hard drives, redesign storage structure

\* = KRA 10:All Technology



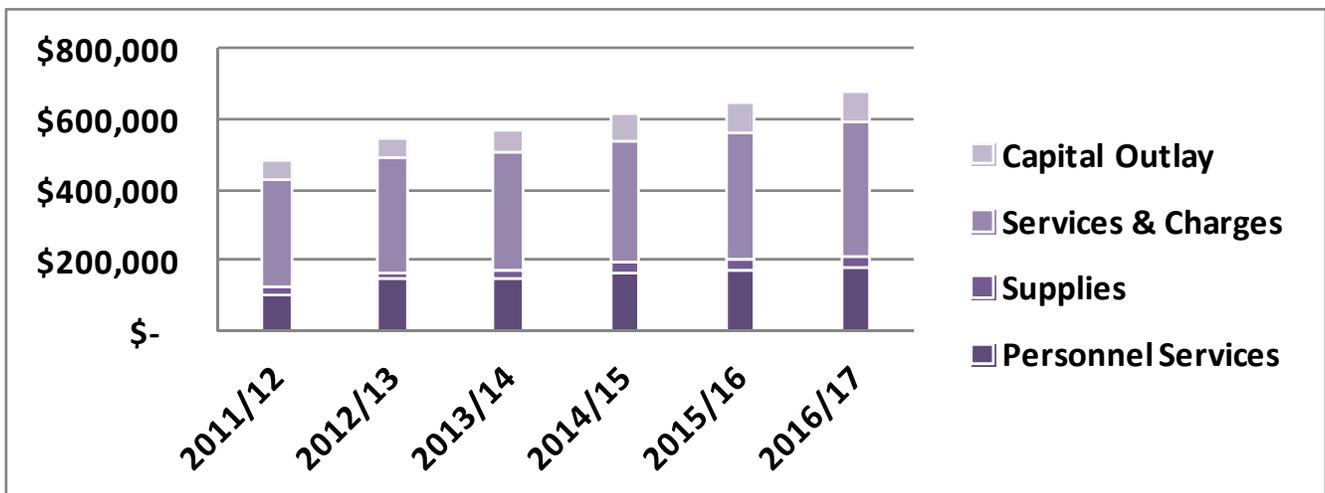
**DIVISION BUDGET CHANGES—3 YEARS**

Description	2012/13 Actual	2013/14 Budget	% Change	2014/15 Proposed	% Change
Salaries & Wages	120,812	122,300	1.2%	132,000	7.9%
Personnel Benefits	30,997	29,800	-3.9%	33,000	10.7%
Supplies	14,968	20,000	33.6%	30,000	50.0%
Other Services & Charges	327,071	336,300	2.8%	342,800	1.9%
Capital	51,725	62,000	19.9%	77,000	24.2%
<b>Total Information Services</b>	<b>545,573</b>	<b>570,400</b>	<b>4.6%</b>	<b>614,800</b>	<b>7.8%</b>

- The budget for Supplies has increased each year since the cost for computer equipment / supplies continues to rise
- FY13/14 Capital increase represents funding for additional Public Safety computer equipment
- FY14/15 Capital increase represents funding for General Government computer equipment

**DIVISION BUDGET ANALYSIS—HISTORIC AND FORECAST**

Classification	2011/12 Actual	2012/13 Actual	2013/14 Budget	2014/15 Proposed	2015/16 Estimate	2016/17 Estimate
Personnel Services	\$ 107,408	151,809	152,100	\$ 165,000	\$ 173,250	\$ 181,913
Supplies	15,815	14,968	20,000	30,000	\$ 31,500	\$ 33,075
Services & Charges	304,304	327,071	336,300	342,800	\$ 359,940	\$ 377,937
Capital Outlay	56,665	51,725	62,000	77,000	\$ 80,850	\$ 84,893
<b>Total Information Serv</b>	<b>\$ 484,192</b>	<b>545,573</b>	<b>\$ 570,400</b>	<b>\$ 614,800</b>	<b>\$ 645,540</b>	<b>\$ 677,817</b>





**INFORMATION SERVICES**

	<b>2011/12 ACTUAL</b>	<b>2012/13 ACTUAL</b>	<b>2013/14 BUDGET</b>	<b>2014/15 PROPOSED</b>
<b>SALARIES &amp; WAGES</b>				
101-5-1408-00-5001 Full Time Employees	84,740	120,812	122,300	132,000
Total Salaries & Wages	<u>84,740</u>	<u>120,812</u>	<u>122,300</u>	<u>132,000</u>
<b>PERSONNEL BENEFITS</b>				
101-5-1408-00-5501 FICA	6,352	8,755	9,400	10,100
101-5-1408-00-5504 Retirement	9,237	13,180	13,800	15,100
101-5-1408-00-5700 Health/Life Insurance	6,597	8,378	5,800	6,800
101-5-1408-00-5701 Disability Insurance	219	290	300	300
101-5-1408-00-5800 Workers Compensation	262	394	500	700
Total Personnel Benefits	<u>22,668</u>	<u>30,997</u>	<u>29,800</u>	<u>33,000</u>
<b>SUPPLIES</b>				
101-5-x408-0x-6013 Computer Equipment/Supplies	15,815	14,968	20,000	30,000
Total Supplies	<u>15,815</u>	<u>14,968</u>	<u>20,000</u>	<u>30,000</u>
<b>OTHER SERVICES &amp; CHARGES</b>				
101-5-1408-00-7005 Software Licensing	20,768	22,516	32,600	32,400
101-5-x408-0x-7306 Telephone Charges	77,319	99,055	90,000	90,000
101-5-1408-00-7307 Postage	-	139	100	-
101-5-1408-00-7401 Building R&M	6,981	-	-	-
101-5-x408-0x-7403 Computer Equipment R&M	192,735	200,920	208,600	215,400
101-5-1408-00-7900 Other Professional Services	6,500	4,440	5,000	5,000
Total Other Svcs & Charges	<u>304,303</u>	<u>327,070</u>	<u>336,300</u>	<u>342,800</u>
<b>CAPITAL OUTLAY</b>				
101-5-1408-00-8004 Machinery & Equipment	4,940	-	-	25,000
101-5-2408-01-8004 Machinery & Equipment	51,725	51,725	62,000	52,000
Total Capital Outlay	<u>56,665</u>	<u>51,725</u>	<u>62,000</u>	<u>77,000</u>
<b>TOTAL INFORMATION SERVICES</b>	<u><u>484,191</u></u>	<u><u>545,572</u></u>	<u><u>570,400</u></u>	<u><u>614,800</u></u>



**HUMAN RESOURCES**

It is the mission of the Human Resources Division to provide quality administration in Human Resources and Risk Management to the Town of Payson, the Town Council, and Town employees.

**DIVISION DESCRIPTION**

This mission will be accomplished by:

- Facilitating the productivity and effectiveness of the Town of Payson
- Development of employees in ways that are satisfying to the individual and beneficial to the Town
- Anticipating, providing, and administrating Human Resource services consistent with the changing needs of the Town
- Promoting safety first in the workplace in order to provide the employees a safer environment

The Human Resources Division is responsible for payroll functions, administration of employee and retiree benefits, personnel policies and procedures, recruitment, employee training and development, risk management and administration of safety programs and compliance.

**CONTACT INFORMATION**

Tomi Huddlestun—Human Resources Manager  
(928) 474-5242 X233  
thuddlestun@paysonaz.gov

**PHYSICAL LOCATION**

Town of Payson - Town Hall  
303 N Beeline Hwy.  
Payson, AZ 85541

## 2013/14 ACCOMPLISHMENTS

- ✓ Coordinated MOM unit with annual wellness fair
- ✓ Coordinated health screenings and annual flu/pneumonia vaccines with APEHP
- ✓ Filled vacant Payroll position within HR and fully train successful candidate
- ✓ Attended Fall HIPAA training with Segal Company & APEHP regarding Health-care Reform compliance
- ✓ Attended Fall seminar with Segal Company & ASRS regarding annual updates
- ✓ Attended 2013 ASRS Employer Conference with ASRS regarding new legislation updates
- ✓ Fully trained HR Analyst in cross training of HR & Risk Management to provide adequate backup for both Payroll & HR departmental functions
- ✓ Attended ADOSH Water & Wastewater Safety Seminar with Water Department

## 2014/15 GOALS

- ⇒ Coordinate MOM unit with annual wellness fair **KRA7:2\***
- ⇒ Coordinate health screenings and annual flu/pneumonia vaccines with APEHP **KRA7:2\***
- ⇒ Attend Fall HIPAA training with Segal Company & APEHP regarding Healthcare Reform compliance **KRA7:4\***
- ⇒ Attend Fall seminar with Segal Company & ASRS regarding annual updates **KRA7:4\***
- ⇒ Attend 2014 ASRS Employer Conference with ASRS regarding new legislation updates **KRA7:4\***
- ⇒ Complete departmental meetings with Department Heads to review, revise and begin implementation of newly created job descriptions and career paths **KRA7:6\***
- ⇒ Implement employee safety training module through Southwest Risk Services **KRA7:4\***
- ⇒ Reorganize current Safety Committee to replace vacated member positions and implement regulated meetings **KRA7:4\***
- ⇒ Implement additional employee training **KRA7:4\***

\* = **KRA 7 The Payson Team**



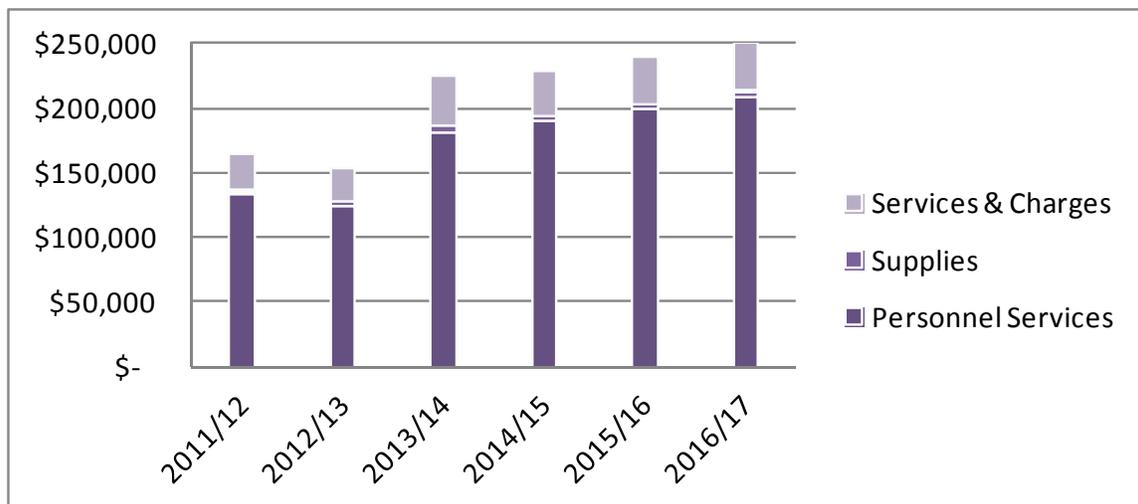
**DIVISION BUDGET CHANGES—3 YEARS**

Description	2012/13 Actual	2013/14 Budget	% Change	2014/15 Proposed	% Change
Salaries & Wages	92,631	136,000	46.8%	143,200	5.3%
Personnel Benefits	31,789	45,900	44.4%	46,600	1.5%
Supplies	3,333	3,900	17.0%	3,500	-10.3%
Other Services & Charges	25,224	38,500	52.6%	34,300	-10.9%
<b>Total Human Resources</b>	<b>152,977</b>	<b>224,300</b>	<b>46.6%</b>	<b>227,600</b>	<b>48.8%</b>

- FY13/14 Salaries & Personnel Benefits increased due to the addition of HR Technician position
- FY13/14 Other Services & Charges increased due to additional funding for legal services
- FY14/15 Removed \$500 memberships/dues from Supplies budget
- FY14/15 Reduced legal services by \$500 in Other Services & Charges

**DIVISION BUDGET ANALYSIS—HISTORIC AND FORECAST**

Classification	2011/12 Actual	2012/13 Actual	2013/14 Budget	2014/15 Proposed	2015/16 Estimate	2016/17 Estimate
Personnel Services	\$ 133,104	124,420	\$ 181,900	\$ 189,800	\$ 199,290	\$ 209,255
Supplies	3,037	3,333	3,900	3,500	3,675	3,859
Services & Charges	28,166	25,224	38,500	34,300	36,015	37,816
<b>Total Human Resource</b>	<b>\$ 164,307</b>	<b>\$ 152,977</b>	<b>\$ 224,300</b>	<b>\$ 227,600</b>	<b>\$ 238,980</b>	<b>\$ 250,929</b>





**HUMAN RESOURCES**

	<b>2011/12 ACTUAL</b>	<b>2012/13 ACTUAL</b>	<b>2013/14 BUDGET</b>	<b>2014/15 PROPOSED</b>
<b>SALARIES &amp; WAGES</b>				
101-5-1406-00-5001 Full Time Employees	95,258	92,631	136,000	143,200
Total Salaries & Wages	95,258	92,631	136,000	143,200
<b>PERSONNEL BENEFITS</b>				
101-5-1406-00-5501 FICA	6,891	6,348	10,400	11,100
101-5-1406-00-5504 Retirement	10,171	10,107	15,400	16,400
101-5-1406-00-5700 Health/Life Insurance	20,243	14,809	19,200	18,100
101-5-1406-00-5701 Disability Insurance	240	222	300	300
101-5-1406-00-5800 Workers Compensation	300	303	600	700
Total Personnel Benefits	37,846	31,789	45,900	46,600
<b>SUPPLIES</b>				
101-5-1406-00-6001 Office Supplies	1,019	999	1,200	1,500
101-5-1406-00-6005 Operating Supplies	1,867	2,073	2,200	2,000
101-5-1406-00-6300 Gasoline/Fuels/Lubricant	151	260	-	-
101-5-1406-00-6700 Dues & Memberships	-	-	500	-
Total Supplies	3,037	3,332	3,900	3,500
<b>OTHER SERVICES &amp; CHARGES</b>				
101-5-1406-00-7100 Legal Services	3,318	-	10,000	5,000
101-5-1406-00-7306 Telephone Charges	974	702	1,000	800
101-5-1406-00-7307 Postage	6	-	-	-
101-5-1406-00-7600 Travel Expenses	56	-	500	500
101-5-1406-00-7900 Other Professional Services	21,173	19,269	25,000	25,000
101-5-1406-00-7907 Advertising	2,640	5,253	2,000	3,000
Total Other Svcs & Charges	28,166	25,224	38,500	34,300
<b>TOTAL HUMAN RESOURCES</b>	<b>164,307</b>	<b>152,976</b>	<b>224,300</b>	<b>227,600</b>

# TOWN CLERK'S DEPARTMENT

**The Town Clerk's Department is responsible for maintaining the Town's official public records, monitoring public information requests, elections, preparing public information, and providing direct staff support to the Mayor and Town Council.**

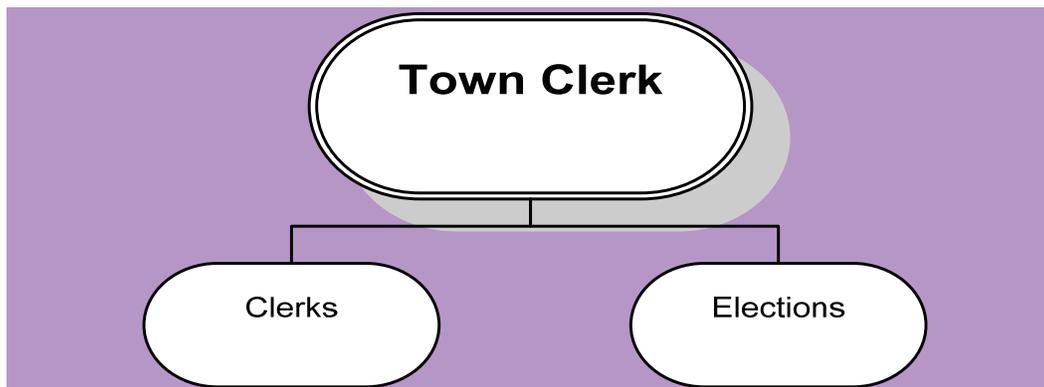
**Payson Town Hall  
303 N. Beeline Highway  
Payson, AZ 85541  
928-474-5242**

**Silvia Smith  
ssmith@paysonaz.gov**



>>>TOWN CLERK’S DEPARTMENT<<<

The Town Clerk’s Department is comprised of the Town Clerk Division and Election Division:



. . . . . EXPENDITURE SUMMARY . . . . .

	2011/12	2012/13	2013/14	2014/15
Operating Division	Actual	Actual	Budget	Proposed
Town Clerk	260,149	245,135	192,900	211,300
Elections	27,057	-	38,300	43,000
Total Department	287,206	245,135	231,200	254,300

. . . . . POSITION SUMMARY . . . . .

	2013/14	2014/15
Town Clerk	1.0	1.0
Deputy Town Clerk	1.0	1.0
Total Filled Positions	2.0	2.0

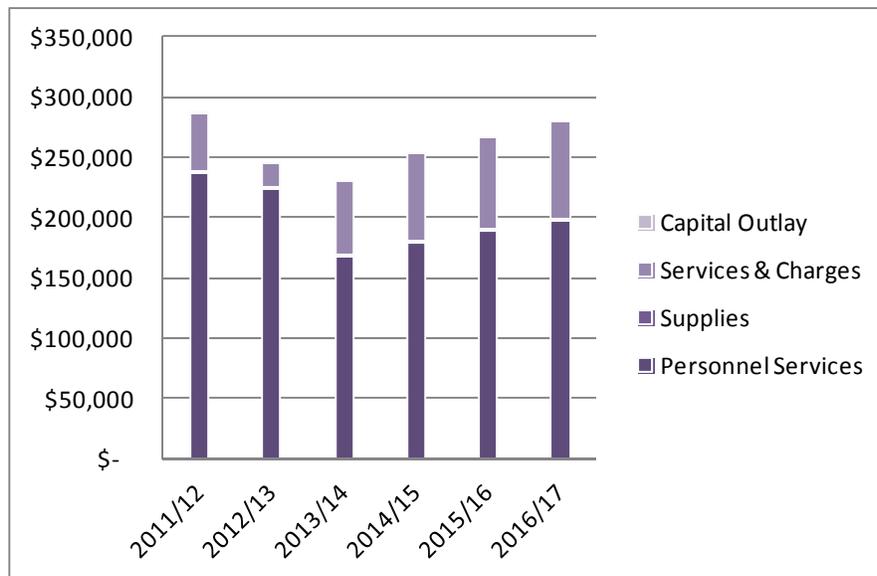


DEPARTMENT BUDGET CHANGES—3 YEARS

Description	2012/13 Actual	2013/14 Budget	% Change	2014/15 Proposed	% Change
Salaries & Wages	171,117	135,000	-21.1%	143,600	6.4%
Personnel Benefits	52,256	32,700	-37.4%	36,200	10.7%
Supplies	1,401	1,400	-0.1%	1,300	-7.1%
Other Services & Charges	20,362	62,100	205.0%	73,200	17.9%
<b>Total Town Clerk Dept.</b>	<b>245,136</b>	<b>231,200</b>	<b>-5.7%</b>	<b>254,300</b>	<b>10.0%</b>

DEPARTMENT BUDGET ANALYSIS—HISTORIC AND FORECAST

Classification	2011/12 Actual	2012/13 Actual	2013/14 Budget	2014/15 Proposed	2015/16 Estimate	2016/17 Estimate
Personnel Services	\$ 236,811	\$ 223,373	\$ 167,700	\$ 179,800	\$ 188,790	\$ 198,230
Supplies	1,526	1,401	1,400	1,300	\$ 1,365	\$ 1,433
Services & Charges	48,365	20,362	62,100	73,200	\$ 76,860	\$ 80,703
Capital Outlay	504	-	-	-	\$ -	\$ -
<b>Total Clerk Dept</b>	<b>\$ 287,206</b>	<b>245,136</b>	<b>\$ 231,200</b>	<b>\$ 254,300</b>	<b>\$ 267,015</b>	<b>\$ 280,366</b>





**TOWN CLERK**

The mission of the Town Clerk Division is to be the foundation of credible, accurate and current information on Town Council legislation actions and maintain accurate records of actions taken by the Town Council.

**DIVISION DESCRIPTION**

The Town Clerk Division serves the Town Council, staff, and citizens of the Town of Payson. Its responsibilities include preparation of Council agendas and minutes, records management and public reception.

**2013/14 ACCOMPLISHMENTS**

- ✓ **Produced 22 TOP Talk Programs with 49 guests plus 29 employees presenting information**
- ✓ **Town Clerk and 2 Deputy Town Clerks attended AMCA Annual Business Meeting in July 2013**
- ✓ **Hired 1 full-time and 1 part-time receptionist / general clerk**

**CONTACT INFORMATION**

Silvia Smith—Town Clerk  
(928) 474-5242 X240  
ssmith@paysonaz.gov

**PHYSICAL LOCATION**

Payson Town Complex—Town Hall  
303 N. Beeline Hwy.  
Payson, AZ 85541



**2014/  
2015  
GOALS**

- ⇒ Continue to work with Town Attorney in the administrative cleanup of the Town Code **KRA4:3 Innovation and Efficiency**
- ⇒ Continue to cross train staff **KRA7:4 The Payson Team**
- ⇒ Produce 23 TOP Talk Programs increasing guests to 60 plus 30 employees **KRA4:5 Innovation and Efficiency**
- ⇒ Promote Deputy Clerk to Chief Deputy Town Clerk **KRA7:1 The Payson Team**

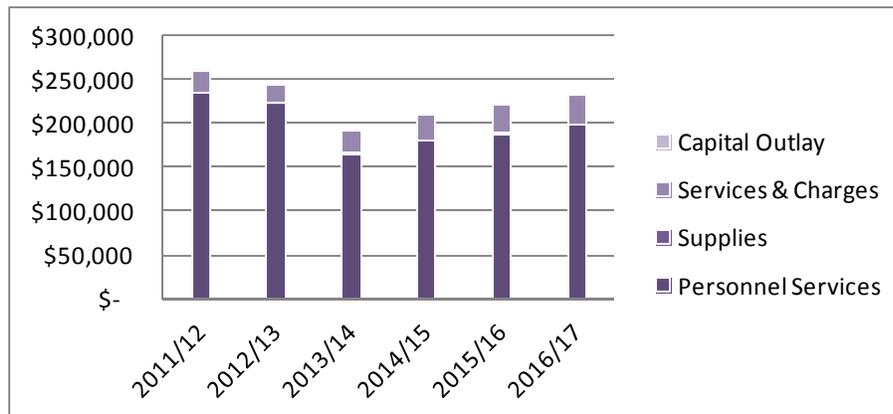
**DIVISION BUDGET CHANGES—3 YEARS**

Description	2012/13 Actual	2013/14 Budget	% Change	2014/15 Proposed	% Change
Salaries & Wages	171,117	132,900	-22.3%	143,600	8.1%
Personnel Benefits	52,256	32,700	-37.4%	36,200	10.7%
Supplies	1,401	1,200	-14.3%	1,300	8.3%
Other Services & Charges	20,362	26,100	28.2%	30,200	15.7%
<b>Total Town Clerk Division</b>	<b>245,136</b>	<b>192,900</b>	<b>-21.3%</b>	<b>211,300</b>	<b>9.5%</b>

- In FY13/14 Staffing in this division was reduced by one Deputy Town Clerk causing the change in Salaries & Wages and Personnel Benefits
- In FY12/13 Funds spent in Other Services & Charges were significantly lower than projected budget amounts for registration, travel and other professional services

**DIVISION BUDGET ANALYSIS—HISTORIC AND FORECAST**

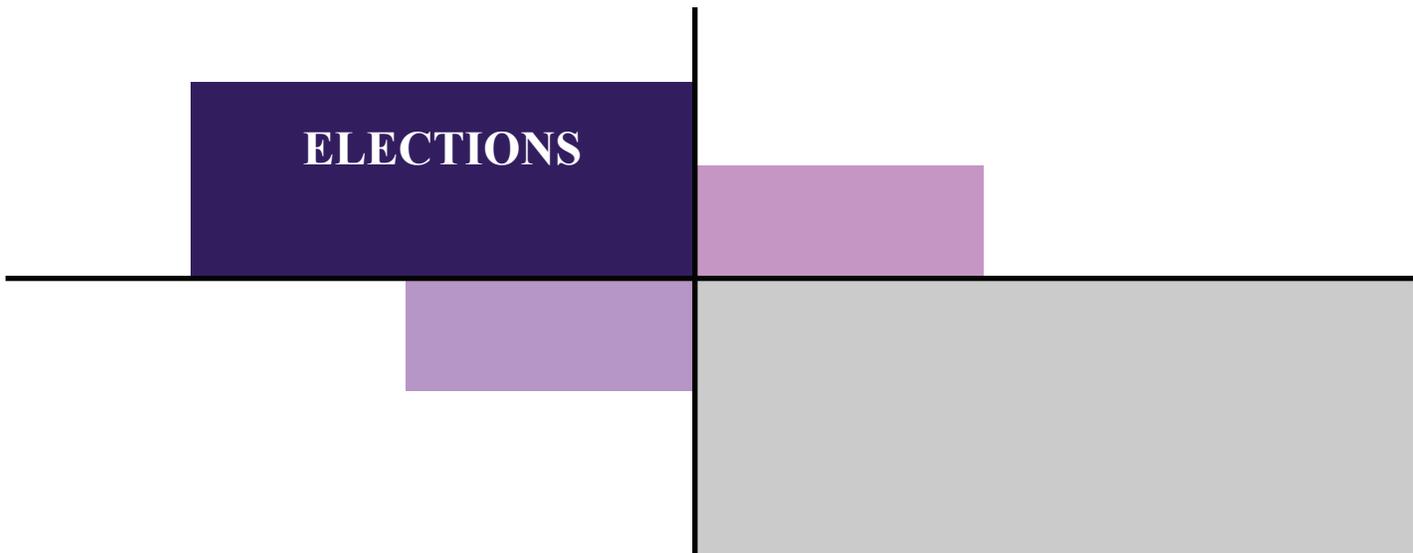
Classification	2011/12 Actual	2012/13 Actual	2013/14 Budget	2014/15 Proposed	2015/16 Estimate	2016/17 Estimate
Personnel Services	\$ 234,727	223,373	\$ 165,600	\$ 179,800	\$ 188,790	\$ 198,230
Supplies	1,361	1,401	1,200	1,300	1,365	1,433
Services & Charges	23,558	20,362	26,100	30,200	31,710	33,296
Capital Outlay	504	-	-	-	-	-
<b>Total Clerks</b>	<b>\$ 260,150</b>	<b>\$ 245,136</b>	<b>\$ 192,900</b>	<b>\$ 211,300</b>	<b>\$ 221,865</b>	<b>\$ 232,958</b>





**TOWN CLERK**

		<b>2011/12</b>	<b>2012/13</b>	<b>2013/14</b>	<b>2014/15</b>
		<b>ACTUAL</b>	<b>ACTUAL</b>	<b>BUDGET</b>	<b>PROPOSED</b>
<b>SALARIES &amp; WAGES</b>					
101-5-1402-00-5001	Full Time Employees	175,127	171,117	132,900	143,600
	Total Salaries & Wages	<u>175,127</u>	<u>171,117</u>	<u>132,900</u>	<u>143,600</u>
<b>PERSONNEL BENEFITS</b>					
101-5-1402-00-5501	FICA	12,849	11,972	10,200	11,000
101-5-1402-00-5504	Retirement	18,705	18,606	15,000	16,500
101-5-1402-00-5700	Health/Life Insurance	27,052	20,709	6,600	7,700
101-5-1402-00-5701	Disability Insurance	442	409	400	300
101-5-1402-00-5800	Workers Comp Insurance	552	559	500	700
	Total Personnel Benefits	<u>59,600</u>	<u>52,255</u>	<u>32,700</u>	<u>36,200</u>
<b>SUPPLIES</b>					
101-5-1402-00-6001	Office Supplies	944	888	800	800
101-5-1402-00-6700	Dues & Memberships	416	513	400	500
	Total Supplies	<u>1,361</u>	<u>1,401</u>	<u>1,200</u>	<u>1,300</u>
<b>OTHER SERVICES &amp; CHARGES</b>					
101-5-1402-00-7003	Computer Services	11,689	11,910	12,000	14,700
101-5-1402-00-7306	Telephone	654	647	700	700
101-5-1402-00-7600	Travel	876	468	2,300	3,000
101-5-1402-00-7601	Registrations	519	300	1,100	1,800
101-5-1402-00-7900	Other Professional Services	3,422	2,442	5,000	5,000
101-5-1402-00-7907	Advertising	6,398	4,595	5,000	5,000
	Total Other Svcs & Charges	<u>23,558</u>	<u>20,362</u>	<u>26,100</u>	<u>30,200</u>
<b>CAPITAL OUTLAY</b>					
101-5-1402-00-8004	Office Furniture & Fixtures	504	-	-	-
	Total Capital Outlay	<u>504</u>	<u>-</u>	<u>-</u>	<u>-</u>
<b>TOTAL TOWN CLERK</b>		<u><u>260,149</u></u>	<u><u>245,135</u></u>	<u><u>192,900</u></u>	<u><u>211,300</u></u>



**DIVISION DESCRIPTION**

The Town Council elections are held every two years. The elections are coordinated and conducted by the Town Clerk’s office.

**2013/14 ACCOMPLISHMENTS**

- ✓ **Town Clerk and 2 Deputy Clerks attended 2013 Election Workshop in July 2013**
- ✓ **Worked with the Arizona Municipal Clerks Association, Arizona League of Cities and Gila County in coordinating the change to consolidated election per new statute for 2014 election**

Contact Information  
 Silvia Smith—Town Clerk  
 (928) 474-5242 X240  
 ssmith@paysonaz.gov

Physical Location  
 Payson Town Complex  
 Town Hall  
 303 N. Beeline Hwy.  
 Payson, AZ 85541



**2014/  
2015  
GOALS**

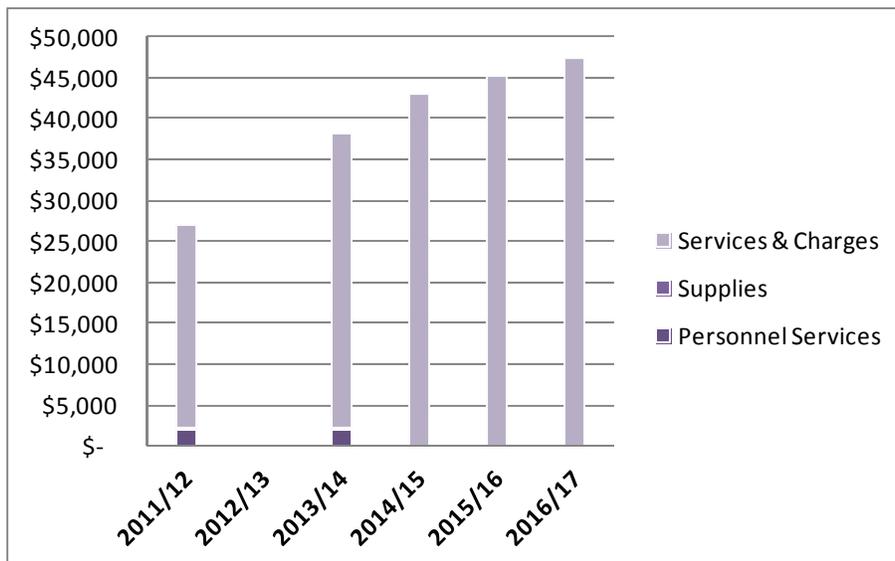
- ⇒ Conduct the Primary Election in August 2014 and General Election in November 2014
- ⇒ Attend the July 2013 Election Workshop **KRA7:4 The Payson Team**

**DIVISION BUDGET CHANGES—3 YEARS**

Description	2012/13 Actual	2013/14 Budget	% Change	2014/15 Proposed	% Change
Salaries & Wages	-	2,100	100.0%	-	-100.0%
Supplies	-	200	100.0%	-	-100.0%
Other Services & Charges	-	36,000	100.0%	43,000	19.4%
<b>Total Elections</b>	-	<b>38,300</b>	<b>100.0%</b>	<b>43,000</b>	<b>12.3%</b>

**DIVISION BUDGET ANALYSIS—HISTORIC AND FORECAST**

Classification	2011/12 Actual	2012/13 Actual	2013/14 Budget	2014/15 Proposed	2015/16 Estimate	2016/17 Estimate
Personnel Services	\$ 2,085	\$ -	\$ 2,100	\$ -	\$ -	\$ -
Supplies	165	-	200	-	-	-
Services & Charges	24,807	-	36,000	43,000	45,150	47,408
<b>Total Election</b>	<b>\$ 27,057</b>	<b>\$ -</b>	<b>\$ 38,300</b>	<b>\$ 43,000</b>	<b>\$ 45,150</b>	<b>\$ 47,408</b>



**ELECTIONS**

	<b>2011/12 ACTUAL</b>	<b>2012/13 ACTUAL</b>	<b>2013/14 BUDGET</b>	<b>2014/15 PROPOSED</b>
<b>SALARIES &amp; WAGES</b>				
101-5-1403-00-5003 Temporary Employees	2,085	-	2,100	-
Total Salaries & Wages	2,085	-	2,100	-
<b>SUPPLIES</b>				
101-5-1403-00-6603 Elections	165	-	200	-
Total Supplies	165	-	200	-
<b>OTHER SERVICES &amp; CHARGES</b>				
101-5-1403-00-7900 Other Professional Services	24,249	-	35,000	41,000
101-5-1403-00-7907 Advertising	558	-	1,000	2,000
Total Other Svcs & Charges	24,807	-	36,000	43,000
<b>TOTAL ELECTIONS</b>	<b>27,057</b>	<b>-</b>	<b>38,300</b>	<b>43,000</b>

# **LEGAL DEPARTMENT— TOWN ATTORNEY'S OFFICE**

**The Town Attorney's Office strives to provide the highest quality, efficient legal services to the Town of Payson through its Elected Officials, Town Boards, Commissions, Committees, and Town Staff for the benefit of the Citizens of Payson.**

**Town of Payson—Legal Department  
303 N. Beeline Highway  
Payson, AZ 85541  
928-474-5242 X286**

**Tim Wright—Town Attorney  
twright@paysonaz.gov**

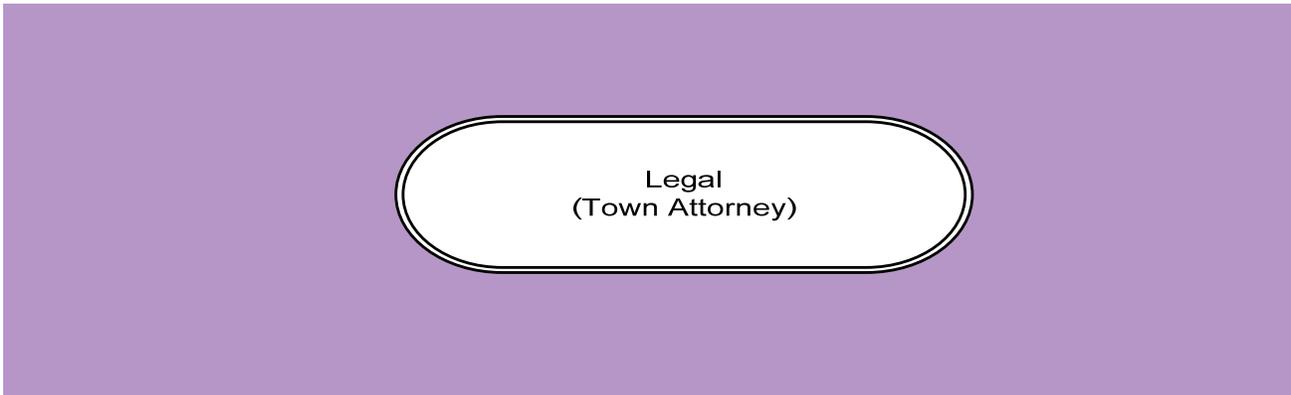




>>>LEGAL DEPARTMENT—TOWN ATTORNEY’S OFFICE<<<

The Town of Payson Attorney’s Office serves the Town and its residents in two ways—Civil (Internal) and Prosecution (External). The Town Attorney’s Office is one of the most dynamic public law offices in Gila County. By representing the Town of Payson and counseling the Town on the vast array of legal issues it faces, our staff performs public service in the best traditions of the legal profession.

Starting in FY11/12, the Town Attorney’s Department was split into three divisions. In FY14/15, the divisions were moved back and all funds were budgeted under the one division.



. . . . . EXPENDITURE SUMMARY . . . . .

Operating Division	2011/12 Actual	2012/13 Actual	2013/14 Budget	2014/15 Proposed
Town Attorney	333,338	330,734	361,600	408,200
Total Expenditures	333,338	330,734	361,600	408,200

. . . . . POSITION SUMMARY . . . . .

	2013/14	2014/15
Town Attorney	1.0	1.0
Prosecutor	1.0	1.0
Paralegal	-	-
Receptionist	1.0	1.0
Office Manager *	0.5	0.5
Victim Rights Assistant **	0.5	0.5
Total Filled Positions	4.0	4.0

\* Office Manager position filled with part-time employee pending economic recovery  
 \*\* Victim Rights Assistant is a grant funded part-time position

### DIVISION DESCRIPTION

The Legal Department advises the Mayor, Council, Town Manager, Town Boards, Committees, Commissions and Town Departments as they work on the creation and implementation of policies, programs, and ordinances to benefit the residents of Payson. This department works to minimize the Town's liability both proactively and when claims and/or lawsuits are filed. This department prosecutes all misdemeanor crimes committed within the Town limits and filed in the Town Magistrate Court. Additionally, the Town Attorney's office assures that statutory rights of the victims of such crimes are protected.

### 2013/14 ACCOMPLISHMENTS

- ✓ Completed the first 10 parts of the systematic Town Code update (Titles I—VII)
- ✓ Worked with Town Staff through the process and Council adopt of replacement development impact fees
- ✓ Assisted with the General Plan Update process, including Council approval and submission to voters
- ✓ Assisted with the bid process and drafted contracts for the new Airport fueling vendor and the Airport restaurant lease
- ✓ Prepared 17 ordinances and 58 resolutions
- ✓ Worked with Southwest Risk Services defending the Town in numerous litigation and pre-litigation matters
- ✓ Assisted Department Heads and Human Resources with numerous employee discipline matters
- ✓ Drafted and/or reviewed numerous contracts for Town Departments and/or Council approval
- ✓ Opened 647 new criminal case files including 312 victim cases, 95 driving under the influence cases and 121 domestic violence cases
- ✓ Represented the State at over 1,350 pre-trial conferences, review hearings, sentencing hearings, and/or bench trials
- ✓ Added a part-time victim advocate at no cost to the Town through an Arizona Attorney General's Office grant

#### CONTACT INFORMATION

Tim Wright—Town Attorney  
 (928) 474-5242 X286  
 twright@paysonaz.gov

#### PHYSICAL LOCATION

Payson Town Complex—Legal Dept.  
 303 N. Beeline Hwy.  
 Payson, AZ 85541



2014/  
2015  
GOALS

- ⇒ Continue systematic update to the Town Code **KRA 5:1 Neighborhoods & Livability**
- ⇒ Continue to work with the Mayor, Council, staff and RCEA to facilitate the location of a four year college campus in Payson **KRA1:3 Economic Development, Tourism & Economic Vitality**
- ⇒ Continue working on obtaining “wet” water from the C.C. Cragin Reservoir **KRA3:3 Infrastructure**
- ⇒ Negotiate and draft various agreements and contracts as directed by the Town Council
- ⇒ Continue working to implement various new State Laws and Regulations including Consolidated Elections
- ⇒ Facilitate the implementation of programs & policies as set forth by Town Council **KRA 4:2 Innovation & Efficiency**
- ⇒ When possible, prevent the Town from incurring liability by being proactive
- ⇒ Continue to create efficiencies to handle increased case numbers with constant staffing levels **KRA4:All Innovation & Efficiency**
- ⇒ Continue to improve communications, interaction, and responsiveness to victims, especially through the new victim advocate **KRA4:5 Innovation and Efficiency**

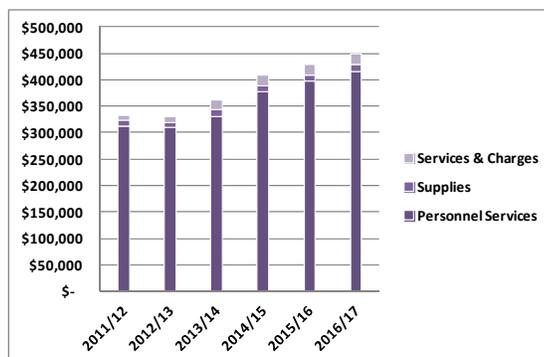
DEPARTMENT BUDGET CHANGES—3 YEARS

Description	2012/13 Actual	2013/14 Budget	% Change	2014/15 Proposed	% Change
Salaries & Wages	242,491	260,900	7.6%	296,900	13.8%
Personnel Benefits	67,099	70,300	4.8%	81,000	15.2%
Supplies	10,845	12,700	17.1%	11,400	-10.2%
Other Services & Charges	10,299	17,700	71.9%	18,900	6.8%
<b>Total Town Attorney</b>	<b>330,734</b>	<b>361,600</b>	<b>9.3%</b>	<b>408,200</b>	<b>12.9%</b>

- In FY13/14, \$5,000 in Legal Services was added to the Other Services & Charges budget

DEPARTMENT BUDGET ANALYSIS—HISTORIC AND FORECAST

Classification	2011/12 Actual	2012/13 Actual	2013/14 Budget	2014/15 Proposed	2015/16 Estimate	2016/17 Estimate
Personnel Services	\$ 312,482	\$ 309,590	\$ 331,200	\$ 377,900	\$ 396,795	\$ 416,635
Supplies	12,356	10,845	12,700	11,400	11,970	12,569
Services & Charges	8,500	10,299	17,700	18,900	19,845	20,837
<b>Total Town Attorney</b>	<b>\$ 333,338</b>	<b>330,734</b>	<b>\$ 361,600</b>	<b>\$ 408,200</b>	<b>\$ 428,610</b>	<b>\$ 450,041</b>





<u>ATTORNEY</u>	<u>2011/12 ACTUAL</u>	<u>2012/13 ACTUAL</u>	<u>2013/14 BUDGET</u>	<u>2014/15 PROPOSED</u>
<b>SALARIES &amp; WAGES</b>				
101-5-1418-00-5001 Full Time Employees	216,009	215,253	211,600	247,400
101-5-1418-00-5002 Part Time Employees	28,479	27,238	49,300	49,500
Total Salaries & Wages	244,488	242,491	260,900	296,900
<b>PERSONNEL BENEFITS</b>				
101-5-1418-00-5501 FICA	18,123	17,273	20,200	22,400
101-5-1418-00-5504 Retirement	23,015	25,745	28,700	33,100
101-5-1418-00-5700 Health/Life Insurance	25,711	22,838	19,800	23,800
101-5-1418-00-5701 Disability Insurance	543	515	700	300
101-5-1418-00-5800 Workers Compensation	602	728	900	1,400
Total Personnel Benefits	67,994	67,099	70,300	81,000
<b>SUPPLIES</b>				
101-5-1418-00-6001 Office Supplies	3,395	1,773	2,700	2,900
101-5-1418-00-6010 Books & Periodicals	7,155	7,026	7,200	6,200
101-5-1418-00-6013 Computer Equipment/Supplies	28	-	-	-
101-5-1418-00-6201 Building Repair Materials	89	429	1,000	500
101-5-1418-00-6700 Memberships/Dues/Subscript	1,520	1,525	1,600	1,600
101-5-1418-00-6990 Other Supplies	169	92	200	200
Total Supplies	12,356	10,845	12,700	11,400
<b>OTHER SERVICES &amp; CHARGES</b>				
101-5-1418-00-7100 Legal Services	-	-	5,000	5,000
101-5-1418-00-7103 Prosecution Services	423	600	1,500	1,500
101-5-1418-00-7300 Electricity Charges	1,698	1,758	2,000	2,600
101-5-1418-00-7301 Propane Gas Charges	1,118	1,254	1,200	1,200
101-5-1418-00-7306 Telephone	941	884	900	300
101-5-1418-00-7307 Postage / Freight	91	33	100	100
101-5-1418-00-7401 Building Repair & Maintenance	409	1,313	1,200	1,200
101-5-1418-00-7402 Office Equipment R&M	313	749	1,200	800
101-5-1418-00-7600 Travel	2,155	2,378	3,100	3,400
101-5-1418-00-7601 Registrations	1,352	1,207	1,300	1,400
101-5-1418-00-7900 Other Professional Services	-	123	200	1,400
Total Other Services & Charges	8,500	10,299	17,700	18,900
<b>TOTAL TOWN ATTORNEY</b>	<b>333,338</b>	<b>330,734</b>	<b>361,600</b>	<b>408,200</b>

# FINANCIAL SERVICES

**We endeavor to provide the best possible assistance to the people and employees of the Town of Payson by ensuring proper and timely accounting for both the financial and accounting activities of the Town.**

**Payson Town Complex  
303 N. Beeline Highway  
Payson, AZ 85541  
928-474-5242 X327**

**Hope Cribb—Finance Manager  
hcribb@paysonaz.gov**





>>>FINANCIAL SERVICES<<<

The Financial Services Department maintains the financial integrity of the Town of Payson through effective fiscal oversight. This is accomplished by providing effective accounting policies, procedures, systems and controls, by providing accurate and useful financial information to management, outside agencies and citizens; and producing financial audits of the Town Departments, agencies and funds.



. . . . . EXPENDITURE SUMMARY . . . . .

Operating Division	2011/12 Actual	2012/13 Actual	2013/14 Budget	2014/15 Proposed
Financial Services	341,599	319,597	332,300	353,500
Total Financial Serv Dept	341,599	319,597	332,300	353,500

. . . . . POSITION SUMMARY . . . . .

	2013/14	2014/15
Finance Manager	1.0	1.0
Accountant II	1.0	1.0
Budget Analyst I	1.0	1.0
Senior Finance Clerk	1.0	1.0
Grants Coordinator *	0.5	0.5
Total Filled Positions	4.5	4.5

\* Position filled with part-time employee pending economic recovery



**DIVISION DESCRIPTION**

Financial Services’ purpose is to provide responsive and accurate technical staff support to the Town Manager and all operating departments and to plan, manage and maintain the financial affairs of the Town. Financial Services is responsible for planning and maintaining the Town’s financial health through oversight of cash management, purchasing, accounts payable, capital assets, accounts receivable, grant monitoring, banking relations, monthly reporting, and debt service functions. The department is also responsible for the Town’s annual audit and budget process.

**2013/14 ACCOMPLISHMENTS**

- ✓ **Completed the 2012/13 Audit**
- ✓ **Continued to receive professional awards and recognition:**
  - \* **GFOA Certificate of Achievement for Excellence in Financial Reporting (16th consecutive year)**
  - \* **GFOA Distinguished Budget Presentation Award (16th consecutive year)**
  - \* **GFOA Certificate for the Popular Annual Financial Report (8th year)**

**CONTACT INFORMATION**

Hope Cribb  
Finance Manager  
(928) 474-5242 X327  
hcribb@paysonaz.gov

**PHYSICAL LOCATION**

Payson Town Complex  
Town Hall  
303 N Beeline Hwy.  
Payson, AZ 85541



**2014/  
2015  
GOALS**

- ⇒ Ensure excellent fiscal management to maintain public trust **KRA2:4 \***
- ⇒ Continue to enhance utilization of financial system and develop applications to facilitate transparency **KRA2:4 \***
- ⇒ Monitor impact of economic conditions on current financial position of Town **KRA2:3 \***
- ⇒ Continue to strengthen internal controls by updating policies and providing training to employees **KRA7:4 The Payson Team**
- ⇒ Continue to receive professional awards and recognition **KRA2:4 \***

\* = Financial Excellence

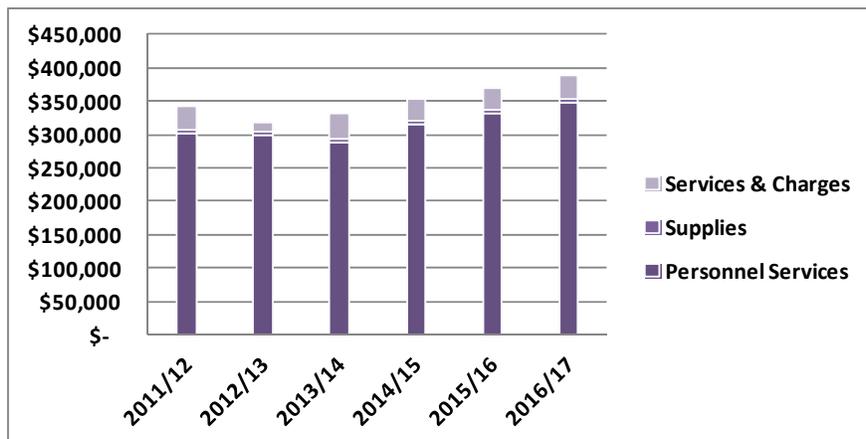
**BUDGET CHANGES—3 YEARS**

Description	2012/13 Actual	2013/14 Budget	% Change	2014/15 Proposed	% Change
Salaries & Wages	192,005	196,100	2.1%	205,000	4.5%
Personnel Benefits	107,093	92,600	-13.5%	112,000	21.0%
Supplies	4,531	4,500	-0.7%	4,500	0.0%
Other Services & Charges	15,968	39,100	144.9%	32,000	-18.2%
<b>Total Finance Services</b>	<b>319,597</b>	<b>332,300</b>	<b>4.0%</b>	<b>353,500</b>	<b>6.4%</b>

- FY13/14 Other Services included expenditures for an actuarial study
- FY13/14 Personnel Benefits did not include insurance benefit for Senior Finance Clerk—employee opted out
- FY14/15 Other Services was reduced since actuarial study wasn't required but funds for extra training were added

**BUDGET ANALYSIS—HISTORIC AND FORECAST**

Classification	2011/12 Actual	2012/13 Actual	2013/14 Budget	2014/15 Proposed	2015/16 Estimate	2016/17 Estimate
Personnel Services	\$ 303,212	299,098	\$ 288,700	\$ 317,000	\$ 332,850	\$ 349,493
Supplies	4,078	4,531	4,500	4,500	\$ 4,725	\$ 4,961
Services & Charges	34,309	15,968	39,100	32,000	\$ 33,600	\$ 35,280
<b>Total Financial Serv</b>	<b>\$ 341,599</b>	<b>319,597</b>	<b>\$ 332,300</b>	<b>\$ 353,500</b>	<b>\$ 371,175</b>	<b>\$ 389,734</b>





**FINANCIAL SERVICES**

	<b>2011/12 ACTUAL</b>	<b>2012/13 ACTUAL</b>	<b>2013/14 BUDGET</b>	<b>2014/15 PROPOSED</b>
<b>SALARIES &amp; WAGES</b>				
101-5-1407-00-5001 Full Time Employees	188,799	192,005	196,100	205,000
101-5-1407-00-5002 Part Time Employees	43,734	43,692	35,000	42,100
Total Salaries & Wages	232,533	235,697	231,100	247,100
<b>PERSONNEL BENEFITS</b>				
101-5-1407-00-5501 FICA	17,306	16,891	17,700	18,900
101-5-1407-00-5504 Retirement	24,759	25,601	26,000	28,100
101-5-1407-00-5700 Health/Life Insurance	27,321	19,577	12,400	21,400
101-5-1407-00-5701 Disability Insurance	585	563	600	300
101-5-1407-00-5800 Workers Comp Insurance	709	770	900	1,200
Total Personnel Benefits	70,679	63,402	57,600	69,900
<b>SUPPLIES</b>				
101-5-1407-00-6001 Office Supplies	2,673	2,417	3,000	3,000
101-5-1407-00-6010 Books & Periodicals	-	636	-	200
101-5-1407-00-6011 Small Tools/Minor Equipment	-	202	-	100
101-5-1407-00-6700 Membership/Dues/Subscript	190	250	500	200
101-5-1407-00-6990 Other Expenses	1,215	1,026	1,000	1,000
Total Supplies	4,078	4,531	4,500	4,500
<b>OTHER SERVICES &amp; CHARGES</b>				
101-5-1407-00-7002 Accounting/Auditing Services	14,559	15,052	35,300	15,600
101-5-1407-00-7306 Telephone	550	709	800	1,000
101-5-1407-00-7402 Office Equipment R&M	-	-	400	400
101-5-1407-00-7600 Travel	293	207	1,000	1,000
101-5-1407-00-7601 Registrations	-	-	600	1,000
101-5-1407-00-7900 Other Professional Services	18,908	-	1,000	13,000
Total Other Svcs & Charges	34,309	15,968	39,100	32,000
<b>TOTAL FINANCE</b>	<b>341,599</b>	<b>319,598</b>	<b>332,300</b>	<b>353,500</b>

# CENTRAL SERVICES

**Central services includes the costs for facilities, equipment, or services that are used on a Town-wide basis which cannot be easily or accurately apportioned out to operating departments or activities.**

**Town of Payson—Town Hall  
303 N. Beeline Highway  
Payson, AZ 85541  
928-474-5242**

**Hope Cribb—Finance Manager  
hcribb@paysonaz.gov**

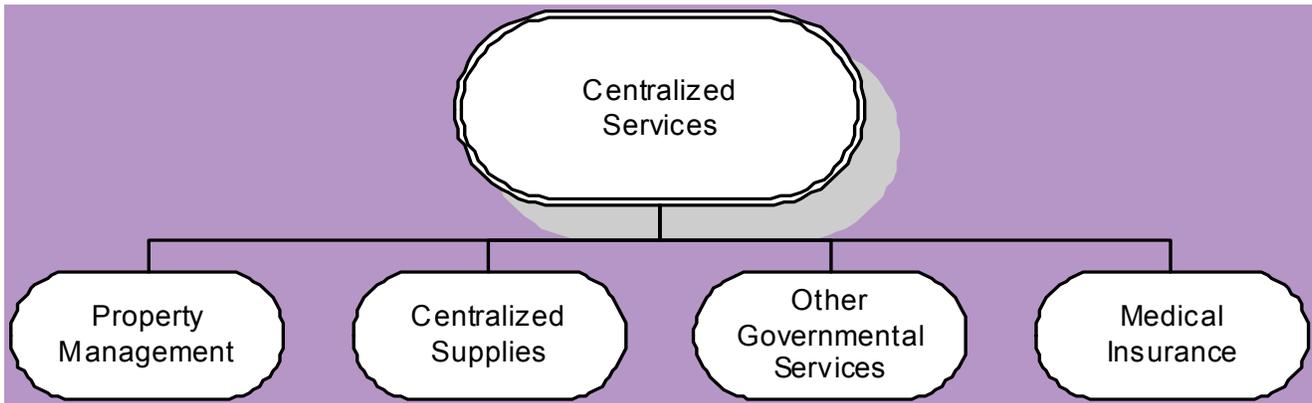




>>>CENTRAL SERVICES<<<

Central Services includes costs to maintain and operate the Town Hall building; costs to operate and maintain centralized office equipment such as computers and telephone equipment; general Town memberships in regional and professional agencies; community promotional expenses; and health insurance management.

Central Services is operationally organized into four divisions:



. . . . . EXPENDITURE SUMMARY . . . . .

Operating Division	2011/12 Actual	2012/13 Actual	2013/14 Budget	2014/15 Proposed
Property Management	110,795	124,463	124,100	120,600
Centralized Supplies	58,843	54,386	110,600	110,300
Other Governmental Services	374,775	442,078	476,400	484,000
Medical Insurance	3,260,050	2,628,469	2,353,900	2,402,300
<b>Total Department</b>	<b>3,804,463</b>	<b>3,249,396</b>	<b>3,065,000</b>	<b>3,117,200</b>

. . . . . POSITION SUMMARY . . . . .

	2013/14	2014/15
Receptionist	1.5	1.5
<b>Total Filled Positions</b>	<b>1.5</b>	<b>1.5</b>

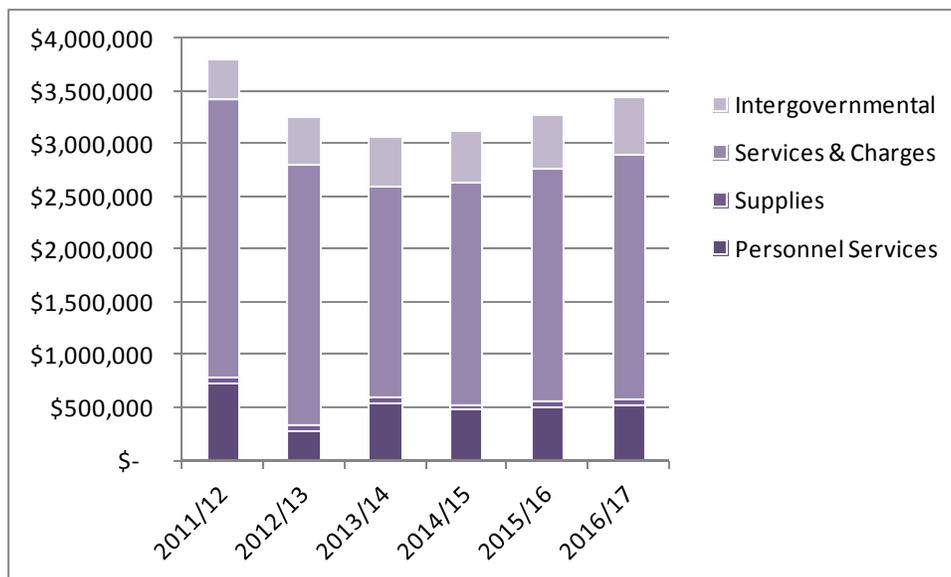


DEPARTMENT BUDGET CHANGES—3 YEARS

Description	2012/13 Actual	2013/14 Budget	% Change	2014/15 Proposed	% Change
Salaries & Wages	-	39,000	100.0%	40,100	2.8%
Personnel Benefits	279,304	511,600	83.2%	436,600	-14.7%
Supplies	48,842	49,600	1.6%	54,300	9.5%
Other Services & Charges	2,479,172	1,988,400	-19.8%	2,102,200	5.7%
Intergovernmental Services	442,078	476,400	7.8%	484,000	1.6%
<b>Total Central Services</b>	<b>3,249,396</b>	<b>3,065,000</b>	<b>-5.7%</b>	<b>3,117,200</b>	<b>1.7%</b>

DEPARTMENT BUDGET ANALYSIS—HISTORIC AND FORECAST

Classification	2011/12 Actual	2012/13 Actual	2013/14 Budget	2014/15 Proposed	2015/16 Estimate	2016/17 Estimate
Personnel Services	\$ 734,440	\$ 279,304	\$ 550,600	\$ 476,700	\$ 500,535	\$ 525,562
Supplies	49,042	48,842	49,600	54,300	57,015	59,866
Services & Charges	2,646,207	2,479,172	1,988,400	2,102,200	2,207,310	2,317,676
Intergovernmental	374,775	442,078	476,400	484,000	508,200	533,610
<b>Total Central Services</b>	<b>\$ 3,804,464</b>	<b>\$ 3,249,396</b>	<b>\$ 3,065,000</b>	<b>\$ 3,117,200</b>	<b>\$ 3,273,060</b>	<b>\$ 3,436,713</b>





**DIVISION DESCRIPTION**

The Property Management Division includes on-going costs to operate and maintain the Town Hall building. Other Town owned buildings and properties are included in the budgets of their respective departments. Included in this division are maintenance and utilities for the facilities.

**2013/14 ACCOMPLISHMENTS**

- ✓ **Managed facility in an efficient, cost effective manner**
- ✓ **Maintained facility in a manner that ensures safety and minimizes risks to property and persons**



**2014/  
2015  
GOALS**

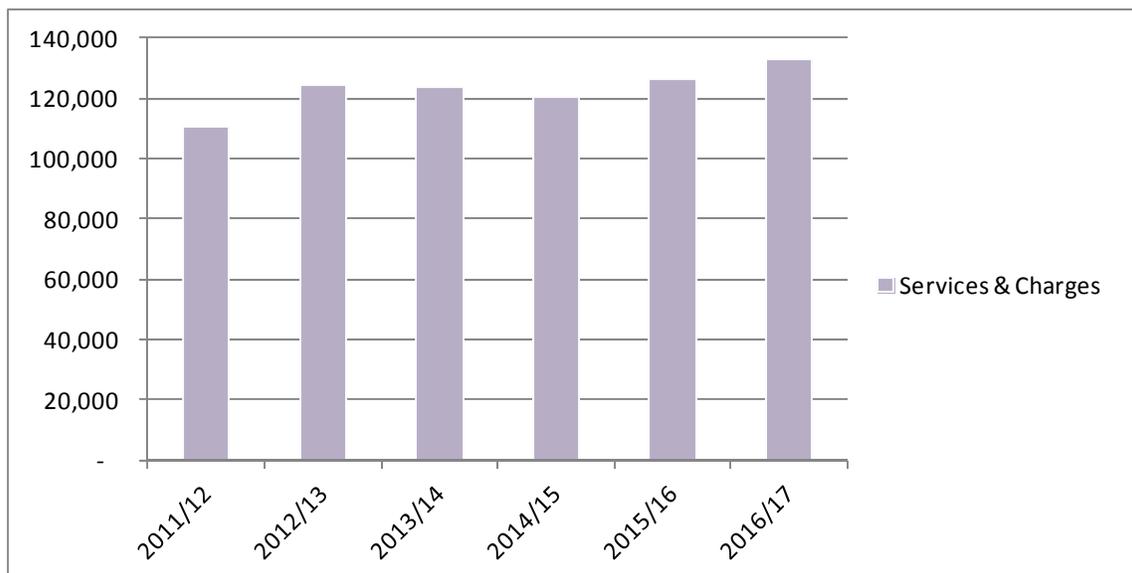
- ⇒ Operate facility in an efficient, cost effective manner **KRA3:4 Infrastructure**
- ⇒ Maintain facility in a manner that ensures safety and minimizes risks to property and person **KRA3:4 Infrastructure**

**DIVISION BUDGET CHANGES—3 YEARS**

Description	2012/13 Actual	2013/14 Budget	% Change	2014/15 Proposed	% Change
Other Services & Charges	124,463	124,100	-0.3%	120,600	-2.8%
<b>Total Property Management</b>	<b>124,463</b>	<b>124,100</b>	<b>-0.3%</b>	<b>120,600</b>	<b>-2.8%</b>

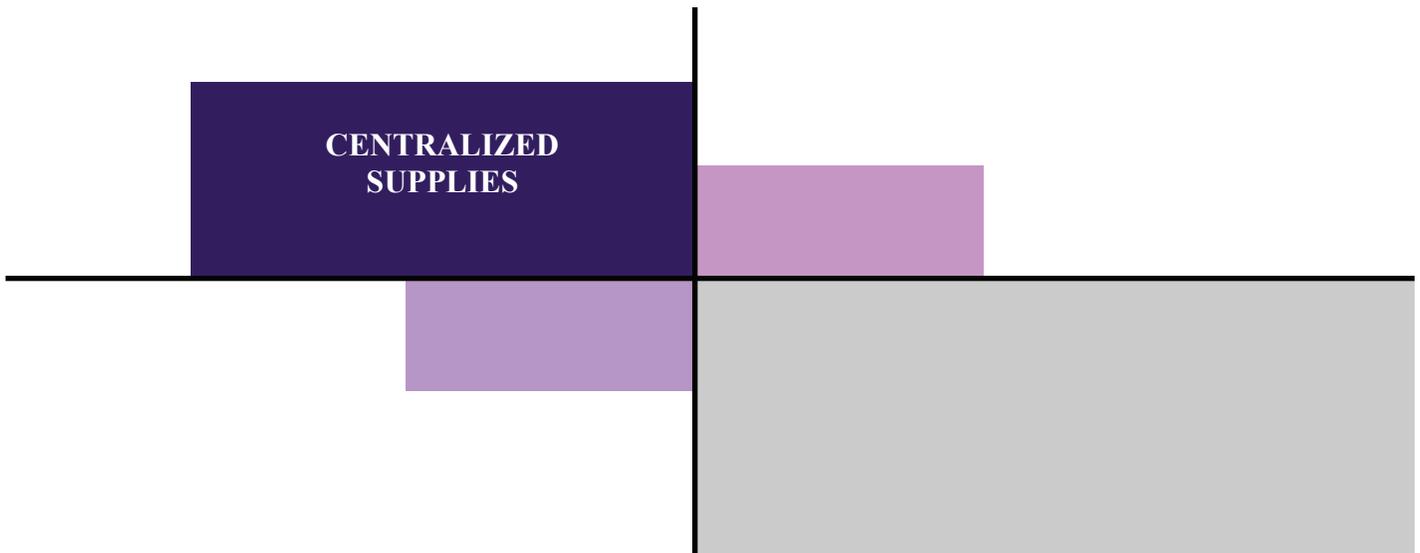
**DIVISION BUDGET ANALYSIS—HISTORIC AND FORECAST**

Classification	2011/12 Actual	2012/13 Actual	2013/14 Budget	2014/15 Proposed	2015/16 Estimate	2016/17 Estimate
Services & Charges	110,795	124,463	124,100	120,600	126,630	132,962
<b>Total Property Mgmt</b>	<b>\$ 110,795</b>	<b>124,463</b>	<b>\$ 124,100</b>	<b>\$ 120,600</b>	<b>\$ 126,630</b>	<b>\$ 132,962</b>



**PROPERTY MANAGEMENT - TOWN HALL**

	<b>2011/12</b>	<b>2012/13</b>	<b>2013/14</b>	<b>2014/15</b>
	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>BUDGET</b>	<b>PROPOSED</b>
<b>OTHER SERVICES &amp; CHARGES</b>				
101-5-1401-00-7900 Other Professional Services	3,794	1,962	3,500	9,200
101-5-1401-00-7300 Electricity	21,893	23,360	23,000	23,000
101-5-1401-00-7301 Propane Gas	2,452	3,240	3,000	3,000
101-5-1401-00-7302 Water	693	888	1,000	800
101-5-1401-00-7304 Sewer	468	468	500	500
101-5-1401-00-7305 Refuse Disposal	700	480	600	600
101-5-1401-00-7306 Telephone	45,478	60,562	50,000	40,000
101-5-1401-00-7401 Building R&M	4,968	5,063	10,000	10,000
101-5-1401-00-7402 Office Equipment R&M	-	-	500	500
101-5-1401-00-7404 Equipment R&M	16,675	13,347	17,000	18,000
101-5-1401-00-7502 Leased Equipment	13,675	15,093	15,000	15,000
Total Other Svcs & Charges	<u>110,795</u>	<u>124,463</u>	<u>124,100</u>	<u>120,600</u>
<b>TOTAL PROPERTY MGMT - TOWN HALL</b>	<u><u>110,795</u></u>	<u><u>124,463</u></u>	<u><u>124,100</u></u>	<u><u>120,600</u></u>



**DIVISION DESCRIPTION**

The Centralized Supplies Division provides centralized services for shared equipment and supplies where it is not feasible or efficient to allocate costs directly to the various departments. The Division provides supplies, equipment maintenance, and shared equipment for shared items such as photocopiers, FAX machines, binding system, telephone system, Kroy machine, etc. Also included are banking fees and public relations charges.

**2013/14 ACCOMPLISHMENTS**

- ✓ **Maintained office equipment in a manner that reduced downtime of critical functions**
- ✓ **Trained two clerical staff members (one full time and one part time) available to assist various departments as needed**



**2014/  
2015  
GOALS**

- ⇒ **Maintain office equipment to avoid downtime of critical functions** **KRA10:2 Technology**
- ⇒ **Renegotiate banking fees to reduce costs and improve services provided** **KRA2:4 Financial Excellence**
- ⇒ **Continue investigation of options for telephone services to consolidate services and reduce costs** **KRA10:2 Technology**

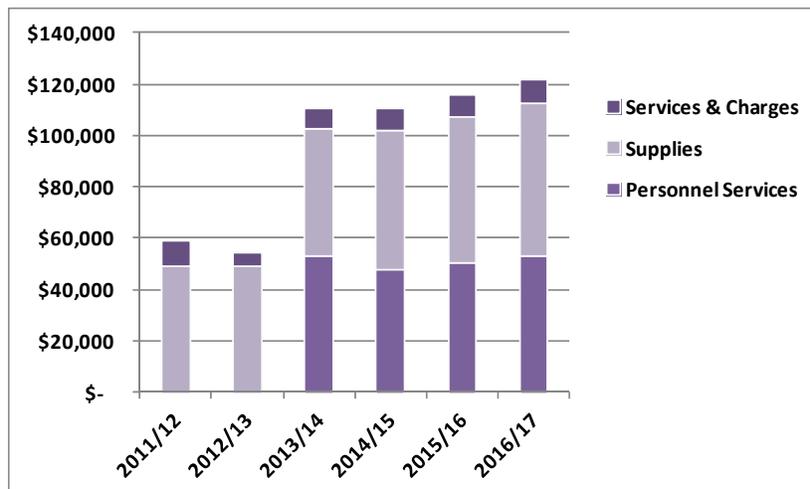
**DIVISION BUDGET CHANGES—3 YEARS**

Description	2012/13 Actual	2013/14 Budget	% Change	2014/15 Proposed	% Change
Salaries & Wages	-	39,000	100.0%	40,100	2.8%
Personnel Benefits	-	14,100	100.0%	7,900	-44.0%
Supplies	48,842	49,600	1.6%	54,300	9.5%
Other Services & Charges	5,544	7,900	42.5%	8,000	1.3%
<b>Total Centralized Supplies</b>	<b>54,386</b>	<b>110,600</b>	<b>103.4%</b>	<b>110,300</b>	<b>-0.3%</b>

- In FY13/14, two Receptionist positions (one full time & one part time) were added to this division causing the increase in Salaries & Wages and Personnel Benefits
- In FY14/15, Personnel Benefits decreased due to the fact that the employee selected a less expensive insurance option than the one that was originally budgeted in FY 13/14
- In FY12/13, postage expenditures were lower than normal causing the FY 13/14 budgeted amount to appear to be high

**DIVISION BUDGET ANALYSIS—HISTORIC AND FORECAST**

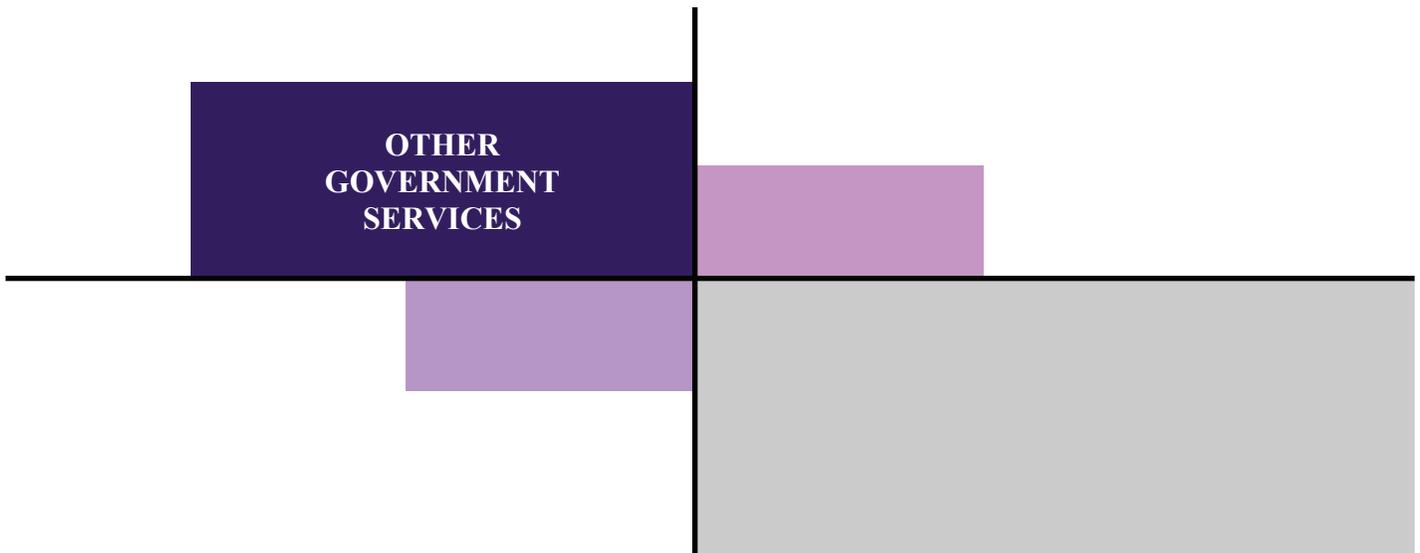
Classification	2011/12 Actual	2012/13 Actual	2013/14 Budget	2014/15 Proposed	2015/16 Estimate	2016/17 Estimate
Personnel Services	\$ -	\$ -	\$ 53,100	\$ 48,000	\$ 50,400	\$ 52,920
Supplies	49,042	48,842	49,600	54,300	57,015	59,866
Services & Charges	9,802	5,544	7,900	8,000	8,400	8,820
<b>Total Centralized Supply</b>	<b>\$ 58,844</b>	<b>\$ 54,386</b>	<b>\$ 110,600</b>	<b>\$ 110,300</b>	<b>\$ 115,815</b>	<b>\$ 121,606</b>





**CENTRALIZED SERVICES**

	<b>2011/12 ACTUAL</b>	<b>2012/13 ACTUAL</b>	<b>2013/14 BUDGET</b>	<b>2014/15 PROPOSED</b>
<b>SALARIES &amp; WAGES</b>				
101-5-1401-00-5001 Full Time Employees	-	-	26,000	26,500
101-5-1401-00-5002 Part Time Employees	-	-	13,000	13,600
Total Salaries & Wages	-	-	39,000	40,100
<b>PERSONNEL BENEFITS</b>				
101-5-1401-00-5501 FICA	-	-	3,000	3,100
101-5-1401-00-5504 Retirement	-	-	4,400	4,600
101-5-1401-00-5700 Health/Life Insurance	-	-	6,600	100
101-5-1401-00-5701 Disability Insurance	-	-	100	100
Total Personnel Benefits	-	-	14,100	7,900
<b>SUPPLIES</b>				
101-5-1401-00-6001 Office Supplies	4,114	4,517	4,000	5,000
101-5-1401-00-6002 Coffee Supplies	920	604	500	500
101-5-1401-00-6003 Cleaning Supplies	1,484	1,195	1,200	1,200
101-5-1401-00-6005 Safety Supplies	-	252	200	200
101-5-1401-00-6011 Small Tools/Minor Equip	-	-	100	100
101-5-1401-00-6201 R & M Supplies Building	150	580	500	500
101-5-1401-00-6302 R&M Supplies	99	-	200	500
101-5-1401-00-6600 Public Relations	92	-	-	-
101-5-1401-00-6700 Dues & Memberships	21,002	21,844	21,900	24,100
101-5-1401-00-6901 Taxes & Fees	121	197	-	200
101-5-1401-00-6903 Banking Fees	21,108	19,627	21,000	22,000
101-5-1401-00-6990 Other Expenses	(48)	26	-	-
Total Supplies	49,042	48,842	49,600	54,300
<b>OTHER SERVICES &amp; CHARGES</b>				
101-5-1401-00-7307 Postage	9,802	5,544	7,900	8,000
Total Other Svcs & Charges	9,802	5,544	7,900	8,000
 <b>TOTAL CENTRALIZED SUPPLIES</b>	 <u>58,843</u>	 <u>54,386</u>	 <u>110,600</u>	 <u>110,300</u>



**DIVISION DESCRIPTION**

The Other Government Services Division contains costs that are not particular to any one department or activity. The Division includes costs which are not technically expenditures but are uses of budgetary funds such as contributions to non-profit organizations and liability insurance costs.

**2013/14 ACCOMPLISHMENTS**

✓ **Provided support for two not-for-profit agencies**



2014/  
2015  
GOALS

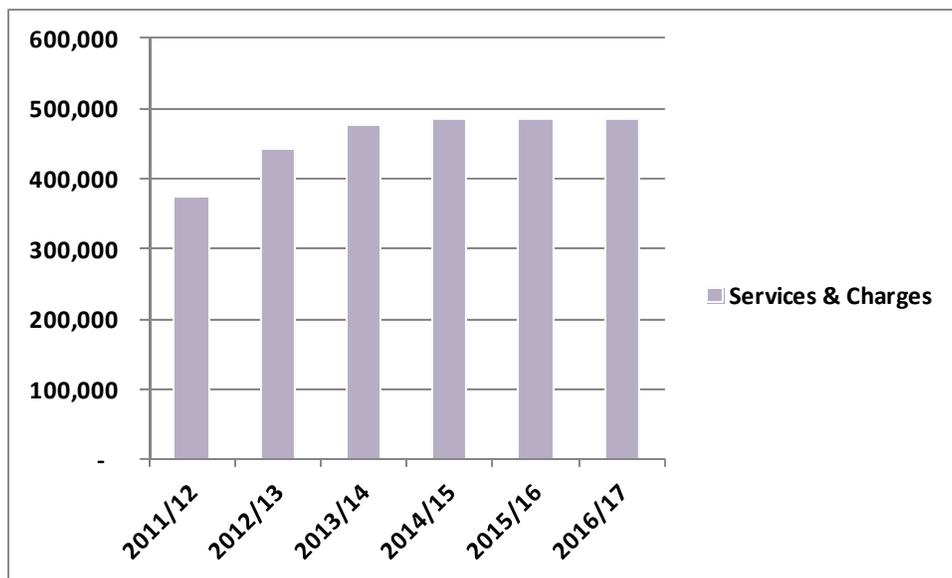
⇒ Continue to support funding to two not-for-profit agencies KRA7:5 The Payson Team

DIVISION BUDGET CHANGES—3 YEARS

Description	2012/13 Actual	2013/14 Budget	% Change	2014/15 Proposed	% Change
Intergovernmental Services	442,078	476,400	7.8%	484,000	1.6%
<b>Total Other Gov't Services</b>	<b>442,078</b>	<b>476,400</b>	<b>7.8%</b>	<b>484,000</b>	<b>1.6%</b>

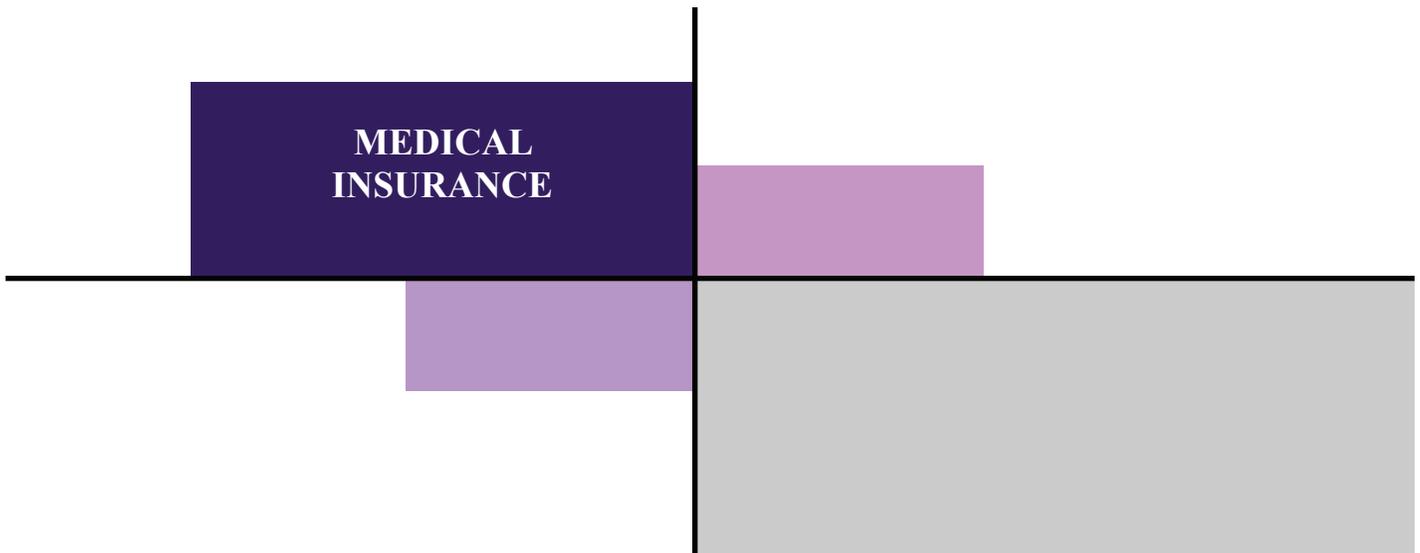
DIVISION BUDGET ANALYSIS—HISTORIC AND FORECAST

Classification	2011/12 Actual	2012/13 Actual	2013/14 Budget	2014/15 Proposed	2015/16 Estimate	2016/17 Estimate
Services & Charges	374,775	442,078	476,400	484,000	484,000	484,000
<b>Total Other Govt Serv</b>	<b>\$ 374,775</b>	<b>\$ 442,078</b>	<b>\$ 476,400</b>	<b>\$ 484,000</b>	<b>\$ 484,000</b>	<b>\$ 484,000</b>



**OTHER GOVERNMENTAL SERVICES**

	<b><u>2011/12 ACTUAL</u></b>	<b><u>2012/13 ACTUAL</u></b>	<b><u>2013/14 BUDGET</u></b>	<b><u>2014/15 PROPOSED</u></b>
<b>SERVICES &amp; CHARGES(Intergovernmental)</b>				
101-5-1401-00-7903 Property /Liability Insurance	240,063	323,822	337,000	342,600
101-5-1401-00-7904 Insurance Deductibles	8,312	1,856	3,000	5,000
101-5-1401-00-7104 Settlements	10,000	-	20,000	20,000
101-5-7401-03-7990 Contribution to Senior Center	80,400	80,400	80,400	80,400
101-5-7401-03-7990 Contribution to Chamber of Commerce	<u>36,000</u>	<u>36,000</u>	<u>36,000</u>	<u>36,000</u>
Total Services & Charges	<u>374,775</u>	<u>442,078</u>	<u>476,400</u>	<u>484,000</u>
 <b>TOTAL OTHER GOVT'L SERVICES</b>	 <u><u>374,775</u></u>	 <u><u>442,078</u></u>	 <u><u>476,400</u></u>	 <u><u>484,000</u></u>



**DIVISION DESCRIPTION**

Until July 1, 2010 the Town of Payson partially self-funded major medical and similar employee insured benefits. A special revenue fund was established to account for these funds. During the fiscal year 2010/11 budget process, it was determined that the cost of continuing to partially self fund employee/retiree insurance was not cost effective for the Town of Payson. The Town joined the Arizona Public Employer Health Pool. The pool administers the health and life insurance plans for the Town’s employees and retirees.

The expenditure amount for fiscal year 2012/13 was low due to the use of beginning fund balance of \$440,000 to supplement the fund. Although the 2013/14 fiscal year expenditures reflect an increase over the prior year, when the fund balance adjustment is taken into consideration an overall decrease was realized due to a change to medical plan options offered to employees and retirees. This change reduced the employer premium contribution by limiting the medical insurance plans available to high deductible plans. Although there was a 5% increase in health insurance premiums for fiscal year 2014/15, the proposed budget amount is lower than last year because many employees selected less expensive options.

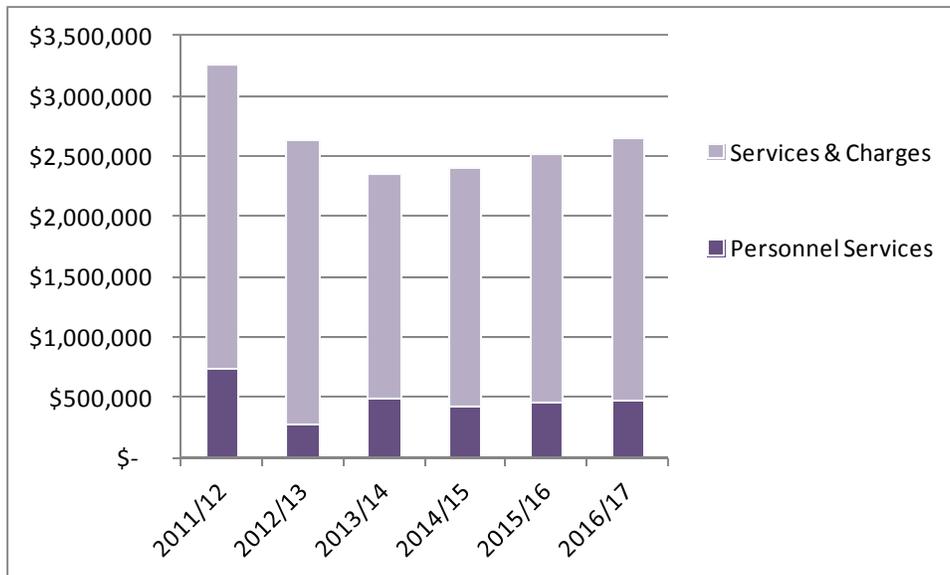
**DIVISION BUDGET CHANGES—3 YEARS**

Description	2012/13 Actual	2013/14 Budget	% Change	2014/15 Proposed	% Change
Personnel Benefits	279,304	497,500	78.1%	428,700	-13.8%
Other Services & Charges	2,349,165	1,856,400	-21.0%	1,973,600	6.3%
<b>Total Medical Insurance</b>	<b>2,628,469</b>	<b>2,353,900</b>	<b>-10.4%</b>	<b>2,402,300</b>	<b>2.1%</b>



DIVISION BUDGET ANALYSIS—HISTORIC AND FORECAST

Classification	2011/12 Actual	2012/13 Actual	2013/14 Budget	2014/15 Proposed	2015/16 Estimate	2016/17 Estimate
Personnel Services	\$ 734,440	279,304	\$ 497,500	\$ 428,700	\$ 450,135	\$ 472,642
Services & Charges	2,525,610	2,349,165	1,856,400	1,973,600	2,072,280	2,175,894
<b>Total Medical Insurance</b>	<b>\$ 3,260,050</b>	<b>\$ 2,628,469</b>	<b>\$2,353,900</b>	<b>\$ 2,402,300</b>	<b>\$ 2,522,415</b>	<b>\$ 2,648,536</b>



**MEDICAL INSURANCE BENEFIT**

	<b>2011/12 ACTUAL</b>	<b>2012/13 ACTUAL</b>	<b>2013/14 BUDGET</b>	<b>2014/15 PROPOSED</b>
<b>PERSONNEL BENEFITS</b>				
101-5-1401-00-5700 Health/Life Insurance	723,892	266,700	482,000	415,000
101-5-1401-00-5800 Workers Comp Insurance	2,710	2,873	3,500	3,700
101-5-1401-00-5801 Unemployment Compensation	7,838	9,731	12,000	10,000
Total Personnel Benefits	<u>734,440</u>	<u>279,304</u>	<u>497,500</u>	<u>428,700</u>
<b>OTHER SERVICES &amp; CHARGES</b>				
290-5-1401-01-7908 Insurance Premium	2,525,586	2,349,165	1,856,400	1,973,600
290-5-1401-01-7911 Program Admin	24	-	-	-
Total Other Svcs & Charges	<u>2,525,610</u>	<u>2,349,165</u>	<u>1,856,400</u>	<u>1,973,600</u>
<b>TOTAL MEDICAL INSURANCE BENEFIT</b>	<u><u>3,260,050</u></u>	<u><u>2,628,469</u></u>	<u><u>2,353,900</u></u>	<u><u>2,402,300</u></u>

# MAGISTRATE COURT

**The Magistrate Court is responsible for the adjudication of misdemeanor crimes, as well as traffic, Town Code violations and Uniform Development Code violations. These services are provided through a contract with the Gila County Justice Court.**

**The Payson Regional Justice of the Peace serves as the Payson Town Magistrate.**

**Court statistics are available at [www.azcourt.gov](http://www.azcourt.gov)**





>>>MAGISTRATE COURT<<<

The Magistrate Court is of limited jurisdiction and responsible for the adjudication of misdemeanors, petty offenses, and civil violations including traffic and Town ordinances which occur in the jurisdiction of the Town of Payson. The Court provides these services through an inter-local agreement with Gila County to act as the Town’s Magistrate Court. Under this agreement, the Town funds the Judge and Judge Pro-Tem. In addition, the Town funds certain costs related to the Magistrate Court. Accounting for the service of providing State-required defense of indigent defendants is also provided in this Department.



. . . . . EXPENDITURE SUMMARY . . . . .

Operating Division	2011/12 Actual	2012/13 Actual	2013/14 Budget	2014/15 Proposed
Magistrate Court	216,162	193,151	213,100	213,100
<b>Total Expenditures</b>	<b>216,162</b>	<b>193,151</b>	<b>213,100</b>	<b>213,100</b>

. . . . . POSITION SUMMARY . . . . .

	2013/14	2014/15
None	0	0
<b>Total Filled Positions</b>	<b>0</b>	<b>0</b>

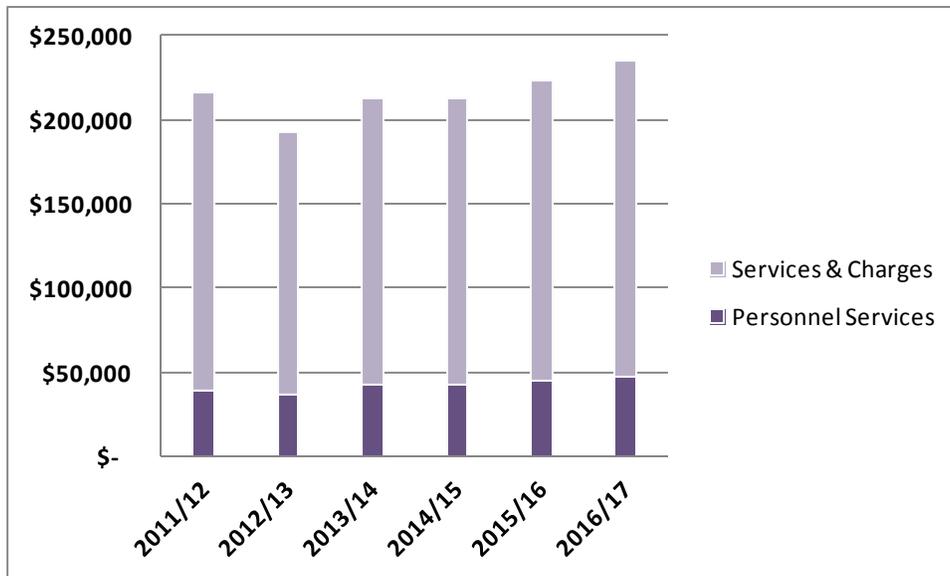


DEPARTMENT BUDGET CHANGES—3 YEARS

Description	2012/13 Actual	2013/14 Budget	% Change	2014/15 Proposed	% Change
Salaries & Wages	34,867	40,000	14.7%	40,000	0.0%
Personnel Benefits	2,667	3,100	16.2%	3,100	0.0%
Other Services & Charges	155,617	170,000	9.2%	170,000	0.0%
<b>Total Magistrate Court</b>	<b>193,151</b>	<b>213,100</b>	<b>10.3%</b>	<b>213,100</b>	<b>0.0%</b>

DEPARTMENT BUDGET ANALYSIS—HISTORIC AND FORECAST

Classification	2011/12 Actual	2012/13 Actual	2013/14 Budget	2014/15 Proposed	2015/16 Estimate	2016/17 Estimate
Personnel Services	\$ 39,787	37,534	\$ 43,100	\$ 43,100	\$ 45,255	\$ 47,518
Services & Charges	176,375	155,617	170,000	170,000	178,500	187,425
<b>Total Magistrate Court</b>	<b>\$ 216,162</b>	<b>\$ 193,151</b>	<b>\$ 213,100</b>	<b>\$ 213,100</b>	<b>\$ 223,755</b>	<b>\$ 234,943</b>



**MAGISTRATE COURT**

	<b>2011/12 ACTUAL</b>	<b>2012/13 ACTUAL</b>	<b>2013/14 BUDGET</b>	<b>2014/15 PROPOSED</b>
<b>SALARIES &amp; WAGES</b>				
101-5-1416-00-5001 Full Time Employees	36,917	34,867	40,000	40,000
Total Salaries & Wages	<u>36,917</u>	<u>34,867</u>	<u>40,000</u>	<u>40,000</u>
<b>PERSONNEL BENEFITS</b>				
101-5-1416-00-5501 FICA	2,870	2,667	3,100	3,100
Total Personnel Benefits	<u>2,870</u>	<u>2,667</u>	<u>3,100</u>	<u>3,100</u>
<b>OTHER SERVICES &amp; CHARGES</b>				
101-5-1416-00-7002 Accounting & Auditing	-	3,500	-	-
101-5-1416-00-7101 Indigent Defense	42,000	46,630	50,000	50,000
101-5-1416-00-7102 Prof Service-Court Contract	134,375	105,487	120,000	120,000
101-5-1416-00-7600 Travel	-	-	-	-
Total Other Services & Charges	<u>176,375</u>	<u>155,617</u>	<u>170,000</u>	<u>170,000</u>
<b>TOTAL MAGISTRATE COURT</b>	<u><u>216,162</u></u>	<u><u>193,151</u></u>	<u><u>213,100</u></u>	<u><u>213,100</u></u>

# POLICE DEPARTMENT

**It is the mission of the Payson Police Department to provide the highest quality of Police Services to our community. It is our responsibility to ensure that the people we serve can feel safe in their homes, at their place of business, in our schools, and wherever they may travel within the incorporated limits of the Town of Payson.**

**Town of Payson Police Department  
303 N. Beeline Highway  
Payson, AZ 85541  
928-474-5242 X220  
[www.paysonpolice.com](http://www.paysonpolice.com)**

**Donald B. Engler—Police Chief  
[dengler@paysonaz.gov](mailto:dengler@paysonaz.gov)**

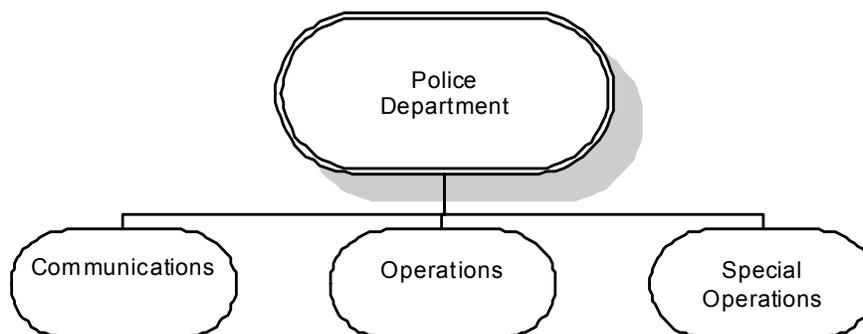




>>>POLICE DEPARTMENT<<<

The Police Department provides services for the protection of persons and property. These activities include:

- General law and traffic enforcement
- Criminal investigations
- Animal control
- Emergency service coordination and support



. . . EXPENDITURE SUMMARY . . .

Operating Division	2011/12 Actual	2012/13 Actual	2013/14 Budget	2014/15 Proposed
Communications	524,950	493,185	612,600	625,900
Operations	3,344,807	3,249,743	3,878,400	4,230,800
Special Operations	243,967	245,069	336,800	350,600
<b>Total Expenditures</b>	<b>4,113,724</b>	<b>3,987,997</b>	<b>4,827,800</b>	<b>5,207,300</b>

. . . . . POSITION SUMMARY . . . . .

	2013/14	2014/15
Police Chief	1.0	1.0
Lieutenant	1.0	1.0
Sergeant *	5.0	5.0
Detective/Investigator I & II	3.0	3.0
Police Officer I & II **	15.0	15.0
Special Enforcement Officer	2.0	2.0
Executive Assistant	1.0	1.0
Secretary ***	0.0	1.0
Property & Equipment Manager	1.0	1.0
Records Clerk	2.0	2.0
Records Administrator	1.0	1.0
Communications Supervisor	1.0	1.0
Senior Dispatcher	1.0	1.0
Dispatchers	8.0	8.0
Animal Control	1.0	1.0
<b>Total Positions</b>	<b>43.0</b>	<b>44.0</b>

\* One Sergeant position vacant pending economic recovery

\*\* Two Police Officer positions vacant pending economic recovery

\*\*\* In FY13/14, one Secretary position vacant pending economic recovery

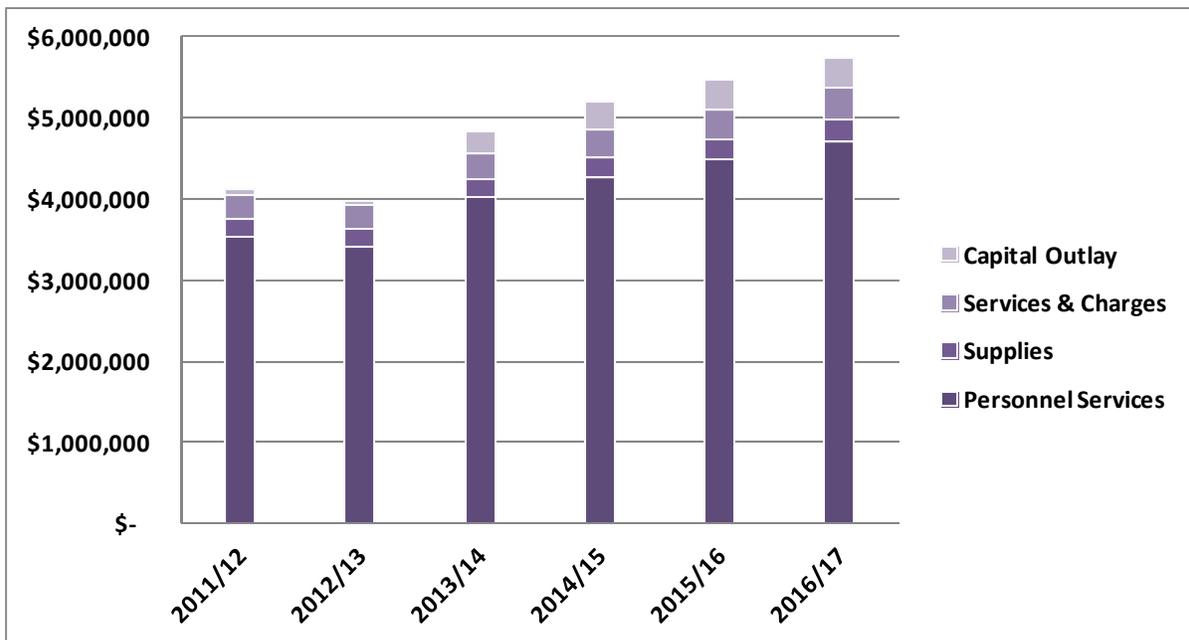


DEPARTMENT BUDGET CHANGES—3 YEARS

Description	2012/13 Actual	2013/14 Budget	% Change	2014/15 Proposed	% Change
Salaries & Wages	2,288,019	2,594,500	13.4%	2,706,100	4.3%
Personnel Benefits	1,120,093	1,438,200	28.4%	1,563,400	8.7%
Supplies	223,138	220,900	-1.0%	248,400	12.4%
Other Services & Charges	307,183	317,000	3.2%	348,500	9.9%
Capital Outlay	49,565	257,200	418.9%	340,900	32.5%
<b>Total Police Dept</b>	<b>3,987,998</b>	<b>4,827,800</b>	<b>21.1%</b>	<b>5,207,300</b>	<b>7.9%</b>

DEPARTMENT BUDGET ANALYSIS—HISTORIC AND FORECAST

Classification	2011/12 Actual	2012/13 Actual	2013/14 Budget	2014/15 Proposed	2015/16 Estimate	2016/17 Estimate
Personnel Services	\$ 3,536,652	\$ 3,408,112	\$ 4,032,700	\$ 4,269,500	\$ 4,482,975	\$ 4,707,124
Supplies	213,788	223,138	220,900	248,400	260,820	273,861
Services & Charges	303,393	307,183	317,000	348,500	365,925	384,221
Capital Outlay	59,891	49,565	257,200	340,900	357,945	375,842
<b>Total Police</b>	<b>\$ 4,113,724</b>	<b>\$3,987,998</b>	<b>\$ 4,827,800</b>	<b>\$ 5,207,300</b>	<b>\$ 5,467,665</b>	<b>\$ 5,741,048</b>





**COMMUNICATIONS  
DIVISION**

The Police Communications Division mission is to provide Emergency Communications Services for the Public Safety Agencies and the Community we serve.

**DIVISION DESCRIPTION**

The Town of Payson provides Communications for both Police and Fire Dispatch, and E-911 services for Payson telephone prefix numbers 474, 468, and 472. The E-911 Emergency System is designed to assist the citizens of Payson with easy accessibility to the Police, Fire, and Emergency Medical Services.

**2013/14 ACCOMPLISHMENTS**

- ✓ **The 9-1-1 Phase II upgrade which will allow us to obtain locations and call back numbers for wireless 9-1-1 calls is moving forward as scheduled with most improvements completed.**
- ✓ **Considerable progress has been made on the mobile command center which now functions as a stand alone dispatch center. We now have satellite communication capabilities as well as an on-site camera monitoring of large scale events.**

Contact Information

Emergency—9-1-1  
Police Administration (928) 474-5242 X220  
Non-Emergency (928) 474-5177

[Www.paysonpolice.com](http://www.paysonpolice.com)

Physical Location

Town of Payson—Police Building  
303 N. Beeline Hwy.  
Payson, AZ 85541

Donald Engler—Police Chief



2014/  
2015  
GOALS

- ⇒ Continued recruitment for the position of 911 dispatchers **KRA7:1 The Payson Team**
- ⇒ Return to solidified training program for current dispatcher personnel **KRA 7:2 The Payson Team**
- ⇒ Assessment of the Dispatch Training Academy used in 2014 **KRA 7:4 The Payson Team**
- ⇒ Develop a communication link to the community for emergency communication **KRA 8:4 Public Safety**

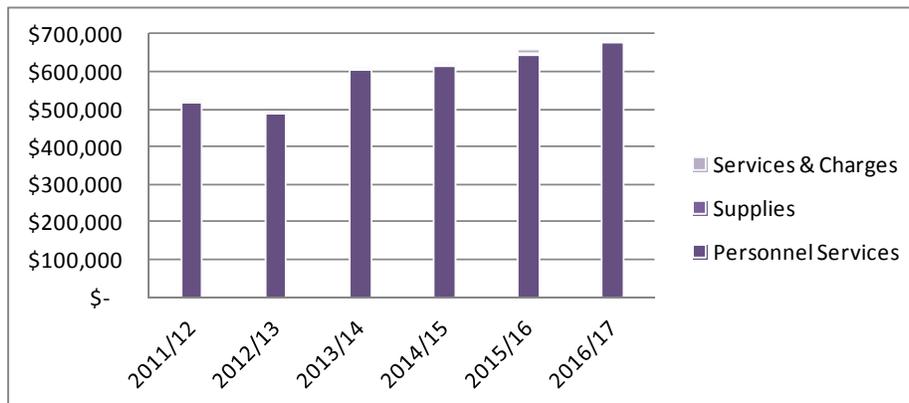
**DIVISION BUDGET CHANGES—3 YEARS**

Description	2012/13 Actual	2013/14 Budget	% Change	2014/15 Proposed	% Change
Salaries & Wages	400,786	460,500	14.9%	477,400	3.7%
Personnel Benefits	88,472	145,700	64.7%	136,600	-6.2%
Supplies	1,824	1,400	-23.2%	4,600	228.6%
Other Services & Charges	2,103	5,000	137.8%	7,300	46.0%
<b>Total Communications</b>	<b>493,185</b>	<b>612,600</b>	<b>24.2%</b>	<b>625,900</b>	<b>2.2%</b>

- FY13/14 Personnel Benefits increased because medical insurance premiums budgeted for vacant positions was higher than the new employees’ plan selections
- Supplies fluctuated due to the fact that office supplies were budgeted under the Operations Division until FY14/15 when they were broken out under this division
- Other Services & Charges budgets have continued to increase as greater allocations are being made for training of new employees

**DIVISION BUDGET ANALYSIS—HISTORIC AND FORECAST**

Classification	2011/12 Actual	2012/13 Actual	2013/14 Budget	2014/15 Proposed	2015/16 Estimate	2016/17 Estimate
Personnel Services	\$ 519,396	\$ 489,258	\$ 606,200	\$ 614,000	\$ 644,700	\$ 676,935
Supplies	1,153	1,824	1,400	4,600	4,830	5,072
Services & Charges	4,401	2,103	5,000	7,300	7,665	8,048
<b>Total Communications</b>	<b>\$ 524,950</b>	<b>\$ 493,185</b>	<b>\$ 612,600</b>	<b>\$ 625,900</b>	<b>\$ 657,195</b>	<b>\$ 690,055</b>





**COMMUNICATIONS**

	<b>2011/12 ACTUAL</b>	<b>2012/13 ACTUAL</b>	<b>2013/14 BUDGET</b>	<b>2014/15 PROPOSED</b>
<b>SALARIES &amp; WAGES</b>				
101-5-2421-00-5001 Full Time Employees	344,051	323,488	416,800	412,700
101-5-2421-00-520X Overtime Pay	36,499	44,298	43,700	52,700
101-5-2421-00-5990 Shift Differential	12,082	12,136	12,000	12,000
Total Salaries & Wages	<u>392,632</u>	<u>379,922</u>	<u>472,500</u>	<u>477,400</u>
<b>PERSONNEL BENEFITS</b>				
101-5-2421-00-5501 FICA	29,014	26,852	33,700	36,500
101-5-2421-00-5504 Retirement	40,890	40,178	49,800	54,800
101-5-2421-00-5700 Health/Life Insurance	54,800	40,273	47,100	42,200
101-5-2421-00-5701 Disability Insurance	965	883	1,200	600
101-5-2421-00-5800 Workers Comp Insurance	1,095	1,149	1,900	2,500
Total Personnel Benefits	<u>126,764</u>	<u>109,335</u>	<u>133,700</u>	<u>136,600</u>
<b>SUPPLIES</b>				
101-5-2124-00-6001 Office Supplies	-	468	-	2,000
101-5-2421-00-6011 Small Tools/Minor Equipment	1,153	919	1,000	2,000
101-5-2421-00-6600 Public Relations	-	437	400	400
101-5-2421-00-6700 Memberships/Dues/Subscript	-	-	-	200
Total Supplies	<u>1,153</u>	<u>1,824</u>	<u>1,400</u>	<u>4,600</u>
<b>OTHER SERVICES &amp; CHARGES</b>				
101-5-2421-00-7402 Office Equipment R&M	2,779	515	2,000	2,000
101-5-2421-00-7600 Travel	-	155	600	1,500
101-5-2421-00-7601 Registrations	25	-	600	2,000
101-5-2421-00-7900 Other Professional Services	1,597	1,433	1,800	1,800
Total Other Svcs & Charges	<u>4,401</u>	<u>2,103</u>	<u>5,000</u>	<u>7,300</u>
<b>TOTAL COMMUNICATIONS</b>	<u><u>524,949</u></u>	<u><u>493,184</u></u>	<u><u>612,600</u></u>	<u><u>625,900</u></u>



**OPERATIONS  
DIVISION**

It is the mission of the Payson Police Department to provide the highest quality of Police Service to our community. It is our responsibility to ensure that the people we serve can feel safe in their homes, at their place of business, in our schools, and wherever they may travel within the incorporated limits of the Town of Payson.

**DIVISION DESCRIPTION**

The Police Department provides protection of life and property from criminal related activities in the community. Other responsibilities include the safe and expeditious movement of traffic, crime prevention, narcotics-gang interdiction and intelligence, school-liaison, DARE, and other Community Service Programs. The Department maintains close relations with Gila County, State, and Federal law enforcement agencies.

**2013/14 ACCOMPLISHMENTS**

- ✓ We continued to reduce our housing cost for prisoners by utilizing a cite and release program on low level criminal activity.
- ✓ For the second year in a row, the Town was able to include merit pay increases in the budget which will help us retain high quality staff.



**2014/  
2015  
GOALS**

- ⇒ Develop revenues to support our fleet operations **KRA 8:2 Public Safety**
- ⇒ Continue to support specialty training especially in the areas of high liability **KRA7:4 The Payson Team & KRA8:2 Public Safety**
- ⇒ Support training costs associated with the specialty of the investigations division **KRA7:4 The Payson Team & KRA8:2 Public Safety**
- ⇒ Upgrade communications equipment, especially radio communications systems **KRA8:2 Public Safety**

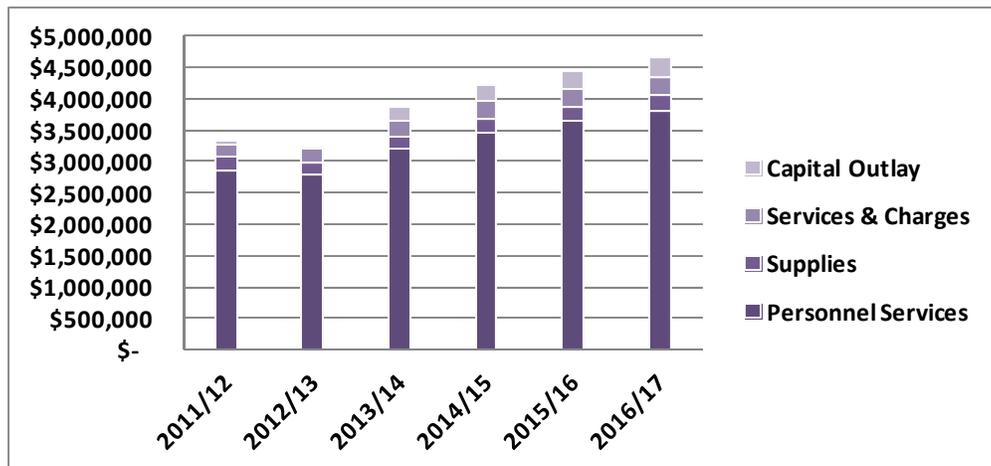
**DIVISION BUDGET CHANGES—3 YEARS**

Description	2012/13 Actual	2013/14 Budget	% Change	2014/15 Proposed	% Change
Salaries & Wages	1,826,916	1,980,800	8.4%	2,115,000	6.8%
Personnel Benefits	969,350	1,220,600	25.9%	1,355,600	11.1%
Supplies	203,109	207,500	2.2%	229,200	10.5%
Other Services & Charges	215,803	232,300	7.6%	260,100	12.0%
Capital	34,565	237,200	586.2%	270,900	14.2%
<b>Total Operations</b>	<b>3,249,743</b>	<b>3,878,400</b>	<b>19.3%</b>	<b>4,230,800</b>	<b>9.1%</b>

- Personnel Benefits increased due to the fact that insurance for vacant positions is budgeted at the highest premium but many new employees selected less expensive plans
- Changes in Capital reflect the availability of grant funding

**DIVISION BUDGET ANALYSIS—HISTORIC AND FORECAST**

Classification	2011/12 Actual	2012/13 Actual	2013/14 Budget	2014/15 Proposed	2015/16 Estimate	2016/17 Estimate
Personnel Services	\$ 2,875,476	\$ 2,796,266	\$ 3,201,400	\$ 3,470,600	\$ 3,644,130	\$ 3,826,337
Supplies	202,938	203,109	207,500	229,200	240,660	252,693
Services & Charges	206,502	215,803	232,300	260,100	273,105	286,760
Capital Outlay	59,891	34,565	237,200	270,900	284,445	298,667
<b>Total Operations</b>	<b>\$ 3,344,807</b>	<b>\$3,249,743</b>	<b>\$ 3,878,400</b>	<b>\$ 4,230,800</b>	<b>\$ 4,442,340</b>	<b>\$ 4,664,457</b>





**OPERATIONS**

	<b>2011/12 ACTUAL</b>	<b>2012/13 ACTUAL</b>	<b>2013/14 BUDGET</b>	<b>2014/15 PROPOSED</b>
<b>SALARIES &amp; WAGES</b>				
101-5-2421-01-50xx Full Time Employees	1,622,988	1,586,036	1,702,000	1,852,000
101-5-2421-01-52xx Overtime Pay	229,920	215,360	247,800	232,000
101-5-2421-01-5990 Shift Differential	30,134	25,520	31,000	31,000
Total Salaries & Wages	1,883,041	1,826,916	1,980,800	2,115,000

**PERSONNEL BENEFITS**

101-5-2421-01-5501 FICA	142,283	131,630	136,600	163,000
101-5-2421-01-5504 Retirement	455,019	488,310	725,400	731,400
101-5-2421-01-5700 Health/Life Insurance	242,815	191,270	152,000	192,800
101-5-2421-01-5701 Disability Insurance	512	486	1,300	300
101-5-2421-01-5800 Workers Comp Insurance	127,307	130,524	177,300	240,100
101-5-2421-01-5901 Uniform Allowance	24,500	27,130	28,000	28,000
Total Personnel Benefits	992,435	969,350	1,220,600	1,355,600

**SUPPLIES**

101-5-2421-01-6001 Office Supplies	5,911	11,752	10,000	11,000
101-5-2421-01-6002 Coffee Supplies	-	-	-	500
101-5-2421-01-6003 Cleaning Supplies	1,178	1,547	1,500	1,800
101-5-2421-01-6004 Film Supplies	32	-	-	-
101-5-2421-01-6005 Safety/Program Supplies	65	99	100	3,100
101-5-2421-01-6006 Clothing Reimbursement	1,905	550	2,000	500
101-5-2421-01-6009 Volunteer Program	5,171	2,399	3,000	4,000
101-5-2421-01-6011 Small Tools/Minor Equipmen	24,111	24,266	35,000	35,000
101-5-2421-01-6101 Canine Supplies	2,905	2,733	3,000	3,000
101-5-2421-01-6102 Weapons/Ammunition	14,663	9,781	15,000	15,000
101-5-2421-01-6201 Building R&M Supplies	252	571	1,000	3,000
101-5-2421-01-6300 Vehicle Fuels	87,379	85,297	80,000	85,000
101-5-2421-01-6302 Vehicle R&M Parts	46,400	47,535	43,000	50,000
101-5-2421-01-6600 Public Relations	205	911	800	800
101-5-2421-01-6700 Dues & Memberships	1,770	2,138	2,100	3,500
101-5-2421-01-6904 Contingency Account	14	83	-	-
101-5-2421-01-699x Other Expenses	10,976	13,447	11,000	13,000
Total Supplies	202,938	203,109	207,500	229,200

**OTHER SERVICES & CHARGES**

101-5-2421-01-7300 Electricity	18,738	22,429	22,000	24,000
101-5-2421-01-7301 Propane Gas	7,051	8,510	7,000	7,000
101-5-2421-01-7302 Water	692	1,041	900	1,000
101-5-2421-01-7304 Sewage	480	480	500	500



**OPERATIONS**

	<b>2011/12 ACTUAL</b>	<b>2012/13 ACTUAL</b>	<b>2013/14 BUDGET</b>	<b>2014/15 PROPOSED</b>
101-5-2421-01-7305 Refuse Disposal	700	500	600	600
101-5-2421-01-7306 Telephone	32,052	26,082	30,000	30,000
101-5-2421-01-7307 Postage	247	184	300	300
101-5-2421-01-7401 Building R&M	4,983	6,708	10,000	12,000
101-5-2421-01-7402 Office Equipment R&M	8,132	1,784	1,500	500
101-5-2421-01-7404 Equipment R&M	5,001	6,809	6,500	5,000
101-5-2421-01-7405 Vehicle R&M	6,719	5,840	5,000	7,000
101-5-2421-01-7500 Rental of Land & Buildings	7,169	11,562	10,000	10,000
101-5-2421-01-7502 Leased Equipment	2,179	2,958	3,000	3,000
101-5-2421-01-7600 Travel	7,647	11,901	7,400	9,000
101-5-2421-01-7601 Registrations	2,462	3,290	2,500	5,000
101-5-2421-01-7900 Other Professional Services	84,158	84,199	102,000	97,200
101-5-2421-01-7902 Impound Vehicle Tow	1,867	(1,769)	-	-
101-5-2421-01-7910 Printing & Binding	2,831	2,988	3,000	3,000
210-5-2421-01-7912 JAG Recovery Act	10,005	8,184	14,600	15,000
210-5-2421-01-7914 Donations	3,388	12,123	5,500	30,000
Total Other Services & Charge	206,502	215,803	232,300	260,100
 <b>CAPITAL OUTLAY</b>				
101-5-2421-02-8534 Satellite Equipment	-	-	-	11,000
403-5-2412-01-8765 HSG Hillcrest Base Radio	-	-	-	46,500
403-5-2412-01-8772 Law Enforce-HSG Radio Proj	59,891	23,125	-	-
403-5-2412-01-8773 Mobile Repeaters	-	-	32,200	32,200
403-5-2421-01-8762 LE-GOHS Grant	-	-	45,000	-
409-5-2421-01-8900 Unallocated	-	-	-	41,200
425-5-2421-16-8407 CAD Police/Fire Comm	-	11,440	160,000	140,000
Total Capital Outlay	59,891	34,565	237,200	270,900
 <b>TOTAL OPERATIONS</b>	 3,344,807	 3,249,743	 3,878,400	 4,230,800

**SPECIAL OPERATIONS**

It is the mission of the Payson Police Department to provide the highest quality of Police Service to our community. It is our responsibility to ensure that the people we serve can feel safe in their homes, at their place of business, in our schools, and wherever they may travel within the incorporated limits of the Town of Payson.

**DIVISION DESCRIPTION**



The Special Operations Division includes Animal Control, School Resource Officers, Law Enforcement Grants, and Narcotics Enforcement. Animal Control is responsible for the enforcement of all animal control laws, protecting citizens from zootoxic diseases (such as rabies); providing security to citizens from annoyance, intimidation, and injury from animals; protecting animals from abuse, neglect, and inhumane treatment. Various grants and Intergovernmental Agreements (IGA) are utilized by the Police Department for funding programs such as School Resource Officers, D.A.R.E. programs, DUI enforcement and Traffic Enforcement.



**CONTACT INFORMATION**

D.A.R.E.  
Jason Hazelo  
jhazelo@paysonaz.gov

Animal Control  
(928) 474-5177

Police Chief  
Don Engler  
dengler@paysonaz.gov

Emergency 9-1-1  
Admin (928) 474-5242 X220  
NonEmergency (928) 474-5177  
www.paysonpolice.com



## 2013/14 ACCOMPLISHMENTS

- ✓ Transitioned from specifically investigating methamphetamine drug activity to broader investigations including narcotic (heroin) drug use and successfully prosecuted drug offenders
- ✓ We were successful in continuing the School Resource Officer program which is quite an accomplishment in the very competitive grant cycle. Although we failed to secure the placement of two SROs, we were able to retain one SRO position.
- ✓ Partnered with the Governor’s Office of Highway Safety (GOHS) to have a full time officer in place to deal with traffic enforcement in the community. GOHS provided the funding for a fully equipped vehicle and the Payson Police supported the program with personnel costs.

### 2014/15 GOALS

- ⇒ Continue the strong enforcement presence in both methamphetamine and heroin drug offenses  
**KRA8:3 Public Safety**
- ⇒ Attempt to develop other revenue to support a second School Resource Officer (SRO) position  
**KRA8:1, KRA8:2 & KRA8:5 Public Safety**
- ⇒ Develop funding to support extensive specialty training for the department’s Special Response Team  
**KRA8:1, KRA8:2 & KRA8:5 Public Safety**

### DIVISION BUDGET CHANGES—3 YEARS

#### ANIMAL CONTROL

Description	2012/13 Actual	2013/14 Budget	% Change	2014/15 Proposed	% Change
Salaries & Wages	38,413	39,800	3.6%	32,000	-19.6%
Personnel Benefits	12,964	12,900	-0.5%	15,400	19.4%
Supplies	4,339	4,500	3.7%	4,600	2.2%
Other Services & Charges	89,277	75,700	-15.2%	76,100	0.5%
<b>Total Animal Control</b>	<b>144,993</b>	<b>132,900</b>	<b>-8.3%</b>	<b>128,100</b>	<b>-3.6%</b>



DIVISION BUDGET CHANGES—3 YEARS (CONTINUED)

SCHOOL RESOURCE

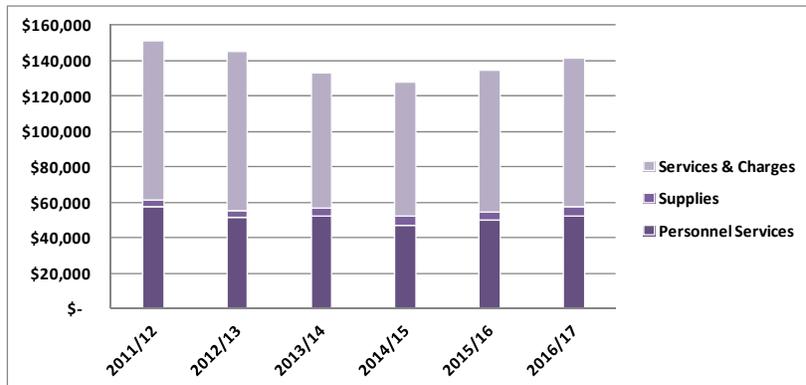
Description	2012/13 Actual	2013/14 Budget	% Change	2014/15 Proposed	% Change
Salaries & Wages	42,768	101,400	137.1%	81,700	-19.4%
Personnel Benefits	28,442	71,000	149.6%	55,800	-21.4%
Supplies	733	500	-31.8%	-	-100.0%
<b>Total School Resource</b>	<b>71,943</b>	<b>172,900</b>	<b>140.3%</b>	<b>137,500</b>	<b>-20.5%</b>

POLICE GRANTS

Description	2012/13 Actual	2013/14 Budget	% Change	2014/15 Proposed	% Change
Supplies	13,133	7,000	-46.7%	10,000	42.9%
Services	-	4,000	100.0%	5,000	25.0%
Capital Outlay	15,000	20,000	33.3%	70,000	250.0%
<b>Total Police Grants</b>	<b>28,133</b>	<b>31,000</b>	<b>10.2%</b>	<b>85,000</b>	<b>174.2%</b>

ANIMAL CONTRIL DIVISION BUDGET ANALYSIS—HISTORIC AND FORECAST

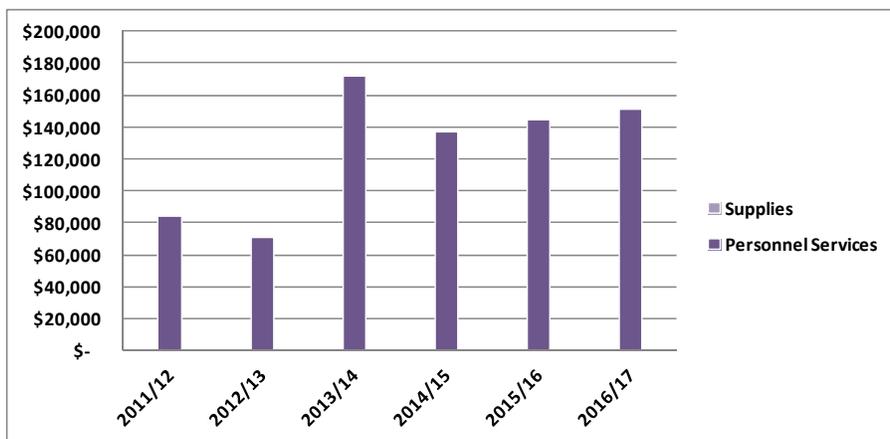
Classification	2011/12 Actual	2012/13 Actual	2013/14 Budget	2014/15 Proposed	2015/16 Estimate	2016/17 Estimate
Personnel Services	\$ 57,300	\$ 51,377	\$ 52,700	\$ 47,400	\$ 49,770	\$ 52,259
Supplies	4,400	4,339	4,500	4,600	\$ 4,830	\$ 5,072
Services & Charges	89,313	89,277	75,700	76,100	\$ 79,905	\$ 83,900
<b>Total Animal Control</b>	<b>\$ 151,013</b>	<b>\$ 144,993</b>	<b>\$ 132,900</b>	<b>\$ 128,100</b>	<b>\$ 134,505</b>	<b>\$ 141,230</b>





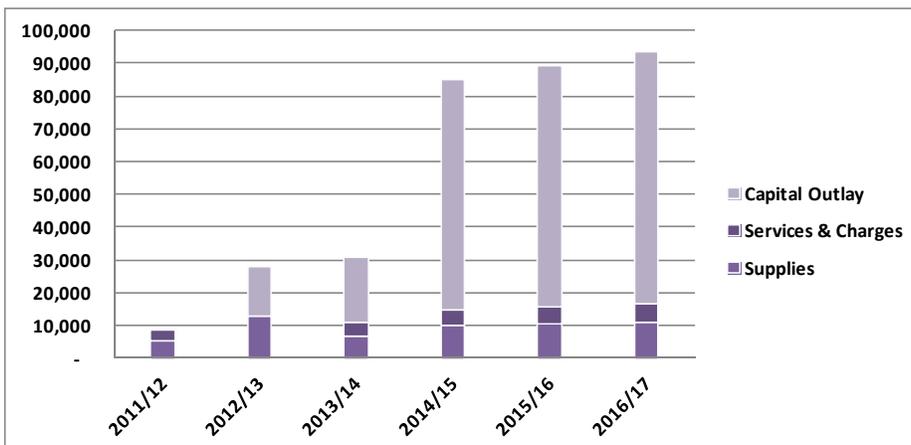
SCHOOL RESOURCE OFFICER DIVISION BUDGET ANALYSIS—HISTORIC AND FORECAST

Classification	2011/12 Actual	2012/13 Actual	2013/14 Budget	2014/15 Proposed	2015/16 Estimate	2016/17 Estimate
Personnel Services	\$ 84,480	\$ 71,210	\$ 172,400	\$ 137,500	\$ 144,375	\$ 151,594
Supplies	-	733	500	-	\$ -	\$ -
<b>Total SRO</b>	<b>\$ 84,480</b>	<b>\$ 71,943</b>	<b>\$ 172,900</b>	<b>\$ 137,500</b>	<b>\$ 144,375</b>	<b>\$ 151,594</b>



POLICE GRANTS DIVISION BUDGET ANALYSIS—HISTORICAL AND FORECAST

Classification	2011/12 Actual	2012/13 Actual	2013/14 Budget	2014/15 Proposed	2015/16 Estimate	2016/17 Estimate
Supplies	5,297	13,133	7,000	10,000	\$ 10,500	\$ 11,025
Services & Charges	3,177	-	4,000	5,000	\$ 5,250	\$ 5,513
Capital Outlay	-	15,000	20,000	70,000	\$ 73,500	\$ 77,175
<b>Total Grants</b>	<b>\$ 8,474</b>	<b>\$ 28,133</b>	<b>\$ 31,000</b>	<b>\$ 85,000</b>	<b>\$ 89,250</b>	<b>\$ 93,713</b>





**ANIMAL CONTROL**

		<b>2011/12</b>	<b>2012/13</b>	<b>2013/14</b>	<b>2014/15</b>
		<b>ACTUAL</b>	<b>ACTUAL</b>	<b>BUDGET</b>	<b>PROPOSED</b>
<b>SALARIES &amp; WAGES</b>					
101-5-7421-17-5001	Full Time Employees	38,376	38,275	39,300	31,500
101-5-7421-17-5200	Overtime Pay	28	138	500	500
	Total Salaries & Wages	<u>38,403</u>	<u>38,413</u>	<u>39,800</u>	<u>32,000</u>
<b>PERSONNEL BENEFITS</b>					
101-5-7421-17-5501	FICA	2,798	2,813	3,000	2,400
101-5-7421-17-5504	Retirement	4,102	4,191	4,500	3,600
101-5-7421-17-5700	Health/Life Insurance	10,006	3,853	2,900	7,300
101-5-7421-17-5701	Disability Insurance	97	92	100	100
101-5-7421-17-5800	Workers Compensation	1,054	1,176	1,500	1,100
101-5-7421-17-5901	Uniform/Clothing Allow	840	840	900	900
	Total Personnel Benefits	<u>18,897</u>	<u>12,965</u>	<u>12,900</u>	<u>15,400</u>
<b>SUPPLIES</b>					
101-5-7421-17-6011	Small Tools/Minor Equipment	1,026	334	1,000	1,000
101-5-7421-17-6300	Vehicle Fuels	3,374	4,005	3,500	3,500
101-5-7421-17-6700	Memberships/Dues/Subscript	-	-	-	100
	Total Supplies	<u>4,400</u>	<u>4,339</u>	<u>4,500</u>	<u>4,600</u>
<b>OTHER SERVICES &amp; CHARGES</b>					
101-5-7421-17-7306	Telephone	482	471	400	400
101-5-7421-17-7307	Postage/Freight	22	6	100	100
101-5-7421-17-7600	Travel Expense	9	-	-	200
101-5-7421-17-7601	Registrations	-	-	-	200
101-5-7421-17-7990	Humane Society	88,800	88,800	75,200	75,200
	Total Other Svcs & Charges	<u>89,313</u>	<u>89,277</u>	<u>75,700</u>	<u>76,100</u>
<b>TOTAL ANIMAL CONTROL</b>		<u><u>151,013</u></u>	<u><u>144,994</u></u>	<u><u>132,900</u></u>	<u><u>128,100</u></u>



**SCHOOL RESOURCE OFFICER**

		<b>2011/12</b>	<b>2012/13</b>	<b>2013/14</b>	<b>2014/15</b>
		<b>ACTUAL</b>	<b>ACTUAL</b>	<b>BUDGET</b>	<b>PROPOSED</b>
<b>SALARIES &amp; WAGES</b>					
101-5-2421-04-5001	Full Time Employees	45,035	39,644	90,400	71,200
101-5-2421-04-520x	Overtime Pay	5,858	3,124	11,000	10,500
	Total Salaries & Wages	<u>50,893</u>	<u>42,768</u>	<u>101,400</u>	<u>81,700</u>
<b>PERSONNEL BENEFITS</b>					
101-5-2421-04-5501	FICA	3,773	2,939	6,800	4,700
101-5-2421-04-5504	Retirement	14,544	13,680	41,600	31,000
101-5-2421-04-5700	Health/Life Insurance	11,542	8,069	13,200	12,300
101-5-2421-04-5800	Workers Comp Insurance	2,728	2,755	7,400	5,800
101-5-2421-04-5901	Clothing Allowance	1,000	1,000	2,000	2,000
	Total Personnel Benefits	<u>33,587</u>	<u>28,443</u>	<u>71,000</u>	<u>55,800</u>
<b>SUPPLIES</b>					
101-5-2421-04-6990	Other Expenses	-	733	500	-
	Total Supplies	<u>-</u>	<u>733</u>	<u>500</u>	<u>-</u>
<b>TOTAL SCHOOL RESOURCE OFFICER</b>		<u><u>84,480</u></u>	<u><u>71,944</u></u>	<u><u>172,900</u></u>	<u><u>137,500</u></u>

**DEPT OF JUSTICE FUND &  
VARIOUS GRANTS**

	<b>2011/12 ACTUAL</b>	<b>2012/13 ACTUAL</b>	<b>2013/14 BUDGET</b>	<b>2014/15 PROPOSED</b>
<b>SUPPLIES</b>				
215-5-2421-xx-6011 Small Tools	5,297	13,133	7,000	10,000
Total Supplies	5,297	13,133	7,000	10,000
<b>SERVICES</b>				
215-5-2421-02-7600 Travel	2,480	-	3,000	5,000
215-5-2421-02-7900 Other Prof Services	697	-	1,000	-
Total Supplies	3,177	-	4,000	5,000
<b>CAPITAL OUTLAY</b>				
215-5-2421-02-8510 Defense 1033 - LE Vehicle	-	15,000	20,000	70,000
Total Capital	-	15,000	20,000	70,000
<b>TOTAL GRANTS</b>	<b>8,474</b>	<b>28,133</b>	<b>31,000</b>	<b>85,000</b>

# FIRE DEPARTMENT

The mission of the Payson Fire Department is to minimize the loss of life resulting from fire, medical emergencies and other disasters through prevention, education, fire suppression, emergency medical services and emergency preparedness. This will be accomplished in the most cost effective manner with maximum utilization of available resources, never sacrificing the safety of our members.

Town of Payson—Fire Department  
400 West Main Street  
Payson, AZ 85541  
(928) 474-5242 X300  
[www.paysonfire.com](http://www.paysonfire.com)

David Staub—Fire Chief  
[dstaub@paysonaz.gov](mailto:dstaub@paysonaz.gov)

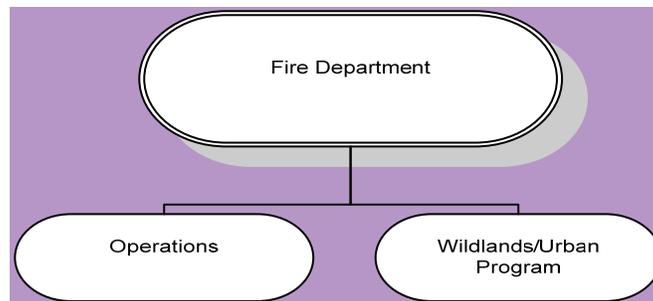




>>>FIRE DEPARTMENT<<<

The Fire Department protects lives and property by providing fire suppression, rescue, and Emergency Medical Services to the Community. The Department is a combination department staffed by a Fire Chief, Administrative Assistant, 30 career firefighters, 12 reserve firefighters, and 11 volunteers. Six of these career firefighters are new additions to the staff funded by a SAFER grant.

This Department also provides a wide range of non-emergency services to the public. These include: Public education courses such as fire and life safety, CPR, injury prevention, child car seat safety inspection, non-profit charitable event standbys, fire-wise landscape inspections and property owner assistance, and fire code administration.



The Fire Department serves the Town out of three fire stations:

- Fire Station #11, located on West Main Street
- Fire Station #12, located on East Rancho Road
- Fire Station #13, located on South Rim Club Parkway

Career and reserve personnel staff all fire stations 24 hours per day, 365 days per year.

. . . EXPENDITURE SUMMARY . . .

Operating Division	2011/12 Actual	2012/13 Actual	2013/14 Budget	2014/15 Proposed
Fire Operations	2,770,595	3,031,927	3,351,100	3,456,000
Wildland/Urban Program	18,384	5,672	100,000	100,000
<b>Total Department</b>	<b>2,788,979</b>	<b>3,037,599</b>	<b>3,451,100</b>	<b>3,556,000</b>

. . . POSITION SUMMARY . . .

	2013/14	2014/15
Fire Chief	1.0	1.0
Battalion Chief	3.0	3.0
Captain	9.0	9.0
Engineer	9.0	9.0
Firefighter	9.0	9.0
Administrative Secretary	1.0	1.0
<b>Total Filled Positions</b>	<b>32.0</b>	<b>32.0</b>

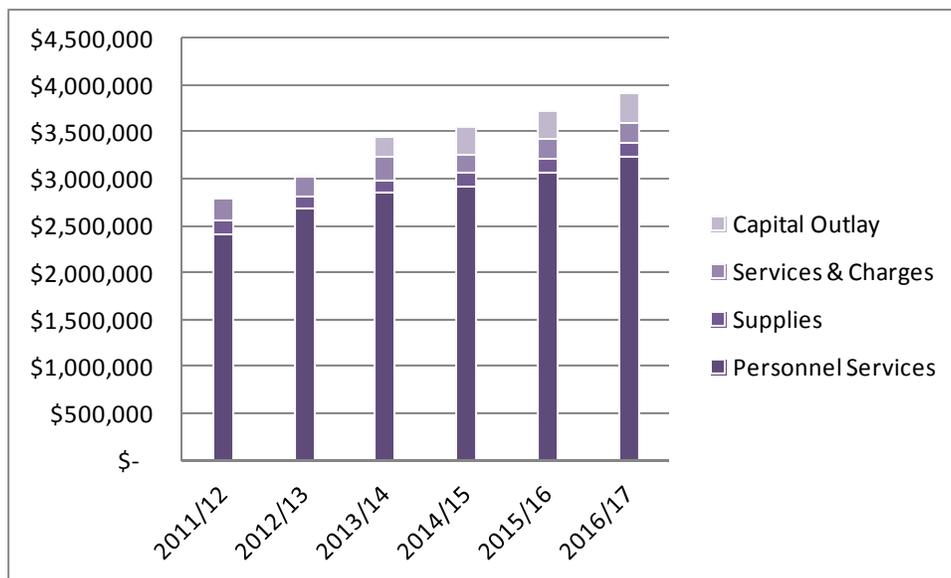


DEPARTMENT BUDGET CHANGES—3 YEARS

Description	2012/13 Actual	2013/14 Budget	% Change	2014/15 Proposed	% Change
Salaries & Wages	1,999,242	2,077,300	3.9%	2,137,500	2.9%
Personnel Benefits	692,713	773,700	11.7%	793,100	2.5%
Supplies	131,345	136,700	4.1%	142,200	4.0%
Other Services & Charges	196,209	256,100	30.5%	196,200	-23.4%
Capital Outlay	18,089	207,300	100.0%	287,000	38.4%
<b>Total Fire</b>	<b>3,037,598</b>	<b>3,451,100</b>	<b>13.6%</b>	<b>3,556,000</b>	<b>3.0%</b>

DEPARTMENT BUDGET ANALYSIS—HISTORIC AND FORECAST

Classification	2011/12 Actual	2012/13 Actual	2013/14 Budget	2014/15 Proposed	2015/16 Estimate	2016/17 Estimate
Personnel Services	\$ 2,409,164	\$ 2,691,955	\$ 2,851,000	\$ 2,930,600	\$ 3,077,130	\$ 3,230,987
Supplies	146,227	131,345	136,700	142,200	149,310	156,776
Services & Charges	233,588	196,209	256,100	196,200	206,010	216,311
Capital Outlay	-	18,089	207,300	287,000	301,350	316,418
<b>Total Fire</b>	<b>\$ 2,788,979</b>	<b>\$3,037,598</b>	<b>\$ 3,451,100</b>	<b>\$ 3,556,000</b>	<b>\$ 3,733,800</b>	<b>\$ 3,920,490</b>





**FIRE OPERATIONS**

The mission of the Fire Department is to minimize the loss of lives and property from fire, medical emergencies and other disasters through prevention, preparedness and response. The Department provides advanced life support EMS, structural and wildland fire response, technical rescues including vehicle extractions, fire code enforcement and first responder operations level response to hazardous materials incidents.

**DIVISION DESCRIPTION**

The Fire Operations Division protects lives and property by providing fire suppression, rescue, and Emergency Medical Services to the community. This division also provides a wide range of non-emergency services to the public. These include: public education courses such as fire and life safety, CPR, injury prevention, child seat safety inspection; non-profit charitable event standbys; fire-wise landscape inspections and property owner assistance; and fire code administration.

**2013/14 ACCOMPLISHMENTS**

- ✓ Executed SAFER grant to maintain minimum staffing of 8 firefighters on duty
- ✓ Completed Fire Prevention Grant and installed 320 smoke alarms and 454 combination CO and smoke alarms in Payson. In addition, we provided 774 smoke and CO detectors to Rim County.
- ✓ The current staff took on fire inspection duties when the Fire Marshal's position was eliminated.

**LOCATIONS & CONTACT INFORMATION**

Fire Station #11  
400 W Main St.

Fire Station #12  
108 E. Rancho Rd.

Fire Station #13  
103 S. Rim Club Pkwy

David Staub, Fire Chief  
Admin (928) 474-5242 X300  
dstaub@paysonaz.gov

[www.paysonfire.com](http://www.paysonfire.com)



2014/  
2015  
GOALS

- ⇒ Adopt the 2012 International Fire Code **KRA8:1 Public Safety**
- ⇒ Reorganize Reserve Firefighter program to maximize benefit **KRA8:3 Public Safety**
- ⇒ Develop training to accomplish fire prevention mission **KRA7:4 The Payson Team**
- ⇒ Continue to fund SAFER firefighters with general funds to maintain staffing levels **KRA8:2 Public Safety**
- ⇒ Apply for AFG grant to replace SCBAs **KRA8:2 Public Safety**

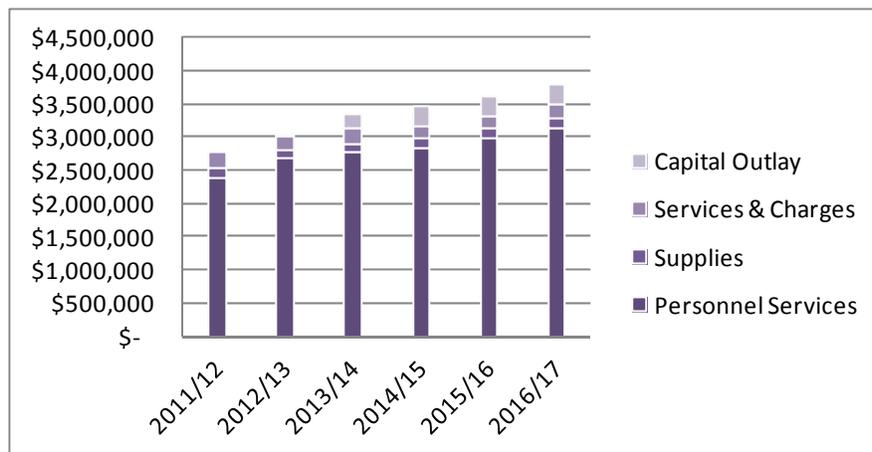
DIVISION BUDGET CHANGES—3 YEARS

Description	2012/13 Actual	2013/14 Budget	% Change	2014/15 Proposed	% Change
Salaries & Wages	1,998,221	2,013,300	0.8%	2,073,500	3.0%
Personnel Benefits	692,059	754,700	9.1%	774,100	2.6%
Supplies	127,348	124,700	-2.1%	130,200	4.4%
Other Services & Charges	196,209	251,100	28.0%	191,200	-23.9%
Capital	18,089	207,300	1046.0%	287,000	38.4%
<b>Total Fire Operations</b>	<b>3,031,926</b>	<b>3,351,100</b>	<b>10.5%</b>	<b>3,456,000</b>	<b>3.1%</b>

- Other Services & Charges reflects the changes in fire grant expenses as the smoke/carbon monoxide grant is completed
- Increases in Capital reflects the availability of capital project grants

DIVISION BUDGET ANALYSIS—HISTORIC AND FORECAST

Classification	2011/12 Actual	2012/13 Actual	2013/14 Budget	2014/15 Proposed	2015/16 Estimate	2016/17 Estimate
Personnel Services	\$ 2,396,738	\$ 2,690,281	\$ 2,768,000	\$ 2,847,600	2,989,980	\$ 3,139,479
Supplies	140,419	127,348	124,700	130,200	136,710	143,546
Services & Charges	233,438	196,209	251,100	191,200	200,760	210,798
Capital Outlay	-	18,089	207,300	287,000	301,350	316,418
<b>Total Fire Operations</b>	<b>\$ 2,770,595</b>	<b>\$ 3,031,927</b>	<b>\$3,351,100</b>	<b>\$ 3,456,000</b>	<b>\$ 3,628,800</b>	<b>\$ 3,810,240</b>



**FIRE OPERATIONS**

	<b>2011/12 ACTUAL</b>	<b>2012/13 ACTUAL</b>	<b>2013/14 BUDGET</b>	<b>2014/15 PROPOSED</b>
<b>SALARIES &amp; WAGES</b>				
101-5-2426-01-5001 Full Time Employees	1,410,425	1,597,541	1,598,500	1,648,700
101-5-2426-01-5002 Part Time Employees	-	-	19,800	-
101-5-2426-01-5005 Paid On Call	104,035	80,424	65,000	65,000
101-5-2426-01-5030 Out of Class Pay	12,410	11,750	11,000	11,000
101-5-2426-01-52xx Overtime Pay	262,675	308,506	319,000	348,800
Total Salaries & Wages	1,789,545	1,998,221	2,013,300	2,073,500
<b>PERSONNEL BENEFITS</b>				
101-5-2426-01-5501 FICA	24,973	27,017	31,300	31,400
101-5-2426-01-5504 Retirement	247,791	347,437	431,700	395,000
101-5-2426-01-5700 Health/Life Insurance	231,087	202,364	149,500	170,200
101-5-2426-01-5701 Disability Insurance	93	89	-	100
101-5-2426-01-5800 Workers Comp Insurance	80,901	87,886	113,400	148,600
101-5-2426-01-5901 Uniform/Clothing Allowance	22,349	27,267	28,800	28,800
Total Personnel Benefits	607,193	692,060	754,700	774,100
<b>SUPPLIES</b>				
101-5-2426-01-6001 Office Supplies	2,542	1,359	2,000	2,000
101-5-2426-01-6003 Foam/ Cleaners	4,683	4,490	5,000	5,000
101-5-2426-01-6005 Safety/Program Supplies	6,034	4,897	5,000	5,000
101-5-2426-01-6007 Equipment/Clothing	23,021	15,193	15,000	20,000
101-5-2426-01-6009 Program Supplies	-	20	1,200	1,200
101-5-2426-01-6011 Small Tools/Minor Equipment	3,315	4,866	3,000	3,500
101-5-2426-01-6012 Radio Equipment	13,347	12,795	8,000	8,000
101-5-2426-01-6100 Medical Supplies	16,636	15,809	15,000	15,000
101-5-2426-01-6200 R&M Supplies Equipment	2,852	1,079	2,500	2,500
101-5-2426-01-6201 R&M Supplies Building	11,882	8,050	10,000	10,000
101-5-2426-01-6202 R&M Supplies Other	28	-	-	-
101-5-2426-01-6300 Vehicle Fuels	34,321	32,920	32,000	32,000
101-5-2426-01-6302 R&M Supplies Vehicle	17,702	18,333	18,500	18,500
101-5-2426-01-6400 Shop Supplies	1,162	698	1,000	1,000
101-5-2426-01-6600 Public Relations	1,965	2,457	2,500	2,500
101-5-2426-01-6700 Memberships/Dues/Subscript	929	2,195	3,000	3,000
101-5-2426-01-6990 Other Expenses	-	2,187	1,000	1,000
Total Supplies	140,419	127,348	124,700	130,200
<b>OTHER SERVICES &amp; CHARGES</b>				
101-5-2426-01-7300 Electricity	28,337	29,279	30,000	30,000
101-5-2426-01-7301 Propane Gas	11,256	10,551	11,000	11,000
101-5-2426-01-7302 Water	1,607	1,634	1,500	2,000
101-5-2426-01-7304 Sewage	920	1,120	1,100	1,100
101-5-2426-01-7305 Refuse Disposal	1,590	1,140	1,300	1,300
101-5-2426-01-7306 Telephone	33,749	35,169	33,000	30,000
101-5-2426-01-7307 Postage	125	16	-	-
101-5-2426-01-7401 R&M Building	-	2,726	5,000	5,000



**FIRE OPERATIONS**

	<b>2011/12 ACTUAL</b>	<b>2012/13 ACTUAL</b>	<b>2013/14 BUDGET</b>	<b>2014/15 PROPOSED</b>
101-5-2426-01-7402 R&M Office Equipment	3,220	2,100	1,000	1,000
101-5-2426-01-7404 R&M Equipment	(737)	4,218	7,500	5,000
101-5-2426-01-7405 R&M Vehicle	24,333	24,612	30,000	30,000
101-5-2426-01-7502 Lease Equipment	-	-	6,200	6,500
101-5-2426-01-7600 Travel	286	(14)	-	6,800
101-5-2426-01-7601 Registrations	11,191	12,090	14,000	20,000
101-5-2426-01-7900 Other Professional Services	18,868	21,229	25,000	25,000
101-5-2426-01-7910 Printing & Binding	2,759	2,157	3,000	2,500
101-5-2426-01-7912 Fire Grant Expense	-	39,783	75,000	-
101-5-2426-01-7920 Hydrant Program	57	229	500	-
101-5-2426-01-7990 Hellsgate Services	25,000	-	-	-
210-5-2426-01-7912 Miscellaneous Grant Expenses	68,516	1,876	-	-
210-5-2426-01-7914 Donations	2,363	6,294	6,000	14,000
Total Other Svcs & Charges	<u>233,438</u>	<u>196,209</u>	<u>251,100</u>	<u>191,200</u>
<b>CAPITAL OUTLAY</b>				
101-5-2426-01-8409 e-PCR	-	-	-	17,000
403-5-2426-03-87xx Various Grants	-	18,089	207,300	270,000
Total Capital Outlay	<u>-</u>	<u>18,089</u>	<u>207,300</u>	<u>287,000</u>
<b>TOTAL FIRE OPERATIONS</b>	<u><u>2,770,595</u></u>	<u><u>3,031,927</u></u>	<u><u>3,351,100</u></u>	<u><u>3,456,000</u></u>



**WILDLAND/  
URBAN PROGRAM**

**The mission of the Wildland fire division is to build our ability to prevent, prepare for and respond to wildland fires in a safe, efficient and resourceful way.**

**DIVISION DESCRIPTION**

The Payson Fire Department participates with the Arizona State Division of Forestry in a cooperative wildland fire response program. This program allows departments from all over the State to enter into agreements to facilitate the movement of firefighting resources to wherever they may be needed for wildland fires.

The Payson Fire Department provides personnel and equipment as part of the agreement. Fire Department personnel have responded to fires throughout the West. Participation is voluntary and the department charges the State for related expenses. This program not only allows us to help our neighbors, but also gives our firefighters the opportunity to gain valuable experience and training in the art of wildland firefighting. This has proven to be invaluable in developing and sustaining wildland fire response capabilities in the Payson area. As a value added feature, participation in this program provides funds for wildland fire equipment and training.

This agreement works both ways: It is not just the Payson Fire Department responding to help other communities; we can receive help when we need it.

**2013/14 ACCOMPLISHMENTS**

- ✓ **Maintained resources in a ready state for deployment to wildfires**
- ✓ **Responded to two requests for assistance**
- ✓ **Continued to deploy personnel to increase qualifications**



**2014/  
2015  
GOALS**

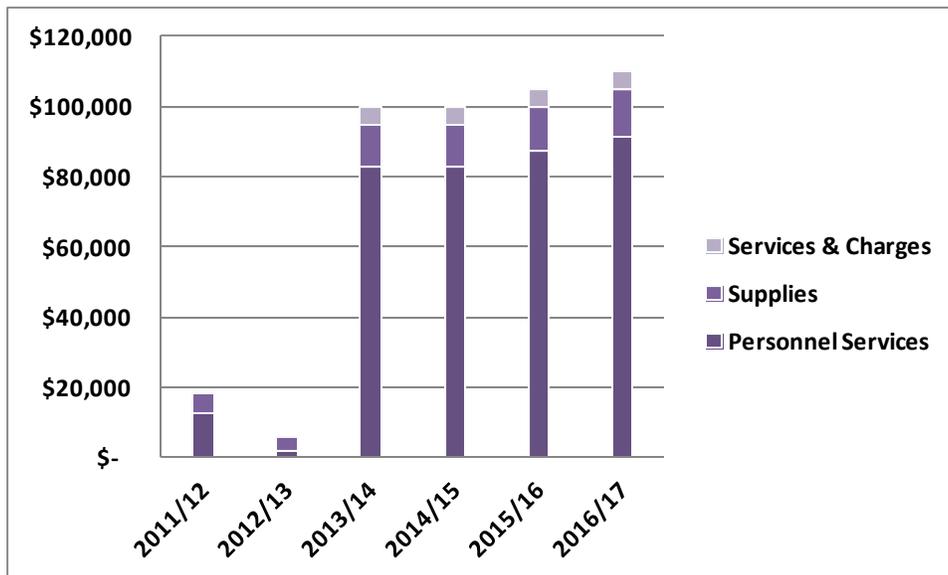
- ⇒ Maintain resources in a ready condition **KRA8:2 & KRA8:5 Public Safety**
- ⇒ Respond to requests for assistance **KRA8:3 Public Safety**
- ⇒ Increase wildland fire qualifications for personnel through appropriate training and fire experience **KRA8:6 Public Safety & KRA7:4 The Payson Team**
- ⇒ Acquire equipment to support line medic deployments **KRA8:2 & KRA8:5 Public Safety**

**DIVISION BUDGET CHANGES—3 YEARS**

Description	2012/13 Actual	2013/14 Budget	% Change	2014/15 Proposed	% Change
Salaries & Wages	1,021	64,000	6168.4%	64,000	0.0%
Personnel Benefits	654	19,000	2805.2%	19,000	0.0%
Supplies	3,997	12,000	200.2%	12,000	0.0%
Other Services & Charges	-	5,000	100.0%	5,000	0.0%
<b>Total Wildlands</b>	<b>5,672</b>	<b>100,000</b>	<b>1663.0%</b>	<b>100,000</b>	<b>0.0%</b>

**DIVISION BUDGET ANALYSIS—HISTORIC AND FORECAST**

Classification	2011/12 Actual	2012/13 Actual	2013/14 Budget	2014/15 Proposed	2015/16 Estimate	2016/17 Estimate
Personnel Services	\$ 12,426	\$ 1,675	\$ 83,000	\$ 83,000	\$ 87,150	\$ 91,508
Supplies	5,808	3,997	12,000	12,000	12,600	13,230
Services & Charges	150	-	5,000	5,000	5,250	5,513
<b>Total Wildlands</b>	<b>\$ 18,384</b>	<b>\$ 5,672</b>	<b>\$ 100,000</b>	<b>\$ 100,000</b>	<b>\$ 105,000</b>	<b>\$ 110,250</b>



**WILDLANDS/URBAN PROGRAM**

	<b>2011/12 ACTUAL</b>	<b>2012/13 ACTUAL</b>	<b>2013/14 BUDGET</b>	<b>2014/15 PROPOSED</b>
<b>SALARIES &amp; WAGES</b>				
101-5-2426-02-5001 Full Time Employees	1,628	266	20,000	20,000
101-5-2426-02-5003 Temporary Employees	-	-	3,000	3,000
101-5-2426-02-5005 Paid On Call	-	27	7,000	7,000
101-5-2426-02-5200 Overtime	7,798	952	30,000	30,000
101-5-2426-02-5400 Stipend	671	16	4,000	4,000
Total Salaries & Wages	10,097	1,261	64,000	64,000
<b>PERSONNEL BENEFITS</b>				
101-5-2426-02-5501 FICA	91	17	2,000	2,000
101-5-2426-02-5504 Retirement	1,225	281	14,000	14,000
101-5-2426-02-5700 Insurance Benefit	1,012	116	-	-
101-5-2426-02-5800 Workers Comp Insurance	-	-	3,000	3,000
Total Personnel Benefits	2,328	414	19,000	19,000
<b>SUPPLIES</b>				
101-5-2426-02-6009 Safety/Program Supplies	1,114	2,862	3,000	3,000
101-5-2426-02-6011 Small Tools/Minor Equipment	1,093	191	2,000	2,000
101-5-2426-02-6202 R&M Supplies Other	1,167	-	2,000	2,000
101-5-2426-02-6300 Gasoline, Fuel	-	-	2,000	2,000
101-5-2426-02-6302 R&M Supplies Vehicles	1,341	944	2,000	2,000
101-5-2426-02-6990 Other Expenses	1,093	-	1,000	1,000
Total Supplies	5,808	3,997	12,000	12,000
<b>OTHER SERVICES &amp; CHARGES</b>				
101-5-2426-02-7600 Travel	150	-	5,000	5,000
Total Other Svcs & Charges	150	-	5,000	5,000
<b>TOTAL WILDLANDS/URBAN PROGRAM</b>	<b>18,383</b>	<b>5,672</b>	<b>100,000</b>	<b>100,000</b>



**Town of Payson Fire Department**

# COMMUNITY DEVELOPMENT— ADMINISTRATION

The Community Development—Administration Department serves as a central supplies and services unit for the Building and Planning/Development Departments.

## DEPARTMENT DESCRIPTION

The Community Development Department was composed of three divisions: Planning and Zoning, Building, and Housing Programs. In this fiscal year, two new departments were created: Planning & Development Department (made up of the planning & zoning division and the housing division) and Building Department. The Community Development Department remains as an administrative function providing central supplies / services to support the two new departments

**Town of Payson  
Community Development Building  
303 N. Beeline Highway  
Payson, AZ 85541  
928-474-5242**



>>>COMMUNITY DEVELOPMENT—ADMINISTRATION<<<



..... EXPENDITURE SUMMARY .....

Operating Division	2011/12 Actual	2012/13 Actual	2013/14 Budget	2014/15 Proposed
Administration	-	-	-	106,800
<b>Total Department</b>	-	-	-	<b>106,800</b>

..... POSITION SUMMARY .....

	2013/14	2014/15
Comm Dev Director *	-	-
Executive Assistant	1.0	1.0
<b>Total Filled Positions</b>	<b>1.0</b>	<b>1.0</b>

\* Position frozen pending economic recovery

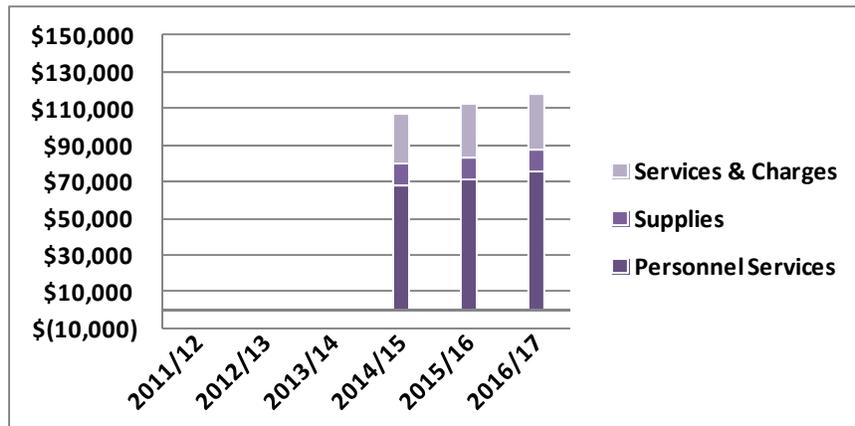


DEPARTMENT BUDGET CHANGES—3 YEARS

Description	2012/13 Actual	2013/14 Budget	% Change	2014/15 Proposed	% Change
Salaries & Wages	-	-	0.0%	50,900	100.0%
Personnel Benefits	-	-	0.0%	17,500	100.0%
Supplies	-	-	0.0%	11,300	100.0%
Other Services & Charges	-	-	0.0%	27,100	100.0%
<b>Total Planning &amp; Zoning</b>	-	-	<b>0.0%</b>	<b>106,800</b>	<b>100.0%</b>

DEPARTMENT BUDGET ANALYSIS—HISTORIC AND FORECAST

Classification	2011/12 Actual	2012/13 Actual	2013/14 Budget	2014/15 Proposed	2015/16 Estimate	2016/17 Estimate
Personnel Services	\$ -	-	\$ -	\$ 68,400	\$ 71,820	\$ 75,411
Supplies	-	-	-	11,300	11,865	12,458
Services & Charges	-	-	-	27,100	28,455	29,878
<b>Total Building</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 106,800</b>	<b>\$ 112,140</b>	<b>\$ 117,747</b>





**CD - ADMINISTRATION**

	<b>2011/12 ACTUAL</b>	<b>2012/13 ACTUAL</b>	<b>2013/14 BUDGET</b>	<b>2014/15 PROPOSED</b>
<b>SALARIES &amp; WAGES</b>				
101-5-6428-00-5001 Full Time Employees	-	-	-	50,900
Total Salaries & Wages	-	-	-	50,900
<b>PERSONNEL BENEFITS</b>				
101-5-6428-00-5501 FICA	-	-	-	3,900
101-5-6428-00-5504 Retirement	-	-	-	5,800
101-5-6428-00-5700 Health/Life Insurance	-	-	-	7,400
101-5-6428-00-5701 Disability Insurance	-	-	-	100
101-5-6428-00-5800 Workers Comp Insurance	-	-	-	300
Total Personnel Benefits	-	-	-	17,500
<b>SUPPLIES</b>				
101-5-6428-00-6001 Office Supplies	-	-	-	5,500
101-5-6428-00-6003 Cleaning Supplies	-	-	-	800
101-5-6428-00-6005 Safety Supplies	-	-	-	500
101-5-6428-00-6300 Gasoline/Fuels/Lubricants	-	-	-	3,000
101-5-6428-00-6302 R&M Vehicle	-	-	-	1,500
Total Supplies	-	-	-	11,300
<b>OTHER SERVICES &amp; CHARGES</b>				
101-5-6428-00-7300 Electricity	-	-	-	7,000
101-5-6428-00-7301 Propane Gas	-	-	-	1,000
101-5-6428-00-7302 Water	-	-	-	500
101-5-6428-00-7401 R&M Building	-	-	-	10,000
101-5-6428-00-7402 R&M Office Equipment	-	-	-	500
101-5-6428-00-7405 R&M Vehicle	-	-	-	500
101-5-6428-00-7502 Lease Equipment	-	-	-	4,000
101-5-6428-00-7900 Other Professional Services	-	-	-	3,600
Total Other Svcs & Charges	-	-	-	27,100
<b>TOTAL CD - ADMINISTRATION</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>106,800</b>

# BUILDING

**The Building Department protects the public health and safety by ensuring that all structures are built in accordance with adopted building codes.**

The Building Department is a new department established this fiscal year. Previously, Building was a division within the Community Development Department.

**Town of Payson  
Community Development Building  
303 N. Beeline Highway  
Payson, AZ 85541  
928-474-5242**





>>>BUILDING<<<



. . . . . EXPENDITURE SUMMARY . . . . .

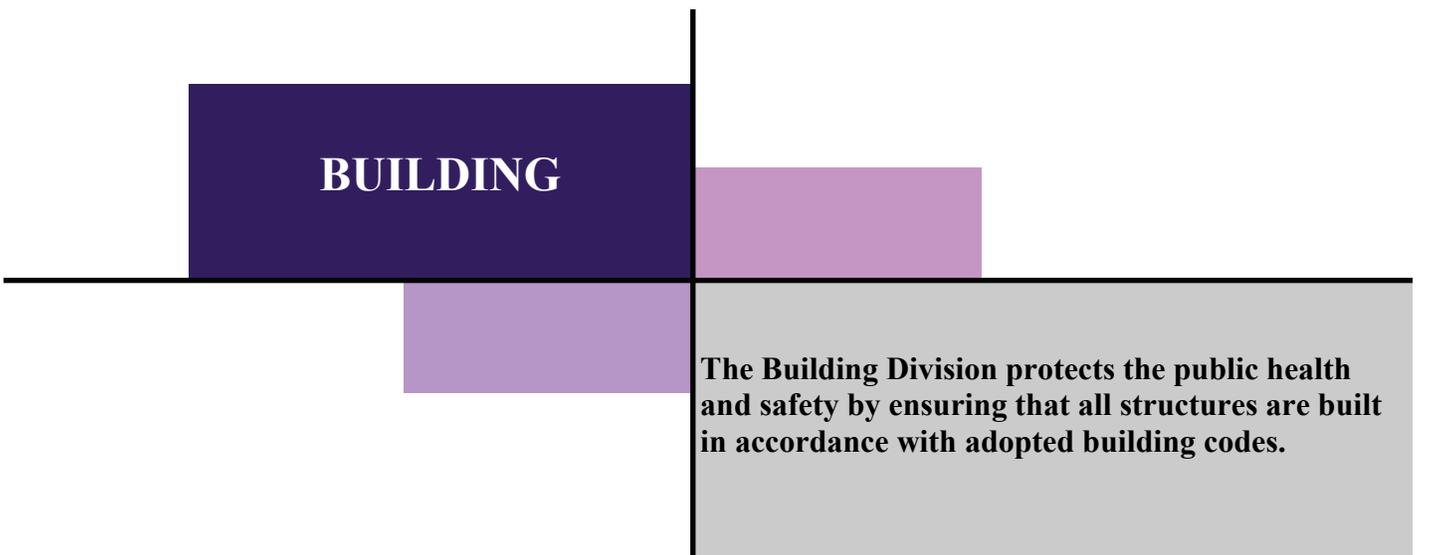
Operating Division	2011/12 Actual	2012/13 Actual	2013/14 Budget	2014/15 Proposed
Building	425,402	415,596	374,500	334,500
<b>Total Department</b>	<b>425,402</b>	<b>415,596</b>	<b>374,500</b>	<b>334,500</b>

. . . . . POSITION SUMMARY . . . . .

	2013/14	2014/15
Chief Building Official	1.0	1.0
Building Inspector *	2.0	2.0
Plans Examiner **	0.0	0.0
Financial Service Technician	1.0	1.0
Permit Technician	1.0	1.0
<b>Total Filled Positions</b>	<b>5.0</b>	<b>5.0</b>

\* Building Inspector position frozen pending economic recovery

\*\* Plans Examiner position frozen pending economic recovery



**DIVISION DESCRIPTION**

The Division provides information to the public on building code requirements, reviews and approves building plans, and performs a complete range of building services. These services include plan check review and inspection for all required codes: building, plumbing, mechanical and electrical. Responsibilities also include code enforcement activities associated with the Unified Development Code, business license activities, and dog license issuance. The Division also investigates complaints regarding illegal or unsafe structures and, when necessary, initiates code enforcement orders against violators.

**2013/14 ACCOMPLISHMENTS**

- ✓ **Continued the code update process by presenting to council the significant changes found in each codebook**
- ✓ **Conducted 2902 building inspections**
- ✓ **Conducted 812 code enforcement inspections**
- ✓ **Issued 50 new single family home permits**
- ✓ **Issued 4 new manufactured home permits**
- ✓ **Issued permits for 2 new commercial projects**

Contact Information

Liz Donovan-  
[edonovan@paysonaz.gov](mailto:edonovan@paysonaz.gov)  
 (928) 474-5242 X263

Physical Location

Payson Town Hall Complex  
 Community Development Building  
 303 N Beeline Hwy.  
 Payson, AZ 85541

**2014/  
2015  
GOALS**

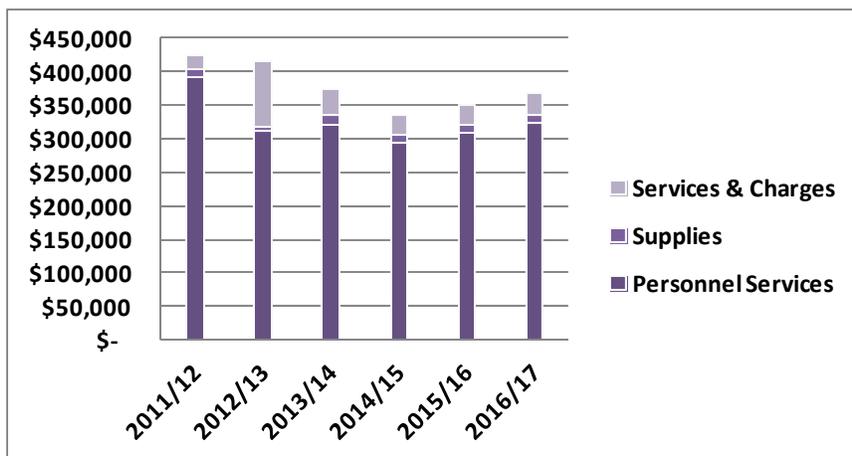
- ⇒ Continue code update process to bring building codes up-to-date \*
  - ⇒ Continue to provide comprehensive Plan Review and Inspections consistent with industry standards in the most reasonable timeframe possible \*
  - ⇒ Continue to improve the code enforcement process to better serve the public \*
- \* KRA5:1 & KRA5:2 Neighborhoods & Livability

**DIVISION BUDGET CHANGES—3 YEARS**

Description	2012/13 Actual	2013/14 Budget	% Change	2014/15 Proposed	% Change
Salaries & Wages	235,703	245,500	4.2%	221,300	-9.9%
Personnel Benefits	76,515	74,800	-2.2%	73,300	-2.0%
Supplies	6,471	14,800	128.7%	10,300	-30.4%
Other Services & Charges	96,907	39,400	-59.3%	29,600	-24.9%
<b>Total Building</b>	<b>415,596</b>	<b>374,500</b>	<b>-9.9%</b>	<b>334,500</b>	<b>-10.7%</b>

**DIVISION BUDGET ANALYSIS—HISTORIC AND FORECAST**

Classification	2011/12 Actual	2012/13 Actual	2013/14 Budget	2014/15 Proposed	2015/16 Estimate	2016/17 Estimate
Personnel Services	\$ 391,546	312,218	\$ 320,300	\$ 294,600	\$ 309,330	\$ 324,797
Supplies	11,964	6,471	14,800	10,300	10,815	11,356
Services & Charges	21,892	96,907	39,400	29,600	31,080	32,634
<b>Total Building</b>	<b>\$ 425,402</b>	<b>\$ 415,596</b>	<b>\$ 374,500</b>	<b>\$ 334,500</b>	<b>\$ 351,225</b>	<b>\$ 368,786</b>





**BUILDING**

	<b>2011/12 ACTUAL</b>	<b>2012/13 ACTUAL</b>	<b>2013/14 BUDGET</b>	<b>2014/15 PROPOSED</b>
<b>SALARIES &amp; WAGES</b>				
101-5-6428-03-5001 Full Time Employees	279,148	235,703	245,500	221,300
101-5-6428-03-5200 Overtime Pay	-	-	-	-
Total Salaries & Wages	279,148	235,703	245,500	221,300
<b>PERSONNEL BENEFITS</b>				
101-5-6428-03-5501 FICA	19,915	16,120	18,800	16,900
101-5-6428-03-5504 Retirement	29,816	25,678	27,700	25,400
101-5-6428-03-5700 Health/Life Insurance	57,942	30,541	22,600	25,000
101-5-6428-03-5701 Disability Insurance	705	551	600	300
101-5-6428-03-5800 Workers Comp Insurance	4,020	3,625	5,100	5,700
Total Personnel Benefits	112,398	76,515	74,800	73,300
<b>SUPPLIES</b>				
101-5-6428-03-6010 Books & Periodicals	5,113	947	8,000	8,000
101-5-6428-03-6011 Small Tools & Minor Equipment	1,118	1,242	1,500	1,500
101-5-6428-03-6300 Vehicle Fuel	3,280	3,061	3,000	-
101-5-6428-03-6302 Vehicle R&M Parts	1,652	404	1,500	-
101-5-6428-03-6700 Dues & Memberships	800	816	800	800
Total Supplies	11,963	6,470	14,800	10,300
<b>OTHER SERVICES &amp; CHARGES</b>				
101-5-6428-03-7306 Telephone	3,367	2,140	2,000	2,000
101-5-6428-03-7307 Utilities Postage/Freight	-	-	-	200
101-5-6428-03-7405 Vehicle R&M	-	-	500	-
101-5-6428-03-7502 Leased Equipment	2,326	3,000	3,000	-
101-5-6428-03-7600 Travel	2,238	1,939	1,500	4,700
101-5-6428-03-7601 Registrations	1,275	1,055	1,500	2,200
101-5-6428-03-7900 Other Professional Services	10,717	87,090	29,200	20,000
101-5-6428-03-7910 Printing & Binding	1,970	1,683	1,700	500
Total Other Svcs & Charges	21,892	96,907	39,400	29,600
<b>TOTAL BUILDING</b>	425,402	415,595	374,500	334,500

# PLANNING & DEVELOPMENT

**The Planning & Development Department is responsible for current and long-range planning activities in support of the community's vision.**

## DEPARTMENT DESCRIPTION

Planning & Development is a new department established this fiscal year. Previously, Planning & Zoning and Housing were divisions within the Community Development Department.

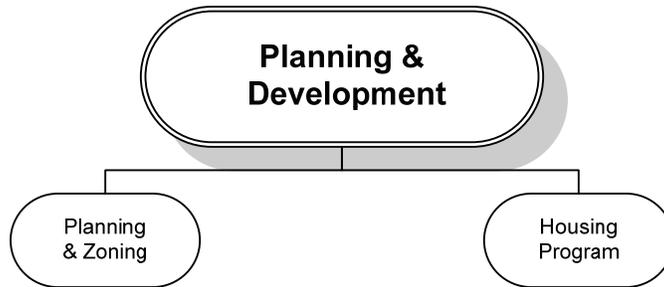
The Planning & Development Department assists residents, businesses and developers through development services and revitalization / redevelopment activities. This department administers the Town's zoning code and provides code compliance and housing rehabilitation services.

**Town of Payson  
Community Development Building  
303 N. Beeline Highway  
Payson, AZ 85541  
928-474-5242**



>>>PLANNING & DEVELOPMENT<<<

The Planning & Development Department is composed of two divisions: Planning and Zoning and Housing Programs.



. . . . . EXPENDITURE SUMMARY . . . . .

Operating Division	2011/12 Actual	2012/13 Actual	2013/14 Budget	2014/15 Proposed
Planning & Zoning	237,845	303,495	276,666	314,700
Housing Programs	109,439	53,212	180,000	269,000
<b>Total Department</b>	<b>347,284</b>	<b>356,707</b>	<b>456,666</b>	<b>583,700</b>

. . . . . POSITION SUMMARY . . . . .

	2013/14	2014/15
Zoning Administrator	1.0	0.0
Planning & Dev Director	0.0	1.0
Code Compliance Specialist	0.0	1.0
Planning Specialist I	0.0	1.0
Planning Technician	1.0	1.0
<b>Total Filled Positions</b>	<b>2.0</b>	<b>4.0</b>

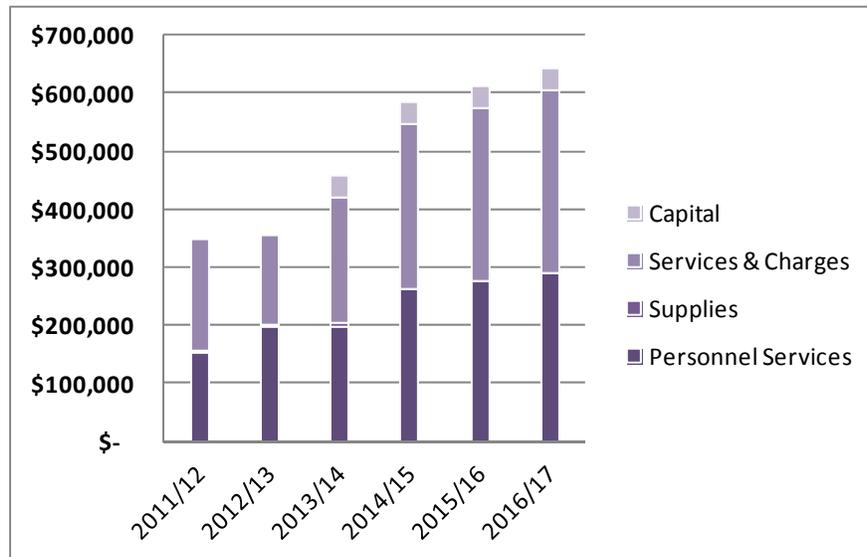


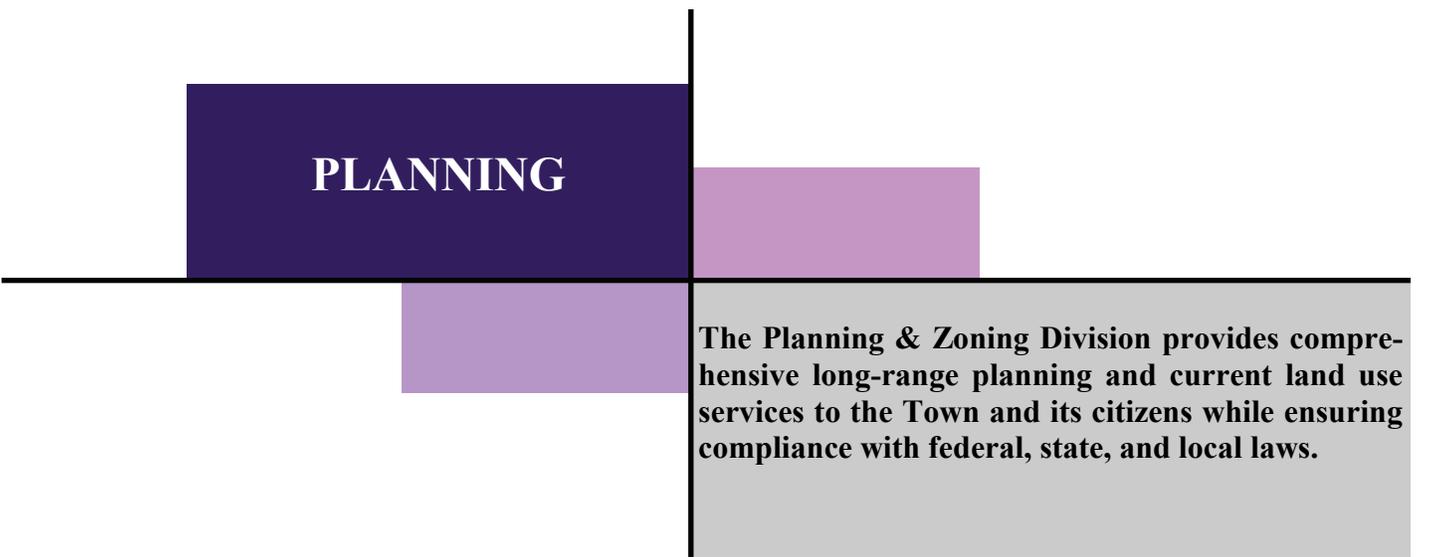
DEPARTMENT BUDGET CHANGES—3 YEARS

Description	2012/13 Actual	2013/14 Budget	% Change	2014/15 Proposed	% Change
Salaries & Wages	146,393	147,200	0.6%	189,600	28.8%
Personnel Benefits	50,447	52,400	3.9%	73,400	40.1%
Supplies	4,795	5,100	6.4%	1,200	-76.5%
Other Services & Charges	155,070	217,100	40.0%	284,700	31.1%
Capital		34,866	100.0%	34,800	-0.2%
<b>Total Planning &amp; Development</b>	<b>356,705</b>	<b>456,666</b>	<b>28.0%</b>	<b>583,700</b>	<b>27.8%</b>

DEPARTMENT BUDGET ANALYSIS—HISTORIC AND FORECAST

Classification	2011/12 Actual	2012/13 Actual	2013/14 Budget	2014/15 Proposed	2015/16 Estimate	2016/17 Estimate
Personnel Services	\$ 152,137	\$ 196,840	\$ 199,600	\$ 263,000	\$ 276,150	\$ 289,958
Supplies	5,298	4,795	5,100	1,200	1,260	1,323
Services & Charges	189,849	155,070	217,100	284,700	298,935	313,882
Capital	-		34,866	34,800	36,540	38,367
<b>Total Planning &amp; Dev</b>	<b>\$ 347,284</b>	<b>\$ 356,705</b>	<b>\$ 456,666</b>	<b>\$ 583,700</b>	<b>\$ 612,885</b>	<b>\$ 643,529</b>





**DIVISION DESCRIPTION**

The Division reviews all land use applications to determine their impact on the environment and appropriate mitigation measures based on the Payson Town Code and the Unified Development Code (UDC). The Division serves as the Town’s lead agency for the development of the General Plan and zoning code, and assures code compliance.

**2013/14 ACCOMPLISHMENTS**

- ✓ **Completed the General Plan Update process for voter ratification**
- ✓ **Completed Impact Fee study and assessment in compliance with Arizona Senate Bill 1525**
- ✓ **Facilitated participation by two businesses in the State Route 87 & 260 Beautification Program**
- ✓ **Investigated 182 new zoning complaints and resolved 247 alleged or actual violations**

Contact Information

Sheila DeSchaaf, Zoning Administrator  
(928) 474-5242 X354  
sdeschaaf@paysonaz.gov

Physical Location

Payson Town Complex  
Community Development Building  
303 N Beeline Hwy.  
Payson, AZ 85541

**2014/  
2015  
GOALS**

- ⇒ Increase citizen awareness and community involvement in planning processes through contact with grassroots groups, media coverage, open houses and networking **KRA4:4&5 Innovation & Efficiency & KRA5:1 Neighborhoods & Livability**
- ⇒ Update the Unified Development Code to include more user friendly illustrations and graphics and identify changes necessary to promote the implementation of the Payson General Plan **KRA 4:5 Innovation & Efficiency**
- ⇒ Continue to partner with private businesses to implement the State Route 87 / 260 Beautification Program **KRA5:1 Neighborhoods & Livability**
- ⇒ Ensure compliance with Zoning codes to prevent or eliminate blight and foster pride in the community's neighborhoods **KRA5:1 Neighborhoods & Livability**

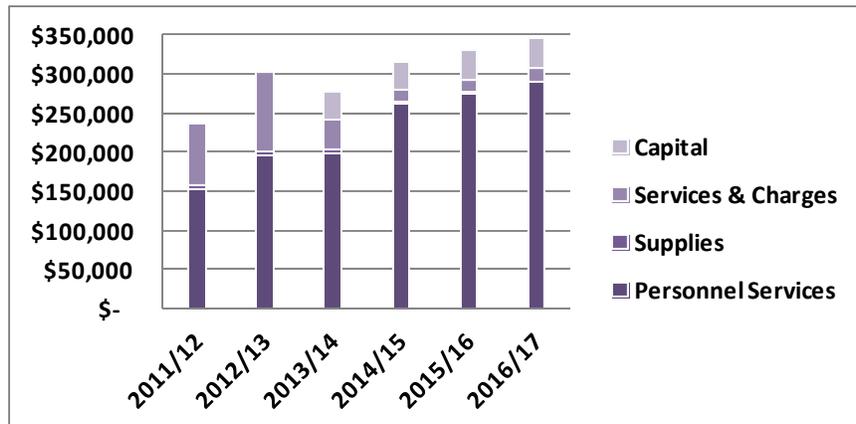
**DIVISION BUDGET CHANGES—3 YEARS**

Description	2012/13 Actual	2013/14 Budget	% Change	2014/15 Proposed	% Change
Salaries & Wages	146,393	147,200	0.6%	189,600	28.8%
Personnel Benefits	50,447	52,400	3.9%	73,400	40.1%
Supplies	4,795	5,100	6.4%	1,200	-76.5%
Other Services & Charges	101,858	37,100	-63.6%	15,700	-57.7%
Capital	-	34,866	100.0%	34,800	-0.2%
<b>Total Planning</b>	<b>303,493</b>	<b>276,666</b>	<b>-8.8%</b>	<b>314,700</b>	<b>13.7%</b>

- Salaries / Benefits reflects increase in staffing
- Most supplies and building maintenance expenses were budgeted in Community Dev—Admin

**DIVISION BUDGET ANALYSIS—HISTORIC AND FORECAST**

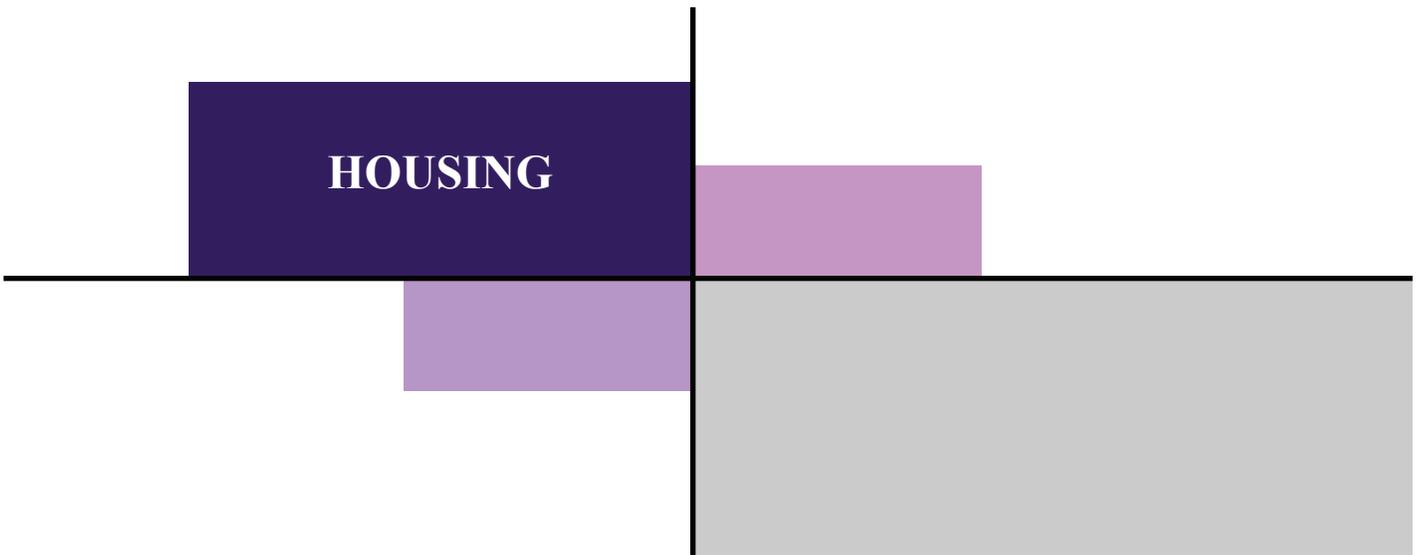
Classification	2011/12 Actual	2012/13 Actual	2013/14 Budget	2014/15 Proposed	2015/16 Estimate	2016/17 Estimate
Personnel Services	\$ 152,137	196,841	\$ 199,600	\$ 263,000	\$ 276,150	\$ 289,958
Supplies	5,298	4,795	5,100	1,200	1,260	1,323
Services & Charges	80,410	101,859	37,100	15,700	16,485	17,309
Capital	-	-	34,866	34,800	36,540	38,367
<b>Total Planning &amp; Dev</b>	<b>\$ 237,845</b>	<b>\$ 303,495</b>	<b>\$ 276,666</b>	<b>\$ 314,700</b>	<b>\$ 330,435</b>	<b>\$ 346,957</b>





**PLANNING**

	<b>2011/12 ACTUAL</b>	<b>2012/13 ACTUAL</b>	<b>2013/14 BUDGET</b>	<b>2014/15 PROPOSED</b>
<b>SALARIES &amp; WAGES</b>				
101-5-6428-01-5001 Full Time Employees	108,822	146,393	147,200	189,600
Total Salaries & Wages	108,822	146,393	147,200	189,600
<b>PERSONNEL BENEFITS</b>				
101-5-6428-01-5501 FICA	7,858	10,012	11,300	14,500
101-5-6428-01-5504 Retirement	11,651	16,009	16,600	21,700
101-5-6428-01-5700 Health/Life Insurance	20,234	20,044	19,800	29,000
101-5-6428-01-5701 Disability Insurance	275	365	400	200
101-5-6428-01-5800 Workers Comp Insurance	3,297	4,018	4,300	8,000
Total Personnel Benefits	43,315	50,448	52,400	73,400
<b>SUPPLIES</b>				
101-5-6428-01-6001 Office Supplies	1,566	1,679	1,500	-
101-5-6428-01-6003 Cleaning Supplies	971	710	800	-
101-5-6428-01-6011 Small Tools & Minor Equipment	1,795	1,646	1,800	400
101-5-6428-01-6700 Dues & Memberships	966	760	1,000	800
Total Supplies	5,298	4,795	5,100	1,200
<b>OTHER SERVICES &amp; CHARGES</b>				
101-5-6428-01-7300 Electricity	7,076	6,688	7,000	-
101-5-6428-01-7301 Propane Gas	1,243	1,388	1,500	-
101-5-6428-01-7302 Water	308	426	400	-
101-5-6428-01-7306 Telephone	(386)	507	1,000	1,000
101-5-6428-01-7307 Postage	26	161	200	200
101-5-6428-01-7401 Building R&M	1,855	4,614	3,000	-
101-5-6428-01-7402 Office Equipment R&M	-	400	800	-
101-5-6428-01-7600 Travel	222	1,532	500	500
101-5-6428-01-7601 Registrations	1,816	325	500	500
101-5-6428-01-7900 Other Professional Services	26,230	83,603	19,200	10,500
101-5-6428-01-7907 Advertising	1,213	1,940	2,000	2,000
101-5-6428-01-7910 Printing & Binding	505	275	1,000	1,000
210-5-6428-03-7912 Environmental Grant	40,303	-	-	-
Total Other Svcs & Charges	80,410	101,859	37,100	15,700
<b>CAPITAL</b>				
417-5-6428-01-8785 Main Street Improvements	-	-	34,866	34,800
	-	-	34,866	34,800
<b>TOTAL PLANNING</b>	<b>237,845</b>	<b>303,495</b>	<b>276,666</b>	<b>314,700</b>



**DIVISION DESCRIPTION**

The Housing Programs Division seeks to improve and expand housing opportunities in the community through the provision of services to the general public, housing developers, non-profits, and others. The Division seeks state resources for housing and rehabilitation programs, first-time homebuyers, and other clients.

**2013/14 ACCOMPLISHMENTS**

- ✓ **Promoted Affirmative Furthering Fair Housing (AFFH)**
- ✓ **Implemented and administered new and existing housing rehabilitation and replacement contracts in compliance with State and Federal requirements**
- ✓ **Collaborated with State of Arizona Housing Department to implement Federal and State initiatives in Payson**

Contact Information

Doni Wilbanks  
(928) 474-5242 X356  
dwilbanks@paysonaz.gov

Physical Location

Payson Town Complex  
Community Development Building  
303 N Beeline Hwy.  
Payson, AZ 85541



**2014/  
2015  
GOALS**

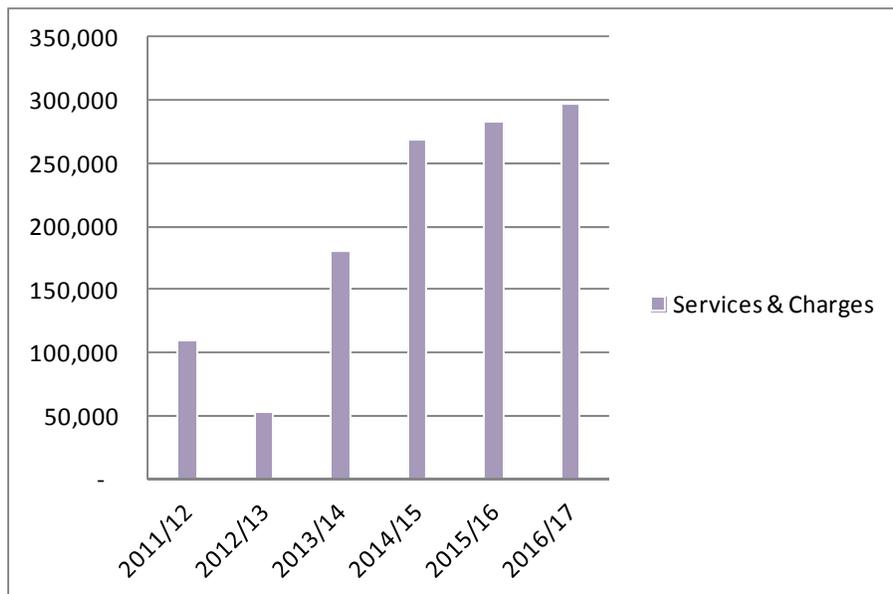
- ⇒ Promote Affirmatively Furthering Fair Housing (AFFH) **KRA5:2, KRA6:1 & KRA6:2 \***
  - ⇒ Implement and administer new and existing housing rehabilitation and replacement contracts in compliance with State and Federal requirements **KRA5:2, KRA6:1 & KRA6:2 \***
  - ⇒ Complete a minimum of two rehabilitation projects for income-qualified homeowners **KRA5:2, KRA6:1 & KRA6:2 \***
  - ⇒ Collaborate with State of Arizona Housing Department to implement Federal and State initiatives in Payson **KRA5:2, KRA6:1 & KRA6:2 \***
  - ⇒ Explore feasibility options of assisting multi-family rental rehabilitation projects **KRA5:2, KRA6:1 & KRA6:2 \***
- \* **KRA5 = Neighborhood & Livability**  
**KRA6 = Social Services**

**DIVISION BUDGET CHANGES—3 YEARS**

Description	2012/13 Actual	2013/14 Budget	% Change	2014/15 Proposed	% Change
Other Services & Charges	53,212	180,000	238.3%	269,000	49.4%
<b>Total Housing</b>	<b>53,212</b>	<b>180,000</b>	<b>238.3%</b>	<b>269,000</b>	<b>49.4%</b>

**DIVISION BUDGET ANALYSIS—HISTORIC AND FORECAST**

Classification	2011/12 Actual	2012/13 Actual	2013/14 Budget	2014/15 Proposed	2015/16 Estimate	2016/17 Estimate
Services & Charges	109,439	53,212	180,000	269,000	282,450	296,573
<b>Total Housing</b>	<b>\$ 109,439</b>	<b>\$ 53,212</b>	<b>\$ 180,000</b>	<b>\$ 269,000</b>	<b>\$ 282,450</b>	<b>\$ 296,573</b>



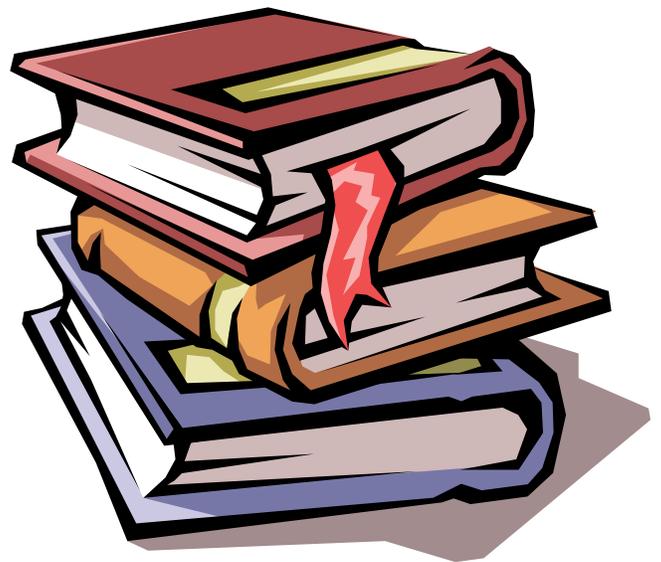
**AFFORDABLE HOUSING**

	<b>2011/12 ACTUAL</b>	<b>2012/13 ACTUAL</b>	<b>2013/14 BUDGET</b>	<b>201415 PROPOSED</b>
<b>OTHER SERVICES &amp; CHARGES</b>				
403-5-6428-21-7913 Housing Exp 2010	109,439	53,125	100,000	45,000
403-5-6428-22-7912 Senior Center 2010	-	87	80,000	-
403-5-6428-22-7913 CDBG Housing 2014-16	-	-	-	224,000
Total Other Svcs & Charges	<u>109,439</u>	<u>53,212</u>	<u>180,000</u>	<u>269,000</u>
<b>TOTAL HOUSING</b>	<u><u>109,439</u></u>	<u><u>53,212</u></u>	<u><u>180,000</u></u>	<u><u>269,000</u></u>

# LIBRARY

**The Payson Library's mission is to provide excellent customer service and information in a variety of formats. Its collection affords the opportunity to educate, inform, enrich, entertain, and inspire. Libraries are an investment in a more literate, productive, and globally competitive nation.**

**Town of Payson  
Library  
328 N McLane  
Payson, AZ 85541  
928-474-9260**





>>>LIBRARY<<<

The goals of the Library are to expand wireless capabilities, maintain Library services which are extremely important during economic hard times as our services are free and continue to enhance children’s programs continue fundraising events with the Library Friends of Payson and actively pursue grant opportunities which would enhance programming.



. . . . . EXPENDITURE SUMMARY . . . . .

Operating Division	2011/12 Actual	2012/13 Actual	2013/14 Budget	2014/15 Proposed
Library	422,743	323,858	334,400	341,800
				-
<b>Total Department</b>	<b>422,743</b>	<b>323,858</b>	<b>334,400</b>	<b>341,800</b>

. . . . . POSITION SUMMARY . . . . .

	2013/14	2014/15
Library Director	1.0	1.0
Assistant Library Manager	1.0	1.0
Library Clerks	4.5	4.5
<b>Total Filled Positions</b>	<b>6.5</b>	<b>6.5</b>

### DIVISION DESCRIPTION

The citizens of Payson have access to a very modern and efficiently operated library. Funding is provided through the Town of Payson and the Gila County Library District. The library offers a variety of programs for its young and senior patrons. It serves not only the citizens of Payson but also the surrounding communities.

## 2013/14 ACCOMPLISHMENTS

- ✓ **With grant funds awarded by the Arizona State Library and Archives through the Library Services and Technology Act, we were able to promote library services and community resources for the health of Payson area seniors. This program included lectures from local medical professionals, cooking classes with a local nutritionist, classes on medical research, and \$4,000 in new books, magazines and media on health topics for the library collection.**
- ✓ **The Library Director coordinated with First Things First of Gila County to gather community partners and apply for Northern Gila County's recognition as a Read On Community. Read On Communities are recognized for their dedication to child literacy efforts, including kindergarten readiness and meeting 3rd grade reading standards. Northern Gila County was accepted as a Read On Community in May 2014, and the Payson Public Library Director was accepted as the coordinator for this important program.**
- ✓ **Recognizing that the first five years of a child's life are vitally important to their future success; Assistant Manager and Children's Librarian, Elaine Votruba offered Brain Box training, parent workshops, expanded baby and story time with elements of guided play, as well as community outreach to local preschools.**
- ✓ **The library provided numerous classes for patrons wishing to increase their efficiency with technology. These classes included database training, e-reader training, and basic computer skills classes.**

### CONTACT INFORMATION

Emily Linkey—Library Director  
 Payson Public Library  
 (928) 474-9260  
[elinkey@gclldaz.org](mailto:elinkey@gclldaz.org)

### PHYSICAL LOCATION

Payson Public Library  
 328 N McLane  
 Payson, AZ 85541



**2014/  
2015  
GOALS**

- ⇒ **The Library will continue to work with Gila County Library District administration and our in-network libraries towards the common goal of providing a positive and cohesive patron service experience throughout the Gila County Library District. *KRA5:5 Neighborhoods & Livability & KRA7:5 The Payson Team***
- ⇒ **As the database suite offered by the Arizona State Library is changing, the library will work towards training its patrons in the use of these new and important research tools. *KRA10:3 Technology & KRA5:5 Neighborhoods & Livability***
- ⇒ **Library staff will strive to provide a variety of programming to library patrons of every age. *KRA5:5 Neighborhoods & Livability***
- ⇒ **Library staff will seek out grant opportunities for the funding of new programs, services and technologies. *KRA5:5 Neighborhoods & Livability***
- ⇒ **The Library Director will head up the Read On Northern Gila County effort, coordinating with local libraries, schools, government agencies and other community partners. *KRA5:5 Neighborhoods & Livability & KRA7:5 The Payson Team***

**DIVISION BUDGET CHANGES—3 YEARS**

Description	2012/13 Actual	2013/14 Budget	% Change	2014/15 Proposed	% Change
Salaries & Wages	207,777	212,300	2.2%	209,000	-1.6%
Personnel Benefits	57,755	58,000	0.4%	69,300	19.5%
Supplies	8,328	11,000	32.1%	9,800	-10.9%
Other Services & Charges	49,998	53,100	6.2%	53,700	1.1%
<b>Total Library</b>	<b>323,858</b>	<b>334,400</b>	<b>3.3%</b>	<b>341,800</b>	<b>2.2%</b>

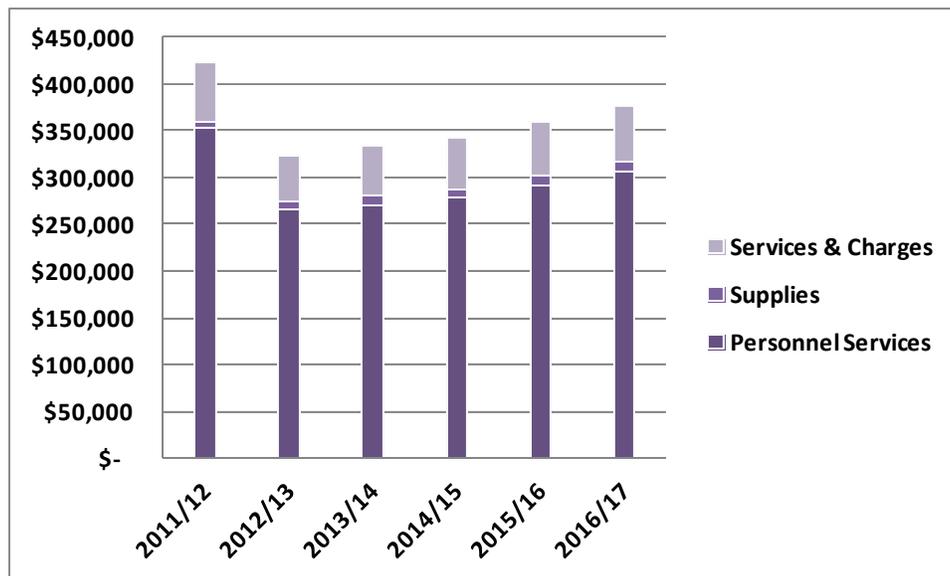
Significant budget changes:

- For FY2013/14, additional funds were budgeted for the acquisition of new computers and office equipment



DIVISION BUDGET ANALYSIS—HISTORIC AND FORECAST

Classification	2011/12 Actual	2012/13 Actual	2013/14 Budget	2014/15 Proposed	2015/16 Estimate	2016/17 Estimate
Personnel Services	\$ 352,434	265,532	\$ 270,300	\$ 278,300	\$ 292,215	\$ 306,826
Supplies	8,027	8,328	11,000	9,800	10,290	10,805
Services & Charges	62,282	49,998	53,100	53,700	56,385	59,204
<b>Total Library</b>	<b>\$ 422,743</b>	<b>\$ 323,858</b>	<b>\$ 334,400</b>	<b>\$ 341,800</b>	<b>\$ 358,890</b>	<b>\$ 376,835</b>





**LIBRARY**

	<b>2011/12 ACTUAL</b>	<b>2012/13 ACTUAL</b>	<b>2013/14 BUDGET</b>	<b>2014/15 PROPOSED</b>
<b>SALARIES &amp; WAGES</b>				
224-5-4461-00-5001 Full Time Employees	223,418	186,334	197,600	179,200
224-5-4461-00-5002 Part Time Employees	44,919	21,443	14,700	39,400
Total Salaries & Wages	<u>268,337</u>	<u>207,777</u>	<u>212,300</u>	<u>218,600</u>
<b>PERSONNEL BENEFITS</b>				
224-5-4461-00-5501 FICA	19,971	14,959	16,200	16,500
224-5-4461-00-5504 Retirement	26,055	20,142	24,000	24,900
224-5-4461-00-5700 Health/Life Insurance	33,343	18,846	12,400	13,900
224-5-4461-00-5701 Disability Insurance	614	439	600	300
224-5-4461-00-5800 Workers Comp Insurance	4,114	3,370	4,800	4,100
Total Personnel Benefits	<u>84,097</u>	<u>57,756</u>	<u>58,000</u>	<u>59,700</u>
<b>SUPPLIES</b>				
224-5-4461-00-6001 Office Supplies	3,055	3,112	3,000	3,000
224-5-4461-00-6003 Cleaning/Sanitary Supplies	1,117	1,210	1,100	1,500
224-5-4461-00-6013 Computer Equip/ Supplies	-	-	2,000	1,000
224-5-4461-00-6201 Building R&M	295	1,034	1,800	1,200
224-5-4461-00-6700 Dues & Memberships	3,560	2,972	3,100	3,100
Total Supplies	<u>8,027</u>	<u>8,328</u>	<u>11,000</u>	<u>9,800</u>
<b>OTHER SERVICES &amp; CHARGES</b>				
224-5-4461-00-7300 Electricity	28,658	29,257	32,000	32,000
224-5-4461-00-7302 Water	1,119	1,069	1,000	1,400
224-5-4461-00-7304 Sewage	370	480	400	400
224-5-4461-00-7305 Refuse Disposal	468	324	300	400
224-5-4461-00-7306 Telephone	4,262	5,368	6,000	6,000
224-5-4461-00-7307 Postage	2,181	1,043	1,500	1,500
224-5-4461-00-7401 Building R&M	24,945	11,272	10,000	10,000
224-5-4461-00-7402 R&M Office Equip	-	-	1,200	-
224-5-4461-00-7502 Lease-Equipment	-	-	-	1,300
224-5-4461-00-7900 Other Professional Services	-	570	-	-
224-5-4461-00-7910 Printing & Binding	280	616	700	700
Total Other Svcs & Charges	<u>62,282</u>	<u>49,999</u>	<u>53,100</u>	<u>53,700</u>
<b>TOTAL LIBRARY</b>	<u><u>422,743</u></u>	<u><u>323,860</u></u>	<u><u>334,400</u></u>	<u><u>341,800</u></u>

# RECREATION & TOURISM

**The mission of the Payson Parks, Recreation & Tourism Department is to provide for the health, inspiration and recreational opportunities for the people of Payson through the creation and maintenance of high quality programs, facilities and community special events. Combined with development of outdoor recreational programs that invite tourists and promote existing attractions & special events to increase the overall economic and social vitality of our community.**

**Town of Payson  
Recreation & Tourism Department  
1000 W. Country Club Dr.  
Payson, AZ 85541  
928-474-5242 X249**

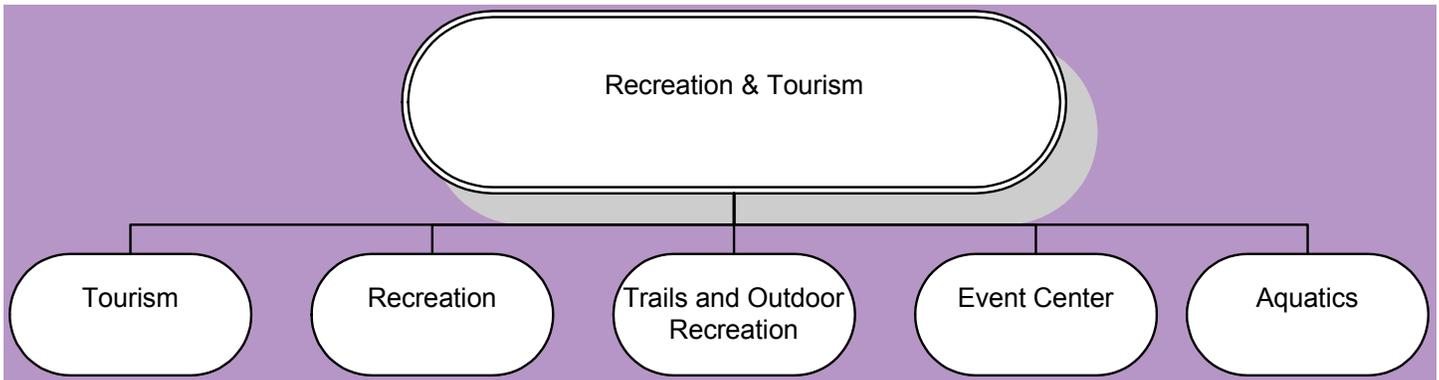
**Cameron Davis  
Director of Recreation & Tourism  
[cdavis@paysonaz.gov](mailto:cdavis@paysonaz.gov)**





>>>RECREATION & TOURISM<<<

The Town of Payson Recreation & Tourism Department provides recreational and cultural activities for the community. It is also responsible for promoting the Town to outside media sources. The facilities that fall under this department are Taylor Pool, Rumsey Park, Green Valley Park, the Multipurpose Event Center, and Payson Area Trails System (PATS).



. . . . . EXPENDITURE SUMMARY . . . . .

Operating Division	2011/12 Actual	2012/13 Actual	2013/14 Budget	2014/15 Proposed
Tourism	188,382	194,929	202,600	224,500
Trails	4,341	3,100	10,000	10,000
Recreation	237,242	250,941	271,700	273,600
Event Center	91,728	132,581	160,700	204,400
Aquatics	30,688	46,562	45,400	50,400
<b>Total Department</b>	<b>552,381</b>	<b>628,113</b>	<b>690,400</b>	<b>762,900</b>

. . . . . POSITION SUMMARY . . . . .

	2013/14	2014/15
Recreation & Tourism Director	1.0	1.0
Recreation Supervisor	0.0	0.0
Recreation Coordinator	2.0	2.0
Secretary	1.0	1.0
Event Center Coordinator	1.0	1.0
<b>Total Filled Positions</b>	<b>5.0</b>	<b>5.0</b>

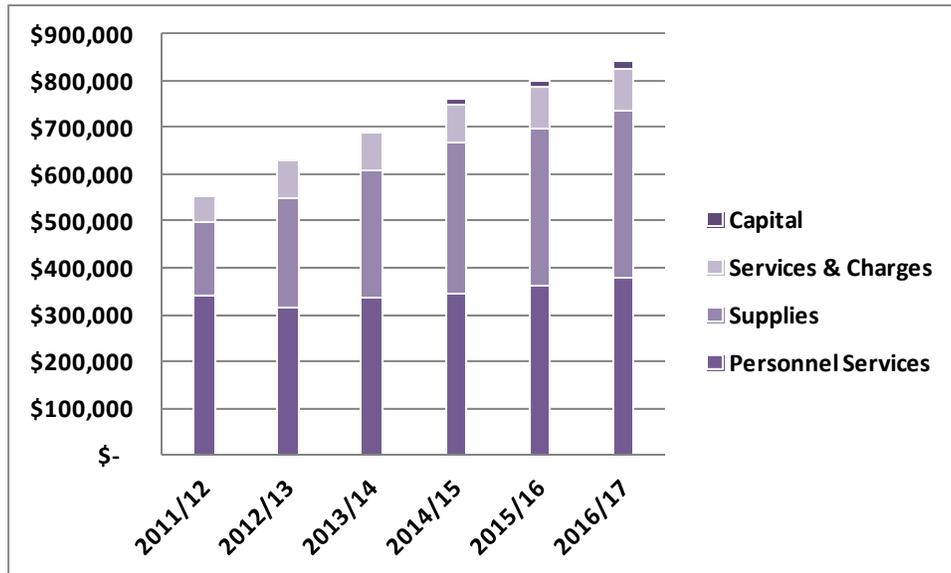


DEPARTMENT BUDGET CHANGES—3 YEARS

Description	2012/13 Actual	2013/14 Budget	% Change	2014/15 Proposed	% Change
Salaries & Wages	248,027	263,600	6.3%	266,100	0.9%
Personnel Benefits	68,499	72,600	6.0%	79,400	9.4%
Supplies	233,978	274,100	17.1%	321,100	17.1%
Other Services & Charges	77,609	80,100	3.2%	83,300	4.0%
Capital	-	-	0.0%	13,000	100.0%
<b>Total Rec &amp; Tourism</b>	<b>628,113</b>	<b>690,400</b>	<b>9.9%</b>	<b>762,900</b>	<b>10.5%</b>

DEPARTMENT BUDGET ANALYSIS—HISTORIC AND FORECAST

Classification	2011/12 Actual	2012/13 Actual	2013/14 Budget	2014/15 Proposed	2015/16 Estimate	2016/17 Estimate
Personnel Services	\$ 340,053	\$ 316,526	\$ 336,200	\$ 345,500	\$ 362,775	\$ 380,914
Supplies	157,414	233,978	274,100	321,100	337,155	354,013
Services & Charges	54,914	77,609	80,100	83,300	87,465	91,838
Capital	-	-	-	13,000	13,650	14,333
<b>Total Rec &amp; Tourism</b>	<b>\$ 552,381</b>	<b>\$ 628,113</b>	<b>\$ 690,400</b>	<b>\$ 762,900</b>	<b>\$ 801,045</b>	<b>\$ 841,097</b>





**DIVISION DESCRIPTION**

It is the responsibility of this division to market and showcase the Town to outside media resources that will ultimately create more awareness concerning events and activities that are happening in Payson. This division also promotes positive interaction between the Town and neighborhood residents. The goal is to create a sense of community involvement and consensus within the Town as it relates to tourism, economic vitality, and participation.

The division actively works with other departments to market and promote Payson as an economically viable community with two primary goals:

- Strengthening the Town’s quality of life programs
- Attract special events and activities that bolster economic vitality and drive sales and bed tax revenue

**CONTACT INFORMATION**

Cameron Davis  
Recreation & Tourism Director  
(928) 474-5242 X249  
cdavis@paysonaz.gov

**PHYSICAL LOCATION**

Payson Parks, Rec, & Tourism  
1000 W. Country Club  
Payson, AZ 85541

## 2013/14 ACCOMPLISHMENTS

- ✓ Participated in or was directly responsible for over 100 special events or activities
- ✓ Town's Tourism Website set traffic records this year with over 1.2 million visitors and over 4.5 million pages visited
- ✓ In 2014, there were over 21,000 unique visits to the Fourth of July page on the Tourism website
- ✓ ASU football returned to Camp Tontozona this year and will be back next year
- ✓ Held the 2nd Annual Mogollon Monster Mudder—more than doubled last year's participants from 243 to 611 this year making it the largest race in Payson's history
- ✓ Grew Payson's brand name in the Valley by utilizing press releases, media connections, TV, radio and other avenues to accumulate over 2,450 advertisements and mentions throughout the year
- ✓ Tourism website [www.paysonrimcountry.com](http://www.paysonrimcountry.com) continued to be at the top of all search engines
- ✓ Continued to brand "Arizona's Cool Mountain Town" in the Valley
- ✓ Co-sponsored several major events such as the car show and World's Oldest Continuous Rodeo
- ✓ Grew the Town's e-mail marketing list by 40%. The e-mail campaigns continue to perform well—when we send out an e-mail blast, over 48% of the people on the list open the e-mail in contrast to industry norms of about 7%.
- ✓ Continued utilization of active social media which has become a vital part of our marketing mix because it is traceable, trackable and creates immediate awareness. Our Facebook page, created in 2011, now has just under 1,500 members.
- ✓ Attracted record number of participants to our Trunk or Treat Festival
- ✓ Continued to expand special events that are bringing a variety of new visitors to Town
- ✓ Continued to increase viability of the Old Time Fiddlers contest by attracting a sell-out crowd to last year's concert featuring major recording artist Suzy Bogguss
- ✓ Provided a variety of different races that have encouraged community involvement, health and well-being
- ✓ Electric Light Parade attracted more visitors than ever before with estimated crowds of over 3,000 and the largest number of floats and participants
- ✓ Welcomed the Cannon Ball Run to Town—this event brought national coverage in various different markets throughout the United States as over 4 million people saw the promotions on this popular TV program



2014/  
2015  
GOALS

- ⇒ **Build the Mountain High Games into a premier event state-wide** KRA1:3&4 Economic Development, Tourism & Economic Vitality
- ⇒ **Continue to add events to the Mountain High Games** KRA1:3&4 Economic Development, Tourism & Economic Vitality
- ⇒ **Hold first ever night run Glow in the Bowl Family Fun Run**
- ⇒ **Expand on Sprint Triathlon by making it a two day event** KRA1:4 Economic Development, Tourism & Economic Vitality
- ⇒ **Bring new entertainment to Concert Series** KRA5:3 Neighborhoods & Livability
- ⇒ **Attract a large scale mountain bike competition to Payson** KRA1:4 Economic Development, Tourism & Economic Vitality
- ⇒ **Continue to develop and build our social media presence** KRA1:4 Economic Development, Tourism & Economic Vitality & KRA10:3 Technology
- ⇒ **Continue to feature the Fourth of July as the Town’s premier event** KRA1:4 Economic Development, Tourism & Economic Vitality
- ⇒ **Continue to build relationships with the Payson Pro Rodeo Committee and promote the World’s Oldest Continuous Rodeo** KRA1:3&4 Economic Development, Tourism & Economic Vitality & KRA7:5 The Payson Team
- ⇒ **Work with all Recreation and Tourism Divisions to promote and drive participation to our programs** KRA1:4 Economic Development, Tourism & Economic Vitality & KRA5:3 Neighborhoods & Livability
- ⇒ **Continue to grow relationships with local and regional businesses that support our events** KRA7:5 The Payson Team
- ⇒ **Work with State organizations to create more focus on Payson, its events and attractions** KRA1:4 Economic Development, Tourism & Economic Vitality & KRA7:5 The Payson Team

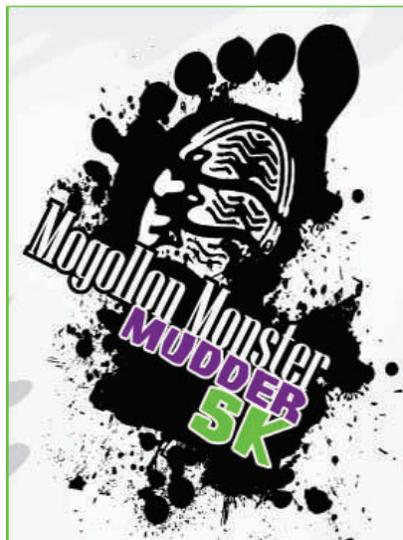
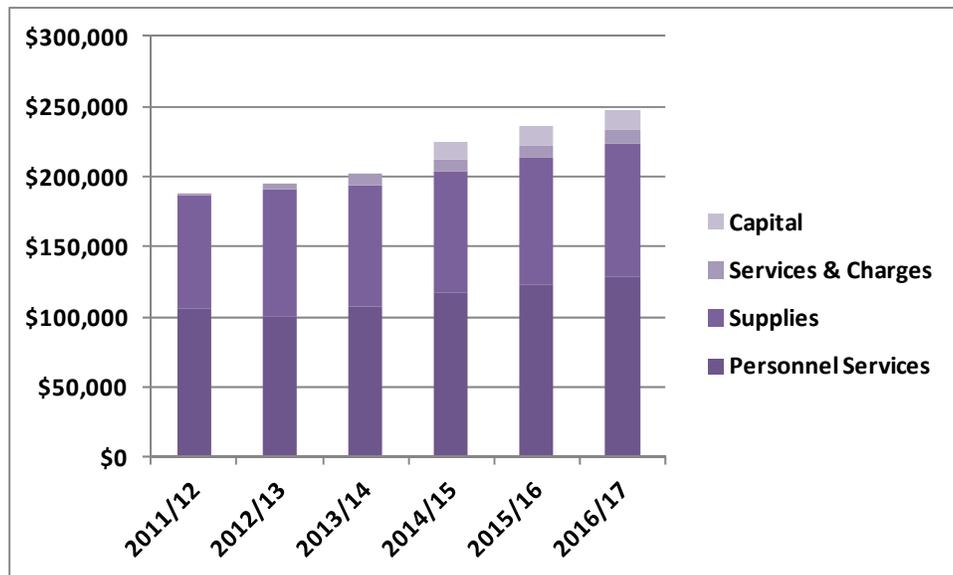
**DIVISION BUDGET CHANGES—3 YEARS**

Description	2012/13 Actual	2013/14 Budget	% Change	2014/15 Proposed	% Change
Salaries & Wages	78,913	85,000	7.7%	91,100	7.2%
Personnel Benefits	21,515	22,600	5.0%	25,400	12.4%
Supplies	90,214	86,500	-4.1%	86,500	0.0%
Other Services & Charges	4,287	8,500	98.3%	8,500	0.0%
Capital	-	-	0.0%	13,000	100.0%
<b>Total Tourism</b>	<b>194,929</b>	<b>202,600</b>	<b>3.9%</b>	<b>224,500</b>	<b>10.8%</b>

- Starting in FY13/14, Other Services & Charges increased due to the fact that \$4,000 was added to the budget for advertising

**DIVISION BUDGET ANALYSIS—HISTORIC AND FORECAST**

Classification	2011/12 Actual	2012/13 Actual	2013/14 Budget	2014/15 Proposed	2015/16 Estimate	2016/17 Estimate
Personnel Services	\$ 105,217	\$ 100,428	\$ 107,600	\$ 116,500	\$ 122,325	\$ 128,441
Supplies	81,618	90,214	86,500	86,500	\$ 90,825	\$ 95,366
Services & Charges	1,547	4,287	8,500	8,500	\$ 8,925	\$ 9,371
Capital	-	-	-	13,000	\$ 13,650	\$ 14,333
<b>Total Tourism</b>	<b>\$ 188,382</b>	<b>\$ 194,929</b>	<b>\$ 202,600</b>	<b>\$ 224,500</b>	<b>\$ 235,725</b>	<b>\$ 247,511</b>





**TOURISM**

	<b>2011/12 ACTUAL</b>	<b>2012/13 ACTUAL</b>	<b>2013/14 BUDGET</b>	<b>2014/15 PROPOSED</b>
<b>SALARIES &amp; WAGES</b>				
101-5-1410-00-5001 Full Time Employees	78,832	78,625	80,000	88,100
214-5-1410-00-5003 Temporary Employees	-	288	5,000	3,000
Total Salaries & Wages	78,832	78,913	85,000	91,100
<b>PERSONNEL BENEFITS</b>				
101-5-1410-00-5501 FICA	5,850	5,685	6,100	6,700
214-5-1410-00-5501 FICA	-	22	400	400
101-5-1410-00-5504 Retirement	8,420	8,578	9,000	10,100
101-5-1410-00-5700 Health/Life Insurance	11,666	6,774	6,600	7,500
101-5-1410-00-5701 Disability Insurance	199	189	200	200
101-5-1410-00-5800 Workers Comp Insurance	250	268	300	500
Total Personnel Benefits	26,385	21,516	22,600	25,400
<b>SUPPLIES</b>				
101-5-1410-00-6011 Small Tools & Minor Equipment	-	1,408	1,500	1,500
214-5-1410-00-6011 Small Tools & Minor Equipment	-	12,924	-	-
101-5-1410-00-6602 Promotional Events	-	28	-	-
214-5-1410-00-6602 Promotional Events	81,618	75,854	85,000	85,000
101-5-1410-00-6700 Dues & Memberships	-	-	-	-
210-5-1410-00-6990 Other Supplies-Main St Program	-	-	-	-
Total Supplies	81,618	90,214	86,500	86,500
<b>OTHER SERVICES &amp; CHARGES</b>				
101-5-1410-00-7306 Telephone	975	677	800	800
101-5-1410-00-7307 Postage	29	110	200	200
101-5-1410-00-7900 Other Professional Services	508	1,000	1,500	1,500
101-5-1410-00-7907 Advertising	-	-	4,000	4,000
101-5-1410-00-7910 Printing - Binding	35	-	-	-
210-5-1410-00-7912 Grant Expense	-	2,500	2,000	2,000
Total Other Svcs & Charges	1,547	4,287	8,500	8,500
<b>CAPITAL</b>				
214-5-1410-00-8521 Machinery & Equip	-	-	-	13,000
	-	-	-	13,000
<b>TOTAL TOURISM</b>	188,381	194,930	202,600	224,500

**RECREATION**

It is the mission of the Recreation Division to provide programs that create the background for healthy living and sports-based programs for all ages that build, activate, and unite the community. Creating quality of life programs to enhance the communities overall social and economic benefits is central to the mission of this Division.

**DIVISION DESCRIPTION**

The Recreation Division is responsible for planning and providing small to large scale sporting events including: soccer, flag football, softball, basketball, and much more. In addition to these programs, this division works to attract large scale sporting events to Town to help stimulate the economic vitality of the community.



**CONTACT INFORMATION**

**PHYSICAL LOCATIONS**

Kaprice Bachtell  
 Recreation Coordinator  
 (928) 474-5242 X359  
 kbactell@paysonaz.gov

Courtney Spawn  
 Recreation Coordinator  
 (928) 474-5242 X358  
 cspawn@paysonaz.gov

Rumsey Park  
 504 N McLane Rd.  
 Payson, AZ 85541

Parks, Rec & Tourism Office  
 Green Valley Park  
 1000 W. Country Club Dr.  
 Payson, AZ 85541

## 2013/14 ACCOMPLISHMENTS

- ✓ Administered over 40 Programs for adult and youth sports
- ✓ Added a youth volleyball program
- ✓ Attracted several new sports destination tournaments—soccer & baseball
- ✓ Increased the number of programs offered to youth and adults
- ✓ Provided more programs for children who have not started school (ages 3-5)
- ✓ Provided additional training for seasonal employees
- ✓ Improved training for volunteer coaches
- ✓ Streamlined the use of sports equipments to cut down on lost and stolen goods
- ✓ Attracted more camps to Town and increased camps with PUSD
- ✓ Hosted an ASA Fast Pitch Tournament with youth ages 10 and up for the 3rd year
- ✓ Starting to build a better relationship with Little League Baseball
- ✓ Helped to facilitate Youth Football

- ⇒ Attract various sports tournaments to the Town (TEAMS Conference, NASC) KRA1:4 \*
- ⇒ Increase Town tournaments offered such as tennis, pickleball, holiday tournaments-4th of July, all night softball tournaments KRA1:4 \*
- ⇒ Expand official / umpire pool KRA7:4 \*\*\*
- ⇒ Enhance official / umpire training KRA7:4 \*\*\*
- ⇒ Enhance supervisor training KRA7:4 \*\*\*
- ⇒ Revamp captain / manager meetings KRA7:4 & KRA7:5 \*\*\*
- ⇒ Provide youth summer programs / camps (rookie sports clinics, golf) KRA5:3 \*\*
- ⇒ Meet the needs of 12-16 age groups (high school intramural organization) KRA5:3 \*\*
- ⇒ Provide more program opportunities for Seniors such as walking club KRA5:3 \*\*
- ⇒ Educate community on marketing outlets and utilize website KRA4:5 Innovation & Efficiency
- ⇒ Increase participation in youth & adult programs KRA5:3 \*\*
- ⇒ Increase offered programs KRA5:3 \*\*
- ⇒ Develop yearly or bi-yearly calendar of events for community KRA4:5 Innovation & Efficiency
- ⇒ Better communication / relation with Town sports organizations & school district
- ⇒ Detailed budget information on program cost / return KRA2:3 Financial Excellence
- ⇒ Retention of staff KRA7:1 & KRA7:2 \*\*\*
- ⇒ Hire / train / retain yearly supervisory staff KRA7:1 & KRA7:2 \*\*\*
- ⇒ Develop relations with school district physical education programs KRA7:5 \*\*\*
- ⇒ Continue health fairs & expand on youth nutrition education KRA 5:3 \*\*
- ⇒ Develop budget outline, goals, cost analysis for each program KRA2:3 Financial Excellence
- ⇒ Increase business participation/sponsorship in programs KRA7:5 \*\*\*
- ⇒ Develop / continue working relationship with Payson Roundup KRA7:5 \*\*\*
- ⇒ Establish adult sports standings / champion photos

\* KRA 1 is Economic Development, Tourism & Economic Vitality

\*\* KRA 5 is Neighborhoods & Livability

\*\*\* KRA 7 is The Payson Team

2014/  
2015  
GOALS



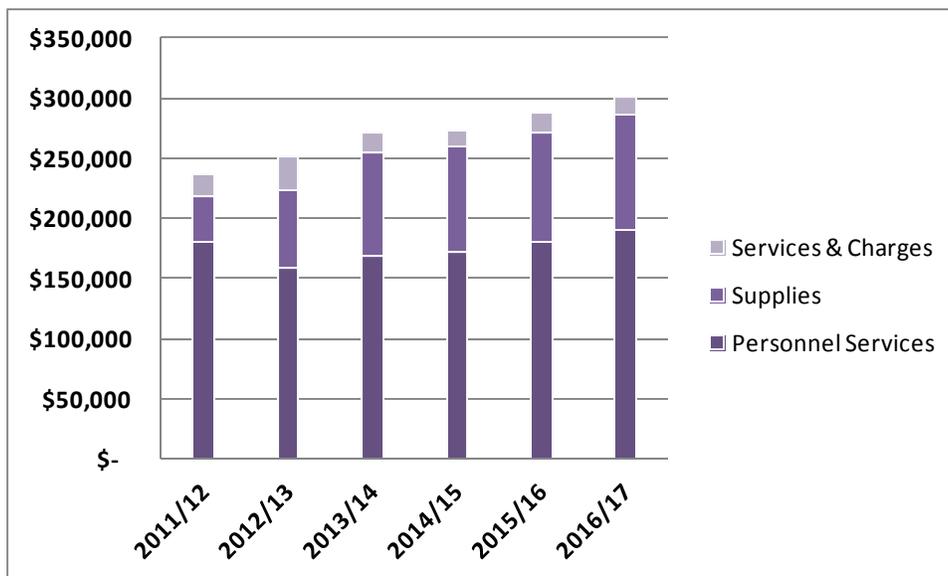
DIVISION BUDGET CHANGES—3 YEARS

Description	2012/13 Actual	2013/14 Budget	% Change	2014/15 Proposed	% Change
Salaries & Wages	127,963	135,100	5.6%	136,800	1.3%
Personnel Benefits	31,476	33,500	6.4%	35,300	5.4%
Supplies	64,886	86,200	32.8%	87,100	1.0%
Other Services & Charges	26,616	16,900	-36.5%	14,400	-14.8%
<b>Total Recreation Operations</b>	<b>250,941</b>	<b>271,700</b>	<b>8.3%</b>	<b>273,600</b>	<b>0.7%</b>

- FY13/14 increase in Supplies represents an increase in the Program Supplies budget required as the participation in recreation programs continues to grow
- FY12/13 had large expenditure for R&M Buildings was required

BUDGET ANALYSIS—HISTORIC AND FORECAST

Classification	2011/12 Actual	2012/13 Actual	2013/14 Budget	2014/15 Proposed	2015/16 Estimate	2016/17 Estimate
Personnel Services	\$ 180,758	\$ 159,439	\$ 168,600	\$ 172,100	\$ 180,705	\$ 189,740
Supplies	38,215	64,886	86,200	87,100	91,455	96,028
Services & Charges	18,269	26,616	16,900	14,400	15,120	15,876
<b>Total Recreation</b>	<b>\$ 237,242</b>	<b>\$ 250,941</b>	<b>\$ 271,700</b>	<b>\$ 273,600</b>	<b>\$ 287,280</b>	<b>\$ 301,644</b>



**RECREATION**

	<b>2011/12 ACTUAL</b>	<b>2012/13 ACTUAL</b>	<b>2013/14 BUDGET</b>	<b>2014/15 PROPOSED</b>
<b>4460/4466/4467</b>				
<b>SALARIES &amp; WAGES</b>				
101-5-446x-00-5001 Full Time Employees	108,058	103,122	101,400	103,100
101-5-446x-00-5002 Part Time Employees	-	34	-	-
101-5-446x-00-5003 Temporary Employees	32,403	24,807	33,700	33,700
Total Salaries & Wages	140,462	127,963	135,100	136,800
<b>PERSONNEL BENEFITS</b>				
101-5-446x-00-5501 FICA	10,506	9,274	9,900	7,700
101-5-446x-00-5504 Retirement	11,542	10,153	11,500	12,000
101-5-446x-00-5700 Health/Life Insurance	16,283	10,466	9,600	14,700
101-5-446x-00-5701 Disability Insurance	273	226	300	300
101-5-446x-00-5800 Workers Comp Insurance	1,692	1,357	2,200	600
Total Personnel Benefits	40,296	31,476	33,500	35,300
<b>SUPPLIES</b>				
101-5-446x-00-6001 Office Supplies	1,523	1,088	1,800	4,000
101-5-446x-00-6003 Cleaning Supplies	178	208	300	300
101-5-446x-00-6005 Safety/Program Supplies	38	10	200	200
101-5-446x-00-6006 Clothing/Uniform Reimburse	254	657	500	500
101-5-446x-00-6009 Program Supplies	34,004	57,701	77,300	77,300
101-5-446x-00-6011 Small Tools/Minor Equipment	36	317	200	500
101-5-446x-00-6201 Building Repair Materials	193	179	200	200
101-5-446x-00-6300 Vehicle Fuels	1,197	2,642	4,000	2,500
101-5-446x-00-6302 Vehicle R&M	747	2,039	1,100	1,000
101-5-446x-00-6700 Dues & Memberships	45	45	600	600
Total Supplies	38,215	64,886	86,200	87,100
<b>OTHER SERVICES &amp; CHARGES</b>				
101-5-446x-00-7306 Telephone	5,476	6,994	6,700	6,700
101-5-446x-00-7307 Postage	57	29	-	200
101-5-446x-00-7401 R&m Building	-	11,794	-	-
101-5-446x-00-7402 Office Equipment R&M	656	-	-	-
101-5-446x-00-7502 Lease-Equipment	1,720	2,035	1,700	3,000
101-5-446x-00-7600 Travel	143	-	-	-
101-5-446x-00-7907 Advertising	500	-	500	500
101-5-446x-00-7910 Printing & Binding	9,717	5,764	8,000	4,000
Total Other Svcs & Charges	18,269	26,616	16,900	14,400
<b>TOTAL RECREATION</b>	<b>237,242</b>	<b>250,941</b>	<b>271,700</b>	<b>273,600</b>



**TRAILS & OPEN SPACES**

The Trails and Outdoor Recreation Division consists of Payson Area Trails System (PATS) and outdoor recreation programs.

**DIVISION DESCRIPTION**

The Payson Area Trails System (PATS) is an in-progress inter-connecting trails system utilizing detached pathways, existing sidewalks and bike lanes in Payson to form an interior trail network. These interior trails will connect to specific Forest Service roads and trails on Payson’s periphery to provide a more rustic trail-user experience. Outdoor recreation programs enhance the quality of life of Rim Country residents, as well as visitors, by offering programs that familiarize participants with our various outdoor resources.

**2013/14 ACCOMPLISHMENTS**

- ✓ **Worked with the Tonto National Forest to further the construction of the Goat Camp trailhead**
- ✓ **Created a working relationship with the Tonto National Forest to provide volunteers for work days on the existing trails**
- ✓ **Continue to provide monthly PATS hikes to the public through volunteers**
- ✓ **Promote PATS in the Chamber’s Visitors Guide which goes out to all local and state-wide Chambers of Commerce, Visitors Bureaus, State Visitors Centers, etc**

**CONTACT INFORMATION**

Cameron Davis  
Recreation & Tourism Director  
  
(928) 474-5242 X249  
  
cdavis@paysonaz.gov

**PHYSICAL LOCATION**

American Gulch Trail  
Boulders Loop Trail & Cypress Trail  
Event Center / Gila County Trail / Peach Loop Trail  
Goat Camp Ruins Trail  
Houston Trail & Houston Loop Trail  
Monument Peak Loop Trail  
Round Valley Trail

**2014/  
2015  
GOALS**

- ⇒ Continue to work with USFS and PATS volunteers to maintain USFS/PATS routes  
**KRA3:2 Infrastructure & KRA7:5 The Payson Team**
- ⇒ Find creative, new activities and programs that will allow the public to utilize the PATS trails more frequently  
**KRA5:3 Neighborhoods & Livability**
- ⇒ Continue to offer most popular outdoor recreation programming per cost recovery guidelines and public request  
**KRA5:3 Neighborhoods & Livability**
- ⇒ Partner with other government agencies & contractors, when possible, to maximize service and minimize costs of programs  
**KRA3:2 Infrastructure & KRA7:5 The Payson Team**
- ⇒ Increase awareness and participation of PATS use and outdoor recreational activities to Arizona residents & organizations in the Metro Phoenix area  
**KRA4:5 Innovation & Efficiency**
- ⇒ Look for grant opportunities for trail construction and maintenance that do not require matching funds, only in-kind contributions (volunteer and staff labor and salaries, etc.)  
**KRA 3:2 Infrastructure & KRA7:5 The Payson Team**
- ⇒ Work with the Arizona OHV Program to set guidelines for trail use as it relates to OHV and UTV's  
**KRA3:2 Infrastructure**

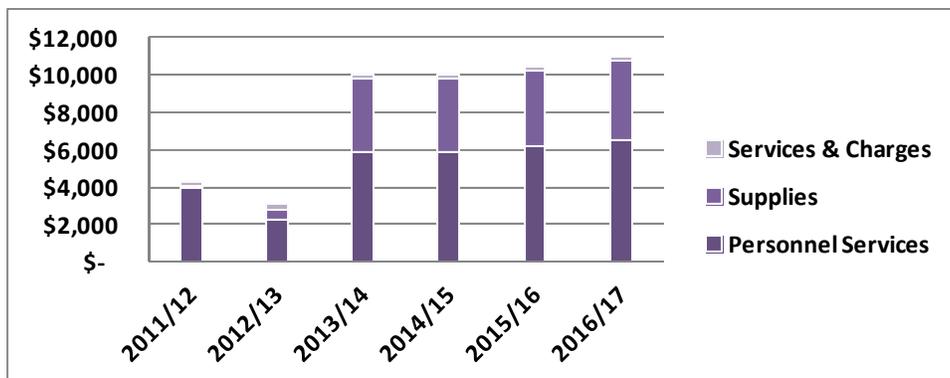
**DIVISION BUDGET CHANGES—3 YEARS**

Description	2012/13 Actual	2013/14 Budget	% Change	2014/15 Proposed	% Change
Salaries & Wages	2,043	3,000	46.8%	3,000	0.0%
Personnel Benefits	213	2,900	1261.5%	2,900	0.0%
Supplies	520	3,900	650.0%	3,900	0.0%
Other Services & Charges	324	200	-38.3%	200	0.0%
<b>Total Trails &amp; Open Space</b>	<b>3,100</b>	<b>10,000</b>	<b>222.6%</b>	<b>10,000</b>	<b>0.0%</b>

- For FY2012/13 Staff wasn't available to coordinate volunteer programs for trail construction and maintenance

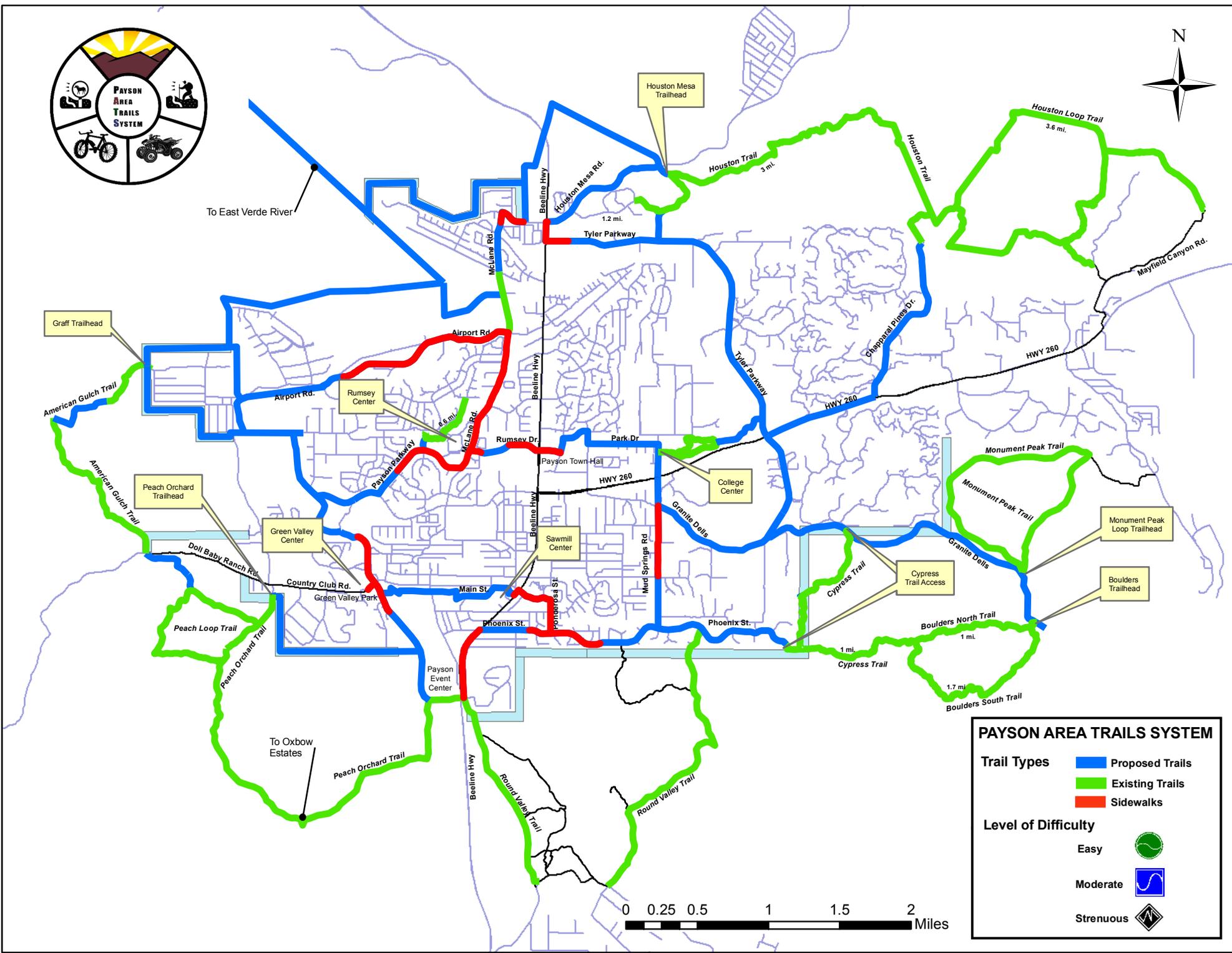
**DIVISION BUDGET ANALYSIS—HISTORIC AND FORECAST**

Classification	2011/12 Actual	2012/13 Actual	2013/14 Budget	2014/15 Proposed	2015/16 Estimate	2016/17 Estimate
Personnel Services	\$ 3,950	\$ 2,256	\$ 5,900	\$ 5,900	\$ 6,195	\$ 6,505
Supplies	81	520	3,900	3,900	4,095	4,300
Services & Charges	310	324	200	200	210	221
<b>Total Trails</b>	<b>\$ 4,341</b>	<b>\$ 3,100</b>	<b>\$ 10,000</b>	<b>\$ 10,000</b>	<b>\$ 10,500</b>	<b>\$ 11,025</b>



**TRAILS & OPEN SPACE**

	<b>2011/12 ACTUAL</b>	<b>2012/13 ACTUAL</b>	<b>2013/14 BUDGET</b>	<b>2014/15 PROPOSED</b>
<b>SALARIES &amp; WAGES</b>				
101-5-4464-00-5001 Full Time Employees	768	-	-	-
101-5-4464-00-5002 Part Time Employees	1,677	23	-	-
101-5-4464-00-5003 Temporary	-	1,970	3,000	3,000
101-5-4464-00-5009 Contract/Instructor Pay	496	50	2,400	2,400
Total Salaries & Wages	<u>2,941</u>	<u>2,043</u>	<u>5,400</u>	<u>5,400</u>
<b>PERSONNEL BENEFITS</b>				
101-5-4464-00-5501 FICA	236	152	300	300
101-5-4464-00-5504 Retirement	333	-	-	-
101-5-4464-00-5700 Health/Life Insurance	426	-	-	-
101-5-4464-00-5701 Disability Insurance	8	-	-	-
101-5-4464-00-5800 Workers Comp Insurance	7	61	200	200
Total Personnel Benefits	<u>1,009</u>	<u>213</u>	<u>500</u>	<u>500</u>
<b>SUPPLIES</b>				
101-5-4464-00-6009 Program Supplies	81	520	3,800	3,800
101-5-4464-00-6011 Small Tools/Minor Equipment	-	-	100	100
Total Supplies	<u>81</u>	<u>520</u>	<u>3,900</u>	<u>3,900</u>
<b>OTHER SERVICES &amp; CHARGES</b>				
101-5-4464-00-7306 Telephone	158	324	-	-
101-5-4464-00-7307 Utilities Postage/Freight	152	-	-	-
101-5-4464-00-7910 Printing & Binding	-	-	200	200
Total Other Svcs & Charges	<u>310</u>	<u>324</u>	<u>200</u>	<u>200</u>
<b>TOTAL TRAILS &amp; OPEN SPACE</b>	<u><u>4,341</u></u>	<u><u>3,100</u></u>	<u><u>10,000</u></u>	<u><u>10,000</u></u>



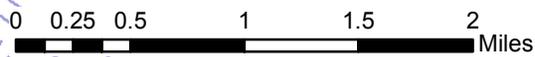
**PAYSON AREA TRAILS SYSTEM**

**Trail Types**

- Proposed Trails (Blue line)
- Existing Trails (Green line)
- Sidewalks (Red line)

**Level of Difficulty**

- Easy (Green circle icon)
- Moderate (Blue square icon)
- Strenuous (Black diamond icon)





**EVENT CENTER**

The Payson Event Center provides the community with a cultural and social place for special events and activities. It is meant to provide a place for social gathering as well as provide a facility where large events can be held. The Event Center supports the mission of the Recreation & Tourism Department in providing clean facilities that bring large groups to Town for, not only cultural and social benefits, but also for economic purposes as well.

**DIVISION DESCRIPTION**

A fund was established to account for expenditures related to the Town’s 36-acre Multi-Event Recreation Center, located on the south edge of Town. The Event Center was established for hosting large-scale special events. Bleacher seating is available for over 3,500 people. The annual rodeo was moved to this site in the Fall of 2000. The Event Center also provides local residents the opportunity for, and enjoyment of, drop-in equestrian usage, complete with two training arenas and a trailhead leading to the Tonto National Forest. As this facility continues to grow in popularity and usage, the Town of Payson looks forward to the seemingly endless possibilities of scheduled events that a facility of this size may generate.

User fees related to the various activities held during the year help fund the operation of the complex. Due to the impact this Complex has on the Town’s tourism related tax base, the Town Council has approved transferring part of the Town’s Bed Tax revenue to this fund.

**CONTACT INFORMATION**

Kaprice Bachtell  
Recreation Coordinator  
(928) 474-5242 X359  
kbachtell@paysonaz.gov

**PHYSICAL LOCATION**

Payson Event Center  
1400 S. Beeline Hwy.  
Payson, AZ 85541

## 2013/14 ACCOMPLISHMENTS

- ✓ Booked Event Center with paying customers for April—October
- ✓ Hosted the AZ State High School Rodeo Finals for the 6th consecutive year
- ✓ Set up 400 stall panels to provide accommodations for returning events as well as to draw larger events
- ✓ Hosted the Southwest Indian Rodeo Association Finals for the 4th year
- ✓ Improved ground maintenance for main arena
- ✓ Secured several pre-bookings for events to be held in Fiscal Year 2014/15

## 2014/15 GOALS

- ⇒ Host the Arizona State High School Rodeo Finals for the 7th consecutive year **KRA 1:4 \***
- ⇒ Host the Southwest Indian Rodeo Association Finals for the 5th consecutive year **KRA 1:4 \***
- ⇒ Host the Arizona State High School and Arizona Junior High Rodeo Season Opener **KRA 1:4 \***
- ⇒ Host the AJHSRA Finals in May 2015 **KRA1:4 \***
- ⇒ Host NBHA Finals **KRA 1:4 \***
- ⇒ Book every available weekend with paying customers from May 1st thru October 15th **KRA1:4 \***
- ⇒ Repair announcer's booth **KRA1:3 \***
- ⇒ Remove old rodeo office and add new office for Event Center events **KRA1:3 \***
- ⇒ Continue to work towards a great relationship with the Payson Pro Rodeo Committee to improve the May and August rodeos **KRA1:4 \* & KRA7:5 The Payson Team**

\*KRA 1 is Economic Development, Tourism & Economic Vitality



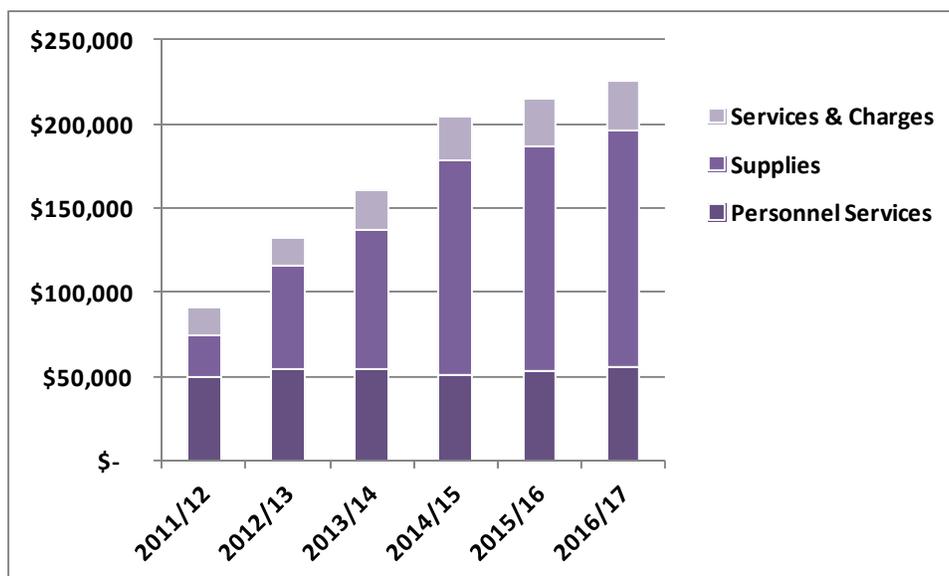
**DIVISION BUDGET CHANGES—3 YEARS**

Description	2012/13 Actual	2013/14 Budget	% Change	2014/15 Proposed	% Change
Salaries & Wages	39,108	40,500	3.6%	35,200	-13.1%
Personnel Benefits	15,295	13,600	-11.1%	15,800	16.2%
Supplies	62,107	83,000	33.6%	127,100	53.1%
Other Services & Charges	16,071	23,600	46.8%	26,300	11.4%
<b>Total Event Center</b>	<b>132,581</b>	<b>160,700</b>	<b>21.2%</b>	<b>204,400</b>	<b>27.2%</b>

- In FY13/14, Supplies budget increased as greater attendance to events caused the need to increase the Program Service Costs budget
- In FY14/15, the increase in Supplies represents additional funds allocated for supplies needed for the repair & maintenance of buildings
- As participation in events increases, funds are added to the budget for Other Services & Charges to meet the requirements for the successfully hosting of these events

**DIVISION BUDGET ANALYSIS—HISTORIC AND FORECAST**

Classification	2011/12 Actual	2012/13 Actual	2013/14 Budget	2014/15 Proposed	2015/16 Estimate	2016/17 Estimate
Personnel Services	\$ 50,128	\$ 54,403	\$ 54,100	\$ 51,000	\$ 53,550	\$ 56,228
Supplies	24,414	62,107	83,000	127,100	133,455	140,128
Services & Charges	17,186	16,071	23,600	26,300	27,615	28,996
<b>Total Event Center</b>	<b>\$ 91,728</b>	<b>\$ 132,581</b>	<b>\$ 160,700</b>	<b>\$ 204,400</b>	<b>\$ 214,620</b>	<b>\$ 225,351</b>





**EVENT CENTER**

	<b>2011/12 ACTUAL</b>	<b>2012/13 ACTUAL</b>	<b>2013/14 BUDGET</b>	<b>2014/15 PROPOSED</b>
<b>SALARIES &amp; WAGES</b>				
265-5-4465-00-5001 Full Time Employees	34,346	36,096	35,500	35,700
265-5-4465-00-5002 Part Time Employees	-	48	-	-
265-5-4465-00-5003 Temporary	-	2,964	5,000	5,000
Total Salaries & Wages	34,346	39,108	40,500	40,700
<b>PERSONNEL BENEFITS</b>				
265-5-4465-00-5501 FICA	2,337	2,510	2,700	2,700
265-5-4465-00-5504 Retirement	3,618	3,821	4,000	4,100
265-5-4465-00-5700 Insurance Benefit	9,634	8,648	6,600	3,300
265-5-4465-00-5701 Disability Insurance	85	84	100	100
265-5-4465-00-5800 Workers Comp Insurance	109	233	200	100
Total Personnel Benefits	15,783	15,296	13,600	10,300
<b>SUPPLIES</b>				
265-5-4465-00-6009 Program Service Costs	22,291	48,952	74,500	75,000
265-5-4465-00-6011 Small Tools/Minor Equip	-	10,000	-	-
265-5-4465-00-6201 R&M Supplies Buidling	-	-	-	43,600
265-5-4465-00-6202 R&M Supplies Other	2,049	2,227	7,500	7,500
265-5-4465-00-6900 Other Supplies	74	927	1,000	1,000
Total Supplies	24,414	62,106	83,000	127,100
<b>OTHER SERVICES &amp; CHARGES</b>				
265-5-4465-00-7300 Electricity	9,414	8,393	12,000	12,000
265-5-4465-00-7302 Water	2,711	2,114	2,000	2,500
265-5-4465-00-7304 Sewer	-	-	-	200
265-5-4465-00-7305 Refuse Disposal	2,685	1,123	4,000	6,000
265-5-4465-00-7306 Telephone	509	541	600	600
265-5-4465-00-7405 R&M Vehicle	-	150	-	-
265-5-4465-00-7502 Lease-Equipment	1,868	3,750	5,000	5,000
Total Other Svcs & Charges	17,186	16,071	23,600	26,300
<b>TOTAL EVENT CENTER</b>	91,729	132,581	160,700	204,400

**AQUATICS**

The mission of the Aquatics Division is to provide a safe and fun aquatic environment for Payson residents and visitors. This facility offers swim lessons, swim teams, water aerobics as well as other aquatic activities for the whole family. Customer service and public safety are key values to the aquatic program.

**DIVISION DESCRIPTION**

The Town’s seasonal swimming pool program provides participants of all ages diversified aquatic programs. The maintenance of Taylor Pool is designed to adhere to strict water quality standards, Certified management and lifeguards, in addition to licensed pool maintenance staff, operate Taylor Pool.

**2013/14 ACCOMPLISHMENTS**

- ✓ **Negotiated one year extension of contract with EVO Swim School to manage Taylor Pool**
- ✓ **Provide the community with Olympic level instruction for its swim team**
- ✓ **Provide swim lesson instruction to the community**

**CONTACT INFORMATION**

Cameron Davis—Recreation & Tourism Director  
 (928) 474-5242 X249  
 cdavis@paysonaz.gov

Taylor Pool (928) 474-2774

**PHYSICAL LOCATION**

Taylor Pool  
 504 N. McLane Rd.  
 Payson, AZ 85541

**2014/  
2015  
GOALS**

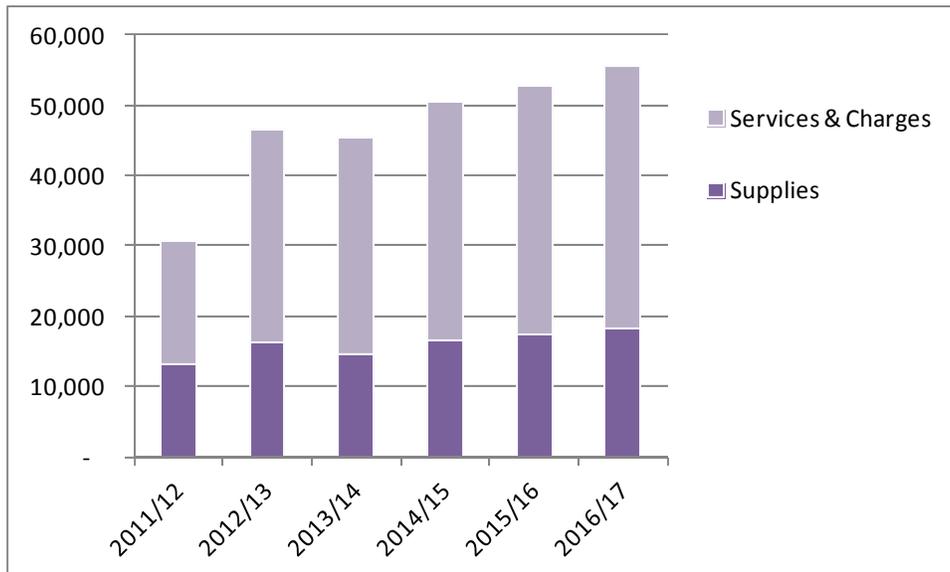
- ⇒ Evaluate pool programs and adjust programming for the betterment of the community **KRA5:3 Neighborhoods & Livability**
- ⇒ Provide quality swimming lessons, swim team and a safe, open swim environment **KRA5:3 Neighborhoods & Livability**
- ⇒ Evaluate existing equipment and start plan for replacement **KRA5:3 Neighborhoods & Livability**

**DIVISION BUDGET CHANGES—3 YEARS**

Description	2012/13 Actual	2013/14 Budget	% Change	2014/15 Proposed	% Change
Supplies	16,251	14,500	-10.8%	16,500	13.8%
Other Services & Charges	30,311	30,900	1.9%	33,900	9.7%
<b>Total Aquatics</b>	<b>46,562</b>	<b>45,400</b>	<b>-2.5%</b>	<b>50,400</b>	<b>11.0%</b>

**BUDGET ANALYSIS—HISTORIC AND FORECAST**

Classification	2011/12 Actual	2012/13 Actual	2013/14 Budget	2014/15 Proposed	2015/16 Estimate	2016/17 Estimate
Supplies	13,086	16,251	14,500	16,500	17,325	18,191
Services & Charges	17,602	30,311	30,900	33,900	35,595	37,375
<b>Total Aquatics</b>	<b>\$ 30,688</b>	<b>\$ 46,562</b>	<b>\$ 45,400</b>	<b>\$ 50,400</b>	<b>\$ 52,920</b>	<b>\$ 55,566</b>



**AQUATICS**

	<b>2011/12 ACTUAL</b>	<b>2012/13 ACTUAL</b>	<b>2013/14 BUDGET</b>	<b>2013/14 PROPOSED</b>
<b>SUPPLIES</b>				
101-5-4469-00-6008 Chemicals	9,617	13,155	11,000	13,000
101-5-4469-00-6009 Program Supplies	1,989	1,635	2,000	2,000
101-5-4469-00-6201 R&M Supplies Building	674	795	1,000	1,000
101-5-4469-00-6202 R&M Supplies Other	806	666	500	500
Total Supplies	<u>13,086</u>	<u>16,251</u>	<u>14,500</u>	<u>16,500</u>
<b>OTHER SERVICES &amp; CHARGES</b>				
101-5-4469-00-7300 Electricity	2,831	11,973	9,000	12,000
101-5-4469-00-7301 Propane Gas	5,069	8,268	7,500	7,500
101-5-4469-00-7302 Water	2,702	2,675	2,800	2,800
101-5-4469-00-7304 Sewage	2,100	2,100	2,100	2,100
101-5-4469-00-7306 Telephone	549	610	600	600
101-5-4469-00-7900 Other Professional Services	-	-	4,500	4,500
101-5-4469-00-7903 General Insurance	4,350	4,685	4,400	4,400
Total Other Svcs & Charges	<u>17,602</u>	<u>30,311</u>	<u>30,900</u>	<u>33,900</u>
<b>TOTAL AQUATICS</b>	<u><u>30,688</u></u>	<u><u>46,562</u></u>	<u><u>45,400</u></u>	<u><u>50,400</u></u>

# **PUBLIC WORKS**

**The Public Works Department's purpose is to provide safe and efficient infrastructure systems and to provide upgrades and additions to the Town's infrastructure system.**

**Town of Payson  
Community Development Building  
303 N. Beeline Highway  
Payson, AZ 85541  
928-474-5242 X283**

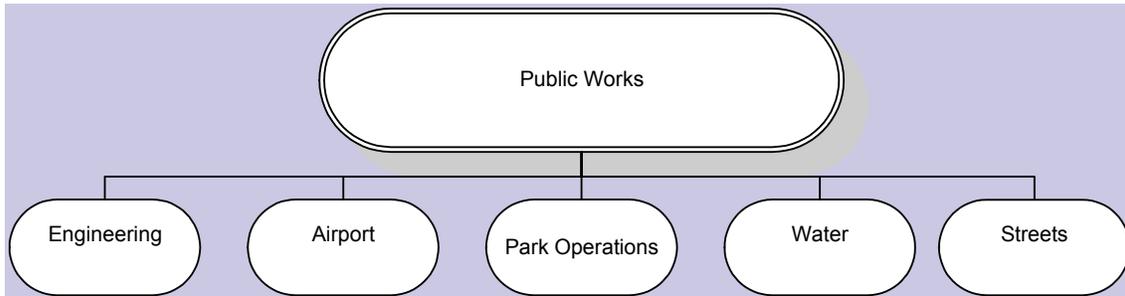
**LaRon Garrett—Assistant Town Manager  
lgarrett@paysonaz.gov**





>>>PUBLIC WORKS<<<

The Public Works Department is comprised of the Airport, Engineering, Parks Operations, Streets (HURF), and Water Divisions These divisions provide engineering, utilities, transportation, drainage and recreation facilities for the citizens. This department also provides services to support various Town departments such as: review of plats, development plans, and Public Works maintenance contracts. (Water Division is not included in Department summary information but is reported separately.)



. . . . . EXPENDITURE SUMMARY . . . . .

Operating Division	2011/12 Actual	2012/13 Actual	2013/14 Budget	2014/15 Proposed
Town Engineer	6,075	-	4,400	4,600
Highway Users Fund (HURF)	1,562,666	1,458,858	1,678,700	2,299,100
Parks Operations	431,878	406,447	518,800	579,600
Airport	382,115	389,324	864,900	1,257,700
<b>Total Department</b>	<b>2,382,734</b>	<b>2,254,629</b>	<b>3,066,800</b>	<b>4,141,000</b>

. . . . . POSITION SUMMARY . . . . .

	2013/14	2014/15
Streets Superintendent	1.0	1.0
Town Engineer	1.0	1.0
Secretary	1.0	1.0
Mechanic	1.0	1.0
Senior Mechanic	1.0	1.0
Crew Leader	2.0	2.0
Streets/Airport Maint. Worker	10.0	10.0
Airport Coordinator	1.0	1.0
Park Supervisor	1.0	1.0
Crew Leader	1.0	1.0
Parks Maintenance Worker	3.0	3.0
<b>Total Filled Positions</b>	<b>23.0</b>	<b>23.0</b>

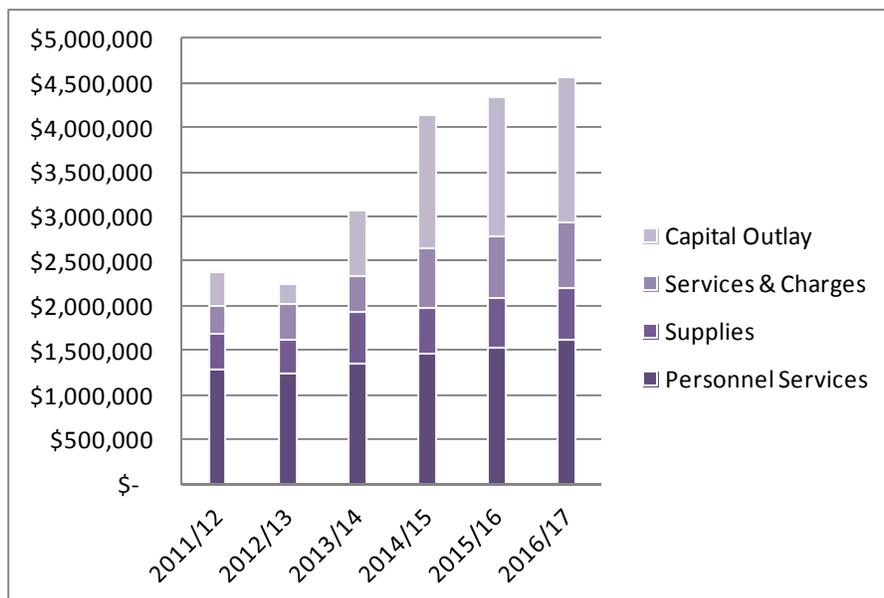


DEPARTMENT BUDGET CHANGES—3 YEARS

Description	2012/13 Actual	2013/14 Budget	% Change	2014/15 Proposed	% Change
Salaries & Wages	917,244	984,500	7.3%	1,043,400	6.0%
Personnel Benefits	335,862	366,100	9.0%	423,200	15.6%
Supplies	376,613	579,000	53.7%	522,400	-9.8%
Other Services & Charges	389,492	395,600	1.6%	666,500	68.5%
Capital Outlay	235,417	741,600	215.0%	1,485,500	100.3%
<b>Total Public Works</b>	<b>2,254,628</b>	<b>3,066,800</b>	<b>36.0%</b>	<b>4,141,000</b>	<b>35.0%</b>

DEPARTMENT BUDGET ANALYSIS—HISTORIC AND FORECAST

Classification	2011/12 Actual	2012/13 Actual	2013/14 Budget	2014/15 Proposed	2015/16 Estimate	2016/17 Estimate
Personnel Services	\$ 1,294,312	\$ 1,253,106	\$ 1,350,600	\$ 1,466,600	\$ 1,539,930	\$ 1,616,927
Supplies	394,062	376,613	579,000	522,400	548,520	575,946
Services & Charges	306,248	389,492	395,600	666,500	699,825	734,816
Capital Outlay	388,113	235,417	741,600	1,485,500	1,559,775	1,637,764
<b>Total Public Works</b>	<b>\$ 2,382,735</b>	<b>\$ 2,254,628</b>	<b>\$ 3,066,800</b>	<b>\$ 4,141,000</b>	<b>\$ 4,348,050</b>	<b>\$ 4,565,453</b>





**ENGINEERING**

The Engineering Division manages the Town’s streets, rights-of-way, and fleet. It provides engineering services for the design, construction and maintenance of these capital assets. It also reviews and inspects private developments.

**DIVISION DESCRIPTION**

The Division recommends policies and standards to design, construct and maintain streets, stormwater facilities, parks and other town facilities. It establishes and monitors work plans for operating maintenance division; reviews private development plans for conformance to Town standards and to determine impacts on infrastructure systems, inspects the developments and establishes development requirements for approvals. It responds to citizen requests regarding public right-of-way maintenance. It also oversees the Town’s Streets Capital Improvement program by identifying, defining and estimating costs of capital improvements to correct deficiencies; designing or overseeing the design of capital improvements; scheduling; monitoring and inspecting construction of the improvements..

**2013/2014 ACCOMPLISHMENTS**

- ✓ **Provided continuous updates to the Town Base Map on CADD**
- ✓ **Provided technical assistance on the C.C. Cragin Water Project**
- ✓ **Provided plan review and construction observation for private developments and public projects**

Contact Information

LaRon Garrett-Asst. Town Manager  
(928) 474-5242 X283  
lgarrett@paysonaz.gov

Physical Location

Community Development Bldg-Town Hall Complex  
303 N. Beeline Highway  
Payson, AZ 85541



2014/  
2015  
GOALS

- ⇒ **Oversee the Pavement Maintenance Program KRA3:1 \***
- ⇒ **Continue to provide plan review and construction observation for private developments and public projects KRA3:4 \***
- ⇒ **Continue to provide assistance on the C.C. Cragin Water Project KRA3:3 \***

\* KRA3 is Infrastructure

**DIVISION BUDGET CHANGES—3 YEARS**

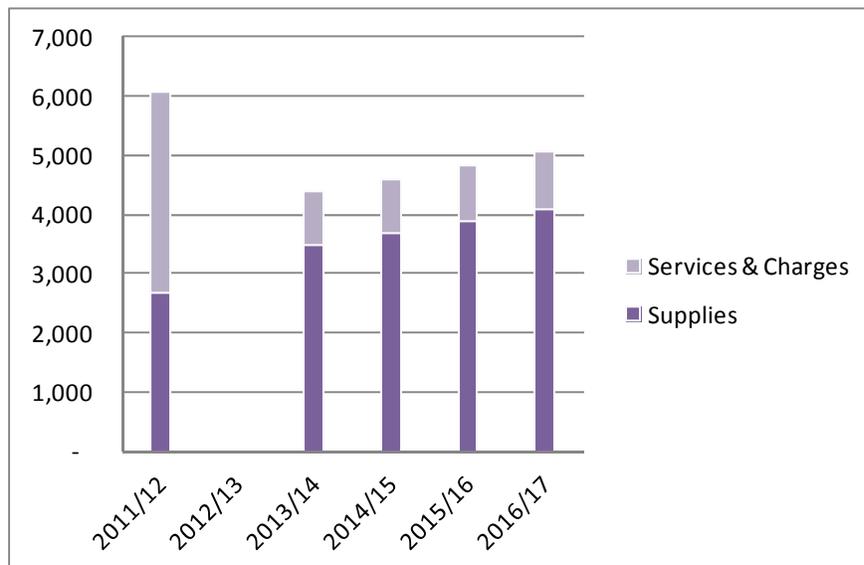
Description	2012/13 Actual	2013/14 Budget	% Change	2014/15 Proposed	% Change
Supplies	-	3,500	100.0%	3,700	5.7%
Other Services & Charges	-	900	100.0%	900	0.0%
<b>Total Engineer</b>	<b>-</b>	<b>4,400</b>	<b>100.0%</b>	<b>4,600</b>	<b>4.5%</b>

Significant Budget Changes:

- In FY12/13, the operations of the Town Engineering Division were absorbed by other divisions. It was determined that these functions were best handled by the Engineering Division so, in FY13/14, funds were budgeted in this division.

**DIVISION BUDGET ANALYSIS-HISTORIC AND FORECAST**

Classification	2011/12 Actual	2012/13 Actual	2013/14 Budget	2014/15 Proposed	2015/16 Estimate	2016/17 Estimate
Supplies	2,673	-	3,500	3,700	3,885	4,079
Services & Charges	3,402	-	900	900	945	992
<b>Total Town Engineer</b>	<b>\$ 6,075</b>	<b>\$ -</b>	<b>\$ 4,400</b>	<b>\$ 4,600</b>	<b>\$ 4,830</b>	<b>\$ 5,072</b>





**TOWN ENGINEER**

	<b>2011/12 ACTUAL</b>	<b>2012/13 ACTUAL</b>	<b>2013/14 BUDGET</b>	<b>2014/15 PROPOSED</b>
<b>SUPPLIES</b>				
101-5-3441-00-6001 Office Supplies	1,055	-	1,600	1,600
101-5-3441-00-6005 Program Supplies	-	-	100	100
101-5-3441-00-6011 Small Tools/Minor Equip	82	-	200	200
101-5-3441-00-6300 Vehicle Fuel	1,106	-	1,600	1,500
101-5-3441-00-6302 Vehicle R&M Parts	-	-	-	100
101-5-3441-00-6700 Dues & Memberships	430	-	-	200
Total Supplies	2,673	-	3,500	3,700
<b>OTHER SERVICES &amp; CHARGES</b>				
101-5-3441-00-7306 Telephone	605	-	800	800
101-5-3441-00-7403 Computer Equipment R&M	1,080	-	-	-
101-5-3441-00-7405 R&M Vehicles	-	-	100	100
101-5-3441-00-7600 Travel	1,048	-	-	-
101-5-3441-00-7601 Registrations	647	-	-	-
101-5-3441-00-7907 Advertising	22	-	-	-
Total Other Svcs & Charges	3,402	-	900	900
 <b>TOTAL TOWN ENGINEER</b>	 6,075	 -	 4,400	 4,600

**PARKS  
OPERATIONS**

The mission of the Parks Operations Division is:

- Delivering clean, safe and modern park facilities
- Responding to very diverse park usage demands
- Progressively addressing park development needs created by growth

**DIVISION DESCRIPTION**

The Parks Operations Division became part of the Public Works Department in July, 2009. This division is responsible for providing quality development and upkeep of the Town’s park system consisting of over 150 acres of parkland. Some of the basic functions of this division include: turf and arbor care, building and grounds maintenance, development, repair and beautification, as well as swimming pool operations and general facility maintenance.

**2013/14 ACCOMPLISHMENTS**

- ✓ Completed construction of a new, all steel, share structure and furniture at Rumsey Dog Park through a donation from PetSmart Corp.
- ✓ Re-roofed Taylor Pool bathhouse building
- ✓ Topped off the wood fiber safety surfacing at the Rumsey Park playground
- ✓ Completed advanced training and national certification in playground safety for part of the full-time Parks staff
- ✓ Accomodated special events, facility reservations, field accommodations for internal and external programs on our Parks facilities
- ✓ Provided a safe, playable, good quality sports facilities and open space areas for the residents of Payson and it’s service area

Contact Information

Nelson Beck, Parks Supervisor  
(928) 474-5242 X306  
nbeck@paysonaz.gov

Physical Location

Parks & Recreation Office  
Green Valley Park  
1000 W. Country Club Drive  
Payson, AZ 85541



- ⇒ Enhance Payson’s ability to keep pace with current recreational facility trends by developing pickle ball facilities in Rumsey Park while continuing to assess, evaluate, and fund the many repair and maintenance needs of existing, aging facilities **KRA5:3 Neighborhoods & Livability**
- ⇒ Identify and pursue funding mechanisms for lighting the Rumsey West baseball/softball fields **KRA2:2 Financial Excellence & KRA5:3 Neighborhoods & Livability**
- ⇒ Identify resources and plan the renovation of the Rumsey South soccer/football/multi-purpose field **KRA5:3 Neighborhoods & Livability**
- ⇒ Identify aging and wear issues throughout the Payson Parks properties and developed facilities and begin planning for solutions to keep our park system safe and enjoyable **KRA5:3 Neighborhoods & Livability**
- ⇒ Continue rebuilding of the Parks Maintenance personnel structure **KRA7:6 The Payson Team**
- ⇒ Identify and pursue enhancements to restoring career step provisions to the Parks Maintenance staff **KRA7:6 The Payson Team**
- ⇒ Continue to provide safe and enjoyable sports, recreation and open space experiences for the residents of Payson and our parks service area **KRA5:3 Neighborhoods & Livability**

**DIVISION BUDGET CHANGES—3 YEARS**

Description	2012/13 Actual	2013/14 Budget	% Change	2014/15 Proposed	% Change
Salaries & Wages	170,475	242,400	42.2%	237,800	-1.9%
Personnel Benefits	50,516	73,300	45.1%	85,800	17.1%
Supplies	63,977	76,800	20.0%	66,800	-13.0%
Other Services & Charges	121,479	126,300	4.0%	149,200	18.1%
Capital	-	-	0.0%	40,000	100.0%
<b>Total Park Operations</b>	<b>406,447</b>	<b>518,800</b>	<b>27.6%</b>	<b>579,600</b>	<b>11.7%</b>

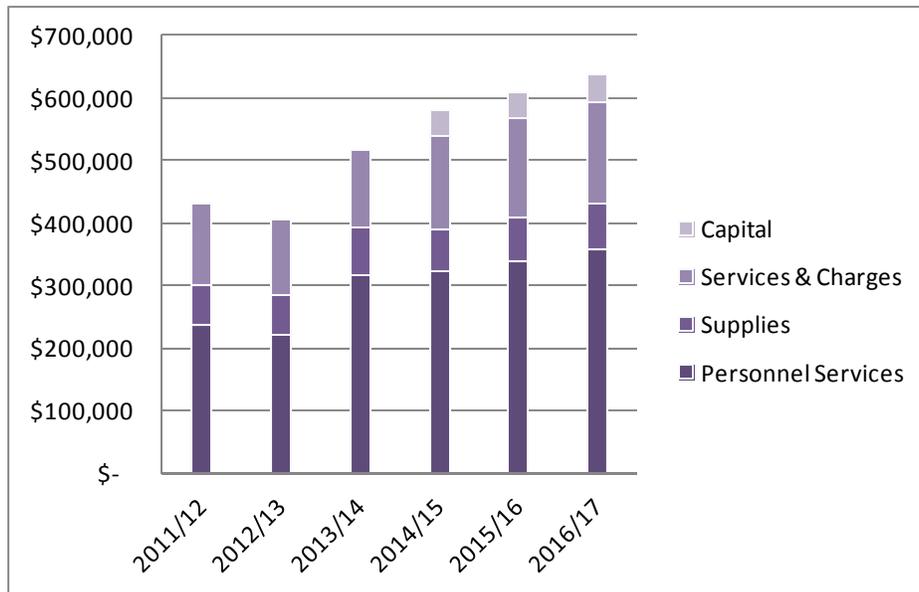
Significant budget changes:

- FY13/14 increase in Salaries is due to the funding of two Parks Maintenance Worker positions that had previously been frozen pending economic recovery
- Although Personnel Benefits increased due to the staffing additions, the impact on that line item was reduced by a decrease in insurance expenses due to changes in the medical insurance plan
- FY13/14 increase in Supplies represents expenditures for the construction of a shade structure donated by Petsmart that will be installed in the dog park at Rumsey Park
- FY14/15 increase in Other Services & Charges is for the lease of a mower
- FY14/15 Capital represents Rumsey Ball Field improvements



DIVISION BUDGET ANALYSIS—HISTORIC AND FORECAST

Classification	2011/12 Actual	2012/13 Actual	2013/14 Budget	2014/15 Proposed	2015/16 Estimate	2016/17 Estimate
Personnel Services	\$ 237,672	\$ 220,991	\$ 315,700	\$ 323,600	\$ 339,780	\$ 356,769
Supplies	62,099	63,977	76,800	66,800	70,140	73,647
Services & Charges	132,107	121,479	126,300	149,200	156,660	164,493
Capital	-	-	-	40,000	42,000	44,100
<b>Total Parks</b>	<b>\$ 431,878</b>	<b>\$ 406,447</b>	<b>\$ 518,800</b>	<b>\$ 579,600</b>	<b>\$ 608,580</b>	<b>\$ 639,009</b>





**PARK OPERATIONS**

	<b>2011/12 ACTUAL</b>	<b>2012/13 ACTUAL</b>	<b>2013/14 BUDGET</b>	<b>2014/15 PROPOSED</b>
<b>SALARIES &amp; WAGES</b>				
101-5-3442-01-5001 Full Time Employees	153,476	151,105	219,900	215,300
101-5-3442-01-5002 Part Time Employees	17,581	18,782	22,500	22,500
101-5-3442-01-5003 Temporary	-	588	-	-
Total Salaries & Wages	<u>171,057</u>	<u>170,475</u>	<u>242,400</u>	<u>237,800</u>
<b>PERSONNEL BENEFITS</b>				
101-5-3442-01-5501 FICA	12,462	12,093	16,900	16,500
101-5-3442-01-5504 Retirement	16,393	15,744	24,900	24,800
101-5-3442-01-5700 Health/Life Insurance	30,251	15,517	19,800	29,700
101-5-3442-01-5701 Disability Insurance	387	346	500	400
101-5-3442-01-5800 Workers Comp Insurance	7,121	6,817	11,200	14,400
Total Personnel Benefits	<u>66,615</u>	<u>50,517</u>	<u>73,300</u>	<u>85,800</u>
<b>SUPPLIES</b>				
101-5-3442-01-6001 Office Supplies	262	206	200	200
101-5-3442-01-6003 Cleaning Supplies	3,928	3,683	4,000	4,000
101-5-3442-01-6005 Safety/Program Supplies	402	395	500	500
101-5-3442-01-6006 Clothing/Uniform Reimburse	1,002	687	700	700
101-5-3442-01-6008 Chemicals	988	1,100	1,500	1,500
101-5-3442-01-6011 Small Tools/Minor Equipment	1,116	1,493	1,500	1,500
101-5-3442-01-6014 Grounds Mtce Materials	8,177	7,639	10,500	10,500
101-5-3442-01-6016 Park Furnishings	-	1,013	11,000	1,000
101-5-3442-01-6201 Building Repair Materials	9,150	9,714	10,000	10,000
101-5-3442-01-6202 Other R&M Materials	11,519	10,691	10,000	10,000
101-5-3442-01-6300 Vehicle Fuels	16,443	17,603	16,000	16,000
101-5-3442-01-6302 Vehicle R&M	6,100	7,007	7,500	7,500
101-5-3442-01-6400 Shop Supplies	2,816	2,520	3,000	3,000
101-5-3442-01-6700 Dues & Memberships	165	225	400	400
101-5-3442-01-6900 Other Supplies	33	-	-	-
Total Supplies	<u>62,100</u>	<u>63,976</u>	<u>76,800</u>	<u>66,800</u>
<b>OTHER SERVICES &amp; CHARGES</b>				
101-5-3442-01-7300 Electricity	78,996	63,752	66,000	70,000
101-5-3442-01-7301 Propane Gas	2,389	2,973	3,000	3,500
101-5-3442-01-7302 Water	27,525	27,216	30,000	32,500
101-5-3442-01-7304 Sewage	3,948	5,892	6,000	6,000
101-5-3442-01-7305 Refuse Disposal	11,415	15,036	15,500	15,500
101-5-3442-01-7306 Telephone	2,929	2,140	2,200	2,200
101-5-3442-01-7400 Maintenance-Grounds	-	1,195	100	100
101-5-3442-01-7401 Building R&M	500	300	500	2,500
101-5-3442-01-7405 Vehicle R&M	304	828	500	500
101-5-3442-01-7501 Rental of Equip & Vehicles	28	136	500	500
101-5-3442-01-7502 Leased Equipment	-	-	-	13,000
101-5-3442-01-7600 Travel	69	101	500	500
101-5-3442-01-7601 Registrations	694	930	500	1,400
101-5-3442-01-7900 Other Professional Services	3,309	980	1,000	1,000

**PARK OPERATIONS**

	<b>2011/12 ACTUAL</b>	<b>2012/13 ACTUAL</b>	<b>2013/14 BUDGET</b>	<b>2014/15 PROPOSED</b>
Total Other Svcs & Charges	132,107	121,479	126,300	149,200
<b>CAPITAL</b>				
408-5-4463-00-8779 Rumsey Ball Field Dev	-	-	-	40,000
Total Capital	-	-	-	40,000
<b>TOTAL PARK OPERATIONS</b>	<b>431,878</b>	<b>406,447</b>	<b>518,800</b>	<b>579,600</b>



<b>STREETS</b>	
	<p>The Streets Division is dedicated to providing the citizens of Payson with the maximum levels of service by constructing and maintaining a safe and efficient roadway system while exercising fiscal responsibility.</p>

**DIVISION DESCRIPTION**

The Streets Division is responsible for the construction and maintenance of the Town’s approximately 106 miles of roadway. This includes roadside drainage maintenance, sidewalk and curb maintenance in designated areas, street lighting, snow removal, street sweeping, pothole repair and street striping. Highway Users Tax revenues pass down from the State of Arizona fund the Street Division. The Town’s General Fund provides additional funding to supplement the major capital projects related to the streets.

**2013/14 ACCOMPLISHMENTS**

- ✓ **Installed gabions in Rumsey Park-Payson Parkway drainage channel to protect private property**
- ✓ **Completed field inspection on two subdivisions, Park Trail and Mazatzal Mountain Air Park Unit 4**
- ✓ **Installed asphalt pavement overlay on approximately 2,000 linear feet of street to improve surface**
- ✓ **Upgraded shoulders along roadway with asphalt millings**
- ✓ **Completed sign inventory and began replacement of regulatory and warning signs**

Contact Information

Town of Payson  
Public Works Building  
303 N. Beeline Hwy  
Payson, AZ 85541

LaRon Garrett—Assistant Town Manager  
(928) 474-5242 X283  
lgarrett@paysonaz.gov

Payson Town Yard  
1002 W. Airport Rd.  
Payson, AZ 85541



2014/  
2015  
GOALS

- ⇒ Provide plan review and construction observations for privately constructed developments **KRA3:1 \***
  - ⇒ Provide maintenance activities such as pothole repair, street sweeping, striping, cutting roadside weeds, snow removal, drainage facilities, and other tasks **KRA3:1 \***
  - ⇒ Provide Pavement Preservation to as much paved roadway as the budget allows **KRA3:1 \***
- \* **KRA3 is Infrastructure**

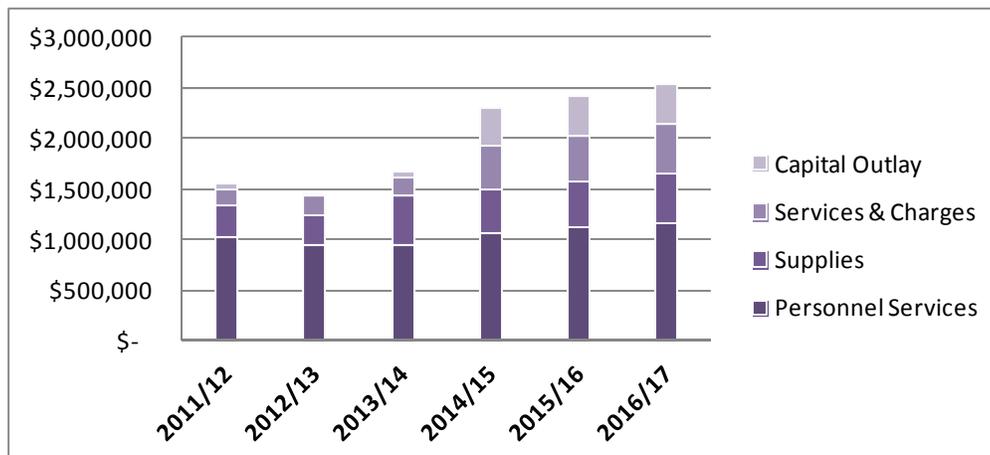
**BUDGET CHANGES—3 YEARS**

Description	2012/13 Actual	2013/14 Budget	% Change	2014/15 Proposed	% Change
Salaries & Wages	684,438	676,700	-1.1%	744,300	10.0%
Personnel Benefits	269,892	275,800	2.2%	320,500	16.2%
Supplies	296,247	480,600	62.2%	428,200	-10.9%
Other Services & Charges	186,455	183,100	-1.8%	446,100	143.6%
Capital Outlay	21,826	62,500	186.4%	360,000	476.0%
<b>Total HURF</b>	<b>1,458,858</b>	<b>1,678,700</b>	<b>15.1%</b>	<b>2,299,100</b>	<b>37.0%</b>

- FY13/14 A large sign replacement project was included in the Supplies budget
- FY14/15 Increases in grant funding is reflected in the Other Services & Charges budget
- Capital Outlay increased both years as additional funding was allocated for streets projects

**BUDGET ANALYSIS—HISTORIC AND FORECAST**

Classification	2011/12 Actual	2012/13 Actual	2013/14 Budget	2014/15 Proposed	2015/16 Estimate	2016/17 Estimate
Personnel Services	\$ 1,019,964	954,330	\$ 952,500	\$ 1,064,800	\$ 1,118,040	\$ 1,173,942
Supplies	324,796	296,247	480,600	428,200	449,610	472,091
Services & Charges	151,417	186,455	183,100	446,100	468,405	491,825
Capital Outlay	66,489	21,826	62,500	360,000	378,000	396,900
<b>Total HURF</b>	<b>\$ 1,562,666</b>	<b>\$ 1,458,858</b>	<b>\$ 1,678,700</b>	<b>\$ 2,299,100</b>	<b>\$ 2,414,055</b>	<b>\$ 2,534,758</b>





**HURE**

	<b>2011/12 ACTUAL</b>	<b>2012/13 ACTUAL</b>	<b>2013/14 BUDGET</b>	<b>2014/15 PROPOSED</b>
<b>SALARIES &amp; WAGES</b>				
202-5-3442-00-50xx Full Time Employees	697,160	684,438	676,700	744,300
Total Salaries & Wages	697,160	684,438	676,700	744,300
<b>PERSONNEL BENEFITS</b>				
202-5-3442-00-5501 FICA	51,712	48,183	51,800	57,000
202-5-3442-00-5504 Retirement	74,785	74,665	76,500	85,400
202-5-3442-00-5700 Health/Life Insurance	132,906	80,648	69,400	68,200
202-5-3442-00-5701 Disability Insurance	1,767	1,643	1,700	1,000
202-5-3442-00-5800 Workers Comp Insurance	61,634	64,753	76,400	108,900
Total Personnel Benefits	322,804	269,892	275,800	320,500
<b>SUPPLIES</b>				
202-5-3442-00-6001 Office Supplies	775	1,799	2,600	1,300
202-5-3442-00-6003 Cleaning/Sanitation Supplies	95	16	500	500
202-5-3442-00-6005 Safety Supplies	192	-	200	500
202-5-3442-00-6006 Clothing Reimbursement	3,068	3,302	3,000	3,800
202-5-3442-00-6008 Chemicals	7,678	15,215	5,000	5,000
202-5-3442-00-6011 Small Tools/Minor Equipment	9,327	6,080	5,000	9,000
202-5-3442-00-6015 Signs	5,189	6,497	147,000	86,600
202-5-3442-00-6100 Medical/Lab Supplies	701	141	200	200
202-5-3442-00-6201 Building R&M	245	1,787	1,500	1,500
202-5-3442-00-6202 Other R&M Materials	2,355	8,774	4,000	4,000
202-5-3442-00-6300 Vehicle Fuel	62,910	69,188	60,000	62,000
202-5-3442-00-6302 Vehicle R&M Parts	82,376	65,272	60,000	60,000
202-5-3442-00-6400 Hardware, Electric, Plumbing	9,404	10,097	5,000	7,000
202-5-3442-00-6401 ROW/Drainage	24,782	34,210	50,000	60,000
202-5-3442-00-6402 Street & Sidewalk R&M	115,395	73,261	135,000	125,000
202-5-3442-00-6700 Dues & Memberships	195	355	1,100	1,300
202-5-3442-00-6990 Other Expense	109	252	500	500
Total Supplies	324,796	296,246	480,600	428,200
<b>OTHER SERVICES &amp; CHARGES</b>				
202-5-3442-00-7002 Accounting & Auditing	5,822	6,021	6,000	6,200
202-5-3442-00-7300 Electricity	87,162	102,610	95,000	95,000
202-5-3442-00-7301 Propane	-	2,211	3,000	2,000
202-5-3442-00-7302 Water	2,158	1,797	1,800	2,000



**HURF**

	<b>2011/12 ACTUAL</b>	<b>2012/13 ACTUAL</b>	<b>2013/14 BUDGET</b>	<b>2014/15 PROPOSED</b>
202-5-3442-00-7304 Sewer	478	721	600	700
202-5-3442-00-7305 Refuse Disposal	1,165	1,071	1,500	1,500
202-5-3442-00-7306 Telephone	8,305	8,622	8,300	8,000
202-5-3442-00-7307 Postage	-	21	-	-
202-5-3442-00-7401 Building R&M	288	614	1,000	1,200
202-5-3442-00-7404 Radio Equipment R&M	-	1,080	-	3,000
202-5-3442-00-7405 Vehicles R&M	16	-	-	5,000
202-5-3442-00-7406 Street Light Repair	82	-	-	500
202-5-3442-00-7408 Street/Sidewalk Repair Serv	-	-	-	50,000
202-5-3442-00-7600 Travel	181	367	1,400	1,400
202-5-3442-00-7601 Registrations	690	1,150	1,500	1,500
202-5-3442-00-7900 Other Professional Services	3,641	4,672	3,000	3,000
202-5-3442-00-7903 General Insurance	41,318	55,125	60,000	63,000
202-5-3442-00-7910 Printing & Binding	111	373	-	100
202-5-3442-00-7912 Grant Expense	-	-	-	202,000
Total Other Svcs & Charges	151,417	186,455	183,100	446,100
 <b>CAPITAL OUTLAY</b>				
202-5-3442-00-8003 Vehicles	54,411	-	-	-
202-5-3442-00-8xxx Other Capital Outlay	12,078	21,826	62,500	360,000
Total Capital Outlay	66,489	21,826	62,500	360,000
 <b>TOTAL HURF</b>	 1,562,666	 1,458,857	 1,678,700	 2,299,100



**Intersection of Malibu & Highway 87**



**AIRPORT**

The mission of this division is to develop the Payson Airport into a showpiece gateway, presenting a great first impression of Payson and the Rim Country to tourists and business visitors. The airport is a major economic driver for the Rim Country.

**DIVISION DESCRIPTION**

Payson Municipal Airport is one of 46 general aviation airports in Arizona. There is no other public use airport within 40 nautical miles of Payson. Approximately 85 aircraft (50 on airport property and 35 off site) are presently based at the airport. More than 100 aircraft are forecast to be based at the airport by the year 2020. The airport is designed to accommodate piston engine aircraft, turboprop aircraft, and small business jet aircraft. The asphalt-paved runway is 5,500 feet long and 75 feet wide. The airport has an automated weather observation system and dusk-to-dawn low intensity runway lights that can be increased to medium intensity by pilot controlled aircraft radio. The airport also has a fly-in campground with restroom and shower facilities.

Payson Airport strives to be responsive to the ever-changing needs of the air transportation industry. Emphasis is placed on providing airfield improvements, aircraft services, and storage facilities that can better support airport users. This will improve the economic benefit of the airport.

In September 2007, the operations for the Airport were taken over by the Payson Regional Airport Authority (PRAA) through a lease agreement. As of February 2012, PRAA relinquished operations back to the Town.

**2013/14 ACCOMPLISHMENTS**

- ✓ **Completed design on the Echo Ramp Expansion and RSAT runway safety area grading**
- ✓ **Coordinated with the US Forest Service to utilize the airport for wildland fire suppression support**
- ✓ **Implemented process for Commercial and Residential Through the Fence Access Agreements**

Contact Information

Ray Law—Airport Coordinator  
(928) 472-4748 ray@paysonairport.com  
www.PaysonAirport.com

Physical Location

Payson Airport  
806 W. Airport Rd.  
Payson, AZ 85541



2014/  
2015  
GOALS

- ⇒ Construct runway safety area grading to meet RSAT requirements **KRA3:2 \***
  - ⇒ Overlay runway pavement and seal coat taxiway with ADOT APM process **KRA3:2 \***
  - ⇒ Construct the Echo ramp extension and tie it in with Taxiway Alpha **KRA3:2 \***
  - ⇒ Install aircraft run up areas **KRA3:2 \***
  - ⇒ Install Precision Approach Path Indicator (PAPI) lighting on Runway 6 **KRA3:2 \***
  - ⇒ Construct an aircraft wash rack **KRA3:2 \***
- \* KRA 3 is Infrastructure**

**DIVISION BUDGET CHANGES—3 YEARS**

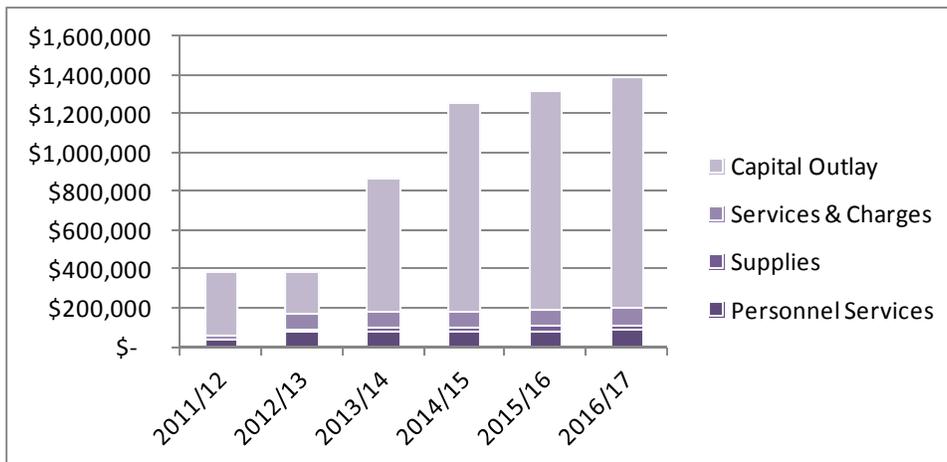
Description	2012/13 Actual	2013/14 Budget	% Change	2014/15 Proposed	% Change
Salaries & Wages	62,331	65,400	4.9%	61,300	-6.3%
Personnel Benefits	15,453	17,000	10.0%	16,900	-0.6%
Supplies	16,392	18,100	10.4%	23,700	30.9%
Other Services & Charges	81,558	85,300	4.6%	83,300	-2.3%
Capital Outlay	213,591	679,100	217.9%	1,072,500	57.9%
<b>Total Airport</b>	<b>389,325</b>	<b>864,900</b>	<b>122.2%</b>	<b>1,257,700</b>	<b>45.4%</b>

Significant budget changes:

- Changes in Capital Outlay are due to changing availability of Intergovernmental funding
- In FY12/13, PRAA relinquished operations of the Airport back to the Town

**DIVISION BUDGET ANALYSIS—HISTORIC AND FORECAST**

Classification	2011/12 Actual	2012/13 Actual	2013/14 Budget	2014/15 Proposed	2015/16 Estimate	2016/17 Estimate
Personnel Services	\$ 36,676	\$ 77,784	\$ 82,400	\$ 78,200	\$ 82,110	\$ 86,216
Supplies	4,493	16,392	18,100	23,700	24,885	26,129
Services & Charges	19,323	81,558	85,300	83,300	87,465	91,838
Capital Outlay	321,624	213,591	679,100	1,072,500	1,126,125	1,182,431
<b>Total Airport</b>	<b>\$ 382,116</b>	<b>389,325</b>	<b>\$ 864,900</b>	<b>\$ 1,257,700</b>	<b>\$ 1,320,585</b>	<b>\$ 1,386,614</b>





**ANNUAL BUDGET**

**AIRPORT**

<u>AIRPORT</u>	<u>2011/12 ACTUAL</u>	<u>2012/13 ACTUAL</u>	<u>2013/14 BUDGET</u>	<u>2014/15 PROPOSED</u>
<b>SALARIES &amp; WAGES</b>				
260-5-4445-00-5001 Full Time Employees	25,315	62,331	65,400	61,300
Total Salaries & Wages	25,315	62,331	65,400	61,300
<b>PERSONNEL BENEFITS</b>				
260-5-4445-00-5501 FICA	1,792	4,757	5,000	4,700
260-5-4445-00-5504 Retirement	2,664	6,520	7,400	7,000
260-5-4445-00-5700 Insurance Benefit	5,725	413	-	200
260-5-4445-00-5701 Disability Insurance	62	143	200	100
260-5-4445-00-5800 Workers Compensation Ins	1,119	3,620	4,400	4,900
	11,361	15,453	17,000	16,900
<b>SUPPLIES</b>				
260-5-4445-00-6001 Office Supplies	181	205	500	500
260-5-4445-00-6003 Cleaning Supplies	-	-	-	400
260-5-4445-00-6006 Uniforms/Clothing	-	271	300	300
260-5-4445-00-6008 Chemicals	-	1,152	500	-
260-5-4445-00-6010 Books & Periodicals	-	-	-	100
260-5-4445-00-6011 Small Tools/Minor Equip	1,023	1,813	500	1,700
260-5-4445-00-6015 Signs	-	663	-	2,400
260-5-4445-00-6202 R&M Supplies Other	2,492	6,045	10,000	12,000
260-5-4445-00-6300 Gasoline/Fuels/Lubricant	123	3,310	3,500	3,200
260-5-4445-00-6302 R&M Supplies Vehicle	375	2,150	1,200	1,500
260-5-4445-00-6400 Shop Supplies	-	122	300	300
260-5-4445-00-6700 Memberships/Dues/Subscriptic	300	660	1,300	1,300
Total Supplies	4,493	16,391	18,100	23,700
<b>OTHER SERVICES &amp; CHARGES</b>				
260-5-4445-00-7300 Utilities Electricity	5,598	13,336	13,000	12,500
260-5-4445-00-7301 Utilities Propane Gas	265	736	800	900
260-5-4445-00-7302 Utilities Water	586	2,068	2,100	2,000
260-5-4445-00-7304 Utilities Sewer	210	420	400	400
260-5-4445-00-7305 Refuse Disposal	136	408	400	700
260-5-4445-00-7306 Utilities Telephone	905	2,417	2,300	2,300
260-5-4445-00-7307 Utilities Postage/Freight	-	23	-	100
260-5-4445-00-7401 R&M Building	-	-	-	1,300
260-5-4445-00-7404 R&M Equipment	4,234	4,676	8,000	5,000
260-5-4445-00-7405 R&M Vehicle	-	-	300	300
260-5-4445-00-7600 Travel Expense	509	442	1,000	1,000
260-5-4445-00-7601 Registrations	-	915	800	800
260-5-4445-00-7900 Other Professional Svcs	2,453	940	500	3,500
260-5-4445-00-7903 General Insurance	3,690	3,690	4,000	4,100
260-5-4445-00-7907 Advertising	736	787	1,000	1,500
260-5-4445-00-7915 Overhead	-	50,700	50,700	46,900
Total Other Svcs & Charges	19,322	81,558	85,300	83,300



**ANNUAL BUDGET**

**AIRPORT**

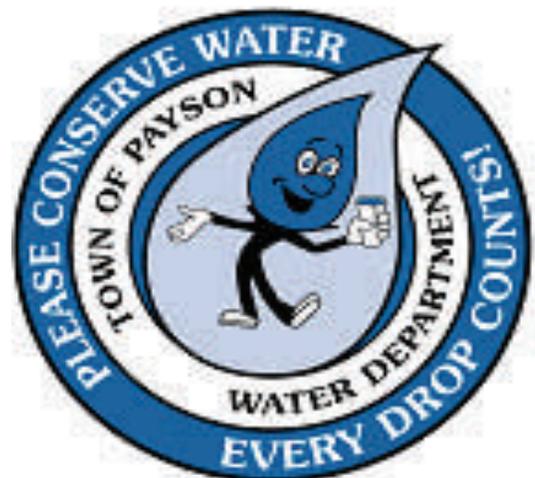
**CAPITAL OUTLAY**

260-5-4445-00-8310	Environmental Assessment	-	-	10,000	-
260-5-4445-00-8509	Equipment	-	-	-	7,500
260-5-4445-00-8510	New AWOS	-	203,430	-	-
260-5-4445-00-8713	Pavement Preservation	-	-	56,100	15,000
260-5-4445-00-8813	Echo Ramp Expansion &	-	-	210,000	600,000
260-5-4445-00-8818	Airfield Signage & Markings	321,624	-	-	-
260-5-4445-00-8821	Runway Grading	-	10,161	403,000	450,000
	Total Capital Outlay	<u>321,624</u>	<u>213,591</u>	<u>679,100</u>	<u>1,072,500</u>
<b>TOTAL AIRPORT</b>		<u><u>382,115</u></u>	<u><u>389,324</u></u>	<u><u>864,900</u></u>	<u><u>1,257,700</u></u>

# **WATER DIVISION**

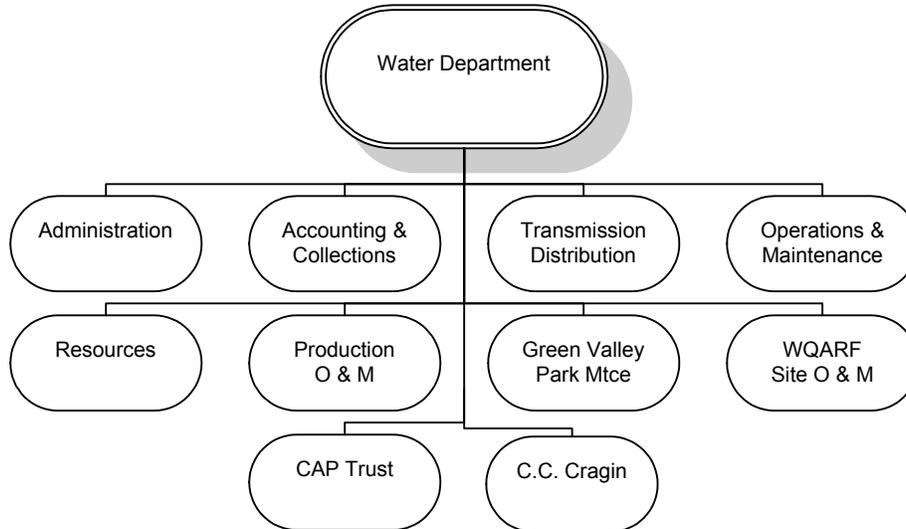
**The Payson Water Division will provide a superior level of customer service in a fiscally sound and environmentally sensitive manner.**

**Town of Payson  
Water Building  
303 N. Beeline Highway  
Payson, AZ 85541  
928-474-5242 X4**



>>>WATER DIVISION<<<

The Water Division is a self-sufficient Enterprise Fund for which a fee is charged to users for goods or services. The Water Division is responsible for the operation of the Town’s drinking water treatment and distribution system. The goal is to supply a high quality, reliable water supply to the citizens within its service boundary and to secure additional water supply for the Town’s build out population. This division reports to Public Works.



The Division is divided into ten operating areas. Each area is responsible for accumulating costs associated with its function:

- *Administration* accounts for costs associated with the following: planning, budgeting, liaison to legislature, outside legal counsel, State regulatory agencies, professional organizations, oversight of day-to-day operations, consultant contracts, capital program development, and personnel management.
- *Accounting & Collection* is responsible for the accounting and customer service functions of the Water Division.
- *Transmission & Distribution* tracks costs incurred during the transmission and distribution of potable water throughout the public water system
- *Operations & Maintenance* is responsible for the operation, maintenance, and expansion of the public water system
- *Resources* is responsible for the Division’s compliance with State and Federal drinking water standards. It administers the backflow prevention program and is the liaison with and participates in development of cleanup strategies for Aero Drive WQARF site.
- *Production Operations & Maintenance* is used to track expenses incurred in the production of potable water from below land surface to the elevated storage tanks.
- *Green Valley Park Maintenance* is responsible for the water quality in the three lakes at Green Valley park and the aeration equipment that is installed in all the lakes.
- *WQARF Site Operations & Maintenance* accounts for the expenses related to the remediation of groundwater sources contaminated by industrial chemicals.



- *CAP Trust* fund accounts for monies associated with the investigating, planning, designing, constructing, acquiring, and/or developing an alternative water supply to replace the Central Arizona Project water per guidelines in the 1994 agreement.
- *C.C. Cragin* accounts for costs to construct the new fourteen mile pipeline from the C.C. Cragin Reservoir to the Town.

**. . . . . EXPENDITURE SUMMARY . . . . .**

<b>Operating Division</b>	<b>2011/12 Actual</b>	<b>2012/13 Actual</b>	<b>2013/14 Budget</b>	<b>2014/15 Proposed</b>
Administration	1,091,500	808,139	1,358,300	1,475,300
Accounting & Collection	447,257	444,495	440,700	456,700
Transmission/Distribution	680,147	669,796	837,600	743,000
Operations & Maintenance	1,632,252	1,392,368	2,118,000	2,358,400
Water Resources	438,846	261,365	345,000	339,200
Production O & M	576,602	558,041	626,500	625,300
Green Valley Park Maintenance	44,058	68,079	52,900	58,000
WQARF Site O & M	102,560	75,868	199,000	199,000
CC Cragin Project	2,609,440	2,964,258	5,092,200	12,892,300
CAP Trust Fund	118,607	95,992	335,000	325,000
<b>Total Expenditures</b>	<b>7,741,269</b>	<b>7,338,401</b>	<b>11,405,200</b>	<b>19,472,200</b>

**. . . . . POSITION SUMMARY . . . . .**

<b>Authorized Personnel</b>	<b>2013/14</b>	<b>2014/15</b>
Public Works Director	1.0	1.0
Water Superintendent	1.0	1.0
Water System Operations Supvr	1.0	1.0
Water Production Supervisor	1.0	1.0
Customer Service Supervisor	1.0	1.0
Water System Operator	7.0	7.0
Utility Services Rep I, II	2.0	2.0
System Crew Leader	2.0	2.0
Water Quality Specialist	1.0	1.0
Water Resource Specialist	1.0	1.0
Water Resource Tech	1.0	1.0
Hydrogeologist	0.0	0.0
<b>Total Filled Positions</b>	<b>19.0</b>	<b>19.0</b>

## 2013/14 ACCOMPLISHMENTS

- ✓ Received compliance designation from ADEQ for water system operation and water quality
- ✓ Maintained gallons per capita per day (gpcpd) water use at less than 89 gpcpd
- ✓ Continued purchase of C.C. Cragin water treatment plant site
- ✓ Continued to develop partnerships for C.C. Cragin pipeline use
- ✓ Continued water resource education at the middle school level
- ✓ Continued implementation of WIFA C.C. Cragin loan
- ✓ Continued completion of the C.C. Cragin Project design for 100% raw water pipeline, water treatment plant design
- ✓ Completed C.C. Cragin Line "H" finished water pipeline construction
- ✓ Completed C.C. Cragin bulk surface water line construction
- ✓ Continued to complete C.C. Cragin SCADA engineer design
- ✓ Continued installation of backup electric generators at selected well sites and pump stations
- ✓ Performed water storage tank maintenance and repairs
- ✓ Implemented prototypical lake shoreline protection for Green Valley Park

### CONTACT INFORMATION

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 Water Division Manager  
 (928) 474-5242 X284  
 thenry@paysonaz.gov

Janelle Figueroa  
 Customer Service Supervisor  
 (928) 474-5242 X285  
 jfigueroa@paysonaz.gov

### PHYSICAL LOCATION

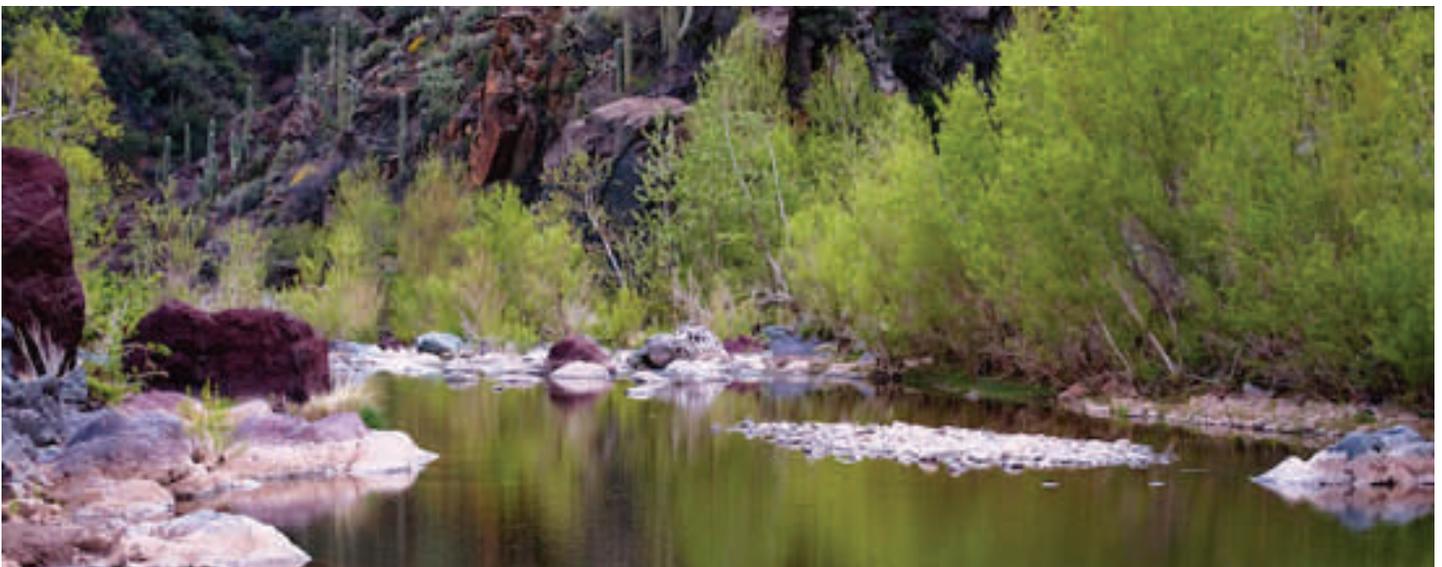
Town of Payson  
 Water Building  
 303 N Beeline Hwy.  
 Payson, AZ 85541

2014/  
2015  
GOALS

- ⇒ Continue to receive compliance designation from ADEQ for water system operation and water quality KRA3:3 \*
- ⇒ Maintain gallons per capita per day (gpcpd) water use at less than 89 gpcpd KRA3:3 \* & KRA9:1 Sustainability
- ⇒ Continue purchase of C.C. Cragin water treatment plant site KRA3:3 \*
- ⇒ Continue to develop partnerships for C.C. Cragin pipeline use KRA3:3 \*
- ⇒ Continue water resource education at the middle school KRA3:3 \* & KRA9:3 Sustainability
- ⇒ Continue implementation of WIFA C.C. Cragin loan KRA3:3 \*
- ⇒ Complete C.C. Cragin Project design for 100% raw water pipeline, water treatment plant design KRA3:3 \*
- ⇒ Complete C.C. Cragin SCADA engineer design KRA3:3 \*
- ⇒ Continue installation of backup electric generators at selected well sites and pump stations KRA3:3 \*
- ⇒ Perform water storage tank maintenance and repairs KRA3:3 \*
- ⇒ Construct partial shoreline protection for Green Valley Park using pre-cast concrete shoring KRA3:4 \* & KRA5:3 \*\*
- ⇒ Construct Mudsprings Road waterline extension KRA3:3 \*
- ⇒ Complete design of Green Valley Park fish barrier KRA5:3 \*\*
- ⇒ Begin construction of the Green Valley Park fish barrier KRA5:3 \*\*
- ⇒ Begin construction of the C.C. Cragin penstock KRA3:3 \*

\* KRA 3 is Infrastructure

\*\*KRA 5 is Neighborhoods & Livability



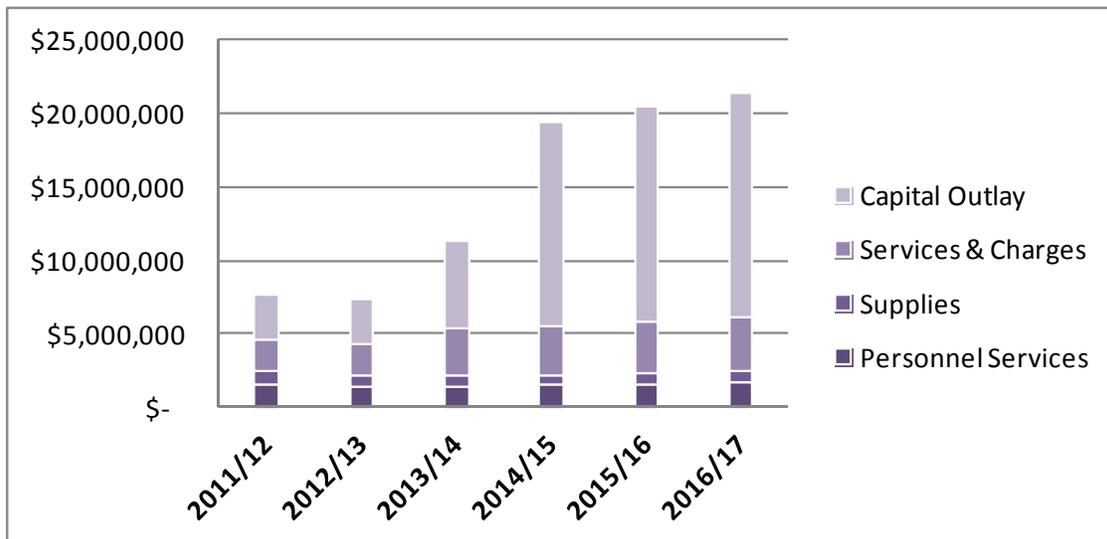


BUDGET CHANGES—3 YEARS

Description	2012/13 Actual	2013/14 Budget	% Change	2014/15 Proposed	% Change
Salaries & Wages	1,092,109	1,029,400	-5.7%	1,142,900	11.0%
Personnel Benefits	339,880	364,700	7.3%	383,700	5.2%
Supplies	759,743	770,900	1.5%	712,600	-7.6%
Other Services & Charges	2,156,280	3,229,700	49.8%	3,349,800	3.7%
Capital Outlay	2,990,389	6,010,500	101.0%	13,883,200	131.0%
<b>Total Water</b>	<b>7,338,401</b>	<b>11,405,200</b>	<b>55.4%</b>	<b>19,472,200</b>	<b>70.7%</b>

BUDGET ANALYSIS—HISTORIC AND FORECAST

Classification	2011/12 Actual	2012/13 Actual	2013/14 Budget	2014/15 Proposed	2015/16 Estimate	2016/17 Estimate
Personnel Services	\$ 1,633,952	\$ 1,431,989	\$ 1,394,100	\$ 1,526,600	\$ 1,602,930	\$ 1,683,077
Supplies	887,302	759,743	770,900	712,600	748,230	785,642
Services & Charges	2,097,043	2,156,279	3,229,700	3,349,800	3,517,290	3,693,155
Capital Outlay	3,122,975	2,990,389	6,010,500	13,883,200	14,577,360	15,306,228
<b>Total Water</b>	<b>\$ 7,741,272</b>	<b>\$ 7,338,400</b>	<b>\$ 11,405,200</b>	<b>\$ 19,472,200</b>	<b>\$ 20,445,810</b>	<b>\$ 21,468,101</b>





**ADMINISTRATION**

	<b>2011/12 ACTUAL</b>	<b>2012/13 ACTUAL</b>	<b>2013/14 BUDGET</b>	<b>2014/15 PROPOSED</b>
<b>SALARIES &amp; WAGES</b>				
661-5-5451-00-5001 Full Time Employees	260,258	260,277	191,600	206,900
Total Salaries & Wages	260,258	260,277	191,600	206,900
<b>PERSONNEL BENEFITS</b>				
661-5-5451-00-5501 FICA	8,982	10,193	14,700	15,800
661-5-5451-00-5504 Retirement	12,861	15,622	21,600	23,900
661-5-5451-00-5700 Health/Life Insurance	34,623	8,977	23,400	9,700
661-5-5451-00-5701 Disability Insurance	304	344	500	200
661-5-5451-00-5800 Workers Compensation	2,749	3,874	7,500	10,300
Total Personnel Benefits	59,519	39,010	67,700	59,900
<b>SUPPLIES</b>				
661-5-5451-00-6001 Office Supplies	925	690	1,000	1,000
661-5-5451-00-6009 Fireworks	9,800	10,000	21,000	25,000
661-5-5451-00-6010 Books & Periodicals	-	-	-	1,200
661-5-5451-00-6011 Small Tools/Minor Equip	802	250	800	800
661-5-5451-00-6013 Computer Equipment Supplies	1,368	650	6,000	2,500
661-5-5451-00-6300 Vehicle Fuel	1,757	3,180	3,000	3,000
661-5-5451-00-6302 Vehicle R & M Parts	2,172	619	2,500	2,500
661-5-5451-00-6700 Dues & Memberships	4,662	4,877	6,900	17,500
661-5-5451-00-6990 Other Supplies	20,799	770	1,000	3,500
Total Supplies	42,285	21,036	42,200	57,000
<b>OTHER SERVICES &amp; CHARGES</b>				
661-5-5451-00-7100 Legal Fees/Forfeiture Costs	605	81	5,000	5,000
661-5-5451-00-7306 Utilities-Telephone	-	607	900	300
661-5-5451-00-7401 R&M Building	-	8,114	-	20,000
661-5-5451-00-7402 Office Equipment R&M	-	1,621	3,100	3,000
661-5-5451-00-7405 Vehicles R&M	3,609	513	2,000	2,000
661-5-5451-00-7500 Rental of Land & Bldg	544	1,993	-	-
661-5-5451-00-7600 Travel	857	957	2,200	2,200
661-5-5451-00-7601 Registrations	2,136	1,915	2,100	2,100
661-5-5451-00-7602 Safety Training Services	-	-	-	20,000
661-5-5451-00-7900 Other Professional Services	94,772	92,925	90,000	94,800
661-5-5451-00-7903 General Insurance	36,233	48,340	50,700	50,500
661-5-5451-00-7907 Advertising	110	-	-	-
661-5-5451-00-7910 Printing & Binding	67	91	100	-
661-5-5451-00-7915 Overhead	66,900	265,200	265,200	243,400
Total Other Svcs & Charges	205,832	422,357	421,300	443,300
661-5-5451-08-8002 Machinery & Equipment	-	-	143,000	7,500
661-5-5451-08-8007 Wells	20,494	-	150,000	150,000
661-5-5451-08-8009 Water Lines	430,209	-	150,000	150,000
661-5-5451-08-8313 Radon Removal Engineering	-	-	30,000	30,000
661-5-5451-08-8524 Computer Equipment	-	-	5,000	5,700
661-54-5451-08-8528 Replace Service Trucks	72,903	38,684	-	35,000
661-5-5451-08-8530 Surge Tanks	-	-	-	60,000
661-5-5451-08-8581 Chlorine Generator	-	-	42,500	30,000

661-5-5451-08-8582 Pressure Blow Off Valves	-	-	-	20,000
661-5-5451-08-8587 Security Gate Installation	-	-	20,000	20,000
661-5-5451-08-8587 Fish Fence Project	-	-	20,000	85,000
661-5-5451-08-8793 Tank Mixing System	-	-	-	40,000
661-5-5451-08-8794 Pumps for Wells	-	26,775	75,000	75,000
Total Capital	<u>523,606</u>	<u>65,459</u>	<u>635,500</u>	<u>708,200</u>
 <b>TOTAL WATER-ADMINISTRATION</b>	 <u><u>1,091,500</u></u>	 <u><u>808,139</u></u>	 <u><u>1,358,300</u></u>	 <u><u>1,475,300</u></u>



**ACCOUNTING & COLLECTION**

	<b>2011/12 ACTUAL</b>	<b>2012/13 ACTUAL</b>	<b>2013/14 BUDGET</b>	<b>2014/15 PROPOSED</b>
<b>SALARIES &amp; WAGES</b>				
661-5-5451-01-5001 Full Time Employees	248,174	245,008	228,000	260,800
661-5-5451-01-5006 Standby Pay	1,830	1,130	-	2,000
661-5-5451-01-5200 Overtime	1,315	2,053	-	2,500
Total Salaries & Wages	251,319	248,191	228,000	265,300
<b>PERSONNEL BENEFITS</b>				
661-5-5451-01-5501 FICA	18,040	17,041	17,400	20,000
661-5-5451-01-5504 Retirement	26,903	27,081	25,800	30,000
661-5-5451-01-5700 Health/Life Insurance	56,734	38,378	25,500	29,000
661-5-5451-01-5701 Disability Insurance	636	595	600	300
661-5-5451-01-5800 Workers Compensation	4,598	4,812	3,800	5,500
Total Personnel Benefits	106,911	87,907	73,100	84,800
<b>SUPPLIES</b>				
661-5-5451-01-6001 Office Supplies	3,235	2,675	35,000	3,500
661-5-5451-01-6006 Clothing/Uniform Reimb	800	740	500	500
661-5-5451-01-6011 Small Tools/Minor Equip	1,357	1,983	1,500	1,500
661-5-5451-01-6013 Computer Equipment Supplies	-	14,005	500	1,000
661-5-5451-01-6300 Vehicle Fuel	8,349	7,537	8,000	9,000
661-5-5451-01-6302 Vehicle R & M Parts	1,568	2,578	3,000	3,000
661-5-5451-01-6600 Public Relations	-	260	300	300
661-5-5451-01-6901 Taxes	(2,552)	66	-	-
661-5-5451-01-6903 Banking / Merchant Fees	6,445	5,700	5,000	6,500
661-5-5451-01-6905 Bad Debt Expense	2,405	15	-	3,000
661-5-5451-01-6990 Other Supplies	145	-	-	100
Total Supplies	21,751	35,559	53,800	28,400
<b>OTHER SERVICES &amp; CHARGES</b>				
661-5-5451-01-7002 Accounting & Auditing	16,015	16,557	16,800	17,200
661-5-5451-01-7307 Postage	25,613	28,210	26,000	27,000
661-5-5451-01-7402 Office Equipment R&M	1,943	1,996	2,500	2,500
661-5-5451-01-7403 Computer Equipment R&M	16,237	16,144	30,000	20,000
661-5-5451-01-7404 Other Equipment R&M	906	-	500	1,000
661-5-5451-01-7405 Vehicles R&M	186	147	1,000	1,000
661-5-5451-01-7600 Travel	1,338	3,678	3,000	3,000
661-5-5451-01-7601 Registrations	1,700	2,619	2,500	3,000
661-5-5451-01-7910 Printing & Binding	3,338	3,487	3,500	3,500
Total Other Svcs & Charges	67,277	72,838	85,800	78,200
<b>TOTAL WATER - ACCTING &amp; COLLECTION</b>	<b>447,257</b>	<b>444,495</b>	<b>440,700</b>	<b>456,700</b>



**TRANSMISSION/DISTRIBUTION**

	<b>2011/12 ACTUAL</b>	<b>2012/13 ACTUAL</b>	<b>2013/14 BUDGET</b>	<b>2014/15 PROPOSED</b>
<b>SALARIES &amp; WAGES</b>				
661-5-5451-02-5001 Full Time Employees	108,347	131,977	113,500	132,000
661-5-5451-02-5200 Overtime	664	1,724	-	1,000
Total Salaries & Wages	<u>109,011</u>	<u>133,701</u>	<u>113,500</u>	<u>133,000</u>
<b>PERSONNEL BENEFITS</b>				
661-5-5451-02-5501 FICA	8,002	9,214	8,700	10,100
661-5-5451-02-5504 Retirement	11,132	14,577	12,800	15,200
661-5-5451-02-5700 Health/Life Insurance	20,096	20,343	15,300	15,700
661-5-5451-02-5701 Disability Insurance	257	321	300	200
661-5-5451-02-5800 Workers Compensation	-	-	6,500	9,800
Total Personnel Benefits	<u>39,488</u>	<u>44,455</u>	<u>43,600</u>	<u>51,000</u>
<b>SUPPLIES</b>				
661-5-5451-02-6008 Chemicals	21,070	26,325	25,000	27,500
661-5-5451-02-6200 Hydrants R&M	18,135	14,085	15,000	15,000
661-5-5451-02-6201 Storage Facility R&M	229,588	216,265	2,000	35,000
661-5-5451-02-6202 Other R&M Materials	70,086	70,864	120,000	28,000
661-5-5451-02-6501 Pumps R&M	16,784	4,406	7,500	8,000
661-5-5451-02-6502 Mains R&M	36,737	43,862	45,000	47,000
661-5-5451-02-6503 Meters R&M	8,765	7,329	20,000	25,000
661-5-5451-02-6504 Customer Install R&M	14,638	2,062	15,000	1,000
661-5-5451-02-6506 R&M Supplies Chlorinator	-	-	-	2,500
661-5-5451-02-6507 Existing Service R&M	55,301	30,617	35,000	35,000
661-5-5451-02-6508 New Service R&M	16,251	17,244	40,000	40,000
Total Supplies	<u>487,355</u>	<u>433,059</u>	<u>324,500</u>	<u>264,000</u>
<b>OTHER SERVICES &amp; CHARGES</b>				
661-5-5451-02-7300 Electricity	44,294	44,077	42,000	45,000
661-5-5451-02-7404 R&M Water Tanks	-	14,505	250,000	150,000
661-5-5451-02-7900 Other Professional Services	-	-	64,000	100,000
Total Other Svcs & Charges	<u>44,294</u>	<u>58,582</u>	<u>356,000</u>	<u>295,000</u>
<b>TOTAL WATER-TRANSMISSION/DISTRIB</b>	<u><u>680,147</u></u>	<u><u>669,797</u></u>	<u><u>837,600</u></u>	<u><u>743,000</u></u>



**OPERATIONS & MAINTENANCE**

	<b>2011/12 ACTUAL</b>	<b>2012/13 ACTUAL</b>	<b>2013/14 BUDGET</b>	<b>2014/15 PROPOSED</b>
<b>SALARIES &amp; WAGES</b>				
661-5-5451-03-5001 Full Time Employees	131,305	133,453	149,900	158,400
661-5-5451-03-5003 Temporary Employees	-	-	-	20,000
661-5-5451-03-5006 Standby Pay	5,754	5,725	5,000	7,000
661-5-5451-03-5200 Overtime	6,809	10,320	10,000	12,000
Total Salaries & Wages	143,868	149,498	164,900	197,400

**PERSONNEL BENEFITS**

661-5-5451-03-5501 FICA	10,801	10,333	11,500	12,100
661-5-5451-03-5504 Retirement	17,128	15,520	17,000	18,200
661-5-5451-03-5700 Health/Life Insurance	28,325	22,873	20,200	17,300
661-5-5451-03-5701 Disability Insurance	418	341	400	200
661-5-5451-03-5800 Workers Compensation	18,778	19,085	8,500	11,900
Total Personnel Benefits	75,451	68,152	57,600	59,700

**SUPPLIES**

661-5-5451-03-6001 Office Supplies	876	1,075	1,000	1,000
661-5-5451-03-6003 Cleaning/Sanitary Supplies	716	504	1,500	1,500
661-5-5451-03-6005 Safety Supplies	3,264	3,063	3,000	6,000
661-5-5451-03-6006 Clothing/Uniform Reimb	6,667	4,457	4,600	4,600
661-5-5451-03-6008 Chemicals	21	53	1,000	1,800
661-5-5451-03-6011 Small Tools/Minor Equip	3,654	9,191	7,500	7,500
661-5-5451-03-6100 Medical/Lab Supplies	444	324	500	500
661-5-5451-03-6200 Supplies Equip R&M	1,105	2,337	2,000	6,000
661-5-5451-03-6201 Building R&M Materials	9,706	4,687	5,000	5,000
661-5-5451-03-6202 Other R&M Materials	5,156	1,746	5,000	5,000
661-5-5451-03-6300 Vehicle Fuel	33,410	27,266	27,000	27,000
661-5-5451-03-6302 Vehicle R & M Parts	17,325	6,151	17,000	17,000
661-5-5451-03-6400 Shop Supplies	7,332	1,760	8,000	8,000
661-5-5451-03-6700 Memberships/Dues/Subscript	-	50	-	-
661-5-5451-03-6901 Taxes	677	94	-	200
661-5-5451-03-6990 Other Supplies	82	-	-	-
Total Supplies	90,437	62,758	83,100	91,100

**OTHER SERVICES & CHARGES**

661-5-5451-03-7300 Electricity	29,480	29,176	25,000	30,000
661-5-5451-03-7301 Propane Gas	8,513	8,294	9,000	9,000
661-5-5451-03-7302 Water	2,315	1,666	1,500	1,500
661-5-5451-03-7304 Sewage	1,229	1,229	1,200	1,200
661-5-5451-03-7305 Refuse Disposal	1,112	1,389	1,500	1,800
661-5-5451-03-7306 Telephone	11,407	10,288	11,000	11,000
661-5-5451-03-7401 Building R&M Supplies	4,763	3,928	2,000	2,500
661-5-5451-03-7404 Radio Equipment R&M	1,975	3,448	10,000	10,000



**OPERATIONS & MAINTENANCE**

	<b>2011/12 ACTUAL</b>	<b>2012/13 ACTUAL</b>	<b>2013/14 BUDGET</b>	<b>2014/15 PROPOSED</b>
661-5-5451-03-7405 Vehicles R&M	1,212	2,066	3,000	5,000
661-5-5451-03-7600 Travel	-	59	-	500
661-5-5451-03-7601 Registrations	-	194	-	5,000
661-5-5451-03-7900 Other Professional Services	-	140	-	-
661-5-5451-03-7950 Debt Serv-Prinicpal	254,958	0	448,600	406,900
661-5-5451-03-7951 Debt Serv-Interest	19,419	5,542	271,600	497,800
661-5-5451-03-8100 Depreciation-Buildings	19,944	19,944	20,000	20,000
661-5-5451-03-8101 Depr-Other than Buildings	922,434	955,890	933,700	933,700
661-5-5451-03-8102 Depreciation-Machinery & Eq	8,749	8,750	8,800	8,800
661-5-5451-03-8103 Depreciation-Vehicles	24,447	50,373	54,300	54,300
661-5-5451-03-8104 Depr-Office Furn & Equip	4,599	3,643	5,200	5,200
661-5-5451-03-8200 Amort-Goodwill	2,678	2,678	2,700	2,700
661-5-5451-03-8201 Amort-License Permit	3,262	3,262	3,300	3,300
Total Other Svcs & Charges	1,322,496	1,111,959	1,812,400	2,010,200
 <b>TOTAL WATER-OPERATIONS &amp; MTCE</b>	 1,632,251	 1,392,367	 2,118,000	 2,358,400



**RESOURCES**

	<b>2011/12 ACTUAL</b>	<b>2012/13 ACTUAL</b>	<b>2013/14 BUDGET</b>	<b>2014/15 PROPOSED</b>
<b>SALARIES &amp; WAGES</b>				
661-5-5451-04-5001 Full Time Employees	260,027	152,537	154,200	164,000
661-5-5451-04-5200 Overtime	1,729	1,874	-	2,000
Total Salaries & Wages	<u>261,756</u>	<u>154,411</u>	<u>154,200</u>	<u>166,000</u>
<b>PERSONNEL BENEFITS</b>				
661-5-5451-04-5501 FICA	19,261	10,740	11,800	12,500
661-5-5451-04-5504 Retirement	24,922	16,846	17,400	18,700
661-5-5451-04-5700 Health/Life Insurance	35,001	17,241	16,100	18,200
661-5-5451-04-5701 Disability Insurance	588	371	400	200
661-5-5451-04-5800 Workers Compensation Ins	10,481	7,361	8,800	12,000
Total Personnel Benefits	<u>90,252</u>	<u>52,559</u>	<u>54,500</u>	<u>61,600</u>
<b>SUPPLIES</b>				
661-5-5451-04-6001 Office Supplies	3,879	2,472	4,000	4,000
661-5-5451-04-6005 Safety Supplies	447	173	500	500
661-5-5451-04-6006 Clothing/Uniform Reimb	657	712	700	700
661-5-5451-04-6011 Small Tools/Minor Equip	1,499	1,225	500	500
661-5-5451-04-6013 Computer Equipment Supplies	-	88	2,000	2,000
661-5-5451-04-6100	-	-	-	2,800
661-5-5451-04-6300 Vehicle Fuel	4,857	3,416	4,500	3,500
661-5-5451-04-6302 Vehicle R & M Parts	2,733	1,019	1,100	1,100
661-5-5451-04-6600 Public Relations	14,117	11,484	18,000	18,000
661-5-5451-04-6700 Dues & Memberships	1,051	2,614	3,000	6,000
Total Supplies	<u>29,239</u>	<u>23,203</u>	<u>34,300</u>	<u>39,100</u>
<b>OTHER SERVICES &amp; CHARGES</b>				
661-5-5451-04-7004 Lab Analysis	31,982	16,649	55,000	50,000
661-5-5451-04-7307 Postage	3,396	309	3,000	500
661-5-5451-04-7404 Radio Equipment R&M	295	556	2,000	3,000
661-5-5451-04-7405 Vehicles R&M	1,307	16	1,000	1,500
661-5-5451-04-7600 Travel	4,388	3,949	5,000	5,000
661-5-5451-04-7601 Training & Registrations	4,713	2,419	4,500	4,500
661-5-5451-04-7900 Other Professional Services	4,919	4,979	25,000	5,000
661-5-5451-04-7907 Advertising	759	998	1,500	2,000
661-5-5451-04-7910 Printing & Binding	5,838	1,316	5,000	1,000
Total Other Svcs & Charges	<u>57,598</u>	<u>31,191</u>	<u>102,000</u>	<u>72,500</u>
<b>TOTAL WATER-RESOURCES</b>	<u><u>438,846</u></u>	<u><u>261,364</u></u>	<u><u>345,000</u></u>	<u><u>339,200</u></u>



**PRODUCTION O&M**

	<b>2011/12 ACTUAL</b>	<b>2012/13 ACTUAL</b>	<b>2013/14 BUDGET</b>	<b>2014/15 PROPOSED</b>
<b>SALARIES &amp; WAGES</b>				
661-5-5451-05-5001 Full Time Employees	159,412	129,498	167,700	158,700
661-5-5451-05-5200 Overtime	656	765	-	800
Total Salaries & Wages	<u>160,068</u>	<u>130,263</u>	<u>167,700</u>	<u>159,500</u>
<b>PERSONNEL BENEFITS</b>				
661-5-5451-05-5501 FICA	11,606	8,955	12,800	12,100
661-5-5451-05-5504 Retirement	16,276	14,203	19,000	18,200
661-5-5451-05-5700 Health/Life Insurance	32,578	19,442	22,500	18,800
661-5-5451-05-5701 Disability Insurance	377	312	500	200
661-5-5451-05-5800 Workers Compensation	-	-	9,600	11,800
Total Personnel Benefits	<u>60,838</u>	<u>42,912</u>	<u>64,400</u>	<u>61,100</u>
<b>SUPPLIES</b>				
661-5-5451-05-6202 Other R&M Materials	21,927	7,792	25,000	25,000
661-5-5451-05-6500 Wells R&M	12,791	3,899	20,000	20,000
661-5-5451-05-6501 Pumps R&M	70,299	56,447	20,000	20,000
661-5-5451-05-6502 Elec Equip R&M	13,405	35,141	25,000	25,000
661-5-5451-05-6505 Pump Booster R&M	2,304	17,426	10,000	10,000
Total Supplies	<u>120,726</u>	<u>120,705</u>	<u>100,000</u>	<u>100,000</u>
<b>OTHER SERVICES &amp; CHARGES</b>				
661-5-5451-05-7300 Electricity	231,069	253,124	260,000	260,000
661-5-5451-05-7301 Propane Gas	1,320	1,764	1,700	2,000
661-5-5451-05-7306 Telephone	2,583	2,905	2,700	2,700
661-5-5451-05-7404 R&M Pumps	-	-	20,000	20,000
661-5-5451-05-7406 R&M Other	-	6,361	-	20,000
661-5-5451-05-7600 Travel	-	7	-	-
661-5-5451-05-7900 Other Prof Serv	-	-	10,000	-
Total Other Svcs & Charges	<u>234,971</u>	<u>264,161</u>	<u>294,400</u>	<u>304,700</u>
<b>TOTAL WATER-PRODUCTION O&amp;M</b>	<u><u>576,602</u></u>	<u><u>558,041</u></u>	<u><u>626,500</u></u>	<u><u>625,300</u></u>



**GREEN VALLEY PARK MAINT.**

	<b>2011/12 ACTUAL</b>	<b>2012/13 ACTUAL</b>	<b>2013/14 BUDGET</b>	<b>2014/15 PROPOSED</b>
<b>SALARIES &amp; WAGES</b>				
661-5-5451-06-5001 Full Time Employees	6,774	9,554	5,200	9,000
Total Salaries & Wages	<u>6,774</u>	<u>9,554</u>	<u>5,200</u>	<u>9,000</u>
<b>PERSONNEL BENEFITS</b>				
661-5-5451-06-5501 FICA	519	670	400	700
661-5-5451-06-5504 Retirement	721	1,046	600	1,000
661-5-5451-06-5700 Health/Life Insurance	1,253	1,244	700	1,000
661-5-5451-06-5701 Disability Insurance	17	23	100	-
661-5-5451-06-5800 Workers Compensation	-	-	300	700
Total Personnel Benefits	<u>2,510</u>	<u>2,983</u>	<u>2,100</u>	<u>3,400</u>
<b>SUPPLIES</b>				
661-5-5451-06-6202 Other R&M Materials	5,704	4,607	10,000	10,000
661-5-5451-06-6990 Other Expense	29,070	50,935	33,000	33,000
Total Supplies	<u>34,774</u>	<u>55,542</u>	<u>43,000</u>	<u>43,000</u>
<b>SERVICES</b>				
661-5-5451-06-7406 R&M Other	-	-	2,600	2,600
	-	-	2,600	2,600
<b>TOTAL WATER-GV PARK MAINTENANCE</b>	<u><u>44,058</u></u>	<u><u>68,079</u></u>	<u><u>52,900</u></u>	<u><u>58,000</u></u>



**WQARF SITE O&M**

	<b>2011/12 ACTUAL</b>	<b>2012/13 ACTUAL</b>	<b>2013/14 BUDGET</b>	<b>2013/14 PROPOSED</b>
<b>SALARIES &amp; WAGES</b>				
661-5-5451-07-5001 Full Time Employees	4,327	6,214	4,300	5,800
Total Salaries & Wages	4,327	6,214	4,300	5,800
<b>PERSONNEL BENEFITS</b>				
661-5-5451-07-5501 FICA	311	433	300	400
661-5-5451-07-5504 Retirement	442	677	500	700
661-5-5451-07-5700 Health/Life Insurance	839	777	500	700
661-5-5451-07-5701 Disability Insurance	10	15	100	-
661-5-5451-07-5800 Workers Compensation	-	-	300	400
Total Personnel Benefits	1,602	1,902	1,700	2,200
<b>SUPPLIES</b>				
661-5-5451-07-6008 Chemicals	27,852	-	28,000	28,000
661-5-5451-07-6202 Other R&M Materials	1,835	3,181	15,000	15,000
661-5-5451-07-6500 Wells R&M	12,908	1,113	5,000	5,000
661-5-5451-07-6501 Pumps R&M	11,121	-	10,000	10,000
661-5-5451-07-6502 Elec Equip R&M	4,891	1,467	32,000	32,000
Total Supplies	58,607	5,761	90,000	90,000
<b>OTHER SERVICES &amp; CHARGES</b>				
661-5-5451-07-7001 Admin/Program Oversight	6,036	2,802	25,000	25,000
661-5-5451-07-7004 Compliance Sampling	3,445	2,190	10,000	10,000
661-5-5451-07-7300 Electricity	26,557	31,908	36,000	36,000
661-5-5451-07-7306 Telephone	1,987	2,155	2,000	-
661-5-5451-07-7404 R&M Pumps	-	-	15,000	15,000
661-5-5451-07-7406 R&M Equipment	-	22,936	-	-
661-5-5451-07-7407 R&M Wells	-	-	15,000	15,000
Total Other Svcs & Charges	38,025	61,991	103,000	101,000
<b>TOTAL WATER-WQARF SITE O&amp;M</b>	<b>102,560</b>	<b>75,868</b>	<b>199,000</b>	<b>199,000</b>



**CC CRAGIN PROJECT**

	<b>2011/12 ACTUAL</b>	<b>2012/13 ACTUAL</b>	<b>2013/14 BUDGET</b>	<b>2014/15 PROPOSED</b>
<b>OTHER SERVICES &amp; CHARGES</b>				
661-5-5451-20-7100 Legal Services	-	8,443	10,000	40,000
661-5-5451-20-7300 Electricity	-	386	500	500
<b>662-5-5451-00-7300</b> Electricity	1,504	-	-	-
661-5-5451-20-7306 Telephone	-	1,033	600	800
<b>662-5-5451-00-7306</b> Telephone	1,011	-	-	-
661-5-5451-20-7600 Travel	-	866	2,500	1,000
<b>662-5-5451-00-7600</b> Travel	322	-	-	-
<b>662-5-5451-00-7900</b> Other Professional Services	34	-	-	-
661-5-5451-20-7915 Overhead	-	28,600	28,600	-
<b>662-5-5451-00-7915</b> Overhead	7,200	-	-	-
Total Other Svcs & Charges	10,071	39,328	42,200	42,300
<b>CAPITAL</b>				
661-5-5451-20-8010 CC Cragin Pipeline (SRP)	-	-	1,550,000	750,000
661-5-5451-20-8600 CCC Pipeline Constr	-	2,924,930	3,500,000	12,100,000
<b>662-5-5451-00-8600</b> CCC Pipeline Constr	2,599,369	-	-	-
Total Capital	2,599,369	2,924,930	5,050,000	12,850,000
<b>TOTAL WATER - CC CRAGIN PROJECT</b>	2,609,440	2,964,258	5,092,200	12,892,300



**CAP TRUST FUND**

	<b>2011/12 ACTUAL</b>	<b>2012/13 ACTUAL</b>	<b>2013/14 BUDGET</b>	<b>2014/15 PROPOSED</b>
<b>SUPPLIES</b>				
460-5-5451-00-6901 Taxes & Fees	2,128	2,120	-	-
Total Supplies	<u>2,128</u>	<u>2,120</u>	<u>-</u>	<u>-</u>
<b>OTHER SERVICES &amp; CHARGES</b>				
460-5-5451-00-7100 Legal Fees	22,729	122	10,000	-
460-5-5451-00-7952 Purchase Agreement	93,750	93,750	-	-
Total Other Svcs & Charges	<u>116,479</u>	<u>93,872</u>	<u>10,000</u>	<u>-</u>
<b>CAPITAL OUTLAY</b>				
460-5-5451-00-8007 Wells	-	-	-	-
460-5-5451-00-8009 Water Lines	-	-	-	-
460-5-5451-00-8592 Consulting Fees	-	-	-	-
460-5-5451-00-8594 Environmental Project	-	-	325,000	325,000
Total Capital Outlay	<u>-</u>	<u>-</u>	<u>325,000</u>	<u>325,000</u>
<b>TOTAL WATER-CAP TRUST FUND</b>	<u><u>118,607</u></u>	<u><u>95,992</u></u>	<u><u>335,000</u></u>	<u><u>325,000</u></u>



***PLANNING &  
PERFORMANCE***

## >>>GENERAL PLAN<<<

The Town uses the General Plan to set long range goals and objectives. This Plan is continually evaluated, reviewed, and amended with Council approval, to meet changing conditions as needed.

The elements of the General Plan include: Land Use (LU), Growth Area (GA), Circulation (C), Parks, Trails and Open Space (PT), Environmental Planning (EP), Water Resources (WR), Cost of Development (CD).

The Town meets these goals by managing the pattern and rate of growth in a way that preserves existing land use patterns; encouraging development of Main Street area as a visitor or tourist oriented activity center; developing and maintaining a balanced motorized and non-motorized transportation system that is efficient, cost effective and environmentally sensitive; maintaining the water, mountain views, and watershed systems; and reaching out and being responsive to citizen concerns.

The 2003 General Plan is a 120 page document that covers, in detail, the policy direction for each of the above areas, and the methods used to determine how to accomplish that direction. Copies of the complete 2003 General Plan can be obtained by contacting the Town's Community Development Department.

Long Range General Plan Goals are as follows:



### LU LAND USE

- LU1-** Develop a growth management program that strives to ensure that adequate services and facilities are available to support the demands of growth
- LU2-** Strive to develop land use patterns in a manner that conserves and preserves natural resources to achieve a high level of sustainability for our future generation
- LU3-** Encourage and promote the development of a wide range of housing types for all income groups
- LU4-** Plan for adequate land use design that encourages employment opportunities for jobs that pay a living wage

**GA****GROWTH AREA**

- GA1-** Maintain a high quality of life for its current and future residents while maintaining an economically vital community
- GA2-** Provide for the orderly physical and economic development of the identified growth areas
- GA3-** Strengthen the basic attractiveness, efficiency and effectiveness of the economy of Payson and the region by strategic development/redevelopment of the growth areas
- GA4-** Develop the Payson Airport and surrounding employment areas as an important economic center in Northern Gila County

**C****CIRCULATION**

- C1-** Maintain and enhance existing levels of traffic safety on the transportation system serving the Payson area
- C2-** Maintain and, where possible, enhance existing levels of mobility on roadways and other transportation modes serving the Payson area.
- C3-** Obtain adequate rights of way on all Town streets
- C4-** Secure adequate funding levels to meet the Payson area's transportation priorities, including capital costs, operating and maintenance costs, and replacement costs
- C5-** Coordinate land use planning, transportation planning and decision making to ensure that transportation and land use plans and policies are mutually supportive
- C6-** Develop a transportation system and infrastructure in a manner that directs and supports economic development of the Payson area

**PT****PARKS, TRAILS, AND OPEN SPACE**

- PT1-** Continue development of Rumsey Park
- PT2-** Develop McKamey Park



- PT3-** Develop neighborhood parks in all four quadrants of the Town’s planning area
- PT4-** Develop a community park on the east side of Town
- PT5-** Continue to develop the multi-event center
- PT6-** Continue development of the Green Valley Park
- PT7-** Continue development of the interpretive archaeological park at Goat Camp Ruins
- PT8-** Develop a Rumsey Park Multi-purpose Center
- PT9-** Continue developing recreation programs to meet the needs of the community
- PT10-** Update the parks and recreation master plan on a regular basis
- PT11-** Identify potential areas to be dedicated for parks, trails and open space
- PT12-** Develop uniform signage for parks, trails and open space
- PT13-** Identify and plan for the development of a multi-purpose trail system in conjunction with circulation and recreation needs
- PT14-** Preserve trail access to regional points of interest such as the Mogollon Rim, Verde River, Hell’s Gate Wilderness Area, Pine, Tonto Village, Gisela, Star Valley and Rye
- PT15-** Provide extended recreation opportunities for trail users through linkages to other trail systems
- PT16-** Provide a linkage to the regional trail system
- PT17-** Ensure that the Town of Payson is informed of and included in any U.S. Forest Service Land Exchange processes which will directly impact the Town (within the Town boundary or within a three mile radius around the Town boundaries)
- PT18-** Develop an enforceable local policy for the preservation of existing trail systems as established in this plan within the Town boundary and the surrounding area
- PT19-** Establish a framework for an urban loop trail system
- PT20-** Identify potential trailheads and key destinations around Town periphery
- PT21-** Identify potential trailheads and park sites in all future land exchanges
- PT22-** Develop comprehensive, innovative, and aggressive funding programs for the implementation of this element and other master plans

**EP**

**ENVIRONMENTAL PLANNING**

- EP1-** Strive to develop land use patterns in a manner that conserves and preserves natural resources to achieve a high level of sustainability for our future
- EP2-** Promote community-wide awareness of the sensitivity of the environment within the planning area
- EP3-** Work to provide connected open space, parks, and trails to facilitate the movement of wildlife safely through the area

**WR**

**WATER RESOURCES**

- WR1-** Ensure an adequate water supply is available to residents of Payson
- WR2-** Manage future growth to ensure that residents have an adequate water supply available
- WR3-** Continue to develop a water conservation program to ensure an adequate water supply is available for Payson residents
- WR4-** Take appropriate steps to ensure that Payson residents have good quality water

**CD**

**COST OF DEVELOPMENT**

- CD1-** Ensure long-term financial stability
- CD2-** Ensure systematic funding and installation of appropriate infrastructure



## >>>Corporate Strategic Plan<<<

In August, 2012, the Town Council adopted this version of the Corporate Strategic Plan (CSP) with a focus on the changing needs of the community brought about by the difficult economic conditions. The CSP operationalizes the Town's mission statement and its General Plan by specifying priorities and strategies for achieving these priorities over a three-year period. Funding is allocated during the subsequent budget process.

### ...Key Results Areas...



The Corporate Strategic Plan is divided into ten Key Results Areas (KRA). Each KRA is more specifically defined by Priorities and Strategies that help guide the organization. Council did not rank the KRA's as they felt all were equally important at this time. The CSP is outlined on the following pages.

### ...Performance Measures...

With the implementation of the August 2012 Corporate Strategic Plan, updated performance measures are currently being developed to quantify efforts towards achievement of this plan. Unfortunately, staff shortages due to the current economic condition have limited progress towards the establishment of performance measures. Previous years' benchmarks that are still applicable continue to be tracked and have been included in this document. For Fiscal Year 2012/13, a focus was placed on performance measures for the Library. In future fiscal years as staff time permits, emphasis will be placed on additional departments until a complete set of measures can be defined for all departments.

Charts at the end of each Key Results Area define:

- ◆ links between the intended outcomes and the specific KRA Priorities
- ◆ department responsible for intended outcomes
- ◆ goals set for FY 13/14 and FY 14/15
- ◆ achievements made in FY 13/14 towards the goals

## &lt;&lt;&lt; Key Result Areas &gt;&gt;&gt;


**KRA 1:**  
**Economic Development,**  
**Tourism & Economic**  
**Vitality**

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

**Priority 1: Create and retain high-quality jobs focusing on key business sectors**

To a great extent, the quality of life for Payson residents will be dependent on the number and quality of jobs created and retained that are convenient and appropriate for the residents of the Town of Payson.

Strategies

- A. Support the attraction of wealth generating, emerging technology, manufacturing, producer services, renewable energy and bio-science employers to the Town of Payson
- B. Support retention and expansion of existing employers

**Priority 2: Foster an environment for entrepreneurial growth**

Entrepreneurs make critical contributions to the economy, including the generation of new jobs. Energized, educated entrepreneurs create economic opportunity for others and enhance a culture of innovation.

Strategies

- A. Facilitate the retention and expansion of small and medium sized wealth generating businesses, particularly businesses focused on innovation, technology, finance/business services, and bio sciences
- B. Participate in regional and state-wide collaboration to enhance entrepreneurial opportunities
- C. Support and grow diversity in Payson business ownership

**Priority 3: Revitalize areas of Payson**

A thriving Town is critical to the economic health and well being of the entire regional area. Strong urban centers enhance Payson's image and should be reflective of the Town's collective social and economic aspirations as a region.

Strategies

- A. Support development of the regional campus project
- B. Promote residential and commercial infill compatible with neighborhoods
- C. Promote adaptive reuse of existing structures
- D. Continue to work on revitalization of the Multi-Purpose Event Complex and other areas



#### **Priority 4: Expand the Town's revenue base**

Sales taxes provide the largest source of local governmental funding. Payson needs to attract and retain a fair share of retail activity to sustain quality public services for residents.

##### Strategies

- A. Continue efforts to preserve and expand the Town's sales tax revenue base
- B. Market events and promote and market Payson as a destination to the business and leisure traveler
- C. Promote and build upon the "Arizona's Cool Mountain Town" brand
- D. Eliminate barriers between government entities for government sponsored events
- E. Support professional/amateur/youth sports, film, entertainment and special events which generate tourism revenue
- F. Encourage the revitalization of existing retail centers and neighborhood retail businesses
- G. Promote and encourage retail/commercial development at the Payson Airport

#### **Priority 5: Develop and retain qualified talent to meet the needs of businesses and the community**

A skilled workforce is essential for an economy to sustain and enhance its competitiveness. A workforce development strategy that allows employers to grow and residents to enhance their income is critical to maintaining a high quality of life for Payson residents.

##### Strategies

- A. Collaborate regionally with Central Arizona Association of Governments (CAAG) and other providers to create a job training program in Payson
- B. Strengthen the relationship between the public sector workforce programs and the business community
- C. Focus resources on enrichment and education programs through community centers, job training programs and the Library.

**Performance Measures—KRA 1—Economic Development,  
Tourism and Economic Vitality**

KRA Priority #	Intended Outcome	Department Responsible	FY13/14 Goal	FY13/14 Actual	FY14/15 Goal
4	Implement Tourism Master Plan (% completed)	Tourism	10%	10%	15%
4	Increase # of events held at Events Center	Events Center	52	51	52
4	Increase # of days Event Center is in use	Events Center	200	190	194
4	Visits to tourism website	Tourism	575,000	685,146	699,000
4	# of media mentions in the Valley promoting Payson tourism/events	Tourism	2,575	2,789	2,845



**ZANE GREY CABIN**



## KRA 2: Financial Excellence

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

### **Priority 1: Maintain high bond ratings**

A bond rating is a measure of the credit quality of the Town. Factors considered in a rating are the health of the local economy, stability and volatility of revenues, level of reserves for liquidity during unexpected financial conditions, as well as sound financial practices, policies and structures or systems that allow flexibility to address challenges. An entity that looks long term and has plans to address unexpected changes is positively considered. In essence, a bond rating reflects an independent view of financial excellence. In addition, a higher bond rating will usually result in lower borrowing costs.

#### Strategies

- A. Achieve the adopted policy for the general fund budgetary fund balance of at least 5% of total expenditures within the next five years
- B. Develop a multi-year financial plan for the general fund that maintains long term bond ratings
- C. Develop and maintain financial policies that achieve high bond ratings
- D. Maximize current revenues by taking steps to ensure collection of established taxes, rates, fees and fines.

### **Priority 2: Develop capital and funding plans for critical infrastructure**

With the significant downturn in the state, local and national economy and the associated impact on revenues, the financial capacity to fund and finance additional capital projects has been significantly reduced. As a result, a focus on maintaining existing infrastructure must be balanced with the need for new infrastructure.

#### Strategies

- A. Amend the five-year capital improvement plan to include a planning process that prioritizes the evaluation of existing facilities and infrastructure, for use of available funds and considers repair and/or replacement
- B. Identify and evaluate alternative approaches to finance capital investments as part of the capital decision making process

**Priority 3: Provide accurate and reliable revenue and expenditure forecasting**

To ensure available resources are allocated to the highest priority needs, accurate and reliable forecasts of both revenues and expenditures are needed. This requires access to the necessary resources and expertise to ensure all critical factors are considered in revenue forecasts and all factors that impact expenditures are considered are modeled. Accuracy of expenditure forecasts also requires discipline of all Town departments to ensure expenditures are monitored and managed. Without accurate forecasts and management of expenditures, reserve levels may be tapped below critical levels and services may be unnecessarily reduced.

Strategies

- A. Establish a fiscally responsible revenue forecast based on external and internal inputs and consistent with best practices to efficiently allocate resources
- B. Establish an expenditure forecast that aligns with the Town's strategic priorities
- C. Develop multi-year performance measures and benchmarks to monitor the effectiveness of financial operations
- D. Develop multi-year forecasts that contemplate various economic scenarios that assist in the development of alternative planning strategies
- E. Develop structures and incentives to encourage and reward managers and employees for maintaining discipline and managing expenditures

**Priority 4: Maintain a transparent financial environment, free of fraud, waste and abuse**

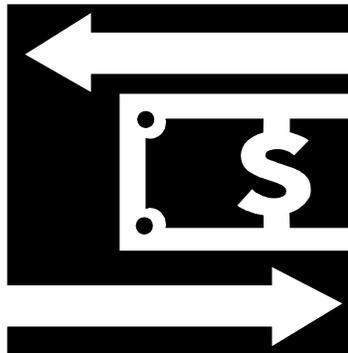
One of the most important aspects of financial excellence is the ability to assure the public, business community, investors and the rating agencies that systems and processes are in place to prevent fraud, waste and abuse of public funds. An important element of preventing fraud, waste and abuse is regular financial reports that are easy to access, accurate and understandable. Financial excellence requires the implementation of quality financial systems, staff training, internal controls and regular internal and external audits.

Strategies

- A. Maintain comprehensive and continuous auditing of high-risk areas
- B. Implement and enforce strong town-wide policies and practices that promote ethical behavior
- C. Provide accurate financial information on a monthly basis that is easily accessible and understandable to internal and external audiences
- D. Continue to ensure that all steps are taken to receive financial excellence awards for budgeting and financial reporting from the Governmental Financial Officers Association (GFOA) each year
- E. Highlight financial successes and educate residents on the importance of high-quality credit rating and other governmental accounting areas

**Performance Measures—KRA 2—Financial Excellence**

KRA Priority #	Intended Outcome	Department Responsible	FY13/14 Goal	FY13/14 Actual	FY14/15 Goal
4	Percent of timely quarterly financial reports presented	Finance	100%	100%	100%
4	GFOA Certificate of Achievement for Excellence in Financial Reporting	Finance	Receive Award	Received Award	Receive Award
4	GFOA Distinguished Budget Presentation Award	Finance	Receive Award	Received Award	Receive Award
4	GFOA Certificate for the Popular Annual Financial Report	Finance	Receive Award	Received Award	Receive Award





### KRA 3: Infrastructure

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

#### **Priority 1: Create and maintain intra-town transportation**

Provide safe, clean, efficient sustainable, multi-modal surface transportation systems to support mobility needs of present and future residents, businesses and visitors within the Town of Payson.

##### Strategies

- A. Plan, design, construct, and operate new streets, pedestrian friendly sidewalks, bicycle lanes, hiking trails and drainage systems for new residential and commercial development to reduce congestion, improve air quality, reuse materials, leverage new technology, encourage infill development, create livable neighborhoods, and promote growth.
- B. Continue to work with ADOT to implement traffic enhancements at the intersection of SR260/SR87 to reduce traffic congestion and improve safety
- C. Replace all traffic signs within the Town to meet the new Federal Reflectivity Requirements
- D. Maintain existing streets and associated assets in a state of good repair so they are clean, safe, and aesthetically pleasing for all users. Invest resources and technology to extend the service life of existing infrastructure, protect the Town's investment and support a high quality of life standard.
- E. Research the applicability of a passenger regional transit system to meet the demands, if any, of the proposed university campus. Utilize sound methodologies and principles to locate facilities to meet proposed ridership demands and bus operations. Analyze proposed routes to ensure they will support and encourage ridership needs.
- F. Coordinate, permit, and document private utilities within the Town right-of-way and easement areas to minimize initial roadway disruptions, reduce future roadway cuts, maintain reasonable utility corridors for future development, and minimize visual impact for residents and businesses. Improve reliability and accuracy of as-built documentation through new technology to increase safety and reduce utility locating and relocation costs.
- G. Plan, design, develop, and maintain a green infrastructure, such as interconnected trail systems that increase shade canopy coverage and promote pedestrian mobility, parks, trees and shade and habitat restoration

#### **Priority 2: Establish and enhance inter-town transportation**

Provide safe, efficient, sustainable, cost-effective multi-modal transportation systems to support economic growth and population growth through connectivity to regional, state-wide and national destinations

##### Strategies

- A. Maintain and enhance aircraft access to Town owned and operated aviation facilities
- B. Continue to implement the 2009 Airport Master Plan, upgrading the airport to become fully compliant with B-II standards

- C. Continue to plan, design, develop, and maintain a regional multi-use trail system to accommodate walkers, hikers, joggers, bicyclists and equestrians
- D. Continue to work with ADOT and the FAA regarding State Route 87 and State Route 260 and the airport, respectively

**Priority 3: Develop and operate public utilities**

Protect the public health and environment by providing reliable, efficient and affordable water, storm water and recycling services.

Strategies

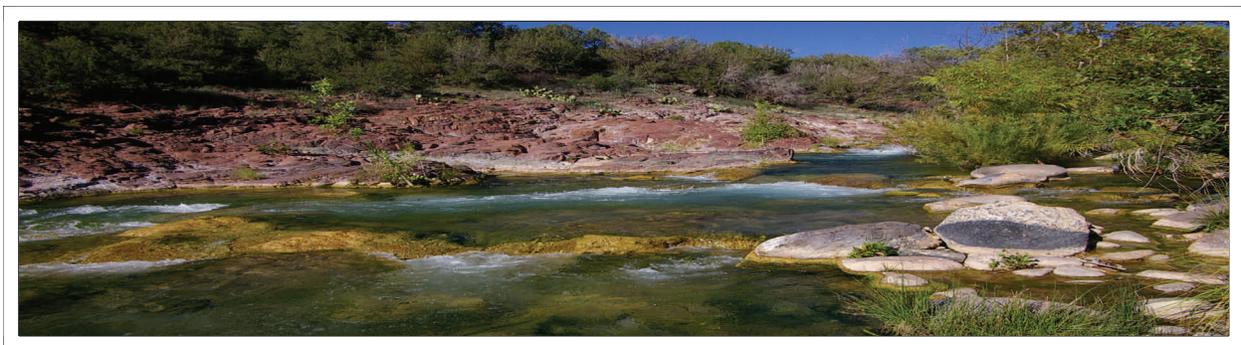
- A. Manage, develop, operate, and maintain infrastructure that is integrated, well maintained, reliable, aesthetically pleasing, and continuously improves the high quality service delivery standards
- B. Develop a financing plan for a long term sustainable infrastructure growth and replacement that implements an equitable fee structure and incentives for conservation
- C. Use public/private partnerships for growth and economic development. Optimize regional partnerships to cooperatively utilize new and existing infrastructure to maximize collection efficiencies, implement new diversion and resource recovery technologies, minimize the need for future capital investment, reduce transportation demands, and provide sustainable land reuse.
- D. Continue construction of CC Cragin pipeline project: enhance in-town existing water grid pipeline system; construct new out-of-town waterline; build new water treatment plant
- E. Develop an asset management plan that identifies improvements needed to ensure reliability, regulatory compliance, operational efficiencies, and resource recovery, while creating an integrated system that improves information access by sharing town-wide and across departments

**Priority 4: Construct and manage public facilities**

Provide safe, efficient, sustainable, cost-effective, well maintained, and aesthetically pleasing public facilities for delivery of municipal services to residents and visitors; build, maintain, and manage capital assets to preserve long term investment and ensure uninterrupted support services.

Strategies

- A. Apply benchmarking and other industry comparison techniques in order to manage costs and achieve and maintain industry leading service levels
- B. Communicate the value of Capital Asset Management and establish a dedicated funding source for Town infrastructure repair and capital improvements
- C. Plan, construct, and maintain park buildings, trails systems, open spaces, picnic areas and ramadas, pools, playgrounds, ball courts and fields, restrooms and other park facilities that meet diverse recreational and cultural needs of the Town’s residents and visitors
- D. Develop long term financial plan to fund construction, repair and maintenance of the appearance and safety of existing facilities
- E. Develop a long term construction plan for future recreational and cultural facilities



**Performance Measures—KRA 3—Infrastructure**

KRA Priority #	Intended Outcome	Department Responsible	FY13/14 Goal	FY13/14 Actual	FY14/15 Goal
1	Street improvements completed in linear feet	Streets	100	2200	2000
1	Maintain / Increase # of neighborhood drainage sites improved	Streets	4	2	3
1	Implementation of traffic study priorities (total % completed)	Streets	11%	5%	10%
2	Implement Airport Master Plan (total % completed)	Airport	10%	10%	20%
3	Maintain water usage levels at 80-90 gallons per capita per day	Water	79-90	74	80
3	C.C.Cragin Project Total % Completed	Water	60%	50%	60%





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

### **Priority 1: Infuse a mindset focused on innovation and efficiency into the Town of Payson organizational culture**

An “innovation and efficiency” way of thinking must become a much more prevalent part of the organization’s core value system and be integrated into the way every day business is conducted. Executives, managers, supervisors, and frontline staff must embrace an attitude that questions existing business processes and practices throughout the organization, with the goal of fostering innovation through the creation and implementation of new ideas.

#### Strategies

- A. Develop a communication plan for executive and middle managers to create an innovation and efficiency movement through all levels of staff
- B. Empower supervisory staff to encourage and reward the creation of innovative ideas as a dominant model within the organization
- C. Build innovation and efficiency core values and skill sets into staff management practices, including recruitment, selection, orientation, development, mentorship, performance measurement, and compensation systems.
- D. Cultivate and reward a philosophy of innovation through exploratory thinking among employees

### **Priority 2: Establish and support Town programs and mechanisms focused on developing and implementing tangible innovations throughout the organization**

The Town’s innovation and efficiency efforts must be driven from the top to all levels, be results oriented, and demonstrate investment of available means. A proven approach involves assignment of resources dedicated to producing substantial innovative changes that enhance customer service, increase productivity, reduce costs, and engage employees.

#### Strategies

- A. Assign an executive sponsor with authority, responsibility, and resources to provide strategic direction, guidance and support for innovation and efficiency objectives
- B. Recruit, select, and assign a creative and diverse Innovation Team of multi-departmental staff with wide ranging skills and experience representing the Town’s business units, which explores creative solutions, evaluates business processes, identifies improvements, and investigates right sourcing opportunities



- C. Utilize technology and a standard business process evaluation approach to achieve optimal efficiency and streamlined systems in providing top quality services
- D. Invest in resources necessary to carry out innovation and efficiency strategies and objectives
- E. Develop and implement an organization wide performance measurement program
- F. Develop departmental business plans pursuant to the adopted Corporate Strategic Plan

### **Priority 3: Work continually toward elimination of barriers restricting innovation and efficiency**

Several obstacles can stand in the way of creating an environment of innovation and pathways to efficiency. The organization must seek to identify these real or perceived hindrances and when appropriate, actively remove or facilitate working through them.

#### Strategies

- A. To lessen the 'business silo' effect, provide incentives for department heads, managers, and staff to collaborate, consolidate, streamline, and adapt to processes or functions that overlap or cross formal organizational structures
- B. Identify unneeded requirements or obsolete expectations that unnecessarily slow down business processes and work to eliminate them

### **Priority 4: Engage the Payson community in the Town's innovation and efficiency methodologies to facilitate citizen involvement, input, and awareness**

Involvement by Payson residents in the accomplishment of the Town's innovation and efficiency goals will boost the meaningfulness and connectedness of the achievements to the community. It is important for the Town to enhance public awareness about the innovation and efficiency achievements and make strong efforts to request relevant input.

#### Strategies

- A. Celebrate innovation and efficiency efforts and accomplishments on a town-wide scale
- B. Actively inform customers of innovation and efficiency efforts through available public communication methods and media
- C. Continue to reach out to the community through the Mayor and Town Council, Boards and Commissions, neighborhood associations and other stakeholders to engage the community and invite participation and input
- D. Create an environment that actively celebrates and informs employees of innovation and efficiency efforts throughout the organization

### **Priority 5: Develop innovative ways of communication with the citizens**

Develop innovative ways to keep the citizens aware of the Town's activities and allow them easy access to the services they require.

#### Strategies

- A. Maintain and improve programming on TV4. Use this medium for more informational and educational purposes.
- B. Improve and enhance e-government systems giving residents more access to information and opportunities to pay bills, apply for vacancies, and purchase some permits and licenses without having to print forms and bring them to Town offices
- C. Diversify the methods of communicating with residents to provide information on Town news and issues to the widest possible audience
- D. Enhance transparency in all government actions

**Performance Measures—KRA 4—Innovation and Efficiency**

KRA Priority #	Intended Outcome	Department Responsible	FY13/14 Goal	FY13/14 Actual	FY14/15 Goal
4 & 5	Visits to websites	All Gov't	250,000	243,071	247,900
		Tourism	575,000	685,146	699,000
4 & 5	Articles/press releases in local newspaper	Tourism	360	410	430
4 & 5	Public e-mail distribution list	All Gov't	2,000	2,111	2,150
		Tourism	80,550	102,564	104,600
4 & 5	TOP Talk Programs		25	22	23
	# of employee presenters	Clerk	30	29	30
	# of guests		55	49	60
4 & 5	Radio appearances	Tourism	58	64	67
4 & 5	Public speaking Engagements	Tourism	62	35	37





## KRA 5: Neighborhoods & Livability

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

### **Priority 1: Support neighborhood vitality through strong partnerships, collaborations and by leveraging resources**

In order to preserve healthy, vibrant, diverse and safe neighborhoods, the Town must support neighborhood self reliance and enhance the quality of life for all residents through community based problem solving, neighborhood oriented services and public/private cooperation.

#### Strategies

- A. Encourage and continue to enforce compliance with Town ordinances to prevent blight, address graffiti, illegal activities and deterioration in order to ensure a quality community
- B. Encourage and promote development of fire-wise communities
- C. Actively work to eliminate noxious and invasive weed species by working with the Forest Service and homeowners/businesses to aggressively reduce noxious and invasive weeds
- D. Implement the Town of Payson Beautification Plan including signage, Town-Scape and Highway 87 and 260 right-of-way beautification
- E. Strengthen the capacity of neighborhood organizations, volunteers, businesses, non-profit and faith based organizations to assist in addressing neighborhood issues effectively in partnership with the Town to make Payson an attractive place to live and work
- F. Focus revitalization efforts in a manner that maximizes private and public resources to the greatest extent possible
- G. Ensure that new development in or adjacent to neighborhoods is compatible and promotes adaptive reuse of vacant and underutilized buildings and structures
- H. Enhance the physical and economic environment of principally low to moderate income neighborhoods, including strategic revitalization through various programs and services supported and funded through federal, local and private resources
- I. Promote appropriate neighborhood infill development to improve neighborhoods, reduce decay and take advantage of opportunities to maintain healthy communities

### **Priority 2: Provide a diverse range of housing opportunities and choices to Payson residents**

Promoting diversified housing opportunities enriches the quality of life for all Payson residents, including low to moderate income families, seniors, persons with disabilities and the homeless. Providing a range of housing opportunities allows the Town to continue to preserve healthy, vibrant, diverse and safe neighborhoods.

#### Strategies

- A. Increase homeownership opportunities to help stabilize neighborhoods
- B. Promote and increase the availability of decent, safe, and affordable housing and expand the supply of assisted housing choices



- C. Encourage the development of special needs housing and supportive services for persons with disabilities, seniors, homeless and those with special needs. Work with non-profit organizations to promote and participate in a regional continuum of care system that will effectively transition persons who are homeless to appropriate permanent housing.
- D. Provide quality, affordable rental housing opportunities through the acquisition and rehabilitation of existing properties and construction of new rental units that focus on undergoing revitalization, receiving rehabilitation (federal or grant funding) benefiting low to moderate income households in collaboration with external partners.
- E. Support and ensure equal opportunity and fair housing by prohibiting unlawful discrimination in housing by addressing and reducing impediments

### **Priority 3: Ensure Payson residents have quality parks and open spaces**

Partner with the community to provide a parks and recreation system that meets the needs of Payson residents and visitors that is convenient, accessible, and diverse in programs, locations and facilities.

#### Strategies

- A. Update the Parks Master Plan
- B. Support healthy communities by providing clean, safe and accessible parks and recreational facilities that meet the needs of Payson and incorporate sustainable design standards with available resources
- C. Explore opportunities to develop park open spaces in population centers that are currently without such facilities
- D. Support diverse and accessible educational and life enrichment activities that embrace art, dance, music, culture, fitness, nutrition, sports and out of school time as a foundation for recreational activities offered at parks and park facilities
- E. Create a network of shared use trails and pathways that are safe, convenient and connected within and between parks
- F. Protect natural and open spaces in order to preserve the environment and provide recreational opportunities for Payson residents and visitors

### **Priority 4: Promote a strong arts and culture infrastructure**

Partner with the community to provide strong arts and culture facilities and programs to create a more beautiful and vibrant town which contributes to a better quality of life.

#### Strategies

- A. Enrich and infuse art and culture into all aspects of Payson's life by integrating arts and culture into neighborhoods town-wide and public art into planning and development of Payson's infrastructure
- B. Generate public and private support and resources to strengthen, expand and stabilize funding for the arts
- C. Promote sports, arts and other recreation programming known to improve learning outcomes

### **Priority 5: Provide accessible and quality library systems to Payson residents**

Partner with the community to provide a Library that meets the needs of residents and visitors and is accessible, convenient, and diverse in programs and facilities.

#### Strategies

- A. Develop and maintain the library with sufficient technology, materials, hours and staff to meet the needs of the community
- B. Design, build and maintain signature facilities that are accessible to all residents
- C. Develop a plan of library development, expanding and/or renovating existing facilities and building new ones to meet residents' needs
- D. Enhance library technology to provide greater access to the internet and electronic resources for library users



**Performance Measures—KRA 5—Neighborhoods & Livability**

KRA Priority #	Intended Outcome	Department Responsible	FY13/14 Goal	FY13/14 Actual	FY14/15 Goal
1	# of unsightly properties investigated (workload indicator)	Planning	220	182	220
1	# of unsightly properties investigations closed	Planning	220	245	220
1	Completion of 87/260 beautification plan (percent completed)	Planning	15%	1%	2%
3	# of programs offered to the public	Recreation	102	101	106
3	# of registrations for programs	Recreation	3,700	4,723	4,960
3	Users of trails and bike paths	Recreation (estimate)	10,155	9,400	9,870
3	# of ramada reservations	Recreation	272	310	325
5	# of reference questions (workload indicator)	Library	11,073	11,299	11,525
5	total circulation	Library	141,350	144,212	147,100
5	# of children's programs	Library	230	228	233
5	total attendance at children's programs	Library	3,781	4,130	4,213
5	# of teen programs	Library	52	65	66
5	total attendance at teen programs	Library	385	594	606
5	# of adult programs	Library	67	105	107
5	total attendance at adult programs	Library	1,839	1,671	1,704



## KRA 6: Social Services

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

### **Priority 1 : Enhance the quality of life for low-income or at risk individuals and families**

The Town of Payson will empower all residents to live in safe, affordable housing and achieve economic self-sufficiency through access to social, employment, and other economic resources needed to maximize their quality of life.

#### Strategies

- A. Promote linkages to job training and other employment and educational resources empowering low and moderate income households to realize a livable wage
- B. Enhance the community's capacity to provide at-risk populations, including the disabled, elderly, and chronically homeless, with access to supportive services leading to greater self-sufficiency
- C. Create safe and affordable housing opportunities for all Payson residents by strengthening programs and services that enhance opportunities for households to gain and/or retain housing meeting their economic, social and cultural needs

### **Priority 2: Build healthy, caring communities**

The Town of Payson will promote rich, diverse, and innovative networks of public, community, and faith-based programs, services, and facilities to maximize the potential of the community. The Town will serve as a resource and a catalyst in strengthening neighborhoods and building community capacity.

#### Strategies

- A. Enhance and expand the formal and informal networks connecting the social services sector (non-profits, faith community, etc.) to individuals and families in high need neighborhoods
- B. Strengthen communities by promoting a broad and diverse continuum of programs and services

**Performance Measures—KRA 6—Social Services**

KRA Priority #	Intended Outcome	Department Responsible	FY13/14 Goal	FY13/14 Actual	FY14/15 Goal
1 & 2	Complete rehabilitation projects for income-qualified homeowners	Planning	3	3	3
1 & 2	Make referrals to income-qualified housing facilities	Planning	25	12	12
1 & 2	Provide technical assistance to potential applicants for housing rehabilitation	Planning	10	4	6





## KRA 7: The Payson Team

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

### **Priority 1: Establish pay and benefits and a workplace culture that attracts, retains and motivates a highly qualified workforce**

The last Town employee pay study was conducted over six years ago. Annual merit increases occurred until the economic downturn began in 2009. Due to the loss of revenues since the economic downturn, benefits have changed and costs for the employees have increased.

#### Strategies

- A. Continue and implement, when resources become available, the annual market study of current industry and professional pay levels and compensation practices by benchmarking other organizations
- B. Analyze and evaluate merit pay and pay-for-performance options
- C. Develop updated compensation policies and guiding principles
- D. Explore alternate pay and benefit options for part-time or for a non-traditional workforce
- E. Actively seek out a diverse and talented pool of candidates who possess the values and skills consistent with organizational goals

### **Priority 2: Provide a workplace culture that supports the health, productivity and efficiency of employees**

The Town of Payson understands that organizational success depends on a healthy, productive and efficient workplace and workforce. Employees also recognize that they can improve their lives by taking charge of their own health and making greater use of technology to ease ever increasing work demands.

#### Strategies

- A. Analyze and evaluate employee and retiree health care options
- B. Create Town-wide programs focusing on increasing employees' capacity to manage their own wellness and health care
- C. Explore technology uses for greater access to current credible data to make informed decisions and improve work responsiveness

### **Priority 3: Establish communications plans to engage and inform employees and the community**

The Town's recent budget challenges have made evident the necessity of providing clear, timely, and accurate information to employees and the public to garner support for and achievement of organizational goals and continued quality services.

Strategies

- A. Develop and implement comprehensive internal communications to increase understanding and connection to Town of Payson goals and values among employees at all levels of organization
- B. Promote more interdepartmental communication to increase consistency of messages, ensure faster decision making, empowerment, effectiveness and accountability
- C. Create an alliance of understanding between employees and the public through a variety of media formats to accurately demonstrate and communicate the Town's efforts in running a world class operation
- D. Use new technologies, such as Facebook, Twitter and other social media, to reach employees and the public
- E. Develop opportunities to "showcase" improvements, accomplishments, and quality programs provided by employees that benefit the community

**Priority 4: Create development opportunities that enhance the Town's standing as a high performing organization**

The Town continues to reduce unnecessary hierarchy to improve efficiencies and speed communication and decision making. This has resulted in a flatter organization, increases in span of control, and consequently fewer promotional opportunities. Further, an increasing number of employees are leaving the Town as they reach retirement eligibility. As a result, it becomes even more critical to manage and coordinate the available human resources effectively to provide leadership and ongoing quality services to the community.

Strategies

- A. Analyze and develop a reward and recognition program that supports the organization's goal to attract and retain top talent
- B. Coordinate efforts on the department level to cultivate skilled employees and leaders within the organization
- C. Establish methods of capturing organizational knowledge and expertise through workforce planning efforts
- D. Increase professional development and training opportunities that reflect the key values of the organization

**Priority 5: Mobilize and leverage community partnerships and volunteer programs to enhance programs and services**

The Town continues to make difficult choices regarding programs and services to our customers in light of revenue stream uncertainty. The community has expressed an interest in helping in some areas.

Strategies

- A. Coordinate a Town-wide program that increases exposure to volunteer opportunities throughout the Town of Payson
- B. Use technology to reach, match, and record volunteers to Town needs
- C. Identify and engage with community and corporate partners to develop quality programs and services
- D. Explore and capitalize on opportunities to work with other governmental entities to pool resources and share information
- E. Identify new ways to engage volunteers in support of Town services

**Priority 6: Create employee training and participation programs**

One of the biggest assets of any organization is properly engaged employees. Employees need to feel ownership within the organization, that their performance makes a difference, and that their opinions are heard.

Strategies

- A. Develop career paths for employee advancement within the pay plan
- B. Utilize employee cross-functional "Power Teams" to develop and implement process change, develop new ideas and solve issues

**Performance Measures—KRA 7—The Payson Team**

KRA Priority #	Intended Outcome	Department Responsible	FY13/14 Goal	FY13/14 Actual	FY14/15 Goal
2	Conduct Employee Health Fair	Human Resources	1	1	1
4 & 6	Structural Fire Training Completed	Fire	2,410	2,200	3,000
4 & 6	Non-structural Training Completed	Fire	2,665	2,230	3,000
4 & 6	Emergency Medical Training Completed	Fire	2,520	2,383	2,400
4 & 6	Average Training Hours per Firefighter	Fire	175.0	179.3	250.0
5	# of volunteers	Police	42	49	50
		Fire	12	11	20
5	# of volunteers hours	Police	9,000	9,089	9,000



HazMat Decontamination Training



## KRA 8: Public Safety

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

### **Priority 1: Prevent crimes and accidents by enhancing community awareness of public safety systems and partnering with other crime prevention programs**

The Town provides the community with information about a variety of public safety issues including crime and accident prevention and education on police and fire department services.

#### Strategies

- A. Provide information and education to all Payson residents and visitors about actions that can be taken to keep themselves and their families safe
- B. Provide residents and visitors with information about how public safety agencies deliver service to the community
- C. Educate communities in traffic safety and the prevention of crime and accidents in the home and work place
- D. Partner with other Town departments, such as Parks and Recreation, Library, and Human Resources, and other agencies, to proactively address crime

### **Priority 2: Provide public safety workers with the tools necessary to professionally meet town and regional public safety needs.**

Ensure that public safety workers have the training, education, equipment, facilities and other resources needed to provide a high level of service to the community

#### Strategies

- A. Provide appropriate training, continuing education, and professional development to emergency and non-emergency public safety service providers to be able to better serve their customers.
- B. Support public safety responders with programs and procedures that promote and support their safety and well-being
- C. Provide necessary resources including personnel, equipment, vehicles, and facilities for public safety service providers

### **Priority 3: Ensure timely and appropriate response**

The Town of Payson deploys public safety workers in a manner that provides a timely and appropriate response to emergencies. Response resources include those needed for routine incidents as well as the capacity to respond to and manage natural and human caused incidents of regional significance.

#### Strategies

- A. Deploy resources to respond to emergencies within acceptable timeframes
- B. Support emergency response with appropriate investigation and prosecution activities
- C. Provide sufficient resources to manage incidents of regional significance

- D. Work in concert with other public safety, governmental, and non-governmental agencies to eliminate duplication and provide quality service and seek opportunities to work cooperatively to improve customer service and efficiency
- E. Ensure that after an incident, recovery of public and private resources occurs in the affected area(s)

**Priority 4: Provide strong customer service internally and externally**

Every member of the community and every organization working in Payson is a public safety customer. Firefighters and police officers swear an oath to protect the people they serve. Every public safety worker should serve their customers with dignity and honor to develop mutual trust and respect.

Strategies

- A. Embrace diversity and treat every customer with respect, compassion, equality and fairness and work in a way that engenders community trust and support
- B. Build relationships with communities that encourage collaboration, communication, trust and understanding
- C. Provide customers with a venue to openly discuss issues of concern
- D. Seek opportunities to work cooperatively with other jurisdictions and groups to improve the efficiency and effectiveness of customer service
- E. Maintain relationships with other Town departments to ensure that public safety is incorporated into the plans and goals of non public safety departments
- F. Provide volunteer opportunities for community members

**Priority 5: Ensure fiscal responsibility on all public safety efforts**

Public safety managers and public safety workers must be responsible stewards of the funds provided by the customers to support public safety efforts

Strategies

- A. Encourage, support, and value innovation, efficiency, and continuous improvement
- B. Be open to discuss and implement change in service provision methods and change in needs of the communities we serve
- C. Constantly seek ways to reduce the cost of public safety services while preserving or improving the quality of the service provided
- D. Utilize resources and technology carefully and effectively
- E. Pursue grant funding from all sources, as appropriate, to provide public safety services

**Priority 6: Enhance Wildland/Urban Interface fire conditions affecting the Town**

The Fire Department assists the public in the protection of life and property by minimizing the impact of fires. The Fire Department encourages “Fire Wise” communities to reduce the fuel available to a spreading fire.

Strategies

- A. Leverage wildland fire public information by collaborating with other agencies and efforts
- B. Enhance code enforcement capabilities by implementing a Fire Prevention Specialist certification program for personnel
- C. Develop and present a Wildland/Urban Interface (WUI) fire code for potential adoption by Council





**Performance Measures—KRA 8—Public Safety**

KRA Priority #	Intended Outcome	Department Responsible	FY13/14 Goal	FY13/14 Actual	FY14/15 Goal
2 & 3	Improve ISO rating	Fire	Class 3	Class 4	Class 3
6	Conduct Fire Wise education programs	Wildland	6	20	10
6	Maintain/Increase # of neighborhoods with Fire Wise status	Wildland	1	-	2
6	Maintain / Increase # of Fire Wise Assessments	Wildland	226	20	50
6	Maintain / Increase # of acres treated utilizing grant funds	Fire	154	-	200
3	Improve Response Time	Fire	below 4:36	4:36	4:00
1	Conduct CPR Classes: # of Citizens Trained	Fire	1040	822	800
1	Car Seats Inspected	Fire	186	130	120
3	Structure Fire Save ratio	Fire	100%	33%	75%
1	Taught 10 week DARE program to 5th graders	Police	complete	completed	complete
1	Host Community Policing Programs:				
	Block Watch Program	Police	1	1	1
	Watch Your Vehicle Program	Police	1	1	1
	Vehicle VIN Etching Program	Police	1	1	1
	Click It or Ticket Campaign	Police	1	1	1
	Bicycle Safety Program	Police	1	1	1
	Drive Hammered Get Nailed Campaign	Police	1	1	1
1,2,3	Reduce Uniform Crime Reporting (UCR) Activity	Police	below 674	735	below 680
3	Calls for service (workload indicator)	Police	below 20,030	20,799	below 20,030

For more detailed information regarding public safety, see the Police Department Annual Report and the Fire Department Annual Report on the Town of Payson website at [www.paysonaz.gov](http://www.paysonaz.gov)



## KRA 9: Sustainability

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

### **Priority 1: Enable opportunities for environmental stewardship**

Environmental sustainability is best achieved by encouraging shared responsibilities, protecting natural systems, and promoting the efficient use of natural resources. It is also important to implement policies, programs and practices that have a far reaching effect on the environment.

#### Strategies

- A. Attain and exceed federal air quality standards for the region
- B. Create sound water management policies and ensure choices are available to engage residents in conservation efforts including water, natural habitat and open space
- C. Seek, evaluate and integrate emerging technologies and products including green building elements, environmental purchasing, energy management, alternative fuels, and alternative surfacing materials
- D. Research attaining federal funds to pursue sustainability initiatives
- E. Develop internal organizational sustainability practices program
- F. Facilitate the development and expansion of local green businesses to achieve a stronger economy and job creation in the Town

### **Priority 2: Enhance sustainable land use and mobility practices**

The success in sustainable land use and mobility lies in adopting policies that encourage the use of green infrastructure and buildings, brownfield redevelopment, creating connectivity within road networks and ensuring connectivity between pedestrian, bike, transit and road facilities.

#### Strategies

- A. Develop and implement voluntary programs and incentives for residents such as Green Construction Code and rooftop solar
- B. Develop integrated pedestrian, bicycle and transit plan
- C. Utilize the Capital Improvement Program to achieve sustainability priorities

### **Priority 3: Foster collaboration and communication**

Empowering employees at all levels through collaborative workgroups will galvanize them to realize the Town's sustainability goals. They, in turn, become an example to the Town's efforts and progress to the community they serve. Communicating and celebrating the Town's accomplishments is essential to motivating employees, customers, stakeholders and the public in achieving sustainability goals.

#### Strategies

- A. Strengthen and support sustainability efforts through a renewed organizational commitment and public/private partnership networking
- B. Develop public/private partnerships to provide public information and education programs regarding sustainability
- C. Develop media campaigns, utilizing multiple media channels to increase internal and external messaging on organization sustainability programs and accomplishments
- D. Engage Town of Payson employees by fostering a culture of sustainability

**Performance Measures—KRA 9—Sustainability**

KRA Priority #	Intended Outcome	Department Responsible	FY13/14 Goal	FY13/14 Actual	FY14/15 Goal
1 & 3	Encourage participation in toilet rebate program *	Water: Residential Commercial	18 30	10 3	5 2
1 & 3	Maintain water usage levels at 80-90 gallons per capita per day	Water	80-90	74	80
1 & 3	Present In-School Water Conservation program (# of students)	Water	200	179	170
2	Maintain/Increase # of users of trails and bike paths	Trails & Outdoor Recreation	10,155	9,400	9,870
1 & 3	Hold electronic waste E-cycling event	Water Resources	1	1	1
1 & 3	Hold latex paint recycling event	Water Resources	1	1	1
1 & 3	Hold household hazardous waste event	Water Resources	1	1	0

\*These numbers will continue to decline as customers get converted to low use toilets





## KRA 10: Technology

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

### **Priority 1: Provide seamless customer service**

A seamless customer experience is achieved when a customer interacts with both internal and external Town service providers without experiencing service interruptions during the service delivery process.

#### Strategies

- A. Use technology to provide a consistent customer experience, based on standardized service processes applied to all forms of customer interaction.
- B. Enhance paysonaz.gov as a single 'front door' for residents and businesses by offering web-based government services
- C. Investigate 3-1-1 technology to provide efficient and timely customer support and case management tracking

### **Priority 2: Increase operational efficiency through constant innovation**

Constant product and service innovation nurtures ideas and focuses on customer satisfaction, combines process and technology to enhance productivity and value, drives down operational costs, and supports other Town strategies.

#### Strategies

- A. Support and drive innovations that leverage technology and business solutions town-wide
- B. Focus on organization-wide applications, using right sourcing and managed services where appropriate
- C. Encourage development and use of computer based business analysis processes and tools to more efficiently manage business data as well as help identify trends and innovations that impact customer service delivery

### **Priority 3: Turn data into information through a web enabled Town**

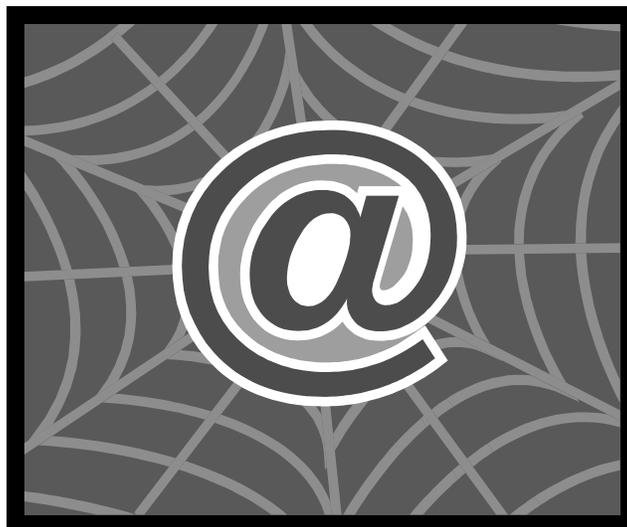
When business data is stored in easily accessible, organization wide repositories, the Town can create opportunities to use data to make better decisions. Internet based information delivery and collection efforts empower the community to interact with and receive Town services 24 hours a day, giving them the opportunity to conduct their business online.

#### Strategies

- A. Create technology foundation to support web enabled government services
- B. Identify common transactions and customer services within departmental business processes that can be developed into web-based services
- C. Investigate strategies to assist internal and external customers with access to data and web-based services
- D. Modify and implement online systems that utilize reengineered business process for departments and the community

**Performance Measures—KRA 10—Technology**

KRA Priority #	Intended Outcome	Department Responsible	FY13/14 Goal	FY13/14 Actual	FY14/15 Goal
3	E-Gov availability for all departments *	Info Services	5%	2%	5%
3	Visits to websites	All Gov't Tourism	250,000 575,000	243,071 685,146	247,900 699,000
3	Public e-mail distribution list	All Gov't Tourism	2,000 80,550	2,111 102,564	2,150 104,600





**KRA MATRIX**

The following matrix illustrates links between the ten Key Results Areas of the Corporate Strategic Plan (broken out by KRA: Priority: Strategy) to the seven elements of the General Plan:

<b>KRA: Priority: Strategy</b>	<b>Land Use <u>LU</u></b>	<b>Growth Area <u>GA</u></b>	<b>Circulation <u>C</u></b>	<b>Parks, Trails, &amp; Open Spaces <u>PT</u></b>	<b>Environmental Planning <u>EP</u></b>	<b>Water Resources <u>WR</u></b>	<b>Cost of Development <u>CD</u></b>
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1:4:A							CD1
1:4:E							CD1
1:4:G		GA4					
2:1:All							CD1
2:2:All			C4				CD2
2:3:All							CD1
2:4:All							CD1
3:1:A			C2				
3:1:B			C1				
3:1:C			C1				
3:1:D			C2				
3:1:E			C6				
3:1:F			C3				
3:1:G			C5				
3:2:A		GA4					
3:2:B		GA4					
3:2:C				PT18,19			
3:2:D		GA4	C4				
3:3:A						WR4	
3:3:B						WR3	CD2
3:3:D						WR1,2,3	CD2
3:3:E						WR2	
3:4:B							CD2
3:4:C				All PT			
3:4:D				PT22			
3:4:E				PT22			



KRA: Priority: Strategy	Land Use <u>LU</u>	Growth Area <u>GA</u>	Circulation <u>C</u>	Parks, Trails, & Open Spaces <u>PT</u>	Environmental Planning <u>EP</u>	Water Resources <u>WR</u>	Cost of Development <u>CD</u>
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5:1:A		GA1					
5:1:B					EP2		
5:1:C					EP2		
5:1:D		GA1,3					
5:1:E		GA1,3					
5:1:F		GA3					
5:1:G		GA2,3					
5:1:H		GA1					
5:1:I		GA1					
5:2:A		GA1					
5:2:B	LU3						
5:2:C	LU3	GA1					
5:2:D	LU3	GA1					
5:2:D	LU3	GA1					
5:3:A				PT10			
5:3:B				All PT			
5:3:C				PT2,3,4,12			
5:3:D				All PT			
5:3:E				PT12-16,18-21	EP3		
5:3:F	LU2			PT18			
5:4:C				PT9			
6:1:C	LU3						
8:6:All	LU2				EP2		
9:1:All	LU2				EP2		
9:1:B			C2,5				
9:1:C							CD2



## >>>Capital Improvement Plan<<<

### Guidelines and Policies Used in Developing the Capital Improvement Plan

Town Council directives and the Town's fiscal policies also affect the use and issuance of bonds for capital improvement plan (CIP) projects. Payson's CIP must comply with the following requirements and limitations:

- ◆ Support Town Council goals and objectives
- ◆ Satisfactorily address all state and town legal financial limitations
- ◆ Maintain the Town's favorable investment ratings and financial integrity
- ◆ Ensure that all geographic areas of the Town have comparable quality and types of services

Capital projects should:

- ◆ Prevent the deterioration of the Town's existing infrastructure, and respond to and anticipate future growth in the Town
- ◆ Encourage and sustain Payson's economic development
- ◆ Be financed through growth in the tax base or development fees, when possible, if constructed in response to residential or commercial development
- ◆ Be responsive to the needs of residents and businesses, within the constraints of reasonable taxes and fees
- ◆ Take maximum advantage of improvements provided by other units of government where appropriate

The General Plan, Parks Master Plan, Water Master Plan, Airport Master Plan and other development plans also provide valuable guidance in the preparation of the Capital Improvement Plan.

Payson's Five-Year Forecast is a critical source of information and guidance throughout the capital planning process. It provides the contextual framework within which our Town Council develops its annual and long-term goals and objectives. The Forecast assesses external factors such as the economic environment, population growth and other variables that may affect the Town's ability to finance needed services and capital projects.



## **Payson's Capital Improvement Plan**

Payson's Capital Improvement Plan (CIP) is our five-year roadmap for creating, maintaining and paying for present and future infrastructure needs. The CIP is designed to ensure that capital improvements will be made when and where they are needed, and the Town will have the funds to pay for and maintain them regardless of changes in the external economic environment.

In conjunction with the annual budgeting process, the Financial Services Department coordinates the Town-wide process of revising and updating the Town's Capital Improvement Plan (CIP). Projects included in the CIP will form the basis for appropriations in the annual budget. Some of the projects will have a short-term effect on the Town's operating budget. Others might affect the Town's operating budget for many years.

Payson's elected officials determine the broad parameters for adding new capital improvement projects to the CIP. The Town's Management Team and staff from various departments participate in an extensive review of past projects accomplishments and the identification of new projects for inclusion in the CIP.

Once projects are selected for inclusion in the Capital Improvement Plan, the Management Team must decide which projects need to be implemented in each of the first five years. Determining how and when to schedule projects is a complicated process. It must take into account all of the variables that affect the Town's ability to generate the funds to pay for those projects without jeopardizing its ability to provide routine, ongoing services and one-time or emergency services when needed.

The Town Council will review all of the existing and proposed projects, consider citizen requests, and evaluate management, financial, and planning staff recommendations before making the final decision about which projects should be included in the annual CIP and how those projects should be integrated into the Town's annual budgeting process.

### **Citizen Involvement in the Capital Improvement Planning Process**

The CIP is an important public communication medium. It gives residents and businesses a clear and concrete view of the Town's long-term direction for capital improvements, and a better understanding of the Town's ongoing needs for stable revenue sources to fund large or multi-year capital projects.

## 5 Year Capital Improvement Plan – Summary by Department

Project #	Dept	Description	Fiscal Year 2014/15	Fiscal Year 2015/16	Fiscal Year 2016/17	Fiscal Year 2017/18	Fiscal Year 2018/19	5 Year Total	Future Years	Grand Total	KRA Link
0910-80	Airport	Relocate Taxiways	-	-	-	-	-	-	2,720,000	2,720,000	3:2
0910-81	Airport	Land Purchase	-	-	-	-	-	-	2,150,000	2,150,000	3:2
0910-82	Airport	New Terminal Building	-	-	-	-	-	-	2,145,000	2,145,000	3:2
0910-83	Airport	Relocate Campground	-	-	-	-	-	-	520,000	520,000	3:2
0910-85	Airport	Construct Service Roads	-	-	-	-	36,000	36,000	434,000	470,000	3:2
0910-86	Airport	Construct Vehicle Parking	-	-	-	-	-	-	245,000	245,000	3:2
0910-87	Airport	Construct Hold Aprons	450,000	100,000	-	-	-	550,000	-	550,000	3:2
0910-88	Airport	Construct Various Buildings	-	-	-	-	-	-	1,163,000	1,163,000	3:2
1011-10	Airport	New/Expanded Parking Ramps	-	-	-	-	-	-	2,990,000	2,990,000	3:2
1213-04	Airport	Security Fencing	-	75,000	-	-	-	75,000	-	75,000	3:2
1213-05	Airport	Construct New West Taxiways	-	-	-	-	-	-	650,000	650,000	3:2
1415-01	Airport	Repair Drainage Issues	-	150,000	-	-	-	150,000	-	150,000	3:2
1415-02	Airport	Construct Aircraft Wash Rack	-	105,000	-	-	-	105,000	-	105,000	3:2
1415-03	Airport	Install Taxiway Lighting & Runway 6 PAPI	-	-	350,000	-	-	350,000	-	350,000	3:2
1415-04	Airport	Construct Snow Removal Equipment Building	-	-	-	350,000	-	350,000	-	350,000	3:2
1415-05	Airport	Crackseal Aircraft Parking Ramp	15,000	15,000	15,000	15,000	-	60,000	-	60,000	3:2
1415-06	Airport	Construct ADA Accessible Route to Ramps	-	5,000	-	-	-	5,000	-	5,000	3:2
1415-23	Airport	Expand East Side Aircraft Parking Apron E	600,000	-	-	-	-	600,000	600,000	1,200,000	3:2
		<b>Total Airport Capital Projects</b>	<b>1,065,000</b>	<b>450,000</b>	<b>365,000</b>	<b>365,000</b>	<b>36,000</b>	<b>2,281,000</b>	<b>13,617,000</b>	<b>15,898,000</b>	
0910-71	Comm Dev	Carpet Replacement	-	-	20,000	-	-	20,000	-	20,000	3:4
0910-76	Comm Dev	Main Street Enhancements	-	-	-	-	-	-	500,000	500,000	1:3/3:1/5:1
0910-77	Comm Dev	Highway Landscape Improvements	-	150,000	150,000	150,000	150,000	600,000	150,000	750,000	3:2/5:1
		<b>Total Comm Dev Capital Projects</b>	<b>-</b>	<b>150,000</b>	<b>170,000</b>	<b>150,000</b>	<b>150,000</b>	<b>620,000</b>	<b>650,000</b>	<b>1,270,000</b>	
0910-01	Police	Building Remodel	-	-	-	65,500	-	65,500	-	65,500	3:4/8:2
0910-02	Police	Parking Lot Improvements	-	63,800	-	-	-	63,800	-	63,800	3:4/8:2
0910-03	Police	Security Upgrade	-	32,000	-	-	-	32,000	-	32,000	3:4/8:2
1314-03	Police	Building Addition	-	212,000	-	-	-	212,000	-	212,000	3:4/8:2
1314-04	Police	Communications Buildout	-	-	-	172,000	-	172,000	-	172,000	3:4/8:2
1415-07	Police	Storage Building	-	32,000	-	-	-	32,000	-	32,000	3:4/8:2
		<b>Total Police Capital Projects</b>	<b>-</b>	<b>339,800</b>	<b>-</b>	<b>237,500</b>	<b>-</b>	<b>577,300</b>	<b>-</b>	<b>577,300</b>	

**Note: The KRA link ties the individual projects on the Capital Improvement Plan to the Key Result Area (KRA) within Corporate Strategic Plan**

Project #	Dept	Description	Fiscal Year 2014/15	Fiscal Year 2015/16	Fiscal Year 2016/17	Fiscal Year 2017/18	Fiscal Year 2018/19	5 Year Total	Future Years	Grand Total	KRA Link
0910-39	Recreation & Tourism	PATS Continuation	-	125,000	125,000	125,000	150,000	525,000	750,000	1,275,000	3:1,2,4
0910-40	Recreation & Tourism	Trails Master Plan	-	60,000	60,000	-	-	120,000	-	120,000	3:1,2,4
0910-41	Recreation & Tourism	Parks & Rec Master Plan	-	70,000	60,000	-	-	130,000	-	130,000	3:4/5:3
0910-45	Recreation & Tourism	Event Center Master Plan and Improvements	-	20,000	2,000,000	-	-	2,020,000	2,000,000	4,020,000	1:3/3:4/5:3
0910-46	Recreation & Tourism	Land Purchase	-	-	-	-	-	-	1,000,000	1,000,000	3:4
0910-69	Recreation & Tourism	Payson Entry/Exit Enhancement	-	60,000	45,000	45,000	-	150,000	-	150,000	1:3/3:4/5:1
1213-01	Recreation & Tourism	Rumsey Park Multi-Purpose Sports Bldg	-	-	-	-	-	-	1,500,000	1,500,000	3:4
1415-22	Recreation & Tourism	Rumsey Baseball Fields Development	40,000	-	-	-	-	40,000	-	40,000	3:4
		<b>Total Tourism Capital Projects</b>	<b>40,000</b>	<b>335,000</b>	<b>2,290,000</b>	<b>170,000</b>	<b>150,000</b>	<b>2,985,000</b>	<b>5,250,000</b>	<b>8,235,000</b>	
0910-42	Parks Maint	Amphitheater Lighting	-	-	150,000	-	-	150,000	-	150,000	3:4/5:3
0910-43	Parks Maint	Green Valley Park Ramada Improvements	-	-	75,000	-	-	75,000	-	75,000	3:4/5:3
0910-44	Parks Maint	Green Valley Park Maintenance Building	-	-	-	400,000	-	400,000	-	400,000	3:4/5:3
0910-47	Parks Maint	Rumsey Park Restrooms	-	145,000	-	-	-	145,000	-	145,000	3:4/5:3
0910-48	Parks Maint	Rumsey Park Drainage	-	150,000	-	-	-	150,000	-	150,000	3:1,4/5:3
0910-49	Parks Maint	Rumsey Park Pedestrian Circulation Improvements	-	50,000	350,000	-	-	400,000	100,000	500,000	3:1,2,4/5:3
1011-04	Parks Maint	Kiwanis Field Lights	-	250,000	250,000	-	-	500,000	-	500,000	3:4/5:3
1011-05	Parks Maint	Rumsey South Soccer Turf	-	350,000	-	-	-	350,000	-	350,000	3:4/5:3
1011-06	Parks Maint	Rumsey Playground Equipment	-	-	150,000	-	-	150,000	-	150,000	3:4
1415-17	Parks Maint	GV Park Playground Accessibility	-	16,000	-	-	-	16,000	-	16,000	3:4/5:3
1415-18	Parks Maint	Taylor Pool Bldg Exterior Refurbishment	-	7,000	9,000	-	-	16,000	-	16,000	3:4/5:3
1415-19	Parks Maint	Rumsey II Ballfield Fencing Repair & Repl	-	10,000	10,000	-	-	20,000	-	20,000	3:4/5:3
1415-20	Parks Maint	Rumsey Park Playground Compliance	-	7,000	-	-	-	7,000	-	7,000	3:4/5:3
1415-21	Parks Maint	Rumsey Park Basketball Court Replacement	-	40,000	-	-	-	40,000	-	40,000	3:4/5:3
		<b>Total Parks Capital Projects</b>	<b>-</b>	<b>1,025,000</b>	<b>994,000</b>	<b>400,000</b>	<b>-</b>	<b>2,419,000</b>	<b>100,000</b>	<b>2,519,000</b>	
0910-4	Streets	Mud Springs Rd Phase II	-	1,300,000	-	-	-	1,300,000	-	1,300,000	3:1,2
0910-5	Streets	Mud Springs Rd - Cedar to Frontier	-	-	-	-	-	-	835,000	835,000	3:1,2
0910-6	Streets	Rumsey Rd - WalMart to McLane	60,000	250,000	250,000	-	-	560,000	-	560,000	3:1,2
0910-7	Streets	Bonita St Phase 2 - 4	25,000	12,300	-	65,300	-	102,600	-	102,600	3:1,2
0910-9	Streets	Manzanita Dr - 200 Block to Timber	-	1,000,000	-	-	-	1,000,000	-	1,000,000	3:1,2
0910-10	Streets	Colcord Rd - Main to Longhorn	-	75,000	125,000	550,000	1,000,000	1,750,000	-	1,750,000	3:1,2
0910-11	Streets	McLane Rd - Airport to Payson Ranchos	-	-	-	-	100,000	100,000	1,150,000	1,250,000	3:1,2
0910-12	Streets	McLane Rd - Main to Phoenix St	-	-	-	80,000	875,000	955,000	-	955,000	3:1,2
0910-14	Streets	Goodnow - Hwy 260 to Bonita	-	-	-	40,000	40,000	80,000	610,000	690,000	3:1,2
0910-15	Streets	Easy St - Evergreen to Forest	-	-	-	405,000	325,000	730,000	-	730,000	3:1,2
0910-16	Streets	Easy St - Forest to Gila	-	-	-	-	-	-	1,290,000	1,290,000	3:1,2
0910-17	Streets	Easy St - Gila to Bradley	-	-	-	-	-	-	1,270,000	1,270,000	3:1,2
0910-18	Streets	Rim Club Parkway - Rim Club to Granite Dells	-	-	-	40,000	40,000	80,000	900,000	980,000	3:1,2
0910-19	Streets	Frontier St - SR87 to McLane	-	-	-	-	150,000	150,000	1,950,000	2,100,000	3:1,2

**Note: The KRA link ties the individual projects on the Capital Improvement Plan to the Key Result Area (KRA) within Corporate Strategic Plan**

Project #	Dept	Description	Fiscal Year 2014/15	Fiscal Year 2015/16	Fiscal Year 2016/17	Fiscal Year 2017/18	Fiscal Year 2018/19	5 Year Total	Future Years	Grand Total	KRA Link
0910-20	Streets	Granite Dells Roundabout Lanscaping	-	-	45,000	-	-	45,000	-	45,000	3:1,2
0910-21	Streets	Granite Dells Roundabout Lighting	-	34,000	-	-	-	34,000	-	34,000	3:1,2
0910-23	Streets	Airport Rd Roundabout Landscaping	-	45,000	-	-	-	45,000	-	45,000	3:1,2
0910-26	Streets	Pavement Preservation	210,000	500,000	500,000	525,000	550,000	2,285,000	6,150,000	8,435,000	3:1,2
0910-27	Streets	American Gulch	-	-	50,000	100,000	100,000	250,000	2,000,000	2,250,000	3:1,2
0910-28	Streets	Town Aerial Photo Update	-	35,000	-	-	-	35,000	70,000	105,000	3:1,2
0910-29	Streets	Green Valley Parking Lot Expansion	-	25,000	375,000	375,000	-	775,000	-	775,000	3:1,2,4
0910-30	Streets	McLane Rd - Payson Ranchos to Payson Pines Subdivisions	-	-	-	-	-	-	880,000	880,000	3:1,2
0910-31	Streets	Longhorn Sidewalks	-	-	225,000	-	-	225,000	-	225,000	3:1,2
0910-32	Streets	Phoenix St - Hwy 87 to Sycamore	-	-	110,000	20,000	700,000	830,000	-	830,000	3:1,2
1011-02	Streets	Montezuma Castle Land Exchg	-	-	-	-	-	-	8,310,000	8,310,000	3:1,2
1314-01	Streets	Main Street Enhancements	34,800	35,000	35,000	35,000	35,000	174,800	35,000	209,800	1:3/3:1/5:1
1314-02	Streets	Montezuma Castle Exchg Phase 2	-	-	-	60,000	1,000,000	1,060,000	1,000,000	2,060,000	3:1,2
1415-16	Streets	Repair / Replace Town Boundary Fence	-	47,500	47,500	47,500	47,500	190,000	-	190,000	3:1,2
		<b>Total Streets Capital Projects</b>	<b>329,800</b>	<b>3,358,800</b>	<b>1,762,500</b>	<b>2,342,800</b>	<b>4,962,500</b>	<b>12,756,400</b>	<b>26,450,000</b>	<b>39,206,400</b>	
0910-50	Water	CC Cragin Pipeline	12,050,000	8,150,000	8,150,000	-	-	28,350,000	-	28,350,000	3:3
0910-51	Water	CC Cragin Water Treatment Plant	800,000	6,850,000	6,850,000	-	-	14,500,000	-	14,500,000	3:3
0910-52	Water	Security Gates	20,000	7,000	-	-	-	27,000	-	27,000	3:3
0910-53	Water	Green Valley Lake Shoreline Protection	-	250,000	-	-	-	250,000	-	250,000	3:3
0910-57	Water	Water Mains	-	150,000	150,000	100,000	100,000	500,000	100,000	600,000	3:3
0910-58	Water	Wells	150,000	50,000	-	-	-	200,000	-	200,000	3:3
0910-61	Water	Radon Removal Study	30,000	-	-	-	-	30,000	-	30,000	3:3
0910-62	Water	Water Line Replacement	150,000	150,000	150,000	200,000	195,000	845,000	-	845,000	3:3
1314-02	Water	Environmental Project	325,000	-	-	-	-	325,000	-	325,000	3:3
1415-10	Water	Green Valley Lake 3 Fish Barrier Fence	85,000	-	-	-	-	85,000	-	85,000	3:3
1415-11	Water	Tank Mixing Systems	40,000	40,000	-	-	-	80,000	-	80,000	3:3
1415-12	Water	Chlorine Generator Conversions	30,000	30,000	-	-	-	60,000	-	60,000	3:3
1415-13	Water	Pressure Blowoff Valves	20,000	20,000	-	-	-	40,000	-	40,000	3:3
1415-14	Water	Hydropneumatic Surge Tanks	60,000	-	-	-	-	60,000	-	60,000	3:3
		<b>Total Water Capital Projects</b>	<b>13,760,000</b>	<b>15,697,000</b>	<b>15,300,000</b>	<b>300,000</b>	<b>295,000</b>	<b>45,352,000</b>	<b>100,000</b>	<b>45,452,000</b>	
0910-33	Gen Gov't	Town Hall Carpet	-	40,000	-	-	-	40,000	-	40,000	3:4
0910-34	Gen Gov't	Chamber Enhancement	-	100,000	-	-	-	100,000	100,000	200,000	3:4
0910-35	Gen Gov't	Recycling Program	-	50,000	50,000	50,000	50,000	200,000	250,000	450,000	3:3/9:1,2
		<b>Total Gen Gov't Capital Projects</b>	<b>-</b>	<b>190,000</b>	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>	<b>340,000</b>	<b>350,000</b>	<b>690,000</b>	
0910-67	Library	Library Building Expansion	-	1,500,000	-	-	-	1,500,000	-	1,500,000	3:4/5:5
		<b>Total Library Capital Projects</b>	<b>-</b>	<b>1,500,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,500,000</b>	<b>-</b>	<b>1,500,000</b>	
<b>TOTAL ALL CAPITAL PROJECTS</b>			<b>15,194,800</b>	<b>23,045,600</b>	<b>20,931,500</b>	<b>4,015,300</b>	<b>5,643,500</b>	<b>68,830,700</b>	<b>46,517,000</b>	<b>115,347,700</b>	

**Note: The KRA link ties the individual projects on the Capital Improvement Plan to the Key Result Area (KRA) within Corporate Strategic Plan**

Town of Payson, Arizona

5 YEAR CAPITAL IMPROVEMENT PLAN – MACHINERY & EQUIPMENT

Project #	Department	Description	Fiscal Year 2014/15	Fiscal Year 2015/16	Fiscal Year 2016/17	Fiscal Year 2017/18	Fiscal Year 2018/19	5 Year Total	Future Years	Grand Total	KRA Link
0910-01M	Police	Vehicle Replacement	70,000	160,000	125,000	125,000	125,000	605,000	550,000	1,155,000	8:2
1415-09M	Police	Weapons Purchase Program		19,500				19,500		19,500	8:2
1415-10M	Police	Hillcrest Base Radio	46,500					46,500		46,500	8:2
1415-11M	Police	Satellite Equipment	11,000					11,000		11,000	8:2
1415-12M	Police	SHSGP Mobile Repeaters	32,200					32,200		32,200	8:2/10:2
1415-13M	Police	Public Safety - Capital Equip	41,200					41,200		41,200	8:2
1415-14M	Police	CAD Communication Equipment	140,000					140,000		140,000	8:2/10:2
		<b>Total Police Department</b>	<b>340,900</b>	<b>179,500</b>	<b>125,000</b>	<b>125,000</b>	<b>125,000</b>	<b>895,400</b>	<b>550,000</b>	<b>1,445,400</b>	
0910-05M	Streets	Heavy Equipment		100,000	100,000	100,000	100,000	400,000	300,000	700,000	3:1,2
0910-06M	Streets	Dump Truck Replacement		175,000				175,000		175,000	3:1,2
0910-07M	Streets	Crack Seal Machine Replacement	65,000					65,000	45,000	110,000	3:1,2
0910-08M	Streets	Trucks		30,000	30,000	30,000	30,000	120,000	150,000	270,000	3:1,2
		<b>Total Streets Department</b>	<b>65,000</b>	<b>305,000</b>	<b>130,000</b>	<b>130,000</b>	<b>130,000</b>	<b>760,000</b>	<b>495,000</b>	<b>1,255,000</b>	
0910-10M	Gen Gov't	Financial Software		55,000				55,000		55,000	10:2
0910-12M	Gen Gov't	Telephone System Upgrade		100,000				100,000		100,000	10:2
1415-01M	Gen Gov't	IT - 2 Servers for Virtualization (includes hardware & software)	25,000					25,000		25,000	10:2
1415-02M	Gen Gov't	IT - TV Equipment (includes 2 servers & software)		50,000				50,000		50,000	10:2
1415-15M	Gen Gov't	LE - Computer Equipment	52,000					52,000		52,000	10:2
		<b>Total General Government</b>	<b>77,000</b>	<b>205,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>282,000</b>	<b>-</b>	<b>282,000</b>	
0910-13M	Fire	Utility Truck Replacement		300,000				300,000		300,000	8:2
0910-14M	Fire	Water Tender						-	300,000	300,000	8:2
0910-15M	Fire	Utility Pickup Truck Replacement		55,000				55,000		55,000	8:2
0910-16M	Fire	Staff Vehicle Replacement			55,000			55,000	55,000	110,000	8:2
0910-17M	Fire	Command Vehicle Replacement		55,000				55,000		55,000	8:2
0910-19M	Fire	Ladder Truck 111 Replacement		1,200,000				1,200,000		1,200,000	8:2
0910-23M	Fire	Rehab/Support Vehicle				100,000		100,000		100,000	8:2
0910-25M	Fire	Ambulance Replacement						-	200,000	200,000	8:2
0910-27M	Fire	Type 1 Engine Replacement		500,000				500,000		500,000	8:2
0910-28M	Fire	Type 6 Engine Replacement						-	180,000	180,000	8:2
1314-02M	Fire	Hose Replacement			40,000			40,000		40,000	8:2
1314-04M	Fire	ePCR Equipment	17,000					17,000		17,000	8:2/10:2
1314-05M	Fire	Radio Repeater		20,000				20,000		20,000	8:2/10:2
1415-16M	Fire	Fire Prevention Grant - Equipment	35,000					35,000		35,000	8:2
1415-17M	Fire	AFG SCBA Grant	235,000					235,000		235,000	8:2
		<b>Total Fire Department</b>	<b>287,000</b>	<b>2,130,000</b>	<b>95,000</b>	<b>100,000</b>	<b>-</b>	<b>2,612,000</b>	<b>735,000</b>	<b>3,347,000</b>	
1415-18M	Tourism/Rec	Side by Side ATV	13,000					13,000		13,000	1:4
		<b>Total Tourism/Rec Department</b>	<b>13,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>13,000</b>	<b>-</b>	<b>13,000</b>	
0910-33M	Water	Service Truck Replacement	35,000		40,000		45,000	120,000	50,000	170,000	3:3
0910-34M	Water	Well Pump Replacements	75,000	50,000	50,000	50,000	50,000	275,000	125,000	400,000	3:3
1011-04M	Water	Fire Hydrant Program	-	5,000	5,000	5,000	5,000	20,000	5,000	25,000	3:3
1011-05M	Water	Computer Equipment	5,700	20,000	20,000	20,000	20,000	85,700	20,000	105,700	3:3
1415-03M	Water	Back Hoe Hammer		25,000				25,000		25,000	3:3
1415-04M	Water	Back Hoe Thumb	7,500					7,500		7,500	3:3
1415-05M	Water	Ground Penetrating Radar		35,000				35,000		35,000	3:3
		<b>Total Water Division</b>	<b>123,200</b>	<b>135,000</b>	<b>115,000</b>	<b>75,000</b>	<b>120,000</b>	<b>568,200</b>	<b>200,000</b>	<b>768,200</b>	
0910-35M	Comm Dev	Vehicle Replacement		25,000				25,000		25,000	3:1/5:1,2
1415-08M	Comm Dev	Automated Dog Licensing System		7,000				7,000		7,000	10:1,2
		<b>Total Comm Dev Department</b>	<b>-</b>	<b>32,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>32,000</b>	<b>-</b>	<b>32,000</b>	
1415-06M	Airport	Snow Removal Equipment	-	-	-	-	170,000	170,000	-	170,000	3:2
1415-07M	Airport	FOD-Boss (Runway Debris Removal)	7,500	-	-	-	-	7,500	-	7,500	3:2
		<b>Total Airport</b>	<b>7,500</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>170,000</b>	<b>177,500</b>	<b>-</b>	<b>177,500</b>	
		<b>Total Capital Machinery &amp; Equipment</b>	<b>913,600</b>	<b>2,986,500</b>	<b>465,000</b>	<b>430,000</b>	<b>545,000</b>	<b>5,340,100</b>	<b>1,980,000</b>	<b>7,320,100</b>	

Note: The KRA link ties the individual projects on the Capital Improvement Plan to the Key Result Areas (KRA) within the Corporate Strategic Plan



***SUPPLEMENTAL  
INFORMATION***

RESOLUTION NO. 2787

A RESOLUTION OF THE MAYOR AND TOWN COUNCIL OF PAYSON,  
ARIZONA, ADOPTING ESTIMATES OF REVENUES AND  
EXPENDITURES/EXPENSES, AND ADOPTING ~~SUCH ESTIMATES AS~~  
PAYSON'S FINAL BUDGET FOR FISCAL YEAR 2014-2015.  
(2014-2015 FINAL BUDGET)

WHEREAS, in accordance with the provisions of Title 42, Chapter 17, Arizona Revised Statutes, the Mayor and Council on June 3, 2014, made an estimate of the different amounts required to meet public expenses for the ensuing year; and

WHEREAS, the Mayor and Council also made an estimate of receipts from sources other than direct taxation and of the amount to be raised by taxation upon real and personal property within the Town; and

WHEREAS, in accordance with Title 42, Chapter 17, and following due public notice, the Mayor and Council met on June 3, 2014, at which meeting any taxpayer was privileged to appear and be heard in favor of or against any of the proposed expenditures/expenses and tax levies; and

WHEREAS, the Mayor and Council find that the required publication has been made of the estimates together with a notice that the Mayor and Council would meet on June 19, 2014, in the Town Council Chambers at Town Hall, 303 North Beeline Highway, Payson, Arizona, for the purpose of making tax levies as set forth in the estimates; and

WHEREAS, it appears that the sums to be raised by primary property taxation do not, in aggregate, exceed that amount as computed pursuant to A.R.S. § 42-17051(A),

NOW, THEREFORE, THE MAYOR AND TOWN COUNCIL OF PAYSON,  
ARIZONA, DO RESOLVE AS FOLLOWS:

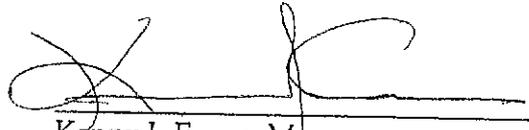
Section 1. The estimates of revenue and expenditures/expenses shown on Schedules A through G attached, are adopted as the budget for the Town of Payson for the fiscal year 2014-2015.

Section 2. The Town of Payson is authorized to take such other actions as are necessary to carry out the purposes of this Resolution.

PASSED AND ADOPTED BY THE MAYOR AND COMMON COUNCIL OF THE  
TOWN OF PAYSON, ARIZONA, this 19<sup>th</sup> day of June, 2014, by the following vote:

JUN 19 2014 DPA, Z. B

AYES 7 NOES 0 ABSTENTIONS 0 ABSENT 0

  
\_\_\_\_\_  
Kenny J. Evans, Mayor

ATTEST

  
\_\_\_\_\_  
Silvia Smith, Town Clerk

APPROVED AS TO FORM:

  
\_\_\_\_\_  
Timothy M. Wright Town Attorney

**TOWN OF PAYSON**  
**Summary Schedule of Estimated Revenues and Expenditures/Expenses**  
**Fiscal Year 2015**

FUND	ADOPTED BUDGETED EXPENDITURES/EXPENSES* 2014	ACTUAL EXPENDITURES/EXPENSES** 2014	FUND BALANCE/ NET POSITION*** July 1, 2014**	PROPERTY TAX REVENUES 2015	ESTIMATED REVENUES OTHER THAN PROPERTY TAXES 2015	OTHER FINANCING 2015		INTERFUND TRANSFERS 2015		TOTAL FINANCIAL RESOURCES AVAILABLE 2015	BUDGETED EXPENDITURES/EXPENSES 2015
						SOURCES	<USES>	IN	<OUT>		
1. General Fund	\$ 12,792,200	\$ 12,111,500	\$ 870,555	Primary: \$ 642,900	\$ 12,622,900	\$	\$	\$ 95,000	\$ (304,700)	\$ 14,536,055	\$ 13,426,500
2. Special Revenue Funds	5,044,600	4,066,000	711,362	Secondary:	5,808,100			241,300	(229,400)	6,990,162	6,324,000
3. Debt Service Funds Available	656,100	651,900	490,570		410,600			303,500	(105,700)	1,310,370	656,600
4. Less: Amounts for Future Debt Retirement											
5. Total Debt Service Funds	656,100	651,900	490,570		410,600			303,500	(105,700)	1,310,370	656,600
6. Capital Projects Funds	1,375,366	369,700	629,847		617,700			16,600		1,264,147	1,198,700
7. Permanent Funds											
8. Enterprise Funds Available	11,300,200	7,765,800	4,138,379		18,390,000				(16,600)	22,544,979	19,147,200
9. Less: Amounts for Future Debt Retirement											
10. Total Enterprise Funds	11,300,200	7,765,800	4,138,379		18,390,000				(16,600)	22,544,979	19,147,200
11. Internal Service Funds											
12. TOTAL ALL FUNDS	\$ 31,168,466	\$ 24,964,900	\$ 6,840,713	\$ 642,900	\$ 37,849,300	\$	\$	\$ 656,400	\$ (656,400)	\$ 46,645,713	\$ 40,753,000

**EXPENDITURE LIMITATION COMPARISON**

1. Budgeted expenditures/expenses
2. Add/subtract: estimated net reconciling items
3. Budgeted expenditures/expenses adjusted for reconciling items
4. Less: estimated exclusions
5. Amount subject to the expenditure limitation
6. EEC or voter-approved alternative expenditure limitation

	2014	2015
	\$ 31,168,466	\$ 40,753,000
	31,168,466	40,753,000
	\$ 31,168,466	\$ 40,753,000
	\$ 36,641,600	\$ 40,753,000

The city/town does not levy property taxes and does not have special assessment districts for which property taxes are levied. Therefore, Schedule B has been omitted.

\* Includes Expenditure/Expense Adjustments Approved in current year from Schedule E.

\*\* Includes actual amounts as of the date the proposed budget was prepared, adjusted for estimated activity for the remainder of the fiscal year.

\*\*\* Amounts in this column represent Fund Balance/Net Position amounts except for amounts not in spendable form (e.g., prepaids and inventories) or legally or contractually required to be maintained intact (e.g., principal of a permanent fund).

**TOWN OF PAYSON**  
**Tax Levy and Tax Rate Information**  
**Fiscal Year 2015**

	<b>2014</b>	<b>2015</b>
1. Maximum allowable primary property tax levy. A.R.S. §42-17051(A)	\$ <u>665,794</u>	\$ <u>689,137</u>
2. Amount received from primary property taxation in the <b>current year</b> in excess of the sum of that year's maximum allowable primary property tax levy. A.R.S. §42-17102(A)(18)	\$ <u>                    </u>	
3. Property tax levy amounts		
A. Primary property taxes	\$ <u>633,680</u>	\$ <u>642,900</u>
B. Secondary property taxes		
C. Total property tax levy amounts	\$ <u>633,680</u>	\$ <u>642,900</u>
4. Property taxes collected*		
A. Primary property taxes		
(1) <b>Current</b> year's levy	\$ <u>620,000</u>	
(2) Prior years' levies	<u>10,000</u>	
(3) Total primary property taxes	\$ <u>630,000</u>	
B. Secondary property taxes		
(1) <b>Current</b> year's levy	\$ <u>                    </u>	
(2) Prior years' levies	<u>                    </u>	
(3) Total secondary property taxes	\$ <u>                    </u>	
C. Total property taxes collected	\$ <u>630,000</u>	
5. Property tax rates		
A. City/Town tax rate		
(1) Primary property tax rate	<u>0.3828</u>	<u>0.3963</u>
(2) Secondary property tax rate	<u>                    </u>	<u>                    </u>
(3) Total city/town tax rate	<u>0.3828</u>	<u>0.3963</u>
B. Special assessment district tax rates		
Secondary property tax rates - As of the date the proposed budget was prepared, the city/town was operating <u>no</u> special assessment districts for which secondary property taxes are levied. For information pertaining to these special assessment districts and their tax rates, please contact the city/town.		

\* Includes actual property taxes collected as of the date the proposed budget was prepared, plus estimated property tax collections for the remainder of the fiscal year.

**TOWN OF PAYSON**  
**Revenues Other Than Property Taxes**  
**Fiscal Year 2015**

<b>SOURCE OF REVENUES</b>	<b>ESTIMATED REVENUES 2014</b>	<b>ACTUAL REVENUES* 2014</b>	<b>ESTIMATED REVENUES 2015</b>
<b>GENERAL FUND</b>			
<b>Local taxes</b>			
Sales Tax - Town	\$ 5,800,000	\$ 5,800,000	\$ 5,900,000
<b>Licenses and permits</b>			
Franchise Fees	357,400	347,100	366,000
Business Licenses	72,000	67,000	70,000
Liquor Licenses	1,500	1,000	1,500
ROW Permits	2,000	2,900	3,500
Animal Control Licenses	15,000	13,500	15,000
Building Permits	150,000	168,000	450,000
<b>Intergovernmental</b>			
State Shared Revenue	3,029,200	3,050,500	3,234,800
Property Taxes-Prior Year	20,000	10,000	10,000
Vehicle License Tax	861,800	830,300	914,100
Tonto Apache Tribe	13,000	12,100	12,000
Fire Services IGA	327,500	300,000	300,000
Rim Country Educ. Alliance	100,000	100,000	100,000
Grants	707,800	583,100	430,400
<b>Charges for services</b>			
Prosecution Fees	45,000	50,000	48,000
Law Enforcement Charges	11,400	9,000	9,400
Fire Service Charges	6,100	1,900	7,000
Zoning Charges	20,000	20,000	25,000
Building Inspections	3,000	6,000	10,000
Engineering Review	2,000	4,500	10,000
Plan Review	65,000	100,000	125,000
<b>Fines and forfeits</b>			
Court Fines & Fees	110,000	96,000	100,000
<b>Interest on investments</b>			
Interest	2,000		500
<b>In-lieu property taxes</b>			
<b>Contributions</b>			
Voluntary contributions	700		
<b>Miscellaneous</b>			
Other Revenue	17,500	13,700	150,700
Recreation Fees	80,500	90,200	101,200
Enterprise Overhead	303,300	303,300	250,000
Insurance Recoveries	80,000	5,000	10,000
Surplus Sales	5,000	7,500	7,500
Sale of Fixed Assets		4,000	50,000
Facilities Lease Fees	11,200	11,200	11,300
<b>Total General Fund</b>	<b>\$ 12,219,900</b>	<b>\$ 12,007,800</b>	<b>\$ 12,622,900</b>

\* Includes actual revenues recognized on the modified accrual or accrual basis as of the date the proposed budget was prepared, plus estimated revenues for the remainder of the fiscal year.

**TOWN OF PAYSON**  
**Revenues Other Than Property Taxes**  
**Fiscal Year 2015**

SOURCE OF REVENUES	ESTIMATED REVENUES 2014	ACTUAL REVENUES* 2014	ESTIMATED REVENUES 2015
<b>SPECIAL REVENUE FUNDS</b>			
<b>Highway User Revenue Fund</b>			
Highway Users Gas Tax	\$ 1,421,300	\$ 1,350,000	\$ 1,500,800
Grants	140,000	72,000	552,400
Inspection Fees	3,500	50,000	145,000
Impact Fees	12,000	35,000	
Other Revenue	4,000	300	2,000
Enterprise Fund Overhead	25,800	25,800	32,600
<b>Total Highway User Revenue Fund</b>	<b>\$ 1,606,600</b>	<b>\$ 1,533,100</b>	<b>\$ 2,232,800</b>
<b>Housing Trust Fund</b>			
Contributions	\$	\$	\$
<b>Total Housing Trust Fund</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>
<b>Gifts &amp; Grants Fund</b>			
Grants	\$ 16,600	\$ 12,200	\$ 17,000
Contributions	11,500	2,000	2,000
<b>Total Gifts &amp; Grants Fund</b>	<b>\$ 28,100</b>	<b>\$ 14,200</b>	<b>\$ 19,000</b>
<b>Bed Tax Fund</b>			
Bed Tax	\$ 230,000	\$ 240,000	\$ 250,000
Donations			
<b>Total Bed Tax Fund</b>	<b>\$ 230,000</b>	<b>\$ 240,000</b>	<b>\$ 250,000</b>
<b>Police Dept. of Justice Fund</b>			
Defense 1033 Revenue	\$ 30,000	\$ 22,000	\$ 22,000
Local RICO Revenue	3,500		
Other Revenue		1,000	500
Public Surplus Sales		60,000	10,000
<b>Total Police Dept. of Justice Fund</b>	<b>\$ 33,500</b>	<b>\$ 83,000</b>	<b>\$ 32,500</b>
<b>Recreation Facility Improvement Fund</b>			
Facility Fee	\$	\$ 5,000	\$ 5,000
<b>Total Recreation Facil. Imprv. Fund</b>	<b>\$</b>	<b>\$ 5,000</b>	<b>\$ 5,000</b>
<b>Library Fund</b>			
Gila County Library District Tax	\$ 230,400	\$ 230,400	\$ 218,900
Fines	15,500	15,500	16,000
Other Revenue		5,500	
<b>Total Library Fund</b>	<b>\$ 245,900</b>	<b>\$ 251,400</b>	<b>\$ 234,900</b>
<b>Magistrate Court - JCEF Fund</b>			
Contributions	\$	\$	\$
<b>Total Magistrate Court - JCEF Fund</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>
<b>Magistrate Court - FTG Fund</b>			
Contributions	\$	\$	\$
<b>Total Magistrate Court - FTG Fund</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>
<b>Airport Fund</b>			
Grants	\$ 573,900	\$ 285,000	\$ 981,000
Advertising Sign Fee			
Tie Down Fee	13,400	13,400	12,500
Gate Fees	9,600	9,600	9,600
Ground Leases	14,600	15,600	20,000
Hanger Leases	49,800	49,800	51,000
Fuel Sales	2,000	2,000	3,000
Other	5,800	5,900	13,200
<b>Total Airport Fund</b>	<b>\$ 669,100</b>	<b>\$ 381,300</b>	<b>\$ 1,090,300</b>

**TOWN OF PAYSON**  
**Revenues Other Than Property Taxes**  
**Fiscal Year 2015**

<b>SOURCE OF REVENUES</b>	<b>ESTIMATED REVENUES 2014</b>	<b>ACTUAL REVENUES* 2014</b>	<b>ESTIMATED REVENUES 2015</b>
* Includes actual revenues recognized on the modified accrual or accrual basis as of the date the proposed budget was prepared, plus estimated revenues for the remainder of the fiscal year.			
<b>Event Center Fund</b>			
Event Revenue	\$ 70,000	\$ 70,000	\$ 70,000
<b>Total Event Center Fund</b>	<b>\$ 70,000</b>	<b>\$ 70,000</b>	<b>\$ 70,000</b>
<b>Health Insurance Fund</b>			
Employee Contribution	\$ 487,900	\$ 464,300	\$ 525,500
Employer Contribution	731,800	652,400	789,700
Retiree Contribution	141,600	134,400	150,000
Employer Retiree Contribution	495,100	467,800	408,400
Other			
<b>Total Health Insurance Fund</b>	<b>\$ 1,856,400</b>	<b>\$ 1,718,900</b>	<b>\$ 1,873,600</b>
<b>Total Special Revenue Funds</b>	<b>\$ 4,739,600</b>	<b>\$ 4,296,900</b>	<b>\$ 5,808,100</b>
<b>DEBT SERVICE FUNDS</b>			
<b>Westerly Rd ID Debt Service Fund</b>			
Assessment - Principal	\$ 34,100	\$ 34,700	\$ 38,200
Assessment - Interest	21,000	21,000	19,400
<b>Total Westerly Rd ID Debt Service Fund</b>	<b>\$ 55,100</b>	<b>\$ 55,700</b>	<b>\$ 57,600</b>
<b>General Obligation Bond Debt Service Fund</b>			
Sales Tax - Town	350,000	352,900	353,000
<b>Total General Obligation Bond DS Fund</b>	<b>\$ 350,000</b>	<b>\$ 352,900</b>	<b>\$ 353,000</b>
<b>Total Debt Service Funds</b>	<b>\$ 405,100</b>	<b>\$ 408,600</b>	<b>\$ 410,600</b>
<b>CAPITAL PROJECTS FUNDS</b>			
<b>Grant Capital Projects Fund</b>			
Grants	\$ 457,200	\$ 303,700	\$ 617,700
<b>Total Grant Capital Projects Fund</b>	<b>\$ 457,200</b>	<b>\$ 303,700</b>	<b>\$ 617,700</b>
<b>Park Development Fund</b>			
Impact Fees	\$ 9,000	\$ 40,000	\$
<b>Total Park Development Fund</b>	<b>\$ 9,000</b>	<b>\$ 40,000</b>	<b>\$</b>
<b>Public Safety Development Fund</b>			
Impact Fees	\$ 5,000	\$ 20,000	\$
<b>Total Public Safety Development Fund</b>	<b>\$ 5,000</b>	<b>\$ 20,000</b>	<b>\$</b>
<b>Bonita Street Construction Fund</b>			
Grant Revenue	\$ 360,000	\$	\$
<b>Total Bonita Street Construction Fund</b>	<b>\$ 360,000</b>	<b>\$</b>	<b>\$</b>
<b>Montezuma Castle Land Exchange ID Fund</b>			
Debt Proceeds	\$	\$	\$
<b>Total Montezuma Castle Land Ex. ID Fund</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>
<b>CAP Trust Fund</b>			
Other Revenue	\$	\$	\$
<b>Total CAP Trust Fund</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>
<b>Total Capital Projects Funds</b>	<b>\$ 831,200</b>	<b>\$ 363,700</b>	<b>\$ 617,700</b>

\* Includes actual revenues recognized on the modified accrual or accrual basis as of the date the proposed budget was prepared, plus estimated revenues for the remainder of the fiscal year.

**TOWN OF PAYSON**  
**Revenues Other Than Property Taxes**  
**Fiscal Year 2015**

SOURCE OF REVENUES	ESTIMATED REVENUES 2014	ACTUAL REVENUES* 2014	ESTIMATED REVENUES 2015
<b>PERMANENT FUNDS</b>			
Not Applicable	\$ _____	\$ _____	\$ _____
	\$ _____	\$ _____	\$ _____
<b>Total Permanent Funds</b>	\$ _____	\$ _____	\$ _____
<b>ENTERPRISE FUNDS</b>			
<b>Water Fund</b>			
Charges for Services	\$ 4,480,800	\$ 4,639,000	\$ 4,990,500
Miscellaneous Intergov. Revenue	_____	472,700	24,500
Interest	4,000	2,000	3,000
Facilities Leases	45,000	45,000	45,000
Impact Fees	90,000	155,000	1,500,000
Debt Proceeds	4,000,000	2,600,000	11,800,000
Other	48,700	89,200	27,000
<b>Total Water Fund</b>	\$ 8,668,500	\$ 8,002,900	\$ 18,390,000
<b>CC Cragin Development Fund</b>			
Grants	\$ _____	\$ _____	\$ _____
Impact Fees	_____	_____	_____
Debt Proceeds	_____	_____	_____
<b>Total CC Cragin Development Fund</b>	\$ _____	\$ _____	\$ _____
<b>Total Enterprise Funds</b>	\$ 8,668,500	\$ 8,002,900	\$ 18,390,000
<b>INTERNAL SERVICE FUNDS</b>			
Not Applicable	\$ _____	\$ _____	\$ _____
	\$ _____	\$ _____	\$ _____
<b>Total Internal Service Funds</b>	\$ _____	\$ _____	\$ _____
<b>TOTAL ALL FUNDS</b>	\$ 26,864,300	\$ 25,079,900	\$ 37,849,300

\* Includes actual revenues recognized on the modified accrual or accrual basis as of the date the proposed budget was prepared, plus estimated revenues for the remainder of the fiscal year.

**TOWN OF PAYSON**  
**Other Financing Sources/<Uses> and Interfund Transfers**  
**Fiscal Year 2015**

<b>FUND</b>	<b>OTHER FINANCING 2015</b>		<b>INTERFUND TRANSFERS 2015</b>	
	<b>SOURCES</b>	<b>&lt;USES&gt;</b>	<b>IN</b>	<b>&lt;OUT&gt;</b>
<b>GENERAL FUND</b>				
Bed Tax Fund	\$		\$ 95,000	
Festivals & Events				
Wildlands/Urban Program Fund				
HURF				
Library				(106,900)
Airport Fund				
Equipment Replacement Fund				
Bonita Street Construction				
General Debt Service Fund				(39,400)
ELRID Debt Service Fund				
Westerly Rd. Debt Service Fund				(26,000)
Rumsey Park COPs DS Fund				
Excise Bonds DS Fund				(132,400)
Green Valley Park Debt Service Fund				
<b>Total General Fund</b>	\$	\$	\$ 95,000	\$ (304,700)
<b>SPECIAL REVENUE FUNDS</b>				
Festivals & Events	\$	\$	\$	\$
Library			106,900	
Event Center Fund			134,400	
Bed Tax Fund				(229,400)
Airport Fund				
<b>Total Special Revenue Funds</b>	\$	\$	\$ 241,300	\$ (229,400)
<b>DEBT SERVICE FUNDS</b>				
General Debt Service Fund	\$		\$ 145,100	
East Loop Debt Service Fund				
Westerly Rd. Debt Service Fund			26,000	
CAP Trust Fund				
Rumsey Park COPs DS Fund				
GO Bonds Debt Service Fund				(105,700)
Excise Tax Rev Ob DS Fund			132,400	
<b>Total Debt Service Funds</b>	\$	\$	\$ 303,500	\$ (105,700)
<b>CAPITAL PROJECTS FUNDS</b>				
Equipment Replacement Fund	\$	\$	\$	\$
CAP Trust Fund			16,600	
Fire Station #3 Fund				
Bonita Street Construction				
<b>Total Capital Projects Funds</b>	\$	\$	\$ 16,600	\$
<b>PERMANENT FUNDS</b>				
<b>Total Permanent Funds</b>	\$	\$	\$	\$
<b>ENTERPRISE FUNDS</b>				
Water Fund	\$	\$	\$	\$ (16,600)
Water Impact Fees Fund				
<b>Total Enterprise Funds</b>	\$	\$	\$	\$ (16,600)
<b>INTERNAL SERVICE FUNDS</b>				
<b>Total Internal Service Funds</b>	\$	\$	\$	\$
<b>TOTAL ALL FUNDS</b>	\$	\$	\$ 656,400	\$ (656,400)

**TOWN OF PAYSON**  
**Expenditures/Expenses by Fund**  
**Fiscal Year 2015**

FUND/DEPARTMENT	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2014	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2014	ACTUAL EXPENDITURES/ EXPENSES* 2014	BUDGETED EXPENDITURES/ EXPENSES 2015
<b>GENERAL FUND</b>				
Central Services	\$ 1,225,900	\$	\$ 1,198,600	\$ 1,160,900
Town Clerk	192,900		192,600	211,300
Elections	38,300		1,200	43,000
Town Manager	177,000		189,500	185,200
Neighborhood Services			11,800	3,500
Human Resources	224,300		206,500	227,600
Financial Services	332,300		306,900	353,500
Information Technology	570,400		564,200	614,800
Tourism & Economic Vitality	110,200		109,100	121,100
Town Council	102,300		87,400	107,000
Magistrate Court	213,100		194,600	213,100
Town Attorney	361,600		332,100	408,200
Police	4,539,500		4,278,700	4,817,400
Fire	3,237,800		3,023,300	3,272,000
Public Works	523,200		504,600	544,200
Parks & Recreation	327,100		311,000	334,000
Community Development	616,300		599,400	809,700
<b>Total General Fund</b>	<b>\$ 12,792,200</b>	<b>\$</b>	<b>\$ 12,111,500</b>	<b>\$ 13,426,500</b>
<b>SPECIAL REVENUE FUNDS</b>				
HURF	\$ 1,678,700	\$	\$ 1,560,400	\$ 2,299,100
Housing Trust Fund				
Gifts & Grants Fund	28,100		15,000	61,000
Bed Tax Fund	90,400		88,400	101,400
Police Dept. of Justice Fund	31,000		50,000	85,000
LE Property Program Fund				
Library Fund	334,400		327,600	341,800
Magistrate Court Fund				
Airport Fund	864,900		303,900	1,257,700
Event Center Fund	160,700		150,400	204,400
Health Insurance Fund	1,856,400		1,570,300	1,973,600
<b>Total Special Revenue Funds</b>	<b>\$ 5,044,600</b>	<b>\$</b>	<b>\$ 4,066,000</b>	<b>\$ 6,324,000</b>
<b>DEBT SERVICE FUNDS</b>				
General Debt Service Fund	\$ 145,100	\$	\$ 145,100	\$ 145,100
Westerly Rd. ID Debt Service	82,400		82,400	84,600
Rumsey Park COPs				
Green Valley Park Debt Service				
Excise Tax Obligation DS	131,100		131,100	132,500
GO Bonds Debt Service	297,500		293,300	294,400
<b>Total Debt Service Funds</b>	<b>\$ 656,100</b>	<b>\$</b>	<b>\$ 651,900</b>	<b>\$ 656,600</b>
<b>CAPITAL PROJECTS FUNDS</b>				
Public Safety Impact Fee Fund	\$	\$	\$	\$ 41,200
Park Development Fund				40,000
Grant Capital Projects Fund	464,500		308,200	617,700
Public Safety Bond Proj. Fund	160,000		18,900	140,000
Green Valley Park Redevel.	34,866			34,800
Bonita Street Construction	381,000		42,600	
Fire Station #3 Construction				
Montezuma Castle ID Fund				
CAP Trust Fund	335,000			325,000
<b>Total Capital Projects Funds</b>	<b>\$ 1,375,366</b>	<b>\$</b>	<b>\$ 369,700</b>	<b>\$ 1,198,700</b>
<b>PERMANENT FUNDS</b>				
Not Applicable	\$	\$	\$	\$
<b>Total Permanent Funds</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>
<b>ENTERPRISE FUNDS</b>				
Water Fund	\$ 11,300,200	\$	\$ 7,765,800	\$ 19,147,200
CC Craigin Development				
<b>Total Enterprise Funds</b>	<b>\$ 11,300,200</b>	<b>\$</b>	<b>\$ 7,765,800</b>	<b>\$ 19,147,200</b>
<b>INTERNAL SERVICE FUNDS</b>				
Not Applicable	\$	\$	\$	\$
<b>Total Internal Service Funds</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>
<b>TOTAL ALL FUNDS</b>	<b>\$ 31,168,466</b>	<b>\$</b>	<b>\$ 24,964,900</b>	<b>\$ 40,753,000</b>

\* Includes actual expenditures/expenses recognized on the modified accrual or accrual basis as of the date the proposed budget was prepared, plus estimated expenditures/expenses for the remainder of the fiscal year.

**TOWN OF PAYSON**  
**Expenditures/Expenses by Department**  
**Fiscal Year 2015**

DEPARTMENT/FUND	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2014	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2014	ACTUAL EXPENDITURES/ EXPENSES* 2014	BUDGETED EXPENDITURES/ EXPENSES 2015
<b>General Government</b>				
General Fund	\$ 1,225,900		1,198,600	\$ 1,160,900
General Debt Service Fund	145,100		145,100	145,100
Health Insurance Fund	1,856,400		1,570,300	1,973,600
<b>Department Total</b>	<b>\$ 3,227,400</b>		<b>2,914,000</b>	<b>\$ 3,279,600</b>
<b>Town Clerk</b>				
General Fund	\$ 231,200		193,800	\$ 254,300
<b>Department Total</b>	<b>\$ 231,200</b>		<b>193,800</b>	<b>\$ 254,300</b>
<b>Town Manager</b>				
General Fund	\$ 177,000		201,300	\$ 188,700
<b>Department Total</b>	<b>\$ 177,000</b>		<b>201,300</b>	<b>\$ 188,700</b>
<b>Human Resources</b>				
General Fund	\$ 224,300		206,500	\$ 227,600
<b>Department Total</b>	<b>\$ 224,300</b>		<b>206,500</b>	<b>\$ 227,600</b>
<b>Financial Services</b>				
General Fund	\$ 332,300		306,900	\$ 353,500
Capital Improvement Fund				
<b>Department Total</b>	<b>\$ 332,300</b>		<b>306,900</b>	<b>\$ 353,500</b>
<b>Information Technology</b>				
General Fund	\$ 570,400		564,200	\$ 614,800
<b>Department Total</b>	<b>\$ 570,400</b>		<b>564,200</b>	<b>\$ 614,800</b>
<b>Town Council</b>				
General Fund	\$ 102,300		87,400	\$ 107,000
<b>Department Total</b>	<b>\$ 102,300</b>		<b>87,400</b>	<b>\$ 107,000</b>
<b>Magistrate Court</b>				
General Fund	\$ 213,100		194,600	\$ 213,100
<b>Department Total</b>	<b>\$ 213,100</b>		<b>194,600</b>	<b>\$ 213,100</b>
<b>Town Attorney</b>				
General Fund	\$ 361,600		332,100	\$ 408,200
Equipment Replacement Fund				
<b>Department Total</b>	<b>\$ 361,600</b>		<b>332,100</b>	<b>\$ 408,200</b>
<b>Police</b>				
General Fund	\$ 4,539,500		4,278,700	\$ 4,817,400
Gifts & Grants Fund	20,100		11,000	45,000
Dept of Justice Fund	31,000		50,000	85,000
Grant Capital Project Fund	77,200		36,100	78,700
Public Safety Develop. Fund				41,200
Public Safety Bond Fund	160,000		18,900	140,000
GO Bonds Debt Service	297,500		293,300	294,400
<b>Department Total</b>	<b>\$ 5,125,300</b>		<b>4,688,000</b>	<b>\$ 5,501,700</b>
<b>Fire</b>				
General Fund	\$ 3,237,800		3,023,300	\$ 3,272,000
Gifts & Grants Fund	6,000		2,000	14,000
Grant Capital Project Fund	207,300		152,100	270,000
<b>Department Total</b>	<b>\$ 3,451,100</b>		<b>3,177,400</b>	<b>\$ 3,556,000</b>
<b>Public Works</b>				
General Fund	\$ 523,200		504,600	\$ 544,200
HURF	1,678,700		1,560,400	2,299,100
Gifts & Grants Fund				
Green Valley Park Redevel.	34,866			34,800
Bonita Street Construction	381,000		42,600	
Airport Fund	864,900		303,900	1,257,700
Westerly Rd ID Debt Service	82,400		82,400	84,600
Excise Tax Debt Service	131,100		131,100	132,500
Grant Capital Project Fund				
Montezuma Castle ID Fund				
<b>Department Total</b>	<b>\$ 3,696,166</b>		<b>2,625,000</b>	<b>\$ 4,352,900</b>
<b>Parks, Recreation &amp; Tourism</b>				
General Fund	\$ 437,300		420,100	\$ 455,100
Gifts & Grants Fund	2,000		2,000	2,000
Bed Tax Fund	90,400		88,400	101,400
Event Center Fund	160,700		150,400	204,400
Park Development Fund				40,000
<b>Department Total</b>	<b>\$ 690,400</b>		<b>660,900</b>	<b>\$ 802,900</b>
<b>Community Development</b>				
General Fund	\$ 616,300		599,400	\$ 809,700
Gifts & Grants Funds				
Grant Capital Project Fund	180,000		120,000	269,000
Capital Improvement Fund				
<b>Department Total</b>	<b>\$ 796,300</b>		<b>719,400</b>	<b>\$ 1,078,700</b>
<b>Library</b>				
Library Fund	\$ 334,400		327,600	\$ 341,800
<b>Department Total</b>	<b>\$ 334,400</b>		<b>327,600</b>	<b>\$ 341,800</b>
<b>Water</b>				
Water Fund	\$ 11,300,200		7,765,800	\$ 19,147,200
CC Cragin Development				
CAP Trust Fund	335,000			325,000
<b>Department Total</b>	<b>\$ 11,635,200</b>		<b>7,765,800</b>	<b>\$ 19,472,200</b>

\* Includes actual expenditures/expenses recognized on the modified accrual or accrual basis as of the date the proposed budget was prepared, plus estimated expenditures/expenses for the remainder of the fiscal year.

**TOWN OF PAYSON**  
**Full-Time Employees and Personnel Compensation**  
**Fiscal Year 2015**

<b>FUND</b>	<b>Full-Time Equivalent (FTE) 2015</b>	<b>Employee Salaries and Hourly Costs 2015</b>	<b>Retirement Costs 2015</b>	<b>Healthcare Costs 2015</b>	<b>Other Benefit Costs 2015</b>	<b>Total Estimated Personnel Compensation 2015</b>
<b>GENERAL FUND</b>	114	\$ 7,007,700	\$ 1,465,900	\$ 1,073,800	\$ 916,100	= \$ 10,463,500
<b>SPECIAL REVENUE FUNDS</b>						
HURF	16	\$ 744,300	\$ 85,400	\$ 68,200	\$ 166,900	= \$ 1,064,800
Library	6	218,600	24,900	13,900	20,900	278,300
Event Center	1	40,700	4,100	3,300	2,900	51,000
Airport	2	61,300	7,000	200	9,700	78,200
<b>Total Special Revenue Funds</b>	<b>25</b>	<b>\$ 1,064,900</b>	<b>\$ 121,400</b>	<b>\$ 85,600</b>	<b>\$ 200,400</b>	<b>= \$ 1,472,300</b>
<b>DEBT SERVICE FUNDS</b>						
Not Applicable		\$	\$	\$	\$	= \$
<b>Total Debt Service Funds</b>		\$	\$	\$	\$	= \$
<b>CAPITAL PROJECTS FUNDS</b>						
Not Applicable		\$	\$	\$	\$	= \$
<b>Total Capital Projects Funds</b>		\$	\$	\$	\$	= \$
<b>PERMANENT FUNDS</b>						
Not Applicable		\$	\$	\$	\$	= \$
<b>Total Permanent Funds</b>		\$	\$	\$	\$	= \$
<b>ENTERPRISE FUNDS</b>						
Water	19	\$ 1,139,200	\$ 128,900	\$ 109,900	\$ 146,800	= \$ 1,524,800
<b>Total Enterprise Funds</b>	<b>19</b>	<b>\$ 1,139,200</b>	<b>\$ 128,900</b>	<b>\$ 109,900</b>	<b>\$ 146,800</b>	<b>= \$ 1,524,800</b>
<b>TOTAL ALL FUNDS</b>	<b>158</b>	<b>\$ 9,211,800</b>	<b>\$ 1,716,200</b>	<b>\$ 1,269,300</b>	<b>\$ 1,263,300</b>	<b>= \$ 13,460,600</b>



## FINANCIAL POLICIES

The Town of Payson, Arizona financial policies set forth the basic framework for the fiscal management of the Town. These policies were developed within the parameters established by applicable provisions of the Town of Payson Ordinances. The policies are to be reviewed on an annual basis and modified to accommodate changing circumstances or conditions.

### Annual Budget

The adoption of the budget is one of the Town Council's most important activities. State of Arizona Statutes include some specific requirements regarding the adoption of the annual budget. The following policies are consistent with these statutes.

The fiscal year of the Town shall begin on the first day of July each year and shall end on the thirtieth day of June of each year.

**BUDGET CALENDAR:** The budget calendar will follow the specific dates set forth by State of Arizona Statutes for completion of each task necessary to prepare and adopt the annual budget.

**DECENTRALIZED BUDGET PROCESS:** The budget process is intended to weigh all competing requests for Town resources, within expected fiscal constraints. Requests for new, ongoing programs made outside the budget process are not allowed.

**ALLOCATING BUDGET RESOURCES:** The Town will utilize a "zero-based" resource allocation approach. Each department will have an opportunity to request personnel, goods, capital items and services needed to carry on its responsibility in an exemplary manner.

Special one-time revenue sources will be used to purchase non-recurring items like capital goods. One-time revenues will not be used to support items that will have a long-term operational impact on future Town expenditures.

For those special revenue funds supported by intergovernmental revenues and special purpose taxes, expenditures are limited strictly to the mandates of the funding source. These resources are not to be used to subsidize other funds, except as required or permitted by program regulations.

Addition of personnel will only be requested to meet program initiatives and policy directives after service needs have been thoroughly examined and it is substantiated that additional staffing will result in increased revenues or enhanced operating efficiencies. To the extent possible, personnel cost reductions will be achieved through attrition.



Capital expenditures will be determined using the 5-year Capital Improvement Plan process, if funds are available. The expense amount attributable to equipment depreciation will be transferred into the Equipment Reserve fund and “Pay-as-you-go” funding will be used for equipment purchases under \$100,000, if funds are available, before considering lease/purchase debt service financing.

A contingency fund equal to five percent (5%) of the combined General & Streets Fund expenditure budget will be maintained annually in a Contingency budget. This fund will be available for unanticipated, unbudgeted expenditures and will require the Town Council’s approval to expend. The purpose of this account is to provide some flexibility for unforeseen events without the necessity to spend from the Town’s reserves.

As a component of the budget process and when fiscal resources permit, the Town Council may allocate funds to Outside Agency Providers for business, social, recreational or economic development, or promotional services. Outside Agency Providers must provide a service consistent with an existing recognized Town need, policy, goal, or objective.

**BUDGETED FUNDS:** Annual budgets are adopted for all funds except certain trust and agency funds, if applicable. Controls for trust and agency funds are achieved through stipulations in the trust agreements or by State or Federal agency requirements.

**BALANCED BUDGET:** The budget must be balanced for all budgeted funds. Total estimated expenditures for each of the governmental fund types must equal total anticipated revenues plus that portion of beginning of the year unreserved fund balance, in excess of the required fund balance reserve. Estimated expenses for proprietary fund types must equal total anticipated revenues and unreserved retained earnings.

**FUND RESERVES:** The Town will maintain a fund reserve for the general fund to pay expenditures caused by unforeseen emergencies, for shortfalls caused by revenue declines and to eliminate any short-term borrowing for cash flow purposes. This reserve shall be maintained at an amount that represents 5% of total General Fund operating budgeted revenues. Annual contribution will be budgeted from General Fund resources as available to maintain the target reserve level. This is in addition to the carryover balance discussed next.

The Town’s general fund will maintain a year-to-year “carryover balance” in an amount necessary to maintain adequate cash flow and to reduce the demand for short-term borrowing. The carryover balance will equal 90 days operating expenditures from the prior year. All other funds must never incur a negative fund balance. Reserve funds in the Water utility operating fund should equal 5% of prior year total operating expenses and have a carryover balance equal to 90 days prior year operating expenses.

The Town will establish an equipment reserve fund and, when fiscal resources permit, will appropriate funds to it annually to provide for the timely replacement of equipment.

All expenditures drawn from reserve accounts shall require prior Town Council approval unless previously specifically authorized by the Town Council for expenditure in the annual budget.



**THE BUDGETARY BASIS OF ACCOUNTING:** Budgets for governmental fund types will be adopted on a basis of accounting consistent with generally accepted accounting principles (GAAP). Revenues are recognized when they become measurable and available, and expenditures are encumbered against the budget when they become measurable, or a liability has been incurred, and the liability will be liquidated with current resources. All outstanding expenditures are charged to the budget in the year initially incurred.

**APPROPRIATIONS AT YEAR-END:** All budgeted expenditures not authorized by a purchase order lapse at year-end. Expenditures placed with an authorized purchase order before year-end must be invoiced by June 30 and must be paid within 30 calendar days of the close of the fiscal year. Expenditures not paid within this time frame are then charged against the new year's budget.

**THE LEGAL LEVEL OF BUDGETARY CONTROL:** The budget shall be adopted at the fund level.

The State of Arizona Expenditure Limitation statute requires that the budget cannot be increased after final adoption. Expenditures may not exceed the budgeted total of the fund without the Town Council's approval. If approved, an additional Town Council approval is needed for payment from the Contingency fund to cover the overage.

The budgeted amount for salaries and benefits for each department may not be increased without the approval of the Town Council.

Department heads may request the reallocation of appropriations within a department from one item to another (other than increasing salaries, benefits, and capital improvement projects), subject to the approval of the Town Manager.

The Town Manager, subject to Town Council approval, may reallocate appropriations between departments.

The adopted budget cannot be amended in any way without the approval of Town Council.

**BUDGETARY REPORTING SYSTEM:** The Town will maintain a budgetary control system to ensure adherence to the budget and will prepare timely monthly financial reports comparing actual revenues and expenditures with budgeted amounts. These reports will be distributed to the Town Manager, department heads and will be included in one Council agenda packet per month.

The budgetary reporting system will conform to the Government Finance Officer's Association standards for financial reporting and budgeting, the Governmental Accounting Standards Board as well as any other professional standards as required.

A dark green rectangular box with a wavy top and bottom edge, containing the text "Financial Reporting Policy" in white, bold, sans-serif font.

### Financial Reporting Policy

The Town is required to have an annual audit for its financial statements. The following provides policy guidance regarding accounting, general audit and financial reporting.

**ACCOUNTING AND REPORTING STANDARDS:** The Financial Services Department will establish and maintain a high standard of accounting practices. Accounting standards will conform to current generally accepted accounting practices (GAAP) as promulgated by the Governments Accounting Standards Board (GASB) and will follow industry best practices as applicable.

**ANNUAL AUDIT:** An annual audit will be conducted and budgeted for in the general fund and any other fund requiring intensive auditing work as part of the creation of the Town financial statements.

All general purpose, combining and individual fund and account group statements and schedules shall be subject to a full scope audit.

All Town departments are subject to audit for compliance with the laws and statutes of the State of Arizona and the policies of the Town of Payson.

All state, federal, and local grant funding is subject to a financial and compliance audit.

Every five (5) years, the Town will issue a request for audit services to all qualified audit firms located within the State of Arizona.

The award of auditing services will be made solely on the response to the request for proposal.

After an auditing firm has been chosen, an auditing services contract will be approved by the Town Council.

**FINANCIAL STATEMENTS:** The Comprehensive Annual Financial Report (CAFR) will be prepared by Town staff and will be used by the auditors during the audit process.

Each year, the CAFR will be submitted to the Government Financial Officer's Association (GFOA) national award program

**POPULAR REPORT:** Town staff will create and publish an annual Popular Report (PAFR). The PAFR is a condensed, easy to read financial statement.

Each year, the PAFR will be submitted to the Government Finance Officer's Association (GFOA) national award program.



**BUDGETARY REPORTING:** The budgetary reporting system will conform to the Government Finance Officer's Association (GFOA) standards for financial reporting and budgeting, the Governmental Accounting Standards Board (GASB) and other professional standards.

**MONTHLY REPORTS:** The Town will maintain a budgetary control system to ensure adherence to the budget and will prepare timely monthly financial reports comparing actual revenues and expenditures with budgeted amounts. These reports will be distributed to the Town Manager, department heads and will be included in one Council agenda packet per month.

**ANNUAL BUSINESS PLAN:** A Town-wide annual business plan will be completed each year after the Corporate Strategic Plan has been updated by the Town Council. The annual business plan will provide a statement as to what is anticipated to be accomplished toward the strategic goals based on the allocation of estimated resources in the budget for the new fiscal year.

The business plan helps determine the departmental budgets, sets the direction for staff focus in the upcoming fiscal year and creates performance measures that can be used to evaluate the effectiveness of the business plan.

**ANNUAL BUDGET DOCUMENT:** Following the adoption of the annual budget, staff will create and publish the annual budget document.

Each year, the budget document will be submitted to the Government Finance Officer's Association (GFOA) national award program.

**HISTORICAL TREND ANALYSIS:** Town staff will update the Historical Trend Analysis after the financial statements and the audit is completed. This analysis is based on the International City/County Management Association (ICMA) Financial Trend Monitoring System (FTMS).

The Historical Trend Analysis document will be distributed to the Town Council and available to the public upon completion.

#### Financial Stability Policy

The Town levies a sales tax, assesses business license fees, receives State shared revenues and franchise fees and collects assessments on real property within certain improvement districts. In addition, the Town assesses user charges for the water utility, building and code services, public works services and recreation programs and services. The Town has many expenditures as well.



The following policies provide guidance regarding the assessing and collecting of these revenues, using those revenues to pay expenditures and maintaining a healthy balance between them.

**REVENUES:** The Town will attempt to maintain a diversified and stable revenue stream to shelter it from short-run fluctuations in any single revenue source. The revenue mix should combine elastic and inelastic revenue sources to minimize the effect of economic downturns.

The Town will strive to keep the revenue system simple, which will result in a decrease of compliance costs for the taxpayer or service recipient and a corresponding decrease in avoidance to pay.

The revenue system of the Town will strive to maintain equity in its structure to avoid a disproportionate burden levied on a particular taxpayer group. The Town will seek to minimize or eliminate all forms of subsidization between entities, funds, services, and customers. However, it is recognized that public policy decisions may lead to subsidies in certain circumstances.

The Town will strive to structure its tax base to retain and promote business and industry.

**REVENUE DECLINES:** For short-term (anticipated less than one year) economic downturns and temporary gaps in cash flow, expenditure reductions or restrictions may be imposed. Council may approve a contribution from reserves, inter-fund loans and/or transfers from the Rainy Day fund to address temporary downturns in Town revenue. Inter-fund loans may be utilized to cover temporary gaps in cash flow.

Deficit financing and borrowing to support on-going operations is not the policy of the Town as a response to long-term (greater than one year) revenue shortfalls. Revenue projections will be revised. Expenses will be reduced to conform to the revised long-term revenue forecast or revenue increases will be considered.

**USER CHARGES:** The Town will establish fees and user charges at a level related to the total cost of providing that service, although fees may be set at a rate that does not recover the total cost of the program.

When establishing user charges, the following issues must be considered:

- Cost of service
- Pricing to encourage or limit demand
- Identifiable benefits
- Discourage waste



When imposing new fees and/or charges, the proposed fee/charge should be examined using the following criteria:

1. Sufficiency—Fees/charges should recover the full cost of issuance, administration, and enforcement, recognizing that adjustments may be necessary for the benefit of the public.
2. Efficiency—Fees/charges should be designed for easy, inexpensive administration by the Town and easy, inexpensive compliance by the individual/business paying the fee/charge. (A minimum of the revenue raised through collection of a fee/charge should be consumed in the process of raising it.)
3. Simplicity—Fees/charges will be developed for easy understanding by the payee and Town officials, leaving as small a margin as possible for subjective interpretations.

Town staff will review all fees and charges annually in order to keep pace with the cost of providing that service.

**UTILITY RATES:** Utility user charges for the water utility will reflect the cost of service and will be established so that operating revenues are at least equal to operating expenditures. A portion of the user rates will cover the replacement of the utility facilities.

The utility will periodically conduct a comprehensive rate study. In each of the intervening years, the staff will review and update the current study.

The overhead fee is a payment from all Enterprise funds to the General Fund for the cost of overhead charges attributed to that Enterprise fund.

The amount of each year's overhead fee will be based on the estimated General Fund expenditures that represent the direct and indirect services provided to the Enterprise fund, less those that are billed directly to those funds.

The utility will maintain a reserve to meet unforeseen emergencies. This reserve shall be separate from the carryover balance. The carryover balance should be sufficient to maintain adequate cash flow and to reduce the demand for short-term borrowing.

**REVENUE COLLECTION:** The Town will follow an aggressive, but humane policy of collecting revenues. Unpaid billings will be sent to a collection agency or collected through the Town's own efforts after proper notice is given. Liens or credit report filings may also be used as a means of collections. All adjusted uncollectible accounts will be pursued to the limit of collector ability to maintain a goal of no more than .5% of 1% of the total revenue being adjusted for bad debt annually.

An understanding of the revenue sources increases the reliability of the revenue system. The Town will review its revenue sources and enact consistent collection policies so that assurances can be provided that the revenue base will materialize according to budget.



**REVENUE HANDBOOK:** A revenue handbook may be maintained annually. This handbook will be utilized to adjust for fees and user charges. The handbook will include at least the following information:

- Revenue sources
- Legal authorization
- Method of collection
- Rate or charge history
- Total revenue history

**GRANT/DEVELOPER FUNDING:** The Town will seek State/Federal grants and developer contributions for funding projects. Grants and contributions will not be budgeted unless the funding source has been identified and an application is contemplated to be submitted.

All potential grants shall be carefully examined for matching requirements. Some grants may not be accepted if the local matching funds cannot be justified or obtained. Grants may also be rejected if programs must be continued with local resources after grant funds are exhausted, unless the Town has the ability to continue to fund the program with available revenues.

**EXPENDITURES:** The Town will only propose operating expenditures that can be supported from on-going operating revenues. Before the Town undertakes any agreements that would create fixed on-going expenses, the cost implications of such agreements will be fully determined for current and future years with the aid of strategic planning models.

Capital expenditures may be funded from one-time revenues, but the operating budget expenditures will be reviewed for compliance with this policy provision.

Department heads are responsible for managing their budgets within the total appropriation for their department.

The Town may assess funds for services provided internally by other funds. The estimated direct and indirect costs of service will be budgeted and charged to the fund performing the service. Interfund service fees charged to recover these costs will be recognized as revenue to the providing fund. A review of the method for determining the amount of the inter-fund assessment will be reviewed at least every three (3) years.

**ADDITIONS TO PERSONNEL:** Emphasis is placed on improving individual and work group productivity rather than adding to the work force. The Town will invest in technology and other efficiency tools to maximize productivity. The Town will hire additional staff only after the need of such positions has been demonstrated and documented.

All compensation planning will focus on the total cost of compensation that includes direct salary, health care benefits, pension contributions, and other benefits of a non-salary nature that are a cost to the Town.

**BUDGETED CAPITAL ASSET MAINTENANCE:** The Town shall continue to support a scheduled level of maintenance and replacement of its infrastructure and fleet.



The Town will maintain its physical assets at a level adequate to protect the Town's capital investment and minimize future maintenance and replacement costs. The adopted operating budget will provide sufficient resources for the regular repair and maintenance of capital assets.

**FINANCIAL PROJECTIONS:** Financial projections for both revenue and expenditures are established in accordance with the policies set forth in Financial Policy 101.

The Town reviews the prior and current years' revenue/expenditures by line item to prepare the next year annual budget projections.

Revenue projections for major revenues (those which represent at least 10% of the General Fund) will present conservative, optimistic and best estimate projections. The projections shall be based on the best information available at the time.

Revenue projections will assess the full spectrum of resources that can be allocated for public services. Each year the Council shall review potential sources of revenue as part of the annual budget process.

### Investment Policy

**BANKING SERVICES:** Every five (5) years, the Town will issue a request for banking services to all qualified banks located within the Town's geographic boundaries.

The award of banking services will be made solely on the response to the request for proposal.

After a depository has been chosen, a banking services contract will be approved by the Town Council.

**INVESTMENTS:** The Town's investment policy is to minimize credit and market risk while maintaining a competitive yield on its portfolio. Cash temporarily idle is invested in the Local Government Investment Pool (LGIP) established pursuant to Section 35-326 Arizona Revised Statutes and operated by the Arizona State Treasurer.

**INVESTMENT REQUIREMENTS:** The Town invests all idle funds in the Local Government Investment Pool (LGIP) established by the State pursuant to A.R.S. 35-326.



Other eligible investments are: (A.R.S. 35-323)

1. Certificates of deposit in eligible depositories
2. Certificates of deposit in one or more federally insured banks or savings and loan associations in accordance with the procedures prescribed in section A.R.S. 35-323.01.
3. Interest bearing savings accounts in banks and savings and loan institutions doing business in this State whose accounts are insured by Federal deposit insurance for their industry, but only if deposits in excess of the insured amount are secured by the eligible depository to the same extent and in the same manner as required under this article.
4. Repurchase agreements with a maximum maturity of one hundred eighty (180) days.
5. The pooled investment funds established by the State Treasurer pursuant to section A.R.S. 35-326.
6. Obligations issued or guaranteed by the United States or any of the senior debt of its agencies, sponsored agencies, corporations, sponsored corporations or instrumentalities.
7. Bonds or other evidences of indebtedness of this State or any of its Counties, incorporated Cities or Town or school districts.
8. Bonds, notes or evidences of indebtedness of any county, municipal district, municipal utility or special taxing district within this state that are payable from revenues, earnings or a special tax specifically pledged for the payment of the principal and interest on the obligations and for the payment of which a lawful sinking fund or reserve fund has been established and is being maintained, but only if no default in payment on principal or interest on the obligations to be purchased has occurred within five (5) years of the date of investment, or, if such obligations were issued less than five (5) years before the date of investment, no default in payment of principal or interest has occurred on the obligations to be purchased nor any other obligations of the issuer within five (5) years of the investment.
9. Bonds, notes or evidences of indebtedness issued by any county improvement district or municipal improvement district in this state to finance local improvements authorized by law, if the principal and interest of the obligations are payable from assessments on real property within the improvement district. An investment shall not be made if:
  - (a) The face value of all such obligations, and similar obligations outstanding, exceeds fifty percent of the market value of the real property, and if improvements on which the bonds or the assessments for the payment of principal and interest on the bonds are liens inferior only to the liens for general ad valorem taxes.
  - (b) A default in payment of principal or interest on the obligations to be purchased has occurred within five (5) years of the date of investment, or, if the obligations were issued less than five (5) years before the date of investment, a default in the payment of principal or interest has occurred on the obligations to be purchased or on any other obligation of the issuer within five (5) years of the investment.



10. Commercial paper of prime quality that is rated “P1” by Moody’s investor’s service or rated “A1” or better by Standard and Poor’s rating service or their successors. All commercial paper must be issued by corporations organized and doing business in the United States.
11. Bonds, debentures and notes that are issued by corporations organized and doing business in the United States and that are rated “A” or better by Moody’s investor service or Standard and Poor’s rating service or their successors.

**ELIGIBLE DEPOSITORY REQUIREMENTS:** Certificates of deposit shall be purchased from the eligible depository bidding the highest permissible rate of interest. No monies over one hundred thousand dollars (\$100,000) may be awarded at any interest rate less than one hundred three percent (103%) of the equivalent bond yield of the offer side of United States Treasury bills having a similar term. If the eligible depository offering to pay the highest rate of interest has bid only for a portion of the monies to be awarded, the remainder of the monies shall be awarded to eligible depositories bidding the next highest rates of interest.

An eligible depository is not eligible to receive total aggregate deposits from this state and all its subdivisions in an amount exceeding twice its capital structure as outlined in the last call of condition of the superintendent of financial institutions.

If two or more eligible depositories submit bids of an identical rate of interest for all or any portion of the monies to be deposited, the award of the deposit of the monies shall be made to the eligible depository among those submitting identical bids having, at the time of the bid opening, the lowest ratio of total public deposits in relation to its capital structure.

Each bid submitted, and not withdrawn prior to the time specified, constitutes an irrevocable offer to pay interest as specified in the bid on the deposit, or portion bid for, and the award of a deposit in accordance with this section obligates the depository to accept the deposit and pay interest as specified in the bid pursuant to which the deposit is awarded.

The treasurer shall maintain a record of all bids received and shall make available to the board of deposit at its next regularly scheduled meeting a correct list showing the bidders, the bids received and the amount awarded. These records shall be available to the public and shall be kept in the possession of the treasurer for not less than two (2) years from the date of the report.

Any eligible depository, before receiving a deposit in excess of the insured amount under this article, shall deliver collateral for the purposes of this subsection equal to at least one hundred one percent of the deposit. The collateral shall be any of the following:



\*A bond executed by a surety company that is approved by the Treasury Department of the United States and authorized to do business in this state. The bond shall be approved as to form by the legal advisor of the treasurer.

\*Securities or instruments of the following character:

- (a) United States government or agency obligations
- (b) State, county, school district and other district municipal bonds
- (c) Registered warrants of this state, a county or other political subdivisions of this state, when offered as security for monies of the state, county or political subdivision by which they are issued
- (d) First mortgages and trust deeds on improved, unencumbered real estate located in this state. No single first mortgages or trust deeds may represent more than ten percent of the total collateral. The treasurer may require that the first mortgages or trust deeds comprising the total collateral security be twice the amount the eligible depository receives on deposit. First mortgages or trust deeds qualify as collateral subject to the following limitations:
  - (i) The promissory note or other evidences of indebtedness secured by such first mortgage or trust deed shall have been in existence for at least three years and shall not have been in default during this period.
  - (ii) An eligible depository shall at its own expense execute, deposit with the treasurer and record with the appropriate county recorder a complete sale and assignment with recourse in a form approved by the attorney general, together with an unconditional assumption of obligation to promptly pay to the entitled parties public monies in its custody upon lawful demand and tender of resale and assignment.

Eligible depositories may deposit the security described in this subdivision with the state treasurer, and county, city or town treasurers may accept the security described in this subdivision at their option.

The safekeeping receipt of a federal reserve bank or any bank located in a reserve city, or any bank authorized to do business in this state, whose combined capital, surplus and outstanding capital notes and debentures on the date of the safekeeping receipt are ten million dollars or more, evidencing the deposit therein of any securities or instruments described in this section. A safekeeping receipt shall not qualify as security, if issued by a bank to secure its own public deposits, unless issued directly through its trust department. The safekeeping receipt shall show upon its face that it is issued for the account of the treasurer and shall be delivered to the treasurer. The safekeeping receipt may provide for the substitution of securities or instruments which qualify under this section with the affirmative act of the treasurer.

The securities, instruments or safekeeping receipt for the securities, instruments or warrants shall be accepted at market value if not above par, and, if at any time their market value becomes less than the deposit liability to that treasurer, additional securities or instruments required to guarantee deposits shall be deposited immediately with the treasurer who made the deposit and deposited by the eligible depository in which the deposit was made.



The condition of the surety bond, or the deposit of securities, instruments or a safekeeping receipt, must be such that the eligible depository will promptly pay to the parties entitled public monies in its custody, upon lawful demand, and will, when required by law, pay the monies to the treasurer making the deposit.

Notwithstanding the requirements of this section, any institution qualifying as an eligible depository may accept deposits of public monies to the total than authorized insurance of accounts, insured by federal deposit insurance, without depositing a surety bond or securities in lieu of the surety bond.

An eligible depository shall report monthly to the treasurer the total deposits of that treasurer and the par value and the market value of any pledged collateral securing those deposits.

When a security or instrument pledged as collateral matures or is called for redemption, the cash received for the security or instrument shall be held in place of the security until the depository has obtained a written release or provided substitute securities or instruments.

The surety bond, securities, instruments or safekeeping receipt of an eligible depository shall be deposited with the treasurer making the deposit, and he shall be the custodian of the bond, securities, instruments or safekeeping receipt. The treasurer may then deposit with the depository public monies then in his possession in accordance with this article, but not in an amount in excess of the surety bond, securities, instruments or safekeeping receipt deposited, except for federal deposit insurance.

The following restrictions on investments are applicable:

- 1) An investment of public operating fund monies shall not be invested for a duration longer than three years.
- 2) The board of deposit may order the treasurer to sell any of the securities, and any order shall specifically describe the securities and fix the date upon which they are to be sold. Securities so ordered to be sold shall be sold for cash by the treasurer on the date fixed in the order, at the then current market price. The treasurer and the members of the board are not accountable for any loss occasioned by sales of securities at prices lower than their cost. Any loss or expense shall be charged against earnings received from investment of public funds.

If the total amount of subdivision monies available for deposit at any time is less than one hundred thousand dollars, the subdivision board of deposit shall award the deposit of the funds to an eligible depository in accordance with an ordinance or resolution of the governing body of the subdivision.

**CERTIFICATE OF DEPOSIT CONDITIONS :** If an investing entity invests in certificates of deposit pursuant to section 9-492, subsection C, section 15-1025, subsection B, paragraph 7, section 35-313, subsection A, paragraph 2, the investing entity in each case shall invest those monies in accordance with all of the following conditions:



- 1) The monies are initially invested through an eligible depository in this state selected by the investing entity.
- 2) The selected eligible depository arranges for the deposit of the monies in certificates of deposit in one or more federally insured banks or savings and loan associations wherever located, for the account of the investing entity.
- 3) The full amount of principal and any accrued interest of each certificate of deposit are insured by the federal deposit insurance corporation.
- 4) The selected eligible depository acts as custodian for the investing entity with respect to the certificates of deposit issued for its account.
- 5) At the same time that the investing entity's monies are deposited and the certificates of deposit are issued, the selected eligible depository receives an amount of deposits from customers of other federally insured financial institutions equal to or greater than the amount of the monies initially invested by the investing entity through the selected eligible depository.

Monies invested in accordance with all of the conditions prescribed in this section are not subject to any security or collateral requirements.

**INVESTMENT IN SINKING FUNDS:** The governing body of a municipality may invest its sinking funds in United States, state, or county bonds or in bonds, debentures or other obligations issued by the federal land banks, the federal intermediate credit banks or the banks for cooperatives (A.R.S. 9-492)

The governing body of a municipality may invest its surplus or idle funds in United States treasury bills, notes or bonds which have a maturity date of not more than one year from the date of investment and in accounts of any savings and loan association insured by an agency of the government of the United State, up to the amount of such insurance. (A.R.S. 9-492)

The governing body of a municipality may invest its surplus or idle funds in accordance with the procedures prescribed in section 35-323.01. (A.R.S. 9-492)

All sinking fund of this state, or a county, city, town or school district, or hospital, irrigation or drainage district organized as provided by law may be invested and reinvested by the governing body or officer in charge of the sinking funds. The investment shall be made for the best interests of the state or political subdivision described in this subsection. (A.R.S. 35-328)

In the absence of specific direction in the bond indenture, the funds may be invested or reinvested in any of the investment securities allowed for trust funds. (A.R.S. 35-328)

#### **DEFINITIONS**

Agency pool participant—a subdivision or an entity of a subdivision that has monies maintained by the treasurer and that has the authority to draw negotiable instruments on the treasurer or make other disbursements from monies that the treasurer holds for the subdivision or entity. (A.R.S. 35-321)

Board of Deposit—Common Council (A.R.S. 35-321)



Capital Structure—amount of the capital of the eligible depository shown by the latest call statement of condition as defined by rule of the superintendent of financial institutions for the purpose of administration of this article. (A.R.S. 35-321)

Collecting Entity—entity from which the treasurer receives general funding including the county for collections performed by a county treasurer, the city for collections performed by a city treasurer or the district for collection performed by a district treasurer. (A.R.S. 35-321)

Elastic Revenue—Revenue types that are highly responsive to changes in the economic base and inflation. Example: Sales taxes.

Eligible Depository—any: (a) Commercial or savings bank or savings and loan association having either a branch in this state or its principal place of business in this state and insured by the federal deposit insurance corporation or its successor or any other insuring instrumentality of the United States according to the applicable federal law. (b) Credit union that is insured by the national credit union administration or its successor. (A.R.S. 35-321)

Inelastic Revenue—Revenue types that are not affected by changes in economic base and inflation. Example: Permit fees.

Investing Entity—the state, a political subdivision, the governing body of a municipality or the governing body of a school district. (A.R.S. 35-323.01)

Involuntary Pool Participant—subdivision that only receives the principal ratio of the monies collected, for which the principal monies are mandated to be distributed on a specific date and for which the interest earned on the monies between the time of collection and other statutory requirements reverts to the general fund of the collecting entity. (A.R.S. 35-321)

Permissible Rate of Interest—rate of interest which an eligible financial institution is permitted to pay by state or federal law or valid state rules or federal regulations. (A.R.S. 35-321)

Public Deposit—public monies deposited in an eligible depository pursuant to this article. (A.R.S. 35-321)

Public Monies—includes subdivision monies. (A.R.S. 35-321)

State Monies—all monies in the treasury of this state or coming lawfully into the possession or custody of the state treasurer. (A.R.S. 35-321)

Subdivision—any county, non-charter city or town. Cities governed by charter have the option of operating under this article (A.R.S. 35-321)

Subdivision monies—all monies in the treasury of a subdivision or coming lawfully into the possession or custody of the treasurer. (A.R.S. 35-321)

Treasurer—includes the treasurer or officer exercising the functions of treasurer of any subdivision but excludes the state treasurer. (A.R.S. 35-321)



Trust Funds—those monies entrusted to a public body or official for preservation and investment, as prescribed by the instrument establishing such funds. (A.R.S. 35-321)

References

Arizona Revised Statutes:

9-492 Cities and Towns

15-1025 Education

35-313; 35-323; 35-326; 35-328 Public Finances

**DEBT POLICY**

The Debt Management Policy establishes the framework for overall planning and execution for Town debt management. It sets forth guidelines against which current debt issuance planning can be measured and proposals for future debt issues can be evaluated.

**INTRODUCTION:** When authorized by the Council, the Town will issue long-term debt for high cost, long-lived capital projects / assets. The Town will issue short-term debt only when it is impossible to fund a project / asset initially through long-term debt. Debt issuance will conform to the debt limitations as set by State statutes.

**ISSUING DEBT:**

The issuance of short-term debt is limited to projects / assets that cannot be funded initially through long-term debt.

The issuance of long-term debt is limited to capital projects and assets that the Town cannot finance from current revenues or resources.

For purposes of this policy, current resources are defined as that portion of fund balance in excess of the required reserves (see Policy FIN 101 Section 1.1.7 Fund Reserves).

Every effort will be made to limit the payback period of the bonds to the estimated useful life of the capital projects or assets.

The Town will use long-term debt financing when the following conditions exist:

- Non-continuous capital improvements are desired
- Future citizens will receive a benefit from the improvement

When the Town utilizes long-term debt financing, it will ensure that the debt is financed soundly by:

- Conservatively projecting the revenue sources that will be utilized to repay the debt.
- Financing the improvement over a period of not greater than the useful life of the improvement
- Determining the cost benefit of the improvement, including the interest cost, is positive.

**THE AMOUNT OF DEBT ISSUANCE:**

The Town will use debt ratios based on debt per assessed value, debt per capita, and debt per capita as a percentage of per capita income as guides. These ratios will assist in guiding amounts that the Town will permit in debt issuance.

The Town will conform to the debt limitations as set forth by the State statutes. Compliance with state law and this policy will be documented each year in the Town's Comprehensive Annual Financial Report.

Individual percentages, as defined by state law, shall not exceed in any specific debt category:

- General Debt 6% of secondary net assessed valuation
- Utility Debt 20% of secondary net assessed valuation
- Open Space & Park Facilities 20% of secondary net assessed valuation

No debt shall be issued for which the Town is not confident that a sufficient, specifically identified revenue source is available for repayment. The Chief Fiscal Officer shall prepare an analytical review for this purpose prior to the issuance of any debt.

**DEBT MATURITIES:**

The Town will keep the average maturity of general obligation bonds at twenty years or less.

All efforts will be made to limit the long-term debt maturity schedule to the estimated useful life of the capital asset constructed or purchased.

**OTHER POLICIES:**

Annual budget appropriations shall include debt service payments and reserve requirements for all long-term debt outstanding, as set forth in the bond covenants.

Debt issues will be sold on a competitive basis, except when conditions make a negotiated sale preferable, and awarded to the bidder who produces the lowest interest cost. Revenue bonds can be issued through a negotiated sale when the issue is unusually large, the project is speculative or complex, the issue is a refunding or the market is unstable.

Debt service costs (GO, MPC, Revenue Bond and Contractual Debt) shall not exceed 25% of the Town's operating revenue. Improvement District (ID) debt is not included in this calculation because it is paid by the property owners of the district.

General obligation debt that is supported by property tax revenues and grows in proportion to the Town's assessed valuation or community acceptable property tax rates will be utilized as authorized by voters. Other types of voter-approved debt may also be utilized when they are supported by dedicated revenue sources (e.g., fees and user charges).

The following considerations will be made to the question of pledging of project (facility) revenues towards debt service requirements:

- The project requires moneys not available from other sources.
- Matching fund moneys are available, which may be lost if not applied for in a timely manner.
- Catastrophic conditions



- The project to be financed will generate net positive revenues (i.e., the additional tax revenues generated by the project will be greater than the debt service requirements). The net revenues should not simply be positive over the life of the bonds, but must be positive each year within a reasonably short period (e.g., by the third year of debt service payments).

Improvement District (ID) bonds shall be issued only when there is a general Town benefit. ID bonds will be utilized only when it is expected that they will be issued for their full term. It is intended that Improvement District bonds will be used primarily for neighborhoods desiring improvements to their property such as roads, streetlights, public utilities and storm drainage.

Improvement District debt will be permitted only when the full cash value of the property-to-debt ratio (prior to improvements being installed) is a minimum of 3:1 prior to issuance of debt and 5:1 or higher after construction of improvements. In addition, the Town's cumulative improvement district debt will not exceed 5% of the Town's secondary assessed valuation.

Utility rates will be set, as a minimum, to ensure the ratio of revenue-to-debt service meets bond indenture requirements of 1:2. The Town goal will be to maintain a minimum ratio of utility revenue-to-debt service of 1:6 to ensure debt coverage in times of utility revenue fluctuations attributable to weather or other causes and to ensure a balanced, pay-as-you-go Capital Improvement Plan.

The Town may issue inter-fund loans.

Reserve accounts shall be maintained as required by bond covenants or as advisable by the Town Council. The Town shall structure such debt service reserves so that they do not violate IRS arbitrage regulations.

**PROFESSIONAL SERVICES:**

All professional service providers (underwriters, financial advisors, bond insurer's etc) selected in connection with the Town's debt issues will be selected in accordance with the Town's procurement policies. In most cases this will require a request for proposal process.

The Town shall maintain an open line of communication with the rating agencies (Moody's and Standard & Poor's etc.) informing them of major financial events in the Town as they occur. The Comprehensive Annual Financial Report (CAFR) shall be distributed to the rating agencies no later than January 31 of the following year of the CAFR.

## CAPITAL IMPROVEMENT POLICY

This policy establishes the framework for overall planning and execution for Town capital improvements. It sets forth guidelines against which current planning and performance can be measured and proposals for future projects can be evaluated.

### INFRASTRUCTURE AND CAPITAL NEEDS

**INTRODUCTION:** A capital improvement program (CIP) is a long-range plan of purchasing, constructing and maintaining the Town's capital assets. A capital budget is the portion of the operating budget that funds capital costs.

**DEVELOPING A CAPITAL IMPROVEMENT PROGRAM (CIP):** A capital improvement program (CIP) will be developed for a period of five years. As resources are available, the most current year of the CIP will be incorporated into the current year's operating budget. The CIP will be reviewed and updated annually.

**DEFINING CAPITAL ASSETS FOR A CIP:** For the CIP, all land and land improvements, building projects and equipment which results in a capitalized asset costing more than \$5,000 and having a useful life (depreciable life) of five years or more.

**PRIORITIZING PROJECTS:** Capital projects and/or capital asset purchases will receive a higher priority if they meet one or more of the following criteria:

- Project / asset is mandatory
- Project / asset is regulatory or environmentally driven
- Project / asset spurs economic development
- Project / asset improves efficiency
- Project / asset provides a needed service
- Project / asset will have a high usage
- Project / asset will have a useful life of longer than two years
- Project / asset will reduce operating and maintenance costs
- Project / asset has available state/federal grants
- Project / asset eliminates a hazard
- Project / asset is a prior commitment

**ALLOCATING RESOURCES TO CIP:** The Town will maintain an equipment reserve fund to pay for equipment capital assets. Each annual budget, budgetary resources allowing, will set aside an amount equal to the depreciation of the equipment capital assets.

Capital projects will be funded through a combination of allocated revenues, state / federal grants, and authorized debt.



Capital projects must meet the following criteria:

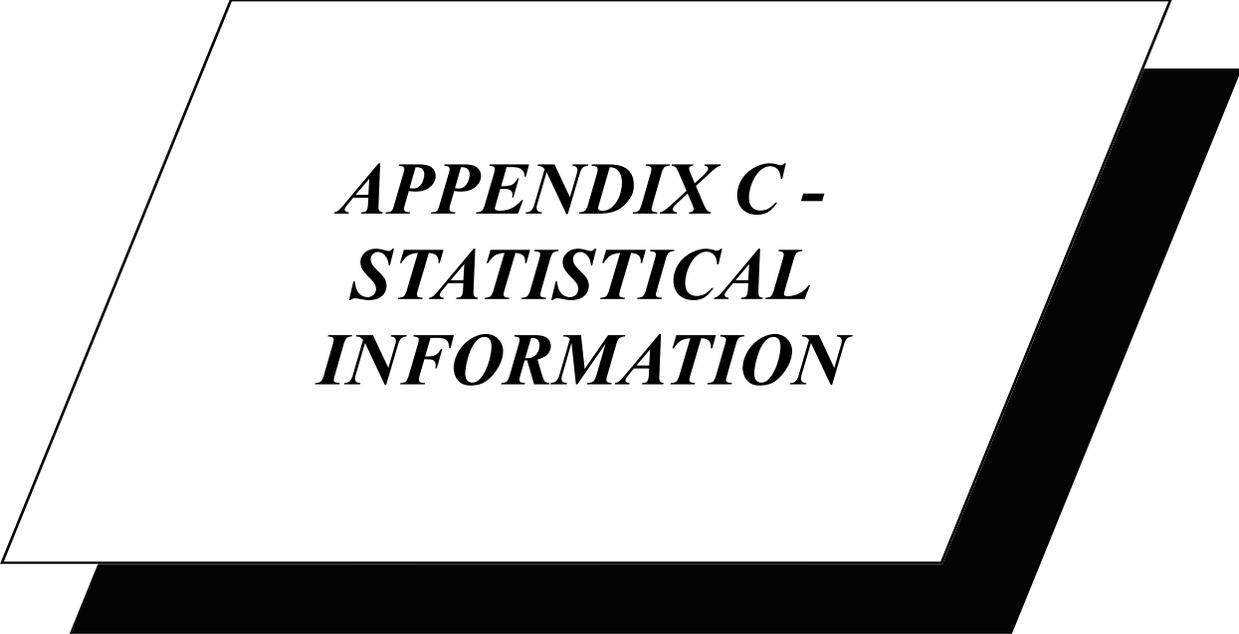
- If debt funded, the term of the debt should not exceed the useful life of the project.
- Capital projects shall be built to specifications which enable them to be self-sustaining whenever possible.
- Long-term debt will be funded through revenue bond issues whenever feasible, to maximize the general obligation debt limitation.

Capital improvement life cycle costs will be coordinated with the development of the Operating Budget. Future operating, maintenance and replacement costs associated with new capital improvements will be forecast, matched to available revenue sources, and included in the Operating budget.

**REPORTING:** With the exception of “on-going projects”, each project shall be described such that development phases are delineated as separate stages of the project. Examples include land acquisition, design and construction. “On-going projects” represent annual capital programs such as street overly, sidewalk expansion or traffic signal rebuild.

An estimate of the operating budget impact of each proposed project shall be identified and incorporated into the Town Corporate Strategic Financial Plan.

The adopted CIP shall constitute the Town’s long-range plan for capital expenditures and shall be consistent with the Payson Corporate Strategic Plan.



***APPENDIX C -  
STATISTICAL  
INFORMATION***



**STAFFING HISTORY**

**Authorized Positions**

Department/Division	05/06	06/07	07/08	08/09	09/10	10/11	11/12	12/13	13/14	14/15
Town Manager	2.00	2.00	2.00	2.00	5.00	5.00	5.00	4.00	4.00	5.00
Town Attorney	5.00	5.00	5.00	4.50	4.50	4.00	4.00	4.00	4.50	4.50
Town Clerk	5.00	5.00	7.00	6.00	4.00	4.00	4.00	4.00	3.00	3.00
Central Services	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.50	1.50
Financial Services	8.00	8.00	6.00	6.00	6.00	6.00	6.00	7.00	7.00	7.00
Police	42.00	45.00	48.00	48.00	48.00	48.00	48.00	48.00	50.00	51.00
Fire	25.00	25.00	25.00	25.00	25.00	24.00	27.00	33.00	32.00	32.00
Human Resources	3.50	3.50	3.50	1.00	2.00	3.00	3.00	3.00	3.00	3.00
Community Dev	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00
Building	6.00	6.00	8.00	8.00	8.00	8.00	8.00	8.00	8.00	6.00
Planning	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	2.00	4.00
Airport	1.00	1.00	1.00	1.00	1.00	1.00	1.50	1.50	1.50	1.50
Public Works	16.50	16.50	17.00	17.00	22.50	22.50	22.00	22.00	22.00	22.00
Water Department	17.00	17.00	17.00	19.00	19.00	22.00	21.00	21.00	20.00	20.00
Library	6.00	7.00	8.00	8.00	8.00	8.00	8.00	8.00	8.00	8.00
Recreation & Tourism	9.50	11.50	11.50	11.50	7.00	7.00	6.50	6.50	6.50	6.50
Authorized Positions	152.50	158.50	165.00	163.00	166.00	168.50	170.00	176.00	175.00	177.00
Frozen Positions					14.00	16.00	15.00	19.00	15.00	14.00
Total Authorized to Fill	152.50	158.50	165.00	163.00	152.00	152.50	155.00	157.00	160.00	163.00

**Positions Frozen Pending Economic Recovery**

Department	Division	Title	FY12/13	FY13/14	FY14/15
Town Manager	Human Resources	Human Resources Technician	1.00	-	-
Town Manager	Town Manager	Executive Assistant	1.00	1.00	1.00
Town Clerk	Town Clerk	Chief Deputy Clerk	1.00	1.00	1.00
Financial Services	Financial Services	CFO	1.00	1.00	1.00
Financial Services	Financial Services	Deputy CFO	1.00	1.00	1.00
Police	Operations	Sergeant	1.00	1.00	1.00
Police	Operations	Officer	2.00	2.00	2.00
Police	Operations	Secretary	1.00	1.00	-
Building	Building	Plans Examiner II	1.00	1.00	1.00
Building	Building	Building Inspector II	1.00	1.00	1.00
Community Development	Admin	Community Development Director	1.00	1.00	1.00
Public Works	Streets	Street Maintenance Worker	2.00	1.00	1.00
Public Works	Parks Maintenance	General Maintenance Worker	2.00	-	-
Library	Library	Library Clerk	1.00	1.00	1.00
Recreation & Tourism	Trails	Recreation Coordinator	1.00	1.00	1.00
			<b>18.00</b>	<b>14.00</b>	<b>13.00</b>
In addition, the following full-time positions are currently filled with part-time staff pending economic recovery:					
Town Attorney	Town Attorney	Legal Secretary	0.50	0.50	0.50
Financial Services	Financial Services	Grant Coordinator	0.50	0.50	0.50
			<b>1.00</b>	<b>1.00</b>	<b>1.00</b>



### Budgeted Positions

	FY	FY	FY
<u>Department</u>	<u>12/13</u>	<u>13/14</u>	<u>14/15</u>
Town Manager	3.00	3.00	4.00
Town Attorney	3.50	4.00	4.00
Town Clerk	3.00	2.00	2.00
Central Services	-	1.50	1.50
Financial Services	4.50	4.50	4.50
Police	46.00	46.00	47.00
Fire	33.00	32.00	32.00
Human Resources	2.00	3.00	3.00
Community Dev	1.00	1.00	1.00
Building	5.00	5.00	5.00
Planning	2.00	2.00	3.00
Airport	2.00	2.00	2.00
Public Works	19.00	21.00	21.00
Water Department	20.00	19.00	19.00
Library	7.00	6.50	6.50
Recreation & Tourism	5.00	5.00	5.00
	156.00	157.50	160.50

#### Explanation Regarding Changes in Budgeted Staffing

##### Town Manager

One Economic Development Specialist position added

##### Town Clerk

One Deputy Town Clerk promoted to Chief Deputy Town Clerk

##### Police

Authorization to fill one Secretary position previously frozen pending economic recovery

##### Building

Chief Building Official reclassified

##### Planning

One Building Inspector position replaced with Code Compliance Specialist

One Planning Technician promoted to Planning Specialist I

One Zoning Administrator promoted to Planning & Development Director

##### Streets

Three Street Maint. Worker I promoted to Street Maint. Worker II

One Secretary promoted to Administrative Secretary

##### Water

One Water Systems Operator II promoted to Water Systems Operator III

Two Water System Operator III promoted to Water System Operator IV

One Water Systems Operator IV promoted to Water Systems Crew Leader

One Utility Customer Service Rep II promoted to Utility Customer Service Rep III

One Utility Customer Service Rep I promoted to Utility Customer Service Rep II



## PRINCIPAL EMPLOYERS

	2014
Employer	Employees
Mazatzal Casino	320
Payson Regional Medical Center	320
Payson Unified Schools	304
Walmart	295
Gila County	167
Town of Payson	161
Rim Country Health	145
Payson Care Center	143
Safeway	120
Home Depot	100
USFS	80
Bashas #54	75
Chapman	32
Total	2262

Sources: Human Resource and Personnel Departments of the above-mentioned businesses

## DEMOGRAPHIC AND ECONOMIC STATISTICS

Calendar Year	Population	Median Family Income	Per Capita Personal Income	Median Age	School Enrollment	Unemployment Rate
2005	15,375	39,500	n/a	48.9	2,613	3.2%
2006	15,430	39,973	n/a	48.9	2,806	3.2%
2007	16,742	39,973	n/a	49.1	2,812	4.1%
2008	16,965	39,973	n/a	50.5	2,712	4.6%
2009	17,281	40,993	n/a	49.3	2,657	7.3%
2010	17,281	40,993	n/a	49.3	2,352	7.9%
2011	15,301	35,213	n/a	53.1	2,420	11.0%
2012	15,301	42,342	25,716	53.1	2,225	9.6%
2013	15,215	43,741	24,914	53.1	2,485	9.6%
2014	15,205	43,535	24,690	52.9	2,415	7.5%

Sources: US Department of Commerce, US Census, Payson Unified School District, Sperling's Best Places

Town of Payson, Arizona  
**Glossary of Terms**  
 Budget

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**ACCOUNTING SYSTEM** The total set of records and procedures used to record, classify, and report information on the financial status and operations of an entity.

**ACCOUNTS PAYABLE** A short-term liability account reflecting amounts owed to private persons or organizations for goods and services received by a government (but not including amounts due to other funds of the same government or to other governments).

**ACCOUNTS RECEIVABLE** An asset account reflecting amounts owed by private individuals or organizations for goods and services furnished by a government.

**ACCRUAL BASIS** Refers to the accounting of revenues and expenditures on the basis of when they are incurred or committed, rather than when they are made or received.

**ADOPTED** As used in fund, summaries, department and program summaries within the budget, represents the budgets as approved by Council.

**ADOPTION** A formal action taken by Council that sets the spending limits for the fiscal year.

**APPROPRIATION** Legal authorization adopted annually, by the legislative body (Town Council) to make expenditures and obligate money for specific purposes. An appropriation is limited in the amount and the period of time in which it may be expended.

**APPROPRIATED BUDGET** The expenditure authority created by the appropriation resolution/ordinance, which is signed into law, and the related estimated revenues. The appropriated budget would include all reserves, transfers, allocations, supplemental appropriations and other legally authorized and executive changes.

**ARBITRAGE** The investment of bond proceeds in higher yielding securities, resulting in interest revenue in excess of interest costs.

**ARRA** American Recovery and Reinvestment Act of 2009

**ASSESSED VALUATION** A determination of the value of real or personal property as a basis for levying taxes.

**ASSET** Resources owned or held by a government, which have monetary value.

**AVAILABLE (UNDESIGNATED) FUND BALANCE** Refers to funds remaining from the prior year that are available for appropriation and expenditure in the current year.

**BALANCE SHEET** The basic financial statement, which discloses the assets, liabilities, and equities of an entity at a specified date in conformity with GAAP.

**BALANCED BUDGET** The expenses/expenditures do not exceed the budgeted revenue plus the unreserved fund balance.

**BARS** Budgeting, Accounting and Reporting System. Refers to the accounting rules established by the State Auditor's office.

**BEGINNING FUND BALANCE** An account used to record estimated and actual resources available for expenditure in one fiscal year because of revenues collected in excess of the budget and/or under-expenditure of the prior years' budgets.

**BENEFITS** The Town provided employee benefits such as retirement, worker's compensation, life insurance, medical insurance and dental insurance.

**BOND** A certificate obligating the payment of a specified sum of money which includes the principal or face value, plus interest, to be computed at a specified rate on a specified date or dates in the future or the maturity date(s).

**BONDED DEBT** That portion of indebtedness represented by outstanding bonds.

**BUDGET** A plan of financial operation embodying an estimate of proposed expenditures for a given period and the proposed revenue, or means of financing the expenditures.

**BUDGET CALENDAR** The schedule of key dates or events, which the Town follows in the preparation, adoption and administration of the budget.

**BUDGETARY BASIS** This refers to the basis of accounting used to estimate financing sources and uses in the budget. This generally takes one of two forms: cash or modified accrual

**BUDGETARY CONTROL** The control or management of a governmental unit or enterprise in accordance with an approved budget for the purpose of keeping expenditures within the limitations of authorized appropriations and available revenues.

**BUDGET MESSAGE** A written general dialogue of the budget, presented by the budget making authority. It provides Council & Citizens with a general summary of the most important budget issues, changes from recent fiscal years and recommendations regarding the financial policy for the coming year.

**CAPITAL ASSET** Tangible assets having a life over one year obtained or controlled as a result of financial transactions, events or circumstances. Capital assets include buildings, equipment, improvements other than buildings and land.

**CAPITAL EXPENDITURES/OUTLAYS** Expenditures that result in the acquisition of or addition to fixed assets that are priced more than \$5,000.

**CAPITAL IMPROVEMENT PLAN (CIP)** A plan which prioritizes and schedules proposed capital construction projects and major equipment acquisition.

**CAPITAL OUTLAY** Expenditures resulting in the acquisition or addition to the government's general capital assets. These assets usually have a useful life of more than one year.

**CAPITAL PROJECTS** Projects which purchase or construct capital assets. Typically a capital project encompasses a purchase of land and/or the construction of a building or facility.

**CAPITAL PROJECT CONSTRUCTION FUNDS** A type of fund that accounts for major general government construction projects financed by long-term general obligations or other financing.

**CASH BASIS ACCOUNTING** The method of accounting where revenues are recorded when received and expenditures are recorded when paid.

**CDBG** An acronym for Community Development Block Grant, which is an annual federal grant that can be used to revitalize neighborhoods and expand affordable housing.

**CERTIFICATES OF OBLIGATIONS (COP's)** Similar to general obligation bonds except the certificates require no voter approval.

**CIP** An Acronym for Capital Improvement Plan

Town of Payson, Arizona  
**Glossary of Terms**  
 Budget

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**COMPREHENSIVE PLAN** A plan required by the state for the future growth and development of the Town.

**CONTRACTUAL SERVICES** The costs related to services performed for the Town by individuals, business, or utilities.

**COST** The amount of money or other consideration exchanged for goods or services. Costs may be incurred even before money is paid; that is, as soon as liability is incurred. Ultimately, however, money or other consideration must be given in exchange.

**COST-OF-LIVING ADJUSTMENT (COLA)** An increase in salaries to offset the adverse effect of inflation on compensation.

**COUNCILMANIC BONDS** Intermediate to long-term debt instruments issued by Town Council authorization. By state law, the maximum amount of councilmanic bonds that may be sold is equal to 1.5 percent of the Town's assessed valuation.

**CSP** An acronym for Corporate Strategic Plan

**CURRENT ASSETS** Those assets, which are available or can be made readily available to finance current operations or to pay current liabilities. Those assets that will be used up or converted into cash within one year. Some examples are cash, temporary investments, and taxes receivable, which will be collected within one year.

**CURRENT LIABILITIES** Debt or other legal obligation arising out of transactions in the past, which must be liquidated, renewed, or refunded within one year.

**DEBT SERVICE** The process of accumulating resources for and making payment of long-term debt principal and interest.

**DEBT SERVICE FUND** A fund used to account for the accumulation of resources for, and the payment of, general long-term debt principal and interest.

**DEBT SERVICE/LEASE** A cost category which typically reflects the repayment of short-term (less than 5 years) debt associated with the acquisition of capital equipment

**DEPARTMENT** An organizational or budgetary unit. Each department serves a specific function as a distinct organizational unit of government, having budget accountability.

**DEPRECIATION** Consumption of the service life of capital assets, due to normal wear, deterioration, environmental elements, passage of time and obsolescence. The portion of the cost of a capital asset charged as an expense during a specified period based on service life of the asset and ultimately expending the entire cost of the asset.

**DEVELOPMENT-RELATED FEES** Those fees and charges generated by building, development and growth in a community. Included are building and street permits, development review fees, and zoning, platting and subdivision fees.

**DISTINGUISHED BUDGET PRESENTATION AWARD** A voluntary awards program administered by the Government Finance Officers Association to encourage governments to prepare effective budget documents.

**ENCUMBRANCES** Commitments related to unperformed contracts for goods or services. Used in budgeting, encumbrances are not GAAP expenditures or liabilities, but represent the estimated amount of expenditures ultimately to result if unperformed contracts in process are completed

**ENTERPRISE FUNDS** A type of proprietary fund that contains activities which are operated in a manner similar to private businesses. In Payson, the only Enterprise Fund is the Water Fund.

**EXEMPT** Personnel who are not eligible to receive overtime pay and are expected to put in whatever hours are necessary to complete their job assignments. The respective department head, as partial compensation for overtime hours worked, may allow compensatory time off.

**EXPENDITURE** An outlay of current resources for goods and services. Expenditures reduce the remaining budget authorization (appropriation) available.

**FAA** Federal Aviation Administration.

**FIDUCIARY FUND** A category of funds used to report assets held in a trustee or agency capacity for others and which therefore cannot be used to support the government's own programs.

**FISCAL YEAR** A 12-month period to which the annual operating budget applies and at the end of which a government determines its financial position and the results of its operations.

**FIXED ASSETS** Assets of significant value which have a useful life of several years.

**FRANCHISE** A special privilege granted by a government, permitting the continued use of public property, such as city streets, and usually involving the elements of monopoly and regulation.

**FRANCHISE FEE** A fee paid by public service businesses for the special privilege to use Town streets, alleys and property in providing their services to the citizens of the community.

**FULL TIME EQUIVALENT (FTE)** Employee position converted to the decimal equivalent based on 2080 hours per year.

**FUNCTION** Activity, which is performed by one or more organizational units for the purpose of accomplishing a goal.

**FUND** An accounting entity having a set of self-balancing accounts and records for all financial transactions for specific activities or government functions in attaining certain objectives governed by special regulations, restrictions or limitations.

**FUND BALANCE** Generally thought of as fund equity. In the budget, part of fund balance may be designated and appropriated as a resource to support the fund expenditures.

**GAAP** Generally accepted accounting principals as determined through common practice or as promulgated by accounting standard setting bodies.

**GENERAL FUND** The fund used to account for the receipt and expenditure of general governmental revenues such as taxes, fees for service and state-shared revenues that are not earmarked for specific functions. The General Fund accounts for services customarily provided by general purpose local governments, including fire and police protection, park and recreation facilities, land use planning and the administrative and support services associated with these activities.

Town of Payson, Arizona  
**Glossary of Terms**  
 Budget

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**GENERAL OBLIGATION BONDS** Bonds backed by the full faith and credit of the issuing government. In issuing its general obligation bonds, the Town pledges to levy whatever property tax is needed to repay the bonds for any particular year. Bonds cannot be issued without voter approval and are usually issued with maturities of between 15 and 30 years.

**GFOA** Government Finance Officers Association. A professional association of state/provincial and local finance officers dedicated to the sound management of government financial resources.

**GOAL** The end toward which an endeavor is directed. A Town department may have several goals in the accomplishing of its mission

**GOVERNMENTAL FUNDS** Those funds through which most governmental functions typically are financed. The acquisition, use and financial resources and the related current liabilities are accounted for through governmental funds (General, Special Revenue, Capital Projects, and Debt Service funds).

**GRANTS** A contribution of assets (usually cash) by one governmental unit or other organization to be used or spent for a specified purpose, activity, or facility. Typically, these contributions are made to local governments from the State and Federal governments.

**HURF** Highway Users Revenue Fund

**IMPACT FEE** Fees charged to developers or individuals to cover, in whole or in part, the anticipated cost of improvements that will be necessary as a result of the development.

**INFRASTRUCTURE** The underlying permanent foundation or basic framework e.g. streets, water, sewer, public buildings, and parks).

**INTERFUND TRANSFERS** Amounts transferred from one Town fund to another.

**INTERGOVERNMENTAL** Referring to activities or transactions (contracts, grants, etc.) occurring between government jurisdictions (e.g., cities and counties) such as "intergovernmental revenue".

**INTRAGOVERNMENTAL** Referring to activities or transactions occurring within a single government jurisdiction.

**INTERNAL SERVICE FUNDS** A type of proprietary fund which accounts for the goods and services which are provided as internal services of the Town; such as equipment rental.

**KRA** An acronym for Key Result Areas- major priority areas within the Corporate Strategic Plan

**LEVY** To impose a tax, special assessment or service charge for the support of government activities. The total amount of taxes, special assessments or service charges imposed by a government. The term most commonly refers to the real and personal property tax levy.

**LEVY RATE** The rate at which taxes, special assessments or service charges are imposed. For example, the real and personal property tax levy is the rate at which property is taxed per \$100 assessed valuation.

**LIABILITY** Debt or other legal obligation arising out of transactions in the past that must be liquidated renewed or refunded at some future date. Does not include encumbrances.

**LICENSES AND PERMITS** Charges for the issuance of licenses and permits. Licenses are required by municipalities for selected trades,

occupations and other activities for regulatory purposes. Permits are issued to aid regulation of new business activities.

**LID** Local Improvement District.

**LINE-ITEM BUDGET** A budget prepared along departmental lines that focuses on what is to be bought.

**MAINTENANCE** The upkeep of physical properties in condition for use or occupancy. Examples are the inspection of equipment to detect defects and the making of repairs.

**MISSION** The overall purpose for which a unit of Government exists.

**MODIFIED ACCRUAL ACCOUNTING** The accrual basis of accounting adapted to the governmental fund type Spending Measurement Focus. Under it, revenues are recognized when they become both "measurable" and "available to finance expenditures of the current period." Expenditures are recognized when the related fund liability is incurred except for: inventories, prepaid insurance, unpaid benefit amounts or principal and interest.

**NON-EXEMPT** Personnel eligible to receive overtime pay when overtime work has been authorized or requested by the supervisor.

**OBJECT (OF EXPENDITURE)** The budget accounting term for the previously used "line item budget" level. The lowest level of detail used in the budget to designate the item or service to be purchased or obtained as the result of an expenditure, e.g., postage, printing, etc.

**OBJECTIVE** In a budgetary context, an objective is some event, activity or opinion poll result, which can be evaluated to measure progress towards defined goals.

**OPERATING BUDGET** A budget which includes all expenditures and revenues expected to be made during a year for ongoing operations of a government entity. The operating budgets carry on the traditional services of a governmental entity. Such a budget generally excludes amounts budgeted for major capital projects.

**OPERATING TRANSFER IN/OUT** Specifically identifies the transfer of resources from one fund to another made to support the normal level of operations of the receiving fund.

**ORDINANCE** A law passed by the legislative authority of a local jurisdiction (city or county).

**PERFORMANCE INDICATORS** Measurable means of evaluating the effectiveness of a department or cost center in accomplishing its defined objectives.

**PERSONNEL SERVICES** Costs related to compensating employees, including wages, insurance, payroll taxes, retirement contributions, and allowances for clothing and automobiles.

**PRIMARY PROPERTY TAX** A limited tax levy used to support general government operations.

**PROPERTY TAX** A levy upon the assessed valuation of property within the Town of Payson. Arizona has two types of property tax: primary property tax and secondary property tax.

**PROPRIETARY FUND** A fund used to account for operations that are financed and operating in a manner similar to business enterprises. Such a fund is established as a self-supporting operation with revenues provided principally from fees, charges or contracts for services.

Town of Payson, Arizona  
**Glossary of Terms**  
 Budget

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**PURCHASE ORDER** A document that authorizes the delivery of specified merchandise or the rendering of certain services and the making of a charge for them.

**RESERVE** An account used to indicate that a portion of fund resources is restricted for a specific purpose, or is not available for appropriation and subsequent spending.

**RESOLUTION** A special or temporary order of a legislative body requiring less legal formality than an ordinance or statute.

**RESOURCES** The dollars available for appropriation, including estimated revenues, interfund transfers and in some cases, a beginning fund balance.

**REVENUE** Income received by the Town to support programs or services to the community. It includes such items as taxes, fees, user charges, grants, fines, forfeits, interest income and miscellaneous revenue.

**RFP** Request for Proposal.

**RISK MANAGEMENT** An organized attempt to protect a government's assets against accidental loss in the most economical method.

**SALARIES AND WAGES** Amounts paid for services rendered by employees in accordance with rates, hours, terms and conditions authorized by law or stated in employment contracts. This category also includes overtime and temporary help.

**SCADA**-Supervisory Control and Data Acquisition

**SECONDARY PROPERTY TAX** Voter approved tax levy which can only be used to retire general bonded debt obligations.

**SPECIAL ASSESSMENT** A compulsory levy made against certain properties to defray all or part of the cost of a specific capital improvement or service deemed to benefit primarily those properties.

**SPECIAL REVENUE FUND** A fund used to account for the proceeds of specific revenue sources that are legally restricted to expenditures for specified purposes.

**SUPPLIES** A cost category for minor items (individually priced at less than \$5,000) required by departments to conduct their operations.

**TAXES** Compulsory charges levied by a government for the purpose of financing services performed for the common benefit of the people. This term does not include specific charges made against particular persons or property for current or permanent benefit, such as special assessments.

**TAX BASE** The wealth of the community available to be taxed by various forms of Town taxes. It is commonly thought of as the assessed value of the community.

**TAX LEVY** The total amount to be raised by general property taxes for the purposes specified in the Tax Levy Ordinance.

**TENTATIVE BUDGET** A tool that gives policymakers an idea of the Town's relative fiscal position for the coming budget period based on projected revenues and expenditures.

**TRUST AND AGENCY FUNDS** A type of fiduciary fund which accounts for funds held by the Town as a trustee.

**UNRESERVED FUND BALANCE** Undesignated monies available for appropriations.

**USER CHARGES** The payment of a fee for direct receipt of a public service by the party who benefits from the service.

**WIFA** Water Infrastructure Financing Authority

**WORKLOAD INDICATORS** Specific quantitative measures of work performed within an activity or program (e.g., total miles of streets cleaned).