

# **CORPORATE STRATEGIC PLAN**



## **FISCAL YEARS:**

**2015-2016**

**2016-2017**

**2017-2018**

**TOWN OF PAYSON, ARIZONA**



## *Organizational Mission*

The Town of Payson is dedicated to enhancing the quality of life for our citizens by providing a superior level of service in the most effective and efficient manner while exercising fiscal responsibility. To do this 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  
Empowered Employees  
Leadership  
Continuous Improvement



## TOWN COUNCIL



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

## TOWN ADMINISTRATION

Debra A Galbraith—Town Manager, CFO  
LaRon Garrett—Assistant Town Manager/Public Works  
Don Engler—Deputy Town Manager/Public Safety

Hector Figueroa—Town Attorney  
David Staub—Fire Chief  
Cameron Davis—Recreation & Tourism Director  
Sheila DeSchaaf—Planning Director

Silvia Smith—Town Clerk  
Ray LaHaye—Building Official  
Emily Linkey—Library Director  
Don Engler—Police Chief

**ADOPTED JUNE 2015**



*Green Valley Lake*

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## **Introduction**

All organizations must plan in order to successfully prepare for future challenges and opportunities. Successful organizations also establish performance measures to ensure that they are continually moving toward their goals. These performance measures are also used to monitor when a shift in goals may be needed due to the nature of the challenges and opportunities that have arisen. The Corporate Strategic Plan process is the cornerstone of the Town business model. It is the foundation upon which the Business Plan and the Annual Budget are based.

We believe that before we can allocate our available resources, we must first understand the needs and desires of the residents of Payson and the environmental factors that will be necessary to provide them.

The Town of Payson began producing an annual Corporate Strategic Plan (CSP) in 1995 to highlight the Town's overall direction and priorities. Beginning in fiscal year 2006-2007 a different approach was used and the CSP was renamed the Payson Goal Plan (PGP) and was a combination of current year capital requests and strategic goals. The PGP focused more on capital needs and wants and operational details rather than the all encompassing key result areas (KRAs) of the previous strategic plans. Beginning in fiscal year 2009-2010, the Town created a separate Capital Improvement Plan (CIP) and returned to the original CSP format with a focus on strategic goals.

The CSP covers three fiscal years. Quarterly updates on progress are provided to the Town Council and the public. An annual review is brought to the Town Council as part of the annual budget process.

## **Strategic Planning Process**

A CSP workshop is held with the Town Council early in the annual budgeting process. The Town Council and public determine what vital strategic priorities are most critical to future of the Town for the next three fiscal years.

Once priorities are set, or changed from the last adopted CSP, the Council defines those priorities and general goals and directional statements. The directional statements describe the areas within each goal that Town staff will work to achieve. Once the revised CSP is established, it guides the direction of the entire organization, and only then can begin to allocate available resources.

The Business Plan flows directly from the CSP and the budget, with Business Plan Initiatives supporting the CSP priorities and the directional statements, as budget allows. In this way, we assure that the efforts we engage in are purposefully designed to meet the strategic needs of the Town.

## **Document Organization**

The first four major sections contain the introductory information of this document: the Town of Payson Mission Statement, the Core Values of the Town, the members of the Town Council and Management Team and a discussion on the strategic planning process.

Following the introductory material are the Key Results Areas (KRAs) and strategic priorities that the Town Council has set for three fiscal years, 2015/2016, 2016/2017 and 2017/2018. After the KRA's are the elements of the situational analysis of the current environment within the Payson area. This part of the CSP is organized into three sections: Financial Health, Environmental Scan, and an Economic Analysis.

This is a 'living document' in the sense that it can be updated and/or modified each year, even though it was created to cover a three fiscal year period.

## **Key Result Areas**

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



## **KRA 1: Economic Development, Tourism & Economic Vitality**

A diverse vibrant economy that provides economic opportunity for residents is essential to achieving the Town's aspirations for a high quality of life. Creating and preserving jobs and enhancing our revenue base are key objectives. Businesses, neighborhoods and individual residents benefit from the improved quality of life that the Town's economic development and vitality, and tourism efforts create.

### **Priorities**

#### **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.

#### **2. *Foster an environment for entrepreneurial growth.***

Entrepreneurs make critical contributions to the economy, including the generation of new jobs. Energized, educated entrepreneurs create economic opportunity for others and enhance a culture of innovation.

##### **Strategies**

- A. Facilitate the retention and expansion of small and medium sized wealth generating businesses, particularly businesses focused on innovation, technology, finance/business services, and bio sciences.
- B. Participate in regional and state-wide collaboration to enhance entrepreneurial opportunities.
- C. Support and grow diversity in Payson business ownership.

#### **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.

#### **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 Payson 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.

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 various community organizations 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.

## **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.

### **Priorities**

#### **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.

#### **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.

#### **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 Town's strategic priorities.
- C. Develop multi-year performance measures and benchmarks to monitor the effectiveness of financial operations.

- D. Develop multi-year forecasts that contemplate various economic scenarios that assist in the development of alternative planning strategies.
- E. Develop structures and incentives to encourage and reward managers and employees for maintaining discipline and managing expenditures.

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 ratings and other governmental accounting areas.



## **KRA 3: Infrastructure**

Infrastructure is the basic physical and organizational structure needed for the operation of a society or enterprise and the services and facilities necessary to function, such as roads, pedestrian and bicycle systems, water supply, storm drainage, airports, public buildings and facilities, and telecommunications.

### **Priorities**

#### **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 growth, encourage future development, and minimize visual impact for residents and businesses. Improve reliability and accuracy of as-built documentation through new technology to increase safety and reduce utility locating and relocation costs.
- G. Plan, design, develop, and maintain a green infrastructure, such as interconnected trail systems that increase shade canopy coverage and promote pedestrian mobility, parks, trees and shade, and habitat restoration.
- H. Use the Gila County Transportation Tax to mitigate the street/road issues that have occurred due to the past economic downturn.

#### **2. *Establish and enhance inter-town transportation.***

Provide safe, efficient, sustainable, cost-effective multi-modal transportation systems to support economic growth, population growth, and competitiveness 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
- 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.

### 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.

### 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 armadas, 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.



## **KRA 4: Innovation and 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.

### **Priorities**

#### **1. *Infuse a mindset focused on innovation and efficiency into the Town of Payson organizational culture.***

An “innovation and efficiency” way of thinking must become a much more prevalent part of the organization’s core value system and be integrated into the way every day business is conducted. Executives, managers, supervisors, and frontline staff must embrace an attitude that questions existing business processes and practices throughout the organization, with the goal of fostering innovation through the creation and implementation of new ideas.

##### **Strategies**

- A. Develop a communication plan for executive and middle managers to create an innovation and efficiency movement through all levels of staff.
- B. Empower supervisory staff to encourage and reward the creation of innovative ideas as a dominant model within the organization.
- C. Build innovation and efficiency core values and skill sets into staff management practices, including recruitment, selection, orientation, development, mentorship, performance measurement, and compensation systems.
- D. Cultivate and reward a philosophy of innovation through exploratory thinking among employees.

#### **2. *Establish and support Town programs and mechanisms focused on developing and implementing tangible innovations throughout the organization.***

The Town’s innovation and efficiency efforts must be driven from the top to all levels, be results oriented, and demonstrate investment of available means. A proven approach involves assignment of resources dedicated to producing substantial innovative changes that enhance customer service, increase productivity, reduce costs, and engage employees.

##### **Strategies**

- A. Assign an executive sponsor with authority, responsibility, and resources to provide strategic direction, guidance and support for innovation and efficiency objectives.
- B. Recruit, select, and assign a creative and diverse Innovation Team of multi-departmental staff with wide ranging skills and experience representing the Town’s business units, which explores creative solutions, evaluates business processes, identifies improvements, and investigates right sourcing opportunities.
- C. Utilize technology and a standard business process evaluation approach to achieve optimal efficiency and streamlined systems in providing top quality services.
- D. Invest in resources necessary to carry out innovation and efficiency strategies and objectives.
- E. Develop and implement an organization wide performance measurement program.
- F. Develop departmental business plans pursuant to the adopted Corporate Strategic Plan.



3. *Work continually toward elimination of barriers to 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.

4. *Engage the Payson community in the Town’s innovation and efficiency methodologies to facilitate citizen involvement, input, and awareness.*

Involvement by Payson residents in the accomplishment of the Town’s innovation and efficiency goals will boost the meaningfulness and connectedness of the achievements to the community. It is important for the Town to enhance public awareness about the innovation and efficiency achievements and make strong efforts to request relevant input.

**Strategies**

- A. Celebrate innovation and efficiency efforts and accomplishments on a town-wide scale.
- B. Actively inform customers of innovation and efficiency efforts through available public communication methods and media.
- C. Continue to reach out to the community through the Mayor and Town Council, Boards and Commissions, neighborhood associations and other stakeholders to engage the community and invite participation and input.
- D. Create an environment that actively celebrates and informs employees of innovation and efficiency efforts throughout the organization.

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 TV 4. 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, 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.



## **KRA 5: Neighborhoods and Livability**

To preserve healthy, vibrant, diverse and safe neighborhoods that enhances 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.

### **Priorities**

#### **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, nonprofit 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.

#### **2. *Provide a diverse range of housing opportunities and choices to Payson residents.***

Promoting diversified housing opportunities enriches the quality of life for all Payson residents, including low to moderate income families, seniors, persons with disabilities and the homeless. Providing a range of housing opportunities allows the Town to continue to preserve healthy, vibrant, diverse and safe neighborhoods.

##### **Strategies**

- A. Increase homeownership opportunities to help stabilize neighborhoods.
- B. Promote and increase the availability of decent, safe, and affordable housing and expand the supply of assisted housing choices.
- C. Encourage the development of special needs housing and supportive services for persons with disabilities, seniors, homeless and those with special needs. Work with non-profit organizations to promote and participate in a regional continuum of care system that will effectively transition persons who are homeless to appropriate permanent housing.
- D. Provide quality, affordable rental housing opportunities through the acquisition and rehabilitation of existing properties and construction of new rental units that focus on undergoing revitalization, receiving rehabilitation (federal or grant funding) benefiting low to moderate income households in collaboration with external partners.
- E. Support and ensure equal opportunity and fair housing by prohibiting unlawful discrimination in

housing by addressing and reducing impediments

**3. *Ensure Payson residents have quality parks and open space.***

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.

**4. *Promote a strong arts and culture infrastructure.***

Partner with the community to provide strong arts and culture facilities and programs to create a more beautiful and vibrant town which contributes to a better quality of life.

**Strategies**

A. Enrich and infuse art and culture into all aspects of Payson's life by integrating arts and culture into neighborhoods town-wide and public art into planning and development of Payson's infrastructure.

B. Generate public and private support and resources to strengthen, expand and stabilize funding for the arts.

C. Promote sports, arts and other recreation programming known to improve learning outcomes.

**5. *Provide accessible and quality library systems to Payson residents.***

Partner with the community to provide a Library that meets the needs of residents and visitors and is accessible, convenient, and diverse in programs and facilities.

**Strategies**

A. Develop and maintain the library with sufficient technology, materials, hours and staff to meet the needs of the community.

B. Design, build and maintain signature facilities that are accessible to all residents.

C. Develop a plan of library development, expanding and/or renovating existing facilities and building new ones to meet residents' needs.

D. Enhance library technology to provide greater access to the internet and electronic resources for library users.



## **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.

### **Priorities**

#### **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**

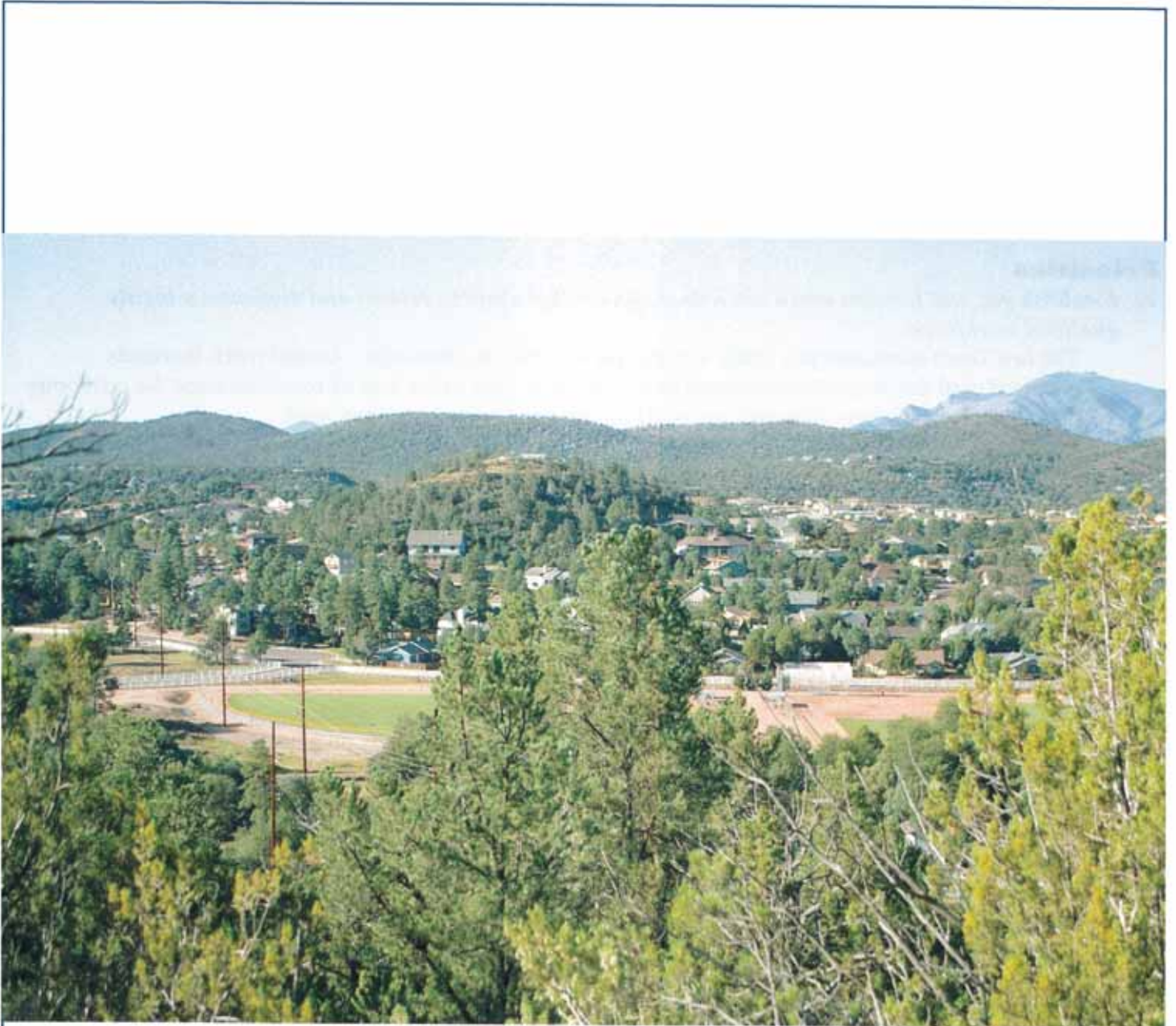
- A. Promote linkages to job training and other employment and educational resources empowering low and moderate income households to realize a livable wage.
- B. Enhance the community's capacity to provide at-risk populations, including the disabled, elderly, and chronically homeless, with access to 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.

#### **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.



*Overlooking the Baseball Fields at Rumsey park*



## **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.

### **Priorities**

#### **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 nontraditional workforce.
- E. Actively seek out a diverse and talented pool of candidates who possess the values and skills consistent with organizational goals.

#### **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 benefit 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.

#### **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 the 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.

**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.

**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.

**6. *Create employee training and participation programs.***

One of the biggest assets of any organization are 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.

## **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.

### **Priorities**

#### **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 workplace.
- D. Create and implement a program to educate drivers on the proper round-about driving procedures.
- E. Partner with other Town departments, such as Parks and Recreation, Library, and Human Resources, and other agencies, to proactively address crime prevention.

#### **2. *Provide public safety workers with the tools necessary to professionally meet town and regional public safety needs.***

Ensure that public safety workers have the training, education, equipment, facilities and other resources needed to provide a high level of service to the community.

##### **Strategies**

- A. Provide appropriate training, continuing education, and professional development to emergency and non-emergency public safety service providers to be able to better serve their customers.
- B. Support public safety responders with programs and procedures that promote and support their safety and well-being.
- C. Provide necessary resources including personnel, equipment, vehicles, and facilities for public safety service providers.

#### **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).



**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.

**5. *Ensure fiscal responsibility on all public safety efforts.***

Public safety managers and public safety workers must be responsible stewards of the funds provided by the customers to support public safety efforts.

**Strategies**

- A. Encourage, support, and value innovation, efficiency, and continuous improvement.
- B. Be open to discuss and implement change in service provision methods and change in needs of the communities we serve.
- C. Constantly seek ways to reduce the cost of public safety services while preserving or improving the quality of the service provided.
- D. Utilize resources and technology carefully and effectively.
- E. Pursue grant funding from all sources, as appropriate, to provide public safety services.

**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 Town based Wildland/Urban Interface 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.



## **KRA 9: Sustainability**

The Town of Payson is committed to securing environmental and economic livability for future generations in the region.

### **Priorities**

#### **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.

#### **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.

#### **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 communication program for the C.C. Cragin Pipeline project.

## **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.

### **Priorities**

#### **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.

#### **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.

#### **3. *Turn data into information through a web enabled town.***

When business data is stored in easily accessible, organization wide repositories, the Town can create opportunities to use data to make better decisions. Internet based information delivery and collection efforts empower the community to interact with and receive Town services 24 hours a day, giving them the opportunity to conduct their business online.

##### **Strategies**

- A. Create a 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.



