CORPORATE STRATEGIC PLAN
FISCAL YEARS: 2018-2021
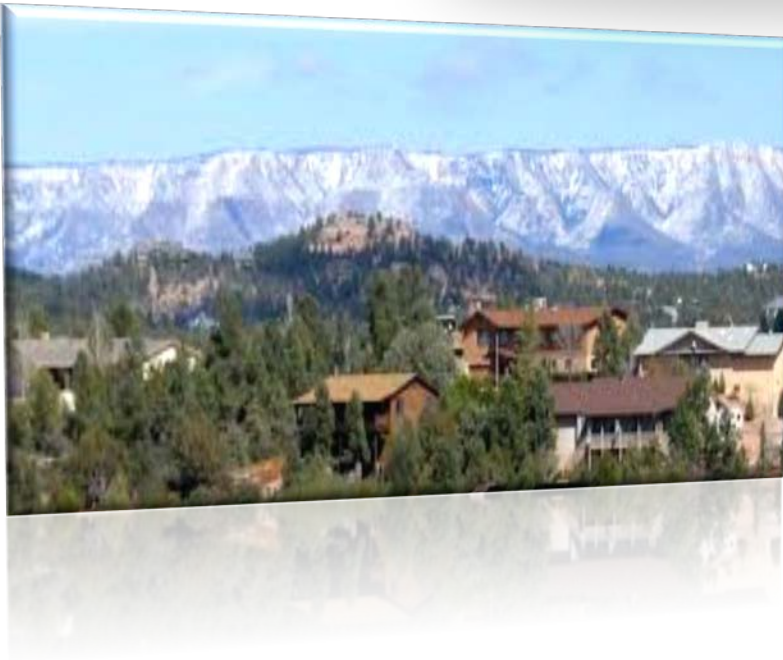
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Document Organization

The first section of this document contains introductory information. Immediately following is the Town of Payson Mission Statement, the Core Values of the Town, members of the Town Council and the Management Team.

Succeeding the introductory material are the Key Results Areas and strategic priorities that the Town Council has set for three Fiscal Years, 2018-20 I 9, 2019-2020 and 2020-2021. Following 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 or modified each year, even though it was created to cover three fiscal year periods. An annual review is brought to Town Council as part of the annual budget process.

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 monitored to recognize when a shift in goals is necessary due to challenges and opportunities that arise. The Corporate Strategic Plan (CSP) process is the cornerstone of the Town's 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 consider the environmental factors that may affect the allocation of resources.

The Town of Payson began producing an annual Corporate Strategic Plan 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 (KRA) 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.

Strategic Planning Process

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

Once priorities are set, the Council defines those priorities and the general goals. Town staff proposes Directional Statements to be approved by Council. 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 we 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.

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 . . . . .

Respect our Differences
Value Open Communications
Encourage Citizen Participation
Conduct ourselves through Unity and Teamwork
Treasure our Natural Resources and Unique Environment

Core Values

Leadership
Customer Focus
Empowered Employees
Continuous Improvement

Elected Town Council
July 1, 2019

Mayor	Tom Morrissey
Vice Mayor	Janell Sterner
Councilmember	Jim Ferris
Councilmember	Chris Higgins
Councilmember	Steven Smith
Councilmember	Suzy Tubbs-Avakian
Councilmember	Barbara Underwood

TOWN MANAGER

Sheila DeSchaaf (Acting Town Manager)

ASSISTANT TOWN MANAGER / PUBLIC WORKS DIRECTOR

Sheila DeSchaaf

TOWN CLERK

Tracie Bailey

TOWN ATTORNEY

Pierce Coleman

CHIEF FISCAL OFFICER

Deborah Barber

MAGISTRATE

Dorothy Little

FIRE CHIEF

David Staub

POLICE CHIEF

Ronald Tischer

LIBRARY DIRECTOR

Emily Linkey

PARKS, RECREATION & TOURISM DIRECTOR

Courtney Spawn

COMMUNITY DEVELOPMENT DIRECTOR

Doni Wilbanks

WATER SUPERINTENDENT

Tanner Henry

INFORMATION TECHNOLOGY MANAGER

Steve DeHaan

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, vitality, and tourism efforts create.

Communicate Payson's story and offerings – through past, present and future - and from the community itself. Support and manage resources and business owners. Develop expansion of opportunities to contribute to the advancement of the Payson community through revitalization, community partners, innovation, and affordability.

All essential for creating conditions of economic growth and ensuring economic future.

Priorities

1. Quality job creation and retention.
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.
   c) Support implementation of the Greater Payson Area Economic Development Strategic Plan.

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 Town 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) Implement Town-wide landscaping, signage, and way finding system to beautify and enhance the Highway 87 and Highway 260 corridors.

    c) Promote residential and commercial infill compatible with neighborhoods.

    d) Promote adaptive reuse of existing structures.

    e) Maintain and enhance existing town centers that serve as an attraction for visitors and residents: Green Valley Park, Rumsey Park, Payson Multi-Event Center, Main Street, and Payson Airport, along with promoting associated trail development and connectivity.

    f) Create a vibrant Town Center/Entertainment District.

    g) Investigate Town site purchase and other land acquisition that could be utilized to further economic vitality, including potential public parking facilities within Main Street/Old Town Payson.

    h) Explore the potential sale/disposal of unused/underutilized Town of Payson parcels if the sale/disposal supports identified economic development goals.

4. Strengthen and grow Payson's economy through travel and tourism promotion.

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 to preserve and expand the internal operations to focus efforts in expanding the Town's sale tax revenue base.

    b) Market Payson events and promote and market Payson as a destination to the business and leisure traveler. Develop market strategy to promote the Payson market inclusively for the tourist.

    c) Promote and build upon the "Arizona's Cool Mountain Town" brand in conjunction with the "Adventure Where We Live" program. Develop consistent branding messages and graphics for internal and external use. Continue to promote and build upon Payson as "Arizona's Cool Mountain Town" and "Adventure Where We Live" as a subset to this brand.

    d) Support professional/amateur/youth sports, film, entertainment, and special events, which generate tourism revenue. Support & sustain the attraction and development of tourism driven activities, events, entertainment, and cultural aspects.

5. Payson's economic and tourism industry.

Cultivate a productive tourism/marketing industry, and maximize internal organization functions to support the overall mission and goals for Payson's economy.

Strategies

    a) Promote the value and purpose of the Payson tourism industry.

    b) Promote the importance of tourism, economic vitality, and economic development, along with all its working partners and its connection to Payson's growth.

    c) Development of ongoing destination program & sustainability programs.

    d) Develop internal working relations and connectivity with Parks, Recreation & Tourism, Economic Development, Chamber of Commerce and Visitors Center, and other partners.

e) Encourage the revitalization of existing retail centers and neighborhood retail businesses.
f) Promote and encourage retail/commercial development at the Payson Airport.

6. *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 work force 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.
d) Collaborate with Gila County on a summer time youth employment program.

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 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 effective financial policies, 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 protect public resources and 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 Government Finance-Officers Association (GFOA) each year.
e) Highlight financial successes and educate residents on the importance of high-quality credit ratings and other governmental accounting arenas.

2. 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 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.

3. Develop capital and funding plans for critical infrastructure and equipment.

A recovering economy following the significant downturn of the prior decade now requires a refocus on maintenance and replacement of critical infrastructure.

> **Strategies**
> a) Update the Town's Capital Improvement Policy to emphasize an ongoing commitment to funding critical infrastructure and equipment maintenance and replacement.
> b) Establish a financial baseline for annual funding of equipment and infrastructure maintenance and replacement costs.
> c) 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.
> d) Identify and evaluate alternative approaches to financing capital investments as part of the capital decision making process.
> e) Continue to allocate resources to the capital replacement fund to provide for major equipment purchases with cash rather than financing.

4. Maintain funds for unexpected reductions in revenue and for unanticipated expenses.

The budget process attempts to anticipate accurate revenue projections and planned expenditures. However, the economy is volatile and can change at any time. Funds need to be available to cover any short falls in the anticipated revenues. Also, unexpected expenses can arise after the budget is finalized that need to be covered.

Strategies

    a) Maintain a reserve fund in accordance with Town financial policies.

    b) Maintain a contingency fund that can be used for unexpected expenses with the approval of the Town Council, and replenish annually as needed to meet financial policy.

5. 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.

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 to improve sustainability, reduce congestion, improve air quality, 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) 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.

d) Continue to collaborate with stakeholders to carry out the transit recommendations found in the Greater Gila County Transit Implementation Plan.

e) 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.

f) 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.

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

h) Program general fund dollars to increase the Street Department budget to improve streets.

i) Complete the acquisition of an easement from the Forest Service to connect Green Valley Parkway between the Payson Event Center and Green Valley Park and identify potential funding opportunities.

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) Update the 2009 Airport Master Plan and continue to procure funding for the implementation of recommended capital improvements.

c) Explore partnerships and financing mechanisms to construct additional hangars at the airport to further the economic impact of the airport to the local economy and to increase revenue generating opportunities.

d) Continue to partner with public and private partners in Rim Country to plan, design, develop, and provide recreational opportunities for a variety of users – pedestrian, equestrian, cycling, motorized.

e) 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 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) Enhance operation of C.C. Cragin water treatment facilities.

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.

f) Explore methods and potential partnerships to establish and maintain an economically viable town-wide recycling program.

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, maintain and refurbish park facilities and amenities, and continue the development of trails systems and open spaces, to meet the 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 & EFFICIENCY

The Town of Payson is committed to providing exceptional service to our customers through innovative and efficient techniques. The Town shall remain dedicated to developing and seeking continuous improvements in business processes, and maintaining a culture of improvement and efficiency.

Priorities

1. Infuse a mindset focused on process improvement into the Town of Payson organizational culture.

All 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) Ensure Department Heads are creating an environment that promotes innovation and creativity within their respective departments

    b) Empower supervisory staff to encourage and reward the creation of innovative ideas 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 continuous improvement among employees.

2. Establish and support Town processes 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, and be results-oriented. Resources should be dedicated to producing innovative changes that enhance customer service, increase productivity, reduce costs, and engage employees.

Strategies

    a) Identify an executive team with responsibility, and resources to provide strategic direction, guidance and support for innovation and efficiency objectives.

    b) Utilize technology and a standard business process evaluation approach to achieve optimal efficiency and streamlined systems in providing top quality services.

    c) Invest in resources necessary to carry out process improvement strategies and objectives.

    d) Utilize the employee evaluation process to encourage and promote new and innovative ideas.

    e) Develop departmental business plans pursuant to the adopted Corporate Strategic Plan.

3. Focus on improving customer satisfaction and 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) Continue to support a 'one-stop shop' Development Services model.

    e) Support adaptive reuse of vacant building inventory to the greatest extent feasible through application of flexible standards within the Existing Buildings Code, zoning relief, and other regulatory processes, and by the creation of targeted development incentives.

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.

KRA 5: Neighborhoods and Livability

To preserve healthy, vibrant, diverse and safe neighborhoods that enhance the quality of life for all Payson residents through neighborhood vitality, support housing opportunities and choices, provide 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 ensure a quality community.
   b) Explore areas of opportunity to improve or revamp code compliance process to be more efficient and achieve a resolution more quickly.
   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) Engage neighborhood organizations, volunteers, businesses, nonprofit and faith based organizations to collaborate effectively in partnership with the Town to make Payson an attractive place to live and work.
   e) Focus revitalization efforts in a manner that maximizes private and public resources to the greatest extent possible.
   f) Explore funding to revitalize and support neighborhoods.
   g) Collaborate with private organizations and public agencies to implement a regional public transit system based on the Northern Gila County Transit Study.

h) Work with non-profit and other organizations to promote and participate in a regional continuum of care system that will effectively transition persons who are homeless to appropriate permanent housing.

2. Promote diversified housing opportunities to enrich the quality of life for all Payson Residents.
Support a range of housing opportunities allows the Town to continue to preserve healthy, vibrant, diverse and safe neighborhoods.

Strategies
a) Promote and increase the availability of decent, safe, and affordable housing and expand the supply of assisted housing choices.
b) Evaluate Planning Area for opportunities to promote additional and diverse housing development, including Town site purchases and land acquisition.
c) Encourage the development of special needs housing and supportive services for persons with disabilities, seniors, homeless and those with special needs.
d) Utilize federal or grant funding to benefit low to moderate income households.
e) D. Promote appropriate neighborhood infill development to improve neighborhoods, reduce decay and take advantage of opportunities to maintain healthy communities.

3. Ensure Payson residents have quality parks, open space, programming opportunities, and facilities.
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) Develop a Parks Master Plan and Civil 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 and gather community input on wants and needs.
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) Develop a Trails Master Plan.
f) Protect natural and open spaces in order to preserve the environment and provide recreational opportunities for Payson residents and visitors.
g) Investigate the feasibility of constructing a community center that would provide space for the arts, sports, meeting rooms, etc., along with an aquatics facility or as a separate facility.
h) Pursue acquisition of additional properties from the Forest Service.
i) Implement a process where all future and any land exchanges/acquisitions must include 3% of the traded property to be dedicated to the Town.
j) Reinstitute focus of outdoor recreation planning and programming.
k) Pursue relationships with partners or develop funding for senior programming/opportunities to serve a large portion of the population.

4. Promote a strong arts and culture infrastructure.

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

> #### Strategies
> a) Enrich all aspects of Payson life by integrating arts and culture into neighborhoods and development of Payson's infrastructure.
> b) Generate public and private support and resources to strengthen, expand and stabilize funding for the arts.

5. Provide an accessible library system.

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

KRA #6: SOCIAL SERVICES

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 creating and strengthening programs and services that enhance opportunities for households to obtain housing that meets their economic, social and cultural needs.
d) Assist those persons and agencies in the Payson area that are working to alleviate the homeless issue.

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.
    c) Develop a directory of community resources and social services providers that is available to the community via multiple sources and at any time of day.

KRA #7: THE PAYSON TEAM

As the organization faces 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.** Employee turnover and recruitment creates a strain on the organization and results in a loss of experience and institutional knowledge. Offering competitive pay and benefits will ensure the Town of Payson can attract and retain a high quality workforce.

    Strategies
    a) Explore alternate pay and benefit options for part-time or for a nontraditional workforce.
    b) Actively seek out a diverse and talented pool of candidates who possess the values and skills consistent with organizational goals.
    c) Investigate options to improve employee benefits and implement the improved benefits as funding becomes available.
    d) Annually review the Town's Pay Plan and update on an as-needed basis.
    e) Review job descriptions bi-annually for accuracy and completeness and update as needed.

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.

Provide 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 applicable technologies, such as text or email distribution lists, to get information to Town employees and/or 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.

CORPORATE STRATEGIC PLAN 2018-2021

5. **Mobilize and leverage community partnerships and volunteer programs to enhance programs and services.**
The Town has the potential to maximize service delivery through innovative partnerships. The community has expressed an interest in helping in a variety of 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 connect volunteers to Town's 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 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.

KRA #8: THE 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. **Provide excellent 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.

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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.
Provide customers with a venue to openly discuss issues of concern.

c) Seek opportunities to work cooperatively with other jurisdictions and groups to improve the efficiency and effectiveness of customer service.

d) Maintain relationships with other Town departments to ensure that public safety is incorporated into the plans and goals of nonpublic safety departments.

e) Provide volunteer opportunities for community members.

2. Provide public safety professionals with the tools necessary to safely and efficiently meet Town and regional public safety needs. Ensure that public safety professionals 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 the public.

~~b)~~ Prioritize training and support for public safety responders to maintain and enhance physical and mental wellness.

c) Provide necessary resources including personnel, equipment, vehicles, and facilities for public safety service providers.

d) Ensure adequate levels of staffing are sustained in order to facilitate the ability to conduct proactive public safety measures as well as educational outreach within the community.

3. Ensure timely and appropriate response.
The Town of Payson deploys public safety professionals to provide 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 time frames.

b) Support emergency response with appropriate investigation and prosecution activities.

c) Provide sufficient resources to manage incidents of regional significance.

~~d)~~ Work collaboratively with other public safety, governmental, and non-governmental agencies to eliminate duplication of services, and provide superior service.

e) Ensure that after an incident, recovery of public and private resources occurs in the affected area(s).

4. **Provide exceptional 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.
All public safety employees have a fiduciary responsibility to utilize funding in a reasonable and acceptable manner.

Strategies

a) Encourage support, and value innovation, efficiency, and continuous improvement.
b) Continually evaluate community needs to ensure efficient and currently acceptable methods are being utilized.
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.
f) Work towards resolving the Town's unfunded liability with the Public Safety Personnel Retirement System.

POLICE DEPARTMENT
The Town of Payson Police Department is committed to utilizing the Community Oriented Policing philosophy to proactively collaborate with stakeholders in an effort to build partnerships while reducing crime, social disorder, and the fear of criminal activity.

6. Reduce crimes and traffic accidents through education, enforcement, and crime prevention programs.
The Town provides through a variety of resources to better educate and inform the public.

Strategies

a) Provide information and education to 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.

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c) Educate communities in traffic safety and the prevention of crime and accidents in the home and workplace.
d) Use directed and close patrols to ensure traffic laws are being followed and adhered to.
e) Partner with key stakeholders, and other law enforcement agencies to collaboratively provide education and crime prevention techniques.

FIRE DEPARTMENT

7. Prevent fires and accidents, and other emergencies by enhancing community awareness of public safety systems and enforcing Town Codes.

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) Provide routine and regular occupancy inspections to educate business owners on fire safety and correct fire safety violations.

8. 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 meeting the community's environmental, economic, and social needs without compromising the ability of future generations to meet their own needs..

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 engage the community in conservation efforts.
c) Integrate and promote emerging technologies and products including green building elements, environmental purchasing, energy management, alternative fuels, and alternative surfacing materials.
d) Seek funds to support environmental protection, enhancement, and improvement projects and programs.
e) Support and aid in the implementation of community-wide cleanup and recycling efforts and programs
f) Promote smart land use and growth by encouraging connectivity within road networks and ensuring connectivity between pedestrian, bike, transit and road facilities and continually evaluating and updating the development code for best practices.
g) Utilize the Capital Improvement Program to enhance and protect open space and landscape areas throughout Town.

2. **Prioritize Economic Sustainability.**
   The success for the Town as a whole lies in the support of economic development. Economic sustainability refers to practices that support long-term economic growth without negatively affecting other future aspects of the community.

   Strategies

a) Generate robust job growth within industry clusters by maximizing the assets that Payson has.
b) Promote job creation and revenue generation of small business and local entrepreneurs
c) Guide investment in infrastructure and other capital projects to stimulate private sector development and job growth.
d) Develop the marketing tools to effectively reach target audiences.

3. **Support social equity and growth.**
   Economic growth is important to achieve a sustainable community. As development is encouraged for economic growth social equity must also be considered. Availability and access to resources is key for all community members.

   Strategies

a) Create and support policies and procedures that improve the quality of life for all community members and world peace.
b) Develop and promote an integrated pedestrian, bicycle and transit plan to adequately serve and connect all members of the community to necessary services and amenities.
c) Recruit new businesses, organizations, and institutions to provide new products or service lines and open up new markets.

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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.

Information Technology Department has two primary responsibilities: First, to provide vision, leadership, strategic planning and innovative technology that will benefit the Town and improve services provided to its citizens. Second, to provide centralized information technology services required by Town Departments.

- Provide and support a secure centralized network, telephony, and computer technology.
- Support and maintain software applications and the data infrastructure enabling effective business analysis.
- Mitigate risk of loss to the Town's information and computer resources, and develop security policies and guidelines.
- Provide a spatial data repository, tools, and services for town departments so they can create, maintain, represent, and analyze geographic information.

Priorities

1. Provide High-Quality, Valued IT Services.

Strategies

a) Continually improve foundational IT Processes: Proactively plan, implement, monitor, and measure our environment of resources, systems, applications, networks and communications to proactively maintain, adjust, repair, extend, and enhance in order to increase overall system reliability, efficiency, availability and security.

b) Continue to ensure access to and availability of systems 24/7/365.

c) Replace hardware, software and network infrastructure in a planned, budgeted and scheduled manner to prevent obsolescence and reduced organization efficiency.

d) Provide innovative services and solutions that take advantage of new technologies in order to ensure the Town is able to provide primary services to the community and staff in a manner that is aligned with the sustainability standards of the Town and community.

e) Maintain and update, as necessary, the IT Department 3-5 plan outlining hardware and software upgrades and replacement.

2. Provide Innovative, Creative Technology Solutions.

Strategies

a) Evaluate emerging technologies to discover opportunities to enhance delivery of core services, increase organizational efficiencies, decrease cost, or support Town Council priorities.

b) Maintain hardware, software, network and security standards to ensure a sustainable technology environment, while embracing and exploiting new technologies so the Town can be an innovative leader.

c) Work to engage technologies such as Web delivery, cloud services, mobile devices and a variety of virtualization opportunities; deploy and support when applicable.

d) Research, implement and enhance methods of electronic input and payment of citizen transactions.

3. **Deliver Exceptional Customer Interactions and Service.**
    Strategies
    a) Research and develop a strategy to provide Wi-Fi at Town parks, events or possibly town wide.
    b) Enhance e-commerce. The Town should deliver as many services as practical to allow the community to conduct town-related business from home, work or mobile device.
    c) Social Media. (Facebook, Twitter, LinkedIn, YouTube, Nixle) can provide a platform for citizen engagement and distribute information quickly. (see 3-5 year plan, need proper staffing)
    d) Implement strategies to enhance services the IT department provides. For example, a help desk package that will allow users the ability to solve problems themselves, when appropriate, while providing data to improve the ability to track issues.
    e) Enhance Intranet to provide employees access to resources remotely.
    f) Continue to enhance paysonaz.gov website as a single "front door" for residents and businesses by offering web-based government services.
    g) Enhance TV4 government access channel programming and continue providing valuable Town information to residents.

4. **Cyber Threats.**

    Strategies
    a) The IT department is focused on securing technology services to protect against cyber threats, which are increasing in scope and frequency. At the same time, the IT department will continue to evolve, and enable innovative ways for town departments to share information and services. Critical to our success is a strong foundation of governance practices that promote transparency and efficiency.
    b) The IT department will protect sensitive data through robust security and privacy programs, implement and monitor compliance with security and privacy policies, standards, and practices, raise awareness of information security risks and train and educate technology users, and implement next generation security tools.

5. **The following protective measures are in place.**
    Continue to maintain and enhance while researching new solutions that can assist in protecting Town resources:

    Strategies
    a) Web Filtering – Monitoring and restricting internet access and blocking malicious web sites.
    b) Penetration Testing – Performed periodically to evaluate computer and network security by simulating cyber-security attacks from internal and external threats.
    c) External and Internal Vulnerability Scans – Scans our internal and external devices network for vulnerabilities. Scan detects and identifies potential points of exploit, detects and classifies system weaknesses in computers, networks and communications equipment and predicts the effectiveness of countermeasures.
    d) Anti-virus/Malware software – Monitoring, detecting and cleaning all town computers.
    e) Patch Management Software – Ensuring all computers are updated to protect against the most recent threats.
    f) Enforce Town wide password and network security standards.