



2021 CITIZENS REPORT
POPULAR ANNUAL FINANCIAL REPORT FOR THE YEAR ENDED
JUNE 30, 2021

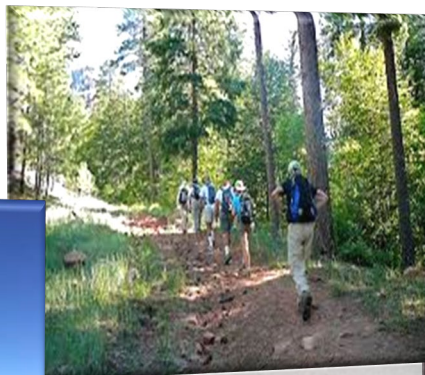
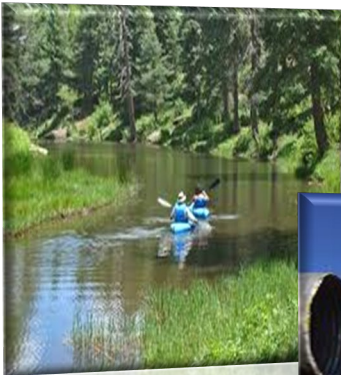


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TOWN MANAGER MESSAGE



Members of the Town of Payson’s Financial Services Department are pleased to present the Popular Annual Financial Report (PAFR) for the fiscal year ended June 30, 2021. This report is intended to present an overview of the Town’s financial position and emphasize its commitment to providing responsive services and programs for the community in a fiscally responsible manner.

We share with you details of how the Town’s revenue is generated, where the dollars are spent, and how Payson’s local economy influences our organization’s overall financial status. Above all, our goal is to provide an opportunity to better understand the many financial aspects that affect your local government.

The information provided here is drawn from detailed financial information found within the 2021 Annual Comprehensive Financial Report (ACFR). The financial statements were prepared in conformance with Generally Accepted Accounting Principles (GAAP) and audited by an independent accounting firm, receiving an unmodified opinion. The numbers contained within the ACFR were obtained by employing the basis of accounting principles as prescribed by the Governmental Accounting Standards Board (GASB).

In short, the highest standards of accounting principles have been utilized to ensure full financial disclosure and accountability. The Government Finance Officers Association has presented the following awards to the Town in recognition of our financial commitment: the Certificate of Achievement for Excellence in Financial Reporting for 23 consecutive years, the Award for Outstanding Achievement in Popular Annual Financial Reporting for 15 consecutive years, and the Distinguished Budget Presentation Award for 23 consecutive years.

While the numbers in this Popular Report come from an audited source, they are presented in an abridged, unaudited non-GAAP format. Citizens who wish to review audited GAAP-basis financial statements can refer to the Town’s 2021 ACFR, which is available from the Financial Services Department, the Payson Public Library, or online at www.paysonaz.gov.

Members of the Financial Services Department and Staff across the organization are proud to serve this fine community. We hope that the 2021 Popular Annual Financial Report serves its purpose and helps demonstrate that every effort is made to manage the community’s resources wisely for the benefit of all.

Sincerely,

A handwritten signature in black ink that reads "Troy Smith". The signature is written in a cursive, flowing style.

Troy Smith
Town Manager

PAYSON PROFILE

Payson is called the
“Heart of Arizona”
 because it is located almost exactly in the geographic center of the state.



...PAYSON FACTS...

Incorporated: 1973	Rainfall: Avg. 22 in.	Median Age: 60.0
Area: 20.46	Snowfall: Avg. 15 in.	Average Household Size: 2.3
Elevation: 4,921 ft.	Precipitation Days: 65	Median Housing Value: \$328,700
Population: 16,351	Sunny Days: Avg. 286	Unemployment Rate: 6.7%

ABOUT PAYSON

State Routes 87 and 260 intersect within Payson, just 90 miles North of Phoenix, Arizona. The Town's boundaries encompasses 20.46 square miles in Northern Gila County. Payson is nestled below Arizona's Mogollon Rim at an elevation of approximately 5,000 feet and enjoys a moderate four-season climate. The Town is surrounded by the Tonto National Forest and the world's largest stand of virgin Ponderosa Pines.

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

In its early years, Payson's economy was based on logging, ranching and mining. This western heritage still lives on through its many festivals and events. The Payson Rodeo, now billed as the "World's Oldest Continuous Rodeo", started in 1884. The Hashknife Pony Express also makes its annual historic run through the Town, picking up letters for delivery. Other events include arts & crafts fairs, classic car shows, Mountain High Days Festival, Annual Monster Mudda, Farmer's Markets, and the State Championship Fiddlers Contest.

Tourism, home building, and the retirement industries dominate the current economy with a growing emphasis on manufacturing and service firms. Light industry that is compatible with the community's "High Quality of Life" is also being encouraged. Payson's major employers include Payson Unified School District, Mazatzal Hotel & Casino, Walmart, Gila County, and Banner Medical Center.

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



MISSION STATEMENT



The Town of Payson is dedicated to enhancing the quality of life for our citizens by working hard to provide a superior level of service in the most effective and efficient manner while exercising fiscal responsibility.

Town of Payson Mission

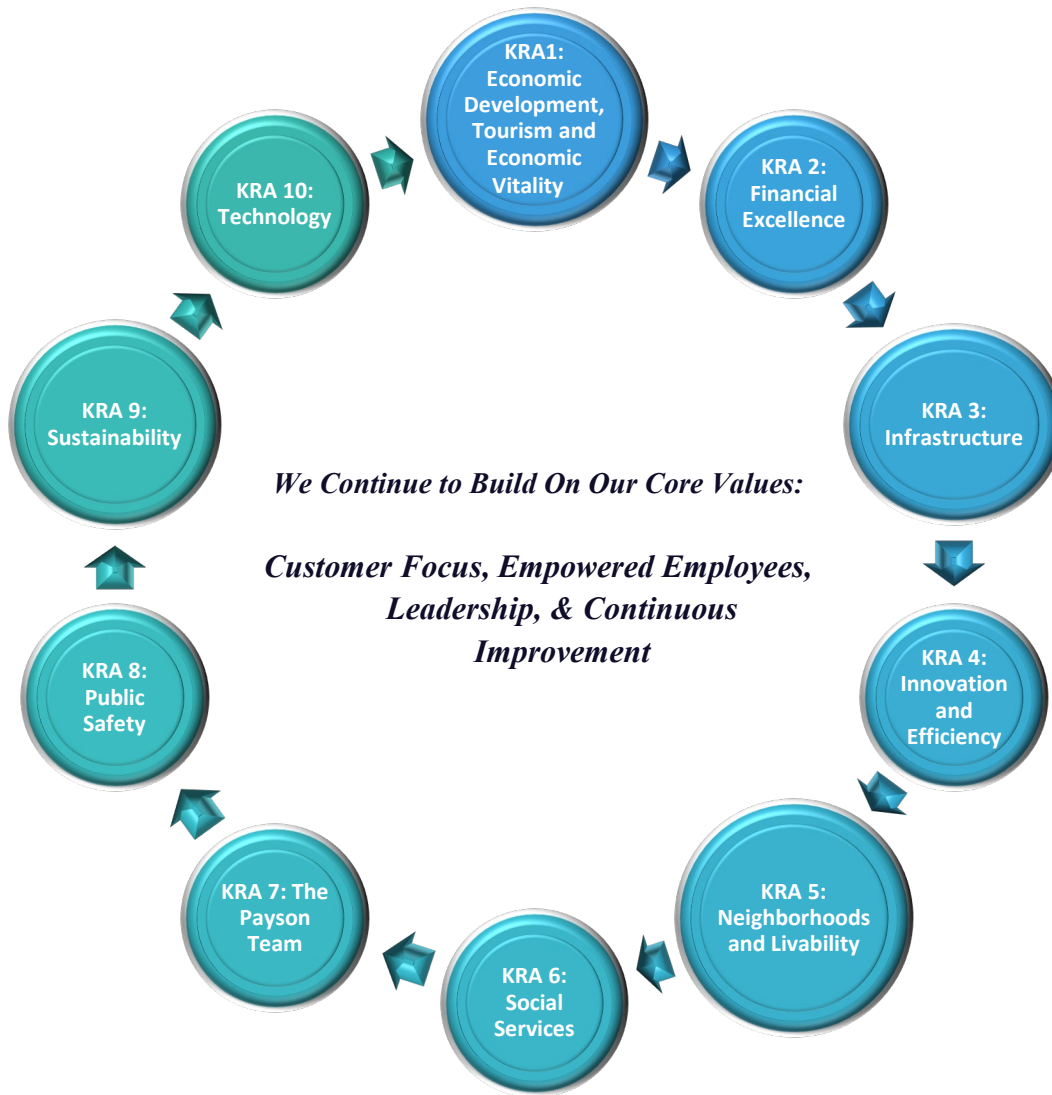
To Accomplish this, We...

- ◆ **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**

CORPORATE STRATEGIC PLAN

Payson has been, and will continue to be, very proactive in encouraging quality community and organizational development. Each year, the Town Council, citizens and the management staff participate in a strategic planning process to update and enhance the Corporate Strategic Plan (CSP) to accommodate changes in the community’s needs. The CSP carries out the Town’s Mission Statement and General Plan by establishing Key Result Areas (KRAs). The Corporate Strategic Plan is divided into ten Key Results Areas (KRAs). Each KRA is specifically defined and includes priorities and strategies that help guide the Town’s operation. Funding is allocated during the subsequent budgeting process. The complete CSP document can be viewed on the Town of Payson website at <http://www.paysonaz.gov>

The following KRA’s were established for fiscal year 2020/2021:



TOWN SERVICES

Town Council - provides clear policy direction with a focus on making the Town of Payson the premier community in which to live, work and raise a family.

Town Manager - provides management direction. Responsibilities include implementing policies, overseeing Town operations and evaluating Town programs.

Town Clerk, Human Resources, Information Services, Financial Services and Town Attorney - all play a vital role with providing a wide range of skills & expertise necessary for the successful day-to-day operations.

Fire Department - provides emergency services which include fire suppression, medical emergencies, technical rescues and first responder operations to hazardous material incidents.

Parks, Recreation, & Tourism - provides a variety of cultural events and recreational programs for citizens of all ages, hosting special events including the Old Time Fiddlers' Contest, Mogollon Monster Mud Run, Trunk-or-Treat, Turkey Trot 5k Run, Electric Light Parade, Rodeos and a fabulous 4th of July Fireworks Event.

Community Development - protects the public health and safety by ensuring that all structures are built in accordance with adopted building codes. They also provide comprehensive long-range planning and current land use services. The Economic Division provides assistance to businesses getting started, expanding, or relocating to Payson.

Highways & Streets - is responsible for providing safe and efficient infrastructure systems including the construction and maintenance of the Town's approximately 112 miles of roadway.

Payson Airport - is a public use airport designed to accommodate piston engine aircraft, turboprop aircraft and small business jet aircraft.

Police Department - enforces local, state and federal laws in addition to protecting the citizens and their property.

Water Department - is a public water utility that supplies high quality drinking water to approximately 8,600 accounts.

Payson's Library - provides information to educate, inform, enrich, entertain, and inspire the community.

Visit the Town of Payson Financial Services Department, Payson Library, or www.paysonaz.gov to obtain additional planning, and financial information.

- ✚ **Annual Comprehensive Financial Report (ACFR)** - This audited report provides detailed information on the financial condition and activities of the Town.
- ✚ **Annual Budget Document** - The Budget is a policy document, financial plan, operations guide, and communications medium.
- ✚ **Capital Improvement Plan (CIP)** - Outlines the Town's five-year Capital Improvement Plan, sources of funds and associated debt. The document includes descriptions of the capital projects and purchase plan for machinery & equipment.
- ✚ **Corporate Strategic Plan (CSP)** - Highlights the Town's overall direction and priorities using Key Result Areas that focus on strategic goals.

STATEMENT OF NET POSITION

The Statement of Net Position provides a “snapshot” of where we stood financially as of June 30, 2021, the last day of the fiscal year. Net Position represents the Town’s ownership (equity) in the assets within its possession.

Government-Wide Statement of Net Position

Total Town Government	June 30, 2021	June 30, 2020
	(in thousands)	
Assets		
Current & Other Assets	\$ 41,789	\$ 32,356
Capital Assets	\$ 167,204	\$ 167,978
Total Assets	\$ 208,993	\$ 200,334
Deferred Outflows of Resources	\$ 11,758	\$ 9,449
Liabilities		
Current Liabilities	\$ 2,941	\$ 2,477
Noncurrent Liabilities	\$ 98,124	\$ 92,102
Total Liabilities	\$ 101,065	\$ 94,579
Deferred Inflows of Resources	\$ 764	\$ 2,037
Net Position		
Net Investment in Capital Assets	\$ 130,825	\$ 132,357
Restricted	\$ 5,126	\$ 4,462
Unrestricted	\$ (17,029)	\$ (23,652)
Total Net Position	\$ 118,922	\$ 113,167

ASSETS represent the economic resources owned by the Town. Current and Other Assets include cash, investments and receivables (money due to the Town). Capital Assets consist of land, buildings, infrastructure, water system, vehicles, machinery and equipment.

LIABILITIES represent what the Town owes that will be settled over time through the transfer of money, goods or services. Current Liabilities consist of payables (money due from the Town to pay within one year). Noncurrent Liabilities represent debt that the Town will pay back but not due for settlement within one year.

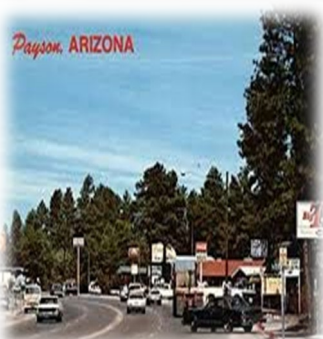
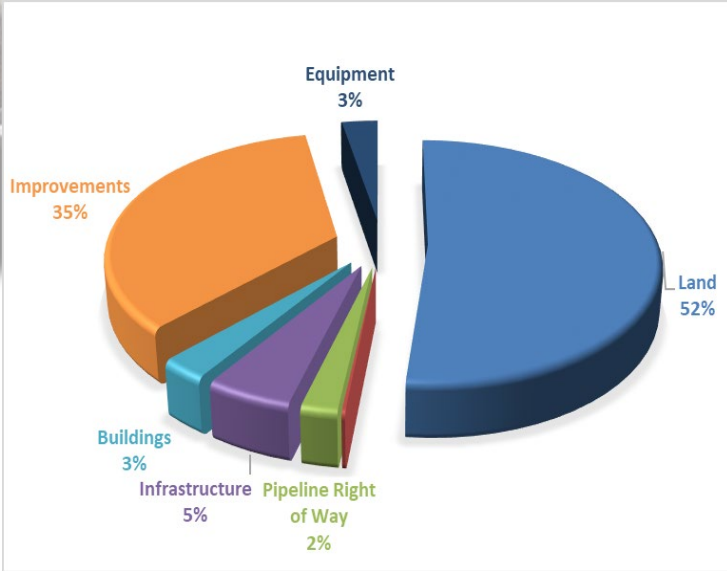
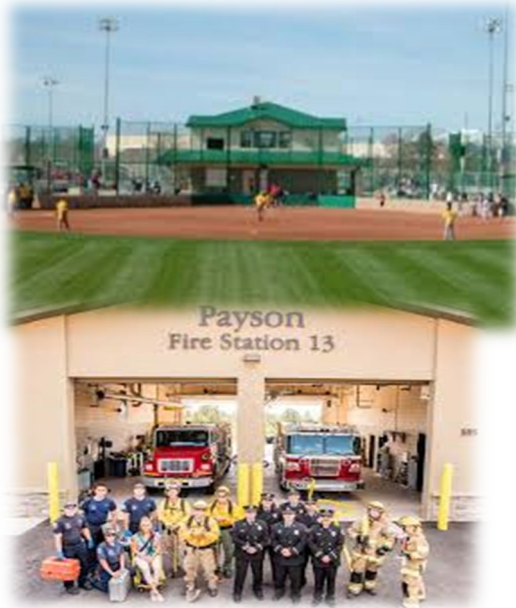
DEFERRED INFLOWS / OUTFLOWS OF RESOURCES are separated as they relate to future periods (revenue not earned or expenditures not chargeable in the current fiscal period in which they are collected or made). For example, a grant payment may be deferred in the current fiscal year if the Town has not yet met all of the requirements necessary to be eligible for the grant.

NET POSITION serves as a useful indicator of a government’s financial health and consists of three components. The largest portion of the Town’s net position reflects its Net Investment in Capital Assets less any outstanding related debt used to acquire those assets. An additional portion of net position represents resources that are subject to Federal and State restrictions. Unrestricted net position is reported as a deficit due to the Town’s benefit obligations. At the end of the current fiscal year, the Town of Payson was able to report positive balances and total assets exceeded total liabilities by nearly \$119 million.



CAPITAL ASSETS

The Town of Payson invests in capital assets to provide services that will enhance the quality of life for our citizens, such as our Fire and Police Departments, Parks, Streets, Library, Airport, etc.. The Town's total investment in capital assets (net of depreciation) as of June 30, 2021 was \$167.2 million.



Capital Improvements for Fiscal Year 2020-2021

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

During the 2019-2020 fiscal year, the Town completed the C.C. Cragin Water Treatment Facility and successfully delivered water for the first season. This project was secured through the Bureau of Reclamation Rural Water Fund and the Water Infrastructure Financing Authority of Arizona. This project provides a renewable surface water supply that is an essential part of Payson's water resource portfolio. We were able to upgrade our municipal software platform to provide more efficient service delivery to customers. This included a new generator at Town Hall and critical disaster recovery upgrades that protect our data from physical and cyber threats. With a grant from the Arizona Water Protection Fund, the Town completely restored a portion of the American Gulch watercourse to enhance the flood control properties of this vital drainage infrastructure project.

For more info, contact Payson Water Dept. at (928) 474-5242, Option #4 or visit www.paysonaz.gov



How Capital Investments Are Funded

The Town’s Debt Policy provides a set of criteria to help determine when it’s best to fund capital projects and which method of funding to use. The Town enjoys favorable bond ratings which allow for very competitive interest rates when issuing debt.

DEBT TYPE DEFINITIONS

General Obligation Bonds – long-term debt that is backed by the full faith and credit of the Town. These bonds require voter approval and are typically repaid by a property tax levy.

Special Assessment Bonds – long-term debt with repayment assessed to homeowners

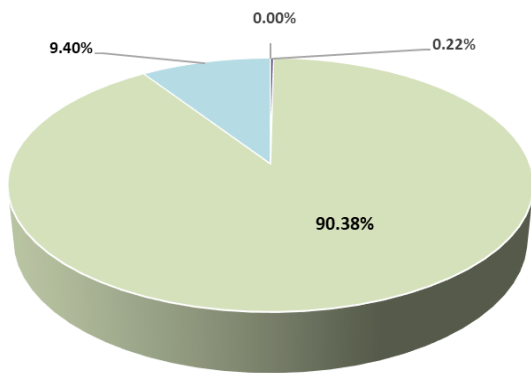
Revenue Bonds - long-term debt with repayment to come from a pledged Town revenue stream

Notes Payable - long-term debt that does not include bonds, but a contract for repayment

Capital Leases – long & short-term debt used for equipment

TWO YEAR DEBT SUMMARY (All Funds)

<u>Debt Type</u>	<u>2021</u>	<u>2020</u>
General Obligation Bonds	\$ -	\$ -
Special Assessment Bonds	\$ 80,000	\$ 155,000
Notes Payable	\$ 32,880,510	\$ 34,146,163
Capital Leases	\$ 3,418,408	\$ 1,320,793
Total Debt	\$ 36,378,918	\$ 35,621,956



- The Town typically issues General Obligation (G.O.) Bonds to fund capital projects of general government departments. The last bond was paid off in July 2020. The Town currently does not have any bonds.
- Special assessments imposed on certain parcels of land within the assessment district are used to pay the Westerly Drive Improvement District bonds.
- The Town has entered into lease agreements for the acquisition of public safety vehicles, various equipment, vector truck, field lighting and turf. General fund revenue is used to pay the capital lease obligations.
- The Town has obtained Water Infrastructure Finance Authority of Arizona (WIFA) loans for improvements to the water system and construction of the C.C. Cragin Pipeline Project.

REVENUES FOR FY2020/2021

The Town accounts for the basic functions such as police, fire, parks, community development and general administration using governmental funds. The following list consist of the types of governmental revenues.

The revenues used to fund governmental activities are as follows:

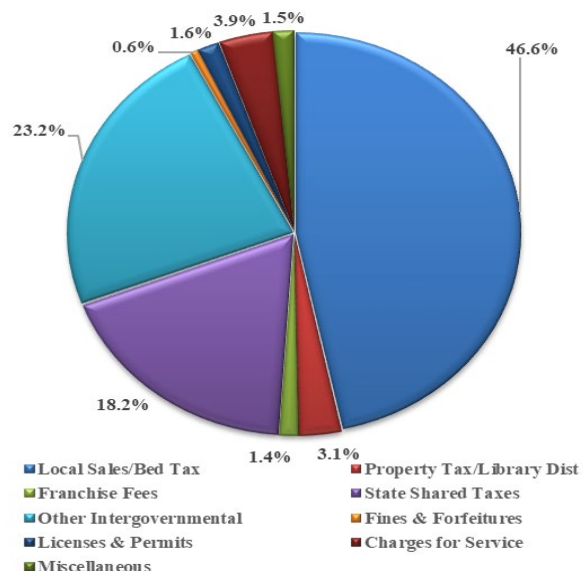
- ✦ **Local Sales Tax / Bed Tax**—a local sales tax of 2.88% is charged on most goods purchased in Town, and a 5% tax is charged for transient lodging (Bed Tax).
- ✦ **Property Tax**—a primary property tax is charged based on assessed property valuation
- ✦ **Franchise Tax**—fees paid by public utilities, telecommunication companies and cable television businesses
- ✦ **State Shared Taxes**—state revenue-sharing programs include sales tax, income tax and vehicle license fees
- ✦ **Other Intergovernmental Revenues**—monies received from other governments or entities
- ✦ **Fines & Forfeitures**—revenues received from library and court fines
- ✦ **Licenses & Permits**—fees for building permits, business licenses, liquor licenses, etc.
- ✦ **Charges for Service**—revenues received for services provided
- ✦ **Miscellaneous**—contributions, investment earnings, special assessments and other revenues that don't fit under the any of the above classifications



Sources of Governmental Revenue

Total Government revenues improved by 22.5% due to increases in local sales taxes and state shared taxes.

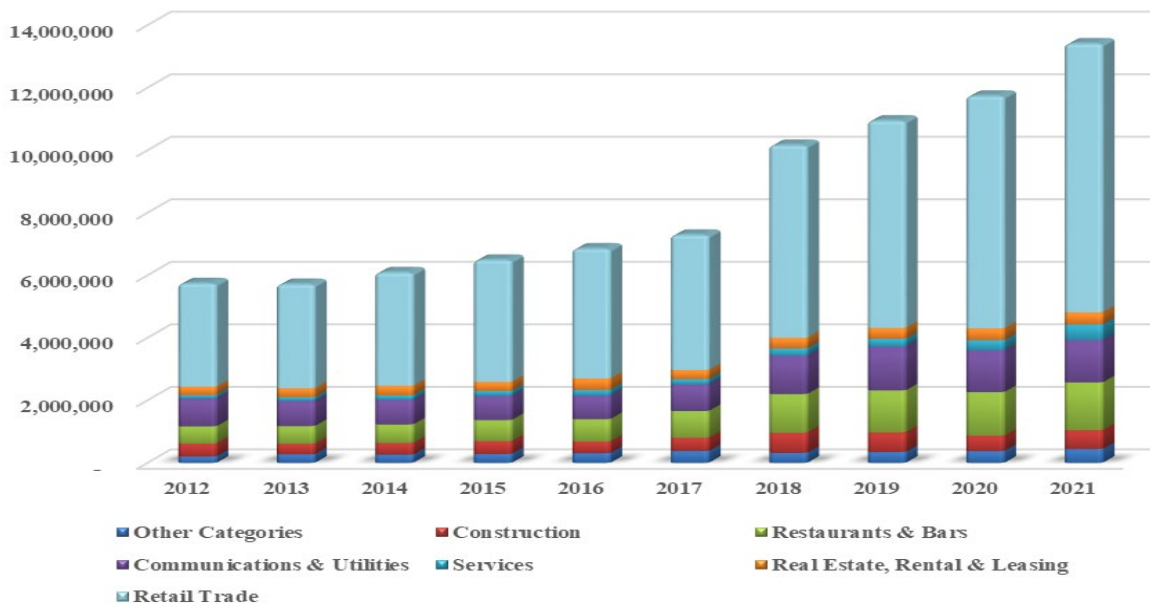
Revenue	2021	% of Total
Local Sales/Bed Tax	\$ 13,965,923	46.6%
Property Tax/Library Dist	\$ 919,699	3.1%
Franchise Fees	\$ 405,155	1.3%
State Shared Taxes	\$ 5,447,522	18.2%
Other Intergovernmental	\$ 6,938,729	23.2%
Fines & Forfeitures	\$ 184,392	0.6%
Licenses & Permits	\$ 465,158	1.6%
Charges for Service	\$ 1,170,444	3.9%
Miscellaneous	\$ 451,330	1.5%
Total Revenues	\$ 29,948,352	100.0%



Transaction Privilege Taxes by Category

The Transaction Privilege Tax, commonly called Sales Tax, is the primary source of governmental fund revenue. It is collected on the gross receipts of business activities that occur within the Town of Payson. The Town adopted the Model City Tax Code and has an Intergovernmental Agreement (IGA) with the State Department of Revenue to administer and collect the tax for the Town.

The chart below shows a ten-year history of the Town of Payson’s sales tax activity by category. This clearly illustrates the impact of the nationwide economic downturn and its upturn to recovery.



The “Other Categories” classification includes Transportation & Warehousing, Manufacturing, Finance & Insurance, Wholesale Trade, Arts and Entertainment, and other.



EXPENDITURES FOR FY2020/2021

➤ **EXPENDITURE TYPE DEFINITIONS**



General Government—Functions serving Town operations as a whole include Town Council, Town Manager, Town Attorney, Town Clerk, Finance, Human Resources, and Central Services.
Public Safety—Police Department & Fire Departments including the Wildland Program.
Public Works—Includes Airport and Streets Division.
Culture & Recreation—Includes Parks Maintenance, Recreation, Tourism, and the Library.

Community Development—Includes Planning/Zoning/Code Enforcement, Economic Development, Housing, and Building Services.
Health & Welfare—Encompasses contributions to entities providing services for the Town.
Debt Service Payments—Principal, interest and other related costs associated with the Town’s issuance of debt to support various capital improvement activities.
Capital Outlay—Expenditures for projects and equipment for the Capital Improvement Program.

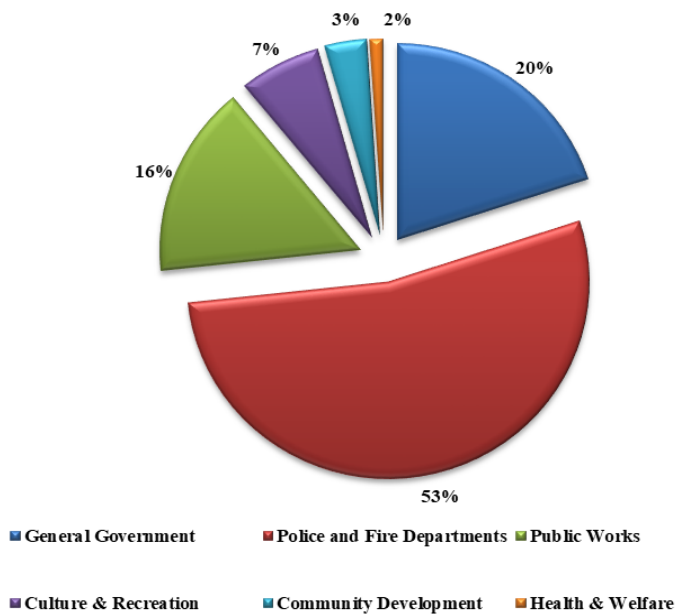
**Governmental Funds
Two-Year Expenditures by Type**

<u>Expenditures</u>	<u>2021</u>	<u>2020</u>
General Government	\$ 4,280,038	\$ 3,590,979
Public Safety	\$ 11,415,538	\$ 10,715,771
Public Works	\$ 3,373,330	\$ 2,975,678
Culture & Recreation	\$ 1,410,997	\$ 1,599,477
Community Development	\$ 714,791	\$ 824,344
Health & Welfare	\$ 215,869	\$ 195,917
Subtotal	\$ 21,410,563	\$ 19,902,166
Debt Service Payments	\$ 230,844	\$ 255,287
Interest on long-term debt	\$ 38,102	\$ 58,798
Capital Outlay	\$ 3,878,616	\$ 1,636,590
Total Expenditures	\$ 25,558,125	\$ 21,852,841

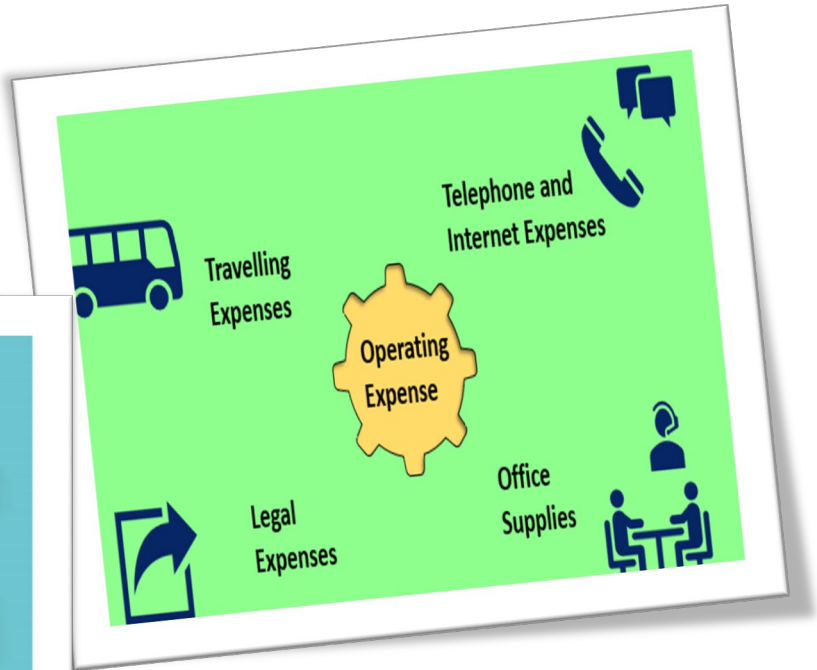
The two-year comparison on the left shows the change in total expenditures for governmental funds. Last year, the Town pulled back the reins due to the unknown financial impact of COVID-19. This year the Town increased funding for investments for replacement of machinery & equipment, including two fire engines. This also included an airport project over \$960,000. Overall, Governmental Fund expenditures for fiscal period 2020/2021 reflect an increase of \$3,705,284 in comparison to the fiscal period that ended in June 2020.

Where does the money go?

2021 Governmental Fund Expenditures



The pie chart on the left reflects the breakdown of Fiscal Year 2020/2021 expenditures by percentage within the Town’s operating budget. These categories reflect the day-to-day expenditures such as personnel services, benefits and general operating expenditures but exclude capital outlay and debt services.



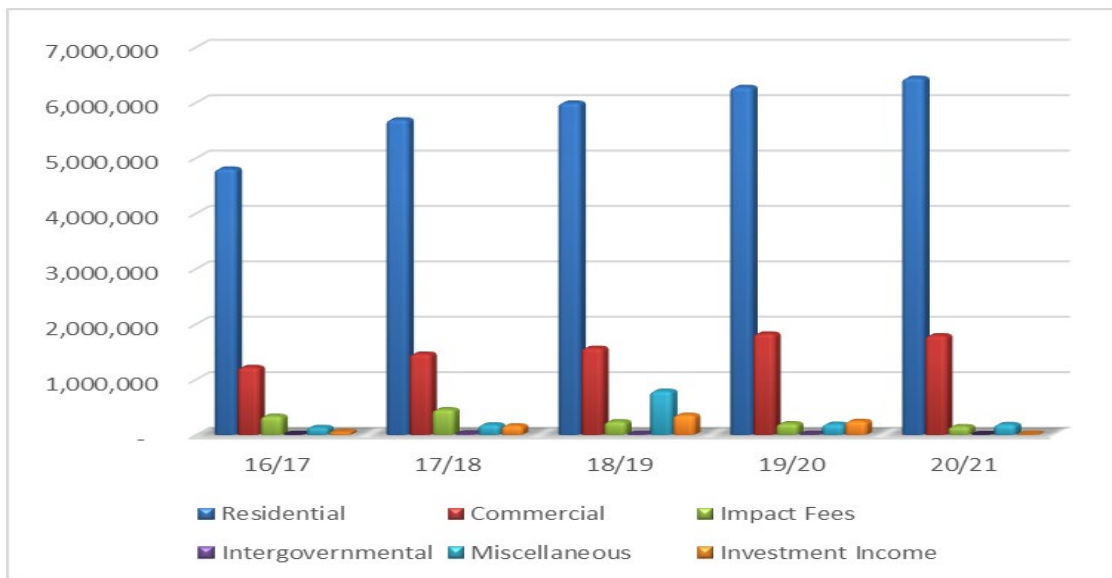
ENTERPRISE FUND

Enterprise Funds are business-type funds considered to be self-supporting in that the services rendered are generally financed through user charges or fees.



The Town has one Enterprise Fund—The Water Fund. This fund is used to record revenues and expenses related to the maintenance and improvement of the current water system infrastructure. The Town’s Water Division provides a safe & adequate domestic water supply to Payson residents.

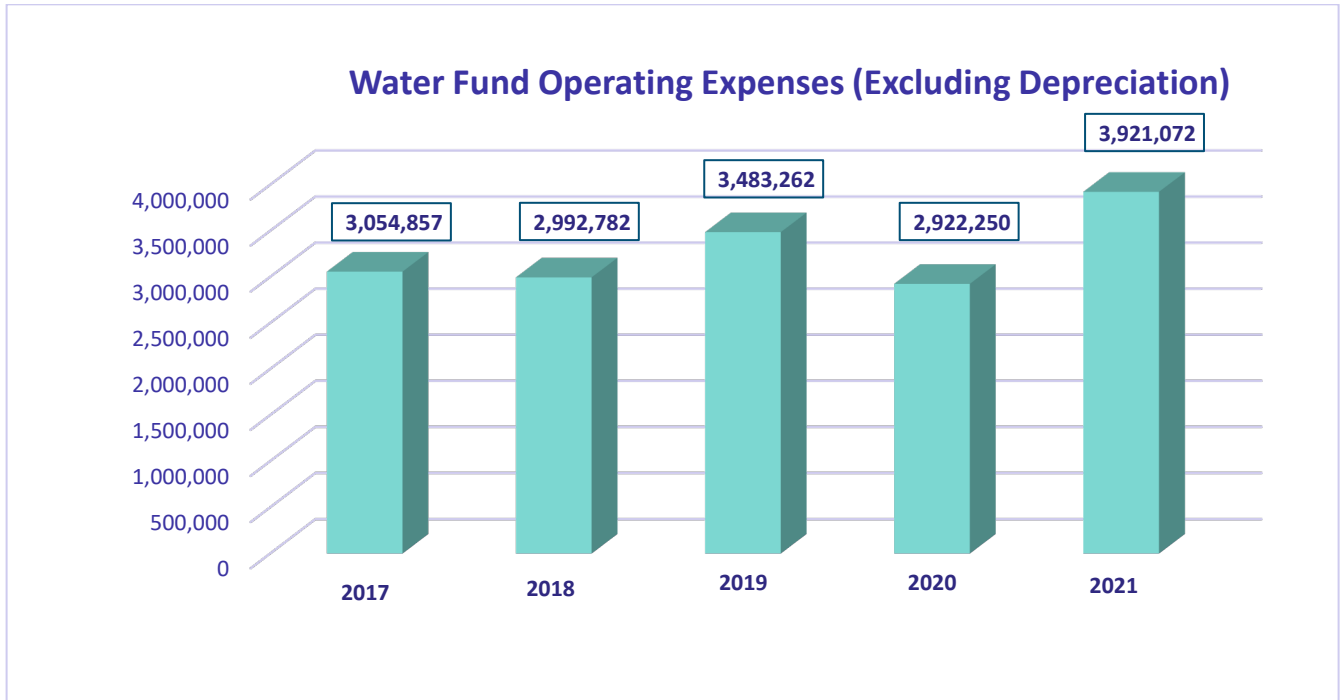
Water Fund Revenues



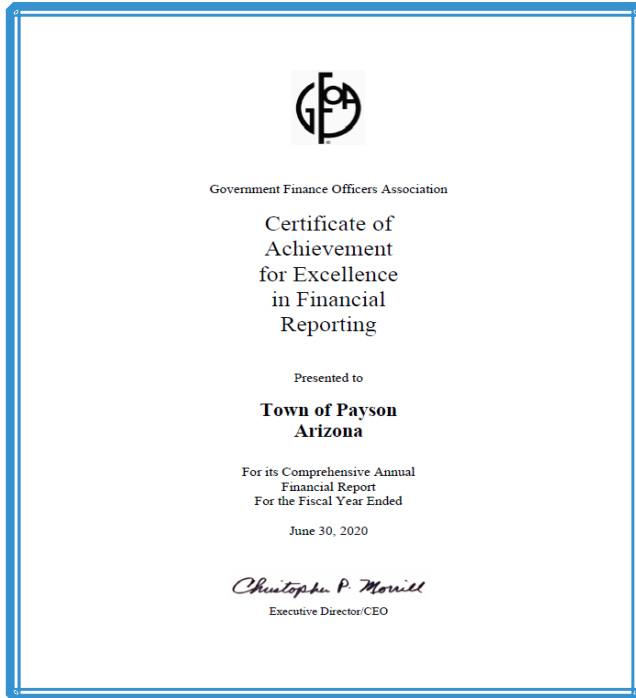
The above chart compares the major Water Fund revenues for the last five fiscal years. Since there wasn’t a significant change in Payson’s population during this time period, the changes in revenues were largely due to annual rate increases for water usage implemented to help cover the debt service for the C.C. Cragin Pipeline Project. High quality, reliable water service was provided to 8,642 water customers during the 2020/2021 fiscal year.

Enterprise Fund for FY2020/2021

The Water Fund expenditures significantly increased by 34.2% in comparison with last fiscal period 2019/2020. Over the past few years, the funding requirements of various maintenance projects has caused fluctuations in Water Fund Operating Expenses.



The Town of Payson was awarded the Certificate of Achievement for Excellence in Financial Reporting by Government Finance Officers Association of the United States and Canada (GFOA). The Certificate of Achievement is the highest form of recognition for excellence in state and local government reporting. A Certificate of Achievement is valid for a period of one year only.



CONTACT INFORMATION

CONTACT & LOCATION INFORMATION

To send an e-mail to the Mayor or any of the Council Members, just visit the Town website at www.paysonaz.gov and select the appropriate Representative from the Town Council tab.

Payson Town Hall
 303 N. Beeline Highway
 Payson, AZ 85541
 Phone: (929) 474-5242
 Fax: (928) 474-4610
 TDD: (928) 472-6449

Recreation & Tourism Department
 1000 W. Country Club Drive
 Payson, AZ 85541
 (928) 474-5242 Option #7

Payson Public Library
 328 N. McLane
 Payson, AZ 85541
 (928) 474-9260

Payson Police Department
 303 N. Beeline Highway
 Payson, AZ 85541
 Emergency—Dial 9-1-1
 Police Admin: (928) 472-5057
 Non-Emergency: (928) 474-5177

Fire Department
 400 E. Main Street
 Payson, AZ 85541
 (928) 474-5242 Option #9

Mayor	Tom Morrissey
Vice Mayor	Chris Higgins
Councilmember	Barbara Underwood
Councilmember	Suzy Tubbs-Avakian
Councilmember	Jim Ferris
Councilmember	Jolynn Schinstock
Councilmember	Scott Nossek

