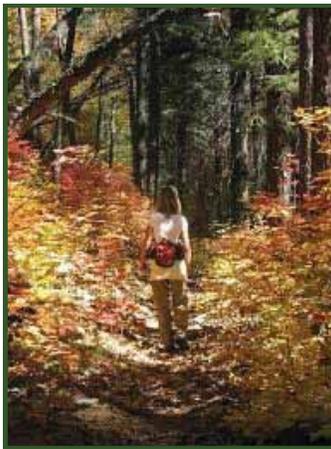


2015/16 ANNUAL BUDGET

For Fiscal Year Beginning July 1, 2015

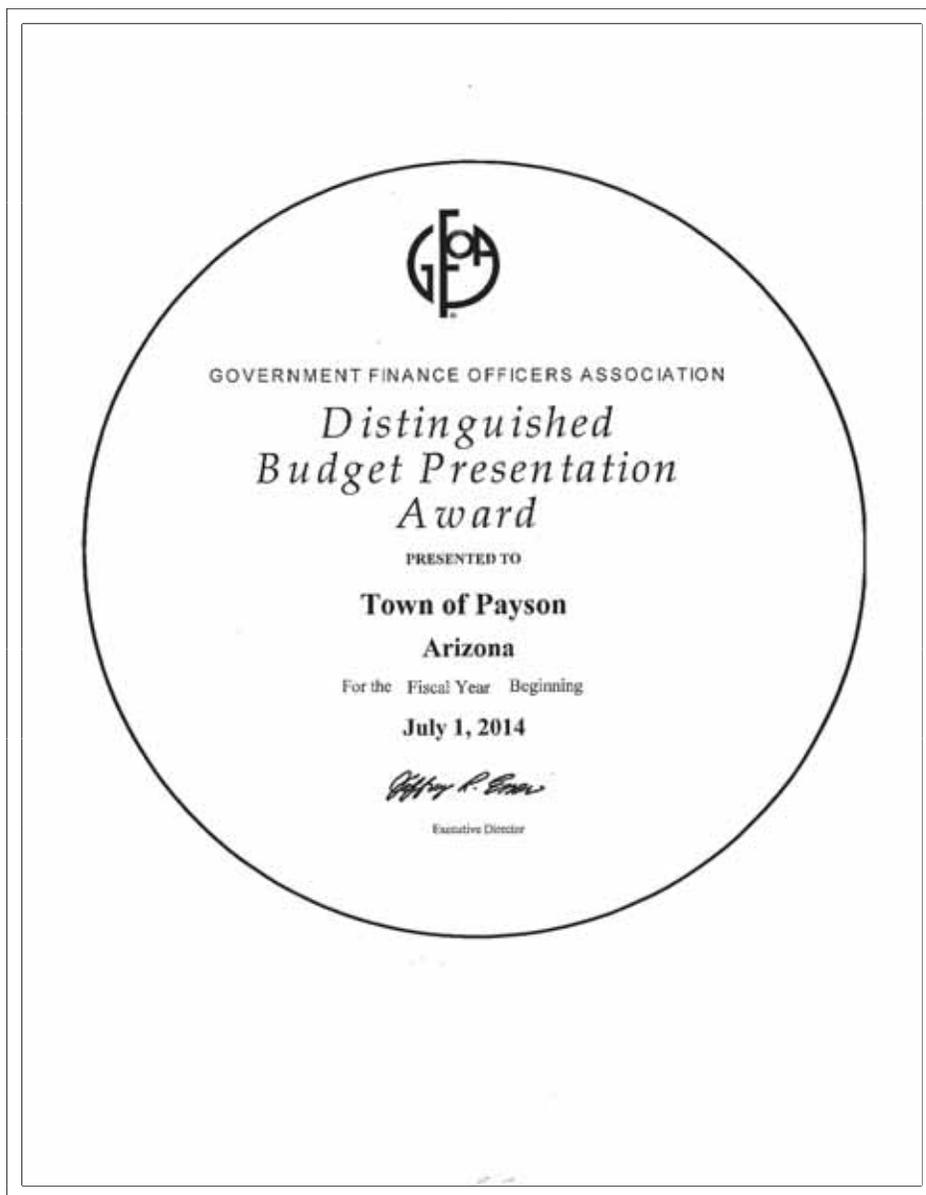


Town of Payson, Arizona

303 N. Beeline Highway
Payson, AZ 85541
Phone: (928) 474-5242
www.paysonaz.gov



Prepared by the Financial Services Department



The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to Town of Payson, Arizona for its annual budget for the fiscal year beginning July 1, 2014. In order to receive this award, a government 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.



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2015 ANNUAL BUDGET

ELECTED TOWN OFFICIALS January 1, 2015

Mayor	Kenny Evans
Vice Mayor	Michael Hughes
Councilmember	Su Connell
Councilmember	Fred Carpenter
Councilmember	Rick Croy
Councilmember	Chris Higgins
Councilmember	John R Wilson



INTRODUCTION



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: September 4, 2015

To the Residents of the Town of Payson:

It is an incredibly exciting time to live and work in Arizona's Cool Mountain Town as we continue our steady progress toward a bright future. Over the past few difficult years, prudent use of your tax dollars has allowed the Town to comply with the myriad of mandates while at the same time initiating important local projects. Although state and federal funding has dropped, we have been able to continue to provide essential community services. With our local economy improving, we will once again be able to increase the level of Town services that we can provide while also initiating several long awaited community improvements.

The 2015-16 fiscal year Budget is grounded on the principle of fiscal integrity. The unusually slow rate of recovery from the national and statewide economic recession will continue to favor conservative fiscal planning. Although economic stagflation is being mitigated in Payson by the new and expanded businesses coming to Town, we will need to continue to monitor our financial situation carefully. Many stimulus grants that provided some relief in our prior budgets are no longer available. The Town General Fund budget remains tight again this year. Even with the economic recovery, uncertainty over unsustainable federal deficits, global turmoil and the spiraling cost of employee benefits will require prudent monitoring of our 2015-16 budget and may require mid-year adjustments. The budget is based on Town priorities coupled with department and Council input and projections. Prudence requires that some of our goals be deferred. The Town uses our budget as a comprehensive financial tool for maintaining our fiscal accountability. We will do our best to meet the Town needs with the money we have available.

We acknowledge the hard work of our Town staff and appreciate the input of our Town Council in creating this fiscally responsible budget. These continue to be stressful economic 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 the Town Manager, the Finance Manager; Town Councilor Su Connell and Vice-Mayor Michael Hughes and the Town Department Heads, as well as, the entire Financial Services Department staff.

Respectfully,

A handwritten signature in black ink, appearing to read "Kenny J. Evans", written over a horizontal line.

Kenny J. Evans,
Mayor



ADMINISTRATIVE STAFF

July 1, 2015

LaRon Garrett
Interim Town Manager

Don Engler
Deputy Town Manager: Public Safety

(vacant)
Deputy Town Manager: Administrative Services

Silvia Smith
Town Clerk

Hector Figueroa
Town Attorney

Hope Cribb
Finance Manager

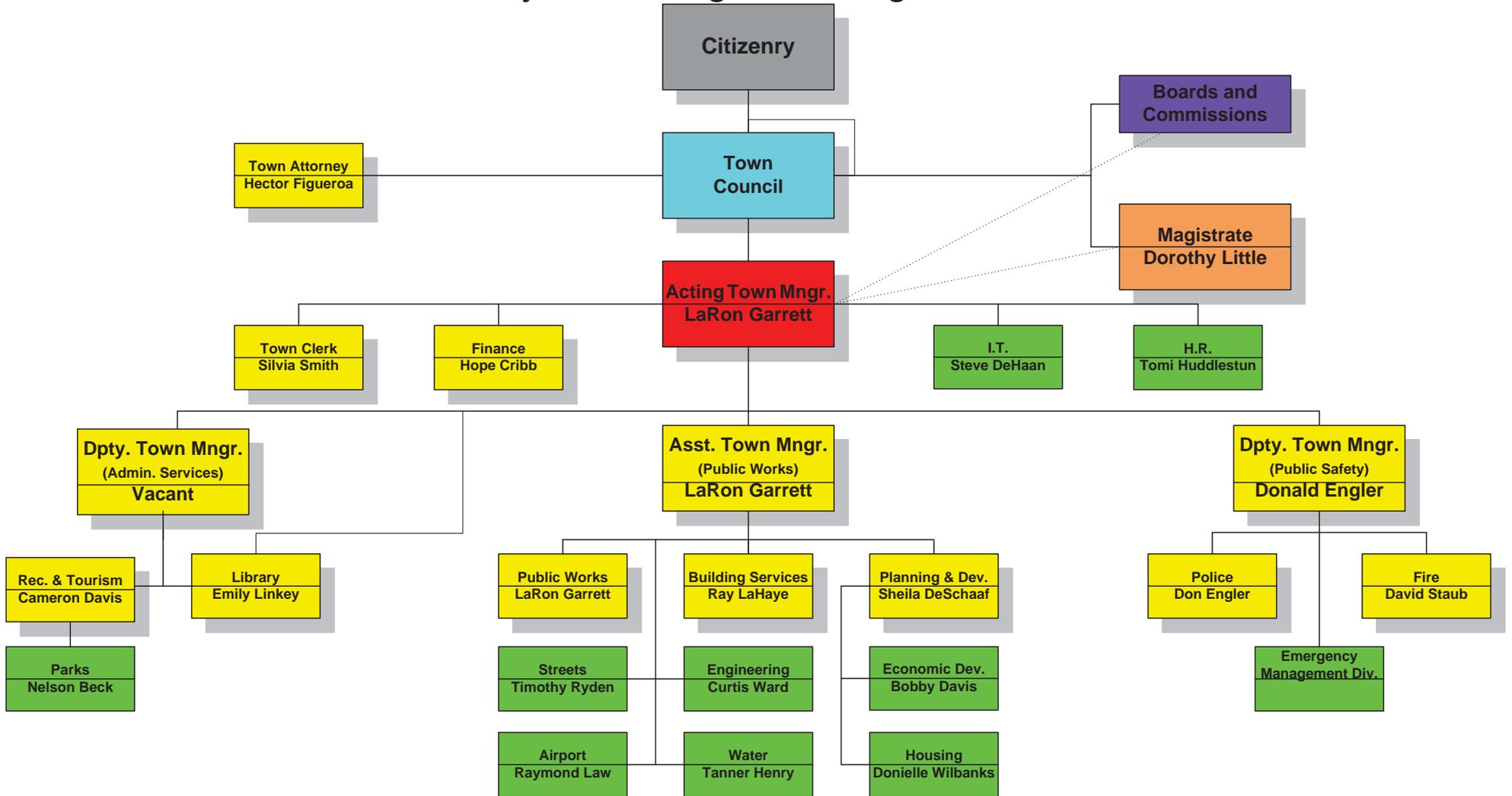
Dorothy Little
Magistrate

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
Fax (928) 474-4610

September 14, 2015

To the Honorable Mayor, Town Council and Citizens:

We respectfully submit the published Town of Payson Fiscal Year 2015/16 budget as approved by the Town Council on June 18, 2015. 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 continues to feel 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 87.3% of the general municipal purpose bonds, as well as the full 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, over the last few years, forces outside of our control have challenged 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.

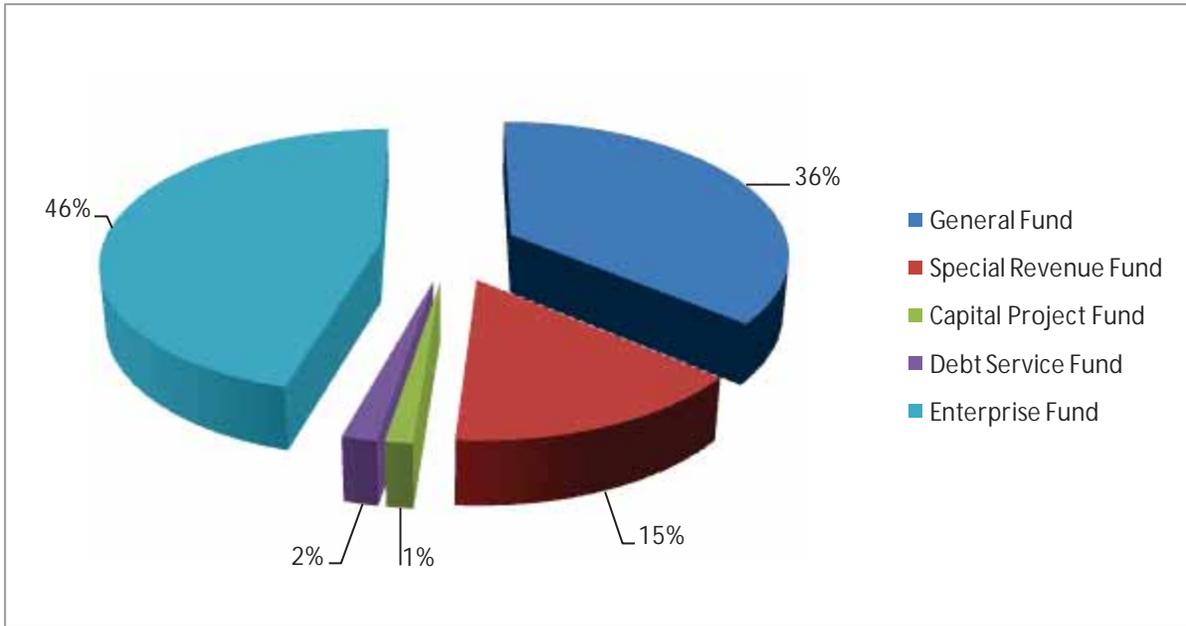
II. BUDGET HIGHLIGHTS

Financial Program

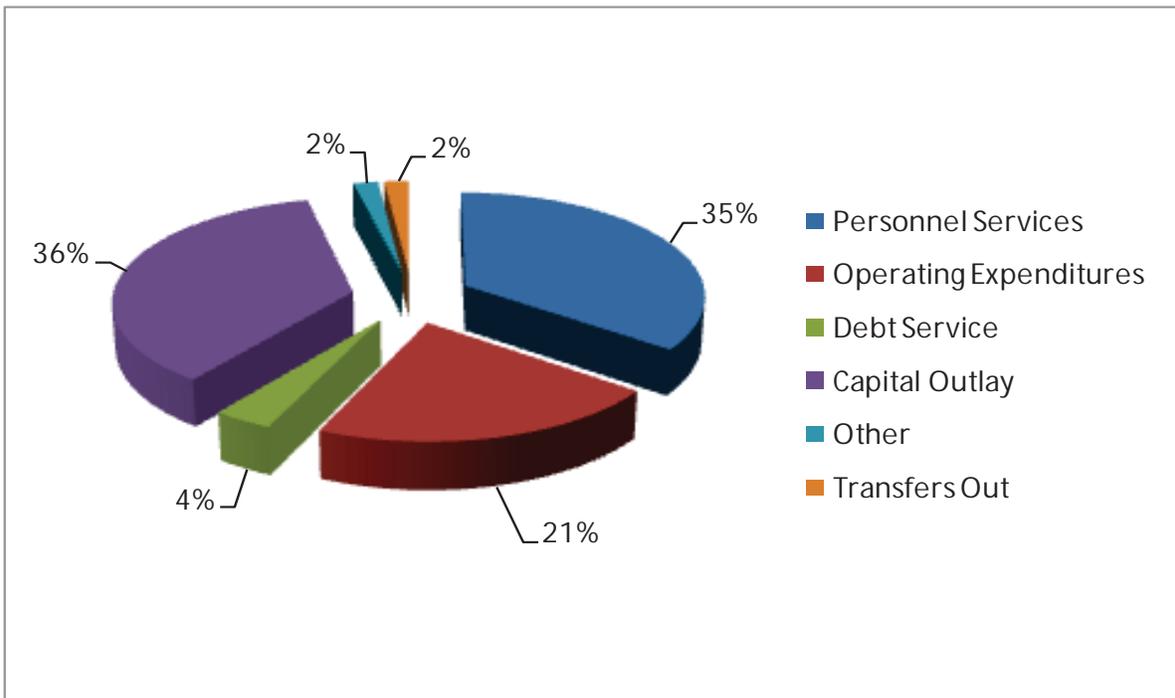
The annual budget for fiscal year 2015/16 for all funds of the Town totals \$40,962,654. This is \$446,746 (1.1%) lower than the budget for last fiscal year. Total expenditures of \$40,962,654 exceed the total revenues of \$38,979,054, and the Town plans to use some of its reserves for the difference and postpone some capital repairs and improvements.

Fund Type	Estimated Revenues	Proposed Expenditures
General Fund	\$ 14,062,554	\$ 15,111,100
Special Revenue Fund	\$ 5,911,300	\$ 6,162,154
Capital Project Fund	\$ 529,100	\$ 991,800
Debt Service Fund	\$ 683,600	\$ 755,900
Enterprise Fund	\$ 17,792,500	\$ 17,941,700
Total	\$ 38,979,054	\$ 40,962,654

**ESTIMATED REVENUES—ALL FUNDS
FISCAL YEAR 2015/16
\$38,979,054**



**EXPENDITURE BY USE—ALL FUNDS
FISCAL YEAR 2015/16
\$40,962,654**



- ◆ \$23,980,000 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 3.9% increase over last year's budget. The Town has seen increases in 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.
- ◆ \$14,757,300 is for capital outlay; capital projects, and other one-time grant related expenditures. This is 8.4% less 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 \$11.9 million budgeted for this project represents 80% of the capital outlay for this fiscal year. Fortunately, the 2015/16 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. Although the economic situation is showing signs of improvement, 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.
- ◆ \$2,225,354 is for inter-fund operating transfers, debt service, and other uses of funds. Compared to last year, this is virtually unchanged.
- ◆ Four positions previously frozen for several years were funded for this budget, there are still ten vacant positions that continue to go unfilled pending economic recovery.
- ◆ Fiscal Year 2015/16 budget includes a 3% merit raise.
- ◆ COLA increases remain on hold for the eighth consecutive fiscal year.
- ◆ Sixteen employees received wage adjustments or promotions based on department head recommendations
- ◆ November buy-back of PTO hours was reinstated in last year's budget to reduce the number of PTO hours carried forward on the books. The second half of this buy-back process was included in this budget.
- ◆ 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 2015/16 Fiscal Year. Starting Fiscal Year 2013/14, health insurance options were limited to high deductible plans in an effort to reduce premiums.

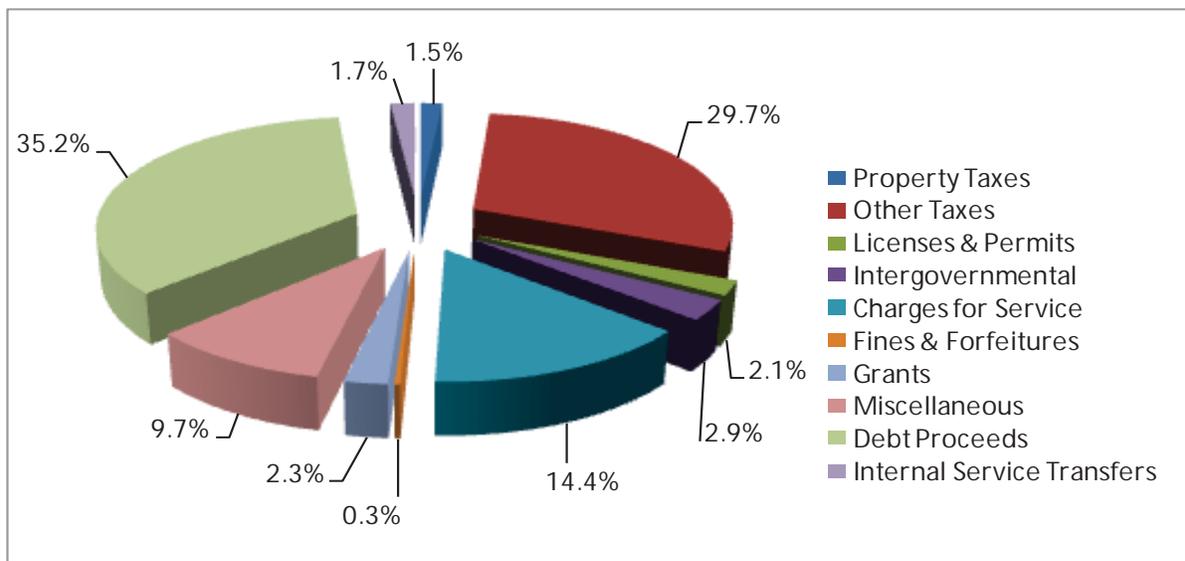
Current operating revenues, grants and other financing sources will finance the budget of the Town. Additional financing sources are inter-fund transfers and reserve funds carried forward from the previous fiscal year.

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 \$6,500,000 which is an increase of 10% over last fiscal year. 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 sales tax which is estimated to be \$1,461,700 reflects an increase of 5.7% over last fiscal year. All other State shared revenues are projected to be down but, in total, State shared revenue should still show a slight increase of \$33,900 over last year.

In contrast, property taxes are a relatively minor revenue source for the Town. The primary property tax rate is projected to be \$0.3877 per \$100 of assessed value. The levy rate reflects a slight decrease of 0.0086 over fiscal year 2014/15. Currently, the Town does not have a secondary property tax.

REVENUE BY TYPE—ALL FUNDS



Capital Expenditures in the FY 2015/16 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 general obligation bond issues and 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. The Water Division obtained additional funding from WIFA in 2013 for \$6,250,000 and in 2015 for \$11,000,000 for 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 \$451,395 or 3.2% of the estimated revenue for the FY15/16. The General Fund Reserve falls short of the financial policy guideline due to revenue shortfalls and an extremely slow economic recovery.

- 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 \$701,754 (5.25%). The increase in revenues is primarily due to an increase in sales tax and construction-related fees. 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 \$1,379,900 (10.05%) over the FY2015/16 budget. Although the departments continue to try and hold the line on spending, they are seeing increases in the cost of insurance, fuel, and other goods and services.

At this time, we are not able to follow this policy.

- 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 so, 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 2015/16:

- 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 2015/16 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 2015/16. 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 2015/16 are the continued recovery of the financial markets and growth in construction. Anticipated progress on the university campus project, which has had numerous delays due to unforeseen circumstances, should bring new businesses to town and encourage construction related activities. These factors should bring about positive changes in the local 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 2015/16 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 2015/16 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,

A handwritten signature in black ink, appearing to read "LaRon Garrett". The signature is fluid and cursive, with a long horizontal stroke at the end.

LaRon Garrett
Acting Town Manager



2015 ANNUAL BUDGET

Quick Reference Guide

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

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INTRODUCTION



2015 ANNUAL BUDGET

How To Make The Best Use Of This Document

One purpose of the budget document 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. Additionally, the budget document provides 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 outline provides descriptions of the major sections of the budget document.

PREFACE: 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 drive the formation of this budget.

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 (GP), 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.

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.

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

INTRODUCTION

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 20.46 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 20.46 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.





2015 ANNUAL BUDGET

...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, 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. Human Resources, a division of the Town Manager’s Department, handles 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. 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 Streets, Community Development Admin., Building Services, Airport 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 and Library. The Deputy Town Manager (Administrative Services) position has not been funded since the restructuring due to the economic situation.



2015 ANNUAL BUDGET

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, 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 fire-fighting 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. For Fiscal Year 2015/16, this department is strictly an administrative department that functions as central services and supplies for two newly created departments: Planning & Development and Building Services.

INTRODUCTION



2015 ANNUAL BUDGET

The Building Services Department provides information and services to the building community and ensures that all structures are built in accordance with adopted building codes. This department is headed by the Chief Building Official.

The Planning & Development Department assists residents, businesses and developers through development services and revitalization / redevelopment activities. The Planning Division provides comprehensive long-range planning and current land use services to the Town and its citizens while ensuring compliance with federal, state, and local laws. The Economic Development division is responsible for assisting prospective new businesses and serving as an ombudsman for existing businesses. The Housing 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. This department is headed by the Zoning Administrator.

The Recreation & Tourism Department provides recreational opportunities to the citizens. The Recreation division develops and funds all the recreational programs. The Aquatics division oversees activities at Taylor 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. Starting in Fiscal Year 15/16, the Parks Maintenance division was moved from the Public Works Department to this department. The Parks Maintenance division provides quality development and upkeep of the Town's park system. 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 Streets Division maintains the 111.1 miles of streets in Town. 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.



***PLANNING &
PERFORMANCE***



GENERAL PLAN

The Town uses the General Plan to set long range goals and objectives. The Town of Payson General Plan directly reflects the ideas and priorities expressed during the public participation process for the General Plan's update. These stakeholder priorities are intended to guide development decisions and are a direct link between community preferences and policy actions. Through a dynamic community facilitation program, Payson stakeholders crafted a *Vision*, identified *Critical Issues*, set forth *Guiding Principles*, and prioritized *Goals and Strategies* for a series of Planning Elements. This Plan is continually evaluated, reviewed, and amended with Council approval, to meet changing conditions as needed.

The General Plan Elements, each with a guiding principle and dominant theme, are:

Environmental Planning Element

Strengthen & expand partnerships to continue environmental innovations.

- * Impacts of Growth. Take action to protect the natural character of the Town through well-crafted growth policies.

Water Resources Element

Utilize prudent allocation of resources to support economic development and environmental sustainability.

- * Water Supply. Take action to ensure sufficient long-term and high quality water resources for the Town.

Open Space, Parks, and Recreation Element

Expand active and passive recreational opportunities through program and facility improvements.

- * Open Space. Take action to provide adequate land and amenities to serve increasing demand.

Land Use Element

Enhance Payson's small-town atmosphere and economic development opportunities with strategic land use policies for new development and re-development areas.

- * Growth Management. Take action to prioritize infill redevelopment to promote vibrancy of developed areas and protect natural resources of undeveloped areas.



Growth Area Element

Enact effective growth management policies and sustainable economic development.

- * Housing. Take action to diversify housing options in the Town to ensure housing is accessible to all members of the community.

Circulation / Transportation Element

Enhance the existing transportation infrastructure to increase connectivity, to improve alternative transportation, and to reduce traffic congestion.

- * Traffic Calming. Take action to increase pedestrian and bicycle safety and movement around town through traffic calming infrastructure improvements and defining space for safe, non-motorized circulation.

Cost of Development Element

Maximize the use of planning and financial tools to mitigate the cost of development to the community while providing incentives for well-planned development.

- * Fiscal Sustainability. Take action to maintain current levels of service for necessary public services in a fiscally sustainable manner.

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 2014 General Plan is a 132 page document that covers, in detail, the policy direction for each of the above elements, and the methods used to determine how to accomplish that direction. The General Plan can be viewed in its entirety on the Town of Payson website at www.paysonaz.gov on the Community Development page under the Department tab.

The Implementation Matrix displayed on the following pages is intended to be a dynamic tool and therefore has assigned stakeholders and timeframes. The timeframes are divided into short, medium, and long-term categories, subject to vary depending on available funds and staff time. Short-term Goals and Strategies are targeted for completion within five years, medium-term is roughly within the 10-year horizon of the General Plan adoption, and long-term Goals and Strategies will be completed as funding and time allows, and may well extend beyond the scope of the General Plan.



2015 ANNUAL BUDGET

ENVIRONMENTAL PLANNING

<u>Goal and Strategy</u>	<u>Primary Stakeholder</u>	<u>Completion Timeframe</u>
Implement a modified version of the American Gulch Study	Public Works	
Seek funding for Gulch Improvements & work with land owners to implement		Short
Improve stormwater management facilities and practices for treatment quantity and quality	Public Works	
Ensure adequate construction planning to protect natural vegetation and minimize changes to ground topography		Short
Encourage natural stormwater control methods that retain natural systems and minimize potential damage to private property		Short
Develop and implement an Urban Forestry & Native Species Protection Plan	Community Development	
Reduce heat island effects by encouraging green roofs, tree canopies, and permeable surfaces		Medium
Actively protect native trees currently in the Town's commercial areas		Short
Ensure any urban forestry lost is replaced tree for tree		Short
Preserve and augment existing native vegetation within commercial development and rights-of-way through pre-development plant inventories and conservation/replacement incentives		Short
Require "Ponderosa Pine" protective / replacement town-wide		Short
Protect air quality	Community Development	
Enforce clean air standards & regulations		Medium

GENERAL PLAN



2015 ANNUAL BUDGET

ENVIRONMENTAL PLANNING

<u>Goal and Strategy</u>	<u>Primary Stakeholder</u>	<u>Completion Timeframe</u>
Work with Gila Community College and other higher education providers to develop a workforce prepared for clean energy jobs of the future		Short
Encourage development which reduces vehicle miles traveled through multi-modal transportation connectivity		Short
Develop and adopt a comprehensive energy policy	Community Development	
Support the solar energy initiative by developing specific incentives and actions for implementation on at least five percent of all structures		Short
Establish fleet management and fuel usage standards for Town vehicles		Short
Identify a "green roof" demonstration project		Medium
Create development incentives to encourage use of solar and other alternative energy sources		Short
Provide alternative energy incentives for improvements to residential and non-residential structures		Short
Encourage geothermal energy as well as solar options		Short
Benchmark other communities that require new single-family homes to meet minimum solar system requirements and modify local regulations as appropriate		Short
Negotiate development agreements to encourage infill, less impervious surface, & economically viable commercial activity	Community Development	
Develop a model shared parking agreement to incentivize development by alleviating parking standards		Short

GENERAL PLAN



2015 ANNUAL BUDGET

ENVIRONMENTAL PLANNING

<u>Goal and Strategy</u>	<u>Primary Stakeholder</u>	<u>Completion Timeframe</u>
Work with property owners to maintain vacant commercial space and market it for infill		Medium
Identify and conserve natural wildlife corridors	Community Development	
Incorporate natural wildlife habitats and corridors into developments		Short
Proactively address solid waste management and illegal dumping	Public Works	
Develop and implement a municipal recycling program in partnership with local waste management companies		Short
Work with state and private partners to provide semi-annual large appliance & electronics collections		Short
Organize hazardous waste collection events		Short
Promote sustainability initiatives	Administration	
Train staff to encourage and promote sustainable building practices including reducing environmental impacts and integrating alternative building materials		Short
Create a Sustainability Advisor position (possibly with existing planning staff) to develop an Environmental Plan to provide guidance for redevelopment and new development		Short
Create a Sustainability Advisory Group comprised of staff, citizens and businesses to advise the Town on environmental sustainability issues		Short

GENERAL PLAN



2015 ANNUAL BUDGET

WATER RESOURCES

<u>Goal and Strategy</u>	<u>Primary Stakeholder</u>	<u>Completion Timeframe</u>
Continue to promote Safe Yield and conservation of water resources through policies and practices	Water	
Continue to develop wise use policies & programs through the Water Department		Short
Produce and distribute high quality educational materials to promote best practices		Short
Complete the C.C. Cragin Reservoir pipeline	Water	
Manage the reservoir in partnership with the Salt River Project to serve as the Town's permanent water supply resource		Medium
Optimize opportunities to partner with other agencies and localities for service		Medium
Retire the pipeline debt through the responsible sale of water	Administration	
Sell water to the golf course(s) when reclaimed effluent water supplies are not adequate, when excess potable water is available		Short
Regularly evaluate water connection and usage rates		Short
Establish a rate schedule to efficiently and responsibly maintain and operate the system		Short
Maximize the use of reclaimed waste-water whenever it is safe and economical	Water	
Work with the Sanitary District to utilize reclaimed effluent wherever possible		Short
Continue to educate the public on grey water applications and its safe use		Short
Incentivize the use of grey water plumbing in all new construction		Medium

GENERAL PLAN



2015 ANNUAL BUDGET

WATER RESOURCES

<u>Goal and Strategy</u>	<u>Primary Stakeholder</u>	<u>Completion Timeframe</u>
Coordinate with the Sanitary District to provide water/sewer to new development	Water	
Work with developers in the southeast area of Town to provide water/sewer		Medium
Require applicants to work with Sanitary District to ensure capacity prior to development approval		Short

OPEN SPACE, PARKS, AND RECREATION

Develop, adopt, and implement a Parks, Recreation, and Tourism Master Plan	Recreation & Tourism	
Develop, adopt, and implement site master plans for each parks category		Medium
Ensure adequate east-side parkland		Medium
Identify locations for passive recreational activities (e.g. hiking, biking, and other individual-oriented activities)		Short
Identify locations for active recreational activities (e.g. basketball, baseball, soccer, and other team-oriented activities)		Short
Plan appropriate facilities for both indoor and outdoor programs and activities		Medium
Provide a year-round, multi-use recreation facility	Recreation & Tourism	
Develop greater variety of youth programs		Medium
Provide affordable programs to low and moderate income families		Medium
Expand the amount of programs for all user groups		Medium



2015 ANNUAL BUDGET

OPEN SPACE, PARKS, AND RECREATION

<u>Goal and Strategy</u>	<u>Primary Stakeholder</u>	<u>Completion Timeframe</u>
Ensure adequate park land to serve residential development	Community Development	
Negotiate greater residential density in exchange for neighborhood parkland		Medium
Continue plans to develop Overlook Park south of Airport Road in the northwest section of Town		Short
Design and implement a wayfinding system that enhances tourism	Recreation & Tourism	
Develop sign standards		Short
Actively recruit recreational tourism	Recreation & Tourism	
Work with state athletic associations to draw regional and state tournaments to Payson		Medium
Continue to build on Payson's strong rodeo and events reputation		Short
Integrate the development of multi-purpose trails in conjunction with the transportation/circulation system	Recreation & Tourism	
Develop a trails master plan to plan & finance an integrated trail network		Short
Incorporate trail elements of the transportation plan into the Parks Master Plan		Short
Develop an urban trails system that parallels roadways where there are no sidewalk or bicycle lanes		Short
Work with federal partners for the protection and continued use of National Forest land	Recreation & Tourism	
Preserve trail access to regional points of interest		Medium
More effectively promote trail access points for public use		Medium



2015 ANNUAL BUDGET

OPEN SPACE, PARKS, AND RECREATION

<u>Goal and Strategy</u>	<u>Primary Stakeholder</u>	<u>Completion Timeframe</u>
Establish protection areas for natural resources and watersheds		Medium
Identify public and private funding opportunities for recreational facilities and programs	Administration	
Fund the acquisition of additional park land as set forth in the General Plan or subsequent Parks, Recreation, and Tourism Master Plan		Medium
Target funding sources for increased park infrastructure improvements and maintenance		Medium

LAND USE

Adopt proactive growth management policies to direct development spatially and aesthetically	Community Development	
Facilitate development where infrastructure exists with excess capacity		Short
Preserve and protect scenic line-of-sight views of the Mogollon Rim through consideration of building height in low-lying areas of the Town		Short
Encourage infill development/redevelopment to avoid sprawl & protect open space		Medium
Pursue avenues to eliminate unsightly or dilapidated structures		Long
Incorporate green infrastructure throughout Town including the growth areas	Community Develop	
Encourage the development of neighborhood parks in each new development		Medium

GENERAL PLAN



2015 ANNUAL BUDGET

LAND USE

<u>Goal and Strategy</u>	<u>Primary Stakeholder</u>	<u>Completion Timeframe</u>
Plan bicycle, pedestrian, and trail links between each new development and commercial centers of Town		Medium
Encourage and facilitate negotiations between land owners to share parking & costs associated with providing parking		Medium
Preserve and augment existing vegetation, especially ponderosa pines, to create or enhance a streetscape		Short
Incorporate sustainable development standards into zoning regulations		Medium
Improve sign standards, particularly along commercial corridors, to complement Payson's small-town character	Recreation & Tourism	
Identify Payson gateway(s) and install wayfinding elements at each		Short
Consider wayfinding design variations to help define commercial areas of the Town		Medium
Modernize the land use regulatory process	Community Development	
Consistently apply and enforce regulations on all properties		Short
Consistently apply requirements on all proposals for development		Short
Provide sufficient resources to enforce current codes		Short
Eliminate regulations that are not uniformly enforced		Short
Proactively engage the development community by hosting periodic "roundtable" topic discussions		Short
Evaluate catalysts for development including fee waivers, streamlined development reviews, and other strategies		Short

GENERAL PLAN



2015 ANNUAL BUDGET

LAND USE

<u>Goal and Strategy</u>	<u>Primary Stakeholder</u>	<u>Completion Timeframe</u>
Work with the development community to design and implement cost effective strategies to manage capital costs incurred by new growth		Medium
Establish administrative review and approval procedures for applications meeting clearly defined criteria		Short
Work with the Design Review Board to establish standards for commercial development, which if met can be approved quickly by Town administration		Short
Incorporate a variety of housing options in all mixed-use residential developments	Community Development	
Incentivize the inclusion of affordable housing in new developments		Long
Adopt a recommended ratio of affordable, workforce, and market housing		Long
Provide safe, modern communication infrastructure	Administration	
Encourage new development to provide up-to-date technology and communications infrastructure		Short
Promote both wireless and wired infrastructure as appropriate		Short

GROWTH AREA

Participate in land management decisions inside and outside the Town	Administration	
Work with the U.S. Forest Service to identify special recreation areas on USFS open space land within town to identify areas of protection versus base exchange property for possible future development		Short

GENERAL PLAN



2015 ANNUAL BUDGET

GROWTH AREA

<u>Goal and Strategy</u>	<u>Primary Stakeholder</u>	<u>Completion Timeframe</u>
Continue the open dialogue with the entity acquiring the forest service site along SR260 to ensure it is developed in a manner consistent with the Town's goals		Medium
Create a Main Street District	Community Develop	
Designate Main Street as a district for mixed-use development		Short
Promote a strong community identity with a Main Street District and Event Plan		Short
Encourage mixed use buildings with residential units above first floor commercial space		Short
Provide protected and shaded sidewalks throughout the Main Street Growth Area		Long
Attract dining, small retail, and entertainment business to increase the time spent by each visitor to the district		Long
Facilitate infill investments in the district		Short
Provide and implement a clear vision for the growth areas	Community Development	
Proactively refine the development and building codes and approval processes to promote the growth area vision		Medium
Design mixed-use districts that encourage development within a quarter-mile walkable radius from a community gathering anchor		Long
Provide affordable, workforce housing with higher density, mixed-use, mixed-income development		Medium
Ensure adequate public safety personnel and facilities to serve projected growth		Short
Strengthen green & technology infrastructure		Long

GENERAL PLAN



2015 ANNUAL BUDGET

GROWTH AREA

<u>Goal and Strategy</u>	<u>Primary Stakeholder</u>	<u>Completion Timeframe</u>
Work with the development community to promote Payson as a model for low-energy, sustainable building practices		Medium
Concentrate uses to promote infill development and preserve open space	Public Works	
Invest in public infrastructure to meet the current and future needs of development while protecting the community's natural resources		Medium
Encourage pedestrian or bicycle movement between commercial destinations to reduce the number of pass-by trip ends per establishment		Medium
Encourage development at Town gateways that welcome visitors, with the goal to extend time spent in the Town by pass-through travelers		Medium
Work with the Sustainability Advisory Group and local developers (see 3.3.9.3 & 6.7.4.5) to develop a method of evaluating the potential environmental impacts of proposed development		Medium
Create a vibrant and diverse economy with appropriately scaled businesses	Administration	
Conduct a market feasibility study to identify needs and opportunities		Short
Recruit a sustainable, vibrant and diverse retail market		Medium
Target clean, light or medium intensity industrial development		Medium
Work with the Chamber of Commerce to promote, strengthen and recruit small independent shops		Short

GENERAL PLAN



2015 ANNUAL BUDGET

GROWTH AREA

<u>Goal and Strategy</u>	<u>Primary Stakeholder</u>	<u>Completion Timeframe</u>
Capture a greater share of the retail expenditures by encouraging pass-through traffic to stop and frequent local business		Medium
Encourage infill opportunities for vacant or underutilized parcels		Medium

CIRCULATION / TRANSPORTATION

Adopt and implement an annual Capital Improvement Plan	Administration	
Incorporate highest local transportation priorities into the CIP		Short
Use CIP process to educate the public on transportation and other Town priorities		Short
Continue to be involved in ADOT's efforts to develop an alternative route to alleviate traffic congestion and infrastructure demands	Administration	
Differentiate between Payson's visitor traffic stopping in Town on the way to natural resource recreation areas and commercial traffic passing through		Long
Work with ADOT and US Forest Service to design an alternative route that maximizes the use of federal land to prevent new commercial interchanges or strip development along the proposed route		Long
Design and implement a gateway vision that encourages pass-through traffic to visit	Public Works	
Support the design of a trolley system to improve in-Town connections		Medium
Transform existing commercial corridors to be pedestrian friendly		Long
Reduce traffic speed through better design		Short

GENERAL PLAN



2015 ANNUAL BUDGET

CIRCULATION / TRANSPORTATION

<u>Goal and Strategy</u>	<u>Primary Stakeholder</u>	<u>Completion Timeframe</u>
Develop guidelines for landscaping major arterials and collector streets		
Encourage non-motorized movement around town	Public Works	
Develop a town-wide network of trails and sidewalks, with the first priority to connect residential neighborhoods to commercial centers		Long
Mitigate excessive vehicle miles traveled during peak visitor times with new infrastructure for connectivity and mobility for non-motorized transport		Medium
Identify and implement traffic calming design standards for all collector roads		Short
Work with existing development to reduce the number of sidewalk curb-cuts		Short
Provide additional signalized crosswalks along busy commercial corridors		Short
Create a more unified look and feel to state-owned commercial corridors	Community Development	
Work with State and commercial stakeholders		Medium
Adopt a corridor overlay focused on building form, style, orientation, and massing		Medium
Ensure effective sign regulations adjacent to state owned rights-of-way and in commercially zoned corridors		Short
Provide transit service in town	Administration	
Negotiate agreements with large employers to support shuttle system		Medium
Partner with a higher education administration to provide Town-wide transit service		Medium
Increase pedestrian and bicyclist safety	Public Works	
Identify traffic calming improvements and develop a phased implementation plan		Short

GENERAL PLAN



2015 ANNUAL BUDGET

CIRCULATION / TRANSPORTATION

<u>Goal and Strategy</u>	<u>Primary Stakeholder</u>	<u>Completion Timeframe</u>
Identify specific off-road options & develop a funding plan		Medium
Implement previously adopted plans to improve the Town's transportation system	Administration	
Develop a phasing and funding strategy to implement the 2009 Payson Airport Master Plan		Short
Prioritize and incorporate the 2011 Payson Transportation Study recommendations into the annual CIP to implement the projects in a fiscally responsible manner		Short

COST OF DEVELOPMENT

Utilize the annual Capital Improvements Plan to implement General Plan strategies	Administration	
Maintain public facilities and services to provide current levels of service to new development		Medium
Maintain or improve necessary public services		Short
Plan for joint school/recreation facilities		Medium
Ensure the long-term financial stability of the Town with fiscally responsible policies and actions	Administration	
Explore opportunities for economies of scale. Create service efficiency through regional partnerships.		Medium
Consider opportunities to share costs for public safety infrastructure		Short
Support quality education opportunities		Medium

GENERAL PLAN



2015 ANNUAL BUDGET

COST OF DEVELOPMENT

<u>Goal and Strategy</u>	<u>Primary Stakeholder</u>	<u>Completion Timeframe</u>
Encourage high-quality infill development in the designated growth areas where existing infrastructure has the capacity to absorb growth	Community Development	
Encourage more dense development to increase market feasibility		Short
Form an economic development strategy that identifies target industries	Administration	
Work with Gila Community College to design training programs to provide the workforce for identified target industry employers		Long
Examine and implement fiscal tools that incentivize development while offsetting its cost to the community	Administration	
Ensure that new development pays its fair and proportionate share of the cost to maintain current levels of public services such as public safety, parks and recreation, streets, and water resources		Short

The General Plan can be viewed in its entirety on the Town of Payson website at www.paysonaz.gov on the Community Development page under the Department tab.

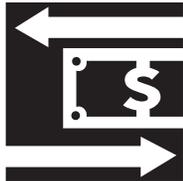
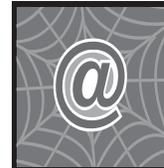
CORPORATE STRATEGIC PLAN

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 key results areas (KRA) include:

- | | | | |
|---|--|--|--|
|  | <p>KRA #1
Economic Development,
Tourism & Economic
Vitality</p> |  | <p>KRA #6
Social Services</p> |
|  | <p>KRA #2
Financial Excellence</p> |  | <p>KRA #7
The Payson Team</p> |
|  | <p>KRA #3
Infrastructure</p> |  | <p>KRA #8
Public Safety</p> |
|  | <p>KRA #4
Innovation & Efficiency</p> |  | <p>KRA #9
Sustainability</p> |
|  | <p>KRA #5
Neighborhoods &
Livability</p> |  | <p>KRA #10
Technology</p> |



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, tourism and economic vitality 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 of 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



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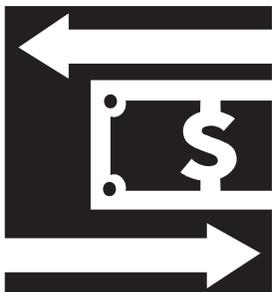
KRA 1—Economic Development, Tourism and Economic Vitality Performance Measures

KRA Priority #	Intended Outcome	Department Responsible	FY14/15 Goal	FY14/15 Actual	FY15/16 Goal
4	Implement Tourism Master Plan (% completed)	Tourism	15%	10%	15%
4	Increase # of events held at Events Center	Events Center	52	36	40
4	Increase # of days Event Center is in use	Events Center	194	145	155
4	Visits to tourism website	Tourism	699,000	736,246	743,500
4	# of media mentions in the Valley promoting Payson tourism/events	Tourism	2,845	2,947	3,000





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 and 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 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

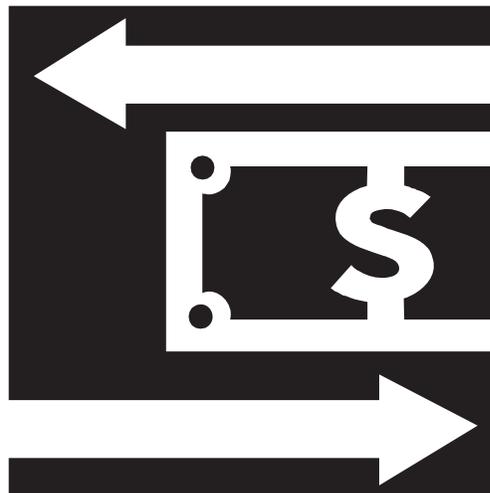


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KRA 2—Financial Excellence Performance Measures

KRA Priority #	Intended Outcome	Department Responsible	FY14/15 Goal	FY14/15 Actual	FY15/16 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, 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, shade and habitat restoration



H. Use the Gila County Transportation Tax to mitigate the street/road issues that have occurred due to the past economic downturn.

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



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KRA 3—Infrastructure Performance Measures

KRA Priority #	Intended Outcome	Department Responsible	FY14/15 Goal	FY14/15 Actual	FY15/16 Goal
1	Street improvements completed in linear feet	Streets	2000	600	1000
1	Maintain / Increase # of neighborhood drainage sites improved	Streets	3	1	2
1	Implementation of traffic study priorities (total % completed)	Streets	10%	10%	15%
2	Implement Airport Master Plan (total % completed)	Airport	20%	20%	25%
3	Maintain water usage levels at 80-90 gallons per capita per day	Water	Achieve	Achieved	Achieve
3	C.C.Cragin Project Total % Completed	Water	60%	55%	65%



KRA #4: Innovation & Efficiency

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 front-line 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.



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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
- C. Streamline Town boards, committees and commissions to make the various processes more business friendly
- D. Research and implement a 'one-stop shop' program within the community development area

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



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achievements to the community. It is important for the Town to enhance public awareness about the innovation 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
- E. Create and implement a status communication program for the C.C. Cragin Pipeline project.



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KRA 4—Innovation and Efficiency

Performance Measures

KRA Priority #	Intended Outcome	Department Responsible	FY14/15 Goal	FY14/15 Actual	FY15/16 Goal
4 & 5	Visits to websites	All Gov't	247,900	275,782	278,500
		Tourism	699,000	736,246	743,600
4 & 5	Articles/press releases in local newspaper	Tourism	430	462	475
4 & 5	Public e-mail distribution list	All Gov't	2,150	2,189	2,200
		Tourism	104,600	225,123	250,000
4 & 5	TOP Talk Programs		23	23	23
	# of employee presenters	Clerk	30	30	30
	# of guests		60	60	60
4 & 5	Radio appearances	Tourism	67	72	75
4 & 5	Public speaking Engagements	Tourism	37	41	43



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



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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

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.



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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

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





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KRA 5—Neighborhoods & Livability Performance Measures

KRA Priority #	Intended Outcome	Department Responsible	FY14/15 Goal	FY14/15 Actual	FY15/16 Goal
1	# of unsightly properties investigated (workload indicator)	Planning	220	187	200
1	# of unsightly properties investigations closed	Planning	220	206	210
1	Completion of 87/260 beautification plan (percent completed)	Planning	2%	3%	4%
3	# of programs offered to the public	Recreation	106	102	105
3	# of registrations for programs	Recreation	4,960	4,758	4,800
3	# of ramada reservations	Recreation	325	291	300
5	# of reference questions (workload indicator)	Library	11,525	11,742	11,860
5	total circulation	Library	147,100	135,383	136,700
5	# of children's programs	Library	233	198	200
5	total attendance at children's programs	Library	4,213	4,203	4,245
5	# of teen programs	Library	66	36	40
5	total attendance at teen programs	Library	606	347	350
5	# of adult programs	Library	107	132	133
5	total attendance at adult programs	Library	1,704	2,188	2,210

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



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KRA 6—Social Services Performance Measures

KRA Priority #	Intended Outcome	Department Responsible	FY14/15 Goal	FY14/15 Actual	FY15/16 Goal
1 & 2	Complete rehabilitation projects for income-qualified homeowners	Planning	3	2	3
1 & 2	Make referrals to income-qualified housing facilities	Planning	12	13	12
1 & 2	Provide technical assistance to potential applicants for housing rehabilitation	Planning	6	6	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



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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



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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
- C. Create and implement a management succession plan



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KRA 7—The Payson Team Performance Measures

KRA Priority #	Intended Outcome	Department Responsible	FY14/15 Goal	FY14/15 Actual	FY15/16 Goal
2	Conduct Employee Health Fair	Human Resources	Yes	Yes	Yes
4 & 6	Structural Fire Training Completed	Fire	3,000	2,248	2,270
4 & 6	Non-structural Training Completed	Fire	3,000	2,730	2,760
4 & 6	Emergency Medical Training Completed	Fire	2,400	1,967	1,985
4 & 6	Average Training Hours per Firefighter	Fire	250.0	231.5	234.0
5	# of volunteers	Police	50	52	52
		Fire	20	13	13
5	# of volunteers hours	Police	9,000	7,617	7,600





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
- E. Partner with other Town departments, such as Parks and Recreation, Library, and Human Resources, and other agencies, to proactively address crime prevention

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 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



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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



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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
- D. Identify, consolidate and clarify Town ordinances that pertain to hazardous fuel reduction and how they are applied and enforced
- E. Create and implement a fire-wise program that promotes and educates on fire-wise activities and hazardous fuels safety
- F. Develop / enhance code enforcement as it pertains to fire-wise issues





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KRA 8—Public Safety Performance Measures

KRA Priority #	Intended Outcome	Department Responsible	FY14/15 Goal	FY14/15 Actual	FY15/16 Goal
2 & 3	Improve ISO rating	Fire	Class 3	Class 3	Class 3
3	Improve Response Time	Fire	below 4:36	4:24	below 4:36
1	Conduct CPR Classes: # of Citizens Trained	Fire	800	868	800
1	Car Seats Inspected	Fire	120	225	120
3	Structure Fire Save ratio	Fire	above 33%	85%	above 85%
1	Taught 10 week DARE program to 5th graders	Police	complete	completed	complete
1	Host Community Policing Programs:				
	Block Watch Program	Police	Yes	Yes	Yes
	Watch Your Vehicle Program	Police	Yes	Yes	Yes
	Vehicle VIN Etching Program	Police	Yes	Yes	Yes
	Click It or Ticket Campaign	Police	Yes	Yes	Yes
	Bicycle Safety Program	Police	Yes	Yes	Yes
	Drive Hammered Get Nailed Campaign	Police	Yes	Yes	Yes
1,2,3	Reduce Uniform Crime Reporting (UCR) Activity	Police	below 680	680	below 680
3	Calls for service (workload indicator)	Police	below 20,030	22,844	below 22,850



CORPORATE STRATEGIC PLAN



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
- E. Create and implement a status communications program for the C.C. Cragin Pipeline project





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KRA 9—Sustainability Performance Measures

KRA Priority #	Intended Outcome	Department Responsible	FY14/15 Goal	FY14/15 Actual	FY15/16 Goal
1 & 3	Encourage participation in toilet rebate program *	Water: Residential	5	8	3
		Commercial	2	0	1
1 & 3	Maintain water usage levels at 80-90 gallons per capita per day	Water	Achieve	Achieved	Achieved
1 & 3	Present In-School Water Conservation program (# of students)	Water	170	185	170
1 & 3	Hold electronic waste E-cycling event	Water Resources	1	1	1
1 & 3	Hold latex paint recycling event	Water Resources	1	0	1
1 & 3	Hold household hazardous waste event	Water Resources	1	0	1

*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
- D. Research, implement and enhance methods of electronic input and payment of citizen transactions

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



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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
- E. Research, develop and implement alternative access to the internet, e.g. microwave



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KRA 10—Technology Performance Measures

KRA Priority #	Intended Outcome	Department Responsible	FY14/15 Goal	FY14/15 Actual	FY15/16 Goal
3	E-Gov availability for all departments *	Info Services	5%	2%	3%
3	Visits to websites	All Gov't	247,900	275,782	278,500
		Tourism	699,000	736,246	743,600
3	Public e-mail distribution list	All Gov't	2,150	2,189	2,200
		Tourism	104,600	225,123	250,000
* Researching ability and cost to increase Town-wide usage					





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:

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>
1:4:A							X
1:4:E							X
1:4:G		X					
2:1:All							X
2:2:All			X				X
2:3:All							X
2:4:All							X
3:1:A			X				
3:1:B			X				
3:1:C			X				
3:1:D			X				
3:1:E			X				
3:1:F			X				
3:1:G			X				
3:2:A		X					
3:2:B		X					
3:2:C				X			
3:2:D		X	X				
3:3:A						X	
3:3:B						X	X
3:3:D						X	X
3:3:E						X	
3:4:B							X
3:4:C				X			
3:4:D				X			
3:4:E				X			



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>
5:1:A		X					
5:1:B					X		
5:1:C					X		
5:1:D		X					
5:1:E		X					
5:1:F		X					
5:1:G		X					
5:1:H		X					
5:1:I		X					
5:2:A		X					
5:2:B	X						
5:2:C	X	X					
5:2:D	X	X					
5:2:D	X	X					
5:3:A				X			
5:3:B				X			
5:3:C				X			
5:3:D				X			
5:3:E				X	X		
5:3:F	X			X			
5:4:C				X			
6:1:C	X						
8:6:All	X				X		
9:1:All	X				X		
9:1:B			X				
9:1:C							X



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 service

Capital projects should:

- ◆ Prevent the deterioration of the Town's existing infrastructure, and respond to any 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 project 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.

Town of Payson, Arizona

5 Year Capital Improvement Plan – Summary by Department

Project #	Dept	Description	Fiscal Year 2015/16	Fiscal Year 2016/17	Fiscal Year 2017/18	Fiscal Year 2018/19	Fiscal Year 2019/20	5 Year Total	Future Years	Grand Total	KRA Link *
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
0910-85	Airport	Construct Service Roads						-	470,000	470,000	3:2
0910-86	Airport	Construct Vehicle Parking						-	245,000	245,000	3:2
0910-87	Airport	Construct Hold Aprons		300,000				300,000		300,000	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	105,000					105,000		105,000	3:2
1213-05	Airport	Construct New West Taxiways						-	650,000	650,000	3:2
1415-01	Airport	Repair Drainage Issues	165,000					165,000		165,000	3:2
1415-02	Airport	Construct Aircraft Wash Rack		250,000				250,000		250,000	3:2
1415-03	Airport	Install Taxiway Lighting & Runway 6 PAPI		500,000				500,000		500,000	3:2
1415-04	Airport	Construct Snow Removal Equipment Building			350,000			350,000		350,000	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	3:2
1516-10	Airport	Relocate Taxiways					350,000	350,000		350,000	3:2
		Total Airport Capital Projects	270,000	1,055,000	350,000	-	350,000	2,025,000	10,413,000	12,438,000	
0910-76	Planning & Econ Dev	Main Street Enhancements						-	500,000	500,000	1:3/3:1/5:1
0910-77	Planning & Econ Dev	Highway Landscape Improvements		200,000	200,000	200,000	150,000	750,000	150,000	900,000	3:2/5:1
		Total Planning & Dev Projects	-	200,000	200,000	200,000	150,000	750,000	650,000	1,400,000	
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
1314-03	Police	Building Addition		212,000				212,000		212,000	3:4/8:2
1314-04	Police	Communications Remodel		55,000				55,000		55,000	3:4/8:2
1415-07	Police	Storage Building		92,000				92,000		92,000	3:4/8:2
		Total Police Capital Projects	-	422,800	65,500	-	-	488,300	-	488,300	
0910-39	Recreation & Tourism	PATS Continuation		125,000	125,000	150,000	150,000	550,000	725,000	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 Master Plan		70,000	60,000			130,000		130,000	3:4/5:3
0910-45	Recreation & Tourism	Event Center Master Plan & 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
1213-01	Recreation & Tourism	Rumsey Park Multi-Purpose Sports Bldg						-	1,500,000	1,500,000	3:4
		Total Rec & Tourism Capital Projects	-	275,000	2,245,000	150,000	150,000	2,820,000	5,225,000	8,045,000	

*Note: The KRA link ties the individual projects on the Capital Improvement Plan to the Key Result Area (KRA) within Corporate Strategic Plan

5 Year Capital Improvement Plan – Summary by Department

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	3:1,4/5:3	
1011-04	Parks Maint	Kiwanis Field Lights	50,000	50,000	50,000	50,000	50,000	250,000	250,000	500,000	3:4/5:3	
1011-05	Parks Maint	Rumsey South Soccer Turf	34,000	49,000	49,000	49,000	49,000	230,000	102,000	332,000	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	
1415-21	Parks Maint	Rumsey Park Basketball Court Replacement		40,000				40,000		40,000	3:4/5:3	
		Total Parks Maint Capital Projects	84,000	875,000	849,000	99,000	99,000	2,006,000	452,000	2,458,000		
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						-	855,000	855,000	3:1,2	
0910-6	Streets	Rumsey Rd - WalMart to McLane		310,000	250,000			560,000		560,000	3:1,2	
0910-7	Streets	Bonita St	This is a State funded project. In previous years, the Town contributed its share of the funds towards the project totalling \$50,000. The total project cost is \$1,575,000.						-		-	3:1,2
0910-9	Streets	Manzanita Dr - 200 Block to Evergreen		450,000				450,000		450,000	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	500,000	650,000	1,250,000		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 Rd			40,000	40,000	1,150,000	1,230,000		1,230,000	3:1,2	
0910-19	Streets	Frontier St - SR87 to McLane					150,000	150,000	1,950,000	2,100,000	3:1,2	
0910-20	Streets	Granite Dells Roundabout Landscaping		45,000				45,000		45,000	3:1,2	
0910-21	Streets	Granite Dells Roundabout Lighting		45,000				45,000		45,000	3:1,2	
0910-23	Streets	Airport Rd Roundabout Landscaping		45,000				45,000		45,000	3:1,2	
0910-26	Streets	Pavement Preservation	300,000	500,000	500,000	525,000	550,000	2,375,000	3,500,000	5,875,000	3:1,2	
0910-27	Streets	American Gulch	28,200	50,000	100,000	100,000	100,000	378,200	2,000,000	2,378,200	3:1,2	
0910-28	Streets	Town Aerial Photo Update		45,000				45,000	100,000	145,000	3:1,2	
0910-29	Streets	Green Valley Parking Lot Expansion	37,500	375,000	375,000			787,500		787,500	3:1,2,4	
0910-30	Streets	McLane Rd - Payson Ranchos to Payson Pines Subdivisions					80,000	80,000	900,000	980,000	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	50,000	500,000	660,000	200,000	860,000	3:1,2	
1011-02	Streets	Montezuma Castle Exchg. I.D.		450,000	5,800,000			6,250,000		6,250,000	3:1,2	
1314-01	Streets	Main Street Enhancements		35,000	35,000	35,000	35,000	140,000	35,000	175,000	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**

5 Year Capital Improvement Plan – Summary by Department

1314-02	Streets	Montezuma Castle Exchg I.D. - Phase 2			60,000	1,000,000	1,000,000	2,060,000		2,060,000	3:1,2	
1415-16	Streets	Town Boundary Fence		47,500	47,500	47,500	47,500	190,000		190,000	3:1,2	
1516-03	Streets	East Bonita Street Sidewalk						-	125,000	125,000	3:1,2	
1516-04	Streets	East Frontier Drainage		25,000				25,000		25,000	3:1,2	
1516-06	Streets	East Main St & Hwy 87 Drainage		40,000				40,000		40,000	3:1,2	
1516-07	Streets	Regional Storm Water Detention Basin					200,000	200,000	250,000	450,000	3:1,2	
1516-08	Streets	Manzanita Roundabout Street Lighting				45,000		45,000		45,000	3:1,2	
1516-09	Streets	McLane Rd-Phx St to GV Prkwy						-	1,090,000	1,090,000	3:1,2	
		Total Streets Capital Projects		815,700	3,387,500	7,767,500	3,417,500	6,702,500	22,090,700	14,175,000	36,265,700	
0910-50	Water	CC Cragin Pipeline	11,850,000	9,450,000				21,300,000		21,300,000	3:3	
0910-51	Water	CC Cragin Water Treatment Plant		6,850,000	6,850,000			13,700,000		13,700,000	3:3	
0910-52	Water	Security Gates	7,000					7,000		7,000	3:3	
0910-57	Water	Water Mains	350,000	150,000	100,000	100,000	100,000	800,000	100,000	900,000	3:3	
0910-58	Water	Wells	150,000					150,000		150,000	3:3	
0910-61	Water	Radon Gas Treatment System	30,000					30,000		30,000	3:3	
0910-62	Water	Water Lines		150,000	150,000	200,000	195,000	695,000		695,000	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	40,000	45,000				85,000		85,000	3:3	
1415-11	Water	Tank Mixing Systems	40,000					40,000		40,000	3:3	
1415-12	Water	Chlorine Generator Conversions	30,000					30,000		30,000	3:3	
1415-13	Water	Pressure Blowoff Valves	20,000					20,000		20,000	3:3	
1415-14	Water	Hydropneumatic Surge Tanks	60,000					60,000		60,000	3:3	
1516-01	Water	GV Park Irrigation Pump Control	30,000					30,000		30,000	3:3	
		Total Water Capital Projects	12,932,000	16,645,000	7,100,000	300,000	295,000	37,272,000	100,000	37,372,000		
0910-35	Gen Gov't	Recycling Program Enhancements							250,000	250,000	3:3/9:1,2	
		Total Gen Gov't Capital Projects	-	-	-	-	-	-	250,000	250,000		
0910-67	Library	Library Building Expansion			1,500,000			1,500,000		1,500,000	3:4/5:5	
		Total Library Capital Projects	-	-	1,500,000	-	-	1,500,000	-	1,500,000		
1213-11	Fire	Fire Station 11 Build Out		360,000				360,000		360,000	3:4/8:2	
		Total Fire Capital Projects	-	360,000	-	-	-	360,000	-	360,000		
		TOTAL ALL CAPITAL PROJECTS	14,101,700	23,220,300	20,077,000	4,166,500	7,746,500	69,312,000	31,265,000	100,577,000		

***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 2015/16	Fiscal Year 2016/17	Fiscal Year 2017/18	Fiscal Year 2018/19	Fiscal Year 2019/20	5 Year Total	Future Years	Grand Total	KRA Link *
0910-01M	Police	Vehicle Replacement	70,000	125,000	125,000	125,000	125,000	570,000	550,000	1,120,000	8:2
1415-10M	Police	HSG-Hillcrest Base Radio & Link to Elk Ridge	46,500					46,500		46,500	8:2/10:2
1516-02M	Police	SHSGP Elk Ridge Base Radio	36,500					36,500		36,500	8:2/10:2
1516-04M	Police	GOHS Accident Measurement Device	34,300					34,300		34,300	8:2
		Total Police Department	187,300	125,000	125,000	125,000	125,000	687,300	550,000	1,237,300	
0910-05M	Streets	Heavy Equipment		100,000	100,000	100,000	100,000	400,000	300,000	700,000	3:1,2
0910-07M	Streets	Crack Seal Machine Replacement						-	45,000	45,000	3:1,2
0910-08M	Streets	Trucks		30,000	30,000	30,000	30,000	120,000	150,000	270,000	3:1,2
1516-06M	Streets	Backhoe	25,000	25,000	25,000	25,000	19,000	119,000		119,000	3:1,2
1516-07M	Streets	Skidster					40,000	40,000		40,000	3:1,2
1516-08M	Streets	Water Truck		125,000				125,000		125,000	3:1,2
1516-09M	Streets	Dump Truck - 6CY			72,500			72,500		72,500	3:1,2
1516-10M	Streets	Wheel Loader				172,000		172,000		172,000	3:1,2
1516-11M	Streets	Street Sweeper	44,000	44,600	44,600	44,600	44,600	222,400		222,400	3:1,2
		Total Streets Department	69,000	324,600	272,100	371,600	233,600	1,270,900	495,000	1,765,900	
1516-13M	Parks Maint	Kawasaki Mule Utility Vehicle		13,500				13,500		13,500	3:4/5:3
		Total Parks Maintenance	-	13,500	-	-	-	13,500	-	13,500	
0910-10M	Gen Gov't	Financial Software		75,000				75,000		75,000	10:2
1415-02M	Gen Gov't	IT- TV Equipment (includes 2 servers & software)	50,000	50,000				100,000		100,000	10:02
		Total General Government	50,000	125,000	-	-	-	175,000	-	175,000	
0910-13M	Fire	Utility Truck Replacement		400,000				400,000		400,000	8:2
0910-14M	Fire	Water Tender		315,000			315,000	630,000		630,000	8:2
0910-15M	Fire	Utility Pickup Truck Replacement		40,000				40,000		40,000	8:2
0910-16M	Fire	Staff Vehicle Replacement		55,000			40,000	95,000	55,000	150,000	8:2
0910-17M	Fire	Command Vehicle Replacement		55,000				55,000	55,000	110,000	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			150,000			150,000		150,000	8:2
0910-25M	Fire	Ambulance Replacement					200,000	200,000		200,000	8:2
0910-27M	Fire	Type 1 Engine Replacement		550,000		550,000		1,100,000	550,000	1,650,000	8:2
0910-28M	Fire	Type 6 Engine Replacement					180,000	180,000	180,000	360,000	8:2
1314-05M	Fire	Radio Repeater			20,000			20,000		20,000	8:2/10:2
1415-17M	Fire	SCBA - Homeland Security Grant	235,000					235,000		235,000	8:2
1516-01M	Fire	Fire Equipment - AFG Grant		15,000				15,000		15,000	8:2
		Total Fire Department	-	2,865,000	170,000	550,000	735,000	4,320,000	840,000	5,160,000	
1516-05M	Event Center	Tractor w/ Harrow (Ground Hog)	58,000					58,000	-	58,000	1:3,4
		Total Tourism/Rec Department	58,000	-	-	-	-	58,000	-	58,000	
0910-33M	Water	Service Truck Replacement	25,000	45,000		48,000	50,000	168,000	125,000	293,000	3:3
0910-34M	Water	Well Pump Replacements	50,000	50,000	50,000	50,000	125,000	325,000	250,000	575,000	3:3
1011-04M	Water	Fire Hydrant Program		5,000	5,000	5,000	5,000	20,000	25,000	45,000	3:3
1011-05M	Water	Computer Equipment	30,000	20,000	20,000	20,000	20,000	110,000	100,000	210,000	3:3
1415-03M	Water	Back Hoe Hammer	25,000					25,000		25,000	3:3
1415-05M	Water	Ground Penetrating Radar			25,000			25,000		25,000	3:3
1415-03M	Water	Office Equipment	7,000					7,000		7,000	3:3
		Total Water Division	137,000	120,000	100,000	123,000	200,000	680,000	500,000	1,180,000	
0910-35M	Building	Vehicle Replacement		25,000	25,000			50,000		50,000	3:1/5:1,2
1415-08M	Building	Automated Dog Licensing System		11,000				11,000		11,000	10:1,2
		Total Building	-	36,000	25,000	-	-	61,000	-	61,000	
1516-14M	Planning&Dev	Vehicle Replacement		25,000				25,000		25,000	3:1/5:1,2
		Total Planning & Development	-	25,000	-	-	-	25,000	-	25,000	
1415-06M	Airport	Snow Removal Equipment				170,000		170,000		170,000	3:2
1516-12M	Airport	Pickup Truck		30,000				30,000		30,000	3:02
		Total Airport	-	30,000	-	170,000	-	200,000	-	200,000	
		Total Capital Machinery & Equipment	501,300	3,664,100	692,100	1,339,600	1,293,600	7,490,700	2,385,000	9,875,700	

*Note: The KRA link ties the individual projects on the Capital Improvement Plan to the Key Result Areas (KRA) within the Corporate Strategic Plan



2015 ANNUAL BUDGET

OPERATING COSTS ASSOCIATED WITH CIP

In many cases, the Town's operating budget is directly affected by the CIP. Capital Improvements frequently bring about ongoing expenditures for routine operations, repairs, and maintenance. Capital pay-as-you-go projects, grant matching funds, and payments for bonds and lease/purchase agreement expenditures come directly from the operating fund. In contrast, new streets typically have zero maintenance in the first five years. Sometimes, new buildings with energy-efficient features actually have less impact on the operating budget than aging facilities that require frequent repairs & maintenance and use significantly more utilities.

When requests are submitted for capital projects, the requesting department estimates the costs of future operations and maintenance based on past experience and anticipated cost increases. This information is indicated on the Project Information Form and taken into consideration when projects are slated for funding. These costs are approximate in nature and can change based on a variety of factors including change in project scope, inflation, and other unforeseen circumstances. The summary below indicates the CIP projects that had estimated operating costs associated with them and is meant to provide a general understanding of the influence these capital projects can have on future operational budget.

Department	CIP Project Concepts	Annual Utilities	Annual Maintenance	Annual Supplies	Annual Personnel
Airport	Security Fencing	-	-	300	300
Airport	Construct Aircraft Wash Rack	1,200	-	-	-
Airport	Install Taxiway Lighting	2,000	-	-	-
Airport	Construct Equipment Building	600	500	-	-
Police	Building Remodel	500	-	-	-
Police	Building Addition	1,200	500	500	-
Police	Storage Building	600	500	-	-
Rec&Tourism	PATS Continuation	-	250	-	-
Parks Maint	Amphitheater Lighting	350	-	-	-
Parks Maint	GV Park Maintenance Bldg	600	500	-	-
Parks Maint	Rumsey Park Restrooms	600	600	500	-
Parks Maint	Kiwanis Field Lights	800	-	-	-
Parks Maint	Rumsey Playground Equip.	-	250	-	-

CAPITAL IMPROVEMENT PLAN



2015 ANNUAL BUDGET

Department	CIP Project Concepts	Annual Utilities	Annual Maintenance	Annual Supplies	Annual Personnel
Streets	Granite Dells Roundabout Landscaping	400	500	-	-
Streets	Granite Dells Roundabout Lighting	600	-	-	-
Streets	Airport Road Roundabout Landscaping	400	500	-	-
Streets	American Gulch	-	500	-	-
Streets	GV Parking Lot Expansion	-	300	-	-
Streets	Main Street Enhancements	500	-	-	-
Streets	Town Boundary Fence	-	-	300	300
Streets	Manzanita Roundabout Street Lighting	600	-	-	-
Fire	Fire Station 11 Build Out	1,200	500	500	-
Library	Library Building Expansion	3,200	500	500	-

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 C.C. Cragin Pipeline project is in the construction phase so, this project will not impact the current operating budget.



***BUDGET
PROCESS
OVERVIEW***



BUDGET PROCESS OVERVIEW

The Town Manager is responsible for proposing an Annual Budget to the Town Council. Traditionally, in late May or early June of 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 ensure 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 to involve all citizens in the budget process either in the formulation, preparation, implementation, administration or evaluation.



2015 ANNUAL BUDGET

BUDGET ROLES & RESPONSIBILITIES

CITIZENS OF PAYSON are responsible for participating in the formation of the Corporate Strategic Plan to be presented 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, reviewing the Town Manager's Proposed Budget and approving 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 decision making process. This process starts by updating the Corporate Strategic Plan (CSP). The CSP is an agenda of priority areas for the Town. It helps establish a Capital Improvement Plan (CIP) that is a major component in forming a consensus based 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 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.

BUDGET PROCESS OVERVIEW



2015 ANNUAL BUDGET

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

March

- ◆ Corporate Strategic Plan updated and Key Result Area priorities ranked by Council after input at public meeting
- ◆ Capital Improvement Plan updated after presentation of projected needs by department heads and input at public meeting
- ◆ 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 compiles department submittals to produce initial budget report

April

- ◆ Budget Team holds meetings with individual departments to review budget requests required to accomplish departmental goals
- ◆ Budget Team proposes a Preliminary Budget based on all information compiled in the budget development process and ensures that funding supports common goals.

BUDGET PROCESS OVERVIEW



2015 ANNUAL BUDGET

May

- ◆ 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

June

- ◆ The Tentative Budget is adopted in early June
- ◆ The Final Budget is adopted in mid June
- ◆ Property tax levy is adopted not less that 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 departments. 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 PROCESS OVERVIEW



2015 ANNUAL BUDGET

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.



2015 ANNUAL BUDGET

BUDGET CALENDAR

Budget input open to departments	02/27/2015
Corporate Strategic Plan public meeting *	03/03/2015
Budget Team meeting for revenue projections	03/10/2015
Budget Team meeting for revenue projections	03/12/2015
Capital Improvement Plan public meeting *	03/24/2015
Department budget input completed and submitted to Financial Services	03/31/2015
Finance Manager submits initial budget to Budget Team	04/02/2015
Budget Team reviews department requests	04/02/2015
Budget Team reviews departments requests	04/03/2015
Budget Team holds Department Budget Meetings	week of 4/6/2015
Budget Team finalizes figures for budget presentation to Council	04/23/2015
Executive Summary of Budget (presentation) to Council	05/01/2015
Council Workstudy with all Directors *	05/05/2015
Budget Team revises budget per Council direction (if needed)	05/07/2015
Revised Budget presented to Council (if needed)	05/21/2015
Adopt the Fee Schedule (if changed) *	06/04/2015
Adopt Tentative Budget & hold Expenditure Limitation Hearing *	06/04/2015
Publish Budget Summary once a week for two consecutive weeks:	06/11/2015
	06/18/2015
Hold public hearing and adopted Final Budget **	06/18/2015
Make property values provided by Assessor available for inspection (Must be available 7 days prior to adoption of tax levy)	06/25/2015
Adopt property tax levy ** (Levy must be adopted not less than seven days after Final Budget but, on or before the third Monday in August)	07/02/2015
Forward certified copy of tax levy ordinance to County by the third Monday in August	07/14/2015

* Special Council Meeting

** Regular Council Meeting

BUDGET CALENDAR



***UNDERSTANDING
THE
BUDGET***



UNDERSTANDING THE BUDGET

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 & welfare, parks / recreation / cultural, building and planning / development.



2015 ANNUAL BUDGET

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), Gifts & Grants Fund, Parks Facility Improvement Fee 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 was moved from Special Revenue Funds to Fiduciary Funds in FY13/14.

Capital Project Funds

Capital project funds 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, Public Safety Bond Project Fund, Green Valley Redevelopment 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 Parks Development Fund and Public Safety Impact Fee Fund closed in FY15/16. 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.



2015 ANNUAL BUDGET

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

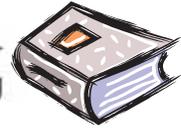
The budget document is prepared in such a manner as to present the budget in an easy to read and understandable format for all interested parties. It sets the fiscal plan to be utilized by the Town Council and Town management to attain their goals and objectives in providing quality services at a reasonable 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.



2015 ANNUAL BUDGET

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 2012/13 and 2013/14, the adopted budget for fiscal year 2014/15 and the proposed budget for 2015/16. 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.

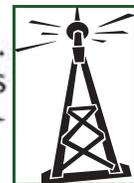
Financial Plan

The major sources of revenue are presented in numeric and graphical formats. The major revenue and expenditure sources are presented for fiscal years 2012/13 and 2013/14, the adopted budget for fiscal year 2014/15 and the proposed budget for 2015/16 in various places throughout the document.



Communications 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.



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



2015 ANNUAL BUDGET

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 are: Land Use, Growth Area, Circulation, Parks/Trails/Open Spaces, Environmental Planning, Water Resources, and Cost of Development.

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

UNDERSTANDING THE BUDGET



2015 ANNUAL BUDGET

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 and Performance section of this document. The complete 2014 General Plan document can be viewed on the Town's website at www.paysonaz.gov.

Capital Improvements and Acquisition Process

The Capital program for the Town has two distinct elements: the Capital Improvement Plan (CIP) and the operating capital / equipment acquisition process. The Five Year Capital Improvement Plan is a long-range prioritized schedule of proposed capital projects with estimated costs. This 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. Operating capital items, such as equipment and tools, are requested by Department Directors with their annual operating budget requests. These budget items are shown in the capital outlay section of each division's budget and are usually funded out of the general revenues of the Town.

Additional information regarding the Capital Improvement Plan can be found in the Planning & Performance section of this document. The complete Capital Improvement Plan document can be viewed on the Town's website at www.paysonaz.gov.

More details regarding budget policies can be found in the Supplemental Section of this document under Financial Policies.



***BUDGET
SUMMARIES***



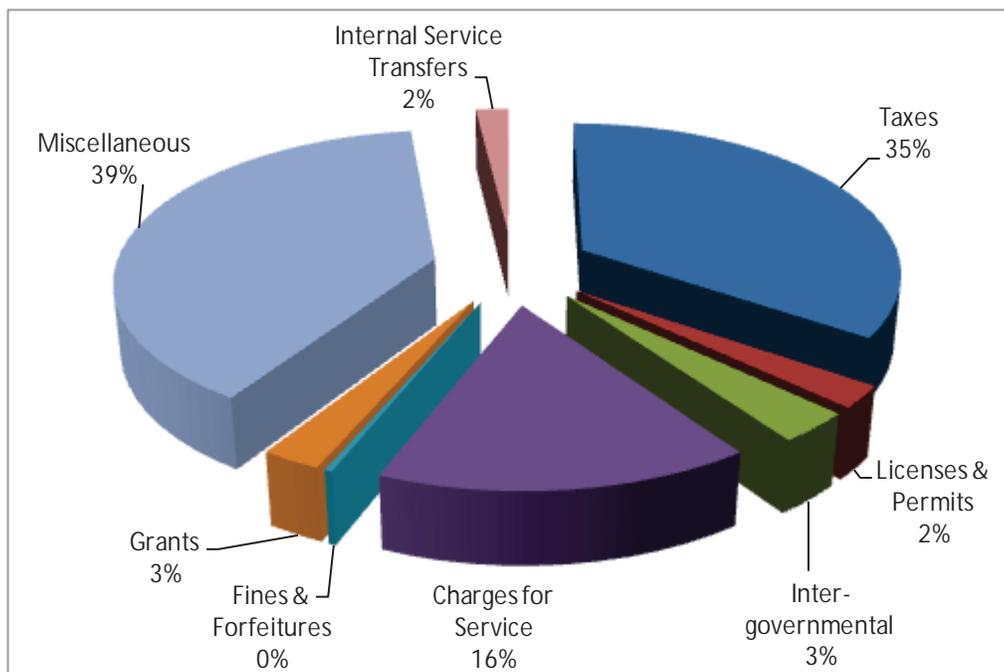
2015 ANNUAL BUDGET

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. Estimated revenues and operating transfers for the 2015/16 budget total \$38,979,054 which reflect a slight decrease of 0.4% below the 2014/15 adopted budget.

Category	2012/13 Actual	2013/14 Actual	2014/15 Budget	2015/16 Proposed
Taxes	11,670,579	12,340,293	12,805,600	13,469,600
Licenses & Permits	604,371	672,341	906,000	919,700
Intergovernmental	1,280,099	1,070,212	599,600	1,272,700
Charges for Service	5,357,633	5,447,799	6,166,600	6,232,700
Fines & Forfeitures	117,698	128,973	116,000	130,000
Grants	580,431	824,781	2,057,400	1,008,400
Miscellaneous	2,835,603	2,618,740	15,841,000	15,201,500
Transfers	849,623	704,933	656,400	744,454
Total Operating Revenues	23,296,037	23,808,072	39,148,600	38,979,054



BUDGET SUMMARY



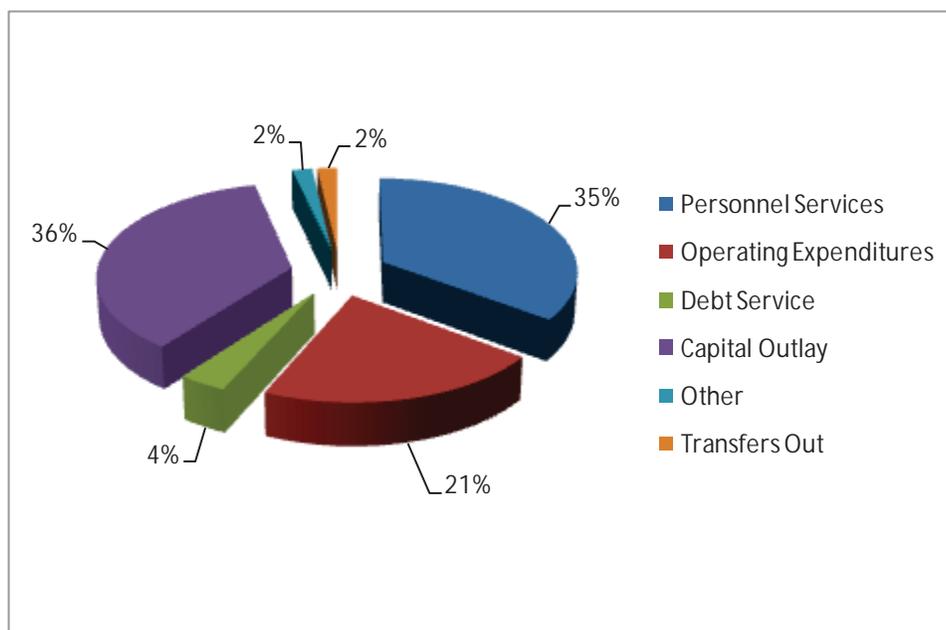
2015 ANNUAL BUDGET

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 \$8,791,000.
- ◆ The **personnel services budget** consists of the salaries and fringe benefits for all the Town's employees. The amount budgeted for personnel services is \$14,425,500.
- ◆ 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 \$14,757,300.
- ◆ The **debt service budget** is used to repay money borrowed by the Town, primarily for capital improvements and amounts to \$1,480,900.
- ◆ The transfers out budget of \$744,454 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 \$763,500.

The total budget, including all six components, is \$40,962,654.





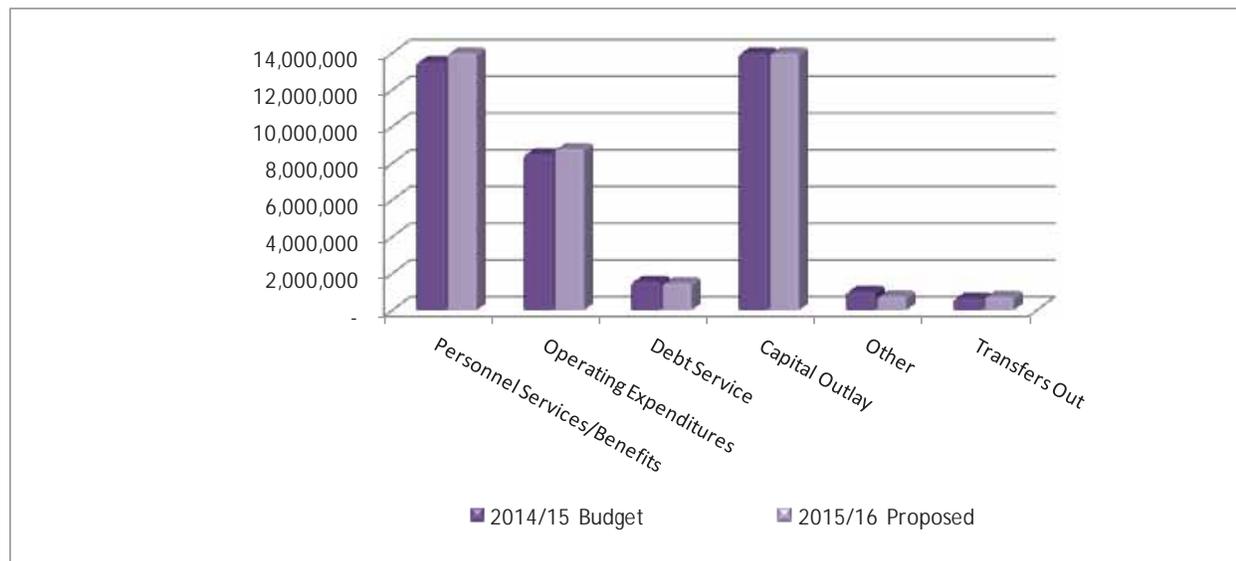
2015 ANNUAL BUDGET

TOTAL FINANCIAL PROGRAM

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

EXPENDITURES & OTHER USES	2012/13 Actual	2013/14 Actual	2014/15 Budget	2015/16 Proposed
Personnel Services/Benefits	11,555,726	12,065,708	13,526,800	14,425,500
Operating Expenditures	8,898,160	8,263,142	8,499,600	8,791,000
Debt Service	1,004,101	611,787	1,561,300	1,480,900
Capital Outlay	3,554,408	3,778,207	16,137,300	14,757,300
Other	2,731,130	2,422,995	1,028,000	763,500
Transfers Out	849,622	658,133	656,400	744,454
TOTAL	28,593,147	27,799,972	41,409,400	40,962,654

EXPENDITURE COMPARISON



BUDGET SUMMARY



2015 ANNUAL BUDGET

EXPENDITURE SUMMARY BY FUND

FUND	2014/15 BUDGET	2015/16 PROPOSED
Total General Fund	\$ 13,731,200	\$ 15,111,100
Special Revenue:		
HURF Fund	2,299,100	2,550,900
Gifts & Grants Fund	61,000	61,154
Bed Tax Fund	330,800	318,600
Police Dept of Justice	85,000	90,200
Library Fund	341,800	364,600
Airport Fund	1,257,700	424,300
Event Center Fund	204,400	223,200
Insurance Fund	1,973,600	2,129,200
Total Special Revenue Funds	\$ 6,553,400	\$ 6,162,154
Debt Service:		
General Debt Service Fund	\$ 145,100	\$ 105,800
ELRID Debt Service Fund	-	-
Westerly Rd Debt Service Fund	84,600	85,600
Green Valley Park Debt Service	-	-
Excise Tax Revenue Obligation	132,500	132,200
General Obligation Bonds	400,100	432,300
Total Debt Service Funds	\$ 762,300	\$ 755,900
Capital Project:		
Grant Capital Project Fund	617,700	526,800
Park Development Fund	40,000	-
Public Safety Impact Fee Fund	41,200	-
Green Valley Redevelopment	34,800	-
Public Safety Construction Fund	140,000	140,000
CAP Trust Fund	325,000	325,000
Total Capital Project Funds	\$ 1,198,700	\$ 991,800
Total Enterprise Fund	\$ 19,163,800	\$ 17,941,700
TOTAL - ALL FUNDS	\$ 41,409,400	\$ 40,962,654

BUDGET SUMMARY



2015 ANNUAL BUDGET

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 In-Coming 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.



2015 ANNUAL BUDGET

Sources and Uses by Fund Group						
2015/16 Budget						
	General	Restricted	Restricted	Debt	Utility	Total
	Fund	Funds	Capital	Service	Enterprise	Budgeted
			Funds	Funds	Funds	Funds
SOURCES OF FUNDS						
Beginning Budget Resources	\$ 1,499,941	\$ 514,726	\$ 526,859	\$ 442,308	\$ 6,216,816	\$ 9,200,650
Revenues	13,107,300	5,100,900	-	418,800	6,760,200	25,387,200
Grants/One Time Revenues	318,600	260,000	526,800	-	-	1,105,400
Debt Services Proceeds	-	-	-	-	11,000,000	11,000,000
Other	480,500	229,200	-	-	15,000	724,700
Operating Transfers In	156,154	321,200	2,300	264,800	17,300	761,754
TOTAL SOURCES OF FUNDS	\$ 15,562,495	\$ 6,426,026	\$ 1,055,959	\$ 1,125,908	\$ 24,009,316	\$ 48,179,704
USES OF FUNDS						
Town Council	\$ 103,100					\$ 103,100
Clerk/Elections	258,600					258,600
Town Manager/Information Svcs	765,600					765,600
Financial Svcs/General Services	1,781,800					1,781,800
Town Attorney/Magistrate Court	595,200					595,200
Tourism	124,600	93,400				218,000
Human Resources	236,400					236,400
Police	5,151,200	20,200				5,171,400
Fire	3,602,700					3,602,700
Community Development	950,400		214,000			1,164,400
Public Works	671,900	1,763,400				2,435,300
Library		364,600				364,600
Airport		154,300				154,300
Recreation	452,300	165,200				617,500
Insurance		2,129,200				2,129,200
Water					4,364,600	4,364,600
TOTAL OPERATIONS	\$ 14,693,800	\$ 4,690,300	\$ 214,000	\$ -	\$ 4,364,600	\$ 23,962,700
TOTAL DEBT SERVICE	\$ -	\$ -	\$ -	\$ 650,100	\$ 830,800	\$ 1,480,900
AVAILABLE FOR CAPITAL	\$ 868,695	\$ 1,735,726	\$ 841,959	\$ 475,808	\$ 18,813,916	\$ 22,736,104
TOTAL CAPITAL PROJECTS	\$ 50,000	\$ 1,185,500	\$ 777,800	\$ -	\$ 12,744,000	\$ 14,757,300
OTHER USES						
Operating Transfers	\$ 350,000	\$ 286,354	\$ -	\$ 105,800	\$ 2,300	\$ 744,454
Loans Payable	17,300	-	-	-	-	17,300
TOTAL OTHER USES	\$ 367,300	\$ 286,354	\$ -	\$ 105,800	\$ 2,300	\$ 761,754
TOTAL USES OF FUNDS	\$ 15,111,100	\$ 6,162,154	\$ 991,800	\$ 755,900	\$ 17,941,700	\$ 40,962,654
ENDING BUDGET RESOURCES	\$ 451,395	\$ 263,872	\$ 64,159	\$ 370,008	\$ 6,067,616	\$ 7,217,050

BUDGET SUMMARY



CHANGES IN PROJECTED FUND BALANCE

- ◆ General Fund—Ending fund balance is projected to decrease 9.7% from \$500,155 to \$451,395. 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 show a slight increase 4.6% from \$252,362 to \$263,872.
- ◆ Debt Service Fund—Ending fund balance is projected to decrease 16.4% from \$442,370 to \$370,008 as a portion of the reserve is being utilized to satisfy current debt service.
- ◆ Capital Project Fund—Ending fund balance is projected to decline 2% from \$65,447 to \$64,159.

The full impact of the current economic condition is reflected in the projected ending fund balances for the above referenced funds. Many revenues are down, intergovernmental funding is at a minimum, and grants are limited. Department budgets are still very lean and most capital projects have been postponed. Even with these cuts, it has become necessary to draw on fund balance 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.



2015 ANNUAL BUDGET

REVENUE & EXPENDITURE SUMMARY

	General	Special	Debt	Capital	Enterprise	Total
Fund Activity	Fund	Revenue Funds	Services Funds	Project Funds	Fund	Funds
Beg Fund Bal	\$ 1,499,941	\$ 514,726	\$ 442,308	\$ 526,859	\$ 6,216,816	\$ 9,200,650
Revenue	13,107,300	5,100,900	418,800	-	6,760,200	25,387,200
Grants & Other Sources	799,100	489,200	-	526,800	11,015,000	12,830,100
Transfers, net	(211,146)	34,846	159,000	2,300	15,000	-
Expenditures	14,743,800	5,875,800	650,100	991,800	17,939,400	40,200,900
Fund Bal Change	(1,048,546)	(250,854)	(72,300)	(462,700)	(149,200)	(1,983,600)
Ending Fund Balance	\$ 451,395	\$ 263,872	\$ 370,008	\$ 64,159	\$ 6,067,616	\$ 7,217,050

2015/16 FINANCIAL OVERVIEW - ALL FUNDS

	2012/13 Actual	2013/14 Actual	2014/15 Budget	2015/16 Proposed
<u>REVENUES</u>				
Taxes	11,670,579	12,340,293	12,805,600	13,469,600
Licenses & Permits	604,371	672,341	906,000	919,700
Intergovernmental	1,280,099	1,070,212	599,600	1,272,700
Charges for Service	5,357,633	5,447,799	6,166,600	6,232,700
Fines & Forfeitures	117,698	128,973	116,000	130,000
Grants	580,431	824,781	2,057,400	1,008,400
Debt Proceeds	-	-	11,800,000	11,000,000
Miscellaneous	2,720,477	2,577,087	3,895,800	4,188,000
Other	115,126	41,653	145,200	13,500
Transfers In	849,623	704,933	656,400	744,454
Total Revenues	23,296,037	23,808,072	39,148,600	38,979,054
<u>Less: EXPENDITURES</u>				
Salaries & Wages	8,206,334	8,342,550	9,256,000	9,639,100
Personnel Benefits	3,349,392	3,723,158	4,270,800	4,786,400
Supplies	1,324,108	1,170,215	1,385,700	1,275,400
Services	671,835	876,376	883,600	947,800
Utilities	1,110,091	1,071,463	1,114,000	1,122,900
Travel	60,065	71,115	115,600	135,200
Advertising & Public Relations	34,320	47,572	49,000	50,700
Rentals	40,526	43,049	61,300	230,100
Insurance	2,786,683	2,159,530	2,443,200	2,587,100
Repair & Maintenance	634,488	688,450	1,010,900	1,096,900
Miscellaneous	2,236,044	2,135,372	1,436,300	1,344,900
Capital Outlay	3,554,408	3,778,207	16,137,300	14,757,300
Debt Service	1,004,101	611,787	1,561,300	1,480,900
Depreciation	2,731,130	2,422,995	1,028,000	763,500
Transfers Out	849,622	658,133	656,400	744,454
Total Expenditures	28,593,147	27,799,972	41,409,400	40,962,654
Revenue (under)/Over Expenditures	(5,297,110)	(3,991,900)	(2,260,800)	(1,983,600)

BUDGET SUMMARY

**Town of Payson Budget
Fiscal Year 2015/16**

**Total Budget
\$40,962,654**

**Operating Budgets
\$39,214,954**

**Debt Services
\$755,900**

**Capital Projects
\$991,800**

**General Fund
\$15,111,100**

**Enterprise Fund
\$17,941,700**

**Special Revenue Funds
\$6,162,154**

**General Debt Services
\$105,800**

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

**Town Council
\$103,100**

**Town Manager
\$188,900**

**Town Clerk/
Elections
\$258,600**

**HURF
\$2,550,900**

**Event Center
\$223,200**

**G.O. Bonds
Series 2004
\$432,300**

**Grant Funded
Capital Projects
\$526,800**

**Police
Department
\$5,151,200**

**Fire
Department
\$3,602,700**

**Recreation/
Tourism
\$576,900**

**Police – Dept of
Justice
\$90,200**

**Library
\$364,600**

**Westerly Rd Imp
District
\$85,600**

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

**Information
Services
\$626,700**

**Human
Resources
\$236,400**

**Financial
Service
\$408,500**

**Gifts & Grants
\$61,154**

**Airport
\$424,300**

**Excise Tax
Obligations
\$132,200**

**Public
Works
\$671,900**

**Community
Development
\$107,000**

**Centralized
Services
\$1,373,300**

**Bed Tax
\$318,600**

**Insurance
\$2,129,200**

**Town
Attorney
\$378,300**

**Magistrate
Court
\$216,900**

**Transfers
\$367,300**

**Planning &
Development
\$316,800**

**Building
\$370,300**

**Economic
Development
\$156,300**



***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	2014/15 BUDGET	2015/16 PROPOSED	INCREASE (DECREASE)	PERCENT CHANGE
Taxes	10,701,800	11,370,900	669,100	6%
Licenses & Permits	906,000	919,700	13,700	2%
Intergovernmental	242,000	204,000	(38,000)	-16%
Grants	200,400	247,600	47,200	24%
Charges for Service	635,600	762,500	126,900	20%
Fines & Forfeitures	100,000	110,000	10,000	10%
Miscellaneous	480,000	291,700	(188,300)	-39%
Transfers In	95,000	156,154	61,154	64%
TOTAL	13,360,800	14,062,554	701,754	5%

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 80.9% of the total 2015/16 General Fund revenues.



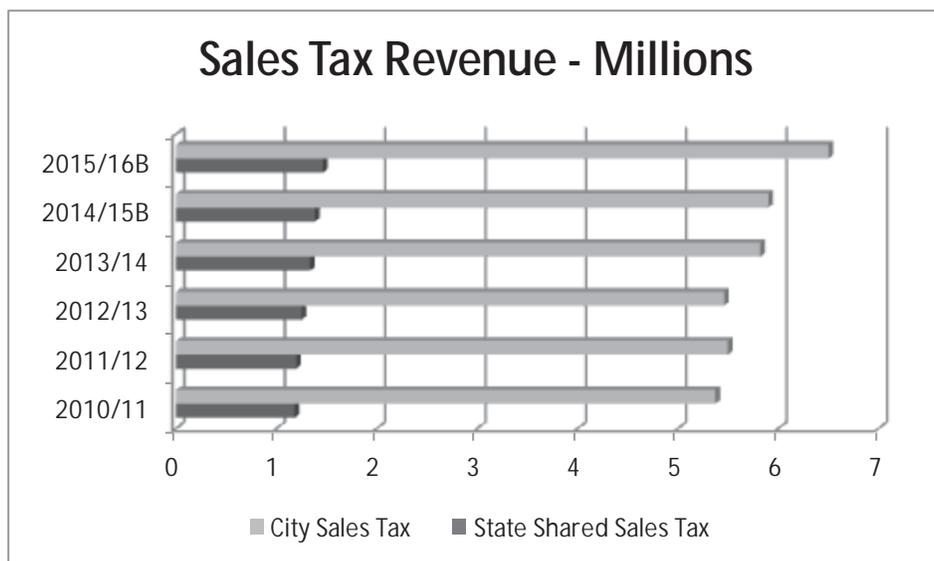
>>> TAXES <<<

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

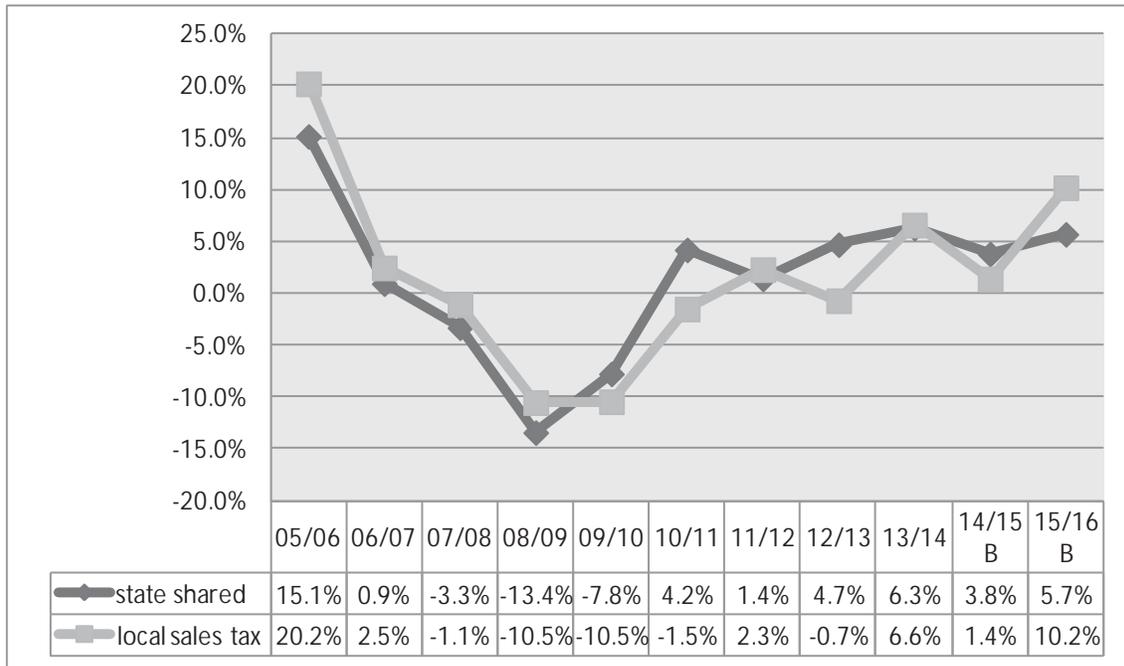
The Transaction Privilege Tax (Sales Tax) is collected on the gross receipts of business activities that occur within the Town of Payson. The Town’s tax rate of 2.12%, combined with the State tax rate of 5.6% and the Gila County tax rate of 1% equals a total sales tax rate of 8.72%. A portion of the Town’s tax (0.12%) is used to pay for the debt service on the revenue bonds issued for Public Safety Improvement Bonds of 2003. This tax amount 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



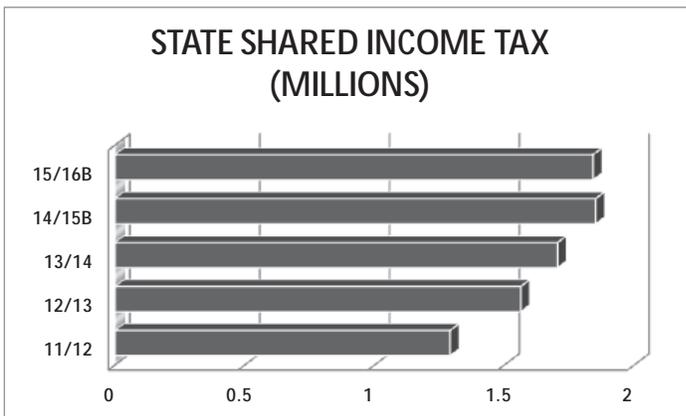
This graph does a nice job of illustrating the economic downturn and staggeringly slow recovery that we have experienced over the past several years. Although federal fiscal drag has been holding back growth at the state and local levels, we are trending upward ever so slightly and we continue to be 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. Great progress has been made towards bringing a 4-year university to Town which has attracted the attention of new businesses that want to capitalize on this new customer base. Our Economic Development Specialist has been working diligently with these potential new businesses to ensure that they will find a business friendly environment eager to welcome them to our community. Their creation of new job opportunities and boost to the revenue stream will be the realization of year of hard work to promote the desired growth in the Town.

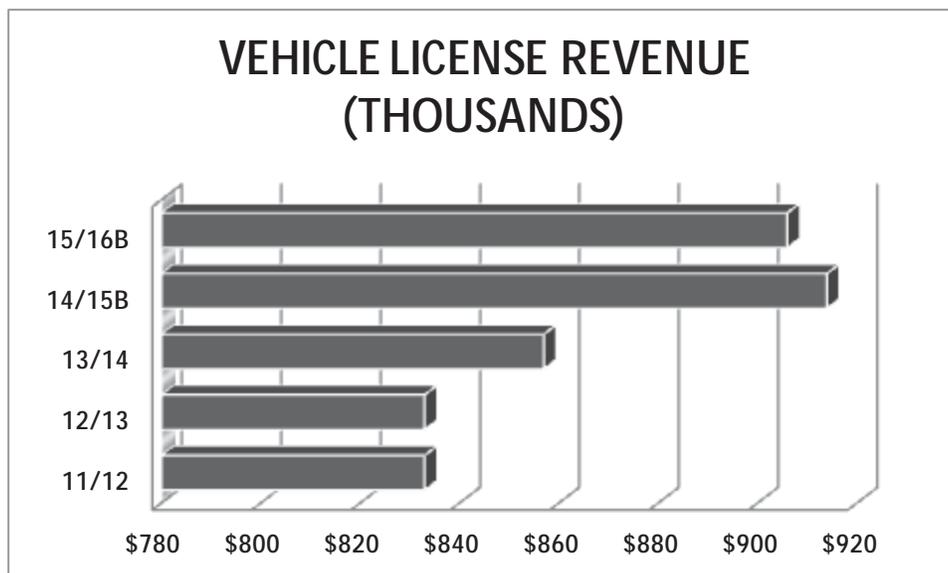


State Shared Income Tax Arizona Cities and Town share a portion of the total amount collected from the State's income tax. The Town's share of State income tax is based on the relationship between its population compared to the total population of all cities and town within the state.



According to the State, income tax revenue showed very little change over last fiscal year (less than 1%). This is the only shared revenue that can be accurately forecast since it is based on collections from two year ago.

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.



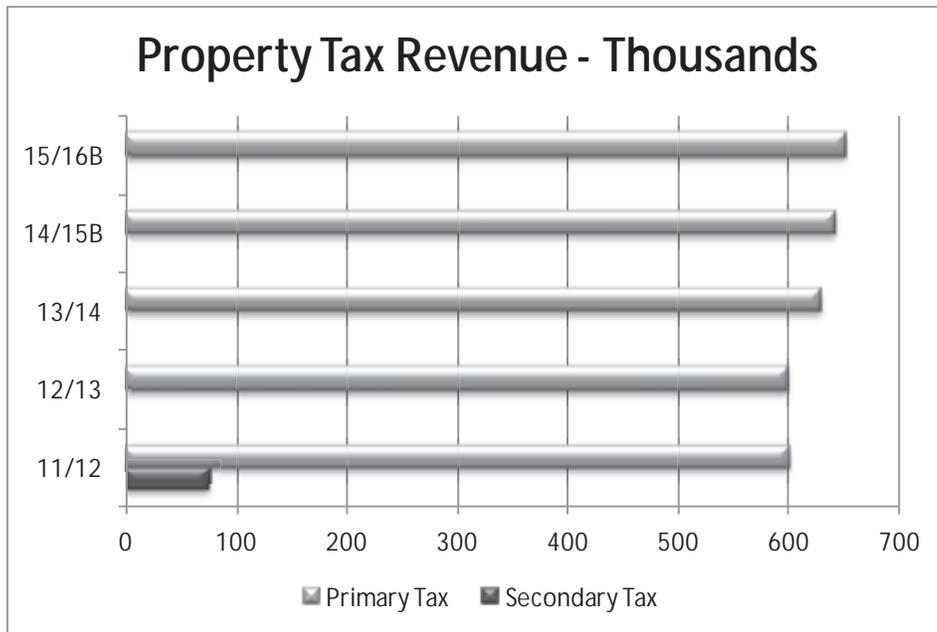


Property Tax—General

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 \$0.3963 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.

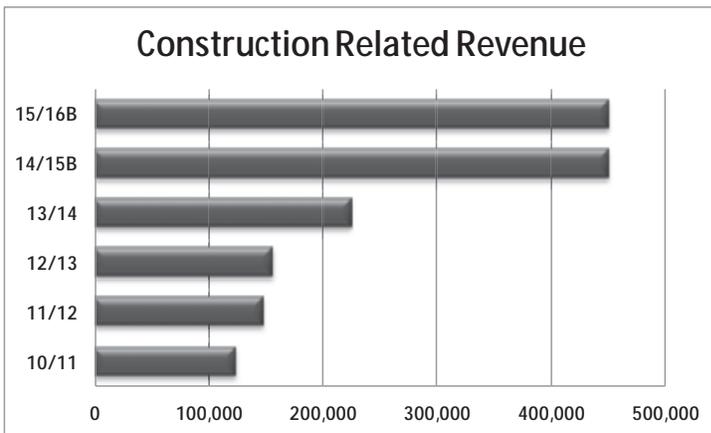




>>>**LICENSES & PERMITS**<<<

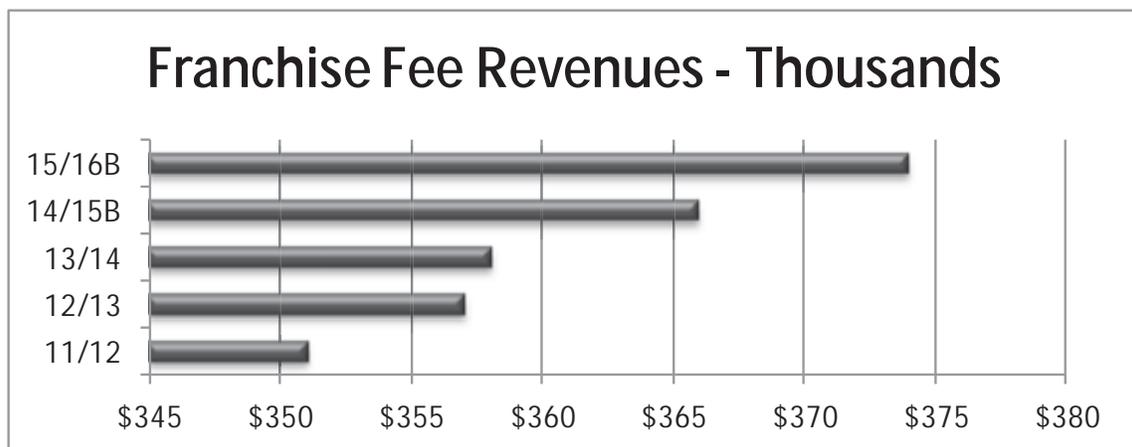
Licenses & permits include business license fees, franchise fees, building permits and other miscellaneous licenses and permits.

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.



Fiscal Year 2014/15 & 2015/16 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 Includes 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 2015/16 (including transfers out) totals \$15,061,100 which is 10.53% higher than the 2014/15 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	2012/13 ACTUAL	2013/14 ACTUAL	2014/15 BUDGET	2015/16 PROPOSED
Town Council	98,764	83,278	107,000	103,100
Town Clerk/Elections	245,136	194,431	254,300	258,600
Town Manager	185,651	180,149	188,700	188,900
Town Attorney	330,736	329,747	408,200	378,300
Financial Services	319,597	304,405	353,500	408,500
Other Governmental Services	900,366	678,932	1,143,600	1,373,300
Information Services	545,573	559,382	509,800	576,700
Tourism	103,341	107,071	121,100	124,600
Magistrate Court	193,151	188,001	213,100	216,900
Police	3,904,991	4,250,754	4,817,400	5,151,200
Fire	3,011,336	2,883,544	3,272,000	3,602,700
Community Development	725,838	603,182	809,700	950,400
Public Works	406,447	515,936	544,200	671,900
Parks & Recreation	300,604	301,551	334,000	452,300
Human Resources	152,976	205,449	227,600	236,400
TOTAL	11,424,507	11,385,812	13,304,200	14,693,800

*Transfers not included



EXPENDITURE SUMMARY BY CATEGORY—GENERAL FUND*

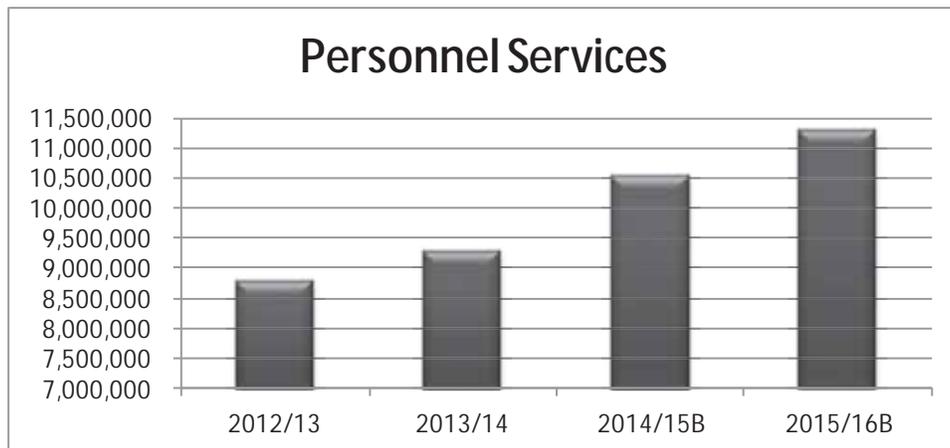
MAJOR EXPENDITURE	2014/15 BUDGET	2015/16 PROPOSED	INCREASE (DECREASE)	PERCENT CHANGE
Personnel Services/Benefits	10,524,500	11,261,500	737,000	7.0%
Operating Expenditures	2,779,700	3,432,300	652,600	23.5%
TOTAL	13,304,200	14,693,800	1,389,600	10.4%

*Transfers not included

Personnel Services

Personnel Services represent a significant portion of the total General Fund budget. In fiscal year 2015/16, salaries and benefits (health insurance, accident insurance, disability insurance, life insurance, and retirement) account for \$11,261,500 or 74.77% of the total General Fund budget. Although there were quite a few changes to staffing and benefits, the net effect was an increase of 7% over the previous year. Changes to Personal Services for FY15/16 include:

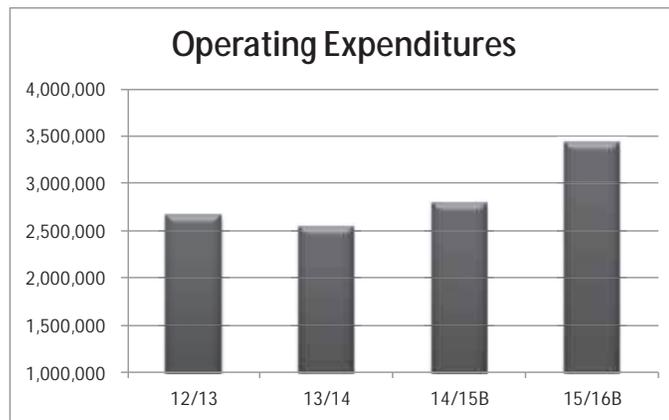
- ◆ Three positions, previously frozen for several years, were funded for this budget leaving 10 vacant positions that continue to go unfilled pending economic recovery.
- ◆ 16 positions received wage adjustments or reclassifications
- ◆ Two new Dispatcher positions and one new library page position were added.
- ◆ A 3% merit raise was included in this year's budget
- ◆ Cost of living increases remain on hold for the eighth consecutive year
- ◆ Increases in workers' compensation rates and public safety retirement contributions impacted this category
- ◆ The second phase of the November buy-back of PTO hours will be implemented. This two-year tiered process was instituted last fiscal year to reduce the number of PTO hours on the books.





Operating Expenditures

Operating expenditures represent approximately 22.8% of the total General Fund budget. This includes a wide array of expenditures. Operating expenditures for 2015/16 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 2.4% of the total General Fund budget and consist of the following internal transfers of funds:

224-4-9399-101	To Library	\$	115,400
260-4-9399-101	To Airport	\$	75,600
812-4-9399-101	To Westerly Dr. Imprv. Debt Service	\$	26,800
822-4-9399-101	Excise Bond Debt Service Fund	\$	132,200
661-4-9399-101	To Water Dept - Loan Repayment	\$	17,300
			<u>367,300</u>





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
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	12,957,462	8.0%	12,712,900	11.3%	244,562
2014/15*	13,360,800	3.1%	13,304,200	4.7%	56,600
2015/16*	14,062,554	5.3%	14,693,800	10.4%	(631,246)

*Estimated

Economic recovery continues to move at a staggeringly slow pace. Construction-related revenues is anticipated to pick up as plans for the development of a four-year university are finalized. Although the Town should have some grant funding for streets and airport projects, this source of revenue continue to be limited. The Tourism Department has been pursuing every opportunity to expand tourism-related revenues (sales tax & bed tax) by promoting many special events throughout the year. The Economic Development division continue to worked diligently to draw new business to Payson and provide support to current businesses. These efforts will continue in Fiscal Year 15/16 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.





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), Parks Facilities Improvement Fund, Gifts & 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. In Fiscal Year 14/15, the Law Enforcements Property Program Fund was moved to a Fiduciary Fund.

- ◆ **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 is used to track money donated to the Town as gifts and grants.
- ◆ **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%.
- ◆ **Parks Facilities Improvement Fund**—This fund was established in FY14/15 when the Town Council approved the assessment of a \$5 fee that is added to most Parks charges. This fee will be used for improvements to Park facilities.



- ◆ **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 coordinate the program for 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.
- ◆ **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.
- ◆ **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	2014/15 Budget	2015/16 Proposed	Increase (Decrease)	Percent Change
Taxes	1,750,800	1,738,700	(12,100)	-1%
Intergovernmental	523,300	1,027,700	504,400	96%
Grants	1,268,000	260,000	(1,008,000)	-79%
Charges for Service	321,600	339,700	18,100	6%
Fines & Forfeitures	16,000	20,000	4,000	25%
Miscellaneous	1,928,400	2,204,000	275,600	14%
Transfers In	241,300	321,200	79,900	33%
Total Operating Revenues	6,049,400	5,911,300	(138,100)	-2%

Taxes, Intergovernmental, Grants, and Miscellaneous (mostly health insurance related items) are the major revenues sources in the Special Revenue Funds. These revenues comprise 84.08% of the total 2015/16 Special Revenue Fund revenues.

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

Reductions in **Grant** money for Streets and Airport projects account for the change in this category. In Fiscal Year 14/15, two large projects for Echo Ramp expansion and runway grading were completed with grant funds. A Streets Department sign project was also completed with grant funding in Fiscal Year 14/15. Although there are some street and airport grant projects schedules for this fiscal year, they are not as large as the projects completed last year.

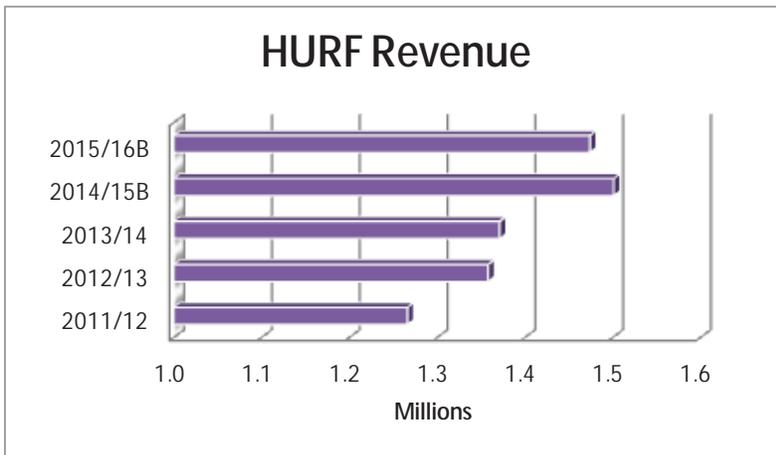


>>>> TAXES <<<<<

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 Arizona Department of Transportation provides the HURF estimate. This revenue is projected to be slightly lower than last year. For Fiscal Year 2015/16, HURF revenue is expected to be \$1,473,700 which is \$27,100 less than last year's projection. As the economy continues to improve, this revenue is projected 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 2015/16 totals \$6,162,154 which is a 5.97% decrease as compared to the 2014/15 budget. Although most funds show an increase in budgeted expenditures, the \$833,400 reduction of airport projects for Fiscal Year 2015/16 offset a lot of the other Special Revenue Fund increases.

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	2012/13 ACTUAL	2013/14 ACTUAL	2014/15 BUDGET	2015/16 PROPOSED
HURF Fund	1,458,858	1,630,208	2,299,100	2,550,900
Gifts & Grants Fund	30,976	106,100	61,000	61,154
Festivals & Events Fund	38,684	-	-	-
Bed Tax Fund	244,566	177,872	330,800	318,600
Police Dept of Justice	28,133	51,019	85,000	90,200
Law Enf. Property Program Fund	1,161,299	-	-	-
Library fund	323,858	327,122	341,800	364,600
Airport Fund	389,325	312,247	1,257,700	424,300
Event Center Fund	132,581	117,659	204,400	223,200
Medical Insurance Fund	2,349,165	1,700,074	1,973,600	2,129,200
TOTAL	\$ 6,157,445	\$ 4,422,301	\$ 6,553,400	\$ 6,162,154



EXPENDITURE SUMMARY BY CATEGORY

MAJOR EXPENDITURE	2014/15 BUDGET	2015/16 PROPOSED	INCREASE (DECREASE)	PERCENT CHANGE
Personnel Services	1,475,700	1,606,600	130,900	9%
Operating Expenditures	3,332,800	3,083,700	(249,100)	-7%
Capital Outlay	1,515,500	1,185,500	(330,000)	-22%
Transfers Out	229,400	286,354	56,954	25%
TOTAL	6,553,400	6,162,154	(391,246)	-6%

Personnel Services—represents 26.07% 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 50.04% of the total Special Revenue Funds budget. This includes a wide array of expenditures. Operating expenditures for 2015/16 include all normal day-to-day expenditures of the programs funded by these restricted funds.

Capital Outlay—represents 19.24% of the total Special Revenue Funds total budget. Capital outlay includes all major capital improvements in these restricted funds. A decrease in airport capital projects as compared to Fiscal Year 14/15 budget is the main reason for the change in capital outlay.

Transfer Out—represents 4.65% and consist of the following internal transfer of funds:

*	Transfer from Gifts & Grants Fund to General Fund	61,154
*	Transfer from Bed Tax Fund to Event Center Fund	130,200
*	Transfer from Bed Tax Fund to General Fund	95,000
		286,354



BUDGET SUMMARY BY FUND

FUND	2012/13 Actual	2013/14 Actual	2014/15 Budget	2015/16 Proposed
HURF Fund	1,416,204	1,565,112	2,232,800	2,431,500
Parks & Rec Improvement Fee Fund	-	4,455	5,000	15,000
Gifts & Grant Fund	33,037	9,607	19,000	-
Bed Tax Fund	259,906	265,726	250,000	265,000
Police Dept of Justice Fund	16,022	87,459	32,500	58,500
Law Enforcement Property Program	1,172,797	-	-	-
Library Fund	323,857	327,122	341,800	364,600
Magistrate Court	1,131	-	-	-
Airport Fund	314,362	176,241	1,090,300	424,300
Event Center Fund	135,081	115,159	204,400	223,200
Medical Insurance Fund	1,925,595	1,703,923	1,873,600	2,129,200
Total Revenues	\$ 5,597,992	\$ 4,254,804	\$ 6,049,400	\$ 5,911,300
HURF Fund	1,458,858	1,630,208	2,299,100	2,550,900
Housing Trust Fund	-	-	-	-
Gifts & Grants Fund	30,976	106,100	61,000	61,154
Wildlands/Urban Program Fund	-	-	-	-
Festivals & Events Fund	38,684	-	-	-
Bed Tax Fund	244,566	177,872	330,800	318,600
Police Dept of Justice	28,133	51,019	85,000	90,200
Police Reserve Academy Fund	-	-	-	-
Law Enf. Property Program Fund	1,161,299	-	-	-
Library fund	323,858	327,122	341,800	364,600
Magistrate Court/JCEF Fund	-	-	-	-
Magistrate Court/FTG Fund	-	-	-	-
Airport Fund	389,325	312,247	1,257,700	424,300
Event Center Fund	132,581	117,659	204,400	223,200
Insurance Fund	2,349,165	1,700,074	1,973,600	2,129,200
Total Expenditures	\$ 6,157,445	\$ 4,422,301	\$ 6,553,400	\$ 6,162,154



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 \$360,000.

Total General Obligation Debt Service as of July 1, 2015			
Year	Excise Tax		Total
	Bonds	Interest	
2015	115,000	13,697	128,697
2016	120,000	8,482	128,482
2017	125,000	2,891	127,891
Totals	360,000	25,070	385,070



>>>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 \$480,000.00.

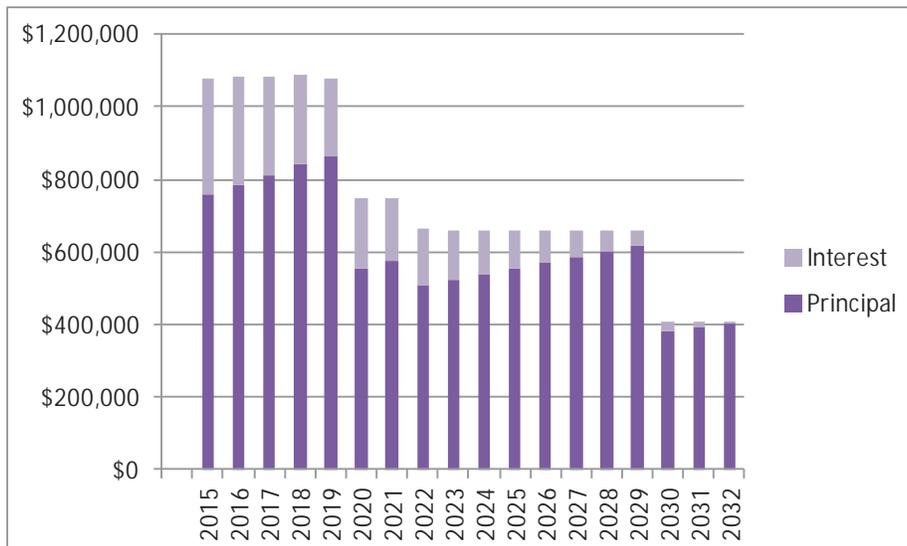
General Obligation Bonds Project 2003, Series 2009, Public Safety—Fire
 The Town has pledged special sales taxes to repay \$1,525,000 in governmental general obligation bonds issued in 2009. Proceeds of the bonds provided financing for construction and equipping a new fire station. The bonds are payable 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, 2015 (Principal Only)		
Westerly Rd		
Year	Improvement District	Fire Bonds
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	
	480,000	1,525,000
General Town of Payson Debt		\$ 2,005,000



TOTAL REVENUE BACKED DEBT

All Town of Payson Debt			
Total Revenue Backed Debt as of July 1, 2015			
Year	Principal	Interest	Total
2015	758,426	322,038	1,080,464
2016	785,295	297,891	1,083,186
2017	812,499	272,129	1,084,628
2018	845,051	243,950	1,089,001
2019	862,959	214,109	1,077,068
2020	556,232	190,159	746,391
2021	574,883	172,052	746,935
2022	508,921	155,615	664,536
2023	523,357	138,525	661,882
2024	538,202	123,469	661,671
2025	553,469	107,985	661,454
2026	569,168	92,063	661,231
2027	585,314	75,688	661,002
2028	601,918	58,849	660,767
2029	617,842	41,549	659,391
2030	379,583	27,472	407,055
2031	390,211	16,695	406,906
2032	401,138	5,616	406,754
	10,864,468	2,555,854	13,420,322





>>>CONTRACT/LEASE DEBT<<<

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

2014 Equipment Lease/Purchase

This lease/purchase began in 2014 for a mower for Parks Maintenance. The lease term is August 2014 to March 2018. The original amount of the lease/purchase was \$52,801 plus interest. As of July 1, 2015, 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, 2015, there is \$4,628 principal outstanding.

Total Contract / Lease Debt Service as of July 1, 2015				
Year	Mower Lease/Purchase	Fire Truck 2 Lease/Purchase	Water Land Purchase	Total Contract/Lease Debt
2015	12,587	102,859	4,628	120,074
2016	13,099	52,291		65,390
2017	13,633			13,633
2018	7,024			7,024
Total	46,343	155,150	4,628	206,121
Less Enterprise Debt:				(4,628)
General Town of Payson Debt				\$ 201,493



>>>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 economic downturn and slow recovery, 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, 2015, there is \$1,000,000 in principal 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.

Net Secondary Assessed Valuation	\$	163,633,443
<u>Water, Sewer, Light, Parks, Open Space and Recreational Facility Bonds</u>		
Debt limit - 20% of secondary net assessed valuation		32,726,689
Net debt applicable to limit		-
20% legal debt margin	\$	32,726,689
<u>All other general obligation bonds</u>		
Debt limit - 6% of secondary net assessed valuation		9,818,007
Net debt applicable to limit		1,245,000
6% legal debt margin	\$	8,573,007
Total Legal Debt Margin	\$	41,299,695



	2012/13 ACTUAL	2013/14 ACTUAL	2014/15 BUDGET	2015/16 PROPOSED
GENERAL DEBT SERVICE FUND				
801-5-8490-00-7950 Principal	232,183	136,425	139,500	102,900
801-5-8490-00-7951 Interest	15,179	8,662	5,600	2,900
Total	247,362	145,087	145,100	105,800
WESTERLY ROAD DEBT SERVICE FUND				
812-5-8490-00-6901 Taxes & Fees	225	-	200	800
812-5-8490-00-7950 Principal	50,000	50,000	55,000	60,000
812-5-8490-00-7951 Interest	33,550	30,800	29,400	24,800
Total	83,775	80,800	84,600	85,600
RUMSEY PARK COPs DEBT SERVICE FUND				
820-5-8490-00-6901 Taxes & Fees	-	-	-	-
820-5-8490-00-7950 Principal	45,000	-	-	-
820-5-8490-00-7951 Interest	1,013	-	-	-
Total	46,013	-	-	-
GREEN VALLEY PARK DEBT SERVICE FUND				
821-5-8490-00-6901 Taxes & Fees	-	-	-	-
821-5-8490-00-7950 Principal	200,000	-	-	-
821-5-8490-00-7951 Interest	-	-	-	-
Total	200,000	-	-	-
EXCISE TAX REVENUE OBLIGATION SERIES 2003				
822-5-8490-00-6901 Taxes & Fees	3,830	2,970	3,500	3,500
822-5-8490-00-7950 Principal	100,000	105,000	110,000	115,000
822-5-8490-00-7951 Interest	26,375	22,003	19,000	13,700
Total	130,205	129,973	132,500	132,200
G.O. BONDS SERIES 2004				
823-5-8490-00-6901 Taxes & Fees	300	300	300	800
823-5-8490-00-7950 Principal	220,000	230,000	240,000	280,000
823-5-8490-00-7951 Interest	70,904	62,854	54,100	45,700
Total	291,204	293,154	294,400	326,500
WATER ENTERPRISE DEBT SERVICE				
661-5-5451-03-7950 Principal	-	-	406,900	418,500
661-5-5451-03-7951 Interest	5,542	(37,227)	497,800	412,300
Total	5,542	(37,227)	904,700	830,800
TOTAL DEBT SERVICE FUNDS	1,004,101	611,787	1,561,300	1,480,900



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 & 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.

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. This fund was closed in FY15/16.

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. This fund was closed in FY15/16.



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 on-going 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 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. Additional information about the CIP can be found in the Planning & Performance section of this book.



2015 / 2016 Proposed CAPITAL Projects

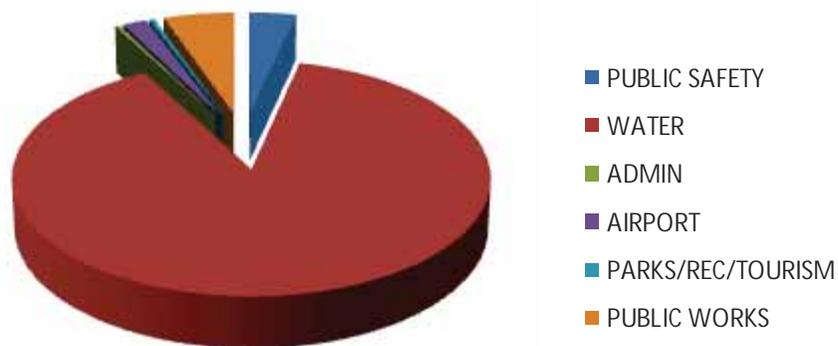
	<u>PROJECT</u>	<u>ESTIMATED COST</u>
PUBLIC WORKS - STREETS		
202	Green Valley Parking Lot Phase 1	\$ 37,500
202	Pavement Preservation	300,000
202	Manzanita Drive Construction	450,000
		<u>\$ 787,500</u>
FIRE		
403	AFG SCBA Grant	205,500
		<u>\$ 205,500</u>
WATER		
460	Environmental Project	\$ 325,000
661	Equipment	25,000
661	Wells	150,000
661	Radon Removal Study	30,000
661	SCADA Equipment - Wells / Tanks	30,000
661	Water Line	350,000
661	Pumps for Wells	50,000
661	Computer Equipment	7,000
661	Chlorine Generator	30,000
661	Service Truck	25,000
661	Surge Tank	60,000
661	Pressure Blowoff Valves	20,000
661	Fish Fence Project	40,000
661	Tank Mixing System	40,000
661	Security Gate Installation	7,000
661	GV Irrigation Pump Control	30,000
661	CC Cragin Pipeline	11,850,000
		<u>\$ 13,069,000</u>
POLICE		
101	Satellite Equipment	
215	Defense 1033 - LE Vehicle	70,000
403	HSG Radio Program	73,000
403	GOHS Grant - Equipment	34,300
425	CAD Communications Equipment	140,000
		<u>\$ 317,300</u>



2015 / 2016 Proposed CAPITAL Projects

<u>PROJECT</u>		<u>ESTIMATED COST</u>
ADMINISTRATION		
101	TV 4 Equipment	50,000
		\$ 50,000
REC & TOURISM - EVENT CENTER		
265	Tractor	\$ 58,000
		\$ 58,000
AIRPORT		
260	Boundary Fence	\$ 105,000
260	Infield Drainage	165,000
		\$ 270,000
TOTAL		\$ 14,757,300

**PROPOSED CAPITAL PROJECTS BY DEPARTMENT
FISCAL YEAR 2015/2016**





CAPITAL PROJECT DETAIL BY ACCOUNTING

			2012/13	2013/14	2014/15	2015/16
			ACTUAL	ACTUAL	BUDGET	PROPOSED
101-5-1408-00-8004	Capital Equipment		-	-	25,000	50,000
101-5-2408-01-8004	Machinery & Equipment		51,725	58,824	52,000	-
101-5-2421-02-8534	Satellite Equipment		-	16,640	11,000	-
101-5-2426-01-8409	e-PCR		-	-	17,000	-
202-5-3442-00-8004	Equipment		-	-	65,000	-
202-5-3442-00-8713	Pavement Preservation		21,826	43,945	210,000	300,000
202-5-3442-00-8717	Rumsey Road		-	-	60,000	-
202-5-3442-00-8737	Green Valley Parking Lot Ph 1		-	-	-	37,500
202-5-3442-00-8742	Bonita Street Reconstruction		-	-	25,000	-
202-5-3442-00-8743	Manzanita Drive Constr		-	-	-	450,000
202-5-3442-00-8900	Project - Cap Outlay		-	11,704	-	-
214-5-1410-00-8521	Machinery & Equipment		-	-	13,000	-
215-5-2421-02-8510	Defense 1033 - LE Vehicle		15,000	30,717	70,000	70,000
260-5-4445-00-8509	Equipment		-	-	7,500	-
260-5-4445-00-8510	New AWOS		203,430	4,067	-	-
260-5-4445-00-8713	Pavement Preservation		-	56,106	15,000	-
260-5-4445-00-8813	Echo Ramp Expansion & Taxiway		-	53,276	600,000	-
260-5-4445-00-8820	Boundary Fence		-	-	-	105,000
260-5-4445-00-8821	Runway 24 Run up Apron		10,161	14,109	450,000	-
260-5-4445-00-8823	Infield Drainage		-	-	-	165,000
265-5-4465-00-8000	Buildings		-	-	28,900	-
265-5-4465-00-8004	Equipment		-	-	-	58,000
402-5-1410-00-8521	Tourism Quads		12,588	-	-	-
403-5-2412-01-8765	HSG Hillcrest Base Radio		-	-	46,500	-
403-5-2412-01-8772	Law Enforce-HSG Radio Prog		23,125	-	-	73,000
403-5-2412-01-8773	SHSGP Mobile Repeaters		-	-	32,200	-
403-5-2421-01-8762	Law Enf-GOHS Grant		-	40,201	-	34,300
403-5-2426-03-8756	Asst FF Prevention		-	-	35,000	-
403-5-2426-03-8766	FEMA Asst FF Grant #15658		-	145,012	-	-
403-5-2426-03-8768	State Fire Assistance Grant		18,089	12,565	-	-
403-5-2426-03-8771	AFG SCBA Grant		-	-	235,000	205,500



CAPITAL PROJECT DETAIL BY ACCOUNTING

		2012/13	2013/14	2014/15	2015/16
		ACTUAL	ACTUAL	BUDGET	PROPOSED
408-5-4463-00-8779	Rumsey Ball Field Development	-	-	40,000	-
409-5-2421-01-8772	LE - Radio Program	-	3,962	41,200	-
417-5-6428-01-8785	Main Street Improvements	-	-	34,800	-
425-5-2421-16-8407	CAD Police/Fire Comm Eq	11,440	19,908	140,000	140,000
430-5-3442-00-8737	Bonita Street	-	48,685	-	-
433-5-2426-01-8602	Fire Station #3 Construction	46,960	-	-	-
460-5-5451-00-8594	Environmental Project	-	-	325,000	325,000
661-5-5451-08-8000	Buildings	149,675	-	-	-
661-5-5451-08-8002	Machinery & Equipment	-	142,362	7,500	25,000
661-5-5451-08-8006	Land Acquisition	-	12,186	-	-
661-5-5451-08-8007	Wells	-	-	150,000	150,000
661-5-5451-08-8009	Waterlines	-	15,229	150,000	350,000
661-5-5451-08-8313	Radon Removal Engineer Stdy	-	-	30,000	30,000
661-5-5451-08-8524	Computer Equipment	-	-	5,700	7,000
661-5-5451-08-8528	Service Truck	38,684	-	35,000	25,000
661-5-5451-08-8529	SCADA Equip-Wells/Tanks	-	-	-	30,000
661-5-5451-08-8530	Surge Tank	-	-	60,000	60,000
661-5-5451-08-8533	GV Irrigation Pump Control	-	-	-	30,000
661-5-5451-08-8581	Chlorine Generator	-	-	30,000	30,000
661-5-5451-08-8582	Pressure Blowoff Valves	-	-	20,000	20,000
661-5-5451-08-8587	Security Gate Installation	-	-	20,000	7,000
661-5-5451-08-8589	Fish Fence Project	-	-	85,000	40,000
661-5-5451-08-8793	Tank Mixing System	-	-	40,000	40,000
661-5-5451-08-8794	Pumps for Wells	26,775	74,970	75,000	50,000
661-5-5451-20-8010	CC Cragin Pipeline (SRP)	-	205,133	750,000	850,000
661-5-5451-20-8600	CCC Pipeline Constr	2,924,930	2,768,607	12,100,000	11,000,000
TOTAL CAPITAL PROJECTS		3,554,408	3,778,208	16,137,300	14,757,300

This schedule does not reflect CDBG Housing grants.

C.C. CRAGIN WATER PROJECT

The Water Source for Payson's Future



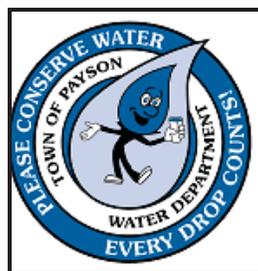
PROJECT DESCRIPTION

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

How is the Project Progressing?

- » Phase 1 (the first six miles of raw water penstock) is under construction and scheduled for completion in June 2016
- » Line C has been completed in Town
- » Line A is under construction in Town and scheduled for completion in March 2016
- » ASR well program is in process—the first ASR pilot well will be done by the end of fiscal year 15/16
- » SCADA upgrades are at 65% completion
- » Construction of the treatment plant won't start for about one year—currently in final design
- » Just finished receiving bids for the hydroelectric generator and should be awarded / purchased in one month



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.

When Will the Water be Delivered?

Completion of the project is planned for June 2018. At that time, a renewable surface water supply will become an integral and essential part of Payson's water resource portfolio.



A brochure and video detailing the C.C. Cragin Project are available on Town of Payson—Water Department website at www.paysonwater.com

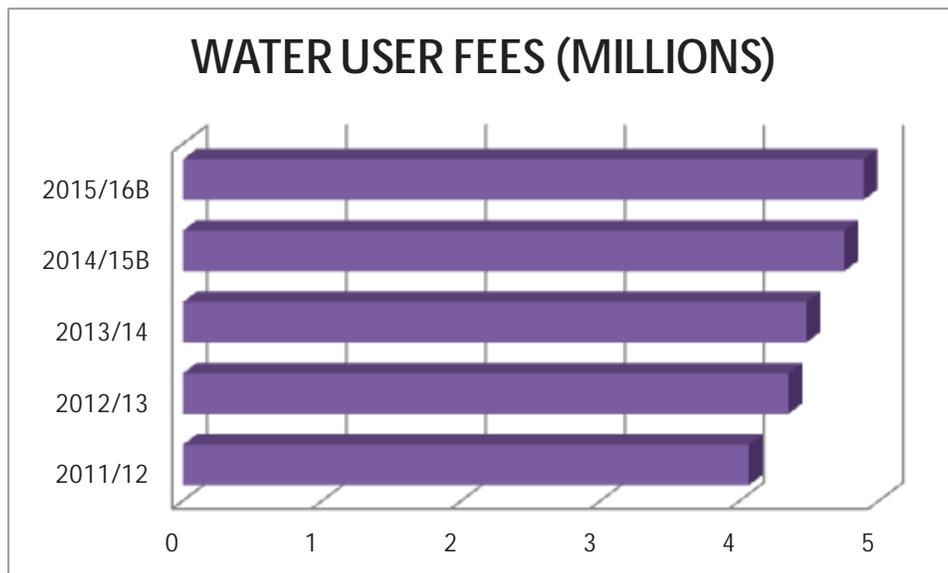


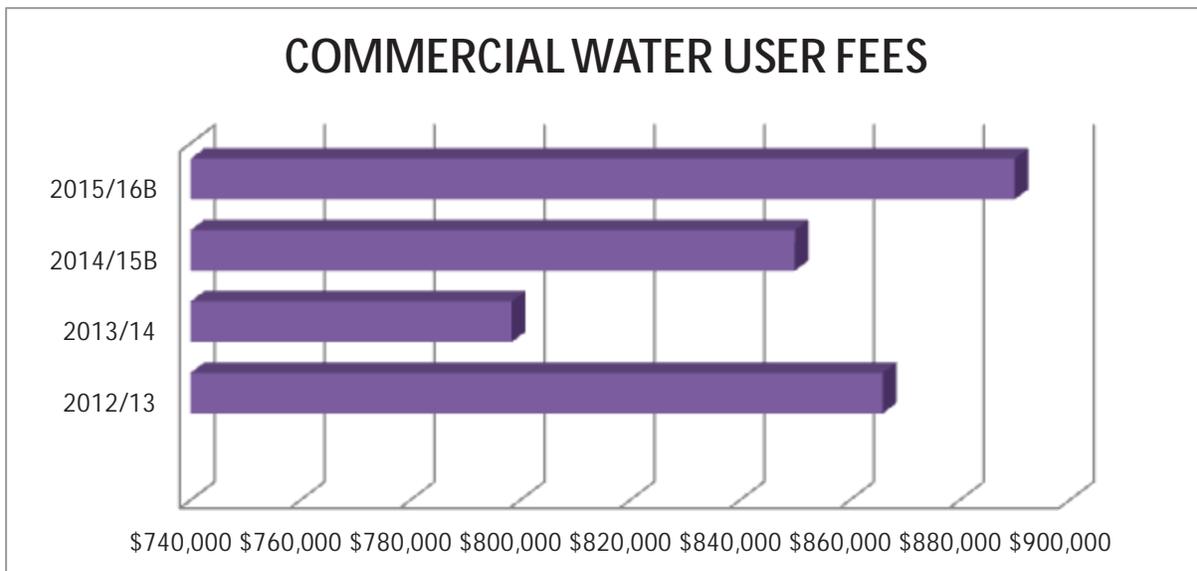
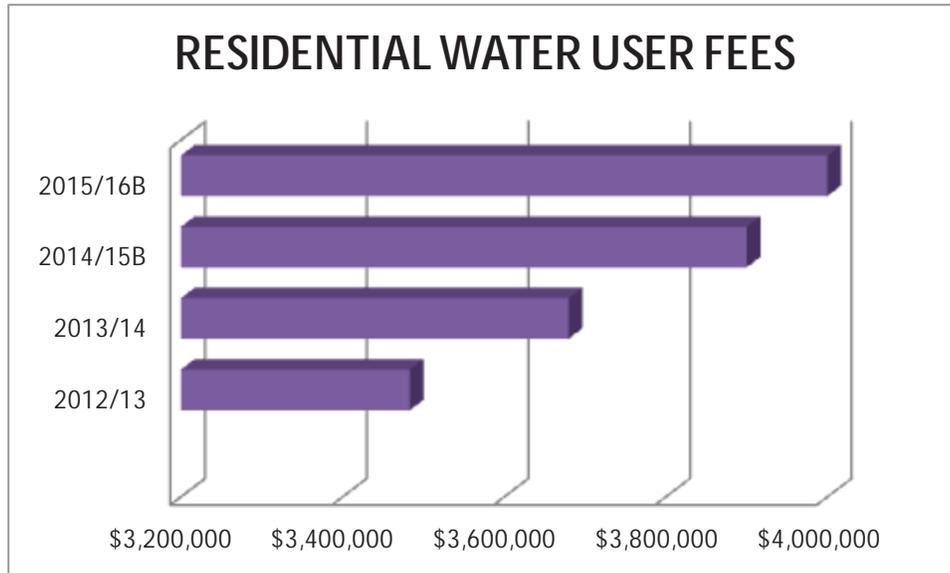
ENTERPRISE FUNDS

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 20.46 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.

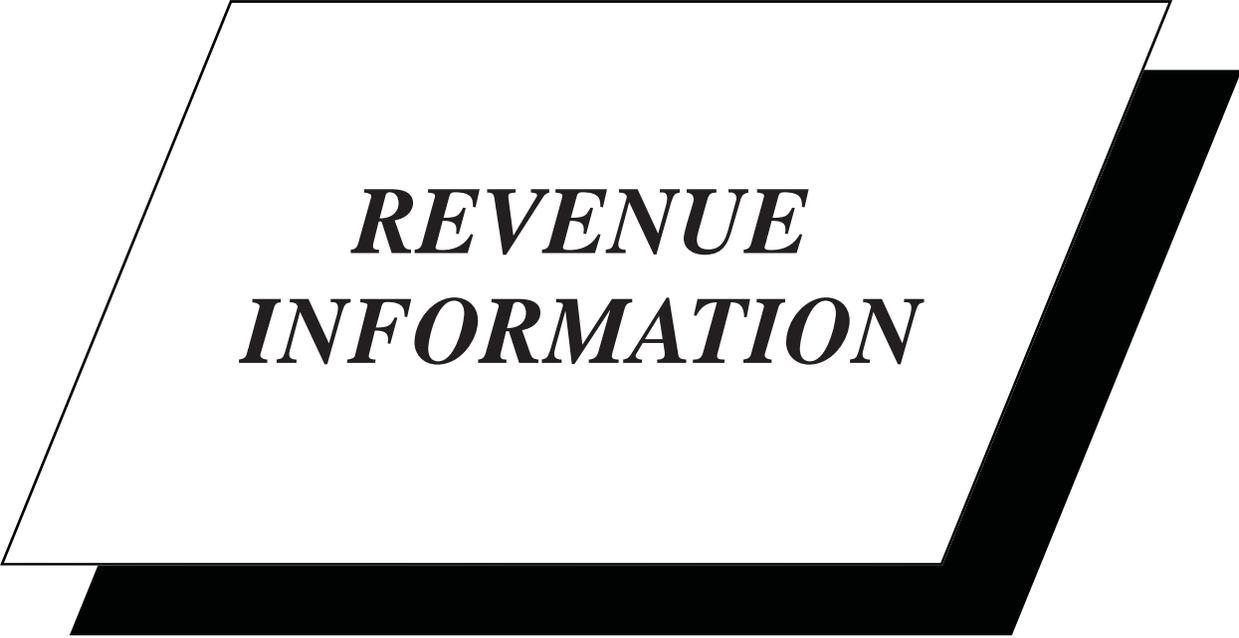
Debt services proceeds are also reflected within the enterprise fund. This funding from Water Infrastructure Financing Authority (WIFA) loans is a key element in the continuation of the C.C. Cragin Pipeline project. Details regarding these loans can be found on page 132 of this document.





Water usage revenue is conservatively budgeted assuming a slight growth in population. A rate increase occurred in December, 2014.

Details regarding Water Division expenditures can be found in the Expenditure Information—Department Detail section of this book.



***REVENUE
INFORMATION***



>>>REVENUE SUMMARY BY FUND<<<

Total revenues for 2015/16 are estimated at

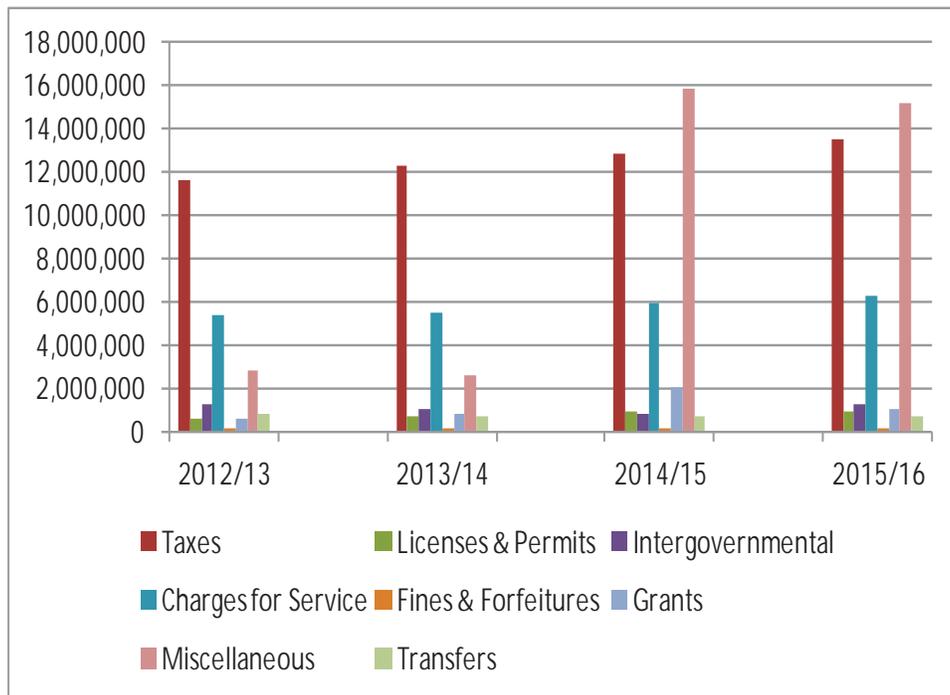
\$38,979,054

Fund	2012/13 Actual	2013/14 Actual	2014/15 Budget	2015/16 Proposed
General Fund	11,993,741	12,957,462	13,360,800	14,062,554
HURF Fund	1,416,204	1,565,112	2,232,800	2,431,500
Parks & Rec Improvement Fee Fund	-	4,455	5,000	15,000
Gifts & Grant Fund	33,037	9,607	19,000	-
Bed Tax Fund	259,906	265,726	250,000	265,000
Police Dept of Justice Fund	16,022	87,459	32,500	58,500
Law Enforcement Property Program	1,172,797	-	-	-
Library Fund	323,857	327,122	341,800	364,600
Magistrate Court	1,131	-	-	-
Airport Fund	314,362	176,241	1,090,300	424,300
Event Center Fund	135,081	115,159	204,400	223,200
Medical Insurance Fund	1,925,595	1,703,923	1,873,600	2,129,200
Equipment Replacement Fund	12,588	-	-	-
Grant Capital Projects Fund	93,847	298,322	617,700	526,800
Park Development Fund	23,635	46,800	-	-
Public Safety Development Fund	12,000	24,000	-	-
Bonita Street Construction Fund	-	36,798	-	-
Central Arizona Project Trust Fund	(1)	2	16,600	2,300
General Debt Service	247,363	145,087	145,100	105,800
Westerly Rd Improvement Fund	84,071	80,223	83,600	85,600
Rumsey Park COP's Fund	46,012	-	-	-
Excise Tax Obligation Debt Service Fund	130,281	130,064	132,400	132,200
General Obligation Bonds Fund	458,282	349,248	353,000	360,000
Water Funds	4,596,226	5,485,262	18,390,000	17,792,500
Total Revenues All Funds	23,296,037	23,808,072	39,148,600	38,979,054
Per Capita	1,523	1,565	2,575	2,557



>>>REVENUE SUMMARY BY CATEGORY<<<

Category	2012/13 Actual	2013/14 Actual	2014/15 Budget	2015/16 Proposed
Taxes	11,670,579	12,340,293	12,805,600	13,469,600
Licenses & Permits	604,371	672,341	906,000	919,700
Intergovernmental	1,280,099	1,070,212	599,600	1,272,700
Charges for Service	5,357,633	5,447,799	6,166,600	6,232,700
Fines & Forfeitures	117,698	128,973	116,000	130,000
Grants	580,431	824,781	2,057,400	1,008,400
Miscellaneous	2,835,603	2,618,740	15,841,000	15,201,500
Transfers	849,623	704,933	656,400	744,454
Total Operating Revenues	23,296,037	23,808,072	39,148,600	38,979,054





REVENUE DETAIL

Account	Revenue Source	2012/13 Actual	2013/14 Actual	2014/15 Budget	2015/16 Proposed
NON-RESTRICTED GENERAL FUND REVENUES					
	<u>Taxes</u>				
101-4-1300-110	Sales Tax - State Shared	1,252,415	1,331,841	1,382,600	1,461,700
101-4-1300-120	Income Tax - State Shared	1,562,964	1,705,491	1,852,200	1,842,200
101-4-1300-130	Vehicle License Tax - Auto Lieu	832,631	857,218	914,100	906,000
101-4-1300-310	Sales Tax - Town	5,459,630	5,820,803	5,900,000	6,500,000
101-4-1300-330	Property Tax Levy	598,897	628,885	642,900	651,000
101-4-1300-335	Property Tax Levy - PY	18,034	10,160	10,000	10,000
	Taxes	9,724,571	10,354,398	10,701,800	11,370,900
	<u>Licenses & Permits</u>				
101-4-4300-371	Franchise Fees - Electricity	237,828	242,102	246,000	251,200
101-4-4300-372	Franchise Fees - Gas	57,682	51,225	55,000	55,000
101-4-4300-373	Franchise Fees - Cable TV	61,040	64,623	65,000	67,500
101-4-4300-410	Business License	69,580	70,365	70,000	71,500
101-4-4300-715	Liquor License Fees	1,600	1,200	1,500	1,500
101-4-4328-410	Building Permits	156,399	223,988	450,000	450,000
101-4-4328-420	ROW Permits	2,050	3,579	3,500	5,000
101-4-4372-410	Animal Control Licenses	18,192	15,259	15,000	18,000
	Licenses & Permits	604,371	672,341	906,000	919,700
	<u>Intergovernmental</u>				
101-4-2300-989	Tonto Apache Tribe-Prop 202	13,091	12,058	12,000	12,000
101-4-2300-990	Misc Intergovernmental Revenue	2,534	103,211	-	21,000
101-4-2318-110	DOJ Victims Rights Grant	-	12,493	21,700	21,600
101-4-2324-120	Law Enf - School Resource	61,739	61,978	130,000	61,000
101-4-2324-130	Gila County Intergovernmental	-	43,400	-	-
101-4-2324-140	LE Property Prog Adm Fee	-	11,460	-	10,000
101-4-2324-248	GOHS Traffic	5,473	4,209	12,700	1,500
101-4-2324-253	2016 Step & Radar	-	-	-	12,200
101-4-2324-254	GOHS 2016 PBT's	-	-	-	2,300
101-4-2326-270	Fire-SAFER Grant	234,127	367,266	100,000	-
101-4-2326-280	Fire Hazardous Fuels Grant	43,474	5,657	50,000	200,000
101-4-2326-767	Police Misc Intgvt Rev	5,067	7,024	16,000	10,000
101-4-2327-750	Fire-Wildlands/Urban	3,376	19,959	100,000	100,000
	Intergovernmental	368,881	648,715	442,400	451,600



REVENUE DETAIL

Account	Revenue Source	2012/13 Actual	2013/14 Actual	2014/15 Budget	2015/16 Proposed
	<u>Charges for Services</u>				
101-4-5316-520	Prosecution Fees	30,865	36,088	32,000	35,000
101-4-5316-521	Deferred Prosecution Fees	16,647	14,542	16,000	16,000
101-4-5324-710	Law Enf - Police Reports	3,186	4,838	4,000	2,500
101-4-5324-725	Law Enf-False Alarm	-	-	400	-
101-4-5324-765	Law Enf Vehicle Storage	5,425	-	-	500
101-4-5326-710	Fire Code Plan Review	5,211	1,940	5,000	5,000
101-4-5326-750	Fire Svc Agreement Fees	296,322	297,967	300,000	300,000
101-4-5326-755	Fire Svc Fees - Const	-	-	1,000	500
101-4-5326-757	Fire Svc Fees - Training	-	-	-	4,000
101-4-5326-758	Fire Svc Fees-Cost Recovery	585	225	1,000	1,000
101-4-5326-760	Police Service Fee-Cost Recovery	7,700	5,082	5,000	5,000
101-4-5328-710	Plan Review Fees	74,925	128,233	125,000	225,000
101-4-5328-720	Zoning & Subdivision Fees	24,456	27,272	25,000	30,000
101-4-5328-730	Building - Spec Inspections	5,305	7,405	10,000	7,500
101-4-5341-710	Engineering - Review Fees	2,580	5,871	10,000	10,000
101-4-5363-710	Ramada & Ballfield Fees	8,081	9,028	10,000	9,000
101-4-5364-700	Event Revenue	15,426	17,724	20,000	20,000
101-4-5367-710	Recreation Program Fees	54,477	51,205	70,000	60,000
101-4-5367-715	Outdoor Rec Programming	640	110	500	500
101-4-5369-710	Swimming Pool Fees	-	600	700	30,000
101-4-5369-910	Concessions	-	-	-	1,000
	Charges for Services	551,831	608,130	635,600	762,500
	<u>Fines & Forfeitures</u>				
101-4-3316-510	Court Fines & Fees	103,157	113,632	100,000	110,000
	Fines & Forfeitures	103,157	113,632	100,000	110,000
	<u>Miscellaneous</u>				
101-4-6367-920	Donations-Parks & Rec	11,665	-	-	47,500
101-4-9300-910	Interest Earnings	388	648	500	1,000
101-4-9300-970	Insurance Recoveries	16,191	6,305	10,000	10,000
101-4-9300-971	Risk Insurance	76,481	-	-	-
101-4-9300-980	Overhead	303,300	303,300	250,000	154,400
101-4-9300-990	Other Revenue	65,715	8,061	141,700	10,000
101-4-9300-992	Sale of Capital Assets	3,001	4,000	50,000	-
101-4-9300-993	Facilities Lease Fees	11,220	10,285	11,300	11,300



REVENUE DETAIL

Account	Revenue Source	2012/13 Actual	2013/14 Actual	2014/15 Budget	2015/16 Proposed
101-4-9300-996	Public Surplus Sale	13,419	4,968	7,500	50,000
101-4-9324-910	Law Enforcement-Unclaimed Prop	-	1	-	-
101-4-9326-757	Fire Svc Fees Other	7,320	2,237	7,000	6,000
101-4-9341-730	Map Sales	1,425	1,789	1,500	1,500
101-4-9341-734	Plan Storage Boxes/Code Books	121	172	500	-
	Miscellaneous	510,246	341,766	480,000	291,700
	Transfers In				
101-4-9399-xxx	Operations	130,684	218,480	95,000	156,154
	Transfers In	130,684	218,480	95,000	156,154
Non-Restricted General Fund Revenues		\$ 11,993,741	\$ 12,957,462	\$ 13,360,800	\$ 14,062,554
<u>RESTRICTED OPERATING REVENUES</u>					
<u>HURF Fund (202)</u>					
	<u>Taxes</u>				
202-4-1342-110	Highway Users Gas Tax	1,358,524	1,370,921	1,500,800	1,473,700
	Taxes	1,358,524	1,370,921	1,500,800	1,473,700
	<u>Intergovernmental</u>				
202-4-1342-140	Integov'l from Gila County	-	-	282,400	780,000
202-4-2342-279	ADOT Grants	-	57,950	270,000	14,000
	Intergovernmental	-	57,950	552,400	794,000
	<u>Charges for Services</u>				
202-4-5300-710	Special Inspection Fees	-	50,646	145,000	130,000
	Charges for Services	-	50,646	145,000	130,000
	<u>Miscellaneous</u>				
202-4-5300-720	Development Impact Fees	29,640	59,280	-	-
202-4-9300-980	Enterprise Fund Overhead	25,800	25,800	32,600	25,800
202-4-9300-990	Other Revenue	2,240	515	2,000	2,000
202-4-9300-996	Public Surplus Sales	-	-	-	6,000
	Miscellaneous	57,680	85,595	34,600	33,800
	HURF Fund	1,416,204	1,565,112	2,232,800	2,431,500



REVENUE DETAIL

Account	Revenue Source	2012/13 Actual	2013/14 Actual	2014/15 Budget	2015/16 Proposed
<u>Parks & Rec Improvement Fee Fund (206)</u>					
	<u>Charges for Service</u>				
206-4-5367-710	Facility Improvement Fee	-	4,455	5,000	15,000
	<u>Charges for Service</u>	-	4,455	5,000	15,000
	Parks Improvement Fee Fund	-	4,455	5,000	15,000
<u>Gifts & Grants Fund (210)</u>					
	<u>Intergovernmental</u>				
210-4-2324-251	BYRNE/JAG Emp Drug Test	8,184	4,339	15,000	-
210-4-2324-259	GOHS Car Seats	-	1,546	-	-
210-4-2446-200	TEV Arts Grant	2,500	2,000	2,000	-
	<u>Intergovernmental</u>	10,684	7,885	17,000	-
	<u>Miscellaneous</u>				
210-4-6323-920	Contributions - Volunteer Police	25	142	100	-
210-4-6324-920	Contributions - DARE Court	1,783	300	400	-
210-4-6324-921	Contributions - Police Projects	1,613	-	500	-
210-4-6324-923	Contributions - Guardian Angels	13,350	670	500	-
210-4-6326-920	Donations - Fire Projects	5,582	610	500	-
	<u>Miscellaneous</u>	22,353	1,722	2,000	-
	Gifts & Grants Fund	33,037	9,607	19,000	-
<u>Bed Tax Fund (214)</u>					
	<u>Taxes</u>				
214-4-1300-370	Bed Tax	259,906	265,726	250,000	265,000
	<u>Taxes</u>	259,906	265,726	250,000	265,000
	Bed Tax Fund	259,906	265,726	250,000	265,000
<u>Police Department of Justice (215)</u>					
	<u>Intergovernmental</u>				
215-4-2324-151	Defense 1033 Revenue	16,022	22,000	22,000	18,500
	<u>Intergovernmental</u>	16,022	22,000	22,000	18,500



REVENUE DETAIL

Account	Revenue Source	2012/13 Actual	2013/14 Actual	2014/15 Budget	2015/16 Proposed
	<u>Miscellaneous</u>				
215-4-9300-990	Other Revenue	-	922	500	-
215-4-9300-996	Public Surplus Sales	-	64,537	10,000	40,000
	Miscellaneous	-	65,459	10,500	40,000
	Police Dept of Defense	16,022	87,459	32,500	58,500
	<u>Law Enforcement Property Program (217)</u>				
	<u>Intergovernmental</u>				
217-4-2324-140	Other Revenue from Governments	1,172,797	-	-	-
	Intergovernmental	1,172,797	-	-	-
	Law Enforcement Property Pgrm	1,172,797	-	-	-
	<u>Library (224)</u>				
	<u>Intergovernmental</u>				
224-4-2361-389	Gila County Library District	229,305	230,400	218,900	229,200
	Intergovernmental	229,305	230,400	218,900	229,200
	<u>Miscellaneous</u>				
224-4-9300-990	Other Revenue	5,052	5,573	-	-
	Miscellaneous	5,052	5,573	-	-
	<u>Fines & Forfeitures</u>				
224-4-3300-510	Library Fines	14,541	15,341	16,000	20,000
	Fines & Forfeitures	14,541	15,341	16,000	20,000
	<u>Transfers In</u>				
224-4-9399-xxx	Operations	74,959	75,808	106,900	115,400
	Transfers In	74,959	75,808	106,900	115,400
	Library	323,857	327,122	341,800	364,600
	<u>Magistrate Court (231, 233)</u>				
	<u>Miscellaneous</u>				
233-4-6300-921	Donations/Contributions	1,131	-	-	-
	Miscellaneous	1,131	-	-	-
	Magistrate Court	1,131	-	-	-



REVENUE DETAIL

Account	Revenue Source	2012/13 Actual	2013/14 Actual	2014/15 Budget	2015/16 Proposed
<u>Airport (260)</u>					
	<u>Intergovernmental</u>				
260-4-2300-239	Federal Grant	187,720	52,557	552,000	-
260-4-2300-248	ADOT Grant	10,579	22,648	429,000	243,000
	Intergovernmental	198,299	75,205	981,000	243,000
	<u>Charges for Services</u>				
260-4-5345-710	Tie Down Fees	13,736	10,830	12,500	12,500
260-4-5345-720	Gate Fees	9,739	8,520	9,600	9,600
260-4-5345-740	Ground Leases	14,641	16,268	20,000	18,100
260-4-5345-741	Hangar Leases	52,986	55,005	51,000	55,000
260-4-5345-760	Fuel Sales	2,486	2,782	3,000	4,000
260-4-5345-770	Emergency Support	8,698	6,551	5,000	5,000
260-4-5345-780	Campground Use Fee	548	456	500	500
	Charges for Services	102,834	100,412	101,600	104,700
	<u>Miscellaneous</u>				
260-4-4300-770	Advertising Sign Fee	150	-	-	500
260-4-9300-980	Overhead	-	-	7,700	-
260-4-9300-990	Other Revenue	13,079	624	-	500
	Miscellaneous	13,229	624	7,700	1,000
	<u>Transfers In</u>				
260-4-9399-101	from General Fund	-	-	-	48,600
260-4-9399-994	Grant/Capital Match	-	-	-	27,000
	Transfers In	-	-	-	75,600
	Airport	314,362	176,241	1,090,300	424,300
<u>Event Center (265)</u>					
	<u>Intergovernmental</u>				
265-4-2446-200	TEV Arts Grant	-	-	-	3,000
	Intergovernmental	-	-	-	3,000



REVENUE DETAIL

Account	Revenue Source	2012/13 Actual	2013/14 Actual	2014/15 Budget	2015/16 Proposed
	<u>Charges for Services</u>				
265-4-5365-710	Event Revenue & Interest	84,190	87,463	70,000	90,000
	Charges for Services	84,190	87,463	70,000	90,000
	<u>Transfers In</u>				
265-4-9399-214	From Bed Tax	50,891	27,696	134,400	130,200
	Transfers In	50,891	27,696	134,400	130,200
	Event Center	135,081	115,159	204,400	223,200
	<u>Medical Insurance Fund (290)</u>				
	<u>Miscellaneous</u>				
290-4-9300-972	Employee Ins Contributions	603,412	479,173	525,500	554,400
290-4-9300-973	Employer Ins Contributions	874,794	624,087	789,700	833,500
290-4-9300-974	Retiree Contributions	181,209	135,436	150,000	172,900
290-4-9300-975	Employer Retiree Contributions	266,700	465,227	408,400	568,400
290-4-9300-986	Insurance Rebate	(520)	-	-	-
	Miscellaneous	1,925,595	1,703,923	1,873,600	2,129,200
	Medical Insurance Fund	1,925,595	1,703,923	1,873,600	2,129,200
	Restricted Operating Revenues	\$ 5,597,992	\$ 4,254,804	\$ 6,049,400	\$ 5,911,300
	<u>Equipment Replacement Fund (402)</u>				
	<u>Transfers In</u>				
402-4-9399-xxx	Operations	12,588	-	-	-
	Transfers In	12,588	-	-	-
	Equipment Replacement Fund	12,588	-	-	-
	<u>Grant Capital Projects Fund (403)</u>				
	<u>Intergovernmental</u>				
403-4-2300-283	Hillcrest Base Radio	-	-	46,500	-
403-4-2300-284	GOHS Radar Units	-	39,123	-	34,300
403-4-2300-290	SHSGP Mobile Repeater	-	-	32,200	-
403-4-2324-200	Law Enf-HSG Radio Program	23,125	-	-	73,000



REVENUE DETAIL

Account	Revenue Source	2012/13 Actual	2013/14 Actual	2014/15 Budget	2015/16 Proposed
403-4-2326-273	AFG SCBA Equip	-	-	235,000	-
403-4-2326-275	State Fire Assistance Grant #6006	17,599	10,896	-	-
403-4-2327-205	Asst FF Prevention	-	-	35,000	-
403-4-2327-209	FEMA Asst FF Grant #15658	-	137,755	-	-
403-4-2327-211	HSG SCBA Flow Tester 07/08	-	-	-	205,500
403-4-2331-257	CDBG 2010 Housing Rehab	53,036	52,535	45,000	-
403-4-2331-258	CDBG 2010 Senior Center	87	58,013	-	-
403-4-2331-259	CDBG Housing 2014-16	-	-	224,000	214,000
	Intergovernmental	93,847	298,322	617,700	526,800
	Grant Capital Projects Fund	93,847	298,322	617,700	526,800
Park Development Fund (408)					
	Miscellaneous				
408-4-5300-720	Development Impact Fees	23,635	46,800	-	-
	Miscellaneous	23,635	46,800	-	-
	Park Development Fund	23,635	46,800	-	-
Public Safety Development Fund (409)					
	Miscellaneous				
409-4-5300-720	Development Fees	12,000	24,000	-	-
	Miscellaneous	12,000	24,000	-	-
	Public Safety Development Fund	12,000	24,000	-	-
Bonita Street Construction (430)					
	Transfers In				
430-4-9399-xxx	Operations	-	36,798	-	-
	Transfers In	-	36,798	-	-
	Bonita Street Construction	-	36,798	-	-
Central Arizona Project Trust Fund (460)					
	Miscellaneous				
460-4-9300-910	Interest Earnings	(1)	2	-	-
	Miscellaneous	(1)	2	-	-



REVENUE DETAIL

Account	Revenue Source	2012/13 Actual	2013/14 Actual	2014/15 Budget	2015/16 Proposed
	Transfers In				
460-4-9399-661	Operations	-	-	16,600	2,300
	Transfers In	-	-	16,600	2,300
	Central Az Project Trust Fund	(1)	2	16,600	2,300
Restricted Capital Revenues		\$ 142,069	\$ 405,922	\$ 634,300	\$ 529,100
DEBT SERVICE REVENUES					
General Debt Service Fund (801)					
	Transfers In				
801-4-9399-xxx	Operations	247,363	145,087	145,100	105,800
	Transfers In	247,363	145,087	145,100	105,800
	General Debt Service Fund	247,363	145,087	145,100	105,800
Westerly Rd Improvement District (812)					
	Miscellaneous				
812-4-9300-801	Assessment - Principal	34,668	34,668	38,200	41,600
812-4-9300-802	Assessment - Interest	23,262	21,355	19,400	17,200
	Miscellaneous	57,930	56,023	57,600	58,800
	Transfers In				
812-4-9399-xxx	Operations	26,141	24,200	26,000	26,800
	Transfers In	26,141	24,200	26,000	26,800
	Westerly Rd Imp District	84,071	80,223	83,600	85,600
Rumsey Park COPs (820)					
	Transfers In				
820-4-9399-xxx	Operations	46,012	-	-	-
	Transfers In	46,012	-	-	-
	Rumsey Park COPs	46,012	-	-	-



REVENUE DETAIL

Account	Revenue Source	2012/13 Actual	2013/14 Actual	2014/15 Budget	2015/16 Proposed
Excise Tax Obligation 2003 (822)					
	Transfers In				
822-4-9399-101	From General Fund	130,281	130,064	132,400	132,200
	Transfers In	130,281	130,064	132,400	132,200
	Excise Tax Obligation 2003	130,281	130,064	132,400	132,200
General Obligation Bonds (823)					
	Taxes				
823-4-1300-310	Sales Tax - Town	327,578	349,248	353,000	360,000
	Taxes	327,578	349,248	353,000	360,000
	Transfers In				
823-4-9399-433	From Fire Sta Const	130,704	-	-	-
	Transfers In	130,704	-	-	-
	General Obligation Bonds	458,282	349,248	353,000	360,000
Debt Service Revenues		\$ 966,009	\$ 704,622	\$ 714,100	\$ 683,600
UTILITY ENTERPRISE FUNDS					
Water (661)					
	Intergovernmental				
661-4-2300-990	Misc Intgov Rev	-	554,516	24,500	15,000
	Intergovernmental	-	554,516	24,500	15,000
	Charges For Service				
661-4-5351-701	Residential Water	3,483,392	3,679,692	3,900,000	4,000,000
661-4-5351-702	Commercial Water	865,993	798,457	850,000	890,000
661-4-5351-703	Fire Protection Service	22,283	25,922	25,000	29,000
661-4-5351-704	Bulk Water Sales	-	62,110	160,000	150,000
661-4-5351-710	New Service Installation Fees	13,500	26,250	50,000	50,000
661-4-5351-715	Illegal Turn On	900	200	1,000	500



REVENUE DETAIL

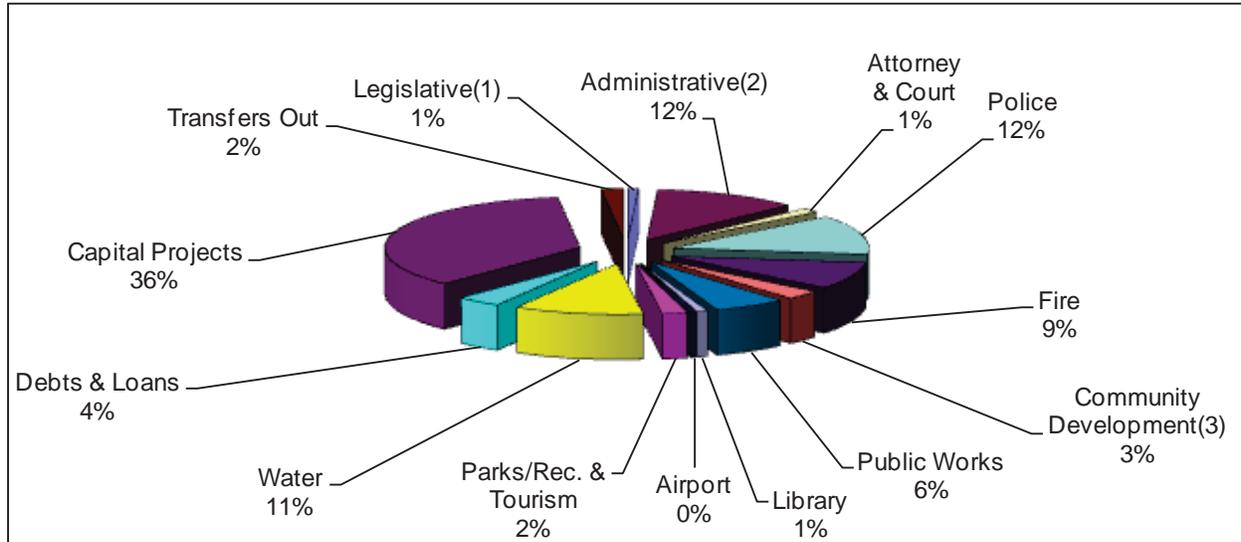
Account	Revenue Source	2012/13 Actual	2013/14 Actual	2014/15 Budget	2015/16 Proposed
661-4-5351-716	Reconnect & Turn On Fees	3,405	3,395	4,000	4,000
661-4-5351-725	Facilities Recapture Fee	-	667	500	7,000
	Charges For Service	4,389,473	4,596,693	4,990,500	5,130,500
	<u>Miscellaneous</u>				
661-4-5300-720	Development Impact Fees	17,614	68,780	-	7,000
661-4-5300-722	CC Cragin Devel Imp Fees	73,117	117,113	1,500,000	1,500,000
661-4-9300-855	Debt Proceeds	-	-	11,800,000	11,000,000
661-4-9300-910	Interest Earnings	9,324	8,073	3,000	3,000
661-4-9300-970	Insurance Recoveries	-	1,479	-	-
661-4-9300-980	Enterprise Fund Overhead	15,400	15,400	7,700	47,600
661-4-9300-990	Other Revenue	29,040	31,531	1,000	1,000
661-4-9300-993	Facility Lease Fees	44,403	47,842	45,000	50,100
661-4-9300-994	Miscellaneous Revenue	-	22,585	-	20,000
661-4-9300-996	Public Surplus Sales	555	3,950	1,000	1,000
661-4-9399-101	Loan Repay from GF	17,300	17,300	17,300	17,300
	Miscellaneous	206,753	334,053	13,375,000	12,647,000
Water		4,596,226	5,485,262	18,390,000	17,792,500
TOTALS		\$ 23,296,037	\$ 23,808,072	\$ 39,148,600	\$ 38,979,054



***EXPENDITURE
INFORMATION***



EXPENDITURES (ALL FUNDS)
2015/16 Budget



	General Fund	Restricted Funds	Restricted Capital Funds	Debt Service Funds	Utility Funds	All Funds	% Total
Legislative ⁽¹⁾	\$ 361,700					\$ 361,700	0.9%
Administrative ⁽²⁾	2,783,800	2,129,200				4,913,000	12.0%
Town Attorney & Court	595,200					595,200	1.5%
Police	5,151,200	20,200				5,171,400	12.6%
Fire	3,602,700					3,602,700	8.8%
Community Development ⁽³⁾	950,400		214,000			1,164,400	2.8%
Public Works	671,900	1,763,400				2,435,300	5.9%
Library		364,600				364,600	0.9%
Airport		154,300				154,300	0.4%
Parks/Rec. & Tourism	576,900	258,600				835,500	2.0%
Water					4,364,600	4,364,600	10.7%
Debts & Loans	17,300			650,100	830,800	1,498,200	3.7%
Capital Projects	50,000	1,185,500	777,800		12,744,000.00	14,757,300	36.0%
Transfers Out	350,000	286,354		105,800	2,300	744,454	1.8%
Total Expenditures	\$15,111,100	\$ 6,162,154	\$ 991,800	\$ 755,900	\$17,941,700	\$ 40,962,654	100.0%
% of Total	36.89%	15.04%	2.42%	1.85%	43.80%	100.00%	

(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	2012/13 Actual	2013/14 Actual	2014/15 Budget	2015/16 Proposed
Salaries & Wages						
xxx-x-xxxx-xx-	5001	Full Time Employees	7,332,555	7,325,662	8,166,000	8,415,500
xxx-x-xxxx-xx-	5002	Part Time Employees	111,260	138,569	180,100	222,200
xxx-x-xxxx-xx-	5003	Temporary Employees	30,616	35,021	66,700	132,400
xxx-x-xxxx-xx-	5005	Paid On Call Employees	80,452	47,285	72,000	65,000
xxx-x-xxxx-xx-	5006	Standby Pay	6,855	8,601	9,000	11,000
xxx-x-xxxx-xx-	50xx	Misc Compensation	17,810	14,128	22,400	27,400
xxx-x-xxxx-xx-	52xx	Overtime Compensation	589,114	615,718	692,800	722,600
xxx-x-xxxx-xx-	5400	Stipends	16	-	4,000	-
xxx-x-xxxx-xx-	5990	Shift Differential Pay	37,656	157,566	43,000	43,000
			8,206,334	8,342,550	9,256,000	9,639,100
Personnel Benefits						
xxx-x-xxxx-xx-	5501	FICA	456,700	481,243	567,600	610,300
xxx-x-xxxx-xx-	5504	Penisons & Retirement	1,288,070	1,540,882	1,713,200	2,075,700
xxx-x-xxxx-xx-	5600	Deferred Compensation	8,751	8,868	8,900	9,300
xxx-x-xxxx-xx-	5700	Health/Life Insurance	1,166,806	1,117,351	1,283,300	1,424,100
xxx-x-xxxx-xx-	5800	Workers Comp Insurance	352,935	484,877	620,800	591,300
xxx-x-xxxx-xx-	5701	Disability Insurance	10,163	10,241	7,300	7,000
xxx-x-xxxx-xx-	5801	Unemployment Comp	9,731	13,920	10,000	10,000
xxx-x-xxxx-xx-	5901	Uniform Allowance	56,236	65,776	59,700	58,700
			3,349,392	3,723,158	4,270,800	4,786,400
Supplies						
xxx-x-xxxx-xx-	6001	Office Supplies	41,408	55,082	57,300	60,000
xxx-x-xxxx-xx-	6002	Coffee Supplies	604	558	1,000	1,100
xxx-x-xxxx-xx-	6003	Cleaning Supplies	13,564	15,357	17,000	17,800
xxx-x-xxxx-xx-	6008	Chemicals	56,999	44,101	76,800	84,100
xxx-x-xxxx-xx-	6100	Medical/Lab Supplies	16,274	16,996	18,500	26,700
xxx-x-xxxx-xx-	6101	Canine Supplies	2,733	2,871	3,000	3,000
xxx-x-xxxx-xx-	6102	Weapons/Training Supplies	9,781	14,951	15,000	15,500
xxx-x-xxxx-xx-	6005	Safety Program Supplies	10,964	12,077	18,600	21,700
xxx-x-xxxx-xx-	6006	Clothing/Uniforms	11,378	11,770	11,600	19,200
xxx-x-xxxx-xx-	6007	PPE Equipment/Clothing	15,193	14,967	20,000	25,000
xxx-x-xxxx-xx-	6010	Books, Maps & Periodicals	8,610	5,453	16,200	13,200
xxx-x-xxxx-xx-	6011	Small Items of Equipment	104,384	73,617	80,900	98,600
xxx-x-xxxx-xx-	6012	Communications Eq Supplies	12,795	10,169	8,000	6,500
xxx-x-xxxx-xx-	6013	Computer Supplies	29,711	24,603	36,500	39,500
xxx-x-xxxx-xx-	6016	Park Furnishing	1,013	11,061	1,000	1,000
xxx-x-xxxx-xx-	6300	Motor Fuel	259,685	257,694	253,200	255,500
xxx-x-xxxx-xx-	6302	Vehicle Supplies	154,052	202,096	166,200	160,100



EXPENSE DETAIL—ALL FUNDS

Category		Description	2012/13 Actual	2013/14 Actual	2014/15 Budget	2015/16 Proposed
xxx-x-xxxx-xx-	6401	Drainage Supplies	34,210	20,218	60,000	40,000
xxx-x-xxxx-xx-	6402	Street/Sidewalk Supplies	73,261	113,472	125,000	75,000
xxx-x-xxxx-xx-	6201	Bldg Materials & Supplies	244,090	41,154	76,100	80,200
xxx-x-xxxx-xx-	6400	Hdwr, Electric & Plumbing Su	15,197	16,719	19,300	19,300
xxx-x-xxxx-xx-	6900	Other Supplies	927	886	1,000	1,000
xxx-x-xxxx-xx-	6014	Landscape Materials	7,639	11,555	10,500	10,500
xxx-x-xxxx-xx-	6202	Misc R&M Supplies	116,593	52,528	119,000	102,300
xxx-x-xxxx-xx-	6015	Signs	7,161	73,784	89,000	8,600
xxx-x-xxxx-xx-	6602	Promotional Supplies	75,882	66,476	85,000	90,000
			1,324,108	1,170,215	1,385,700	1,275,400
<u>Services</u>						
xxx-x-xxxx-xx-	6603	Election Services	-	34	-	-
xxx-x-xxxx-xx-	7004	Compliance/Lab Analysis	18,839	49,931	60,000	100,000
xxx-x-xxxx-xx-	7002	Accounting/Auditing Services	41,130	62,630	39,000	64,000
xxx-x-xxxx-xx-	7100	Legal Services	8,646	206,720	55,000	50,000
xxx-x-xxxx-xx-	7101	Indigent Defense	46,630	42,700	50,000	50,000
xxx-x-xxxx-xx-	7102	Court Services	105,487	105,506	120,000	120,000
xxx-x-xxxx-xx-	7103	Prosecution Services	600	-	1,500	1,500
xxx-x-xxxx-xx-	7900	Other Professional Services	416,077	369,674	471,000	486,100
xxx-x-xxxx-xx-	7104	Settlements	-	-	20,000	20,000
xxx-x-xxxx-xx-	7005	Computer Software	22,516	27,112	32,400	21,500
xxx-x-xxxx-xx-	7003	Computer Services	11,910	12,069	14,700	14,700
xxx-x-xxxx-xx-	7602	Safety Training Services	-	-	20,000	20,000
			671,835	876,376	883,600	947,800
<u>Utilities</u>						
xxx-x-xxxx-xx-	7300	Electricity	671,504	680,724	691,600	661,700
xxx-x-xxxx-xx-	7301	Propane Gas	49,189	39,070	48,600	45,600
xxx-x-xxxx-xx-	7302	Water Service	42,595	46,706	49,400	52,500
xxx-x-xxxx-xx-	7304	Sewer Service	12,910	12,408	13,700	14,300
xxx-x-xxxx-xx-	7305	Garbage Service	21,471	25,811	28,400	30,000
xxx-x-xxxx-xx-	7306	Telephone	276,442	227,153	243,900	277,400
xxx-x-xxxx-xx-	7307	Postage	35,980	39,591	38,400	41,400
			1,110,091	1,071,463	1,114,000	1,122,900
<u>Travel</u>						
xxx-x-xxxx-xx-	7600	Travel	30,897	35,175	60,200	70,800
xxx-x-xxxx-xx-	7601	Registrations	29,168	35,940	55,400	64,400
			60,065	71,115	115,600	135,200



EXPENSE DETAIL—ALL FUNDS

Category		Description	2012/13 Actual	2013/14 Actual	2014/15 Budget	2015/16 Proposed
<u>Advertising & Publishing</u>						
xxx-x-xxxx-xx-	6600	Public Relations	20,610	27,504	28,000	30,500
xxx-x-xxxx-xx-	7907	Advertising	13,710	20,068	21,000	20,200
			34,320	47,572	49,000	50,700
<u>Rentals</u>						
xxx-x-xxxx-xx-	7500	Land & Buildings	13,555	11,871	10,000	11,800
xxx-x-xxxx-xx-	7501	Work Eq & Machine Rental	136	-	500	500
xxx-x-xxxx-xx-	7502	Office Equipment Rental	26,835	31,178	50,800	217,800
			40,526	43,049	61,300	230,100
<u>Insurance</u>						
xxx-x-xxxx-xx-	7903	Insurance	435,662	447,627	464,600	452,900
xxx-x-xxxx-xx-	7904	Insurance Deductibles	1,856	11,829	5,000	5,000
xxx-x-xxxx-xx-	7908	Insurance Premium	2,349,165	1,700,074	1,973,600	2,129,200
			2,786,683	2,159,530	2,443,200	2,587,100
<u>Repair & Maintenance</u>						
xxx-x-xxxx-xx-	6200	Hydrant R&M	17,500	11,804	23,500	23,000
xxx-x-xxxx-xx-	65xx	Water R&M	221,012	109,151	280,500	272,000
xxx-x-xxxx-xx-	7400	Grounds R&M	1,195	-	100	10,000
xxx-x-xxxx-xx-	7401	Bldg/Fixture R&M	56,445	69,836	84,200	103,200
xxx-x-xxxx-xx-	7402	Office Equipment R&M	9,165	8,086	11,200	11,200
xxx-x-xxxx-xx-	7403	Computer Equipment R&M	217,064	245,236	235,400	234,300
xxx-x-xxxx-xx-	7404	Communication Eq R&M	48,638	178,141	235,000	282,000
xxx-x-xxxx-xx-	7405	Work Equipment R&M	34,172	63,996	52,900	62,900
xxx-x-xxxx-xx-	7406	Street Light R&M	29,297	2,200	23,100	33,300
xxx-x-xxxx-xx-	7407	R & M Wells	-	-	15,000	15,000
xxx-x-xxxx-xx-	7408	Street/Sidewalk Repair Serv	-	-	50,000	50,000
			634,488	688,450	1,010,900	1,096,900
<u>Miscellaneous</u>						
xxx-x-xxxx-xx-	6700	Dues & Memberships	44,470	57,896	68,200	67,700
xxx-x-xxxx-xx-	6901	Taxes & Assessments	2,280	309	400	400
xxx-x-xxxx-xx-	6903	Bank Fees	25,327	31,337	28,500	34,400
xxx-x-xxxx-xx-	6905	Bad Debt	15	1,138	3,000	5,200
xxx-x-xxxx-xx-	6009	Program Costs	124,090	134,426	187,300	206,800
xxx-x-xxxx-xx-	6904	Contingency	83	-	-	-
xxx-x-xxxx-xx-	6990	Other Expense	56,019	25,661	40,300	42,800
xxx-x-xxxx-xx-	6991	Other Expense-Law Enforce	10,463	8,231	10,000	10,000
xxx-x-xxxx-xx-	6992	Other Expense-DARE	2,984	3,192	3,000	3,500
xxx-x-xxxx-xx-	7001	Program Overhead	2,802	2,587	25,000	5,000



EXPENSE DETAIL—ALL FUNDS

Category		Description	2012/13 Actual	2013/14 Actual	2014/15 Budget	2015/16 Proposed
xxx-x-xxxx-xx-	7901	Lien & Clean	-	-	-	10,000
xxx-x-xxxx-xx-	7902	Reimbursable Impound Costs	(1,769)	(70)	-	-
xxx-x-xxxx-xx-	7906	Law Enf. Property Purchase	1,161,299	1,168,780	-	-
xxx-x-xxxx-xx-	7910	Printing & Binding	18,750	15,158	17,500	18,500
xxx-x-xxxx-xx-	7920	Hydrant Program	229	287	-	-
xxx-x-xxxx-xx-	72xx	Councilmember Expenses	4,280	6,784	21,900	21,900
xxx-x-xxxx-xx-	7912	Grant Expenses	52,431	70,719	219,000	234,700
xxx-x-xxxx-xx-	7913	Housing Expense	53,125	52,454	269,000	214,000
xxx-x-xxxx-xx-	7914	Contributions / Donations	18,416	3,083	44,000	-
xxx-x-xxxx-xx-	7915	Overhead	344,500	344,500	290,300	227,800
xxx-x-xxxx-xx-	7952	Purchase Agreement	93,750	-	-	-
xxx-x-xxxx-xx-	7990	Contribution to Other Agencies	205,200	191,600	191,600	224,900
xxx-x-xxxx-xx-	9661	Repay Water Loan	17,300	17,300	17,300	17,300
			2,236,044	2,135,372	1,436,300	1,344,900
Capital Outlay						
xxx-x-xxxx-xx-	8xxx	Event Center Building	-	-	28,900	-
xxx-x-xxxx-xx-	8xxx	Airport Projects	10,161	127,558	1,065,000	270,000
xxx-x-xxxx-xx-	8xxx	Fire Station #3	46,960		-	
xxx-x-xxxx-xx-	8xxx	Street Improvements	21,826	104,334	329,800	787,500
xxx-x-xxxx-xx-	8xxx	Computer Software/Hardware	-	58,824	25,000	50,000
xxx-x-xxxx-xx-	8xxx	Office Furniture	-		-	-
xxx-x-xxxx-xx-	8xxx	Machinery & Equipment	279,183	36,548	359,700	198,000
xxx-x-xxxx-xx-	8xxx	Vehicular Equipment	15,000	30,717	57,000	70,000
xxx-x-xxxx-xx-	8xxx	Parks Development	-		40,000	-
xxx-x-xxxx-xx-	8xxx	Grant Funded Projects	41,214	201,740	348,700	312,800
xxx-x-xxxx-xx-	8xxx	Economic Stimulus	-		-	-
xxx-x-xxxx-xx-	8xxx	Water Projects	3,140,064	3,218,487	13,883,200	13,069,000
			3,554,408	3,778,207	16,137,300	14,757,300
Debt Service						
xxx-x-xxxx-xx-	6901	Debt Service Fees	4,355	3,270	4,000	5,100
xxx-x-xxxx-xx-	7950	Principal	847,183	521,425	951,400	976,300
xxx-x-xxxx-xx-	7951	Interest	152,563	87,092	605,900	499,500
			1,004,101	611,787	1,561,300	1,480,900
Depreciation						
xxx-x-xxxx-xx-	8005	Depreciation - Infrastructure	639,112	665,992	-	-
xxx-x-xxxx-xx-	8100	Depreciation - Buildings	277,896	322,921	20,000	20,000
xxx-x-xxxx-xx-	8101	Depreciation - Non Buildings	1,234,968	883,254	933,700	679,200



EXPENSE DETAIL—ALL FUNDS

Category	Description	2012/13 Actual	2013/14 Actual	2014/15 Budget	2015/16 Proposed
xxx-x-xxxx-xx- 8104	Depreciation - Furniture/Eq	3,643	(12,478)	5,200	5,200
xxx-x-xxxx-xx- 8103	Depreciation - Vehicles	50,373	54,916	54,300	44,300
xxx-x-xxxx-xx- 8102	Depreciation - Machinery/Eq	519,198	502,450	8,800	8,800
xxx-x-xxxx-xx- 82xx	Amortization	5,940	5,940	6,000	6,000
		2,731,130	2,422,995	1,028,000	763,500
Transfers Out					
xxx-x-xxxx-xx- 9101	To General Fund	130,684	218,481	95,000	95,000
xxx-x-xxxx-xx- 9210	To Gifts & Grants Fund	-	-	-	61,154
xxx-x-xxxx-xx- 9224	To Library	74,959	75,808	106,900	115,400
xxx-x-xxxx-xx- 9260	To Airport	-	-	-	75,600
xxx-x-xxxx-xx- 9265	To Event Center	50,891	27,696	134,400	130,200
xxx-x-xxxx-xx- 9402	To Equipment Repl Fund	-	-	-	-
xxx-x-xxxx-xx- 9430	To Const Bonita St	-	36,798	-	-
xxx-x-xxxx-xx- 9460	To CAP Trust Fund	-	-	16,600	2,300
xxx-x-xxxx-xx- 9661	To Water Department	-	-	-	-
xxx-x-xxxx-xx- 98xx	To Debt Service	580,500	299,350	303,500	264,800
xxx-x-xxxx-xx- 9999	To Various	12,588	-	-	-
		849,622	658,133	656,400	744,454
	TOTAL	28,593,147	27,799,972	41,409,400	40,962,654

EXPENSE SUMMARY BY CATEGORY—ALL FUNDS

Personnel Services/Benefits	11,555,726	12,065,708	13,526,800	14,425,500
Operating Expenditures	8,898,160	8,263,142	8,499,600	8,791,000
Debt Service	1,004,101	611,787	1,561,300	1,480,900
Capital Outlay	3,554,408	3,778,207	16,137,300	14,757,300
Other	2,731,130	2,422,995	1,028,000	763,500
Transfers Out	849,622	658,133	656,400	744,454
	28,593,147	27,799,972	41,409,400	40,962,654



***DEPARTMENT
DETAIL***



2015 ANNUAL BUDGET

Function / 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	175				
Town Manager	182				
Human Resources	190				
Information Services	186				
Town Clerk	196				
Elections	199				
Property Management	215				
Centralized Supplies	218				
Other Government Services	220				
Medical Insurance	222	290/222			
Financial Services	209				
Courts	225				
Attorney	204				
Police - Communications	231				
Police - Operations	234		403/235 425/235		
Police - Special Operations	240-2	215/242			
Fire - Operations	248		403/249		
Fire - Wildlands/Urban Program	252				
Public Works - Engineering	311				
Public Works - Parks Operations	314		408/315		
Public Works - Streets		202/318			
Public Works - Airport		260/322			
Rec & Tourism - Tourism Division	286	214/286			
Rec & Tourism - Trails & Open Spaces	297				
Rec & Tourism - Recreation Division	293-4				
Rec & Tourism - Event Center		265/302			
Rec & Tourism - Aquatics	305				
Community Dev Administration	255				
Planning & Zoning	266	210/266			
Building Services	260				
Economic Development	269				
Affordable Housing			403/272		
Library		224/278			



2015 ANNUAL BUDGET

Function / 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#
Water - Administration				661/329	
Water - Accounting & Collections				661/331	
Water - Transmission & Distribution				661/332	
Water - Operations & Maintenance				661/333	
Water - Resources				661/335	
Water - Production O&M				661/336	
Water - Green Valley Park Maintenance				661/337	
Water - WQARF				661/338	
Water - CC Cragin				661/339	
Water Capital Trust Fund			460/340		
General Debt Service					801/134
Westerly Rd Improvement District					812/131
Excise Tax Revenue Obl Series 2003					822/130
G.O. Bonds (Proj 2003) Series 2004					823/131

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





2015 ANNUAL BUDGET

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.



DEPARTMENT EXPENDITURE SUMMARY

Operating Division	2012/13 Actual	2013/14 Actual	2014/15 Budget	2015/16 Proposed
Town Council	98,766	83,278	107,000	103,100
Total Expenditures	98,766	83,278	107,000	103,100

POSITION SUMMARY

	2014/15	2015/16
Town Council Members	7.0	7.0
Total Positions	7.0	7.0

TOWN COUNCIL

TOWN COUNCIL

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

2014/2015 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

2015/2016 GOALS



KRA 2: FINANCIAL EXCELLENCE

⇒ Value the tax dollar and maintain a fiscal policy that keeps taxes low

KRA 4: INNOVATION & EFFICIENCY

⇒ Respond to the needs of the community by promoting communications and accessibility



KRA 8: PUBLIC SAFETY

⇒ Provide a safe, pleasant community for all citizens through aggressive public safety efforts and programs

ALL KRAs

⇒ Incorporate safeguards to assure fairness and equitable treatment of all citizens



⇒ Establish clear policy direction and priorities for Town operations

⇒ Serve the Town through a variety of Town services designed to promote quality of life

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
and select the appropriate icon

PHYSICAL LOCATION

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

TOWN COUNCIL BUDGET CHANGES—3 YEARS

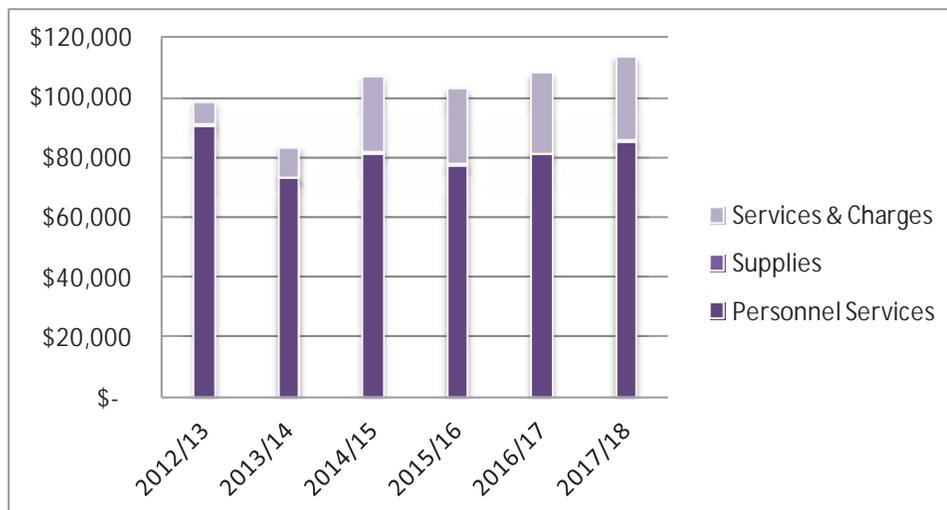
Description	2013/14 Actual	2014/15 Budget	% Change	2015/16 Proposed	% Change
Salaries & Wages	46,800	46,800	0.0%	46,800	0.0%
Personnel Benefits	26,382	34,300	30.0%	30,400	-11.4%
Supplies	102	500	390.2%	500	0.0%
Other Services & Charges	9,994	25,400	154.2%	25,400	0.0%
Total Town Council	83,278	107,000	28.5%	103,100	-3.6%

Significant Budget Changes:

- Changes in Personnel Benefits reflect the changes in Council members’ insurance plan selections
- FY14/15—Supplies and Other Services are higher because Council is always conservative in their spending and rarely spends everything that is allocated in the budget

TOWN COUNCIL BUDGET ANALYSIS HISTORIC AND FORECAST

Classification	2012/13 Actual	2013/14 Actual	2014/15 Budget	2015/16 Proposed	2016/17 Estimate	2017/18 Estimate
Personnel Services	\$ 90,541	73,182	\$ 81,100	\$ 77,200	\$ 81,060	\$ 85,113
Supplies	353	102	500	500	525	551
Services & Charges	7,872	9,994	25,400	25,400	26,670	28,004
Total Town Council	\$ 98,766	\$ 83,278	\$ 107,000	\$ 103,100	\$ 108,255	\$ 113,668



**TOWN COUNCIL**

		2012/13 ACTUAL	2013/14 ACTUAL	2014/15 BUDGET	2015/16 PROPOSED
SALARIES & WAGES					
101-5-1411-00-5001	Full Time Employees	46,800	46,800	46,800	46,800
	Total Salaries & Wages	<u>46,800</u>	<u>46,800</u>	<u>46,800</u>	<u>46,800</u>
PERSONNEL BENEFITS					
101-5-1411-00-5501	FICA	1,566	2,377	1,800	3,600
101-5-1411-00-5700	Health Insurance	42,022	23,794	32,300	26,600
101-5-1411-00-5800	Worker's Comp Insurance	<u>153</u>	<u>211</u>	<u>200</u>	<u>200</u>
	Total Personnel Benefits	<u>43,741</u>	<u>26,382</u>	<u>34,300</u>	<u>30,400</u>
SUPPLIES					
101-5-1411-00-6001	Office Supplies	353	39	500	500
101-5-1411-00-6600	Public Relations	<u>-</u>	<u>63</u>	<u>-</u>	<u>-</u>
	Total Supplies	<u>353</u>	<u>102</u>	<u>500</u>	<u>500</u>
OTHER SERVICES & CHARGES					
101-5-1411-00-7306	Telephone Charges	3,591	3,210	3,500	3,500
101-5-1411-00-72xx	Council Member Expenses	4,281	6,784	21,900	21,900
	Total Other Services & Charge	<u>7,872</u>	<u>9,994</u>	<u>25,400</u>	<u>25,400</u>
TOTAL TOWN COUNCIL		<u><u>98,766</u></u>	<u><u>83,278</u></u>	<u><u>107,000</u></u>	<u><u>103,100</u></u>

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

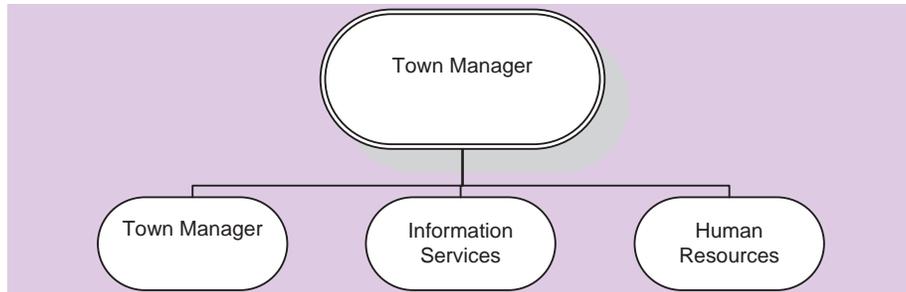
LaRon Garrett—Interim Town Manager
lgarrett@paysonaz.gov





2015 ANNUAL BUDGET

The Town Manager's Department is made up of three divisions: Town Manager, Information Services, and Human Resources. In FY14/15, Neighborhood Services and Economic Development divisions were included in the Town Manager's Department. In FY15/16, the Neighborhood Services division was eliminated and Economic Development was moved to the Planning & Development Department.



DEPARTMENT EXPENDITURE SUMMARY

Operating Division	2012/13 Actual	2013/14 Actual	2014/15 Budget	2015/16 Proposed
Town Manager	185,651	180,149	185,200	188,900
Human Resources	152,976	205,449	227,600	236,400
Information Services	545,572	559,382	614,800	626,700
Total Expenditures	884,199	944,980	1,027,600	1,052,000

POSITION SUMMARY

	2014/15	2015/16
Town Manager	1.0	1.0
Human Resources Manager	1.0	1.0
Human Resources Analyst	1.0	1.0
Payroll Specialist	1.0	1.0
Information Technology Manager	1.0	1.0
Information Technology Technician	1.0	1.0
Total Town Manager	6.0	6.0

TOWN MANAGER'S DEPARTMENT



2015 ANNUAL BUDGET

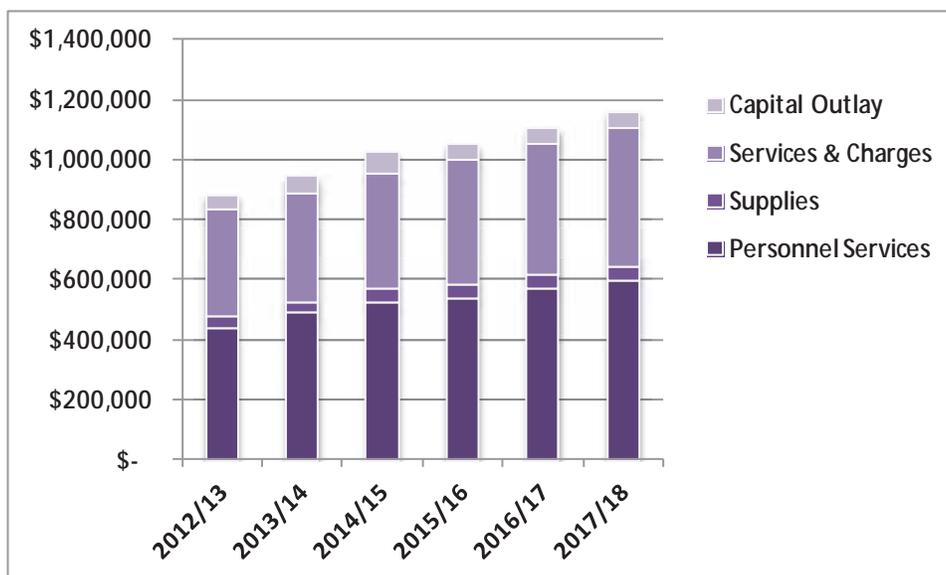
TOWN MANAGER DEPARTMENT BUDGET CHANGES—3 YEARS

Description	2013/14 Actual	2014/15 Budget	% Change	2015/16 Proposed	% Change
Salaries & Wages	383,517	406,700	6.0%	420,200	3.3%
Personnel Benefits	106,095	118,100	11.3%	120,600	2.1%
Supplies	33,788	44,000	30.2%	45,000	2.3%
Other Services & Charges	362,756	381,800	5.2%	416,200	9.0%
Capital Outlay	58,824	77,000	30.9%	50,000	-35.1%
Total Town Manager	944,980	1,027,600	8.7%	1,052,000	2.4%

Note: Explanations of significant budget changes are addressed within the individual divisions' sections that follow

TOWN MANAGER DEPARTMENT BUDGET ANALYSIS HISTORIC AND FORECAST

Classification	2012/13 Actual	2013/14 Actual	2014/15 Budget	2015/16 Proposed	2016/17 Estimate	2017/18 Estimate
Personnel Services	\$ 440,008	489,612	\$ 524,800	\$ 540,800	\$ 567,840	\$ 596,232
Supplies	38,251	33,788	44,000	45,000	\$ 47,250	\$ 49,613
Services & Charges	354,215	362,756	381,800	416,200	\$ 437,010	\$ 458,861
Capital Outlay	51,725	58,824	77,000	50,000	\$ 52,500	\$ 55,125
Total Town Manager	\$ 884,199	944,980	\$ 1,027,600	\$1,052,000	\$ 1,104,600	\$ 1,159,830



TOWN MANAGER'S DEPARTMENT

TOWN MANAGER DIVISION

The Town Council appoints a Town Manager who serves at the pleasure of the Council under contract. The Town Manager 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 departments
- 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

2014/2015 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
- ✓ Expanded / revised 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

CONTACT INFORMATION

LaRon Garrett
Interim Town Manager
(928) 474-5242
lgarrett@paysonaz.gov

PHYSICAL LOCATION

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

2015/2016 GOALS



KRA 2: FINANCIAL EXCELLENCE

- ✓ Perform an in-depth analysis of all budgetary expenditures & modify as possible
- ✓ Improve the budget process to include more analysis, better forecasting tools, more departmental participation, more transparency and ease of procedures
- ✓ Continue to administer the financial aspects of the C.C. Cragin pipeline project



KRA 4: INNOVATION & EFFICIENCY

- ✓ Continue to evaluate operational effectiveness and efficiency



KRA 7: THE PAYSON TEAM

- ✓ Continue to seek partnerships with, and provide assistance to, neighboring jurisdictions
- ✓ Continue to work with Rim Country Education Alliance (RCEA) on the campus project
- ✓ Begin performance measurement program



KRA 10: TECHNOLOGY

- ✓ Continue to enhance transparency by redesigning the Town website and increasing its use as a source of public information

ALL KRAs

- ✓ Begin implementing objectives set forth in the Corporate Strategic Plan

TOWN MANAGER DIVISION BUDGET CHANGES—3 YEARS

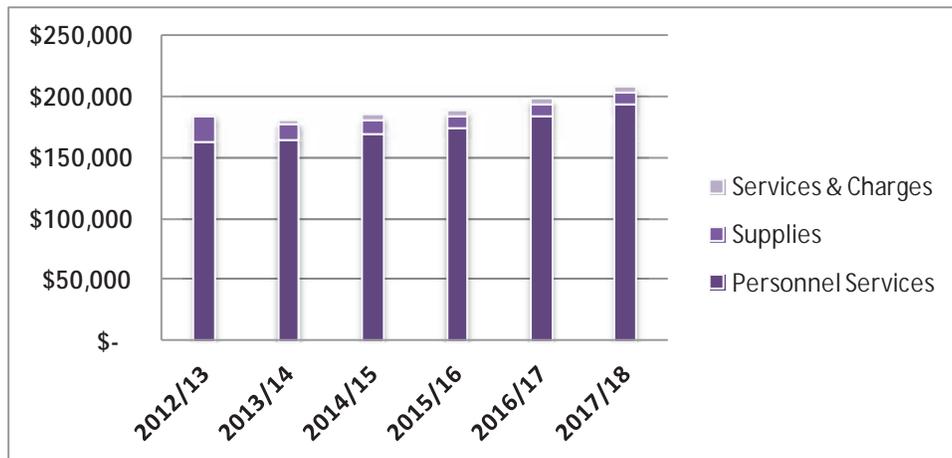
Description	2013/14 Actual	2014/15 Budget	% Change	2015/16 Proposed	% Change
Salaries & Wages	128,933	131,500	2.0%	136,100	3.5%
Personnel Benefits	36,275	38,500	6.1%	39,100	1.6%
Supplies	12,868	10,500	-18.4%	9,500	-9.5%
Other Services & Charges	2,073	4,700	126.7%	4,200	-10.6%
Town Manager	180,149	185,200	2.8%	188,900	2.0%

Significant Budget Changes:

- FY14/15 Supplies decreased as some funds for public relations and memberships/dues/subscriptions were moved to the new Economic Development Division
- FY14/15 Other Services & Charges budget increased for travel / registrations

TOWN MANAGER DIVISION BUDGET ANALYSIS HISTORIC AND FORECAST

Classification	2012/13 Actual	2013/14 Actual	2014/15 Budget	2015/16 Proposed	2016/17 Estimate	2017/18 Estimate
Personnel Services	\$ 163,779	165,208	170,000	175,200	\$ 183,960	\$ 193,158
Supplies	19,950	12,868	10,500	9,500	9,975	10,474
Services & Charges	1,921	2,073	4,700	4,200	4,410	4,631
Town Manager	\$ 185,650	\$ 180,149	\$ 185,200	\$ 188,900	\$ 198,345	\$ 208,262





TOWN MANAGER

		2012/13	2013/14	2014/15	2015/16
		ACTUAL	ACTUAL	BUDGET	PROPOSED
SALARIES & WAGES					
101-5-1405-00-5001	Full Time Employees	127,164	128,933	131,500	136,100
	Total Salaries & Wages	127,164	128,933	131,500	136,100
PERSONNEL BENEFITS					
101-5-1405-00-5501	FICA	8,616	9,051	10,000	10,100
101-5-1405-00-5504	Retirement	13,874	14,576	15,100	15,100
101-5-1405-00-5600	Deferred Compensation	8,751	8,868	8,900	9,300
101-5-1405-00-5700	Health/Life Insurance	4,658	2,903	3,600	3,700
101-5-1405-00-5701	Disability Insurance	305	305	200	200
101-5-1405-00-5800	Workers Compensation	411	572	700	700
	Total Personnel Benefits	36,615	36,275	38,500	39,100
SUPPLIES					
101-5-1405-00-6001	Office Supplies	1,847	1,794	2,000	1,000
101-5-1405-00-6010	Books & Periodicals	-	79	500	500
101-5-1405-00-6011	Small Tools/Minor Equipment	10,900	-	-	-
101-5-1405-00-6600	Public Relations	5,062	8,205	6,000	6,000
101-5-1405-00-6700	Dues & Memberships	2,142	2,790	2,000	2,000
	Total Supplies	19,951	12,868	10,500	9,500
OTHER SERVICES & CHARGES					
101-5-1405-00-7306	Telephone Charges	733	813	700	200
101-5-1405-00-7600	Travel	553	635	2,000	2,000
101-5-1405-00-7601	Registrations	635	625	2,000	2,000
	Total Other Svcs & Charges	1,921	2,073	4,700	4,200
TOTAL TOWN MANAGER		185,651	180,149	185,200	188,900

INFORMATION SERVICES DIVISION

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.

2014/2015 ACCOMPLISHMENTS

- ✓ Migrated two 2003 AD Domain Controllers to 2008
- ✓ Built and configured three new Virtual Servers
- ✓ Migrated and Virtualized all infrastructure servers from 2003 to 2008 (WINS, WSUS, Web)
- ✓ Began Upgrade to Exchange 2007
- ✓ Upgraded and Virtualized e-mail archiving system
- ✓ Upgraded and Virtualized AV server and upgraded all desktops
- ✓ Implemented e-ticketing for Police, MDC installation and configuration
- ✓ Upgraded Internet connection 30 MB
- ✓ Began phone system upgrade to VoIP
- ✓ Continued replacing desktops, Windows 7
- ✓ Replaced Council Laptops with MS Surface
- ✓ Upgraded and Virtualized New World Systems (PS application) CAD, Records and Mobile
- ✓ Improved channel 4 programming, full schedule
- ✓ Upgraded Granicus application and servers
- ✓ Purchased and Installed new SAN storage device
- ✓ Built new File Server and moved all department data
- ✓ Installed new Backup Exec Server and upgraded software
- ✓ Finished SharePoint 2007 Server configuration and began deployment
- ✓ Virtualized two Finance Servers
- ✓ Virtualized CRW Server (Community Development)
- ✓ Assisted in Police Dispatch remodel
- ✓ Finished designing Intranet web site

CONTACT INFORMATION

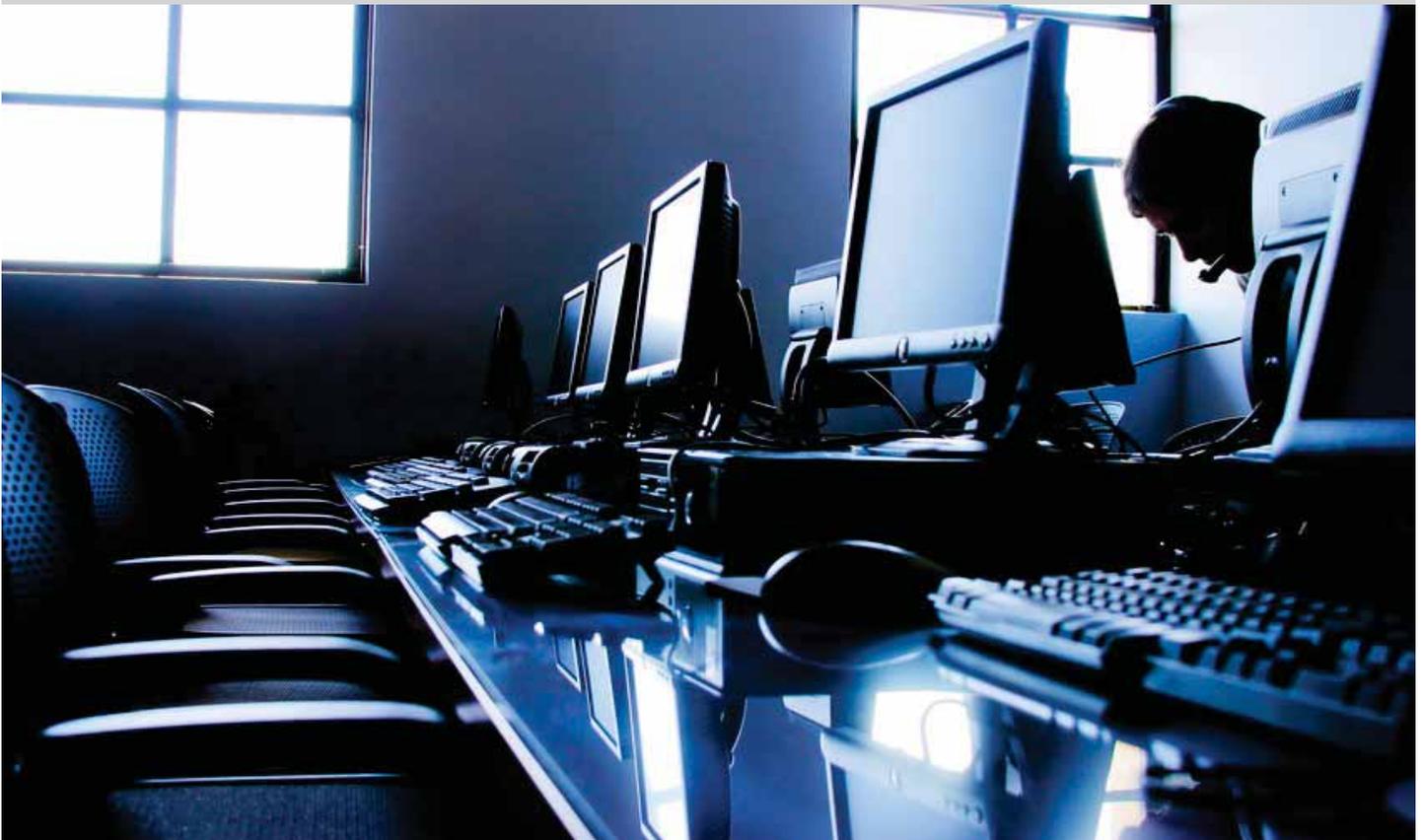
Steve DeHaan
(928) 472-5015
sdehaan@paysonaz.gov

PHYSICAL LOCATION

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

KRA 10: TECHNOLOGY

- ⇒ Video surveillance for Town buildings
- ⇒ Implement an offsite disaster recovery solution—Cloud Solution
- ⇒ Install and Deploy new VoIP phone system
- ⇒ Finish Deploying SharePoint to all Departments
- ⇒ Build Exchange 2007 Edge Server
- ⇒ Migrate mailboxes to new Exchange Server
- ⇒ Move user data to new file server
- ⇒ Deploy Web Filter Solution
- ⇒ Finalize desktop migration to Windows 7
- ⇒ Continue improving Channel 4 programming
- ⇒ Replace TV4 Equipment
- ⇒ Replace Microphone System
- ⇒ Enable user mailboxes for personal archiving
- ⇒ Decommission Blackberry Server



INFORMATION SERVICES DIVISION BUDGET CHANGES—3 YEARS

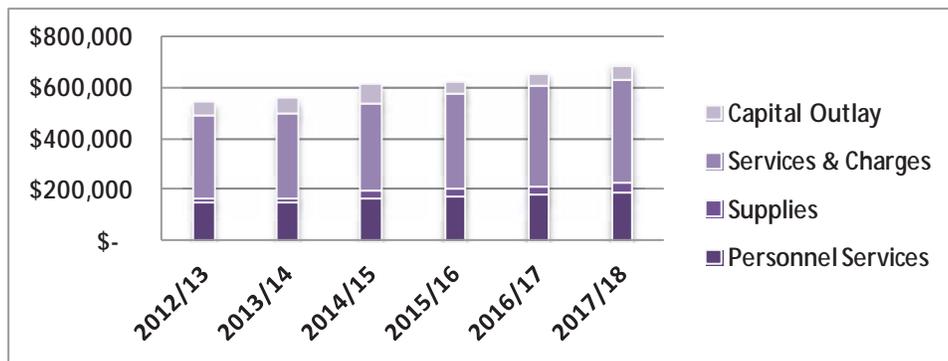
Description	2013/14 Actual	2014/15 Budget	% Change	2015/16 Proposed	% Change
Salaries & Wages	121,950	132,000	8.2%	138,000	4.5%
Personnel Benefits	28,975	33,000	13.9%	34,100	3.3%
Supplies	18,054	30,000	66.2%	32,000	6.7%
Other Services & Charges	331,579	342,800	3.4%	372,600	8.7%
Capital	58,824	77,000	30.9%	50,000	-35.1%
Total Information Services	559,382	614,800	9.9%	626,700	1.9%

Significant Budget Changes:

- FY14/15 Salaries & Benefits—increase due to PTO buy back program
- FY14/15 Supplies—increase due to expanded computer upgrades and repair / maintenance requirements
- FY14/15 Capital increase represents funding for General Government computer equipment

INFORMATION SERVICES DIVISION BUDGET ANALYSIS HISTORIC AND FORECAST

Classification	2012/13 Actual	2013/14 Actual	2014/15 Budget	2015/16 Proposed	2016/17 Estimate	2017/18 Estimate
Personnel Services	\$ 151,809	150,925	165,000	\$ 172,100	\$ 180,705	\$ 189,740
Supplies	14,968	18,054	30,000	32,000	\$ 33,600	\$ 35,280
Services & Charges	327,070	331,579	342,800	372,600	\$ 391,230	\$ 410,792
Capital Outlay	51,725	58,824	77,000	50,000	\$ 52,500	\$ 55,125
Total Information Serv	\$ 545,572	559,382	\$ 614,800	\$ 626,700	\$ 658,035	\$ 690,937





INFORMATION SERVICES

	2012/13 ACTUAL	2013/14 ACTUAL	2014/15 BUDGET	2015/16 PROPOSED
SALARIES & WAGES				
101-5-1408-00-5001 Full Time Employees	120,812	121,950	132,000	138,000
Total Salaries & Wages	<u>120,812</u>	<u>121,950</u>	<u>132,000</u>	<u>138,000</u>
PERSONNEL BENEFITS				
101-5-1408-00-5501 FICA	8,755	8,772	10,100	10,500
101-5-1408-00-5504 Retirement	13,180	13,574	15,100	15,600
101-5-1408-00-5700 Health/Life Insurance	8,378	5,806	6,800	7,100
101-5-1408-00-5701 Disability Insurance	290	284	300	200
101-5-1408-00-5800 Workers Compensation	394	539	700	700
Total Personnel Benefits	<u>30,997</u>	<u>28,975</u>	<u>33,000</u>	<u>34,100</u>
SUPPLIES				
101-5-x408-0x-6013 Computer Equipment/Supplies	14,968	18,054	30,000	32,000
Total Supplies	<u>14,968</u>	<u>18,054</u>	<u>30,000</u>	<u>32,000</u>
OTHER SERVICES & CHARGES				
101-5-1408-00-7005 Software Licensing	22,516	27,112	32,400	21,500
101-5-x408-0x-7306 Telephone Charges	99,055	91,740	90,000	131,800
101-5-1408-00-7307 Postage	139	-	-	-
101-5-x408-0x-7403 Computer Equipment R&M	200,920	209,211	215,400	214,300
101-5-1408-00-7900 Other Professional Services	4,440	3,516	5,000	5,000
Total Other Svcs & Charges	<u>327,070</u>	<u>331,579</u>	<u>342,800</u>	<u>372,600</u>
CAPITAL OUTLAY				
101-5-1408-00-8004 Machinery & Equipment	-	-	25,000	50,000
101-5-2408-01-8004 Machinery & Equipment	51,725	58,824	52,000	-
Total Capital Outlay	<u>51,725</u>	<u>58,824</u>	<u>77,000</u>	<u>50,000</u>
TOTAL INFORMATION SERVICES	<u><u>545,572</u></u>	<u><u>559,382</u></u>	<u><u>614,800</u></u>	<u><u>626,700</u></u>

HUMAN RESOURCES DIVISION

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

2014/2015 ACCOMPLISHMENTS

- ✓ Coordinated MOM unit with annual wellness fair
- ✓ Coordinated health screenings and annual flu/pneumonia vaccines with APEHP
- ✓ Attended Fall HIPAA training with Segal Company & APEHP regarding Healthcare Reform compliance
- ✓ Attended Fall seminar with Segal Company & ASRS regarding annual updates
- ✓ Attended 2014 ASRS Employer Conference regarding new legislation updates
- ✓ Partially cross trained HR Analyst in HR & Risk Management to provide adequate backup for both Payroll & HR departmental functions
- ✓ Began utilization of job descriptions recently revised by Town Manager
- ✓ 90% completion of online employee safety training module through SWRS/Safe Personnel
- ✓ After years of persistently questioning the WC calculation method for volunteers, SWRS finally agreed that the rate for police volunteer drivers was too high and HR successfully obtained a credit of over \$128,000

CONTACT INFORMATION

Tomi Dunny—HR Manager
(928) 472-5011
thuddlestun@paysonaz.gov

PHYSICAL LOCATION

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

2015/2016 GOALS

KRA 7: THE PAYSON TEAM

- ⇒ Coordinate MOM unit with annual wellness fair
- ⇒ Coordinate health screenings & annual vaccines with APEHP
- ⇒ Attend Fall HIPAA training with Segal Company & APEHP regarding Healthcare Reform compliance
- ⇒ Attend Fall seminar with Segal Company & ASRS for annual updates
- ⇒ Attend 2015 ASRS Employer Conference for new legislation updates
- ⇒ Complete & implement employee safety training module through Southwest Risk Services / Safe Personnel
- ⇒ Reorganize current Safety Committee to replace vacated member positions and implement regulated meetings
- ⇒ Implement additional employee training
- ⇒ Roll out the time entry module in Incode
- ⇒ Begin utilization of Sharepoint to print timesheets, paystubs and/or W2s



HUMAN RESOURCES DIVISION BUDGET CHANGES—3 YEARS

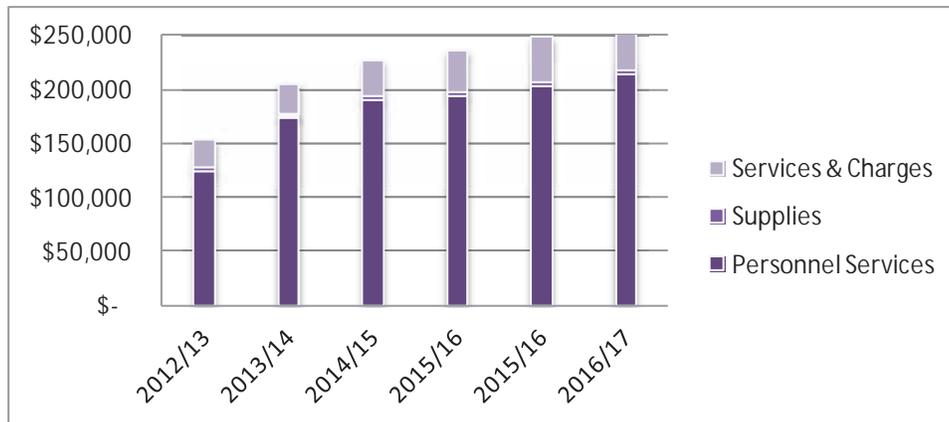
Description	2013/14 Actual	2014/15 Budget	% Change	2015/16 Proposed	% Change
Salaries & Wages	132,634	143,200	8.0%	146,100	2.0%
Personnel Benefits	40,845	46,600	14.1%	47,400	1.7%
Supplies	2,866	3,500	22.1%	3,500	0.0%
Other Services & Charges	29,104	34,300	17.9%	39,400	14.9%
Total Human Resources	205,449	227,600	10.8%	236,400	15.1%

Significant Budget Changes:

- FY14/15 Salaries & Personnel Benefits— increased due to PTO buy back program
- FY14/15 Supplies— Increased cost of office / operating supplies
- FY14/15 Other Services—Budget includes line item for legal services that was not needed in FY13/14
- FY15/16 Other Services—increase in other professional services and advertising for recruitment and screening of new public safety personnel

HUMAN RESOURCES DIVISION BUDGET ANALYSIS HISTORIC AND FORECAST

Classification	2012/13 Actual	2013/14 Actual	2014/15 Budget	2015/16 Proposed	2015/16 Estimate	2016/17 Estimate
Personnel Services	\$ 124,420	173,479	\$ 189,800	\$ 193,500	\$ 203,175	\$ 213,334
Supplies	3,333	2,866	3,500	3,500	3,675	3,859
Services & Charges	25,224	29,104	34,300	39,400	41,370	43,439
Total Human Resource	\$ 152,977	\$ 205,449	\$ 227,600	\$ 236,400	\$ 248,220	\$ 260,631





HUMAN RESOURCES

		2012/13	2013/14	2014/15	2015/16
		ACTUAL	ACTUAL	BUDGET	PROPOSED
SALARIES & WAGES					
101-5-1406-00-5001	Full Time Employees	92,631	132,634	143,200	146,100
	Total Salaries & Wages	92,631	132,634	143,200	146,100
PERSONNEL BENEFITS					
101-5-1406-00-5501	FICA	6,348	9,213	11,100	11,100
101-5-1406-00-5504	Retirement	10,107	14,994	16,400	16,500
101-5-1406-00-5700	Health/Life Insurance	14,809	15,731	18,100	18,900
101-5-1406-00-5701	Disability Insurance	222	314	300	200
101-5-1406-00-5800	Workers Compensation	303	593	700	700
	Total Personnel Benefits	31,789	40,845	46,600	47,400
SUPPLIES					
101-5-1406-00-6001	Office Supplies	999	1,262	1,500	1,500
101-5-1406-00-6005	Operating Supplies	2,073	1,604	2,000	2,000
101-5-1406-00-6300	Gasoline/Fuels/Lubricant	260	-	-	-
	Total Supplies	3,332	2,866	3,500	3,500
OTHER SERVICES & CHARGES					
101-5-1406-00-7100	Legal Services	-	-	5,000	5,000
101-5-1406-00-7306	Telephone Charges	702	713	800	800
101-5-1406-00-7600	Travel Expenses	-	406	500	800
101-5-1406-00-7601	Registration	-	-	-	300
101-5-1406-00-7900	Other Professional Services	19,269	24,428	25,000	27,500
101-5-1406-00-7907	Advertising	5,253	3,557	3,000	5,000
	Total Other Svcs & Charges	25,224	29,104	34,300	39,400
TOTAL HUMAN RESOURCES		152,976	205,449	227,600	236,400

TOWN CLERK

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

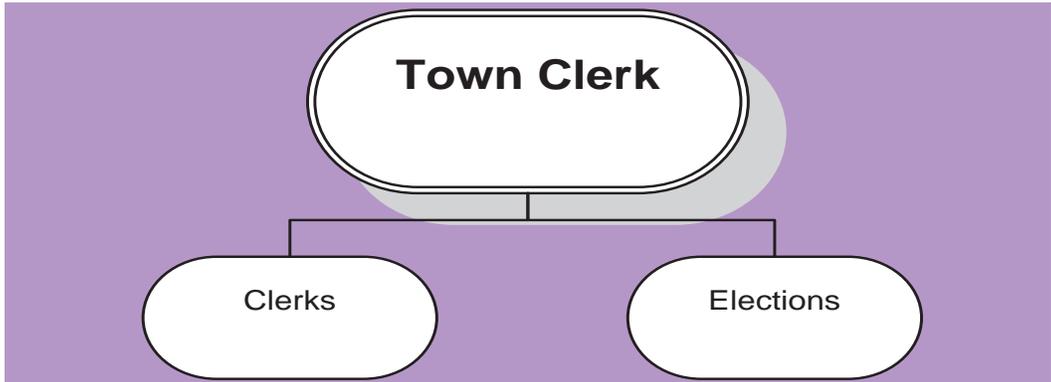
Silvia Smith
ssmith@paysonaz.gov





2015 ANNUAL BUDGET

The Town Clerk's Department is comprised of:
Town Clerk Division and Election Division.



DEPARTMENT EXPENDITURE SUMMARY

Operating Division	2012/13	2013/14	2014/15	2015/16
	Actual	Actual	Budget	Proposed
Town Clerk	245,135	193,388	211,300	218,600
Elections	-	1,043	43,000	40,000
Total Department	245,135	194,431	254,300	258,600

POSITION SUMMARY

	2014/15	2015/16
Town Clerk	1.0	1.0
Deputy Town Clerk	1.0	1.0
Total Filled Positions	2.0	2.0

TOWN CLERK'S DEPARTMENT



2015 ANNUAL BUDGET

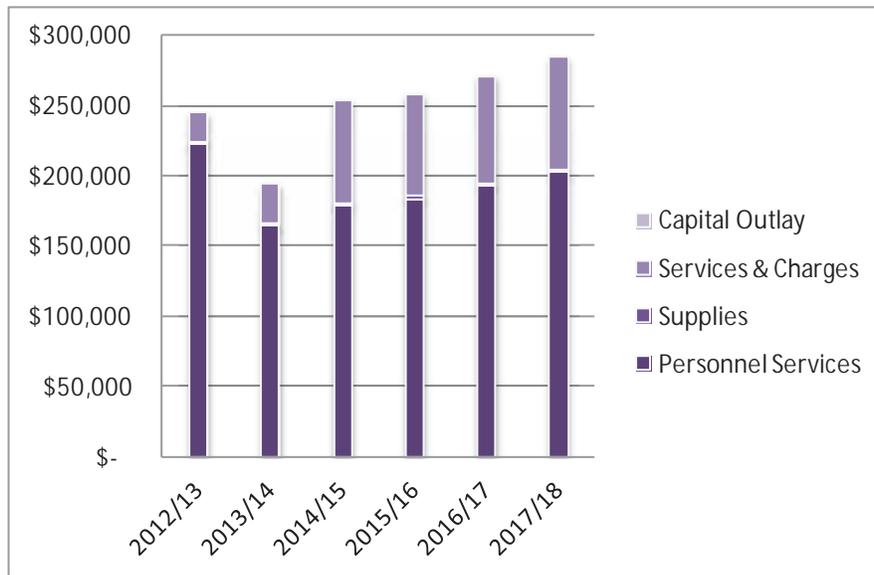
CLERK'S DEPARTMENT BUDGET CHANGES—3 YEARS

Description	2013/14 Actual	2014/15 Budget	% Change	2015/16 Proposed	% Change
Salaries & Wages	132,285	143,600	8.6%	147,100	2.4%
Personnel Benefits	32,313	36,200	12.0%	36,900	1.9%
Supplies	2,227	44,300	1889.2%	41,700	-5.9%
Other Services & Charges	27,606	30,200	9.4%	32,900	8.9%
Total Town Clerk Dept.	194,431	254,300	30.8%	258,600	1.7%

Note: Explanations of significant budget changes are addressed within the individual divisions' sections that follow

CLERK'S DEPARTMENT BUDGET ANALYSIS HISTORIC AND FORECAST

Classification	2012/13 Actual	2013/14 Actual	2014/15 Budget	2015/16 Proposed	2016/17 Estimate	2017/18 Estimate
Personnel Services	\$ 223,373	\$ 164,564	\$ 179,800	\$ 184,000	\$ 193,200	\$ 202,860
Supplies	1,401	1,252	1,300	1,700	\$ 1,785	\$ 1,874
Services & Charges	20,362	28,615	73,200	72,900	\$ 76,545	\$ 80,372
Capital Outlay	-	-	-	-	\$ -	\$ -
Total Clerk Dept	\$ 245,136	194,431	\$ 254,300	\$ 258,600	\$ 271,530	\$ 285,107



TOWN CLERK'S DEPARTMENT

TOWN CLERK DIVISION

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.

2014/2015 ACCOMPLISHMENTS

- ✓ Produced 21 TOP Talk programs with information presented by 35 guests and 68 employees
- ✓ Hired a second part-time receptionist / general clerk which allowed the Town to save the cost of benefits and still maintain full coverage of the reception area
- ✓ Worked with the Town Attorney in the administrative clean-up of the Town Code
- ✓ Promoted the Deputy Clerk to Chief Deputy Town Clerk
- ✓ Chief Deputy Town Clerk attended AMCA Annual Business Meeting and Conference in July 2014

2015/2016 GOALS



KRA 4: INNOVATION & EFFICIENCY

- ⇒ Produce 23 TOP Talk programs increasing guests to 60 plus 30 employees presenting information



KRA 7: THE PAYSON TEAM

- ⇒ Implement a succession plan for department preparing for Town Clerk retirement
- ⇒ Continue to cross-train staff

CONTACT INFORMATION

Silvia Smith—Town Clerk
(928) 472-5001
ssmith@paysonaz.gov

PHYSICAL LOCATION

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

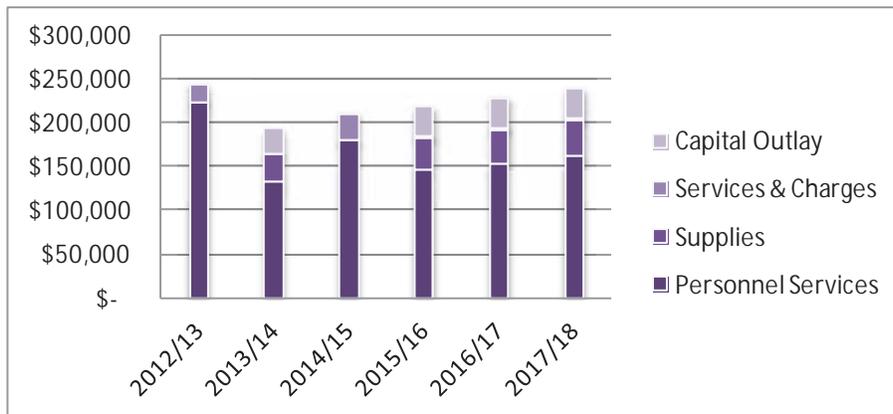
CLERK DIVISION BUDGET CHANGES—3 YEARS

Description	2013/14 Actual	2014/15 Budget	% Change	2015/16 Proposed	% Change
Salaries & Wages	132,285	143,600	8.6%	147,100	2.4%
Personnel Benefits	32,279	36,200	12.1%	36,900	1.9%
Supplies	1,218	1,300	6.7%	1,700	30.8%
Other Services & Charges	27,606	30,200	9.4%	32,900	8.9%
Total Town Clerk Division	193,388	211,300	9.3%	218,600	3.5%

- In FY14/15, a PTO Buyback Program caused Salaries & Wages and Personnel Benefits to be higher than the previous year
- In FY15/16, the increased cost of office supplies and additional professional memberships caused the increases in this category

CLERK DIVISION BUDGET ANALYSIS HISTORIC AND FORECAST

Classification	2012/13 Actual	2013/14 Actual	2014/15 Budget	2015/16 Proposed	2016/17 Estimate	2017/18 Estimate
Personnel Services	\$ 223,373	132,285	\$ 179,800	\$ 147,100	\$ 154,455	\$ 162,178
Supplies	1,401	32,279	1,300	36,900	38,745	40,682
Services & Charges	20,362	1,218	30,200	1,700	1,785	1,874
Capital Outlay	-	27,606	-	32,900	34,545	36,272
Total Clerks	\$ 245,136	\$ 193,388	\$ 211,300	\$ 218,600	\$ 229,530	\$ 241,007





TOWN CLERK

		2012/13	2013/14	2014/15	2015/16
		ACTUAL	ACTUAL	BUDGET	PROPOSED
SALARIES & WAGES					
101-5-1402-00-5001	Full Time Employees	171,117	132,285	143,600	147,100
	Total Salaries & Wages	<u>171,117</u>	<u>132,285</u>	<u>143,600</u>	<u>147,100</u>
PERSONNEL BENEFITS					
101-5-1402-00-5501	FICA	11,972	9,695	11,000	11,200
101-5-1402-00-5504	Retirement	18,606	14,955	16,500	16,700
101-5-1402-00-5700	Health/Life Insurance	20,709	6,717	7,700	8,100
101-5-1402-00-5701	Disability Insurance	409	313	300	200
101-5-1402-00-5800	Workers Comp Insurance	559	599	700	700
	Total Personnel Benefits	<u>52,255</u>	<u>32,279</u>	<u>36,200</u>	<u>36,900</u>
SUPPLIES					
101-5-1402-00-6001	Office Supplies	888	778	800	1,000
101-5-1402-00-6700	Dues & Memberships	513	440	500	700
	Total Supplies	<u>1,401</u>	<u>1,218</u>	<u>1,300</u>	<u>1,700</u>
OTHER SERVICES & CHARGES					
101-5-1402-00-7003	Computer Services	11,910	12,069	14,700	14,700
101-5-1402-00-7306	Telephone	647	698	700	700
101-5-1402-00-7600	Travel	468	1,582	3,000	2,500
101-5-1402-00-7601	Registrations	300	300	1,800	2,000
101-5-1402-00-7900	Other Professional Services	2,442	4,846	5,000	8,000
101-5-1402-00-7907	Advertising	4,595	8,111	5,000	5,000
	Total Other Svcs & Charges	<u>20,362</u>	<u>27,606</u>	<u>30,200</u>	<u>32,900</u>
TOTAL TOWN CLERK		<u><u>245,135</u></u>	<u><u>193,388</u></u>	<u><u>211,300</u></u>	<u><u>218,600</u></u>

ELECTION DIVISION

The Town Council elections are held every two years. The elections are now consolidated with Gila County—coordinated and conducted by the Town Clerk’s Office and Gila County.

2014/2015 ACCOMPLISHMENTS

- ✓ Chief Deputy Town Clerk attended 2014 Election Workshop in July 2014
- ✓ Worked with the Arizona Municipal Clerks Association, Arizona League of Arizona Cities and Gila County in coordinating the change to consolidated election per new statute for election 2014
- ✓ Conducted the Primary Election in August 2014 and General Election in November 2014 within budget

2015/2016 GOALS

KRA 7: THE PAYSON TEAM



- ⇒ Town Clerk and Chief Deputy Town Clerk to attend the July 2015 Election Workshop
- ⇒ Conduct a Special Election in August or September 2015 if needed within budget

Contact Information
Silvia Smith—Town Clerk
(928) 472-5001
ssmith@paysonaz.gov

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

ELECTION DIVISION BUDGET CHANGES—3 YEARS

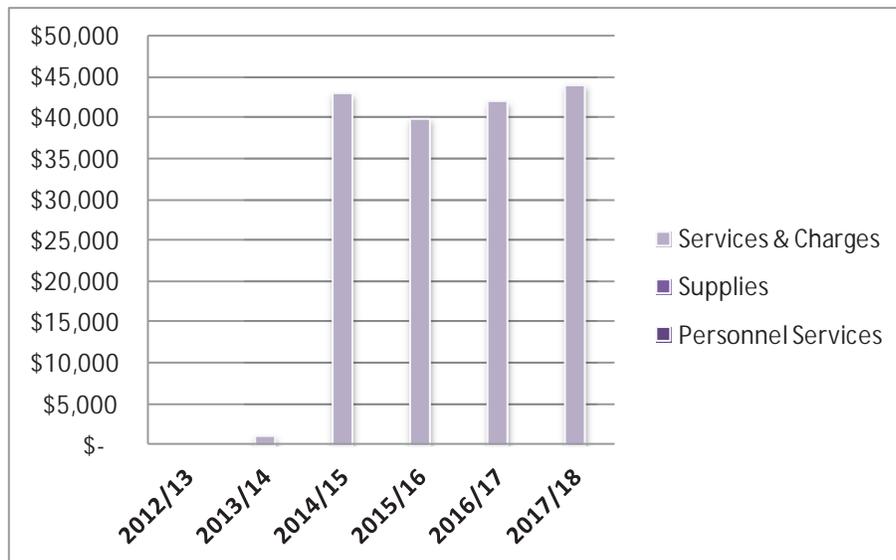
Description	2013/14 Actual	2014/15 Budget	% Change	2015/16 Proposed	% Change
Salaries & Wages	-	-	0.0%	-	0.0%
Personnel Benefits	34	-	-100.0%	-	0.0%
Supplies	1,009	43,000	4161.6%	40,000	-7.0%
Other Services & Charges	-	-	0.0%	-	0.0%
Total Elections	1,043	43,000	100.0%	40,000	-7.0%

Significant Budget Changes:

- No election in FY2013/14
- Changes in the budget are due to the implementation of consolidated elections

ELECTION DIVISION BUDGET ANALYSIS HISTORIC AND FORECAST

Classification	2012/13 Actual	2013/14 Actual	2014/15 Budget	2015/16 Proposed	2016/17 Estimate	2017/18 Estimate
Personnel Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Supplies	-	34	-	-	-	-
Services & Charges	-	1,009	43,000	40,000	42,000	44,100
Total Election	\$ -	\$ 1,043	\$ 43,000	\$ 40,000	\$ 42,000	\$ 44,100



**ELECTIONS**

	2012/13 ACTUAL	2013/14 ACTUAL	2014/15 BUDGET	2015/16 PROPOSED
SALARIES & WAGES				
101-5-1403-00-5003 Temporary Employees	-	-	-	-
Total Salaries & Wages	-	-	-	-
SUPPLIES				
101-5-1403-00-6603 Elections	-	34	-	-
Total Supplies	-	34	-	-
OTHER SERVICES & CHARGES				
101-5-1403-00-7900 Other Professional Services	-	420	41,000	40,000
101-5-1403-00-7907 Advertising	-	589	2,000	-
Total Other Svcs & Charges	-	1,009	43,000	40,000
TOTAL ELECTIONS	-	1,043	43,000	40,000

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
928-472-5018

Hector Figueroa—Town Attorney
hfigueroa@paysonaz.gov





2015 ANNUAL BUDGET

The Legal Department (Town Attorney's Office) serves the Town and its residents in two ways—Civil (Internal) and Prosecution (External). 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 Legal Department was split into three divisions. In FY14/15, the divisions were moved back and all funds were budgeted under one division.

Legal (Town Attorney)

DEPARTMENT EXPENDITURE SUMMARY

Operating Division	2012/13 Actual	2013/14 Actual	2014/15 Budget	2015/16 Proposed
Town Attorney	330,734	329,747	408,200	378,300
Total Expenditures	330,734	329,747	408,200	378,300

POSITION SUMMARY

	2014/15	2015/16
Town Attorney	1.0	1.0
Prosecutor	1.0	1.0
Office Clerk **	1.5	1.5
Office Manager *	0.5	0.5
Total Positions	4.0	4.0

* Office Manager position filled with part-time employee pending economic recovery

** P/T Office Clerk position is a grant funded Victim Rights Assistant

LEGAL DEPARTMENT

TOWN ATTORNEY

2014/2015 ACCOMPLISHMENTS

- √ Prepared various ordinances and resolutions
- √ Worked with Southwest Risk Services defending the Town in litigation and pre-litigation matters
- √ Assisted Department Heads and Human Resources with employee discipline matters
- √ Drafted and/or reviewed numerous contracts for Town Departments and/or Council approval
- √ Opened various new criminal case files including victim cases, driving under the influence cases and domestic violence cases
- √ Represented the State at various pre-trial conferences, review hearings, sentencing hearings, and/or bench trials
- √ Trained part-time victim advocate who was provided at no cost to the Town through an Arizona Attorney General's Office grant

2015/2016 GOALS

KRA 4—INNOVATION & EFFICIENCY

- ⇒ Continue to improve communications, interaction, and responsiveness to victims, especially through the new victim advocate
- ⇒ When possible, prevent the Town from incurring liability by being proactive
- ⇒ Continue to create efficiencies to handle increased case numbers with constant staffing levels
- ⇒ Negotiate and draft various agreements and contracts a directed by the Town Council



CONTACT INFORMATION

Hector Figueroa—Town Attorney
(928) 472-5020
hfigueroa@paysonaz.gov

PHYSICAL LOCATION

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

TOWN ATTORNEY BUDGET CHANGES—3 YEARS

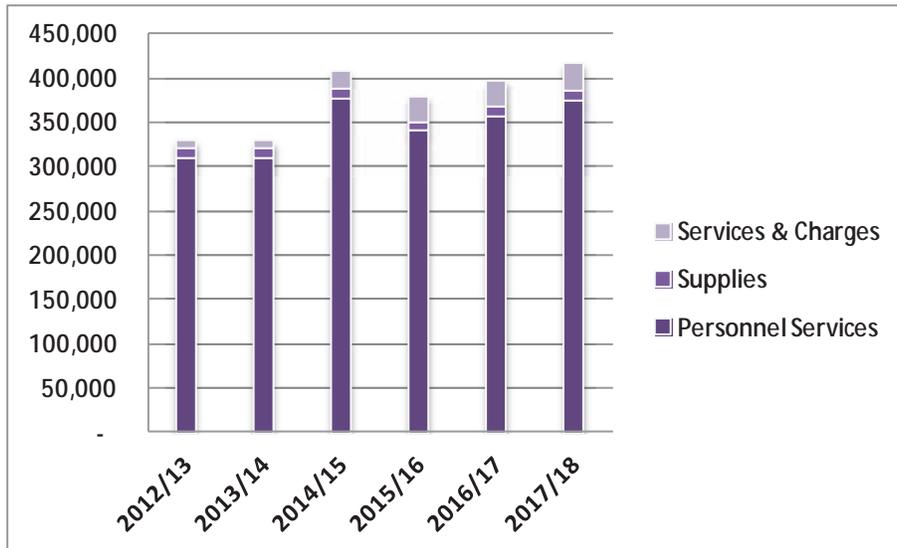
Description	2013/14 Actual	2014/15 Budget	% Change	2015/16 Proposed	% Change
Salaries & Wages	245,049	296,900	21.2%	272,200	-8.3%
Personnel Benefits	64,736	81,000	25.1%	68,200	-15.8%
Supplies	11,320	11,400	0.7%	10,400	-8.8%
Other Services & Charges	8,642	18,900	118.7%	27,500	45.5%
Total	329,747	408,200	23.8%	378,300	-7.3%

Significant Budget Changes:

- FY14/15 Salaries & Benefits—budget included 3 month overlap of Town Attorney’s wages for transition from former to new employee
- FY14/15 Other Services—funds for legal & prosecution services added to budget as well as increases for travel, registrations, and utilities
- FY15/16 Other Services—increased for anticipated building repair / maintenance projects

TOWN ATTORNEY BUDGET ANALYSIS HISTORIC AND FORECAST

Classification	2012/13 Actual	2013/14 Actual	2014/15 Budget	2015/16 Proposed	2016/17 Estimate	2017/18 Estimate
Personnel Services	309,590	309,785	377,900	340,400	\$ 357,420	\$ 375,291
Supplies	10,845	11,320	11,400	10,400	10,920	11,466
Services & Charges	10,299	8,642	18,900	27,500	28,875	30,319
Total	\$ 330,734	329,747	\$ 408,200	\$ 378,300	\$ 397,215	\$ 417,076





<u>ATTORNEY</u>	<u>2012/13 ACTUAL</u>	<u>2013/14 ACTUAL</u>	<u>2014/15 BUDGET</u>	<u>2015/16 PROPOSED</u>
SALARIES & WAGES				
101-5-1418-00-5001 Full Time Employees	215,253	215,906	247,400	225,400
101-5-1418-00-5002 Part Time Employees	27,238	29,143	49,500	46,800
Total Salaries & Wages	242,491	245,049	296,900	272,200
PERSONNEL BENEFITS				
101-5-1418-00-5501 FICA	17,273	17,501	22,400	20,800
101-5-1418-00-5504 Retirement	25,745	26,460	33,100	30,000
101-5-1418-00-5700 Health/Life Insurance	22,838	19,265	23,800	15,800
101-5-1418-00-5701 Disability Insurance	515	511	300	300
101-5-1418-00-5800 Workers Compensation	728	999	1,400	1,300
Total Personnel Benefits	67,099	64,736	81,000	68,200
SUPPLIES				
101-5-1418-00-6001 Office Supplies	1,773	4,925	2,900	2,600
101-5-1418-00-6010 Books & Periodicals	7,026	3,520	6,200	5,700
101-5-1418-00-6013 Computer Equipment/Supplies	-	783	-	-
101-5-1418-00-6201 Building Repair Materials	429	366	500	500
101-5-1418-00-6700 Memberships/Dues/Subscript	1,525	1,425	1,600	1,400
101-5-1418-00-6990 Other Supplies	92	301	200	200
Total Supplies	10,845	11,320	11,400	10,400
OTHER SERVICES & CHARGES				
101-5-1418-00-7100 Legal Services	-	-	5,000	5,000
101-5-1418-00-7103 Prosecution Services	600	-	1,500	1,500
101-5-1418-00-7300 Electricity Charges	1,758	1,601	2,600	2,200
101-5-1418-00-7301 Propane Gas Charges	1,254	968	1,200	1,200
101-5-1418-00-7306 Telephone	884	581	300	600
101-5-1418-00-7307 Postage / Freight	33	6	100	100
101-5-1418-00-7401 Building Repair & Maintenance	1,313	437	1,200	10,000
101-5-1418-00-7402 Office Equipment R&M	749	466	800	800
101-5-1418-00-7600 Travel	2,378	2,681	3,400	3,500
101-5-1418-00-7601 Registrations	1,207	1,643	1,400	1,400
101-5-1418-00-7900 Other Professional Services	123	259	1,400	1,200
Total Other Services & Charges	10,299	8,642	18,900	27,500
TOTAL TOWN ATTORNEY	330,734	329,747	408,200	378,300

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

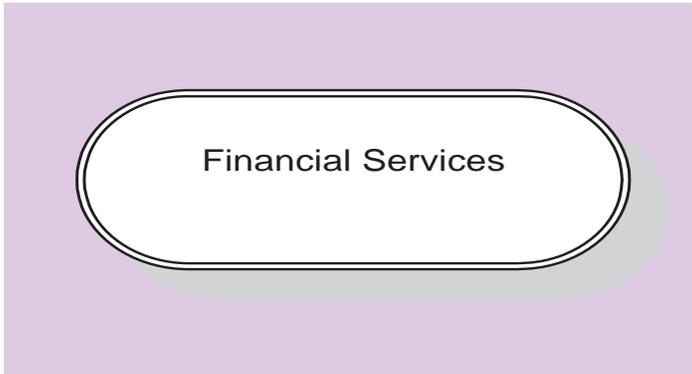
Hope Cribb—Finance Manager
hcribb@paysonaz.gov





2015 ANNUAL BUDGET

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



DEPARTMENT EXPENDITURE SUMMARY

Operating Division	2012/13 Actual	2013/14 Actual	2014/15 Budget	2015/16 Proposed
Financial Services	319,598	304,405	353,500	408,500
Total Financial Serv Dept	319,598	304,405	353,500	408,500

POSITION SUMMARY

	2014/15	2015/16
CFO *	0.0	1.0
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	5.5

* Position to be filled in 4th quarter of the fiscal year (April—June 2016)

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

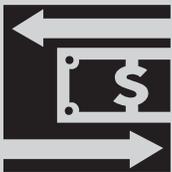
FINANCIAL SERVICES DEPARTMENT

FINANCE DIVISION

2014/2015 ACCOMPLISHMENTS

- ✓ Completed the 2013/2014 Audit
- ✓ Continued to receive professional awards and recognition:
 - * GFOA Certificate of Achievement for Excellence in Financial Reporting (17th consecutive year)
 - * GFOA Distinguished Budget Presentation Award (17th consecutive year)
 - * GFOA Certificate for the Popular Annual Financial Report (9th year)

2015/2016 GOALS



KRA 2: FINANCIAL EXCELLENCE

- ⇒ Ensure excellent fiscal management to maintain public trust
- ⇒ Continue to enhance utilization of financial system and develop applications to facilitate transparency
- ⇒ Monitor impact of economic conditions on current financial position of Town
- ⇒ Continue to receive professional awards and recognition



KRA 7: THE PAYSON TEAM

- ⇒ Continue to strengthen internal controls by updating policies and providing training to employees

CONTACT INFORMATION

Hope Cribb
Finance Manager
(928) 472-5005
hcribb@paysonaz.gov

PHYSICAL LOCATION

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

FINANCE BUDGET CHANGES—3 YEARS

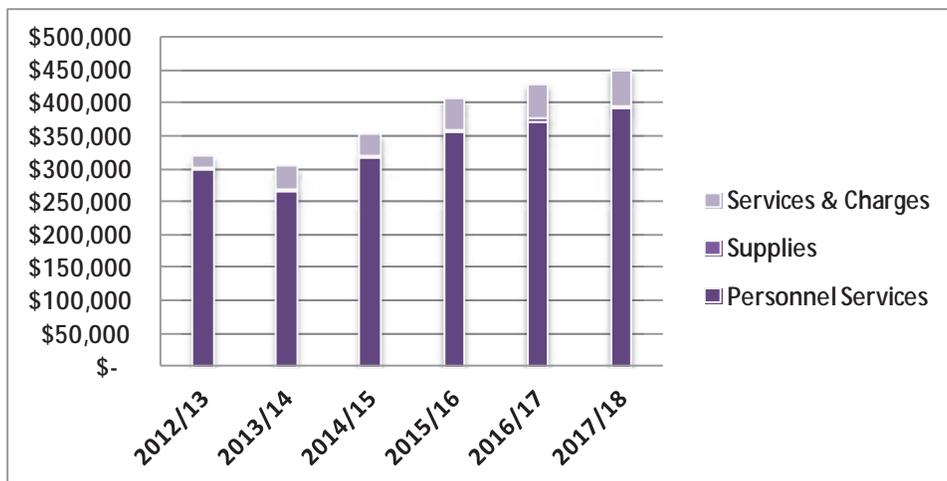
Description	2013/14 Actual	2014/15 Budget	% Change	2015/16 Proposed	% Change
Salaries & Wages	212,583	247,100	16.2%	284,500	15.1%
Personnel Benefits	52,699	69,900	32.6%	70,800	1.3%
Supplies	2,713	4,500	65.9%	4,500	0.0%
Other Services & Charges	36,410	32,000	-12.1%	48,700	52.2%
Total Finance Services	304,405	353,500	16.1%	408,500	15.6%

Significant Budget Changes:

- FY14/15 Salaries/ Wages and Personnel Benefits are higher due to a PTO buy back program and changes in health insurance plan selection
- FY15/16 Salaries/Wages are higher due to a PTO buy back program and anticipated hiring of a CFO
- FY14/15 Supplies—Spending in previous fiscal year was very conservative so, budget for this fiscal year was increased to allow for additional office supplies
- FY15/16 Other Services– Accounting services increased due to the need for an actuarial study

FINANCE BUDGET ANALYSIS HISTORIC AND FORECAST

Classification	2012/13 Actual	2013/14 Actual	2014/15 Budget	2015/16 Proposed	2016/17 Estimate	2017/18 Estimate
Personnel Services	\$ 299,099	265,282	\$ 317,000	\$ 355,300	\$ 373,065	\$ 391,718
Supplies	4,531	2,713	4,500	4,500	\$ 4,725	\$ 4,961
Services & Charges	15,968	36,410	32,000	48,700	\$ 51,135	\$ 53,692
Total Financial Serv	\$ 319,598	304,405	\$ 353,500	\$ 408,500	\$ 428,925	\$ 450,371





FINANCIAL SERVICES

	2012/13 ACTUAL	2013/14 ACTUAL	2014/15 BUDGET	2015/16 PROPOSED
SALARIES & WAGES				
101-5-1407-00-5001 Full Time Employees	192,005	172,899	205,000	242,500
101-5-1407-00-5002 Part Time Employees	43,692	39,684	42,100	42,000
Total Salaries & Wages	<u>235,697</u>	<u>212,583</u>	<u>247,100</u>	<u>284,500</u>
PERSONNEL BENEFITS				
101-5-1407-00-5501 FICA	16,891	14,774	18,900	21,000
101-5-1407-00-5504 Retirement	25,601	24,033	28,100	31,200
101-5-1407-00-5700 Health/Life Insurance	19,577	12,437	21,400	16,900
101-5-1407-00-5701 Disability Insurance	563	502	300	300
101-5-1407-00-5800 Workers Comp Insurance	770	953	1,200	1,400
Total Personnel Benefits	<u>63,402</u>	<u>52,699</u>	<u>69,900</u>	<u>70,800</u>
SUPPLIES				
101-5-1407-00-6001 Office Supplies	2,417	1,568	3,000	3,000
101-5-1407-00-6010 Books & Periodicals	636	48	200	200
101-5-1407-00-6011 Small Tools/Minor Equipment	202	-	100	100
101-5-1407-00-6700 Membership/Dues/Subscript	250	60	200	200
101-5-1407-00-6990 Other Expenses	1,026	1,037	1,000	1,000
Total Supplies	<u>4,531</u>	<u>2,713</u>	<u>4,500</u>	<u>4,500</u>
OTHER SERVICES & CHARGES				
101-5-1407-00-7002 Accounting/Auditing Services	15,052	35,252	15,600	36,000
101-5-1407-00-7306 Telephone	709	742	1,000	800
101-5-1407-00-7402 Office Equipment R&M	-	-	400	400
101-5-1407-00-7600 Travel	207	316	1,000	500
101-5-1407-00-7601 Registrations	-	100	1,000	500
101-5-1407-00-7900 Other Professional Services	-	-	13,000	10,500
Total Other Svcs & Charges	<u>15,968</u>	<u>36,410</u>	<u>32,000</u>	<u>48,700</u>
TOTAL FINANCE	<u><u>319,598</u></u>	<u><u>304,405</u></u>	<u><u>353,500</u></u>	<u><u>408,500</u></u>

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

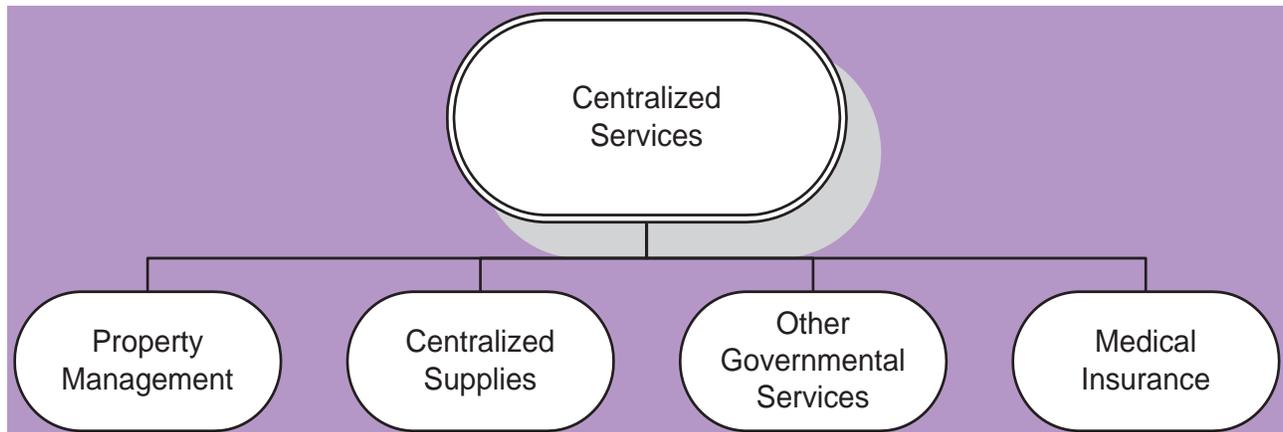
Hope Cribb—Finance Manager
hcribb@paysonaz.gov





2015 ANNUAL BUDGET

Central Services is operationally organized into four divisions:



DEPARTMENT EXPENDITURE SUMMARY

Operating Division	2012/13 Actual	2013/14 Actual	2014/15 Proposed	2015/16 Proposed
Property Management	124,463	109,576	120,600	124,400
Centralized Supplies	54,386	107,406	110,300	108,500
Other Governmental Services	442,078	461,950	484,000	575,100
Medical Insurance	2,628,469	2,183,094	2,402,300	2,711,800
Total Department	3,249,396	2,862,026	3,117,200	3,519,800

POSITION SUMMARY

	2014/15	2015/16
Office Clerk III	1.5	1.0
Total Positions	1.5	1.0

CENTRAL SERVICES DEPARTMENT



2015 ANNUAL BUDGET

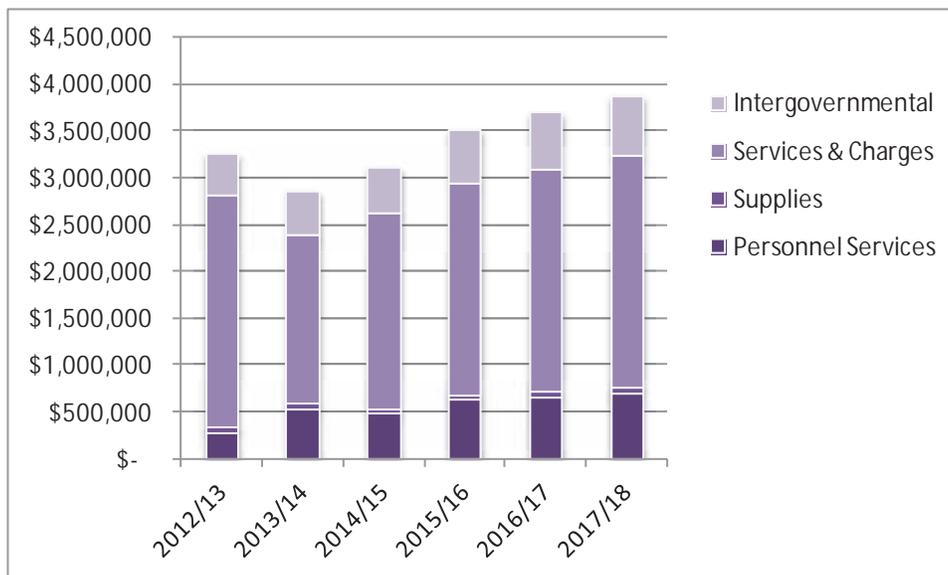
CENTRAL SERVICES DEPARTMENT BUDGET CHANGES—3 YEARS

Description	2013/14 Actual	2014/15 Budget	% Change	2015/16 Proposed	% Change
Salaries & Wages	31,461	40,100	100.0%	34,800	-13.2%
Personnel Benefits	489,025	436,600	-10.7%	589,300	35.0%
Supplies	62,087	54,300	-12.5%	59,000	8.7%
Other Services & Charges	1,817,503	2,102,200	15.7%	2,261,600	7.6%
Intergovernmental Services	461,950	484,000	4.8%	575,100	18.8%
Total Central Services	2,862,026	3,117,200	8.9%	3,519,800	12.9%

Note: Explanations of significant budget changes are addressed within the individual divisions' sections that follow

CENTRAL SERVICES DEPARTMENT BUDGET ANALYSIS HISTORIC AND FORECAST

Classification	2012/13 Actual	2013/14 Actual	2014/15 Budget	2015/16 Proposed	2016/17 Estimate	2017/18 Estimate
Personnel Services	\$ 279,304	\$ 520,486	\$ 476,700	\$ 624,100	\$ 655,305	\$ 688,070
Supplies	48,842	62,087	54,300	59,000	61,950	65,048
Services & Charges	2,479,172	1,817,503	2,102,200	2,261,600	2,374,680	2,493,414
Intergovernmental	442,078	461,950	484,000	575,100	603,855	634,048
Total Central Services	\$ 3,249,396	\$ 2,862,026	\$ 3,117,200	\$ 3,519,800	\$ 3,695,790	\$ 3,880,580



CENTRAL SERVICES DEPARTMENT

PROPERTY MANAGEMENT DIVISION

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.

2014/2015 ACCOMPLISHMENTS

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

2015/2016 GOALS



KRA 3: INFRASTRUCTURE

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

PROPERTY MANAGEMENT DIVISION BUDGET CHANGES—3 YEARS

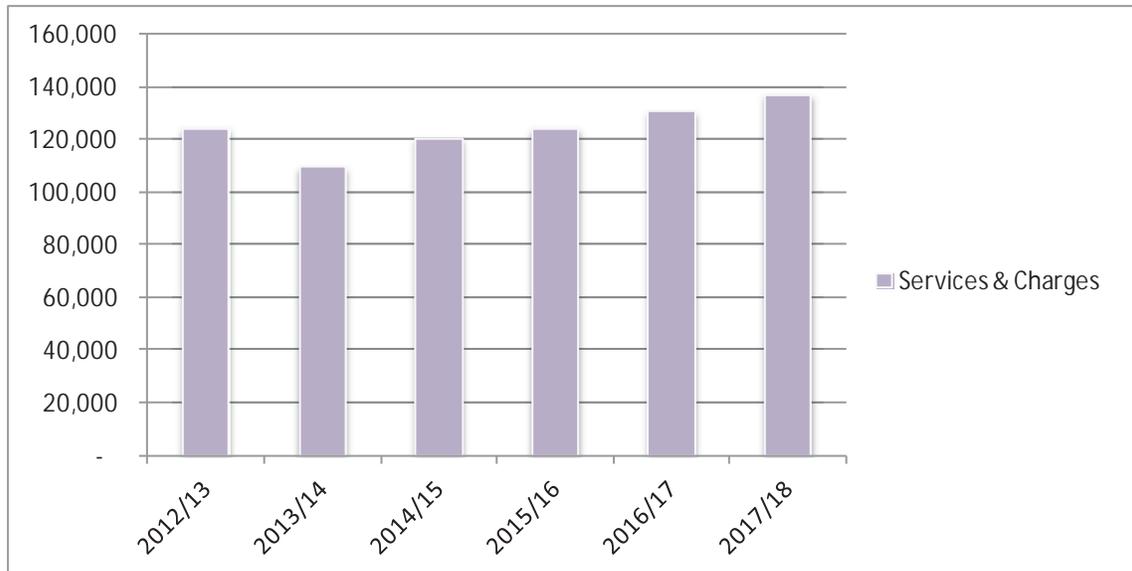
Description	2013/14 Actual	2014/15 Budget	% Change	2015/16 Proposed	% Change
Other Services & Charges	109,576	120,600	10.1%	124,400	3.2%
Total Property Management	109,576	120,600	10.1%	124,400	3.2%

Significant Budget Changes:

- Increases reflect anticipated changes in utility costs

PROPERTY MANAGEMENT DIVISION BUDGET ANALYSIS HISTORIC AND FORECAST

Classification	2012/13 Actual	2013/14 Actual	2014/15 Budget	2015/16 Proposed	2016/17 Estimate	2017/18 Estimate
Services & Charges	124,463	109,576	120,600	124,400	130,620	137,151
Total Property Mgmt	124,463	109,576	\$ 120,600	\$ 124,400	\$ 130,620	\$ 137,151



**PROPERTY MANAGEMENT - TOWN HALL**

	2012/13 ACTUAL	2013/14 ACTUAL	2014/15 BUDGET	2015/16 PROPOSED
OTHER SERVICES & CHARGES				
101-5-1401-00-7900 Other Professional Services	1,962	130	9,200	9,000
101-5-1401-00-7300 Electricity	23,360	24,430	23,000	23,000
101-5-1401-00-7301 Propane Gas	3,240	2,177	3,000	3,000
101-5-1401-00-7302 Water	888	559	800	800
101-5-1401-00-7304 Sewer	468	468	500	500
101-5-1401-00-7305 Refuse Disposal	480	480	600	600
101-5-1401-00-7306 Telephone	60,562	36,798	40,000	40,000
101-5-1401-00-7401 Building R&M	5,063	12,400	10,000	20,000
101-5-1401-00-7402 Office Equipment R&M	-	-	500	500
101-5-1401-00-7404 Equipment R&M	13,347	18,982	18,000	11,000
101-5-1401-00-7502 Leased Equipment	15,093	13,152	15,000	16,000
Total Other Svcs & Charges	<u>124,463</u>	<u>109,576</u>	<u>120,600</u>	<u>124,400</u>
TOTAL PROPERTY MGMT - TOWN HALL	<u><u>124,463</u></u>	<u><u>109,576</u></u>	<u><u>120,600</u></u>	<u><u>124,400</u></u>

CENTRAL SUPPLIES DIVISION

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 such as photocopiers, FAX machines, binding systems, telephone systems, Kroy machine, etc. Also included are banking fees and public relations charges.

2014/2015 ACCOMPLISHMENTS

- ✓ Maintained office equipment in a manner that reduced downtime of critical functions
- ✓ Trained new part-time clerical staff member available to assist various departments as needed

2015/2016 GOALS



KRA 2: FINANCIAL EXCELLENCE

- ⇒ Negotiate bank fees to reduce costs and improve services provided



KRA 4: INNOVATION & EFFICIENCY

- ⇒ Maintain office equipment to avoid downtime of critical functions
- ⇒ Continue investigation of options for telephone services to consolidate services and reduce costs

CENTRAL SUPPLIES DIVISION BUDGET CHANGES—3 YEARS

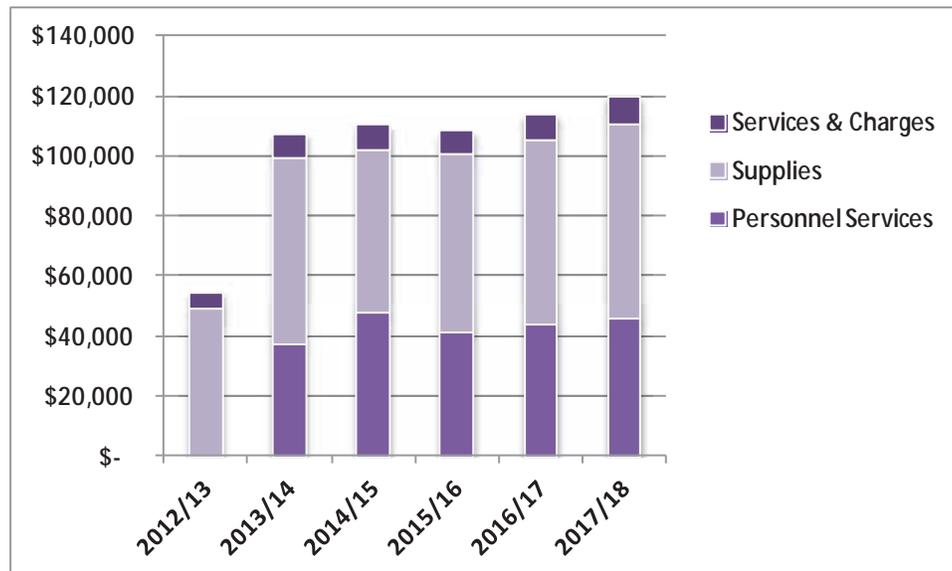
Description	2013/14 Actual	2014/15 Budget	% Change	2015/16 Proposed	% Change
Salaries & Wages	31,461	40,100	27.5%	34,800	-13.2%
Personnel Benefits	6,005	7,900	31.6%	6,700	-15.2%
Supplies	62,087	54,300	-12.5%	59,000	8.7%
Other Services & Charges	7,853	8,000	1.9%	8,000	0.0%
Total Centralized Supplies	107,406	110,300	2.7%	108,500	-1.6%

Significant Budget Changes:

- Salaries & Wages and Personnel Benefits fluctuated due to changes in staff. One full time and one part time employee were budgeted in FY13/14 and FY14/15. In FY15/16 this was changed to two part time employees.
- In FY14/15 the budget for office supplies, banking fees, and various R&M supplies expenditures were cut back causing the reduction in Supplies.

CENTRAL SUPPLIES DIVISION BUDGET ANALYSIS HISTORIC AND FORECAST

Classification	2012/13 Actual	2013/14 Actual	2014/15 Budget	2015/16 Proposed	2016/17 Estimate	2017/18 Estimate
Personnel Services	\$ -	\$ 37,466	\$ 48,000	\$ 41,500	\$ 43,575	\$ 45,754
Supplies	48,842	62,087	54,300	59,000	61,950	65,048
Services & Charges	5,544	7,853	8,000	8,000	8,400	8,820
Total Centralized Supply	\$ 54,386	\$ 107,406	\$ 110,300	\$ 108,500	\$ 113,925	\$ 119,621



**CENTRAL SUPPLIES**

	2012/13 ACTUAL	2013/14 ACTUAL	2014/15 BUDGET	2015/16 PROPOSED
SALARIES & WAGES				
101-5-1401-00-5001 Full Time Employees	-	17,597	26,500	-
101-5-1401-00-5002 Part Time Employees	-	13,864	13,600	34,800
Total Salaries & Wages	-	31,461	40,100	34,800
PERSONNEL BENEFITS				
101-5-1401-00-5501 FICA	-	2,397	3,100	2,700
101-5-1401-00-5504 Retirement	-	3,533	4,600	3,900
101-5-1401-00-5700 Health/Life Insurance	-	-	100	-
101-5-1401-00-5701 Disability Insurance	-	75	100	100
Total Personnel Benefits	-	6,005	7,900	6,700
SUPPLIES				
101-5-1401-00-6001 Office Supplies	4,517	6,419	5,000	5,000
101-5-1401-00-6002 Coffee Supplies	604	558	500	600
101-5-1401-00-6003 Cleaning Supplies	1,195	1,584	1,200	1,200
101-5-1401-00-6005 Safety Supplies	252	189	200	200
101-5-1401-00-6011 Small Tools/Minor Equip	-	-	100	100
101-5-1401-00-6201 R & M Supplies Building	580	2,616	500	500
101-5-1401-00-6300 Gasoline/Fuels/Lubricant	-	-	-	100
101-5-1401-00-6302 R&M Supplies-Vehicle	-	1,584	500	500
101-5-1401-00-6700 Dues & Memberships	21,844	24,606	24,100	24,600
101-5-1401-00-6901 Taxes & Fees	197	381	200	200
101-5-1401-00-6903 Banking Fees	19,627	24,151	22,000	26,000
101-5-1401-00-6990 Other Expenses	26	(1)	-	-
Total Supplies	48,842	62,087	54,300	59,000
OTHER SERVICES & CHARGES				
101-5-1401-00-7307 Postage	5,544	7,853	8,000	8,000
Total Other Svcs & Charges	5,544	7,853	8,000	8,000
TOTAL CENTRALIZED SUPPLIES	54,386	107,406	110,300	108,500

OTHER GOVERNMENTAL SERVICES DIVISION

The Other Governmental Services Division contains costs which are not technically expenditures but are uses of budgetary funds such as contributions to non-profit organizations and liability insurance costs.

OTHER GOVERNMENTAL SERVICES DIVISION BUDGET CHANGES—3 YEARS

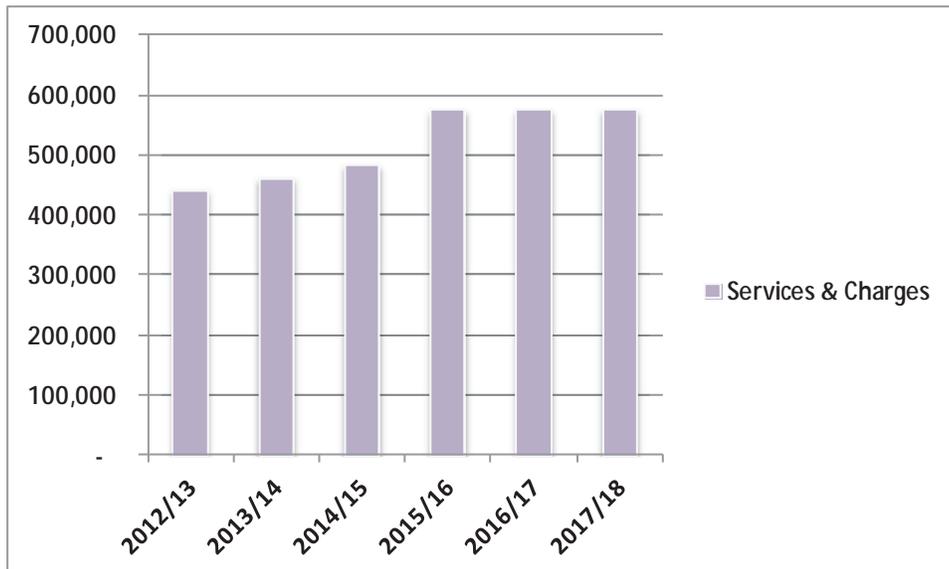
Description	2013/14 Actual	2014/15 Budget	% Change	2015/16 Proposed	% Change
Intergovernmental Services	461,950	484,000	4.8%	575,100	18.8%
Total Other Gov't Services	461,950	484,000	4.8%	575,100	18.8%

Significant Budget Changes:

-

OTHER GOVERNMENTAL SERVICES DIVISION BUDGET ANALYSIS HISTORIC AND FORECAST

Classification	2012/13 Actual	2013/14 Actual	2014/15 Budget	2015/16 Proposed	2016/17 Estimate	2017/18 Estimate
Services & Charges	442,078	461,950	484,000	575,100	575,100	575,100
Total Other Govt Serv	\$ 442,078	\$ 461,950	\$ 484,000	\$ 575,100	\$ 575,100	\$ 575,100



**OTHER GOVERNMENTAL SERVICES**

	<u>2012/13 ACTUAL</u>	<u>2013/14 ACTUAL</u>	<u>2014/15 BUDGET</u>	<u>2015/16 PROPOSED</u>
SERVICES & CHARGES(Intergovernmental)				
101-5-1401-00-7903 Property /Liability Insurance	323,822	333,721	342,600	335,500
101-5-1401-00-7904 Insurance Deductibles	1,856	11,829	5,000	5,000
101-5-1401-00-7104 Settlements	-	-	20,000	20,000
101-5-1401-00-7915 Overhead				47,600
101-5-1401-00-7900 Contributions to Other Agencies				33,300
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	36,000	36,000	36,000	36,000
101-5-9997-00-9661 Loan Repay - Water				17,300
Total Services & Charges	442,078	461,950	484,000	575,100
 TOTAL OTHER GOVT'L SERVICES	 <u>442,078</u>	 <u>461,950</u>	 <u>484,000</u>	 <u>575,100</u>

MEDICAL INSURANCE DIVISION

The Medical Insurance Division was established to track the costs associated with employees and retirees health insurance.

MEDICAL INSURANCE DIVISION BUDGET CHANGES—3 YEARS

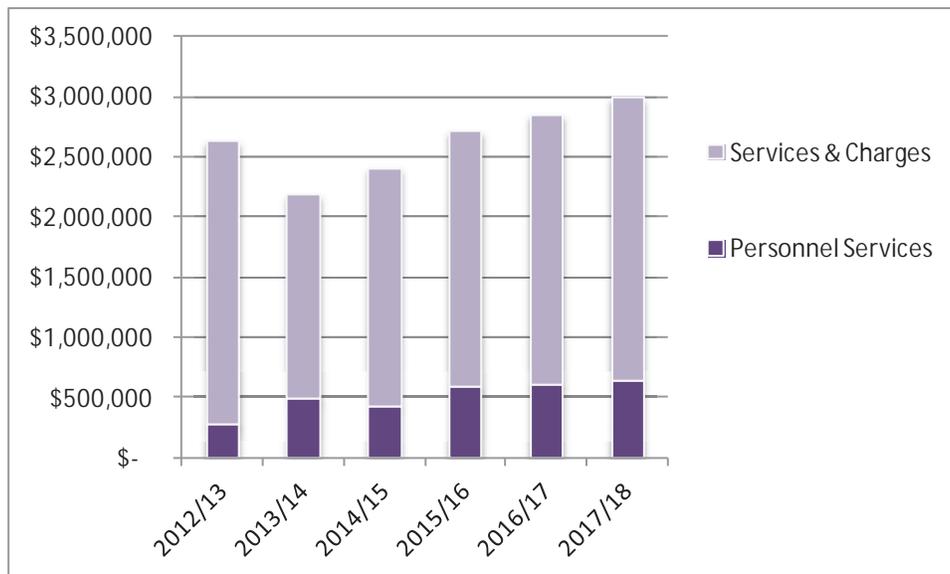
Description	2013/14 Actual	2014/15 Budget	% Change	2015/16 Proposed	% Change
Personnel Benefits	483,020	428,700	-11.2%	582,600	35.9%
Other Services & Charges	1,700,074	1,973,600	16.1%	2,129,200	7.9%
Total Medical Insurance	2,183,094	2,402,300	10.0%	2,711,800	12.9%

Significant Budget Changes:

- Health insurance increased 5% in FY14/15 and 7% in FY15/16 and workers compensation insurance has increased each fiscal year.
- Employee / Retiree changes to their health insurance plan selection causes fluctuations in expenditures

MEDICAL INSURANCE DIVISION BUDGET ANALYSIS HISTORIC AND FORECAST

Classification	2012/13 Actual	2013/14 Actual	2014/15 Budget	2015/16 Proposed	2016/17 Estimate	2017/18 Estimate
Personnel Services	\$ 279,304	483,020	\$ 428,700	\$ 582,600	\$ 611,730	\$ 642,317
Services & Charges	2,349,165	1,700,074	1,973,600	2,129,200	2,235,660	2,347,443
Total Medical Insurance	\$ 2,628,469	\$ 2,183,094	\$2,402,300	\$ 2,711,800	\$ 2,847,390	\$ 2,989,760



**MEDICAL INSURANCE BENEFIT**

	2012/13 ACTUAL	2013/14 ACTUAL	2014/15 BUDGET	2015/16 PROPOSED
PERSONNEL BENEFITS				
101-5-1401-00-5700 Health/Life Insurance	266,700	465,383	415,000	568,400
101-5-1401-00-5800 Workers Comp Insurance	2,873	3,717	3,700	4,200
101-5-1401-00-5801 Unemployment Compensation	9,731	13,920	10,000	10,000
Total Personnel Benefits	<u>279,304</u>	<u>483,020</u>	<u>428,700</u>	<u>582,600</u>
OTHER SERVICES & CHARGES				
290-5-1401-01-7908 Insurance Premium	<u>2,349,165</u>	<u>1,700,074</u>	<u>1,973,600</u>	<u>2,129,200</u>
Total Other Svcs & Charges	<u>2,349,165</u>	<u>1,700,074</u>	<u>1,973,600</u>	<u>2,129,200</u>
TOTAL MEDICAL INSURANCE BENEFIT	<u><u>2,628,469</u></u>	<u><u>2,183,094</u></u>	<u><u>2,402,300</u></u>	<u><u>2,711,800</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



MAGISTRATE COURT BUDGET CHANGES—3 YEARS

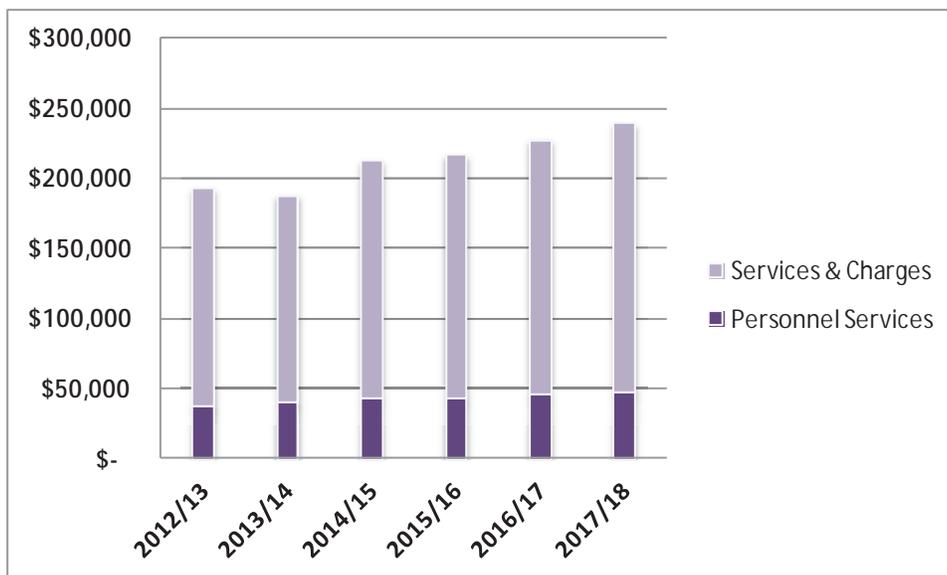
Description	2013/14 Actual	2014/15 Budget	% Change	2015/16 Proposed	% Change
Salaries & Wages	36,939	40,000	8.3%	40,000	0.0%
Personnel Benefits	2,826	3,100	9.7%	3,100	0.0%
Other Services & Charges	148,236	170,000	14.7%	173,800	2.2%
Total Magistrate Court	188,001	213,100	13.4%	216,900	1.8%

Significant Budget Changes:

- FY13/14—Actual expenditures for indigent defense and court contract came in lower than forecasted budget

MAGISTRATE COURT BUDGET ANALYSIS HISTORIC AND FORECAST

Classification	2012/13 Actual	2013/14 Actual	2014/15 Budget	2015/16 Proposed	2016/17 Estimate	2017/18 Estimate
Personnel Services	\$ 37,534	39,765	\$ 43,100	\$ 43,100	\$ 45,255	\$ 47,518
Services & Charges	155,617	148,236	170,000	173,800	182,490	191,615
Total Magistrate Court	\$ 193,151	\$ 188,001	\$ 213,100	\$ 216,900	\$ 227,745	\$ 239,132



**MAGISTRATE COURT**

	2012/13 ACTUAL	2013/14 ACTUAL	2014/15 BUDGET	2015/16 PROPOSED
SALARIES & WAGES				
101-5-1416-00-5001 Full Time Employees	34,867	36,939	40,000	40,000
Total Salaries & Wages	<u>34,867</u>	<u>36,939</u>	<u>40,000</u>	<u>40,000</u>
PERSONNEL BENEFITS				
101-5-1416-00-5501 FICA	2,667	2,826	3,100	3,100
Total Personnel Benefits	<u>2,667</u>	<u>2,826</u>	<u>3,100</u>	<u>3,100</u>
OTHER SERVICES & CHARGES				
101-5-1416-00-7002 Accounting & Auditing	3,500	-	-	3,800
101-5-1416-00-7101 Indigent Defense	46,630	42,700	50,000	50,000
101-5-1416-00-7102 Prof Service-Court Contract	105,487	105,536	120,000	120,000
Total Other Services & Charges	<u>155,617</u>	<u>148,236</u>	<u>170,000</u>	<u>173,800</u>
TOTAL MAGISTRATE COURT	<u><u>193,151</u></u>	<u><u>188,001</u></u>	<u><u>213,100</u></u>	<u><u>216,900</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
www.paysonpolice.com

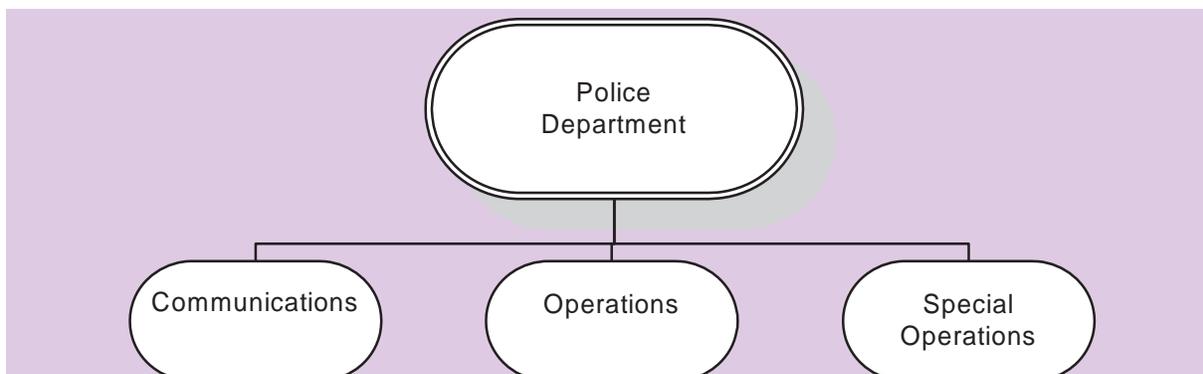
Donald B. Engler—Police Chief





2015 ANNUAL BUDGET

The Police Department is made up of three divisions:
Communications, Operations, and Special Operations



DEPARTMENT EXPENDITURE SUMMARY

Operating Division	2012/13 Actual	2013/14 Actual	2014/15 Budget	2015/16 Proposed
Communications	493,185	463,937	625,900	702,800
Operations	3,249,743	3,685,951	4,230,800	4,491,000
Special Operations	245,070	223,179	350,600	294,900
Total Expenditures	3,987,998	4,373,067	5,207,300	5,488,700

POSITION SUMMARY

	2014/15	2015/16
Deputy Town Manager / Public Safety	1.0	1.0
Lieutenant	1.0	1.0
Sergeant *	5.0	5.0
Detective/Investigator I & II	3.0	4.0
Police Officer I & II **	21.0	21.0
Special Enforcement Officer	2.0	1.0
Executive Assistant	1.0	1.0
Secretary	1.0	0.0
Property & Equipment Manager	1.0	1.0
Property Technician	0.0	1.0
Records Clerk	2.0	2.0
Records Administrator	1.0	1.0
Communications Supervisor	1.0	1.0
Dispatch Shift Leader	1.0	1.0
Dispatchers ***	8.0	10.0
Animal Control	1.0	1.0
Total Positions	50.0	52.0

* One Sergeant position vacant pending economic recovery

** Two Police Officer positions vacant pending economic recovery

*** One new dispatcher will be hired in July 2015 and one new dispatcher will be hired in January 2016



2015 ANNUAL BUDGET

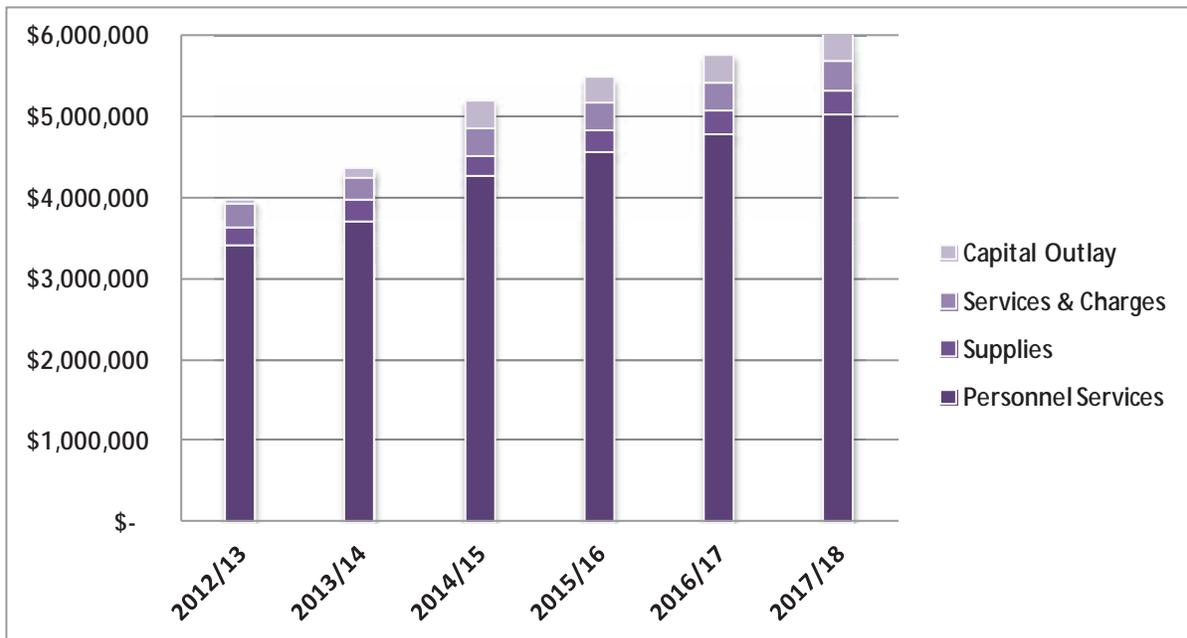
POLICE DEPARTMENT BUDGET CHANGES—3 YEARS

Description	2013/14 Actual	2014/15 Budget	% Change	2015/16 Proposed	% Change
Salaries & Wages	2,373,937	2,706,100	14.0%	2,780,200	2.7%
Personnel Benefits	1,342,407	1,563,400	16.5%	1,780,800	13.9%
Supplies	257,411	248,400	-3.5%	271,400	9.3%
Other Services & Charges	287,884	348,500	21.1%	339,000	-2.7%
Capital Outlay	111,428	340,900	205.9%	317,300	-6.9%
Total Police Dept	4,373,067	5,207,300	19.1%	5,488,700	5.4%

Note: Explanations of significant budget changes are addressed within the individual divisions' sections that follow

POLICE DEPARTMENT BUDGET ANALYSIS HISTORIC AND FORECAST

Classification	2012/13 Actual	2013/14 Actual	2014/15 Budget	2015/16 Proposed	2016/17 Estimate	2017/18 Estimate
Personnel Services	\$ 3,408,112	\$ 3,716,344	\$ 4,269,500	\$ 4,561,000	\$ 4,789,050	\$ 5,028,503
Supplies	223,138	257,411	248,400	271,400	284,970	299,219
Services & Charges	307,183	287,884	348,500	339,000	355,950	373,748
Capital Outlay	49,565	111,428	340,900	317,300	333,165	349,823
Total Police	\$ 3,987,998	\$4,373,067	\$ 5,207,300	\$ 5,488,700	\$ 5,763,135	\$ 6,051,292



POLICE COMMUNICATIONS DIVISION

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.

2014/2015 ACCOMPLISHMENTS

- ✓ Completed assessment of the Dispatch Training academy which was utilized in 2014—determined that, even though the training was an effective tool, we believe we can accomplish similar or improved training by continuing our in-house training
- ✓ Upgraded the Communications Center—installed new consoles and updated work stations
- ✓ Continued to improve our recruitment process for 911-Dispatch positions

2015/2016 GOALS



KRA 7: THE PAYSON TEAM & KRA 8: PUBLIC SAFETY

- ⇒ Continue the recruitment efforts for 911-Dispatchers
- ⇒ Complete the hiring process for two additional 911-Dispatch positions—one new dispatcher to be hired in July and one new dispatcher to be hired in January
- ⇒ In December 2015, accept Pine/Strawberry Fire Department into our Fire Communications matrix

Contact Information

Emergency—9-1-1
Dispatch 928-472-3009
Non-Emergency (928) 474-5177
www.paysonpolice.com

Physical Location

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

POLICE COMMUNICATIONS DIVISION BUDGET CHANGES—3 YEARS

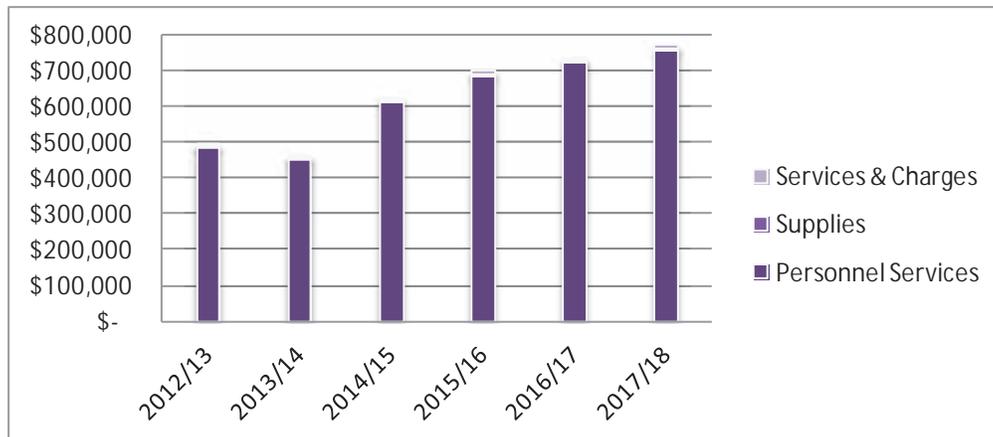
Description	2013/14 Actual	2014/15 Budget	% Change	2015/16 Proposed	% Change
Salaries & Wages	362,351	477,400	31.8%	528,700	10.7%
Personnel Benefits	91,909	136,600	48.6%	160,000	17.1%
Supplies	2,855	4,600	61.1%	4,700	2.2%
Other Services & Charges	6,822	7,300	7.0%	9,400	28.8%
Total Communications	463,937	625,900	34.9%	702,800	12.3%

Significant Budget Changes:

- Salaries / Benefits are budgeted in FY14/15 and FY15/16 based on full staffing but this division is having difficulty filling vacant positions
- FY14/15 Supplies increased for additional office supplies & small tools / minor equipment
- FY15/16 Other Services & Charges includes additional funding in other professional services for new hire testing and increase in travel / registration for training new employees

POLICE COMMUNICATIONS DIVISION BUDGET ANALYSIS HISTORIC AND FORECAST

Classification	2012/13 Actual	2013/14 Actual	2014/15 Budget	2015/16 Proposed	2016/17 Estimate	2017/18 Estimate
Personnel Services	\$ 489,258	\$ 454,260	\$ 614,000	\$ 688,700	\$ 723,135	\$ 759,292
Supplies	1,824	2,855	4,600	4,700	4,935	5,182
Services & Charges	2,103	6,822	7,300	9,400	9,870	10,364
Total Communications	\$ 493,185	\$ 463,937	\$ 625,900	\$ 702,800	\$ 737,940	\$ 774,837





COMMUNICATIONS

	2012/13 ACTUAL	2013/14 ACTUAL	2014/15 BUDGET	2015/16 PROPOSED
SALARIES & WAGES				
101-5-2421-00-5001 Full Time Employees	323,488	297,804	412,700	463,700
101-5-2421-00-520X Overtime Pay	44,298	51,911	52,700	53,000
101-5-2421-00-5990 Shift Differential	12,136	12,636	12,000	12,000
Total Salaries & Wages	<u>379,922</u>	<u>362,351</u>	<u>477,400</u>	<u>528,700</u>
PERSONNEL BENEFITS				
101-5-2421-00-5501 FICA	26,852	26,413	36,500	40,500
101-5-2421-00-5504 Retirement	40,178	40,773	54,800	60,100
101-5-2421-00-5700 Health/Life Insurance	40,273	22,324	42,200	56,100
101-5-2421-00-5701 Disability Insurance	883	853	600	600
101-5-2421-00-5800 Workers Comp Insurance	1,149	1,546	2,500	2,700
Total Personnel Benefits	<u>109,335</u>	<u>91,909</u>	<u>136,600</u>	<u>160,000</u>
SUPPLIES				
101-5-2124-00-6001 Office Supplies	468	1,144	2,000	2,000
101-5-2421-00-6011 Small Tools/Minor Equipment	919	1,317	2,000	2,000
101-5-2421-00-6600 Public Relations	437	394	400	400
101-5-2421-00-6700 Memberships/Dues/Subscript	-	-	200	300
Total Supplies	<u>1,824</u>	<u>2,855</u>	<u>4,600</u>	<u>4,700</u>
OTHER SERVICES & CHARGES				
101-5-2421-00-7402 Office Equipment R&M	515	1,851	2,000	2,000
101-5-2421-00-7502 Lease Equipment	-	-	-	500
101-5-2421-00-7600 Travel	155	949	1,500	2,000
101-5-2421-00-7601 Registrations	-	2,130	2,000	2,300
101-5-2421-00-7900 Other Professional Services	1,433	1,892	1,800	2,600
Total Other Svcs & Charges	<u>2,103</u>	<u>6,822</u>	<u>7,300</u>	<u>9,400</u>
TOTAL COMMUNICATIONS	<u><u>493,184</u></u>	<u><u>463,937</u></u>	<u><u>625,900</u></u>	<u><u>702,800</u></u>

POLICE OPERATIONS DIVISION

The Police Operations Division 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, and narcotics–gang interdiction and intelligence.

2014/2015 ACCOMPLISHMENTS

- ✓ Developed revenues to support the purchase of two additional vehicles—one vehicle for investigations and one vehicle for patrol
- ✓ Accomplished extensive training with our Special Response Team which is one of our highest liability areas
- ✓ Accomplished a considerable number of hours in training; especially in the Investigation area
- ✓ Upgraded radio communications within our system

2015/2016 GOALS

KRA 3: FINANCIAL EXCELLENCE / KRA 8: PUBLIC SAFETY

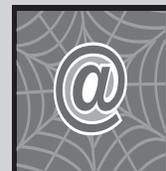
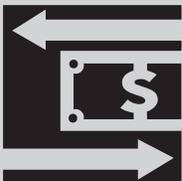
- ⇒ Continued to support our fleet operation with revenues generated from sources other than the General Fund

KRA 7: THE PAYSON TEAM / KRA 8: PUBLIC SAFETY

- ⇒ Hire the proposed Property Evidence Custodian to assist in the property storage and collection area
- ⇒ Continue with training programs; especially in high liability areas including Special Response Team and driver's training

KRA 10: TECHNOLOGY / KRA 8: PUBLIC SAFETY

- ⇒ Support a Channel 4 Public Service Announcement and Public Information Program



POLICE OPERATIONS DIVISION BUDGET CHANGES—3 YEARS

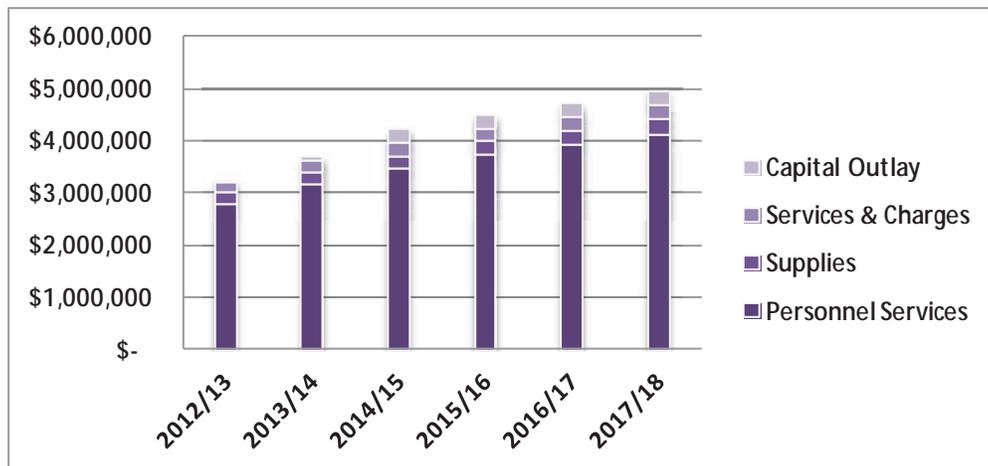
Description	2013/14 Actual	2014/15 Budget	% Change	2015/16 Proposed	% Change
Salaries & Wages	1,950,248	2,115,000	8.4%	2,177,200	2.9%
Personnel Benefits	1,216,343	1,355,600	11.4%	1,572,900	16.0%
Supplies	243,897	229,200	-6.0%	251,200	9.6%
Other Services & Charges	194,752	260,100	33.6%	242,400	-6.8%
Capital	80,711	270,900	235.6%	247,300	-8.7%
Total Operations	3,685,951	4,230,800	14.8%	4,491,000	6.2%

Significant Budget Changes:

- Personnel Benefits continue to go up due to increasing retirement rates
- Changes in Capital reflect the availability of grant funding

POLICE OPERATIONS DIVISION BUDGET ANALYSIS HISTORIC AND FORECAST

Classification	2012/13 Actual	2013/14 Actual	2014/15 Budget	2015/16 Proposed	2016/17 Estimate	2017/18 Estimate
Personnel Services	\$ 2,796,266	\$ 3,166,591	\$ 3,470,600	\$ 3,750,100	\$ 3,937,605	\$ 4,134,485
Supplies	203,109	243,897	229,200	251,200	263,760	276,948
Services & Charges	215,803	194,752	260,100	242,400	254,520	267,246
Capital Outlay	34,565	80,711	270,900	247,300	259,665	272,648
Total Operations	\$ 3,249,743	\$3,685,951	\$ 4,230,800	\$ 4,491,000	\$ 4,715,550	\$ 4,951,328





OPERATIONS

		2012/13	2013/14	2014/15	2015/16
		ACTUAL	ACTUAL	BUDGET	PROPOSED
SALARIES & WAGES					
101-5-2421-01-50xx	Full Time Employees	1,586,036	1,677,846	1,852,000	1,880,200
101-5-2421-01-5xxx	Overtime Pay	215,360	238,674	232,000	266,000
101-5-2421-01-5990	Shift Differential	25,520	33,728	31,000	31,000
	Total Salaries & Wages	1,826,916	1,950,248	2,115,000	2,177,200

PERSONNEL BENEFITS

101-5-2421-01-5501	FICA	131,630	143,571	163,000	165,700
101-5-2421-01-5504	Retirement	488,310	703,520	731,400	996,800
101-5-2421-01-5700	Health/Life Insurance	191,270	145,105	192,800	194,200
101-5-2421-01-5701	Disability Insurance	486	491	300	300
101-5-2421-01-5800	Workers Comp Insurance	130,524	186,370	240,100	187,900
101-5-2421-01-5901	Uniform Allowance	27,130	37,286	28,000	28,000
	Total Personnel Benefits	969,350	1,216,343	1,355,600	1,572,900

SUPPLIES

101-5-2421-01-6001	Office Supplies	11,752	11,644	11,000	13,000
101-5-2421-01-6002	Coffee Supplies	-	-	500	500
101-5-2421-01-6003	Cleaning Supplies	1,547	2,321	1,800	1,800
101-5-2421-01-6005	Safety/Program Supplies	99	144	3,100	3,100
101-5-2421-01-6006	Clothing Reimbursement	550	2,286	500	4,000
101-5-2421-01-6009	Volunteer Program	2,399	3,336	4,000	4,000
101-5-2421-01-6010	Books & Periodicals	-	-	-	2,000
101-5-2421-01-6011	Small Tools/Minor Equipmen	24,266	36,768	35,000	35,000
101-5-2421-02-6011	Small Tools/Minor Equipmen	-	-	-	15,000
101-5-2421-01-6101	Canine Supplies	2,733	2,871	3,000	3,000
101-5-2421-01-6102	Weapons/Ammunition	9,781	14,951	15,000	15,500
101-5-2421-01-6201	Building R&M Supplies	571	1,234	3,000	1,500
101-5-2421-01-6300	Vehicle Fuels	85,297	91,671	85,000	85,000
101-5-2421-01-6302	Vehicle R&M Parts	47,535	57,743	50,000	50,000
101-5-2421-02-6302	Vehicle R&M Parts	-	2,608	-	-
101-5-2421-01-6600	Public Relations	911	441	800	800
101-5-2421-01-6700	Dues & Memberships	2,138	3,456	3,500	3,500
101-5-2421-01-6904	Contingency Account	83	-	-	-
101-5-2421-01-699x	Other Expenses	13,447	12,423	13,000	13,500
	Total Supplies	203,109	243,897	229,200	251,200

OTHER SERVICES & CHARGES

101-5-2421-01-7300	Electricity	22,429	24,689	24,000	25,000
101-5-2421-01-7301	Propane Gas	8,510	6,172	7,000	7,000
101-5-2421-01-7302	Water	1,041	1,179	1,000	1,000
101-5-2421-01-7304	Sewage	480	480	500	500



OPERATIONS

	2012/13 ACTUAL	2013/14 ACTUAL	2014/15 BUDGET	2015/16 PROPOSED
101-5-2421-01-7305 Refuse Disposal	500	495	600	600
101-5-2421-01-7306 Telephone	26,082	27,489	30,000	30,000
101-5-2421-01-7307 Postage	184	120	300	300
101-5-2421-01-7401 Building R&M	6,708	13,627	12,000	12,000
101-5-2421-01-7402 Office Equipment R&M	1,784	159	500	500
101-5-2421-01-7404 Equipment R&M	6,809	5,522	5,000	5,000
101-5-2421-01-7405 Vehicle R&M	5,840	8,438	7,000	7,000
101-5-2421-01-7500 Rental of Land & Buildings	11,562	11,871	10,000	10,000
101-5-2421-01-7502 Leased Equipment	2,958	3,847	3,000	9,500
101-5-2421-01-7600 Travel	11,901	8,529	9,000	11,000
101-5-2421-02-7600 Travel	-	-	-	6,000
101-5-2421-01-7601 Registrations	3,290	3,440	5,000	7,000
101-5-2421-02-7601 Registrations	-	450	-	2,000
101-5-2421-01-7900 Other Professional Services	84,199	68,880	97,200	99,000
101-5-2421-01-7902 Impound Vehicle Tow	(1,769)	(70)	-	-
101-5-2421-01-7910 Printing & Binding	2,988	2,216	3,000	2,500
101-5-2421-01-7912 Grant Expense	-	-	-	6,500
210-5-2421-01-7912 JAG Recovery Act	8,184	6,099	15,000	-
210-5-2421-01-7914 Donations	12,123	1,120	30,000	-
Total Other Services & Charg	215,803	194,752	260,100	242,400

CAPITAL OUTLAY

101-5-2421-02-8534 Satellite Equipment	-	16,640	11,000	-
403-5-2412-01-8765 HSG Hillcrest Base Radio	-	-	46,500	-
403-5-2412-01-8772 Law Enforce-HSG Radio Proq	23,125	-	-	73,000
403-5-2412-01-8773 Mobile Repeaters	-	-	32,200	-
403-5-2421-01-8762 Law Enf - GOHS Grant	-	40,201	-	34,300
409-5-2421-01-8772 LE Radio Program	-	3,962	41,200	-
425-5-2421-16-8407 CAD Police/Fire Comm	11,440	19,908	140,000	140,000
Total Capital Outlay	34,565	80,711	270,900	247,300

TOTAL OPERATIONS

	3,249,743	3,685,951	4,230,800	4,491,000
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POLICE—SPECIAL OPERATIONS DIVISION

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 for annoyance, intimidation, and injury from animals; protecting animals for abuse, neglect, and inhumane treatment. Various grants and Intergovernmental Agreements (IGA) are utilized to fund special programs such as School Resource Officers, D.A.R.E. programs, DUI Enforcement and Traffic Enforcement.

2014/2015 ACCOMPLISHMENTS

- ✓ Provided many strong enforcement postures with both the methamphetamine and heroin drug problem in the Payson community—many search warrants were conducted throughout the year
- ✓ Trained two officers in D.A.R.E. (Drug Awareness and Resistance Education)
- ✓ Completed an extensive public information program on the local heroin problem
- ✓ Obtained equipment for the Special Response Team through funding sources other than the General Fund

2015/2016 GOALS

KRA 8: PUBLIC SAFETY



- ⇒ Continued our work, especially in heroin related drug offenses, while ensuring that the methamphetamine problem does not continue to persist.
- ⇒ Continue to implement specialty equipment for the Special Response Team including surveillance and negotiations equipment
- ⇒ Through grant funding from the Governor's Office of Highway Safety, continue to support special traffic enforcement programs

CONTACT INFORMATION

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

Animal Control
Mark Scott
(928) 474-5177

Chief Don Engler
dengler@
paysonaz.gov

Emergency 9-1-1
Administration
928-472-5057
NonEmergency
474-5177

ANIMAL CONTROL DIVISION BUDGET CHANGES—3 YEARS

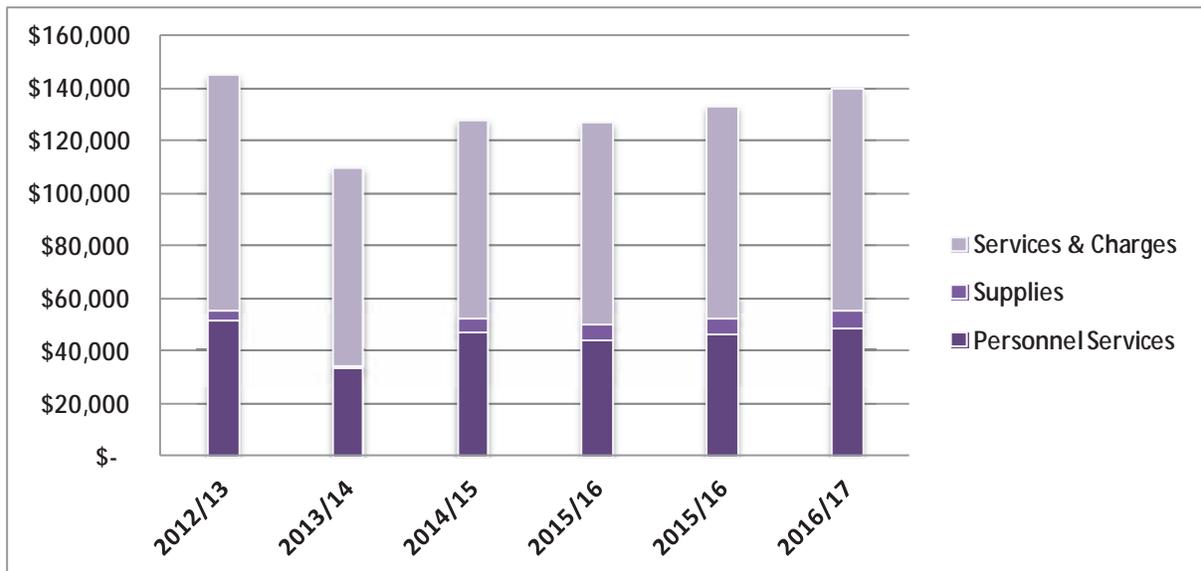
Description	2013/14 Actual	2014/15 Budget	% Change	2015/16 Proposed	% Change
Salaries & Wages	25,410	32,000	25.9%	32,200	0.6%
Personnel Benefits	8,197	15,400	87.9%	12,200	-20.8%
Supplies	718	4,600	540.7%	5,500	19.6%
Other Services & Charges	75,575	76,100	0.7%	77,000	1.2%
Total Animal Control	109,900	128,100	16.6%	126,900	-0.9%

Significant Budget Changes:

- FY13/14 expenditures were much lower than normal because the Animal Control Officer was out on medical leave
- FY15/16 Benefits—the new Animal Control Officer selected an insurance plan that was less expensive than the plan included in the division’s budget
- FY15/16 Supplies—adjusted for the increasing cost of vehicle fuel

ANIMAL CONTROL DIVISION BUDGET ANALYSIS HISTORIC AND FORECAST

Classification	2012/13 Actual	2013/14 Actual	2014/15 Budget	2015/16 Proposed	2015/16 Estimate	2016/17 Estimate
Personnel Services	\$ 51,377	\$ 33,607	\$ 47,400	\$ 44,400	\$ 46,620	\$ 48,951
Supplies	4,339	718	4,600	5,500	5,775	6,064
Services & Charges	89,277	75,575	76,100	77,000	80,850	84,893
Total Animal Control	\$ 144,993	\$ 109,900	\$ 128,100	\$ 126,900	\$ 133,245	\$ 139,907



POLICE GRANT DIVISION BUDGET CHANGES—3 YEARS

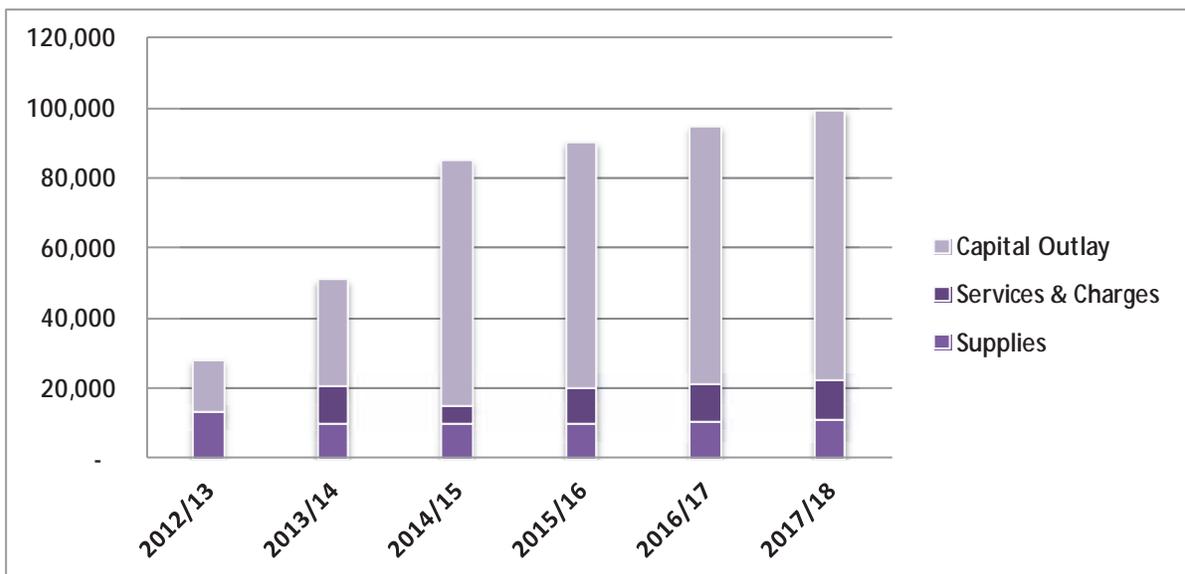
Description	2013/14 Actual	2014/15 Budget	% Change	2015/16 Proposed	% Change
Supplies	9,568	10,000	4.5%	10,000	0.0%
Services	10,735	5,000	-53.4%	10,200	104.0%
Capital Outlay	30,717	70,000	127.9%	70,000	0.0%
Total Police Grants	51,020	85,000	66.6%	90,200	6.1%

Significant Budget Changes:

- The 1033 Defense funds are used for various training necessary to administer the program—expenditures change based on need
- Excess administrative fees are used to purchase capital items—expenditures change based on availability of funds

POLICE GRANT DIVISION BUDGET ANALYSIS HISTORIC AND FORECAST

Classification	2012/13 Actual	2013/14 Actual	2014/15 Budget	2015/16 Proposed	2016/17 Estimate	2017/18 Estimate
Supplies	13,133	9,568	10,000	10,000	\$ 10,500	\$ 11,025
Services & Charges	-	10,735	5,000	10,200	\$ 10,710	\$ 11,246
Capital Outlay	15,000	30,717	70,000	70,000	\$ 73,500	\$ 77,175
Total Grants	\$ 28,133	\$ 51,020	\$ 85,000	\$ 90,200	\$ 94,710	\$ 99,446



SCHOOL RESOURCE OFFICER DIVISION BUDGET CHANGES—3 YEARS

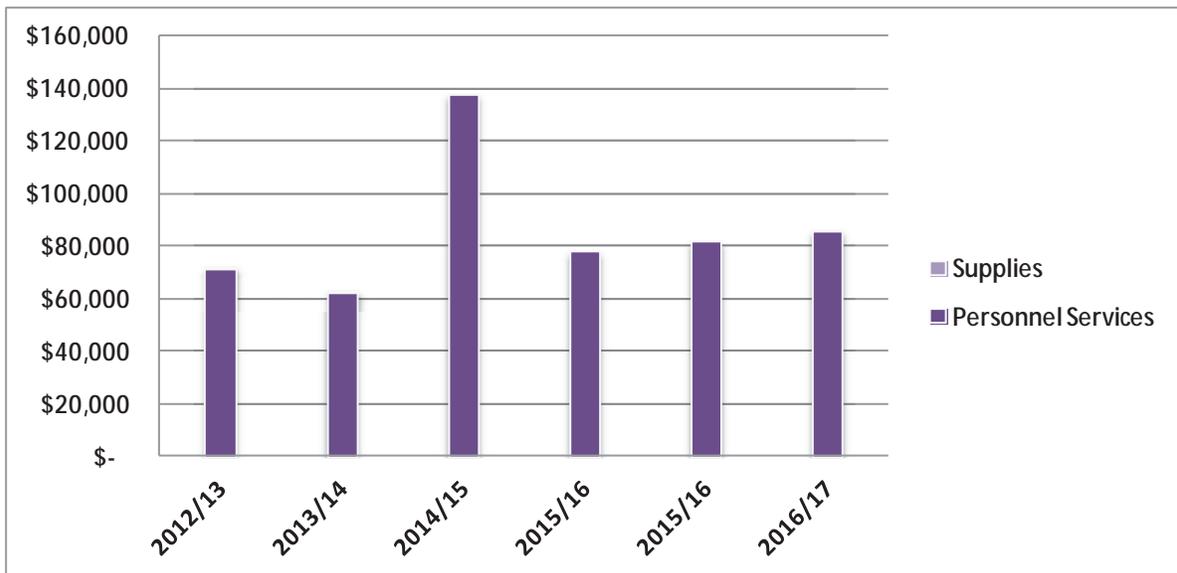
Description	2013/14 Actual	2014/15 Budget	% Change	2015/16 Proposed	% Change
Salaries & Wages	35,928	81,700	127.4%	42,100	-48.5%
Personnel Benefits	25,958	55,800	115.0%	35,700	-36.0%
Supplies	373	-	-100.0%	-	0.0%
Total School Resource	62,259	137,500	120.9%	77,800	-43.4%

Significant Budget Changes:

- FY13/14 & FY15/16 One School Resource Officer was funded
- FY14/15 Budgeted for two School Resource Officers but only one SRO got funded

SCHOOL RESOURCE OFFICER DIVISION BUDGET ANALYSIS HISTORIC AND FORECAST

Classification	2012/13 Actual	2013/14 Actual	2014/15 Budget	2015/16 Proposed	2015/16 Estimate	2016/17 Estimate
Personnel Services	\$ 71,211	\$ 61,886	\$ 137,500	\$ 77,800	\$ 81,690	\$ 85,775
Supplies	733	373	-	-	\$ -	\$ -
Total SRO	\$ 71,944	\$ 62,259	\$ 137,500	\$ 77,800	\$ 81,690	\$ 85,775





ANIMAL CONTROL

		2012/13	2013/14	2014/15	2015/16
		ACTUAL	ACTUAL	BUDGET	PROPOSED
SALARIES & WAGES					
101-5-7421-17-5001	Full Time Employees	38,275	25,410	31,500	31,700
101-5-7421-17-5200	Overtime Pay	138	-	500	500
	Total Salaries & Wages	<u>38,413</u>	<u>25,410</u>	<u>32,000</u>	<u>32,200</u>
PERSONNEL BENEFITS					
101-5-7421-17-5501	FICA	2,813	1,882	2,400	2,500
101-5-7421-17-5504	Retirement	4,191	2,871	3,600	3,700
101-5-7421-17-5700	Health/Life Insurance	3,853	1,848	7,300	3,400
101-5-7421-17-5701	Disability Insurance	92	61	100	100
101-5-7421-17-5800	Workers Compensation	1,176	1,115	1,100	1,600
101-5-7421-17-5901	Uniform/Clothing Allow	840	420	900	900
	Total Personnel Benefits	<u>12,965</u>	<u>8,197</u>	<u>15,400</u>	<u>12,200</u>
SUPPLIES					
101-5-7421-17-6011	Small Tools/Minor Equipment	334	310	1,000	1,200
101-5-7421-17-6300	Vehicle Fuels	4,005	408	3,500	4,200
101-5-7421-17-6700	Memberships/Dues/Subscript	-	-	100	100
	Total Supplies	<u>4,339</u>	<u>718</u>	<u>4,600</u>	<u>5,500</u>
OTHER SERVICES & CHARGES					
101-5-7421-17-7306	Telephone	471	375	400	500
101-5-7421-17-7307	Postage/Freight	6	-	100	100
101-5-7421-17-7600	Travel Expense	-	-	200	600
101-5-7421-17-7601	Registrations	-	-	200	600
101-5-7421-17-7990	Humane Society	88,800	75,200	75,200	75,200
	Total Other Svcs & Charges	<u>89,277</u>	<u>75,575</u>	<u>76,100</u>	<u>77,000</u>
TOTAL ANIMAL CONTROL		<u><u>144,994</u></u>	<u><u>109,900</u></u>	<u><u>128,100</u></u>	<u><u>126,900</u></u>



SCHOOL RESOURCE OFFICER

		2012/13	2013/14	2014/15	2015/16
		ACTUAL	ACTUAL	BUDGET	PROPOSED
SALARIES & WAGES					
101-5-2421-04-5001	Full Time Employees	39,644	35,206	71,200	38,100
101-5-2421-04-520x	Overtime Pay	3,124	722	10,500	4,000
	Total Salaries & Wages	<u>42,768</u>	<u>35,928</u>	<u>81,700</u>	<u>42,100</u>
PERSONNEL BENEFITS					
101-5-2421-04-5501	FICA	2,939	2,491	4,700	2,900
101-5-2421-04-5504	Retirement	13,680	14,700	31,000	21,900
101-5-2421-04-5700	Health/Life Insurance	8,069	5,129	12,300	6,300
101-5-2421-04-5800	Workers Comp Insurance	2,755	3,138	5,800	3,600
101-5-2421-04-5901	Clothing Allowance	1,000	500	2,000	1,000
	Total Personnel Benefits	<u>28,443</u>	<u>25,958</u>	<u>55,800</u>	<u>35,700</u>
SUPPLIES					
101-5-2421-04-6990	Other Expenses	733	373	-	-
	Total Supplies	<u>733</u>	<u>373</u>	<u>-</u>	<u>-</u>
TOTAL SCHOOL RESOURCE OFFICER		<u><u>71,944</u></u>	<u><u>62,259</u></u>	<u><u>137,500</u></u>	<u><u>77,800</u></u>



**DEPT OF JUSTICE FUND &
VARIOUS GRANTS**

	2012/13 ACTUAL	2013/2014 ACTUAL	2014/15 BUDGET	2015/16 PROPOSED
SUPPLIES				
215-5-2421-02-6001 Office Supplies	-	22	-	-
215-5-2421-02-6011 Small Tools	13,133	7,805	10,000	10,000
215-5-2421-02-6302 R&M Supplies Vehicle	-	1,741	-	-
Total Supplies	<u>13,133</u>	<u>9,568</u>	<u>10,000</u>	<u>10,000</u>
SERVICES				
215-5-2421-02-7307 Utilities Postage/Freight	-	584	-	-
215-5-2421-02-7405 R&M Vehicle	-	333	-	-
215-5-2421-02-7600 Travel	-	5,224	5,000	4,500
215-5-2421-02-7601 Registrations	-	-	-	3,000
215-5-2421-02-7900 Other Prof Services	-	4,594	-	2,700
Total Services	<u>-</u>	<u>10,735</u>	<u>5,000</u>	<u>10,200</u>
CAPITAL OUTLAY				
215-5-2421-02-8510 Defense 1033 - LE Vehicle	15,000	30,717	70,000	70,000
Total Capital	<u>15,000</u>	<u>30,717</u>	<u>70,000</u>	<u>70,000</u>
TOTAL GRANTS	<u><u>28,133</u></u>	<u><u>51,020</u></u>	<u><u>85,000</u></u>	<u><u>90,200</u></u>

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) 472-5120
www.paysonfire.com

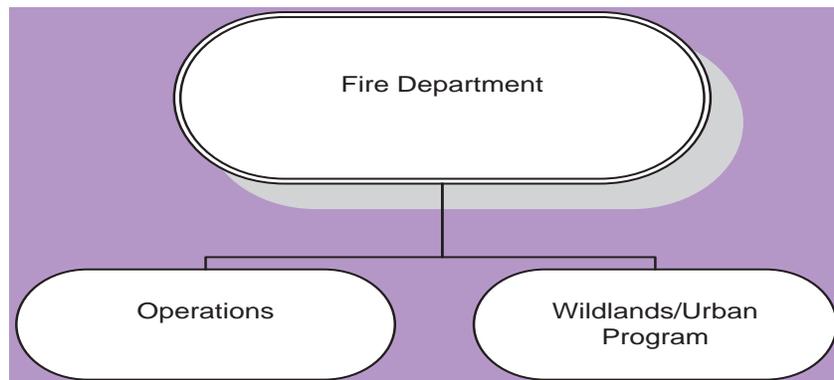
David Staub—Fire Chief
dstaub@paysonaz.gov





2015 ANNUAL BUDGET

The Fire Department is comprised of two divisions:
Fire Operations and Wildlands/Urban Program



DEPARTMENT EXPENDITURE SUMMARY

Operating Division	2012/13 Actual	2013/14 Actual	2014/15 Budget	2015/16 Proposed
Fire Operations	3,031,927	3,028,166	3,456,000	3,708,200
Wildland/Urban Program	5,672	14,967	100,000	100,000
Total Department	3,037,599	3,043,133	3,556,000	3,808,200

POSITION SUMMARY

	2014/15	2015/16
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
Total Positions	32.0	32.0

FIRE DEPARTMENT



2015 ANNUAL BUDGET

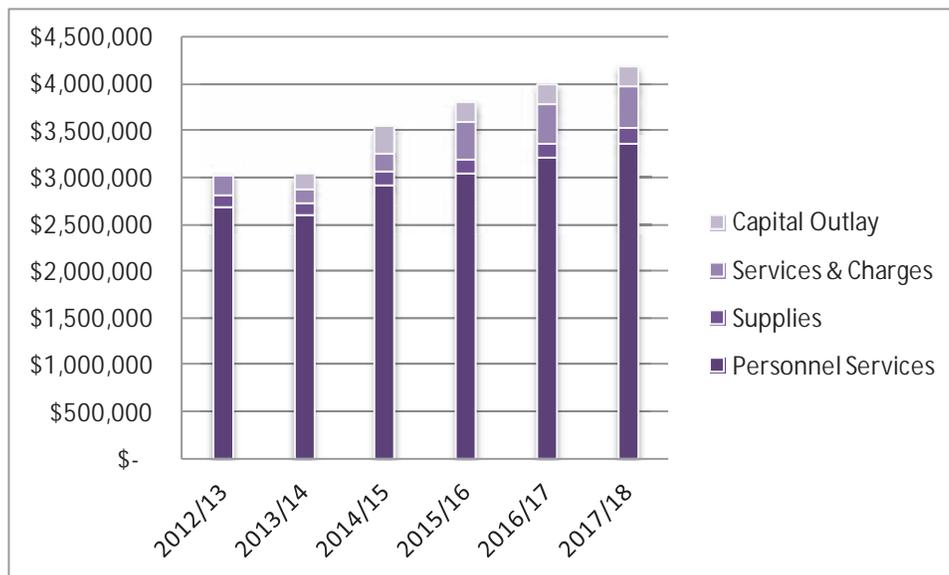
FIRE DEPARTMENT BUDGET CHANGES—3 YEARS

Description	2013/14 Actual	2014/15 Budget	% Change	2015/16 Proposed	% Change
Salaries & Wages	1,921,726	2,137,500	11.2%	2,159,500	1.0%
Personnel Benefits	676,263	793,100	17.3%	897,200	13.1%
Supplies	130,193	142,200	9.2%	141,900	-0.2%
Other Services & Charges	157,374	196,200	24.7%	404,100	106.0%
Capital Outlay	157,577	287,000	82.1%	205,500	-28.4%
Total Fire	3,043,133	3,556,000	16.9%	3,808,200	7.1%

Note: Explanations of significant budget changes are addressed within the individual divisions' sections that follow

FIRE DEPARTMENT BUDGET ANALYSIS HISTORIC AND FORECAST

Classification	2012/13 Actual	2013/14 Actual	2014/15 Budget	2015/16 Proposed	2016/17 Estimate	2017/18 Estimate
Personnel Services	\$ 2,691,956	\$ 2,597,989	\$ 2,930,600	\$ 3,056,700	\$ 3,209,535	\$ 3,370,012
Supplies	131,345	130,193	142,200	141,900	148,995	156,445
Services & Charges	196,209	157,374	196,200	404,100	424,305	445,520
Capital Outlay	18,089	157,577	287,000	205,500	215,775	226,564
Total Fire	\$ 3,037,599	\$3,043,133	\$ 3,556,000	\$ 3,808,200	\$ 3,998,610	\$ 4,198,541



FIRE DEPARTMENT

FIRE OPERATIONS DIVISION

The Fire Department 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 including public education courses, CPR, injury prevention, child car seat safety inspection, non-profit charitable event standbys, fire code administration, fire-wise landscape inspections and property owner assistance.

2014/2015 ACCOMPLISHMENTS

- ✓ Adopted the 2012 International Fire Code
- ✓ Retained SAFER staff using General Funds after the grant funding expired in September 2014
- ✓ Applied for AFG grant to replace SCBAs and provide Incident Command simulation training
- ✓ Began training staff in conducting prevention activities

2015/2016 GOALS



KRA 7: THE PAYSON TEAM

⇒ Fully develop SOPs to ensure consistent operations



KRA 8: PUBLIC SAFETY

⇒ Continue to develop a Fire Prevention program using existing staff
⇒ Fully integrate Electronic Patient Care Reporting

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
(928) 472-5126
dstaub@paysonaz.gov
www.paysonfire.com

FIRE OPERATIONS DIVISION BUDGET CHANGES—3 YEARS

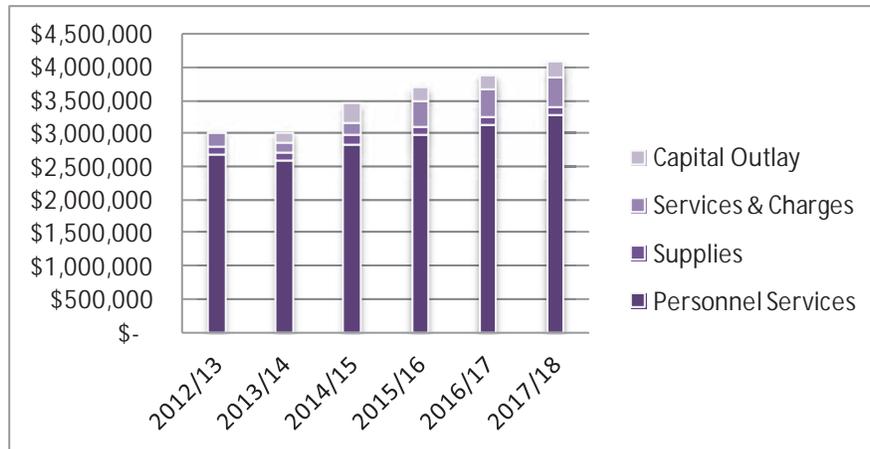
Description	2013/14 Actual	2014/15 Budget	% Change	2015/16 Proposed	% Change
Salaries & Wages	1,913,486	2,073,500	8.4%	2,095,500	1.1%
Personnel Benefits	673,536	774,100	14.9%	878,200	13.4%
Supplies	126,305	130,200	3.1%	129,900	-0.2%
Other Services & Charges	157,262	191,200	21.6%	399,100	108.7%
Capital	157,577	287,000	82.1%	205,500	-28.4%
Total Fire Operations	3,028,166	3,456,000	14.1%	3,708,200	7.3%

Significant Budget Changes:

- Personnel Benefits are higher due to increased retirement, health insurance, and workers compensation rates
- Changes in Other Services and Capital reflect fluctuations in grant availability of grant funding

FIRE OPERATIONS DIVISION BUDGET ANALYSIS HISTORIC AND FORECAST

Classification	2012/13 Actual	2013/14 Actual	2014/15 Budget	2015/16 Proposed	2016/17 Estimate	2017/18 Estimate
Personnel Services	\$ 2,690,281	\$ 2,587,022	\$ 2,847,600	\$ 2,973,700	3,122,385	\$ 3,278,504
Supplies	127,348	126,305	130,200	129,900	136,395	143,215
Services & Charges	196,209	157,262	191,200	399,100	419,055	440,008
Capital Outlay	18,089	157,577	287,000	205,500	215,775	226,564
Total Fire Operations	\$ 3,031,927	\$ 3,028,166	\$3,456,000	\$ 3,708,200	\$ 3,893,610	\$ 4,088,291





FIRE OPERATIONS

	2012/13 ACTUAL	2013/14 ACTUAL	2014/15 BUDGET	2015/16 PROPOSED
SALARIES & WAGES				
101-5-2426-01-5001 Full Time Employees	1,597,541	1,551,543	1,648,700	1,658,800
101-5-2426-01-5005 Paid On Call	80,424	47,285	65,000	65,000
101-5-2426-01-5030 Out of Class Pay	11,750	8,261	11,000	11,000
101-5-2426-01-52xx Overtime Pay	308,506	306,397	348,800	360,700
Total Salaries & Wages	1,998,221	1,913,486	2,073,500	2,095,500

PERSONNEL BENEFITS

101-5-2426-01-5501 FICA	27,017	28,063	31,400	36,900
101-5-2426-01-5504 Retirement	347,437	356,926	395,000	473,400
101-5-2426-01-5700 Health/Life Insurance	202,364	143,628	170,200	181,500
101-5-2426-01-5701 Disability Insurance	89	88	100	100
101-5-2426-01-5800 Workers Comp Insurance	87,886	117,261	148,600	157,500
101-5-2426-01-5901 Uniform/Clothing Allowance	27,267	27,570	28,800	28,800
Total Personnel Benefits	692,060	673,536	774,100	878,200

SUPPLIES

101-5-2426-01-6001 Office Supplies	1,359	2,081	2,000	2,000
101-5-2426-01-6003 Foam/ Cleaners	4,490	3,536	5,000	5,000
101-5-2426-01-6005 Safety/Program Supplies	4,897	5,970	5,000	7,500
101-5-2426-01-6007 Equipment/Clothing	15,193	14,967	20,000	25,000
101-5-2426-01-6009 Program Supplies	20	730	1,200	1,200
101-5-2426-01-6010 Books & Periodicals	-	-	-	500
101-5-2426-01-6011 Small Tools/Minor Equipment	4,866	3,777	3,500	3,500
101-5-2426-01-6012 Radio Equipment	12,795	10,169	8,000	6,500
101-5-2426-01-6100 Medical Supplies	15,809	15,834	15,000	15,000
101-5-2426-01-6200 R&M Supplies Equipment	1,079	2,106	2,500	2,000
101-5-2426-01-6201 R&M Supplies Building	8,050	10,374	10,000	8,000
101-5-2426-01-6300 Vehicle Fuels	32,920	33,181	32,000	32,000
101-5-2426-01-6302 R&M Supplies Vehicle	18,333	18,769	18,500	12,000
101-5-2426-01-6400 Shop Supplies	698	1,003	1,000	1,000
101-5-2426-01-6600 Public Relations	2,457	1,677	2,500	5,000
101-5-2426-01-6700 Memberships/Dues/Subscript	2,195	1,796	3,000	2,200
101-5-2426-01-6990 Other Expenses	2,187	335	1,000	1,500
Total Supplies	127,348	126,305	130,200	129,900

OTHER SERVICES & CHARGES

101-5-2426-01-7300 Electricity	29,279	24,801	30,000	30,000
101-5-2426-01-7301 Propane Gas	10,551	7,816	11,000	10,000
101-5-2426-01-7302 Water	1,634	2,309	2,000	2,700
101-5-2426-01-7304 Sewage	1,120	1,080	1,100	1,100
101-5-2426-01-7305 Refuse Disposal	1,140	1,140	1,300	1,300
101-5-2426-01-7306 Telephone	35,169	29,122	30,000	35,000
101-5-2426-01-7307 Postage	16	-	-	-
101-5-2426-01-7401 R&M Building	2,726	4,944	5,000	10,000
101-5-2426-01-7402 R&M Office Equipment	2,100	716	1,000	1,000

**FIRE OPERATIONS**

	2012/13	2013/14	2014/15	2015/16
	ACTUAL	ACTUAL	BUDGET	PROPOSED
101-5-2426-01-7404 R&M Equipment	4,218	2,147	5,000	8,500
101-5-2426-01-7405 R&M Vehicle	24,612	36,334	30,000	40,000
101-5-2426-01-7502 Lease Equipment	-	5,675	6,500	6,500
101-5-2426-01-7600 Travel	(14)	130	6,800	5,000
101-5-2426-01-7601 Registrations	12,090	13,901	20,000	15,000
101-5-2426-01-7900 Other Professional Services	21,229	17,591	25,000	30,000
101-5-2426-01-7910 Printing & Binding	2,157	2,704	2,500	3,000
101-5-2426-01-7912 Fire Grant Expense	39,783	4,554	-	200,000
101-5-2426-01-7920 Hydrant Program	229	287	-	-
210-5-2426-01-7912 Miscellaneous Grant Expenses	1,876	48	-	-
210-5-2426-01-7914 Donations	6,294	1,963	14,000	-
Total Other Svcs & Charges	<u>196,209</u>	<u>157,262</u>	<u>191,200</u>	<u>399,100</u>
CAPITAL OUTLAY				
101-5-2426-01-8409 e-PCR	-	-	17,000	-
403-5-2426-03-87xx Various Grants	<u>18,089</u>	<u>157,577</u>	<u>270,000</u>	<u>205,500</u>
Total Capital Outlay	<u>18,089</u>	<u>157,577</u>	<u>287,000</u>	<u>205,500</u>
TOTAL FIRE OPERATIONS	<u><u>3,031,927</u></u>	<u><u>3,028,166</u></u>	<u><u>3,456,000</u></u>	<u><u>3,708,200</u></u>

WILDLAND DIVISION

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 the program provides funds for wildland fire equipment and training.

2014/2015 ACCOMPLISHMENTS

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

2015/2016 GOALS



KRA 7: THE PAYSON TEAM

- ⇒ Increase wildland fire qualifications for personnel through appropriate training and fire experience



KRA 8: PUBLIC SAFETY

- ⇒ Maintain resources in a ready condition
- ⇒ Respond to requests for assistance
- ⇒ Acquire equipment to support line medic deployments

WILDLANDS DIVISION BUDGET CHANGES—3 YEARS

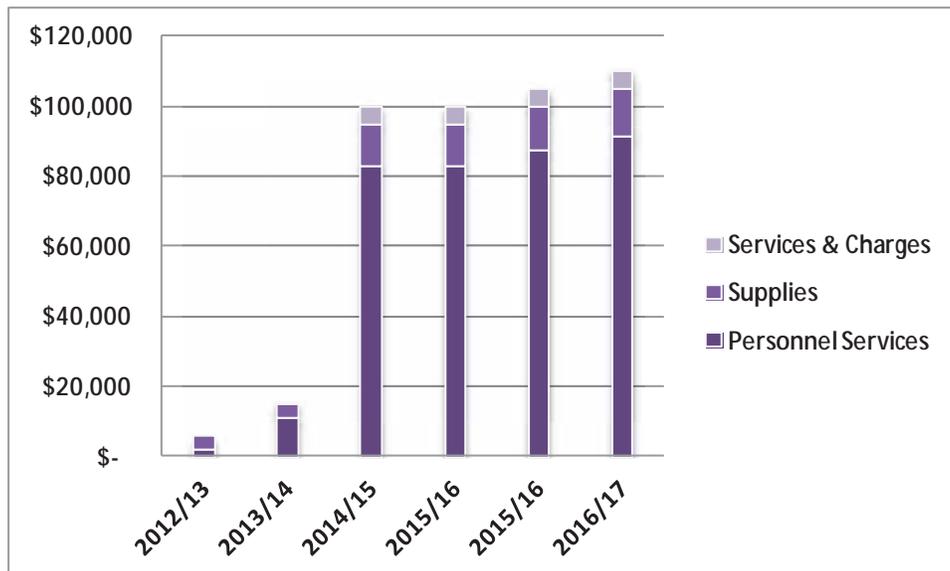
Description	2013/14 Actual	2014/15 Budget	% Change	2015/16 Proposed	% Change
Salaries & Wages	8,240	64,000	676.7%	64,000	0.0%
Personnel Benefits	2,727	19,000	596.7%	19,000	0.0%
Supplies	3,888	12,000	208.6%	12,000	0.0%
Other Services & Charges	112	5,000	100.0%	5,000	0.0%
Total Wildlands	14,967	100,000	568.1%	100,000	0.0%

Significant Budget Changes:

- Each fiscal year, \$100,000 is budgeted for Wildlands/Urban Program to assist in fighting forest fires. Actual expenditures depend on the severity of the fire season.

WILDLANDS DIVISION BUDGET ANALYSIS HISTORIC AND FORECAST

Classification	2012/13 Actual	2013/14 Actual	2014/15 Budget	2015/16 Proposed	2015/16 Estimate	2016/17 Estimate
Personnel Services	\$ 1,675	\$ 10,967	\$ 83,000	\$ 83,000	\$ 87,150	\$ 91,508
Supplies	3,997	3,888	12,000	12,000	12,600	13,230
Services & Charges	-	112	5,000	5,000	5,250	5,513
Total Wildlands	\$ 5,672	\$ 14,967	\$ 100,000	\$ 100,000	\$ 105,000	\$ 110,250



**WILDLANDS/URBAN PROGRAM**

	2012/13 ACTUAL	2013/14 ACTUAL	2014/15 BUDGET	2015/16 PROPOSED
SALARIES & WAGES				
101-5-2426-02-5001 Full Time Employees	266	987	20,000	31,000
101-5-2426-02-5003 Temporary Employees	-	-	3,000	3,000
101-5-2426-02-5005 Paid On Call	27	-	7,000	-
101-5-2426-02-5200 Overtime	952	7,253	30,000	30,000
101-5-2426-02-5400 Stipend	16	-	4,000	-
Total Salaries & Wages	1,261	8,240	64,000	64,000
PERSONNEL BENEFITS				
101-5-2426-02-5501 FICA	17	109	2,000	2,000
101-5-2426-02-5504 Retirement	281	1,837	14,000	14,000
101-5-2426-02-5700 Insurance Benefit	116	781	-	-
101-5-2426-02-5800 Workers Comp Insurance	-	-	3,000	3,000
Total Personnel Benefits	414	2,727	19,000	19,000
SUPPLIES				
101-5-2426-02-6009 Safety/Program Supplies	2,862	1,555	3,000	3,000
101-5-2426-02-6011 Small Tools/Minor Equipment	191	953	2,000	2,000
101-5-2426-02-6202 R&M Supplies Other	-	-	2,000	2,000
101-5-2426-02-6300 Gasoline, Fuel	-	-	2,000	2,000
101-5-2426-02-6302 R&M Supplies Vehicles	944	1,380	2,000	2,000
101-5-2426-02-6990 Other Expenses	-	-	1,000	1,000
Total Supplies	3,997	3,888	12,000	12,000
OTHER SERVICES & CHARGES				
101-5-2426-02-7600 Travel	-	112	5,000	5,000
Total Other Svcs & Charges	-	112	5,000	5,000
TOTAL WILDLANDS/URBAN PROGRAM	5,672	14,967	100,000	100,000

COMMUNITY DEVELOPMENT— ADMINISTRATION

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

Payson Town Complex
Community Dev/Public Works Bldg
303 N. Beeline Highway
Payson, AZ 85541
928-474-5242



2015 ANNUAL BUDGET

Community Development

DESCRIPTION

The Community Development Department was composed of three divisions: Planning and Zoning, Building, and Housing Programs. In FY2014/15, two new departments were created: Building Services Department and Planning & Development Department (made up of the planning & zoning division and the housing division). In Fiscal Year 2015/16, the Economic Development division was moved from the Town Manager's Department to the Planning & Development Department. The Community Development Department remains as an administrative function providing central supplies/services to support the two new departments.

EXPENDITURE SUMMARY

Operating Division	2012/13 Actual	2013/14 Actual	2014/15 Budget	2015/16 Proposed
Administration	-	-	106,800	107,000
Total Department	-	-	106,800	107,000

POSITION SUMMARY

	2014/15	2015/16
Comm Dev Director *	-	-
Executive Assistant	1.0	1.0
Total Positions	1.0	1.0

* Position frozen pending economic recovery



CD - ADMINISTRATION

	2012/13 ACTUAL	2013/14 ACTUAL	2014/15 BUDGET	2015/16 PROPOSED
SALARIES & WAGES				
101-5-6428-00-5001 Full Time Employees	-	-	50,900	51,100
Total Salaries & Wages	-	-	50,900	51,100
PERSONNEL BENEFITS				
101-5-6428-00-5501 FICA	-	-	3,900	3,900
101-5-6428-00-5504 Retirement	-	-	5,800	5,800
101-5-6428-00-5700 Health/Life Insurance	-	-	7,400	7,700
101-5-6428-00-5701 Disability Insurance	-	-	100	100
101-5-6428-00-5800 Workers Comp Insurance	-	-	300	200
Total Personnel Benefits	-	-	17,500	17,700
SUPPLIES				
101-5-6428-00-6001 Office Supplies	-	-	5,500	6,500
101-5-6428-00-6003 Cleaning Supplies	-	-	800	800
101-5-6428-00-6005 Safety Supplies	-	-	500	500
101-5-6428-00-6300 Gasoline/Fuels/Lubricants	-	-	3,000	5,000
101-5-6428-00-6302 R&M Vehicle	-	-	1,500	1,500
Total Supplies	-	-	11,300	14,300
OTHER SERVICES & CHARGES				
101-5-6428-00-7300 Electricity	-	-	7,000	7,000
101-5-6428-00-7301 Propane Gas	-	-	1,000	1,000
101-5-6428-00-7302 Water	-	-	500	500
101-5-6428-00-7401 R&M Building	-	-	10,000	5,000
101-5-6428-00-7402 R&M Office Equipment	-	-	500	500
101-5-6428-00-7405 R&M Vehicle	-	-	500	500
101-5-6428-00-7502 Lease Equipment	-	-	4,000	5,300
101-5-6428-00-7900 Other Professional Services	-	-	3,600	4,100
Total Other Svcs & Charges	-	-	27,100	23,900
TOTAL CD - ADMINISTRATION	-	-	106,800	107,000

BUILDING SERVICES

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

The Building Services Department is a new department established in the 2014/15 fiscal year. Previously, Building Services was a division within the Community Development Department.

**Town of Payson
Community Dev/Public Works
Building
303 N. Beeline Highway
Payson, AZ 85541
928-474-5242**





2015 ANNUAL BUDGET

Building

The Building Services Department 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.

DEPARTMENT EXPENDITURE SUMMARY

Operating Division	2012/13 Actual	2013/14 Actual	2014/15 Budget	2015/16 Proposed
Building	415,595	355,790	334,500	370,300
Total Department	415,595	355,790	334,500	370,300

POSITION SUMMARY

	2014/15	2015/16
Chief Building Official	1.0	1.0
Building Inspector *	2.0	2.0
Plans Examiner **	0.0	1.0
Financial Service Technician	1.0	1.0
Permit Technician	1.0	1.0
Total Positions	5.0	6.0

*One Building Inspector position is frozen pending economic recovery

**One new Plans Examiner will be hired in January 2016

BUILDING SERVICES DEPARTMENT

BUILDING SERVICES

2014/2015 ACCOMPLISHMENTS

- ✓ Completed the review and, with Council support, adopted the 2012 International Family of Construction and Fire Codes after a quite lengthy review process that began in 2013
- ✓ Conducted 2678 building inspections
- ✓ Issued 63 new site built home permits
- ✓ Issued 1 new commercial building permit for Tractor supply
- ✓ Issued 7 new manufactured home permits

2015/2016 GOALS

NEIGHBORHOOD & LIVABILITY

- ⇒ Begin enforcing the updated codes in the most prudent and efficient manner possible
- ⇒ Continue to provide comprehensive building plan review and inspections consistent with industry standards in the most reasonable timeframe possible, while keeping up with new industry trends and products



Contact Information

Liz Donovan
edonovan@paysonaz.gov
(928) 472-5030

Physical Location

Payson Town Complex
Community Dev / Public Works Building
303 N Beeline Hwy.
Payson, AZ 85541

BUILDING SERVICES BUDGET CHANGES—3 YEARS

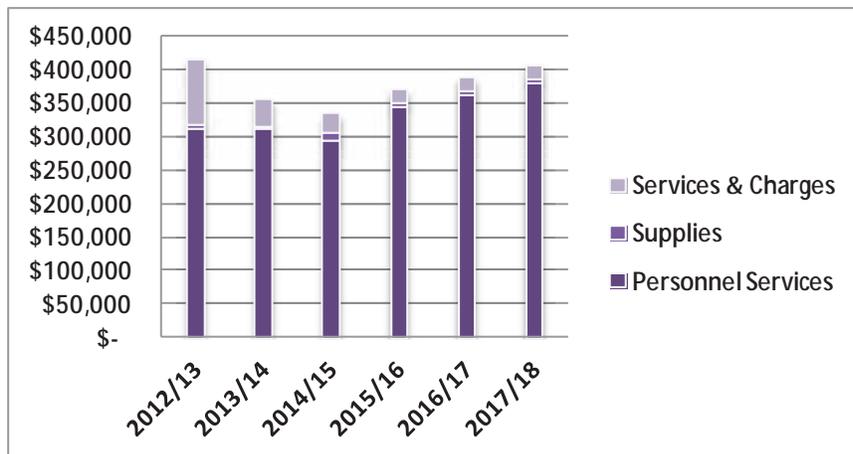
Description	2013/14 Actual	2014/15 Budget	% Change	2015/16 Proposed	% Change
Salaries & Wages	237,397	221,300	-6.8%	261,000	17.9%
Personnel Benefits	73,864	73,300	-0.8%	85,100	16.1%
Supplies	4,290	10,300	140.1%	5,600	-45.6%
Other Services & Charges	40,239	29,600	-26.4%	18,600	-37.2%
Total Building	355,790	334,500	-6.0%	370,300	10.7%

Significant Budget Changes:

- FY14/15 Supplies increased due to code updates causing higher costs in books/periodicals
- FY14/15 Other Services decreased because many charges were moved to the Community Development—Administration Division
- FY15/16 Supplies—budget for books/ periodicals decreased as code updates are coming to an end
- FY15/16 Other Services-Other Professional Services declined when building repair projects undertaken for the past two years were completed

BUILDING SERVICES BUDGET ANALYSIS HISTORIC AND FORECAST

Classification	2012/13 Actual	2013/14 Actual	2014/15 Budget	2015/16 Proposed	2016/17 Estimate	2017/18 Estimate
Personnel Services	\$ 312,218	311,261	\$ 294,600	\$ 346,100	\$ 363,405	\$ 381,575
Supplies	6,470	4,290	10,300	5,600	5,880	6,174
Services & Charges	96,907	40,239	29,600	18,600	19,530	20,507
Total Building	\$ 415,595	\$ 355,790	\$ 334,500	\$ 370,300	\$ 388,815	\$ 408,256





BUILDING SERVICES

	2012/13 ACTUAL	2013/14 ACTUAL	2014/15 BUDGET	2015/16 PROPOSED
SALARIES & WAGES				
101-5-6428-03-5001 Full Time Employees	235,703	237,203	221,300	261,000
101-5-6428-03-5200 Overtime Pay	-	194	-	-
Total Salaries & Wages	<u>235,703</u>	<u>237,397</u>	<u>221,300</u>	<u>261,000</u>
PERSONNEL BENEFITS				
101-5-6428-03-5501 FICA	16,120	16,501	16,900	19,900
101-5-6428-03-5504 Retirement	25,678	26,330	25,400	29,500
101-5-6428-03-5700 Health/Life Insurance	30,541	24,960	25,000	29,800
101-5-6428-03-5701 Disability Insurance	551	552	300	300
101-5-6428-03-5800 Workers Comp Insurance	3,625	5,521	5,700	5,600
Total Personnel Benefits	<u>76,515</u>	<u>73,864</u>	<u>73,300</u>	<u>85,100</u>
SUPPLIES				
101-5-6428-03-6006 Uniforms/Clothing	-	-	-	800
101-5-6428-03-6010 Books & Periodicals	947	387	8,000	3,000
101-5-6428-03-6011 Small Tools & Minor Equipment	1,242	133	1,500	1,000
101-5-6428-03-6300 Vehicle Fuel	3,061	3,178	-	-
101-5-6428-03-6302 Vehicle R&M Parts	404	367	-	-
101-5-6428-03-6700 Dues & Memberships	816	225	800	800
Total Supplies	<u>6,470</u>	<u>4,290</u>	<u>10,300</u>	<u>5,600</u>
OTHER SERVICES & CHARGES				
101-5-6428-03-7306 Telephone	2,140	1,459	2,000	1,400
101-5-6428-03-7307 Utilities Postage/Freight	-	-	200	100
101-5-6428-03-7502 Leased Equipment	3,000	4,353	-	-
101-5-6428-03-7600 Travel	1,939	2,939	4,700	3,800
101-5-6428-03-7601 Registrations	1,055	1,180	2,200	2,800
101-5-6428-03-7900 Other Professional Services	87,090	29,771	20,000	10,000
101-5-6428-03-7910 Printing & Binding	1,683	537	500	500
Total Other Svcs & Charges	<u>96,907</u>	<u>40,239</u>	<u>29,600</u>	<u>18,600</u>
TOTAL BUILDING SERVICES	<u><u>415,595</u></u>	<u><u>355,790</u></u>	<u><u>334,500</u></u>	<u><u>370,300</u></u>



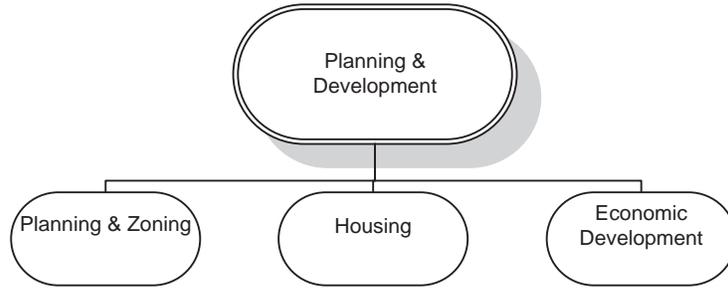
PLANNING & DEVELOPMENT

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

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



2015 ANNUAL BUDGET



Planning & Development is a new department established in fiscal year 2014/15. Previously, Planning & Zoning and Housing were divisions of the Community Development Department and Economic Development was a division of the Town Manager's Department. The new Planning & Development Department is made up of three divisions: Planning & Zoning, Housing, and Economic Development

DEPARTMENT EXPENDITURE SUMMARY

Operating Division	2012/13 Actual	2013/14 Actual	2014/15 Budget	2015/16 Proposed
Planning & Zoning	303,495	237,392	314,700	316,800
Economic Development	6,747	10,000	88,500	156,300
Housing Programs	53,212	110,472	269,000	214,000
Total Department	363,454	357,864	672,200	687,100

POSITION SUMMARY

	2014/15	2015/16
Planning & Dev Director	1.0	1.0
Code Compliance Specialist	1.0	1.0
Planning Specialist I	1.0	1.0
Planning Technician	1.0	1.0
Economic Dev Specialist	1.0	1.0
Total Positions	5.0	5.0

PLANNING & DEVELOPMENT DEPARTMENT



2015 ANNUAL BUDGET

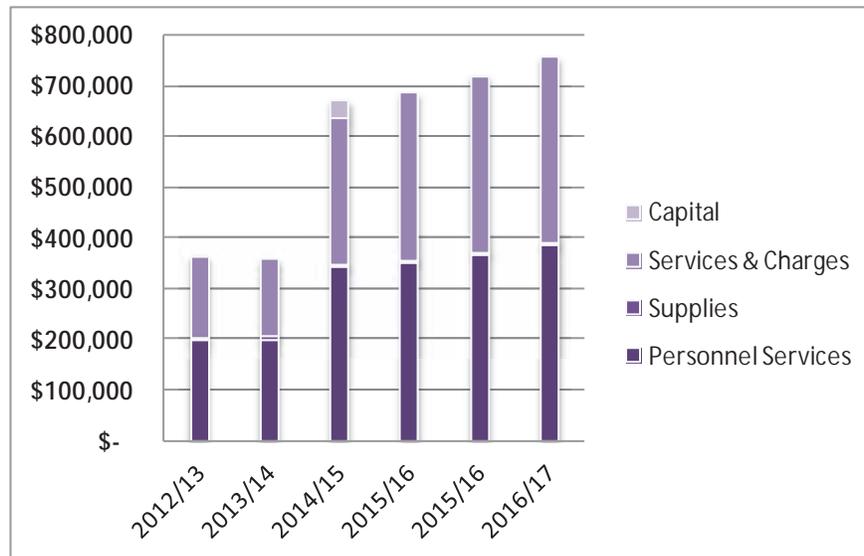
PLANNING & DEVELOPMENT DEPARTMENT BUDGET CHANGES—3 YEARS

Description	2013/14 Actual	2014/15 Budget	% Change	2015/16 Proposed	% Change
Salaries & Wages	149,355	249,600	67.1%	261,600	4.8%
Personnel Benefits	50,727	92,700	82.7%	89,500	-3.5%
Supplies	6,655	3,700	-44.4%	3,900	5.4%
Other Services & Charges	151,127	291,400	92.8%	332,100	14.0%
Capital		34,800	100.0%		-100.0%
Total Planning & Development	357,864	672,200	87.8%	687,100	2.2%

Note: Explanations of significant budget changes are addressed within the individual divisions' sections that follow

PLANNING & DEVELOPMENT DEPARTMENT BUDGET ANALYSIS HISTORIC AND FORECAST

Classification	2012/13 Actual	2013/14 Actual	2014/15 Budget	2015/16 Proposed	2015/16 Estimate	2016/17 Estimate
Personnel Services	\$ 196,841	\$ 200,082	\$ 342,300	\$ 351,100	\$ 368,655	\$ 387,088
Supplies	5,318	6,655	3,700	3,900	4,095	4,300
Services & Charges	161,295	151,127	291,400	332,100	348,705	366,140
Capital	-	-	34,800	-	-	-
Total Community Dev	\$ 363,454	\$ 357,864	\$ 672,200	\$ 687,100	\$ 721,455	\$ 757,528



PLANNING & ZONING DIVISION

2014/15 ACCOMPLISHMENTS

- ✓ Secured AZGFD Heritage Fund grant monies for the construction of additional improvements / amenities along a section of the American Gulch
- ✓ Facilitated participation by four additional businesses in the State Route 87 / 260 Beautification Program
- ✓ 177 new code enforcement complaints received / investigated, 197 complaints resolved
- ✓ Processed 2 rezoning cases, 7 conditional use permits; 11 minor land division applications; 3 subdivisions, 17 design review projects, 10 temporary use permits and 7 UDC amendments
- ✓ Provided Development Services assistance to new business/development proposals each week

2015/2016 GOALS

KRA 5: NEIGHBORHOODS & LIVABILITY

- ⇒ Increase citizen awareness and community involvement in planning processes through contact with grass roots groups, media coverage, open houses and networking
- ⇒ Continue updating the Unified Development Code to streamline & modernize practices and to promote the implementation of the Payson General Plan
- ⇒ Continue to partner with private businesses to implement the State Route 87/260 Beautification Program
- ⇒ Begin construction of a new section of trail amenities along the American Gulch
- ⇒ Ensure compliance with zoning codes to prevent or eliminate blight and foster pride in the community including proactive enforcement and town-sponsored neighborhood clean ups



Contact Information

Sheila DeSchaaf, Zoning Administrator
(928) 472-5037
sdeschaaf@paysonaz.gov

Physical Location

Payson Town Complex
Public Works/Community Dev Building
303 N Beeline Hwy.
Payson, AZ 85541

PLANNING & ZONING DIVISION BUDGET CHANGES—3 YEARS

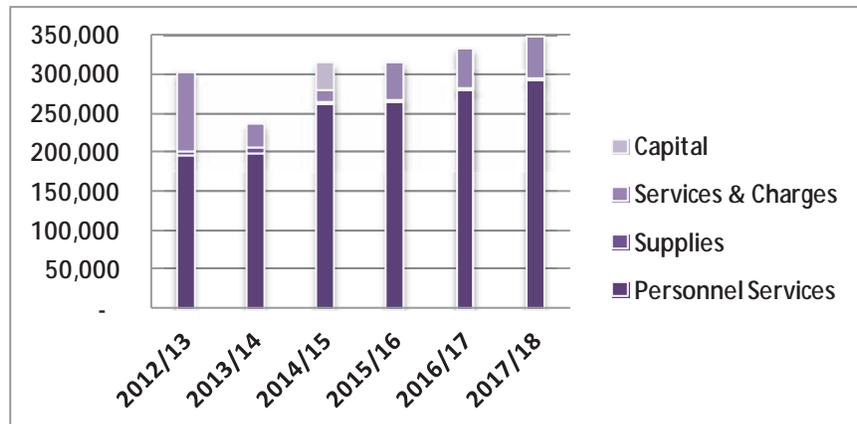
Description	2013/14 Actual	2014/15 Budget	% Change	2015/16 Proposed	% Change
Salaries & Wages	149,355	189,600	26.9%	193,700	2.2%
Personnel Benefits	50,727	73,400	44.7%	72,300	-1.5%
Supplies	6,655	1,200	-82.0%	2,100	75.0%
Other Services & Charges	30,655	15,700	-48.8%	48,700	210.2%
Capital	-	34,800	100.0%	-	-100.0%
Total Planning	237,392	314,700	32.6%	316,800	0.7%

Significant Budget Changes:

- FY14/15 Salaries / Benefits reflect increase in staffing
- FY14/15 Most supplies and building maintenance expenses were budgeted in Community Development -Administration
- FY14/15 Capital included funds for Main Street Improvements
- FY15/16 Supplies increased because of the addition of a line item for uniforms / clothing
- FY15/16 Other Services increased due to a new Lien & Clean program, environmental grant, and additional travel / registrations

PLANNING & ZONING DIVISION BUDGET ANALYSIS HISTORIC AND FORECAST

Classification	2012/13 Actual	2013/14 Actual	2014/15 Budget	2015/16 Proposed	2016/17 Estimate	2017/18 Estimate
Personnel Services	196,841	200,082	\$ 263,000	\$ 266,000	\$ 279,300	\$ 293,265
Supplies	4,795	6,655	1,200	2,100	2,205	2,315
Services & Charges	101,859	30,655	15,700	48,700	51,135	53,692
Capital	-	-	34,800	-	-	-
Total Planning	\$ 303,495	\$ 237,392	\$ 314,700	\$ 316,800	\$ 332,640	\$ 349,272





PLANNING

	2012/13 ACTUAL	2013/14 ACTUAL	2014/15 BUDGET	2015/16 PROPOSED
SALARIES & WAGES				
101-5-6428-01-5001 Full Time Employees	146,393	149,355	189,600	193,700
Total Salaries & Wages	146,393	149,355	189,600	193,700
PERSONNEL BENEFITS				
101-5-6428-01-5501 FICA	10,012	9,927	14,500	14,700
101-5-6428-01-5504 Retirement	16,009	16,887	21,700	21,900
101-5-6428-01-5700 Health/Life Insurance	20,044	18,604	29,000	24,900
101-5-6428-01-5701 Disability Insurance	365	352	200	200
101-5-6428-01-5800 Workers Comp Insurance	4,018	4,957	8,000	10,600
Total Personnel Benefits	50,448	50,727	73,400	72,300
SUPPLIES				
101-5-6428-01-6001 Office Supplies	1,679	3,847	-	-
101-5-6428-01-6003 Cleaning Supplies	710	1,031	-	-
101-5-6428-01-6005 Safety Supplies	-	273	-	-
101-5-6428-01-6006 Uniforms/Clothing	-	-	-	800
101-5-6428-01-6011 Small Tools & Minor Equipment	1,646	662	400	400
101-5-6428-01-6300 Gasoline/Fuels/Lubricant	-	228	-	-
101-5-6428-01-6700 Dues & Memberships	760	614	800	900
Total Supplies	4,795	6,655	1,200	2,100
OTHER SERVICES & CHARGES				
101-5-6428-01-7300 Electricity	6,688	6,857	-	-
101-5-6428-01-7301 Propane Gas	1,388	829	-	-
101-5-6428-01-7302 Water	426	349	-	-
101-5-6428-01-7306 Telephone	507	957	1,000	1,600
101-5-6428-01-7307 Postage	161	-	200	200
101-5-6428-01-7401 Building R&M	4,614	2,024	-	-
101-5-6428-01-7402 Office Equipment R&M	400	-	-	-
101-5-6428-01-7600 Travel	1,532	696	500	3,200
101-5-6428-01-7601 Registrations	325	265	500	2,800
101-5-6428-01-7900 Other Professional Services	83,603	16,665	10,500	-
101-5-6428-01-7901 Lien & Clean	-	-	-	10,000
101-5-6428-01-7907 Advertising	1,940	1,473	2,000	2,200
101-5-6428-01-7910 Printing & Binding	275	540	1,000	500
210-5-6428-03-7912 Environmental Grant	-	-	-	28,200
Total Other Svcs & Charges	101,859	30,655	15,700	48,700
CAPITAL				
417-5-6428-01-8785 Main Street Improvements	-	-	34,800	-
	-	-	34,800	-
TOTAL PLANNING	303,495	237,392	314,700	316,800

ECONOMIC DEVELOPMENT DIVISION

2014/2015 ACCOMPLISHMENTS

- ✓ Actively participated in Arizona Association for Economic Development (AAED) and networked with economic development professionals in Arizona
- ✓ As part of a Gila County IDA grant, we worked cooperatively with the IDA, the Chamber, Northern AZ SCORE, and the SBDA and GCC to establish a team of professional experts that provided a series of free training workshops for small business owners and entrepreneurs
- ✓ Participated in CAG's Comprehensive Economic Development Strategy committee
- ✓ Obtained grant funding from APS for Payson area 5-year economic development plan
- ✓ Continued to recruit and work with businesses as an ombudsman during development
- ✓ Consulted with 48+ businesses that have asked for information on relocating to our area

2015/2016 GOALS

KRA 1: ECONOMIC DEVELOPMENT, TOURISM & ECONOMIC VITALITY

- ⇒ Complete and implement 5-year economic development strategy for the greater Payson area
- ⇒ Continue collaborative workforce-training program with Gila County IDA, the Chamber & SBDA
- ⇒ Complete the new Payson & Rim Country economic development website
- ⇒ Continue to work with existing and prospective new businesses
- ⇒ Continue to seek grants from all government departments / Arizona Commerce Authority
- ⇒ Work with local businesses to export their products overseas to increase sales tax revenue



CONTACT INFORMATION

Bobby Davis—Economic Dev Specialist
(928) 472-5046
econdev@paysonaz.gov

PHYSICAL LOCATION

Payson Town Complex
Public Works/Community Dev Bldg
303 N Beeline Hwy.
Payson, AZ 85541

ECONOMIC DEVELOPMENT DIVISION BUDGET CHANGES—3 YEARS

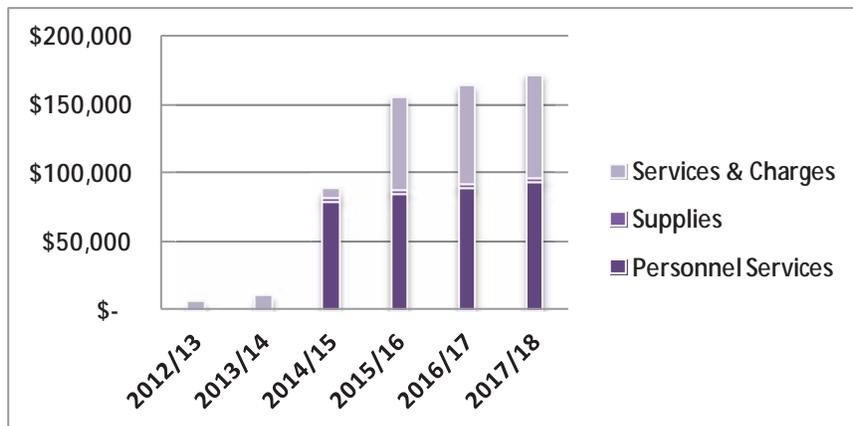
Description	2013/14 Actual	2014/15 Budget	% Change	2015/16 Proposed	% Change
Salaries & Wages	-	60,000	0.0%	67,900	13.2%
Personnel Benefits	-	19,300	0.0%	17,200	-10.9%
Supplies	-	2,500	0.0%	1,800	-28.0%
Other Services & Charges	10,000	6,700	-33.0%	69,400	935.8%
Total Economic Development	10,000	88,500	785.0%	156,300	76.6%

Significant Budget Changes:

- FY14/15—An Economic Development Specialist was hired
- FY15/16 Supplies—most supplies are now recorded under Community Development—Administration
- FY15/16 Other Services—increased for the preparation of Master Plan

ECONOMIC DEVELOPMENT DIVISION BUDGET ANALYSIS HISTORIC AND FORECAST

Classification	2012/13 Actual	2013/14 Actual	2014/15 Budget	2015/16 Proposed	2016/17 Estimate	2017/18 Estimate
Personnel Services	\$ -	-	\$ 79,300	\$ 85,100	\$ 89,355	\$ 93,823
Supplies	523	-	2,500	1,800	1,890	1,985
Services & Charges	6,224	10,000	6,700	69,400	72,870	76,514
Total Economic Dev	\$ 6,747	\$ 10,000	\$ 88,500	\$ 156,300	\$ 164,115	\$ 172,321





ECONOMIC DEVELOPMENT

		2012/13	2013/14	2014/15	2015/16
		ACTUAL	ACTUAL	BUDGET	PROPOSED
SALARIES & WAGES					
101-5-6428-02-5001	Salaries & Wages Full Time	-	-	60,000	67,900
	Total Salaries & Wages	-	-	60,000	67,900
PERSONNEL BENEFITS					
101-5-6428-02-5501	FICA	-	-	4,600	5,200
101-5-6428-02-5504	Retirement	-	-	7,400	7,700
101-5-6428-02-5700	Insurance Benefit	-	-	6,900	400
101-5-6428-02-5701	Disability Insurance	-	-	100	100
101-5-6428-02-5800	Workers Compensation Ins	-	-	300	3,800
		-	-	19,300	17,200
SUPPLIES					
101-5-6428-02-6001	Office Supplies	34	-	1,000	-
101-5-6428-02-6011	Small Tools / Minor Equip	-	-	500	500
101-5-6428-02-6700	Membership/Dues/Subscript	489	-	1,000	1,300
	Total Supplies	523	-	2,500	1,800
OTHER SERVICES & CHARGES					
101-5-6428-02-7306	Telephone Charges	510	-	700	400
101-5-6428-02-7307	Postage	152	-	-	-
101-5-6428-02-7600	Travel	1,354	-	3,000	4,000
101-5-6428-02-7601	Registrations	125	-	1,000	3,000
101-5-6428-02-7900	Other Professional Services	4,083	10,000	-	60,000
101-5-6428-02-7907	Advertising	-	-	1,000	1,000
101-5-6428-02-7910	Printing & Binding	-	-	1,000	1,000
	Total Other Svcs & Charges	6,224	10,000	6,700	69,400
TOTAL ECONOMIC DEVELOPMENT		6,747	10,000	88,500	156,300

HOUSING DIVISION

2014/2015 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
- ✓ Completed two rehabilitation projects for income-qualified homeowners
- ✓ Explored feasibility options of assisting multi-family rental rehabilitation projects

2015/2016 GOALS



KRA 5: NEIGHBORHOOD & LIVABILITY & KRA 6: SOCIAL SERVICES

- ⇒ Promote Affirmatively Furthering Fair Housing (AFFH)
- ⇒ Implement and administer new and existing housing rehabilitation and replacement contracts in compliance with State and Federal requirements
- ⇒ Complete a minimum of two rehabilitation projects for income-qualified homeowners
- ⇒ Collaborate with State of Arizona Housing Department to implement Federal and State initiatives in Payson
- ⇒ Explore feasibility options of housing / community needs outside rehabilitation projects

Contact Information

Doni Wilbanks
(928) 472-5038
dwilbanks@paysonaz.gov

Physical Location

Payson Town Complex
Public Works/Community Dev Building
303 N Beeline Hwy.
Payson, AZ 85541

HOUSING DIVISION BUDGET CHANGES—3 YEARS

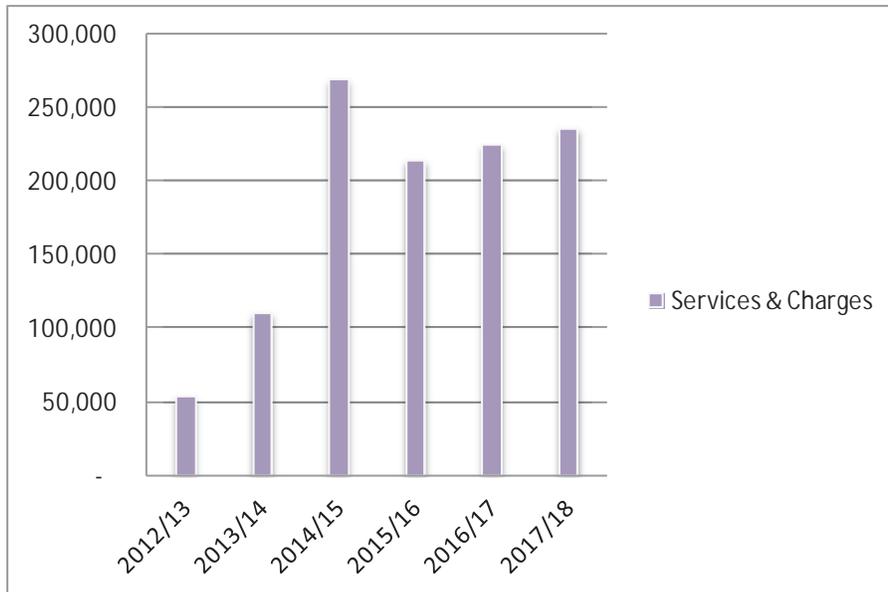
Description	2013/14 Actual	2014/15 Budget	% Change	2015/16 Proposed	% Change
Other Services & Charges	110,472	269,000	143.5%	214,000	-20.4%
Total Housing	110,472	269,000	143.5%	214,000	-20.4%

Significant Budget Changes:

- Changes in funding were due to the availability of grants

**HOUSING DIVISION BUDGET ANALYSIS
HISTORIC AND FORECAST**

Classification	2012/13 Actual	2013/14 Actual	2014/15 Budget	2015/16 Proposed	2016/17 Estimate	2017/18 Estimate
Services & Charges	53,212	110,472	269,000	214,000	224,700	235,935
Total Housing	\$ 53,212	\$ 110,472	\$ 269,000	\$ 214,000	\$ 224,700	\$ 235,935



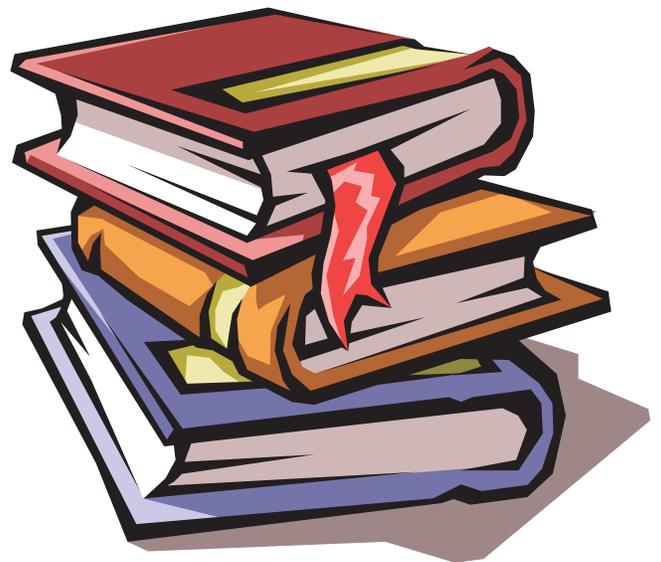
**AFFORDABLE HOUSING**

	2012/13 ACTUAL	2013/14 ACTUAL	2014/15 BUDGET	2015/16 PROPOSED
OTHER SERVICES & CHARGES				
403-5-6428-21-7913 Housing Exp 2010	53,125	52,454	45,000	-
403-5-6428-22-7912 Senior Center 2010	87	58,018	-	-
403-5-6428-22-7913 CDBG Housing 2014-16	-	-	224,000	214,000
Total Other Svcs & Charges	<u>53,212</u>	<u>110,472</u>	<u>269,000</u>	<u>214,000</u>
TOTAL HOUSING	<u><u>53,212</u></u>	<u><u>110,472</u></u>	<u><u>269,000</u></u>	<u><u>214,000</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
928-472-5163





2015 ANNUAL BUDGET



DEPARTMENT EXPENDITURE SUMMARY

Operating Division	2012/13 Actual	2013/14 Actual	2014/15 Budget	2015/16 Proposed
Library	323,860	327,121	341,800	364,600
Total Department	323,860	327,121	341,800	364,600

POSITION SUMMARY

	2014/15	2015/16
Library Director	1.0	1.0
Assistant Library Manager	1.0	1.0
Library Clerk	4.5	4.0
Library Page	0.0	0.5
Total Positions	6.5	6.5

LIBRARY

LIBRARY DIVISION

2014/2015 ACCOMPLISHMENTS

- ✓ With Holbrook Pyle Grant funds, the library's children's room has received a much needed upgrade. This upgrade includes: \$5,000 in new children's non-fiction and early literacy titles, 3 new literacy station computers, an interactive play space with manipulatives geared towards developing cognitive and fine motor skills, and materials to enrich story times and guided play programs. The Holbrook Pyle Grant is administered by the Arizona Community Foundation.
- ✓ During this fiscal year, the library coordinated 385 programs, outreaches, and events. The subjects and audiences for these programs varied from guided play for babies to computer safety for seniors. There were story times, movies, lectures, trainings, crafts, science, history, and more. The library thanks the Rim Country Community for their support of library programs, including donations to the Library Friends of Payson, which funds our programs and outreach budget.
- ✓ The Payson Public Library continues to coordinate Northern Gila County's Read On community effort. Read On works to bring awareness of the importance of literacy, kindergarten readiness, and reaching grade level reading goals through partnership with local schools, churches, government agencies, and non-profit groups. Northern Gila County's Read On community includes Payson, Star Valley, Pine, Young, Tonto Basin, and other outlying areas of Rim Country.
- ✓ As the largest and most heavily used library in Gila County, the Payson Public library works closely with the Gila County Library District to ensure that a professional standard of service is available county wide. We participate in countywide library meetings; confer with district staff including the Gila County Librarian, Jacque Griffin, and this year lent out 519 titles to smaller county libraries from our standing circulating collection of more than 80,000 items. The Payson Public Library answers more reference questions, circulates more materials, hosts more programs, and provides more computer sessions to the public than any other library in the county, our services are available to anyone with a Gila County Library District card.
- ✓ The library completed a large scale effort to reorganize, relabel, and shift much of our adult fiction collection. This shift provided for uniformity in the way that all of our fiction collections were treated. Shelving is now less confusing for volunteers and books are more easily accessible to staff, volunteers, and patrons.

CONTACT INFORMATION

Emily Linkey—Library Director
Payson Public Library
(928) 472-5160
elinkey@gcldaz.org

PHYSICAL LOCATION

Payson Public Library
328 N McLane
Payson, AZ 85541

2015/2016 GOALS



KRA 3: FINANCIAL EXCELLENCE

- ⇒ Library staff will seek out grant opportunities for the funding of new programs, services and technologies, including grants offered through the Library Services and Technology Act.

KRA 5: NEIGHBORHOODS & LIVABILITY

- ⇒ Library staff will strive to provide a variety of programming to library patrons of every age. This will include an increased effort to add educational and enriching programs for adults to our already busy children's programming schedule.
- ⇒ The Payson Public Library building will be assessed for needs and every effort will be made to ensure that the property remains beautiful and maintained, that all inspections are completed in a timely manner, that regular service on appliances and structures is scheduled, and that all safety protocols are being met.



KRA 5: NEIGHBORHOODS & LIVABILITY / KRA 7: THE PAYSON TEAM

- ⇒ 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.
- ⇒ The library will continue to be a leader in the ReadOn Northern Gila County effort, coordinating with local libraries, schools, government agencies and other community partners.



LIBRARY BUDGET CHANGES—3 YEARS

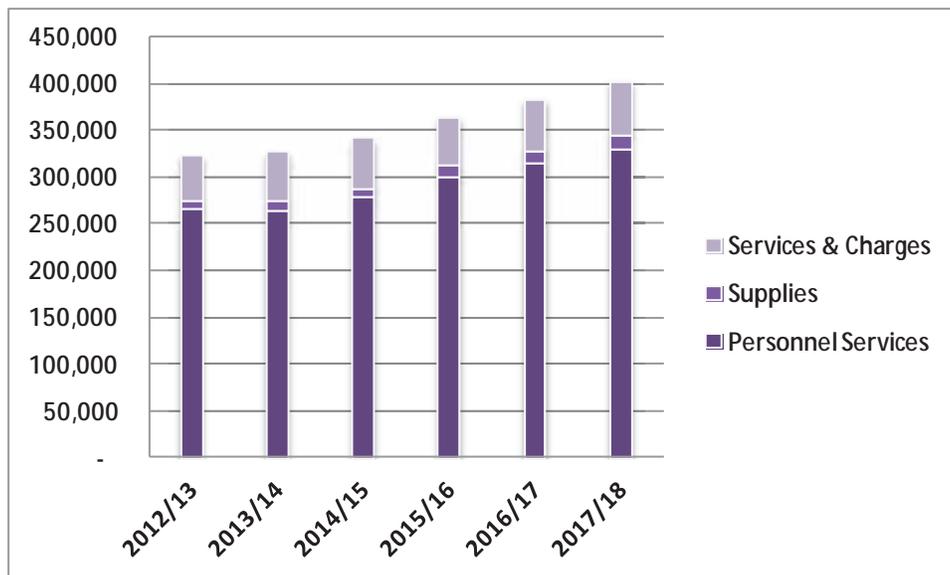
Description	2013/14 Actual	2014/15 Budget	% Change	2015/16 Proposed	% Change
Salaries & Wages	208,031	218,600	5.1%	240,500	10.0%
Personnel Benefits	55,140	59,700	8.3%	59,300	-0.7%
Supplies	10,775	9,800	-9.0%	12,700	29.6%
Other Services & Charges	53,175	53,700	1.0%	52,100	-3.0%
Total Library	327,121	341,800	4.5%	364,600	6.7%

Significant Budget Changes:

- FY15/16 Supplies—expanded programs required increased budget for office supplies, cleaning supplies, and various other supplies

LIBRARY BUDGET ANALYSIS HISTORIC AND FORECAST

Classification	2012/13 Actual	2013/14 Actual	2014/15 Proposed	2015/16 Proposed	2016/17 Estimate	2017/18 Estimate
Personnel Services	265,534	263,171	\$ 278,300	\$ 299,800	\$ 314,790	\$ 330,530
Supplies	8,328	10,775	9,800	12,700	13,335	14,002
Services & Charges	49,999	53,175	53,700	52,100	54,705	57,440
Total Library	\$ 323,860	\$ 327,121	\$ 341,800	\$ 364,600	\$ 382,830	\$ 401,972





LIBRARY

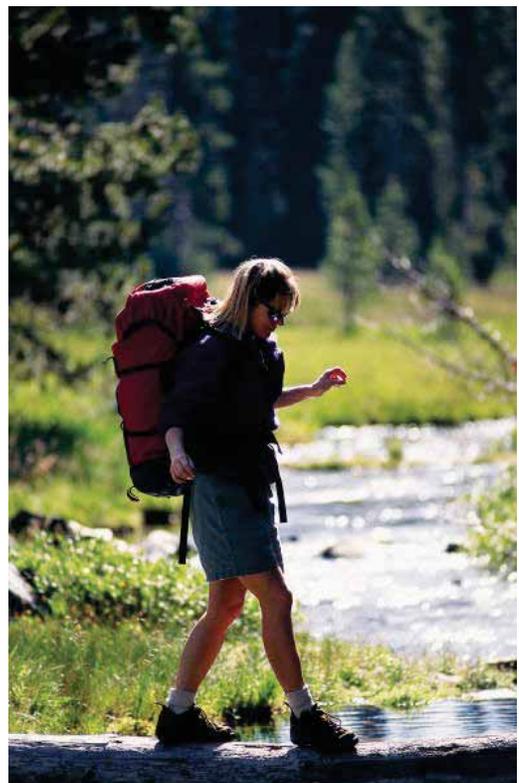
	2012/13 ACTUAL	2013/14 ACTUAL	2014/15 BUDGET	2015/16 PROPOSED
SALARIES & WAGES				
224-5-4461-00-5001 Full Time Employees	186,334	176,328	179,200	164,400
224-5-4461-00-5002 Part Time Employees	21,443	31,703	39,400	76,100
Total Salaries & Wages	207,777	208,031	218,600	240,500
PERSONNEL BENEFITS				
224-5-4461-00-5501 FICA	14,959	15,293	16,500	18,300
224-5-4461-00-5504 Retirement	20,142	23,459	24,900	26,300
224-5-4461-00-5700 Health/Life Insurance	18,846	12,234	13,900	10,300
224-5-4461-00-5701 Disability Insurance	439	491	300	300
224-5-4461-00-5800 Workers Comp Insurance	3,370	3,663	4,100	4,100
Total Personnel Benefits	57,756	55,140	59,700	59,300
SUPPLIES				
224-5-4461-00-6001 Office Supplies	3,112	3,106	3,000	4,000
224-5-4461-00-6003 Cleaning/Sanitary Supplies	1,210	1,264	1,500	2,000
224-5-4461-00-6013 Computer Equip/ Supplies	-	1,954	1,000	2,000
224-5-4461-00-6201 Building R&M	1,034	1,347	1,200	1,200
224-5-4461-00-6700 Dues & Memberships	2,972	3,104	3,100	3,500
Total Supplies	8,328	10,775	9,800	12,700
OTHER SERVICES & CHARGES				
224-5-4461-00-7300 Electricity	29,257	30,353	32,000	32,000
224-5-4461-00-7302 Water	1,069	1,468	1,400	2,000
224-5-4461-00-7304 Sewage	480	590	400	600
224-5-4461-00-7305 Refuse Disposal	324	324	400	500
224-5-4461-00-7306 Telephone	5,368	2,489	6,000	3,000
224-5-4461-00-7307 Postage	1,043	1,499	1,500	2,000
224-5-4461-00-7401 Building R&M	11,272	14,505	10,000	10,000
224-5-4461-00-7502 Lease-Equipment	-	1,160	1,300	1,300
224-5-4461-00-7900 Other Professional Services	570	-	-	-
224-5-4461-00-7910 Printing & Binding	616	787	700	700
Total Other Svcs & Charges	49,999	53,175	53,700	52,100
TOTAL LIBRARY	323,860	327,121	341,800	364,600

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. In addition, the department will develop 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
928-472-5111

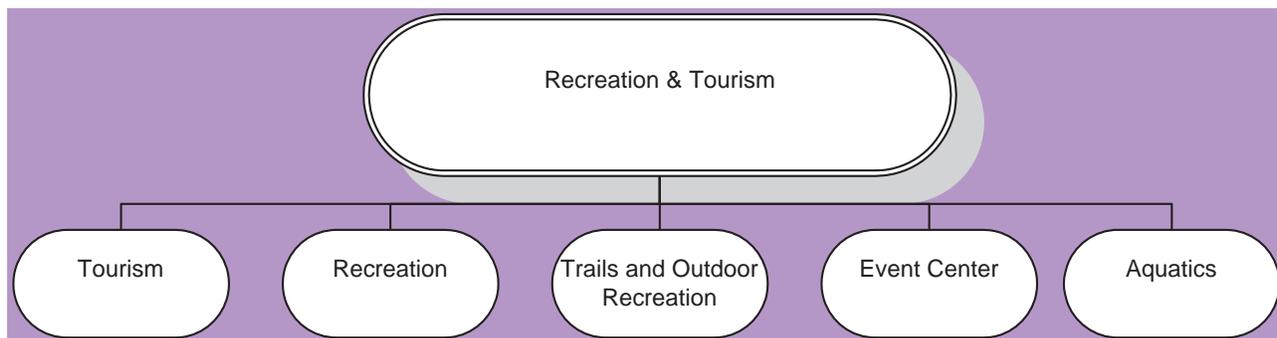
Cameron Davis
Recreation & Tourism Director
cdavis@paysonaz.gov





2015 ANNUAL BUDGET

Recreation & Tourism is comprised of Tourism, Recreation, Trails & Outdoor Recreation, Event Center, and Aquatics. The facilities that fall under this department are Taylor Pool, Rumsey Park, Green Valley Park, the Multi-Event Center, and Payson Area Trails (PATs).



DEPARTMENT EXPENDITURE SUMMARY

Operating Division	2012/13 Actual	2013/14 Actual	2014/15 Budget	2015/16 Proposed
Tourism	194,902	175,547	224,500	218,000
Trails	3,100	2,799	10,000	13,600
Recreation	250,941	252,894	273,600	315,100
Event Center	132,581	117,659	204,400	223,200
Aquatics	46,562	45,858	50,400	123,600
Total Department	628,086	594,757	762,900	893,500

POSITION SUMMARY

	2014/15	2015/16
Recreation & Tourism Director	1.0	1.0
Recreation Supervisor	0.0	1.0
Recreation Coordinator	2.0	1.0
Secretary	1.0	1.0
Event Center Coordinator	1.0	1.0
Total Positions	5.0	5.0

RECREATION & TOURISM



2015 ANNUAL BUDGET

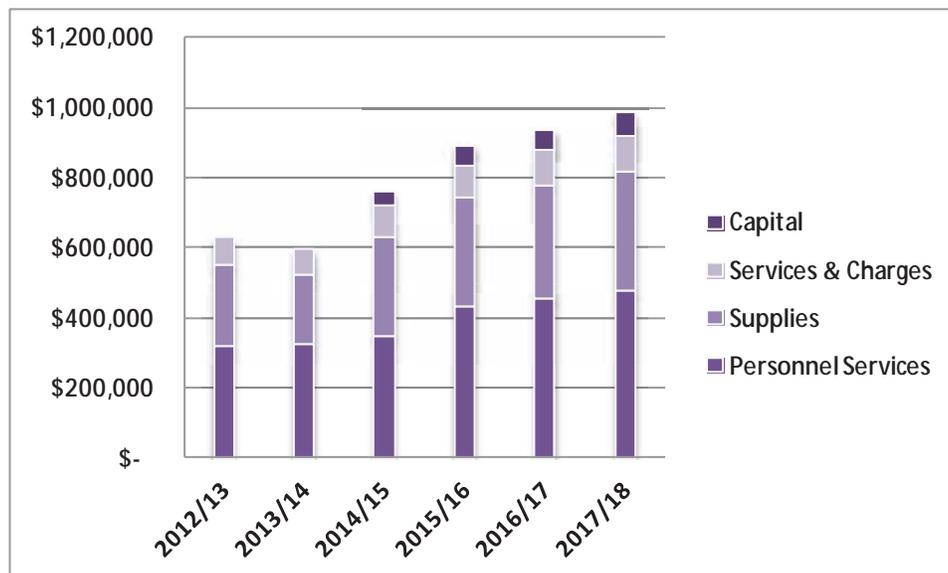
RECREATION & TOURISM DEPARTMENT BUDGET CHANGES—3 YEARS

Description	2013/14 Actual	2014/15 Budget	% Change	2015/16 Proposed	% Change
Salaries & Wages	258,536	278,000	7.5%	345,800	24.4%
Personnel Benefits	63,781	71,500	12.1%	87,900	22.9%
Supplies	201,106	280,700	39.6%	309,400	10.2%
Other Services & Charges	71,334	90,800	27.3%	92,400	1.8%
Capital		41,900	100.0%	58,000	38.4%
Total Rec & Tourism	594,757	762,900	28.3%	893,500	17.1%

Note: Explanations of significant budget changes are addressed within the individual divisions' sections that follow

RECREATION & TOURISM DEPARTMENT BUDGET ANALYSIS HISTORIC AND FORECAST

Classification	2012/13 Actual	2013/14 Actual	2014/15 Budget	2015/16 Proposed	2016/17 Estimate	2017/18 Estimate
Personnel Services	\$ 316,528	\$ 322,317	\$ 349,500	\$ 433,700	\$ 455,385	\$ 478,154
Supplies	233,949	201,106	280,700	309,400	324,870	341,114
Services & Charges	77,609	71,334	90,800	92,400	97,020	101,871
Capital	-	-	41,900	58,000	60,900	63,945
Total Rec & Tourism	\$ 628,086	\$ 594,757	\$ 762,900	\$ 893,500	\$ 938,175	\$ 985,084



RECREATION & TOURISM

TOURISM DIVISION

2014/2015 ACCOMPLISHMENTS

- ✓ Hosted Channel 10 Arizona Morning Zip Trip. Had over 400 people come out and support that morning show. Payson was featured for 4 hours during this live show.
- ✓ For the 2nd time, Payson participated in the Fiesta Bowl Parade. For the 2nd time in three years, the Town received the Grand Prize for Best Float in the parade and generated an estimated \$500K in free promotions and advertising for the Town.
- ✓ Held the 3rd Annual Mogollon Monster Mudder—almost doubled last year’s participants from 611 to 1027 this year making it the largest race in Payson’s history.
- ✓ Hosted the 3rd Annual ASA End of Summer Madness Softball Tournament that brought 33 teams to Town for 3 days. Total attendance is estimated to be around 2,000 people generating close to \$500K in gross income to the Town as a whole.
- ✓ Participated in or was directly responsible for over 100 special events or activities
- ✓ Town’s Tourism Website set traffic records this year with over 1.5 million visitors and over 5.5 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
- ✓ The Town added a new event called the ASU Football Pep Rally held at Green Valley Park. ASU alumni and fans were invited to participate in this family friendly event.
- ✓ Grew Payson’s brand name in the Valley by utilizing press releases, media connections, TV, radio, and other avenues to accumulate over 2,600 advertisements and mentions throughout the year

CONTACT INFORMATION

Cameron Davis
Recreation & Tourism Director
(928) 472-5110
cdavis@paysonaz.gov

PHYSICAL LOCATION

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

TOURISM DIVISION

2014/2015 ACCOMPLISHMENTS

- ✓ Concert Series continues to grow with new bands and a variety of genres. Crowds are consistent in the 500–1,200 range with the largest crowd known to current coordinator estimated at 2,500 spectators on 6/20/15
- ✓ Tourism website 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 30%. The e-mail campaigns continue to perform well—when we send out an e-mail blast, over 49% 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 3,500 members
- ✓ Attracted record number of people 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
- ✓ 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 3,500 and the largest number of floats and participants ever for this event
- ✓ Worked with Payson Arizona Little League to attract two post season tournaments that brought an estimated 400 people to Town for two weekends

CONTACT INFORMATION

Cameron Davis
Recreation & Tourism Director
(928) 472-5110
cdavis@paysonaz.gov

PHYSICAL LOCATION

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

2015/2016 GOALS



KRA 1: ECONOMIC DEVELOPMENT, TOURISM & ECONOMIC VITALITY

- ⇒ Build the Mountain High Games into a premier event state-wide
- ⇒ Continue to add events to the Mountain High Games
- ⇒ Hold first ever night run—Glow in the Bowl Family Fun Run
- ⇒ Expand on Sprint Triathlon by making it a two day event and adding a kids' Sprint Triathlon
- ⇒ Attract a large scale mountain bike competition to Payson
- ⇒ Continue to feature the Fourth of July as the Town's premier event



KRA 5: NEIGHBORHOODS & LIVABILITY

- ⇒ Bring new entertainment to the Summer Concert Series
- ⇒ Work with all Recreation and Tourism Divisions to promote and drive participation to our programs



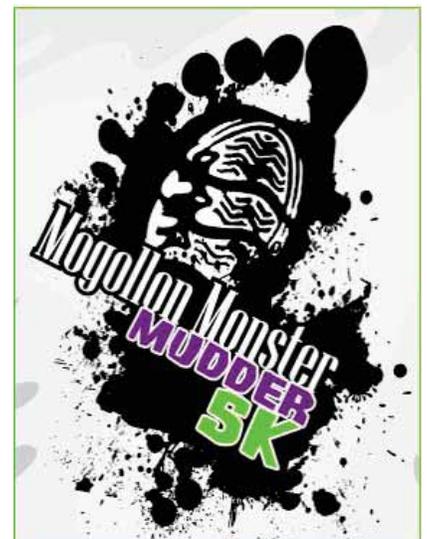
KRA 7: THE PAYSON TEAM

- ⇒ Continue to build relationships with the Payson Pro Rodeo Committee and promote the World's Oldest Continuous Rodeo
- ⇒ Continue to grow relationships with local and regional businesses that support our events
- ⇒ Work with State organizations to create more focus on Payson, its events and attractions



KRA 10: TECHNOLOGY

- ⇒ Continue to develop and build our social media presence



TOURISM DIVISION BUDGET CHANGES—3 YEARS

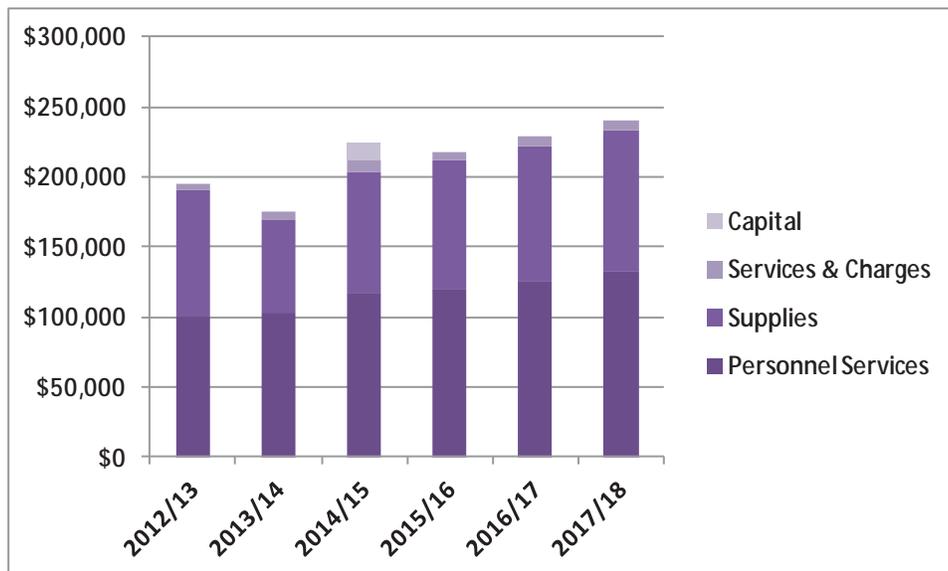
Description	2013/14 Actual	2014/15 Budget	% Change	2015/16 Proposed	% Change
Salaries & Wages	80,190	91,100	13.6%	94,200	3.4%
Personnel Benefits	22,032	25,400	15.3%	26,000	2.4%
Supplies	66,569	86,500	29.9%	91,500	5.8%
Other Services & Charges	6,756	8,500	25.8%	6,300	-25.9%
Capital	-	13,000	100.0%	-	-100.0%
Total Tourism	175,547	224,500	27.9%	218,000	-2.9%

Significant Budget Changes:

- FY14/15 Salaries & Benefits—increases due to a PTO buy back program
- FY14/15 & FY15/16 Supplies—additional funding for promotional events
- FY14/15 Other Services—increased budget for website maintenance
- FY14/15 Capital—purchased a quad
- FY14/15 Other Services—grant expense for Fiddler’s contest moved to Event Center

TOURISM DIVISION BUDGET ANALYSIS HISTORIC AND FORECAST

Classification	2012/13 Actual	2013/14 Actual	2014/15 Budget	2015/16 Proposed	2016/17 Estimate	2017/18 Estimate
Personnel Services	\$ 100,429	\$ 102,222	\$ 116,500	\$ 120,200	\$ 126,210	\$ 132,521
Supplies	90,186	66,569	86,500	91,500	\$ 96,075	\$ 100,879
Services & Charges	4,287	6,756	8,500	6,300	\$ 6,615	\$ 6,946
Capital	-	-	13,000	-	\$ -	\$ -
Total Tourism	\$ 194,902	\$ 175,547	\$ 224,500	\$ 218,000	\$ 228,900	\$ 240,345





TOURISM

	2012/13 ACTUAL	2013/14 ACTUAL	2014/15 BUDGET	2015/16 PROPOSED
SALARIES & WAGES				
101-5-1410-00-5001 Full Time Employees	78,625	80,190	88,100	91,200
214-5-1410-00-5003 Temporary Employees	288	-	3,000	3,000
Total Salaries & Wages	78,913	80,190	91,100	94,200
PERSONNEL BENEFITS				
101-5-1410-00-5501 FICA	5,685	5,800	6,700	7,000
214-5-1410-00-5501 FICA	22	-	400	400
101-5-1410-00-5504 Retirement	8,578	9,065	10,100	10,300
101-5-1410-00-5700 Health/Life Insurance	6,774	6,616	7,500	7,800
101-5-1410-00-5701 Disability Insurance	189	190	200	100
101-5-1410-00-5800 Workers Comp Insurance	268	361	500	400
Total Personnel Benefits	21,516	22,032	25,400	26,000
SUPPLIES				
101-5-1410-00-6011 Small Tools & Minor Equipment	1,408	93	1,500	1,500
214-5-1410-00-6011 Small Tools & Minor Equipment	12,924	-	-	-
214-5-1410-00-6602 Promotional Events	75,854	66,476	85,000	90,000
Total Supplies	90,186	66,569	86,500	91,500
OTHER SERVICES & CHARGES				
101-5-1410-00-7306 Telephone	677	676	800	800
101-5-1410-00-7307 Postage	110	-	200	-
101-5-1410-00-7900 Other Professional Services	1,000	-	1,500	1,500
101-5-1410-00-7907 Advertising	-	4,080	4,000	4,000
210-5-1410-00-7912 Grant Expense	2,500	2,000	2,000	-
Total Other Svcs & Charges	4,287	6,756	8,500	6,300
CAPITAL				
214-5-1410-00-8521 Machinery & Equip	-	-	13,000	-
	-	-	13,000	-
TOTAL TOURISM	194,902	175,547	224,500	218,000

RECREATION DIVISION

2014/2015 ACCOMPLISHMENTS

- ✓ Presented opportunities with Amateur Softball Association to bring an additional Fast-Pitch Spring Tournament—Qualifying Tournament in 2016
- ✓ Coordinated inaugural Co-Ed Sand Volleyball League
- ✓ Coordinate inaugural Co-Ed Sand Volleyball Tournament
- ✓ Increased and retained qualified staff
- ✓ Recruited all AIA Certified Officials for the Adult Men's Basketball League
- ✓ Increased overall league participation for Youth Flag Football, T-Ball, Men's Summer Softball League, Spring Co-Ed Softball, Fall Co-Ed & Fall Men's Softball League, and Youth Soccer Leagues
- ✓ Provided 9 week Youth Summer Day Camps & Sport Camp Programs beginning May 26–July 23
- ✓ Increased overall sport camp participation for the Jr. Longhorn Wrestling Camp and the Longhorn Academy of Fundamentals
- ✓ Increased the participation of the ASA End of Summer Madness Tournament from 14 teams to 33 teams—largest turnout for the tournament
- ✓ Increased Senior Softball Classic tournament participation from 4 teams to 7 teams
- ✓ Developed good communication and positive working relations with PUSD staff (athletic director & custodian staff at each school)
- ✓ Developed a cost analysis for each program
- ✓ Utilized Sportsman and current programs for advertising mediums
- ✓ Utilized Sportsman for league scheduling
- ✓ Developed positive working relationship with Payson Roundup Sports Editor for the publishing of sports information, league standings and championship team photos
- ✓ Expanded Soccer in the Pines tournament into a two weekend tournament
- ✓ Developed post season tournaments for youth leagues

CONTACT INFORMATION

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kbachtell@
paysonaz.gov

Courtney Spawn
Rec Coordinator
(928) 472-5113
cspawn@
paysonaz.gov

PHYSICAL LOCATIONS

Rumsey Park
504 N McLane Rd.
Payson, AZ 85541

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

2015/2016 GOALS



KRA 1: ECONOMIC DEVELOPMENT, TOURISM & ECONOMIC VITALITY
⇒ Attract additional sport tournaments—fast-pitch softball & slow-pitch softball

KRA 5: NEIGHBORHOODS & LIVABILITY

- ⇒ Continue to grow and maintain participation numbers for youth and adult sports
- ⇒ Introduce Pickleball League or tournament to utilize newly installed courts
- ⇒ Grow and innovate youth summer camp itineraries



KRA 7: THE PAYSON TEAM

- ⇒ Begin National Recreation & Park Association certification for a Certified Parks & Recreation Professional
- ⇒ Begin certification process for Certified Youth Sport Administrator through National Alliance
- ⇒ Expand personnel pool and continually update training to reach / maintain high standard of qualified staffing for each program
- ⇒ Incorporate pre-league skills training for participants and coaches
- ⇒ Continue partnered camp with Payson Unified School District coaches and sports teams



KRA 10: TECHNOLOGY

- ⇒ Develop innovative methods for parents of youth sports to find out child's team pre-practices



RECREATION ADMIN DIVISION BUDGET CHANGES—3 YEARS

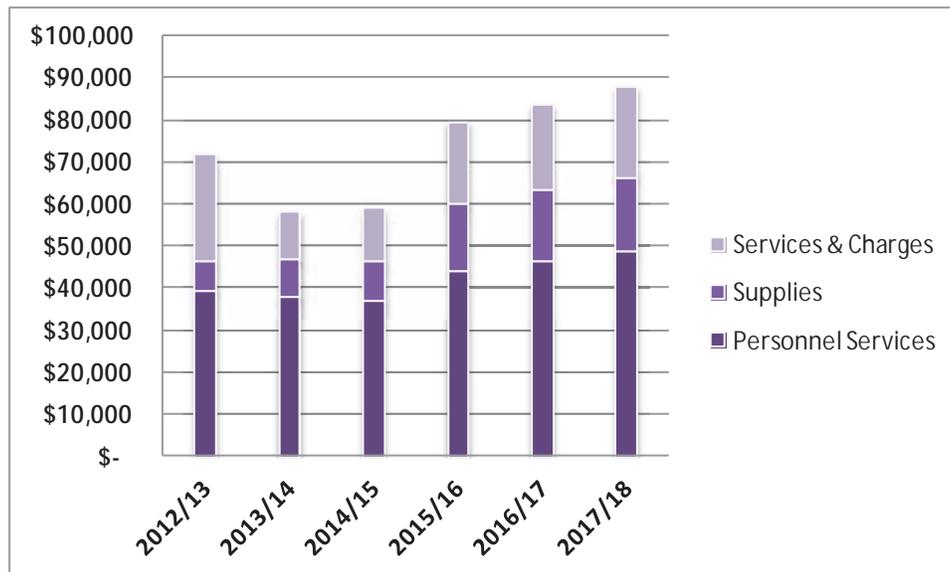
Description	2013/14 Actual	2014/15 Budget	% Change	2015/16 Proposed	% Change
Salaries & Wages	32,119	30,700	-4.4%	34,000	10.7%
Personnel Benefits	5,908	6,300	6.6%	10,200	61.9%
Supplies	8,666	9,300	7.3%	16,100	73.1%
Other Services & Charges	11,603	12,700	9.5%	19,400	52.8%
Total Administration	58,296	59,000	1.2%	79,700	35.1%

Significant Budget Changes:

- FY15/16 Personnel Benefits—changes in staffing caused increase in health insurance
- FY15/16 Supplies—additional funds were included in R&M Building for anticipated repairs
- FY15/16 Other Services—increases included a new copier lease and additional funds for printing & binding

RECREATION ADMIN DIVISION BUDGET ANALYSIS HISTORIC AND FORECAST

Classification	2012/13 Actual	2013/14 Actual	2014/15 Budget	2015/16 Proposed	2016/17 Estimate	2017/18 Estimate
Personnel Services	\$ 39,359	\$ 38,027	\$ 37,000	\$ 44,200	\$ 46,410	\$ 48,731
Supplies	6,861	8,666	9,300	16,100	16,905	17,750
Services & Charges	25,615	11,603	12,700	19,400	20,370	21,389
Total Administration	\$ 71,835	\$ 58,296	\$ 59,000	\$ 79,700	\$ 83,685	\$ 87,869



RECREATION A DIVISION BUDGET CHANGES—3 YEARS

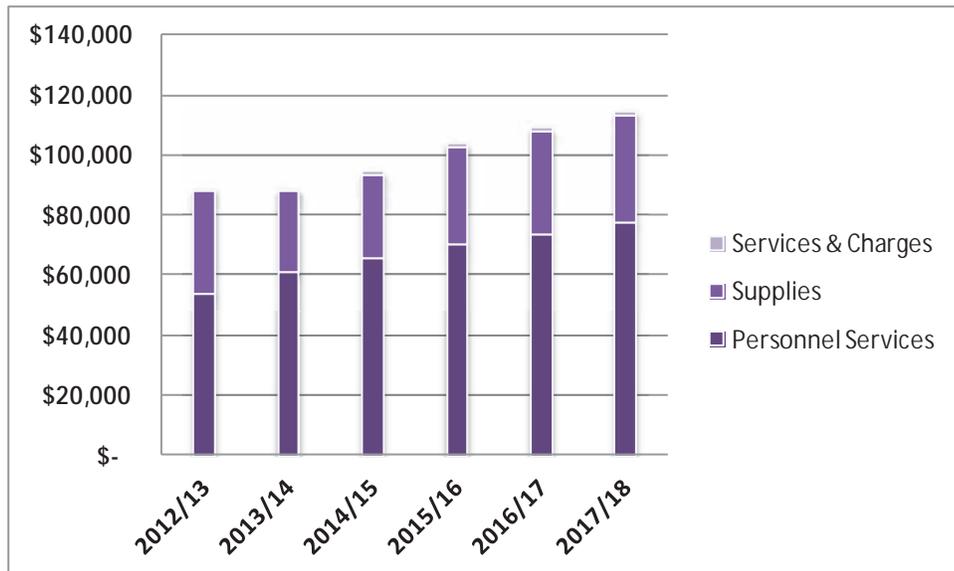
Description	2013/14 Actual	2014/15 Budget	% Change	2015/16 Proposed	% Change
Salaries & Wages	46,870	50,900	8.6%	52,700	3.5%
Personnel Benefits	14,022	14,600	4.1%	17,600	20.5%
Supplies	27,268	27,900	2.3%	32,600	16.8%
Other Services & Charges	726	1,100	51.5%	1,100	0.0%
Total Rec Div A	88,886	94,500	6.3%	104,000	10.1%

Significant Budget Changes:

- FY14/15 Other Services—budget for advertising increased
- FY15/16 Personnel Benefits—increased due to higher workers compensation rates for temporary employees
- FY15/16 Other Services—program supplies budget was increased due to the addition of new events

RECREATION A DIVISION BUDGET ANALYSIS HISTORIC AND FORECAST

Classification	2012/13 Actual	2013/14 Actual	2014/15 Budget	2015/16 Proposed	2016/17 Estimate	2017/18 Estimate
Personnel Services	\$ 53,911	\$ 60,892	\$ 65,500	\$ 70,300	\$ 73,815	\$ 77,506
Supplies	34,425	27,268	27,900	32,600	34,230	35,942
Services & Charges	453	726	1,100	1,100	1,155	1,213
Total Rec Div A	\$ 88,789	\$ 88,886	\$ 94,500	\$ 104,000	\$ 109,200	\$ 114,660



RECREATION B DIVISION BUDGET CHANGES—3 YEARS

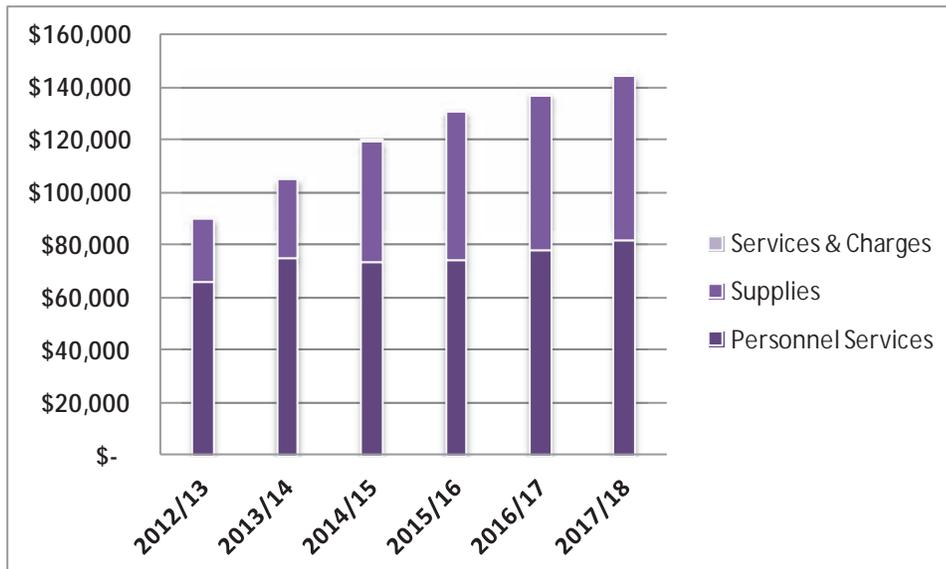
Description	2013/14 Actual	2014/15 Budget	% Change	2015/16 Proposed	% Change
Salaries & Wages	64,429	59,200	-8.1%	60,700	2.5%
Personnel Benefits	10,928	14,400	31.8%	13,800	-4.2%
Supplies	29,768	45,900	54.2%	56,300	22.7%
Other Services & Charges	587	600	2.2%	600	0.0%
Total Rec Div B	105,712	120,100	13.6%	131,400	9.4%

Significant Budget Changes:

- FY14/15 change in staffing caused reduction in Salaries but increase in Benefits due to anticipated change in health insurance plan selection
- FY14/15 & FY15/16 Supplies—program supplies budget was increased due to the addition of new programs and anticipated increases in program participation

RECREATION B DIVISION BUDGET ANALYSIS HISTORIC AND FORECAST

Classification	2012/13 Actual	2013/14 Actual	2014/15 Budget	2015/16 Proposed	2016/17 Estimate	2017/18 Estimate
Personnel Services	\$ 66,169	\$ 75,357	\$ 73,600	\$ 74,500	\$ 78,225	\$ 82,136
Supplies	23,600	29,768	45,900	56,300	59,115	62,071
Services & Charges	548	587	600	600	630	662
Total Rec Div B	\$ 90,317	\$ 105,712	\$ 120,100	\$ 131,400	\$ 137,970	\$ 144,869





ADMINISTRATION

	2012/13 ACTUAL	2013/14 ACTUAL	2014/15 BUDGET	2015/16 PROPOSED
SALARIES & WAGES				
101-5-4460-00-5001 Full Time Employees	30,182	32,119	30,700	34,000
Total Salaries & Wages	30,182	32,119	30,700	34,000
PERSONNEL BENEFITS				
101-5-4460-00-5501 FICA	2,123	2,457	2,200	2,600
101-5-4460-00-5504 Retirement	3,131	3,253	3,700	3,900
101-5-4460-00-5700 Health/Life Insurance	3,751	-	100	3,400
101-5-4460-00-5701 Disability Insurance	72	68	100	100
101-5-4460-00-5800 Workers Comp Insurance	100	130	200	200
Total Personnel Benefits	9,177	5,908	6,300	10,200
SUPPLIES				
101-5-4460-00-6001 Office Supplies	1,088	4,600	4,000	4,500
101-5-4460-00-6003 Cleaning Supplies	201	234	200	200
101-5-4460-00-6006 Clothing/Uniform Reimburse	350	104	300	300
101-5-4460-00-6011 Small Tools/Minor Equipment	317	392	500	800
101-5-4460-00-6201 R&M Supplies - Bldg	179	124	200	6,000
101-5-4460-00-6300 Gasoline/Fuels/Lubricants	2,642	1,156	2,500	2,500
101-5-4460-00-6302 R&M Supplies - Vehicle	2,039	1,285	1,000	1,000
101-5-446x-00-6700 Memberships/Dues/Subscriptior	45	771	600	600
101-5-446x-00-6905 Bad Debt Expense	-	-	-	200
Total Supplies	6,861	8,666	9,300	16,100
OTHER SERVICES & CHARGES				
101-5-446x-00-7306 Telephone	5,993	4,998	5,500	5,400
101-5-446x-00-7307 Postage	29	-	200	-
101-5-446x-00-7401 R&M Building	11,794	198	-	4,000
101-5-446x-00-7502 Lease-Equipment	2,035	2,991	3,000	5,000
101-5-4460-00-7910 Printing & Binding	5,764	3,416	4,000	5,000
Total Other Svcs & Charges	25,615	11,603	12,700	19,400
TOTAL ADMINISTRATION	71,835	58,296	59,000	79,700



RECREATION-DIVISION A

	2012/13 ACTUAL	2013/14 ACTUAL	2014/15 BUDGET	2015/16 PROPOSED
SALARIES & WAGES				
101-5-4466-00-5001 Full Time Employees	37,896	39,069	41,700	42,500
101-5-4466-00-5002 Part Time Employees	34		-	
101-5-4466-00-5003 Temporary Employees	3,125	7,801	9,200	10,200
Total Salaries & Wages	41,055	46,870	50,900	52,700
PERSONNEL BENEFITS				
101-5-4466-00-5501 FICA	2,814	3,214	2,800	4,000
101-5-4466-00-5504 Retirement	3,203	4,046	4,200	4,800
101-5-4466-00-5700 Health/Life Insurance	6,548	6,166	7,300	7,700
101-5-4466-00-5701 Disability Insurance	70	85	100	100
101-5-4466-00-5800 Workers Comp Insurance	221	511	200	1,000
Total Personnel Benefits	12,856	14,022	14,600	17,600
SUPPLIES				
101-5-4466-00-6003 Cleaning Supplies	-	50	-	-
101-5-4466-00-6005 Safety/Program Supplies	3	-	-	-
101-5-4466-00-6006 Clothing/Uniform	120	-	100	100
101-5-4466-00-6009 Program Supplies	34,302	27,218	27,800	32,500
Total Supplies	34,425	27,268	27,900	32,600
OTHER SERVICES & CHARGES				
101-5-4466-00-7306 Telephone	453	527	600	600
101-5-446x-00-7907 Advertising	-	199	500	500
Total Other Svcs & Charges	453	726	1,100	1,100
TOTAL RECREATION	88,789	88,886	94,500	104,000

**RECREATION-DIVISION B**

	2012/13 ACTUAL	2013/14 ACTUAL	2014/15 BUDGET	2015/16 PROPOSED
SALARIES & WAGES				
101-5-4467-00-5001 Full Time Employees	35,044	41,919	35,700	35,700
101-5-4467-00-5003 Temporary Employees	21,682	22,510	23,500	25,000
Total Salaries & Wages	56,726	64,429	59,200	60,700
PERSONNEL BENEFITS				
101-5-4467-00-5501 FICA	4,337	4,900	2,700	4,600
101-5-4467-00-5504 Retirement	3,819	3,910	4,100	4,100
101-5-4467-00-5700 Health/Life Insurance	167	567	7,300	3,100
101-5-4467-00-5701 Disability Insurance	84	80	100	100
101-5-4467-00-5800 Workers Comp Insurance	1,036	1,471	200	1,900
Total Personnel Benefits	9,443	10,928	14,400	13,800
SUPPLIES				
101-5-4467-00-6003 Cleaning Supplies	7	19	100	100
101-5-4467-00-6005 Safety/Program Supplies	7	128	200	200
101-5-4467-00-6006 Clothing/Uniform	187	18	100	100
101-5-4467-00-6009 Program Supplies	23,399	29,603	45,500	55,900
Total Supplies	23,600	29,768	45,900	56,300
OTHER SERVICES & CHARGES				
101-5-4467-00-7306 Telephone	548	587	600	600
Total Other Svcs & Charges	548	587	600	600
TOTAL RECREATION	90,317	105,712	120,100	131,400

TRAILS DIVISION

2014/2015 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
- ✓ Utilized volunteers to continue to provide monthly PATS hikes to the public
- ✓ Promoted 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

2015/2016 GOALS



KRA 1: ECONOMIC DEVELOPMENT, TOURISM & ECONOMIC VITALITY

- ⇒ Increase awareness and participation of PATS use and outdoor recreational activities to Arizona residents & organizations in the Metro Phoenix area



KRA 3: INFRASTRUCTURE

- ⇒ 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 5: NEIGHBORHOODS & LIVABILITY

- ⇒ Find creative, new activities and programs that will allow the public to utilize the PATS trails more frequently
- ⇒ Continue to offer most popular outdoor recreation programming per cost recovery guidelines and public requests



KRA 7: THE PAYSON TEAM

- ⇒ Continue to work with USFS and PATS volunteers to maintain routes
- ⇒ Partner with other government agencies & contractors, when possible, to maximize service and minimize costs of programs
- ⇒ Work with the Arizona OHV program to set guidelines for trail use as it relates to OHV and UTVs

CONTACT INFORMATION

Cameron Davis
Recreation & Tourism Director
(928) 472-5110
cdavis@paysonaz.gov

PHYSICAL LOCATION

Various trails throughout Payson and the surrounding area

TRAILS DIVISION BUDGET CHANGES—3 YEARS

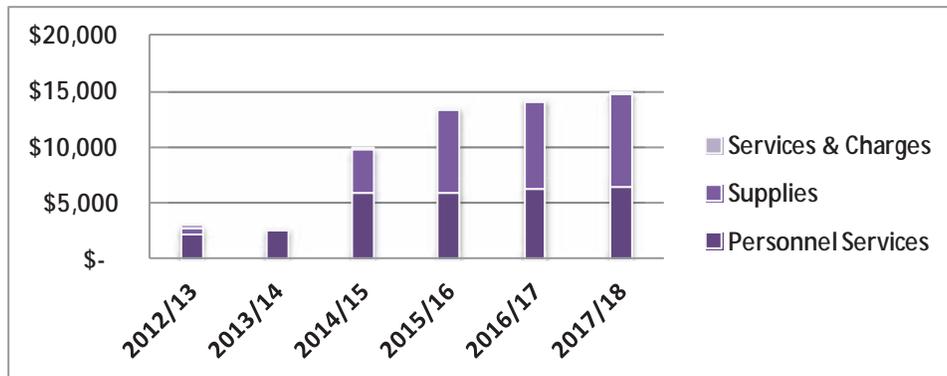
Description	2013/14 Actual	2014/15 Budget	% Change	2015/16 Proposed	% Change
Salaries & Wages	2,153	5,400	150.8%	5,400	0.0%
Personnel Benefits	321	500	55.8%	500	0.0%
Supplies	325	3,900	1100.0%	7,500	92.3%
Other Services & Charges	-	200	100.0%	200	0.0%
Total Trails & Open Space	2,799	10,000	257.3%	13,600	36.0%

Significant Budget Changes:

- For FY13/14— staff wasn't available to coordinate volunteer programs for trail construction and maintenance
- FY15/16 Supplies—additional materials were needed to revitalize trails maintenance program

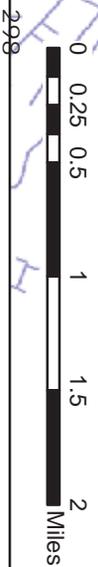
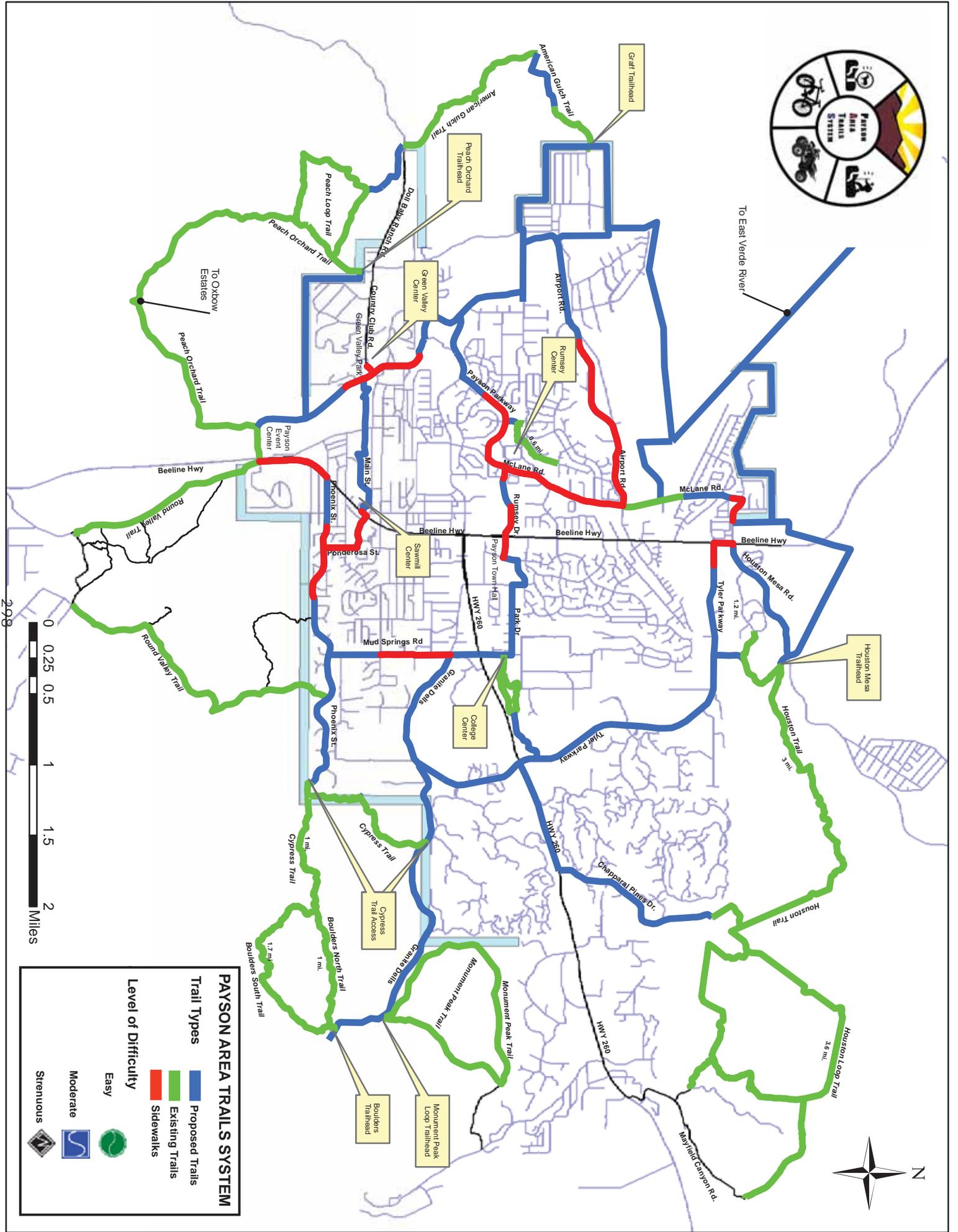
TRAILS DIVISION BUDGET ANALYSIS HISTORIC AND FORECAST

Classification	2012/13 Actual	2013/14 Actual	2014/15 Budget	2015/16 Proposed	2016/17 Estimate	2017/18 Estimate
Personnel Services	\$ 2,256	\$ 2,474	\$ 5,900	\$ 5,900	\$ 6,195	\$ 6,505
Supplies	520	325	3,900	7,500	7,875	8,269
Services & Charges	324	-	200	200	210	221
Total Trails	\$ 3,100	\$ 2,799	\$ 10,000	\$ 13,600	\$ 14,280	\$ 14,994



**TRAILS & OPEN SPACE**

	2012/13 ACTUAL	2013/14 ACTUAL	2014/15 BUDGET	2015/16 PROPOSED
SALARIES & WAGES				
101-5-4464-00-5002 Part Time Employees	23	-	-	-
101-5-4464-00-5003 Temporary	1,970	2,153	3,000	3,000
101-5-4464-00-5009 Contract/Instructor Pay	50	-	2,400	2,400
Total Salaries & Wages	<u>2,043</u>	<u>2,153</u>	<u>5,400</u>	<u>5,400</u>
PERSONNEL BENEFITS				
101-5-4464-00-5501 FICA	152	165	300	300
101-5-4464-00-5800 Workers Comp Insurance	61	156	200	200
Total Personnel Benefits	<u>213</u>	<u>321</u>	<u>500</u>	<u>500</u>
SUPPLIES				
101-5-4464-00-6009 Program Supplies	520	325	3,800	7,000
101-5-4464-00-6011 Small Tools/Minor Equipment	-	-	100	500
Total Supplies	<u>520</u>	<u>325</u>	<u>3,900</u>	<u>7,500</u>
OTHER SERVICES & CHARGES				
101-5-4464-00-7306 Telephone	324	-	-	-
101-5-4464-00-7910 Printing & Binding	-	-	200	200
Total Other Svcs & Charges	<u>324</u>	<u>-</u>	<u>200</u>	<u>200</u>
TOTAL TRAILS & OPEN SPACE	<u><u>3,100</u></u>	<u><u>2,799</u></u>	<u><u>10,000</u></u>	<u><u>13,600</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 circle icon)
- Strenuous (Black diamond icon)



EVENT CENTER DIVISION

2014/2015 ACCOMPLISHMENTS

- ✓ Booked Event Center with paying customers for May—October
- ✓ Hosted the AZ State High School Rodeo Finals for the 7th consecutive year
- ✓ Booked QCJRA Season Opener in October 2015 and Finals in May 2016
- ✓ Secured several pre-bookings for events to be held in Fiscal Year 2015/16
- ✓ Initiated Town sponsored gymkhana program once per month from July—December
- ✓ Completed many improvements / upgrades at the Event Center to enhance safety and increase functionality of the facility. Structures were painted. Water spigots were installed by stalls to make water more accessible to customers. Rock retaining wall was built to create more flat ground for additional stalls and parking. Stalls were staked down to prohibit major shifting or theft. Stairs on the announcer's booth were replaced for safety. Event Center offices were remodeled. A large Payson Event Center Office sign was added to the main rodeo office.
- ✓ Booked QCJRA Season Opener in October 2015 and Finals in May 2016
- ✓ Secured several pre-bookings for events to be held in Fiscal Year 2015/16

CONTACT INFORMATION

Kaprice Bachtell
Recreation Supervisor
(928) 472-5114
kbachtell@paysonaz.gov

PHYSICAL LOCATION

Payson Event Center
1400 S. Beeline Hwy.
Payson, AZ 85541

2015/2016 GOALS



KRA 1: ECONOMIC DEVELOPMENT, TOURISM & ECONOMIC VITALITY

- ⇒ Host the AZ State High School Rodeo Finals for the 8th consecutive year
- ⇒ Bring back the Southwest Indian Rodeo Association Finals and possibly one of their tour rodeos
- ⇒ Host the Arizona State High School and Arizona Junior High Rodeo Season Opener
- ⇒ Host the AJHSRA Finals in June 2016
- ⇒ Host NBHA Finals
- ⇒ Book every available weekend with paying customers from May 1st thru October 15th
- ⇒ Host QCJRA Season Opener in October 2015 and Finals in May 2016
- ⇒ New footing for main arena to attract a variety of equestrian disciplines
- ⇒ Purchase a new tractor and harrow to produce reliable and consistent footing for equine events
- ⇒ Construct a large storage area behind the rodeo office
- ⇒ Enclose property on southwest portion of the Payson Event Center for safety, organization, improved traffic flow and increased parking of stock contractors and event organizers, and also to rid congestion during events
- ⇒ Cover stalls
- ⇒ Install permanent lights by stalls and warm-up arena



KRA 7: THE PAYSON TEAM

- ⇒ Continue to work towards a great relationship with the Payson Pro Rodeo Committee to improve the May and August rodeos
- ⇒ Host additional Town sponsored community equine involvement programs / series



EVENT CENTER DIVISION BUDGET CHANGES—3 YEARS

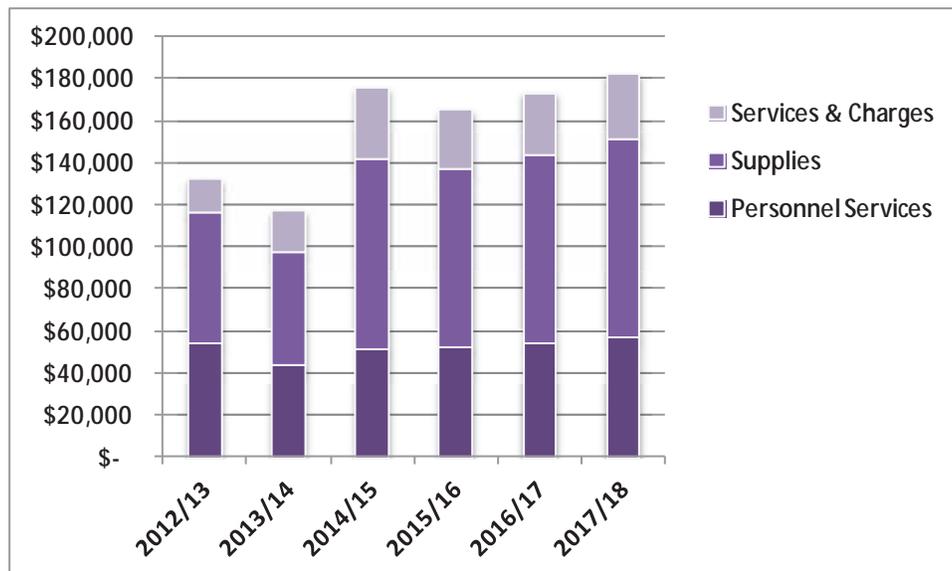
Description	2013/14 Actual	2014/15 Budget	% Change	2015/16 Proposed	% Change
Salaries & Wages	32,775	40,700	24.2%	40,800	0.2%
Personnel Benefits	10,570	10,300	-2.6%	11,100	7.8%
Supplies	54,269	90,700	67.1%	85,000	-6.3%
Other Services & Charges	20,045	33,800	68.6%	28,300	-16.3%
Capital	-	28,900	100.0%	58,000	100.7%
Total Event Center	117,659	204,400	73.7%	223,200	9.2%

Significant Budget Changes:

- Fluctuations in Personnel Benefits were caused by staffing changes—different employees picked different health insurance plans
- FY14/15 Supplies– budget for program supplies was increased for anticipated increases in event participation.
- FY14/15 Supplies & Other Services—increased budget for various facility repairs
- FY14/15 Capital— new office building at the Event Center
- FY15/16 Capital—new tractor

EVENT CENTER DIVISION BUDGET ANALYSIS HISTORIC AND FORECAST

Classification	2012/13 Actual	2013/14 Actual	2014/15 Budget	2015/16 Proposed	2016/17 Estimate	2017/18 Estimate
Personnel Services	\$ 54,403	\$ 43,345	\$ 51,000	\$ 51,900	\$ 54,495	\$ 57,220
Supplies	62,107	54,269	90,700	85,000	89,250	93,713
Services & Charges	16,071	20,045	33,800	28,300	29,715	31,201
Capital	-	-	28,900	58,000	60,900	63,945
Total Event Center	\$ 132,581	\$ 117,659	\$ 204,400	\$ 223,200	\$ 234,360	\$ 246,078





EVENT CENTER

	2012/13 ACTUAL	2013/14 ACTUAL	2014/15 BUDGET	2015/16 PROPOSED
SALARIES & WAGES				
265-5-4465-00-5001 Full Time Employees	36,096	30,218	35,700	35,800
265-5-4465-00-5002 Part Time Employees	48	-	-	-
265-5-4465-00-5003 Temporary	2,964	2,557	5,000	5,000
Total Salaries & Wages	<u>39,108</u>	<u>32,775</u>	<u>40,700</u>	<u>40,800</u>
PERSONNEL BENEFITS				
265-5-4465-00-5501 FICA	2,510	2,188	2,700	3,100
265-5-4465-00-5504 Retirement	3,821	3,416	4,100	4,100
265-5-4465-00-5700 Insurance Benefit	8,648	4,615	3,300	3,400
265-5-4465-00-5701 Disability Insurance	84	71	100	100
265-5-4465-00-5800 Workers Comp Insurance	233	280	100	400
Total Personnel Benefits	<u>15,296</u>	<u>10,570</u>	<u>10,300</u>	<u>11,100</u>
SUPPLIES				
265-5-4465-00-6009 Program Service Costs	48,952	49,823	75,000	75,000
265-5-4465-00-6011 Small Tools/Minor Equip	10,000	-	-	-
265-5-4465-00-6201 R&M Supplies Buidling	-	-	7,200	5,000
265-5-4465-00-6202 R&M Supplies Other	2,227	3,560	7,500	3,500
265-5-4465-00-6302 R&M Supplies Vehicle	-	-	-	500
265-5-4465-00-6900 Other Supplies	927	886	1,000	1,000
Total Supplies	<u>62,106</u>	<u>54,269</u>	<u>90,700</u>	<u>85,000</u>
OTHER SERVICES & CHARGES				
265-5-4465-00-7300 Electricity	8,393	10,983	12,000	12,000
265-5-4465-00-7302 Water	2,114	2,452	2,500	4,000
265-5-4465-00-7304 Sewer	-	180	200	200
265-5-4465-00-7305 Refuse Disposal	1,123	4,304	6,000	6,500
265-5-4465-00-7306 Telephone	541	531	600	600
265-5-4465-00-7401 R&M Building	-	1,595	7,500	-
265-5-4465-00-7405 R&M Vehicle	150	-	-	-
265-5-4465-00-7502 Lease-Equipment	3,750	-	5,000	5,000
Total Other Svcs & Charges	<u>16,071</u>	<u>20,045</u>	<u>33,800</u>	<u>28,300</u>
CAPITAL				
265-5-4465-00-8000 Building	-	-	28,900	-
265-5-4465-00-8004 Equipment	-	-	-	58,000
	<u>-</u>	<u>-</u>	<u>28,900</u>	<u>58,000</u>
TOTAL EVENT CENTER	<u><u>132,581</u></u>	<u><u>117,659</u></u>	<u><u>204,400</u></u>	<u><u>223,200</u></u>

AQUATICS DIVISION

2014/2015 ACCOMPLISHMENTS

- ✓ The Town resumed operations of the pool
- ✓ New staff has brought a new and refreshing attitude to the pool
- ✓ Provided Certified Red Cross swim lessons, water aerobics, swim team and open swim
- ✓ Programs are running smoother with positive feedback from the public regarding the changes that have been made

2015/2016 GOALS



KRA 5: NEIGHBORHOODS & LIVABILITY

- ⇒ Evaluate pool programs and adjust programming for the betterment of the community
- ⇒ Provide quality swimming lessons, swim team and a safe, open swim environment
- ⇒ Evaluate existing equipment and start plan for replacement

CONTACT INFORMATION

Cameron Davis
Recreation & Tourism Director
(928) 472/5110
cdavis@paysonaz.gov

PHYSICAL LOCATION

Taylor Pool
504 N. McLane Rd.
Payson, AZ 85541
(928) 474-2774

AQUATICS DIVISION BUDGET CHANGES—3 YEARS

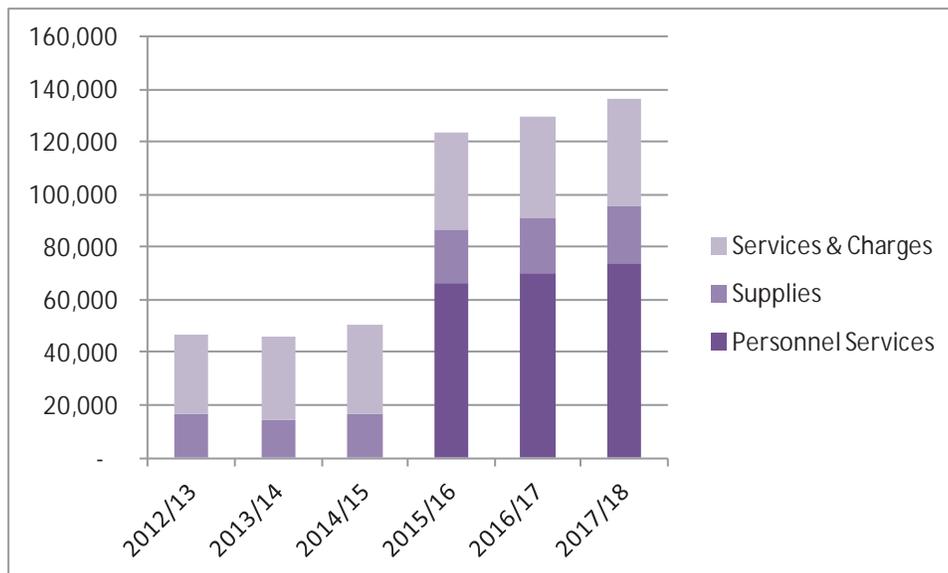
Description	2013/14 Actual	2014/15 Budget	% Change	2015/16 Proposed	% Change
Salaries & Wages	-	-	0.0%	58,000	100.0%
Personnel Benefits	-	-	0.0%	8,700	100.0%
Supplies	14,241	16,500	15.9%	20,400	23.6%
Other Services & Charges	31,617	33,900	7.2%	36,500	7.7%
Total Aquatics	45,858	50,400	9.9%	123,600	145.2%

Significant Budget Changes:

- FY15/16 Salaries / Benefits—pool operations changed from contracted to Town employees
- Supplies increased due to the rising cost of maintenance materials
- FY15/16 Other Services would have gone down since the contract for pool operations was terminated but, additional funds were budgeted for building maintenance

AQUATICS DIVISION BUDGET ANALYSIS HISTORIC AND FORECAST

Classification	2012/13 Actual	2013/14 Actual	2014/15 Budget	2015/16 Proposed	2016/17 Estimate	2017/18 Estimate
Personnel Services	-	-	-	66,700	70,035	73,537
Supplies	16,251	14,241	16,500	20,400	21,420	22,491
Services & Charges	30,311	31,617	33,900	36,500	38,325	40,241
Total Aquatics	\$ 46,562	\$ 45,858	\$ 50,400	\$ 123,600	\$ 129,780	\$ 136,269





AQUATICS

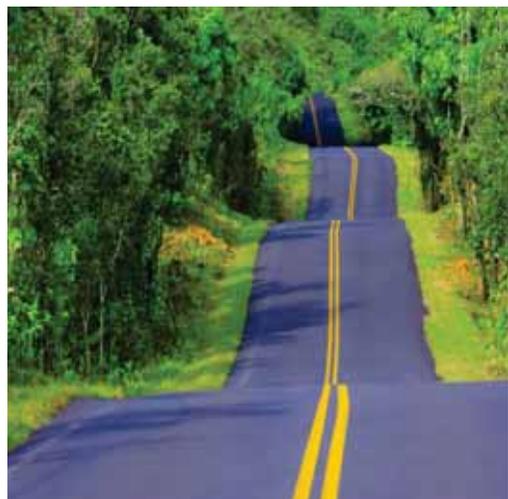
	2012/13 ACTUAL	2013/14 ACTUAL	2014/15 BUDGET	2015/16 PROPOSED
SALARIES & WAGES				
101-5-4469-00-5003 Salaries & Wages - Temporary	-	-	-	58,000
Total Salaries & Wages	-	-	-	58,000
PERSONNEL BENEFITS				
101-5-4469-00-5501 FICA	-	-	-	4,500
101-5-4469-00-5800 Workers Compensation	-	-	-	4,200
	-	-	-	8,700
SUPPLIES				
101-5-4469-00-6001 Office Supplies	-	-	-	100
101-5-4469-00-6003 Cleaning Supplies	-	-	-	400
101-5-4469-00-6005 Program Supplies	-	-	-	200
101-5-4469-00-6006 Uniforms/Clothing	-	-	-	1,500
101-5-4469-00-6008 Chemicals	13,155	10,498	13,000	13,000
101-5-4469-00-6009 Program Supplies	1,635	1,770	2,000	3,200
101-5-4469-00-6201 R&M Supplies Building	795	172	1,000	1,000
101-5-4469-00-6202 R&M Supplies Other	666	1,801	500	1,000
Total Supplies	16,251	14,241	16,500	20,400
OTHER SERVICES & CHARGES				
101-5-4469-00-7300 Electricity	11,973	7,633	12,000	12,000
101-5-4469-00-7301 Propane Gas	8,268	5,925	7,500	7,500
101-5-4469-00-7302 Water	2,675	2,126	2,800	2,800
101-5-4469-00-7304 Sewage	2,100	2,100	2,100	2,100
101-5-4469-00-7306 Telephone	610	519	600	600
101-5-4469-00-7401 R&M Building	-	-	-	10,000
101-5-4469-00-7601 Registration	-	-	-	1,500
101-5-4469-00-7900 Other Professional Services	-	9,049	4,500	-
101-5-4469-00-7903 General Insurance	4,685	4,265	4,400	-
Total Other Svcs & Charges	30,311	31,617	33,900	36,500
TOTAL AQUATICS	46,562	45,858	50,400	123,600

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
Public Works/Community Dev Building
303 N. Beeline Highway
Payson, AZ 85541
928-474-5242

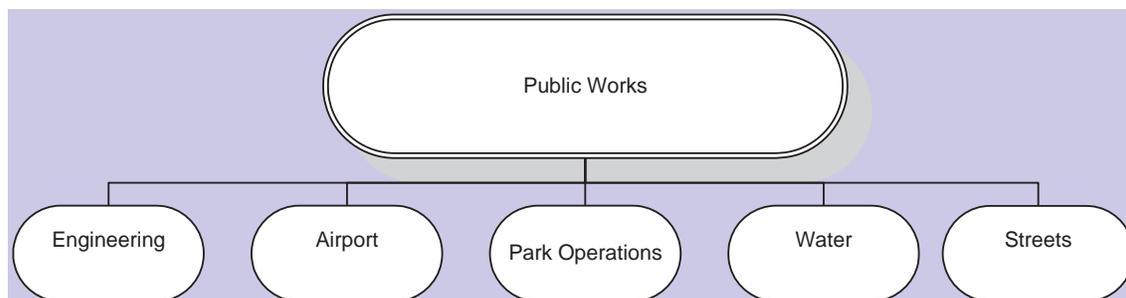
LaRon Garrett—Interim Town Manager
lgarrett@paysonaz.gov





2015 ANNUAL BUDGET

Public Works is comprised of: Airport, Engineering, Parks Operations, Streets (HURF) and Water. Water is a large division that is not included in the Public Works Department totals. Instead, it is addressed separately at the end of this section.



DEPARTMENT EXPENDITURE SUMMARY

Operating Division	2012/13 Actual	2013/14 Actual	2014/15 Budget	2015/16 Proposed
Town Engineer	-	3,618	4,600	4,800
Highway Users Fund (HURF)	1,458,858	1,593,412	2,299,100	2,550,900
Parks Operations	406,447	512,318	579,600	667,100
Airport	389,324	312,244	1,257,700	424,300
Total Department	2,254,629	2,421,592	4,141,000	3,647,100

POSITION SUMMARY

	2014/15	2015/16
Town Engineer	1.0	1.0
Engineering Technician	1.0	1.0
Secretary	1.0	1.0
Mechanic	1.0	2.0
Senior Mechanic	1.0	1.0
Crew Leader	2.0	2.0
Streets Operations Manager	1.0	1.0
Streets/Airport Maint. Worker	9.0	11.0
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
Total Positions	23.0	26.0

PUBLIC WORKS



2015 ANNUAL BUDGET

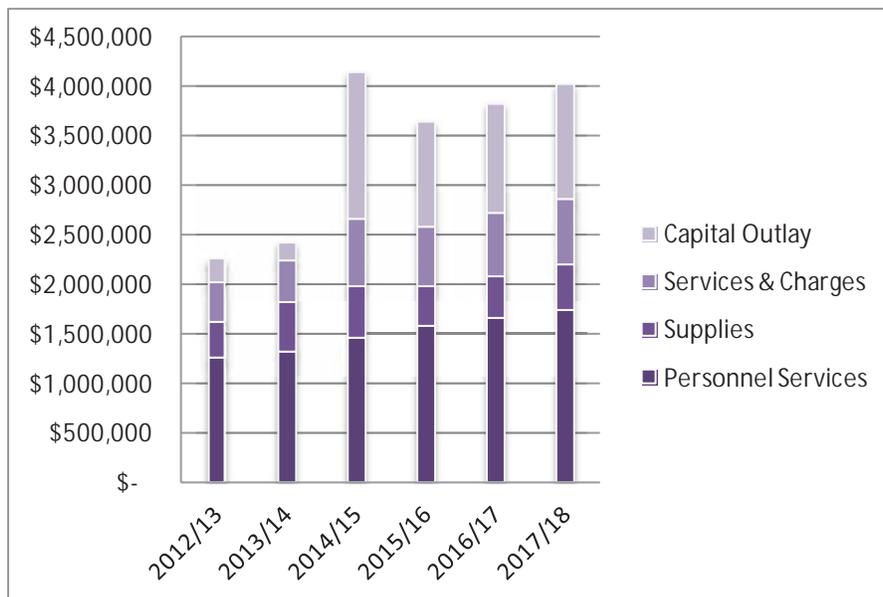
PUBLIC WORKS DEPARTMENT BUDGET CHANGES—3 YEARS

Description	2013/14 Actual	2014/15 Budget	% Change	2015/16 Proposed	% Change
Salaries & Wages	966,769	1,043,400	7.9%	1,128,100	8.1%
Personnel Benefits	353,165	423,200	19.8%	457,900	8.2%
Supplies	501,368	522,400	4.2%	404,500	-22.6%
Other Services & Charges	417,083	666,500	59.8%	599,100	-10.1%
Capital Outlay	183,207	1,485,500	710.8%	1,057,500	-28.8%
Total Public Works	2,421,592	4,141,000	71.0%	3,647,100	-11.9%

Note: Explanations of significant budget changes are addressed within the individual divisions' sections that follow

PUBLIC WORKS DEPARTMENT BUDGET ANALYSIS HISTORIC AND FORECAST

Classification	2012/13 Actual	2013/14 Actual	2014/15 Budget	2015/16 Proposed	2016/17 Estimate	2017/18 Estimate
Personnel Services	\$ 1,253,106	\$ 1,319,934	\$ 1,466,600	\$ 1,586,000	\$ 1,665,300	\$ 1,748,565
Supplies	376,613	501,368	522,400	404,500	424,725	445,961
Services & Charges	389,492	417,083	666,500	599,100	629,055	660,508
Capital Outlay	235,417	183,207	1,485,500	1,057,500	1,110,375	1,165,894
Total Public Works	\$ 2,254,628	\$ 2,421,592	\$4,141,000	\$ 3,647,100	\$ 3,829,455	\$ 4,020,928



PUBLIC WORKS

ENGINEERING DIVISION

The Engineering Division recommends policies and standards to design, construct and maintain streets, storm water 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.

2014/2015 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

2015/2016 GOALS



KRA 3: INFRASTRUCTURE

- ⇒ Oversee the Pavement Maintenance Program
- ⇒ Continue to provide plan review and construction observation for private developments and public projects
- ⇒ Continue to provide assistance on the C.C. Cragin Water Project
- ⇒ Re-implement the slurry seal program within budget constraints

Contact Information

LaRon Garrett-Asst. Town Manager
(928) 474-5242
lgarrett@paysonaz.gov

Physical Location

Payson Town Complex
Public Works/Community Dev Bldg
303 N. Beeline Highway
Payson, AZ 85541

ENGINEERING DIVISION BUDGET CHANGES—3 YEARS

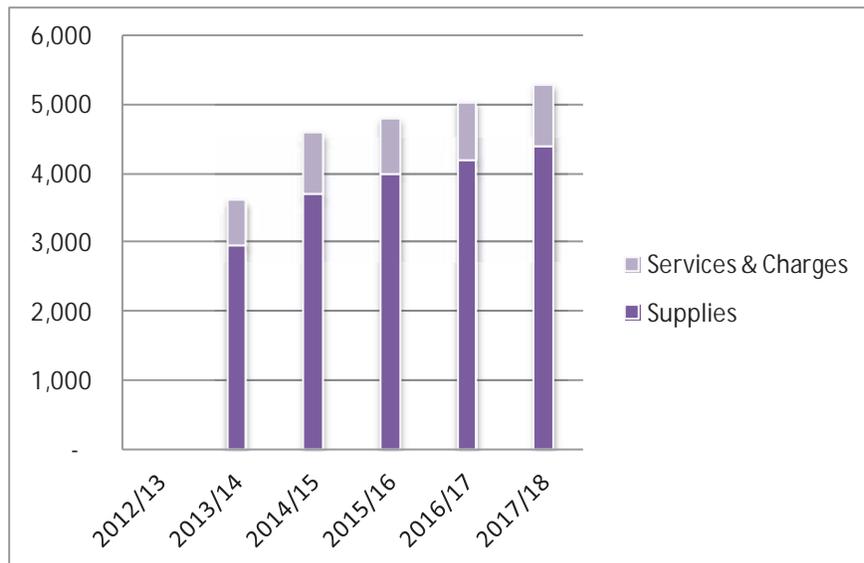
Description	2013/14 Actual	2014/15 Budget	% Change	2015/16 Proposed	% Change
Supplies	2,963	3,700	24.9%	4,000	8.1%
Other Services & Charges	655	900	37.4%	800	-11.1%
Total Engineer	3,618	4,600	27.1%	4,800	4.3%

Significant Budget Changes:

- FY14/15 Supplies—increased for additional vehicle maintenance and memberships/dues/subscriptions
- FY14/15 Other Services—adjusted for anticipated increases in the cost of telephone and vehicle repairs

ENGINEERING DIVISION BUDGET ANALYSIS HISTORIC AND FORECAST

Classification	2012/13 Actual	2013/14 Actual	2014/15 Budget	2015/16 Proposed	2016/17 Estimate	2017/18 Estimate
Supplies	-	2,963	3,700	4,000	4,200	4,410
Services & Charges	-	655	900	800	840	882
Total Town Engineer	\$ -	\$ 3,618	\$ 4,600	\$ 4,800	\$ 5,040	\$ 5,292



**TOWN ENGINEER**

	2012/13 ACTUAL	2013/14 ACTUAL	2014/15 BUDGET	2015/16 PROPOSED
SUPPLIES				
101-5-3441-00-6001 Office Supplies	-	1,556	1,600	1,800
101-5-3441-00-6005 Program Supplies	-	-	100	100
101-5-3441-00-6011 Small Tools/Minor Equip	-	-	200	200
101-5-3441-00-6300 Vehicle Fuel	-	1,407	1,500	1,500
101-5-3441-00-6302 Vehicle R&M Parts	-	-	100	100
101-5-3441-00-6700 Dues & Memberships	-	-	200	300
Total Supplies	-	2,963	3,700	4,000
OTHER SERVICES & CHARGES				
101-5-3441-00-7306 Telephone	-	631	800	700
101-5-3441-00-7405 R&M Vehicles	-	24	100	100
Total Other Svcs & Charges	-	655	900	800
TOTAL TOWN ENGINEER	-	3,618	4,600	4,800

PARKS MAINTENANCE DIVISION

2014/2015 ACCOMPLISHMENTS

- ✓ Constructed new Pickle Ball Facility at Rumsey Park
- ✓ Installed new scoreboard at the Rumsey 2 ball field
- ✓ Replaced the small irrigation pump at Green Valley Park
- ✓ Completed advanced training in public pool operation and certification in pest management
- ✓ Replaced large area lawn mower
- ✓ Upgraded park restrooms with sanitary low flow urinals
- ✓ Completed minor expansion of the Rumsey Park Maintenance Yard
- ✓ Replaced three trees in Green Valley Park through donation and cooperation with the local garden club
- ✓ Accommodated special events, facility reservations, and internal / external programs at our Parks facilities
- ✓ Provided safe, playable, good quality sports facilities and open space areas

2015/2016 GOALS

KRA 5: NEIGHBORHOODS & LIVABILITY

- ⇒ Install lighting system on the Rumsey West "Kiwanis" softball fields
- ⇒ Replace the artificial turf on the south soccer field
- ⇒ Replace the small fishing pier in Green Valley Park
- ⇒ Upgrade Green Valley Park playground drainage and surfacing to enhance accessibility
- ⇒ Replace most heavily worn turf sections on the Rumsey 2 ball fields
- ⇒ Relamp ball field #1 in Rumsey Park to enhance visibility
- ⇒ 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
- ⇒ Continue to provide safe and enjoyable sports, recreation and open space experiences for the residents of Payson

KRA 7: THE PAYSON TEAM

- ⇒ Continue rebuilding of the Parks Maintenance personnel structure
- ⇒ Identify and pursue enhancements to restore career step provisions for the Parks Maintenance staff



Contact Information

Nelson Beck, Parks Supervisor
(928) 472-5115
nbeck@paysonaz.gov

Physical Location

Parks & Recreation Office
Green Valley Park
1000 W. Country Club Drive
Payson, AZ 85541

PARKS MAINTENANCE DIVISION BUDGET CHANGES—3 YEARS

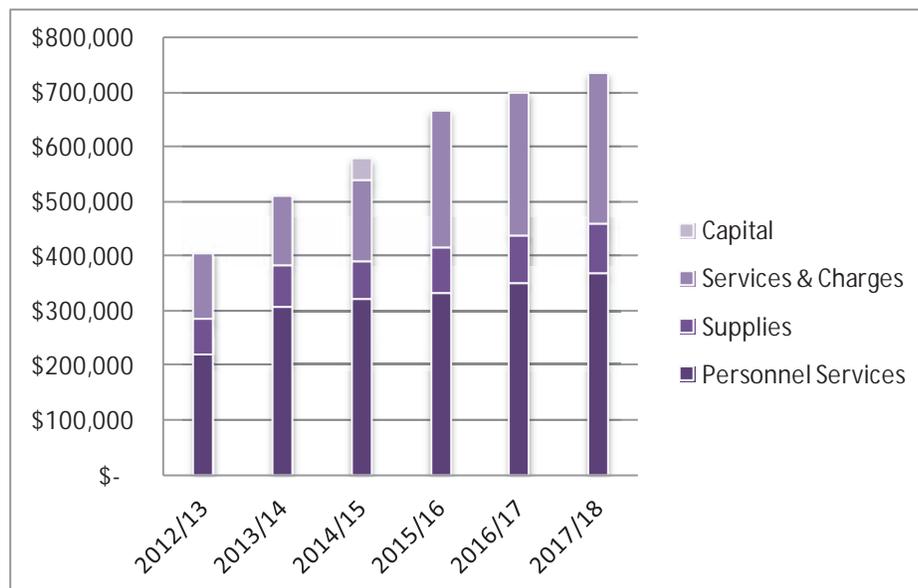
Description	2013/14 Actual	2014/15 Budget	% Change	2015/16 Proposed	% Change
Salaries & Wages	232,861	237,800	2.1%	250,100	5.2%
Personnel Benefits	73,508	85,800	16.7%	84,400	-1.6%
Supplies	78,035	66,800	-14.4%	82,000	22.8%
Other Services & Charges	127,914	149,200	16.6%	250,600	68.0%
Capital	-	40,000	100.0%	-	-100.0%
Total Park Operations	512,318	579,600	13.1%	667,100	15.1%

Significant budget changes:

- FY14/15 Benefits—increase in insurance expenses due to changes in the medical insurance plan selections
- FY13/14 Supplies represents expenditures for the construction of a shade structure donated by Petsmart installed in the dog park at Rumsey Park during the fiscal year
- FY15/16 Supplies increased for materials needed to complete Parks repairs
- Other Services & Charges increased for the lease of a mower that started in 2015
- FY14/15 Capital represents Rumsey Ball Field improvements

PARKS MAINTENANCE DIVISION BUDGET ANALYSIS HISTORIC AND FORECAST

Classification	2012/13 Actual	2013/14 Actual	2014/15 Budget	2015/16 Proposed	2016/17 Estimate	2017/18 Estimate
Personnel Services	\$ 220,991	\$ 306,369	\$ 323,600	\$ 334,500	\$ 351,225	\$ 368,786
Supplies	63,977	78,035	66,800	82,000	86,100	90,405
Services & Charges	121,479	127,914	149,200	250,600	263,130	276,287
Capital	-	-	40,000	-	-	-
Total Parks	\$ 406,447	\$ 512,318	\$ 579,600	\$ 667,100	\$ 700,455	\$ 735,478





PARK OPERATIONS

	2012/13 ACTUAL	2013/14 ACTUAL	2014/15 BUDGET	2015/16 PROPOSED
SALARIES & WAGES				
101-5-3442-01-5001 Full Time Employees	151,105	208,687	215,300	227,600
101-5-3442-01-5002 Part Time Employees	18,782	24,174	22,500	22,500
101-5-3442-01-5003 Temporary	588	-	-	-
Total Salaries & Wages	<u>170,475</u>	<u>232,861</u>	<u>237,800</u>	<u>250,100</u>
PERSONNEL BENEFITS				
101-5-3442-01-5501 FICA	12,093	16,440	16,500	19,100
101-5-3442-01-5504 Retirement	15,744	23,358	24,800	25,700
101-5-3442-01-5700 Health/Life Insurance	15,517	19,857	29,700	23,400
101-5-3442-01-5701 Disability Insurance	346	487	400	300
101-5-3442-01-5800 Workers Comp Insurance	6,817	13,366	14,400	15,900
Total Personnel Benefits	<u>50,517</u>	<u>73,508</u>	<u>85,800</u>	<u>84,400</u>
SUPPLIES				
101-5-3442-01-6001 Office Supplies	206	179	200	200
101-5-3442-01-6003 Cleaning Supplies	3,683	4,092	4,000	4,000
101-5-3442-01-6005 Safety/Program Supplies	395	527	500	500
101-5-3442-01-6006 Clothing/Uniform Reimburse	687	942	700	1,400
101-5-3442-01-6008 Chemicals	1,100	1,415	1,500	1,500
101-5-3442-01-6011 Small Tools/Minor Equipment	1,493	2,401	1,500	2,000
101-5-3442-01-6014 Grounds Mtce Materials	7,639	11,555	10,500	10,500
101-5-3442-01-6016 Park Furnishings	1,013	11,061	1,000	1,000
101-5-3442-01-6201 Building Repair Materials	9,714	10,138	10,000	10,000
101-5-3442-01-6202 Other R&M Materials	10,691	11,466	10,000	24,000
101-5-3442-01-6300 Vehicle Fuels	17,603	13,737	16,000	16,000
101-5-3442-01-6302 Vehicle R&M	7,007	7,744	7,500	7,500
101-5-3442-01-6400 Shop Supplies	2,520	2,349	3,000	3,000
101-5-3442-01-6700 Dues & Memberships	225	429	400	400
Total Supplies	<u>63,976</u>	<u>78,035</u>	<u>66,800</u>	<u>82,000</u>
OTHER SERVICES & CHARGES				
101-5-3442-01-7300 Electricity	63,752	69,132	70,000	75,000
101-5-3442-01-7301 Propane Gas	2,973	3,593	3,500	2,000
101-5-3442-01-7302 Water	27,216	30,597	32,500	32,500
101-5-3442-01-7304 Sewage	5,892	4,982	6,000	6,000
101-5-3442-01-7305 Refuse Disposal	15,036	15,113	15,500	16,000
101-5-3442-01-7306 Telephone	2,140	2,079	2,200	2,000
101-5-3442-01-7400 Maintenance-Grounds	1,195	-	100	10,000
101-5-3442-01-7401 Building R&M	300	447	2,500	3,500
101-5-3442-01-7405 Vehicle R&M	828	-	500	500
101-5-3442-01-7501 Rental of Equip & Vehicles	136	-	500	500
101-5-3442-01-7502 Leased Equipment	-	-	13,000	99,700
101-5-3442-01-7600 Travel	101	38	500	500
101-5-3442-01-7601 Registrations	930	595	1,400	1,400
101-5-3442-01-7900 Other Professional Services	980	1,338	1,000	1,000
Total Other Svcs & Charges	<u>121,479</u>	<u>127,914</u>	<u>149,200</u>	<u>250,600</u>



PARK OPERATIONS

	2012/13 ACTUAL	2013/14 ACTUAL	2014/15 BUDGET	2015/16 PROPOSED
CAPITAL				
408-5-4463-00-8782 Pickle Ball Court	-	-	40,000	-
Total Capital	-	-	40,000	-
TOTAL PARK OPERATIONS	<u>406,447</u>	<u>512,318</u>	<u>579,600</u>	<u>667,100</u>

STREETS DIVISION

2014/2015 ACCOMPLISHMENTS

- ✓ Completed field inspection on the Forest Ridge Phase 2 subdivision and the Malibu Drive extension
- ✓ Installed asphalt pavement overlay on approximately 2,000 linear feet of street to improve surface
- ✓ Upgraded shoulders along roadway with asphalt millings
- ✓ Completed replacement of all regulatory and 80% of the warning signs

2015/2016 GOALS

KRA 3: INFRASTRUCTURE

- ⇒ Reconstruct Manzanita Drive between Big Lots and Evergreen Street
- ⇒ Provide plan review and construction observations for privately constructed developments
- ⇒ Provide maintenance activities such as pothole repair, street sweeping, striping, cutting roadside weeds, snow removal, drainage facilities, and other tasks
- ⇒ Provide pavement preservative to as much paved roadway as the budget allows



Payson Town Complex
Public Works Building
303 N. Beeline Hwy
Payson, AZ 85541

Contact Information
LaRon Garrett
Assistant Town Manager
(928) 474-5242
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Payson Town Yard
1002 W. Airport Rd.
Payson, AZ 85541

STREETS DIVISION BUDGET CHANGES—3 YEARS

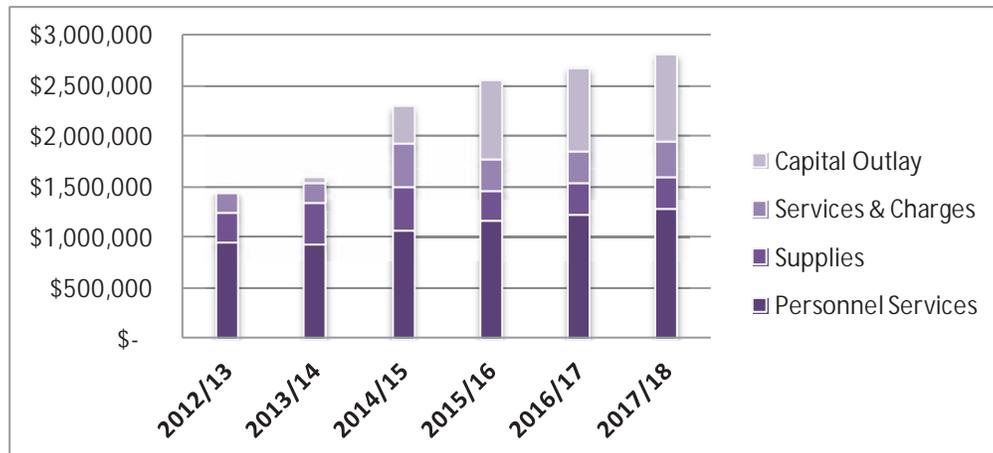
Description	2013/14 Actual	2014/15 Budget	% Change	2015/16 Proposed	% Change
Salaries & Wages	672,073	744,300	10.7%	814,800	9.5%
Personnel Benefits	263,318	320,500	21.7%	356,100	11.1%
Supplies	407,409	428,200	5.1%	284,200	-33.6%
Other Services & Charges	194,963	446,100	128.8%	308,300	-30.9%
Capital Outlay	55,649	360,000	546.9%	787,500	118.8%
Total Streets	1,593,412	2,299,100	44.3%	2,550,900	11.0%

Significant Budget Changes:

- FY14/15 & FY15/16 Benefits increased due to a PTO Buyback Program
- FY13/14 & FY14/15 A large sign replacement project was included in the Supplies budget
- FY14/15 Increase in grant funding is reflected in the Other Services & Charges budget
- FY14/15 & FY15/16 Capital Outlay increased both years as additional funding was allocated for streets projects

STREETS DIVISION BUDGET ANALYSIS HISTORIC AND FORECAST

Classification	2012/13 Actual	2013/14 Actual	2014/15 Budget	2015/16 Proposed	2016/17 Estimate	2017/18 Estimate
Personnel Services	\$ 954,330	935,391	\$ 1,064,800	\$ 1,170,900	\$ 1,229,445	\$ 1,290,917
Supplies	296,247	407,409	428,200	284,200	298,410	313,331
Services & Charges	186,455	194,963	446,100	308,300	323,715	339,901
Capital Outlay	21,826	55,649	360,000	787,500	826,875	868,219
Total Streets	\$ 1,458,858	\$ 1,593,412	\$ 2,299,100	\$ 2,550,900	\$ 2,678,445	\$ 2,812,367





STREETS

	2012/13 ACTUAL	2013/14 ACTUAL	2014/15 BUDGET	2015/16 PROPOSED
SALARIES & WAGES				
202-5-3442-00-5001 Full Time Employees	684,438	672,073	744,300	814,800
Total Salaries & Wages	684,438	672,073	744,300	814,800

PERSONNEL BENEFITS

202-5-3442-00-5501 FICA	48,183	47,646	57,000	62,300
202-5-3442-00-5504 Retirement	74,665	72,912	85,400	92,400
202-5-3442-00-5700 Health/Life Insurance	80,648	59,946	68,200	89,000
202-5-3442-00-5701 Disability Insurance	1,643	1,526	1,000	1,000
202-5-3442-00-5800 Workers Comp Insurance	64,753	81,288	108,900	111,400
Total Personnel Benefits	269,892	263,318	320,500	356,100

SUPPLIES

202-5-3442-00-6001 Office Supplies	1,799	1,671	1,300	1,300
202-5-3442-00-6003 Cleaning/Sanitation Supplies	16	-	500	500
202-5-3442-00-6005 Safety Supplies	-	878	500	900
202-5-3442-00-6006 Clothing Reimbursement	3,302	2,962	3,800	4,000
202-5-3442-00-6008 Chemicals	15,215	8,599	5,000	10,000
202-5-3442-00-6011 Small Tools/Minor Equipment	6,080	10,317	9,000	10,000
202-5-3442-00-6015 Signs	6,497	73,573	86,600	6,000
202-5-3442-00-6100 Medical/Lab Supplies	141	63	200	200
202-5-3442-00-6201 Building R&M	1,787	658	1,500	1,500
202-5-3442-00-6202 Other R&M Materials	8,774	2,925	4,000	4,000
202-5-3442-00-6300 Vehicle Fuel	69,188	67,781	62,000	62,000
202-5-3442-00-6302 Vehicle R&M Parts	65,272	88,881	60,000	60,000
202-5-3442-00-6400 Hardware, Electric, Plumbing	10,097	11,056	7,000	7,000
202-5-3442-00-6401 ROW/Drainage	34,210	20,218	60,000	40,000
202-5-3442-00-6402 Street & Sidewalk R&M	73,261	113,472	125,000	75,000
202-5-3442-00-6700 Dues & Memberships	355	734	1,300	1,300
202-5-3442-00-6990 Other Expense	252	3,621	500	500
Total Supplies	296,246	407,409	428,200	284,200

OTHER SERVICES & CHARGES

202-5-3442-00-7002 Accounting & Auditing	6,021	6,100	6,200	6,200
202-5-3442-00-7300 Electricity	102,610	94,851	95,000	95,000
202-5-3442-00-7301 Propane	2,211	1,527	2,000	2,000
202-5-3442-00-7302 Water	1,797	2,000	2,000	2,000



STREETS

	2012/13	2013/14	2014/15	2015/16
	ACTUAL	ACTUAL	BUDGET	PROPOSED
202-5-3442-00-7304 Sewer	721	907	700	700
202-5-3442-00-7305 Refuse Disposal	1,071	1,531	1,500	2,000
202-5-3442-00-7306 Telephone	8,622	6,802	8,000	2,700
202-5-3442-00-7307 Postage	21	-	-	-
202-5-3442-00-7401 Building R&M	614	1,753	1,200	1,200
202-5-3442-00-7404 Radio Equipment R&M	1,080	2,240	3,000	3,000
202-5-3442-00-7405 Vehicles R&M	-	17,780	5,000	5,000
202-5-3442-00-7406 Street Light Repair	-	-	500	500
202-5-3442-00-7408 Street/Sidewalk Repair Serv	-	-	50,000	50,000
202-5-3442-00-7502 LeaseEquipment	-	-	-	69,000
202-5-3442-00-7600 Travel	367	361	1,400	1,400
202-5-3442-00-7601 Registrations	1,150	857	1,500	1,500
202-5-3442-00-7900 Other Professional Services	4,672	2,005	3,000	3,000
202-5-3442-00-7903 General Insurance	55,125	56,249	63,000	63,000
202-5-3442-00-7910 Printing & Binding	373	-	100	100
202-5-3442-00-7912 Grant Expense	-	-	202,000	-
Total Other Svcs & Charges	<u>186,455</u>	<u>194,963</u>	<u>446,100</u>	<u>308,300</u>
 CAPITAL OUTLAY				
202-5-3442-00-8xxx Other Capital Outlay	<u>21,826</u>	<u>55,649</u>	<u>360,000</u>	<u>787,500</u>
Total Capital Outlay	<u>21,826</u>	<u>55,649</u>	<u>360,000</u>	<u>787,500</u>
 TOTAL STREETS				
	<u><u>1,458,857</u></u>	<u><u>1,593,412</u></u>	<u><u>2,299,100</u></u>	<u><u>2,550,900</u></u>

AIRPORT DIVISION

2014/2015 ACCOMPLISHMENTS

- ✓ Completed construction on the Echo Ramp Expansion and connection to Taxiway Alpha
- ✓ Completed construction on the RSAT runway safety area grading
- ✓ Coordinated with ADOT to overlay the runway pavement and seal coat taxiway with ADOT APM process
- ✓ Coordinated with the US Forest Service to utilize the airport for wild-land fire suppression support
- ✓ Continued the process for Commercial and Residential Through the Fence Access Agreements

2015/2016 GOALS



KRA 3: INFRASTRUCTURE

- ⇒ Replace Noise Abatement and Density Altitude Signage
- ⇒ Relocate the USFS office trailer to provide additional transient parking space on Echo Ramp
- ⇒ Expand the airport fencing on the west end to include all airport property in the Sky Park subdivision

Contact Information
Ray Law—Airport Coordinator
(928) 472-4748
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www.PaysonAirport.com

Physical Location
Payson Airport
806 W. Airport Rd.
Payson, AZ 85541

AIRPORT DIVISION BUDGET CHANGES—3 YEARS

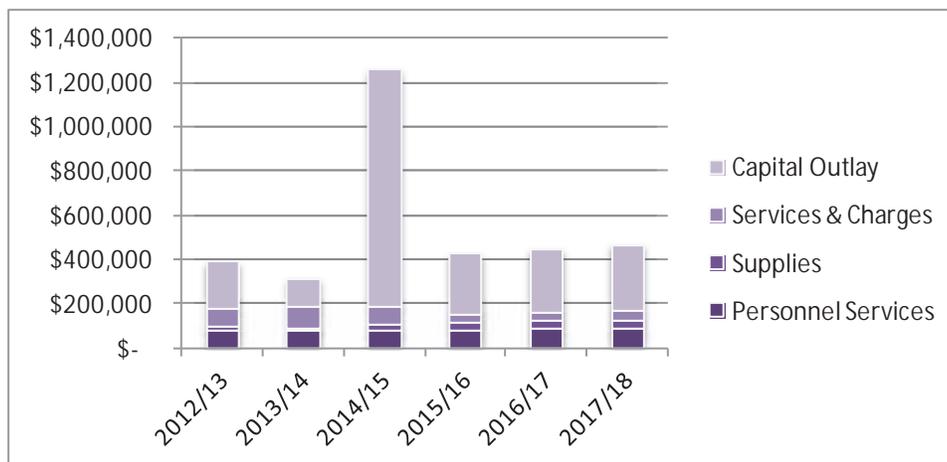
Description	2013/14 Actual	2014/15 Budget	% Change	2015/16 Proposed	% Change
Salaries & Wages	61,835	61,300	-0.9%	63,200	3.1%
Personnel Benefits	16,339	16,900	3.4%	17,400	3.0%
Supplies	12,961	23,700	82.9%	34,300	44.7%
Other Services & Charges	93,551	83,300	-11.0%	39,400	-52.7%
Capital Outlay	127,558	1,072,500	740.8%	270,000	-74.8%
Total Airport	312,244	1,257,700	302.8%	424,300	-66.3%

Significant budget changes:

- Changes in Capital Outlay are due to fluctuation in availability of Intergovernmental funding
- Changes in Supplies reflect increases in budget for anticipated repair & maintenance items
- In FY14/15, Other Services & Charges decreased as the budget for R&M Building & Other Professional Services was reduced
- In FY15/16, Other Services & Charges decreased as the budget for Overhead was reduced

AIRPORT DIVISION BUDGET ANALYSIS HISTORIC AND FORECAST

Classification	2012/13 Actual	2013/14 Actual	2014/15 Budget	2015/16 Proposed	2016/17 Estimate	2017/18 Estimate
Personnel Services	\$ 77,784	\$ 78,174	\$ 78,200	\$ 80,600	\$ 84,630	\$ 88,862
Supplies	16,392	12,961	23,700	34,300	36,015	37,816
Services & Charges	81,558	93,551	83,300	39,400	41,370	43,439
Capital Outlay	213,591	127,558	1,072,500	270,000	283,500	297,675
Total Airport	389,325	312,244	\$1,257,700	\$ 424,300	\$ 445,515	\$ 467,791





ANNUAL BUDGET

AIRPORT

AIRPORT	2012/13 ACTUAL	2013/14 ACTUAL	2014/15 BUDGET	2015/16 PROPOSED
SALARIES & WAGES				
260-5-4445-00-5001 Full Time Employees	62,331	61,835	61,300	63,200
Total Salaries & Wages	62,331	61,835	61,300	63,200
PERSONNEL BENEFITS				
260-5-4445-00-5501 FICA	4,757	4,731	4,700	4,900
260-5-4445-00-5504 Retirement	6,520	6,990	7,000	7,200
260-5-4445-00-5700 Insurance Benefit	413	-	200	200
260-5-4445-00-5701 Disability Insurance	143	146	100	100
260-5-4445-00-5800 Workers Compensation Ins	3,620	4,472	4,900	5,000
	15,453	16,339	16,900	17,400
SUPPLIES				
260-5-4445-00-6001 Office Supplies	205	1,772	500	500
260-5-4445-00-6003 Cleaning Supplies	-	-	400	300
260-5-4445-00-6006 Uniforms/Clothing	271	103	300	400
260-5-4445-00-6008 Chemicals	1,152	-	-	100
260-5-4445-00-6010 Books & Periodicals	-	92	100	100
260-5-4445-00-6011 Small Tools/Minor Equip	1,813	465	1,700	2,500
260-5-4445-00-6015 Signs	663	211	2,400	2,600
260-5-4445-00-6202 R&M Supplies Other	6,045	3,726	12,000	21,800
260-5-4445-00-6300 Gasoline/Fuels/Lubricant	3,310	3,893	3,200	3,200
260-5-4445-00-6302 R&M Supplies Vehicle	2,150	1,510	1,500	1,500
260-5-4445-00-6400 Shop Supplies	122	224	300	300
260-5-4445-00-6700 Memberships/Dues/Subscriptic	660	965	1,300	1,000
Total Supplies	16,391	12,961	23,700	34,300
OTHER SERVICES & CHARGES				
260-5-4445-00-7300 Utilities Electricity	13,336	12,655	12,500	11,500
260-5-4445-00-7301 Utilities Propane Gas	736	881	900	900
260-5-4445-00-7302 Utilities Water	2,068	2,030	2,000	2,200
260-5-4445-00-7304 Utilities Sewer	420	420	400	1,000
260-5-4445-00-7305 Refuse Disposal	408	749	700	700
260-5-4445-00-7306 Utilities Telephone	2,417	1,908	2,300	2,300
260-5-4445-00-7307 Utilities Postage/Freight	23	120	100	100
260-5-4445-00-7401 R&M Building	-	5,350	1,300	5,000
260-5-4445-00-7404 R&M Equipment	4,676	4,502	5,000	5,000
260-5-4445-00-7405 R&M Vehicle	-	6	300	300
260-5-4445-00-7600 Travel Expense	442	364	1,000	1,000
260-5-4445-00-7601 Registrations	915	350	800	800
260-5-4445-00-7900 Other Professional Svcs	940	8,436	3,500	4,000
260-5-4445-00-7903 General Insurance	3,690	4,066	4,100	4,100
260-5-4445-00-7907 Advertising	787	1,014	1,500	500
260-5-4445-00-7915 Overhead	50,700	50,700	46,900	-
Total Other Svcs & Charges	81,558	93,551	83,300	39,400



ANNUAL BUDGET

AIRPORT

CAPITAL OUTLAY

260-5-4445-00-8509	Equipment	-	-	7,500	-
260-5-4445-00-8510	New AWOS	203,430	4,067	-	-
260-5-4445-00-8713	Pavement Preservation	-	56,106	15,000	-
260-5-4445-00-8813	Echo Ramp Expansion &	-	53,276	600,000	-
260-5-4445-00-8820	Boundary Fence	-	-	-	105,000
260-5-4445-00-8821	Runway Grading	10,161	14,109	450,000	-
260-5-4445-00-8823	Infield Drainage	-	-	-	165,000
	Total Capital Outlay	<u>213,591</u>	<u>127,558</u>	<u>1,072,500</u>	<u>270,000</u>
TOTAL AIRPORT		<u><u>389,324</u></u>	<u><u>312,244</u></u>	<u><u>1,257,700</u></u>	<u><u>424,300</u></u>

WATER DIVISION

2014/15 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 C.C. Cragin Project water treatment plant design
- ✓ Completed C.C. Cragin Project design from 100% raw water pipeline
- ✓ Constructed partial shoreline protection for Green Valley Park using pre-cast concrete shoring
- ✓ 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
- ✓ Constructed Mudsprings Road waterline extension
- ✓ Completed design of Green Valley Park fish barrier
- ✓ Began construction of the Green Valley Park fish barrier
- ✓ Began construction of the C.C. Cragin penstock
- ✓ Began construction of the C.C. Cragin Line "A"

CONTACT INFORMATION

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Water Division Manager
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thentry@paysonaz.gov

Janelle Figueroa
Customer Serv Supervisor
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PHYSICAL LOCATION

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

2015/2016 GOALS



KRA 3: INFRASTRUCTURE

- ⇒ Continue to receive compliance designation from ADEQ for water system operation and water quality
- ⇒ Continue purchase of C.C. Cragin water treatment plant site
- ⇒ Continue to develop partnerships for C.C. Cragin pipeline use
- ⇒ Continue implementation of WIFA C.C. Cragin loan
- ⇒ Complete C.C. Cragin Project water treatment plant design
- ⇒ Complete C.C. Cragin SCADA engineer design
- ⇒ Begin construction of C.C. Cragin SCADA
- ⇒ Continue installation of backup electric generators at selected well sites and pump stations
- ⇒ Perform water storage tank maintenance and repairs
- ⇒ Construct Karen Way waterline extension
- ⇒ Construct C.C. Cragin Line "A"
- ⇒ Continue construction of the C.C. Cragin penstock



KRA 5: NEIGHBORHOODS & LIVABILITY

- ⇒ Continue to construct partial shoreline protection for Green Valley Park using pre-cast concrete shoring
- ⇒ Continue construction of the Green Valley Park fish barrier



KRA 9: SUSTAINABILITY

- ⇒ Maintain gallons per capita per day (gpcpd) water use at less than 89 gpcpd
- ⇒ Continue water resource education at the middle school



WATER DIVISION BUDGET CHANGES—3 YEARS

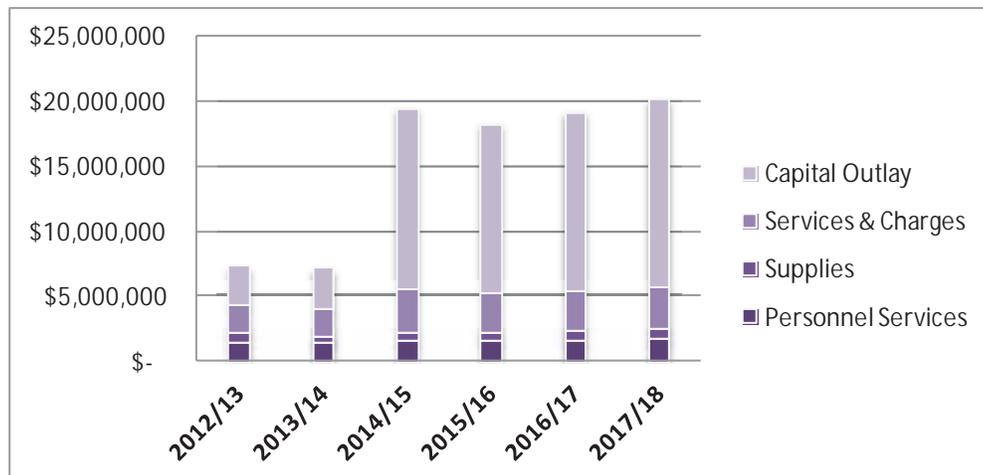
Description	2013/14 Actual	2014/15 Budget	% Change	2015/16 Proposed	% Change
Salaries & Wages	1,026,967	1,142,900	11.3%	1,165,700	2.0%
Personnel Benefits	444,971	383,700	-13.8%	391,700	2.1%
Supplies	355,737	712,600	100.3%	686,900	-3.6%
Other Services & Charges	2,114,295	3,349,800	58.4%	2,951,100	-11.9%
Capital Outlay	3,218,487	13,883,200	331.4%	13,069,000	-5.9%
Total Water	7,160,457	19,472,200	171.9%	18,264,400	-6.2%

Significant Budget Changes:

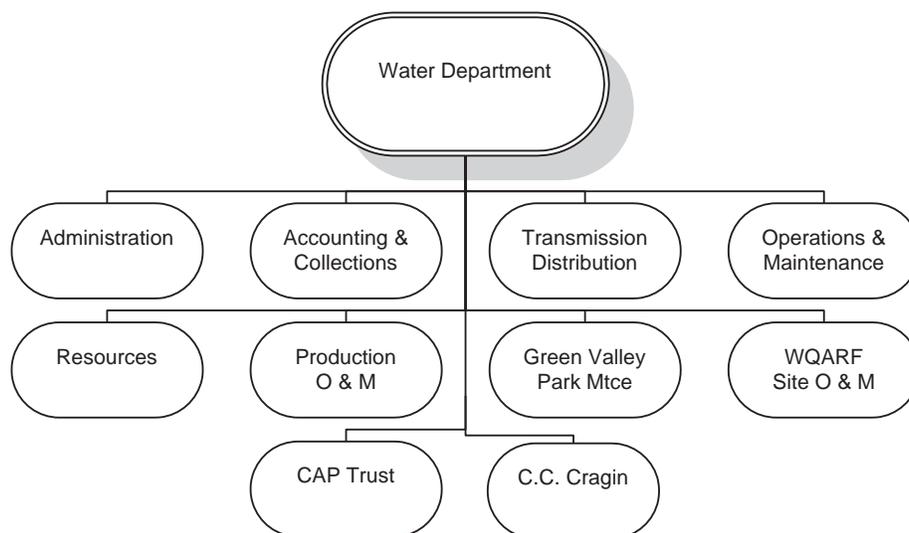
- FY13/14 Supplies—repair and maintenance costs for facilities and equipment were much lower than anticipated
- FY14/15 Salaries & Benefits—increase due to PTO buy back program
- FY14/15 Capital—obtained WIFA loan and increased budget to continue C.C.Cragin project construction

WATER DIVISION BUDGET ANALYSIS HISTORIC AND FORECAST

Classification	2012/13 Actual	2013/14 Actual	2014/15 Budget	2015/16 Proposed	2016/17 Estimate	2017/18 Estimate
Personnel Services	\$ 1,431,989	\$ 1,471,938	\$ 1,526,600	\$ 1,557,400	\$ 1,635,270	\$ 1,717,034
Supplies	759,743	355,737	712,600	686,900	721,245	757,307
Services & Charges	2,156,279	2,114,295	3,349,800	2,951,100	3,098,655	3,253,588
Capital Outlay	2,990,389	3,218,487	13,883,200	13,069,000	13,722,450	14,408,573
Total Water	\$ 7,338,400	\$ 7,160,457	\$ 19,472,200	\$ 18,264,400	\$ 19,177,620	\$ 20,136,501



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

Operating Division	2012/13 Actual	2013/14 Actual	2014/15 Budget	2015/16 Proposed
Administration	808,139	1,055,411	1,475,300	1,610,100
Accounting & Collection	444,495	460,201	456,700	448,300
Transmission/Distribution	669,797	564,373	743,000	788,200
Operations & Maintenance	1,392,367	1,035,306	2,358,400	2,048,500
Water Resources	261,364	321,059	339,200	392,500
Production O & M	558,041	416,178	625,300	531,700
Green Valley Park Maintenance	68,079	37,370	58,000	77,300
WQARF Site O & M	75,868	57,549	199,000	147,000
CC Cragin Project	2,964,258	3,210,678	12,892,300	11,895,800
CAP Trust Fund	95,992	2,332	325,000	325,000
Total Expenditures	7,338,400	7,160,457	19,472,200	18,264,400

POSITION SUMMARY

Authorized Personnel	2014/15	2015/16
Public Works Director	1.0	1.0
Water Division Manager	1.0	1.0
Water System Operations Supvr	1.0	1.0
Water Production Supervisor	1.0	1.0
Customer Service Manager	1.0	1.0
Water System Operator	3.0	3.0
Utility Services Rep I, II	3.0	3.0
System Crew Leader	4.0	4.0
Water Quality Specialist	1.0	1.0
Water Resource Specialist	1.0	1.0
Water Resource Tech	1.0	0.0
Electrician	1.0	1.0
Water Infrastructure Specialist	0.0	1.0
Water System Operator Basic	1.0	1.0
Total Positions	20.0	20.0



ADMINISTRATION

	2012/13 ACTUAL	2013/14 ACTUAL	2014/15 BUDGET	2015/16 PROPOSED
SALARIES & WAGES				
661-5-5451-00-5001 Full Time Employees	260,277	195,752	206,900	227,000
Total Salaries & Wages	260,277	195,752	206,900	227,000
PERSONNEL BENEFITS				
661-5-5451-00-5501 FICA	10,193	14,203	15,800	18,000
661-5-5451-00-5504 Retirement	15,622	21,855	23,900	26,000
661-5-5451-00-5700 Health/Life Insurance	8,977	6,674	9,700	8,500
661-5-5451-00-5701 Disability Insurance	344	457	200	300
661-5-5451-00-5800 Workers Compensation	3,874	8,572	10,300	11,000
661-5-5451-00-5990 Misc - OPEB	-	111,202	-	-
Total Personnel Benefits	39,010	162,963	59,900	63,800
SUPPLIES				
661-5-5451-00-6001 Office Supplies	690	1,055	1,000	1,000
661-5-5451-00-6009 Fireworks	10,000	20,000	25,000	25,000
661-5-5451-00-6010 Books & Periodicals	-	1,328	1,200	1,200
661-5-5451-00-6011 Small Tools/Minor Equip	250	337	800	800
661-5-5451-00-6013 Computer Equipment Supplies	650	-	2,500	2,500
661-5-5451-00-6201 R&M Supplies - Bldg	-	-	-	5,000
661-5-5451-00-6300 Vehicle Fuel	3,180	3,016	3,000	2,500
661-5-5451-00-6302 Vehicle R & M Parts	619	817	2,500	2,500
661-5-5451-00-6700 Dues & Memberships	4,877	10,026	17,500	14,000
661-5-5451-00-6990 Other Supplies	770	5,363	3,500	3,500
Total Supplies	21,036	41,942	57,000	58,000
OTHER SERVICES & CHARGES				
661-5-5451-00-7100 Legal Fees/Forfeiture Costs	81	-	5,000	-
661-5-5451-00-7306 Utilities-Telephone	607	150	300	-
661-5-5451-00-7401 R&M Building	8,114	-	20,000	10,000
661-5-5451-00-7402 Office Equipment R&M	1,621	2,890	3,000	3,000
661-5-5451-00-7405 Vehicles R&M	513	44	2,000	2,000
661-5-5451-00-7500 Rental of Land & Bldg	1,993	-	-	1,800
661-5-5451-00-7600 Travel	957	584	2,200	2,000
661-5-5451-00-7601 Registrations	1,915	419	2,100	2,000
661-5-5451-00-7602 Safety Training Services	-	-	20,000	20,000
661-5-5451-00-7900 Other Professional Services	92,925	91,255	94,800	96,000
661-5-5451-00-7903 General Insurance	48,340	49,326	50,500	50,300
661-5-5451-00-7907 Advertising	-	131	-	-
661-5-5451-00-7910 Printing & Binding	91	8	-	-
661-5-5451-00-7915 Overhead	265,200	265,200	243,400	180,200
Total Other Svcs & Charges	422,357	410,007	443,300	367,300
CAPITAL				
661-5-5451-08-8002 Machinery & Equipment	-	142,362	7,500	25,000
661-5-5451-08-8006 Land Acquisition	-	12,186	-	-
661-5-5451-08-8007 Wells	-	-	150,000	150,000
661-5-5451-08-8009 Water Lines	-	15,229	150,000	350,000
661-5-5451-08-8313 Radon Removal Engineering	-	-	30,000	30,000

661-5-5451-08-8524 Computer Equipment	-	-	5,700	7,000
661-5-5451-08-8528 Replace Service Trucks	38,684	-	35,000	25,000
661-5-5451-08-8529 SCADA Equip-Wells/Tanks	-	-	-	30,000
661-5-5451-08-8530 Surge Tanks	-	-	60,000	60,000
661-5-5451-08-8533 GV Irrigation Pump Control	-	-	-	30,000
661-5-5451-08-8581 Chlorine Generator	-	-	30,000	30,000
661-5-5451-08-8582 Pressure Blow Off Valves	-	-	20,000	20,000
661-5-5451-08-8587 Security Gate Installation	-	-	20,000	7,000
661-5-5451-08-8589 Fish Fence Project	-	-	85,000	40,000
661-5-5451-08-8793 Tank Mixing System	-	-	40,000	40,000
661-5-5451-08-8794 Pumps for Wells	<u>26,775</u>	<u>74,970</u>	<u>75,000</u>	<u>50,000</u>
Total Capital	<u>65,459</u>	<u>244,747</u>	<u>708,200</u>	<u>894,000</u>
 TOTAL WATER-ADMINISTRATION	 <u><u>808,139</u></u>	 <u><u>1,055,411</u></u>	 <u><u>1,475,300</u></u>	 <u><u>1,610,100</u></u>



ACCOUNTING & COLLECTION

	2012/13 ACTUAL	2013/14 ACTUAL	2014/15 BUDGET	2015/16 PROPOSED
SALARIES & WAGES				
661-5-5451-01-5001 Full Time Employees	245,008	251,905	260,800	238,000
661-5-5451-01-5006 Standby Pay	1,130	1,303	2,000	2,500
661-5-5451-01-5200 Overtime	2,053	2,575	2,500	3,000
Total Salaries & Wages	248,191	255,783	265,300	243,500
PERSONNEL BENEFITS				
661-5-5451-01-5501 FICA	17,041	17,788	20,000	19,000
661-5-5451-01-5504 Retirement	27,081	28,779	30,000	28,000
661-5-5451-01-5700 Health/Life Insurance	38,378	30,427	29,000	34,200
661-5-5451-01-5701 Disability Insurance	595	600	300	300
661-5-5451-01-5800 Workers Compensation	4,812	6,895	5,500	8,000
Total Personnel Benefits	87,907	84,489	84,800	89,500
SUPPLIES				
661-5-5451-01-6001 Office Supplies	2,675	1,853	3,500	3,500
661-5-5451-01-6006 Clothing/Uniform Reimb	740	295	500	500
661-5-5451-01-6011 Small Tools/Minor Equip	1,983	152	1,500	1,500
661-5-5451-01-6013 Computer Equipment Supplies	14,005	2,318	1,000	1,000
661-5-5451-01-6300 Vehicle Fuel	7,537	8,565	9,000	9,000
661-5-5451-01-6302 Vehicle R & M Parts	2,578	2,976	3,000	3,000
661-5-5451-01-6600 Public Relations	260	-	300	300
661-5-5451-01-6901 Taxes	66	(2,463)	-	-
661-5-5451-01-6903 Banking / Merchant Fees	5,700	7,186	6,500	8,400
661-5-5451-01-6905 Bad Debt Expense	15	1,138	3,000	5,000
661-5-5451-01-6990 Other Supplies	-	76	100	100
Total Supplies	35,559	22,096	28,400	32,300
OTHER SERVICES & CHARGES				
661-5-5451-01-7002 Accounting & Auditing	16,557	21,278	17,200	18,000
661-5-5451-01-7307 Postage	28,210	29,137	27,000	30,000
661-5-5451-01-7402 Office Equipment R&M	1,996	2,004	2,500	2,500
661-5-5451-01-7403 Computer Equipment R&M	16,144	36,026	20,000	20,000
661-5-5451-01-7404 Other Equipment R&M	-	838	1,000	1,500
661-5-5451-01-7405 Vehicles R&M	147	174	1,000	1,000
661-5-5451-01-7600 Travel	3,678	2,488	3,000	3,000
661-5-5451-01-7601 Registrations	2,619	1,416	3,000	3,000
661-5-5451-01-7910 Printing & Binding	3,487	4,472	3,500	4,000
Total Other Svcs & Charges	72,838	97,833	78,200	83,000
TOTAL WATER - ACCTING & COLLECTION	444,495	460,201	456,700	448,300



TRANSMISSION/DISTRIBUTION

	2012/13 ACTUAL	2013/14 ACTUAL	2014/15 BUDGET	2015/16 PROPOSED
SALARIES & WAGES				
661-5-5451-02-5001 Full Time Employees	131,977	135,510	132,000	154,000
661-5-5451-02-5200 Overtime	1,724	622	1,000	1,500
Total Salaries & Wages	<u>133,701</u>	<u>136,132</u>	<u>133,000</u>	<u>155,500</u>
PERSONNEL BENEFITS				
661-5-5451-02-5501 FICA	9,214	9,719	10,100	12,000
661-5-5451-02-5504 Retirement	14,577	15,383	15,200	18,000
661-5-5451-02-5700 Health/Life Insurance	20,343	13,287	15,700	15,000
661-5-5451-02-5701 Disability Insurance	321	322	200	200
661-5-5451-02-5800 Workers Compensation	-	-	9,800	-
Total Personnel Benefits	<u>44,455</u>	<u>38,711</u>	<u>51,000</u>	<u>45,200</u>
SUPPLIES				
661-5-5451-02-6008 Chemicals	26,325	22,294	27,500	27,500
661-5-5451-02-6200 Hydrants R&M	14,085	2,931	15,000	15,000
661-5-5451-02-6201 Storage Facility R&M	216,265	6,261	35,000	35,000
661-5-5451-02-6202 Other R&M Materials	70,864	15,706	28,000	28,000
661-5-5451-02-6501 Pumps R&M	4,406	3,739	8,000	9,000
661-5-5451-02-6502 Mains R&M	43,862	17,920	47,000	47,000
661-5-5451-02-6503 Meters R&M	7,329	20,018	25,000	35,000
661-5-5451-02-6504 Customer Install R&M	2,062	-	1,000	1,000
661-5-5451-02-6506 R&M Supplies Chlorinator	-	5,673	2,500	10,000
661-5-5451-02-6507 Existing Service R&M	30,617	27,707	35,000	35,000
661-5-5451-02-6508 New Service R&M	17,244	19,113	40,000	40,000
Total Supplies	<u>433,059</u>	<u>141,362</u>	<u>264,000</u>	<u>282,500</u>
OTHER SERVICES & CHARGES				
661-5-5451-02-7300 Electricity	44,077	51,220	45,000	45,000
661-5-5451-02-7404 R&M Water Tanks	14,505	142,003	150,000	200,000
661-5-5451-02-7900 Other Professional Services	-	54,945	100,000	60,000
Total Other Svcs & Charges	<u>58,582</u>	<u>248,168</u>	<u>295,000</u>	<u>305,000</u>
TOTAL WATER-TRANSMISSION/DISTRIB	<u><u>669,797</u></u>	<u><u>564,373</u></u>	<u><u>743,000</u></u>	<u><u>788,200</u></u>



OPERATIONS & MAINTENANCE

	2012/13 ACTUAL	2013/14 ACTUAL	2014/15 BUDGET	2015/16 PROPOSED
SALARIES & WAGES				
661-5-5451-03-5001 Full Time Employees	133,453	130,184	158,400	156,000
661-5-5451-03-5003 Temporary Employees	-	-	20,000	25,200
661-5-5451-03-5006 Standby Pay	5,725	7,298	7,000	8,500
661-5-5451-03-5200 Overtime	10,320	10,470	12,000	14,500
Total Salaries & Wages	149,498	147,952	197,400	204,200
PERSONNEL BENEFITS				
661-5-5451-03-5501 FICA	10,333	10,592	12,100	16,000
661-5-5451-03-5504 Retirement	15,520	16,726	18,200	23,000
661-5-5451-03-5700 Health/Life Insurance	22,873	13,704	17,300	14,500
661-5-5451-03-5701 Disability Insurance	341	350	200	200
661-5-5451-03-5800 Workers Compensation	19,085	25,637	11,900	29,000
Total Personnel Benefits	68,152	67,009	59,700	82,700
SUPPLIES				
661-5-5451-03-6001 Office Supplies	1,075	369	1,000	1,000
661-5-5451-03-6003 Cleaning/Sanitary Supplies	504	1,180	1,500	1,500
661-5-5451-03-6005 Safety Supplies	3,063	2,365	6,000	6,000
661-5-5451-03-6006 Clothing/Uniform Reimb	4,457	4,685	4,600	4,600
661-5-5451-03-6008 Chemicals	53	1,139	1,800	-
661-5-5451-03-6011 Small Tools/Minor Equip	9,191	6,869	7,500	7,500
661-5-5451-03-6100 Medical/Lab Supplies	324	285	500	500
661-5-5451-03-6200 Supplies Equip R&M	2,337	6,767	6,000	6,000
661-5-5451-03-6201 Building R&M Materials	4,687	7,247	5,000	5,000
661-5-5451-03-6202 Other R&M Materials	1,746	2,654	5,000	5,000
661-5-5451-03-6300 Vehicle Fuel	27,266	26,246	27,000	27,000
661-5-5451-03-6302 Vehicle R & M Parts	6,151	13,974	17,000	17,000
661-5-5451-03-6400 Shop Supplies	1,760	2,088	8,000	8,000
661-5-5451-03-6700 Memberships/Dues/Subscript	50	-	-	100
661-5-5451-03-6901 Taxes	94	60	200	200
Total Supplies	62,758	75,928	91,100	89,400
OTHER SERVICES & CHARGES				
661-5-5451-03-7300 Electricity	29,176	31,886	30,000	30,000
661-5-5451-03-7301 Propane Gas	8,294	7,408	9,000	9,000
661-5-5451-03-7302 Water	1,666	1,637	1,500	2,000
661-5-5451-03-7304 Sewage	1,229	1,200	1,200	1,600
661-5-5451-03-7305 Refuse Disposal	1,389	1,675	1,800	1,800
661-5-5451-03-7306 Telephone	10,288	9,140	11,000	9,500
661-5-5451-03-7401 Building R&M Supplies	3,928	2,146	2,500	2,500
661-5-5451-03-7404 Radio Equipment R&M	3,448	775	10,000	10,000



OPERATIONS & MAINTENANCE

	2012/13 ACTUAL	2013/14 ACTUAL	2014/15 BUDGET	2015/16 PROPOSED
661-5-5451-03-7405 Vehicles R&M	2,066	571	5,000	5,000
661-5-5451-03-7600 Travel	59	392	500	500
661-5-5451-03-7601 Registrations	194	4,273	5,000	5,000
661-5-5451-03-7900 Other Professional Services	140	824	-	1,000
661-5-5451-03-7950 Debt Serv-Prinicpal	0	0	406,900	418,500
661-5-5451-03-7951 Debt Serv-Interest	5,542	(37,227)	497,800	412,300
661-5-5451-03-8100 Depreciation-Buildings	19,944	25,179	20,000	20,000
661-5-5451-03-8101 Depr-Other than Buildings	955,890	621,291	933,700	669,200
661-5-5451-03-8102 Depreciation-Machinery & Eq	8,750	24,869	8,800	8,800
661-5-5451-03-8103 Depreciation-Vehicles	50,373	54,916	54,300	54,300
661-5-5451-03-8104 Depr-Office Furn & Equip	3,643	(12,478)	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	1,111,959	744,417	2,010,200	1,672,200
 TOTAL WATER-OPERATIONS & MTCE	 1,392,367	 1,035,306	 2,358,400	 2,048,500



RESOURCES

	2012/13 ACTUAL	2013/14 ACTUAL	2014/15 BUDGET	2015/16 PROPOSED
SALARIES & WAGES				
661-5-5451-04-5001 Full Time Employees	152,537	160,857	164,000	164,800
661-5-5451-04-5200 Overtime	1,874	2,447	2,000	2,400
Total Salaries & Wages	154,411	163,304	166,000	167,200
PERSONNEL BENEFITS				
661-5-5451-04-5501 FICA	10,740	11,452	12,500	12,800
661-5-5451-04-5504 Retirement	16,846	17,285	18,700	19,000
661-5-5451-04-5700 Health/Life Insurance	17,241	16,058	18,200	18,900
661-5-5451-04-5701 Disability Insurance	371	364	200	200
661-5-5451-04-5800 Workers Compensation Ins	7,361	9,984	12,000	12,200
Total Personnel Benefits	52,559	55,143	61,600	63,100
SUPPLIES				
661-5-5451-04-6001 Office Supplies	2,472	3,351	4,000	4,000
661-5-5451-04-6005 Safety Supplies	173	-	500	500
661-5-5451-04-6006 Clothing/Uniform Reimb	712	375	700	700
661-5-5451-04-6011 Small Tools/Minor Equip	1,225	483	500	500
661-5-5451-04-6013 Computer Equipment Supplies	88	1,494	2,000	2,000
661-5-5451-04-6100	-	815	2,800	11,000
661-5-5451-04-6300 Vehicle Fuel	3,416	3,228	3,500	3,500
661-5-5451-04-6302 Vehicle R & M Parts	1,019	702	1,100	1,000
661-5-5451-04-6600 Public Relations	11,484	16,724	18,000	18,000
661-5-5451-04-6700 Dues & Memberships	2,614	5,823	6,000	8,500
Total Supplies	23,203	32,995	39,100	49,700
OTHER SERVICES & CHARGES				
661-5-5451-04-7004 Lab Analysis	16,649	43,806	50,000	90,000
661-5-5451-04-7307 Postage	309	271	500	500
661-5-5451-04-7404 Radio Equipment R&M	556	265	3,000	3,000
661-5-5451-04-7405 Vehicles R&M	16	292	1,500	1,500
661-5-5451-04-7600 Travel	3,949	5,094	5,000	5,000
661-5-5451-04-7601 Training & Registrations	2,419	3,497	4,500	4,500
661-5-5451-04-7900 Other Professional Services	4,979	15,000	5,000	5,000
661-5-5451-04-7907 Advertising	998	914	2,000	2,000
661-5-5451-04-7910 Printing & Binding	1,316	478	1,000	1,000
Total Other Svcs & Charges	31,191	69,617	72,500	112,500
TOTAL WATER-RESOURCES	261,364	321,059	339,200	392,500



PRODUCTION O&M

	2012/13 ACTUAL	2013/14 ACTUAL	2014/15 BUDGET	2015/16 PROPOSED
SALARIES & WAGES				
661-5-5451-05-5001 Full Time Employees	129,498	107,310	158,700	136,000
661-5-5451-05-5200 Overtime	765	322	800	1,000
Total Salaries & Wages	130,263	107,632	159,500	137,000
PERSONNEL BENEFITS				
661-5-5451-05-5501 FICA	8,955	7,629	12,100	10,500
661-5-5451-05-5504 Retirement	14,203	12,169	18,200	15,500
661-5-5451-05-5700 Health/Life Insurance	19,442	10,907	18,800	13,000
661-5-5451-05-5701 Disability Insurance	312	254	200	200
661-5-5451-05-5800 Workers Compensation	-	-	11,800	-
Total Personnel Benefits	42,912	30,959	61,100	39,200
SUPPLIES				
661-5-5451-05-6202 Other R&M Materials	7,792	3,156	25,000	3,000
661-5-5451-05-6500 Wells R&M	3,899	246	20,000	20,000
661-5-5451-05-6501 Pumps R&M	56,447	-	20,000	20,000
661-5-5451-05-6502 Elec Equip R&M	35,141	7,309	25,000	25,000
661-5-5451-05-6505 Pump Booster R&M	17,426	759	10,000	10,000
Total Supplies	120,705	11,470	100,000	78,000
OTHER SERVICES & CHARGES				
661-5-5451-05-7300 Electricity	253,124	262,399	260,000	230,000
661-5-5451-05-7301 Propane Gas	1,764	1,592	2,000	2,000
661-5-5451-05-7306 Telephone	2,905	722	2,700	500
661-5-5451-05-7404 R&M Pumps	-	867	20,000	20,000
661-5-5451-05-7406 R&M Other	6,361	-	20,000	20,000
661-5-5451-05-7600 Travel	7	-	-	-
661-5-5451-05-7900 Other Prof Serv	-	537	-	5,000
Total Other Svcs & Charges	264,161	266,117	304,700	277,500
TOTAL WATER-PRODUCTION O&M	558,041	416,178	625,300	531,700



GREEN VALLEY PARK MAINT.

	2012/13 ACTUAL	2013/14 ACTUAL	2014/15 BUDGET	2015/16 PROPOSED
SALARIES & WAGES				
661-5-5451-06-5001 Full Time Employees	9,554	13,093	9,000	23,500
Total Salaries & Wages	9,554	13,093	9,000	23,500
PERSONNEL BENEFITS				
661-5-5451-06-5501 FICA	670	941	700	2,000
661-5-5451-06-5504 Retirement	1,046	1,480	1,000	2,700
661-5-5451-06-5700 Health/Life Insurance	1,244	1,184	1,000	1,200
661-5-5451-06-5701 Disability Insurance	23	31	-	100
661-5-5451-06-5800 Workers Compensation	-	-	700	-
Total Personnel Benefits	2,983	3,636	3,400	6,000
SUPPLIES				
661-5-5451-06-6202 Other R&M Materials	4,607	5,186	10,000	10,000
661-5-5451-06-6990 Other Expense	50,935	13,255	33,000	35,000
Total Supplies	55,542	18,441	43,000	45,000
SERVICES				
661-5-5451-06-7406 R&M Other	-	2,200	2,600	2,800
	-	2,200	2,600	2,800
TOTAL WATER-GV PARK MAINTENANCE	68,079	37,370	58,000	77,300



WQARF SITE O&M

	2012/13 ACTUAL	2013/14 ACTUAL	2014/15 BUDGET	2015/16 PROPOSED
SALARIES & WAGES				
661-5-5451-07-5001 Full Time Employees	6,214	7,319	5,800	7,800
Total Salaries & Wages	6,214	7,319	5,800	7,800
PERSONNEL BENEFITS				
661-5-5451-07-5501 FICA	433	521	400	600
661-5-5451-07-5504 Retirement	677	827	700	900
661-5-5451-07-5700 Health/Life Insurance	777	696	700	700
661-5-5451-07-5701 Disability Insurance	15	17	-	-
661-5-5451-07-5800 Workers Compensation	-	-	400	-
Total Personnel Benefits	1,902	2,061	2,200	2,200
SUPPLIES				
661-5-5451-07-6008 Chemicals	-	155	28,000	32,000
661-5-5451-07-6202 Other R&M Materials	3,181	2,349	15,000	-
661-5-5451-07-6500 Wells R&M	1,113	2,420	5,000	5,000
661-5-5451-07-6501 Pumps R&M	-	1,892	10,000	10,000
661-5-5451-07-6502 Elec Equip R&M	1,467	2,355	32,000	5,000
Total Supplies	5,761	9,171	90,000	52,000
OTHER SERVICES & CHARGES				
661-5-5451-07-7001 Admin/Program Oversight	2,802	2,587	25,000	5,000
661-5-5451-07-7004 Compliance Sampling	2,190	6,125	10,000	10,000
661-5-5451-07-7300 Electricity	31,908	26,973	36,000	30,000
661-5-5451-07-7306 Telephone	2,155	23	-	-
661-5-5451-07-7404 R&M Pumps	-	-	15,000	15,000
661-5-5451-07-7406 R&M Equipment	22,936	-	-	10,000
661-5-5451-07-7407 R&M Wells	-	-	15,000	15,000
661-5-5451-07-7900 Other Professional Serv	-	3,290	-	-
Total Other Svcs & Charges	61,991	38,998	101,000	85,000
TOTAL WATER-WQARF SITE O&M	75,868	57,549	199,000	147,000



CC CRAGIN PROJECT

	2012/13 ACTUAL	2013/14 ACTUAL	2014/15 BUDGET	2015/16 PROPOSED
OTHER SERVICES & CHARGES				
661-5-5451-20-7100 Legal Services	8,443	206,720	40,000	40,000
661-5-5451-20-7300 Electricity	386	262	500	2,000
661-5-5451-20-7306 Telephone	1,033	712	800	800
661-5-5451-20-7600 Travel	866	644	1,000	3,000
661-5-5451-20-7915 Overhead	28,600	28,600	-	-
Total Other Svcs & Charges	39,328	236,938	42,300	45,800
CAPITAL				
661-5-5451-20-8010 CC Cragin Pipeline (SRP)	-	205,133	750,000	850,000
661-5-5451-20-8600 CCC Pipeline Constr	2,924,930	2,768,607	12,100,000	11,000,000
Total Capital	2,924,930	2,973,740	12,850,000	11,850,000
TOTAL WATER - CC CRAGIN PROJECT	2,964,258	3,210,678	12,892,300	11,895,800



CAP TRUST FUND

	2012/13 ACTUAL	2013/14 ACTUAL	2014/15 BUDGET	2015/16 PROPOSED
SUPPLIES				
460-5-5451-00-6901 Taxes & Fees	2,120	2,332	-	-
Total Supplies	2,120	2,332	-	-
OTHER SERVICES & CHARGES				
460-5-5451-00-7100 Legal Fees	122	-	-	-
460-5-5451-00-7952 Purchase Agreement	93,750	-	-	-
Total Other Svcs & Charges	93,872	-	-	-
CAPITAL OUTLAY				
460-5-5451-00-8594 Environmental Project	-	-	325,000	325,000
Total Capital Outlay	-	-	325,000	325,000
TOTAL WATER-CAP TRUST FUND	95,992	2,332	325,000	325,000



***SUPPLEMENTAL
INFORMATION***

RESOLUTION NO. 2851

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 2015-2016.

WHEREAS, in accordance with the provisions of Title 42, Chapter 17, Arizona Revised Statutes, on June 4, 2015, the Mayor and Council 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 4, 2015, 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 18, 2015, 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 Fiscal Year 2015-2016.

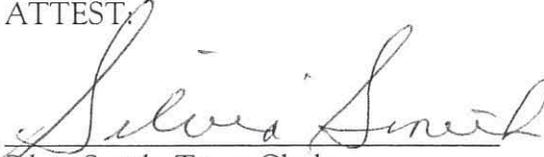
Section 2. The Town of Payson is authorized to take such other actions as are necessary to carry out the purposes of this Resolution.

PASSED AND ADOPTED BY THE MAYOR AND COMMON COUNCIL OF THE TOWN OF PAYSON, ARIZONA, this 18th day of June, 2015, by the following vote:

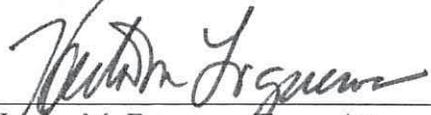
AYES 7 NOES 0 ABSTENTIONS 0 ABSENCE 0


Kenny J. Evans, Mayor

ATTEST:


Silvia Smith, Town Clerk

APPROVED AS TO FORM:


Hector M. Figueroa, Town Attorney

TOWN OF PAYSON
Summary Schedule of Estimated Revenues and Expenditures/Expenses
Fiscal Year 2016

Fiscal Year	S c h	FUNDS										Total All Funds
		General Fund	Special Revenue Fund	Debt Service Fund	Capital Projects Fund	Permanent Fund	Enterprise Funds Available	Internal Service Funds				
2015	E	13,426,500	6,324,000	656,600	1,198,700	0	19,147,200	0				40,753,000
2015	E	12,604,500	5,211,100	654,600	209,800	0	6,412,100	0				25,092,100
2016		1,499,941	514,726	442,308	526,859		6,216,816					9,200,650
2016	B	651,000										651,000
2016	B											0
2016	C	13,255,400	5,590,100	418,800	526,800	0	17,792,500	0				37,583,600
2016	D	0	0	0	0	0	0	0				0
2016	D	0	0	0	0	0	0	0				0
2016	D	156,154	321,200	264,800	2,300	0	2,300	0				744,454
2016	D	350,000	286,354	105,800	0	0	2,300	0				744,454
2016												
2016		15,212,495	6,139,672	1,020,108	1,055,959	0	24,007,016	0				47,435,250
2016	E	14,761,100	5,875,800	650,100	991,800	0	17,939,400	0				40,218,200

EXPENDITURE LIMITATION COMPARISON

	2015	2016
1. Budgeted expenditures/expenses	\$ 40,753,000	\$ 40,218,200
2. Add/subtract: estimated net reconciling items		
3. Budgeted expenditures/expenses adjusted for reconciling items	40,753,000	40,218,200
4. Less: estimated exclusions		
5. Amount subject to the expenditure limitation	\$ 40,753,000	\$ 40,218,200
6. EEC expenditure limitation	\$ 40,753,000	\$ 40,218,200

* Includes Expenditure/Expense Adjustments Approved in the 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 on this line 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 2016

	2015	2016
1. Maximum allowable primary property tax levy. A.R.S. §42-17051(A)	\$ 689,137	\$ 711,910
2. Amount received from primary property taxation in the current year in excess of the sum of that year's maximum allowable primary property tax levy. A.R.S. §42-17102(A)(18)	\$	
3. Property tax levy amounts		
A. Primary property taxes	\$ 642,900	\$ 651,000
B. Secondary property taxes		
C. Total property tax levy amounts	\$ 642,900	\$ 651,000
4. Property taxes collected*		
A. Primary property taxes		
(1) Current year's levy	\$ 635,000	
(2) Prior years' levies	10,000	
(3) Total primary property taxes	\$ 645,000	
B. Secondary property taxes		
(1) Current year's levy	\$	
(2) Prior years' levies		
(3) Total secondary property taxes	\$	
C. Total property taxes collected	\$ 645,000	
5. Property tax rates		
A. City/Town tax rate		
(1) Primary property tax rate	0.3963	0.3877
(2) Secondary property tax rate		
(3) Total city/town tax rate	0.3963	0.3877
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 2016

SOURCE OF REVENUES	ESTIMATED REVENUES 2015	ACTUAL REVENUES* 2015	ESTIMATED REVENUES 2016
GENERAL FUND			
Local taxes			
Sales Tax - Town	\$ 5,900,000	\$ 6,200,000	\$ 6,500,000
Licenses and permits			
Franchise Fees	366,000	367,300	373,700
Business Licenses	70,000	70,000	71,500
Liquor Licenses	1,500	1,500	1,500
ROW Permits	3,500	9,500	5,000
Animal Control Licenses	15,000	13,500	18,000
Building Permits	450,000	335,000	450,000
Intergovernmental			
State Shared Revenue	3,234,800	3,227,200	3,303,900
Property Taxes-Prior Year	10,000	10,000	10,000
Vehicle License Tax	914,100	800,000	906,000
Tonto Apache Tribe	12,000	23,400	12,000
Fire Services IGA	300,000	300,000	300,000
Grants	430,400	241,200	439,600
Charges for services			
Prosecution Fees	48,000	46,000	51,000
Law Enforcement Charges	9,400	18,000	8,000
Fire Service Charges	7,000	11,900	10,500
Zoning Charges	25,000	30,600	30,000
Building Inspections	10,000	7,500	7,500
Engineering Review	10,000	7,500	10,000
Plan Review	125,000	150,000	225,000
Fines and forfeits			
Court Fines & Fees	100,000	120,000	110,000
Interest on investments			
Interest	500	500	1,000
In-lieu property taxes			
Contributions			
Voluntary contributions			47,500
Miscellaneous			
Other Revenue	150,700	13,600	17,500
Recreation Fees	101,200	108,200	120,500
Enterprise Overhead	250,000	250,000	154,400
Insurance Recoveries	10,000	18,000	10,000
Surplus Sales	7,500	20,000	50,000
Sale of Fixed Assets	50,000		
Facilities Lease Fees	11,300	11,300	11,300
Total General Fund	\$ 12,622,900	\$ 12,411,700	\$ 13,255,400

* 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 2016

SOURCE OF REVENUES	ESTIMATED REVENUES 2015	ACTUAL REVENUES* 2015	ESTIMATED REVENUES 2016
SPECIAL REVENUE FUNDS			
Highway User Revenue Fund			
Highway Users Gas Tax	\$ 1,500,800	\$ 1,450,000	\$ 1,473,700
Gila Co. Transportation Tax		250,000	780,000
Inspection Fees	145,000	10,000	130,000
Grants	552,400	70,000	14,000
Other Revenue	2,000	6,000	8,000
Enterprise Fund Overhead	32,600	32,600	25,800
Total Highway User Revenue Fund	\$ 2,232,800	\$ 1,818,600	\$ 2,431,500
Gifts & Grants Fund			
Grants	\$ 17,000	\$ 2,000	\$
Contributions	2,000	3,800	
Total Gifts & Grants Fund	\$ 19,000	\$ 5,800	\$
Bed Tax Fund			
Bed Tax	\$ 250,000	\$ 260,000	\$ 265,000
Total Bed Tax Fund	\$ 250,000	\$ 260,000	\$ 265,000
Police Dept. of Justice Fund			
Defense 1033 Revenue	\$ 22,000	\$ 18,500	\$ 18,500
Local RICO Revenue			
Other Revenue	500		
Public Surplus Sales	10,000	38,600	40,000
Total Police Dept. of Justice Fund	\$ 32,500	\$ 57,100	\$ 58,500
Recreation Facility Improvement Fund			
Facility Fee	\$ 5,000	\$ 10,000	\$ 15,000
Total Recreation Facil. Imprv. Fund	\$ 5,000	\$ 10,000	\$ 15,000
Library Fund			
Gila County Library District Tax	\$ 218,900	\$ 218,900	\$ 229,200
Fines	16,000	20,000	20,000
Other Revenue			
Total Library Fund	\$ 234,900	\$ 238,900	\$ 249,200
Magistrate Court - JCEF Fund			
Contributions	\$	\$	\$
Total Magistrate Court - JCEF Fund	\$	\$	\$
Magistrate Court - FTG Fund			
Contributions	\$	\$ 1,000	\$
Total Magistrate Court - FTG Fund	\$	\$ 1,000	\$
Airport Fund			
Grants	\$ 981,000	\$ 740,000	\$ 243,000
Advertising Sign Fee			500
Tie Down Fee	12,500	9,800	12,500
Gate Fees	9,600	9,600	9,600
Ground Leases	20,000	18,100	18,100
Hanger Leases	51,000	55,000	55,000
Fuel Sales	3,000	4,100	4,000
Other	13,200	6,000	6,000
Total Airport Fund	\$ 1,090,300	\$ 842,600	\$ 348,700
Event Center Fund			
TEV Grant	\$	\$	\$ 3,000
Event Revenue	70,000	90,000	90,000
Total Event Center Fund	\$ 70,000	\$ 90,000	\$ 93,000

TOWN OF PAYSON
Revenues Other Than Property Taxes
Fiscal Year 2016

SOURCE OF REVENUES	ESTIMATED REVENUES 2015	ACTUAL REVENUES* 2015	ESTIMATED REVENUES 2016
Health Insurance Fund			
Employee Contribution	\$ 525,500	\$ 485,800	\$ 554,400
Employer Contribution	789,700	694,600	833,500
Retiree Contribution	150,000	144,300	172,900
Employer Retiree Contribution	408,400	453,100	568,400
Other			
Total Health Insurance Fund	\$ 1,873,600	\$ 1,777,800	\$ 2,129,200
Total Special Revenue Funds	\$ 5,808,100	\$ 5,101,800	\$ 5,590,100

* 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.

DEBT SERVICE FUNDS

Westerly Rd ID Debt Service Fund

Assessment - Principal	\$ 38,200	\$ 38,200	\$ 41,600
Assessment - Interest	19,400	19,400	17,200
Total Westerly Rd ID Debt Service Fund	\$ 57,600	\$ 57,600	\$ 58,800

General Obligation Bond Debt Service Fund

Sales Tax - Town	\$ 353,000	\$ 360,000	\$ 360,000
Total General Obligation Bond DS Fund	\$ 353,000	\$ 360,000	\$ 360,000

Total Debt Service Funds \$ 410,600 \$ 417,600 \$ 418,800

CAPITAL PROJECTS FUNDS

Grant Capital Projects Fund

Grants	\$ 617,700	\$ 86,900	\$ 526,800
Total Grant Capital Projects Fund	\$ 617,700	\$ 86,900	\$ 526,800

CAP Trust Fund

Other Revenue	\$	\$	\$
Total CAP Trust Fund	\$	\$	\$

Total Capital Projects Funds \$ 617,700 \$ 86,900 \$ 526,800

* 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 2016

SOURCE OF REVENUES	ESTIMATED REVENUES 2015	ACTUAL REVENUES* 2015	ESTIMATED REVENUES 2016
PERMANENT FUNDS			
Not Applicable	\$ _____	\$ _____	\$ _____
_____	_____	_____	_____
_____	_____	_____	_____
	\$ _____	\$ _____	\$ _____
Total Permanent Funds	\$ _____	\$ _____	\$ _____
ENTERPRISE FUNDS			
Water Fund			
Charges for Services	\$ 4,990,500	\$ 4,834,500	\$ 5,130,500
Miscellaneous Intergov. Revenue	24,500	22,000	15,000
Interest	3,000	3,000	3,000
Facilities Leases	45,000	50,100	50,100
Impact Fees	1,500,000	220,400	1,507,000
Overhead	_____	_____	47,600
Debt Proceeds	11,800,000	1,000,000	11,000,000
Other	27,000	64,500	39,300
Total Water Fund	\$ 18,390,000	\$ 6,194,500	\$ 17,792,500
Total Enterprise Funds	\$ 18,390,000	\$ 6,194,500	\$ 17,792,500
INTERNAL SERVICE FUNDS			
Not Applicable	\$ _____	\$ _____	\$ _____
_____	_____	_____	_____
_____	_____	_____	_____
	\$ _____	\$ _____	\$ _____
Total Internal Service Funds	\$ _____	\$ _____	\$ _____
TOTAL ALL FUNDS	\$ 37,849,300	\$ 24,212,500	\$ 37,583,600

* 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.

* 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 2016

FUND	OTHER FINANCING 2016		INTERFUND TRANSFERS 2016	
	SOURCES	<USES>	IN	<OUT>
GENERAL FUND				
Bed Tax Fund	\$	\$	\$ 95,000	\$
Gifts & Grants Fund			61,154	
Wildlands/Urban Program Fund				
HURF				
Library				115,400
Airport Fund				75,600
Equipment Replacement Fund				
Bonita Street Construction				
General Debt Service Fund				
ELRID Debt Service Fund				
Westerly Rd. Debt Service Fund				26,800
Rumsey Park COPs DS Fund				
Excise Bonds DS Fund				132,200
Green Valley Park Debt Service Fund				
Total General Fund	\$	\$	\$ 156,154	\$ 350,000
SPECIAL REVENUE FUNDS				
Gifts & Grants Fund	\$	\$	\$	\$ 61,154
Library			115,400	
Event Center Fund			130,200	
Bed Tax Fund				225,200
Airport Fund			75,600	
Total Special Revenue Funds	\$	\$	\$ 321,200	\$ 286,354
DEBT SERVICE FUNDS				
General Debt Service Fund	\$	\$	\$ 105,800	\$
Westerly Rd. Debt Service Fund			26,800	
CAP Trust Fund				
Rumsey Park COPs DS Fund				
GO Bonds Debt Service Fund				105,800
Excise Tax Rev Ob DS Fund			132,200	
Total Debt Service Funds	\$	\$	\$ 264,800	\$ 105,800
CAPITAL PROJECTS FUNDS				
CAP Trust Fund	\$	\$	\$ 2,300	\$
Total Capital Projects Funds	\$	\$	\$ 2,300	\$
PERMANENT FUNDS				
Not Applicable	\$	\$	\$	\$
Total Permanent Funds	\$	\$	\$	\$
ENTERPRISE FUNDS				
Water Fund	\$	\$	\$	\$ 2,300
Total Enterprise Funds	\$	\$	\$	\$ 2,300
INTERNAL SERVICE FUNDS				
Not Applicable	\$	\$	\$	\$
Total Internal Service Funds	\$	\$	\$	\$
TOTAL ALL FUNDS	\$	\$	\$ 744,454	\$ 744,454

TOWN OF PAYSON
Expenditures/Expenses by Fund
Fiscal Year 2016

FUND/DEPARTMENT	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2015	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2015	ACTUAL EXPENDITURES/ EXPENSES* 2015	BUDGETED EXPENDITURES/ EXPENSES 2016
GENERAL FUND				
Central Services	\$ 1,160,900	\$	\$ 1,169,500	\$ 1,390,600
Town Clerk	211,300		212,300	218,600
Elections	43,000		37,100	40,000
Town Manager	185,200	88,500	274,400	188,900
Neighborhood Services	3,500			
Human Resources	227,600		222,900	236,400
Financial Services	353,500		327,200	408,500
Information Technology	614,800		605,100	626,700
Tourism & Economic Vitality	121,100		119,500	124,600
Town Council	107,000		103,000	103,100
Magistrate Court	213,100		183,100	216,900
Town Attorney	408,200		362,500	378,300
Police	4,817,400		4,372,000	5,151,200
Fire	3,272,000		3,039,600	3,602,700
Public Works	544,200		538,800	671,900
Parks & Recreation	334,000		363,800	452,300
Community Development	809,700	(88,500)	673,700	950,400
Total General Fund	\$ 13,426,500	\$	\$ 12,604,500	\$ 14,761,100
SPECIAL REVENUE FUNDS				
HURF	\$ 2,299,100	\$	\$ 1,727,100	\$ 2,550,900
Gifts & Grants Fund	61,000			
Bed Tax Fund	101,400		101,300	93,400
Police Dept. of Justice Fund	85,000		87,200	90,200
Library Fund	341,800		338,100	364,600
Magistrate Court Fund				
Airport Fund	1,257,700		950,900	424,300
Event Center Fund	204,400		203,400	223,200
Health Insurance Fund	1,973,600		1,803,100	2,129,200
Total Special Revenue Funds	\$ 6,324,000	\$	\$ 5,211,100	\$ 5,875,800
DEBT SERVICE FUNDS				
General Debt Service Fund	\$ 145,100	\$	\$ 145,100	\$ 105,800
Westery Rd. ID Debt Service	84,600		83,700	85,600
Excise Tax Obligation DS	132,500		130,900	132,200
GO Bonds Debt Service	294,400		294,900	326,500
Total Debt Service Funds	\$ 656,600	\$	\$ 654,600	\$ 650,100
CAPITAL PROJECTS FUNDS				
Public Safety Impact Fee Fund	\$ 41,200	\$	\$ 41,300	\$
Park Development Fund	40,000		46,800	
Grant Capital Projects Fund	617,700		86,900	526,800
Public Safety Bond Proj. Fund	140,000			140,000
Green Valley Park Redevel.	34,800		34,800	
CAP Trust Fund	325,000			325,000
Total Capital Projects Funds	\$ 1,198,700	\$	\$ 209,800	\$ 991,800
PERMANENT FUNDS				
Not Applicable	\$	\$	\$	\$
Total Permanent Funds	\$	\$	\$	\$
ENTERPRISE FUNDS				
Water Fund	\$ 19,147,200	\$	\$ 6,412,100	\$ 17,939,400
Total Enterprise Funds	\$ 19,147,200	\$	\$ 6,412,100	\$ 17,939,400
INTERNAL SERVICE FUNDS				
Not Applicable	\$	\$	\$	\$
Total Internal Service Funds	\$	\$	\$	\$
TOTAL ALL FUNDS	\$ 40,753,000	\$	\$ 25,092,100	\$ 40,218,200

* 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 2016

DEPARTMENT/FUND	ADOPTED	EXPENDITURE/	ACTUAL	BUDGETED
	BUDGETED	EXPENSE	EXPENDITURES/	EXPENDITURES/
	EXPENDITURES/	ADJUSTMENTS	EXPENSES*	EXPENSES/
	EXPENSES	APPROVED	EXPENSES*	EXPENSES
	2015	2015	2015	2016
General Government				
General Fund	\$ 1,160,900	\$	\$ 1,169,500	\$ 1,390,600
General Debt Service Fund	145,100		145,100	105,800
Health Insurance Fund	1,973,600		1,803,100	2,129,200
Department Total	\$ 3,279,600	\$	\$ 3,117,700	\$ 3,625,600
Town Clerk				
General Fund	\$ 254,300	\$	\$ 249,400	\$ 258,600
Department Total	\$ 254,300	\$	\$ 249,400	\$ 258,600
Town Manager				
General Fund	\$ 188,700	\$ 88,500	\$ 274,400	\$ 188,900
Department Total	\$ 188,700	\$ 88,500	\$ 274,400	\$ 188,900
Human Resources				
General Fund	\$ 227,600	\$	\$ 222,900	\$ 236,400
Department Total	\$ 227,600	\$	\$ 222,900	\$ 236,400
Financial Services				
General Fund	\$ 353,500	\$	\$ 327,200	\$ 408,500
Department Total	\$ 353,500	\$	\$ 327,200	\$ 408,500
Information Technology				
General Fund	\$ 614,800	\$	\$ 605,100	\$ 626,700
Department Total	\$ 614,800	\$	\$ 605,100	\$ 626,700
Town Council				
General Fund	\$ 107,000	\$	\$ 103,000	\$ 103,100
Department Total	\$ 107,000	\$	\$ 103,000	\$ 103,100
Magistrate Court				
General Fund	\$ 213,100	\$	\$ 183,100	\$ 216,900
Department Total	\$ 213,100	\$	\$ 183,100	\$ 216,900
Town Attorney				
General Fund	\$ 408,200	\$	\$ 362,500	\$ 378,300
Department Total	\$ 408,200	\$	\$ 362,500	\$ 378,300
Police				
General Fund	\$ 4,817,400	\$	\$ 4,372,000	\$ 5,151,200
Gifts & Grants Fund	45,000			
Dept of Justice Fund	85,000		87,200	90,200
Grant Capital Project Fund	78,700		32,000	107,300
Public Safety Develop. Fund	41,200		41,300	
Public Safety Bond Fund	140,000			140,000
GO Bonds Debt Service	294,400		294,900	326,500
Department Total	\$ 5,501,700	\$	\$ 4,827,400	\$ 5,815,200
Fire				
General Fund	\$ 3,272,000	\$	\$ 3,039,600	\$ 3,602,700
Gifts & Grants Fund	14,000			
Grant Capital Project Fund	270,000			205,500
Department Total	\$ 3,556,000	\$	\$ 3,039,600	\$ 3,808,200
Public Works				
General Fund	\$ 544,200	\$	\$ 538,800	\$ 671,900
HURF	2,299,100		1,727,100	2,550,900
Gifts & Grants Fund				
Green Valley Park Redevel.	34,800		34,800	
Airport Fund	1,257,700		950,900	424,300
Westerly Rd ID Debt Service	84,600		83,700	85,600
Excise Tax Debt Service	132,500		130,900	132,200
Department Total	\$ 4,352,900	\$	\$ 3,466,200	\$ 3,864,900
Parks, Recreation & Tourism				
General Fund	\$ 455,100	\$	\$ 483,300	\$ 576,900
Gifts & Grants Fund	2,000			
Bed Tax Fund	101,400		101,300	93,400
Event Center Fund	204,400		203,400	223,200
Park Development Fund	40,000		46,800	
Department Total	\$ 802,900	\$	\$ 834,800	\$ 893,500
Community Development				
General Fund	\$ 809,700	\$ (88,500)	\$ 673,700	\$ 950,400
Grant Capital Project Fund	269,000		54,900	214,000
Department Total	\$ 1,078,700	\$ (88,500)	\$ 728,600	\$ 1,164,400
Library				
Library Fund	\$ 341,800	\$	\$ 338,100	\$ 364,600
Department Total	\$ 341,800	\$	\$ 338,100	\$ 364,600
Water				
Water Fund	\$ 19,147,200	\$	\$ 6,412,100	\$ 17,939,400
CAP Trust Fund	325,000			325,000
Department Total	\$ 19,472,200	\$	\$ 6,412,100	\$ 18,264,400

* 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 2016

FUND	Full-Time Equivalent (FTE) 2016	Employee Salaries and Hourly Costs 2016	Retirement Costs 2016	Healthcare Costs 2016	Other Benefit Costs 2016	Total Estimated Personnel Compensation 2016
GENERAL FUND	119	\$ 7,311,100	\$ 1,812,600	\$ 1,215,200	\$ 922,600	\$ 11,261,500
SPECIAL REVENUE FUNDS						
HURF	19	\$ 814,800	\$ 92,400	\$ 89,000	\$ 174,700	\$ 1,170,900
Bed Tax		3,000			400	3,400
Library	6	240,500	26,300	10,300	22,700	299,800
Airport	2	63,200	7,200	200	10,000	80,600
Event Center	1	40,800	4,100	3,400	3,600	51,900
Total Special Revenue Funds	28	\$ 1,162,300	\$ 130,000	\$ 102,900	\$ 211,400	\$ 1,606,600
DEBT SERVICE FUNDS						
None		\$	\$	\$	\$	\$
Total Debt Service Funds		\$	\$	\$	\$	\$
CAPITAL PROJECTS FUNDS						
None		\$	\$	\$	\$	\$
Total Capital Projects Funds		\$	\$	\$	\$	\$
PERMANENT FUNDS						
Not Applicable		\$	\$	\$	\$	\$
Total Permanent Funds		\$	\$	\$	\$	\$
ENTERPRISE FUNDS						
Water	20	\$ 1,165,700	\$ 133,100	\$ 106,000	\$ 152,600	\$ 1,557,400
Total Enterprise Funds	20	\$ 1,165,700	\$ 133,100	\$ 106,000	\$ 152,600	\$ 1,557,400
INTERNAL SERVICE FUND						
		\$	\$	\$	\$	\$
Total Internal Service Fund		\$	\$	\$	\$	\$
TOTAL ALL FUNDS	167	\$ 9,639,100	\$ 2,075,700	\$ 1,424,100	\$ 1,286,600	\$ 14,425,500

SCHEDULE G



FINANCIAL POLICIES

The Town of Payson's 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 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 attributed to equip-



2015 ANNUAL BUDGET

ment 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.

FINANCIAL POLICIES



2015 ANNUAL BUDGET

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 measureable, 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 (GFOA) standards for financial reporting and budgeting, the Governmental Accounting Standards Board (GASB) as well as any other professional standards as required.

FINANCIAL POLICIES



2015 ANNUAL BUDGET

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.

FINANCIAL POLICIES



2015 ANNUAL BUDGET

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.

FINANCIAL POLICIES



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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. 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 services
- 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 official, 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.



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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 not 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

FINANCIAL POLICIES



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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. Inter-fund 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



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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.

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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 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.

FINANCIAL POLICIES



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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.



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- 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 that 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



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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 sale 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 condition:

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 saving 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



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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 of 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 States, 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 funds 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 collection 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 tax

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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 Finance



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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 statute.

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 / 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.

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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 re-funding 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 monies not available from other sources
- Matching fund monies 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

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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, at 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 ration 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, 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 31st of the following year of the CARF.

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.

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.

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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

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project. Examples include land acquisition, design and construction. "On-going projects" represent annual capital programs such as street overlay, 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.



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	15/16
Town Manager	2.00	2.00	2.00	2.00	5.00	5.00	5.00	4.00	4.00	5.00	4.00
Town Attorney	5.00	5.00	5.00	4.50	4.50	4.00	4.00	4.00	4.50	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	3.00
Central Services	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.50	1.50	1.00
Financial Services	8.00	8.00	6.00	6.00	6.00	6.00	6.00	7.00	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	52.00
Fire	25.00	25.00	25.00	25.00	25.00	24.00	27.00	33.00	32.00	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	3.00
Community Dev	2.00	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	5.00
Planning	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	2.00	4.00	5.00
Airport	1.00	1.00	1.00	1.00	1.00	1.00	1.50	1.50	1.50	1.50	2.00
Public Works	16.50	16.50	17.00	17.00	22.50	22.50	22.00	22.00	22.00	22.00	24.00
Water Department	17.00	17.00	17.00	19.00	19.00	22.00	21.00	21.00	20.00	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	7.50
Recreation & Tourism	9.50	11.50	11.50	11.50	7.00	7.00	6.50	6.50	6.50	6.50	6.00
Authorized Positions	152.50	158.50	165.00	163.00	166.00	168.50	170.00	176.00	175.00	177.00	178.00
Frozen Positions					14.00	16.00	15.00	19.00	15.00	14.00	10.00
Total Authorized to Fill	152.50	158.50	165.00	163.00	152.00	152.50	155.00	157.00	160.00	163.00	168.00

Positions Frozen Pending Economic Recovery

Department	Division	Title	FY12/13	FY13/14	FY14/15	FY15/16
Town Manager	Human Resources	Human Resources Technician	1.00	-	-	-
Town Manager	Town Manager	Executive Assistant	1.00	1.00	1.00	1.00
Town Clerk	Town Clerk	Chief Deputy Clerk	1.00	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	1.00
Police	Operations	Sergeant	1.00	1.00	1.00	1.00
Police	Operations	Officer	2.00	2.00	2.00	2.00
Police	Operations	Secretary / Property Tech	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	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	1.00
Recreation & Tourism	Trails	Recreation Coordinator	1.00	1.00	1.00	1.00
			18.00	14.00	13.00	9.00
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	0.50
Financial Services	Financial Services	Grant Coordinator	0.50	0.50	0.50	0.50
			1.00	1.00	1.00	1.00



Budgeted Positions

Department	FY 12/13	FY 13/14	FY 14/15	FY 15/16
Town Manager	3.00	3.00	4.00	3.00
Town Attorney	3.50	4.00	4.00	4.00
Town Clerk	3.00	2.00	2.00	2.00
Central Services	-	1.50	1.50	1.00
Financial Services	4.50	4.50	4.50	5.50
Police	46.00	46.00	47.00	49.00
Fire	33.00	32.00	32.00	32.00
Human Resources	2.00	3.00	3.00	3.00
Community Dev	1.00	1.00	1.00	1.00
Building	5.00	5.00	5.00	5.00
Planning	2.00	2.00	3.00	5.00
Airport	2.00	2.00	2.00	2.00
Public Works	19.00	21.00	21.00	24.00
Water Department	20.00	19.00	19.00	20.00
Library	7.00	6.50	6.50	6.50
Recreation & Tourism	5.00	5.00	5.00	5.00
	156.00	157.50	160.50	168.00

Explanation Regarding Changes in Budgeted Staffing

- ◆ Police—two new Dispatch positions to be added— one in July 2015 & one in January 2016
- ◆ Police—one vacant Secretary position changed to Property Technician
- ◆ Building—one Plans Examiner position unfrozen—to be filled in January 2016
- ◆ Public Works (Streets)—one new Mechanic position
- ◆ Public Works (Streets)—one Street Maintenance Worker position unfrozen
- ◆ Finance—CFO position unfrozen—to be filled in April 2016
- ◆ Central Services—one full time Office Clerk changed to part time
- ◆ Library—one part time Library Clerk changed to part time Library Page
- ◆ Town Manager / Planning & Development—one Economic Development Specialist moved from Town Manager Department to Planning & Development Department
- ◆ Building—one Permit Tech I promoted to Permit Tech II
- ◆ Public Works (Parks Maintenance) - wage adjustments for four General Maintenance Workers
- ◆ Public Works (Streets) - four Street Maintenance Worker I promoted to Street Maintenance Worker II
- ◆ Water—one Water Division Manager promoted to Water Superintendent
- ◆ Water—one Water System Operator III promoted to Water System Operator IV
- ◆ Water—one Water Resources Tech promoted to Water Resource Specialist
- ◆ Water—two Water Systems Operator I promoted to Water Systems Operator II
- ◆ Library—one Asst. Library Manager promoted to Library Manager
- ◆ Library—one part time Library Clerk I promoted to part time Library Clerk III



PRINCIPAL EMPLOYERS

Employer	2015 Employees
Mazatzal Casino	300
Wal-mart	300
Payson Unified School District	299
Payson Regional Medical Center/Banner	245
Gila County	170
Town of Payson	168
Rim Country Health / Manzanita Manor	156
Payson Care Center / Life Care Center	156
Home Depot	117
Chaparral Pines / Rim Club	117
Safeway Supermarket	124
US Forest Service	80
Bashas' Supermarket	71
Chapman Auto	34
Total	2,337

Sources: Human Resource and Personnel Departments of the above-mentioned businesses

DEMOGRAPHIC AND ECONOMIC STATISTICS

Calendar Year	Population	Median Household Income	Per Capita Personal Income	Median Age	School Enrollment	Unemployment Rate
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	36,764	n/a	54.2	2,420	7.7%
2012	15,301	42,342	25,716	53.1	2,225	9.6%
2013	15,215	43,741	24,914	53.1	2,415	9.6%
2014	15,245	43,535	24,690	52.9	2,485	7.5%
2015	15,245	44,661	23,668	52.7	2,450	4.5%

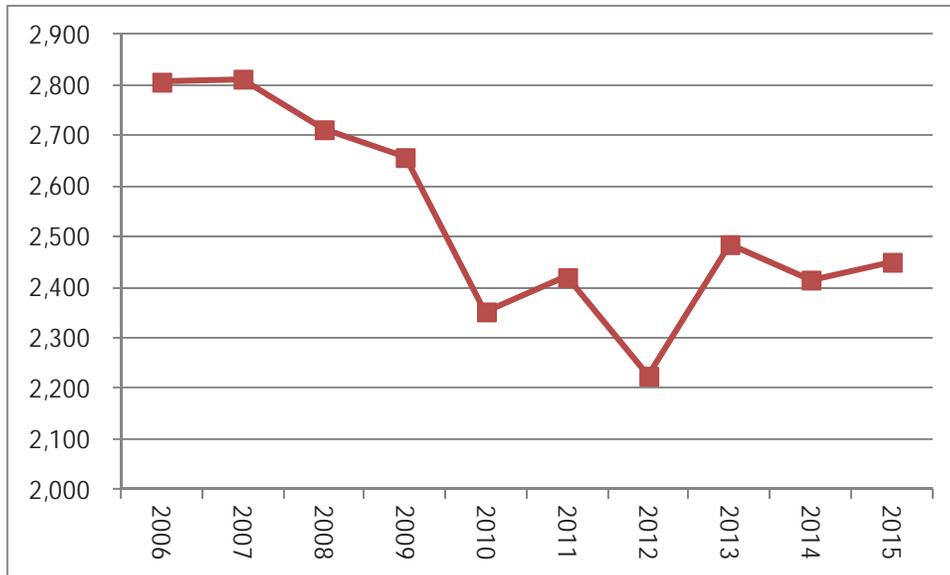


SCHOOL ENROLLMENT

Combined total for Elementary School, Junior High School, and High School enrollment as of the start of each school year.

School Year	Enrollment
2006	2,806
2007	2,812
2008	2,712
2009	2,657
2010	2,352
2011	2,420
2012	2,225
2013	2,485
2014	2,415
2015	2,450

Source: Payson Unified School District





EDUCATIONAL ATTAINMENT

Population 25 years and over:	11,977
Less than 9th grade	3.2%
9th to 12th grade, no diploma	6.8%
High school graduate (includes equivalency)	32.2%
Some college, no degree	27.8%
Associate's degree	11.7%
Bachelor's degree	10.5%
Graduate or professional degree	7.8%

POPULATION BY SEX AND AGE

Total Population	15,231
Male	7,128
Female	8,103
Under 5 years	656
5 to 9 years	538
10 to 14 years	815
15 to 19 years	798
20 to 24 years	447
25 to 34 years	1,343
35 to 44 years	1,302
45 to 54 years	2,273
55 to 59 years	1,021
60 to 64 years	1,427
65 to 74 years	2,553
75 to 84 years	1,427
85 years and over	631

Source: American FactFinder—U.S. Census Bureau, 2009-2013 5-Year American Community Survey



COMPARISON OF GENERAL HOUSING STATISTICS

	Payson, Arizona	United States
Median Home Age:	24	34
Median Home Cost:	\$ 181,100	\$ 170,100
Homes Owned	54.30%	57.34%
Homes Rented	19.91%	30.19%
Average Rent for Homes / Apartments:		
Studio Apartment	\$ 515	\$ 661
1 Bedroom Home / Apartment	\$ 537	\$ 765
2 Bedroom Home / Apartment	\$ 723	\$ 957
3 Bedroom Home / Apartment	\$ 1,044	\$ 1,289
4 Bedroom Home / Apartment	\$ 1,225	\$ 1,490

VALUE OF OWNER-OCCUPIED HOUSING

Less than \$20,000	9.84%
\$20,000 to \$39,999	1.58%
\$40,000 to \$59,999	1.58%
\$60,000 to \$79,999	0.73%
\$80,000 to \$99,999	4.99%
\$100,000 to \$149,999	10.88%
\$150,000 to \$199,999	20.16%
\$200,000 to \$299,999	34.53%
\$300,000 to \$399,999	7.18%
\$400,000 to \$499,999	3.70%
\$500,000 to \$749,999	3.91%
\$750,000 to \$999,999	0.60%
\$1,000,000 or more	0.31%

HOUSING UNITS BY YEAR STRUCTURE BUILT

2010 and newer	0.00%
2000 to 2009	15.48%
1990 to 1999	28.93%
1980 to 1989	28.55%
1970 to 1979	18.73%
1960 to 1969	28.93%
1950 to 1959	1.32%
1940 to 1949	0.87%
1939 or Earlier	0.93%

Source: Sperling's Best Places at www.bestplaces.net

ACCOUNT A separate financial reporting unit for budgeting, management, or accounting purposes. All budgetary transactions, whether revenue or expenditure, are recorded in accounts.

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.

ADOPTION In regards to the budget, 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.

APPROPRIATED FUND BALANCE The amount of fund balance budgeted as revenue to offset expenses that exceed current revenue.

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.

AUDIT An examination, usually by an official or private accounting firm that reports on the accuracy of the annual financial report.

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 An acronym for 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.

BOND RATING A grade indicating a governmental unit's investment qualities. Generally speaking, the higher the bond rating, the more favorable the interest rate and the lower the cost of financing of capital projects funded by bonds. A high rating is indicative of the government's strong financial position.

BOND REFERENDUM An election in which registered voters vote on whether the Town will be allowed to issue debt in the form of interest-bearing 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.

CAFR An acronym for Comprehensive Annual Financial Report. .

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 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.

CHART OF ACCOUNTS A chart that assigns a unique number to each type of transaction and to each budgetary unit in the organization.

CIP An Acronym for Capital Improvement Plan

COMPREHENSIVE PLAN A plan required by the state for the future growth and development of the Town.

CONSUMER PRICE INDEX (CPI) A statistical description of price levels provided by the U.S. Department of Labor. The index is used as a measure of the increase in the cost of living (economic inflation).

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

DEFICIT The amount by which expenditures exceed revenues during an accounting period

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.

DESIGNATED FUND BALANCE Monies over the years that remain unspent after all budgeted expenditures have been made, but which are reserved for specific purposes and are unavailable for appropriation.

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 An acronym for 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 (FY) 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 An acronym for Generally Accepted Accounting Principals as determined through common practice or as promulgated by accounting standard setting bodies.

GASB An Acronym for Governmental Accounting Standards Board

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.

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 An acronym for 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 An acronym for 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 An acronym for 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.

NET BONDED DEBT The amount calculated as gross bonded debt less debt service monies available at year-end less debt payable from Enterprise Revenues, which ultimately equates to amounts to be repaid through property taxes.

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.

OPEB An acronym for Other Post Employment Benefits

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).

OSHA An acronym for Occupational Safety and Health Act

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.

PURCHASE ORDER (PO) 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 An acronym for 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 An acronym for 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.

STRUCTURALLY BALANCED BUDGET A balanced budget that supports financial sustainability for multiple years into the future. A government needs to make sure that it is aware of the distinction between satisfying the statutory definition and achieving a true structurally balanced budget.

SUPPLIES A cost category for minor items (individually priced at less than \$5,000) required by departments to conduct their operations.

SURPLUS The amount by which revenues exceed expenditures

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 An acronym for Water Infrastructure Financing Authority

WORKLOAD INDICATORS Specific quantitative measures of work performed within an activity or program (e.g., total miles of streets cleaned).