



# TOWN OF PAYSON

## ANNUAL BUDGET

2019/2020

FOR THE FISCAL YEAR BEGINNING JULY 1, 2019



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GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**Town of Payson**

**Arizona**

For the Fiscal Year Beginning

**July 1, 2018**

*Christopher P. Morill*

Executive Director

The Government Finance Officers Association of the United States and Canada presented a Distinguished Budget Presentation Award to the Town of Payson, Arizona for its annual budget for the Fiscal Year beginning July 1, 2018. This award represents a significant achievement by the Town of Payson as it reflects our commitment to meeting the highest principles of governmental budgeting. Each year the Town of Payson will publish and submit a budget document that meets program criteria as a policy document, an operations guide, a financial plan, and as a communications device to determine its eligibility for another award.

The image features a large purple oval with a gradient from light to dark purple, containing the word "INTRODUCTION" in bold, dark blue, sans-serif capital letters. To the left of the oval is a thick, vertical purple bar with a similar gradient. Below the oval is a 3D green cube with a gradient from light to dark green, casting a soft shadow on the surface below it.

# INTRODUCTION



Town Hall (928) 474-5242  
Police Dept. (928) 474-5177  
Water Dept. (928) 472-5100  
Fax (928) 474-4610

Town of Payson  
303 N. Beeline Highway  
Payson, Arizona 85541-4306

September 8, 2019

To the Residents of the Town of Payson:


The Town of Payson has had an exciting and challenging year filled with opportunities of economic growth and ventures to stabilize the Town's economy. The accomplishments throughout the year were only achieved through the hard work of the dedicated Town staff. More precisely, a directive to utilize a "zero based budgeting" process which involved line item budgeting and review was given to the Town staff who greeted the challenge with a focus and diligent work ethic. The results can be seen in this year's budget documents.

Last year's budget totaled \$45,705,050. This Fiscal Year, 2019-2020, we forecast a budget of \$39,843,000. The Town has seen an increase in revenue in part from a more accurate budgeting process. The results are allowing us to make necessary capital investment purchases such as street and water vehicles as well as new police cars.

In addition, the Town Council approved an entirely new salary program that more accurately reflects the quality of job functions and skills exhibited by our Town employees. Moreover, this program respectively equalizes the pay to each position. The salary system creates a better position for the Town to reward employees using this merit-based method.

While there is still much work to do, the positive feedback from the residents and Town staff is encouraging as we look to a brighter future for Payson.

Sincerely,

  
Mayor Tom Morrissey



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***

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

## ***OUR CORE VALUES***

### ***LEADERSHIP***

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

### ***EMPOWERED EMPLOYEES***

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

### ***CUSTOMER FOCUS***

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

### ***CONTINUOUS IMPROVEMENTS***

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



## ELECTED TOWN OFFICIALS

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





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## TOWN MANAGEMENT

July 1, 2019

TOWN MANAGER

LaRon Garrett

ASSISTANT TOWN MANAGER / PUBLIC WORKS DIRECTOR

Sheila DeSchaaf

TOWN CLERK

Silvia Smith

TOWN ATTORNEY

Hector Figueroa

CHIEF FISCAL OFFICER

Deborah Barber

MAGISTRATE

Dorothy Little

FIRE CHIEF

David Staub

POLICE CHIEF

Don Engler

LIBRARY DIRECTOR

Emily Linkey

PARKS, RECREATION & TOURISM DIRECTOR

Courtney Spawn

COMMUNITY DEVELOPMENT DIRECTOR

Doni Wilbanks

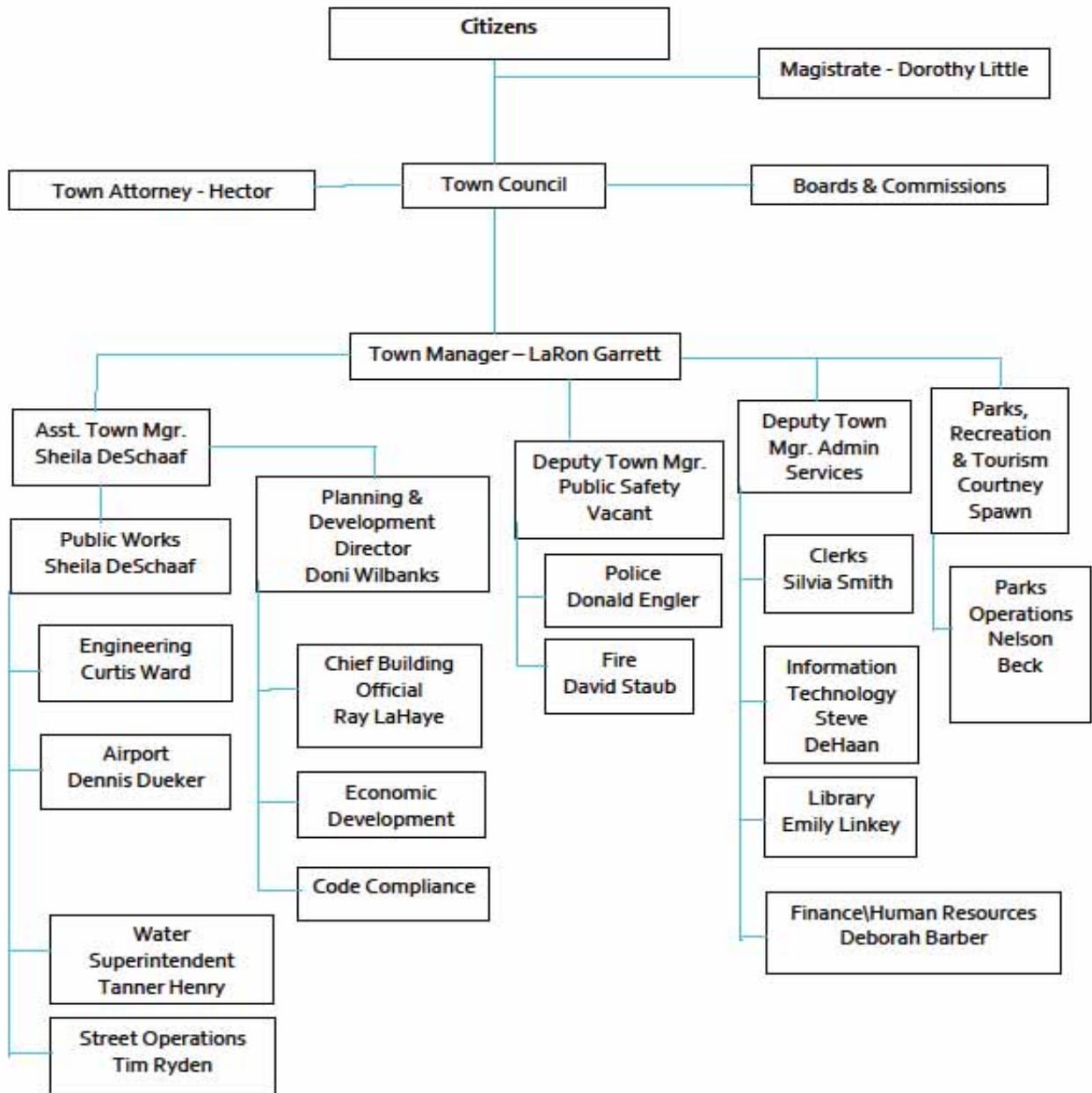
WATER SUPERINTENDENT

Tanner Henry

INFORMATION TECHNOLOGY MANAGER

Steve DeHaan

## Town of Payson Management Organizational Chart





Town of Payson  
303 N Beeline Highway  
Payson, Arizona 85541-4306

Town Hall (928) 474-5242  
Fax (928) 474-4610

June 14, 2019

To the Honorable Mayor, Town Council and Citizens:

We respectfully submit the published Town of Payson Fiscal Year 2019/20 budget as approved by the Town Council on June 27, 2019. The budget outlines the Town's structure for providing the services, facilities and infrastructure that have helped make Payson the great Town it is today.

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

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

## **I. INTRODUCTION**

Payson is one of Arizona's jewels, nestled among the largest contiguous stand of Ponderosa pine in North America where you can experience the beauty of dramatic mountain vistas, the serenity of wide open spaces, and a rich western rodeo heritage along with a variety of outdoor adventures and first-class accommodations and entertainment.

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

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

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



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

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

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

### **Debt Management Plan**

The Town of Payson enjoys favorable bond ratings not only due to solid financial planning but also from adoption of and adherence to the debt management plan by the Town Council. The target length of maturity of the Town’s long-term debt is not to exceed 20 years. In addition, as defined by state law, with the consent of the citizens, the total debt for general purposes will not exceed 6% of the net secondary assessed value of the property within the Town. Also with consent of the citizens, total debt for the purposes of water, sewer, lights, parks, open space, and recreation facilities may not exceed 20% of the net secondary assessed value of property within the Town. The Town has approximately 96.4% of the general municipal purpose bond capacity available, as well as the full capacity available for water, sewer, parks, etc.

### **Long-Term Financial Plan**

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

Unfortunately, over the last several years, forces outside of our control have challenged the Town’s financial and managerial resources. These forces include inflation, economic recession, and the decline in building construction. Measures were put in place to actively pursue commercial growth and promote increased tourism as a means of counteracting these forces. Although we continue to see some improvement in construction and new business growth, recovery has been slow and we are reluctant to believe that the rough times are behind us.

The Town of Payson is dedicated to enhancing the quality of life for its citizens, to provide a superior level of service in the most effective and efficient manner, while exercising fiscal responsibility. Payson has been, and will continue to be very proactive in encouraging quality community and organizational development.

## **II. BUDGET HIGHLIGHTS**

### **Financial Program**

The annual budget for Fiscal Year 2019/20 for all funds of the Town totals \$42,687,600. This total is \$4,282,350 (9.1%) lower than the budget for fiscal year 2018/19, primarily due to reaching the last phase of the C.C. Cragin Pipeline Project. Total expenditures for fiscal year 2019/20 exceed total budgeted revenues of \$37,788,865. The Town will use higher than expected carryovers from prior fiscal year to offset the difference.

- \$33,462,600 is appropriated for operating expenditures such as personnel services, supplies, utilities, insurance, repairs, maintenance, training, and depreciation. This figure represents a 13.5% increase over last year’s budget. The Town has seen cost increases in



a wide variety of other goods & services. The efforts of staff to streamline processes and hold the line on spending without jeopardizing quality of service emphasizes their dedication to support the Town through this period of economic challenges.

- \$5,100,100 is for capital outlay; capital projects, and other one-time grant related expenditures. This is 60.6% lower than last year. The Capital Project funds finance projects that are greater than \$5,000, which may be dependent upon State or Federal grants for a share of the cost, and/or may take several years to complete. The continuation of the C.C. Cragin Pipeline Project, which is key to Payson's water infrastructure plans, is in its last stages of completion and included in this year's budget. Fortunately, the budget also includes some projects that will be funded by grants or inter-governmental revenues. The tight budget continues to limit the availability of funding for other capital expenditures. The difficult economic conditions over the past several years have caused many capital projects to be drastically reduced or put on hold pending economic recovery. Although the economic situation is showing signs of improvement and Council's decision to increase the sales tax rate have boosted revenues, these cuts that were made to get us through previous budget years will continue to impact future budgets as additional spending will be required to build capital expenditures back up to acceptable levels.
- \$4,124,900 is for inter-fund operating transfers, debt service, and other uses of funds. Compared to last year, this category is slightly lower than last fiscal year by 9.2%

Significant personnel related changes to the budget included:

- Implemented a compensation study to more accurately reflect the job market
- 73% of employees received market increases with the remaining employees receiving a courtesy adjustment as a result of the Market Study
- Include reserve firefighters in the pay plan & pay steps in ASRS
- Created a pay step system for the Fire Department
- Re-designed the pay steps system for the Police Department
- Added new full-time position for the Fire Department, Fuels Manager
- Added a part-time position for the Police Department
- Added a full-time position for Parks, Recreation & Tourism
- Converted 5 seasonal employees to year-round part-time

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

Local sales tax is the primary source of revenue for the Town. Faced with another hefty increase in the cost of public safety retirement obligations, the Town Council approved a local sales tax increase of 0.88% effective August 1, 2017. With the new rate of 3% in place, local sales tax revenues have increased and are projected for this fiscal year at \$10,700,000, approximately a 7% increase in revenues over last fiscal year. Since local sales tax is heavily influenced by retail sales and tourism, continued efforts to promote Payson tourism will be crucial.



State shared revenues from sales tax, income taxes, gas taxes, and vehicle license taxes are the next most significant. State shared sales tax which is estimated to be \$1,630,900 reflects an increase of 6.2% as compared to last fiscal year. State shared income tax is projected to be \$2,054,100 reflecting an 8.5% increase in comparing to last fiscal year. In total, State shared revenues show a moderate increase of \$249,200 or 7.25% over last fiscal year.

In contrast, property taxes are a relatively minor revenue source for the Town. The primary property tax levy rate is set at \$0.3594 per \$100 of assessed value. This reflects a small decrease of \$0.01370 per \$100 in comparison to fiscal year 2018/19. Currently, the Town does not have a secondary property tax.

### **Capital Expenditures in the FY 2019/20 Budget**

Fiscal policies first adopted in the Town's 1997 Strategic Plan set forth strategies intended to assure that operating and capital expenditures valued less than \$100,000 would be financed on a "pay-as-you-go" basis with cash. Excess cash in the General Fund is transferred to Capital Projects Funds to enable cash appropriations for priority capital expenditures. This excess reserve is available for appropriation for capital expenditures as directed by Town Council.

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

On September 9, 2003, qualified electors of the Town authorized the issuance of \$3,555,000 in general obligation bonds. At that time \$2,030,000 in bonds were issued for Police Department communications. In the fall of 2009, the Town issued \$1,525,000 of the remaining bonds for the land purchase, construction and equipping of a third fire station. The debt service is being paid by a 0.12% local sales tax increase that became effective in January 2005. The Town's last payment is in July of this fiscal period 2019-20.

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

In August 2009, the Town entered into a \$10.6 million (\$4.0 million in federal grant funding and \$6.6 million in loans) agreement with the Water Infrastructure Finance Authority of Arizona (WIFA) for completion of Phase I of the C.C. Cragin pipeline and required repairs and replacements to the existing system. By June 30, 2012, the Town had drawn down \$3.6 million of the loan and the maximum \$4 million in federal ARRA grant funds. In August 2012, \$2.4 million of the loan was de-obligated and the Town made the final draw of available funds (after de-obligation) in July 2012. The Water Division obtained additional funding from WIFA in 2013 for \$6,250,000, and in 2015, 2016, and 2017 for \$11,000,000 each year for the continuation of the C.C. Cragin project. With the budgeted funds for FY2019/20, the C.C. Cragin project will be completed.



### **Fiscal Policy Assumptions**

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

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

General Fund year-end fund balance is projected to be \$2,334,028 or 6.18% of the estimated revenue for the fiscal year 2019/20. The General Fund Reserve meets the financial policy guideline.

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

General Fund operating revenues are projected to increase by 6.1%. The change in revenues is primarily due to the increase in local and state-shared tax revenue.

Operating expenditures are projected to increase just 0.1% over the Fiscal Year 2018/19 budget.

The Town has experienced an increase in revenues and has managed to hold the line on expenses; more than meeting the requirements of this financial policy guideline.

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

The Town of Payson is making a come-back from the past years' recession, as evidenced by this FY2019/20 budget. The Town is experiencing increased revenues and for the first time, the Contingency Fund has budgeted funds of \$1,000,000. In addition, several overdue capital projects and improvements are budgeted, as well as \$762,000 budgeted funds for Capital Replacement.

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

Fiscal Year 2018/19 was the first year since the recession that funds have been allocated to build up the Equipment Replacement Fund with \$100,000 being reserved. This Fiscal Year, 2019/20, another \$100,000 is allocated to the fund.

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

There has been no new debt issued since 2005 that would affect property or sales tax rates.

### **III. COUNCIL INITIATIVES**

Prompted by hefty increases in the Town's required contributions towards public safety retirement, the Council approved a 0.88% increase in the local sales tax rate effective August 1, 2017. This additional revenue allows the Town to start paying down its obligation to the Public Safety Personnel Retirement System (PSPRS), make a payment towards the Water Department loan, and pay other financial obligations.





The Town Council, citizens and the management staff participated in a strategic planning process to update and enhance the Corporate Strategic Plan (CSP). This plan is divided into ten Key Result Areas (KRA), and each KRA is more specifically defined by Priorities and Strategies that help guide the organization. These Key Result Areas include:

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

The development of the Corporate Strategic Plan is guided by and linked to the long-term goals identified in the Town of Payson's General Plan. (More details regarding the General Plan and the Corporate Strategic Plan (Plans) can be found in the Planning & Performance section of this book.)

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

Preparing for fiscal year 2019/20 and beyond has been particularly challenging. The Town's officials considered many factors during the process of developing this budget. Since we are seeing signs of economic recovery, it is tempting to fill the budget with all of the projects and expenditures that have been delayed for far too long. But, we must continue to budget conservatively. We must continue to build our reserve funds for the future, creating a long-term sustainable operation. Even with the projected increase in sales tax revenue, the budget continues to be conservative. We persevere to meet our goals while maintaining fiscal responsibility.

The major economic factors impacting the budget for fiscal year 2019/20 are growth in construction, expansion of the tourism market, and continued recovery of the financial markets. Great progress has been made through our economic development efforts and this will continue in the 2019/20 fiscal year as we strive to bring new businesses to town and encourage construction related activity. The Tourism Department introduced a new marketing campaign in 2016, "Adventure Where We Live," to increase tourism and positively impact sales tax and bed tax revenue. Fortunately, some grant money is available for a few projects. Although the Town is able to make progress on capital improvements, many projects have been put on hold again and future budgets will be affected by these continued postponements. The high cost of employee health insurance, workers compensation insurance, and retirement contributions continue to put a strain on the budget. As we struggle with the uncertainties of the economic picture moving forward, the Town of Payson has a moral obligation to follow our plans that protect our residents against damaging service cuts while enhancing the quality of life.

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.

**V. CONCLUSION**

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

The budget for fiscal year 2019/20 is committed to the Town's policy of managing Payson's financial position by protecting fund balances and reserves, recommending a balanced budget, adding new programs prudently and making decisions within the context of our long-range financial capacity study and debt management plan.

The fiscal year 2019/20 Annual Budget asserts our commitment to meet and exceed our community's highest priority expectations. We continue to strive to meet these needs at the lowest possible cost to our citizens.

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

Respectfully submitted,

A handwritten signature in black ink, appearing to read "LaRon G. Garrett", written in a cursive style.

LaRon G. Garrett  
Town Manager

**RESOLUTION NO: 3161**

**A RESOLUTION OF THE MAYOR AND COUNCIL OF THE TOWN OF PAYSON, ARIZONA, ADOPTING ESTIMATES OF REVENUES AND EXPENDITURES/EXPENSES, AND ADOPTING SUCH ESTIMATES AS PAYSON'S FINAL BUDGET FOR FISCAL YEAR 2019-2020.**

**WHEREAS**, in accordance with the provisions of Title 42, Chapter 17, Arizona Revised Statutes, on June 13, 2019, the Mayor and Council made an estimate of the different amounts required to meet public expenses for the ensuing year; and

**WHEREAS**, the Mayor and Council also made an estimate of receipts from sources other than direct taxation and of the amount to be raised by taxation upon real and personal property within the Town; and

**WHEREAS**, in accordance with Title 42, Chapter 17, and following due public notice, the Mayor and Council met on June 13, 2019, at which meeting any taxpayer was privileged to appear and be heard in favor of or against any of the proposed expenditures/expenses and tax levies; and

**WHEREAS**, the Mayor and Council find that the required publication has been made of the estimates together with a notice that the Mayor and Council would meet on June 27, 2019, in the Town Council Chambers at Town Hall, 303 North Beeline Highway, Payson, Arizona, for the purpose of adopting the final budget for FY 2019-2020; and

**WHEREAS**, the Mayor and Town Council find that publication has been duly made (as required by law) of said estimates together with a notice that the Mayor and Town Council would meet on June 27, 2019, in the Town Council Chambers at Town Hall, 303 North Beeline Highway, Payson, Arizona, for the purpose of making tax levies as set forth in the estimates; and

**WHEREAS**, it appears that the sums to be raised by primary property taxation do not, in aggregate, exceed that amount as computed pursuant to A.R.S. § 42-17051(A),

**NOW, THEREFORE, THE MAYOR AND COUNCIL OF THE TOWN OF PAYSON, ARIZONA, DO RESOLVE AS FOLLOWS:**

**Section 1:** The estimates of revenue and expenditures/expenses shown on Attached Schedules A through E and G are adopted as the budget for the Town of Payson for Fiscal Year 2019-2020.

**Section 2:** The Town of Payson and Town Officials are authorized to take such other actions as are necessary to carry out the purposes and intent of this Resolution.



PASSED AND ADOPTED BY THE MAYOR AND COUNCIL OF THE TOWN OF PAYSON, ARIZONA, this 27<sup>th</sup> day of June, 2019, by the following vote:

AYES 7 NOES 0 ABSTENTIONS 0 ABSENT 0

*Thomas Morrissey*  
Thomas Morrissey, Mayor

ATTEST:

*Silvia Smith*  
Silvia Smith, Town Clerk

APPROVED AS TO FORM:

*Hector M. Figueroa*  
Hector M. Figueroa, Town Attorney

Prepared by Town of Payson Legal Department  
HMF:dkk 6/19/2019 2:37 PM  
O: C:\Ivff-Resolutions\3000s\3161.FINAL BUDGET.FY19.20.doc



**TOWN OF PAYSON**  
**Summary Schedule of Estimated Revenues and Expenditures/Expenses**  
**Fiscal Year 2020**

Fiscal Year		General Fund	Special Revenue Fund	Debt Service Fund	Capital Projects Fund	Enterprise Funds Available	Internal Service Funds	Total All Funds
2019	Adopted/Adjusted Budgeted Expenditures/Expenses*	18,983,300	8,418,800	418,900	772,900	17,111,150	-	45,705,050
2019	Actual Expenditures/Expenses**	17,355,100	6,587,000	418,900	381,300	14,286,500	-	39,028,800
2020	Fund Balance/Net Position at July 1***	4,210,000	1,111,000	640,000	229,000	13,600,000	-	19,790,000
2020	Primary Property Tax Levy	890,085						890,085
2020	Secondary Property Tax Levy							-
2020	Estimated Revenues Other than Property Taxes	18,172,300	5,997,400	105,900	637,100	9,441,500	-	34,254,200
2020	Other Financing Sources	-	-	-	-	-	-	-
2020	Other Financing (Uses)	-	-	-	-	-	-	-
2020	Interfund Transfers In	322,000	1,632,200	25,400	865,000	-	-	2,844,600
2020	Interfund Transfers (Out)	1,498,300	359,300	365,000	-	222,000	-	2,844,600
2020	Reduction for Amounts Not Available:							
	Amounts for Future Debt Retirement:							-
	Future Capital Projects							-
	Maintained Fund Balance for Financial Stability	950,000						950,000
2020	Total Financial Resources Available	20,946,065	8,381,300	406,300	1,631,100	22,419,500	-	53,784,265
2020	Budgeted Expenditures/Expenses	19,187,700	7,990,600	406,300	1,399,100	10,859,300	-	39,843,000

**EXPENDITURE LIMITATION COMPARISON**

	2019	2020
Budgeted expenditures/expenses	\$ 45,705,050	\$ 39,843,000
Add/subtract: estimated net reconciling items		
Budgeted expenditures/expenses adjusted for reconciling items	\$ 45,705,050	\$ 39,843,000
Less: estimated exclusions		
Amount subject to the expenditure limitation	\$ 45,705,050	\$ 39,843,000
EEC expenditure limitation	\$ 45,705,050	\$ 39,843,000

The city/town does not levy property taxes and does not have special assessment districts for which property taxes are levied. Therefore, Sch. B has been omitted.

\* Includes Expenditure/Expense Adjustments Approved in the current year from Schedule E.

\*\* Includes actual amounts as of the date the proposed budget was prepared, adjusted for estimated activity for the remainder to the fiscal year.

\*\*\* Amounts on this line represent Fund Balance/Net Position amounts except for amounts not in spendable form (e.g., prepaids and inventories) or legally or contractually required to be maintained intact (e.g., principal of a permanent fund).



**TOWN OF PAYSON**  
**Revenues Other Than Property Taxes**  
**Fiscal Year 2020**

SOURCE OF REVENUES	ESTIMATED 2019	ACTUAL 2019	ESTIMATED 2020
<b>GENERAL FUND</b>			
<b>Local taxes</b>			
Sales Tax - Town	\$ 10,000,000	\$ 10,292,000	\$ 10,700,000
<b>Licenses and permits</b>			
Franchise Fees	385,000	396,900	385,300
Business Licenses	72,000	73,000	73,000
Liquor Licenses	1,500	1,100	1,200
Building/ROW Permits	315,000	333,200	348,900
<b>Intergovernmental</b>			
State Shared Revenue	3,435,800	3,424,500	3,685,000
Property Taxes--Prior Year	5,000	6,300	5,000
Vehicle License Tax	1,098,400	1,063,800	1,170,300
Tonto Apache Tribe	12,000	11,800	12,000
Gila County	302,500	285,400	12,700
Fire Services IGA	412,000	424,300	424,000
Grants	353,400	267,300	338,100
<b>Charges for services</b>			
Prosecution Fees	33,000	34,100	33,300
Law Enforcement Charges	48,700	47,300	48,200
Fire Service Charges	12,400	16,850	12,900
Zoning Charges	25,000	39,800	35,000
Building Inspections	5,000	7,000	6,900
Engineering/Plan Review	178,000	184,500	208,000
<b>Fines and forfeits</b>			
Court Fines and Fees	100,000	129,000	120,000
<b>Interest on investments</b>			
Interest	22,000	113,400	100,000
<b>In-lieu property taxes</b>			
<b>Contributions</b>			
Voluntary contributions	9,900	1,500	4,300
<b>Miscellaneous</b>			
Other Revenue	112,200	111,550	241,700
Recreation Fees	123,500	125,000	181,500
Insurance Recoveries	5,000	38,700	10,000
Surplus Sales	1,000	6,500	2,000
Facilities Lease Fees	13,000	12,300	13,000
<b>Total General Fund</b>	<b>\$ 17,081,300</b>	<b>\$ 17,447,100</b>	<b>\$ 18,172,300</b>

\* Includes actual revenues recognized on the modified accrual or accrual basis as of the date

Schedule C



**TOWN OF PAYSON**  
**Revenues Other Than Property Taxes**  
**Fiscal Year 2020**

SOURCE OF REVENUES	ESTIMATED REVENUES 2019	ACTUAL REVENUES* 2019	ESTIMATED REVENUES 2020
<b>SPECIAL REVENUE FUNDS</b>			
<b>Highway User Revenue Fund</b>			
Highway Users Gas Tax	1,618,100	1,705,400	1,767,400
Gila County Transportation Tax	870,000	891,500	870,000
Inspection Fees	3,000	2,800	20,000
Grants	199,900	0	168,600
Other Revenue	500	11,100	54,500
	<u>2,691,500</u>	<u>2,610,800</u>	<u>2,880,500</u>
<b>Recreation Facility Improvement Fund</b>			
Facility Fee	15,000	15,000	15,000
	<u>15,000</u>	<u>15,000</u>	<u>15,000</u>
<b>Gifts &amp; Grants Fund</b>			
Donations--Park System	500,000		100,000
	<u>500,000</u>	<u>0</u>	<u>100,000</u>
<b>Wildland Fire Program</b>			
Wildland Fire Fees			120,000
	<u>0</u>	<u>0</u>	<u>120,000</u>
<b>Bed Tax Fund</b>			
Bed Tax	330,000	330,000	330,000
Other Revenue		200	
	<u>330,000</u>	<u>330,200</u>	<u>330,000</u>
<b>Police Dept of Justice Fund</b>			
Defense 1033 Revenue	21,000	20,000	20,500
Local RICO Revenue	3,000		3,000
Public Surplus Sales	20,000	104,000	75,000
	<u>44,000</u>	<u>124,000</u>	<u>98,500</u>
<b>Police Impound Fund</b>			
Impound Fee	12,000	15,000	5,000
	<u>12,000</u>	<u>15,000</u>	<u>5,000</u>
<b>Library Fund</b>			
Gila County Library District	230,400	230,400	235,000
Fines	15,000	10,000	10,000
Other Revenue		100	
	<u>245,400</u>	<u>240,500</u>	<u>245,000</u>
<b>Magistrate Court Funds</b>			
Contributions	1,000	4,700	4,000
	<u>1,000</u>	<u>4,700</u>	<u>4,000</u>
<b>Airport Fund</b>			
Grants	1,123,200	826,400	76,600
Tie Down & Gate Fees	18,500	17,600	17,800
Hangar & Lease Fees	84,500	78,000	80,000
Fuel Sales	5,000	5,000	5,000
Other	0	1,000	1,000
	<u>1,231,200</u>	<u>928,000</u>	<u>180,400</u>
<b>Event Center Fund</b>			
TEV Arts Grant	3,000	3,000	3,000
Event Revenue	116,000	132,000	116,000
	<u>119,000</u>	<u>135,000</u>	<u>119,000</u>
<b>Health Insurance Fund</b>			
Employee Contributions	432,100	350,000	408,000
Employer Contributions	974,700	750,000	830,000
Retiree Contributions	120,400	104,000	110,000
Employer Retiree Contributions	529,100	450,000	552,000
	<u>2,056,300</u>	<u>1,654,000</u>	<u>1,900,000</u>
<b>Total Special Revenue Funds \$</b>	<b>7,245,400</b>	<b>\$ 6,057,200</b>	<b>\$ 5,997,400</b>

\* Includes actual revenues recognized on the modified accrual or accrual basis as of the date the proposed budget was Schedule C



**TOWN OF PAYSON**  
**Revenues Other Than Property Taxes**  
**Fiscal Year 2020**

<u>SOURCE OF REVENUES</u>	<u>ESTIMATED REVENUES 2019</u>	<u>ACTUAL REVENUES 2019</u>	<u>ESTIMATED REVENUES 2020</u>
<b>DEBT SERVICE FUNDS</b>			
<b>Westerly Road ID Debt Service Fund</b>			
Assessment Principal	48,600	48,600	48,600
Assessment Interest	12,400	9,900	7,300
	<u>61,000</u>	<u>58,500</u>	<u>55,900</u>
<b>General Obligation Bond Debt Service Fund</b>			
Sales Tax - Town	415,000	440,000	50,000
	<u>415,000</u>	<u>440,000</u>	<u>50,000</u>
<b>Total Debt Service Funds</b>	<u>476,000</u>	<u>498,500</u>	<u>105,900</u>
<b>CAPITAL PROJECTS FUNDS</b>			
<b>Grant Capital Projects Fund</b>			
Grants	334,700	345,300	284,100
	<u>334,700</u>	<u>345,300</u>	<u>284,100</u>
<b>American Gulch Improvement District</b>			
Grants			203,000
Contributions	275,000	3,000	50,000
	<u>275,000</u>	<u>3,000</u>	<u>253,000</u>
<b>Central Arizona Project Trust Fund</b>			
Interest	1,000	500	0
	<u>1,000</u>	<u>500</u>	<u>0</u>
<b>Total Capital Projects Funds</b>	<u>\$ 610,700</u>	<u>\$ 348,800</u>	<u>\$ 537,100</u>

\* Includes actual revenues recognized on the modified accrual or accrual basis as of

Schedule C





**TOWN OF PAYSON**  
**Revenues Other Than Property Taxes**  
**Fiscal Year 2020**

<u>SOURCE OF REVENUES</u>	<u>ESTIMATED REVENUES 2019</u>	<u>ACTUAL REVENUES 2019</u>	<u>ESTIMATED REVENUES 2020</u>
<b>PERMANENT FUNDS</b>			
Not Applicable			
<b>Total Permanent Funds</b>			
<b>ENTERPRISE FUNDS</b>			
Water Fund			
Intergovernmental	30,000	10,000	30,000
Charges for Services	6,432,000	7,543,800	7,587,500
Impact Fees	350,000	273,500	200,000
Interest Earnings	120,000	308,500	300,000
Facilities Leases	63,000	75,000	63,000
Debt Proceeds	7,000,000	6,000,000	1,000,000
Loan Repayment	207,500	200,000	213,000
Other	58,000	73,700	48,000
	<u>14,260,500</u>	<u>14,484,500</u>	<u>9,441,500</u>
<b>Total Enterprise Funds</b>	<b>\$ 14,260,500</b>	<b>\$ 14,484,500</b>	<b>\$ 9,441,500</b>

\* Includes actual revenues recognized on the modified accrual or accrual

Schedule C



**TOWN OF PAYSON**  
**Revenues Other Than Property Taxes**  
**Fiscal Year 2020**

<u>SOURCE OF REVENUES</u>	<u>ESTIMATED REVENUES 2019</u>	<u>ACTUAL REVENUES 2019</u>	<u>ESTIMATED REVENUES 2020</u>
<b>INTERNAL SERVICE FUNDS</b>			
<u>Not Applicable</u>			
<b>Total Internal Service Funds</b>	<u>0</u>	<u>0</u>	<u>0</u>
<b>TOTAL ALL FUNDS</b>	<u>\$ 39,673,900</u>	<u>\$ 38,836,100</u>	<u>\$ 34,254,200</u>

\* Includes actual revenues recognized on the modified accrual or accrual

Schedule C



**TOWN OF PAYSON**  
Expenditures/Expenses by Fund  
Fiscal Year 2020

FUND/DEPARTMENT	ADOPTED BUDGETED	EXPENDITURE/E	ACTUAL	BUDGETED
	EXPENDIURES/EXPENSES	XPENSE	EXPENDITURES	EXPENDITURES/
	2019	ADJUSTMENTS	/EXPENSES	EXPENSES
	2019	APPROVED	2019	2020
<b>GENERAL FUND</b>				
Central Services	\$ 1,580,900	\$	\$ 1,428,400	\$ 1,716,700
Town Clerk/Elections	302,900		286,800	267,200
Town Manager	227,300		223,200	227,500
Human Resources	311,200		284,100	239,700
Financial Services	525,800		505,100	503,500
Information Technology	1,175,000		1,120,600	865,800
Tourism & Economic Vitality	81,000		65,000	89,500
Town Council	120,100		97,000	98,500
Town Attorney/Magistrate Court	684,100		700,300	750,200
Police	6,844,200		6,031,100	6,505,900
Fire	4,506,200		4,408,300	4,652,600
Parks & Recreation	1,473,500		1,297,800	1,927,100
Community Development	1,151,100		907,400	1,343,500
<b>Total General Fund</b>	<b>18,983,300</b>	<b>-</b>	<b>17,355,100</b>	<b>19,187,700</b>
<b>SPECIAL REVENUE FUNDS</b>				
HURF	3,213,700		2,853,200	3,422,000
Parks & Rec Facility Impr Fund				74,000
Gifts & Grants Fund	517,000		15,000	-
Fire-Wildlands				120,000
Bed Tax Fund	166,400		166,000	148,500
Police Dept of Justice/Impounds	103,000		65,500	159,500
Library Fund	441,000		430,500	465,700
Airport Fund	1,398,500		1,066,300	322,600
Event Center Fund	322,900		276,500	378,300
Health Insurance Fund	2,056,300		1,654,000	1,900,000
Council Contingency Fund	200,000		60,000	1,000,000
<b>Total Special Revenue Funds</b>	<b>8,418,800</b>	<b>-</b>	<b>6,587,000</b>	<b>7,990,600</b>
<b>DEBT SERVICE FUNDS</b>				
Westerly Road Debt Service	85,100		85,100	81,300
GO Bonds Debt Service	333,800		333,800	325,000
<b>Total Debt Service Funds</b>	<b>418,900</b>	<b>-</b>	<b>418,900</b>	<b>406,300</b>
<b>CAPITAL PROJECTS FUNDS</b>				
Capital Replacement Fund				762,000
Grant Capital Projects Fund	334,700		334,700	284,100
Public Safety Bond Project	105,000			100,000
American Gulch	275,000		2,000	253,000
CAP Trust Fund	58,200		44,600	
<b>Total Capital Projects Funds</b>	<b>772,900</b>	<b>-</b>	<b>381,300</b>	<b>1,399,100</b>
<b>PERMANENT FUNDS</b>				
Contingency				
<b>Total Permanent Funds</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>ENTERPRISE FUNDS</b>				
Water Fund	17,111,150		14,286,500	10,859,300
<b>Total Enterprise Funds</b>	<b>17,111,150</b>	<b>-</b>	<b>14,286,500</b>	<b>10,859,300</b>
<b>INTERNAL SERVICE FUNDS</b>				
Contingency				
<b>Total Internal Service Funds</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>TOTAL ALL FUNDS</b>	<b>\$ 45,705,050</b>	<b>\$ -</b>	<b>\$ 39,028,800</b>	<b>\$ 39,843,000</b>

\* Includes actual expenditures/expenses recognized on the modified accrual or accrual basis as of the date the proposed budget was prepared, plus  
Schedule E



**TOWN OF PAYSON**  
Expenditures/Expenses by Department  
Fiscal Year 2019

DEPARTMENT/FUND	ADOPTED	EXPENDITURE/	ACTUAL	BUDGETED
	BUDGETED	EXPENSE	EXPENDITURES/	EXPENDITURES/
	EXPENDITURES/	ADJUSTMENTS	EXPENSES*	EXPENSES
	2018	2018	2018	2019
<b>General Government:</b>				
General Fund	\$ 1,523,600	\$	\$ 1,422,600	\$ 1,580,900
Council Contingency Fund				200,000
Health Insurance Fund	1,953,700		1,953,700	2,056,300
<b>Department Total</b>	<b>\$ 3,477,300</b>	<b>\$</b>	<b>\$ 3,376,300</b>	<b>\$ 3,837,200</b>
Town Clerk/General Fund	\$ 237,700	\$	\$ 220,900	\$ 302,900
<b>Department Total</b>	<b>\$ 237,700</b>	<b>\$</b>	<b>\$ 220,900</b>	<b>\$ 302,900</b>
Town Manager/General Fund	\$ 220,400	\$	\$ 217,900	\$ 227,300
<b>Department Total</b>	<b>\$ 220,400</b>	<b>\$</b>	<b>\$ 217,900</b>	<b>\$ 227,300</b>
Human Resources/General Fund	\$ 238,100	\$	\$ 238,500	\$ 311,200
<b>Department Total</b>	<b>\$ 238,100</b>	<b>\$</b>	<b>\$ 238,500</b>	<b>\$ 311,200</b>
Financial Services/General Fund	\$ 531,600	\$	\$ 478,600	\$ 525,800
<b>Department Total</b>	<b>\$ 531,600</b>	<b>\$</b>	<b>\$ 478,600</b>	<b>\$ 525,800</b>
Info Technology/General Fund	\$ 803,500	\$	\$ 779,800	\$ 1,175,000
<b>Department Total</b>	<b>\$ 803,500</b>	<b>\$</b>	<b>\$ 779,800</b>	<b>\$ 1,175,000</b>
Town Council/General Fund	\$ 102,500	\$	\$ 96,500	\$ 120,100
<b>Department Total</b>	<b>\$ 102,500</b>	<b>\$</b>	<b>\$ 96,500</b>	<b>\$ 120,100</b>
Magistrate Court/General Fund	\$ 213,100	\$	\$ 187,600	\$ 213,100
<b>Department Total</b>	<b>\$ 213,100</b>	<b>\$</b>	<b>\$ 187,600</b>	<b>\$ 213,100</b>
Town Attorney/General Fund	\$ 448,700	\$	\$ 438,100	\$ 471,000
<b>Department Total</b>	<b>\$ 448,700</b>	<b>\$</b>	<b>\$ 438,100</b>	<b>\$ 471,000</b>
<b>Police:</b>				
General Fund	\$ 6,525,100	\$	\$ 5,918,300	\$ 6,844,200
Dept of Justice fund	102,300		61,500	80,000
Police Impound Fund				23,000
Grant Capital Project Fund	57,200		57,100	37,800
Public Safety Bond Prg Fund	114,500		15,000	105,000
GO Bonds Debt Service	331,600		331,600	333,800
<b>Department Total</b>	<b>\$ 7,130,700</b>	<b>\$</b>	<b>\$ 6,383,500</b>	<b>\$ 7,423,800</b>
<b>Fire:</b>				
General Fund	\$ 3,804,100	\$	\$ 3,754,600	\$ 4,506,200
Grant Capital Project Fund	847,800			30,800
<b>Department Total</b>	<b>\$ 4,651,900</b>	<b>\$</b>	<b>\$ 3,754,600</b>	<b>\$ 4,637,000</b>
<b>Public Works</b>				
HURF	\$ 2,715,600	\$	\$ 2,602,400	\$ 3,213,700
Airport Fund	1,472,300		1,127,500	1,398,500
Westerly Road ID Debt Serv	78,900		83,900	85,100
Excise Tax Debt Service	128,000		127,900	
American Gulch Improv Dist	150,000			275,000
Timber Ridge ID Constr	2,060,000			
Timber Ridge ID Debt Serv	40,000			
<b>Department Total</b>	<b>\$ 6,644,800</b>	<b>\$</b>	<b>\$ 3,941,700</b>	<b>\$ 4,972,300</b>
<b>Parks, Recreation &amp; Tourism:</b>				
General Fund	\$ 1,475,300	\$	\$ 1,535,125	\$ 1,554,500
Bed Tax Fund	178,400		178,400	168,400
Event Center Fund	222,200		288,600	322,900
Facility Improvement Fund	62,000			
Gifts & Grants Fund				500,000
<b>Department Total</b>	<b>\$ 1,935,900</b>	<b>\$</b>	<b>\$ 2,001,125</b>	<b>\$ 2,543,800</b>
<b>Community Development</b>				
General Fund	\$ 989,900	\$	\$ 884,500	\$ 1,151,100
Gifts & Grants Fund				17,000
Grant Capital Project Fund	200,000		106,000	266,000
<b>Department Total</b>	<b>\$ 1,189,900</b>	<b>\$</b>	<b>\$ 990,500</b>	<b>\$ 1,434,100</b>
Library/Library Fund	\$ 428,300	\$	\$ 388,300	\$ 441,000
<b>Department Total</b>	<b>\$ 428,300</b>	<b>\$</b>	<b>\$ 388,300</b>	<b>\$ 441,000</b>
<b>Water:</b>				
Water Fund	\$ 31,489,600	\$	\$ 25,332,800	\$ 17,111,150
CAP Trust Fund	128,271		60,000	58,200
<b>Department Total</b>	<b>\$ 31,617,871</b>	<b>\$</b>	<b>\$ 25,392,800</b>	<b>\$ 17,169,350</b>

\* Includes actual expenditures/expenses recognized on the modified accrual or accrual basis as of the date the proposed budget was prepared, plus estimated expenditures/expenses for the remainder of the fiscal year.



## Quick Reference Guide

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

If you have this question...	Refer to	Page
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	Sources & Uses	156
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## HOW TO MAKE THE BEST USE OF THIS DOCUMENT

One purpose of the budget document is to present the Town Council and Citizens with a clear picture of the services that the Town provides and the policy alternatives that are available. Additionally, the budget document provides Town management with a financial and operating plan that conforms to the direction of the Citizens, Council and the Town's accounting system. The following outline provides descriptions of the major sections of the budget document.

**PREFACE:** Items shown here are of a general informational nature that applies to all sections of the budget document.

**INTRODUCTION:** Includes the Town's principal officials, organizational chart, mission statement, core values, and Town profile. The Town Manager's Budget Message and the Mayor's Budget Message provide an overview of the key issues, programs and policies that drive the formation of this budget.

**TOWN & COMMUNITY PROFILE:** Provides information about the Town, including demographic statistics and Town staffing.

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

**THE BUDGET PROCESS:** Outlines the steps taken to create the budget. Designed to clarify terminology and outline the accounting structure used in the creation of the budget.

**FUND SUMMARY:** This section presents budget summaries in various formats: sources and uses, total financial program, revenue and expenditure summary. Provides more specific information regarding revenues and expenditures within the various funds.

**BUDGET SUMMARY:** Presents an overview of the budget, including the revenue side and the operating expenditure side of the budget in both summary and detail formats, as well as changes to the Fee Schedule and the operating budget in summary and in detail by expenditure line item.

**DEPARTMENT BUDGETS:** Provides a detailed look at each department/division.

**SUPPLEMENTAL INFORMATION:** This section presents our financial policies, and the glossary.



# TOWN & COMMUNITY PROFILE



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## ABOUT PAYSON

### GENERAL INFORMATION

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

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

In its early years, Payson's economy was based on logging, ranching and mining. This western heritage still lives on in Payson through its many festivals and events. The Payson Rodeo, now billed as the "World's Oldest Continuous Rodeo", came into being in 1884. The Hashknife Pony Express also makes its annual historic run through Payson, picking up letters for delivery. Other events include arts & crafts 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. Also being encouraged is light industry that is compatible with the community's "High Quality of Life". Payson's major employers include the Payson Unified School District, Mazatzal Casino, Banner Payson Medical Center, Walmart, and the Town of Payson.







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## **FORM OF GOVERNMENT**

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

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

The **Town Manager's Department** currently encompasses the Town Manager and Information Services. The Town Manager serves as the Chief Administrative Officer supervising the activities of Town departments, implementing Council policy, providing information to the media and serving as the intergovernmental liaison for the Town. Information Services, a division of this department, is responsible for keeping the computer technology productive and up-to-date. The Town Manager's Department is led by the Town Manager.

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

The **Financial Services Department** provides support for the various cost centers. In addition to accounting for the Town's revenues and expenditures, the department also performs cash management, accounts payable, capital assets, accounts receivable, grant monitoring, banking relations, monthly reporting, audit and debt service functions. The department compiles the annual budget and prepares the Comprehensive Annual Financial Report. This department is led by the Chief Fiscal Officer (CFO).

The **Human Resources Department** handles the administration of employee and retiree benefits, personnel policies and procedures, recruitment, employee training and development, risk management, administration of safety compliance programs and payroll. This department is led by the Chief Fiscal Officer (CFO).



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

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

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

The **Community Development Department** consists of three divisions: Planning & Zoning, Building and Housing.

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

The Planning & Development Division assists residents, businesses and developers through development services and revitalization / redevelopment activities. The Planning/Zoning/Code Enforcement Division provides comprehensive long-range planning and current land use services to the Town and its citizens while ensuring compliance with federal, state, and local laws. The Economic Development division is responsible for assisting prospective new businesses and serving as an ombudsman for existing businesses. The Housing division seeks to improve and expand housing opportunities in the community through the provision of services to the general public, housing developers, non-profits, and others. This department is headed by the Planning & Development Director.

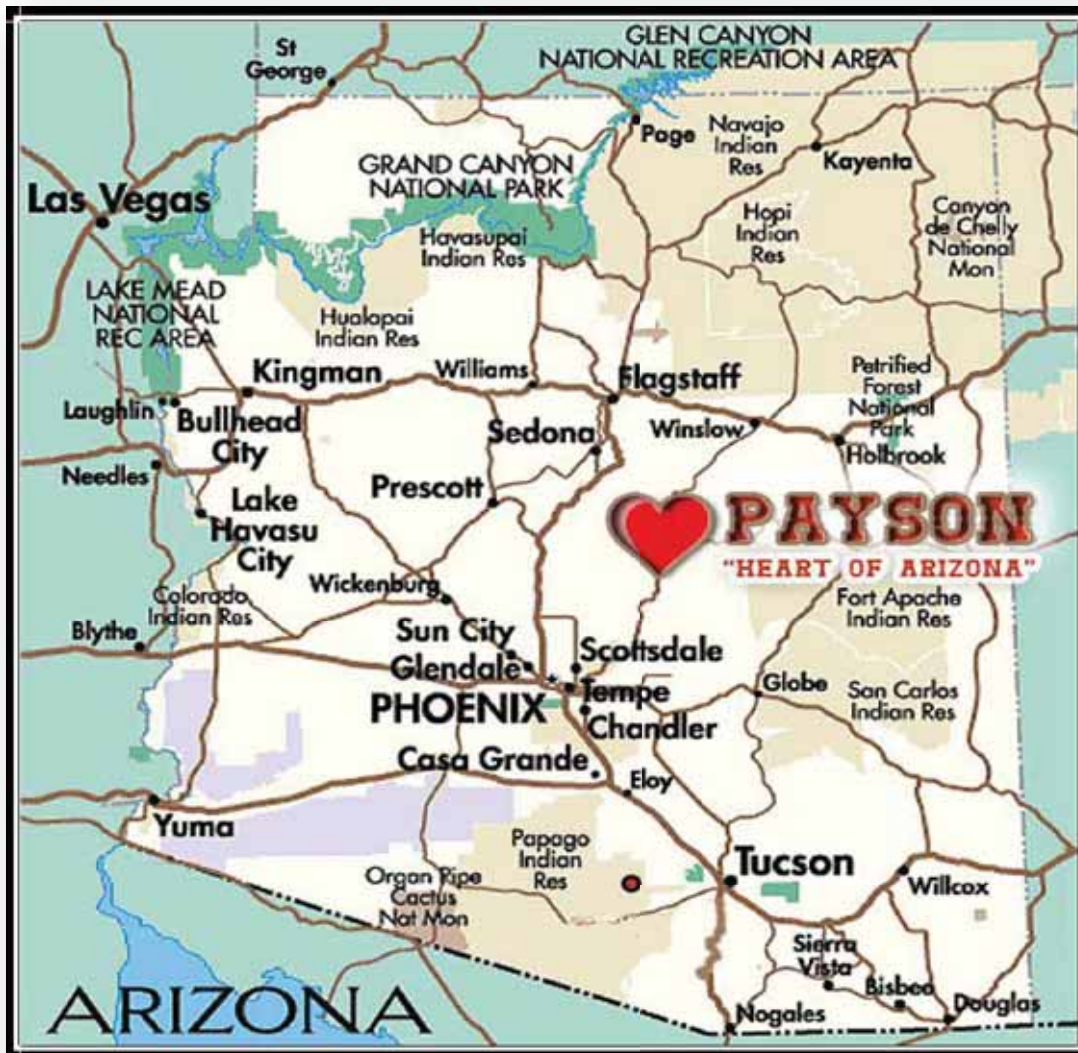
The **Parks, Recreation & Tourism Department** provides recreational opportunities to the citizens. The Recreation division develops all of the recreational programs. The Aquatics division oversees activities at Taylor pool. The Multi-Event Center division hosts large scale special events such as equestrian activities. The Trails and Open Spaces division is responsible for the construction and maintenance of the interconnecting trail system. The Tourism division markets the Town to outside media. In FY16/17, staff from the Parks Operations division reported to the Recreation & Tourism Director, but the budget remained under Public Works. Starting in FY17/18, the budget was also moved under the Recreation & Tourism Department. Parks Operations division provides quality development and upkeep of the Town's park system. The Parks, Recreation & Tourism department is headed by the Parks, Recreation & Tourism Director.

The **Public Works Department** provides services to support various Town departments, such as: review of plats, development plans, street maintenance & new construction, public works maintenance contracts and oversight of new construction within the Town's right-of-way. The Streets Division maintains the 111.1 miles of streets in Town. The Airport division provides aviation services to Payson and the surrounding areas. The Water division is a public water utility that supplies drinking water to approximately 16,000 people within a 20.46 square mile area. The Public Works department is led by the Public Works Director.

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



## Where is Payson, Arizona?



Payson has been called the “Heart of Arizona” because it is located almost exactly in the geographic center of the state. Our town of 20.46 square miles in Northern Gila County is intersected by State Routes 87 and 260 and is nestled just below the Mogollon Rim.

## TOWN STAFFING HISTORY

### Authorized Positions

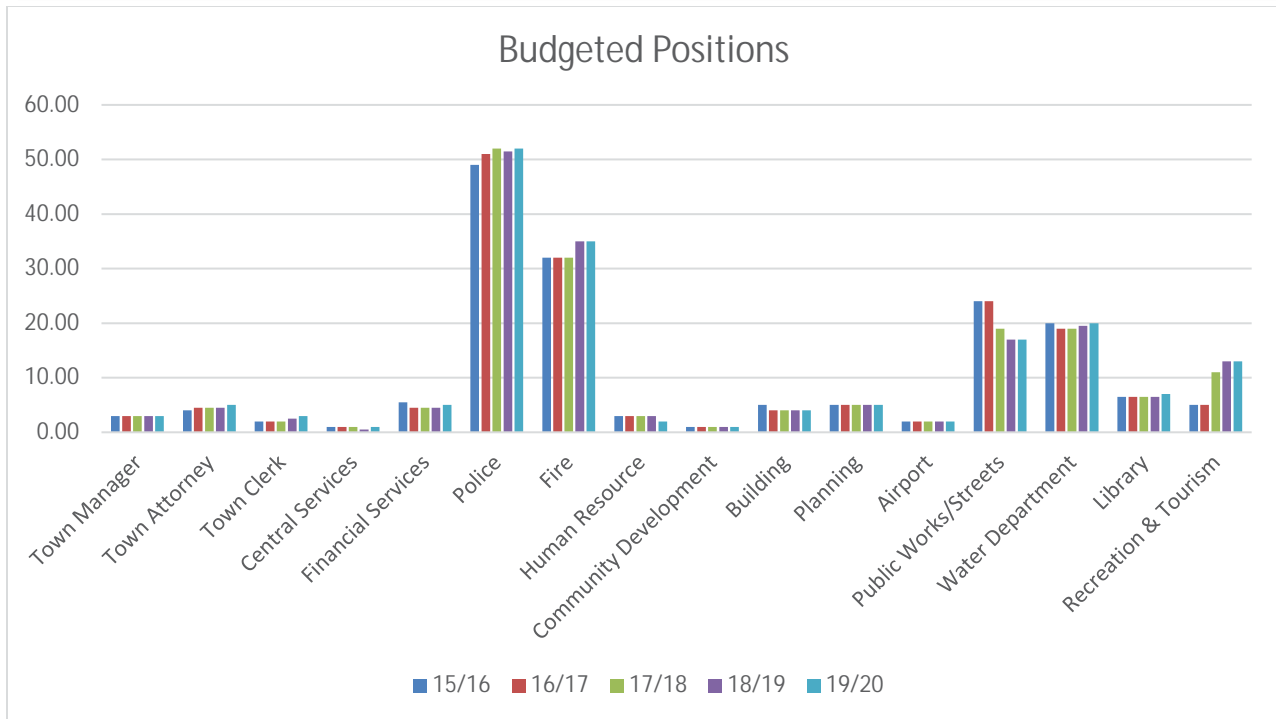
Department/Division	15/16	16/17	17/18	18/19	19/20
Town Manager	4	4	4	4	4
Town Attorney	5	5	5	5	5
Town Clerk	3	3	3	3	3
Central Services	1	1	1	1	1
Financial Services	7	7	6	6	7
Police	52	57	57	52	52
Fire	32	32	32	35	35
Human Resources	3	3	3	3	3
Community Development	2	2	2	1	1
Building	5	5	5	4	3
Planning & Zoning	5	5	5	5	5
Airport	2	2	2	2	2
Public Works/Streets	24	24	19	19	19
Water Department	20	19	19	20	20
Library	8	8	7	7	7
Parks, Recreation & Tourism	7	7	12	15	15
<b>Total Authorized Positions</b>	<b>179</b>	<b>183</b>	<b>182</b>	<b>182</b>	<b>182</b>





### Town Budgeted Positions

Department	FY 15/16	FY 16/17	FY 17/18	FY 18/19	FY 19/20
Town Manager	3	3	3	3	3
Town Attorney	4	5	5	5	5
Town Clerk	2	2	2	3	3
Central Services	1	1	1	1	1
Financial Services	5	5	5	5	6
Police	49	51	52	52	52
Fire	32	32	32	35	35
Human Resources	3	3	3	3	3
Community Development	1	1	1	1	1
Building	5	4	4	4	3
Planning & Zoning	5	5	5	5	5
Airport	2	2	2	2	2
Streets	24	24	19	17	17
Water Department	20	19	19	20	20
Library	7	7	7	7	7
Parks, Recreation & Tourism	5	5	11	13	13
<b>Total Budgeted Positions</b>	<b>167</b>	<b>168</b>	<b>170</b>	<b>173</b>	<b>173</b>





**Changes in Budgeted Staff for plan years 2019 / 2020**

Town Manager

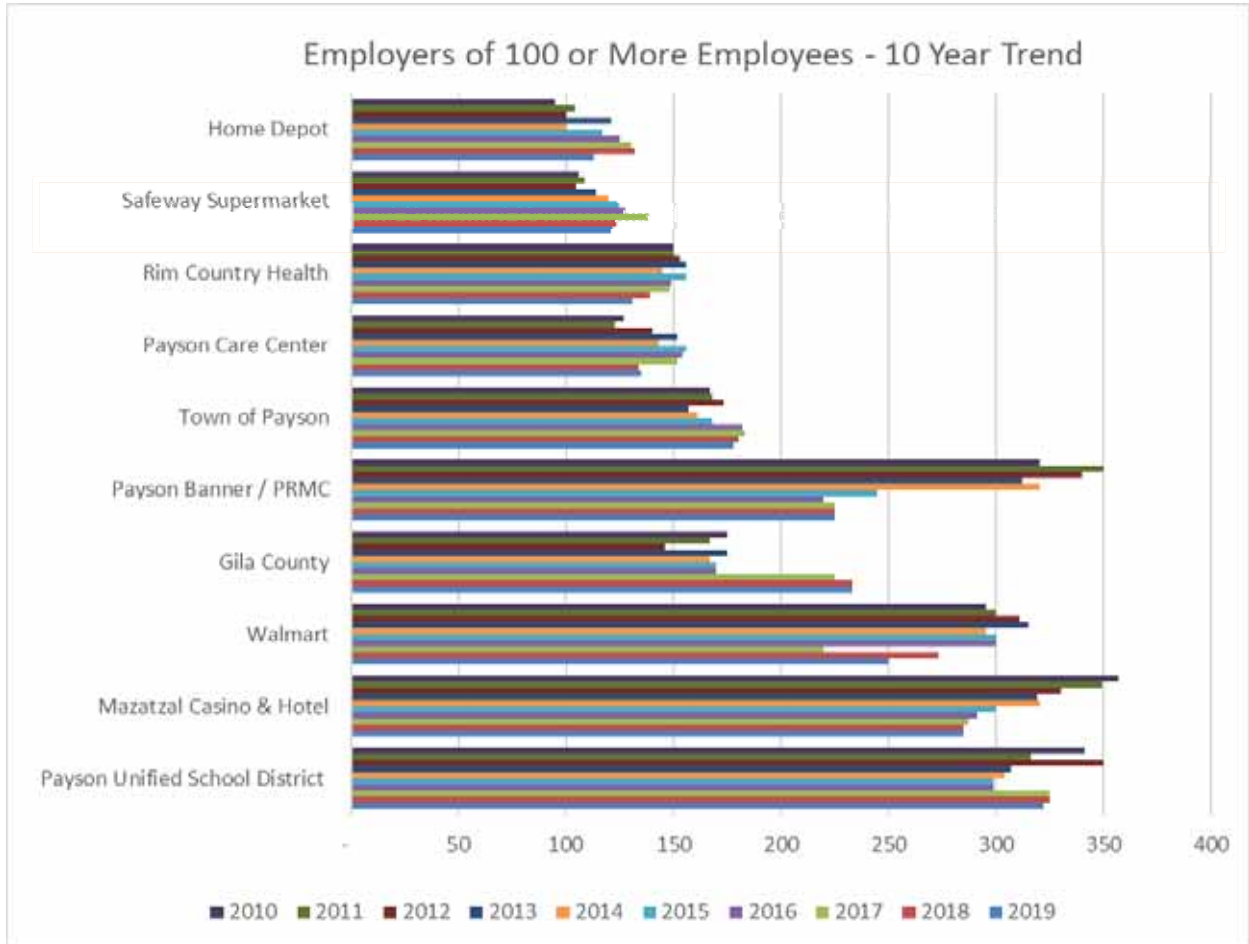
- Appointed an Assistant Town Manager to begin July 1, 2019. This position previously remained vacant in previous years.

Parks, Recreation and Tourism Department

- New position added for Marketing & Graphic Design Coordinator.

**Principal Employers in Town**

Employers	Number of Employees										
	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	
Payson Unified School District	341	316	350	307	304	299	299	325	325	322	
Mazatzal Casino & Hotel	357	349	330	319	320	300	291	287	285	285	
Walmart	295	300	311	315	295	300	300	220	273	250	
Gila County	175	167	146	175	167	170	170	225	233	233	
Payson Banner / PRMC	320	350	340	312	320	245	220	225	225	225	
Town of Payson	167	168	173	157	161	168	182	183	180	178	
Payson Care Center	127	123	140	152	143	156	154	152	134	135	
Rim Country Health	150	150	153	156	145	156	149	148	139	131	
Safeway Supermarket	106	109	105	114	120	124	127	138	123	121	
Home Depot	95	104	100	121	100	117	125	130	132	113	
Buffalo Golf LLC - Chaparral Pines	72	72	69	70	70	70	70	83	82	83	
Gila Community College									79	80	
US Forest Service	80	80	70	75	80	80	85	149	78	78	
Basha's Supermarket	64	67	64	63	75	71	74	74	65	70	
Black Buffalo LLC - The Rim Golf Club	48	46	44	45	47	47	47	47	50	52	
Culvers								50	50	45	
Chapman Auto			33	33	32	34	35	37	41	43	
Chili's Restaurant							38	33	38	40	
US Post Office (Payson)									28	28	
<b>Total</b>	<b>2,397</b>	<b>2,401</b>	<b>2,428</b>	<b>2,414</b>	<b>2,379</b>	<b>2,337</b>	<b>2,366</b>	<b>2,506</b>	<b>2,560</b>	<b>2,512</b>	







## Demographic & Economic Statistics

Calendar Year	Population	Median Household	Per Capita Personal Income	Median Age	School Enrollment	Unemployment Rate
2019	15,710	\$46,602	\$28,627	58.4	2,456	5.7%
2018	15,520	\$45,593	\$26,562	57.1	2,413	8.1%
2017	15,476	\$42,856	\$23,461	56.9	2,445	8.2%
2016	15,345	\$42,987	\$23,784	55.5	2,420	3.9%
2015	15,551	\$44,661	\$23,668	52.7	2,450	4.5%
2014	15,245	\$43,535	\$24,690	52.9	2,485	7.5%
2013	15,215	\$43,741	\$24,914	53.1	2,415	9.6%
2012	15,301	\$42,342	\$25,716	53.1	2,225	9.6%
2011	15,301	\$36,764	n/a	54.2	2,420	7.7%
2010	17,281	\$40,993	n/a	49.3	2,352	7.9%
2009	17,281	\$40,993	n/a	49.3	2,657	7.3%

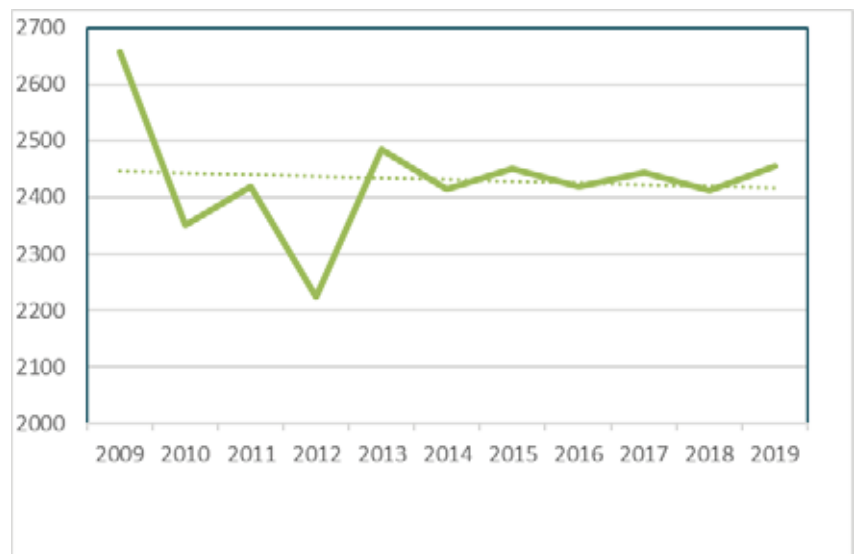
Sources: *Sperling's Best Places;*  
*US Census Bureau 2017 American Community Survey 5-Year Estimates*

## School Enrollment

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

### Education Attainment

Year	No. of Students
2009	2657
2010	2352
2011	2420
2012	2225
2013	2485
2014	2415
2015	2450
2016	2420
2017	2445
2018	2413
2019	2456

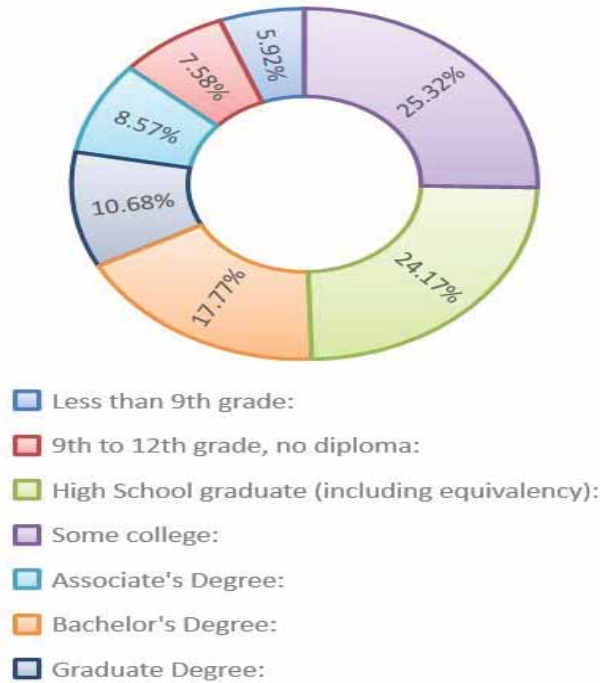


Sources: *Payson Unified School District*

**Population Educational Attainment**  
(over 25 years of age)

Less than 9th grade:	5.92%
9th to 12th grade, no diploma:	7.58%
High School graduate (including equivalency):	24.17%
Some college:	25.32%
Associate's Degree:	8.57%
Bachelor's Degree:	17.77%
Graduate Degree:	10.68%

Over 25 Educational Attainment



Sources: U.S. Census Bureau, 2017 American Community Survey 5-Year Estimates

### Population by Sex & Age

<b>Total Population</b>	15,710
Male	49.71%
Female	50.29%
Under 4 years	4.5%
5 to 9 years	4.6%
10 to 14 years	5.0%
15 to 19 years	5.3%
20 to 24 years	4.0%
25 to 29 years	3.7%
30 to 34 years	3.3%
35 to 39 years	3.9%
40 to 44 years	4.8%
45 to 49 years	6.5%
50 to 54 years	7.1%
55 to 59 years	7.8%
60 to 64 years	9.0%
65 to 69 years	9.3%
70 to 74 years	7.5%
75 to 79 years	6.4%
80 to 84 years	4.0%
85 years and over	3.4%

### Comparison of General Housing Statistics

	Payson, AZ	United States
Medium Home Age	29	40
Median Home Cost	\$243,600.00	\$219,700.00
Home Owned	54.90%	56.00%
Homes Rented	20.20%	31.80%
Vacancy Rate	24.80%	12.20%
Average Rent for Homes/Apartments		
Studio Apartment	\$ 668.00	\$ 821.00
1 Bedroom Home/Apartment	\$ 672.00	\$ 930.00
2 Bedroom Home/Apartment	\$ 889.00	\$ 1,148.00
3 Bedroom Home/Apartment	\$ 1,146.00	\$ 1,537.00
4 Bedroom Home/Apartment	\$ 1,202.00	\$ 1,791.00

*Sources: Sperling's Best Places*

*Sources: U.S. Census Bureau, 2017 American Community Survey 5-Year Estimates*



## Value of Owner-Occupied Housing

Less than \$20,000	6.3%
\$20,000 to \$39,999	1.0%
\$40,000 to \$59,999	0.9%
\$60,000 to \$79,999	2.6%
\$80,000 to \$99,999	1.8%
\$100,000 to \$149,999	12.4%
\$150,000 to \$199,999	20.7%
\$200,000 to \$299,999	29.0%
\$300,000 to \$399,999	11.2%
\$400,000 to \$499,999	4.4%
\$500,000 to \$749,999	7.5%
\$750,000 to \$999,999	1.9%
\$1,000,000 or more	0.0%

## Housing Units by Year Structure Built

2014 and Newer	0.80%
2010 to 2013	1.20%
2000 to 2009	20.40%
1990 to 1999	22.90%
1980 to 1989	28.70%
1970 to 1979	18.10%
1960 to 1969	5.60%
1950 to 1959	1.40%
1940 to 1949	0.70%

Sources: *Sperling's Best Places;*  
*US Census Bureau 2017 American Community Survey*  
*5-Year Estimates*





# PLANNING & PERFORMANCE



## GENERAL PLAN

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

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

### **Environmental Planning Element**

*Strengthen & expand partnerships to continue environmental innovations.*

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

### **Water Resources Element**

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

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

### **Open Space, Parks, and Recreation Element**

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

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

### **Land Use Element**

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

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

### **Growth Area Element**

*Enact effective growth management policies and sustainable economic development.*

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

### **Circulation/Transportation Element**

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



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

**Cost of Development Element**

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

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

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

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

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

ENVIRONMENTAL PLANNING			
	<u>Goal and Strategy</u>	<u>Primary Stakeholder</u>	<u>Completion Timeframe</u>
<b>EP1</b>	Implement a modified version of the American Gulch Study	Public Works	
.1	Seek funding for Gulch Improvements & work with land owners to implement		Short
<b>EP2</b>	Improve storm water management facilities and practices for treatment quantity and quality	Public Works	
.1	Ensure adequate construction planning to protect natural vegetation and minimize changes to ground topography		Short
.2	Encourage natural storm water control methods that retain natural systems and minimize potential damage to private property		Short
<b>EP3</b>	Develop and implement an Urban Forestry & Native Species Protection Plan	Community Development	
.1	Reduce heat island effects by encouraging green roofs, tree		Medium

	canopies, and permeable surfaces.	
	.2 Actively protect native trees currently in the Town's commercial areas	Short
	.3 Ensure any urban forestry lost is replaced tree for tree	Short
	.4 Preserve and augment existing native vegetation within commercial development and right-of-way through predevelopment plant inventories and conservation/replacement incentives	Short
	.5 Require "Ponderosa Pine" protection/replacement town-wide	Short
<b>EP4</b>	Protect Air Quality	Community Development
	.1 Enforce clean air standards & regulations	Medium
	.2 Work with Gila Community College and other higher education providers to develop a workforce prepared for clean energy jobs of the future.	Short
	.3 Encourage development which reduces vehicle miles traveled through multi-modal transportation connectivity	Short
<b>EP5</b>	Develop and adopt a comprehensive energy policy	Community Development
	.1 Support the solar energy initiative by developing specific incentives and actions for implementation on at least five percent of all structures.	Short
	.2 Establish fleet management and fuel usage standards for Town vehicles	Short
	.3 Identify a "green roof" demonstration project	Medium
	.4 Create development incentives to encourage use of solar and other alternative energy sources	Short
	.5 Provide alternative energy incentives for improvements to residential and non-residential structures	Short
	.6 Encourage geothermal energy as well as solar options	Short
	.7 Benchmark other communities that require new single-family homes to meet minimum solar system requirements and modify local regulations as appropriate.	Short
<b>EP6</b>	Negotiate development agreements to encourage infill, less impervious surface, and economically viable commercial activity	Community Development
	.1 Develop a model shared parking agreement to incentivize development by alleviating parking standards	Short
	.2 Work with property owners to maintain vacant commercial space and market it for infill	Medium
<b>EP7</b>	Identify and conserve natural wildlife corridors	Community Development
	.1 Incorporate natural wildlife habitats and corridors into developments	Short
<b>EP8</b>	Proactively address solid waste management and illegal dumping	Public Works
	.1 Develop and implement a municipal recycling program in partnership with local waste management companies	Short





.2	Work with state and private partners to provide semi-annual large appliance and electronics collections		Short
.3	Organize hazardous waste collection events		Short
<b>EP9</b>	Promote Sustainability Initiatives	Administration	
.1	Train staff to encourage and promote sustainable building practices including reducing environmental impacts and integrating alternative building materials		Short
.2	Create a Sustainability Advisor position (possibly with existing planning staff) to develop an Environmental Plan to provide guidance for redevelopment and new development.		Short
.3	Create a Sustainability Advisory Group comprised of staff, citizens and businesses to advise the Town on environmental sustainability issues.		Short

### WATER RESOURCES

	<u>Goal and Strategy</u>	<u>Primary Stakeholder</u>	<u>Completion Timeframe</u>
<b>WR1</b>	Continue to promote Safe Yield and conservation of water resources through policies and practices	Water	
.1	Continue to develop wise use policies and programs through the Water Department		Short
.2	Produce and distribute high quality educational materials to promote best practices.		Short
<b>WR2</b>	Complete the C.C. Cragin Reservoir pipeline	Water	
.1	Manage the reservoir in partnership with the Salt River Project to serve as the Town's permanent water supply resource		Medium
.2	Optimize opportunities to partner with other agencies and localities for service		Medium
<b>WR3</b>	Retire the pipeline debt through the responsible sale of water	Administration	
.1	Sell water to the golf course(s) when reclaimed effluent water supplies are not adequate, when excess portable water is available.		Short
.2	Regularly evaluate water connection and usage rates		Short
.3	Establish a rate schedule to efficiently and responsibly maintain and operate the system		Short
<b>WR4</b>	Maximize the use of reclaimed wastewater whenever it is safe and economical	Water	
.1	Work with the Sanitary District to utilize reclaimed effluent whenever possible		Short
.2	Continue to educate the public on grey water applications and its safe use		Short
.3	Incentivize the use of grey water plumbing in all new construction		Medium
<b>WR5</b>	Coordinate with the Sanitary District to provide water/sewer to new development	Water	
.1	Work with developers in the southeast area of town to provide water/sewer		Medium



	.2 Require applicants to work with Sanitary District to ensure capacity prior to development approval		Short
<b>OPEN SPACE, PARKS AND RECREATION</b>			
	<b><u>Goal and Strategy</u></b>	<b><u>Primary Stakeholder</u></b>	<b><u>Completion Timeframe</u></b>
<b>OS1</b>	Develop, adopt and implement a Parks, Recreation and Tourism Master Plan	Recreation & Tourism	
	.1 Develop, adopt and implement site master plans for each parks category		Medium
	.2 Ensure adequate east-side parkland		Medium
	.3 Identify locations for passive recreational activities (e.g. hiking, biking, and other individual-oriented activities)		Short
	.4 Identify locations for active recreational activities (e.g. basketball, baseball, soccer, and other team-oriented activities)		Short
	.5 Plan appropriate facilities for both indoor and outdoor programs and activities		Medium
<b>OS2</b>	Provide a year-round, multi-use recreation facility	Recreation & Tourism	
	.1 Develop greater variety of youth programs		Medium
	.2 Provide affordable programs to low and moderate income families		Medium
	.3 Expand the amount of programs for all user groups		Medium
<b>OS3</b>	Ensure adequate park land to serve residential development	Community Development	
	.1 Negotiate greater residential density in exchange for neighborhood parkland		Medium
	.2 Continue plans to develop Overlook Park south of Airport Road in the northwest section of Town.		Short
<b>OS4</b>	Design and implement a way-finding system that enhances tourism	Recreation & Tourism	
	.1 Develop sign standards		Short
<b>OS5</b>	Actively recruit recreational tourism	Recreation & Tourism	
	.1 Work with state athletic associations to draw regional and state tournaments to Payson		Medium
	.2 Continue to build on Payson's strong rodeo and events reputation		Short
<b>OS6</b>	Integrate the development of multi-purpose trails in conjunction with the transportation/circulation system	Recreation & Tourism	
	.1 Develop a trail master plan to plan and finance an integrated trail network		Short
	.2 Incorporate trail elements of the transportation plan into the Park Master Plan		Short
	.3 Develop an urban trails system that parallels roadways where there are no sidewalks or bicycle lanes		Short
<b>OS7</b>	Work with federal partners for the protection and continued use of National Forest land	Recreation & Tourism	
	.1 Preserve trail access to regional points of interest		Medium

.2	More effectively promote trail access points for public use		Medium
.3	Establish protection areas for natural resources and watersheds		Medium
<b>OS8</b>	Identify public and private funding opportunities for recreational facilities and programs	Administration	
.1	Fund the acquisition of additional park land as set forth in the General Plan or subsequent Parks, Recreation and Tourism Master Plan		Medium
.2	Target funding sources for increased park infrastructure improvements and maintenance		Medium
LAND USE			
	<u>Goal and Strategy</u>	<u>Primary Stakeholder</u>	<u>Completion Timeframe</u>
<b>LU1</b>	Adopt proactive growth management policies to direct development spatially and aesthetically	Community Development	
.1	Facilitate development where infrastructure exists with excess capacity		Short
.2	Preserve and protect scenic line-of-sight views of the Mogollon Rim through consideration of building height in low-lying areas of town		Short
.3	Encourage infill development/redevelopment to avoid sprawl and protect open space		Medium
.4	Pursue avenues to eliminate unsightly or dilapidated structures		Long
<b>LU2</b>	Incorporate green infrastructure throughout the Town including the growth areas	Community Development	
.1	Encourage the development of neighborhood parks in each new development		Medium
.2	Plan bicycle, pedestrian and trail links between each new development and commercial centers of Town		Medium
.3	Encourage and facilitate negotiations between land owners to share parking and costs associated with providing parking		Medium
.4	Preserve and augment existing vegetation, especially ponderosa pines, to create or enhance a streetscape		Short
.5	Incorporate sustainable development standards into zoning regulations		Medium
<b>LU3</b>	Improve sign standards, particularly along commercial corridors, to compliment Payson's small-town character	Recreation & Tourism	
.1	Identify Payson gateways and install way-finding elements at each		Short
.2	Consider way-finding design variations to help define commercial areas of the Town		Medium
<b>LU4</b>	Modernize the land use regulatory process	Community Development	
.1	Consistently apply and enforce regulations on all properties		Short
.2	Consistently apply requirements on all proposals for development		Short
.3	Provide sufficient resources to enforce current codes		Short



	.4 Eliminate regulations that are not uniformly enforced		Short
	.5 Proactively engage the development community by hosting periodic “roundtable” topic discussions		Short
	.6 Evaluate catalysts for development including fee waivers, streamlined development reviews, and other strategies		Short
	.7 Work with the development community to design and implement cost effective strategies to manage capital costs incurred by new growth		Medium
	.8 Establish administrative review and approval procedures for applications meeting clearly defined criteria		Short
	.9 Work with the Design Review Board to establish standards for commercial development, which if met can be approved quickly by Town administration		Short
<b>LU5</b>	Incorporate a variety of housing options in all mixed-use residential developments	Community Development	
	.1 Incentivize the inclusion of affordable housing in new developments		Long
	.2 Adopt a recommended ratio of affordable, workforce and market housing		Long
<b>LU6</b>	Provide safe modern communication infrastructure	Administration	
	.1 Encourage new development to provide up-to-date technology and communications infrastructure		Short
	.2 Promote both wireless and wired infrastructure as appropriate		Short
<b>GROWTH AREA</b>			
	<b><u>Goal and Strategy</u></b>	<b><u>Primary Stakeholder</u></b>	<b><u>Completion Timeframe</u></b>
<b>GA1</b>	Participate in land management decisions inside and outside the Town	Administration	
	.1 Work with the U.S. Forest Service to identify special recreation areas on USFS open space land within Town to identify areas of protection versus base exchange property for possible future development		Short
	.2 Continue the open dialogue with the entity acquiring the forest service site along SR260 to ensure it is developed in a manner consistent with Town’s goals		Medium
<b>GA2</b>	Create a Main Street District	Community Development	
	.1 Designate Main Street as a district for mixed-use development		Short
	.2 Promote a strong community identity with a Main Street District and Event Plan		Short
	.3 Encourage mixed use buildings with residential units above first floor commercial space		Short
	.4 Provide protected and shaded sidewalks throughout the Main Street Growth Area		Long
	.5 Attract dining, small retail, and entertainment business to increase the time spent by each visitor to the district		Long
	.6 Facilitate infill investments in the district		Short



<b>GA3</b>	Provide and implement a clear vision for the growth areas	Community Development	
.1	Proactively refine the development and building codes and approval processes to promote the growth area vision		Medium
.2	Design mixed-use districts that encourage development within a quarter-mile walkable radius from a community gathering anchor		Long
.3	Provide affordable workforce housing with higher density, mixed-use, mixed-income development		Medium
.4	Ensure adequate public safety personnel and facilities to serve projected growth		Short
.5	Strengthen green & technology infrastructure		Long
.6	Work with the development community to promote Payson as a model for low-energy, sustainable building practices		Medium
<b>GA4</b>	Concentrate uses to promote infill development and preserve open space	Public Works	
.1	Invest in public infrastructure to meet the current and future needs of development while protecting the community's natural resources		Medium
.2	Encourage pedestrian or bicycle movement between commercial destinations to reduce the number of pass-by trip ends per establishment		Medium
.3	Encourage development at Town gateways that welcome visitors, with the goal to extend time spent in the Town by pass-through travelers		Medium
.4	Work with the Sustainability Advisory Group and local developers to develop a method of evaluating the potential environmental impacts of proposed development		Medium
<b>GA5</b>	Create a vibrant and diverse economy with appropriately scaled businesses	Administration	
.1	Conduct a market feasibility study to identify needs and opportunities		Short
.2	Recruit a sustainable, vibrant and diverse retail market		Medium
.3	Target clean, light or medium intensity industrial development		Medium
.4	Work with the Chamber of Commerce to promote, strengthen and recruit small independent shops		Short
.5	Capture a greater share of the retail expenditures by encouraging pass-through traffic to shop and frequent local business		Medium
.6	Encourage infill opportunities for vacant or under-utilized parcels		Medium

### CIRCULATION/TRANSPORTATION

	<u>Goal and Strategy</u>	<u>Primary Stakeholder</u>	<u>Completion Timeframe</u>
<b>CT1</b>	Adopt and implement an annual Capital Improvement Plan (CIP)	Administration	
.1	Incorporate highest local transportation priorities into the CIP		Short



	.2 Use CIP process to educate the public on transportation and other town priorities		Short
<b>CT2</b>	Continue to be involved in ADOT's efforts to develop an alternative route to alleviate traffic congestion and infrastructure demands	Administration	
	.1 Differentiate between Payson's visitor traffic stopping in Town on the way to natural resource recreation areas and commercial traffic passing through		Long
	.2 Work with ADOT and US Forest Service to design an alternative route that maximizes the use of federal land to prevent new commercial interchanges or strip development along the proposed route		Long
<b>CT3</b>	Design and implement a gateway vision that encourages pass-through traffic to visit	Public Works	
	.1 Support the design of a trolley system to improve in-town connections		Medium
	.2 Transform existing commercial corridors to be pedestrian friendly		Long
	.3 Reduce traffic speed through better design		Short
	.4 Develop guidelines for landscaping major arterials and collector streets		Short
<b>CT4</b>	Encourage non-motorized movement around town	Public Works	
	.1 Develop a town-wide network of trails & sidewalks, with the first priority to connect residential neighborhoods to commercial centers.		Long
	.2 Mitigate excessive vehicle miles traveled during peak visitor times with new infrastructure for connectivity and mobility for non-motorized transport		Medium
	.3 Identify and implement traffic calming design standards for all collector roads		Short
	.4 Work with existing development to reduce the number of sidewalk curb-cuts		Short
	.5 Provide additional signalized crosswalks along busy commercial corridors		Short
<b>CT5</b>	Create a more unified look and feel to state-owned commercial corridors	Community Development	
	.1 Work with State and commercial stakeholders		Medium
	.2 Adopt a corridor overlay focused on building form, style, orientation and massing		Medium
	.3 Ensure effective sign regulations adjacent to state owned right-of-ways and in commercially zoned corridors		Short
<b>CT6</b>	Provide transit service in town	Administration	
	.1 Negotiate Agreements with large employers to support shuttle system		Medium
	.2 Partner with a higher education administration to provide town-wide transit service		Medium
<b>CT7</b>	Increase pedestrian and bicyclist safety	Public Works	
	.1 Identify traffic calming improvements and develop a phased implementation plan		Short



	.2 Identify specific off-road options & develop a funding plan		Medium
<b>CT8</b>	Implement previously adopted plans to improve the Town's transportation system	Administration	
	.1 Develop a phasing and funding strategy to implement the 2009 Payson Airport Master Plan		Short
	.2 Prioritize and incorporate the 2011 Payson Transportation Study recommendations into the annual CIP to implement the projects in a fiscally responsible manner		Short

### COST OF DEVELOPMENT

	<u>Goal and Strategy</u>	<u>Primary Stakeholder</u>	<u>Completion Timeframe</u>
<b>CD1</b>	Utilize the annual Capital Improvement Plan (CIP) to implement General Plan strategies	Administration	
	.1 Maintain public facilities and services to provide current levels of service to new development		Medium
	.2 Maintain or improve necessary public service		Short
	.3 Plan for joint school/recreation facilities		Medium
<b>CD2</b>	Ensure the long-term financial stability of the Town with fiscally responsible policies and actions	Administration	
	.1 Explore opportunities for economies of scale. Create service efficiency through regional partnerships		Medium
	.2 Consider opportunities to share costs for public safety infrastructure		Short
	.3 Support quality education opportunities		Medium
<b>CD3</b>	Encourage high-quality infill development in the designated growth areas where existing infrastructure has the capacity to absorb growth	Community Development	
	.1 Encourage more dense development to increase market feasibility		Short
<b>CD4</b>	Form an economic development strategy that identifies target industries	Administration	
	.1 Work with Gila Community College to design training programs to provide the workforce for identified target industry employers		Long
<b>CD5</b>	Examine and implement fiscal tools that incentivize development while offsetting its cost to the community	Administration	
	.1 Ensure that new development pays its fair and proportionate share of the cost to maintain current levels of public services such as public safety, parks and recreation, streets, and water resources.		Short

*The General Plan can be viewed in its entirety on the Town of Payson website at [www.paysonaz.gov](http://www.paysonaz.gov) on the Community Development page under the Department tab.*

## CORPORATE STRATEGIC PLAN

In August, 2012, the Town Council adopted this version of the Corporate Strategic Plan (CSP) with a focus on the changing needs of the community brought about by difficult economic conditions. The CSP is aligned with the Town’s mission and its’ General Plan by specifying priorities and strategies for achieving these priorities over a three-year period. Funding is allocated during the subsequent budget process. The CSP is reviewed annually and updated every three years. The current CSP covers the period 2018 to 2021.

### KEY RESULTS AREAS

The Corporate Strategic Plan is divided into ten Key Results Areas (KRAs). Each KRA is more specifically defined by Priorities and Strategies that help guide the organization. The Council did not rank the KRAs as they felt all were equally important.

The Key Results Areas (KRAs) include:

- KRA #1 Economic Development, Tourism & Economic Vitality
- KRA #2 Financial Excellence
- KRA #3 Infrastructure
- KRA #4 Innovation & Efficiency
- KRA #5 Neighborhoods & Livability
- KRA #6 Social Services
- KRA #7 The Payson Team
- KRA #8 Public Safety
- KRA #9 Sustainability
- KRA #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, vitality, and tourism efforts create.

#### ***Priority #1: Create and retain high-quality jobs focusing on key business sectors***

To a great extent, the quality of life for Payson residents will be dependent on the number and quality of jobs created and retained that are convenient and appropriate for the residents of the Town of Payson.

#### **Strategies**

- a) Support the attraction of wealth generating, emerging technology, manufacturing, producer services, renewable energy, and bio-science employers to the Town of Payson.
- b) Support retention and expansion of existing employers.
- c) Support implementation of the Payson Economic Development Plan.





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***Priority #2: Foster an environment for entrepreneurial growth***

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

**Strategies**

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

***Priority #3: Revitalize areas of Payson***

A thriving town is critical to the economic health and well being of the entire regional area. Strong urban centers enhance Payson’s image and should be reflective of the Town’s collective social and economic aspirations as a region.

**Strategies**

- a) Support development of the regional campus project.
- b) Promote residential and commercial infill compatible with neighborhoods.
- c) Promote adaptive reuse of existing structures.
- d) Continue to work on revitalization of the Multi-Purpose Event Complex and other areas.

***Priority #4: Expand the Town’s Revenue Base***

Sales taxes provide the largest source of local governmental funding. Payson needs to attract and retain a fair share of retail activity to sustain quality public services for residents.

**Strategies**

- a) Continue efforts to preserve and expand the Town’s sales tax revenue base.
- b) Market 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 in conjunction with the “Adventure Where We Live” program.
- d) Eliminate barriers between government entities for government sponsored events.
- e) Support professional/amateur/youth sports, film, entertainment and special events which generate tourism revenue.
- f) Encourage the revitalization of existing retail centers and neighborhood retail businesses.
- g) Promote and encourage retail/commercial development at the Payson Airport.

***Priority #5: Develop and retain qualified talent to meet the needs of businesses and the community***

A skilled workforce is essential for an economy to sustain and enhance its competitiveness. A workforce development strategy that allows employers to grow and residents to enhance their income is critical to maintaining a high quality of life for Payson residents.

**Strategies**

- a) Collaborate regionally with 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.

**Performance Measures - KRA 1 - Economic Development, Tourism & Economic Vitality**

KRA Priority #	Intended Outcome	Department Responsible	FY16/17 Actual	FY17/18 Goal	FY17/18 Actual	FY18/19 Goal	FY18/19 Actual	FY19/20 Goal
4	Implement Tourism Master Plan (% Completed)	Tourism	0%	0%	0%	50%	0%	0%
4	Increase # Of Events Held At Events Center	Events Center	35	37	17	20	21	23
4	Increase # Of Days Event Center Is In Use	Events Center	137	140	71	80	120	130
4	Visits To Tourism Website	Tourism	1,072,123	1,100,000	1,104,286	1,100,000	1,286,880	1,350,000
4	# Of Media Mentions In The Valley Promoting Payson Tourism/Events	Tourism	3,210	3,225	3,306	3,350	3,351	3,400
1	Roundtables & Lunch/Learn Programs	Economic Development	10	10	10	12	12	10
1	Accomplish 5-Year Economic Development Plan	Economic Development	35%	45%	45%	65%	50%	60%
2	Number Of Businesses Visited/Retained/Recruited	Economic Development	60	75	75	75	139	110
2	Attending Monthly & Quarterly Board Meeting For Local 1St And AAED	Economic Development	12	12	12	12	12	12
4	Main Street Merchant Guild Monthly Meetings	Economic Development	6	6	6	12	12	12



## **KRA #2: FINANCIAL EXCELLENCE**

Financial excellence ensures the effective and efficient allocation of Town resources for the delivery of quality services to residents. It creates trust and confidence that Town resources are used appropriately. At the core of financial excellence is integrity and innovation. The Payson Financial Excellence strategic plan strives to maintain fiscally sound and sustainable financial plans and budgets that reflect community values and residents' priorities.

### ***Priority #1: Maintain high bond ratings***

A bond rating is a measure of the credit quality of the Town. Factors considered in a rating are the health of the local economy, stability and volatility of revenues, level of reserves for liquidity during unexpected financial conditions, as well as sound financial practices, policies and structures or systems that allow flexibility to address challenges. An entity that looks long term and has plans to address unexpected changes is positively considered. In essence, a bond rating reflects an independent view of financial excellence. In addition, a higher bond rating will usually result in lower borrowing costs.

#### **Strategies**

- a) Achieve the adopted policy for the general fund budgetary fund balance of at least 5% of total expenditures within the next five years.
- b) Develop a multi-year financial plan for the general fund that maintains long term bond ratings.
- c) Develop and maintain financial policies that achieve high bond ratings.
- d) Maximize current revenues by taking steps to ensure collection of established taxes, rates, fees and fines.

### ***Priority #2: Develop capital and funding plans for critical infrastructure and equipment***

With the significant downturn in the state, local and national economy and the associated impact on revenues, the financial capacity to fund and finance additional capital projects has been significantly reduced. As a result, a focus on maintaining existing infrastructure must be balanced with the need for new infrastructure.

#### **Strategies**

- a) Amend the five-year capital improvement plan to include a planning process that prioritizes the evaluation of existing facilities and infrastructure, for use of available funds and considers repair and/or replacement.
- b) Identify and evaluate alternative approaches to finance capital investments as part of the capital decision making process.

### ***Priority #3: Provide accurate and reliable revenue and expenditure forecasting***

To ensure available resources are allocated to the highest priority needs, accurate and reliable forecasts of both revenues and expenditures are needed. This requires access to the necessary resources and expertise to ensure all critical factors are considered in revenue forecasts and all factors that impact expenditures are considered and modeled. Accuracy of expenditure forecasts also requires discipline of all Town departments to ensure expenditures are monitored and managed. Without accurate forecasts and management of expenditures, reserve levels may be tapped below critical levels and services may be unnecessarily reduced.

### Strategies

- a) Establish a fiscally responsible revenue forecast based on external and internal inputs and consistent with best practices to efficiently allocate resources.
- b) Establish an expenditure forecast that aligns with the Town's strategic priorities.
- c) Develop multi-year performance measures and benchmarks to monitor the effectiveness of financial operations.
- d) Develop multi-year forecasts that contemplate various economic scenarios that assist in the development of alternative planning strategies.
- e) Develop structures and incentives to encourage and reward managers and employees for maintaining discipline and managing expenditures.

### ***Priority #4: Maintain a transparent financial environment, free of fraud, waste and abuse***

One of the most important aspects of financial excellence is the ability to assure the public, business community, investors and the rating agencies that systems and processes are in place to prevent fraud, waste and abuse of public funds. An important element of preventing fraud, waste and abuse is regular financial reports that are easy to access, accurate and understandable. Financial excellence requires the implementation of quality financial systems, staff training, internal controls and regular internal and external audits.

### Strategies

- a) Maintain comprehensive and continuous auditing of high-risk areas.
- b) Implement and enforce strong town-wide policies and practices that promote ethical behavior.
- c) Provide accurate financial information on a monthly basis that is easily accessible and understandable to internal and external audiences.
- d) Continue to ensure that all steps are taken to receive financial excellence awards for budgeting and financial reporting from the Governmental 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.

### ***Priority #5: 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) Provide a contingency fund that can be used for unexpected expenses with the approval of the Town Council.

**Performance Measures - KRA2 - Financial Excellence**

KRA Priority #	Intended Outcome	Department Responsible	FY16/17 Goal	FY16/17 Actual	FY17/18 Goal	FY17/18 Actual	FY18/19 Goal	FY18/19 Actual	FY19/20 Goal
4	GFOA Certificate of Achievement for Excellence in Financial Reporting	Finance	Receive Award	Received Award	Receive Award	Received Award	Receive Award	Received Award	Receive Award
4	GFOA Distinguished Budget Presentation Award	Finance	Receive Award	Received Award	Receive Award	Received Award	Receive Award	Received Award	Receive Award
4	GFOA Certificate for the Popular Annual Financial Report	Finance	Receive Award	Received Award	Receive Award	Received Award	Receive Award	Received Award	Receive Award

**KRA #3: INFRASTRUCTURE**

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

***Priority #1: Create and maintain intra-town transportation***

Provide safe, clean, efficient sustainable, multi-modal surface transportation systems to support mobility needs of present and future residents, businesses and visitors within the Town of Payson.

**Strategies**

- a) Plan, design, construct, and operate new streets, pedestrian friendly sidewalks, bicycle lanes, hiking trails and drainage systems for new residential and commercial development to reduce congestion, improve air quality, reuse materials, leverage new technology, encourage infill development, create livable neighborhoods, and promote growth.
- b) Continue to work with ADOT to implement traffic enhancements at the intersection of SR260/SR87 to reduce traffic congestion and improve safety.
- c) 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) 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.
- 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) Pursue acquisition of an easement from the Forest Service to connect Green Valley Parkway between the Payson Event Center and Green Valley Park.

***Priority #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) 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.
- d) Continue to work with ADOT and the FAA regarding State Route 87 and State Route 260 and the airport, respectively.

***Priority #3: Develop and operate public utilities***

Protect the public health and environment by providing reliable, efficient and affordable water, storm water and recycling services.

**Strategies**

- a) Manage, develop, operate, and maintain infrastructure that is integrated, well maintained, reliable, aesthetically pleasing, and continuously improves the high quality service delivery standards.
- b) Develop a financing plan for 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 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.

**Priority #4: Construct and manage public facilities**

Provide safe, efficient, sustainable, cost-effective, well maintained, and aesthetically pleasing public facilities for delivery of municipal services to residents and visitors; build, maintain, and manage capital assets to preserve long term investment and ensure uninterrupted support services.

**Strategies**

- a) Apply benchmarking and other industry comparison techniques in order to manage costs and achieve and maintain industry leading service levels.
- b) Communicate the value of Capital Asset Management and establish a dedicated funding source for Town infrastructure repair and capital improvements.
- c) Plan, construct, and maintain park buildings, trails systems, open spaces, picnic areas and ramadas, pools, playgrounds, ball courts and fields, restrooms and other park facilities that meet diverse recreational and cultural needs of the Town’s residents and visitors.
- d) Develop long term financial plan to fund construction, repair and maintenance of the appearance and safety of existing facilities.
- e) Develop a long term construction plan for future recreational and cultural facilities.

**Performance Measures - KRA3 - Infrastructure**

KRA Priority #	Intended Outcome	Department Responsible	FY16/17 Goal	FY16/17 Actual	FY17/18 Goal	FY17/18 Actual	FY18/19 Goal	FY18/19 Actual	FY19/20 Goal
1	Street Improvements Completed In Linear Feet	Streets	1,000	500	1,000	3,000	1,000	2,200	1,000
1	Maintain / Increase # Of Neighborhood Drainage Sites Improved	Streets	1	2	1	2	1	2	1
1	Implementation Of Traffic Study Priorities (Total % Completed)	Streets	20%	20%	25%	25%	30%	30%	35%
2	Implement Airport Master Plan (Total % Completed)	Airport	30%	30%	40%	33%	40%	35%	40%
3	Maintain Water Usage Levels At 80-90 Gallons Per	Water	Achieve	Achieved	Achieve	Achieved	Achieve	Achieved	Achieve
3	C.C.Cragin Project Total % Completed	Water	75%	75%	90%	90%	100%	95%	100%



#### **KRA #4: INNOVATION & EFFICIENCY**

The Town of Payson must further enhance its commitment to developing new and creative service delivery methods to provide services to residents. The recent economic climate challenges the Town to do more with less, while maintaining high quality public services. The Town must also remain dedicated to developing and seeking continuous improvements in business processes, and maintaining a culture of innovation and efficiency.

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

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

#### **Strategies**

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

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

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

#### **Strategies**

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



***Priority #3: Work continually toward elimination of barriers 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.



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

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

**Strategies**

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

***Priority #5: Develop innovative ways to communicate with the citizens***

Develop innovative ways to keep the citizens aware of the Town’s activities and allow them easy access to the services they require.

**Strategies**

- a) Maintain and improve programming on TV4. Use this medium for more informational and educational purposes.
- b) Improve and enhance e-government systems giving residents more access to information and opportunities to pay bills, apply for vacancies, purchase some permits and licenses without having to print forms and bring them to Town offices.
- c) Diversify 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.
- f) Continue to encourage citizen involvement and provide information through town hall meetings, signage, social media, etc.

**Performance Measures - KRA 4 - Innovation and Efficiency**

KRA Priority #	Intended Outcome	Department Responsible	FY16/17 Goal	FY16/17 Actual	FY17/18 Goal	FY17/18 Actual	FY18/19 Goal	FY18/19 Actual	FY19/20 Goal
4 & 5	Visits To Websites	All Gov't	210,000	347,000	350,000	345,000	350,000		
		Tourism	1,000,000	1,072,123	1,100,000	1,104,286	1,200,000	1,286,880	1,350,000
		Econ Dev	8,000	110,000	110,000	110,000	112,000	112,000	115,000
4 & 5	Articles/Press Releases In	Tourism	475	513	550	475	500		
		Econ Dev	8	8	11	11	11	11	10
4 & 5	Public E-Mail Distribution List	All Gov't	2,500	2,450	2,500	2,550	2,600		
		Tourism	250,000	256,345	257,000	4,829	6,000	8,638	9,000
4 & 5	Top Talk Programs		23	23	23	21	22	17	22
	# Of Employee Presenters	Clerk	30	59	60	68	70	37	50
	# Of Guests		60	60	65	33	40	19	40
4 & 5	Top Talk Programs # Of Employee Presenters	Police	N/A	N/A	N/A	4	5	5	5
4 & 5	Top Talk Programs # Of Employee Presenters	Econ Dev	3	3	4	4	4		
	# Of Guests		4	4	4	4	4		
	Radio Appearances		Tourism	75	75	75	75	75	17
4 & 5	Radio Appearances	Police	N/A	N/A	N/A	11	15	15	15
		Econ Dev	6	6	6	6	6	4	4
		Public Speaking Engagements	Tourism	50	62	65	65	65	23
4 & 5	Public Speaking Engagements	Police	N/A	N/A	N/A	41	60	40	65
		Econ Dev	5	5	6	6	6	10	6



## **KRA #5: NEIGHBORHOODS & LIVABILITY**

To preserve healthy, vibrant, diverse and safe neighborhoods that enhance the quality of life for all Payson residents through neighborhood vitality, by providing a range of housing opportunities and choices, supporting quality parks and open space, and a quality library system.

### ***Priority #1: Support neighborhood vitality through strong partnerships, collaborations and by leveraging resources***

In order to preserve healthy, vibrant, diverse and safe neighborhoods, the Town must support neighborhood self reliance and enhance the quality of life for all residents through community based problem solving, neighborhood oriented services and public/private cooperation.

#### **Strategies**

- a) Encourage and continue to enforce compliance with Town ordinances to prevent blight, address graffiti, illegal activities and deterioration in order to ensure a quality community.
- b) Encourage and promote development of fire-wise communities through voluntary compliance.
- c) Develop an administrative policy resolving conflicts between the Payson Town Code and fire-wise compliance.
- d) 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.
- e) Implement Town-wide landscaping, signage, and way finding system to beautify and enhance the Highway 87 and Highway 260 corridors.
- f) 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.
- g) Focus revitalization efforts in a manner that maximizes private and public resources to the greatest extent possible.
- h) Ensure that new development in or adjacent to neighborhoods is compatible and promotes adaptive reuse of vacant and underutilized buildings and structures.
- i) 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.
- j) Promote appropriate neighborhood infill development to improve neighborhoods, reduce decay and take advantage of opportunities to maintain healthy communities.
- k) Provide strict traffic enforcement in those neighborhoods identified to have speeding and other traffic issues.
- l) Collaborate with private organizations and public agencies to implement a regional public transit system based on the Northern Gila County Transit Study.

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

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

### Strategies

- a) Increase homeownership opportunities to help stabilize neighborhoods.
- b) Promote and increase the availability of decent, safe, and affordable housing and expand the supply of assisted housing choices.
- c) Encourage the development of special needs housing and supportive services for persons with disabilities, seniors, homeless and those with special needs. Work with non-profit 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.
- 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), and benefiting low to moderate income households in collaboration with external partners.
- e) Support and ensure equal opportunity and fair housing by prohibiting unlawful discrimination in housing by addressing and reducing impediments.

### ***Priority #3: Ensure Payson residents have quality parks and open 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

- Update the Parks Master Plan.
- a) 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.
- b) Explore opportunities to develop park open spaces in population centers that are currently without such facilities.
- c) 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.
- d) Provide funding to create a network of shared use trails and pathways that are safe, convenient and connected within and between parks.
- e) Protect natural and open spaces in order to preserve the environment and provide recreational opportunities for Payson residents and visitors.
- f) Investigate the feasibility of constructing a community center that would provide space for the arts, sports, meeting rooms, etc. through a Public Private Partnership.
- g) Pursue acquisition of additional properties from the Forest Service.
- h) Implement a process where all future land exchanges must include 3% of the traded property to be dedicated to the Town.

### ***Priority #4: Promote a strong arts and culture infrastructure***

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



**Strategies**

- a) Enrich and infuse art and culture into all aspects of Payson’s life by integrating arts and culture into neighborhoods town-wide and public art into planning and development of Payson’s infrastructure.
- b) Generate public and private support and resources to strengthen, expand and stabilize funding for the arts.
- c) Promote sports, arts and other recreation programming known to improve learning outcomes.

***Priority #5: Provide accessible and quality library systems to Payson Residents***

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

**Strategies**

- a) Develop and maintain the library with sufficient technology, materials, hours and staff to meet the needs of the community.
- b) Design, build and maintain signature facilities that are accessible to all residents.
- c) Develop a plan of library development, expanding and/or renovating existing facilities and building new ones to meet residents’ needs.
- d) Enhance library technology to provide greater access to the internet and electronic resources for library users.

**Performance Measures - KRA 5 - Neighborhoods & Livability**

KRA Priority #	Intended Outcome	Department Responsible	FY16/17 Goal	FY16/17 Actual	FY17/18 Goal	FY17/18 Actual	FY18/19 Goal	FY18/19 Actual	FY19/20 Goal
1	# Of Unsightly Properties Investigated (Workload Indicator)	Planning	190	80	100	90	150	215	110
1	# Of Unsightly Properties Investigations Closed	Planning	200	78	100	80	145	201	100
1	Completion Of 87/260 Beautification Plan (Percent Completed)	Planning	6%	10%	15%	18%	25%	25%	30%
3	# Of Programs Offered To The Public	Recreation	125	56	70	114	120	167	170
3	# Of Registrations For Programs	Recreation	5,200	4,961	5,000	3,715	4,000	3,296	3,500
3	# Of Facility Reservations	Recreation	360	426	425	715	750	1,135	1,200
5	# Of Reference Questions (Workload Indicator)	Library	10,000	11,412	10,000	11,113	10,000	11,320	10,000
5	Total Circulation	Library	125,000	130,380	130,500	141,257	135,000	124,167	125,000
5	# Of Children'S Programs	Library	201	205	200	194	200	156	175
5	Total Attendance At Children'S Programs	Library	4,825	5,067	5,000	3,950	4,000	2,995	3,000
5	# Of Teen Programs	Library	76	89	89	45	50	39	50
5	Total Attendance At Teen Programs	Library	750	995	995	649	650	569	600
5	# Of Adult Programs	Library	125	114	115	153	125	208	175
5	Total Attendance At Adult Programs	Library	1,625	1,865	1,875	2,334	2,000	3272	3000

## **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.

### ***Priority #1: Enhance the quality of life for low-income or at risk individuals and families***

The Town of Payson will empower all residents to live in safe, affordable housing and achieve economic self-sufficiency through access to social, employment, and other economic resources needed to maximize their quality of life.

#### **Strategies**

- a) Promote linkages to job training and other employment and educational resources empowering low and moderate income households to realize a livable wage.
- b) Enhance the community's capacity to provide at-risk populations, including the disabled, elderly, and chronically homeless, with access to supportive services leading to greater self-sufficiency.
- c) Create safe and affordable housing opportunities for all Payson residents by 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.

### ***Priority #2: Build healthy, caring communities***

The Town of Payson will promote rich, diverse, and innovative networks of public, community, and faith-based programs, services, and facilities to maximize the potential of the community. The Town will serve as a resource and a catalyst in strengthening neighborhoods and building community capacity.

#### **Strategies**

- a) Enhance and expand the formal and informal networks connecting the social services sector (non-profits, faith community, etc.) to individuals and families in high need neighborhoods.
- b) Strengthen communities by promoting a broad and diverse continuum of programs and services.





**Performance Measures - KRA 6 - Social Services**

KRA Priority #	Intended Outcome	Department Responsible	FY16/17 Goal	FY16/17 Actual	FY17/18 Goal	FY17/18 Actual	FY18/19 Goal	FY18/19 Actual	FY19/20 Goal
1 & 2	Complete rehabilitation projects for income-qualified homeowners	Planning	3	2	3	2	4	5	0
1 & 2	Make referrals to income-qualified housing facilities	Planning	15	16	15	15	15	20	12
1 & 2	Provide technical assistance to potential applicants for housing rehabilitation	Planning	6	8	6	15	5	5	0

**KRA #7: THE PAYSON TEAM**

As the organization becomes leaner and continues to face increasing pressures for improved results, it becomes even more critical for a heightened connection between employees and their work, their organization, and the people they work for and with. Methods for motivating employees must be updated to keep employees engaged and retained within the organization. Additionally, traditional means of communication may no longer be adequate to convey critical information to both employees and the public.

***Priority #1: Establish pay and benefits and a workplace culture that attracts, retains and motivates a highly qualified workforce***

The last Town employee pay study conducted by a consultant was over eight years ago. Annual merit increases occurred until the economic downturn began in 2009. Those merit increases returned in 2014. The 2018/19 Budget includes a cost of living increase for employees for the first time in 11 years. The Town is also working to restore previous benefit levels for employees.

**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 tier 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.
- f) Investigate options to improve employee benefits and implement the improved benefits as funding becomes available.
- g) Annually review the Town’s Pay Plan and update on an as-needed basis.
- h) Review job descriptions bi-annually for accuracy and completeness and update as needed.



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***Priority #2: Provide a workplace culture that supports the health, productivity and efficiency of employees***

The Town of Payson understands that organizational success depends on a healthy, productive and efficient workplace and workforce. Employees also recognize that they can improve their lives by taking charge of their own health and making greater use of technology to ease ever increasing work demands.

**Strategies**

- a) Analyze and evaluate employee and retiree health care 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.

***Priority #3: Establish communications plans to engage and inform employees and the community***

The Town's recent budget challenges have made evident the necessity of providing clear, timely, and accurate information to employees and the public to garner support for and achievement of organizational goals and continued quality services.

**Strategies**

- a) Develop and implement comprehensive internal communications to increase understanding and connection to Town of Payson goals and values among employees at all levels of 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.

***Priority #4: Create development opportunities that enhance the Town's standing as a high performing organization***

The Town continues to reduce unnecessary hierarchy to improve efficiencies and speed communication and decision making. This has resulted in a flatter organization, increases in span of control, and consequently fewer promotional opportunities. Further, an increasing number of employees are leaving the Town as they reach retirement eligibility. As a result, it becomes even more critical to manage and coordinate the available human resources effectively to provide leadership and ongoing quality services to the community.



### Strategies

- a) Analyze and develop a reward and recognition program that supports the organization's goal to attract and retain top talent.
- b) Coordinate efforts on the department level to cultivate skilled employees and leaders within the organization.
- c) Establish methods of capturing organizational knowledge and expertise through workforce planning efforts.
- d) Increase professional development and training opportunities that reflect the key values of the organization.

### ***Priority #5: Mobilize and leverage community partnerships and volunteer programs to enhance programs and services***

The Town continues to make difficult choices regarding programs and services to our customers in light of revenue stream uncertainty. The community has expressed an interest in helping in some areas.

### Strategies

- a) Coordinate a Town-wide program that increases exposure to volunteer opportunities throughout the Town of Payson.
- b) Use technology to reach, match, and 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.

### ***Priority #6: Create employee training and participation programs***

One of the biggest assets of any organization is properly engaged employees. Employees need to feel ownership within the organization, that their performance makes a difference, and that their opinions are heard.

### Strategies

- a) Develop career paths for employee advancement within the pay plan.
- b) Utilize employee cross-functional "Power Teams" to develop and implement process change, develop new ideas and solve issues.
- c) Create and implement a management succession plan.





**Performance Measures - KRA 7 - The Payson Team**

KRA Priority #	Intended Outcome	Department Responsible	FY16/17 Goal	FY16/17 Actual	FY17/18 Goal	FY17/18 Actual	FY18/19 Goal	FY18/19 Actual	FY19/20 Goal
2	Conduct Employee Health Fair	Human Resources	Yes	No	Yes	Yes	Yes	Yes	Yes
4 & 6	Facility Training Completed (Hours)	Fire	2,500	8,669	648	1,138	576	1,223	1,000
4 & 6	Officer Training Completed (Hours)	Fire	N/A	N/A	N/A	3,826	1,000	4,452	2,000
4 & 6	Company Training Completed (Hours)	Fire	2,500	1,752	2,000	7,147	7,920	5,740	5,700
4 & 6	Driver/Operator Training Completed (Hours)	Fire	N/A	N/A	N/A	4,227	1,000	2,332	2,000
4 & 6	Emergency Medical Training Completed (Hours)	Fire	2,000	1,321	1,500	1,618	1,500	1,098	1,000
4 & 6	Average Training Hours Per Firefighter	Fire	225	345	225	499	228	417	300
5	# Of Volunteers	Police	70	54	70	52	60	53	60
5	# Of Volunteers Hours	Fire	12	10	12	10	12	10	12
		Police	9,500	7,738	9,500	8,897	9,000	7,175	8,000

**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.

***Priority #1: Prevent crimes and accidents by enhancing community awareness of public safety systems and partnering with other crime prevention programs***

The Town provides the community with information about a variety of public safety issues including crime and accident prevention and education on police and fire department services.

**Strategies**

- a) Provide information and education to all Payson residents and visitors about actions that can be taken to keep themselves and their families safe.
- b) Provide residents and visitors with information about how public safety agencies deliver service to the community.
- c) Educate communities in traffic safety and the prevention of crime and accidents in the home and 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.



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***Priority #2: Provide public safety workers with the tools necessary to professionally meet Town and regional public safety needs***

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

**Strategies**

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

***Priority #3: Ensure timely and appropriate response***

The Town of Payson deploys public safety workers in a manner that provides a timely and appropriate response to emergencies. Response resources include those needed for routine incidents as well as the capacity to respond to and manage natural and human caused incidents of regional significance.

**Strategies**

- a) Deploy resources to respond to emergencies within acceptable time frames.
- 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, provide quality service, and seek opportunities to work cooperatively to improve customer service and efficiency.
- e) Ensure that after an incident, recovery of public and private resources occurs in the affected area(s).

***Priority #4: Provide strong customer service internally and externally***

Every member of the community and every organization working in Payson is a public safety customer. Firefighters and police officers swear an oath to protect the people they serve. Every public safety worker should serve their customers with dignity and honor to develop mutual trust and respect.

**Strategies**

- a) Embrace diversity and treat every customer with respect, compassion, equality and fairness and work in a way that engenders community trust and support.
- b) Build relationships with communities that encourage collaboration, communication, trust and understanding.
- c) Provide customers with a venue to openly discuss issues of concern.
- d) Seek opportunities to work cooperatively with other jurisdictions and groups to improve the efficiency and effectiveness of customer service.
- e) Maintain relationships with other Town departments to ensure that public safety is incorporated into the plans and goals of non public safety departments.
- f) Provide volunteer opportunities for community members.

***Priority #5: Ensure fiscal responsibility on all public safety efforts***

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

**Strategies**

- a) Encourage, support, and value innovation, efficiency, and continuous improvement.
- b) Be open to discuss and implement change in service provision methods and change in needs of the communities we serve.
- c) Constantly seek ways to reduce the cost of public safety services while preserving or improving the quality of the service provided.
- d) Utilize resources and technology carefully and effectively.
- e) Pursue grant funding from all sources, as appropriate, to provide public safety services.
- f) Work towards resolving the Town's unfunded liability with the Public Safety Personnel Retirement System.

***Priority #6: Enhance Wildland/Urban Interface fire conditions affecting the Town***

The Fire Department assists the public in the protection of life and property by minimizing the impact of fires. The Fire Department encourages "Fire Wise" communities to reduce the fuel available to a spreading fire.

**Strategies**

- a) Leverage Wildland fire public information by collaborating with other agencies and efforts.
- b) Enhance code enforcement capabilities by implementing a Fire Prevention Specialist certification program for personnel.
- c) Develop and present a 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.



**Performance Measures - KRA 8 - Public Safety**

KRA Priority #	Intended Outcome	Department Responsible	FY16/17 Goal	FY16/17 Actual	FY17/18 Goal	FY17/18 Actual	FY18/19 Goal	FY18/19 Actual	FY19/20 Goal
2 & 3	ISO Rating	Fire	Class 3	Class 3	Class 3	Class 3	Class 3	Class 3	Class 2
3	Improve Response Time	Fire	Below 6:00	5:29	Below 6:00	4:14	Below 6:00	5:36	Below 6 Min
1	Conduct Cpr Classes: # Of Citizens Trained	Fire	950	851	900	665	500	350	500
3	Structure Fire Save Ratio	Fire	Above 85%	34%	Above 85%	90%	Above 85%	Above 62%	Above 85%
1	Taught 10 Week Dare Program To 5Th Graders	Police	Complete	Complete	Complete	Completed	7 Classes	Completed	Complete
	Block Watch Program	Police	Yes	Yes	Yes	4	6	6	7
	Watch Your Vehicle Program	Police	Yes	No	Yes	0	2	0	2
	Vehicle Vin Etching Program	Police	Yes	No	Yes	0	2	0	2
	Click It Or Ticket Campaign	Police	Yes	Yes	Yes	6	6	0	6
	Bicycle Safety Program	Police	Yes	No	Yes	0	2	0	3
	Drive Hammered Get Nailed Campaign	Police	Yes	Yes	Yes	9	11	0	10
1,2,3	Reduce Crime Rate Ratio*	Police	Below 700	Yes	Below 700	11	Below 9		Below 10
3	Calls For Service (Workload Indicator)	Police	Below 25,000	21,224	Below 25,000	26,103	Below 27,000	19,834	Below 20,000

**KRA #9: SUSTAINABILITY**

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

***Priority #1: Enable opportunities for environmental stewardship***

Environmental sustainability is best achieved by encouraging shared responsibilities, protecting natural systems, and promoting the efficient use of natural resources. It is also important to implement policies, programs and practices that have a far reaching effect on the environment.

**Strategies**

- a) Attain and exceed federal air quality standards for the region.
- b) Create sound water management policies and ensure choices are available to engage residents in conservation efforts including water, natural habitat and open space.
- c) Seek, evaluate and integrate emerging technologies and products including green building elements, environmental



- purchasing, energy management, alternative fuels, and alternative surfacing materials.
- d) Research attaining federal funds to pursue sustainability initiatives.
- e) Develop internal organizational sustainability practices program.
- f) Facilitate the development and expansion of local green businesses to achieve a stronger economy and job creation in the Town.

***Priority #2: Enhance sustainable land use and mobility practices***

The success in sustainable land use and mobility lies in adopting policies that encourage the use of green infrastructure and buildings, brown field 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 a Green Construction Code and rooftop solar.
- b) Develop integrated pedestrian, bicycle and transit plan.
- c) Utilize the Capital Improvement Program to achieve sustainability priorities.

***Priority #3: Foster collaboration and communication***

Empowering employees at all levels through collaborative work groups will galvanize them to realize the Town's sustainability goals. They, in turn, become an example of the Town's efforts and progress to the community they serve. Communicating and celebrating the Town's accomplishments is essential to motivating employees, customers, stakeholders and the public in achieving sustainability goals.

**Strategies**

- a) Strengthen and support sustainability efforts through a renewed organizational commitment and public/private partnership networking.
- b) Develop public/private partnerships to provide public information and education programs regarding sustainability.
- c) Develop media campaigns, utilizing multiple media channels to increase internal and external messaging on organization sustainability programs and accomplishments.
- d) Engage Town of Payson employees by fostering a culture of sustainability.
- e) Create and implement a status communications program for the C.C. Cragin Pipeline project.





**Performance Measures - KRA9 - Sustainability**

KRA Priority #	Intended Outcome	Department Responsible	FY16/17 Goal	FY16/17 Actual	FY17/18 Goal	FY17/18 Actual	FY18/19 Goal	FY18/19 Actual	FY19/20 Goal
1 & 3	Encourage participation in toilet rebate program *	Water:							
		Residential	2	3	2	1	1	0	0
		Commercial	1	0	1	0	1	0	0
1 & 3	Maintain water usage levels at 80-90 gallons per capita per day	Water	Achieve	Achieved	Achieve	Achieved	Achieve	Achieved	Achieve
1 & 3	Present In-School Water Conservation program (# of students)	Water	165	200	200	200	185	184	195
1 & 3	Hold electronic waste E-cycling event	Water Resources	1	0	0	1	1	0	1
1 & 3	Hold latex paint recycling event	Water Resources	1	0	0	1	1	0	1
1 & 3	Hold household hazardous waste event	Water Resources	1	0	1	1	1	0	1
1 & 3	Establish / maintain Antifreeze recycling	Water	Available	Available	Available	Available	Available	Available	Available

**KRA #10: TECHNOLOGY**

Information technology is a vital part of a vibrant town government. Information technology, utilized appropriately, enables services to the community, increases efficiency of operations, delivers useful information, and supports innovation.

***Priority #1: Provide seamless customer service***

A seamless customer experience is achieved when a customer interacts with both internal and external Town service providers without experiencing service interruptions during the service delivery process.

**Strategies**

- a) Use technology to provide a consistent customer experience, based on standardized service processes applied to all forms of customer interaction.
- b) Enhance paysonaz.gov as a single ‘front door’ for residents and businesses by offering web-based government services.

***Priority #2: Increase operational efficiency through constant innovation***

Constant product and service innovation nurtures ideas and focuses on customer satisfaction, combines process and technology to enhance productivity and value, drives down operational costs, and supports other Town strategies.



**Strategies**

- a) Support and drive innovations that leverage technology and business solutions town-wide.
- b) Focus on organization-wide applications, using right sourcing and managed services where appropriate.
- c) Encourage development and use of computer based business analysis processes and tools to more efficiently manage business data as well as help identify trends and innovations that impact customer service delivery.
- d) Research, implement and enhance methods of electronic input and payment of citizen transactions.
- e) Develop a 3~5 year plan for upgrading the Town’s software and hardware to as much state-of-art as possible.

***Priority #3: Turn data into information through a web enabled Town***

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

**Strategies**

- a) Create 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 processes for departments and the community.
- e) Research, develop and implement alternative access to the internet, e.g. microwave, through coordination with local, state and federal agencies.

**Performance Measures - KRA 10 - Technology**

KRA Priority #	Intended Outcome	Department Responsible	FY16/17 Goal	FY16/17 Actual	FY17/18 Goal	FY17/18 Actual	FY18/19 Goal	FY18/19 Actual	FY19/20 Goal
3	E-Gov Availability For All Departments	Info Services	3%	10%	15%	12%	20%	12%	20%
3	Visits To Websites	All Gov't	210,000	347,000	350,000	345,000	350,000	348,000	350,000
		Tourism	1,000,000	1,072,123	1,100,000	1,104,286	1,200,000	1,286,688	1,350,000
3	# Of Pages Viewed On Tourism Website	Tourism	2,250,000	3,450,000	3,500,000	3,475,000	3,500,000	4,371,760	4,500,000
3	Public E-Mail Distribution List	All Gov't	2,500	2,450	2,500	2,550	2,600	2,650	2,800
		Tourism*	250,000	256,345	257,000	4,829	6,000	8,638	9,000
3	# Of Facebook Friends	Tourism	9,000	11,700	12,000	14,672	16,000	17,164	20,000

\* Measurement adjusted from total emails to list of email recipients





## KRA MATRIX

The following matrix illustrates links between the ten Key Results Areas (KRA) of the Corporate Strategic Plan (broken out by KRA: Priority: Strategy) to the seven elements of the General Plan:

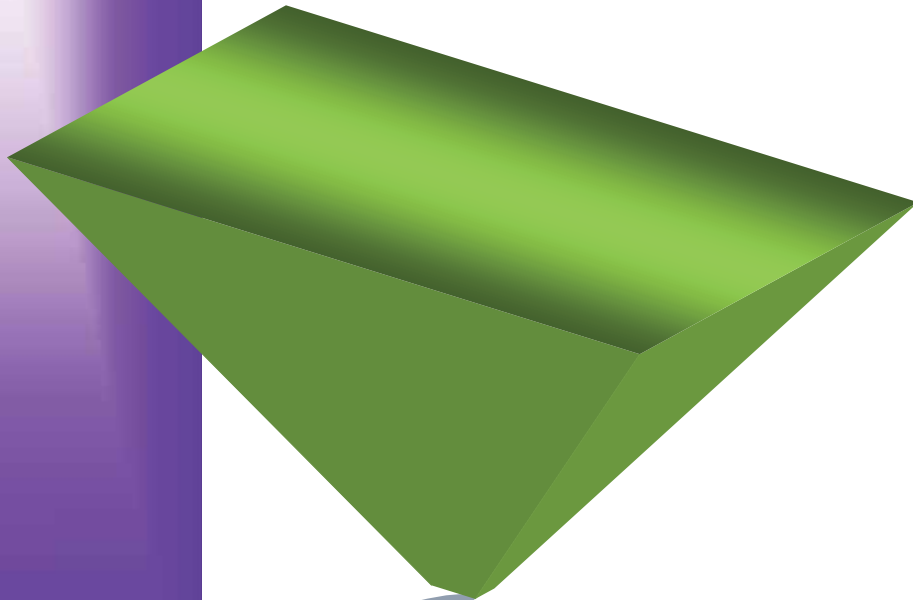
KRA: Priority: Strategy	Land Use  <u>LU</u>	Growth Area  <u>GA</u>	Circulation  <u>C</u>	Parks, Trails, & Open Spaces  <u>PT</u>	Environmental Planning  <u>EP</u>	Water Resources  <u>WR</u>	Cost of Development  <u>CD</u>
1:4:A							X
1:4:E							X
1:4:G		X					
2:1:All							X
2:2:All			X				X
2:3:All							X
2:4:All							X
3:1:A			X				
3:1:B			X				
3:1:C			X				
3:1:D			X				
3:1:E			X				
3:1:F			X				
3:1:G			X				
3:2:A		X					
3:2:B		X					
3:2:C				X			
3:2:D		X	X				
3:3:A						X	
3:3:B						X	X
3:3:D						X	X
3:3:E						X	
3:4:B							X
3:4:C				X			
3:4:D				X			
3:4:E				X			

### KRA Matrix (Cont'd)

KRA: Priority: Strategy	Land Use <u>LU</u>	Growth Area <u>GA</u>	Circulation <u>C</u>	Parks, Trails, & Open Spaces <u>PT</u>	Environmental Planning <u>EP</u>	Water Resources <u>WR</u>	Cost of Development <u>CD</u>
5:1:A		X					
5:1:B					X		
5:1:C					X		
5:1:D		X					
5:1:E		X					
5:1:F		X					
5:1:G		X					
5:1:H		X					
5:1:I		X					
5:2:A		X					
5:2:B	X						
5:2:C	X	X					
5:2:D	X	X					
5:2:D	X	X					
5:3:A				X			
5:3:B				X			
5:3:C				X			
5:3:D				X			
5:3:E				X	X		
5:3:F	X			X			
5:4:C				X			
6:1:C	X						
8:6:All	X				X		
9:1:All	X				X		
9:1:B			X				
9:1:C							X



# CAPITAL IMPROVEMENT PLAN





## **PAYSON'S CAPITAL IMPROVEMENT PLAN (CIP)**

Payson's Capital Improvement Plan (CIP) is our five-year roadmap for creating, maintaining and paying for present and future infrastructure needs. The CIP is designed to ensure that capital improvements will be made when and where they are needed, and the Town will have the funds to pay for and maintain them regardless of changes in the external economic environment.

In conjunction with the annual budgeting process, the Financial Services Department coordinates the Town-wide process of revising and updating the Town's Capital Improvement Plan. Projects included in the CIP will form the basis for appropriations in the annual budget. Some of the projects will have a short-term effect on the Town's operating budget. Others might affect the Town's operating budget for many years.

Payson's elected officials determine the broad parameters for adding new capital improvement projects to the CIP. The Town's management team and staff from various departments participate in an extensive review of past project accomplishments and the identification of new projects for inclusion in the CIP.

Once projects are selected for inclusion in the CIP, the management team must decide which projects need to be implemented in each of the first five years. Determining how and when to schedule projects is a complicated process. The team must take into account all of the variables that affect the Town's ability to generate the funds to pay for those projects without jeopardizing its ability to provide routine, ongoing services and one-time or emergency services when needed.

The Town Council will review all of the existing and proposed projects. Council must consider citizen requests, evaluate the management and planning staff recommendations to determine which projects should be included in the annual CIP and how those projects should be integrated into the Town's annual budgeting process.

One of the most important aspects of the CIP process is that it is not a once a year effort, but an important ongoing part of the Town's overall management process. New information and evolving priorities require continual review. Each time the review is carried out, it must be done comprehensively.

The community will see several traditional recognized benefits as the result of preparing and maintaining a sound Capital Improvement Plan. These include:

- The CIP shows citizens where and when projects are expected.
- The CIP process serves as a basis for the management of projects. This includes the coordination of efforts of various departments responsible for land acquisition, design, construction and operation of the new facility. It also includes the management of cash flow to ensure the funds are available and are used effectively.
- The CIP can establish a set of priorities that can be embodied in the Town's General Plan.



- The CIP establishes the relationship between the desired levels of service and the ability of the Town to fund public facility improvements. In this way, citizens are able to work with elected officials to determine how much improvement of the Town’s infrastructure is realistic in view of what the community is willing to pay through existing revenues, taxes and user fees.
- The CIP establishes a reasonable multi-year spending plan that can keep the expectations for public facility construction within the Town’s ability to pay. Accordingly, agencies issuing bond ratings consider it very important for the Town to have a well-thought out Capital Improvement planning process to adopt and follow closely.

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

The CIP cycle incorporates these key phases:

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

**Guidelines and Policies Used in Developing the Capital Improvement Plan**

Town Council directives and the Town’s fiscal policies also affect the use and issuance of bonds for capital improvement projects. Payson’s CIP must comply with the following requirements and limitations:

- Support Town Council goals and objectives
- Satisfactorily address all State and Town legal financial limitations
- Maintain the Town’s favorable investment ratings and financial integrity
- Ensure that all geographic areas of the Town have comparable quality and types of service

Capital projects should:

- Prevent the deterioration of the Town’s existing infrastructure and respond to any anticipated future growth
- Encourage and sustain Payson’s economic development

- Be financed through growth in the tax base or development fees, when possible, if constructed in response to residential or commercial development
- Be responsive to the needs of residents and businesses, within the constraints of reasonable taxes and fees
- Take maximum advantage of improvements provided by other units of government where appropriate

The General Plan, Parks Master Plan, Water Master Plan, Airport Master Plan, and other development plans also provide valuable guidance in the preparation of the Capital Improvement Plan.

Payson's five-year forecast is a critical source of information and guidance throughout the capital planning process. It provides the contextual framework within which the Town Council develops its annual and long-term goals & objectives. The forecast assesses external factors such as the economic environment, population growth and other variables that may affect the Town's ability to finance needed services and capital projects.

### **Citizen Involvement in the Capital Improvement Planning Process**

The CIP is an important public communication medium. It gives residents and businesses a clear and concrete view of the Town's long-term direction for capital improvements and a better understanding of the Town's ongoing needs for stable revenue sources to fund large or multi-year capital projects. Citizens are encouraged to provide input by serving on Town advisory boards and attending Council meetings.





## 2019/2020 Proposed Capital Projects

Department	Fund	Project	Proposed Budget
<b>Public Works - Streets</b>	202	Bonita Street Sidewalks	290,000
	202	Equipment	148,000
	202	Granite Dells Roundabout	162,000
	202	Longhorn Road Sidewalk	70,000
	202	Vehicles	124,000
	459	American Gulch Improvements	253,000
			\$ 1,047,000
<b>Fire</b>	402	Fire Vehicle	40,000
			\$ 40,000
<b>Water</b>	661	CC Cragin Pipeline	1,000,000
	661	Chlorine Generator	35,000
	661	Land Acquisition	100,000
	661	Machinery & Equipment	60,000
	661	Pressure Blowoff Valves	20,000
	661	Pumps for Wells	75,000
	661	Radon Removal Engineering	45,000
	661	Service Trucks	125,000
	661	Surge Tanks	45,000
	661	Tank Mixing System	50,000
	661	Water Line	350,000
	661	Wells	75,000
			\$ 1,980,000
<b>Police</b>	402	Patrol Vehicles	165,000
	402	PD Software	35,000
	215	Defense 1033 - LE Vehicle	80,000
			\$ 280,000
<b>Administration</b>	101	GIS	30,000
	402	Town Hall Generator	85,000
			\$ 115,000
<b>Parks, Recreation &amp; Tourism</b>	101	Green Valley Park Slashpad	284,000
	101	Rumsey Park - Restrooms	160,000
	206	Basketball Court Replacement	50,000
	206	Pickleball Court Replacement	24,000
	402	Park Vehicles	26,000
	402	TURF Replacement	400,000
			\$ 944,000
<b>Community Development</b>	101	Highway Landscape Improvements & Signage	330,000
	403	CDBG Housing 2017-2019	284,100
			\$ 614,100
<b>Airport</b>	260	Install PAPI & REIL Runway Lights\Approach Path Indicator	80,000
			\$ 80,000
<b>Total</b>			\$ 5,100,100



## Capital Project Detail by Fund

Expenditure Code	Expenditure Description	2016/17 ACTUAL	2017/18 ACTUAL	2018/19 ADOPTED	2019/20 PROPOSED
101-5-1408-00-8004	Capital Equipment	31,161	49,203	92,500	30,000
101-5-2408-01-8004	Machinery & Equipment	0	30,701	210,000	0
101-5-2421-00-8407	Communication Equip	0	0	88,000	0
101-5-2421-01-8407	Radio Equipment	0	0	12,500	0
101-5-2421-01-8510	Patrol Vehicles	0	0	165,000	0
101-5-2421-01-8530	Taser Equipment	0	0	42,400	0
101-5-2421-02-8003	Vehicles	0	49,000	0	0
101-5-2421-02-8536	LE Crisis Team Equipment	0	11,417	0	0
101-5-2426-01-8004	Office Furniture & Equip	0	7,297	0	0
101-5-2426-01-8510	Fire Vehicles	0	0	70,000	40,000
101-5-3442-01-8779	Rumsey Park Improvements	0	0	0	160,000
101-5-3442-01-8780	GV Park Improvements	0	71,870	50,000	284,000
101-5-4460-00-8003	Vehicle	0	29,777	0	0
101-5-4460-00-8781	Master Plan	0	125,515	0	0
101-5-6428-00-8003	Vehicle	0	0	50,000	0
101-5-6428-01-8315	Highway Improvements	0	0	65,000	330,000
202-5-3442-00-8003	Vehicles	0	0	45,000	124,000
202-5-3442-00-8004	Equipment	223,710	315,682	160,000	148,000
202-5-3442-00-8512	HURF-Skidsteer Equip	0	0	92,000	0
202-5-3442-00-8707	ROW's/Drainage	0	0	0	0
202-5-3442-00-8710	Granite Dells Roundabout	0	0	212,000	162,000
202-5-3442-00-8713	Pavement Preservation Program	366,401	402,526	575,000	0
202-5-3442-00-8716	Longhorn Road Sidewalk	0	0	0	70,000
202-5-3442-00-8717	Rumsey Rd	0	0	50,000	0
202-5-3442-00-8737	Green Valley Park Lot Ph 1	0	0	0	0
202-5-3442-00-8742	Bonita Street Sidewalks	151,423	124,845	100,000	290,000
202-5-3442-00-8743	Manzanita Drive Const	326,175	0	0	0
206-5-4460-00-8783	Basketball Court Replace	0	0	0	50,000
206-5-4460-00-8784	Pickleball Court Replace	0	0	0	24,000
215-5-2421-02-8510	Defense 1033-LE Vehicle	24,148	24,296	42,000	80,000
260-5-4445-00-8003	Vehicles	0	0	45,000	0
260-5-4445-00-8509	Equipment	0	5,451	0	0
260-5-4445-00-8713	Pavement Preservation Program	3,729	0	0	0
260-5-4445-00-8814	Ramp repair A&D/Fence	2,730	944,820	953,600	0
260-5-4445-00-8823	Infield Drainage	1,631	0	0	0
260-5-4445-00-8824	Install PAPI & REIL	0	0	230,000	80,000
402-5-1418-00-8009	Town Hall Generator	0	0	0	85,000
402-5-2421-01-8005	PD Software	0	0	0	35,000
402-5-2421-01-8510	Police-Patrol Vehicles	0	0	0	165,000
402-5-4463-00-8003	Parks Vehicles	0	0	0	26,000
402-5-4463-00-8006	TURF Replacement	0	0	0	400,000



## Capital Project Detail by Fund – Continued

Expenditure Code	Expenditure Description	2016/17	2017/18	2018/19	2019/20
403-5-2412-01-8772	Law Enforce-HSG Radio Program	8,919	28,729	20,700	0
403-5-2412-01-8774	SHSGP Radios/Headsets	506	0	0	0
403-5-2421-01-8762	Law Enf-GOHS Grant	0	36,400	17,200	0
403-5-2426-03-8758	Miscellaneous Fire Grants	0	0	30,800	0
403-5-2426-03-8771	AFG SCBA Grant	339,085	0	0	0
403-5-6428-22-7914	CDBG Grant	0	9,603	266,000	284,100
425-5-2421-16-8407	CAD Police/Fire Comm Equip	14,165	10,778	105,000	0
429-5-3442-00-8738	American Gulch Improvement	0	0	275,000	253,000
460-5-5451-00-8594	Environmental Project	52,930	87,644	58,200	0
661-5-5451-08-8000	Buildings	0	0	18,000	0
661-5-5451-08-8002	Machinery & Equipment	0	115,305	100,000	60,000
661-5-5451-08-8006	Land Acquisition	0	0	0	100,000
661-5-5451-08-8007	Wells	0	35,684	75,000	75,000
661-5-5451-08-8009	Water Lines	505,542	1,694	250,000	350,000
661-5-5451-08-8313	Radon Removal Engineering	0	0	45,000	45,000
661-5-5451-08-8523	Fire Hydrant Program	0	0	5,000	0
661-5-5451-08-8524	Equipment	20,710	23,012	30,000	0
661-5-5451-08-8528	Replace Service Trucks	55,402	41,567	85,000	125,000
661-5-5451-08-8530	Surge Tanks	15,573	0	45,000	45,000
661-5-5451-08-8581	Chlorine Generator	0	0	35,000	35,000
661-5-5451-08-8582	Pressure Blowoff Valves	0	0	20,000	20,000
661-5-5451-08-8793	Tank Mixing System	52,942	8,167	50,000	50,000
661-5-5451-08-8794	Pumps for Wells	50,242	0	75,000	75,000
661-5-5451-20-8010	CC Cragin Pipeline(SRP)	99,856	547,538	500,000	0
661-5-5451-20-8600	CCC Pipeline Const	8,083,509	12,738,049	7,500,000	1,000,000
<b>Total</b>		<b><u>\$10,430,489</u></b>	<b><u>\$15,876,570</u></b>	<b><u>\$12,955,900</u></b>	<b><u>\$ 5,100,100</u></b>

\* Top 8 biggest spending capital projects are highlighted in green for 2019/20.





**5 YEAR CAPITAL IMPROVEMENTS PLAN – SUMMARY BY DEPARTMENT**

<b>Airport - Project #/Description</b>	<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>2023/24</b>	<b>5 Year Total</b>	<b>Future Years</b>	<b>Grand Total</b>	<b>KRA Link</b>
0910-82 New Terminal Building						-	2,145,000	2,145,000	3:2
0910-85 Construct Service Roads						-	470,000	470,000	3:2
0910-86 Construct Vehicle Parking						-	245,000	245,000	3:2
0910-88 Construct Various Buildings						-	1,163,000	1,163,000	3:2
1011-10 New/Expanded Parking Ramps						-	2,990,000	2,990,000	3:2
1213-05 Construct New West Taxiways						-	650,000	650,000	3:2
1415-02 Construct Aircraft Wash Rack				150,000		150,000		150,000	3:2
1415-03 Install Taxiway Edge Lighting & Path Indicators		550,000				550,000		550,000	3:2
1415-04 Construct Snow Removal Equip Building			400,000			400,000		400,000	3:2
1415-06 Construct ADA Accessible Route to Ramps	5,000					5,000		5,000	3:1
1415-23 East Side Aircraft Parking Apron E						-	600,000	600,000	3:2
1617-02 Construct Bypass Taxiway for Runway 24			300,000			300,000		300,000	3:2
1617-03 Design Approach Path Indicators Runway 6 & 24	80,000	145,000				225,000		225,000	3:2
1819-03 Master Plan Update		100,000	100,000			200,000		200,000	3:2
<b>Total Airport Capital Projects</b>	<b>85,000</b>	<b>795,000</b>	<b>800,000</b>	<b>150,000</b>	<b>-</b>	<b>1,830,000</b>	<b>8,263,000</b>	<b>10,093,000</b>	
<b>General Government - Project #/Description</b>									
0910-35 Recycling Program Enhancement						-	250,000	250,000	3:3 / 9:1.2
<b>Total General Government Capital Projects</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>250,000</b>	<b>250,000</b>	
<b>Parks, Recreation &amp; Tourism - Project #/Description</b>									
0910-42 Amphitheater Lighting		150,000				150,000		150,000	3:4 / 5:3
0910-43 Green Valley Park - Ramada			150,000			150,000		150,000	3:4 / 5:3
0910-47 Rumsey Park Restrooms	160,000					160,000		160,000	3:4
1415-21 Rumsey Park Basketball Court Replacement	50,000					50,000		50,000	3:4

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



## 5 YEAR CAPITAL IMPROVEMENTS PLAN – SUMMARY BY DEPARTMENT- Continued

Parks, Recreation & Tourism - Project #/Description	2019/20	2020/21	2021/22	2022/23	2023/24	5 Year Total	Future Years	Grand Total	KRA Link
1617-04 Rumsey Park Maintenance Building		50,000				50,000		50,000	3:4
1718-09 Turf Repl - Dbacks Fields			532,000			532,000		532,000	3:4
1920-09 Rumsey Park Civil Plan (Drainage & Lighting Rplmnt)		40,000				40,000		40,000	3:4
1920-10 Rumsey Park Pickleball Court	24,000					24,000		24,000	3:4
1920-11 Turf Rplmnt Multi- Purpose/Rumsey 3 Ball Fields	400,000					400,000		400,000	3:4
1920-12 Green Valley Park- Splash Pad	284,000					284,000		284,000	3:4 / 5:3
1920-13 Taylor Pool Replacement Design		10,000				10,000		10,000	3:4 / 5:3
<b>Total Parks Maintenance Capital Projects</b>	<b>918,000</b>	<b>250,000</b>	<b>682,000</b>	<b>-</b>	<b>-</b>	<b>1,850,000</b>	<b>-</b>	<b>1,850,000</b>	

Community Development - Project #/Description	2019/20	2020/21	2021/22	2022/23	2023/24	5 Year Total	Future Years	Grand Total	KRA Link
0910-76 Main Street Enhancements						-	500,000	500,000	1:3 / 3:1
0910-77 Highway Landscape Improvements	330,000	200,000	150,000	150,000	135,000	965,000		965,000	3:1,4/1:3,4/ 5:1
1920-07 American Gulch	253,000	50,000	50,000	500,000	50,000	903,000	50,000	953,000	1:3,4/3:1,2, 3,4/5:1,3
1920-08 Purchase 518 W Main St.		160,000				160,000		160,000	1:2,3
1920-14 Unified Development Code Update		100,000	100,000			200,000		200,000	1:5:
1920-15 CDBG Housing	279,100					279,100		279,100	1:5:
<b>Total Community Development Projects</b>	<b>583,000</b>	<b>510,000</b>	<b>300,000</b>	<b>650,000</b>	<b>185,000</b>	<b>2,228,000</b>	<b>550,000</b>	<b>2,778,000</b>	

Police - Project #/Description	2019/20	2020/21	2021/22	2022/23	2023/24	5 Year Total	Future Years	Grand Total	KRA Link
0910-01 Building Remodel		65,500				65,500		65,500	3:4 / 8:2
0910-02 Parking Lot Improvements		52,600				52,600		52,600	3:4 / 8:2
1314-03 Building Addition		230,000	5,000			235,000		235,000	3:4 / 8:2
1314-04 Communications Remodel		55,000				55,000		55,000	3:4 / 8:2
1415-07 Storage Building		92,000				92,000		92,000	3:4 / 8:2
<b>Total Police Capital Projects</b>	<b>-</b>	<b>495,100</b>	<b>5,000</b>	<b>-</b>	<b>-</b>	<b>500,100</b>	<b>-</b>	<b>500,100</b>	



## 5 YEAR CAPITAL IMPROVEMENTS PLAN – SUMMARY BY DEPARTMENT- Continued

Recreation & Tourism - Project # /Description		2019/20	2020/21	2021/22	2022/23	2023/24	5 Year Total	Future Years	Grand Total	KRA Link
0910-39	PATS Continuation		125,000	125,000	125,000	150,000	525,000	900,000	1,425,000	3:1, 2, 4
0910-40	Trails Master Plan		60,000	60,000			120,000		120,000	3:1, 2, 4
0910-46	Land Purchase			1,000,000			1,000,000		1,000,000	1:3/3:4/5:3
1213-01	Multi-Purpose Bldg		1,500,000				1,500,000		1,500,000	3:4/5:3,4
1718-03	Event Center Master Plan & Improvements		50,000		7,000,000		7,050,000		7,050,000	3:1, 2, 4
1718-04	LED Marketing Message Board						-	350,000	350,000	1:4
1718-05	Dbacks Fields Control Building		350,000				350,000		350,000	3:4/5:3,4
Total Recreation & Tourism Capital Projects		-	2,085,000	1,185,000	7,125,000	150,000	10,545,000	1,250,000	11,795,000	

Streets - Project #/Description		2019/20	2020/21	2021/22	2022/23	2023/24	5 Year Total	Future Years	Grand Total	KRA Link
0910-04	Mud Springs Rd Phase II		1,300,000				1,300,000		1,300,000	3:1, 2
0910-05	Mud Springs Rd - Cedar to Frontier						-	855,000	855,000	3:1, 2
0910-06	Rumsey Rd - WalMart to McLane		50,000	300,000	300,000		650,000		650,000	3:1, 2
0910-07	Bonita Street Construction	290,000					290,000		290,000	3:1, 2
0910-10	Colcord Rd - Main to Longhorn		90,000	125,000	600,000	1,200,000	2,015,000		2,015,000	3:1, 2
0910-11	McLane Rd - Airport to Payson Ranchos		100,000	500,000	650,000		1,250,000		1,250,000	3:1, 2
0910-12	McLane Rd - Main to Phoenix St		80,000	875,000			955,000		955,000	3:1, 2
0910-14	Goodnow - Hwy 260 to Bonita			40,000	650,000		690,000		690,000	3:1, 2
0910-15	Easy St - Evergreen to Forest			405,000	325,000		730,000		730,000	3:1, 2
0910-16	Easy St - Forest to Gila						-	1,290,000	1,290,000	3:1, 2
0910-17	Easy St - Gila to Bradley						-	1,270,000	1,270,000	3:1, 2
0910-18	Rim Club Prkwy to Granite Dells Rd						-	1,230,000	1,230,000	3:1, 2
0910-19	Frontier St - SR87 to McLane						-	2,100,000	2,100,000	3:1, 2
0910-20	Granite Dells Roundabout Landscaping		45,000				45,000		45,000	3:1, 2



## 5 YEAR CAPITAL IMPROVEMENTS PLAN – SUMMARY BY DEPARTMENT- Continued

Streets - Project #/Description Continued	2019/20	2020/21	2021/22	2022/23	2023/24	5 Year Total	Future Years	Grand Total	KRA Link
0910-21 Granite Dells Roundabout Lighting		45,000				45,000		45,000	3:1, 2
0910-23 Airport Rd Roundabout Landscaping		45,000				45,000		45,000	3:1, 2
0910-28 Town Aerial Photo Update		45,000				45,000	100,000	145,000	3:1, 2
0910-29 Green Valley Parking Lot Expansion		300,000				300,000		300,000	3:1, 2
0910-30 McLane Rd - Ranchos to Pines Subdivisions		80,000	900,000			980,000		980,000	3:1, 2
0910-31 Longhorn Sidewalks	70,000	225,000				295,000		295,000	3:1, 2
0910-32 Phoenix St - Hwy 87 to Sycamore		110,000	50,000	500,000	200,000	860,000		860,000	3:1, 2
1415-16 Town Boundary Fence						-	190,000	190,000	3:1, 2
1516-03 East Bonita Street Sidewalk						-	125,000	125,000	3:1, 2
1516-04 East Frontier Drainage		25,000				25,000		25,000	3:1, 2
1516-07 Regional Storm Water Det. Basin			200,000	250,000		450,000		450,000	3:1, 2
1516-08 Manzanita Roundabout St Lighting		45,000				45,000		45,000	3:1, 2
1516-09 McLane Rd-Phx St to GV Prky						-	1,090,000	1,090,000	3:1, 2
1617-01 Westerly Rd Parking Lot Lights		30,000				30,000		30,000	3:1, 2
1819-04 E. Granite Dells Rd Improvement	162,000	-	442,500			604,500		604,500	3:1, 2
1819-05 Drainage Improvement - E. Main St & Hwy 87		40,000				40,000		40,000	3:1, 2
1920-01 North Vista Wash Crossing		70,000				70,000		70,000	3:1, 2
<b>Total Streets Capital Projects</b>	<b>522,000</b>	<b>2,725,000</b>	<b>3,837,500</b>	<b>3,275,000</b>	<b>1,400,000</b>	<b>11,759,500</b>	<b>8,250,000</b>	<b>20,009,500</b>	

## 5 YEAR CAPITAL IMPROVEMENTS PLAN – SUMMARY BY DEPARTMENT- Continued

Water - Project #/Description	2019/20	2020/21	2021/22	2022/23	2023/24	5 Year Total	Future Years	Grand Total	KRA Link
0910-51 CC Cragin Water Treatment Plant	1,000,000					1,000,000		1,000,000	3:3
0910-57 Water Mains		100,000	100,000	100,000	100,000	400,000	100,000	500,000	3:3
0910-58 Well Rehabilitation or Replacement	75,000	75,000	75,000	75,000	75,000	375,000	75,000	450,000	3:3
0910-61 Radon Removal Engineering	45,000					45,000		45,000	3:3
0910-62 Water Lines	350,000	250,000	250,000	250,000	250,000	1,350,000	250,000	1,600,000	3:3
1415-11 Tank Mixing Systems	50,000					50,000		50,000	3:3
1415-12 Chlorine Generator Conversions	35,000					35,000		35,000	3:3
1415-13 Pressure Blowoff Valves	20,000					20,000		20,000	3:3
1415-14 Hydropneumatic Surge Tanks	45,000					45,000		45,000	3:3
1920-15 Well Pumps Repair	75,000					75,000		75,000	3:3
1920-16 Land Aquisition	100,000					100,000		100,000	3:3
<b>Total Water Capital Projects</b>	<b>1,795,000</b>	<b>425,000</b>	<b>425,000</b>	<b>425,000</b>	<b>425,000</b>	<b>3,495,000</b>	<b>425,000</b>	<b>3,920,000</b>	
<b>TOTAL ALL CAPITAL PROJECTS</b>	<b>\$3,903,000</b>	<b>\$7,285,100</b>	<b>\$7,234,500</b>	<b>\$11,625,000</b>	<b>\$2,160,000</b>	<b>\$32,207,600</b>	<b>\$18,988,000</b>	<b>\$51,195,600</b>	





## MACHINERY & EQUIPMENT – SUMMARY BY DEPARTMENT

Administration - Project #/Description	Fiscal Year 2019/20	Fiscal Year 2020/21	Fiscal Year 2021/22	Fiscal Year 2022/23	Fiscal Year 2023/24	5 Year Total	Future Years	Grand Total
1819-01M Virtual Server & OS Software Upgrade		27,500						
1819-03M iPlan Tables for Plan Review		15,000	15,000					
1920-01M GIS Server	30,000					30,000		30,000
1920-02M Upgrade Public Safety Application		165,000				165,000		165,000
1920-03M Town Hall Generator - Rplmnt	85,000					85,000		85,000
1920-04M Community Dev. Software Rplmnt		115,000				115,000		115,000
<b>Total Administration</b>	<b>115,000</b>	<b>322,500</b>	<b>15,000</b>	<b>-</b>	<b>-</b>	<b>395,000</b>		<b>395,000</b>
<b>Airport - Project #/Description</b>								
1415-06M Snow Removal Equipment		195,000				195,000		195,000
<b>Total Airport</b>	<b>-</b>	<b>195,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>195,000</b>	<b>-</b>	<b>195,000</b>
<b>Fire Department - Project #/Description</b>								
0910-13M Utility Truck Replacement		350,000				350,000		350,000
0910-14M Water Tender		350,000				350,000		350,000
0910-16M Staff Vehicle Replacement			55,000			55,000		55,000
0910-17M Fire Command Vehicle				70,000	70,000	140,000		140,000
0910-19M Ladder Truck 111 Replacement					1,200,000	1,200,000		1,200,000
0910-23M Rehab/Support Vehicle				200,000		200,000		200,000
0910-25M Ambulance Replacement			280,000	280,000		560,000		560,000
0910-27M Type 1 Engine Replacement		1,400,000		-		1,400,000		1,400,000
0910-28M Type 6 Engine Replacement				300,000		300,000		300,000
1819-06M Heart Monitors		32,500		160,000		192,500		192,500
1920-05M Thermal Imager Cameras		48,000				48,000		48,000
1920-06M Ventilation Fan Replacement		24,000				24,000		24,000
1920-07M Workout Equipment		35,000	6,000			41,000		41,000
1920-08M Fire Vehicle	40,000					40,000		40,000
<b>Total Fire Department</b>	<b>40,000</b>	<b>2,239,500</b>	<b>341,000</b>	<b>1,010,000</b>	<b>1,270,000</b>	<b>4,900,500</b>	<b>-</b>	<b>4,900,500</b>



**MACHINERY & EQUIPMENT – SUMMARY BY DEPARTMENT -  
Continued**

<b>Police Department - Project #\Description</b>	<b>Fiscal Year 2019/20</b>	<b>Fiscal Year 2020/21</b>	<b>Fiscal Year 2021/22</b>	<b>Fiscal Year 2022/23</b>	<b>Fiscal Year 2023/24</b>	<b>5 Year Total</b>	<b>Future Years</b>	<b>Grand Total</b>
0910-01M Patrol Vehicle Replacements	165,000	165,000	165,000	165,000	165,000	825,000	165,000	990,000
Police Dept. Software	35,000					35,000		35,000
LE Vehicles - Defense 1033	80,000					80,000		80,000
1718-01M Body Worn Camera's		35,000	35,000	35,000		105,000		105,000
1819-09M Command Van C-Soft Console		36,000				36,000		36,000
<b>Total Police</b>	<b>280,000</b>	<b>236,000</b>	<b>200,000</b>	<b>200,000</b>	<b>165,000</b>	<b>1,081,000</b>	<b>165,000</b>	<b>1,246,000</b>
<b>Parks, Recreation &amp; Tourism</b>								
1617-03M Chevy Colorado Pickup	26,000					26,000		26,000
1920-08M John Deere 3046R Utility Tractor		30,000				30,000		30,000
1516-13M Kawasaki Mule Utility Vehicle		13,500				13,500		13,500
<b>Total Parks, Recreation &amp; Tourism</b>	<b>26,000</b>	<b>43,500</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>69,500</b>	<b>-</b>	<b>69,500</b>
<b>Streets - Project #\Description</b>								
0910-05M Heavy Equipment	148,000	285,000	285,000	285,000	-	1,003,000	-	1,003,000
0910-08M Vehicles	124,000	45,000	45,000	45,000	-	259,000		259,000
1516-07M Skidster			92,000			92,000		92,000
1920-09M Dump Truck Snow Plow		125,000				125,000		125,000
1920-10M Gannon Tractor		100,000				100,000		100,000
1920-11M Chevy Truck 3/4 Ton		45,000				45,000		45,000
1920-12M Spreader for Snow Removal		6,500				6,500		6,500
1920-13M Snow Plow 3/4 Ton Pickup		9,500				9,500		9,500
1920-14M Steel Wheeled Roller		50,000				50,000		50,000
1920-15M Snap-on Tool Box/Fleet Tool Set		19,000				19,000		19,000
1920-16M Kubota Utility Vehicle		16,000				16,000		16,000
<b>Total Streets</b>	<b>272,000</b>	<b>701,000</b>	<b>422,000</b>	<b>330,000</b>	<b>-</b>	<b>1,725,000</b>	<b>-</b>	<b>1,725,000</b>



## MACHINERY & EQUIPMENT – SUMMARY BY DEPARTMENT - Continued

Water - Project #/Description	Fiscal Year 2019/20	Fiscal Year 2020/21	Fiscal Year 2021/22	Fiscal Year 2022/23	Fiscal Year 2023/24	5 Year Total	Future Years	Grand Total
0910-33M Service Truck Replacement		54,000	56,000	58,000	60,000	228,000	75,000	303,000
0910-34M Well Pump Replacements	75,000	77,000	82,000	88,000	90,000	412,000	250,000	662,000
1011-04M Fire Hydrant Program		5,000	5,000	5,000	5,000	20,000	25,000	45,000
1011-05M Computer Equipment		20,000	20,000	20,000		60,000	100,000	160,000
1415-05M Ground Penetrating Radar		25,000				25,000		25,000
1617-05M Equipment / Vactor		100,000	100,000	100,000		300,000		300,000
1920-17M Mini Excavator & Trailer	60,000					60,000		60,000
1920-18M Truck 60 Replacement	50,000					50,000		50,000
1920-19M Truck 69 Replacement	75,000					75,000		75,000
<b>Total Water Department</b>	<b>260,000</b>	<b>281,000</b>	<b>263,000</b>	<b>271,000</b>	<b>155,000</b>	<b>1,230,000</b>	<b>450,000</b>	<b>1,680,000</b>
<b>Total Machinery &amp; Equipment Projections</b>	<b>\$ 993,000</b>	<b>\$ 3,823,500</b>	<b>\$ 1,241,000</b>	<b>\$ 1,811,000</b>	<b>\$ 1,590,000</b>	<b>\$ 9,401,000</b>	<b>\$ 615,000</b>	<b>\$ 10,016,000</b>



## C.C. CRAGIN WATER PROJECT – The Water Source for Payson’s Future



### **PROJECT DESCRIPTION**

In 2004 the United States Congress passed the Arizona Water Rights Settlement Act which allocated an annual average of 3,000 acre-feet of surface water from the C.C. Cragin (formerly Blue Ridge) Reservoir to the Town of Payson. In partnership with Salt River Project (SRP), the Town has completed construction of a 14.5-mile raw water penstock pipeline, along East Houston Mesa Road from Washington Park to Payson. This pipeline will deliver raw surface water from SRP facilities at Washington Park to a new hydroelectric generator and 4.5 million gallons per day potable water treatment facility approximately one mile north of Payson. Downstream of the treatment facility, the Town of Payson has constructed 7 new treated water pipelines, totaling 5.6 miles, to distribute treated potable C.C. Cragin Reservoir water to the existing Town of Payson water distribution system and 8 Aquifer Storage and Recovery (ASR) wells. The ASR wells will be utilized for injection of excess treated potable water from the treatment facility into the ground for long-term storage and recovery during drought conditions.

Also as part of the Arizona Water Settlement Act, an additional 500 acre-feet is available for allocation to northern Gila County communities. Therefore, communities adjacent to the raw water penstock may wish to connect to the pipeline for use of C.C. Cragin water in the future. Communities near Payson may wish to partner with the Town of Payson for the delivery of treated water from the new Town of Payson water treatment plant. Payson has already entered into an agreement for treatment and delivery of this new water source to one community known as Mesa Del Caballo, adjacent to the treatment facility.

## **PURPOSE & NEED**

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

## **HOW IS THE PROJECT PROGRESSING?**

- Phase 1 & 2 Penstock (the 1st 5.5 miles and 2nd 9 miles of raw water penstock) are complete.
- Lines A, B, C, D, E, G, & H treated water lines have been constructed throughout the Town of Payson.
- Aquifer Storage and Recovery (ASR) well program is in process, the 7 of the 8 ASR wells are complete with the final one currently in construction.
- SCADA upgrades are at 95% completion.
- Four communication towers were constructed.
- The treatment plant construction is in progress and scheduled for completion in July 2019.
- The hydroelectric generator construction has been completed.

All of the necessary funding for this project has been secured through the Bureau of Reclamation Rural Water Fund and the Water Infrastructure Financing Authority (WIFA) of Arizona.

## **WHEN WILL THE WATER BE DELIVERED?**

Completion of the project is planned for July 2019. At that time, a renewable surface water supply will become an integral and essential part of Payson's water resource portfolio.



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



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## SRP C.C. CRAGIN PROJECT HISTORY & TIMELINE

### 1962 – 1965

- \* Phelps-Dodge built the "Blue Ridge Project" Dam to capture and exchange water for the Morenci Copper Mine
- \* Special Use Permit was issued by the U.S. Forest Service
- \* Planned 11-mile tunnel to the East Verde River was abandoned after 4400' due to mud and caving conditions. Project altered to include:
- \* Pumping station (which has seven pumps & one submersible priming pump)
- \* 11 miles of pipeline
- \* Priming reservoir (two-million gallons)
- \* Powerhouse / Generating Station at Washington Park
- \* Power lines (APS added in a 2nd power line & agreed to maintain both)

### 2006 – Current

- \* Acquired by SRP to provide water for SRP water users, No. Gila County & others
- \* Ownership transferred to U.S. Bureau of Reclamation (SRP became the contract operator)
- \* Town acquires 3,000 acre feet rights to C.C.Cragin water
- \* Dam inspection by U.S Bureau of Reclamation
- \* Electrical wiring updated (pump &/or powerhouse)
- \* Mechanical relays were replaced with digital versions
- \* Twenty-two above ground sections of pipeline on top of and below Mogollon Rim have been repaired or replaced between the dam and the power generating station
- \* U.S. Forest Service / U.S. Bureau of Reclamation jurisdictional issues have been resolved
- \* U.S. Forest Service issued the final decision for the Cragin Watershed Protection Project (CWPP)

## *PAYSON C.C. CRAGIN PROJECT TIMELINE*

### 2011 – Current

- \* Ductile iron pipe purchased
- \* Obtained a Special Use Permit from the National Forest Service to construct the water project on Tonto National Forest
- \* Tailrace connection completed & water moved through system into the East Verde River
- \* Power and phone line installed for monitoring
- \* Five treated water pipeline installations within the Town of Payson, and two projects outside of town on East Houston Mesa Road
- \* Executed a contract with Payson Water Company for water service to Mesa Del Caballo
- \* Hydro Electric Generator & Water Treatment Plant Design
- \* Raw Water Design
- \* Finalizing land purchase for new Water Treatment Plant

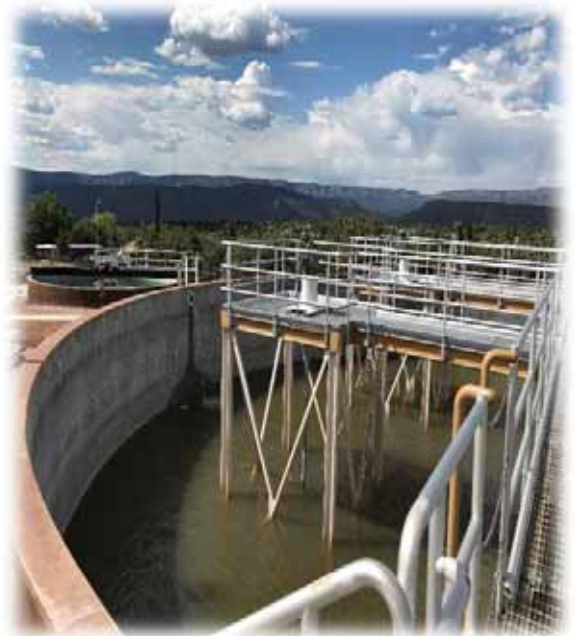
- \* In negotiations with the Federal Government for water service to the Tonto Apache Tribe
- \* Reservation Aquifer Storage & Recovery (ASR) Project
- \* Completed 7 ASR Wells,
- \* Completed construction of the Raw Water pipeline
- \*

### What's Next?

- \* Construction of 1 ASR Well
- \* Complete construction of the Water Treatment Plant
- \* Commissioning of the Hydroelectric Plant
- \* Begin Operation of the Water Treatment Plant, Hydroelectric Plant, and ASR Wells



Water Treatment Plant



## RELATIONSHIP BETWEEN OPERATING AND CAPITAL BUDGETS

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

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

Grant funded projects do not start until the grant funding is confirmed. The Town's contribution of grant matching funds (usually less than 10%) of the total project costs, are included in the budget. The long-term costs to maintain the new assets are similar to the operating costs currently being expended on the upkeep of the old assets, so the impact on the operating budget is usually insignificant. However, as the C.C. Cragin Project is in the final construction phase, it has a significant impact on the operating budget, projecting \$1,557,600 for this plan year.



## PROJECTED OPERATING COSTS ASSOCIATED WITH CAPITAL IMPROVEMENTS PROJECTS

Department / Capital Improvement Projects	Type of Long Term Costs	FY19/20	FY20/21	FY21/22	FY 22/23	FY 23/24	5 - Year Totals
<b>Community Development</b>							
Highway Beautification	Utilities, Maintenance & Supplies	800	800	800	900	900	\$ 4,200
<b>Parks, Recreation &amp; Tourism</b>							
Basketball Court	Routine Maintenance	500	500	500	500	500	\$ 2,500
Green Valley Park Splash Pad	Utilities & Maintenance	20,000	20,000	20,000	20,000	20,000	\$ 100,000
Pickleball Court	Routine Maintenance	800	800	800	800	800	\$ 4,000
Rumsey Park Building Imp.	Utilities, Maintenance & Supplies	1,000	1,000	1,000	1,000	1,000	\$ 5,000
Turf Replacement	Routine Maintenance	5,000	5,000	5,000	5,000	5,000	\$ 25,000
<b>Public Works-Streets</b>							
American Gulch	Routine Maintenance						
Bonita Street	Routine Maintenance	500	500	500	500	500	\$ 2,500
Granite Dells Roundabout	No Impact to Operating Budget						
<b>Water</b>							
C.C. Cragin Pipeline - Treatment Plant	Utilities, Maint., Supplies, Personnel	1,557,600	1,604,328	1,652,458	1,702,032	1,753,093	\$ 8,269,510
Chlorine Generator Conversion	Minimal Utilities & Maintenance	1,200	1,225	1,250	1,275	1,275	\$ 6,225
Hydropneumatic Surge Tanks	No Impact to Operating Budget						\$ -
Pressure Blowoff Valves	No Impact to Operating Budget						\$ -
Radon Gas Treatments Sys	Minimal Utilities & Maintenance	1,400	1,450	1,375	1,400	1,400	\$ 7,025
Tank Mixing Sys	Minimal Utilities & Maintenance	1,400	1,450	1,375	1,400	1,400	\$ 7,025
Water Lines & Wells	No Impact to Operating Budget						\$ -
<b>Totals</b>		<b>\$ 1,590,200</b>	<b>\$ 1,637,053</b>	<b>\$ 1,685,058</b>	<b>\$ 1,734,807</b>	<b>\$ 1,785,868</b>	<b>\$ 8,432,985</b>

Note: FY19/20 Operating costs will be less since some projects haven't started or will be completed toward end of year.



## LONG-TERM PLANNING

The Town of Payson's Five-Year Forecast is presented for long-range financial planning and budgeting purposes. The forecast shows FY2015/16, FY2016/17, FY2017/18 actual dollars, FY2018/19 and FY2019/20 budgeted dollars, and projections for FY2020/21 through FY2023/24. The projections are based on local trends as well as information obtained from the utilization of national forecasting tools such as the Consumer Price Index (CPI) and Gross Domestic Product (GDP). The goal of this multi-year financial forecast is to help the Town plan for the future in a proactive manner, identifying potential issues and formulating options for problem resolution.

The Town's Five-Year Forecast for General Fund revenues and expenditures is depicted in the chart on the following page. This forecast is based on conservative estimates and assumptions as a means of illustrating the Town's future financial position under current circumstances.

An analysis of the Five-Year Forecast emphasizes the fact that the measures put in place during fiscal year 2017/2018 will continue to help move the Town in a positive direction. The increase in the local sales tax rate that took effect on August 1, 2017 has helped generate the revenues that are needed to cover day-to-day expenditures, plus satisfy some of the other financial goals set forth by the Council. Over time, the Town will be able to pay down the public safety retirement obligations, pay back the Water Department loan, and get back on an adequate maintenance schedule for capital assets. The Town should start seeing budgets with revenues that outpace expenditures, as well as an opportunity to build up reserves as a safeguard against future economic turmoil. These projections will only come to fruition if the Town's efforts to boost tourism and economic development are realized, and Town departments continue to scrutinize operational costs and maximize returns on every dollar spent.

In conclusion, the Five-Year Forecast has brought two main goals to the forefront: (1) continue to capitalize on potential revenue opportunities, and (2) build reserves in the General Fund that comply with the Town's financial policy.







**FIVE YEAR FINANCIAL FORECAST (GENERAL FUND)**

	2017/18 Actual	2018/19 Adopted	2019/20 Proposed	2020/21 Projected	2021/22 Projected	2022/23 Projected	2023/24 Projected
<b>REVENUES</b>							
Taxes	14,835,449	15,219,200	16,250,365	16,900,380	17,576,395	18,279,451	19,771,054
Licenses & Permits	841,736	773,500	808,400	832,652	857,632	883,361	937,157
Intergovernmental	464,155	520,000	260,400	268,212	276,258	284,546	301,875
Charges for Service	943,915	837,600	949,800	978,294	1,007,643	1,037,872	1,255,825
Fines & Forfeitures	115,496	100,000	120,000	123,600	127,308	131,127	139,113
Grants	21,870	147,900	102,400	105,472	108,636	111,895	114,144
Miscellaneous	69,836	163,100	371,000	374,710	378,457	389,811	397,646
Transfers In	389,000	322,000	322,000	331,660	341,610	351,858	373,286
<b>Total Revenues</b>	<b>\$ 17,681,457</b>	<b>\$ 18,083,300</b>	<b>\$ 19,184,365</b>	<b>\$ 19,914,980</b>	<b>\$ 20,673,939</b>	<b>\$ 21,469,921</b>	<b>\$ 23,290,101</b>
<b>Less: EXPENDITURES</b>							
Personnel Services	12,077,841	13,961,800	14,031,800	14,312,436	14,598,685	14,890,658	15,492,241
Operating Expenses	2,961,348	3,968,600	4,037,900	4,159,037	4,283,808	4,412,322	4,593,281
Capital Outlay	374,780	845,400	844,000	652,440	860,964	769,574	887,052
Transfers Out	575,862	946,500	1,772,300	790,023	807,923	826,002	1,862,705
<b>Total Expenditures</b>	<b>\$ 15,989,831</b>	<b>\$ 19,722,300</b>	<b>\$ 20,686,000</b>	<b>\$ 19,913,936</b>	<b>\$ 20,551,380</b>	<b>\$ 20,898,557</b>	<b>\$ 22,835,280</b>
<b>Revenue less Expenditures (over \ under)</b>	<b>\$ 1,691,626</b>	<b>\$ (1,639,000)</b>	<b>\$ (1,501,635)</b>	<b>\$ 1,044</b>	<b>\$ 122,558</b>	<b>\$ 571,364</b>	<b>\$ 454,821</b>
<b>Carry Forward</b>	<b>\$ 1,847,037</b>	<b>\$ 3,538,663</b>	<b>\$ 4,210,000</b>	<b>\$ 2,708,365</b>	<b>\$ 2,709,409</b>	<b>\$ 2,831,967</b>	<b>\$ 3,403,331</b>
<b>Ending Budget Resource</b>	<b>\$ 3,538,663</b>	<b>\$ 1,899,663</b>	<b>\$ 2,708,365</b>	<b>\$ 2,709,409</b>	<b>\$ 2,831,967</b>	<b>\$ 3,403,331</b>	<b>\$ 3,858,152</b>

The following growth rate assumptions were used to formulate the Five-Year Forecast:

**Revenues**

- Town sales tax is projected to grow at a rate of 4% each year
- Franchise fees and building related revenue is expected to grow by 2% each year as the Town continues its economic development expansion efforts
- A 2% growth rate in tourism revenue has been projected since efforts over the past few years to increase this revenue source have been successful
- Other revenues are projected to increase with the rate of inflation

**Expenditures**

- Authorized staffing is projected to remain relatively flat over the next five years
- Wages and related expenses are projected to increase by 3% each year
- Medical/dental/vision insurance is projected to grow by 3% annually
- Other expenditure items are projected to grow with the rate of inflation

## Capital

For quite a few years, the tight budget has limited capital expenditures for the General Fund. The postponing of many necessary purchases created a greater burden on future budgets. The Town is seeing improvements in our economy allowing Council to approve \$844,000 for capital improvements for the 2019/20 budget.





# BUDGET PROCESSES



## UNDERSTANDING THE BUDGET

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

### FUND ACCOUNTING

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

### FUND STRUCTURE

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

### **GOVERNMENTAL FUNDS**

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

**General Fund** is the main operating fund for the Town. It accounts for all resources that are not required to be accounted for in other funds. Essentially, the General Fund includes resources that are considered “unrestricted” and are available for expenditure by the Town. A significant part of General Fund revenues are used to maintain and operate the general government; however, a portion is also transferred to other funds. Expenditures include, among other things, those for general government (Town Council, Town Manager, Town Clerk/Elections, Information Services, Human Resources, Financial Services, Town Attorney, Centralized Services, Magistrate Court, Police, Fire, Recreation & Tourism, and Community Development).

**Special Revenue Funds** are used to account for resources that are legally restricted or are separated for tracking purposes. These restrictions are generally imposed by grantors, ordinances, or laws. The Town maintains the following active Special Revenue Funds: Highway Users Revenue Fund (HURF), Gifts & Grants Fund, Bed Tax Fund, Department of Justice Fund, Library Fund, Airport Fund, Event Center Fund, Police Impound Fee Fund, Contingency Fund, and Medical Insurance Fund. For the FY 2019/20 Budget the Town has added the Wildland Fire Fund.

**Capital Project Funds** account for financial resources to be used for the acquisition or construction of major capital facilities and for the Equipment Replacement Fund. The Town currently maintains the following active capital project funds: Public Safety Bond Fund, Grant Funded Capital Project Fund and American Gulch Improvement District Fund.

**Debt Service Funds** are used to account for the accumulation of resources for, and the payment of, long-term debt principal, interest, and lease/purchases that are not serviced by Enterprise Funds. It does not include contractual obligations accounted for in the individual funds. The Town maintains the following active debt service funds: General Obligation Bonds Series 2004 Debt Service Fund and Westerly Road Improvement District Debt Service Fund. The General Obligation Bond will close out this fiscal period 2019/20. The General Debt Service Fund does not have any money budgeted for this fiscal year since activity is being run through the individual departments.

### **PROPRIETARY FUNDS**

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

**Enterprise Funds** are used to account for operations, including debt service, which are financed and similarly operated to private business. The intent is financial self-sufficiency with all costs supported predominantly by user charges. The Town currently maintains one Enterprise Fund: Water Fund. Detailed accounting for the C.C. Cragin, Water Operations, Water Capital, and Water Debt Service expenditures are maintained as sub-categories within the Water Enterprise Fund.

### **BASIS OF ACCOUNTING**

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

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

Governmental funds include:

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



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

- Enterprise Funds

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

### **BASIS OF BUDGETING**

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

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

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

Fiscal year budgets are adopted by the Town Council for the General Fund, Special Revenue Funds, Debt Service Funds, Capital Project Funds, and Enterprise Funds.

The budgets are adopted on a basis consistent with Generally Accepted Accounting Principles (GAAP).





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## **BUDGET DOCUMENT**

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

### **POLICY DOCUMENT**

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

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

### **OPERATIONS GUIDE**

The department budget pages show the actual expenditures for fiscal years 2016/17 and 2017/18, the adopted budget for fiscal year 2018/19 and the proposed budget for 2019/20. These departmental budgets show the line item actual expenditures and budgets by five major expenditure categories:

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

### **FINANCIAL PLAN**

The major sources of revenue are presented in numeric and graphic formats. The major revenue and expenditure sources are presented for fiscal years 2016/17 and 2017/18, the adopted budget for fiscal year 2018/19 and the proposed budget for 2019/20 in various places throughout this document.

### **COMMUNICATIONS DEVICE**

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



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

## **BUDGET POLICIES**

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

### **BUDGET RESOURCES**

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

### **FUND BALANCE**

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

### **REVENUES**

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

### **DEBT MANAGEMENT**

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

### **LONG-RANGE GOALS AND OBJECTIVES**

The Town uses the General Plan to set long-range goals and objectives. The General Plan is continually evaluated, reviewed, and amended with Council approval, to meet changing conditions as needed. The elements of the General Plan are: Land Use, Growth Area, Circulation, Parks/Trails/Open Spaces, Environmental Planning, Water Resources, and Cost of Development.

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



Additional details regarding the General Plan can be found in the Planning and Performance section of this document. The complete 2014 General Plan document can be viewed on the Town's website at [www.paysonaz.gov](http://www.paysonaz.gov).

### **CAPITAL IMPROVEMENTS AND ACQUISITION PROCESS**

The Capital program for the Town has two distinct elements: the Capital Improvement Plan (CIP) and the operating capital / equipment acquisition process. The Five Year Capital Improvement Plan is a long-range prioritized schedule of proposed capital projects and replacements with estimated costs. This plan is used to determine which projects will be included in the annual capital budget and to anticipate future capital requirements. The plan is updated and extended for an additional year during the annual budget process. Operating capital items, such as equipment and tools, are requested by Department Directors with their annual operating budget requests. These budget items are shown in the capital outlay section of each division's budget and are usually funded out of the general revenues of the Town.

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

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





## BUDGET PROCESS OVERVIEW

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

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

- ✚ Town Manager
- ✚ Deputy Town Manager
- ✚ CFO
- ✚ Finance Manager
- ✚ Budget Analyst
- ✚ Planning & Development

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

The Annual Budget serves four essential purposes:

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

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

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



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## **BUDGET ROLES & RESPONSIBILITIES**

**CITIZENS OF PAYSON** are responsible for participating in the formation of the Corporate Strategic Plan to be presented to the Town Council.

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

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

**FINANCIAL SERVICES STAFF** is responsible for preparing the preliminary budget documents, assimilating and totaling the budget data, and preparing the proposed budget document for Council consideration.

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

## **BUDGET PROCESS**

Forecasting is an essential part of the budget decision making process. This process starts by updating the Corporate Strategic Plan (CSP). The CSP is an agenda of priority areas for the Town. It helps establish a Capital Improvement Plan (CIP) that is a major component in forming a consensus based budget process. Forecasting is also used in estimating revenue to be received and expenditures to be spent. The Town uses a conservative approach when forecasting revenues.

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

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

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

The Town Manager submits to the Town Council a Proposed Budget document for the next fiscal year. The Proposed Budget is composed of operating budgets and capital improvement programs. Council reviews the Proposed Budget with staff through a series of public work-study sessions. In early June, the Tentative Budget is adopted and a public hearing is held on the State Expenditure Limitation document. In late June, a public hearing is held on the Final Budget, which is then adopted by the Council. A public hearing is held on the proposed primary and secondary tax rates and they are then adopted by ordinance. The property tax levy must be adopted not less than 7 days after the final budget adoption but on or before the 3rd Monday in August. Upon adoption, the tax levy is certified to the County Treasurer.

## **BUDGET PREPARATION**

### **March**

- Capital Improvement Plan updated after presentation of projected needs by department heads and input at public meeting
- Budget Team starts meeting to discuss year-end revenue projections and revenue forecasts for next budget year
- Year-end projections are completed to estimate beginning balances
- Departments submit budgets and personnel requests to Financial Services
- CFO compiles department submittals to produce initial budget report

### **April**

- Budget Team holds meetings with individual departments to review budget requests required to accomplish departmental goals
- Budget Team proposes a Preliminary Budget based on all information compiled in the budget development process and ensures that funding supports common goals
- Financial Services prepares the Preliminary Budget with supporting information for presentation to the Council and the public

### **May**

- Adoption of Fee Schedule
- Council holds Work Study sessions with Department Directors (optional)
- Council accepts Preliminary Budget or requests revisions
- If required, Financial Services presents amended Preliminary Budget for Council approval

## **BUDGET ADOPTION**

### **June**

- The Tentative Budget is adopted
- The Final Budget is adopted



## July

- Property tax levy is adopted not less than seven days after the Final Budget but on or before the 3rd Monday in August

### **BUDGET EXECUTION**

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

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

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

### **BUDGET AMENDMENTS**

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

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

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

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

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





## BUDGET CALENDAR - 2019/2020

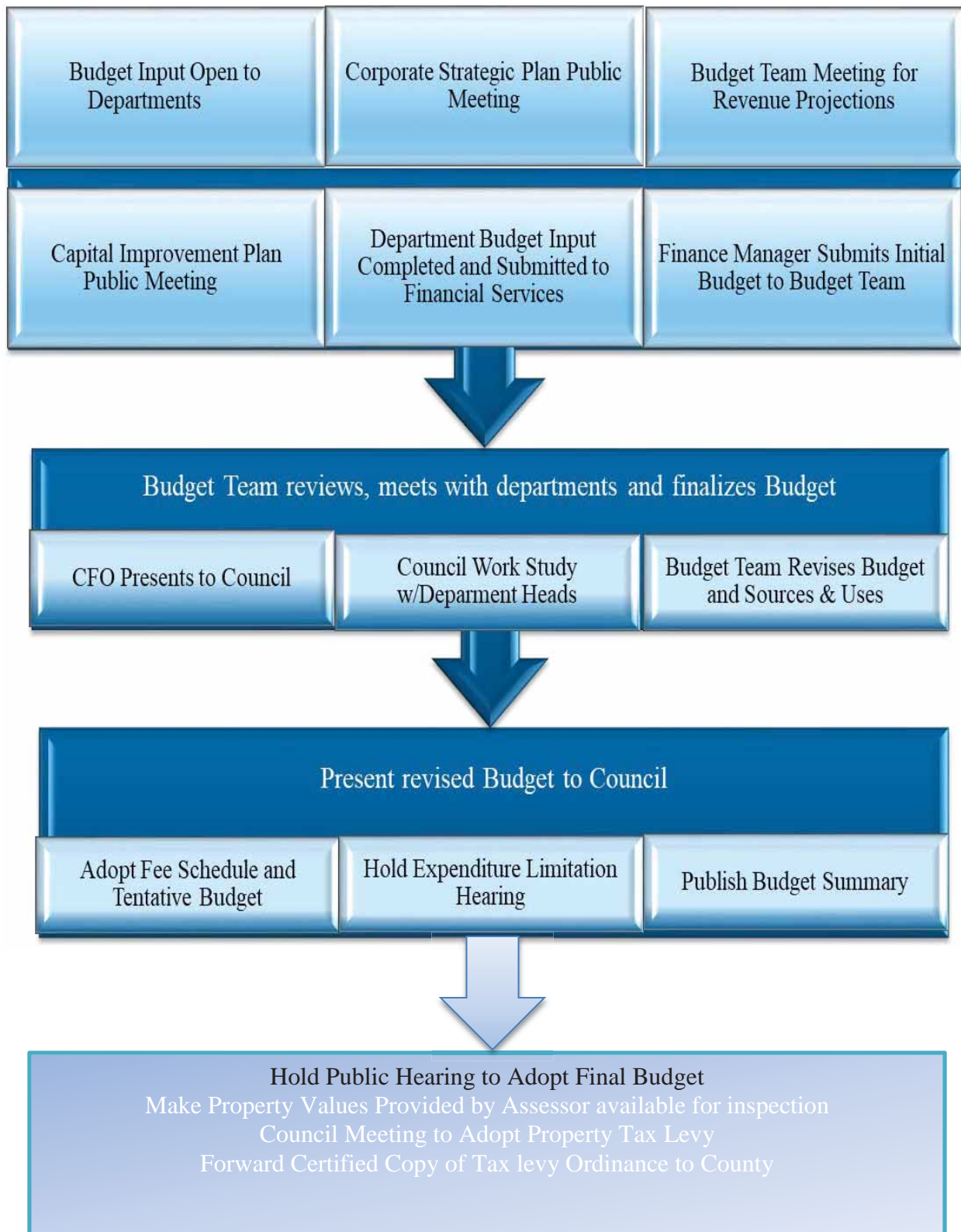
ACTION	WHO	DATE	TIME
Corporate Strategic Plan (CSP) public meeting **		02/05/19	4:00 PM
Property value data due from Assessor	Finance	02/10/19	
Post property values within 3 days of receipt	Finance	02/12/19	
CIP Department info due to Finance	Dept. Directors	02/25/19	
Budget input open to departments	Dept. Directors	03/01/19	
Shared revenue numbers from League	Finance	TBD	
Capital Improvement Plan public meeting **		03/05/19	4:00 PM
Budget Team meeting for revenue projections	Budget Team***	03/06/19	1:00 PM
Budget Team meeting for revenue projections	Budget Team***	03/07/19	8:00 AM
Fee Schedule Change due to Finance	Dept. Directors	03/12/19	
Publish Fee Schedule (60 days prior to adoption)	Finance\IT	03/19/18	
Department budget input completed & submitted to Finance	Dept. Directors	03/22/19	
Finance submits initial budget to Budget Team		04/01/19	
Budget Team reviews department requests and S&U analysis	Budget Team***	04/03/19	8:00 AM
Budget Team reviews department requests and S&U analysis	Budget Team***	04/04/19	8:00 AM
Throughout the week the Budget Team holds department budget meetings	Dept. Directors	Week of 04/08/19	
Budget Team finalizes figures for budget presentation to Council		04/25/19	
Council Work Study w/ Department Heads (group #1) **		05/07/19	4:00 PM
Council Work Study w/ Department Heads (group #2) **		05/09/19	4:00 PM
Budget Team Meeting to Revise Budget & S&U	Budget Team***	05/15/19	9:00 AM
Email Council a revised presentation (if needed)	Finance	05/17/19	
Revised Budget Presentation to Council (if needed) **		05/23/19	4:00 PM
Adopt the Fee Schedule (if changed) *		05/23/19	
Adopt Tentative Budget (on or before the 3 <sup>rd</sup> Monday in July) **		06/13/19	5:00 PM
Publish Budget Summary once a week for two consecutive weeks: include time & location the proposed budget may be examined		06/18/19	
	and	06/25/19	
Hold public hearing for budget & tax levy and adopt Final Budget **		06/27/19	5:00 PM

**BUDGET CALENDAR - 2019/2020 - Continued**

Make property values provided by Assessor available for inspection (must be available seven days prior to adoption of tax levy)	07/02/19
Adopt Property Tax Levy ** (levy must be adopted not less than seven days after final budget but on or before the 3rd Monday in August)	07/11/19
Forward certified copy of tax levy ordinance to County by the third Monday in August	07/19/19

#	Department Directors
*	Regular Council Meeting
**	Special Council Meeting
***	Budget Team (LaRon Garrett, Deborah Barber, Heidi Gregory, Fei Person, Don Engler,

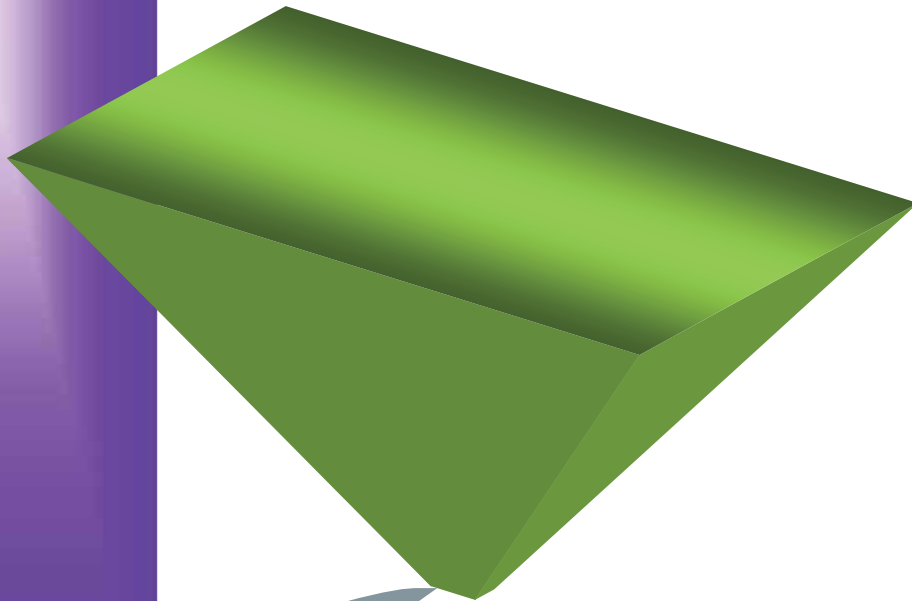








# FUND SUMMARY





## GENERAL FUND

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

### GENERAL FUND—REVENUE

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

#### *MAJOR REVENUE SOURCES – GENERAL FUND*

MAJOR REVENUE SOURCES	2018/19 ADOPTED	2019/20 PROPOSED	INCREASE (DECREASE)	PERCENT CHANGE
Taxes	15,219,200	16,250,365	1,031,165	7%
Licenses & Permits	773,500	808,400	34,900	5%
Intergovernmental	520,000	260,400	(259,600)	-50%
Grants	147,900	102,400	(45,500)	-31%
Charges for Service	837,600	949,800	112,200	13%
Fines & Forfeitures	100,000	120,000	20,000	20%
Miscellaneous	163,100	371,000	207,900	127%
Transfers In	322,000	322,000	-	
<b>TOTAL</b>	<b>\$ 18,083,300</b>	<b>\$ 19,184,365</b>	<b>\$ 1,101,065</b>	<b>6%</b>

### TAXES

Taxes represent the largest revenue source in the General Fund. Tax revenues include Town local sales tax, state shared sales tax, property tax, vehicle license tax, and state shared income tax. These taxes combined comprise 85% of the total 2019/20 General Fund revenues.

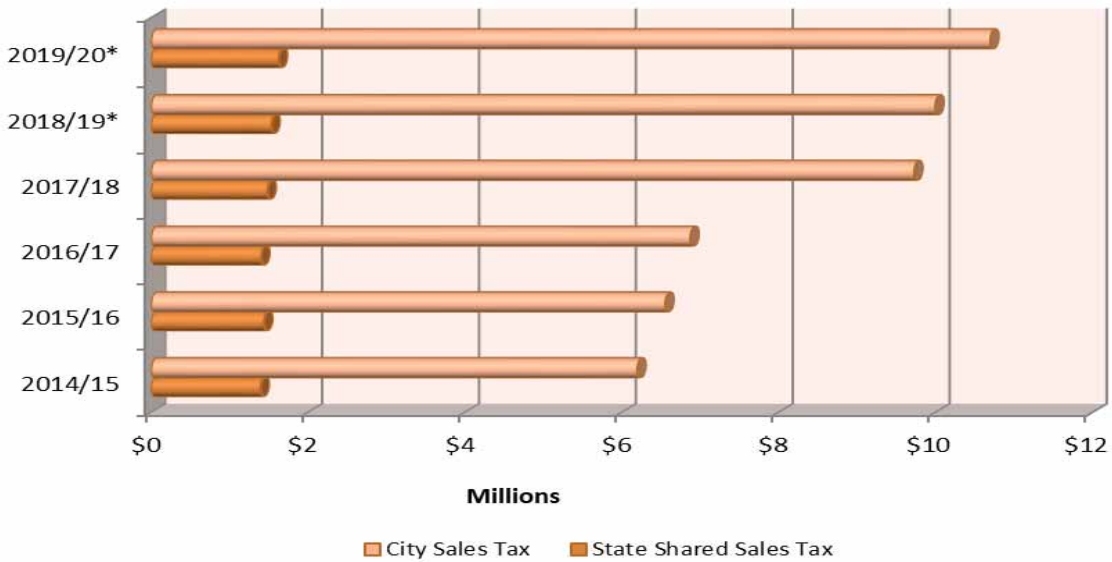
#### *Local & State Sales Tax Revenue*

The Transaction Privilege Tax (sales tax) is collected on gross receipts of business activities that occur within the Town of Payson. As of July 1, 2019, the Town’s tax rate of 3%, combined with the State tax rate of 5.6%, and the Gila County tax rate of 1% equals a total sales tax rate of 9.6%. However, the Town’s tax rate will change to 2.88% on October 1, 2019. This change is due to the payoff of the public safety bond. The new combined sales tax rate will be 9.48%.

The Town adopted the Model City Tax Code, and has an Intergovernmental Agreement (IGA) with the Arizona Department of Revenue to administer and collect the sales tax for the Town. The Arizona Department of Revenue notifies the Town of the amounts collected, which are directly deposited into the Town’s depository on a timely basis.

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

### Sales Tax Revenue



### Change in Sales Tax Revenue



\*18/19 and 19/20 represent budgeted data on charts and graphs

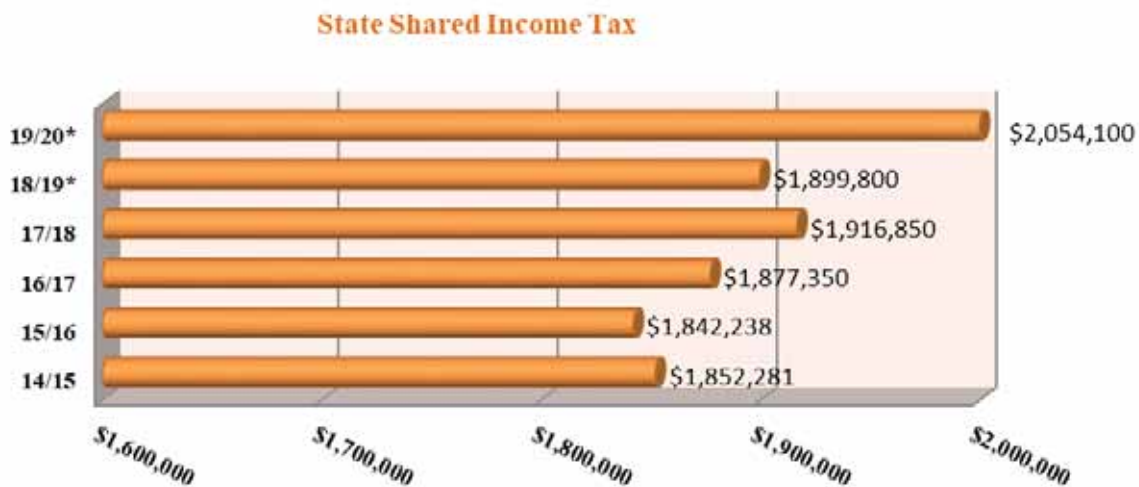


The graphs on the previous page do a nice job of illustrating the Town’s slow recovery from the economic downturn experienced over a decade ago. Although tax revenues had been showing increases, this upward movement had not outpaced the increases in the cost of personnel, goods, and services. Fiscal year 2016/17 the Town Council voted to increase the local sales tax rate by 0.88% in order to cover the public safety retirement liability, build a contingency fund, and start investing in capital improvements that were long overdue.

The Town of Payson continues to focus on tourism and economic development as methods of increasing tax revenue. Increased promotion of special events that draw visitors to Payson has had a positive effect on the budget. Our Economic Development Specialist has been working diligently with potential new businesses to ensure that they will find a business friendly environment eager to welcome them to our community. The creation of new job opportunities and a boost to the revenue stream will be the realization of years of hard work in order to promote the desired growth in Payson.

**State Shared Income Tax**

Arizona cities and towns share a portion of the total amount collected from the State’s income tax. The Town’s share of state income tax is based on the relationship between its population in comparison to the total population of all cities and towns within Arizona.



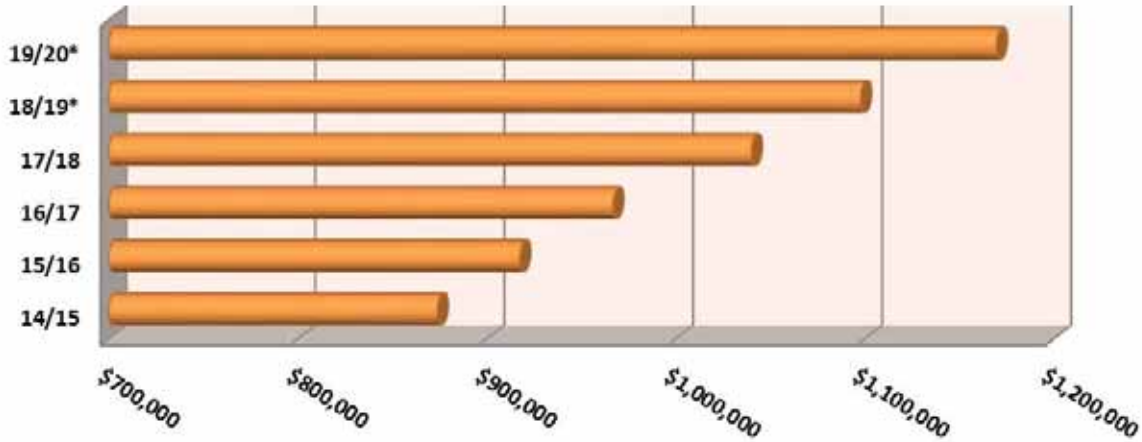
*\*18/19 and 19/20 represent budgeted data on charts and graphs*

According to the State, income tax revenue has been trending upward. The estimate for state income tax for Fiscal Year 2019-20 is approximately 9.3% higher than last year.

**Vehicle License Tax (VLT)**

Arizona cities and towns receive a share of the net revenues collected from the licensing of vehicles in their County. Each entity’s share within their County is based on the entity’s population in relation to the County as a whole. The County Treasurer distributes these revenues.

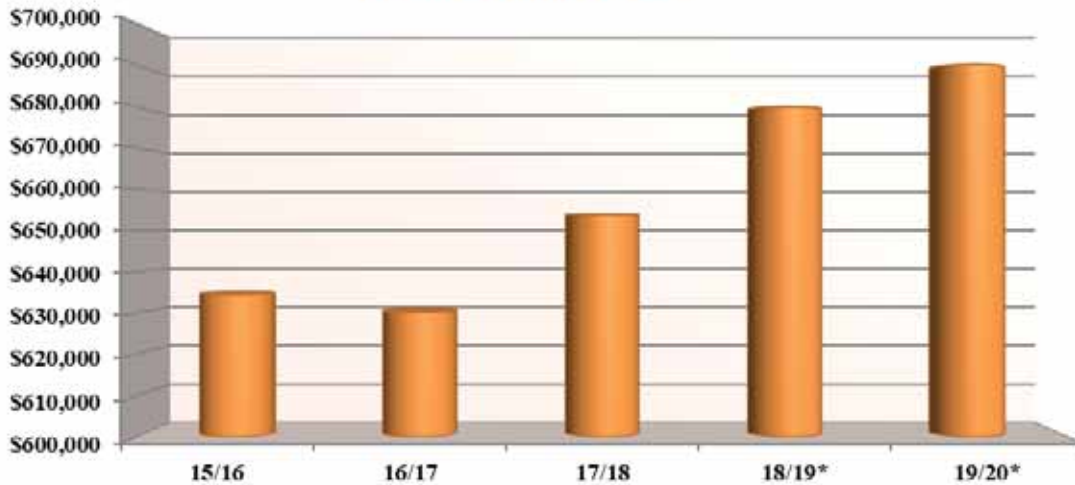
**Vehicle License Tax Revenue**



**Property Tax—General**

The Town property tax consists of a primary tax levy that is limited by law and used for maintenance and operations. The tax levy is set at \$0.3594 per \$100 of assessed value.

**Primary Property Tax**



\* 18/19 and 19/20 represent budgeted data on charts and graphs



**TOWN OF PAYSON**  
**Tax Levy and Tax Rate Information**  
**Fiscal Year 2020**

	2019	2020
1. Maximum allowable primary property tax	\$ <u>789,856</u>	\$ <u>816,597</u>
2. Amount received from primary property	\$ _____	
3. Property tax levy amounts		
A. Primary property taxes	\$ <u>680,871</u>	\$ <u>690,065</u>
B. Secondary property taxes	_____	_____
C. Total property tax levy amounts	\$ <u>680,871</u>	\$ <u>690,065</u>
4. Property taxes collected*		
A. Primary property taxes		
(1) <b>Current</b> year's levy	\$ <u>665,700</u>	
(2) Prior years' levies	_____	
(3) Total primary proper	\$ <u>672,000</u>	
B. Secondary property taxes		
(1) <b>Current</b> year's levy	\$ _____	
(2) Prior years' levies	_____	
(3) Total secondary prop	\$ <u>0</u>	
C. Total property taxes collected	\$ <u>672,000</u>	
5. Property tax rates		
A. City/Town tax rate		
(1) Primary property tax rate	_____ 0.3731	_____ 0.3594
(2) Secondary property tax rate	_____	_____
(3) Total city/town tax rate	_____ 0.3731	_____ 0.3594
B. Special assessment district tax rates		

Secondary property tax rates - As of the date the proposed budget was prepared, the city/town wa No special assessment districts for which secondary property taxes are levied. For information pertaining to these special assessment districts and their tax rates, please contact the city/town.

\* Includes actual property taxes collected as of the date the proposed budget was prepared, plus estimated

**Schedule B**

## LICENSES & PERMITS

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

### Permits

The bulk of the revenue in this category is permit fees related to new construction. This has been the case for several years. Fiscal year 2017/18, new construction was up as a couple of developers started residential construction projects and commercial construction, including a new building for Arby's Restaurant. Last Fiscal Year 2018/19 reflected the completion of the Dutch Brothers building and a few commercial remodels. This fiscal year, building permit revenues continue to show an increase in comparison to last year as additional commercial remodels and new residential developments are expected.



### Franchise Fees

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



*\*18/19 and 19/20 represent budgeted data on charts and graphs*



Projections reflect a slight increase in franchise fee revenues due to utility rate increases, as well as new commercial/residential construction.

### INTERGOVERNMENTAL

These revenues come from Wildland reimbursements, grants, and dispatch service agreements. For Fiscal Year 2019/20 Wildland activity has been separated to a special revenue fund for tracking purposes.

### FINES & FORFEITS

This category includes fines & fees from the court and library.

### MISCELLANEOUS

Miscellaneous includes investment interest, contributions, and other revenues that do not fit in any other category. An item of interest for 2019/20 is an anticipated dividend from out general insurance carrier in the amount of approximately \$200,000.

### GENERAL FUND—EXPENDITURES

The General Fund budget for 2019/20 (including transfers) totals \$20,686,000, which is 5% higher than the 2018/19 budget. The major expenditure categories include Personnel Services and Operating Expenses. Details are included in the Budget Summary section.

The following table depicts the major departments/functions in the General Fund and the combined amounts budgeted in those categories, including transfers and the public safety liability.

### EXPENDITURE SUMMARY BY DEPARTMENT - GENERAL FUND

DEPARTMENT	2016/17 ACTUAL	2017/18 ACTUAL	2018/19 ADOPTED	2019/20 PROPOSED
Other Governmental Services	1,691,737	1,869,373	2,459,000	3,356,900
Town Council	90,311	85,870	120,100	98,500
Town Manager	194,976	212,065	227,300	227,500
Town Clerk/Elections	215,105	216,724	302,900	267,200
Town Attorney	402,691	424,240	471,000	507,200
Magistrate Court	175,712	182,947	213,100	243,000
Police	5,012,747	5,668,976	7,149,600	6,594,000
Fire	3,265,173	3,764,116	4,506,200	4,652,600
Community Development	821,402	864,638	1,151,100	1,343,500
Parks & Recreation	1,034,490	1,346,944	1,473,500	1,927,100
Tourism	123,175	130,407	81,000	89,500
Financial Services	335,896	467,656	525,800	503,500
Human Resources	213,282	227,480	311,200	239,700
Information Services	417,451	528,395	730,500	635,800
<b>TOTAL</b>	<b>\$ 13,994,148</b>	<b>\$ 15,989,831</b>	<b>\$ 19,722,300</b>	<b>\$ 20,686,000</b>





## EXPENDITURE SUMMARY BY CATEGORY - GENERAL FUND

MAJOR EXPENDITURES	2018/19 ADOPTED	2019/20 PROPOSED	INCREASE (DECREASE)	PERCENT CHANGE
Personnel Services/Benefits	13,361,800	13,444,900	83,100	0.6%
Operating Expenditures	3,968,600	4,024,800	56,200	1.4%
Transfers Out	739,000	1,498,300	759,300	102.7%
Other Uses *	1,652,900	1,718,000	65,100	3.9%
<b>TOTAL</b>	<b>\$ 19,722,300</b>	<b>\$ 20,686,000</b>	<b>\$ 963,700</b>	<b>4.9%</b>

\*Other Uses: include Internal Water Loan, Capital Projects, and additional PSPRS payments.

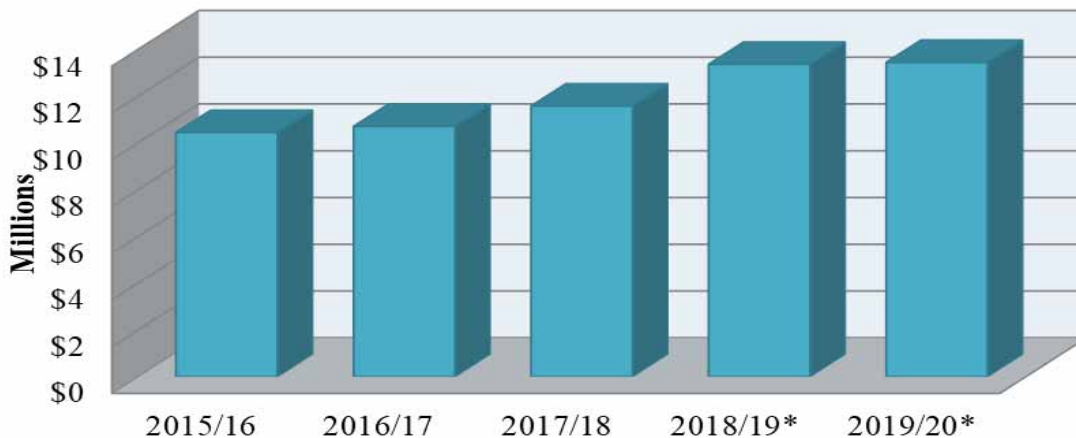
### PERSONNEL SERVICES

Personnel Services represent a significant portion of the total General Fund budget. In Fiscal Year 2019/20, salaries and benefits (health insurance, accident insurance, disability insurance, life insurance, and retirement) account for \$13,444,900 or 65% of the total General Fund budget. Major changes to Personnel for FY 2019/20 include:

- Implemented the recommendations of an outside compensation market study, resulting in market pay increases for 73% of our employees
- Tightened the budget projections to be more precise than in previous years
- Added two full-time positions, one for the Police Dept. and the other for Parks, Recreation & Tourism
- Converted five seasonal employees to year-round part-time employees

The Town implemented quite a few changes that influence payroll and benefits, the net effect will be minimal with an estimated budget increase of 0.6% as compared to the previous year. Last fiscal year, the Town realized a savings due to unfilled positions, retirements, and stricter budgeting. A tighter budgeting process resulted in minimal overall budget increases in 2019/20 in comparison to prior year.

**Personnel Services**

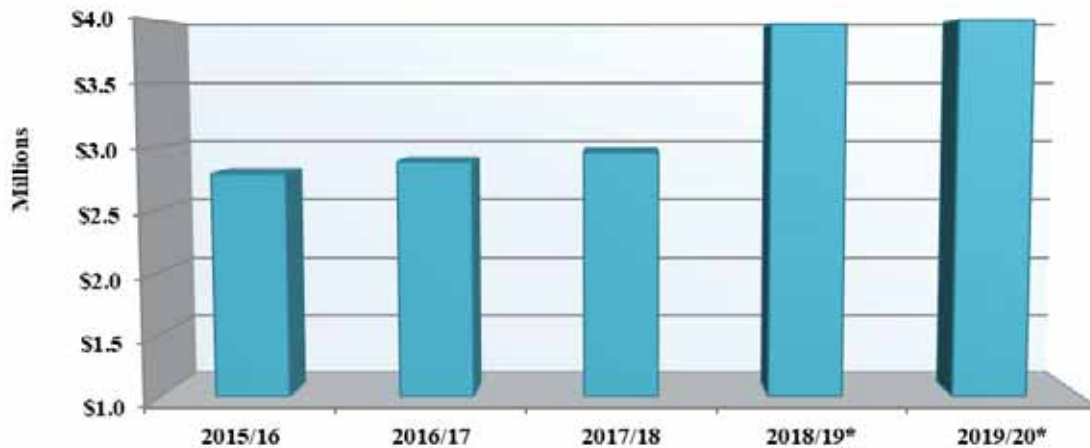


\*18/19 and 19/20 represent budgeted data on charts and graphs

### OPERATING EXPENDITURES

Operating expenditures represent approximately 19.5% of the total General Fund budget, which include a wide array of expenditures. This category includes all normal day-to-day expenditures such as custodial services, repairs, maintenance, legal notices, equipment rentals, telephone & utility services, legal & accounting services, motor vehicle repair & maintenance, minor equipment, liability insurance, and miscellaneous supplies.

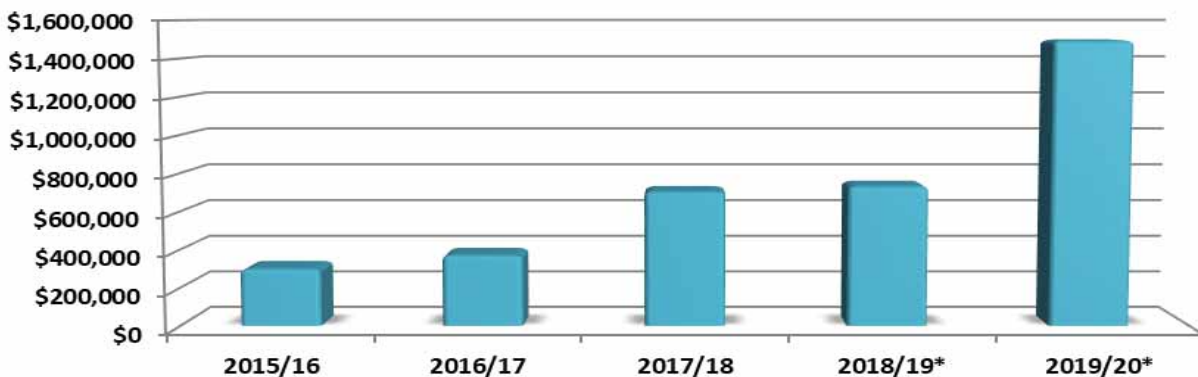
Operating Expenditures



### TRANSFERS-OUT

Transfers-out represents approximately 7.2% or \$1,498,300 of the total General Fund budget for FY 19/20. Outgoing transfers from the General Fund encompasses budgeted monies for the day-to-day operating expenses of various restricted programs such as the Airport and Library. In addition to funding daily operations, these funds are used to build our Contingency Fund and the Capital Replacement Fund for the preservation of the Town’s infrastructure.

Transfers Out



\*18/19 and 19/20 represent budgeted data on charts and graphs

**SUMMARY OF GENERAL FUND REVENUES & EXPENDITURES**  
(Operating Only)

The following table consist of revenues and expenditures (Operating and Personnel Services) for the General Fund.

YEAR	REVENUES	PERCENT CHANGE	EXPENDITURES	PERCENT CHANGE	DIFFERENCE
2009/10	11,687,516	-9.9%	12,203,549	-4.9%	(516,033)
2010/11	11,298,741	-3.3%	10,964,437	-10.2%	334,304
2011/12	11,500,661	1.8%	11,695,090	6.7%	(194,429)
2012/13	11,993,742	4.3%	11,424,504	-2.3%	569,238
2013/14	12,957,462	8.0%	12,712,900	11.3%	244,562
2014/15	13,270,968	2.4%	12,896,773	1.4%	374,195
2015/16	14,345,360	8.1%	13,231,381	2.6%	1,113,979
2016/17	14,458,678	0.8%	13,994,148	5.8%	464,530
2017/18	17,681,457	22.3%	15,989,831	14.3%	1,691,626
2018/19*	18,083,300	2.3%	19,722,300	23.3%	(1,639,000)
2019/20*	19,184,365	6.1%	20,686,000	4.9%	(1,501,635)

\*Budgeted

Prompted by another hefty increase in the cost of public safety retirement obligations in 2017, the Town Council raised the local sales tax rate to 3% (previously 2.12%). These additional funds have allowed the Town to reduce retirement obligations, establish a contingency fund, and catch up on personnel and maintenance issues that had been previously put on hold. As a result of the increase, for the first time, the Town has budgeted \$1,000,000 for the contingency fund in FY 2019/20.

The Tourism Department is continuing to pursue every opportunity to expand tourism-related revenues (sales tax & bed tax) by promoting special events throughout the year. The Economic Development specialist continues to work diligently to draw new business to Payson, and provide support for current business owners to positively affect sales tax and build construction revenue.





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## SPECIAL REVENUE FUND

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

The Town maintains the following Special Revenue Funds: Airport Fund, Bed Tax Fund, Contingency Fund, Event Center Fund, Gifts & Grants Fund, Highway Users Revenue Fund (HURF), Library Fund, Medical Insurance Fund, Parks Facilities Improvement Fund, Police Department of Justice Fund, Police Impound Fee Fund and Wildland Fire Fund.

**Airport Fund** – This fund was established to centralize all expenditures related to the operation of the Town’s municipal airport. It is funded by user fees, grants, and operating transfers from the General Fund.

**Bed Tax Fund** – This fund collects the Town’s Transient Tax. The expenditures of this fund are restricted to promotion, development and enhancement of the tourism industry within Payson. In FY 2010/11, the Town increased the tax from 3% to 5% of each hotel/motel transaction.

**Contingency Fund** – This fund was established in FY 2017/18 to build a ‘rainy day’ savings fund in order to be prepared for future economic fluctuations and to comply with a previously neglected Financial Policy of the Town.

**Event Center Fund** – This fund was established to track expenditures related to the operation of the Town’s 36-acre Multi-Event Center Arena used for large-scale events, rodeos and other outdoor activities. The Event Center activities are funded through user fees, grants, and an operating transfer from the Bed Tax Fund.

**Gifts & Grants Funds** – This fund is used to track the fund balance for money previously donated to the Town as gifts and grants for specific purposes.

**Highway Users Revenue Fund (HURF)** – This fund, also known as the Street Fund, is funded primarily with State Shared monies received from the State of Arizona. The use of these funds are restricted by Statute to the operation and maintenance of the Town’s infrastructure (roads, bridges, curbs, gutters, sidewalks, etc).

**Library Fund** – The Town of Payson’s Library is funded through a General Fund transfer, and a special property tax assessed by Gila County specifically for libraries of the County. The tax is distributed by a population-based formula and must be used for library related expenditures. This fund serves as a tracking system for revenues and expenditures related to the library.

**Magistrate Court/FTG Fund** – Fill The Gap (FTG). The State of Arizona established a 7% increase in surcharges on September 1, 1999. A portion of the increase is distributed to Municipal Courts on a quarterly basis. The program is titled “Municipal Court Fill The Gap” or



FTG. The monies collected by this program may be used towards the collection process of penalties and fines.

**Medical Insurance Fund** – This fund is a clearing account to receive employee and employer insurance fees, which are used to pay insurance premiums.

**Parks Facilities Improvement Fund** – This fund was established in FY 2014/15 when the Town Council approved the assessment of a \$5 fee that is added to most Park charges and is to be used for improvements to Park facilities. The fund has been building since its inception and 2019/20 is the first year funds will be used for the stated purpose of the fund.

**Police Department of Justice Fund** – This fund accounts for the restricted revenues received from Federal grants, seizures, and Department of Defense. This money is distributed to various Police Departments and is restricted for law enforcement efforts.

**Police Impound Fee Fund** – The State of Arizona, Statue 28-3513, establishes guidelines to allow Police Departments to charge an administrative fee for impounded vehicles. Wildland Fire Fund Revenues from the US Forest Service are received to recover costs generated by local participation in sighting wildfires around the state and the nation.

**SPECIAL REVENUE FUND—REVENUE**

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

Category	2018/19 Adopted	2019/20 Proposed	Increase (Decrease)	Percent Change
<b>Taxes</b>	1,948,100	2,217,400	269,300	13.82%
<b>Intergovernmental</b>	1,124,400	1,128,500	4,100	0.36%
<b>Grants</b>	1,326,100	251,200	(1,074,900)	-81.06%
<b>Charges for Service</b>	254,000	258,800	4,800	1.89%
<b>Fines &amp; Forfeitures</b>	15,000	10,000	(5,000)	-33.33%
<b>Miscellaneous</b>	2,579,800	2,131,500	(448,300)	-17.38%
<b>Transfers In</b>	816,800	1,632,200	815,400	99.83%
<b>TOTAL</b>	<b>\$ 8,064,200</b>	<b>\$ 7,629,600</b>	<b>\$ (434,600)</b>	<b>-5.39%</b>

**Taxes, Intergovernmental, and Miscellaneous** (mostly health insurance related items) are consistently the major revenue sources in the Special Revenue Funds. These revenues comprise approximately 71.8% of the total Fiscal Year 2019/20 Special Revenue Fund revenues.

**Grants** funding decreased by (\$1,074,900) in comparison with last Fiscal Year, 2018/19 as the year included a Federal Grant for \$1,075,000 for the Airport. This decrease represents the majority of the decline in the Special Revenue Fund for Fiscal Year 2019/20.



**Miscellaneous** funding decreased from \$2,579,800 for Fiscal Year 2018/19 to \$2,131,500 for this fiscal year. This revenue decrease for the Special Revenue Fund is mostly due to the decline in donation amounts for FY 2019/20. Last fiscal year’s budget included a significant anticipated donation from the Friends of Parks and Recreation.

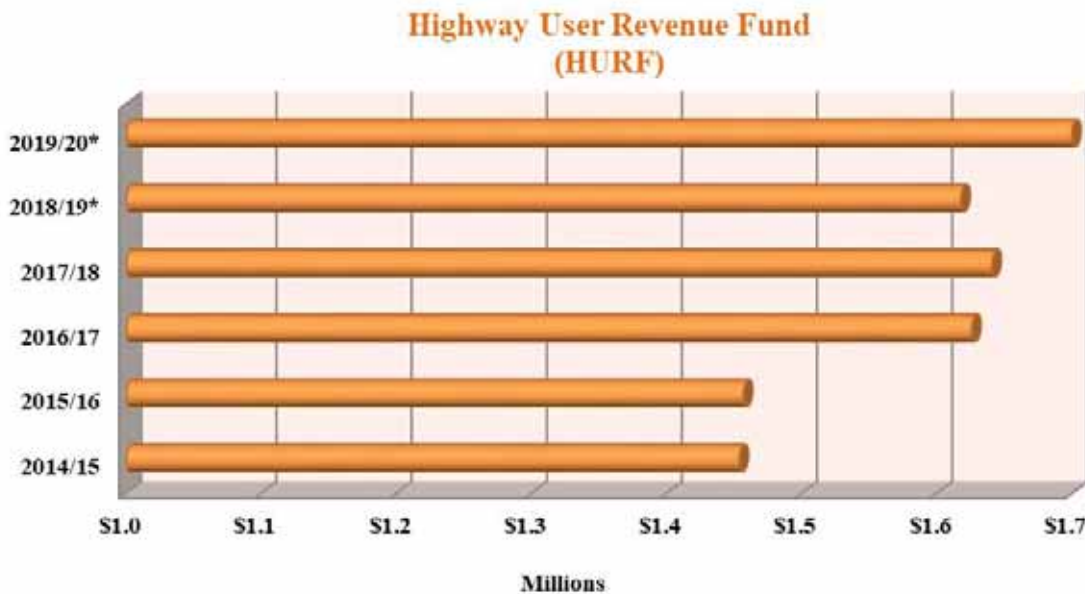
**Transfers-In** increased significantly. This is due to the \$860,000 outgoing transfer from the General Fund into the Contingency Fund to accumulate the “rainy day” savings.

**TAXES**

Significant Special Revenue Fund revenues include Highway User Gas Tax, Gila County 1/2 Cent Transportation Excise Tax, and Bed Tax.

**Highway User Gas Tax**

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



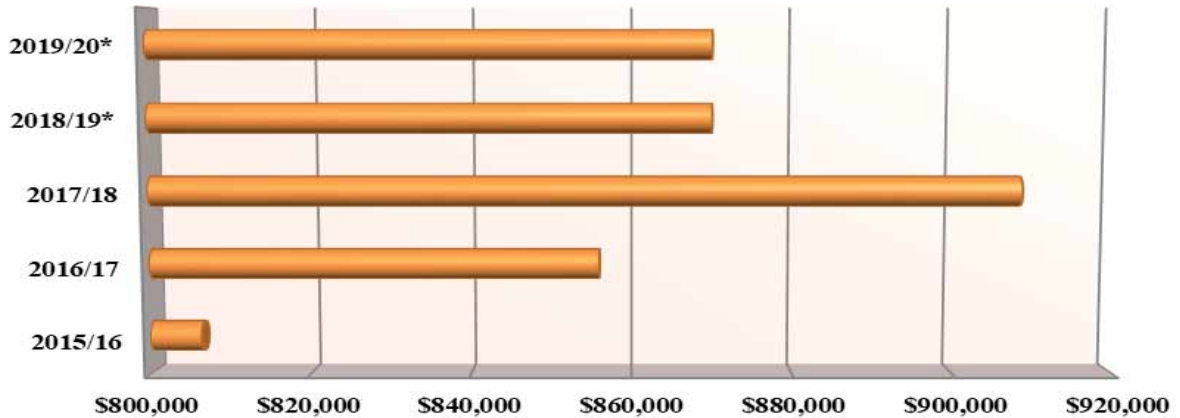
*\* 18/19 and 19/20 represent budgeted data on charts and graphs*

Each year The Arizona Department of Transportation provides the Town with the Highway User Revenue Fund estimate. The anticipated revenue for fiscal year 2019/20 is approximately 9.2% higher than last year’s projection.

**Gila County 1/2 Cent Transportation Excise Tax**

On November 4, 2014, Gila County voters authorized the continuation of the Gila County 1/2 cent Transportation Excise Tax, which is still in effect today. All proceeds of the tax are distributed by the Arizona Department of Revenue to the County, and individual cities and towns within Gila County.

**Gila County 1/2 Cent Transportation Tax**

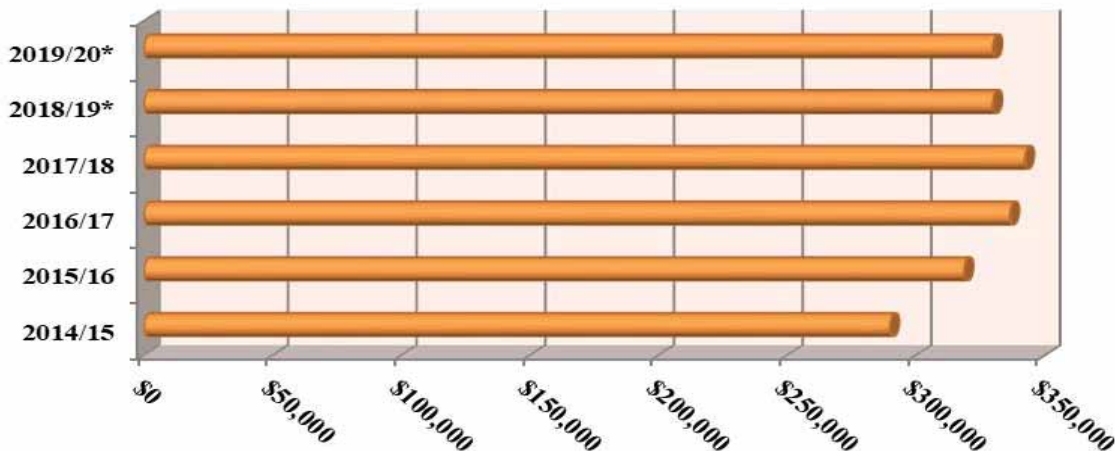


This revenue source has been a welcomed boost to the Town’s funding towards street projects that is in addition to the Highway Users Revenue Fund. Projections for this year’s Transportation Excise Tax revenue is expected to remain the same as the previous year.

**Bed Tax**

Originally established in 1985, the operator of a hotel/motel in the Town of Payson charges a transient rental tax on the transaction of a person who exercised occupancy or was entitled to occupancy by reason of concession, permit, right-of-access, license, or other agreement for a period of less than thirty consecutive days. Continued efforts to promote local events have helped boost this revenue source with the current rate of 5% on each transaction.

**Bed Tax Revenue**



\*18/19 and 19/20 represent budgeted data on charts and graphs



**SPECIAL REVENUE FUND—EXPENDITURES**

The Special Revenue Fund budget for Fiscal Year 2019/20 totals \$8,349,900, which is 4.3% lower than last Fiscal Year’s 2018/19 budget of \$8,722,700. The main reason for the decrease is due to last year’s completion of the Airport runway, which was grant-funded.

**EXPENDITURE SUMMARY BY FUND – SPECIAL REVENUE FUND**

FUND	2015/16 ACTUAL	2016/17 ACTUAL	2017/18 ACTUAL	2018/19 ADOPTED	2019/20 PROPOSED
HURF Fund	2,373,444	2,707,593	2,492,327	3,213,700	3,422,000
P&R Facility Improvement Fees	-	-	-	-	74,000
Gifts & Grants Fund	55,304	-	-	517,000	100,000
Wildlands/Urban Program Fund	-	-	-	-	120,000
Bed Tax Fund	248,050	281,648	481,405	470,300	407,800
Police Dept of Justice	76,302	35,810	27,153	80,000	148,000
Police Impound Fund	-	-	998	23,000	11,500
Library Fund	345,651	361,300	374,822	441,000	465,700
Magistrate Court / FTG Fund	-	15,408	273	-	-
Airport Fund	230,496	136,170	1,128,390	1,398,500	322,600
Event Center Fund	171,141	152,059	279,480	322,900	378,300
Contingency Fund	-	-	-	200,000	1,000,000
Medical Insurance Fund	1,880,294	1,715,052	1,609,219	2,056,300	1,900,000
<b>TOTAL</b>	<b>\$ 5,380,682</b>	<b>\$ 5,405,040</b>	<b>\$ 6,394,067</b>	<b>\$ 8,722,700</b>	<b>\$8,349,900</b>

**EXPENDITURE SUMMARY BY CATEGORY - SPECIAL REVENUE FUND**

MAJOR EXPENDITURE	2018/19 ADOPTED	2019/20 PROPOSED	INCREASE (DECREASE)	PERCENT CHANGE
Personnel Services	1,853,200	2,121,400	268,200	14.5%
Operating Expenditures	3,561,000	3,726,200	165,200	4.6%
Capital Outlay	3,004,600	2,143,000	(861,600)	-28.7%
Transfers Out	303,900	359,300	55,400	18.2%
<b>TOTAL</b>	<b>\$ 8,722,700</b>	<b>\$ 8,349,900</b>	<b>\$ (372,800)</b>	<b>-4.3%</b>

**PERSONNEL SERVICES**

Personnel Services represents 25% of the total Special Revenue Funds budget. This category consists of salaries and benefits (health insurance, accident insurance, disability insurance, life insurance, retirement) related to the operations funded by these restricted funds.

**OPERATING EXPENDITURES**

Operating Expenditures represent 40% of the total Special Revenue Funds budget. This category includes a wide array of expenditures including normal day-to-day costs of the programs funded by these restricted funds.



### **CAPITAL OUTLAY**

Capital outlay represents 25.7% of the Special Revenue Funds total budget. Capital outlay includes all major capital improvements in these restricted funds. This category decreased due to grant-funded completed projects at the Airport for last year.

### **TRANSFERS-OUT**

Transfers-out represents 4.3% of the total Special Revenue Funds budget for Fiscal Year 2019/20 with the majority transferring to Streets, and Parks, Recreation and Tourism.





**BUDGET SUMMARY BY FUND – SPECIAL REVENUE FUND**

FUND	2015/16 Actual	2016/17 Actual	2017/18 Actual	2018/19 Adopted	2019/20 Proposed
Highway User Revenue Fund	2,678,536	2,540,969	2,665,178	2,791,500	3,030,500
Parks & Rec Improvement Fee Fund	15,055	15,698	15,442	15,000	15,000
Gifts & Grant Fund	12,000	2,000	-	502,000	100,000
Wildlands\Urban Program	-	-	-	-	120,000
Bed Tax Fund	318,814	341,636	342,411	330,000	330,000
Police Dept of Justice Fund	64,570	65,680	39,123	44,000	98,500
Police Impound Fee Fund	-	8,000	13,350	12,000	5,000
Library Fund	345,651	361,299	375,467	441,000	465,700
Magistrate Court / FTG Fund	1,222	1,209	1,312	1,000	-
Airport Fund	230,496	136,170	1,128,389	1,398,500	322,600
Event Center Fund	171,142	152,057	279,476	322,900	378,300
Contingency Fund	-	-	50,000	150,000	860,000
Medical Insurance Fund	1,877,406	1,716,187	1,609,218	2,056,300	1,900,000
<b>Total Revenues</b>	<b>\$ 5,714,892</b>	<b>\$ 5,340,905</b>	<b>\$ 6,519,366</b>	<b>\$ 8,064,200</b>	<b>\$ 7,625,600</b>
Highway User Revenue Fund	2,373,444	2,707,593	2,492,327	3,213,700	3,422,000
Parks & Rec Improvement Fee Fund	-	-	-	-	74,000
Gifts & Grant Fund	55,304	-	-	517,000	100,000
Wildlands\Urban Program	-	-	-	-	120,000
Bed Tax Fund	248,051	281,648	481,405	470,300	407,800
Police Dept of Justice Fund	76,301	35,810	27,153	80,000	148,000
Police Impound Fee Fund	-	-	998	23,000	11,500
Library Fund	345,649	361,300	374,822	441,000	465,700
Magistrate Court / FTG Fund	-	15,408	273	-	-
Airport Fund	230,493	136,170	1,128,390	1,398,500	322,600
Event Center Fund	171,141	152,059	279,480	322,900	378,300
Contingency Fund	-	-	-	200,000	1,000,000
Medical Insurance Fund	1,880,294	1,715,052	1,609,219	2,056,300	1,900,000
<b>Total Expenditures</b>	<b>\$ 5,380,677</b>	<b>\$ 5,405,040</b>	<b>\$ 6,394,067</b>	<b>\$ 8,722,700</b>	<b>\$ 8,349,900</b>

## DEBT SERVICE FUND

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

***General Obligation Bonds Project 2003, Series 2004, Westerly Rd Improvement***

The Town issued \$875,000 in governmental special assessment bonds to provide financing for improvements in the Westerly Drive Improvement District. The bonds are payable solely from special assessments levied against all privately owned lots, and pieces and parcels of land within the boundaries of the District. The Town owns land within the District and also pays an assessment. The bonds are payable through 2021. The total outstanding principal is \$225,000.

***General Obligation Bonds Project 2003, Series 2009, Public Safety -Fire***

The Town pledged a special sales tax to repay \$1,525,000 in governmental general obligation bonds issued in 2009. Proceeds of the bonds provided financing for construction and equipping a new fire station. The bonds are payable solely from special sales taxes and are payable through 2019. The special sales tax (.12) will sunset once the bonds are paid. The total outstanding principal is \$325,000, all of which will be paid FY 2019/20.

**Revenue Backed Debt Services as of July 1, 2019  
(Principal Only)**

Year	Westerly Rd Improvement	Fire Bonds	Total
2019	\$70,000	\$325,000	\$395,000
2020	\$75,000	-	\$75,000
2021	\$80,000	-	\$80,000
Total	<u>\$225,000</u>	<u>\$325,000</u>	
Debt Service			<u>\$550,000</u>





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## **WATER ENTERPRISE REVENUE BACKED DEBT**

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

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

In August 2009, the Town entered into a \$10.6 million (\$4.0 million in federal grant funding and \$6.6 million in loans) agreement with the Water Infrastructure Financing Authority (WIFA) of Arizona to start the C.C. Cragin Pipeline Project. By June 30, 2012, the Town had drawn down \$3.6 million of the loan and drew the maximum \$4.0 million in Federal ARRA grant funds. In August 2012, \$2.4 million of the loan was de-obligated and the Town made the final draw of available funds in July 2012. The original loan amount after de-obligation was \$4,177,807. As of July 1, 2019, the total principal outstanding is \$2,390,904.

### ***WIFA 2012 Loan 2***

In 2013, the Water Division obtained another loan from WIFA for the continuation of the C.C. Cragin Pipeline Project. The original loan amount was \$6,250,000. All available funds had been withdrawn by July 1, 2016. As of July 1, 2019, the total principal outstanding is \$4,722,292.

### ***WIFA 2015 Loan 3***

In 2015, the Water Division obtained another loan from WIFA. The amount of the loan was \$11,000,000 with \$1,000,000 forgivable. All available funds had been withdrawn by July 1, 2018. The total principal outstanding is \$9,233,017 as of July 1, 2019.

### ***WIFA 2016 Loan 4***

In 2016, the Water Division obtained an additional \$11,000,000 loan from WIFA. \$1,000,000 of this loan is forgivable. All available funds had been withdrawn by July 1, 2018. The total principal outstanding is \$9,500,209 as of July 1, 2019.

### ***WIFA 2017 Loan 5***

In 2017, the Water Division obtained the final WIFA loan for \$11,000,000 with \$1,000,000 of this loan being forgivable. As of July 1 2019, the Town has made 11 draws totaling \$7,597,318 and the total principal outstanding is \$9,534,464.



**Revenue Backed Debt Services as of July 1, 2019  
(Principal Only)  
Water Enterprise Debt**

Year	WIFA Loan 1B	WIFA Loan 2	WIFA Loan 3	WIFA Loan 4	WIFA Loan 5	Total
2019	\$187,815	\$280,144	\$266,972	\$258,473	\$241,321	\$1,234,725
2020	\$193,244	\$287,988	\$272,845	\$264,366	\$247,210	\$1,265,653
2021	\$198,831	\$296,052	\$278,848	\$270,394	\$253,242	\$1,297,367
2022	\$204,579	\$304,342	\$284,982	\$276,559	\$259,421	\$1,329,883
2023	\$210,494	\$312,863	\$291,252	\$282,864	\$265,751	\$1,363,224
2024	\$216,579	\$321,623	\$297,659	\$289,314	\$272,235	\$1,397,410
2025	\$222,840	\$330,629	\$304,208	\$295,910	\$278,877	\$1,432,464
2026	\$229,282	\$339,886	\$310,900	\$302,657	\$285,682	\$1,468,407
2027	\$235,911	\$349,403	\$317,740	\$309,557	\$292,653	\$1,505,264
2028	\$242,731	\$359,187	\$324,731	\$316,615	\$299,793	\$1,543,057
2029	<u>\$248,598</u>	\$369,244	\$331,875	\$323,834	\$307,108	\$1,580,659
2030	-	\$379,583	\$339,176	\$331,218	\$314,602	\$1,364,579
2031	-	\$390,211	\$346,638	\$338,769	\$322,278	\$1,397,896
2032	-	<u>\$401,137</u>	\$354,264	\$346,493	\$330,142	\$1,432,036
2033	-	-	\$362,058	\$354,393	\$338,197	\$1,054,648
2034	-	-	\$370,023	\$362,474	\$346,449	\$1,078,946
2035	-	-	\$378,163	\$370,738	\$354,902	\$1,103,803
2036	-	-	\$386,483	\$379,191	\$363,562	\$1,129,236
2037	-	-	\$394,986	\$387,836	\$372,433	\$1,155,255
2038	-	-	\$403,675	\$396,679	\$381,520	\$1,181,874
2039	-	-	\$412,556	\$405,723	\$390,829	\$1,209,108
2040	-	-	\$421,632	\$414,974	\$400,366	\$1,236,972
2041	-	-	\$430,908	\$424,435	\$410,135	\$1,265,478
2042	-	-	\$440,388	\$434,112	\$420,142	\$1,294,642
2043	-	-	\$450,077	\$444,010	\$430,393	\$1,324,480
2044	-	-	<u>\$459,978</u>	\$454,133	\$440,895	\$1,355,006
2045	-	-	-	<u>\$464,488</u>	\$451,653	\$916,141
2046	-	-	-	-	<u>\$462,673</u>	<u>\$462,673</u>
<b>Total</b>	<b>\$2,390,904</b>	<b>\$4,722,292</b>	<b>\$9,233,017</b>	<b>\$9,500,209</b>	<b>\$9,534,464</b>	<b>\$35,380,886</b>



**CONTRACT/LEASE DEBT**

The Town has incurred debt through equipment lease/purchase agreements.

***2018 Equipment Lease/Purchase***

This lease/purchase began in 2018 to upgrade all Town owned properties with energy efficient lighting. The lease term is October 2018 thru October 2032. The original amount of the lease/purchase was \$729,033 plus interest. As of July 1, 2019, there is \$729,033 principal outstanding.

***2017 Equipment Lease/Purchase***

This lease/purchase began in 2017 for a vactor truck for the Water Department. The lease term is January 2017 thru July 2022. The original amount of the lease/purchase was \$442,246 plus interest. As of July 1, 2019, there is \$357,676 principal outstanding.

***2015 Equipment Lease/Purchase***

This lease/purchase began in 2015 for ball field lights for the Parks & Recreation Department. The lease term is August 2015 thru September 2025. The original amount of the lease/purchase was \$402,000 plus interest. As of July 1, 2019, there is \$288,649 principal outstanding.

***2015 Equipment Lease/Purchase***

This lease/purchase began in 2015 for field turf for the Parks & Recreation Department. The lease term is March 2016 thru March 2022. The original amount of the lease/purchase was \$332,015 plus interest. As of July 1, 2019, there is \$145,871 principal outstanding.

***2015 Equipment Lease/Purchase***

This lease/purchase began in 2015 for a sweeper and backhoe loader for the Streets Division. The lease term is August 2015 through August 2020. The original amount of the lease/purchase was \$345,406 plus interest. As of July 1, 2019, there is \$142,816 principal outstanding.

**Total Contract/Lease Debt Service as of July 1, 2019  
(Principal Only)**

Year	Ballfield Lights	Field Turf	Sweeper/ Backhoe	Vactor Truck	Town Light Upgrades	Total
2019	\$35,383	\$47,367	\$70,609	\$86,467	\$31,134	\$270,960
2020	\$37,175	\$48,613	<u>\$72,207</u>	\$88,406	\$33,751	\$280,152
2021	\$39,057	<u>\$49,891</u>	-	\$90,388	\$36,502	\$215,838
2022	\$41,035	-	-	<u>\$92,415</u>	\$39,393	\$172,843
2023	\$43,113	-	-	-	\$42,429	\$85,542
2024	\$45,296	-	-	-	\$45,617	\$90,913
2025	<u>\$47,590</u>	-	-	-	\$48,965	\$96,555
2026					\$52,478	\$52,478
2027					\$56,165	\$56,165
2028					\$60,031	\$60,031
2029					\$64,087	\$64,087
2030					\$68,339	\$68,339
2031					\$72,795	\$72,795
2032					<u>\$77,347</u>	<u>\$77,347</u>
<b>Total</b>	\$288,649	\$145,871	\$142,816	\$357,676	\$729,033	\$1,664,045

### **INTER-FUND DEBT**

In Fiscal Year 2010/2011, the Town took a loan from the Water Enterprise fund of \$1,000,000. The repayment terms are principal payments of \$100,000 plus interest. Due to the economic downturn and slow recovery, the Town has not been able to make the principal payments until Fiscal Year 2016/17. However, the Town did pay the interest each year. Unpaid principal amounts are added to the end of the loan period, extending the term of the loan. As of July 1, 2019, there is \$500,000 in principal outstanding. However, the Council has made repayment of the Water loan one of their priorities. Budgets now include principal payments to pay off the loan.

In the current budget, the Water Enterprise Fund is providing a second loan to the Town in the amount of \$400,000 for the purchase of replacement turf on park playing fields. This loan will be repaid over a period-of-time, with interest.



**LEGAL DEBT MARGIN**

With the consent of the citizens, the Town may not exceed a general obligation bond debt ratio of 20% of the net secondary assessed value of property within the Town. This net secondary value is for the purposes of water, sewer, lights, parks, open space, recreation facilities, public safety, public safety facilities, streets and transportation facilities. Additionally, the Town is allowed to be indebted up to 6% of the net secondary assessed value of the property within the Town for general purposes. Lease purchases and WIFA loans are not considered general obligation bond debt, and do not fall within these limits.

<b>Net Secondary Assessed Valuation</b>	
	<b>\$ 182,499,055</b>
<b>Water, Sewer, Lights, Parks, Open Space and Recreational Facility Bonds</b>	
<b>Debt limit - 20% of secondary net assessed valuation</b>	<b>36,499,811</b>
<b>Net debt applicable to limit</b>	<b>-</b>
<b>20% legal debt margin</b>	<b>\$ 36,499,811</b>
<b>All other general obligation bonds</b>	
<b>Debt limit - 6% of secondary net assessed valuation</b>	<b>10,949,943</b>
<b>Net debt applicable to limit</b>	<b>550,000</b>
<b>6% legal debt margin</b>	<b>\$ 10,399,943</b>
<b>Total Legal Debt Margin</b>	<b>\$ 46,899,754</b>







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## CAPITAL PROJECT FUND

Expenditures for acquiring or improving capital assets, or for the installation or improvement of infrastructure are classified as capital projects. Capital projects are broken into the categories of land, buildings, infrastructure improvements (streets, sidewalks, etc.), and equipment (vehicles, fire engines, computer servers, etc.).

The capital project funds are used to account for major capital projects. The Town has the following capital project funds:

**Capital Replacement Fund** – This fund is used to provide financial resources to replace aging fleet and equipment.

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

**Central Arizona Project Trust Fund** – In 1994, the Town entered into an agreement to assign the Town's Central Arizona Project Water (CAP) allocations in exchange for \$4,218,797 that was placed in a trust fund. The Water Trust Fund monies were used only for the purposes of defraying the expenditures associated with investigating, planning, designing, constructing, acquiring, and/or developing an alternative water supply to replace the CAP water assigned. All monies were expended and this fund was closed in Fiscal Year 2018/19.

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

**American Gulch Improvement District Fund** – This fund was established due to the possibility of an improvement district being formed to begin development of the site. A \$253,000 grant was awarded and budgeted this fiscal year toward the American Gulch land site.

### **CAPITAL IMPROVEMENTS**

The capital improvements portion of the budget includes costs for construction, repairs or improvements to the Town's long-term capital infrastructure and equipment assets. Capital improvements include the construction of new or significant repairs to streets, parks, buildings and other facilities that are not classified as "on-going" expenditures. Capital improvements do not include the on-going costs to maintain and operate a facility or assets. These costs are expensed in the operating budget. Many capital improvement expenditures are basically one-time in nature, and replacement may not be required between 5-75 years depending on the improvement.

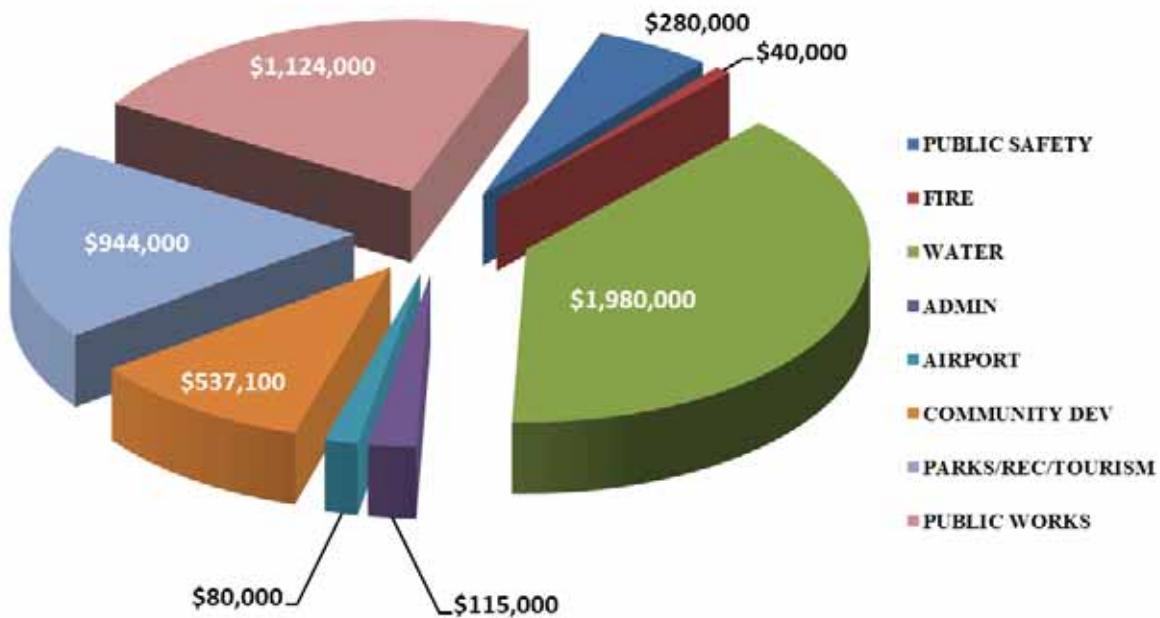
**CAPITAL IMPROVEMENT PLAN**

The Capital Improvement Plan (CIP) is a planning process identifying investments the Town intends to make in capital improvements over a period of time.

Capital does not cover routine maintenance; however, it does include renovations, major repairs, or reconstruction of damaged/deteriorating facilities or infrastructure systems. While Capital facilities do not usually include furniture and equipment, a Capital project may include the furniture and equipment clearly associated with a newly constructed facility.

Payson uses a five-year planning period for its CIP. The expenditures proposed for the first year of the program are incorporated into the annual budget as part of the Capital budget. Additional information about the Town’s CIP can be found in the Capital Improvement Program section of this book.

**PROPOSED CAPITAL PROJECTS BY DEPARTMENT FISCAL YEAR 2019/2020**



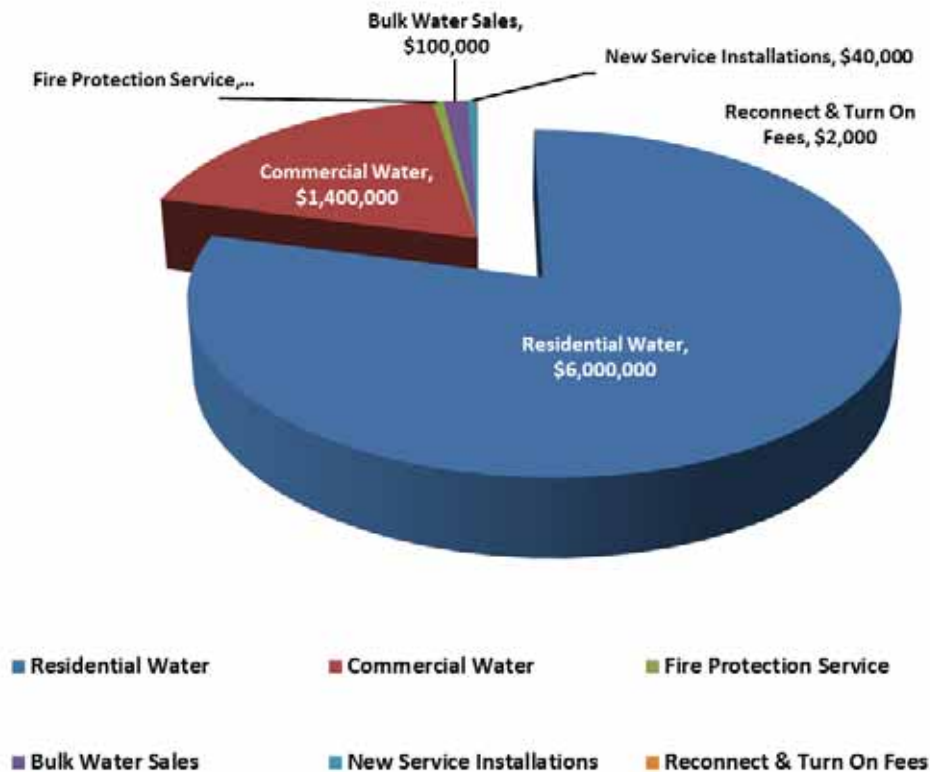
## ENTERPRISE FUND

The Water Fund is the Town’s only Enterprise Fund. User fees and other charges for service are the primary sources of revenue. These are used for operations, maintenance, and improvements of the Town’s Water System, as well as developing new water sources. The Water Fund accounts for the activities related to the public water utility that supplies drinking water to over 15,000 residents within a 20.46 square mile area.

The C.C. Cragin Pipeline project activity is being reported in a sub-category within the Water Fund. This activity relates to the construction of the water pipeline that will provide a renewable surface water supply as well as the new water treatment plant. These assets will become an integral and essential part of Payson’s water resources portfolio.

Debt Services are also reflected within the enterprise fund. This funding from Water Infrastructure Financing Authority (WIFA) loans is a key element in the completion of the C.C. Cragin Pipeline project. Details regarding these loans can be found in the Debt Service Section of this document.

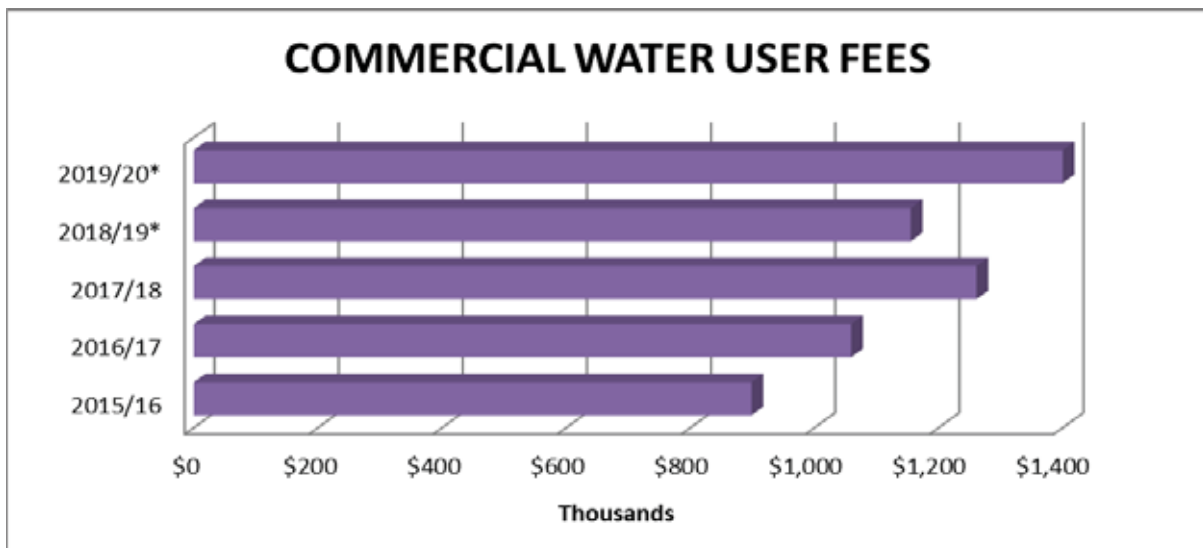
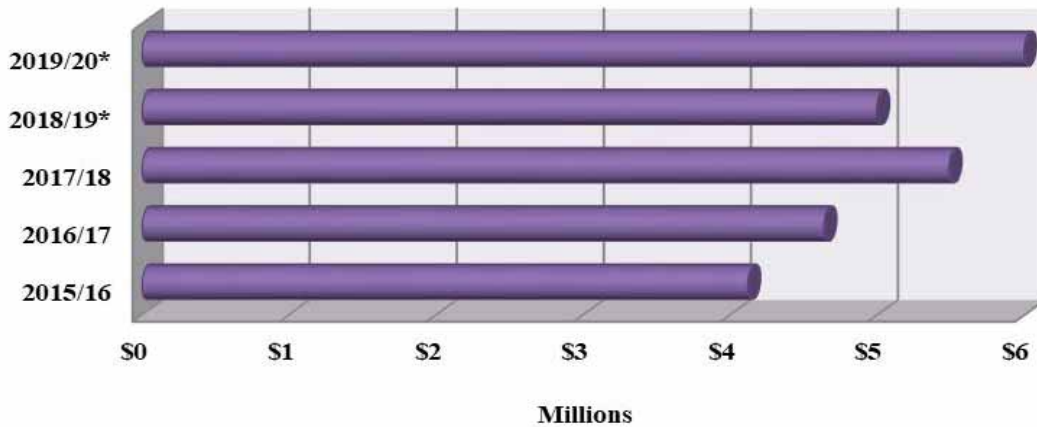
### Water Department Projected Revenue Charges for Service for 2019/20



Residential Water User Fees represent 77% of the Water Division’s total charges for service. Water usage revenue is conservatively budgeted assuming a slight growth in population. A rate increase occurred in October 2017 and another rate increase occurred in October 2018.

Commercial Water User Fees represent 18% of the Water Division’s total charges for service. The Town has seen a growth in new business, and this increase was taken into consideration when projecting revenues. The October 2018 rate increase also impacts this revenue category.

### Residential Water User Fees



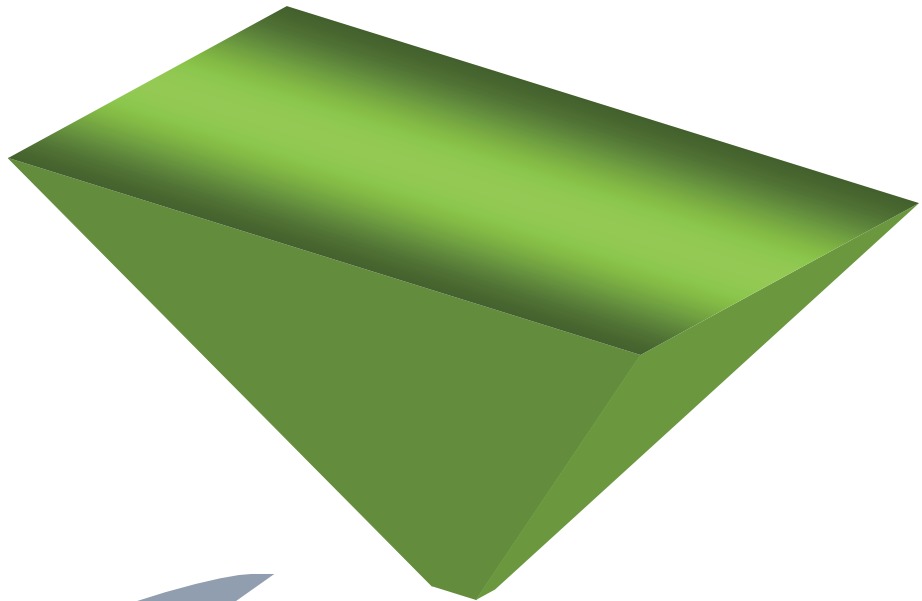
*\*18/19 and 19/20 represent budgeted data on charts and graphs*

The remaining 5% of the Water Division’s charges for services consist of fire protection service fees, bulk water sales, new service installation fees, and reconnect & turn-on fees.

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



# BUDGET SUMMARY



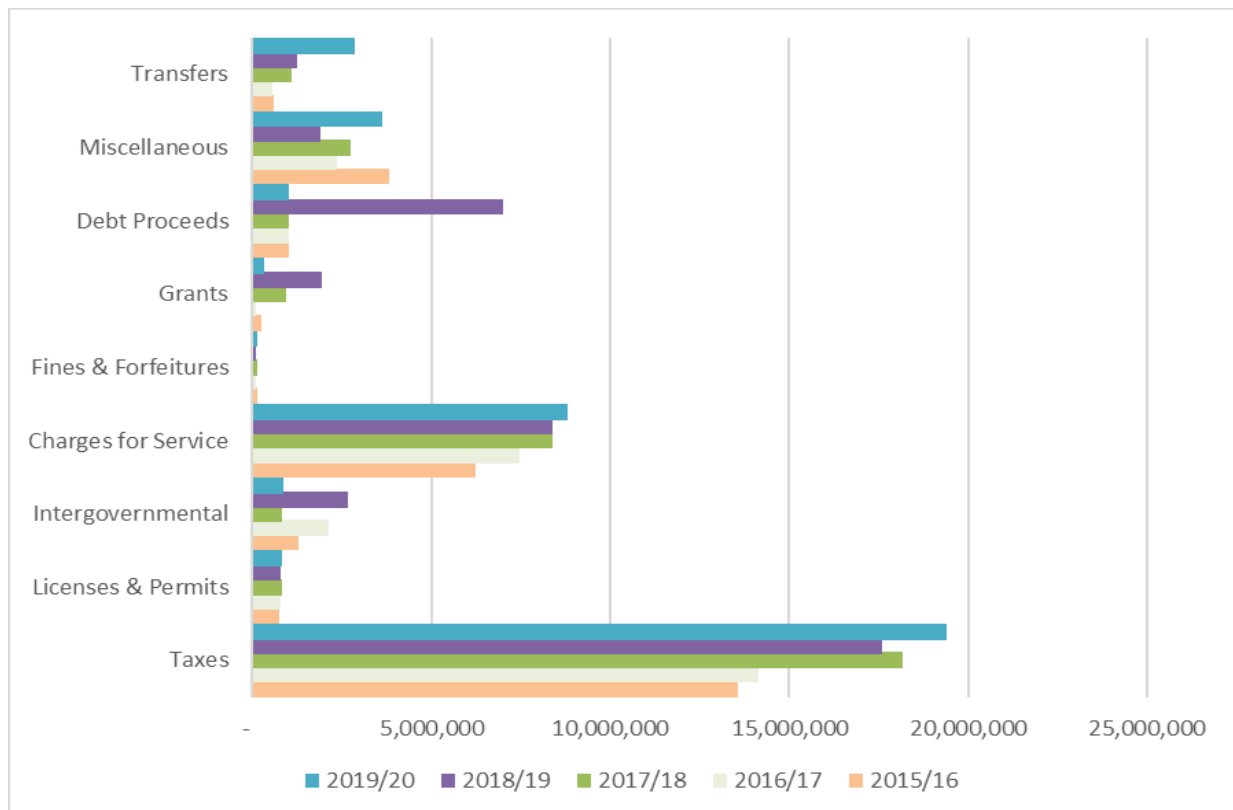


## BUDGET OVERVIEW

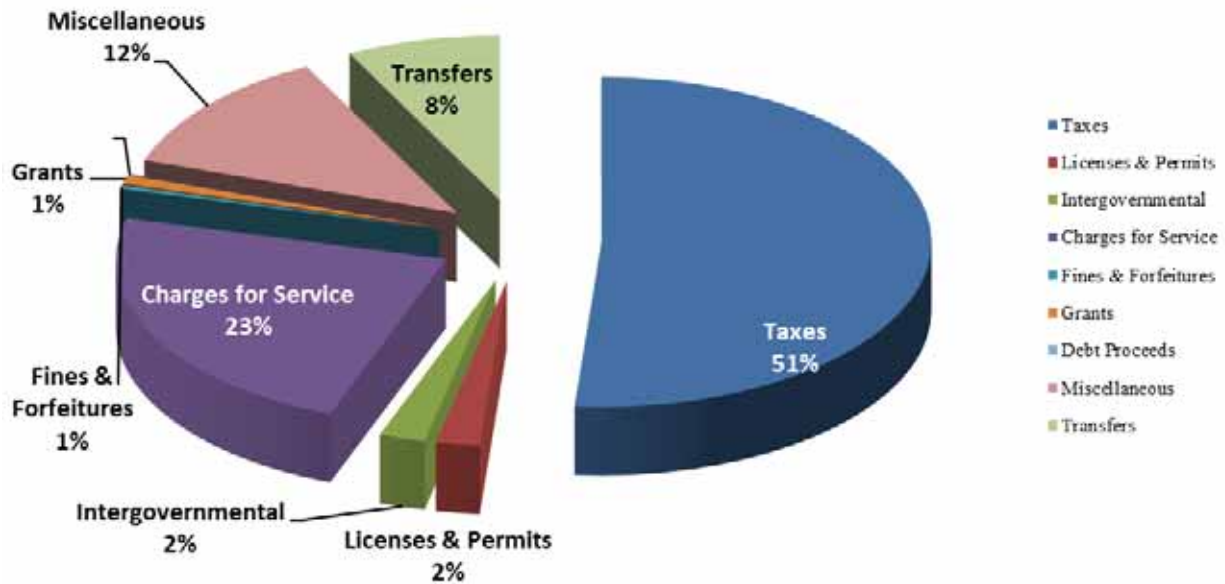
### REVENUE

The Town continues a conservative approach to revenue projection. Due to current economic conditions, analysis of current trends was a vital tool in establishing projected revenue figures. Estimated revenues and operating transfers for the 2019/20 budget total \$37,788,865 which reflects a decrease of 9.2% over the 2018/19 adopted budget. This change is primarily due to a decrease in the Town’s debt proceeds (money borrowed for water projects).

Category	2015/16 Actual	2016/17 Actual	2017/18 Actual	2018/19 Adopted	2019/20 Proposed
Taxes	13,567,221	14,136,115	18,156,722	17,582,300	19,387,765
Licenses & Permits	750,637	769,827	841,736	773,500	808,400
Intergovernmental	1,305,797	2,120,072	831,707	2,668,900	851,900
Charges for Service	6,254,147	7,465,844	8,367,428	8,387,000	8,796,600
Fines & Forfeitures	127,648	113,681	129,042	115,000	130,000
Grants	236,718	92,489	931,895	1,944,200	331,700
Debt Proceeds	1,000,000	1,000,000	1,000,000	7,000,000	1,000,000
Miscellaneous	3,831,122	2,351,688	2,754,192	1,883,000	3,637,900
Transfers	602,573	547,305	1,081,299	1,264,900	2,844,600
<b>Total Operating Revenues</b>	<b>\$27,675,863</b>	<b>\$28,597,021</b>	<b>\$34,094,021</b>	<b>\$41,618,800</b>	<b>\$37,788,865</b>



2019/20 Proposed



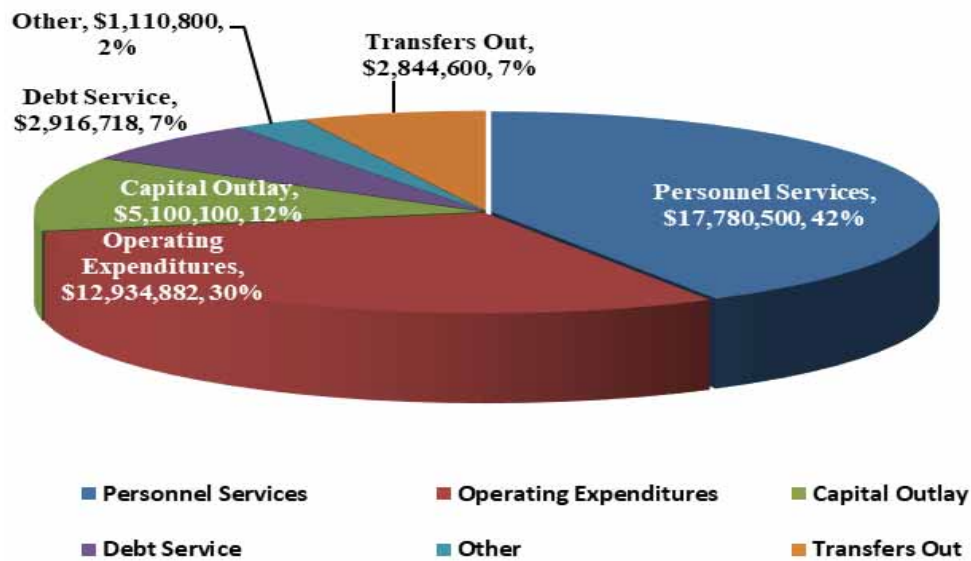
**EXPENDITURES**

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

- The operating budget finances the day-to-day provisions of Town services and totals \$12,934,882.
- The personnel services budget consists of the salaries and fringe benefits for all the Town’s employees. The amount budgeted for personnel services is \$17,780,500.
- The capital outlay budget funds the construction or improvement of Town facilities and infrastructure and the purchase of various types of machinery and equipment. Capital infrastructure improvements are budgeted within the various Town accounts. The capital improvement project budget totals \$5,100,100.
- The debt service budget is used to repay money borrowed by the Town, primarily for capital improvements and amounts to \$2,916,718.
- The transfers-out budget of \$2,844,600 represents the amount of funds transferred from one fund to another and has a corresponding Transfer-In budget which causes a net effect of \$0.
- The depreciation expense for the enterprise fund is \$1,110,800.

The total budget, including all six components, is \$42,687,600

**2019/20 Proposed**



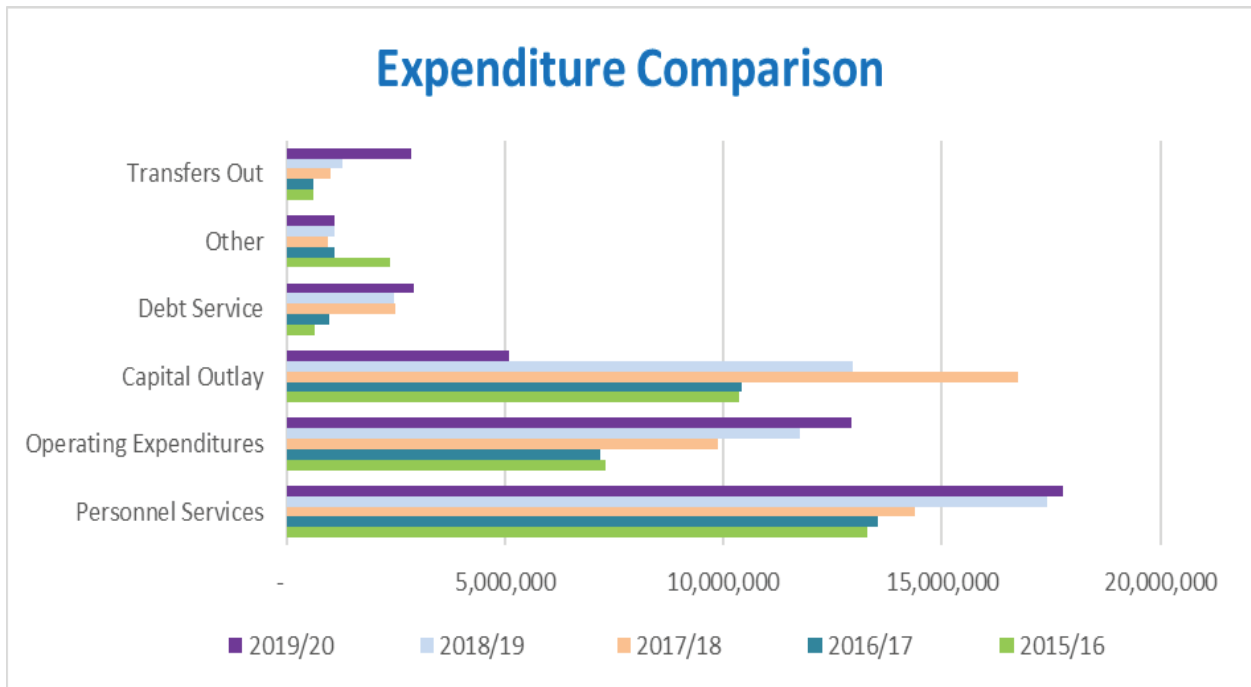




**TOTAL FINANCIAL PROGRAM**

The following chart depicts the summary of expenditures by category, giving a three-year history of the prior and current years' budgets. With the C.C. Cragin water project nearing an end the capital outlay is reflecting a significant decrease in comparison to last year's budget.

Description	2015/16 Actual	2016/17 Actual	2017/18 Actual	2018/19 Adopted	2019/20 Proposed
<b>Personnel Services</b>	13,281,220	13,538,458	14,389,242	17,409,200	17,780,500
<b>Operating Expenditures</b>	7,290,062	7,189,589	9,870,947	11,762,650	12,934,882
<b>Capital Outlay</b>	10,359,966	10,430,487	16,727,549	12,955,900	5,100,100
<b>Debt Service</b>	648,288	976,235	2,496,917	2,471,300	2,916,718
<b>Other</b>	2,370,019	1,088,652	938,620	1,106,000	1,110,800
<b>Transfers Out</b>	602,572	614,605	991,298	1,264,900	2,844,600
<b>Total Expenditures</b>	<b>34,552,127</b>	<b>\$ 33,838,026</b>	<b>\$ 45,414,573</b>	<b>\$ 46,969,950</b>	<b>\$ 42,687,600</b>





## EXPENDITURE SUMMARY BY FUND

FUND	2018/19 ADOPTED	2019/20 PROPOSED	\$ Inc/Dec	% Inc/Dec
<b>Total General Fund</b>	\$ 19,722,300	\$ 20,686,000	\$ 963,700	4.89%
<b>Special Revenue:</b>				
Highway User Revenue Fund	3,213,700	2,628,000	\$ (585,700)	-18.2%
Gfits & Grants Fund	517,000	100,000	\$ (417,000)	100%
Fire - Wildlands	-	120,000	\$ 120,000	100%
Bed Tax Fund	470,300	259,300	\$ (211,000)	-45%
Police Dept of Justice	80,000	-	\$ (80,000)	-100%
Police Impound Fund	23,000	79,500	\$ 56,500	100%
Library Fund	441,000	465,700	\$ 24,700	5.6%
Airport Fund	1,398,500	242,600	\$ (1,155,900)	-82.7%
Parks, Recreation and Tourism	322,900	577,800	\$ 254,900	78.9%
Contingency Fund	200,000	1,000,000	\$ 800,000	100%
Insurance Fund	2,056,300	1,900,000	\$ (156,300)	-7.6%
Public Safety Construction Fund	105,000	100,000	\$ (5,000)	-4.8%
<b>Total Special Revenue Fund</b>	\$ 8,827,700	\$ 7,472,900	\$ (1,354,800)	-15.35%
<b>Enterprise:</b>				
Water Enterprise Fund	\$ 17,333,150	\$ 9,501,300	\$ (7,831,850)	-45.2%
<b>Total Water Enterprise Fund</b>	\$ 17,333,150	\$ 9,501,300	\$ (7,831,850)	-45.2%
<b>Debt Service:</b>				
Westerly Rd Debt Service Fund	85,100	81,300	\$ (3,800)	-4.5%
General Obligation Bonds	333,800	690,000	\$ 356,200	106.7%
<b>Total Debt Service Fund</b>	\$ 418,900	\$ 771,300	\$ 352,400	84.1%
<b>Capital Project:</b>				
Highway User Revenue Fund	-	794,000	\$ 794,000	100%
Parks, Recreation Improvement Fun	-	74,000	\$ 74,000	100%
Police Dept of Justice Fund	-	80,000	\$ 80,000	100%
Airport Fund	-	80,000	\$ 80,000	100%
Capital Replacement Fund	-	711,000	\$ 711,000	100%
Grant Capital Project Fund	334,700	284,100	\$ (50,600)	-15.1%
American Gulch Improvement Dist	275,000	253,000	\$ (22,000)	-8.0%
CAP Trust Fund	58,200	-	\$ (58,200)	-100%
Water Enterprise Fund	-	1,980,000	\$ 1,980,000	100%
<b>Total Capital Project Fund</b>	\$ 667,900	\$ 4,256,100	\$ 3,588,200	537.2%
<b>TOTAL - ALL FUNDS</b>	\$ 46,969,950	\$ 42,687,600	\$ (4,282,350)	-9.1%

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## **SUMMARY OF SOURCES AND USES BY FUND CLASS**

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

### **SOURCES OF FUNDS**

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

### **USES OF FUNDS**

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

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

### **ENDING BUDGET RESOURCES**

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





SOURCES AND USES BY FUND GROUP  
2019/2020 BUDGET

	General Fund	Restricted Funds	Restricted Capital Project Funds	Utility Enterprise Funds	Debt Service Funds	Total Budgeted Funds
<b>SOURCES</b>						
Revenues	18,128,565	3,263,700	50,000	7,787,500	105,900	29,335,665
Grants/One-Time Revenues	367,100	603,200	487,100	30,000	-	1,487,400
Debt Service Proceeds	-	-	-	-	-	-
Revenues From Others	366,700	2,130,500	-	1,624,000	-	4,121,200
Operating Transfers In	322,000	1,632,200	865,000	-	25,400	2,844,600
<b>Total Sources (Inflow)</b>	<b>\$ 19,184,365</b>	<b>\$ 7,629,600</b>	<b>\$ 1,402,100</b>	<b>\$ 9,441,500</b>	<b>\$ 131,300</b>	<b>\$ 37,788,865</b>
<b>USES OF FUNDS</b>						
<b>Operating Budget</b>						
Centralized Services	1,354,800	-	-	-	-	\$ 1,354,800
Council	98,500	1,000,000	-	-	-	1,098,500
Clerk	265,200	-	-	-	-	265,200
Elections	2,000	-	-	-	-	2,000
Town Manager	227,500	-	-	-	-	227,500
Legal	507,200	-	-	-	-	507,200
Finance	503,500	-	-	-	-	503,500
Human Resources	239,700	-	-	-	-	239,700
Information Services	835,800	-	-	-	-	835,800
Parks, Rec & Tourism	1,572,600	526,800	51,000	-	-	2,150,400
Community Development	1,013,500	-	-	-	-	1,013,500
Streets	-	2,628,000	-	-	-	2,628,000
Library	-	465,700	-	-	-	465,700
Airport	-	242,600	-	-	-	242,600
Police	6,055,900	79,500	100,000	-	-	6,235,400
Fire	4,462,600	120,000	-	-	-	4,582,600
Insurance	-	1,900,000	-	-	-	1,900,000
Water	-	-	-	8,879,300	-	8,879,300
Other Governmental	330,900	-	-	-	-	330,900
<b>Total - Operating Budget</b>	<b>\$ 17,469,700</b>	<b>\$ 6,962,600</b>	<b>\$ 151,000</b>	<b>\$ 8,879,300</b>	<b>\$ -</b>	<b>\$ 33,462,600</b>
<b>Total - Debt Service</b>					<b>406,300</b>	<b>\$ 406,300</b>
<b>Available for Capital</b>	<b>1,714,665</b>	<b>667,000</b>	<b>1,251,100</b>	<b>562,200</b>	<b>(275,000)</b>	<b>\$ 3,919,965</b>
<b>Total Capital Projects</b>	<b>\$ 844,000</b>	<b>\$ 1,028,000</b>	<b>\$ 1,248,100</b>	<b>\$ 1,980,000</b>	<b>\$ -</b>	<b>\$ 5,100,100</b>
<b>Other Uses</b>						
Loans Payable	274,000	-	-	-	-	\$ 274,000
PSPRS Liability Buy Down	600,000	-	-	-	-	\$ 600,000
Operating Transfers Out	1,498,300	359,300	-	622,000	365,000	\$ 2,844,600
<b>Total Other Uses</b>	<b>\$ 2,372,300</b>	<b>\$ 359,300</b>	<b>\$ -</b>	<b>\$ 622,000</b>	<b>\$ 365,000</b>	<b>\$ 3,718,600</b>
<b>Total Users of Funds (Outflow)</b>	<b>\$ 20,686,000</b>	<b>\$ 8,349,900</b>	<b>\$ 1,399,100</b>	<b>\$ 11,481,300</b>	<b>\$ 771,300</b>	<b>\$ 42,687,600</b>
<b>Carry Forward</b>	<b>\$ 4,210,000</b>	<b>\$ 1,111,000</b>	<b>\$ 229,000</b>	<b>\$ 13,600,000</b>	<b>\$ 640,000</b>	<b>\$ 19,790,000</b>
<b>Ending Budget Resource</b>	<b>\$ 2,708,365</b>	<b>\$ 390,700</b>	<b>\$ 232,000</b>	<b>\$ 11,560,200</b>	<b>\$ -</b>	<b>\$ 14,891,265</b>



**Function and Fund Type Matrix**

Functional Unit	General Fund	Special Revenue		Capital Project		Enterprise Funds	
	101	Funds	Funds	Funds 402 & 403	Funds 661	Funds	Funds
	Page No.	Fund	Page No.	Fund	Page No.	Fund	Page No.
Town Council	185	280	185				
Town Manager	191						
Information Services	195						
Human Resources	199						
Town Clerk	204						
Elections	206						
Legal	210						
Financial Services	214						
Central Supplies	218	290	218	402			
Magistrate Courts		231\233	222				
Police - Communications	227						
Police - Operations	231\238	425	230	402			
Police - Special Operations	234	215	234				
Fire - Operations	243						
Fire - Wildlands/Urban Program		212	247				
Community Development Admin	250			403	250		
Building Services	254						
Planning & Zoning	260						
Economic Development	263						
Housing	266			403	266		
Library		224	271				
Parks, Rec & Tourism - Tourism	277						
Parks, Rec & Tourism - Recreation	281\283\285						
Parks, Rec & Tourism - Trails	288						
Parks, Rec & Tourism - Event Center		265	292				
Parks, Rec & Tourism - Aquatics	295						
Parks, Rec & Tourism - Parks Ops	299	206	299	402	299		
Public Works - Streets		202	306				
Public Works - Airport		260	310				
Water - Administration						661	317
Water - Accounting & Collections						661	319
Water - Transmission & Distribution						661	320
Water - Operations & Maintenance						661	321
Water - Resources						661	323
Water - Production O&M						661	324
Water - Green Valley Park Maint.						661	325
Water - WQARF						661	326
Water - Treatment Plant						661	327
Water - C.C. Cragin						661	328



## REVENUE & EXPENDITURE SUMMARY

Fund Activity	General Fund	Special Revenue Funds	Capital Project Funds	Debt Services Funds	Enterprise Fund	Total Funds
<b>Beg Fund Balance</b>	\$ 4,210,000	\$ 1,111,000	\$ 229,000	\$ 640,000	\$ 13,600,000	19,790,000
<b>Revenue</b>	18,128,565	3,263,700	50,000	-	7,787,500	29,229,765
<b>Grants &amp; Other Sour</b>	733,800	2,733,700	487,100	-	1,654,000	5,608,600
<b>Debt Services Procee</b>	-	-	-	105,900	-	105,900
<b>Transfers, net</b>	(1,176,300)	1,272,900	865,000	(339,600)	(622,000)	-
<b>Expenditures</b>	(19,187,700)	(7,990,600)	(1,399,100)	(406,300)	(10,859,300)	(39,843,000)
<b>Fund Change</b>	(1,501,635)	(720,300)	3,000	(640,000)	(2,039,800)	(4,898,735)
<b>Ending Fund Balance</b>	<b>\$2,708,365</b>	<b>\$390,700</b>	<b>\$232,000</b>	<b>\$0</b>	<b>\$11,560,200</b>	<b>\$14,891,265</b>

### CHANGES IN PROJECTED FUND BALANCE

**General Fund**—Ending fund balance is projected to be \$2,708,365 which is an increase of 21.2% over last year’s projection of \$2,234,028. The projected fund balance for FY18/19 of \$4,210,000 that carried forward as beginning fund balance for this year came in much higher than originally budgeted. There are many reasons for this difference including several budgeted positions that went unfilled and departments’ cost saving measures that reduced actual expenditures. Actions taken by the Town Council, including a 0.88% increase in the local sales tax rate effective August 1st, 2017, are the reasons for this year’s increase in projected fund balance. With this increase to the revenue stream in place, this budget reflects best efforts to find a balance between the funding of general operations for essential services, long delayed maintenance projects, and the desire to continue building a reserve. Department budgets continue to be lean and many capital projects have been postponed again this year. Projected ending fund balance is above the non-appropriated general fund reserve amount required to satisfy Town Fiscal Policy #1. More information regarding items impacting fund balance can be found in the Operating Budget Overview section of this document.

**Special Revenue Fund**—Projected ending fund balance of \$390,700 shows a significant decrease in comparison to last year’s projection of \$1,154,548. The budgeted carry forward balance from FY 2018/19 came in higher than expected at \$1,111,000 for this budget period of 2019\2020. This increase is due, in part, to higher HURF and Gila County Transportation tax revenues. Some of those funds will be used in this fiscal year to complete projects that were postponed in previous fiscal years.

**Debt Service**—Ending fund balance is projected to be reduced to zero, since the final GO Bond payment will be made in July 2019, and the fund will be closed out.

**Capital Project Fund**—Ending fund balance is projected to be \$232,000 as accumulated funds are spent to complete current projects.

**Enterprise Fund** – Projected ending fund balance of \$11,560,200 will be lower than last years budgeted amount of \$11,587,006. Part of the carry forward will be applied to finishing the C.C. Cragin Pipeline Project and water treatment plant.



## 2019/20 FINANCIAL OVERVIEW (ALL FUNDS)

Category	2015/16 Actual	2016/17 Actual	2017/18 Actual	2018/19 Adopted	2019/20 Proposed
<b>REVENUES</b>					
Taxes	13,567,221	14,136,115	18,156,722	17,582,300	19,387,765
Licenses & Permits	750,637	769,827	841,736	773,500	808,400
Intergovernmental	1,305,797	2,120,072	831,707	2,668,900	851,900
Charges for Service	6,254,147	7,465,844	8,367,428	8,387,000	8,796,600
Fines & Forfeitures	127,648	113,681	129,042	115,000	130,000
Grants	236,718	92,489	931,895	1,944,200	331,700
Debt Proceeds	1,000,000	1,000,000	-	7,000,000	-
Miscellaneous	3,831,122	2,351,688	3,754,192	1,883,000	4,637,900
Transfers	602,573	547,305	1,081,299	1,264,900	2,844,600
<b>Total Revenues</b>	<b>\$ 27,675,863</b>	<b>\$ 28,597,021</b>	<b>\$ 34,094,021</b>	<b>\$ 41,618,800</b>	<b>\$ 37,788,865</b>
<b>LESS: EXPENDITURES</b>					
Salaries & Wages	9,117,890	9,200,690	9,561,680	10,950,400	11,232,100
Personnel Benefits	4,163,330	4,337,768	5,367,615	6,458,800	6,538,800
Supplies	1,045,810	1,023,492	1,289,336	2,270,550	2,495,400
Services	706,775	628,979	806,007	1,338,800	1,327,700
Utilities	1,069,763	1,062,568	1,129,873	1,517,800	1,544,700
Travel	95,909	92,310	109,071	202,500	238,800
Advertising & Publishing	35,559	35,300	36,497	70,200	72,900
Rentals	177,318	246,254	244,952	244,500	354,000
Insurance	2,354,942	2,216,465	2,154,537	2,631,500	2,444,600
Repair & Maintenance	925,031	820,636	858,698	1,607,000	2,666,700
Miscellaneous	878,955	1,063,585	2,962,340	1,879,800	2,210,900
Capital Outlay	10,359,966	10,430,487	13,107,816	12,955,900	5,100,100
Debt Service	648,288	976,235	1,116,867	2,471,300	2,505,500
Depreciation	2,370,019	1,088,652	938,620	1,106,000	1,110,800
Transfers Out	602,572	614,605	1,081,298	1,264,900	2,844,600
<b>Total Expenditures</b>	<b>\$ 34,552,127</b>	<b>\$ 33,838,026</b>	<b>\$ 40,765,207</b>	<b>\$ 46,969,950</b>	<b>\$ 42,687,600</b>
<b>Revenue less Expenditures (over/under)</b>	<b>\$ (6,876,264)</b>	<b>\$ (5,241,005)</b>	<b>\$ (6,671,186)</b>	<b>\$ (5,351,150)</b>	<b>\$ (4,898,735)</b>

## REVENUE SUMMARY BY FUND

Total revenues for all funds for Fiscal Year 2019/2020 are estimated to be \$37,788,865.

Fund	2015/16 Actual	2016/17 Actual	2017/18 Actual	2018/19 Adopted	2019/20 Proposed
General Fund	14,345,360	14,458,678	17,681,457	18,083,300	19,184,365
Highway User Revenue Fund	2,678,536	2,540,969	2,665,178	2,791,500	3,030,500
Parks & Rec Improvement Fee Fund	15,055	15,698	15,442	15,000	15,000
Gifts & Grant Fund	12,000	2,000	-	502,000	100,000
Fire - Wildlands	318,814	-	-	-	120,000
Bed Tax Fund	318,814	341,636	342,411	330,000	330,000
Police Dept of Justice Fund	64,570	65,680	39,123	44,000	98,500
Police Impound Fee Fund	-	8,000	13,350	12,000	5,000
Library Fund	345,651	361,299	375,434	441,000	465,700
Magistrate Court	1,222	1,209	1,312	1,000	4,000
Airport Fund	230,496	136,170	1,128,389	1,398,500	322,600
Event Center Fund	171,142	152,057	278,476	322,900	378,300
Contingency Fund	-	-	50,000	150,000	860,000
Medical Insurance Fund	1,877,406	1,716,187	1,608,218	2,056,300	1,900,000
Equipment Replacement Fund	-	-	-	100,000	865,000
Grant Capital Projects Fund	89,016	496,547	89,472	334,700	284,100
American Gulch Improvement District Fund	-	-	-	275,000	253,000
Central Arizona Project Trust Fund	5	70	1,127	1,000	-
Water Funds	6,807,670	7,626,533	9,141,845	14,260,500	9,441,500
General Debt Service	105,749	52,875	-	-	-
Westerly Road Improvement Fund	85,500	82,200	83,762	85,100	81,300
Excise Tax Obligation Debt Service Fund	134,242	126,610	127,891	-	-
General Obligation Bonds Fund	393,429	412,603	429,358	415,000	50,000
<b>Grand Total</b>	<b>\$ 27,994,677</b>	<b>\$ 28,597,021</b>	<b>\$ 34,072,245</b>	<b>\$ 41,618,800</b>	<b>\$ 37,788,865</b>







## REVENUE DETAIL - ALL FUNDS

Account	Revenue Source	2015/16 Actual	2016/17 Actual	2017/18 Actual	2018/19 Adopted	2019/20 Proposed
<b>NON-RESTRICTED GENERAL FUND REVENUES</b>						
<u><b>Taxes</b></u>						
101-4-1300-110	Sales Tax - State Shared	1,443,371	1,405,549	1,486,942	1,536,000	1,630,900
101-4-1300-120	Income Tax - State Shared	1,842,238	1,877,350	1,916,850	1,899,800	2,054,100
101-4-1300-130	Vehicle License Tax	917,957	967,213	1,040,567	1,098,400	1,170,300
101-4-1300-310	Sales Tax - Town	6,557,158	6,876,714	9,730,328	10,000,000	10,700,000
101-4-1300-330	Property Tax Levy	634,475	630,218	653,854	680,000	690,065
101-4-1300-335	Property Tax Levy - PY	2,645	3,970	6,908	5,000	5,000
	<b>Taxes Total</b>	11,397,845	11,761,014	14,835,449	15,219,200	16,250,365
<u><b>Licenses &amp; Permits</b></u>						
101-4-4300-371	Franchise Fees - Electricity	247,948	249,658	253,903	255,000	256,500
101-4-4300-372	Franchise Fees - Gas	58,260	52,649	49,810	50,000	51,000
101-4-4300-373	Franchise Fees - Cable TV	74,205	81,188	78,515	80,000	77,800
101-4-4300-410	Business License	71,482	71,970	75,075	72,000	73,000
101-4-4300-715	Liquor License Fees	550	1,150	1,275	1,500	1,200
101-4-4328-410	Building Permits	278,696	295,055	377,447	310,000	343,500
101-4-4328-420	ROW Permits	5,697	4,183	5,711	5,000	5,400
101-4-4372-410	Animal Control Licenses	13,799	13,974	-	-	-
	<b>Licenses &amp; Permits Total</b>	750,637	769,827	841,736	773,500	808,400
<u><b>Intergovernmental</b></u>						
101-4-2300-989	Tonto Apache Tribe-Prop 202	24,342	20,000	12,322	12,000	12,000
101-4-2300-990	Misc Intergovernmental Revenue	26,341	18,817	3,912	24,000	4,000
101-4-2318-110	DOJ Victims Rights Grant	17,191	19,965	18,924	14,900	14,900
101-4-2324-120	Law Enf - School Resource	61,452	61,452	97,980	61,500	195,000
101-4-2324-130	Gila County Intergovernmental	-	287,500	290,272	302,500	12,700
101-4-2324-140	LE Property Prog Adm Fee	19,637	20,427	21,611	20,000	20,000
101-4-2324-248	GOHS Traffic	-	-	-	-	-
101-4-2324-253	2016 Step & Radar	5,377	8,000	2,714	-	16,700
101-4-2324-254	GOHS 2016 PBTs	1,770	-	-	-	-
101-4-2324-255	3016-17 Bullet Proof Vest	-	3,647	2,946	3,000	4,000
101-4-2326-270	Fire-SAFER Grant	-	-	-	-	22,500
101-4-2326-280	Fire Hazardous Fuels Grant	-	36,884	-	22,500	-
101-4-2326-767	Police Misc Intgvt Revenue	3,936	-	-	-	-
101-4-2327-750	Fire-Wildlands/Urban	102,816	113,755	35,344	100,000	-
101-4-2328-110	REDE Grant	-	22,500	-	45,000	50,000
101-4-2328-111	AZCEI Grant	-	-	-	62,500	11,000
	<b>Intergovernmental Total</b>	262,862	612,947	486,025	667,900	362,800



## REVENUE DETAIL - ALL FUNDS - Continued

Account	Revenue Source	2015/16 Actual	2016/17 Actual	2017/18 Actual	2018/19 Adopted	2019/20 Proposed
<b><u>Charges for Services</u></b>						
101-4-5316-520	Prosecution Fees	31,928	26,498	23,069	22,000	22,300
101-4-5316-521	Deferred Prosecution Fees	12,090	13,050	12,889	11,000	11,000
101-4-5323-926	Clean & Lien	9,766	2,500	-	-	5,000
101-4-5324-710	Law Enf - Police Reports	2,642	1,924	1,624	2,500	2,000
101-4-5324-765	Law Enf - Vehicle Storage	-	-	-	-	-
101-4-5326-710	Fire Code Plan Review	7,002	6,718	28,454	6,000	6,500
101-4-5326-750	Fire Svc Agreement Fees	321,456	401,816	419,544	412,000	424,000
101-4-5326-757	Fire Svc Fees - Training	9,630	-	-	-	-
101-4-5326-758	Fire Svc Fees-Cost Recovery	6,400	7,572	5,800	6,400	6,400
101-4-5326-760	Police Service Fee-Cost Recovery	3,772	3,287	4,067	5,000	5,000
101-4-5326-765	Police - Tribe Dispatch Services	-	41,200	41,200	41,200	41,200
101-4-5328-710	Plan Review Fees	140,350	161,224	197,858	170,000	200,000
101-4-5328-720	Zoning & Subdivision Fees	49,418	30,589	29,562	25,000	30,000
101-4-5328-730	Building - Spec Inspections	7,970	8,295	6,905	5,000	6,900
101-4-5341-710	Engineering - Review Fees	7,408	7,916	11,605	8,000	8,000
101-4-5363-710	Ramada & Ballfield Fees	9,676	14,068	17,687	12,000	12,000
101-4-5364-700	Event Revenue	20,307	15,738	31,411	22,000	22,000
101-4-5367-710	Recreation Program Fees	63,733	82,393	82,801	65,000	130,000
101-4-5367-715	Outdoor Rec Programming	160	389	100	-	-
101-4-5369-710	Swimming Pool Fees	19,373	22,122	26,724	22,000	15,000
101-4-5369-910	Concessions	2,587	2,684	2,615	2,500	2,500
	<b>Charges for Services Total</b>	<b>725,668</b>	<b>849,983</b>	<b>943,915</b>	<b>837,600</b>	<b>949,800</b>
<b><u>Fines &amp; Forfeitures</u></b>						
101-4-3316-510	Court Fines & Fees	110,837	98,405	115,496	100,000	120,000
	<b>Fines &amp; Forfeitures Total</b>	<b>110,837</b>	<b>98,405</b>	<b>115,496</b>	<b>100,000</b>	<b>120,000</b>
<b><u>Miscellaneous</u></b>						
101-4-6323-920	Contributions - Volunteer Police	50	150	100	-	-
101-4-6324-920	Donations - Police	228	-	-	-	-
101-4-6324-921	Contributions - DARE Court	-	-	-	-	-
101-4-6324-922	Guardian Angel Donations	-	-	681	700	500
101-4-6325-923	Guardian Angel Donations	625	633	850	1,000	600
101-4-6326-920	Donations - Fire	-	-	770	700	700
101-4-6367-920	Donations - Parks & Rec	250	-	-	7,500	2,500
101-4-6326-921	Donations - Firewise	-	-	-	-	-
101-4-9300-855	Debt Proceeds Capital Leases	734,015	-	-	-	-
101-4-9300-910	Interest Earnings	4,674	9,917	39,361	22,000	100,000
101-4-9300-970	Insurance Recoveries	2,829	500	9,187	5,000	10,000
101-4-9300-971	SW Risk Insurance Refund	-	-	-	109,200	200,000
101-4-9300-980	Overhead	154,400	184,900	-	-	-
101-4-9300-990	Other Revenue	(2,335)	1,093	2,118	1,000	40,000
101-4-9300-992	Sale of Capital Assets	9,444	-	-	-	-
101-4-9300-993	Facilities Lease Fees	12,062	13,371	11,314	13,000	13,000
101-4-9300-996	Public Surplus Sale	27,053	5,855	3,290	1,000	2,000
101-4-9326-757	Fire Svc Fees Other	1,181	787	385	500	400
101-4-9341-730	Map Sales	2,422	2,045	1,550	1,500	1,000
101-4-9341-734	Plan Storage Boxes / Code Books	310	251	230	-	300
	<b>Miscellaneous Total</b>	<b>947,208</b>	<b>219,502</b>	<b>69,836</b>	<b>163,100</b>	<b>371,000</b>



## REVENUE DETAIL - ALL FUNDS – Continued

Account	Revenue Source	2015/16 Actual	2016/17 Actual	2017/18 Actual	2018/19 Adopted	2019/20 Proposed
<b><u>Transfers In</u></b>						
101-4-9399-XXX	Operations	150,304	147,000	389,000	322,000	322,000
	<b>Transfers In Total</b>	<b>150,304</b>	<b>147,000</b>	<b>389,000</b>	<b>322,000</b>	<b>322,000</b>

<b>Non-Restricted General Fund Revenues Total</b>	<b>\$ 14,345,359</b>	<b>\$ 14,458,678</b>	<b>\$ 17,681,457</b>	<b>\$ 18,083,300</b>	<b>\$ 19,184,365</b>
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### **RESTRICTED OPERATING REVENUES**

#### **Highway User Revenue Fund (HURF Fund - 202)**

<b><u>Taxes</u></b>						
202-4-1342-110	Highway Users Gas Tax	1,457,134	1,625,862	1,641,029	1,618,100	1,767,400
202-4-1342-140	Gila County Transportation Tax	806,453	856,002	908,475	870,000	870,000
	<b>Taxes Total</b>	<b>2,263,587</b>	<b>2,481,864</b>	<b>2,549,504</b>	<b>2,488,100</b>	<b>2,637,400</b>

<b><u>Intergovernmental</u></b>						
202-4-2342-279	ADOT Grants	18,992	4,748	-	199,900	168,600
	<b>Intergovernmental Total</b>	<b>18,992</b>	<b>4,748</b>	<b>-</b>	<b>199,900</b>	<b>168,600</b>

<b><u>Charges for Services</u></b>						
202-4-5300-710	Special Inspection Fees	-	3,608	-	3,000	20,000
	<b>Charges for Services Total</b>	<b>-</b>	<b>3,608</b>	<b>-</b>	<b>3,000</b>	<b>20,000</b>

<b><u>Miscellaneous</u></b>						
202-4-9300-855	Proceeds from Capital Leases	345,406	-	-	-	-
202-4-9300-980	Enterprise Fund Overhead	25,800	34,600	-	-	-
202-4-9300-990	Other Revenue	601	1,049	1,814	500	42,500
202-4-9300-996	Public Surplus Sales	24,150	15,100	3,260	-	12,000
	<b>Miscellaneous Total</b>	<b>395,957</b>	<b>50,749</b>	<b>5,074</b>	<b>500</b>	<b>54,500</b>

<b><u>Transfers In</u></b>						
202-4-9399-XXX	Operations	-	-	110,600	100,000	150,000
	<b>Transfers In Total</b>	<b>-</b>	<b>-</b>	<b>110,600</b>	<b>100,000</b>	<b>150,000</b>

<b>HURF Fund Total</b>	<b>\$ 2,678,536</b>	<b>\$ 2,540,969</b>	<b>\$ 2,665,178</b>	<b>\$ 2,791,500</b>	<b>\$ 3,030,500</b>
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#### **Parks & Rec Improvement Fee Fund (206)**

<b><u>Charges for Service</u></b>						
206-4-5367-710	Facility Improvement Fee	15,055	15,698	15,442	15,000	15,000
	<b>Charges for Service Total</b>	<b>15,055</b>	<b>15,698</b>	<b>15,442</b>	<b>15,000</b>	<b>15,000</b>

<b>Parks Improvement Fee Fund</b>	<b>\$ 15,055</b>	<b>\$ 15,698</b>	<b>\$ 15,442</b>	<b>\$ 15,000</b>	<b>\$ 15,000</b>
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## REVENUE DETAIL - ALL FUNDS – Continued

Account	Revenue Source	2015/16 Actual	2016/17 Actual	2017/18 Actual	2018/19 Adopted	2019/20 Proposed
<b><u>Gifts &amp; Grants Fund (210)</u></b>						
<b><u>Miscellaneous</u></b>						
210-4-6300-920	Contributions - Gen Gov't	12,000	2,000	-	-	
210-4-6363-920	Contributions - Parks System	-	-	-	502,000	100,000
	<b>Miscellaneous Total</b>	12,000	2,000	-	502,000	100,000
<b><u>Transfers In</u></b>						
210-4-9399-101	Operations	-	-	-	-	
	<b>Transfers In Total</b>	-	-	-	-	
<b>Gifts &amp; Grants Fund Total</b>		\$ 12,000	\$ 2,000	\$ -	\$ 502,000	\$ 100,000
<b><u>Wildlands 212</u></b>						
<b><u>Taxes</u></b>						
212-4-2327-750	Fire Wildlands/Urban	318,814	-	-	-	120,000
	<b>Taxes Total</b>	318,814	-	-	-	120,000
<b><u>Contributions</u></b>						
	Contributions	-	-	-	-	
	<b>Contributions Total</b>	-	-	-	-	-
<b>Fire Wildlands Urban</b>		\$ 318,814	\$ -	\$ -	\$ -	\$ 120,000
<b><u>Bed Tax Fund (214)</u></b>						
<b><u>Taxes</u></b>						
214-4-1300-370	Bed Tax	318,814	336,636	342,411	330,000	330,000
	<b>Taxes Total</b>	318,814	336,636	342,411	330,000	330,000
<b><u>Contributions</u></b>						
	Contributions	-	5,000	-	-	
	<b>Contributions Total</b>	-	5,000	-	-	-
214-4-9300-990	Other Revenue				-	-
<b>Bed Tax Fund Total</b>		\$ 318,814	\$ 341,636	\$ 342,411	\$ 330,000	\$ 330,000



## REVENUE DETAIL - ALL FUNDS – Continued

Account	Revenue Source	2015/16 Actual	2016/17 Actual	2017/18 Actual	2018/19 Adopted	2019/20 Proposed
<b><u>Police Department of Justice (215)</u></b>						
<b><u>Intergovernmental</u></b>						
215-4-2324-121	Local RICO Revenue	2,619	5,664	3,208	3,000	3,000
215-4-2324-151	Defense 1033 Revenue	20,500	20,500	20,750	21,000	20,500
215-4-2324-250	GOHS Grant	-	-	-	-	-
	<b>Intergovernmental Total</b>	23,119	26,164	23,958	24,000	23,500
<b><u>Miscellaneous</u></b>						
215-4-9300-990	Other Revenue	-	-	-	-	-
215-4-9300-996	Public Surplus Sales	41,451	39,516	15,165	20,000	75,000
	<b>Miscellaneous Total</b>	41,451	39,516	15,165	20,000	75,000
<b>Police Dept of Defense Total</b>		\$ 64,570	\$ 65,680	\$ 39,123	\$ 44,000	\$ 98,500
<b><u>Police Impound Fee (216)</u></b>						
<b><u>Charges for Service</u></b>						
216-4-5326-761	Impound Fee	-	8,000	13,350	12,000	5,000
	Charges for Service	-	8,000	13,350	12,000	5,000
	<b>Police Impound Fee Total</b>	\$ -	\$ 8,000	\$ 13,350	\$ 12,000	\$ 5,000
<b><u>Library (224)</u></b>						
<b><u>Intergovernmental</u></b>						
224-4-2361-389	Gila County Library District	230,400	230,400	230,400	230,400	235,000
	<b>Intergovernmental Total</b>	230,400	230,400	230,400	230,400	235,000
<b><u>Miscellaneous</u></b>						
224-4-9300-990	Other Revenue	5,923	-	-	-	-
	<b>Miscellaneous Total</b>	5,923	-	-	-	-
<b><u>Fines &amp; Forfeitures</u></b>						
224-4-3300-510	Library Fines	16,811	15,276	13,546	15,000	10,000
	<b>Fines &amp; Forfeitures Total</b>	16,811	15,276	13,546	15,000	10,000
<b><u>Transfers In</u></b>						
224-4-9399-xxx	Operations	92,517	115,623	131,488	195,600	220,700
	<b>Transfers In Total</b>	92,517	115,623	131,488	195,600	220,700
<b>Library Total</b>		\$ 345,651	\$ 361,299	\$ 375,434	\$ 441,000	\$ 465,700



## REVENUE DETAIL - ALL FUNDS – Continued

Account	Revenue Source	2015/16 Actual	2016/17 Actual	2017/18 Actual	2018/19 Adopted	2019/20 Proposed
<b><u>Magistrate Court (231, 233)</u></b>						
<b><u>Miscellaneous</u></b>						
233-4-6300-921	Donations/Contributions	1,222	1,209	1,312	1,000	4,000
	<b>Miscellaneous Total</b>	1,222	1,209	1,312	1,000	4,000
	<b>Magistrate Court Total</b>	\$ 1,222	\$ 1,209	\$ 1,312	\$ 1,000	\$ 4,000
<b><u>Airport (260)</u></b>						
<b><u>Intergovernmental</u></b>						
260-4-2300-239	Federal Grant	-	-	868,345	1,075,000	73,000
260-4-2300-248	ADOT Grant	87,019	1,745	42,626	48,200	3,600
	<b>Intergovernmental Total</b>	87,019	1,745	910,971	1,123,200	76,600
<b><u>Charges for Services</u></b>						
260-4-5345-710	Tie Down Fees	10,130	9,520	9,765	10,000	9,500
260-4-5345-720	Gate Fees	9,150	8,355	8,130	8,500	8,300
260-4-5345-740	Ground Leases	18,054	19,854	18,531	21,000	19,000
260-4-5345-741	Hangar Leases	56,736	56,736	56,575	56,000	56,000
260-4-5345-760	Fuel Sales	4,644	7,496	6,990	5,000	5,000
260-4-5345-770	Emergency Support	11,265	12,962	9,565	7,000	5,000
260-4-5345-780	Campground Use Fee	381	957	690	500	
	<b>Charges for Services Total</b>	110,360	115,880	110,246	108,000	102,800
<b><u>Miscellaneous</u></b>						
260-4-9300-970	Insurance Recovery			24,524	-	
260-4-9300-990	Other Revenue	940	980	1,269	-	1,000
	<b>Miscellaneous Total</b>	940	980	25,793	-	1,000
<b><u>Transfers In</u></b>						
260-4-9399-101	from General Fund	25,240	17,565	38,753	167,300	142,200
260-4-9399-994	Grant/Capital Match	6,937	-	42,626	-	
	<b>Transfers In Total</b>	32,177	17,565	81,379	167,300	142,200
	<b>Airport Total</b>	\$ 230,496	\$ 136,170	\$ 1,128,389	\$ 1,398,500	\$ 322,600



## REVENUE DETAIL - ALL FUNDS – Continued

Account	Revenue Source	2015/16 Actual	2016/17 Actual	2017/18 Actual	2018/19 Adopted	2019/20 Proposed
<b><u>Event Center (265)</u></b>						
<b><u>Intergovernmental</u></b>						
265-4-2446-200	TEV Arts Grant	2,000	3,000	2,000	3,000	3,000
	<b>Intergovernmental Total</b>	2,000	3,000	2,000	3,000	3,000
<b><u>Charges for Services</u></b>						
265-4-5365-710	Event Revenue & Interest	108,296	107,693	111,009	116,000	116,000
265-4-5365-710	Retail Sales-Taxable	-	897	731	-	-
	<b>Charges for Services Total</b>	108,296	108,590	111,740	116,000	116,000
<b><u>Transfers In</u></b>						
265-4-9399-214	From Bed Tax	60,846	40,467	164,736	203,900	259,300
	<b>Transfers In Total</b>	60,846	40,467	164,736	203,900	259,300
<b>Event Center Total</b>		\$ 171,141	\$ 152,057	\$ 278,476	\$ 322,900	\$ 378,300
<b><u>Contingency Fund (280)</u></b>						
<b><u>Transfers In</u></b>						
280-4-9399-101	From General Fund	-	-	50,000	150,000	860,000
	<b>Transfers In Total</b>	-	-	50,000	150,000	860,000
<b>Contingency Fund Total</b>		\$ -	\$ -	\$ 50,000	\$ 150,000	\$ 860,000
<b><u>Medical Insurance Fund (290)</u></b>						
<b><u>Miscellaneous</u></b>						
290-4-9300-972	Employee Ins Contributions	451,337	399,832	326,716	432,100	408,000
290-4-9300-973	Employer Ins Contributions	698,982	696,162	723,814	974,700	830,000
290-4-9300-974	Retiree Contributions	166,279	134,306	104,885	120,400	110,000
290-4-9300-975	Employer Retiree Contributions	560,808	485,976	451,275	529,100	552,000
290-4-9300-986	Insurance Rebate	-	(308)	(379)	-	-
290-4-9300-990	Other Revenue	-	219	2,907	-	-
	<b>Miscellaneous Total</b>	1,877,407	1,716,187	1,609,218	2,056,300	1,900,000
<b>Medical Insurance Fund Total</b>		\$ 1,877,407	\$ 1,716,187	\$ 1,609,218	\$ 2,056,300	\$ 1,900,000
<b>Restricted Operating Revenues</b>		\$ 5,714,892	\$ 5,340,905	\$ 6,518,333	\$ 8,064,200	\$ 7,629,600



## REVENUE DETAIL - ALL FUNDS – Continued

Account	Revenue Source	2015/16 Actual	2016/17 Actual	2017/18 Actual	2018/19 Adopted	2019/20 Proposed
<b><u>RESTRICTED CAPITAL REVENUES</u></b>						
<b><u>Equipment Replacement Fund (402)</u></b>						
<b><u>Transfers In</u></b>						
402-4-9399-101	From General Fund	-	-	-	100,000	100,000
402-4-9399-102	Transfer In - G.O. Bond Fund					365,000
402-4-9399-103	Transfer In - Water Loan					400,000
	<b>Transfers In Total</b>	-	-	-	100,000	865,000
	<b>Equipment Replacement Fund</b>	\$ -	\$ -	\$ -	\$ 100,000	\$ 865,000
<b><u>Grant Capital Projects Fund (403)</u></b>						
<b><u>Intergovernmental</u></b>						
403-4-2300-283	Hillcrest Base Radio	-	8,919	-	-	
403-4-2300-284	GOHS Radar Units	-	-	44,504	17,200	
403-4-2324-200	Law Enf-HSG Radio Program	15,471	-	-	20,700	
403-4-2326-273	AFG SCBA Equip	-	318,295	-	-	
403-4-2327-204	Fire 2019 GOHS Extrication	-	-	-	30,800	
403-4-2327-210	AFG Facilities	-	-	-	-	
403-4-2331-253	CDGB Housing Rehab 134-07	-	-	44,968	-	
403-4-2331-259	CDBG Housing 2014-16	73,545	147,894	-	-	
403-4-2331-260	CDBG Housing 2017-19	-	-	-	266,000	284,100
	<b>Intergovernmental Total</b>	89,016	475,108	89,472	334,700	284,100
<b><u>Transfer In</u></b>						
403-4-9399-101	From General Fund	-	21,439	-	-	-
	<b>Transfer In Total</b>	-	21,439	-	-	-
	<b>Grant Capital Projects Fund</b>	\$ 89,016	\$ 496,547	\$ 89,472	\$ 334,700	\$ 284,100
<b><u>Park Development Fund (408)</u></b>						
<b><u>American Gulch Improvement District (429)</u></b>						
429-4-2300-990	Misc. Intergovernmental Rev					203,000
<b><u>Miscellaneous</u></b>						
429-4-6300-929	Donations / Contributions	-	-	-	275,000	50,000
	<b>Miscellaneous Total</b>	-	-	-	275,000	50,000
	<b>American Gulch Imp District</b>	\$ -	\$ -	\$ -	\$ 275,000	\$ 253,000
<b><u>Central Arizona Project Trust Fund (460)</u></b>						
<b><u>Miscellaneous</u></b>						
460-4-9300-910	Interest Earnings	5	70	1,127	1,000	-
	<b>Miscellaneous Total</b>	5	70	1,127	1,000	-
	<b>Central Az Project Trust Fund</b>	\$ 5	\$ 70	\$ 1,127	\$ 1,000	\$ -
	<b>Restricted Capital Revenues</b>	\$ 89,021	\$ 496,617	\$ 90,599	\$ 710,700	\$ 1,402,100





## REVENUE DETAIL - ALL FUNDS – Continued

Account	Revenue Source	2015/16 Actual	2016/17 Actual	2017/18 Actual	2018/19 Adopted	2019/20 Proposed
<b>DEBT SERVICE REVENUES</b>						
<b><u>General Debt Service Fund (801)</u></b>						
<b><u>Transfers In</u></b>						
801-4-9399-xxx	Operations	105,749	52,874	-	-	-
	<b>Transfers In Total</b>	105,749	52,874	-	-	-
<b>General Debt Service Fund</b>		\$ 105,749.0	\$ 52,874.0	\$ -	\$ -	\$ -
<b><u>Westerly Rd Improvement District (812)</u></b>						
<b><u>Miscellaneous</u></b>						
812-4-9300-801	Assessment - Principal	41,601	41,601	45,068	48,600	48,600
812-4-9300-802	Assessment - Interest	17,161	14,873	12,489	12,400	7,300
	<b>Miscellaneous Total</b>	58,762	56,474	57,557	61,000	55,900
<b><u>Transfers In</u></b>						
812-4-9399-xxx	Operations	26,738	25,726	26,205	24,100	25,400
	<b>Transfers In Total</b>	26,738	25,726	26,205	24,100	25,400
<b>Westerly Rd Imp District Total</b>		\$ 85,500	\$ 82,200	\$ 83,762	\$ 85,100	\$ 81,300
<b><u>Excise Tax Obligation 2003 (822)</u></b>						
<b><u>Transfers In</u></b>						
822-4-9399-101	From General Fund	134,242	126,610	127,891	-	-
	<b>Transfers In Total</b>	134,242	126,610	127,891	-	-
<b>Excise Tax Obligation 2003</b>		\$ 134,242	\$ 126,610	\$ 127,891	\$ -	\$ -
<b><u>General Obligation Bonds (823)</u></b>						
<b><u>Taxes</u></b>						
823-4-1300-310	Sales Tax - Town	393,429	412,603	429,358	415,000	50,000
	<b>Taxes Total</b>	393,429	412,603	429,358	415,000	50,000
<b>General Obligation Bonds Total</b>		\$ 393,429	\$ 412,603	\$ 429,358	\$ 415,000	\$ 50,000
<b>Debt Service Revenues Total</b>		\$ 718,920	\$ 674,287	\$ 641,011	\$ 500,100	\$ 131,300



## REVENUE DETAIL - ALL FUNDS – Continued

Account	Revenue Source	2015/16 Actual	2016/17 Actual	2017/18 Actual	2018/19 Adopted	2019/20 Proposed
<b>UTILITY ENTERPRISE FUNDS</b>						
<b>Water (661)</b>						
<u>Intergovernmental</u>						
661-4-2300-990	Misc Intgov Rev	22,654	2,447	20,776	30,000	30,000
	<b>Intergovernmental Total</b>	22,654	2,447	20,776	30,000	30,000
<u>Charges For Service</u>						
661-4-5351-701	Residential Water	4,123,082	4,641,208	5,492,129	5,000,000	6,000,000
661-4-5351-702	Commercial Water	898,584	1,059,040	1,261,070	1,155,000	1,400,000
661-4-5351-703	Fire Protection Service	32,165	36,705	43,907	40,000	45,000
661-4-5351-704	Bulk Water Sales	187,966	232,198	301,138	200,000	100,000
661-4-5351-710	New Service Installation Fees	49,850	51,670	49,850	35,000	40,000
661-4-5351-715	Illegal Turn On	616	-	-	-	-
661-4-5351-716	Reconnect & Turn On Fees	2,505	1,985	3,865	2,000	2,000
	<b>Charges For Service Total</b>	5,294,767	6,025,253	7,172,735	6,462,000	7,587,000
<u>Miscellaneous</u>						
661-4-5300-722	CC Cragin Devel Imp Fees	329,538	340,182	457,585	350,000	200,000
661-4-9300-855	Facilities Recapture Fee	-	1,097	2,195	-	500
661-4-9300-855	Debt Proceeds	1,000,000	1,000,000	1,000,000	7,000,000	1,000,000
661-4-9300-910	Interest Earnings	22,742	56,443	166,255	120,000	300,000
661-4-9300-970	Insurance Recoveries	-	-	33,184	-	-
661-4-9300-980	Enterprise Fund Overhead	23,800	-	-	-	-
661-4-9300-990	Other Revenue	1,847	2,759	8,225	2,000	2,000
661-4-9300-992	Sale of Fixed Asset	(1,340)	-	-	-	-
661-4-9300-993	Facility Lease Fees	62,079	60,367	76,270	63,000	63,000
661-4-9300-994	Miscellaneous Revenue	34,282	73,132	65,631	55,000	45,000
661-4-9300-996	Public Surplus Sales	-	-	865	1,000	1,000
661-4-9399-101	Loan Repay from GF	17,300	67,300	158,900	207,500	213,000
	<b>Miscellaneous Total</b>	1,490,248	1,601,280	1,969,110	7,798,500	1,824,500
<b>Utility Enterprise Funds Total</b>		<b>\$ 6,807,668</b>	<b>\$ 7,626,533</b>	<b>\$ 9,141,845</b>	<b>\$ 14,260,500</b>	<b>\$ 9,441,500</b>
<b>TOTALS - ALL FUNDS</b>		<b>\$ 27,675,860</b>	<b>\$ 28,597,020</b>	<b>\$ 34,073,245</b>	<b>\$ 41,618,800</b>	<b>\$ 37,788,865</b>





## FEE CHANGES

As part of the budget process, each department reviews their fees & charges and submits proposed changes. These changes might include clarifications to the wording or specifics related to a fee. New charges might be added for services that were not provided previously. A new fee structure might be proposed to more effectively cover the costs of a special program. In some cases, annual updates to the fee schedule ensure that the revenues from fee-based programs are consistent with the actual costs to provide those programs or services. For this reason, this is a vital part of the budget process.

The Finance Department accumulates these proposed changes and presents a tentative Fee Schedule to the Town Council and the public. Opportunities for public comment and input are provided. Towards the end of the budget process, the proposed Fee Schedule is presented to the Council a second time for review. At that time, the Council can make modifications or adopt the new Fee Schedule. After adoption, any changes to the Fee Schedule must be taken to Council for authorization.

The following chart highlights the changes that were made to the Fee Schedule for fiscal year 2019/20:

DEPT	ACTION	DESCRIPTION	FY 2018/19	FY 2019/20
Library	Added	Items not picked up from Libraries outside of County		\$3 per loaned item
Library	Deleted	CD's, puzzles, magazines etc.	.20 per day	
Library	Changed	DVD's & Out of County Loans		\$1 per day per item
Planning & Zoning	Changed	Plan Review - Residential	\$25	\$50
Police	Changed	Consultation		
Police	Changed	Chief	\$52/hr	\$120/hr
Police	Changed	Lieutenant	\$39/hr	\$90/hr
Police	Changed	Sergeant	\$30/hr	\$75/hr
Police	Changed	Police Officer	\$24/hr	\$55/hr
Police	Changed	Police Officer and Vehicle	\$58/hr	\$70/hr*
Police		*If the officer or employee works in excess of their normal 40 hour workweek for requested details,		
Police		the requesting party could be charged the current rate at time and a half.		
Police		Emergency services if circumstances cause increased cost to the Police Dept.		
Police	Changed	Sergeant	\$30/hr	\$75/hr
Police	Changed	Police Officer	\$24/hr	\$55/hr
Police	Changed	Vehicle	\$10/hr	\$15/hr
Water	Changed	Water Meter Connection Fees		
Water	Changed	5/8" x 3/4" Meter	* \$350 or \$850	* \$500 or \$1,000
Water	Changed	1" Meter	* \$350 or \$1,000	* \$750 or \$1,500
Water	Changed	2" Meter	* \$2,000 or \$3,000	* \$3,000 or \$4,000
Water	Deleted	1 1/2" Meter	* \$1,000 or \$2,000	
Water		*For areas where a developer provided adequate water service fittings available to the lot		
Water		for which the service is required.		



## FEE CHANGES – Continued

DEPT	ACTION	DESCRIPTION	FY 2018/19	FY 2019/20
Parks & Recreation				
Equestrian	Added	College Rodeo		Contract for Services
Equestrian	Added	Gymkhana Rodeo Event		\$10-\$40 per night per event
Equestrian	Added	Gymkhana Rodeo Event		\$10 per run per each event
Equestrian	Added	Open Arena Nights		\$10 per night; \$50 Summer Pass
Equestrian	Added	Open Arena Nights		\$10-\$15 per person or \$30 per family for each program
Equestrian	Added	Roping Cattle Charge		\$20
Equestrian	Changed	Roping	Contract for Services	\$60 per person
Equestrian	Changed	Roping Arena Use Fee	\$10-\$15 person or \$30 per family for each program	\$10-\$25 person or \$30 per family for each program
Equestrian	Deleted	Cowboy Tri	\$10 - \$45 per person per discipline	
Event Center Facility Fees	Added	Daily Facility Fee (non-event, private rental)		\$25 per hour
Event Center Facility Fees	Added	Event Restroom Rental		Cost per vendor per day per usage
Event Center Facility Fees	Added	Facility Rental		\$225 per day (includes 1 area prep & 10 man hours)
Event Center Facility Fees	Added	Facility Rental (additional event setup/tear down dates)		\$100 per day
Event Center Facility Fees	Added	Non-Event Dry Camp Fee (Emergency & Approved)		\$10 per rig per night
Event Center Facility Fees	Added	Non-Event Stall Rental		\$20 per stall per night
Event Center Facility Fees	Added	Onsite Staff (PEC Coordinator)		\$25 per hour per employee (charge per half hour increments)
Event Center Facility Fees	Added	Panels		\$2 per panel
Event Center Facility Fees	Added	Refuse Rental		Cost per vendor per day per usage
Event Center Facility Fees	Added	Shavings		\$10-\$15 per bag
Event Center Facility Fees	Added	Tractor Operator (during event)		\$40 per hour per employee (charged pe rhalf hour increments)
Event Center Facility Fees	Added	Water Truck Operator (during event)		\$40 per hour per employee (charged pe rhalf hour increments)
Event Center Facility Fees	Changed	Additional Facility Preparation	\$30 per hour	\$40 per hour
Event Center Facility Fees	Changed	Dry Camp Fee	See Staff	\$10-\$25 per rig per night
Event Center Facility Fees	Changed	Parking Lot Spaces	\$160 per day	\$80 Flat Rate
Event Center Facility Fees	Changed	Vendor Fee	\$60-\$160 per event per vendor & space requirements	\$250 Flat Rate
Event Center Facility Fees	Deleted	4 Yard Trash Bin	Actual Cost	



## FEE CHANGES – Continued

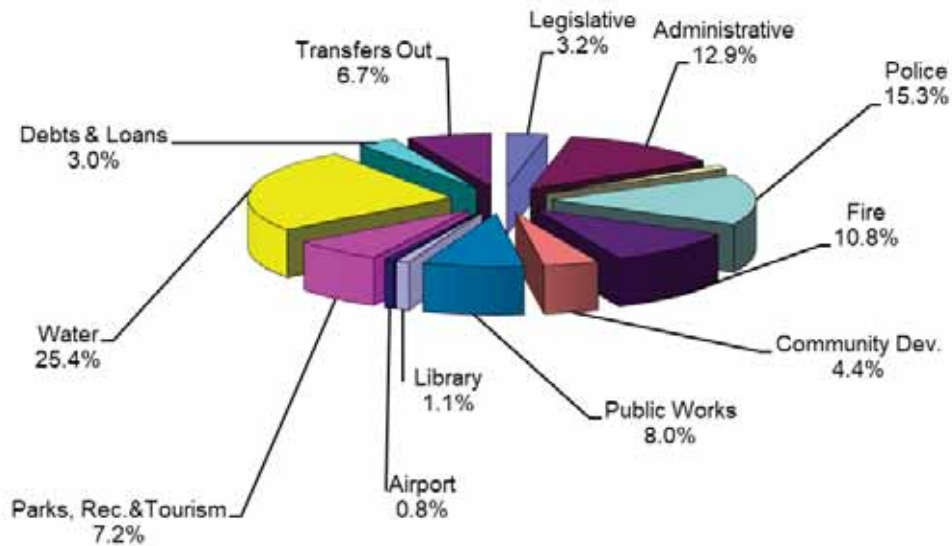
DEPT	ACTION	DESCRIPTION	FY 2018/19	FY 2019/20
Event Center Facility Fees	Deleted	Alcohol Permit	\$20 Each Event	
Event Center Facility Fees	Deleted	Equipment Rental	Based on equipment needed (see staff)	
Event Center Facility Fees	Deleted	Facility Supervision	\$25 per hour per employee	
Event Center Facility Fees	Deleted	Main Arena Use	\$185 Each Day	
Facility Reservation Forms	Added	Alcohol Permit		\$25 per location(Only Rumsey Park Ramada's with reservation-excluding Ramada Playground)
Facility Reservation Forms	Added	Special Event Application Fee		\$25 per event
Facility Reservation Forms	Added	Special Event Application Late Fee		\$5-\$25 per item
Facility Reservation Forms	Added	Vendor Application Fee		\$25 per event per vendor; \$3 for additional space per linear foot
Facility Reservation Forms	Added	Vendor Application Late Fee		\$5-\$25 per item
Rumsey Park Rentals	Added	Ramada Playground		\$15-\$33 per hour (rate determined by hours)
Recreation	Added	Basketball Camp		\$40 per registration(Contract for Services
Recreation	Added	Classes\Lessons\Clinics		\$5-\$150(Contract for Services
Recreation	Added	Golf Camp		\$50 per registration(Contract
Recreation	Added	Kickball		\$10-\$225 per registration
Recreation	Added	Open Field\Gym		Free -\$20 per registration
Recreation	Added	Senior Programs		Free-\$100 per registration(Contract for Services
Recreation	Added	Town of Payson Guide Hikes		Free-\$50 per registration
Recreation	Added	Wrestling		Contract for Services
Recreation	Changed	Fishing Class (condensed)		\$15 per registration(Contract for Services
Recreation	Changed	Flag Football (condensed)		\$40 per registration
Recreation	Changed	Softball - Adult Leagues (condensed)		\$285-\$310 per registration
Recreation	Changed	Volleyball - Adult Leagues (condensed)		\$50-\$195 per team
Special Events	Added	Alcohol Permit		\$25-\$50 per event
Special Events	Added	Halloween Trunks		\$35 per truck space
Special Events	Added	Lap Swim pass		\$80 per person per season
Special Events	Added	Races		\$10-\$90 per registration
Special Events	Added	Swim Team Apparel		\$2-\$80 per registration per item
Special Events	Added	Water Aerobics Pass		\$80 per person per season
Tourism	Added	Merchandise		Free-\$100 per item
Tourism	Added	Social Media		\$10-\$100 per
Tourism	Added	Magazines\Brochures\Maps		Free-\$25 per



In addition to the annual Fee Schedule update, Town Council has approved the following schedule for utility rate increases. Water rates will remain the same for Fiscal Year 2019/20.

	Dec-2014	Oct-2015	Oct-2016	Oct-2017	Oct-2018
<b>Consumption:</b>					
<b>0 to 2,000 Gallons (Minimum)</b>	\$28.31	\$30.43	\$35	\$40.25	\$43.26
<b>Rates per 1,000 Gallons Over Minimum</b>					
<b>2,001 to 5,000 Gallons</b>	\$3.82	\$4.11	\$4.72	\$5.43	\$5.84
<b>5,001 to 10,000 Gallons</b>	\$5.04	\$5.42	\$6.23	\$7.17	\$7.70
<b>10,001 to 20,000 Gallons</b>	\$5.76	\$6.20	\$7.13	\$8.20	\$8.81
<b>20,001+ Gallons</b>	\$7.20	\$7.74	\$8.90	\$10.24	\$11.01

## EXPENDITURE SUMMARY BY FUND (ALL FUNDS) 2019/20 BUDGET



Function	General Fund	Restricted Funds	Restricted Capital Funds	Debt Service Funds	Utility Funds	All Funds	% Total
Legislative	363,700	1,000,000	-	-	-	1,363,700	3.2%
Administrative	3,524,200	1,900,000	85,000	-	-	5,509,200	12.9%
Attorney & Court	507,200					507,200	1.2%
Police	6,055,900	159,500	300,000			6,515,400	15.3%
Fire	4,502,600	120,000.00				4,622,600	10.8%
Community Dev.	1,343,500		537,100			1,880,600	4.4%
Public Works		3,422,000	-			3,422,000	8.0%
Library		465,700				465,700	1.1%
Airport		322,600				322,600	0.8%
Parks, Rec.&Tourism	2,016,600	600,800	477,000			3,094,400	7.2%
Water					10,859,300	10,859,300	25.4%
Debts & Loans	874,000			406,300		1,280,300	3.0%
Transfers Out	1,498,300	359,300		365,000	622,000	2,844,600	6.7%
<b>Total Expenditures</b>	<b>\$ 20,686,000</b>	<b>\$ 8,349,900</b>	<b>\$ 1,399,100</b>	<b>\$ 771,300</b>	<b>\$ 11,481,300</b>	<b>\$ 42,687,600</b>	<b>100.0%</b>
<b>% of Total</b>	<b>48.46%</b>	<b>19.56%</b>	<b>3.28%</b>	<b>1.81%</b>	<b>26.90%</b>	<b>100.00%</b>	

Legislative includes: Town Council and Town Clerk Departments

Administrative includes: General Admin, Elections, Town Manager, HR, Financial Service, IT, Other Govt. Services

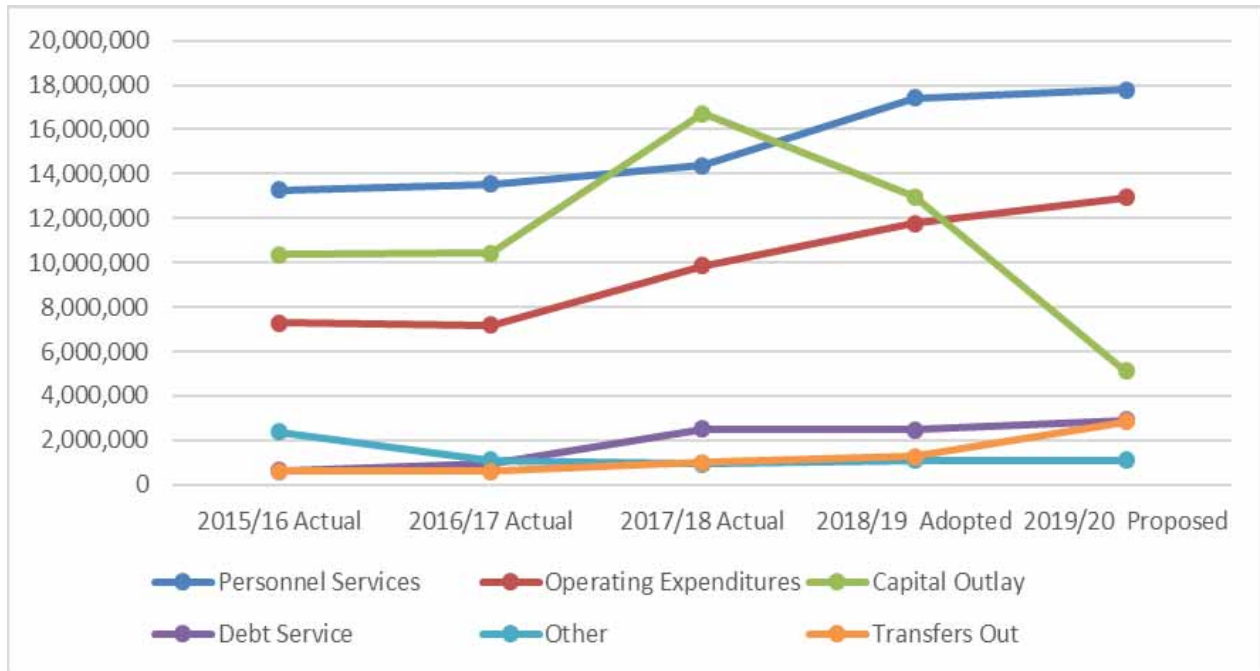
Community Development includes: Planning, Economic Development, Housing & Building





## EXPENDITURE SUMMARY BY CATEGORY (ALL FUNDS)

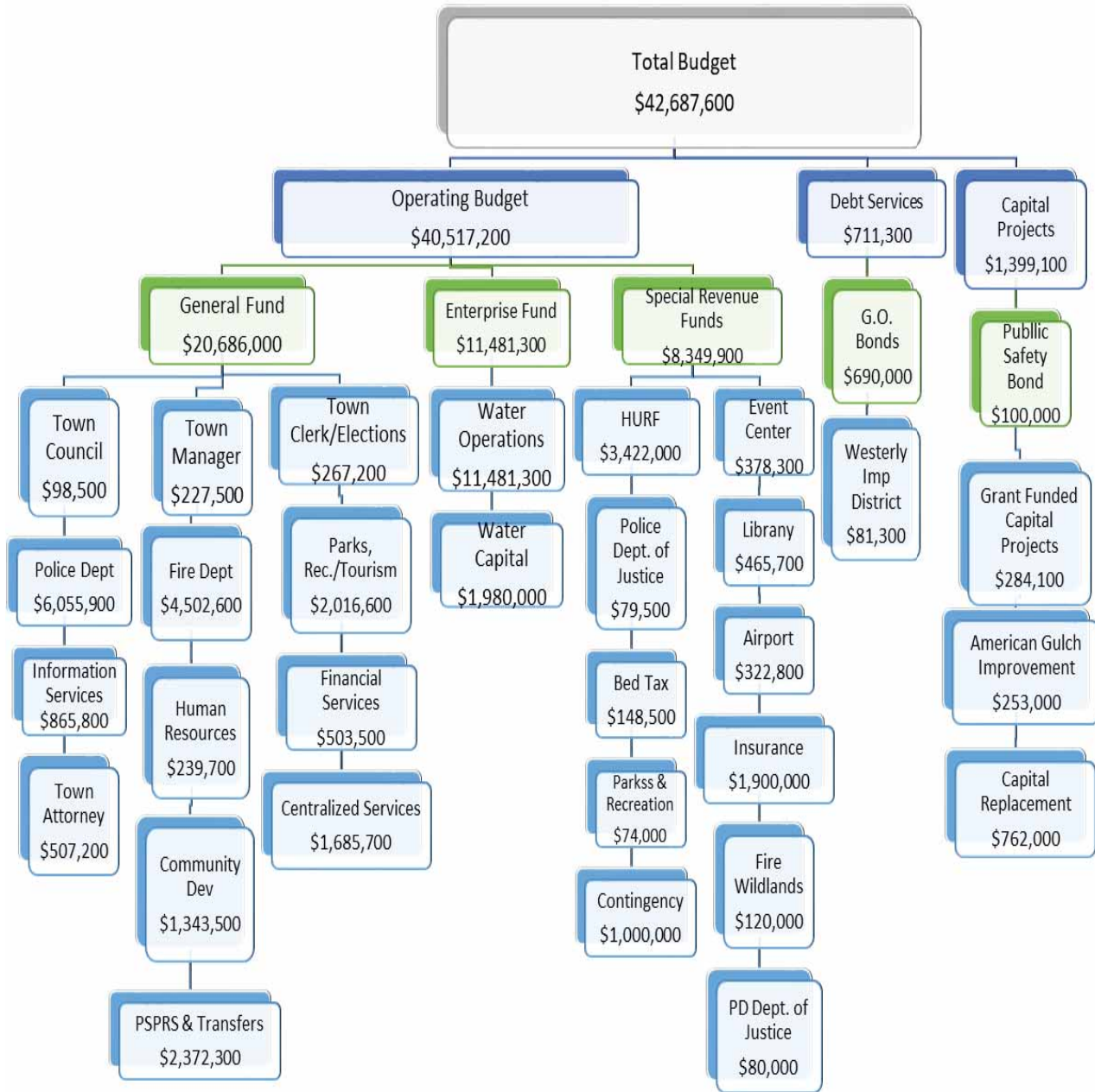
	2015/16 Actual	2016/17 Actual	2017/18 Actual	2018/19 Adopted	2019/20 Proposed
<b>Personnel Services</b>	13,281,220	13,538,458	14,389,242	17,409,200	17,780,500
<b>Operating Expenditures</b>	7,290,062	7,189,589	9,870,947	11,762,650	12,934,882
<b>Capital Outlay</b>	10,359,966	10,430,487	16,727,549	12,955,900	5,100,100
<b>Debt Service</b>	648,288	976,235	2,496,917	2,471,300	2,916,718
<b>Other</b>	2,370,019	1,088,652	938,620	1,106,000	1,110,800
<b>Transfers Out</b>	602,572	614,605	991,298	1,264,900	2,844,600
	<b>\$ 34,552,127</b>	<b>\$ 33,838,026</b>	<b>\$ 45,414,573</b>	<b>\$ 46,969,950</b>	<b>\$ 42,687,600</b>







**TOWN OF PAYSON BUDGETED EXPENDENTURES FISCAL YEAR 2019/20**





## EXPENDITURES DETAIL (ALL FUNDS)

Category	Description	2016/17 Actual	2017/18 Actual	2018/19 Adopted	2019/20 Proposed
<b>Salaries &amp; Wages</b>					
xxx-x-xxxx-xx-5001	Full Time Employees	8,017,410	8,264,337	9,465,800	9,717,200
xxx-x-xxxx-xx-5002	Part Time Employees	183,976	203,952	239,200	272,700
xxx-x-xxxx-xx-5003	Temporary Employees	76,264	89,644	143,200	136,000
xxx-x-xxxx-xx-5005	Paid On Call Employees	47,756	60,424	80,000	125,000
xxx-x-xxxx-xx-5006	Standby Pay	8,640	12,969	11,900	10,100
xxx-x-xxxx-xx-50xx	Misc Compensation	28,081	28,698	38,400	22,700
xxx-x-xxxx-xx-52xx	Overtime Compensation	794,474	846,762	925,900	900,400
xxx-x-xxxx-xx-5990	Shift Differential Pay	44,089	39,150	46,000	48,000
<b>Total Salaries &amp; Wages</b>		<b>9,200,690</b>	<b>9,545,936</b>	<b>10,950,400</b>	<b>11,232,100</b>
<b>Personnel Benefits</b>					
xxx-x-xxxx-xx-5501	FICA	544,483	575,319	695,900	703,075
xxx-x-xxxx-xx-5504	Pensions & Retirement	2,142,608	2,597,696	2,902,600	3,049,100
xxx-x-xxxx-xx-5505	Retirement Offset Pension	-	500,000	600,000	600,000
xxx-x-xxxx-xx-5600	Deferred Compensation	-	-	-	-
xxx-x-xxxx-xx-5700	Health/Life Insurance	1,161,262	1,177,590	1,498,400	1,481,700
xxx-x-xxxx-xx-5701	Disability Insurance	7,142	8,924	33,300	10,400
xxx-x-xxxx-xx-5800	Workers Comp Insurance	430,055	510,865	631,600	581,925
xxx-x-xxxx-xx-5801	Unemployment Comp	28	240	1,500	700
xxx-x-xxxx-xx-5901	Uniform Allowance	52,190	54,740	95,500	111,900
<b>Total Personnel Benefits</b>		<b>4,337,768</b>	<b>5,425,374</b>	<b>6,458,800</b>	<b>6,538,800</b>
<b>Supplies</b>					
xxx-x-xxxx-xx-6001	Office Supplies	55,692	50,434	63,600	69,700
xxx-x-xxxx-xx-6002	Coffee Supplies	771	646	1,200	1,100
xxx-x-xxxx-xx-6003	Cleaning Supplies	12,440	12,916	16,400	16,900
xxx-x-xxxx-xx-6005	Safety Program Supplies	12,160	13,580	19,900	24,900
xxx-x-xxxx-xx-6006	Clothing/Uniforms	22,000	17,646	27,150	8,500
xxx-x-xxxx-xx-6007	PPE Equipment/Clothing	27,207	38,764	35,000	25,000
xxx-x-xxxx-xx-6008	Chemicals	47,105	53,388	865,000	867,200
xxx-x-xxxx-xx-6010	Books, Maps & Periodicals	2,488	4,926	19,600	15,600
xxx-x-xxxx-xx-6011	Small Tools/Minor Equipment	90,961	84,295	161,900	192,700
xxx-x-xxxx-xx-6012	Communications Eq Supplies	3,463	7,497	6,500	6,500
xxx-x-xxxx-xx-6013	Computer Supplies	46,418	53,763	114,000	116,000
xxx-x-xxxx-xx-6014	Landscape Materials	11,823	15,210	10,500	10,500
xxx-x-xxxx-xx-6015	Signs	5,163	10,175	5,000	21,600
xxx-x-xxxx-xx-6016	Park Furnishing	-	1,466	1,000	1,000
xxx-x-xxxx-xx-6100	Medical/Lab Supplies	25,835	36,893	41,100	41,900
xxx-x-xxxx-xx-6101	Canine Supplies	2,028	4,593	3,000	3,500
xxx-x-xxxx-xx-6102	Weapons/Training Supplies	13,984	15,111	15,500	15,500
xxx-x-xxxx-xx-6201	Bldg Materials & Supplies	42,197	67,674	78,500	81,600
xxx-x-xxxx-xx-6202	Misc R&M Supplies	57,535	62,873	100,000	130,500
xxx-x-xxxx-xx-6300	Motor Fuel	169,583	200,728	215,900	223,800
xxx-x-xxxx-xx-6302	Vehicle Supplies	180,538	197,346	190,600	204,600
xxx-x-xxxx-xx-6400	Hdwr, Electric & Plumbing Supplies	18,807	21,290	20,400	22,900
xxx-x-xxxx-xx-6401	Drainage Supplies	10,534	20,400	20,000	47,000
xxx-x-xxxx-xx-6402	Street/Sidewalk Supplies	72,348	71,894	100,000	85,000
xxx-x-xxxx-xx-6602	Promotional Supplies	91,717	124,612	138,000	123,000
xxx-x-xxxx-xx-6640	HM - EMS Supplies	-	-	800	-
xxx-x-xxxx-xx-6900	Other Supplies	695	-	-	-
<b>Total Supplies</b>		<b>1,023,492</b>	<b>1,188,120</b>	<b>2,270,550</b>	<b>2,356,500</b>



**EXPENDITURES DETAIL (ALL FUNDS) – Continued**

Category	Description	2016/17 Actual	2017/18 Actual	2018/19 Adopted	2019/20 Proposed
<b><u>Services</u></b>					
xxx-x-xxxx-xx- 7002	Accounting/Auditing Services	46,238	47,750	51,700	51,700
xxx-x-xxxx-xx- 7003	Computer Services	14,829	15,757	16,000	17,000
xxx-x-xxxx-xx- 7004	Compliance/Lab Analysis	22,635	9,849	95,000	35,000
xxx-x-xxxx-xx- 7005	Computer Software	23,374	84,665	103,400	122,400
xxx-x-xxxx-xx- 7100	Legal Services	18,788	24,706	63,000	63,000
xxx-x-xxxx-xx- 7101	Indigent Defense	35,600	38,500	45,000	40,000
xxx-x-xxxx-xx- 7102	Court Services	107,580	104,616	125,000	160,000
xxx-x-xxxx-xx- 7103	Prosecution Services	-	-	1,000	1,000
xxx-x-xxxx-xx- 7104	Settlements	-	10,000	20,000	20,000
xxx-x-xxxx-xx- 7602	Safety Training Services	-	-	10,000	10,000
xxx-x-xxxx-xx- 7900	Other Professional Services	359,935	469,943	857,700	1,209,300
<b>Total Services</b>		<b>628,979</b>	<b>805,786</b>	<b>1,387,800</b>	<b>1,729,400</b>
<b><u>Utilities</u></b>					
xxx-x-xxxx-xx- 7300	Electricity	634,308	684,919	800,500	763,200
xxx-x-xxxx-xx- 7301	Propane Gas	24,864	29,796	36,400	37,700
xxx-x-xxxx-xx- 7302	Water Service	67,097	86,090	80,600	109,900
xxx-x-xxxx-xx- 7304	Sewer Service	13,111	12,440	137,900	139,100
xxx-x-xxxx-xx- 7305	Garbage Service	27,764	30,680	125,300	170,100
xxx-x-xxxx-xx- 7306	Telephone	250,134	253,195	291,500	282,000
xxx-x-xxxx-xx- 7307	Postage	45,290	32,753	45,600	42,700
<b>Total Utilities</b>		<b>1,062,568</b>	<b>1,129,873</b>	<b>1,517,800</b>	<b>1,544,700</b>
<b><u>Travel</u></b>					
xxx-x-xxxx-xx- 7600	Travel	47,142	55,488	104,700	128,700
xxx-x-xxxx-xx- 7601	Registrations	45,168	53,583	97,800	110,100
<b>Total Travel</b>		<b>92,310</b>	<b>109,071</b>	<b>202,500</b>	<b>238,800</b>
<b><u>Advertising &amp; Publishing</u></b>					
xxx-x-xxxx-xx- 6600	Public Relations	20,127	21,573	40,900	49,900
xxx-x-xxxx-xx- 7907	Advertising	15,173	16,399	29,300	29,300
<b>Total Advertising &amp; Publishing</b>		<b>35,300</b>	<b>37,972</b>	<b>70,200</b>	<b>79,200</b>
<b><u>Rentals</u></b>					
xxx-x-xxxx-xx- 7500	Land & Buildings	9,411	7,827	12,800	21,000
xxx-x-xxxx-xx- 7501	Work Eq & Machine Rental	-	151	500	500
xxx-x-xxxx-xx- 7502	Office Equipment Rental	236,843	236,974	231,200	332,500
<b>Total Rentals</b>		<b>246,254</b>	<b>244,952</b>	<b>244,500</b>	<b>354,000</b>
<b><u>Insurance</u></b>					
xxx-x-xxxx-xx- 7903	Insurance	503,887	527,317	567,700	537,100
xxx-x-xxxx-xx- 7904	Insurance Deductibles	(2,474)	18,001	7,500	7,500
xxx-x-xxxx-xx- 7908	Insurance Premium	1,715,052	1,609,219	2,056,300	1,900,000
<b>Total Insurance</b>		<b>2,216,465</b>	<b>2,154,537</b>	<b>2,631,500</b>	<b>2,444,600</b>



**EXPENDITURES DETAIL (ALL FUNDS) – Continued**

Category	Description	2016/17 Actual	2017/18 Actual	2018/19 Adopted	2019/20 Proposed
<b><u>Repair &amp; Maintenance</u></b>					
xxx-x-xxxx-xx- 6200	Hydrant R&M	14,970	21,552	36,000	40,000
xxx-x-xxxx-xx- 65xx	Water R&M	196,751	278,188	481,000	563,200
xxx-x-xxxx-xx- 7400	Grounds R&M	9,130	11,198	22,000	24,000
xxx-x-xxxx-xx- 7401	Bldg/Fixture R&M	89,098	52,340	183,900	233,700
xxx-x-xxxx-xx- 7402	Office Equipment R&M	1,681	5,598	13,300	10,800
xxx-x-xxxx-xx- 7403	Computer Equipment R&M	241,270	271,506	304,800	294,200
xxx-x-xxxx-xx- 7404	Communication Eq R&M	137,950	109,369	304,200	312,500
xxx-x-xxxx-xx- 7405	Work Equipment R&M	57,290	47,847	73,800	104,800
xxx-x-xxxx-xx- 7406	Street Light R&M	33,354	38,335	58,000	47,500
xxx-x-xxxx-xx- 7407	R & M Wells	486	14,715	40,000	40,000
xxx-x-xxxx-xx- 7408	Street/Sidewalk Repair Serv	38,656	5,307	90,000	43,500
xxx-x-xxxx-xx- 7412	Pavement Preservation Program	-	-	-	550,000
<b>Total Repair &amp; Maintenance</b>		<b>820,636</b>	<b>855,955</b>	<b>1,607,000</b>	<b>2,264,200</b>
<b><u>Miscellaneous</u></b>					
xxx-x-xxxx-xx- 6009	Program Costs	188,678	198,250	272,800	324,700
xxx-x-xxxx-xx- 6620	Vehicle Fuel	-	-	2,000	2,000
xxx-x-xxxx-xx- 6630	HM - Small Tools	-	-	700	700
xxx-x-xxxx-xx- 6700	Dues & Memberships	69,358	61,345	81,900	85,300
xxx-x-xxxx-xx- 6901	Taxes & Assessments	652	609	500	1,300
xxx-x-xxxx-xx- 6903	Bank Fees	24,814	20,967	25,000	21,000
xxx-x-xxxx-xx- 6904	Contingency Expenses	-	-	200,000	1,000,000
xxx-x-xxxx-xx- 6905	Bad Debt	35	123	1,100	1,100
xxx-x-xxxx-xx- 6990	Other Expense	41,792	23,002	60,000	43,000
xxx-x-xxxx-xx- 6991	Other Expense-Law Enforce	9,782	7,171	13,000	10,000
xxx-x-xxxx-xx- 6992	Other Expense-DARE	3,710	4,110	4,000	5,200
xxx-x-xxxx-xx- 7001	Program Overhead	2,418	2,442	15,000	45,000
xxx-x-xxxx-xx- 7901	Lien & Clean	11,854	-	22,500	15,000
xxx-x-xxxx-xx- 7906	LE Prop Purchase Program	-	2,182,675	-	-
xxx-x-xxxx-xx- 7902	Reimbursable Impound Costs	2,191	-	2,000	-
xxx-x-xxxx-xx- 7910	Printing & Binding	18,392	16,222	19,300	19,100
xxx-x-xxxx-xx- 7912	Grant Expenses	89,475	3,450	157,200	91,000
xxx-x-xxxx-xx- 7913	Housing Expense	147,883	-	-	-
xxx-x-xxxx-xx- 7914	Contributions / Donations	159	9,603	-	284,100
xxx-x-xxxx-xx- 7915	Overhead	219,500	-	-	-
xxx-x-xxxx-xx- 7990	Contribution to Other Agencies	222,876	240,458	232,100	240,700
xxx-x-xxxx-xx- 8781	Parks Master Plan	-	-	500,000	-
xxx-x-xxxx-xx- 9661	Repay Water Loan	-	158,900	207,500	274,000
xxx-x-xxxx-xx- 72xx	Councilmember Expenses	10,016	3,080	14,200	14,200
<b>Total Miscellaneous</b>		<b>1,063,585</b>	<b>2,932,407</b>	<b>1,830,800</b>	<b>2,477,400</b>

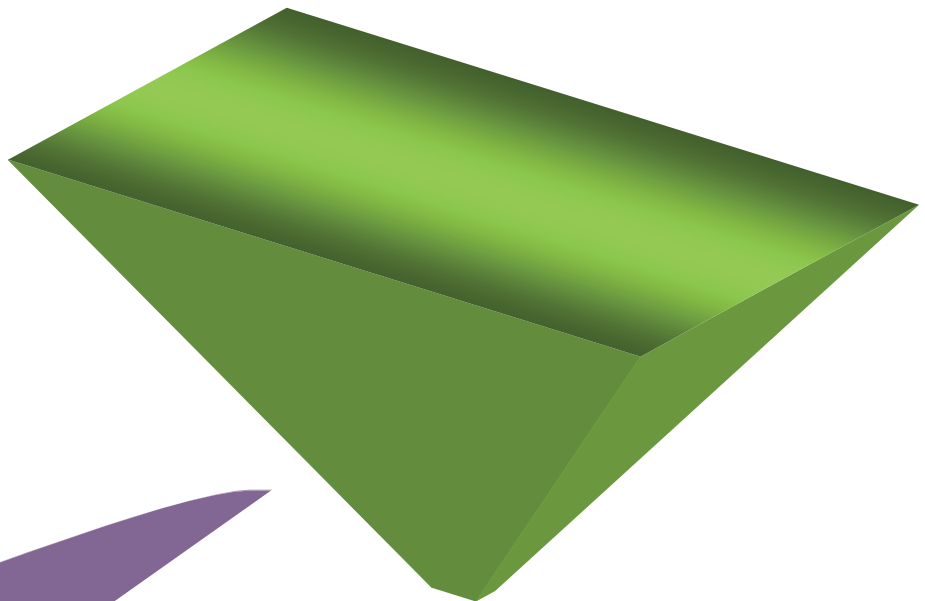


**EXPENDITURES DETAIL (ALL FUNDS) – Continued**

Category	Description	2016/17 Actual	2017/18 Actual	2018/19 Adopted	2019/20 Proposed
<b>Capital Outlay</b>					
xxx-x-xxxx-xx- 8xxx	Airport Projects	8,089	944,820	1,228,600	80,000
xxx-x-xxxx-xx- 8xxx	Street Improvements	843,999	531,371	1,234,000	522,000
xxx-x-xxxx-xx- 8xxx	Computer Software/Hardware	31,161	59,981	302,500	65,000
xxx-x-xxxx-xx- 8xxx	Machinery & Equipment	247,300	485,853	106,900	233,000
xxx-x-xxxx-xx- 8xxx	Vehicular Equipment	24,148	103,073	363,000	435,000
xxx-x-xxxx-xx- 8xxx	Parks Development	-	197,385	50,000	969,000
xxx-x-xxxx-xx- 8xxx	Grant Funded Projects	339,085	65,129	497,900	100,000
xxx-x-xxxx-xx- 8xxx	Highway Improvements	-	-	65,000	330,000
xxx-x-xxxx-xx- 8xxx	American Gulch Imp Dist	-	-	275,000	253,000
xxx-x-xxxx-xx- 8xxx	Water Projects	8,936,705	12,935,817	8,833,000	1,980,000
<b>Total Capital Outlay</b>		<b>10,430,487</b>	<b>15,323,429</b>	<b>12,955,900</b>	<b>4,967,000</b>
<b>Debt Service</b>					
xxx-x-xxxx-xx- 6901	Debt Service Fees	2,088	-	1,600	-
xxx-x-xxxx-xx- 7950	Principal	527,291	495,000	1,594,600	1,695,000
xxx-x-xxxx-xx- 7951	Interest	446,856	621,867	875,100	810,500
<b>Total Debt Service</b>		<b>976,235</b>	<b>1,116,867</b>	<b>2,471,300</b>	<b>2,505,500</b>
<b>Depreciation</b>					
xxx-x-xxxx-xx- 8005	Depreciation - Infrastructure	-	704,331	-	-
xxx-x-xxxx-xx- 8100	Depreciation - Buildings	22,717	315,249	25,000	25,000
xxx-x-xxxx-xx- 8101	Depreciation - Non Buildings	1,040,919	270,395	985,000	985,000
xxx-x-xxxx-xx- 8102	Depreciation - Machinery/Eq	25,173	482,807	25,000	25,000
xxx-x-xxxx-xx- 8103	Depreciation - Vehicles	(9,188)	13,385	60,000	60,000
xxx-x-xxxx-xx- 8104	Depreciation - Furniture/Eq	3,091	(17,321)	5,000	10,000
xxx-x-xxxx-xx- 82xx	Amortization	5,940	5,940	6,000	5,800
<b>Total Depreciation</b>		<b>1,088,652</b>	<b>1,774,786</b>	<b>1,106,000</b>	<b>1,110,800</b>
<b>Transfers Out</b>					
xxx-x-xxxx-xx- 9101	To General Fund	147,000	389,000	322,000	322,000
xxx-x-xxxx-xx- 9202	To HURF	-	110,600	100,000	150,000
xxx-x-xxxx-xx- 9210	To Gifts & Grants Fund	-	-	2,000	-
xxx-x-xxxx-xx- 9224	To Library	115,623	131,488	195,600	220,700
xxx-x-xxxx-xx- 9260	To Airport	17,565	81,378	167,300	142,200
xxx-x-xxxx-xx- 9265	To Event Center	40,467	164,736	203,900	259,300
xxx-x-xxxx-xx- 9280	To Contingency Fund	-	50,000	150,000	860,000
xxx-x-xxxx-xx- 9303	Capital Replacement Fund	-	-	-	400,000
xxx-x-xxxx-xx- 9402	To Equipment Fund	-	-	100,000	100,000
xxx-x-xxxx-xx- 9403	To Grant Capital Project	21,439	-	-	-
xxx-x-xxxx-xx- 9427	To DS Westerly Rd Imprv	-	26,205	24,100	25,400
xxx-x-xxxx-xx- 9661	To Water Department	67,300	-	-	-
xxx-x-xxxx-xx- 98xx	To Debt Service	205,211	127,891	-	365,000
<b>Total Transfers Out</b>		<b>614,605</b>	<b>1,081,298</b>	<b>1,264,900</b>	<b>2,844,600</b>
<b>GRAND TOTAL</b>		<b>\$33,838,026</b>	<b>\$43,726,363</b>	<b>\$46,969,950</b>	<b>\$42,687,600</b>



# DEPARTMENT BUDGETS





# TOWN COUNCIL DEPARTMENT

## Mission Statement

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

## Description

Council members serve four-year terms, and may serve unlimited terms. The Council elections are staggered every two years with three members up for each election. The Mayor is elected to a two-year term, and also may serve unlimited terms. The Town Council selects a Vice Mayor from among its membership.

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

## 2018/19 Accomplishments

- Established clear direction on policies and priorities for Town operations
- Provided a safe community for citizens through aggressive public safety programs
- Approved a financially sound budget that fits within limitations of policies and statutes
- Incorporated safeguards to assure fairness and equitable treatment of all citizens

## 2019/20 Objectives

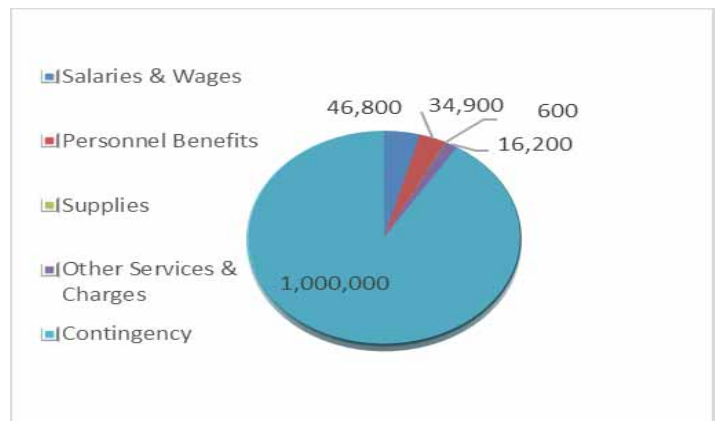
### KRA 7: THE PAYSON TEAM

- Value the tax dollars and maintain fiscally responsible financial policies
- Provide a safe community for citizens through aggressive public safety programs
- Respond to the needs of the community by promoting communication and accessibility
- Serve Town through a variety of services designed to promote quality of life

## Position Summary

	2018/19	2019/20
Town Council Members	7.0	7.0
<b>Total Positions</b>	<b>7.0</b>	<b>7.0</b>

## 2019/20 Proposed Expenditures





### Town Council Budget Changes

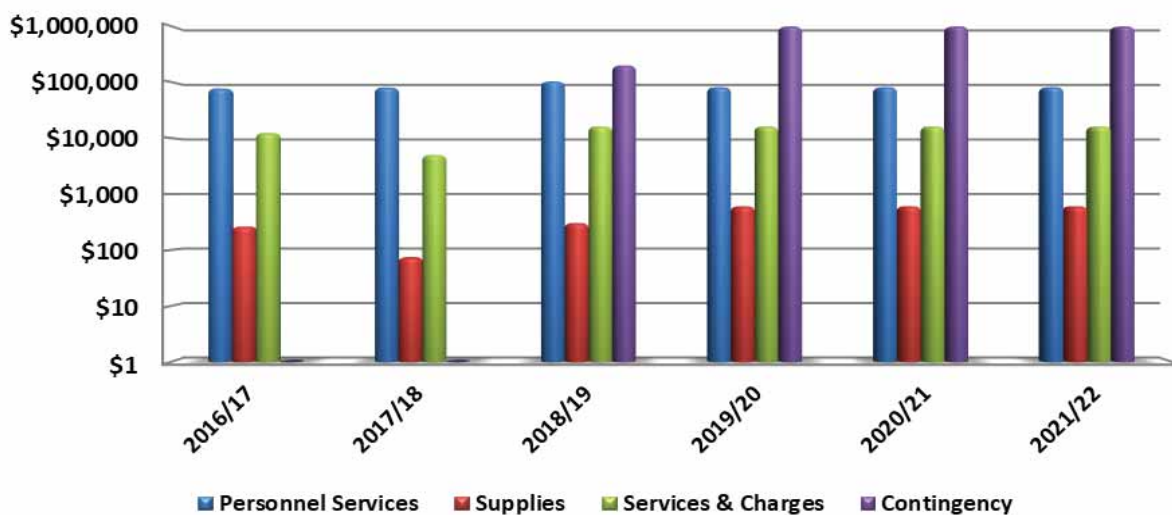
Description	2017/18 Actual	2018/19 Adopted	% Change	2019/20 Proposed	% Change
Salaries & Wages	46,800	46,800	0.0%	46,800	0.0%
Personnel Benefits	34,018	56,800	67.0%	34,900	-38.6%
Supplies	73	300	311.0%	600	100.0%
Other Services & Charges	4,979	16,200	225.4%	16,200	0.0%
Contingency	-	200,000	0.0%	1,000,000	100.0%
<b>Total Town Council</b>	<b>\$ 85,870</b>	<b>\$320,100</b>	<b>272.8%</b>	<b>\$ 1,098,500</b>	<b>243.2%</b>

#### Significant Budget Changes:

- FY17/18 Benefits—reflects the changes in Council members’ benefits
- FY17/18 Services— budget decreased in these areas due to past spending trends
- FY18/19 Contingency-budget increased to build “rainy-day” reserve.
- FY19/20 Benefits—reflects the changes in Council members’ benefits
- FY19/20 Contingency—budget increased to build “rainy-day” reserve.

### Town Council Budget Analysis Historic & Forecast

Classification	2016/17 Actual	2017/18 Actual	2018/19 Adopted	2019/20 Proposed	2020/21 Estimate	2021/22 Estimate
Personnel Services	77,648	80,818	103,600	81,700	81,700	81,700
Supplies	259	73	300	600	600	600
Services & Charges	12,403	4,979	16,200	16,200	16,200	16,200
Contingency	-	-	200,000	1,000,000	1,000,000	1,000,000
<b>Total Town Council</b>	<b>\$ 90,310</b>	<b>\$ 85,870</b>	<b>\$ 320,100</b>	<b>\$ 1,098,500</b>	<b>\$ 1,098,500</b>	<b>\$ 1,098,500</b>







ANNUAL BUDGET

TOWN COUCIL

**TOWN COUNCIL**

	<b>2015/16 ACTUAL</b>	<b>2016/17 ACTUAL</b>	<b>2017/18 ACTUAL</b>	<b>2018/19 ADOPTED</b>	<b>2019/20 PROPOSED</b>
<b>SALARIES &amp; WAGES</b>					
101-5-1411-00-5001 Full Time Employees	46,800	48,700	46,800	46,800	46,800
Total Salaries & Wages	46,800	48,700	46,800	46,800	46,800
<b>PERSONNEL BENEFITS</b>					
101-5-1411-00-5501 FICA	2,223	2,608	2,520	3,600	3,600
101-5-1411-00-5700 Health Insurance	25,598	26,137	31,279	53,000	31,000
101-5-1411-00-5800 Worker's Comp Insurance	240	203	219	200	300
Total Personnel Benefits	28,061	28,948	34,018	56,800	34,900
<b>SUPPLIES</b>					
101-5-1411-00-6001 Office Supplies	55	259	73	300	600
101-5-1411-00-6600 Public Relations	-	-	-	-	-
Total Supplies	55	259	73	300	600
<b>OTHER SERVICES &amp; CHARGES</b>					
101-5-1411-00-7306 Telephone Charges	3,225	2,388	1,899	2,000	2,000
101-5-1411-00-72xx Council Member Expenses	5,384	10,016	3,080	14,200	14,200
Total Other Svcs & Charges	8,609	12,404	4,979	16,200	16,200
<b>CONTINGENCY</b>					
280-5-1411-01-6904	-	-	-	200,000	1,000,000
Total Contingency	-	-	-	200,000	1,000,000
<b>GRAND TOTAL</b>	<b>\$ 83,525</b>	<b>\$ 90,311</b>	<b>\$ 85,870</b>	<b>\$ 320,100</b>	<b>\$ 1,098,500</b>





# TOWN MANAGER DEPARTMENT

### Mission Statement

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

### Description

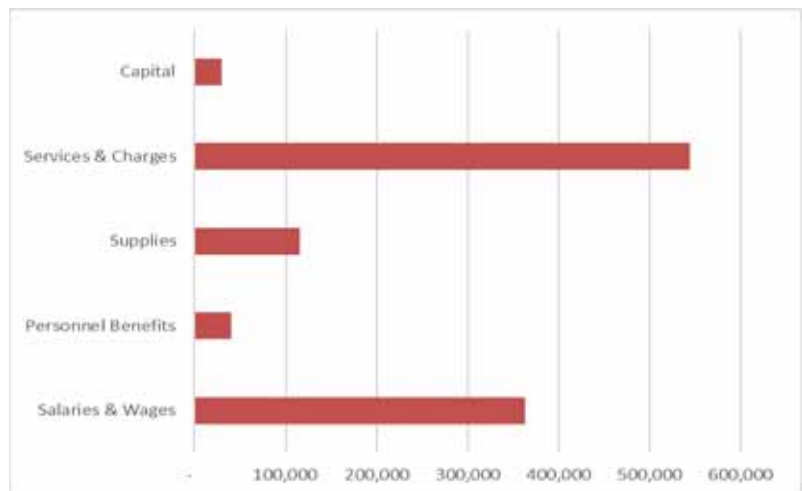
The Town Manager’s Department is made up of two divisions: Town Manager and Information Services.

In FY14/15, Neighborhood Services and Economic Development divisions were included in the Town Manager’s Department. In FY15/16, the Neighborhood Services division was eliminated and Economic Development was moved to the Planning & Development Department. Until FY17/18, Human Resource was included in this department, but it is now its own department.

### Position Summary

	2018/19	2019/20
Town Manager	1.0	1.0
Information Technology Mgr.	1.0	1.0
Information Technology Technician	1.0	1.0
<b>Total Budgeted Positions</b>	<b>3.0</b>	<b>3.0</b>

### 2019/20 Proposed Expenditures





**Town Manager**

**TOWN MANAGER EXPENDITURE SUMMARY BY DIVISION**

Operating Division	2015/16 Actual	2016/17 Actual	2017/18 Actual	2018/19 Adopted	2019/20 Proposed
Town Manager	317,298	194,976	212,065	227,300	227,500
Information Services	615,772	621,168	770,929	1,175,000	865,800
<b>Total Town Manager</b>	<b>\$933,070</b>	<b>\$ 816,144</b>	<b>\$ 982,994</b>	<b>\$ 1,402,300</b>	<b>\$ 1,093,300</b>

**Town Manager Budget Changes**

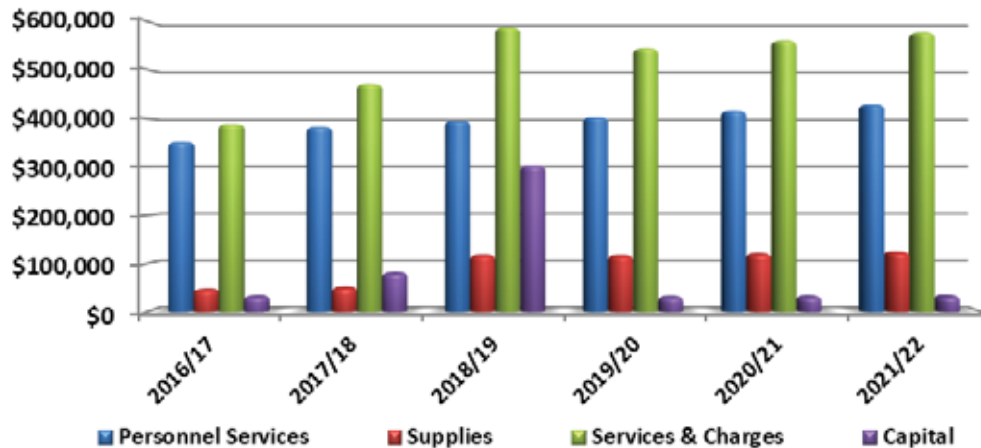
Description	2017/18 Actual	2018/19 Adopted	% Change	2019/20 Proposed	% Change
Salaries & Wages	298,684	315,800	5.7%	363,300	15.0%
Personnel Benefits	84,226	79,600	-5.5%	39,800	-50.0%
Supplies	49,636	116,600	134.9%	116,000	-0.5%
Other Services & Charges	470,544	587,800	24.9%	544,200	-7.4%
Capital	79,904	302,500	278.6%	30,000	-90.1%
<b>Total Town Manager</b>	<b>\$ 982,994</b>	<b>\$ 1,402,300</b>	<b>42.7%</b>	<b>\$ 1,093,300</b>	<b>-22.0%</b>

**Town Manager Budget Analysis  
Historic & Forecast**

Classification	2016/17 Actual	2017/18 Actual	2018/19 Adopted	2019/20 Proposed	2020/21 Estimate	2021/22 Estimate
Personnel Services	351,293	382,910	395,400	403,100	415,193	427,649
Supplies	45,182	49,636	116,600	116,000	119,480	123,064
Services & Charges	388,508	470,544	587,800	544,200	560,526	577,342
Capital	31,161	79,904	302,500	30,000	30,900	31,827
<b>Total Town Manager</b>	<b>\$ 816,144</b>	<b>\$ 982,994</b>	<b>\$1,402,300</b>	<b>\$ 1,093,300</b>	<b>\$ 1,126,099</b>	<b>\$ 1,159,882</b>

Note: Significant budget changes are addressed within the individual divisions' sections that follow.

### Town Manager Budget Analysis Historic & Forecast





## TOWN MANAGER – Town Manager Division

### Description

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

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

### 2018/19 Accomplishments

- Updated Administrative Policies as needed
- Continued to add information to the Town of Payson Facebook page to provide information to the public
- Completed the Rumsey Park Master Plan
- Continued building the Town’s working relationship with neighboring governmental jurisdictions
- Continued to administer the financial aspects of the C.C. Cragin project
- Initiated an energy efficiency study to find methods to reduce energy costs

### 2019/20 Objectives

#### KRA 7: THE PAYSON TEAM

- Continue to update Administrative Policies as needed
- Update the Personnel Manual
- Budgeted an additional payment of \$600,000 above the annual required contribution to reduce the Town’s PSPRS liability
- Continue to administer the financial aspects of the C.C. Cragin project
- Continue to enhance transparency and communication using the Town website and Facebook
- Continue to manage the Town with proactive and efficient methods



### Town Manager Division Budget Changes

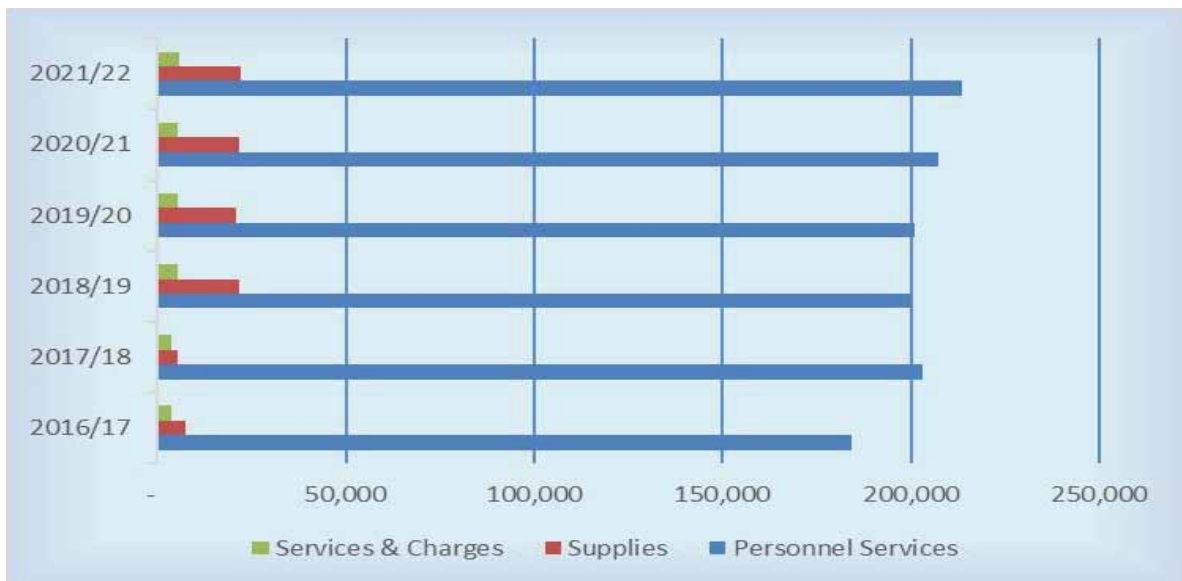
Description	2017/18 Actual	2018/19 Adopted	% Change	2019/20 Proposed	% Change
Salaries & Wages	153,927	161,300	4.8%	161,000	-0.2%
Personnel Benefits	48,971	39,000	-20.4%	40,100	2.8%
Supplies	5,435	21,600	297.4%	21,000	-2.8%
Other Services & Charges	3,732	5,400	44.7%	5,400	0.0%
<b>Town Manager</b>	<b>\$ 212,065</b>	<b>\$ 227,300</b>	<b>7.2%</b>	<b>\$ 227,500</b>	<b>0.1%</b>

#### Significant Budget Changes:

- FY17/18 Benefits - legal decision required additional contribution to retirement
- FY17/18 Supplies - reflects reduced office supplies and fuel
- FY18/19 Benefits - decrease due to payoff for past position retirement contribution
- FY18/19 Supplies - increase for town employee appreciation event

### Town Manager Division Budget Analysis Historic & Forecast

Classification	2016/17 Actual	2017/18 Actual	2018/19 Adopted	2019/20 Proposed	2020/21 Estimate	2021/22 Estimate
Personnel Services	184,028	202,897	200,300	201,100	207,133	213,347
Supplies	7,398	5,435	21,600	21,000	21,630	22,279
Services & Charges	3,550	3,733	5,400	5,400	5,562	5,729
<b>Town Manager</b>	<b>\$ 194,976</b>	<b>\$ 212,065</b>	<b>\$ 227,300</b>	<b>\$ 227,500</b>	<b>\$ 234,325</b>	<b>\$241,355</b>





ANNUAL BUDGET

TOWN MANAGER

**TOWN MANAGER DIVISION**

		<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>
		<b>ACTUAL</b>	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>ADOPTED</b>	<b>PROPOSED</b>
<b>SALARIES &amp; WAGES</b>						
101-5-1405-00-5001	Full Time Employees	274,773	150,192	153,927	161,300	161,300
	Total Salaries & Wages	274,773	150,192	153,927	161,300	161,300
<b>PERSONNEL BENEFITS</b>						
101-5-1405-00-5501	FICA	13,583	9,625	10,056	12,000	12,000
101-5-1405-00-5504	Retirement	12,036	17,032	30,600	18,400	18,400
101-5-1405-00-5600	Deferred Compensation	2,499	-	-	-	-
101-5-1405-00-5700	Health/Life Insurance	4,434	6,347	7,345	7,500	8,300
101-5-1405-00-5701	Disability Insurance	128	210	246	300	300
101-5-1405-00-5800	Workers Compensation	2,334	621	723	800	800
	Total Personnel Benefits	35,014	33,835	48,970	39,000	39,800
<b>SUPPLIES</b>						
101-5-1405-00-6001	Office Supplies	105	72	353	500	500
101-5-1405-00-6005	Safety Supplies	-	-	-	100	100
101-5-1405-00-6006	Uniforms / Clothing	-	-	-	300	-
101-5-1405-00-6010	Books & Periodicals	-	-	-	500	200
101-5-1405-00-6011	Small Tools/Minor Equipment	-	-	-	200	200
101-5-1405-00-6300	Gasoline,Fuels,Lubricant	-	756	718	1,000	1,000
101-5-1405-00-6302	R&M Supplies Vehicle	-	103	36	500	500
101-5-1405-00-6600	Public Relations	4,366	5,432	3,254	16,000	16,000
101-5-1405-00-6700	Dues & Memberships	1,331	1,035	1,074	2,500	2,500
101-5-1405-00-6990	Other Expense	-	-	-	-	-
	Total Supplies	5,802	7,398	5,435	21,600	21,000
<b>OTHER SERVICES &amp; CHARGES</b>						
101-5-1405-00-7306	Telephone Charges	44	806	686	800	800
101-5-1405-00-7600	Travel	796	1,524	1,497	2,000	2,000
101-5-1405-00-7601	Registrations	870	1,220	1,550	2,600	2,600
	Total Other Svcs & Charges	1,710	3,550	3,733	5,400	5,400
<b>GRAND TOTAL</b>		<b>\$ 317,299</b>	<b>\$ 194,975</b>	<b>\$ 212,065</b>	<b>\$ 227,300</b>	<b>\$ 227,500</b>



## TOWN MANAGER – Information Services Division

### Description

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

### 2018/19 Accomplishments

- Migrated/upgraded Laser fiche to new virtual server
- Finished configuration of new legal server and application
- Installed and configured new fiber core switch to enhance network traffic
- The MOE circuit for all remote town sites has been converted from Ethernet to fiber
- Installed and configured new switch for legal to prevent the town hall switch from suffering outages due to lightning strikes
- The new MDCs arrived, completed replacements for the Police Department
- All servers except the file server have been configured for disaster recovery and data is being replicated to the cloud.
- Installed and configured exchange 2016 server and completed migration.
- WINS server upgraded 2016
- Upgraded AD to 2016
- Decommissioned Exchange 2003 Server
- Installed 4 new virtual servers
- Built Exchange 2016 Edge Server
- Upgraded to Office 2016
- Replaced 4 computers in Dispatch & began Windows 7 replacement strategy
- Upgraded Granicus Media Server
- Virtualized 2 ISA Proxy Servers
- Upgrade WSUS to 2016
- Migrated Water to new 2016 Server
- New Finance application server to install new finance software – Pelorus

### 2019/20 Objectives

- In the research stage of installing security cameras at Town Hall
- Replace MDCs for Fire
- Replace Town Hall Generator
- Upgrade Public Safety application and servers
- Finalize data move to DR (Departments & Users)
- Migrate Community Development TRAKiT to new server





- Complete desktop replacement and Windows 7 phase out
- Upgrade Endpoint AV software & server
- Upgrade MB software & server
- Upgrade EV software & server
- Install and configure new photo ID computer/software
- Begin GIS server implementation

**KRA 10: INFORMATION TECHNOLOGY**

- Support and drive innovations that leverage technology and business solutions town-wide
- Focus on organization-wide applications, using right sourcing and managed services where appropriate.

**Information Services Division Budget Changes**

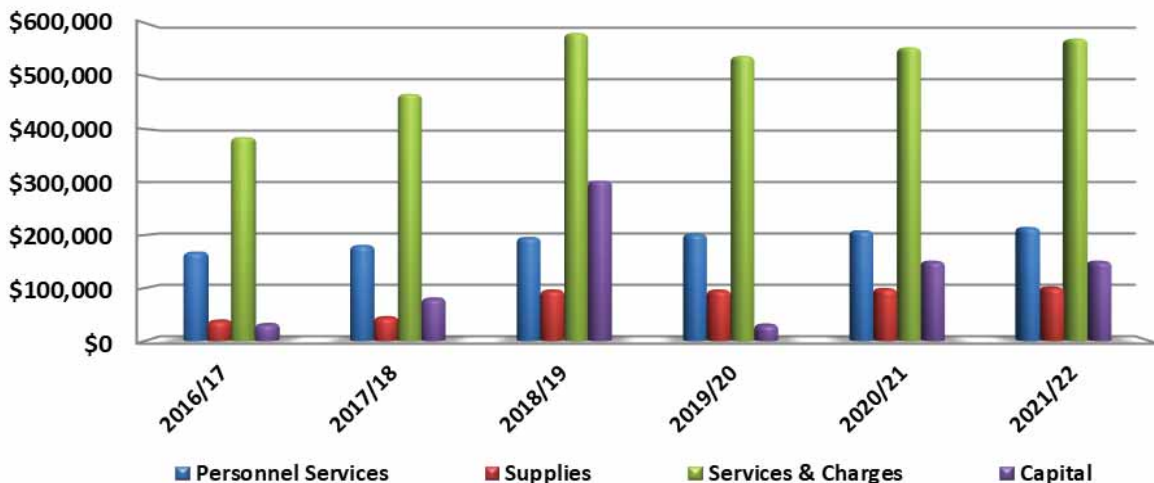
Description	2017/18 Actual	2018/19 Adopted	% Change	2019/20 Proposed	% Change
Salaries & Wages	144,757	154,500	6.7%	161,000	4.2%
Personnel Benefits	35,256	40,600	15.2%	41,000	1.0%
Supplies	44,201	95,000	114.9%	95,000	0.0%
Services & Charges	466,811	582,400	24.8%	538,800	-7.5%
Capital	79,904	302,500	278.6%	30,000	-90.1%
<b>Total Information Services</b>	<b>\$ 770,929</b>	<b>\$ 1,175,000</b>	<b>52.4%</b>	<b>\$ 865,800</b>	<b>-26.3%</b>

**Significant Budget Changes:**

- FY18/19 Supplies—additional funds budgeted for computer equipment/supplies
- FY18/19 Capital—capital budgeted for Council Chamber upgrades / TV Equipment which spanned both fiscal years
- FY18/19 Capital—includes funding for two new capital projects for offsite data storage and mobile switch replacement
- FY18/19 Services—reflects increased cost for software licensing and telephone charges

### Information Services Division Budget Analysis Historic & Forecast

Classification	2016/17 Actual	2017/18 Actual	2018/19 Adopted	2019/20 Proposed	2020/21 Estimate	2021/22 Estimate
Personnel Services	167,265	180,013	195,100	202,000	208,060	214,302
Supplies	37,784	44,201	95,000	95,000	97,850	100,786
Services & Charges	384,957	466,811	582,400	538,800	554,964	571,613
Capital	31,161	79,904	302,500	30,000	150,000	150,000
<b>Total Information Svcs</b>	<b>\$ 621,167</b>	<b>\$ 770,929</b>	<b>\$ 1,175,000</b>	<b>\$ 865,800</b>	<b>\$ 1,010,874</b>	<b>\$ 1,036,700</b>





**INFORMATION SERVICES DIVISION**

		<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>
		<b>ACTUAL</b>	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>ADOPTED</b>	<b>PROPOSED</b>
<b>SALARIES &amp; WAGES</b>						
101-5-1408-00-5001	Full Time Employees	134,715	135,160	144,757	154,500	161,000
101-5-1408-00-5200	Overtime Pay	-	-	178	2,000	-
	<b>Total Salaries &amp; Wages</b>	<b>134,715</b>	<b>135,160</b>	<b>144,935</b>	<b>156,500</b>	<b>161,000</b>
<b>PERSONNEL BENEFITS</b>						
101-5-1408-00-5501	FICA	9,815	9,714	10,357	12,000	12,500
101-5-1408-00-5504	Retirement	15,226	15,327	16,436	18,000	19,500
101-5-1408-00-5700	Health/Life Insurance	6,627	6,315	7,373	7,500	7,800
101-5-1408-00-5701	Disability Insurance	162	189	232	300	300
101-5-1408-00-5800	Workers Compensation	685	560	680	800	900
101-5-1408-00-5990	Miscellaneous	-	-	-	-	-
	<b>Total Personnel Benefits</b>	<b>32,515</b>	<b>32,105</b>	<b>35,078</b>	<b>38,600</b>	<b>41,000</b>
<b>SUPPLIES</b>						
101-5-1408-00-6011	Office Supplies	-	229	121	-	-
101-5-x408-0x-6013	Computer Equipment/Supplies	23,002	37,556	44,080	95,000	95,000
	<b>Total Supplies</b>	<b>23,002</b>	<b>37,785</b>	<b>44,201</b>	<b>95,000</b>	<b>95,000</b>
<b>OTHER SERVICES &amp; CHARGES</b>						
101-5-1408-00-7005	Software Licensing	26,884	23,374	84,665	103,400	122,400
101-5-x408-0x-7306	Telephone Charges	126,733	140,560	136,585	164,500	150,500
101-5-x408-0x-7403	Computer Equipment R&M	219,697	217,269	239,775	276,500	255,900
101-5-1408-00-7900	Other Professional Services	3,917	3,754	5,786	38,000	10,000
	<b>Total Other Svcs &amp; Charges</b>	<b>377,231</b>	<b>384,957</b>	<b>466,811</b>	<b>582,400</b>	<b>538,800</b>
<b>CAPITAL</b>						
101-5-1408-00-8004	Machinery & Equipment	48,309	31,161	49,203	92,500	30,000
101-5-2408-01-8004	Machinery & Equipment	-	-	30,701	210,000	-
	<b>Total Capital</b>	<b>48,309</b>	<b>31,161</b>	<b>79,904</b>	<b>302,500</b>	<b>30,000</b>
<b>GRAND TOTAL</b>		<b>\$ 615,772</b>	<b>\$ 621,168</b>	<b>\$ 770,929</b>	<b>\$ 1,175,000</b>	<b>\$ 865,800</b>



## HUMAN RESOURCES DEPARTMENT

### **Mission Statement**

The mission of the Human Resources Department is to provide quality administration in human resources and risk management to the Town of Payson, the Town Council, and the Town employees through:

- Facilitating the productivity and effectiveness of the Town of Payson
- Development of employees in ways that are satisfying to the individual and beneficial to the Town
- Anticipating, providing and administrating human resources services consistent with the changing needs of the Town
- Prompting safety first in the work place in order to provide the employees a safer environment

### **Description**

The Human Resources Department is responsible for payroll functions, administration of employee / retiree benefits, personnel policies & procedures, recruitment, employee training & development, risk management and administration of safety programs and compliance. Until FY17/18, Human Resources was included in the Town Manager's Department but it is now its own department.

### **2018/19 Accomplishments**

- Completed the comprehensive market study which included development of a new pay plan and step system
- Completed the process of hiring a new Chief of Police
- Updated the Safe Personnel system trainings
- Created a new, efficient & personalized process for open enrollment
- Enrolled in Department of Economic Security (DES) online for reporting unemployment
- Attended HIPPA compliance training
- Staff member obtained Human Resource professional certification
- Launched Employee Navigator system to encompass all employee benefits electronically
- Implemented Pelorus as the new Human Resource and Payroll system
- Completed two year audit of timesheets for weighted overtime adjustments to ensure accuracy
- Offered onsite health screenings & flu shots
- Updated town Personnel Policy manual



**2019/20 Objectives**

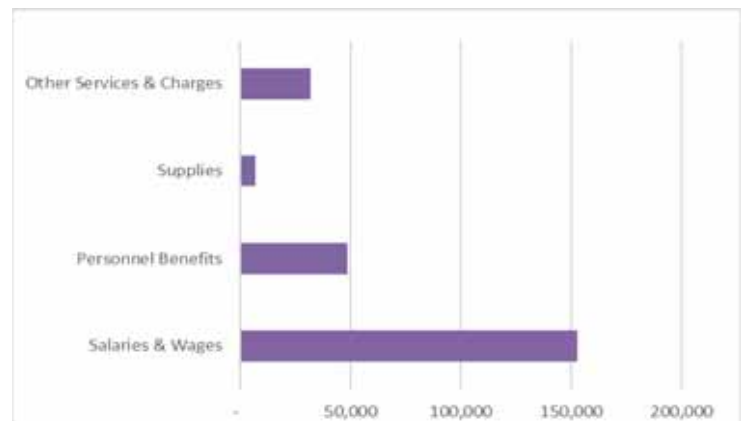
**KRA 7: THE PAYSON TEAM**

- Increase utilization of Employee Navigator to develop self-service process for benefit enrollments
- Develop a process for electronic new hire onboarding
- Develop a more efficient separation process
- Launch timekeeper capabilities in Pelorus
- Continue with the implementation and development of new employee appraisal system, including quarterly check-ins
- Attend Arizona State Retirement System and Public Safety Personnel Retirement System trainings
- Arrange meeting with Arizona State Retirement System for employee Q&A
- Offer onsite mammograms and bone density scanning, in addition to the traditional health screenings and flu shots
- Develop and implement a distinguished employee award and nomination process
- Develop a town-wide Exposure Policy

**Position Summary 2019/20**

	2017/18	2018/19
Human Resources Manager	1.0	0.0
Human Resources Analyst	1.0	1.0
Human Resources Specialist	0.0	1.0
Payroll Specialist	1.0	1.0
<b>Total Budgeted Positions</b>	<b>3.0</b>	<b>3.0</b>

**Proposed Expenditures**





### Human Resources Budget Changes

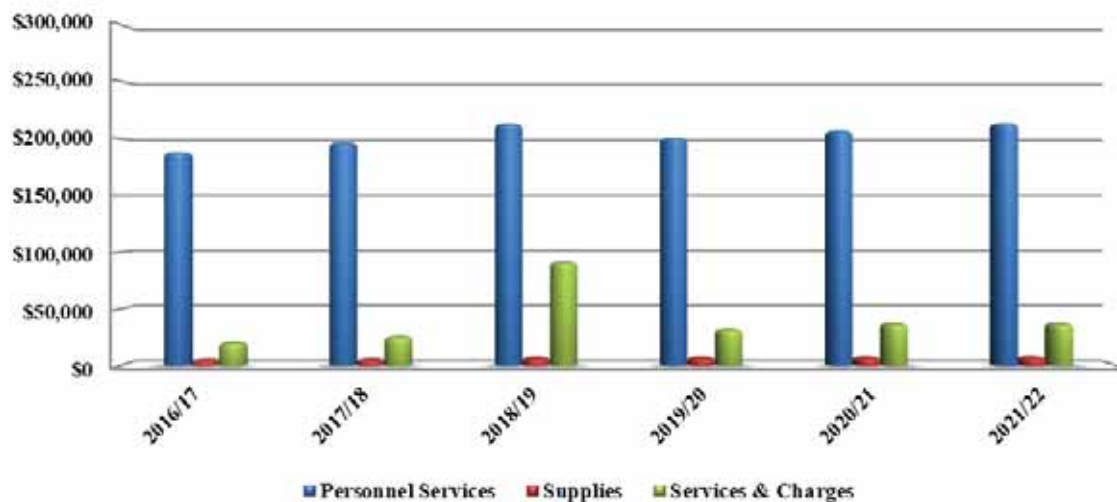
Description	2017/18 Actual	2018/19 Adopted	% Change	2019/20 Proposed	% Change
Salaries & Wages	150,595	161,500	7.2%	152,600	-5.5%
Personnel Benefits	46,312	51,500	11.2%	48,400	-6.0%
Supplies	5,249	6,900	31.5%	7,000	1.4%
Other Services & Charges	25,324	91,300	260.5%	31,700	-65.3%
<b>Total Human Resources</b>	<b>\$ 227,480</b>	<b>\$ 311,200</b>	<b>36.8%</b>	<b>\$ 239,700</b>	<b>5.4%</b>

#### Significant Budget Changes:

- FY18/19 Supplies—additional funds budgeted for employee identification card machine supplies
- FY18/19 Services—increased budget for recruiting of Police Chief position, and market study

### Human Resources Budget Analysis Historic & Forecast

Classification	2016/17 Actual	2017/18 Actual	2018/19 Adopted	2019/20 Proposed	2020/21 Estimate	2021/22 Estimate
Personnel Services	188,202	196,907	213,000	201,000	207,030	213,241
Supplies	4,763	5,249	6,900	7,000	7,210	7,426
Services & Charges	20,318	25,324	91,300	31,700	37,000	37,000
<b>Total Human Resource</b>	<b>\$ 213,283</b>	<b>\$ 227,480</b>	<b>\$ 311,200</b>	<b>\$ 239,700</b>	<b>\$ 251,240</b>	<b>\$ 257,667</b>





**HUMAN RESOURCES**

		<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>
		<b>ACTUAL</b>	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>ADOPTED</b>	<b>PROPOSED</b>
<b>SALARIES &amp; WAGES</b>						
101-5-1406-00-5001	Full Time Employees	140,579	145,133	149,192	159,500	150,600
101-5-1406-00-5200	Overtime Pay	-	-	1,403	2,000	2,000
	<b>Total Salaries &amp; Wages</b>	<b>140,579</b>	<b>145,133</b>	<b>150,595</b>	<b>161,500</b>	<b>152,600</b>
<b>PERSONNEL BENEFITS</b>						
101-5-1406-00-5501	FICA	9,653	9,940	10,467	12,400	11,600
101-5-1406-00-5504	Retirement	14,198	16,458	17,077	18,800	18,100
101-5-1406-00-5700	Health/Life Insurance	14,576	15,869	17,815	19,100	17,800
101-5-1406-00-5701	Disability Insurance	151	203	241	300	200
101-5-1406-00-5800	Workers Compensation	640	599	712	900	700
	<b>Total Personnel Benefits</b>	<b>39,218</b>	<b>43,069</b>	<b>46,312</b>	<b>51,500</b>	<b>48,400</b>
<b>SUPPLIES</b>						
101-5-1406-00-6001	Office Supplies	1,496	1,993	1,505	2,300	2,800
101-5-1406-00-6005	Program Supplies	1,879	2,203	1,751	3,500	3,500
101-5-1406-00-6011	Small Tools/Minor Equip	-	-	722	-	200
101-5-1406-00-6300	Gasoline/Fuels/Lubricant	105	93	232	300	-
101-5-1406-00-6700	Memberships/Dues/Subscri.	-	474	1,039	800	500
101-5-1406-00-6990	Other Expense	-	-	-	-	-
	<b>Total Supplies</b>	<b>3,480</b>	<b>4,763</b>	<b>5,249</b>	<b>6,900</b>	<b>7,000</b>
<b>OTHER SERVICES &amp; CHARGES</b>						
101-5-1406-00-7306	Telephone Charges	399	300	300	400	-
101-5-1406-00-7307	Utilities Postage/Freight	-	-	50	200	200
101-5-1406-00-7402	R&M Office Equipment	-	-	-	800	800
101-5-1406-00-7600	Travel Expenses	622	575	87	5,000	1,200
101-5-1406-00-7601	Registration	1,373	2,784	2,057	2,900	2,500
101-5-1406-00-7900	Other Professional Services	16,016	14,728	18,036	77,000	22,000
101-5-1406-00-7907	Advertising	4,099	1,930	4,794	5,000	5,000
	<b>Total Other Svcs &amp; Charges</b>	<b>22,509</b>	<b>20,317</b>	<b>25,324</b>	<b>91,300</b>	<b>31,700</b>
<b>GRAND TOTAL</b>		<b>\$ 205,786</b>	<b>\$ 213,282</b>	<b>\$ 227,480</b>	<b>\$ 311,200</b>	<b>\$ 239,700</b>

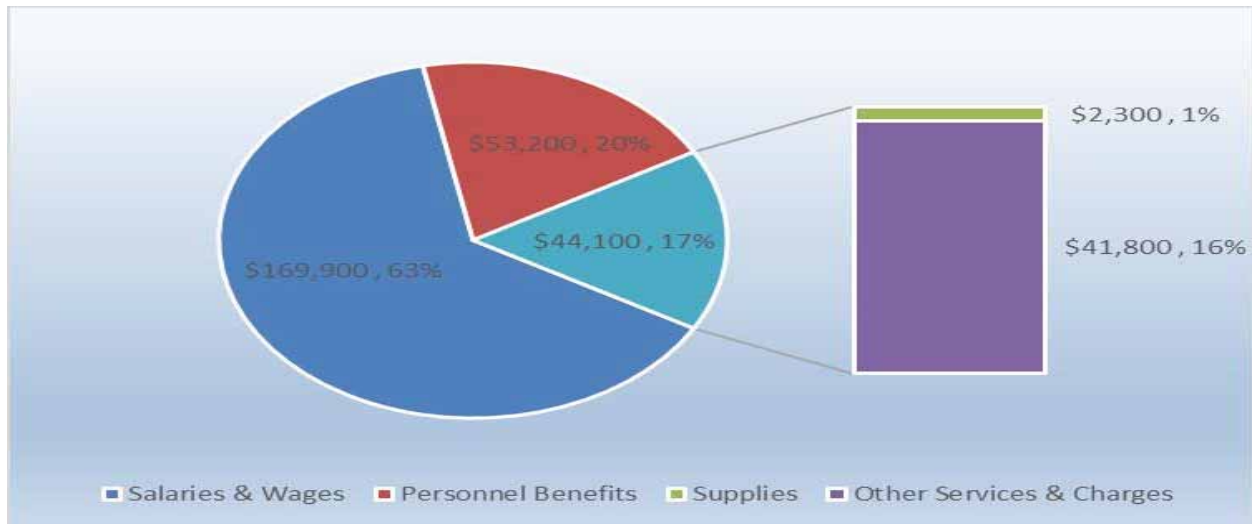
## TOWN CLERK DEPARTMENT

### Description

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

Town Clerk Department is comprised of Town Clerk Division and Election Division.

### Proposed Expenditures



### Position Summary 2019/20

	2018/19	2019/20
Town Clerk	1.0	1.0
Chief Deputy Town Clerk	1.0	1.5
<b>Total Budgeted Positions</b>	<b>2.0</b>	<b>2.5</b>

### Town Clerk Department Budget Changes

Description	2017/18	2018/19	%	2019/20	%
	Actual	Adopted	Change	Proposed	Change
Salaries & Wages	141,274	146,647	3.8%	169,900	15.9%
Personnel Benefits	43,361	64,653	49.1%	53,200	-17.7%
Supplies	1,813	2,600	43.4%	2,300	-11.5%
Other Services & Charges	30,276	89,000	194.0%	41,800	-53.0%
<b>Total Town Clerk Department</b>	<b>\$ 216,724</b>	<b>\$ 302,900</b>	<b>39.8%</b>	<b>\$ 267,200</b>	<b>-11.8%</b>

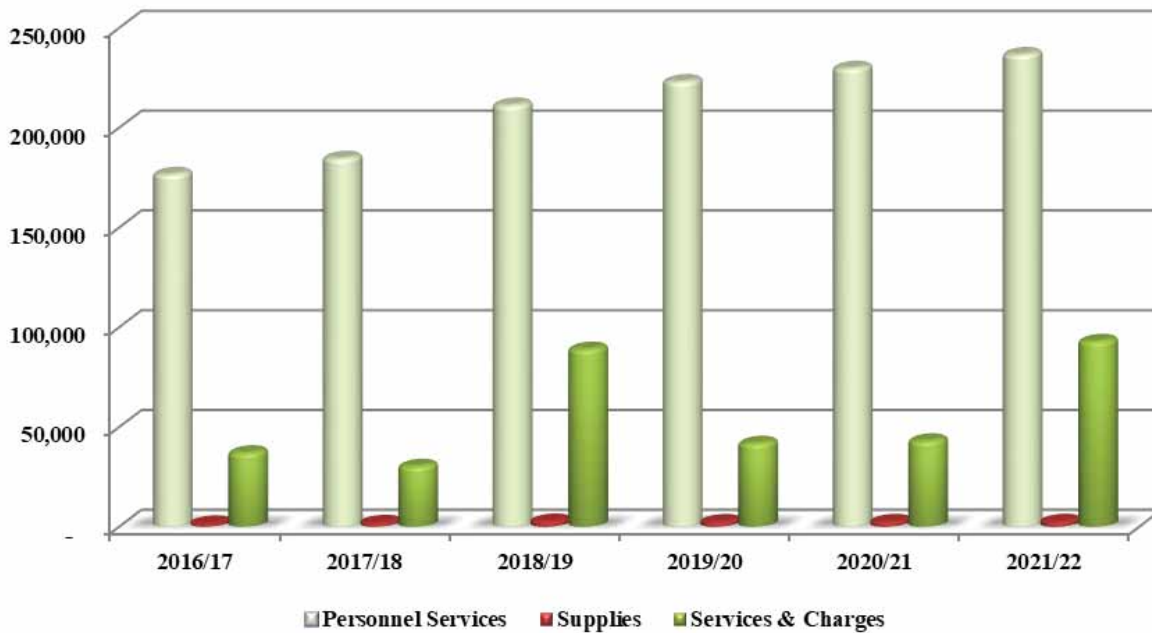
Note: Significant budget changes are addressed within the individual divisions’ sections that follow.





**Town Clerk Department Budget Analysis  
Historic & Forecast**

Classification	2016/17 Actual	2017/18 Actual	2018/19 Adopted	2019/20 Proposed	2020/21 Estimate	2021/22 Estimate
Personnel Services	176,630	184,635	211,300	223,100	229,793	236,687
Supplies	1,424	1,813	2,600	2,300	2,369	2,440
Services & Charges	37,051	30,276	89,000	41,800	43,054	92,895
<b>Total Clerk Dept</b>	<b>\$ 215,105</b>	<b>\$ 216,724</b>	<b>\$ 302,900</b>	<b>\$ 267,200</b>	<b>\$ 275,216</b>	<b>\$ 332,022</b>





## TOWN CLERK – Town Clerk Division

**Description**

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

**2018/19 Accomplishments**

- Produced 17 Town of Payson Talk Programs with 19 guests plus 37 employees presented information
- Worked with the Town Attorney in the administration cleanup of the Town Code
- Town Clerk and Chief Deputy attended AMCA Annual Business Meeting and Conference July 2018
- Implemented succession planning

**2019/20 Objectives**

*KRA 4: INNOVATION & EFFICIENCY*

- Produce 22 Town of Payson Talk Programs, increasing to 40 guest and 50 employees

*KRA 7: THE PAYSON TEAM*

- Continue to cross-train staff
- Implement succession plan in preparation of Town Clerk retirement

**Town Clerk Division Budget Change**

Description	2017/18 Actual	2018/19 Adopted	% Change	2019/20 Proposed	% Change
Salaries & Wages	146,647	164,300	12.0%	170,900	4.0%
Personnel Benefits	37,988	47,000	23.7%	52,200	11.1%
Supplies	1,813	2,600	43.4%	2,300	-11.5%
Other Services & Charges	28,275	38,000	34.4%	39,800	4.7%
<b>Total Town Clerk Division</b>	<b>\$ 214,723</b>	<b>\$ 251,900</b>	<b>17.3%</b>	<b>\$ 265,200</b>	<b>5.3%</b>

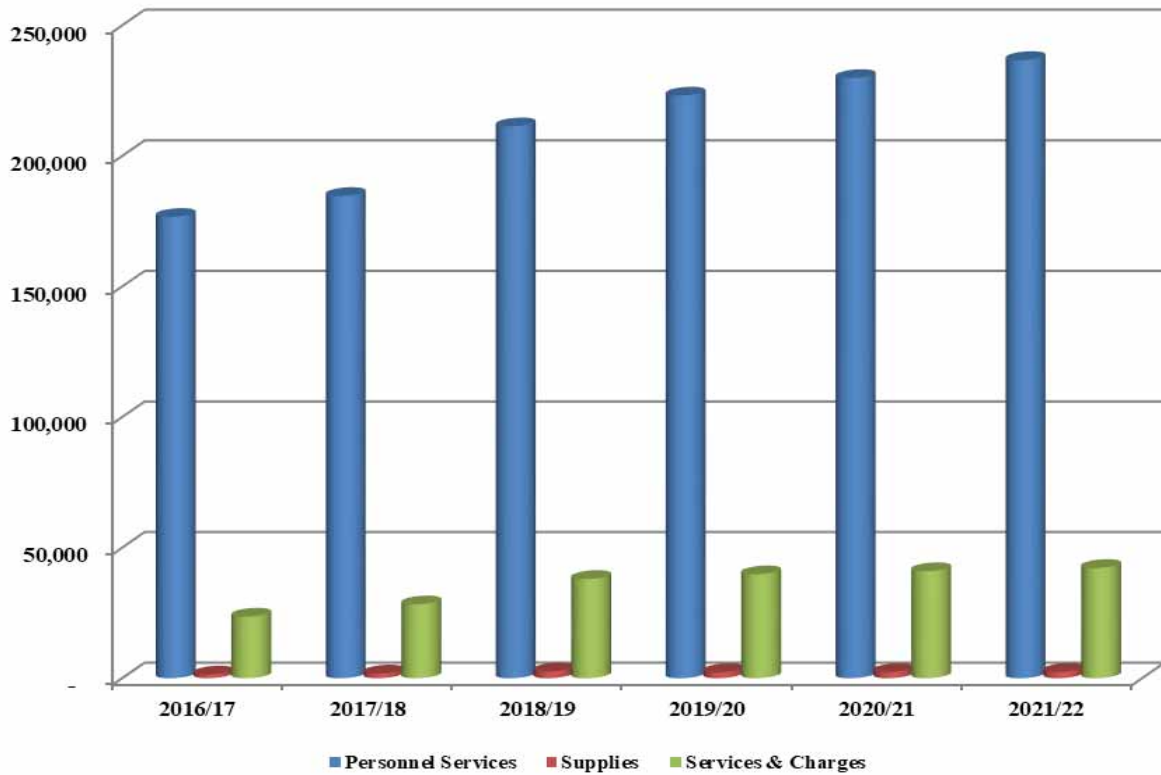
**Significant Budget Changes:**

- FY18/19 Supplies - reflects an increase in the cost of office supplies and the inclusion of a uniform allowance that was not part of the previous years' budgets
- FY18/19 Salaries & Wages - moving position from Central Services to full-time clerk
- FY19/20 Personnel Benefits – increased with the addition of the full-time clerk



**Town Clerk Division Budget Analysis  
Historic & Forecast**

Classification	2016/17 Actual	2017/18 Actual	2018/19 Adopted	2019/20 Proposed	2020/21 Estimate	2021/22 Estimate
Personnel Services	176,630	184,635	211,300	223,100	229,793	236,687
Supplies	1,424	1,813	2,600	2,300	2,369	2,440
Services & Charges	23,580	28,275	38,000	39,800	40,994	42,224
<b>Total Town Clerk</b>	<b>\$201,634</b>	<b>\$214,723</b>	<b>\$251,900</b>	<b>\$265,200</b>	<b>\$ 273,156</b>	<b>\$ 281,351</b>



**TOWN CLERK DIVISION**

		2015/16	2016/17	2017/18	2018/19	2019/20
		ACTUAL	ACTUAL	ACTUAL	ADOPTED	PROPOSED
<b>SALARIES &amp; WAGES</b>						
101-5-1402-00-5001	Full Time Employees	145,558	141,274	146,647	163,300	169,900
101-5-1402-00-5200	Overtime Pay	-	-	-	1,000	1,000
	Total Salaries & Wages	145,558	141,274	146,647	164,300	170,900
<b>PERSONNEL BENEFITS</b>						
101-5-1402-00-5501	FICA	10,672	10,374	10,834	12,400	13,100
101-5-1402-00-5504	Retirement	16,520	16,020	16,630	18,900	20,000
101-5-1402-00-5700	Health/Life Insurance	7,665	8,178	9,600	14,700	17,900
101-5-1402-00-5701	Disability Insurance	176	198	235	200	300
101-5-1402-00-5800	Workers Comp Insurance	743	586	689	800	900
	Total Personnel Benefits	35,776	35,356	37,988	47,000	52,200
<b>SUPPLIES</b>						
101-5-1402-00-6001	Office Supplies	1,403	1,009	631	1,400	1,400
101-5-1402-00-6006	Uniforms / Clothing	-	187	232	200	-
101-5-1402-00-6011	Small Tool/Minor Equipment	-	-	300	300	300
101-5-1402-00-6700	Dues & Memberships	430	228	650	700	600
	Total Supplies	1,833	1,424	1,813	2,600	2,300
<b>OTHER SERVICES &amp; CHARGES</b>						
101-5-1402-00-7003	Computer Services	14,058	14,829	15,757	16,000	17,000
101-5-1402-00-7306	Telephone	747	573	567	700	700
101-5-1402-00-7600	Travel	1,372	1,014	2,111	5,300	6,600
101-5-1402-00-7601	Registrations	380	1,085	1,303	3,000	2,400
101-5-1402-00-7900	Other Professional Services	5,737	1,640	4,185	8,000	8,100
101-5-1402-00-7907	Advertising	5,239	4,439	4,352	5,000	5,000
	Total Other Svcs & Charges	27,533	23,580	28,275	38,000	39,800
<b>GRAND TOTAL</b>		<b>\$ 210,700</b>	<b>\$ 201,634</b>	<b>\$ 214,723</b>	<b>\$ 251,900</b>	<b>\$ 265,200</b>





## TOWN CLERK – Election Division

### Description

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

### 2018/19 Accomplishments

- Town Clerk and Chief Deputy attended 2018 Election Workshop
- Conducted 2018 Primary and General Elections within the budget
- Coordinated with Gila County Recorder’s office and Elections Department to ensure smooth completion of collection and processing of ballots

### 2019/20 Objectives

#### KRA 7: THE PAYSON TEAM

- Town Clerk and Chief Deputy attend 2019 Election Workshop
- Continue education on Election laws

### Election Division Budget Change

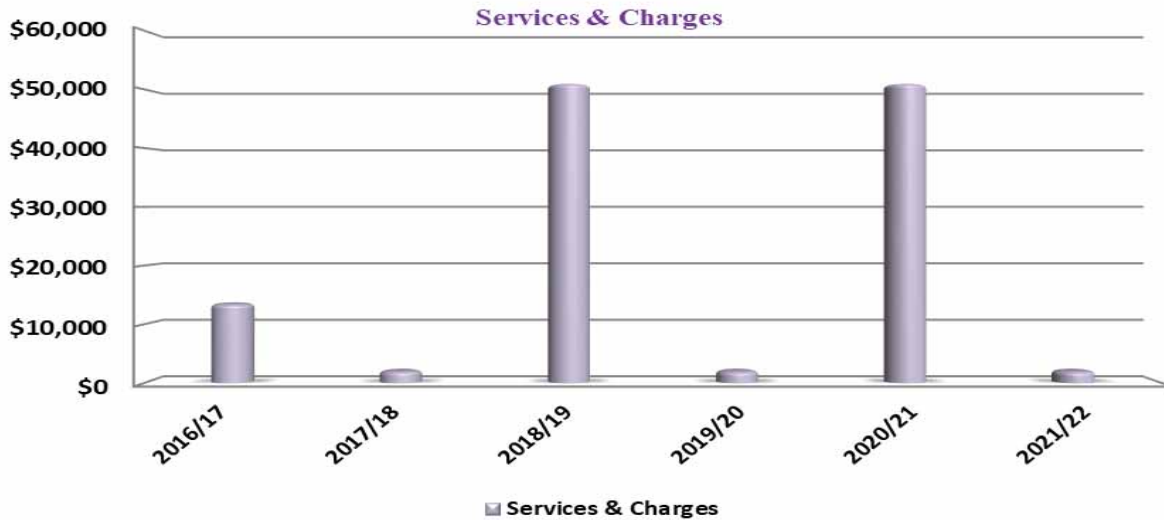
Description	2017/18 Actual	2018/19 Adopted	% Change	2019/20 Proposed	% Change
Other Services & Charges	2,001	51,000	2448.7%	2,000	-96.1%
<b>Total Election Division</b>	<b>\$ 2,001</b>	<b>\$ 51,000</b>	<b>2448.7%</b>	<b>\$ 2,000</b>	<b>-96.1%</b>

### Significant Budget Changes:

- FY17/18 Services - Budget was reduced because a regular election was not required during 2017
- FY18/19 Services - Budget increased for two elections required during 2018
- FY19/20 Services - Budget reduced as a regular election is held every other year

### Election Division Budget Analysis Historic & Forecast

Classification	2016/17 Actual	2017/18 Actual	2018/19 Adopted	2019/20 Proposed	2020/21 Estimate	2021/22 Estimate
Services & Charges	13,471	2,001	51,000	2,000	51,000	2,000
<b>Total Election</b>	<b>\$ 13,471</b>	<b>\$ 2,001</b>	<b>\$ 51,000</b>	<b>\$ 2,000</b>	<b>\$ 51,000</b>	<b>\$ 2,000</b>



ANNUAL BUDGET

TOWN CLERK

**ELECTIONS**

	2015/16 ACTUAL	2016/17 ACTUAL	2017/18 ACTUAL	2018/19 ADOPTED	2019/20 PROPOSED
<b>OTHER SERVICES &amp; CHARGES</b>					
101-5-1403-00-7900 Other Professional Services	26	13,337	23	50,000	2,000
101-5-1403-00-7907 Advertising	873	134	1,978	1,000	-
Total Other Svcs & Charges	899	13,471	2,001	51,000	2,000
<b>GRAND TOTAL</b>	<b>\$ 899</b>	<b>\$ 13,471</b>	<b>\$ 2,001</b>	<b>\$ 51,000</b>	<b>\$ 2,000</b>





## LEGAL DEPARTMENT

### **Mission Statement**

The Legal Department strives to provide the highest quality, efficient legal services to the Town of Payson through its Elected Officials, Town Boards, Commissions, Committees, and Town Staff for the benefit of the Citizens of Payson.

### **Description**

The Legal Department (Town Attorney's Office) serves the Town and its residents in two ways—Civil (Internal) and Prosecution (External). By representing the Town of Payson and counseling the Town on the vast array of legal issues it faces, the staff performs public service in the best traditions of the legal profession.

### **2018/19 Accomplishments**

- Assisted Department Heads and Human Resources with employee discipline matters
- Initiated new criminal case files, including DUI, domestic violence, and victim cases
- Represented the State at various pre-trial Conferences, Review Hearings, Sentencing Hearings, and Bench Trials
- Prepared record number of ordinances and resolutions
- Drafted and reviewed numerous contracts for Town Departments and Council approval

### **2019/20 Objectives**

#### **KRA 4: INNOVATION & EFFICIENCY**

- Work with Justice Court to improve judicial process for misdemeanor cases
- Continue to improve efficiencies to handle increased case numbers with steady staffing levels

#### **KRA 7: THE PAYSON TEAM**

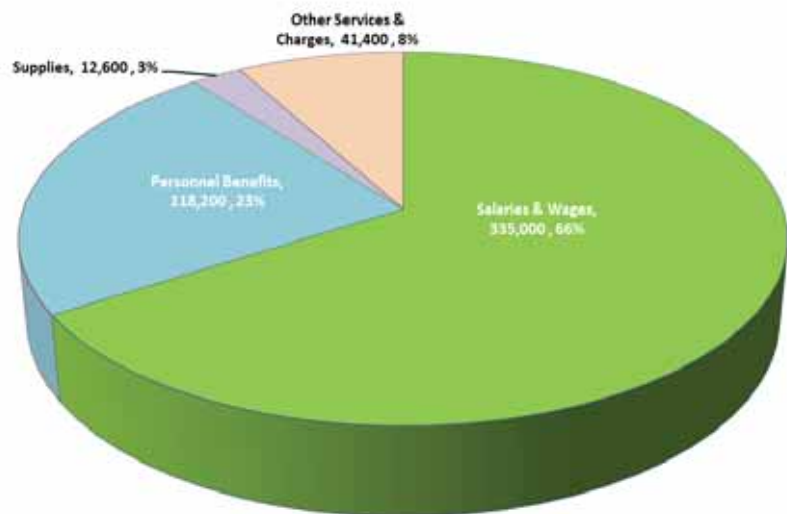
- Provide oversight of IGA's for Houston Mesa Fire District Management
- Negotiate and draft various agreements and contracts as directed by Council
- Prevent the Town from incurring civil liability by being proactive
- Continue to improve communication, interaction, and responsiveness to victims, especially through the Victim Advocate
- Continue to work on staff training and development

### Position Summary

	2017/18	2018/19
Town Attorney	1.0	1.0
Prosecutor	1.0	1.0
Secretary\Clerk	1.5	1.5
Office Manager	1.0	1.0
<b>Total Positions</b>	<b>4.5</b>	<b>4.5</b>

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

### 2019/20 Proposed Expenditures



### Legal Department Budget Change

Description	2017/18	2018/19	%	2019/20	%
	Actual	Adopted	Change	Proposed	Change
Salaries & Wages	303,209	322,900	6.5%	335,000	3.7%
Personnel Benefits	95,858	109,400	14.1%	118,200	8.0%
Supplies	7,907	13,000	64.4%	12,600	-3.1%
Other Services & Charges	17,566	25,700	46.3%	41,400	61.1%
<b>Total Legal</b>	<b>\$ 424,540</b>	<b>\$ 471,000</b>	<b>10.9%</b>	<b>\$ 507,200</b>	<b>7.7%</b>

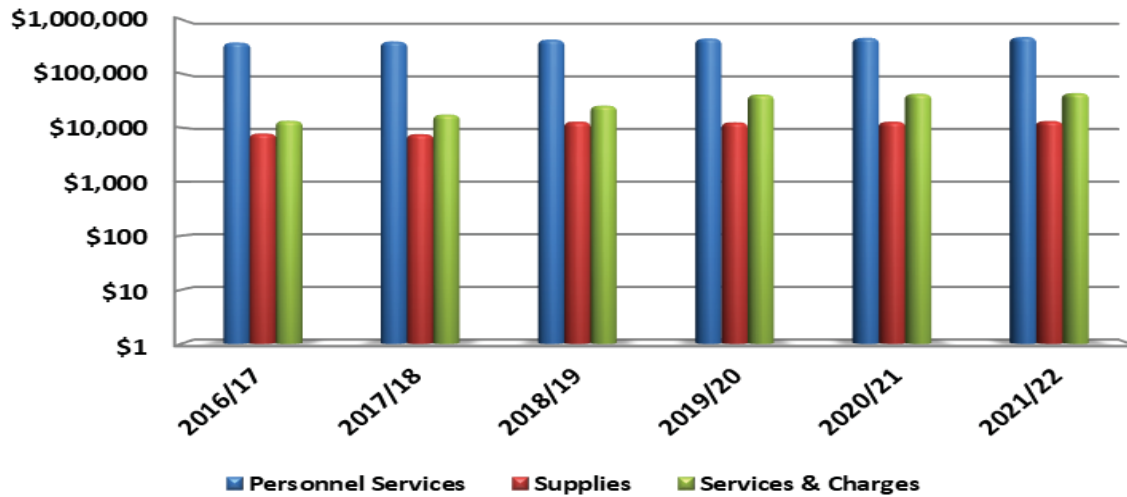
### Significant Budget Changes:

- FY18/19 Salaries & Wages - reflects wage adjustments
- FY18/19 Personnel Benefits - reveals changes in insurance plan selections
- FY18/19 Supplies - reflects increase in budget for required office and other supplies
- FY19/20 Services - increased budget for building repairs



### Legal Department Budget Analysis Historic & Forecast

Classification	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
	Actual	Actual	Adopted	Proposed	Estimate	Estimate
Personnel Services	381,385	399,067	432,300	453,200	466,796	480,800
Supplies	7,816	7,607	13,000	12,600	12,978	13,367
Services & Charges	13,490	17,566	25,700	41,400	42,642	43,921
<b>Total Legal</b>	<b>\$ 402,691</b>	<b>\$ 424,240</b>	<b>\$ 471,000</b>	<b>\$ 507,200</b>	<b>\$ 522,416</b>	<b>\$ 538,088</b>





ANNUAL BUDGET

LEGAL

<u>LEGAL</u>		<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>
		<b>ACTUAL</b>	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>ADOPTED</b>	<b>PROPOSED</b>
<b>SALARIES &amp; WAGES</b>						
101-5-1418-00-5001	Full Time Employees	246,897	288,748	303,209	322,900	335,000
101-5-1418-00-5002	Part Time Employees	30,411	14,271	15,487	14,700	18,000
101-5-1418-00-5200	Overtime Pay	-	-	-	500	-
	Total Salaries & Wages	277,308	303,019	318,696	338,100	353,000
<b>PERSONNEL BENEFITS</b>						
101-5-1418-00-5501	FICA	20,326	20,810	22,343	25,800	26,900
101-5-1418-00-5504	Retirement	30,948	34,095	33,864	37,600	40,100
101-5-1418-00-5700	Health/Life Insurance	15,432	21,896	22,314	28,700	31,000
101-5-1418-00-5701	Disability Insurance	306	404	469	1,600	600
101-5-1418-00-5800	Workers Compensation	1,290	1,161	1,381	500	1,600
	Total Personnel Benefits	68,302	78,366	80,371	94,200	100,200
<b>SUPPLIES</b>						
101-5-1418-00-6001	Office Supplies	3,691	5,109	3,464	4,500	4,500
101-5-1418-00-6006	Uniforms/Clothing	-	-	-	400	-
101-5-1418-00-6010	Books & Periodicals	4,258	431	1,374	4,000	4,000
101-5-1418-00-6011	Small Tools/Minor Equipment	-	889	1,238	2,000	2,000
101-5-1418-00-6201	Building Repair Materials	18	46	30	500	500
101-5-1418-00-6700	Memberships/Dues/Subscr.	1,240	1,070	1,070	1,600	1,600
101-5-1418-00-6990	Other Supplies	1,125	271	431	-	-
	Total Supplies	10,332	7,816	7,607	13,000	12,600
<b>OTHER SERVICES &amp; CHARGES</b>						
101-5-1418-00-7100	Legal Services	1,320	-	4,868	3,000	3,000
101-5-1418-00-7103	Prosecution Services	-	-	-	1,000	1,000
101-5-1418-00-7300	Electricity Charges	1,693	1,989	2,189	2,000	2,000
101-5-1418-00-7301	Propane Gas Charges	1,063	994	709	1,200	1,300
101-5-1418-00-7306	Telephone	1,023	1,054	1,146	1,000	1,000
101-5-1418-00-7307	Postage / Freight	19	702	662	100	700
101-5-1418-00-7401	Building Repair & Maintenance	386	1,089	490	6,200	21,200
101-5-1418-00-7402	Office Equipment R&M	-	950	1,324	800	800
101-5-1418-00-7502	Lease Equipment	806	-	-	2,400	2,400
101-5-1418-00-7600	Travel	1,983	3,928	2,922	3,500	3,500
101-5-1418-00-7601	Registrations	1,453	1,069	1,735	2,500	2,500
101-5-1418-00-7900	Other Professional Services	1,440	1,715	1,521	2,000	2,000
	Total Other Srvs & Charges	11,186	13,490	17,566	25,700	41,400
<b>GRAND TOTAL</b>		<b>\$ 367,128</b>	<b>\$ 402,691</b>	<b>\$ 424,240</b>	<b>\$ 471,000</b>	<b>\$ 507,200</b>



## FINANCIAL SERVICES DEPARTMENT

### Mission Statement

The Finance Department strives to provide exceptional service to the citizens and employees of the Town of Payson through: 1) accurate and timely accounting and financial activities; 2) effective financial policies, procedures, and controls; 3) budgets, audits, and transparency of information reporting; and 4) maintaining the financial integrity of the Town with effective financial management and fiscal oversight.

### Description

Financial Services Department maintains the financial integrity of the Town through effective financial management and fiscal oversight. This involves a variety of responsibilities, including:

- Managing the financial affairs that affect all departments, such as collection of revenues, accounts payable, cash flow, banking, capital assets, grants, debt service, investments, and fund accounting
- Instituting effective accounting policies, procedures, systems and controls to be used town-wide, and monitoring the allocation of Town resources
- Overseeing the annual budget, audit, and capital improvement planning processes and producing the related financial documents
- Providing accurate, timely, and useful financial information and support to Council, management, and outside agencies and citizens

### 2018/19 Accomplishments

- Successfully completed the 2017/2018 Audit
- Continued to receive recognition and professional awards:
  - GFOA Certificate of Achievement for Excellence in Financial Reporting (21<sup>st</sup> consecutive year)
  - GFOA Distinguished Budget Presentation Award (21<sup>st</sup> consecutive year)
  - GFOA Certificate for Popular Annual Financial Report (13<sup>th</sup> consecutive year)
- Strengthened internal controls by updating policies and providing training to staff and management
- Provided training for finance members through online webinars, saving cost of travel

### 2019/20 Objectives

#### KRA 2: FINANCIAL EXCELLENCE

- Ensure excellent fiscal management to maintain public trust
- Continue to improve transparency and accessibility of public information reporting
- Continue to produce quality documents for professional awards and recognition
- Monitor revenues and expenditures to facilitate Council objectives to reduce debt and build cash reserves
- Revamp Purchase Card Program with policy changes and card holder training

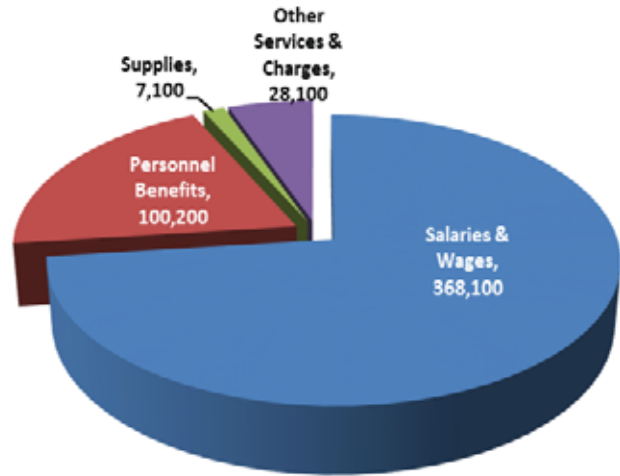
**KRA 7: THE PAYSON TEAM**

- Increase training opportunities for finance team members

**Position Summary**

	2018/19	2019/20
CFO	1.0	1.0
Deputy CFO/Finance Mgr	1.0	1.0
Budget Analyst	1.0	1.0
Accountant I	1.0	1.0
Grants Coordinator	0.5	0.5
<b>Total Budgeted Positions</b>	<b>4.5</b>	<b>4.5</b>

**2019/20 Proposed Expenditures**



**Financial Department Budget Change**

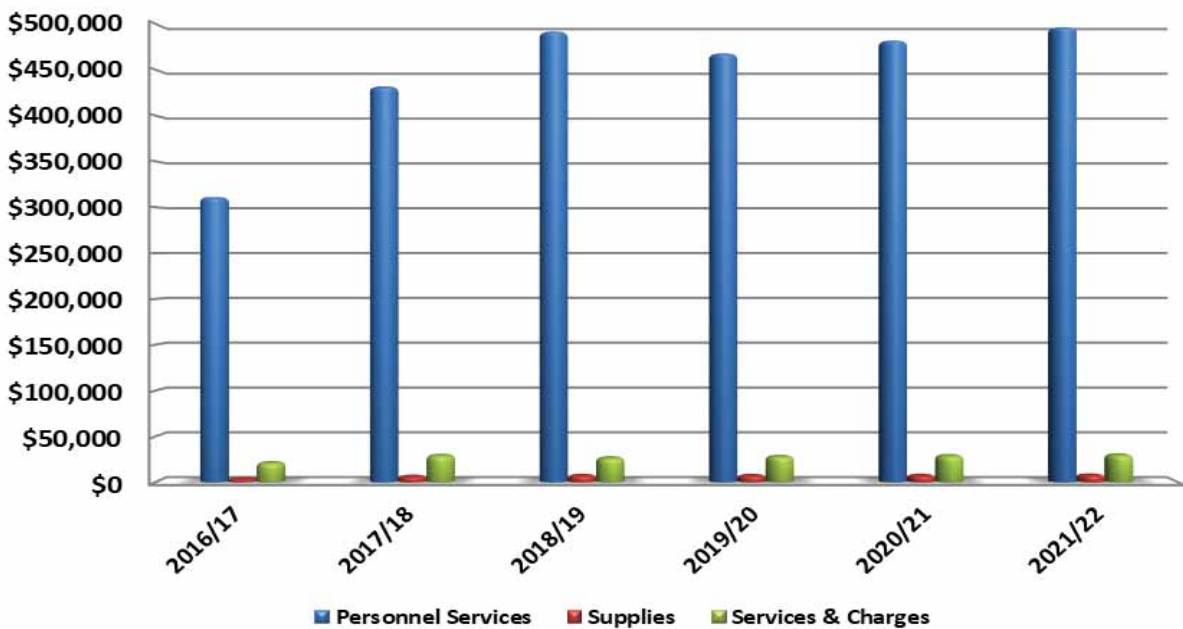
Description	2017/18 Actual	2018/19 Adopted	% Change	2019/20 Proposed	% Change
Salaries & Wages	347,184	383,500	10.5%	368,100	-4.0%
Personnel Benefits	85,063	108,600	27.7%	100,200	-7.7%
Supplies	6,200	7,100	14.5%	7,100	0.0%
Other Services & Charges	29,209	26,600	-8.9%	28,100	5.6%
<b>Total Finance Services</b>	<b>\$ 467,656</b>	<b>\$ 525,800</b>	<b>12.4%</b>	<b>\$ 503,500</b>	<b>-4.2%</b>

**Significant Budget Changes:**

- FY17/18 Supplies - included funds for the purchase of adjustable desks
- FY17/18 Services - increased due to the need for an actuarial study
- FY18/19 Salaries & Wages \ Personnel Benefits - higher due to hiring of a CFO
- FY18/19 Supplies - increased for additional office supplies
- FY18/19 Services - decreased from a one-time expense of an actuarial study in FY17/18
- FY19/20 Salaries – adjusted down slightly due to personnel changes

### Financial Department Budget Analysis Historic & Forecast

Classification	2016/17 Actual	2017/18 Actual	2018/19 Adopted	2019/20 Proposed	2020/21 Estimate	2021/22 Estimate
Personnel Services	311,139	432,247	492,100	468,300	482,349	496,819
Supplies	3,488	6,200	7,100	7,100	7,313	7,532
Services & Charges	21,269	29,209	26,600	28,100	28,943	29,811
<b>Total Financial Sves</b>	<b>\$ 335,896</b>	<b>\$ 467,656</b>	<b>\$ 525,800</b>	<b>\$ 503,500</b>	<b>\$ 518,605</b>	<b>\$ 534,163</b>





ANNUAL BUDGET

FINANCIAL SERVICES

**FINANCIAL SERVICES**

	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>
	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>ADOPTED</b>	<b>PROPOSED</b>
<b>SALARIES &amp; WAGES</b>					
101-5-1407-00-5001 Full Time Employees	208,410	206,971	300,533	326,500	314,000
101-5-1407-00-5002 Part Time Employees	40,609	41,522	46,651	54,000	52,100
101-5-1407-00-5200 Overtime Pay	-	-	-	3,000	2,000
Total Salaries & Wages	249,019	248,493	347,184	383,500	368,100
<b>PERSONNEL BENEFITS</b>					
101-5-1407-00-5501 FICA	17,429	17,592	25,046	29,600	28,000
101-5-1407-00-5504 Retirement	28,263	28,161	38,458	43,400	44,000
101-5-1407-00-5700 Health/Life Insurance	16,174	15,529	19,426	33,400	26,000
101-5-1407-00-5701 Disability Insurance	301	346	538	600	500
101-5-1407-00-5800 Workers Comp Insurance	1,270	1,018	1,595	1,600	1,700
Total Personnel Benefits	63,437	62,646	85,063	108,600	100,200
<b>SUPPLIES</b>					
101-5-1407-00-6001 Office Supplies	1,558	1,970	2,328	2,500	4,000
101-5-1407-00-6006 Uniforms/Clothing	-	-	-	500	-
101-5-1407-00-6010 Books & Periodicals	126	-	-	300	400
101-5-1407-00-6011 Small Tools/Minor Equipment	-	-	2,102	2,100	1,000
101-5-1407-00-6700 Membership/Dues/Subscri.	490	528	685	700	700
101-5-1407-00-6990 Other Expenses	990	990	1,085	1,000	1,000
Total Supplies	3,164	3,488	6,200	7,100	7,100
<b>OTHER SERVICES &amp; CHARGES</b>					
101-5-1407-00-7002 Accounting/Auditing Services	35,990	16,390	23,600	16,700	16,700
101-5-1407-00-7306 Telephone	804	774	947	1,000	800
101-5-1407-00-7402 Office Equipment R&M	-	-	-	400	400
101-5-1407-00-7600 Travel	2,389	371	2,990	5,000	6,000
101-5-1407-00-7601 Registrations	2,988	2,634	1,524	3,000	3,700
101-5-1407-00-7900 Other Professional Services	-	729	38	500	500
101-5-1407-00-7907 Advertising	-	371	110	-	-
Total Other Svcs & Charges	42,171	21,269	29,209	26,600	28,100
<b>GRAND TOTAL</b>	<b>\$ 357,791</b>	<b>\$ 335,896</b>	<b>\$ 467,656</b>	<b>\$ 525,800</b>	<b>\$ 503,500</b>



## CENTRAL SERVICES DEPARTMENT

**Description**

Central Services includes the costs for facilities, equipment, and other varied services that are used Town-wide. These services should ideally be divided out to operating departments and activities in accordance with their respective needs.

Central Services as a department is operationally organized into four divisions: Centralized Supplies, Property Management, Intergovernmental Services, and Retiree Benefits.

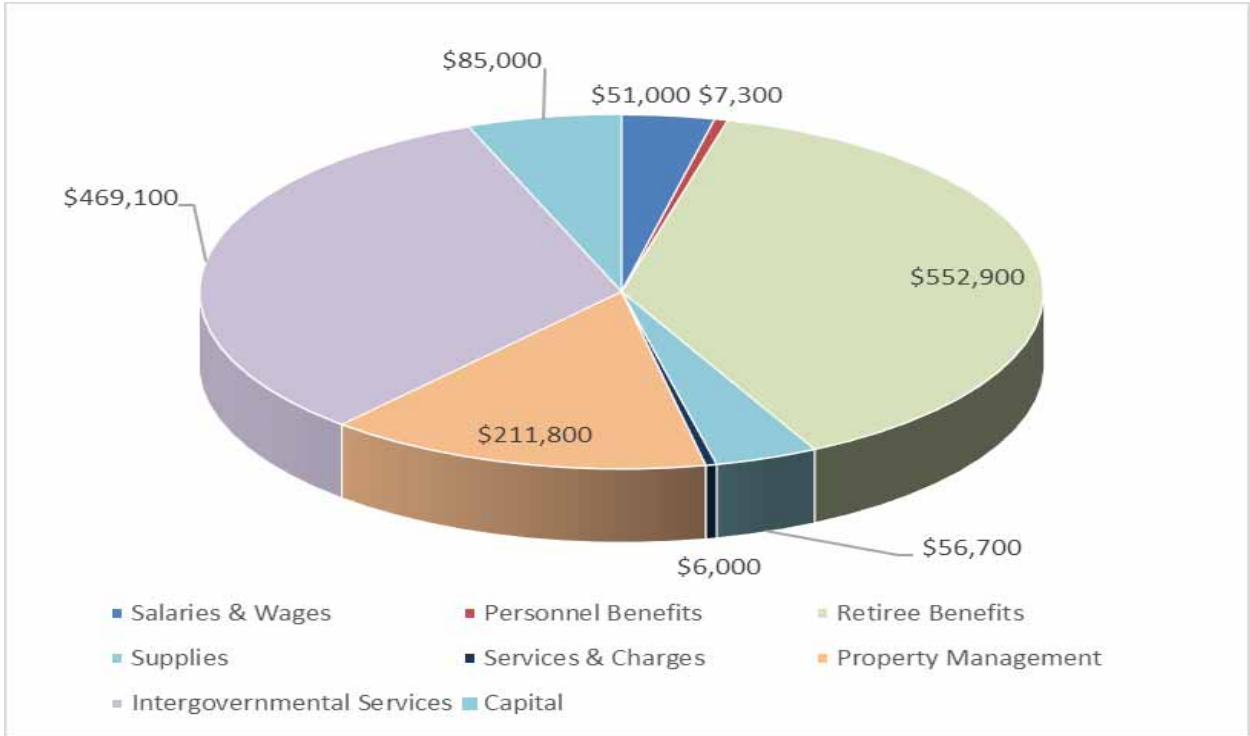
Centralized Supplies provides for operationally necessary shared equipment as well as the costs associated with the maintenance of that equipment. Shared equipment is made up of items such as photocopiers, FAX machines, telephones, and other items of that nature. This department is also responsible for banking fees and public relation charges.

Property Management includes on-going costs to operate and maintain the Town Hall building. Budgeted expenditures are comprised of maintenance and utility accounts for the facilities.

Intergovernmental Service accounts are used to track budgeted funds such as contract payments to organizations providing services to the Town, and other liability costs.

Medical Insurance accounts were established to track the costs associated with retirees' health insurance benefits.

**Proposed Expenditures 2019/20**



### Central Services Department Budget Change

Description	2017/18 Actual	2018/19 Adopted	% Change	2019/20 Proposed	% Change
Salaries & Wages	38,068	49,300	29.5%	51,000	3.4%
Personnel Benefits	6,780	7,000	3.2%	7,300	4.3%
Retiree Benefits	454,821	535,600	17.8%	552,900	3.2%
Supplies	42,943	49,100	14.3%	56,700	15.5%
Services & Charges	27	24,000	88788.9%	6,000	-75.0%
Property Management	79,697	124,400	56.1%	211,800	70.3%
Intergovernmental Services	699,663	791,500	13.1%	831,000	5.0%
Capital	-	-	0.0%	85,000	100.0%
<b>Total Central Services</b>	<b>\$ 1,321,999</b>	<b>\$ 1,580,900</b>	<b>19.6%</b>	<b>\$ 1,801,700</b>	<b>14.0%</b>

#### Significant Budget Changes:

- FY18/19 Salaries & Benefits— reflects fluctuation in number of scheduled work hours and moving one position to Town Clerks Dept.
- FY18/19 Personnel Benefits – reflects a combination of insurance changes & choices
- FY18/19 Supplies – increase in budget for necessary office supplies & small equipment
- FY18/19 Services - includes increases in various utilities, building and equipment repair & maintenance
- FY18/19 and 19/20 Property Management – increase in budget for Leased Equipment and Professional Services
- FY18/19 and 19/20 Intergovernmental Services – reflects an additional increase in Water loan repayment and reduction in overhead

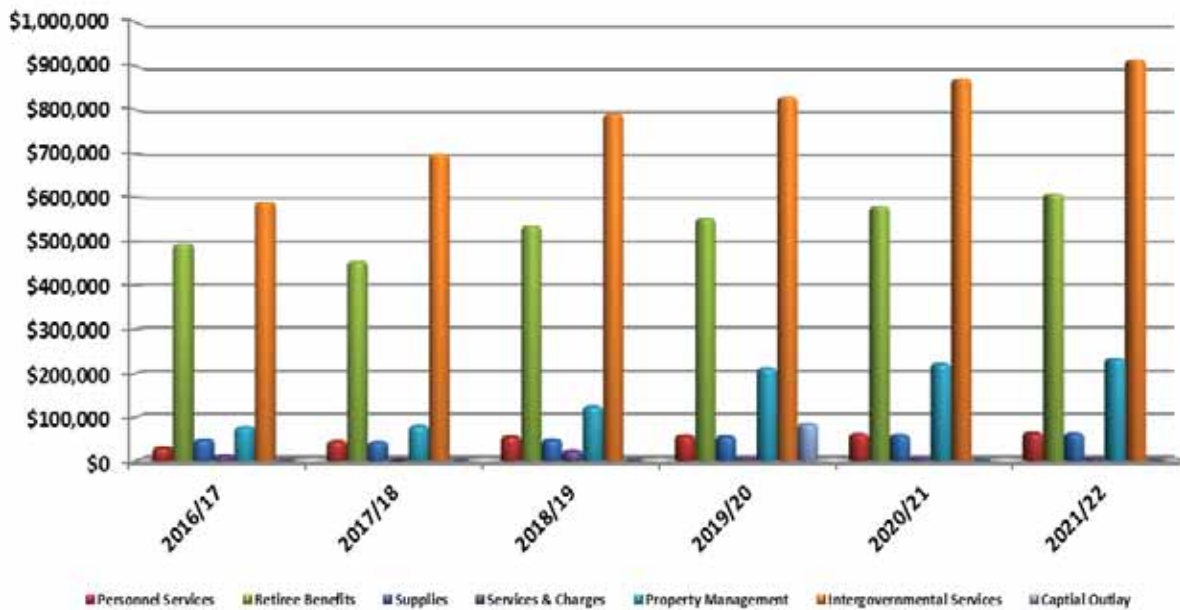






### Central Services Department Budget Analysis Historic & Forecast

Classification	2016/17 Actual	2017/18 Actual	2018/19 Adopted	2019/20 Proposed	2020/21 Estimate	2021/22 Estimate
Personnel Services	31,100	44,848	56,300	58,300	61,215	64,276
Retiree Benefits	494,830	454,821	535,600	552,900	580,545	609,572
Supplies	48,788	42,943	49,100	56,700	59,535	62,512
Services & Charges	12,215	27	24,000	6,000	6,300	6,615
Property Management	77,414	79,697	124,400	211,800	222,390	233,510
Intergovernmental Services	590,651	699,663	791,500	831,000	872,550	916,178
Capital Outlay	-	-	-	85,000	-	-
<b>Total Central Services</b>	<b>\$ 1,254,998</b>	<b>\$ 1,321,999</b>	<b>\$ 1,580,900</b>	<b>\$ 1,801,700</b>	<b>\$ 1,802,535</b>	<b>\$ 1,892,662</b>



#### 2018/19 Accomplishments

- Managed facility in an efficient, cost effective manner
- Maintained facility in a manner that ensures safety and minimizes risks to property and persons
- Maintained office equipment in a manner that reduced downtime of critical functions



**2019/20 Objectives**

**KRA 3: INFRASTRUCTURE**

- Operate facility in an efficient, cost effective manner
- Maintain facility in a manner that ensures safety and minimizes risk to property and persons

**KRA 4: INNOVATION & EFFICIENCY**

- Maintain office equipment in a manner that reduce downtime of critical functions

ANNUAL BUDGET CENTRAL SERVICES

**CENTRAL SERVICES**

		2015/16	2016/17	2017/18	2018/19	2019/20
		ACTUAL	ACTUAL	ACTUAL	ADOPTED	PROPOSED
<b>Salaries &amp; Wages</b>						
5-1401-00-5002	Salaries & Wages - Part Time	32,060	31,100	33,637	28,100	29,000
5-1401-00-5003	Salaries & Wages - Temporary	-	-	4,431	21,200	22,000
	<b>Total Salaries &amp; Wages</b>	<b>32,060</b>	<b>31,100</b>	<b>38,068</b>	<b>49,300</b>	<b>51,000</b>
<b>Personnel</b>						
5-1401-00-5501	FICA	2,453	2,379	2,912	3,700	3,900
5-1401-00-5504	Retirement	3,614	3,522	3,814	3,200	3,300
	<b>Total Personnel</b>	<b>6,067</b>	<b>5,901</b>	<b>6,726</b>	<b>6,900</b>	<b>7,200</b>
<b>Medical Insurance Benefits</b>						
5-1401-00-5700	Retirees' Insurance Benefit	560,808	485,976	451,275	529,100	552,000
5-1401-00-5701	Disability Insurance	38	43	54	100	100
5-1401-00-5800	Workers Compensation Ins	3,401	2,882	3,306	5,000	200
5-1401-00-5801	Unemployment Compensation	2,880	28	240	1,500	700
	<b>Total Insurance Benefits</b>	<b>\$ 567,127</b>	<b>\$ 488,929</b>	<b>\$ 454,875</b>	<b>\$ 535,700</b>	<b>\$ 553,000</b>
	<b>Total Personnel Benefits</b>	<b>\$ 605,254</b>	<b>\$ 525,930</b>	<b>\$ 499,669</b>	<b>\$ 591,900</b>	<b>\$ 611,200</b>
<b>Supplies</b>						
5-1401-00-6001	Office Supplies	3,747	4,690	4,815	5,000	5,000
5-1401-00-6002	Coffee Supplies	388	452	278	600	500
5-1401-00-6003	Cleaning Supplies	1,382	1,347	1,254	1,200	1,200
5-1401-00-6005	Safety Supplies	321	311	725	500	500
5-1401-00-6011	Small Tools/Minor Equipment	18	-	1,974	1,400	500
5-1401-00-6201	R & M Supplies Building	416	1,374	534	500	500
5-1401-00-6300	Gasoline/Fuels/Lubricant	31	-	-	100	-
5-1401-00-6302	R& M Supplies Vehicle	32	1,475	683	2,200	-
5-1401-00-6600	Public Relations	-	-	-	-	15,000
5-1401-00-6700	Memberships/Dues/Subscriptions	20,450	20,568	21,430	22,100	22,000
5-1401-00-6901	Taxes & Fees	383	859	414	500	500
5-1401-00-6903	Banking/Merchant Fees	23,712	17,610	11,220	15,000	11,000
5-1401-00-6990	Other Expense	-	102	(384)	-	-
	<b>Total Supplies</b>	<b>50,880</b>	<b>48,788</b>	<b>42,943</b>	<b>49,100</b>	<b>56,700</b>
<b>Services</b>						
5-1401-00-7307	Utilities Postage/Freight	10,818	12,215	27	12,000	6,000
5-1401-00-7405	R&M Vehicle	-	-	-	12,000	-
	<b>Total Services</b>	<b>10,818</b>	<b>12,215</b>	<b>27</b>	<b>24,000</b>	<b>6,000</b>



**CENTRAL SERVICES - Continued**

	2015/16 ACTUAL	2016/17 ACTUAL	2017/18 ACTUAL	2018/19 ADOPTED	2019/20 PROPOSED
<b>Property Management</b>					
5-1401-00-7300 UtilitiesElectricity	19,682	19,708	19,907	25,000	21,000
5-1401-00-7301 UtilitiesPropane Gas	2,554	1,379	2,288	3,000	2,500
5-1401-00-7302 UtilitiesWater	740	693	1,035	1,000	1,000
5-1401-00-7304 UtilitiesSewer	468	468	468	500	500
5-1401-00-7305 Refuse Disposal	468	528	546	700	800
5-1401-00-7306 UtilitiesTelephone	32,696	29,222	32,651	30,000	35,000
5-1401-00-7401 R&M Building	13,595	1,344	2,689	34,000	10,000
5-1401-00-7402 R&M Office Equip	-	-	-	500	500
5-1401-00-7404 R&M Equipment	1,685	4,184	190	6,700	5,000
5-1401-00-7502 LeaseEquipment	11,068	11,407	11,751	13,000	36,500
5-1401-00-7900 Other Professional Services	11,349	8,481	8,172	10,000	99,000
Total Property Management	94,305	77,414	79,697	124,400	211,800
<b>Intergovernmental Services</b>					
5-1401-00-7104 Settlements	10,000	-	10,000	20,000	20,000
5-1401-00-7903 General Insurance	346,419	378,149	395,862	435,600	400,000
5-1401-00-7904 Insurance Deductible Expense	12,714	(2,474)	15,643	7,500	7,500
5-1401-00-7915 Overhead	23,800	-	-	-	-
5-1401-00-7990 Contribution to Other Agencies	33,233	31,276	31,358	33,000	41,600
5-7401-03-7990 Contributions to Other Agencies	116,400	116,400	87,900	87,900	87,900
5-9997-00-9661 Loan Repay Water	17,300	67,300	158,900	207,500	274,000
Total Intergovernmental Services	559,866	590,651	699,663	791,500	831,000
<b>Capital</b>					
402-5-1418-00-8009 Town Hall Generator	-	-	-	-	85,000
<b>Grand Total Central Services</b>	<b>\$ 1,321,123</b>	<b>\$ 1,254,998</b>	<b>\$ 1,321,999</b>	<b>\$ 1,580,900</b>	<b>\$ 1,801,700</b>

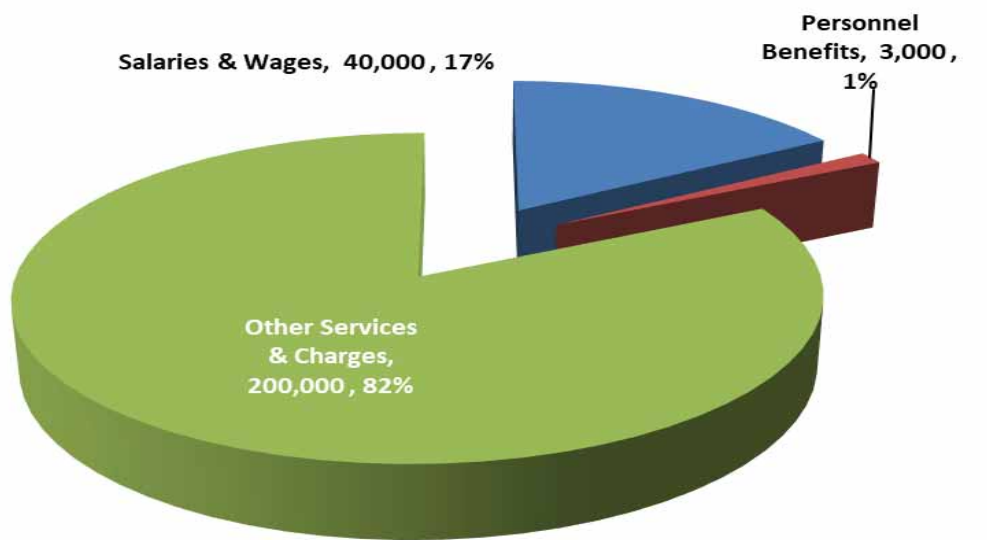


## MAGISTRATE COURT DEPARTMENT

### Description

The Magistrate Court is responsible for the adjudication of civil traffic, criminal traffic and criminal misdemeanor offenses, as well as violations of the Town Code and Ordinances which occur in the jurisdiction of the Town of Payson.

**2019/20 Proposed Expenditures**



**Magistrate Court Budget Change**

Description	2017/18 Actual	2018/19 Adopted	% Change	2019/20 Proposed	% Change
Salaries & Wages	37,000	40,000	8.1%	40,000	0.0%
Personnel Benefits	2,831	3,100	9.5%	3,000	-3.2%
Other Services & Charges	143,116	170,000	18.8%	200,000	17.6%
<b>Total Magistrate Court</b>	<b>\$ 182,946</b>	<b>\$ 213,100</b>	<b>16.5%</b>	<b>\$ 243,000</b>	<b>14.0%</b>

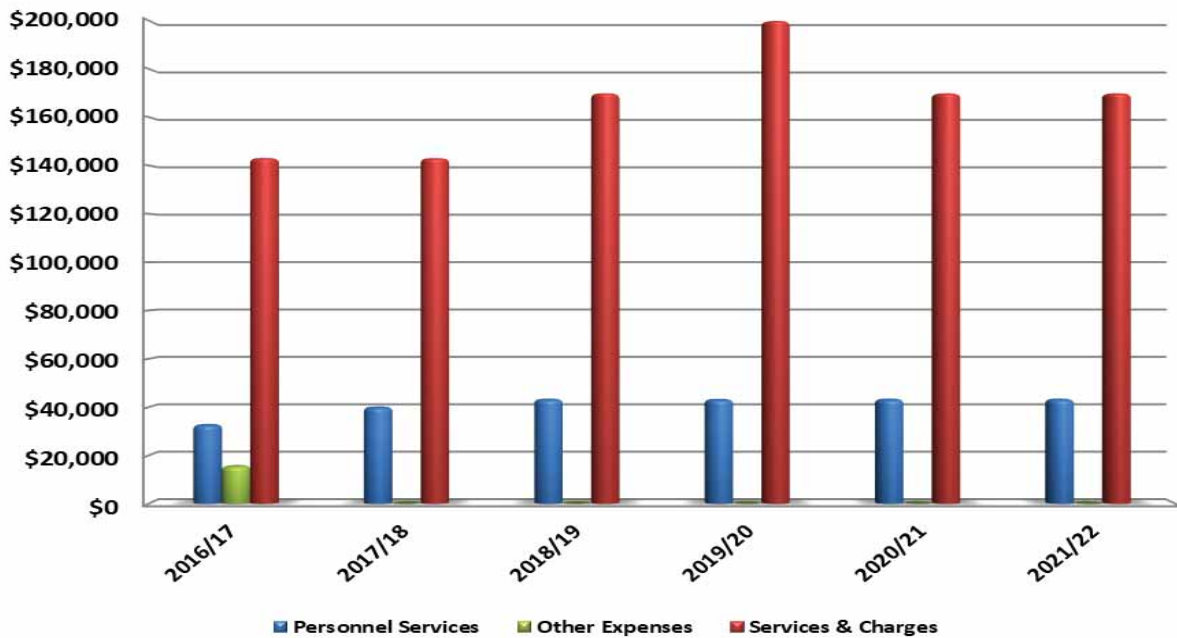
### Significant Budget Changes:

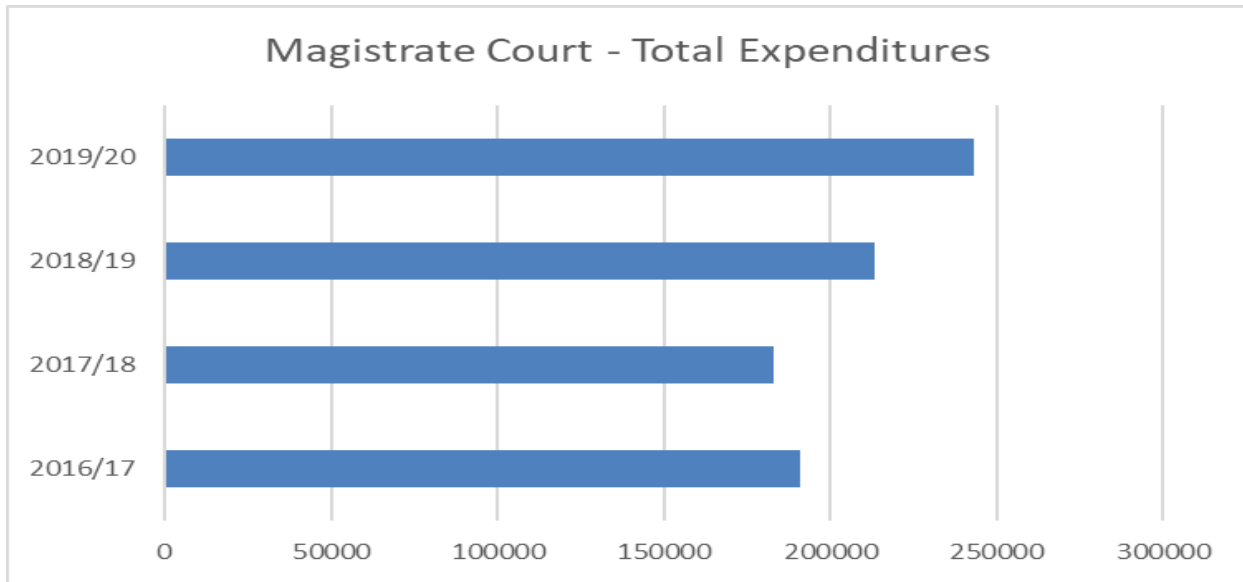
- FY18/19 Salaries/Wages & Personnel Benefits - budgeted for anticipated increase
- FY19/20 Services - Court Contract costs vary from year to year

### Magistrate Court Budget Analysis

### Historic & Forecast

Classification	2016/17 Actual	2017/18 Actual	2018/19 Adopted	2019/20 Proposed	2020/21 Estimate	2021/22 Estimate
Personnel Services	32,532	39,831	43,100	43,000	43,100	43,100
Other Expenses	15,408	-	-	-	-	-
Services & Charges	143,180	143,116	170,000	200,000	170,000	170,000
<b>Total Magistrate Court</b>	<b>\$ 191,120</b>	<b>\$ 182,947</b>	<b>\$ 213,100</b>	<b>\$ 243,000</b>	<b>\$ 213,100</b>	<b>\$ 213,100</b>





ANNUAL BUDGET

MAGISTRATE COURT

**MAGISTRATE COURT**

	2015/16 ACTUAL	2016/17 ACTUAL	2017/18 ACTUAL	2018/19 ADOPTED	2019/20 PROPOSED
<b>SALARIES &amp; WAGES</b>					
101-5-1416-00-5001 Full Time Employees	33,451	30,220	37,000	40,000	40,000
Total Salaries & Wages	33,451	30,220	37,000	40,000	40,000
<b>PERSONNEL BENEFITS</b>					
101-5-1416-00-5501 FICA	2,559	2,312	2,831	3,100	3,000
Total Personnel Benefits	2,559	2,312	2,831	3,100	3,000
<b>OTHER SERVICES &amp; CHARGES</b>					
233-5-1416-00-6990 Other Expense	-	15,408	-	-	-
101-5-1416-00-7002 Accounting & Auditing	3,800	-	-	-	-
101-5-1416-00-7101 Indigent Defense	33,800	35,600	38,500	45,000	40,000
101-5-1416-00-7102 Prof Service-Court Contract	133,271	107,580	104,616	125,000	160,000
Total Other Svcs & Charges	170,871	158,588	143,116	170,000	200,000
<b>GRAND TOTAL</b>	<b>\$ 206,881</b>	<b>\$ 191,120</b>	<b>\$ 182,947</b>	<b>\$ 213,100</b>	<b>\$ 243,000</b>



## POLICE DEPARTMENT

### Mission

The Payson Police Department strives to provide the highest quality of Police Services to our community. Our mission is to partner with the community to solve problems and improve public safety in a manner that is fair, impartial, transparent, and consistent. It is our responsibility to ensure that our children are safe in our schools, and the citizens of the Town of Payson feel safe at all times within the limits of the Town.

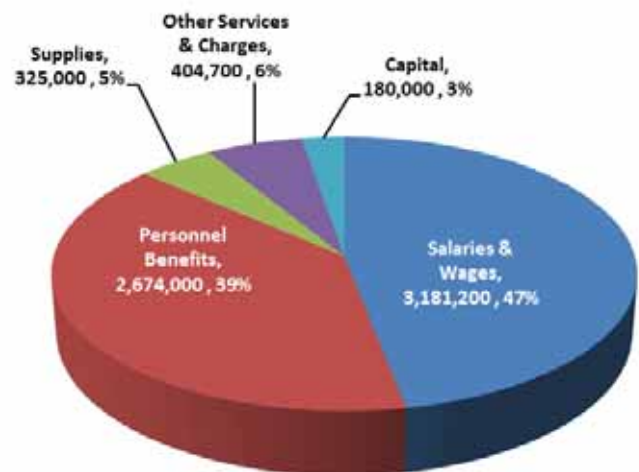
### Description

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

#### Position Summary

	2018/19	2019/20
Police Chief	1.0	1.0
Police Commander	0.0	0.0
Lieutenant	1.0	1.0
Sergeant	5.0	5.0
Detective/Investigator I & II	4.0	4.0
Police Officer I & II	16.0	16.0
Special Enforcement Officer	1.0	1.0
Executive Assistant	0.5	0.5
Property & Equipment Manager	1.0	1.0
Property Technician	1.0	1.0
Records Clerk	2.0	2.0
Records Administrator	1.0	1.0
Communications Supervisor	1.0	1.0
Dispatch Shift Leader	2.0	2.0
Dispatchers	14.0	14.0
Animal Control	1.0	1.0
<b>Total Positions</b>	<b>51.5</b>	<b>51.5</b>

#### 2019/20 Proposed Expenditures





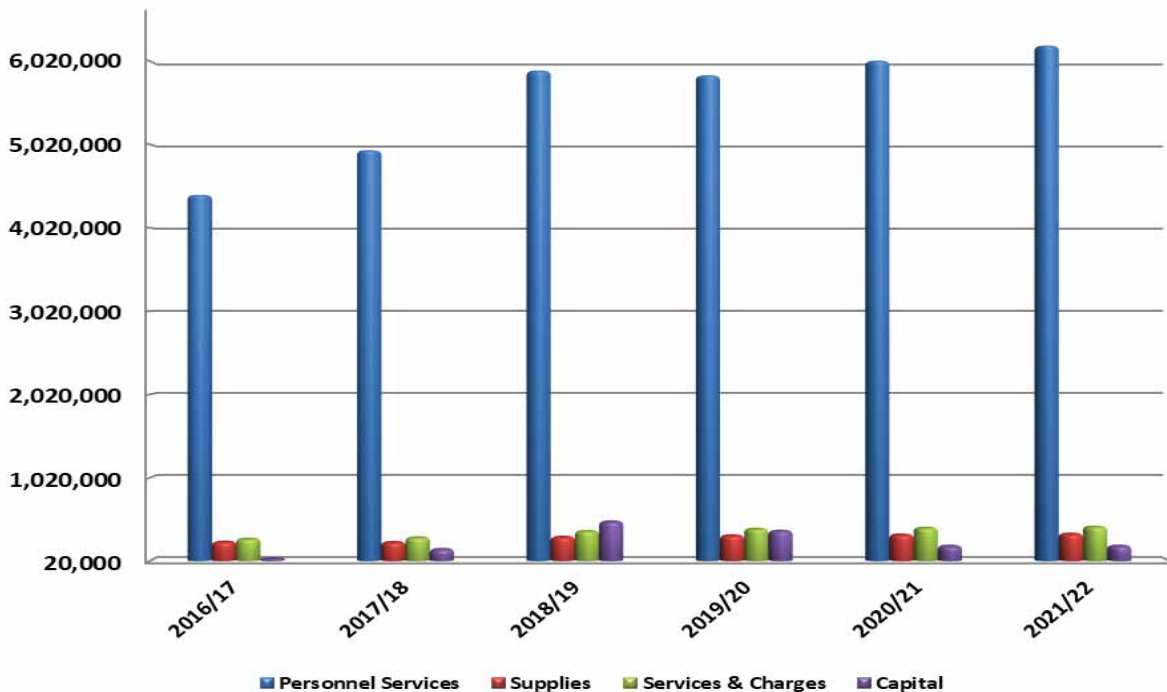
### Police Department Budget Change

Description	2017/18 Actual	2018/19 Adopted	% Change	2019/20 Proposed	% Change
Salaries & Wages	2,657,743	3,223,500	21.3%	3,181,200	-1.3%
Personnel Benefits	2,296,003	2,688,100	17.1%	2,674,000	-0.5%
Supplies	245,073	308,300	25.8%	325,000	5.4%
Other Services & Charges	301,473	377,400	25.2%	404,700	7.2%
Capital	160,620	492,800	206.8%	380,000	-22.9%
<b>Total Police Dept</b>	<b>\$ 5,660,912</b>	<b>\$ 7,090,100</b>	<b>25.2%</b>	<b>\$ 6,964,900</b>	<b>-1.8%</b>

Note: Significant budget changes are addressed within the individual divisions' sections that follow.

### Police Department Budget Analysis Historic & Forecast

Classification	2016/17 Actual	2017/18 Actual	2018/19 Adopted	2019/20 Proposed	2020/21 Estimate	2021/22 Estimate
Personnel Services	4,417,037	4,953,746	5,911,600	5,855,200	6,030,856	6,211,782
Supplies	249,083	245,073	308,300	325,000	334,750	344,793
Services & Charges	284,348	301,473	377,400	404,700	416,841	429,346
Capital	47,738	160,620	492,800	380,000	200,000	200,000
<b>Total Police</b>	<b>\$4,998,206</b>	<b>\$5,660,912</b>	<b>\$7,090,100</b>	<b>\$6,964,900</b>	<b>\$6,982,447</b>	<b>\$7,185,920</b>







## POLICE DEPARTMENT – Communications Division

### Description

The Town of Payson provides Communications for both Police and Fire dispatch and E-911 services for Payson and the surrounding area. The E-911 Emergency System is designed to assist the citizens of Payson with easy accessibility to the Police, Fire, and Emergency Medical Services.

### 2017/18 Accomplishments

- 98% Success in 911 dispatch center recruitment
- 11% pay increase did assist in retention of employees
- Overtime expenses improved with the fulfillment of dispatch staff
- Implemented 911 dispatch training from outside sources
- Promoted two 911 dispatch center shift leads to assist Lieutenant

### 2018/19 Objectives

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

- Continue recruitment efforts to fully staff the 911 dispatch center
- Begin leadership training for newly promoted shift-leads
- Continue to monitor pay equalization with other 911 centers within the state
- Attend continuing education courses to stay up to date with the latest trends and best practices

### Communications Division Budget Change

Description	2017/18 Actual	2018/19 Adopted	% Change	2019/20 Proposed	% Change
Salaries & Wages	526,865	863,700	63.9%	762,000	-11.8%
Personnel Benefits	135,042	285,400	111.3%	227,400	-20.3%
Supplies	6,731	10,400	54.5%	10,400	0.0%
Other Services & Charge	9,961	15,300	100.0%	16,300	6.5%
Capital	-	88,000	0.0%	-	100.0%
<b>Total Communications</b>	<b>\$ 678,599</b>	<b>\$ 1,262,800</b>	<b>86.1%</b>	<b>\$ 1,016,100</b>	<b>-19.5%</b>

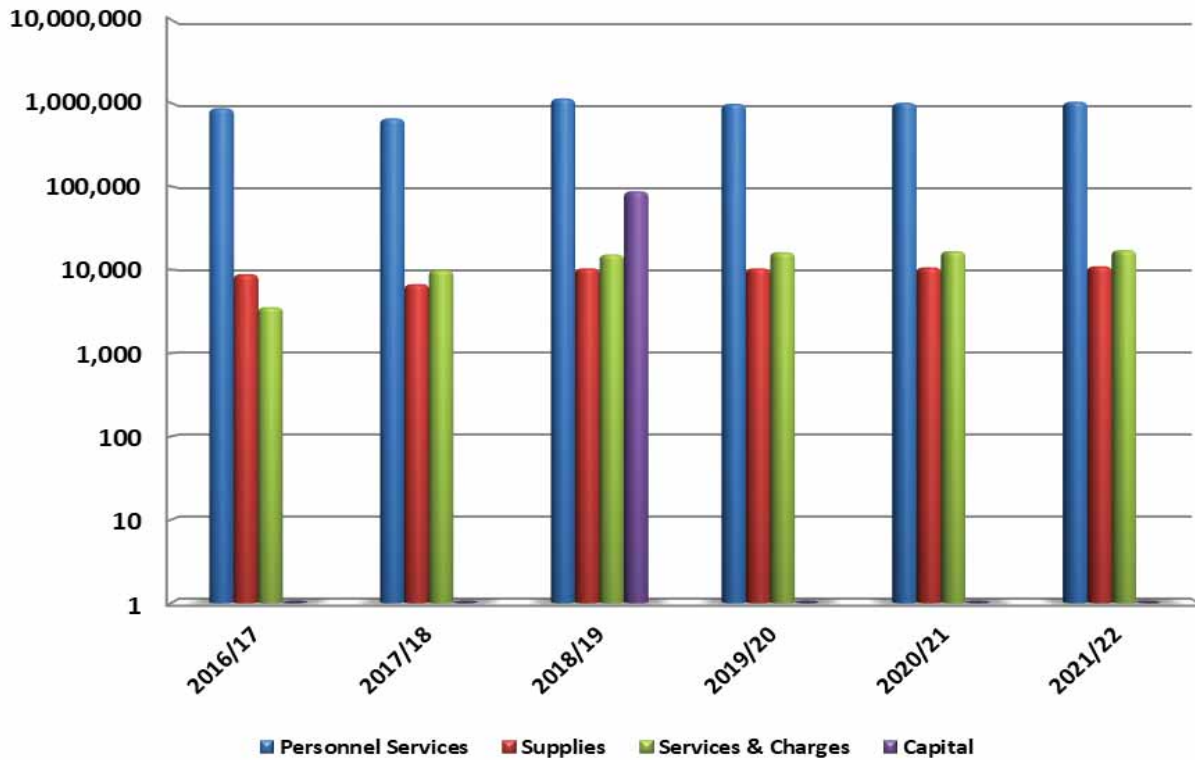
### Significant Budget Changes:

- FY18/19 Salaries & Wages - staffing increased as the Town of Payson assumed the responsibility of dispatching for the Sheriff’s Office through an IGA
- FY18/19 Personnel Benefits – reflects insurance changes with the hiring of new staff
- FY18/19 Supplies - additional funds for office supplies and small tools to support increased staffing
- FY18/19 Services - increased budget for travel & registration for new staff



### Communications Division Budget Analysis Historic & Forecast

Classification	2016/17 Actual	2017/18 Actual	2018/19 Adopted	2019/20 Proposed	2020/21 Estimate	2021/22 Estimate
Personnel Services	875,843	661,907	1,149,100	989,400	1,019,082	1,049,654
Supplies	8,870	6,731	10,400	10,400	10,712	11,033
Services & Charges	3,558	9,961	15,300	16,300	16,789	17,293
Capital	-	-	88,000	-	-	-
<b>Total Communications</b>	<b>\$888,271</b>	<b>\$678,599</b>	<b>\$1,262,800</b>	<b>\$1,016,100</b>	<b>\$1,046,583</b>	<b>\$1,077,980</b>





ANNUAL BUDGET

POLICE DEPARTMENT

**COMMUNICATIONS**

	2015/16 ACTUAL	2016/17 ACTUAL	2017/18 ACTUAL	2018/19 ADOPTED	2019/20 PROPOSED
<b>SALARIES &amp; WAGES</b>					
101-5-2421-00-5001 Salaries & Wages - Full Time	354,569	551,561	394,756	737,000	644,000
101-5-2421-00-520X Overtime Pay	128,118	129,141	117,659	111,700	101,000
101-5-2421-00-5990 Shift Differential	11,963	18,925	14,450	15,000	17,000
Total Salaries & Wages	494,650	699,627	526,865	863,700	762,000

**PERSONNEL BENEFITS**

101-5-2421-00-5501 FICA	36,488	50,129	39,104	66,000	57,000
101-5-2421-00-5504 Retirement	59,194	75,462	60,534	100,500	89,200
101-5-2421-00-5700 Health/Life Insurance	22,800	46,987	32,436	113,000	76,800
101-5-2421-00-5701 Disability Insurance	582	929	794	1,400	1,100
101-5-2421-00-5800 Workers Comp Insurance	2,253	2,709	2,174	4,500	3,300
Total Personnel Benefits	121,317	176,216	135,042	285,400	227,400

**SUPPLIES**

101-5-2124-00-6001 Office Supplies	751	2,614	2,473	3,000	3,000
101-5-2421-00-6011 Small Tools/Minor Equipment	2,074	3,004	3,550	5,500	5,500
101-5-2421-00-6013 Computer Equipment/Supplies	-	2,741	-	-	-
101-5-2421-00-6600 Public Relations	412	419	417	400	400
101-5-2421-00-6700 Memberships/Dues/Subsc.	142	92	291	1,500	1,500
Total Supplies	3,379	8,870	6,731	10,400	10,400

**OTHER SERVICES & CHARGES**

101-5-2421-00-7402 Office Equipment R&M	2,033	49	3,380	2,800	2,800
101-5-2421-00-7502 Lease Equipment	506	343	-	2,000	3,000
101-5-2421-00-7600 Travel	5	77	464	2,500	2,500
101-5-2421-00-7601 Registrations	439	-	1,007	3,000	3,000
101-5-2421-00-7900 Other Professional Services	2,400	3,089	5,110	5,000	5,000
Total Other Svcs & Charges	5,383	3,558	9,961	15,300	16,300

**Capital**

101-5-1408-00-8004 Capital Equipment	-	-	-	88,000	-
Total Capital	-	-	-	88,000	-

**GRAND TOTAL**

\$ 624,729	\$ 888,271	\$ 678,599	\$ 1,262,800	\$ 1,016,100
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## POLICE DEPARTMENT – Operations Division

### Description

The Police Operations Division provides protection of life and property from criminal related activities in the community. Other responsibilities include the safe and expeditious movement of traffic, crime prevention, and narcotics-gang interdiction and intelligence.

### 2018/19 Accomplishments

- Department was able to secure and fund the purchasing of multi-band, multi-frequency portable radios with Homeland Security funding
- Investigations Division continued to pursue offenders who violated drug laws including those selling and abusing methamphetamine and heroin by completing 214 arrests associated with these investigations
- Department K-9 was transferred to a new handler and both K-9 (Wiley) and new handler attended the K-9 academy successfully graduating mid-year
- Police Department is currently fully staffed with certified Police Officers
- Four vehicle purchases were completed

### 2019/20 Objectives

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

- Fund a Police Sergeant position to supervise the Investigations Division
- Continue to pursue Homeland Security grant funding to build out the northern sector of the department’s radio system
- Provide additional training to new K-9 unit
- Retain full capacity status for the Police Department certified officer positions  
Purchase and outfit additional police vehicles to revitalize the Police Department’s aging fleet

### Operations Division Budget Change

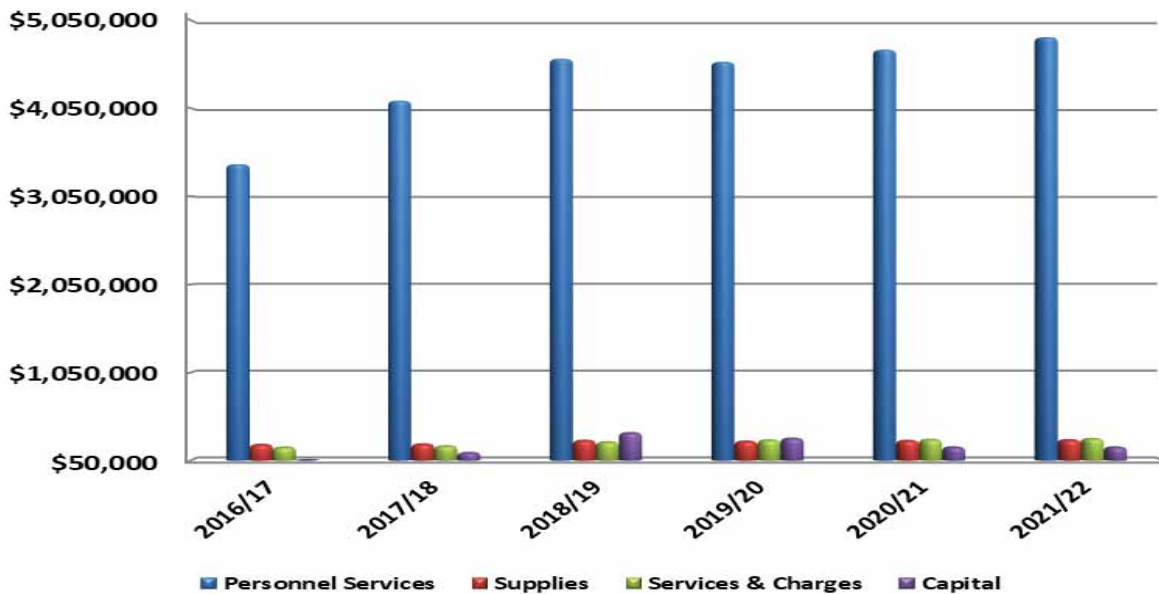
Description	2017/18 Actual	2018/19 Adopted	%	2019/20 Proposed	%
			Change		Change
Salaries & Wages	2,046,143	2,268,600	10.9%	2,260,900	-0.3%
Personnel Benefits	2,090,493	2,345,100	12.2%	2,318,200	-1.1%
Supplies	234,572	275,700	17.5%	266,100	-3.5%
Other Services & Charges	212,725	258,100	21.3%	279,000	8.1%
Capital	136,324	362,800	166.1%	300,000	-17.3%
<b>Total Operations</b>	<b>\$ 4,720,257</b>	<b>\$ 5,510,300</b>	<b>45.6%</b>	<b>\$ 5,424,200</b>	<b>-2.8%</b>

**Significant Budget Changes:**

- FY18/19 Personnel Benefits - reflects Public Safety Retirement rate increase
- FY18/19 Supplies - reflects an anticipated increase in the cost of fuel and ammunition
- FY18/19 Personnel Benefits - additional pension payment was made to PSPRS to pay down the retirement obligation
- FY18/19 Capital – budgeted additional funds for police vehicles & equipment

**Operations Division Budget Analysis  
Historic & Forecast**

Classification	2016/17 Actual	2017/18 Actual	2018/19 Adopted	2019/20 Proposed	2020/21 Estimate	2021/22 Estimate
Personnel Services	3,414,136	4,136,636	4,613,700	4,579,100	4,716,473	4,857,967
Supplies	229,534	234,572	275,700	266,100	274,083	282,305
Services & Charges	198,125	212,725	258,100	279,000	287,370	295,991
Capital	23,590	136,324	362,800	300,000	200,000	200,000
<b>Total Operations</b>	<b>\$3,865,385</b>	<b>\$4,720,257</b>	<b>\$5,510,300</b>	<b>\$5,424,200</b>	<b>\$5,477,926</b>	<b>\$5,636,264</b>





ANNUAL BUDGET

POLICE DEPARTMENT

**OPERATIONS**

	2015/16 ACTUAL	2016/17 ACTUAL	2017/18 ACTUAL	2018/19 ADOPTED	2019/20 PROPOSED
<b>SALARIES &amp; WAGES</b>					
101-5-2421-01-50xx Salaries & Wages	1,667,767	1,732,090	1,800,018	1,948,300	1,934,300
101-5-2421-01-5xxx Overtime Pay	255,988	242,824	219,900	289,300	282,500
101-5-2421-11-5200 Overtime Pay-GOHS	-	-	1,525	-	13,100
101-5-2421-01-5990 Shift Differential	24,696	25,164	24,700	31,000	31,000
Total Salaries & Wages	1,948,451	2,000,078	2,046,143	2,268,600	2,260,900

**PERSONNEL BENEFITS**

101-5-2421-01-5501 FICA	141,392	146,742	153,089	174,600	171,300
101-5-2421-01-5504 Retirement	814,430	978,086	1,267,130	1,326,900	1,326,000
101-5-2421-01-5505 Unfunded Pension Payment	-	-	375,000	450,000	450,000
101-5-2421-01-5700 Health/Life Insurance	137,829	136,253	118,162	143,300	151,900
101-5-2421-01-5701 Disability Insurance	254	364	383	400	400
101-5-2421-01-5800 Workers Comp Insurance	153,902	130,113	151,729	192,900	161,600
101-5-2421-01-5901 Uniform Allowance	23,542	22,500	25,000	57,000	57,000
Total Personnel Benefits	1,271,349	1,414,058	2,090,493	2,345,100	2,318,200

**SUPPLIES**

101-5-2421-01-6001 Office Supplies	10,684	11,678	10,271	12,000	12,000
101-5-2421-01-6002 Coffee Supplies	504	319	368	600	600
101-5-2421-01-6003 Cleaning Supplies	1,635	982	1,532	2,000	2,000
101-5-2421-01-6005 Safety/Program Supplies	3,088	2,859	978	3,100	3,100
101-5-2421-01-6006 Clothing Reimbursement	7,261	6,433	2,305	7,000	7,000
101-5-2421-01-6009 Volunteer Program	2,658	4,008	2,608	5,000	5,000
101-5-2421-01-6010 Books & Periodicals	2,013	-	-	-	600
101-5-2421-01-6011 Small Tools/Minor Equip	29,609	41,730	32,653	40,000	41,000
101-5-2421-01-6101 Canine Supplies	1,541	2,028	4,593	3,000	3,500
101-5-2421-01-6102 Weapons/Ammunition	9,651	13,984	15,111	15,500	15,000
101-5-2421-01-6201 Building R&M Supplies	2,580	2,728	902	3,000	3,000
101-5-2421-01-6300 Vehicle Fuels	53,866	55,095	70,661	60,000	62,500
101-5-2421-01-6302 Vehicle R&M Parts	75,682	70,954	77,289	60,000	50,000
101-5-2421-01-6600 Public Relations	755	764	983	1,000	1,000
101-5-2421-01-6700 Dues & Memberships	1,296	2,480	2,039	3,500	3,500
101-5-2421-01-699x Other Expenses	10,961	13,492	11,281	17,000	15,200
101-5-2421-02-6011 Small Tools/Minor Equip	-	-	-	20,000	20,000
101-5-2421-11-6011 Small Tools/Minor Equip	-	-	-	-	9,600
216-5-2421-02-6011 Small Tools/Minor Equip	-	-	998	23,000	11,500
Total Supplies	213,784	229,534	234,572	275,700	266,100



**OPERATIONS**

	2015/16 ACTUAL	2016/17 ACTUAL	2017/18 ACTUAL	2018/19 ADOPTED	2019/20 PROPOSED
<b>OTHER SERVICES &amp; CHARGES</b>					
101-5-2421-01-7300 Electricity	24,903	21,699	22,678	27,000	25,000
101-5-2421-01-7301 Propane Gas	3,944	3,684	3,484	5,000	5,000
101-5-2421-01-7302 Water	1,327	1,490	1,860	1,500	1,800
101-5-2421-01-7304 Sewage	180	180	565	500	500
101-5-2421-01-7305 Refuse Disposal	489	648	716	600	800
101-5-2421-01-7306 Telephone	25,957	24,747	27,030	30,000	30,000
101-5-2421-01-7307 Postage	261	337	208	500	500
101-5-2421-01-7401 Building R&M	11,420	15,146	17,294	20,000	46,800
101-5-2421-01-7402 Office Equipment R&M	-	273	300	500	500
101-5-2421-01-7404 Equipment R&M	7,224	4,057	8,354	6,000	6,000
101-5-2421-01-7405 Vehicle R&M	8,076	5,669	12,445	10,000	10,000
101-5-2421-01-7500 Rental of Land & Buildings	7,371	7,611	7,827	11,000	9,000
101-5-2421-01-7502 Leased Equipment	8,726	9,030	9,906	9,500	11,500
101-5-2421-01-7600 Travel	14,058	10,693	16,595	16,000	17,600
101-5-2421-01-7601 Registrations	6,317	5,512	10,220	10,000	10,000
101-5-2421-01-7900 Other Professional Services	126,974	81,865	69,861	104,000	100,000
101-5-2421-01-7902 Impound Vehicle Tow	-	2,191	-	2,000	-
101-5-2421-01-7910 Printing & Binding	1,347	3,293	3,382	4,000	4,000
101-5-2421-01-7912 Grant Expense	1,770	-	-	-	-
Total Other Svcs & Charges	250,344	198,125	212,725	258,100	279,000

**CAPITAL**

101-5-2421-01-8407 Radio Equipment	-	-	-	12,500	-
101-5-2421-01-8510 Patrol Vehicle	-	-	-	165,000	-
101-5-2421-01-8530 Taser Equipment	-	-	-	42,400	-
101-5-2421-02-8536 LE Crisis Team Equip	-	-	11,417	-	-
101-5-2421-02-8003 Vehicles	-	-	49,000	-	-
402-5-2421-01-8005 PD Software	-	-	-	-	35,000
402-5-2421-01-8510 Police Patrol Vehicles	-	-	-	-	165,000
403-5-2412-01-8772 Law Enforce-HSG Radio Prog.	15,471	8,919	28,729	20,700	-
403-5-2412-01-8773 Mobile Repeaters	-	-	-	-	-
403-5-2412-01-8774 SHSGP Radios/Headsets	-	506	-	-	-
403-5-2421-01-8762 Law Enf - GOHS Grant	-	-	36,400	17,200	-
425-5-2421-16-8407 CAD Police/Fire Comm	35,644	14,165	10,778	105,000	100,000
Total Capital	51,115	23,590	136,324	362,800	300,000

**GRAND TOTAL**

\$ 3,735,043	\$ 3,865,385	\$ 4,720,257	\$ 5,510,300	\$ 5,424,200
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## POLICE DEPARTMENT – Special Operations Division

### Description

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

### 2018/19 Accomplishments

- Additional manpower was contributed to Town sponsored events such as the July 4<sup>th</sup> celebration, Mudda and weekly Town concerts

### 2019/20 Objectives

#### KRA 8: PUBLIC SAFETY

- Retain full capacity status for the police department certified officer positions
- Adequately support the special events sponsored by the Town of Payson with additional resources and Incident Command structure
- Purchase and outfit additional police vehicles to revitalize the Police Department’s aging fleet

### Animal Control Budget Change

Description	2017/18 Actual	2018/19 Adopted	% Change	2019/20 Proposed	% Change
Salaries & Wages	37,461	40,300	7.6%	40,000	-0.7%
Personnel Benefits	13,251	14,600	10.2%	16,000	9.6%
Supplies	3,681	7,200	95.6%	8,500	18.1%
Other Services & Charges	76,019	77,000	1.3%	77,400	0.5%
<b>Total Animal Control</b>	<b>\$ 130,412</b>	<b>\$ 139,100</b>	<b>6.7%</b>	<b>\$ 141,900</b>	<b>2.0%</b>

### Significant Budget Changes:

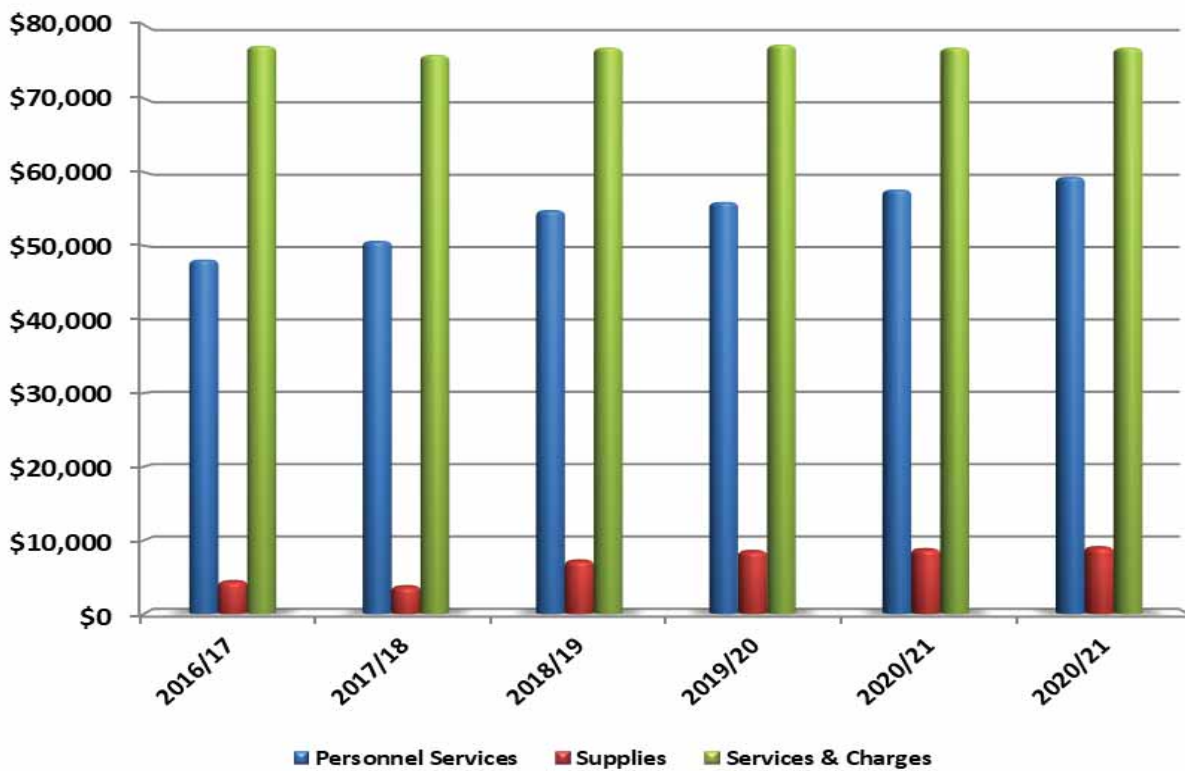
- FY18/19 Salaries & Wages - reflects wage adjustments
- FY18/19 Personnel Benefits - reflects changes in insurance
- FY18/19 Supplies - new budget line item added for Program Supplies
- FY19/20 Supplies - increased budget for additional office supplies & small tools





**Animal Control Budget Analysis  
Historic & Forecast**

Classification	2016/17 Actual	2017/18 Actual	2018/19 Adopted	2019/20 Proposed	2020/21 Estimate	2020/21 Estimate
Personnel Services	48,151	50,712	54,900	56,000	57,680	59,410
Supplies	4,383	3,681	7,200	8,500	8,755	9,018
Services & Charges	77,242	76,019	77,000	77,400	77,000	77,000
<b>Total Animal Cont.</b>	<b>\$129,776</b>	<b>\$130,412</b>	<b>\$139,100</b>	<b>\$141,900</b>	<b>\$143,435</b>	<b>\$145,428</b>





ANNUAL BUDGET

POLICE DEPARTMENT

**ANIMAL CONTROL**

	<b>2015/16 ACTUAL</b>	<b>2016/17 ACTUAL</b>	<b>2017/18 ACTUAL</b>	<b>2018/19 ADOPTED</b>	<b>2019/20 PROPOSED</b>
<b>SALARIES &amp; WAGES</b>					
101-5-7421-17-5001 Full Time Employees	31,815	35,567	37,461	39,300	39,000
101-5-7421-17-5200 Overtime Pay	189	431		1,000	1,000
Total Salaries & Wages	32,004	35,998	37,461	40,300	40,000

**PERSONNEL BENEFITS**

101-5-7421-17-5501 FICA	2,343	2,637	2,768	3,100	3,000
101-5-7421-17-5504 Retirement	3,632	4,082	4,248	4,700	4,700
101-5-7421-17-5700 Health/Life Insurance	3,314	3,157	3,686	3,700	5,200
101-5-7421-17-5701 Disability Insurance	39	50	60	100	100
101-5-7421-17-5800 Workers Compensation	1,530	1,387	1,649	2,000	2,000
101-5-7421-17-5901 Uniform/Clothing Allow.	840	840	840	1,000	1,000
Total Personnel Benefits	11,698	12,153	13,251	14,600	16,000

**SUPPLIES**

101-5-7421-17-6009 Program Supplies	527	260	35	600	900
101-5-7421-17-6011 Small Tools/Minor Equipment	1,783	1,202	683	1,500	1,500
101-5-7421-17-6300 Vehicle Fuels	2,393	2,886	2,878	4,000	4,000
101-5-7421-17-6302 R&M Supplies Vehicle	-	-		1,000	2,000
101-5-7421-17-6700 Memberships/Dues/Subscri.	35	35	85	100	100
Total Supplies	4,738	4,383	3,681	7,200	8,500

**OTHER SERVICES & CHARGES**

101-5-7421-17-7306 Telephone	502	501	505	500	500
101-5-7421-17-7307 Postage/Freight	31	-	77	100	100
101-5-7421-17-7600 Travel Expense	55	634	102	600	1,000
101-5-7421-17-7601 Registrations	628	585	60	600	600
101-5-7421-17-7900 Other Professional Services	-	322	75	-	
101-5-7421-17-7900 Humane Society	75,200	75,200	75,200	75,200	75,200
Total Other Svcs & Charges	76,416	77,242	76,019	77,000	77,400

**GRAND TOTAL**

<b>\$ 124,856</b>	<b>\$ 129,776</b>	<b>\$ 130,412</b>	<b>\$ 139,100</b>	<b>\$ 141,900</b>
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**Police Grant Budget Change**

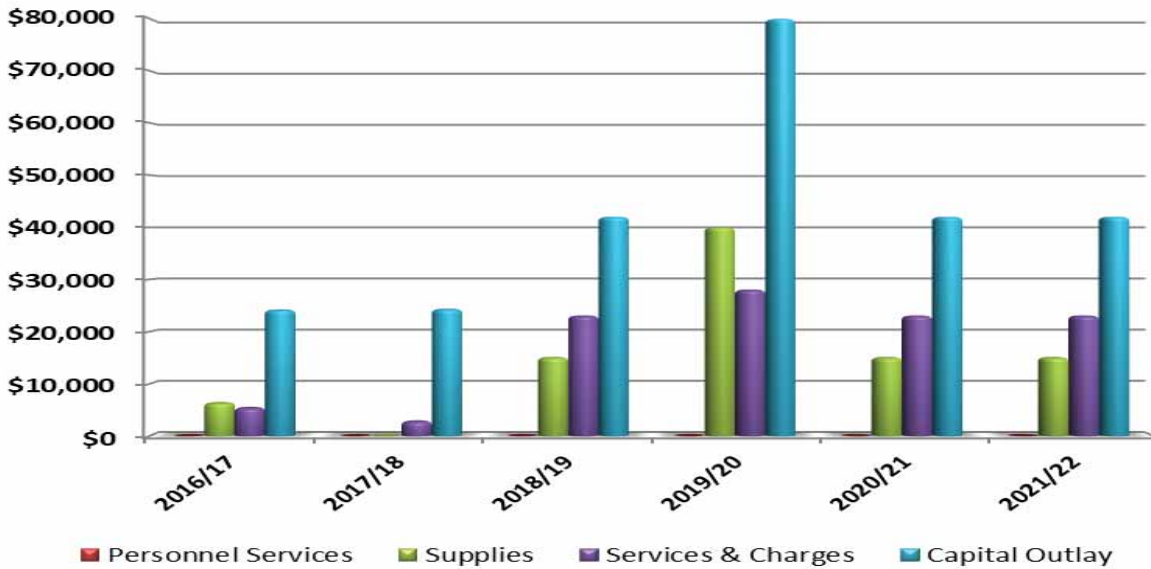
Description	2017/18	2018/19	%	2019/20	%
	Actual	Adopted	Change	Proposed	Change
Supplies	89	15,000	16753.9%	40,000	166.7%
Other Services & Charges	2,768	23,000	730.9%	28,000	21.7%
Capital	24,296	42,000	72.9%	80,000	100.0%
<b>Total Police Grants</b>	<b>\$ 27,153</b>	<b>\$ 80,000</b>	<b>5852.6%</b>	<b>\$ 148,000</b>	<b>96.1%</b>

**Significant Budget Changes:**

- FY18/19 Supplies - expenditures fluctuate depending on the availability of grant funding
- FY18/19 Services & Charges - expenditures fluctuate depending on the availability of grant funding
- FY18/19 Capital - utilized grant funding to obtain and equip patrol vehicles
- FY19/20 Capital - utilize grant funding to obtain and equip additional patrol vehicles

**Police Grant Budget Analysis  
Historic & Forecast**

Classification	2016/17 Actual	2017/18 Actual	2018/19 Adopted	2019/20 Proposed	2020/21 Estimate	2021/22 Estimate
Personnel Services	-	-	-	-	-	-
Supplies	6,296	89	15,000	40,000	15,000	15,000
Services & Charge	5,366	2,768	23,000	28,000	23,000	23,000
Capital Outlay	24,148	24,296	42,000	80,000	42,000	42,000
<b>Total Grants</b>	<b>\$ 35,810</b>	<b>\$ 27,153</b>	<b>\$ 80,000</b>	<b>\$148,000</b>	<b>\$ 80,000</b>	<b>\$ 80,000</b>



ANNUAL BUDGET

POLICE DEPARTMENT

**DEPT OF JUSTICE FUND & VARIOUS GRANTS**

	2015/16 ACTUAL	2016/17 ACTUAL	2017/18 ACTUAL	2018/19 ADOPTED	2019/20 PROPOSED
<b>SUPPLIES</b>					
215-5-2421-02-6011 Small Tools	1,670	6,086	56	15,000	20,000
215-5-2421-02-6300 Gasoline, Fuels, Lubricant	-	210	33	-	-
215-5-2421-02-6302 R&M Supplies Vehicle	-	-	-	-	20,000
<b>Total Supplies</b>	<b>1,670</b>	<b>6,296</b>	<b>89</b>	<b>15,000</b>	<b>40,000</b>
<b>OTHER SERVICES &amp; CHARGES</b>					
215-5-2421-02-7600 Travel	2,397	1,452	1,514	15,000	15,000
215-5-2421-02-7601 Registrations	1,181	700	-	5,000	5,000
215-5-2421-02-7900 Other Prof Services	3,003	3,214	1,254	3,000	8,000
<b>Total Other Svcs &amp; Charges</b>	<b>6,581</b>	<b>5,366</b>	<b>2,768</b>	<b>23,000</b>	<b>28,000</b>
<b>CAPITAL</b>					
215-5-2421-02-8510 Defense 1033 - LE Vehicle	68,050	24,148	24,296	42,000	80,000
<b>Total Capital</b>	<b>68,050</b>	<b>24,148</b>	<b>24,296</b>	<b>42,000</b>	<b>80,000</b>
<b>GRAND TOTAL</b>	<b>\$ 76,301</b>	<b>\$ 35,810</b>	<b>\$ 27,153</b>	<b>\$ 80,000</b>	<b>\$ 148,000</b>

**School Resource Officer (SRO) Budget Change**

Description	2017/18 Actual	2018/19 Adopted	% Change	2019/20 Proposed	% Change
Salaries & Wages	47,274	50,900	7.7%	118,300	132.4%
Personnel Benefits	57,217	43,000	-24.8%	112,400	161.4%
Services & Charges	-	4,000	100.0%	4,000	0.0%
<b>Total SRO</b>	<b>\$ 104,491</b>	<b>\$ 97,900</b>	<b>-6.3%</b>	<b>\$ 234,700</b>	<b>139.7%</b>

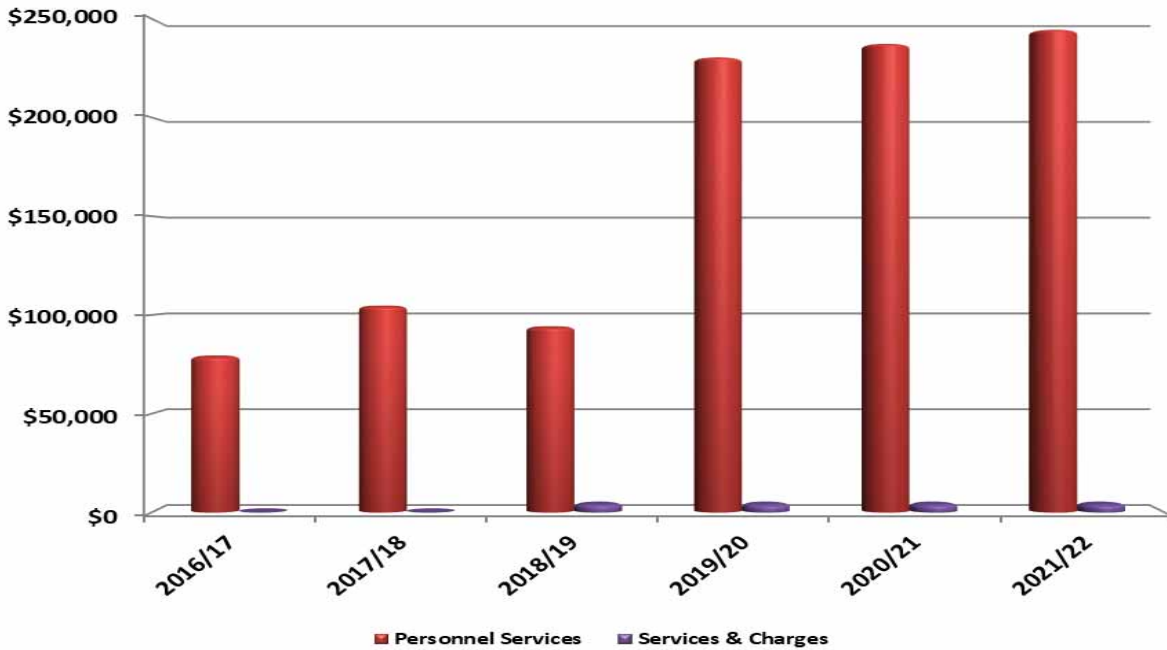
**Significant Budget Changes:**

- FY18/19 Services - added budget line item for travel so new SRO could attend training classes
- FY19/20 Services - increased training budget for additional SRO
- FY19/20 Salaries & Benefits – budgeted for one additional position

**School Resource Officer Budget Analysis  
Historic & Forecast**

Classification	2016/17 Actual	2017/18 Actual	2018/19 Adopted	2019/20 Proposed	2020/21 Estimate	2021/22 Estimate
Personnel Services	78,907	104,491	93,900	230,700	237,621	244,750
Services & Charges	57	-	4,000	4,000	4,000	4,000
<b>Total SRO</b>	<b>\$ 78,964</b>	<b>\$ 104,491</b>	<b>\$ 97,900</b>	<b>\$ 234,700</b>	<b>\$ 241,621</b>	<b>\$ 248,750</b>





ANNUAL BUDGET

POLICE DEPARTMENT

**SCHOOL RESOURCE OFFICER**

	2015/16 ACTUAL	2016/17 ACTUAL	2017/18 ACTUAL	2018/19 ADOPTED	2019/20 PROPOSED
<b>SALARIES &amp; WAGES</b>					
101-5-2421-04-5001 Full Time Employees	41,090	40,276	47,272	43,400	112,000
101-5-2421-04-520x Overtime Pay	2,165	-	2	7,500	6,300
Total Salaries & Wages	43,255	40,276	47,274	50,900	118,300
<b>PERSONNEL BENEFITS</b>					
101-5-2421-04-5501 FICA	2,952	2,714	3,229	3,000	9,100
101-5-2421-04-5504 Retirement	22,510	25,641	40,708	30,000	82,700
101-5-2421-04-5700 Health/Life Insurance	6,109	6,484	8,127	6,000	9,900
101-5-2421-04-5800 Workers Comp Insuranc	4,744	3,292	4,153	4,000	8,700
101-5-2421-04-5901 Clothing Allowance	500	500	1,000	-	2,000
101-5-2421-04-5990 Miscellaneous	-	-	-	-	-
Total Personnel Benefits	36,815	38,631	57,217	43,000	112,400
<b>OTHER SERVICES &amp; CHARGES</b>					
101-5-2421-04-7600 Travel	(27)	57	-	4,000	4,000
Total Services & Charge:	(27)	57	-	4,000	4,000
<b>GRAND TOTAL</b>	<b>\$ 80,043</b>	<b>\$ 78,964</b>	<b>\$ 104,491</b>	<b>\$ 97,900</b>	<b>\$ 234,700</b>



# FIRE DEPARTMENT

## Mission Statement

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

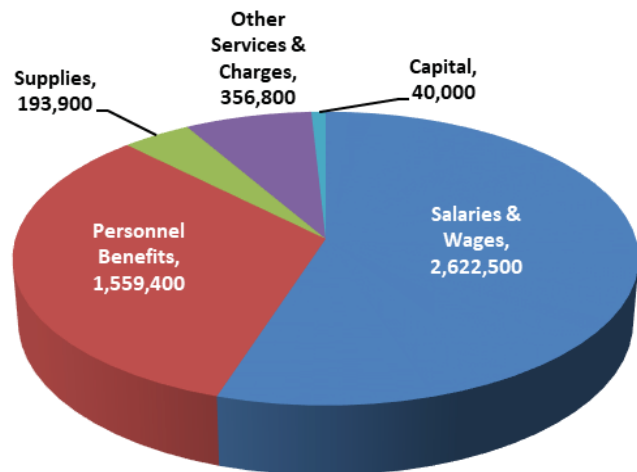
## Description

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

## Position Summary

	2018/19	2019/20
Fire Chief	1.0	1.0
Battalion Chief	3.0	3.0
Captain	9.0	9.0
Fire Prevention	1.0	1.0
Fuels Manager	1.0	1.0
Engineer	9.0	9.0
Firefighter	10.0	10.0
Administrative Secretary	1.0	1.0
<b>Total Positions</b>	<b>35.0</b>	<b>35.0</b>

## 2018/19 Proposed Expenditures



## Fire Department Budget Change

Description	2017/18 Actual	2018/19 Adopted	% Change	2019/20 Proposed	% Change
Salaries & Wages	2,148,155	2,410,400	12.2%	2,548,500	5.7%
Personnel Benefits	1,199,539	1,473,600	22.8%	1,530,400	3.9%
Supplies	173,048	184,400	6.6%	181,900	-1.4%
Other Services & Charges	181,943	267,800	47.2%	351,800	31.4%
Capital	7,297	100,800	1281.4%	40,000	-60.3%
<b>Total Fire Operations</b>	<b>\$ 3,709,982</b>	<b>\$ 4,437,000</b>	<b>19.6%</b>	<b>\$ 4,652,600</b>	<b>4.9%</b>

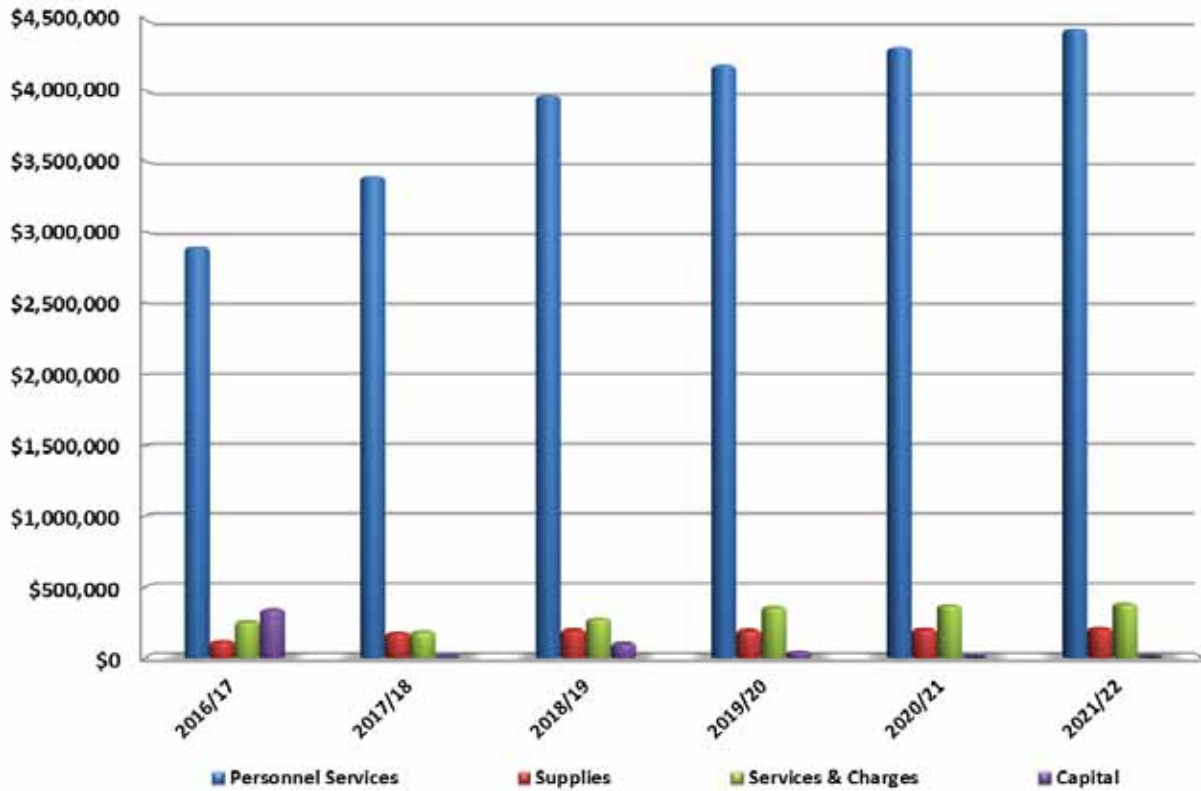
Note: Significant budget changes are addressed within the individual divisions' sections that follow.



## Fire Department Budget Analysis

### Historic & Forecast

Classification	2016/17 Actual	2017/18 Actual	2018/19 Adopted	2019/20 Proposed	2020/21 Estimate	2021/22 Estimate
Personnel Services	2,899,186	3,398,507	3,967,000	4,181,900	4,307,357	4,436,578
Supplies	111,987	174,077	196,400	193,900	199,717	205,709
Services & Charges	254,000	184,235	272,800	356,800	367,504	378,529
Capital	339,085	7,297	100,800	40,000	-	-
<b>Total Fire</b>	<b>\$3,604,258</b>	<b>\$3,764,116</b>	<b>\$4,537,000</b>	<b>\$4,772,600</b>	<b>\$4,874,578</b>	<b>\$5,020,815</b>







## FIRE DEPARTMENT – Fire Operations Division

### Description

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

### 2018/19 Accomplishments

- Developed an IGA for Council consideration to create a consolidated Fire Authority with the Town of Payson, Hellsgate, and Houston Mesa Fire Districts.
- Provided training to improve wildfire capabilities. Three staff members attended the Arizona Wildfire Academy for wildfire training.
- Created Fuels Manager position and hired to begin a full-time effort to reduce the wildfire risk within the community.
- Deployed firefighters to ten wildfire incidents to maintain and improve qualifications.

### 2019/20 Objectives

*KRA 8: THE PUBLIC SAFETY*

- Develop a system that provides for regular inspections of businesses for fire safety issues
- Complete a five-year strategic plan that is community driven
- Provide training to improve wildfire capabilities
- Deploy firefighters to wildfire incidents to maintain and improve qualifications

### Fire Operations Division Budget Change

Description	2017/18 Actual	2018/19 Adopted	%	2019/20 Proposed	%
			Change		Change
Salaries & Wages	2,148,155	2,410,400	12.2%	2,548,500	5.7%
Personnel Benefits	1,199,539	1,473,600	22.8%	1,530,400	3.9%
Supplies	173,048	184,400	6.6%	181,900	-1.4%
Other Services & Charges	181,943	267,800	47.2%	351,800	31.4%
Capital	7,297	100,800	1281.4%	40,000	-60.3%
<b>Total Fire Operations</b>	<b>\$ 3,709,982</b>	<b>\$ 4,437,000</b>	<b>19.6%</b>	<b>\$ 4,652,600</b>	<b>4.9%</b>

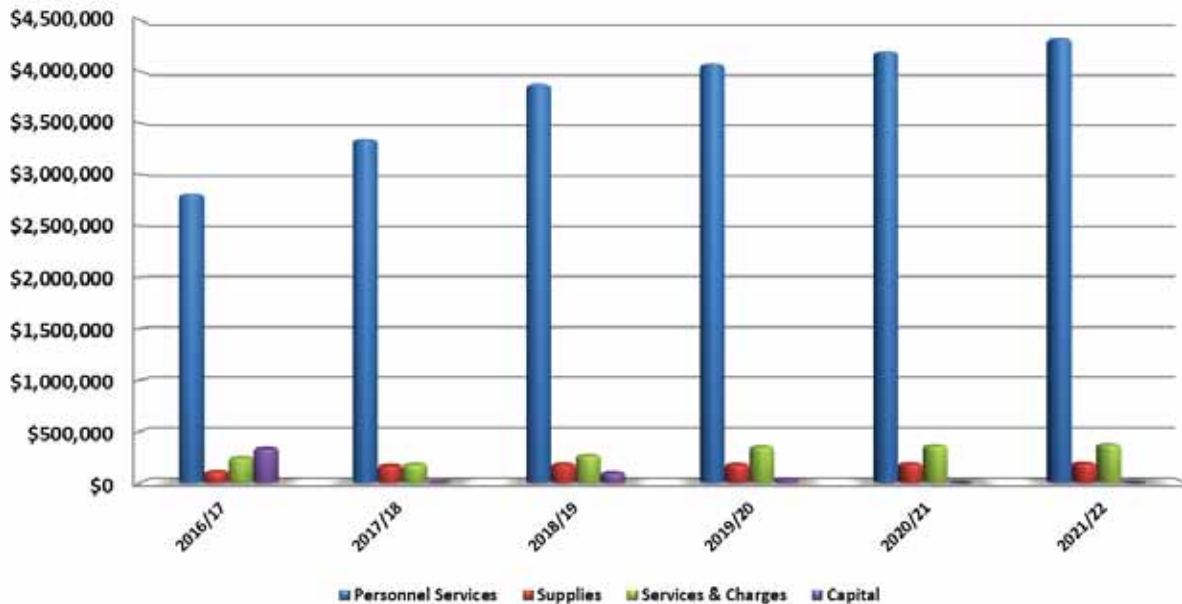


**Significant Budget Changes:**

- FY18/19 Salaries & Wages - reflects new positions for Rover, Fuels Manager and Fire wise Manager
- FY18/19 Personnel Benefits - reflects additional pensions payments as well as retirement rate increase
- FY18/19 Services & Charges - budgeted additional funds for equipment replacements
- FY18/19 Capital - funds approved for Chief fire response vehicle
- FY19/20 Services & Charges - additional funds budgeted for equipment replacements

**Fire Operations Budget Analysis  
Historic & Forecast**

Classification	2016/17 Actual	2017/18 Actual	2018/19 Adopted	2019/20 Proposed	2020/21 Estimate	2021/22 Estimate
Personnel Services	2,810,182	3,347,694	3,884,000	4,078,900	4,201,267	4,327,305
Supplies	110,751	173,048	184,400	181,900	187,357	192,978
Services & Charges	247,372	181,943	267,800	351,800	362,354	373,225
Capital	339,085	7,297	100,800	40,000	-	-
<b>Total Fire Operation</b>	<b>\$ 3,507,390</b>	<b>\$ 3,709,982</b>	<b>\$ 4,437,000</b>	<b>\$ 4,652,600</b>	<b>\$ 4,750,978</b>	<b>\$ 4,893,507</b>





**FIRE OPERATIONS**

		2015/16	2016/17	2017/18	2018/19	2019/20
		ACTUAL	ACTUAL	ACTUAL	ADOPTED	PROPOSED
<b>SALARIES &amp; WAGES</b>						
101-5-2426-01-5001	Full Time Employees	1,599,726	1,626,407	1,640,799	1,917,000	2,039,000
101-5-2426-01-5005	Paid On Call	20,254	47,756	60,336	80,000	125,000
101-5-2426-01-5030	Out of Class Pay	19,723	18,639	18,161	20,000	-
101-5-2426-01-52xx	Overtime Pay	409,665	348,098	428,859	393,400	384,500
	Total Salaries & Wages	2,049,368	2,040,900	2,148,155	2,410,400	2,548,500

**PERSONNEL BENEFITS**

101-5-2426-01-5501	FICA	32,333	35,183	38,274	44,700	51,600
101-5-2426-01-5504	Retirement	419,090	451,219	701,695	860,000	922,900
101-5-2426-01-5505	Unfunded Pension Payment	-	-	125,000	150,000	150,000
101-5-2426-01-5700	Health/Life Insurance	155,427	137,009	169,091	198,300	208,000
101-5-2426-01-5701	Disability Insurance	48	112	653	100	400
101-5-2426-01-5800	Workers Comp Insurance	142,399	117,409	136,926	183,000	159,500
101-5-2426-01-5901	Uniform/Clothing Allowance	27,938	28,350	27,900	37,500	38,000
	Total Personnel Benefits	777,235	769,282	1,199,539	1,473,600	1,530,400

**SUPPLIES**

101-5-2426-01-6001	Office Supplies	2,161	2,086	1,687	2,000	2,000
101-5-2426-01-6003	Foam/ Cleaners	379	2,819	3,838	3,500	5,000
101-5-2426-01-6005	Safety/Program Supplies	8,528	2,781	4,523	6,000	4,000
101-5-2426-01-6007	Equipment/Clothing	23,778	27,207	38,764	35,000	25,000
101-5-2426-01-6009	Program Supplies	433	2,406	3,398	3,800	3,000
101-5-2426-01-6010	Books & Periodicals	408	554	1,828	500	1,100
101-5-2426-01-6011	Small Tools/Minor Equipment	835	589	2,550	3,500	5,000
101-5-2426-01-6012	Radio Equipment	5,058	3,463	7,497	6,500	6,500
101-5-2426-01-6013	Computer Equip / Supplies	3,817	1,842	1,578	9,500	9,500
101-5-2426-01-6100	Medical Supplies	16,115	19,892	27,512	31,100	31,900
101-5-2426-01-6200	R&M Supplies Equipment	943	3,026	2,150	5,000	5,000
101-5-2426-01-6201	R&M Supplies Building	9,201	8,181	21,330	8,000	10,000
101-5-2426-01-6300	Vehicle Fuels	20,000	22,341	27,911	29,000	29,000
101-5-2426-01-6302	R&M Supplies Vehicle	7,111	7,922	22,398	15,000	20,000
101-5-2426-01-6400	Shop Supplies	1,111	489	475	1,000	1,500
101-5-2426-01-6510	HM - Station Supplies	-	-	-	500	-
101-5-2426-01-6515	HM - Bldg & Facilities Main	-	-	60	1,800	500
101-5-2426-01-6525	HM - Equipment Repair	-	-	-	1,000	1,000
101-5-2426-01-6550	HM - Vehicle Repair	-	-	-	5,200	5,200
101-5-2426-01-6600	Public Relations	1,182	2,294	1,645	7,500	2,500
101-5-2426-01-6620	HM - Vehicle Fuel	-	-	-	2,000	2,000
101-5-2426-01-6630	HM - Small Tools / Minor Equip	-	-	-	700	700
101-5-2426-01-6640	HM - EMS Supplies	-	-	-	800	-
101-5-2426-01-6700	Memberships/Dues/Subscri.	1,442	2,144	3,367	4,000	10,000
101-5-2426-01-6990	Other Expenses	832	715	537	1,500	1,500
	Total Supplies	103,334	110,751	173,048	184,400	181,900



**FIRE OPERATIONS - Continued**

	2015/16 ACTUAL	2016/17 ACTUAL	2017/18 ACTUAL	2018/19 ADOPTED	2019/20 PROPOSED
<b>OTHER SERVICES &amp; CHARGES</b>					
101-5-2426-01-7300 Electricity	25,110	23,825	26,206	26,000	26,000
101-5-2426-01-7301 Propane Gas	8,247	7,453	6,707	9,000	9,000
101-5-2426-01-7302 Water	3,291	3,901	4,295	4,000	4,000
101-5-2426-01-7304 Sewage	1,080	1,254	883	1,100	1,100
101-5-2426-01-7305 Refuse Disposal	1,427	1,152	1,299	1,400	1,400
101-5-2426-01-7306 Telephone	22,640	21,607	23,106	25,000	25,000
101-5-2426-01-7307 Postage/Freight	-	-	151	200	200
101-5-2426-01-7401 R&M Building	5,828	30,477	4,986	41,000	50,000
101-5-2426-01-7402 R&M Office Equipment	670	98	568	2,000	1,000
101-5-2426-01-7403 R&M Computer Equipment	-	-	10,211	3,300	3,300
101-5-2426-01-7404 R&M Equipment	5,468	10,254	9,653	10,000	15,000
101-5-2426-01-7405 R&M Vehicle	21,973	47,869	32,774	35,000	75,000
101-5-2426-01-7406 R&M PPE	-	-	-	-	3,500
101-5-2426-01-7502 Lease Equipment	7,841	8,097	-	8,800	9,000
101-5-2426-01-7600 Travel	4,972	5,738	8,162	7,500	24,800
101-5-2426-01-7601 Registrations	20,539	15,120	6,012	35,000	42,500
101-5-2426-01-7900 Other Professional Services	21,118	27,610	20,819	35,000	35,000
101-5-2426-01-7910 Printing & Binding	2,879	2,307	24,091	1,000	1,000
101-5-2426-01-7912 Fire Grant Expense	-	40,610	2,020	22,500	25,000
Total Other Svcs & Charges	153,083	247,372	181,943	267,800	351,800
<b>CAPITAL</b>					
101-5-2426-01-8004 Office Furniture & Equip	-	-	7,297	-	-
101-5-2426-01-8510 Fire Vehicles	-	-	-	70,000	40,000
403-5-2426-03-87xx Various Grants	-	339,085	-	30,800	-
Total Capital	-	339,085	7,297	100,800	40,000
<b>GRAND TOTAL</b>	<b>\$ 3,083,020</b>	<b>\$ 3,507,390</b>	<b>\$ 3,709,982</b>	<b>\$ 4,437,000</b>	<b>\$ 4,652,600</b>



## FIRE DEPARTMENT – Wildland Division

### Description

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

The Payson Fire Department provides personnel and equipment as part of the agreement. Fire department personnel have responded to fires throughout the West. Participation is voluntary and the department charges the State for related expenses.

This program not only allows us to help our neighbors, but also gives our firefighters the opportunity to gain valuable experience and training in the art of wildland firefighting. Also, participation in the program provides funds for wildland fire equipment. This has proven to be invaluable in developing and sustaining wildland fire response capabilities in the Payson area.

### 2018/19 Accomplishments

- Fire line EMS packs were acquired to allow for a safer response to Fire line Medic requests
- All wildfire apparatus were maintained in a ready-state throughout the year with minimal down time
- Provided training from the Arizona Wildfire Academy to improve wildfire capabilities
- Began the process of deploying firefighters to wildfire incidents to improve on qualifications

### 2019/20 Objectives

#### KRA 8: THE PUBLIC SAFETY

- Continue to provide firefighters training to improve our wildfire capabilities
- Continue to deploy staff members to wildfire incidents to maintain and improve qualifications



### Wildland Division Budget Change

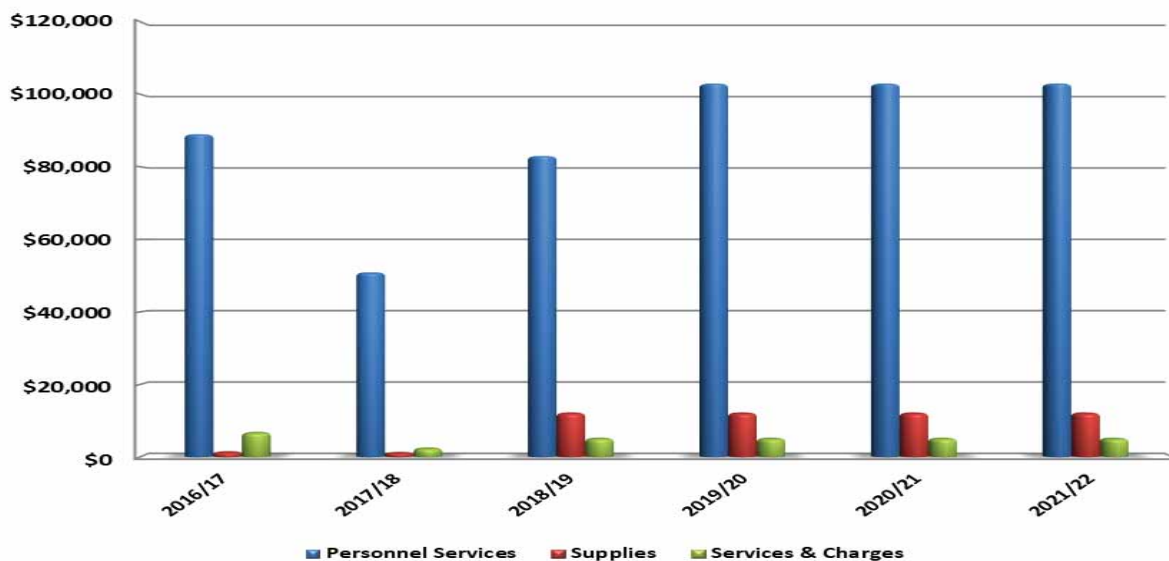
Description	2017/18 Actual	2018/19 Adopted	% Change	2019/20 Proposed	% Change
Salaries & Wages	50,909	64,000	25.7%	74,000	15.6%
Personnel Benefits	15,891	19,000	19.6%	29,000	52.6%
Supplies	934	12,000	1184.8%	12,000	0.0%
Other Services & Charges	1,774	5,000	181.8%	5,000	0.0%
<b>Total Wildlands</b>	<b>\$ 69,508</b>	<b>\$ 100,000</b>	<b>43.9%</b>	<b>\$ 120,000</b>	<b>20.0%</b>

#### Significant Budget Changes:

- Each year, funds are budgeted for the potential cost of wildland fires. Actual expenditures depend on the severity of the fire season.

### Wildland Division Budget Analysis Historic & Forecast

Classification	2016/17 Actual	2017/18 Actual	2018/19 Adopted	2019/20 Proposed	2020/21 Estimate	2021/22 Estimate
Personnel Services	89,004	50,813	83,000	103,000	103,000	103,000
Supplies	1,236	1,029	12,000	12,000	12,000	12,000
Services & Charges	6,628	2,292	5,000	5,000	5,000	5,000
<b>Total Wildlands</b>	<b>\$ 96,868</b>	<b>\$ 54,134</b>	<b>\$100,000</b>	<b>\$120,000</b>	<b>\$120,000</b>	<b>\$ 120,000</b>





ANNUAL BUDGET

FIRE DEPARTMENT

**WILDLANDS/URBAN PROGRAM**

	2015/16 ACTUAL	2016/17 ACTUAL	2017/18 ACTUAL	2018/19 ADOPTED	2018/19 PROPOSED
<b>SALARIES &amp; WAGES</b>					
101-5-2426-02-5001 Full Time Employees	13,270	22,281	9,444	31,000	31,000
101-5-2426-02-5003 Temporary Employees	-	-		3,000	3,000
101-5-2426-02-5200 Overtime	37,639	44,952	25,590	30,000	40,000
Total Salaries & Wages	50,909	67,233	35,034	64,000	74,000
<b>PERSONNEL BENEFITS</b>					
101-5-2426-02-5501 FICA	794	936	519	2,000	2,000
101-5-2426-02-5504 Retirement	12,299	17,365	11,689	14,000	24,000
101-5-2426-02-5700 Insurance Benefit	2,798	3,465	3,557	-	-
101-5-2426-02-5701 Disability Insurance	-	5	14	-	-
101-5-2426-02-5800 Workers Comp Insurance	-	-	-	3,000	3,000
Total Personnel Benefits	15,891	21,771	15,779	19,000	29,000
<b>SUPPLIES</b>					
101-5-2426-02-6009 Safety/Program Supplies	-	-	-	3,000	3,000
101-5-2426-02-6011 Small Tools/Minor Equipment	265	-	981	2,000	2,000
101-5-2426-02-6202 R&M Supplies Other	-	-	-	2,000	2,000
101-5-2426-02-6300 Gasoline, Fuel	414	1,032	48	2,000	2,000
101-5-2426-02-6302 R&M Supplies Vehicles	255	204	-	2,000	2,000
101-5-2426-02-6990 Other Expenses	-	-	-	1,000	1,000
Total Supplies	934	1,236	1,029	12,000	12,000
<b>OTHER SERVICES &amp; CHARGES</b>					
101-5-2426-02-7600 Travel	1,774	6,628	2,292	5,000	5,000
Total Other Svcs & Charges	1,774	6,628	2,292	5,000	5,000
<b>GRAND TOTAL</b>	<b>\$ 69,508</b>	<b>\$ 96,868</b>	<b>\$ 54,134</b>	<b>\$ 100,000</b>	<b>\$ 120,000</b>





## COMMUNITY DEVELOPMENT DEPARTMENT

### Description

The Community Development Department was composed of three divisions: Building Services, Planning and Zoning, and Housing Programs. In FY14/15, two new departments were created: Building Services Department and Planning & Development Department (made up of the planning & zoning division and the housing division). In FY15/16, the Economic Development division was moved from the Town Manager’s Department to the Planning & Development Department. The Community Development Department remains as an administrative function providing central supplies and services to support the departments.

### Position Summary

	2018/19	2019/20
Executive Assistant	1.0	1.0
<b>Total Positions</b>	<b>1.0</b>	<b>1.0</b>

### 2019/20 Proposed Expenditures



### Community Development Department – Administration Budget Change

Description	2017/18	2018/19	%	2019/2019	%
	Actual	Adopted	Change	Proposed	Change
Salaries & Wages	48,738	28,500	-41.5%	37,200	30.5%
Personnel Benefits	15,649	9,100	-41.8%	9,800	7.7%
Supplies	11,556	15,800	36.7%	28,300	79.1%
Services & Charges	18,675	27,100	45.1%	45,900	69.4%
Capital	-	50,000	100.0%	253,000	406.0%
<b>Total Administration</b>	<b>\$ 94,618</b>	<b>\$ 130,500</b>	<b>37.9%</b>	<b>\$ 374,200</b>	<b>186.7%</b>



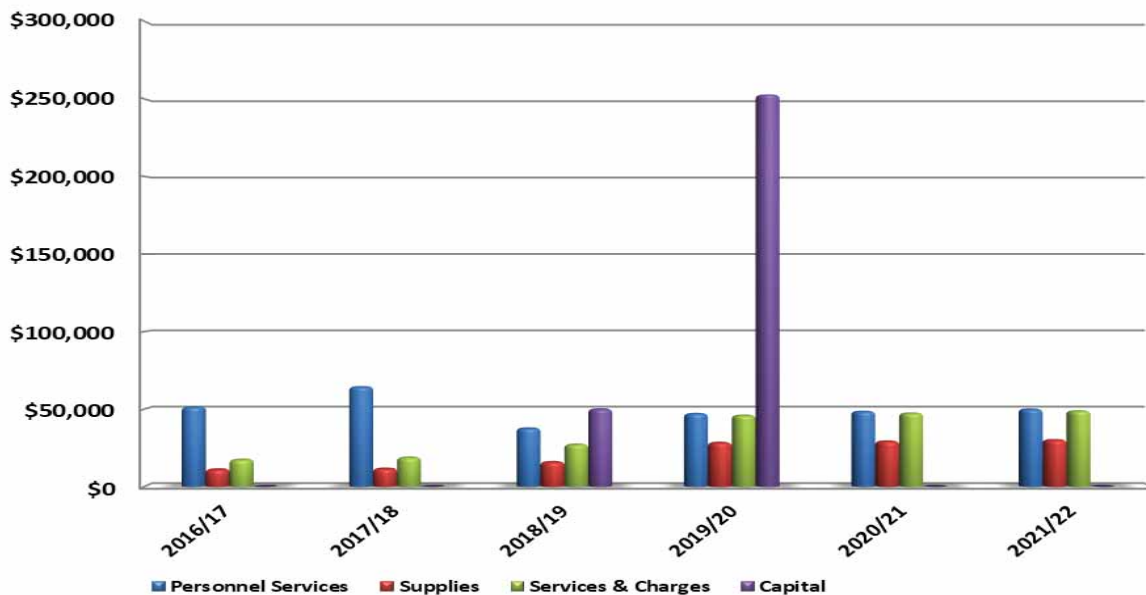


**Significant Budget Changes:**

- FY18/19 Salaries & Wages - decrease due to position adjustment between Community Development and Streets
- FY18/19 Personnel Benefits - reflects changes due to positions changes
- FY18/19 Supplies - additional funds budgeted for necessary supplies
- FY18/19 Capital - budgeted funds for replacement vehicles
- FY19/20 Salaries & Wages - position and salaries changes
- FY19/20 Services & Charges - budgeted additional funds for building repairs
- FY19/20 Capital – budgeted American Gulch improvements

**Community Development Department – Administration Budget Analysis  
Historic & Forecast**

Classification	2016/17 Actual	2017/18 Actual	2018/19 Adopted	2019/20 Proposed	2020/21 Estimate	2021/22 Estimate
Personnel Services	51,283	64,387	37,600	47,000	48,410	49,862
Supplies	11,071	11,556	15,800	28,300	29,149	30,023
Services & Charges	17,304	18,675	27,100	45,900	47,277	48,695
Capital	-	-	50,000	253,000	-	-
<b>Total Administration</b>	<b>\$ 79,658</b>	<b>\$ 94,618</b>	<b>\$ 130,500</b>	<b>\$ 374,200</b>	<b>\$ 124,836</b>	<b>\$ 128,581</b>





ANNUAL BUDGET

COMMUNITY DEVELOPMENT

**CD - ADMINISTRATION**

	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>
	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>ADOPTED</b>	<b>PROPOSED</b>
<b>SALARIES &amp; WAGES</b>					
101-5-6428-00-5001 Full Time Employees	47,847	38,558	48,738	28,000	36,700
101-5-6428-00-5200 Overtime	-	-	-	500	500
Total Salaries & Wages	47,847	38,558	48,738	28,500	37,200
<b>PERSONNEL BENEFITS</b>					
101-5-6428-00-5501 FICA	3,120	2,522	3,336	2,200	2,400
101-5-6428-00-5504 Retirement	5,430	4,372	5,527	3,300	3,700
101-5-6428-00-5700 Health/Life Insurance	7,062	5,777	6,708	3,400	3,500
101-5-6428-00-5701 Disability Insurance	58	54	78	100	100
101-5-6428-00-5800 Workers Comp Insurance	-	-	-	100	100
Total Personnel Benefits	15,670	12,725	15,649	9,100	9,800
<b>SUPPLIES</b>					
101-5-6428-00-6001 Office Supplies	4,760	5,205	6,569	6,500	7,500
101-5-6428-00-6003 Cleaning Supplies	610	747	743	800	800
101-5-6428-00-6005 Safety Supplies	217	416	624	500	500
101-5-6428-00-6011 Small Tools/Minor Equipment	-	870	-	-	-
101-5-6428-00-6201 R&M Supplies-Building	52	23	314	1,500	13,000
101-5-6428-00-6300 Gasoline/Fuels/Lubricants	3,582	3,053	2,763	5,000	5,000
101-5-6428-00-6302 R&M Vehicle	2,369	757	543	1,500	1,500
Total Supplies	11,590	11,071	11,556	15,800	28,300
<b>OTHER SERVICES &amp; CHARGES</b>					
101-5-6428-00-7300 Electricity	6,583	6,200	6,812	7,500	7,500
101-5-6428-00-7301 Propane Gas	773	547	650	1,000	1,000
101-5-6428-00-7302 Water	401	481	631	700	700
101-5-6428-00-7401 R&M Building	616	513	889	3,800	21,300
101-5-6428-00-7402 R&M Office Equipment	-	-	-	500	500
101-5-6428-00-7405 R&M Vehicle	-	-	-	500	500
101-5-6428-00-7502 Lease Equipment	5,351	5,589	5,853	6,000	7,300
101-5-6428-00-7900 Other Professional Services	3,840	3,974	3,840	7,100	7,100
Total Other Svcs & Charges	17,564	17,304	18,675	27,100	45,900
<b>CAPITAL</b>					
101-5-6428-00-8003 Vehicle	-	-	-	50,000	-
429-5-3442-00-8738 American Gulch Improvements	-	-	-	-	253,000
Total Capital	-	-	-	50,000	253,000
<b>GRAND TOTAL</b>	<b>\$ 92,671</b>	<b>\$ 79,658</b>	<b>\$ 94,618</b>	<b>\$ 130,500</b>	<b>\$ 374,200</b>



## BUILDING SERVICES DEPARTMENT

### **Mission**

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

### **Description**

The Building Services Department provides information to the public on building code requirements, reviews and approves building plans, and performs a complete range of building services. These services include plan check review and inspection for all required codes: building, plumbing, mechanical and electrical.

### **2018/19 Accomplishments**

- Conducted 3162 building inspections
- Issued 73 new site built home permits
- Issued 3 new commercial building permits – USFS Ranger Station, Dutch Bros, & Utility Building
- Issued 12 manufactured home permits
- Issued 6 new multi-family units (3 duplexes)
- Continued to provide comprehensive building plan reviews and inspections consistent with industry standards in a reasonable timeframe, while keeping up with new industry trends and products.

### **2019/20 Objectives**

#### **KRA 2: FINANCIAL EXCELLENCE**

- Continue to work towards accepting online payments for permits and automating the inspection process
- Seek Council approval for the 2018 code adoption in November 2019

#### **KRA 5: NEIGHBORHOODS & LIVABILITY**

- Continue updating the Unified Development Code to streamline & modernize practices to enhance neighborhood livability, maintain property values, and eliminate blight
- Continue to organize positive outreach events that encourage residents to maintain their properties

**KRA 7: THE PAYSON TEAM**

- Partner with Payson Fire to further community wide fire-wise efforts
- Conduct a 4<sup>th</sup> annual Dump Your Junk event to sponsor community cleanup efforts, involving local charities and volunteers
- Continue to provide roll-offs for targeted neighborhoods and enforcement campaigns to eliminate nuisance properties in areas with vulnerable populations
- Ensure compliance with zoning codes to prevent slum and blight

**Position Summary**

	2018/19	2019/20
Chief Building Official	1.0	1.0
Building Inspector	1.0	1.0
Business License Specialist	1.0	1.0
Permit Technician	1.0	1.0
<b>Total Positions</b>	<b>4.0</b>	<b>4.0</b>

**2018/19 Proposed Expenditures**



**Building Services Department Budget Change**

Description	2017/18	2018/19	%	2019/20	%
	Actual	Adopted		Change	
Salaries & Wages	236,348	247,800	4.8%	262,500	5.9%
Personnel Benefits	71,282	76,600	7.5%	81,000	5.7%
Supplies	3,665	15,700	328.4%	8,500	-45.9%
Services & Charges	13,792	68,700	398.1%	69,100	0.6%
<b>Total Building</b>	<b>\$ 325,087</b>	<b>\$ 408,800</b>	<b>25.8%</b>	<b>\$ 421,100</b>	<b>3.0%</b>

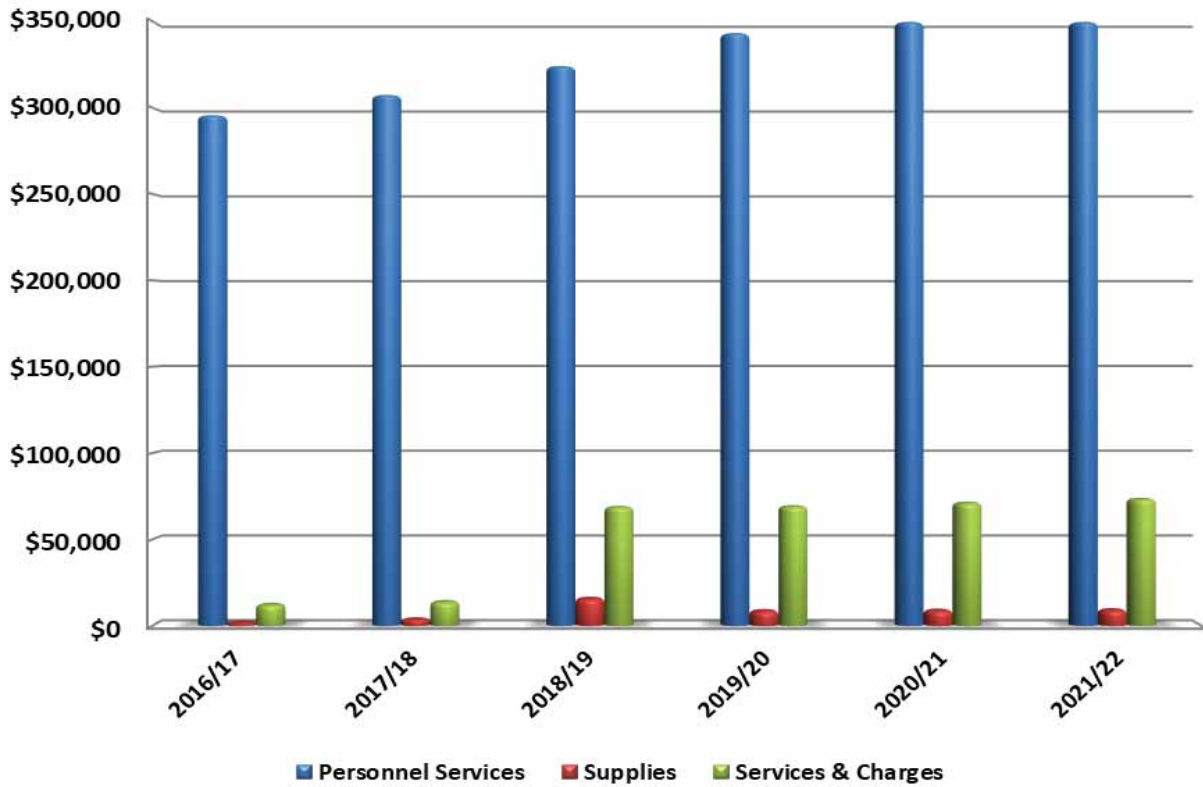
**Significant Budget Changes:**

- FY18/19 Supplies - budgeted funds increase for 2018 building code books
- FY18/19 Services & Charges - additional funds increased for building code training and plan reviews
- FY19/20 Supplies - reflects changes in budgeted supplies
- FY19/20 Salaries & Wages - reflects slight increase along with increased insurance costs



### Building Services Department Budget Analysis Historic & Forecast

Classification	2016/17 Actual	2017/18 Actual	2018/19 Adopted	2019/20 Proposed	2020/21 Estimate	2021/22 Estimate
Personnel Services	295,824	307,630	324,400	343,500	353,805	364,419
Supplies	1,715	3,665	15,700	8,500	8,755	9,018
Services & Charges	12,216	13,792	68,700	69,100	71,173	73,308
<b>Total Building</b>	<b>\$ 309,755</b>	<b>\$ 325,087</b>	<b>\$ 408,800</b>	<b>\$ 421,100</b>	<b>\$ 433,733</b>	<b>\$ 446,745</b>





ANNUAL BUDGET

**BUILDING SERVICES**

	2015/16 ACTUAL	2016/17 ACTUAL	2017/18 ACTUAL	2018/19 ADOPTED	2019/20 PROPOSED
<b>SALARIES &amp; WAGES</b>					
101-5-6428-03-5001 Full Time Employees	230,615	227,484	236,348	245,800	262,000
101-5-6428-03-5200 Overtime Pay	-	-	-	2,000	500
Total Salaries & Wages	230,615	227,484	236,348	247,800	262,500

**PERSONNEL BENEFITS**

101-5-6428-03-5501 FICA	16,016	16,220	17,156	18,700	20,000
101-5-6428-03-5504 Retirement	26,174	25,797	26,802	28,500	31,400
101-5-6428-03-5700 Health/Life Insurance	25,468	21,451	21,605	22,800	23,000
101-5-6428-03-5701 Disability Insurance	278	318	378	400	400
101-5-6428-03-5800 Workers Comp Insurance	5,791	4,554	5,341	6,200	6,200
Total Personnel Benefits	73,727	68,340	71,282	76,600	81,000

**SUPPLIES**

101-5-6428-03-6006 Uniforms/Clothing	798	416	900	1,000	300
101-5-6428-03-6010 Books & Periodicals	320	594	1,513	13,000	6,500
101-5-6428-03-6011 Small Tools & Minor Equipmen	886	-	687	1,000	1,000
101-5-6428-03-6700 Dues & Memberships	298	705	565	700	700
Total Supplies	2,302	1,715	3,665	15,700	8,500

**OTHER SERVICES & CHARGES**

101-5-6428-03-7306 Telephone	1,146	1,429	1,255	1,000	1,400
101-5-6428-03-7307 Utilities Postage/Freight	86	-	25	200	200
101-5-6428-03-7600 Travel	2,583	3,828	3,642	5,000	5,000
101-5-6428-03-7601 Registrations	1,962	1,300	1,895	2,000	2,000
101-5-6428-03-7900 Other Professional Services	1,460	5,355	6,909	60,000	60,000
101-5-6428-03-7910 Printing & Binding	107	304	66	500	500
Total Other Svcs & Charges	7,344	12,216	13,792	68,700	69,100

**GRAND TOTAL**

\$ 313,988	\$ 309,755	\$ 325,087	\$ 408,800	\$ 421,100
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# PLANNING & DEVELOPMENT DEPARTMENT

## Mission

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

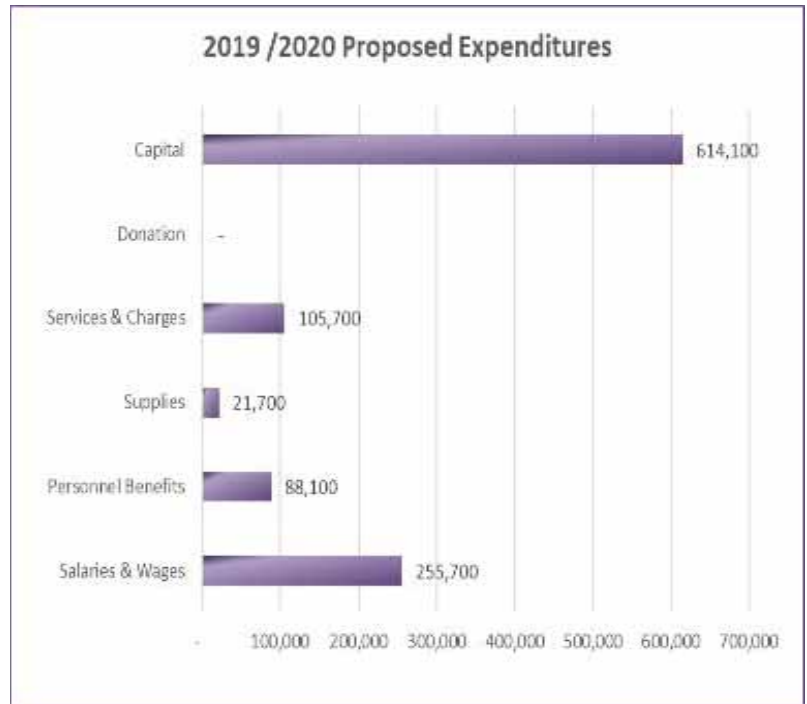
## Description

Planning & Development is a new department established in FY14/15. Previously, Planning & Zoning and Housing were divisions of the Community Development Department, and Economic Development was a division of the Town Manager’s Department.

The new Planning & Development Department is made up of three sections: Planning / Zoning / Code Enforcement, Housing, and Economic Development.

## Position Summary

	2018/19	2019/20
Public Works Dir	1.0	1.0
Code Compliance	1.0	1.0
Planning Technic	1.0	0.0
Planning Specialis	1.0	2.0
Economic Dev Sp	1.0	1.0
<b>Total Positions</b>	<b>5.0</b>	<b>5.0</b>





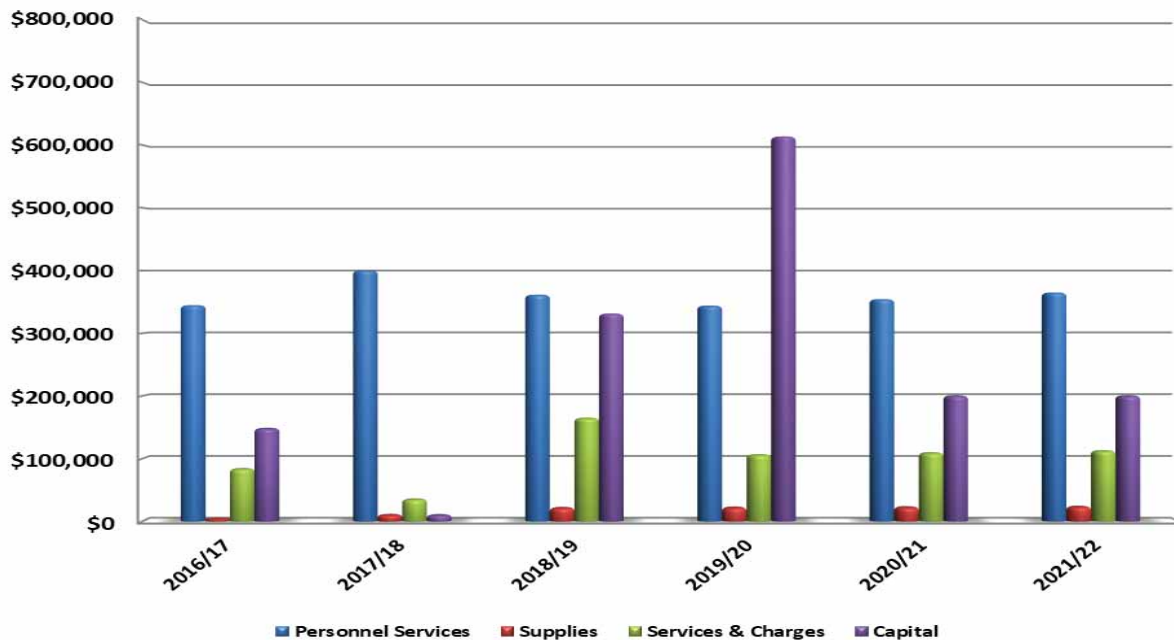
### Planning & Development Department Budget Change

Description	2017/18 Actual	2018/19 Adopted	% Change	2019/20 Proposed	% Change
Salaries & Wages	307,411	273,400	-11.1%	255,700	-6.5%
Personnel Benefits	92,770	87,900	-5.2%	88,100	0.2%
Supplies	19,525	21,200	8.6%	21,700	2.4%
Services & Charges	34,830	213,300	512.4%	105,700	-50.4%
Donation	-	17,000	100.0%	-	-100.0%
Capital	-	282,000	0.0%	614,100	0.0%
<b>Total Planning &amp; Development</b>	<b>\$ 454,536</b>	<b>\$ 894,800</b>	<b>96.9%</b>	<b>\$ 1,085,300</b>	<b>21.3%</b>

Note: Significant budget changes are addressed within the individual divisions' sections that follow.

### Planning & Development Department Budget Analysis Historic & Forecast

Classification	2016/17 Actual	2017/18 Actual	2018/19 Adopted	2019/20 Proposed	2020/21 Estimate	2021/22 Estimate
Personnel Services	344,485	400,181	361,300	343,800	354,114	364,737
Supplies	3,928	9,922	21,200	21,700	22,351	23,022
Services & Charges	83,576	34,830	164,300	105,700	108,871	112,137
Donation	-	-	17,000	-	-	-
Capital	148,042	9,603	331,000	614,100	200,000	200,000
<b>Total Planning &amp; Dev</b>	<b>\$ 580,031</b>	<b>\$ 454,536</b>	<b>\$ 894,800</b>	<b>\$ 1,085,300</b>	<b>\$ 685,336</b>	<b>\$ 699,896</b>







## PLANNING & ZONING DIVISION

### 2018/19 Accomplishments

- Processed 2 conditional use permits; 10 minor land division applications 7 subdivision applications; 23 design review projects; 5 temporary use permits; 2 variance applications; 9 administrative relief/permits; 3 zoning verifications; 35 record of surveys (ROS)
- Provided Development Services assistance to new business/development proposals each week
- Received an Arizona Water Protection Fund grant for the construction of improvements to the American Gulch
- Began the CDBG removal of barriers program
- Partnered with the Payson Senior Center on the Beeline Bus transit system
- Became a member of the Beeline Bus Transit Advisory Committee
- Received an AARP grant for the construction of an artistic crosswalk on Historic Main Street
- Completed 216 residential plan reviews; 64 sign permits; 27 commercial plan reviews

### 2019/20 Objectives

#### KRA 5: NEIGHBORHOODS & LIVABILITY

- Continue Unified Development Code updates, policies as needed to promote best practices, both for citizens and towards implementation of the General Plan
- Continue seeking and applying for grant funding for projects that achieve the goals of the General Plan and other adopted plans and goals
- Initiate a Town-wide wayfinding system plan
- Work towards construction of entry signage for the Town
- Complete International Dark Sky Community application and receive designation
- Complete American Gulch Channel and Riparian Enhancement project and grant
- Collaborate with groups/individuals on completing additional segments of the American Gulch

#### KRA 7: THE PAYSON TEAM

- Attend continuing education courses in order to stay up to date with the latest trends and best practices
- Search and apply for additional grant opportunities
- Aid in the creation of an arts committee for future public art installations
- Continue American Gulch improvements
- Continue to partner with private businesses/groups to assist with projects/plans in working towards fulfilling the vision of the General Plan



**Planning/Zoning/Code Enforcement Division Budget Change**

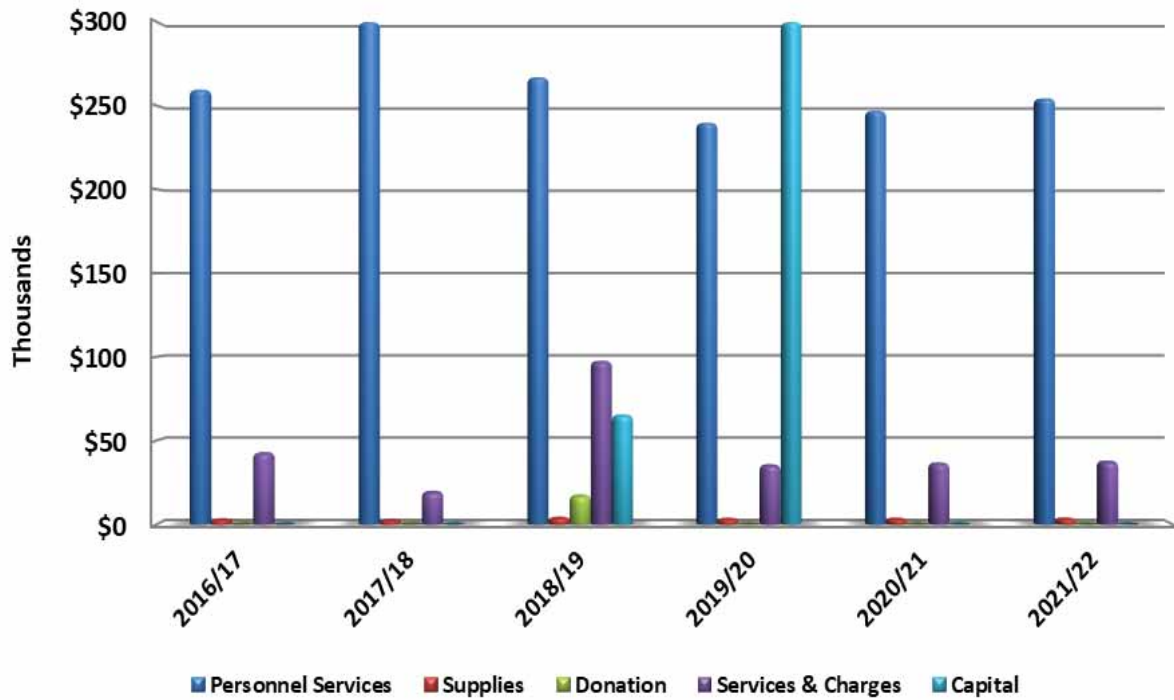
Description	2017/18 Actual	2018/19 Adopted	% Change	2019/20 Proposed	% Change
Salaries & Wages	235,889	198,100	-16.0%	179,000	-9.6%
Personnel Benefits	75,397	68,900	-8.6%	60,800	-11.8%
Supplies	2,227	3,700	66.1%	3,000	-18.9%
Donation	-	17,000	100.0%	-	-100.0%
Services & Charges	19,257	97,300	405.3%	35,200	-63.8%
Capital	-	65,000	0.0%	330,000	100.0%
<b>Total Planning &amp; Zoning</b>	<b>\$ 332,770</b>	<b>\$ 450,000</b>	<b>35.2%</b>	<b>\$ 608,000</b>	<b>35.1%</b>

**Significant Budget Changes:**

- FY18/19 Supplies - increases in uniforms\clothing and memberships\dues\subscriptions
- FY18/19 Donations - approved toward the Senior Center transportation project
- FY18/19 Services & Charges - additional funds for Lien & Clean program and projected community grant project
- FY19/20 Capital - budgeted for Highway Beautification

**Planning/Zoning/Code Enforcement Budget Analysis  
Historic & Forecast**

Classification	2016/17 Actual	2017/18 Actual	2018/19 Adopted	2019/20 Proposed	2020/21 Estimate	2021/22 Estimate
Personnel Services	259,657	311,286	267,000	239,800	246,994	254,404
Supplies	2,685	2,227	3,700	3,000	3,090	3,183
Donation	-	-	17,000	-	-	-
Services & Charges	42,469	19,257	97,300	35,200	36,256	37,344
Capital	-	-	65,000	330,000	-	-
<b>Total Plan &amp; Zoning</b>	<b>\$ 304,811</b>	<b>\$ 332,770</b>	<b>\$ 450,000</b>	<b>\$ 608,000</b>	<b>\$ 286,340</b>	<b>\$ 294,930</b>





ANNUAL BUDGET

PLANNING & DEVELOPMENT

**PLANNING & ZONING**

	2015/16 ACTUAL	2016/17 ACTUAL	2017/18 ACTUAL	2018/19 ADOPTED	2019/20 PROPOSED
<b>SALARIES &amp; WAGES</b>					
101-5-6428-01-5001 Full Time Employees	195,116	198,562	235,703	195,100	178,500
101-5-6428-01-5200 Overtime Pay	-	-	186	3,000	500
Total Salaries & Wages	195,116	198,562	235,889	198,100	179,000
<b>PERSONNEL BENEFITS</b>					
101-5-6428-01-5501 FICA	13,391	13,794	16,654	15,100	13,700
101-5-6428-01-5504 Retirement	22,145	22,517	26,750	23,100	21,400
101-5-6428-01-5700 Health/Life Insurance	23,619	20,039	25,785	24,000	18,600
101-5-6428-01-5701 Disability Insurance	236	278	377	300	300
101-5-6428-01-5800 Workers Comp Insurance	10,116	4,467	5,831	6,400	6,800
Total Personnel Benefits	69,507	61,095	75,397	68,900	60,800
<b>SUPPLIES</b>					
101-5-6428-01-6001 Office Supplies	-	-	100	-	-
101-5-6428-01-6006 Uniforms/Clothing	750	1,082	302	1,000	300
101-5-6428-01-6010 Books & Periodicals	-	205	-	200	200
101-5-6428-01-6011 Small Tools & Minor Equipment	303	275	249	400	400
101-5-6428-01-6300 Gasoline/Fuels/Lubricant	156	-	-	-	-
101-5-6428-01-6700 Memberships/Dues/Subscri.	756	1,123	1,576	2,100	2,100
Total Supplies	1,965	2,685	2,227	3,700	3,000
<b>OTHER SERVICES &amp; CHARGES</b>					
101-5-6428-01-7306 Telephone	1,588	1,317	1,328	1,600	900
101-5-6428-01-7307 Postage	-	-	-	200	-
101-5-6428-01-7600 Travel	1,709	1,616	3,002	2,000	2,000
101-5-6428-01-7601 Registrations	2,765	2,954	2,409	2,800	2,800
101-5-6428-01-7901 Lien & Clean	5,811	11,854	7,123	22,500	15,000
101-5-6428-01-7907 Advertising	1,863	837	1,685	3,000	3,000
101-5-6428-01-7910 Printing & Binding	452	272	260	500	500
101-5-6428-01-7912 Grant Expense	19,370	23,619	3,450	64,700	11,000
Total Other Svcs & Charges	33,558	42,469	19,257	97,300	35,200
<b>CAPITAL</b>					
101-5-6428-01-8315 Highway Improvements	-	-	-	65,000	330,000
Total Capital	-	-	-	65,000	330,000
<b>DONATION</b>					
210-5-6428-06-6990 Senior Ctr for Transport	-	-	-	17,000	-
Total Donation	-	-	-	17,000	-
<b>GRAND TOTAL</b>	<b>\$ 300,146</b>	<b>\$ 304,811</b>	<b>\$ 332,770</b>	<b>\$ 450,000</b>	<b>\$ 608,000</b>



## ECONOMIC DEVELOPMENT DIVISION

### 2018/19 Accomplishments

- Established a “Revolving Loan Fund” with the Payson IDA, funded first loan to local brew pub for Main Street. Completed USDA grant request for 65K for IDA revolving loan fund.
- Continued to promote and nurture the Economic Development Advisory Consortium (EDAC) to monitor progress on the implementation of the Greater Payson Area Economic Development Strategy
- Successfully completed the Urban Land Institute Technical Assistance Panel with guidance from top professionals in multiple facets of development to foster the growth of Payson’s Town Center.
- Partnered with Gila Community College, and Payson Unified School District (PUSD), DES, Arizona@Work, to create a Workforce development program for training in HVAC, Welding and Construction.
- Made great progress on establishing reliable, redundant internet through collaboration with the Broadband Consortium; Cable One & APS will both complete a redundant line.

### 2019/20 Objectives

#### KRA 1: ECONOMIC DEVELOPMENT, TOURISM & ECONOMIC VITALITY

- Continue to create and retain high-quality jobs focusing on key business sectors
- Continue to implement Greater Payson Area Economic Development Strategic Plan
- Foster an environment for entrepreneurial growth, and facilitate retention and expansion of small businesses
- Actively promote Payson through AZ Association for Economic Development (AAED) by serving on board of directors
- Continue recruitment and attraction efforts to expand the Town’s revenue base
- Establish retention and expansion programming to support local businesses
- Continue to act as Town liaison for local business organizations and an ombudsman for development projects

#### KRA 7: THE PAYSON TEAM

- Attend AAED events/training and continuing education courses in order to stay up to date with the latest trends and best practices



### Economic Development Division Budget Change

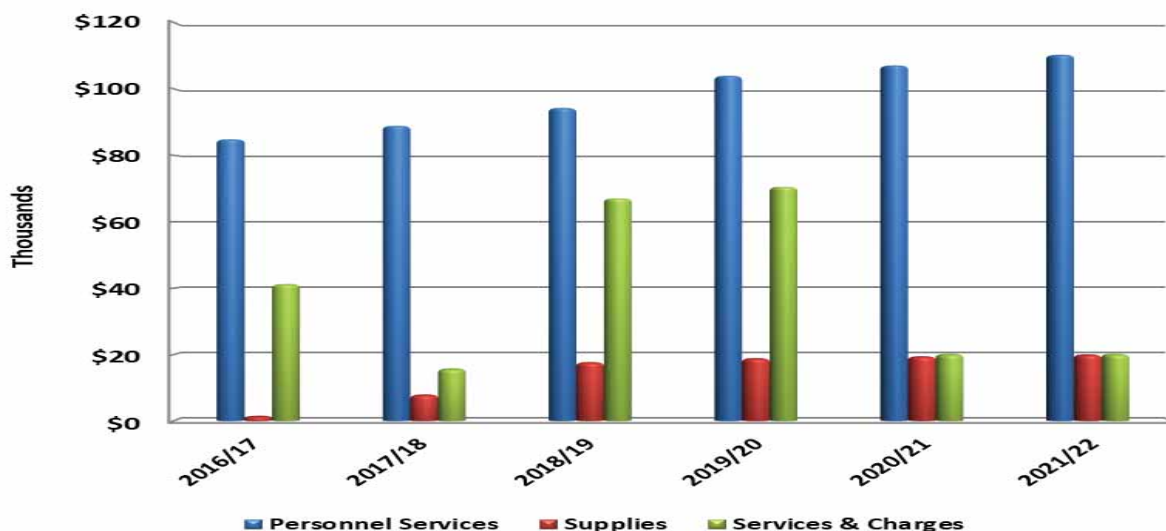
Description	2017/18 Actual	2018/19 Adopted	% Change	2019/20 Proposed	% Change
Salaries & Wages	71,522	75,300	5.3%	76,700	1.9%
Personnel Benefits	17,373	19,000	9.4%	27,300	43.7%
Supplies	7,695	17,500	127.4%	18,700	6.9%
Services & Charges	15,573	67,000	330.2%	70,500	5.2%
<b>Total Economic Development</b>	<b>\$ 112,163</b>	<b>\$ 178,800</b>	<b>59.4%</b>	<b>\$ 193,200</b>	<b>8.1%</b>

#### Significant Budget Changes:

- FY18/19 Services - reflects fluctuation in grant funding
- FY18/19 Supplies - budgeted increased funds for memberships\dues\subscriptions and a line item added for promotional event expense
- FY19/20 Personnel Benefits – reflect changes in insurance benefit

### Economic Development Division Budget Analysis Historic & Forecast

Classification	2016/17 Actual	2017/18 Actual	2018/19 Adopted	2019/20 Proposed	2020/21 Estimate	2021/22 Estimate
Personnel Services	84,828	88,895	94,300	104,000	107,120	110,334
Supplies	1,243	7,695	17,500	18,700	19,261	19,839
Services & Charges	41,107	15,573	67,000	70,500	20,000	20,000
<b>Total Economic Dev</b>	<b>\$ 127,178</b>	<b>\$ 112,163</b>	<b>\$ 178,800</b>	<b>\$ 193,200</b>	<b>\$ 146,381</b>	<b>\$ 150,172</b>





**ECONOMIC DEVELOPMENT**

		<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>
		<b>ACTUAL</b>	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>ADOPTED</b>	<b>PROPOSED</b>
<b>SALARIES &amp; WAGES</b>						
101-5-6428-02-5001	Salaries & Wages Full Time	67,437	68,596	71,522	75,300	76,700
	Total Salaries & Wages	67,437	68,596	71,522	75,300	76,700
<b>PERSONNEL BENEFITS</b>						
101-5-6428-02-5501	FICA	5,156	5,245	5,469	5,800	5,900
101-5-6428-02-5504	Retirement	7,654	7,779	8,111	8,800	9,300
101-5-6428-02-5700	Insurance Benefit	58	60	67	100	7,600
101-5-6428-02-5701	Disability Insurance	81	96	114	100	200
101-5-6428-02-5800	Workers Compensation Ins	3,703	3,052	3,612	4,200	4,300
		16,652	16,232	17,373	19,000	27,300
<b>SUPPLIES</b>						
101-5-6428-02-6006	Uniforms/Clothing	39	187	-	200	-
101-5-6428-02-6011	Small Tools / Minor Equip	383	-	553	500	1,000
101-5-6428-02-6602	Promotional Events	-	-	5,647	13,000	16,000
101-5-6428-02-6700	Membership/Dues/Subscri.	683	1,056	1,495	3,800	1,700
	Total Supplies	1,105	1,243	7,695	17,500	18,700
<b>OTHER SERVICES &amp; CHARGES</b>						
101-5-6428-02-7306	Telephone Charges	225	300	300	300	300
101-5-6428-02-7600	Travel	2,798	2,949	3,357	3,200	4,200
101-5-6428-02-7601	Registrations	3,287	1,852	1,479	2,000	2,000
101-5-6428-02-7900	Other Professional Services	12,566	8,986	7,918	6,000	3,500
101-5-6428-02-7907	Advertising	2,121	1,663	1,926	4,500	4,500
101-5-6428-02-7910	Printing & Binding	35	111	593	1,000	1,000
101-5-6428-02-7912	Grant Expense	-	25,246	-	50,000	55,000
	Total Other Svcs & Charges	21,032	41,107	15,573	67,000	70,500
<b>GRAND TOTAL</b>		<b>\$ 106,226</b>	<b>\$ 127,178</b>	<b>\$ 112,163</b>	<b>\$ 178,800</b>	<b>\$ 193,200</b>



## HOUSING DIVISION

### 2017/18 Accomplishments

- Opened 215 new code enforcement cases; Closed 201 code enforcement cases; 166 tree permits
- Proactively sought code compliance in blighted areas. Including elimination of long time and ongoing problem cases
- Completed 1 unsafe/dilapidated house demolition and site clean up
- Implemented and administered new and existing housing rehabilitation and replacement contracts in compliance with State and Federal guidelines
- Completed one rehabilitation project for income-qualified homeowner
- Assisted with low-income housing inquiries and researched available programs and aid
- Collaborated with State of Arizona Housing Department to implement Federal and State initiatives in Payson

### 2018/19 Objectives

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

- Promote Affirmatively Furthering Fair Housing (AFFH)
- Implement and administer new and existing housing rehabilitation and replacement contracts in compliance with State and Federal guidelines
- Complete a minimum of two rehabilitation projects for income-qualified homeowners
- Assist with low-income housing inquiries and research available programs to aid and direct citizens to the proper areas for assistance
- Attended Arizona Housing Forum to further education on CDBG projects and program administration
- Continue to partner with State of Arizona Housing Department to implement Federal and State initiatives in Payson
- Continue to attend inter-agency meetings to work with local agencies to learn about what they can offer and how the Town can assist
- Continue Unified Development Code updates to assist in areas that prove too onerous for business/citizens. Look into portable sign code.
- Seeking and applying for grant funding for neighborhood cleanup
- Continue to organize positive outreach, programs, processes, and events that encourage residents to maintain their properties

#### KRA 7: THE PAYSON TEAM

- Work closely with other departments and other entities for a collective effort to remove slum and blight, and maintain code compliance and healthy community





### Housing Division Budget Change

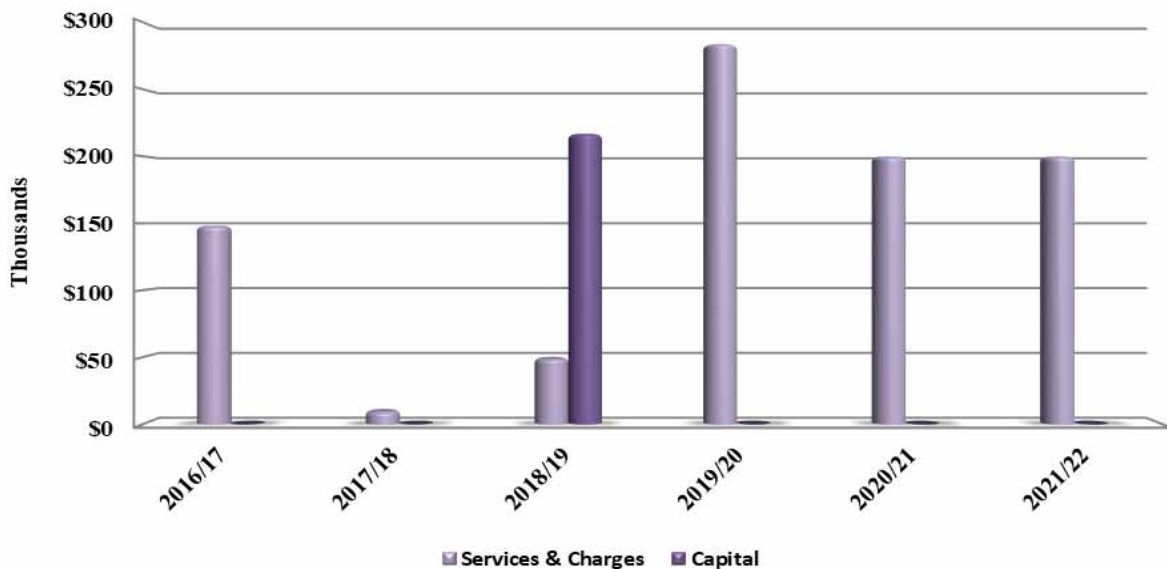
Description	2017/18 Actual	2018/19 Adopted	% Change	2019/20 Proposed	% Change
Other Services & Charges	9,603	49,000	410.3%	-	-100.0%
Capital	-	217,000	100.0%	284,100	30.9%
<b>Total Housing</b>	<b>\$ 9,603</b>	<b>\$ 266,000</b>	<b>2670.0%</b>	<b>\$ 284,100</b>	<b>6.8%</b>

#### Significant Budget Changes:

- FY18/19 Services - additional grant funds for projects
- FY19/20 Capital - increase in grant funds for various projects

### Housing Division Budget Analysis Historic & Forecast

Classification	2016/17 Actual	2017/18 Actual	2018/19 Adopted	2019/20 Proposed	2020/21 Estimate	2021/22 Estimate
Services & Charges	148,042	9,603	49,000	284,100	200,000	200,000
Capital	-	-	217,000	-	-	-
<b>Total Housing</b>	<b>\$ 148,042</b>	<b>\$ 9,603</b>	<b>\$ 266,000</b>	<b>\$ 284,100</b>	<b>\$ 200,000</b>	<b>\$ 200,000</b>



ANNUAL BUDGET

**AFFORDABLE HOUSING**

	2015/16 ACTUAL	2016/17 ACTUAL	2017/18 ACTUAL	2018/19 ADOPTED	2019/20 PROPOSED
<b>OTHER SERVICES &amp; CHARGES</b>					
403-5-6428-21-7913 Housing Exp 2010	-	-	-	-	-
403-5-6428-22-7913 CDBG Housing 2014-16	104,835	147,883	-	-	-
403-5-6428-22-7914 CDBG Housing 2017-19	-	159	9,603	49,000	284,100
Total Other Svcs & Charges	104,835	148,042	9,603	49,000	284,100
<b>CAPITAL</b>					
403-5-6428-22-8780 Building	-	-	-	217,000	-
Total Capital	-	-	-	217,000	-
<b>GRAND TOTAL</b>	<b>\$ 104,835</b>	<b>\$ 148,042</b>	<b>\$ 9,603</b>	<b>\$ 266,000</b>	<b>\$ 284,100</b>





## LIBRARY DEPARTMENT

### Mission

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

### 2018/19 Accomplishments

- During the 2018/2019 fiscal year the Library Friends of Payson began investigating building expansion projects that they might fund. The decision was made to focus on an expansion of meeting room space as there is high demand for our community room. The project is now in the design and engineering stage. While this new space will certainly be of great benefit to the town, the cost of the project is being taken on in its entirety by the Library Friends of Payson. Upon the project's completion the new addition will be granted back to the Town of Payson. Continuing fundraising endeavors in addition to several larger estate donations to the LFOP building fund have made this wonderful opportunity possible.
- This year, new carpet and baseboards were installed throughout the library. The library continues to benefit from professional janitorial service as well. The Library Friends of Payson funded the installation of new high definition security cameras that were installed in July of 2018 and have been of great benefit to us throughout the year. The Library Department is always grateful to the other departments that help with our building concerns. In the 2018/2019 fiscal year the Parks and Recreation Department, the Water Department, the Fire Department, and Community Development all aided the library. Without facilities maintenance personnel, the contributions of these other departments is vital to the library's continuing safety and success.
- During this fiscal year the library coordinated more than 350 programs, outreaches, and events. This year there were Story Times, STEM focused youth programs, Lego building days, adult coloring and craft hours, evening movies, Ukulele club, basic computer use workshops, early literacy trainings for parents, eBook training, lectures on topics of interest, and various outreach presentations. The library continues to thank the Rim Country community for their support of library programs, including donations to the Library Friends of Payson, which funds our programs and outreach budget.
- As the largest and most heavily used library in Gila County, the Payson Public library works closely with the Gila County Library District to ensure that a professional standard of service is available county wide. We participate in countywide library meetings, confer with district staff, share books through our library loan process, and help with selection of eBook titles that are available county wide. The Payson Public library continues to answer more reference questions, circulate more materials, and host more programs than any other library within the county.

- Several of the library’s staff and public use computers were updated this year to solid state drives. Memory was also added to public use computers thanks to a community partnership donation of RAM from Smart Systems, Inc., a local business. The Teen/ Tween Technology and Gaming space continues to be heavily used by enthusiastic youths within our community. We continue to improve and update both software and hardware for that space.

**2019/20 Objectives**

**KRA 2: FINANCIAL EXCELLENCE**

- Library staff will continue to assess the needs of the library and its patrons and seek out grant or other funding opportunities to help fund related projects. The grant funds that have been awarded will be used as described in the applications to promote library service to the community.

**KRA 3: INFRASTRUCTURE**

- Important building projects like replacement of carpet, maintenance of aging HVAC systems, required inspections and other needs will be addressed as they arrive in a timely manner. The Payson Library is a beautiful building that our community is proud of and we’d like to make it as well kept and functional as possible.

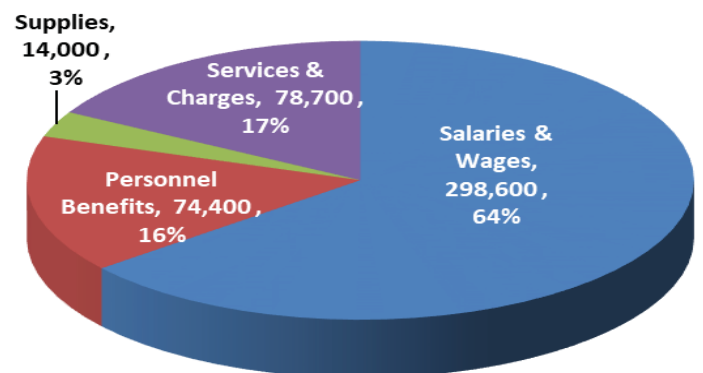
**KRA 5: NEIGHBORHOODS & LIVABILITY / KRA 7: THE PAYSON TEAM**

- Library staff will provide quality programs to patrons of varying ages. This will include programs provided in partnership with local schools and organizations.
- The Library will continue to work with Gila County Library District administration and our in-network libraries towards the common goal of providing a positive and cohesive patron service experience throughout the Gila County Library District.

**Position Summary**

	2018/19	2019/20
Library Director	1.0	1.0
Assistant Librarian	1.0	1.0
Library Clerk	4.0	4.0
Library Page	0.5	0.5
<b>Total Positions</b>	<b>6.5</b>	<b>6.5</b>

**2019/20 Proposed Expenditures**



**KRA 10: TECHNOLOGY**

- The Payson Library will continue to develop new technology strategies to meet the ever increasing demands of the public for fast always available connectivity. We will also focus on improving computer literacy amongst our patronage, so that they can benefit from the connectivity that we provide.

**Library Department Budget Change**

Description	2017/18 Actual	2018/19 Adopted	% Change	2019/20 Proposed	% Change
Salaries & Wages	238,144	262,000	10.0%	298,600	14.0%
Personnel Benefits	56,541	61,600	8.9%	74,400	20.8%
Supplies	10,349	13,500	30.4%	14,000	3.7%
Services & Charges	69,788	103,900	48.9%	78,700	-24.3%
<b>Total Library</b>	<b>\$ 374,822</b>	<b>\$ 441,000</b>	<b>17.7%</b>	<b>\$ 465,700</b>	<b>5.6%</b>

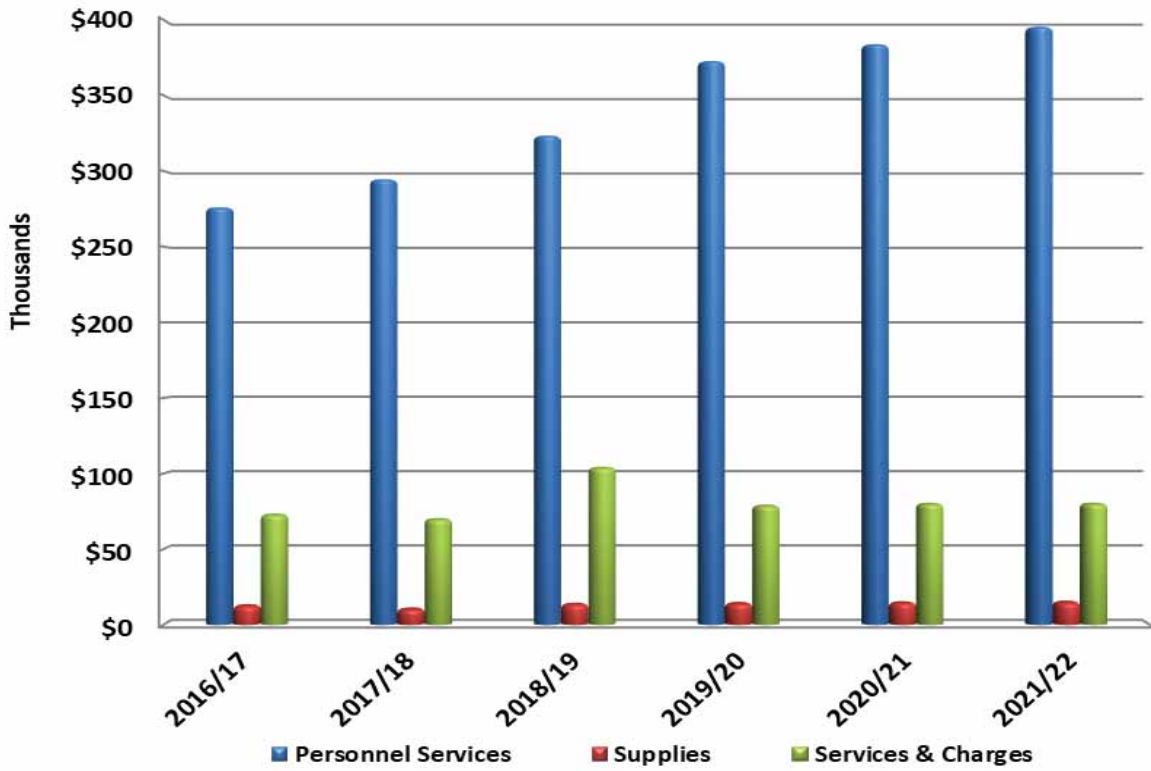
**Significant Budget Changes:**

- FY18/19 Salaries & Wages - reflects a realignment in wages
- FY18/19 Supplies - expanded programs required an increase in budget for office supplies
- FY18/19 Services & Charges - increased budget to replace carpet and added contract for janitorial services
- FY19/20 Salaries & Wages - reflects changes in compensation
- FY19/20 Personnel Benefits - reflects benefit increased in retirement and insurance

**Library Department Budget Analysis  
Historic & Forecast**

Classification	2016/17 Actual	2017/18 Actual	2018/19 Adopted	2019/20 Proposed	2020/21 Estimate	2021/22 Estimate
Personnel Services	276,075	294,685	323,600	373,000	384,190	395,716
Supplies	12,474	10,349	13,500	14,000	14,420	14,853
Services & Charges	72,751	69,788	103,900	78,700	80,000	80,000
<b>Total Library</b>	<b>\$361,300</b>	<b>\$374,822</b>	<b>\$441,000</b>	<b>\$465,700</b>	<b>\$478,610</b>	<b>\$490,568</b>







ANNUAL BUDGET

LIBRARY

**LIBRARY**

		2015/16	2016/17	2017/18	2018/19	2019/20
		ACTUAL	ACTUAL	ACTUAL	ADOPTED	PROPOSED
<b>SALARIES &amp; WAGES</b>						
224-5-4461-00-5001	Full Time Employees	141,913	154,824	169,825	177,300	210,000
224-5-4461-00-5002	Part Time Employees	87,054	69,500	68,319	84,700	88,600
	<b>Total Salaries &amp; Wages</b>	<b>228,967</b>	<b>224,324</b>	<b>238,144</b>	<b>262,000</b>	<b>298,600</b>
<b>PERSONNEL BENEFITS</b>						
224-5-4461-00-5501	FICA	17,154	16,713	17,805	20,000	23,700
224-5-4461-00-5504	Retirement	22,989	22,406	23,626	26,300	32,400
224-5-4461-00-5700	Health/Life Insurance	7,081	9,460	11,602	11,300	15,000
224-5-4461-00-5701	Disability Insurance	244	277	333	400	400
224-5-4461-00-5800	Workers Comp Insurance	4,087	2,895	3,175	3,600	2,900
	<b>Total Personnel Benefits</b>	<b>51,555</b>	<b>51,751</b>	<b>56,541</b>	<b>61,600</b>	<b>74,400</b>
<b>SUPPLIES</b>						
224-5-4461-00-6001	Office Supplies	3,425	4,260	3,321	4,500	4,500
224-5-4461-00-6003	Cleaning/Sanitary Supplies	1,841	1,858	1,783	2,000	2,000
224-5-4461-00-6013	Computer Equip/ Supplies	1,979	1,699	2,010	2,000	2,000
224-5-4461-00-6201	Building R&M	696	1,403	342	1,500	1,500
224-5-4461-00-6700	Dues & Memberships	3,106	3,254	2,893	3,500	4,000
	<b>Total Supplies</b>	<b>11,047</b>	<b>12,474</b>	<b>10,349</b>	<b>13,500</b>	<b>14,000</b>
<b>OTHER SERVICES &amp; CHARGES</b>						
224-5-4461-00-7300	Electricity	34,148	32,182	31,830	32,000	32,000
224-5-4461-00-7302	Water	1,818	2,030	2,323	2,500	2,500
224-5-4461-00-7304	Sewage	590	590	590	500	700
224-5-4461-00-7305	Refuse Disposal	324	324	378	500	700
224-5-4461-00-7306	Telephone	2,391	1,693	1,816	2,000	2,000
224-5-4461-00-7307	Postage	1,539	1,257	1,242	1,500	1,500
224-5-4461-00-7401	R&M Building	11,859	32,636	19,664	53,000	27,000
224-5-4461-00-7502	Lease-Equipment	1,396	1,341	1,369	1,400	1,500
224-5-4461-00-7600	Travel Expenses	-	-	-	200	200
224-5-4461-00-7601	Registrations	-	-	-	-	500
224-5-4461-00-7900	Other Professional Services	-	102	10,199	9,600	9,600
224-5-4461-00-7910	Printing & Binding	15	596	377	700	500
	<b>Total Other Svcs &amp; Charges</b>	<b>54,080</b>	<b>72,751</b>	<b>69,788</b>	<b>103,900</b>	<b>78,700</b>
<b>GRAND TOTAL</b>		<b>\$ 345,649</b>	<b>\$ 361,300</b>	<b>\$ 374,822</b>	<b>\$ 441,000</b>	<b>\$ 465,700</b>



# PARKS, RECREATION, TOURISM DEPARTMENT

## Mission

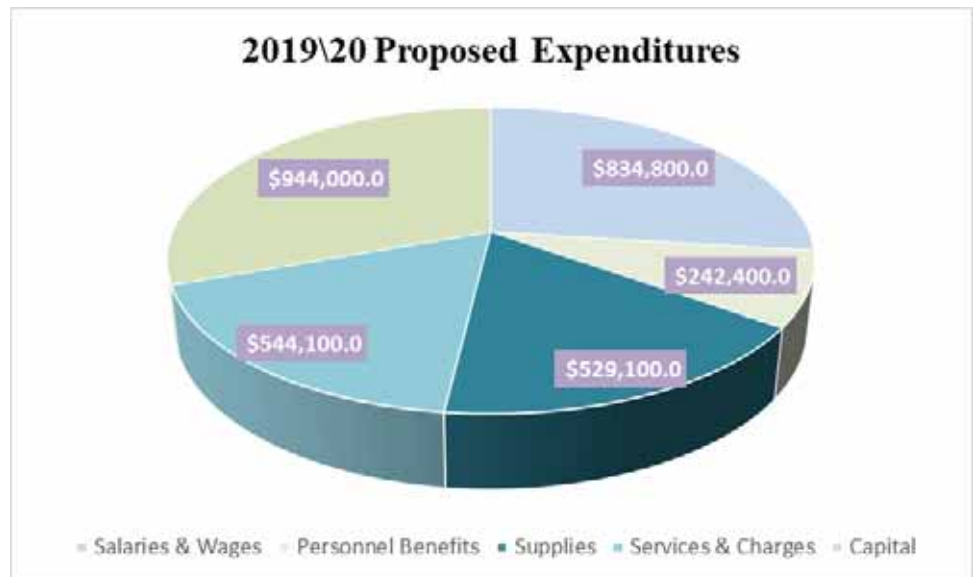
The mission of the Payson Parks, Recreation & Tourism (PRT) Department is to provide for the health, inspiration and recreational opportunities for the people of Payson through the creation and maintenance of high quality programs, facilities and community special events. In addition, the department will develop outdoor recreational programs that invite tourists and promote existing attractions & special events to increase the overall economic and social vitality of our community.

## Description

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

## Position Summary

	2018/19	2019/20
Parks Rec & Tourism Director	1.0	1.0
Recreation Supervisor	2.0	2.0
Executive Assistant	1.0	1.0
Parks Supervisor	1.0	1.0
General Maintenance Worker	7.0	7.0
Event Center Coordinator	1.0	1.0
<b>Total Positions</b>	<b>13.0</b>	<b>13.0</b>







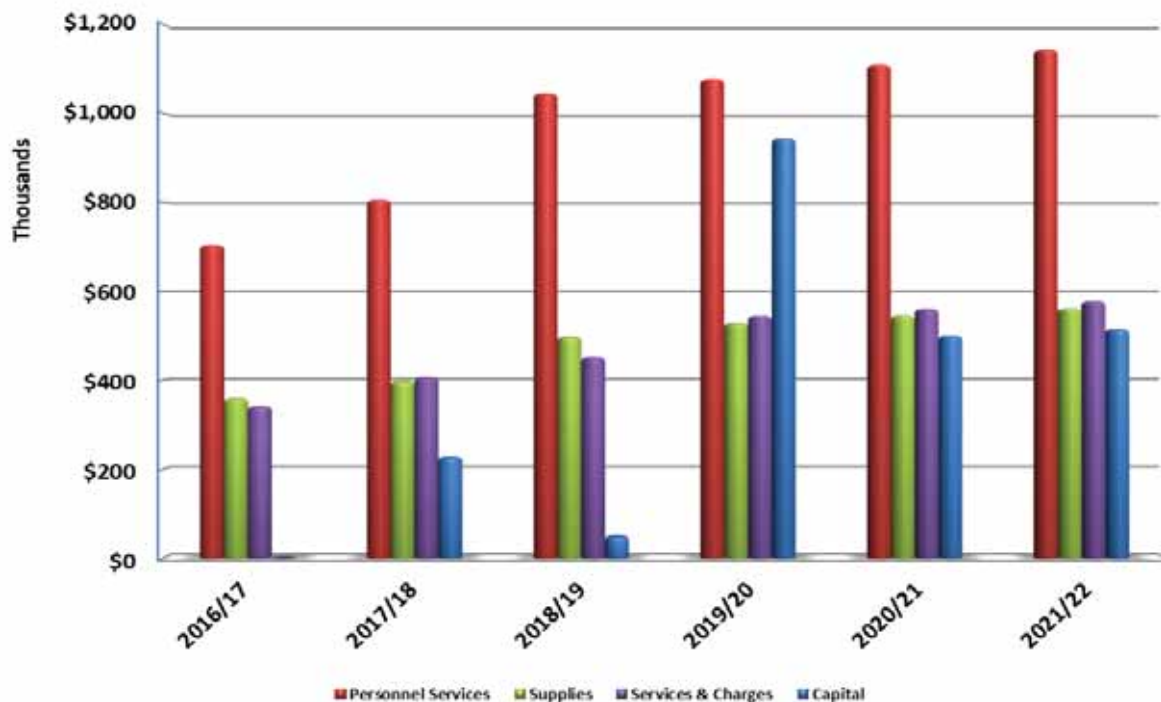
### Recreation, Tourism (PRT) Department Budget Change

Description	2017/18 Actual	2018/19 Adopted	% Change	2019/20 Proposed	% Change
Salaries & Wages	632,079	796,300	26.0%	834,800	4.8%
Personnel Benefits	173,473	248,800	43.4%	242,400	-2.6%
Supplies	397,822	497,600	25.1%	529,100	6.3%
Services & Charges	405,964	451,100	11.1%	544,100	20.6%
Capital	227,162	50,000	0.0%	944,000	100.0%
<b>Total PRT</b>	<b>\$ 1,836,500</b>	<b>\$ 2,043,800</b>	<b>11.3%</b>	<b>\$ 3,094,400</b>	<b>51.4%</b>

Note: Significant budget changes are addressed within the individual divisions' sections that follow.

### Parks, Recreation, Tourism Department Budget Analysis Historic & Forecast

Classification	2016/17 Actual	2017/18 Actual	2018/19 Adopted	2019/20 Proposed	2020/21 Estimate	2021/22 Estimate
Personnel Services	704,067	805,552	1,045,100	1,077,200	1,109,516	1,142,801
Supplies	358,282	397,822	497,600	529,100	544,973	561,322
Services & Charges	340,556	405,964	451,100	544,100	560,423	577,236
Capital	-	227,162	50,000	944,000	500,000	515,000
<b>Total PRT</b>	<b>\$ 1,402,905</b>	<b>\$ 1,836,500</b>	<b>\$ 2,043,800</b>	<b>\$ 3,094,400</b>	<b>\$ 2,714,912</b>	<b>\$ 2,796,359</b>





## PARKS, REC., TOURISM DEPT – Tourism Division

### 2018/19 Accomplishments

- Completed 52 weeks of Adventure Friday Giveaways involving local businesses and organizations.
- Launched Monthly Monster Giveaways via Adventure Payson Facebook encouraging businesses to work together to promote local events and attractions through staycation packages.
- Grew the Adventure Payson Facebook page following and interactions from 14,236 to 16,839 – increase of 2,603.
- Initiated the first annual Adventure Dog contest, activating interactions on all social media platforms. Contest received 93 entries and a total of 3,863 votes.
- Started Adventure like a Local Series to invite demographics to come stay and adventure in Payson. Through this, we create itineraries for the individuals, which translate into print and online resources for others to reference and plan their trip to Payson.
- Held the 7th annual Mogollon Monster Mudda with over 1190 participants. Record entries for the Police vs. Fire heat which was molded into the Hero Heat on the same day of the race with 66 participants.
- Recruited 3 National Softball Tournaments for FY 2019/2020: USA Softball 12A Western National Softball Tournament, USA Softball 50 & Over Men's Fast Pitch Tournament & USA Softball 60 & Over Men's Fast Pitch Tournament, along with our other open and invitational tournaments for a total of 6 tournaments for FY 19/20
- Hosted the Wild West Bass Trail Arizona Team Championship Weigh-In at Green Valley Park, and added a Little Angler Day alongside of the weigh-in event.
- Expanded the Payson Event Center Season to April – October for more weekend and weekday opportunities for private rentals/events.
- Advertisements outside of Payson: Only in Your State Publications, valley movie theaters, Flagstaff and Valley radio, Experience AZ Magazine, Drive Guide, Fountain Hill's Times, Everywhere A-Z on Channel 12 with commercials, broadcasts with Channel 3.

### 2019/20 Objectives

#### KRA 1: ECONOMIC DEVELOPMENT, TOURISM & ECONOMIC VITALITY

- Increase and sustain event organization to host events in Payson.
- Redevelop tourism webpage to be customer friendly and easy to navigate for more information; which will increase traffic to the site
- Explore avenues to increase marketing and advertising base
- Sustain radio and public speaking engagements to educate and keep people informed on the direction of Parks, Recreation & Tourism



**KRA 2: FINANCIAL EXCELLENCE**

- Track Tourism Budget to quantify promotional events budget and cost per event and other marketing campaigns

**KRA 3: INFRASTRUCTURE**

- Promote facilities/features/attractions available for all uses; events, conference, meetings, etc.

**KRA 5: NEIGHBORHOODS & LIVABILITY / KRA 6: SOCIAL SERVICES**

- Further develop Adventure Where We Live to encompass the community
- Get community involvement in Town events through local business and organizations participation
- Continue to find marketing avenues and build relationships
- Continue current events and further elevate for new and continued participations.
- Focus on opportunities to promote Payson as a healthy community and present opportunities for all to participate. Key in on specific trends and community needs to gauge direction of programs & events
- Promotional emphasis on recreational programs, Taylor Pool, specialty programs, tournaments, and other offerings outside of special events to inform community and potential visitors
- Focus on holiday specific opportunities for additional programs and family centered events - low cost participation for all community members
- Collaborate with staff to brainstorm ideas on events and potential avenues for events
- Focus and promote Payson Area Trails programs

**KRA 7: THE PAYSON TEAM**

- Improve coordination with Economic Development and other tourism related sectors in Payson for cohesion of tourism and consistent messaging.
- Include staff in events to become more recognizable as a department
- Work with other departments and Town entities to produce safe and functional events

**KRA 9: SUSTAINABILITY**

- Create an outline for processes which can be sustained and continue to evolve with different trends/events/programs

**KRA 10: TECHNOLOGY**

- Embrace social mediums and create a more interactive presence

**Tourism Division Budget Change**

Description	2017/18 Actual	2018/19 Adopted	% Change	2019/20 Proposed	% Change
Salaries & Wages	107,580	55,000	-48.9%	51,200	-6.9%
Personnel Benefits	25,766	20,100	-22.0%	13,800	-31.3%
Supplies	119,045	126,500	6.3%	108,500	-14.2%
Other Services & Charges	47,685	45,800	-4.0%	64,500	40.8%
<b>Total Tourism</b>	<b>\$ 300,076</b>	<b>\$ 247,400</b>	<b>-17.6%</b>	<b>\$ 238,000</b>	<b>-3.8%</b>

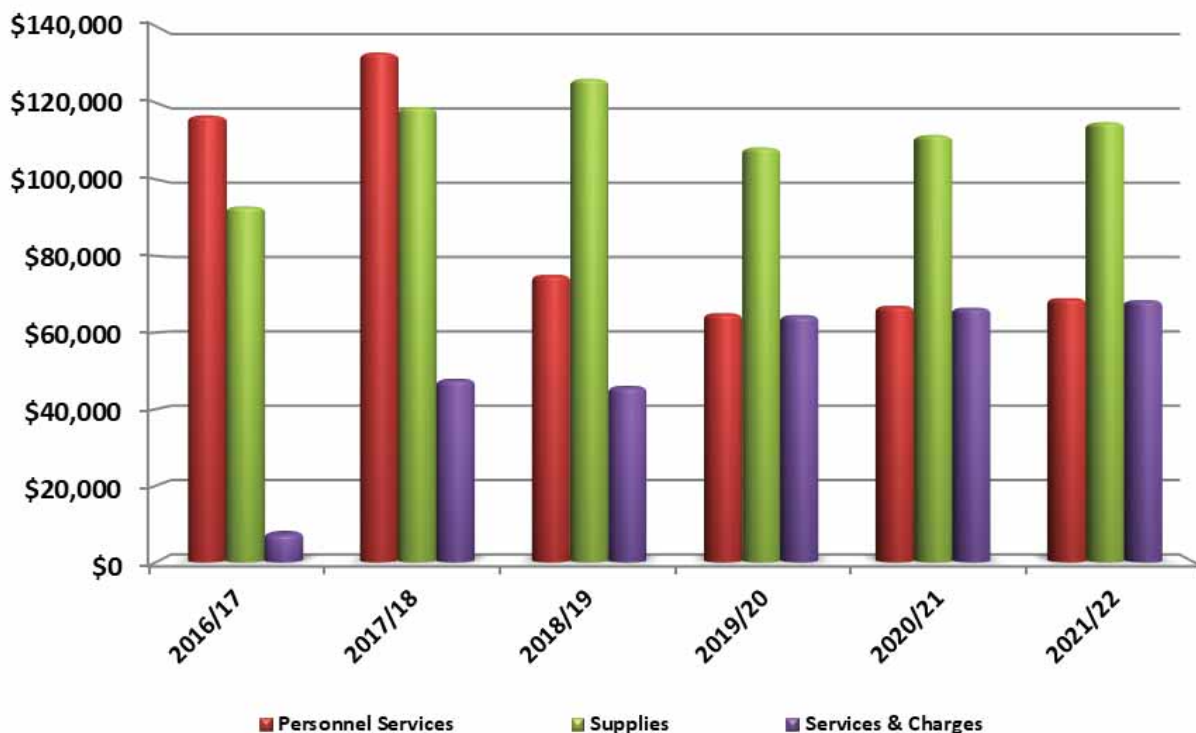


**Significant Budget Changes:**

- FY18/19 Salaries – reflect a decrease due to change in Directors
- FY18/19 Personnel Benefits – reflect decrease due to change in Directors, reducing pay of position as well as benefits
- FY19/20 Services & Charges - increased budget funds for additional promotional services

**Tourism Division Budget Analysis  
Historic & Forecast**

Classification	2016/17 Actual	2017/18 Actual	2018/19 Adopted	2019/20 Proposed	2020/21 Estimate	2021/22 Estimate
Personnel Services	116,879	133,346	75,100	65,000	66,950	68,959
Supplies	93,015	119,045	126,500	108,500	111,755	115,108
Services & Charges	7,462	47,685	45,800	64,500	66,435	68,428
<b>Total Tourism</b>	<b>\$ 217,356</b>	<b>\$ 300,076</b>	<b>\$247,400</b>	<b>\$ 238,000</b>	<b>\$ 245,140</b>	<b>\$ 252,494</b>



ANNUAL BUDGET

**TOURISM**

		2015/16	2016/17	2017/18	2018/19	2019/20
		ACTUAL	ACTUAL	ACTUAL	ADOPTED	PROPOSED
<b>SALARIES &amp; WAGES</b>						
101-5-1410-00-5001	Full Time Employees	91,246	89,081	103,230	50,000	46,400
214-5-1410-00-5003	Temporary Employees	2,654	2,314	4,350	5,000	4,800
	Total Salaries & Wages	93,900	91,395	107,580	55,000	51,200
<b>PERSONNEL BENEFITS</b>						
101-5-1410-00-5501	FICA	6,597	6,468	7,660	3,800	3,600
214-5-1410-00-5501	FICA	203	177	333	400	400
101-5-1410-00-5504	Retirement	10,356	10,102	9,334	5,800	5,500
101-5-1410-00-5700	Health/Life Insurance	7,607	8,118	7,670	9,700	3,700
101-5-1410-00-5701	Disability Insurance	110	125	132	100	100
214-5-1410-00-5701	Disability Insurance	-	-	-	-	-
101-5-1410-00-5800	Workers Comp Insurance	628	494	637	300	500
	Total Personnel Benefits	25,501	25,484	25,766	20,100	13,800
<b>SUPPLIES</b>						
101-5-1410-00-6011	Small Tools & Minor Equipment	284	1,298	80	1,500	1,500
101-5-1410-00-6602	Promotional Supplies	451	27	-	-	-
214-5-1410-00-6602	Promotional Events	89,348	91,690	118,965	125,000	107,000
	Total Supplies	90,083	93,015	119,045	126,500	108,500
<b>OTHER SERVICES &amp; CHARGES</b>						
101-5-1410-00-7306	Telephone	788	723	445	800	800
101-5-1410-00-7307	Postage/Freight	6	25	-	100	300
101-5-1410-00-7600	Travel Expenses	-	224	-	2,000	1,000
101-5-1410-00-7601	Registrations	-	400	40	400	1,400
101-5-1410-00-7900	Other Professional Services	2,323	2,000	1,200	1,500	19,500
101-5-1410-00-7907	Advertising	5,886	4,090	-	5,000	5,500
101-5-1410-00-7910	Printing & Binding	-	-	-	-	-
214-5-1410-00-7990	Contributions to Other Agencies	-	-	46,000	36,000	36,000
	Total Other Svcs & Charges	9,003	7,462	47,685	45,800	64,500
<b>GRAND TOTAL</b>		\$ 218,487	\$ 217,356	\$ 300,076	\$ 247,400	\$ 238,000





## PARKS, REC., TOURISM DEPT – Recreation Divisions

### 2018/19 Accomplishments

- Hired and retained 5 maintenance personnel for Parks/PEC maintenance team.
- Completed fencing replacement of two more backstop sections at Rumsey Park
- Refurbished and upgraded roofing on 1 of 2 original restroom buildings within Green Valley Park
- Completed another 1500 sq. ft. of sidewalk improvements at Green Valley Park
- Completed new parks maintenance building within the Green Valley Park maintenance yard.
- Safely hosted hundreds of public and private events within the Parks system
- Successfully secured funding for numerous additions and improvements within the Rumsey Park boundaries for 19/20 budget cycle

### 2019/20 Objectives

#### KRA 2: FINANCIAL EXCELLENCE

- Track programs on financial efficiency
- Maximize productivity utilizing current and future talent within our division

#### KRA 4: INNOVATION & EFFICIENCY / KRA 5: NEIGHBORHOODS & LIVABILITY

#### KRA 6: SOCIAL SERVICES

- Construct 2 new restroom facilities within Rumsey Park
- Refurbish basketball court facility in Rumsey Park
- Refurbish tennis courts 2, 3 & 4 and convert court 1 into 4 pickleball courts
- Construct a new splashpad wet play facility in Green Valley Park
- Resurface Rumsey North soccer, and Rumsey 3 softball/ baseball field with new artificial turf
- Efficiently utilize the additional personnel to accomplish the minor refurbishing projects within the current facility inventories throughout the winter season
- Complete the new personnel space within the new Parks maintenance building and remove the dilapidated storage building at Rumsey Park
- Secure funding for a replacement plan to address the aged and failing Taylor pool facility
- Secure funding to work with internal and external resources to plan and fund the desperately needed “civil plan” that would address inadequate lighting, drainage, circulation and signage within Rumsey Park
- Continue the current teambuilding effort and secure appropriate training for a competent and efficient maintenance team within the Parks/PEC division
- Continue to provide safe and reliable athletic facilities and open space for the residents and visitors of the Payson Rim Country area

#### KRA 7: THE PAYSON TEAM

- Build and train officiating staff
- Develop interactive relations with participants within the department



**Recreation Admin Division Budget Change**

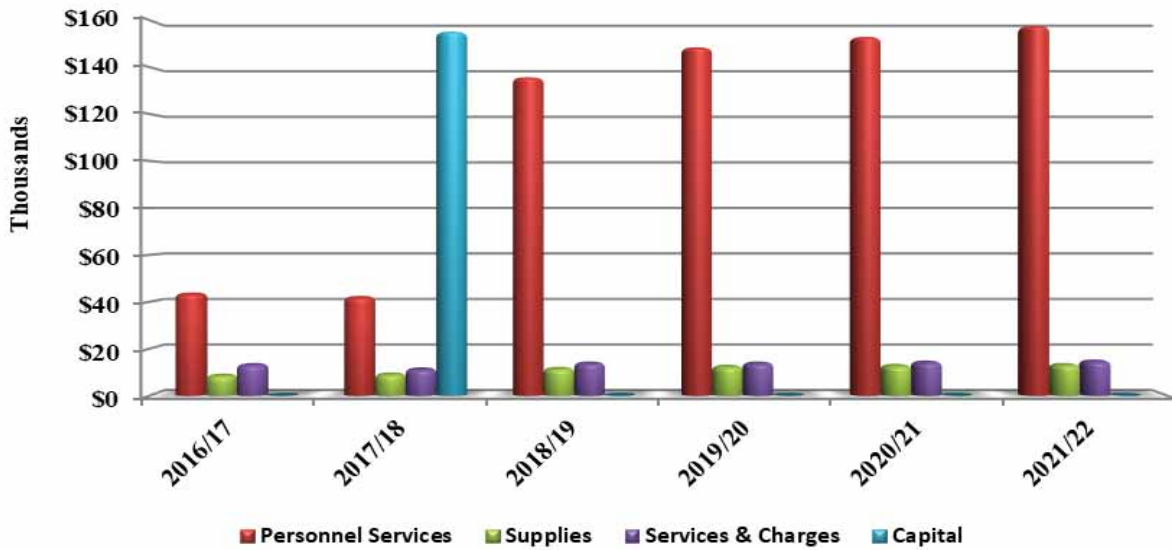
Description	2017/18 Actual	2018/19 Adopted	% Change	2019/20 Proposed	% Change
Salaries & Wages	35,118	110,700	215.2%	117,000	5.7%
Personnel Benefits	6,922	25,100	262.6%	31,600	25.9%
Supplies	9,059	11,500	26.9%	12,400	7.8%
Services & Charges	11,272	13,800	22.4%	13,800	0.0%
Capital	155,292	-	-100.0%	-	0.0%
<b>Total Rec Admin</b>	<b>\$ 217,663</b>	<b>\$ 161,100</b>	<b>-26.0%</b>	<b>\$ 174,800</b>	<b>8.5%</b>

**Significant Budget Changes:**

- FY17/18 Personnel Benefits—decreased due to change in benefits
- FY17/18 Services—line item added for facilities maintenance fee funded project
- FY17/18 Capital—reflects various capital purchases
- FY18/19 Salaries & Benefits—added one position from Tourism

**Recreation Admin Division Budget Analysis  
Historic & Forecast**

Classification	2016/17 Actual	2017/18 Actual	2018/19 Adopted	2019/20 Proposed	2020/21 Estimate	2021/22 Estimate
Personnel Services	43,522	42,040	135,800	148,600	153,058	157,650
Supplies	8,566	9,059	11,500	12,400	12,772	13,155
Services & Charges	13,142	11,272	13,800	13,800	14,214	14,640
Capital	-	155,292	-	-	-	-
<b>Total Rec Admin</b>	<b>\$ 65,230</b>	<b>\$217,663</b>	<b>\$161,100</b>	<b>\$174,800</b>	<b>\$180,044</b>	<b>\$ 185,445</b>







ANNUAL BUDGET

PARKS, RECREATION & TOURISM

**RECREATION ADMINISTRATION**

	2015/16 ACTUAL	2016/17 ACTUAL	2017/18 ACTUAL	2018/19 ADOPTED	2019/20 PROPOSED
<b>SALARIES &amp; WAGES</b>					
101-5-4460-00-5001 Full Time Employees	33,795	35,052	34,530	109,200	117,000
101-5-4460-00-5200 Overtime Pay	-	-	588	1,500	-
Total Salaries & Wages	33,795	35,052	35,118	110,700	117,000
<b>PERSONNEL BENEFITS</b>					
101-5-4460-00-5501 FICA	2,322	2,518	2,682	8,500	9,000
101-5-4460-00-5504 Retirement	3,836	3,975	3,875	12,900	14,000
101-5-4460-00-5700 Health/Life Insurance	3,314	1,783	147	2,900	7,800
101-5-4460-00-5701 Disability Insurance	41	49	55	200	300
101-5-4460-00-5800 Workers Comp Insurance	172	145	163	600	500
Total Personnel Benefits	9,685	8,470	6,922	25,100	31,600
<b>SUPPLIES</b>					
101-5-4460-00-6001 Office Supplies	3,827	4,658	4,121	4,500	4,500
101-5-4460-00-6003 Cleaning Supplies	155	132	226	200	200
101-5-4460-00-6006 Clothing/Uniform Reimburse	68	228	120	300	-
101-5-4460-00-6009 Program Supplies	-	-	9	-	-
101-5-4460-00-6011 Small Tools/Minor Equipment	365	1,035	1,866	2,000	2,000
101-5-4460-00-6201 R&M Supplies - Bldg	687	13	274	500	500
101-5-4460-00-6300 Gasoline/Fuels/Lubricants	916	1,749	1,759	2,500	2,500
101-5-4460-00-6302 R&M Supplies - Vehicle	630	631	45	800	2,000
101-5-446x-00-6700 Memberships/Dues/Subscri.	78	120	139	600	600
101-5-446x-00-6905 Bad Debt Expense	104	-	500	100	100
Total Supplies	6,830	8,566	9,059	11,500	12,400
<b>OTHER SERVICES &amp; CHARGES</b>					
101-5-446x-00-7306 Telephone	1,444	889	737	900	900
101-5-446x-00-7307 Postage	-	47	62	100	100
101-5-446x-00-7401 R&M Building	8,969	264	264	400	400
101-5-446x-00-7502 Lease-Equipment	5,512	5,314	5,398	5,000	5,000
101-5-4460-00-7600 Travel Expense	456	375	171	400	400
101-5-4460-00-7601 Registration	-	-	-	1,000	1,000
101-5-4460-00-7900 Other Professional Services	-	81	-	-	-
101-5-4460-00-7910 Printing & Binding	4,474	6,172	4,640	6,000	6,000
Total Other Svcs & Charges	20,855	13,142	11,272	13,800	13,800
<b>CAPITAL</b>					
101-5-4460-00-8003 Vehicle	-	-	29,777	-	-
101-5-4460-00-8781 Master Plan	-	-	125,515	-	-
Total Capital	-	-	155,292	-	-
<b>GRAND TOTAL</b>	<b>\$ 71,165</b>	<b>\$ 65,230</b>	<b>\$ 217,663</b>	<b>\$ 161,100</b>	<b>\$ 174,800</b>

### Recreation A Division Budget Change

Description	2017/18 Actual	2018/19 Adopted	% Change	2019/20 Proposed	% Change
Salaries & Wages	64,452	70,000	8.6%	65,900	-5.9%
Personnel Benefits	18,295	20,700	13.1%	18,800	-9.2%
Supplies	36,361	41,900	15.2%	42,200	0.7%
Services & Charges	694	6,200	793.4%	11,800	90.3%
<b>Total Rec Div A</b>	<b>\$ 119,802</b>	<b>\$ 138,800</b>	<b>15.9%</b>	<b>\$ 138,700</b>	<b>-0.1%</b>

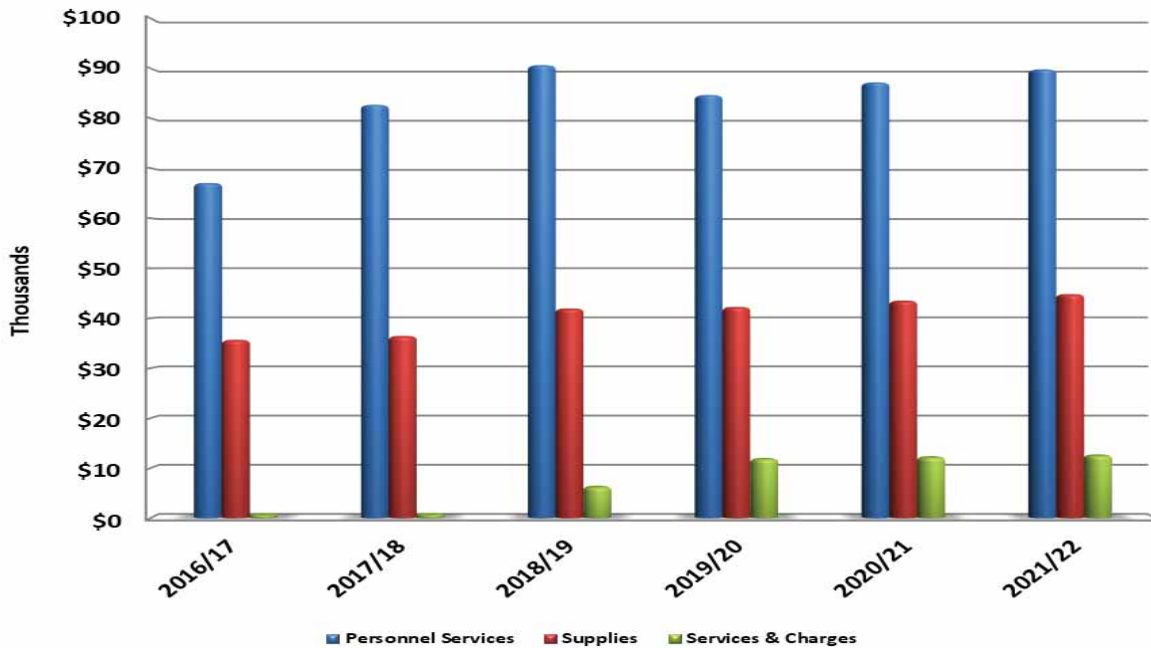
#### Significant Budget Changes:

- FY18/19 Personnel Benefits - reflects increase in benefits
- FY18/19 Supplies - increased budget for additional program supplies
- FY19/20 Services & Charges - reflects an increase in services for Refuse Disposal to increase recycling efforts

#### Recreation A Division Budget Analysis Historic & Forecast

Classification	2016/17 Actual	2017/18 Actual	2018/19 Adopted	2019/20 Proposed	2020/21 Estimate	2021/22 Estimate
Personnel Services	67,080	82,747	90,700	84,700	87,241	89,858
Supplies	35,580	36,361	41,900	42,200	43,466	44,770
Services & Charges	642	694	6,200	11,800	12,154	12,519
<b>Total Rec Div A</b>	<b>\$ 103,302</b>	<b>\$ 119,802</b>	<b>\$ 138,800</b>	<b>\$ 138,700</b>	<b>\$ 142,861</b>	<b>\$ 147,147</b>





ANNUAL BUDGET

PARKS, RECREATION & TOURISM ION & TOURISM

**RECREATION-DIVISION A**

	2015/16 ACTUAL	2016/17 ACTUAL	2017/18 ACTUAL	2018/19 ADOPTED	2019/20 PROPOSED
<b>SALARIES &amp; WAGES</b>					
101-5-4466-00-5001 Full Time Employees	43,308	43,508	46,808	47,900	50,200
101-5-4466-00-5003 Temporary Employees	9,985	9,008	10,664	14,100	14,700
101-5-4466-00-5200 Overtime Pay	-	-	6,980	8,000	1,000
<b>Total Salaries &amp; Wages</b>	<b>53,293</b>	<b>52,516</b>	<b>64,452</b>	<b>70,000</b>	<b>65,900</b>
<b>PERSONNEL BENEFITS</b>					
101-5-4466-00-5501 FICA	3,564	3,391	4,315	5,400	4,900
101-5-4466-00-5504 Retirement	4,915	4,744	5,871	6,500	5,800
101-5-4466-00-5700 Health/Life Insurance	7,402	5,703	7,247	7,500	7,600
101-5-4466-00-5701 Disability Insurance	52	59	86	100	100
101-5-4466-00-5800 Workers Comp Insurance	892	669	876	1,200	400
<b>Total Personnel Benefits</b>	<b>16,825</b>	<b>14,566</b>	<b>18,395</b>	<b>20,700</b>	<b>18,800</b>
<b>SUPPLIES</b>					
101-5-4466-00-6006 Clothing/Uniform	96	100	115	300	-
101-5-4466-00-6009 Program Supplies	27,082	35,480	36,246	41,600	42,200
<b>Total Supplies</b>	<b>27,178</b>	<b>35,580</b>	<b>36,361</b>	<b>41,900</b>	<b>42,200</b>
<b>OTHER SERVICES &amp; CHARGES</b>					
101-5-4466-00-7305 Refuse Disposal	-	-	-	5,000	11,100
101-5-4466-00-7306 Telephone	691	642	615	700	700
101-5-446x-00-7907 Advertising	893	-	79	500	-
<b>Total Other Svcs &amp; Charges</b>	<b>1,584</b>	<b>642</b>	<b>694</b>	<b>6,200</b>	<b>11,800</b>
<b>GRAND TOTAL</b>	<b>\$ 98,880</b>	<b>\$ 103,304</b>	<b>\$ 119,902</b>	<b>\$ 138,800</b>	<b>\$ 138,700</b>



### Recreation B Division Budget Change

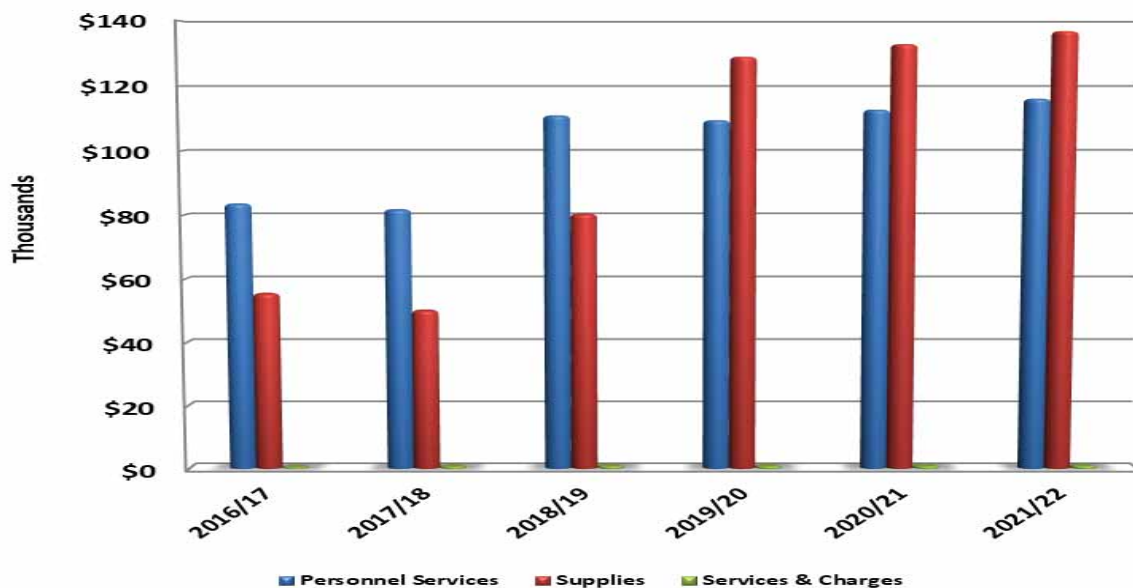
Description	2017/18 Actual	2018/19 Adopted	% Change	2019/20 Proposed	% Change
Salaries & Wages	68,041	86,100	26.5%	92,700	7.7%
Personnel Benefits	13,658	24,800	81.6%	16,700	-32.7%
Supplies	50,079	80,300	60.3%	129,000	60.6%
Services & Charges	686	800	16.6%	800	0.0%
<b>Total Rec Div B</b>	<b>\$132,464</b>	<b>\$192,000</b>	<b>44.9%</b>	<b>\$239,200</b>	<b>24.6%</b>

#### Significant Budget Changes:

- FY18/19 Salaries & Wages - increased budget for compensation increases
- FY18/19 Personnel Benefits - reflects increase in benefits due to salary changes
- FY18/19 Supplies - increased budget for additional program supplies
- FY19/20 Supplies - reflect additional funds program supplies

### Recreation B Division Budget Analysis Historic & Forecast

Classification	2016/17 Actual	2017/18 Actual	2018/19 Adopted	2019/20 Proposed	2020/21 Estimate	2021/22 Estimate
Personnel Services	83,467	81,699	110,900	109,400	112,682	116,062
Supplies	55,366	50,079	80,300	129,000	132,870	136,856
Services & Charges	539	686	800	800	824	849
<b>Total Rec Div B</b>	<b>\$139,372</b>	<b>\$132,464</b>	<b>\$192,000</b>	<b>\$239,200</b>	<b>\$246,376</b>	<b>\$253,767</b>





ANNUAL BUDGET

PARKS, RECREATION & TOURISM ON & TOURISM

**RECREATION-DIVISION B**

	2015/16 ACTUAL	2016/17 ACTUAL	2017/18 ACTUAL	2018/19 ADOPTED	2019/20 PROPOSED
<b>SALARIES &amp; WAGES</b>					
101-5-4467-00-5001 Full Time Employees	36,381	42,847	32,009	37,300	46,700
101-5-4467-00-5003 Temporary Employees	24,788	26,481	31,246	38,800	40,000
101-5-4467-00-5200 Overtime Pay	-	-	4,786	10,000	6,000
Total Salaries & Wages	61,169	69,328	68,041	86,100	92,700
<b>PERSONNEL BENEFITS</b>					
101-5-4467-00-5501 FICA	4,527	5,197	5,141	6,600	6,900
101-5-4467-00-5504 Retirement	4,194	4,896	4,266	5,500	5,800
101-5-4467-00-5700 Health/Life Insurance	3,008	2,475	2,086	9,700	100
101-5-4467-00-5701 Disability Insurance	44	60	59	100	100
101-5-4467-00-5800 Workers Comp Insurance	1,859	1,511	2,106	2,900	3,800
Total Personnel Benefits	13,632	14,139	13,658	24,800	16,700
<b>SUPPLIES</b>					
101-5-4467-00-6003 Cleaning Supplies	-	79	-	100	100
101-5-4467-00-6005 Safety/Program Supplies	-	174	-	200	200
101-5-4467-00-6006 Clothing/Uniform	72	35	-	300	-
101-5-4467-00-6009 Program Supplies	44,309	55,078	50,079	79,700	128,700
Total Supplies	44,381	55,366	50,079	80,300	129,000
<b>OTHER SERVICES &amp; CHARGES</b>					
101-5-4467-00-7306 Telephone	578	539	686	800	800
Total Other Svcs & Charges	578	539	686	800	800
<b>GRAND TOTAL</b>	<b>\$ 119,760</b>	<b>\$ 139,372</b>	<b>\$ 132,464</b>	<b>\$ 192,000</b>	<b>\$ 239,200</b>





## PARKS, REC., TOURISM DEPT – Trails Division

### 2018/19 Accomplishments

- Continued working relationships with outside organizations to provide volunteers for work days on the existing trails
- Utilized volunteers to continue to provide monthly PATS hikes to the public

### 2019/20 Objectives

*KRA 1: ECONOMIC DEVELOPMENT, TOURISM & ECONOMIC VITALITY*

- Increase awareness and participation of Payson Area Trails System (PATS) uses and outdoor recreational activities to Arizona residents & organizations in the Metro Phoenix area

*KRA 3: INFRASTRUCTURE*

- Look for grant opportunities for trail construction and maintenance that do not require matching funds, only in-kind contributions (volunteer and staff labor and salaries, etc.)

*KRA 5: NEIGHBORHOODS & LIVABILITY*

- Find creative, new activities and programs that will allow the public to utilize the PATS trails more frequently

*KRA 7: THE PAYSON TEAM*

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

### Trails Division Budget Change

Description	2017/18 Actual	2018/19 Adopted	% Change	2019/20 Proposed	% Change
Salaries & Wages	1,460	5,400	269.9%	4,900	-9.3%
Personnel Benefits	409	400	-2.2%	500	25.0%
Supplies	73	2,900	100%	2,000	-31.0%
Services & Charges	-	20,300	100.0%	300	-98.5%
Total Trails & Open Space	\$ 1,942	\$ 29,000	1393.3%	\$ 7,700	-73.4%

#### Significant Budget Changes:

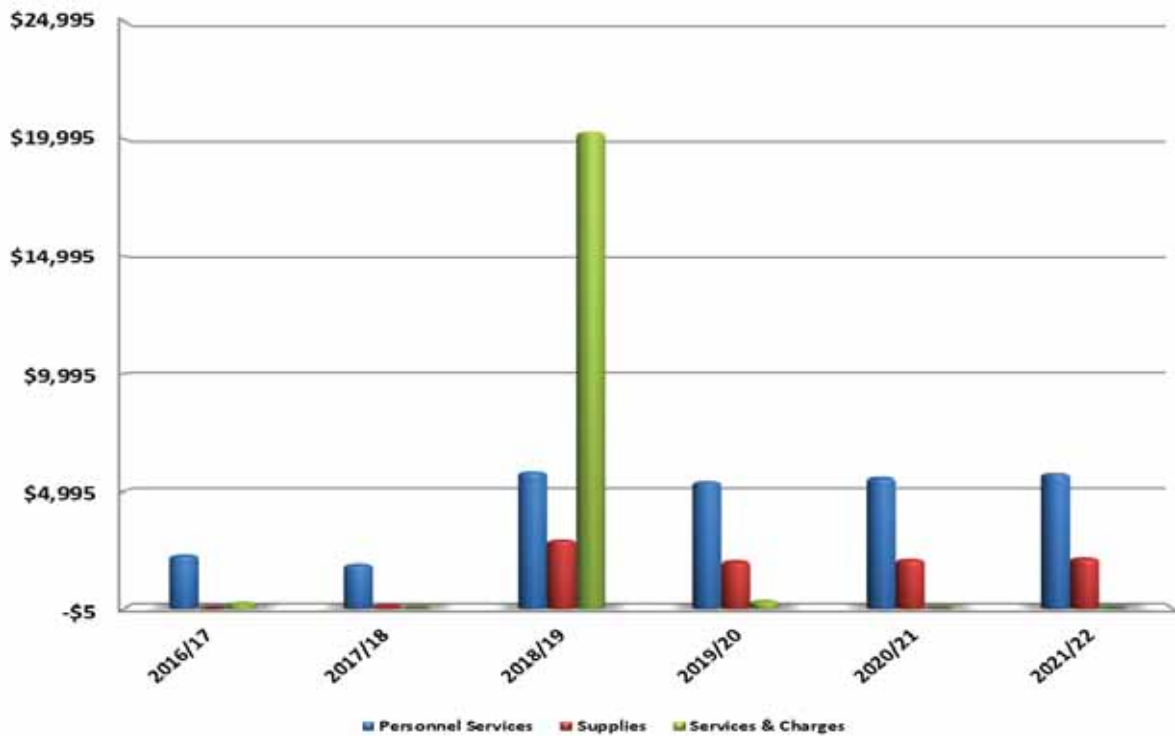
- FY18/19 Salaries & Wages – reflects increase in positions and compensation
- FY18/19 Supplies - increase to support plan to revitalize trails maintenance program
- FY18/19 Services - increased budget for grant expense

### Trails Division Budget Analysis



### Historic & Forecast

Classification	2016/17 Actual	2017/18 Actual	2018/19 Adopted	2019/20 Proposed	2020/21 Estimate	2021/22 Estimate
Personnel Services	2,255	1,869	5,800	5,400	5,562	5,729
Supplies	(2)	73	2,900	2,000	2,060	2,122
Services & Charges	208	-	20,300	300	-	-
<b>Total Trails</b>	<b>\$ 2,461</b>	<b>\$ 1,942</b>	<b>\$ 29,000</b>	<b>\$ 7,700</b>	<b>\$ 7,622</b>	<b>\$ 7,851</b>



**TRAILS & OPEN SPACE**

		2015/16	2016/17	2017/18	2018/19	2019/20
		ACTUAL	ACTUAL	ACTUAL	ADOPTED	PROPOSED
<b>SALARIES &amp; WAGES</b>						
101-5-4464-00-5003	Temporary	2,015	1,940	1,338	3,000	2,700
101-5-4464-00-5009	Contract/Instructor Pay	1,512	-	122	2,400	2,200
Total Salaries & Wages		3,527	1,940	1,460	5,400	4,900
<b>PERSONNEL BENEFITS</b>						
101-5-4464-00-5501	FICA	154	148	102	200	375
101-5-4464-00-5504	Retirement	70	58	229	-	-
101-5-4464-00-5800	Workers Comp Insurance	145	109	78	200	125
Total Personnel Benefits		369	315	409	400	500
<b>SUPPLIES</b>						
101-5-4464-00-6001	Office Supplies	-	-	73	-	-
101-5-4464-00-6006	Clothing/Uniform	50	-	-	-	-
101-5-4464-00-6009	Program Supplies	1,388	(2)	-	2,400	1,500
101-5-4464-00-6011	Small Tools/Minor Equipment	-	-	-	500	500
Total Supplies		1,438	(2)	73	2,900	2,000
<b>OTHER SERVICES &amp; CHARGES</b>						
101-5-4464-00-7910	Printing & Binding	207	208	-	300	300
101-5-4464-00-7912	Trails Grant Expense	-	-	-	20,000	-
Total Other Svcs & Charges		207	208	-	20,300	300
<b>GRAND TOTAL</b>		<b>\$ 5,541</b>	<b>\$ 2,461</b>	<b>\$ 1,942</b>	<b>\$ 29,000</b>	<b>\$ 7,700</b>









## PARKS, REC., TOURISM DEPT – Event Center Division

### 2018/19 Accomplishments

- Expanded the season of the PEC for events – April – October
- Continue to be the home for AZ High School Rodeo Finals & Jr High/High School Season Opener
- Developing a relationship with multiple team roping productions to hold multiple events throughout the year
- Expanding communications with other possible events; epic series, mounted shooters, college rodeos, etc.
- Assisted with Hashknife Pony Express

### 2019/20 Objectives

KRA 2: FINANCIAL EXCELLENCE

- Develop and implement fee structure for ease of events in booking and quoting

KRA 1: ECONOMIC DEVELOPMENT, TOURISM & ECONOMIC VITALITY

KRA 4: INNOVATION & EFFICIENCY

KRA 6: SOCIAL SERVICES / THE PAYSON TEAM

- Draw events to promote traffic to Payson and increase tourism dollars
- Continue to bid and retain current events, while adding additional large events
- Explore opportunities and partnerships for Town operated events for the public

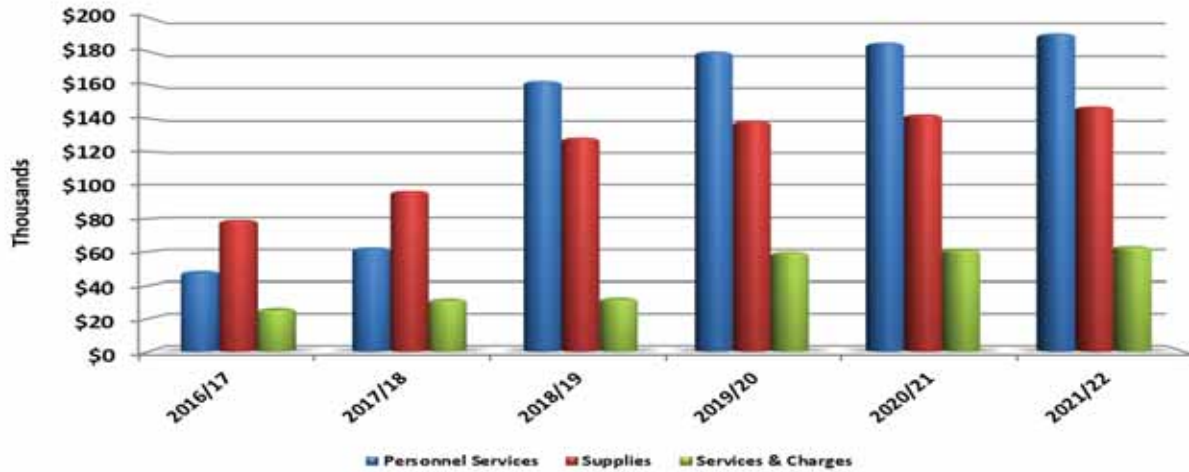
### Event Center Division Budget Change

Description	2017/18 Actual	2018/19 Adopted	% Change	2019/20 Proposed	% Change
Salaries & Wages	48,939	120,700	146.6%	132,300	9.6%
Personnel Benefits	13,078	41,800	219.6%	48,100	15.1%
Supplies	96,239	128,600	33.6%	138,600	7.8%
Services & Charges	31,224	31,800	1.8%	59,300	86.5%
Capital	-	-	0.0%	-	0.0%
<b>Total Event Center</b>	<b>\$ 189,480</b>	<b>\$ 322,900</b>	<b>70.4%</b>	<b>\$ 378,300</b>	<b>17.2%</b>

### Significant Budget Changes:

- FY18/19 Salaries & Wages – Hired 3 addition employees
- FY18/19 Personnel Benefits - reflects changes made staffing
- FY18/19 Supplies - additional funds budgeted for program supplies to support increased participation in events
- FY19/20 Personnel Benefits - reflects an increase in insurance and retirement
- FY19/20 Services & Charges - budget increase for building maintenance
- FY19/20 Salaries & Wages – increases due to compensation study

### Event Center Division Budget Analysis Historic & Forecast



Classification	2016/17 Actual	2017/18 Actual	2018/19 Adopted	2019/20 Proposed	2020/21 Estimate	2021/22 Estimate
Personnel Services	47,641	62,017	162,500	180,400	185,812	191,386
Supplies	78,966	96,239	128,600	138,600	142,758	147,041
Services & Charges	25,452	31,224	31,800	59,300	61,079	62,911
Capital	-	-	-	-	-	-
<b>Total Event Center</b>	<b>\$ 152,059</b>	<b>\$ 189,480</b>	<b>\$ 322,900</b>	<b>\$ 378,300</b>	<b>\$ 389,649</b>	<b>\$ 401,338</b>



ANNUAL BUDGET

PARKS, RECREATION & TOURISM

**EVENT CENTER**

	<b>2015/16 ACTUAL</b>	<b>2016/17 ACTUAL</b>	<b>2017/18 ACTUAL</b>	<b>2018/19 ADOPTED</b>	<b>2019/20 PROPOSED</b>
<b>SALARIES &amp; WAGES</b>					
265-5-4465-00-5001 Full Time Employees	16,462	35,924	39,392	97,600	118,000
265-5-4465-00-5003 Temporary	4,854	4,271	5,228	13,100	9,300
265-5-4465-00-5200 Overtime Pay	-	-	4,319	10,000	5,000
Total Salaries & Wages	21,316	40,195	48,939	120,700	132,300
<b>PERSONNEL BENEFITS</b>					
265-5-4465-00-5501 FICA	1,627	3,073	3,486	9,200	9,700
265-5-4465-00-5504 Retirement	1,835	3,901	4,954	12,500	14,700
265-5-4465-00-5700 Insurance Benefit	76	60	3,335	14,800	18,000
265-5-4465-00-5701 Disability Insurance	20	48	70	200	200
265-5-4465-00-5800 Workers Comp Insurance	672	364	1,233	5,100	4,600
265-5-4465-00-5901 Clothing Allowance	-	-	-	-	900
Total Personnel Benefits	4,230	7,446	13,078	41,800	48,100
<b>SUPPLIES</b>					
265-5-4465-00-6005 Safety Supplies	-	-	-	-	500
265-5-4465-00-6008 Chemicals	-	-	-	-	700
265-5-4465-00-6009 Program Service Costs	64,132	69,390	83,959	113,500	118,400
265-5-4465-00-6011 Small Tools/Minor Equip	-	-	-	500	1,400
265-5-4465-00-6201 R&M Supplies Buidling	1,474	6,155	10,801	9,000	9,000
265-5-4465-00-6202 R&M Supplies Other	192	2,476	-	-	1,000
265-5-4465-00-6300 Gasoline\Fuel\Lubricants	-	-	-	-	3,000
265-5-4465-00-6302 R&M Supplies Vehicle	88	250	1,467	5,600	2,600
265-5-4465-00-6400 Shop Supplies	-	-	-	-	2,000
265-5-4465-00-6900 Other Supplies	2,926	695	-	-	-
265-5-4465-00-6990 Other Expense	-	-	12	-	-
Total Supplies	68,812	78,966	96,239	128,600	138,600
<b>OTHER SERVICES &amp; CHARGES</b>					
265-5-4465-00-7300 Electricity	7,664	7,161	8,287	10,000	8,500
265-5-4465-00-7302 Water	7,562	8,831	14,216	10,000	13,000
265-5-4465-00-7304 Sewer	180	180	180	200	200
265-5-4465-00-7305 Refuse Disposal	3,914	4,176	6,541	5,500	11,000
265-5-4465-00-7306 Telephone	489	565	818	800	800
265-5-4465-00-7401 R&M Building	-	675	785	1,000	24,500
265-5-4465-00-7405 R&M Vehicles	-	-	-	-	500
265-5-4465-00-7502 Lease-Equipment	1,800	2,000	-	3,500	-
265-5-4465-00-7600 Travel Expenses	-	764	397	800	800
265-5-4465-00-7900 Other Professional Services	-	1,100	-	-	-
Total Other Svcs & Charges	21,609	25,452	31,224	31,800	59,300
<b>CAPITAL</b>					
265-5-4465-00-8004 Equipment	55,174	-	-	-	-
Total Capital	55,174	-	-	-	-
<b>GRAND TOTAL</b>	<b>\$ 171,141</b>	<b>\$ 152,059</b>	<b>\$ 189,480</b>	<b>\$ 322,900</b>	<b>\$ 378,300</b>



## PARKS, REC., TOURISM DEPT – Aquatics Division

### 2018/19 Accomplishments

- Hosted for the first time in Payson, a lesson within the World's Largest Swimming Lesson
- Offered 64 swim lesson classes
- Offered recreation swim team, Payson Pikes
- Offered home swim meets and opportunities for swimmers to participate in away meets
- Offered open swim, lap swim, water aerobics
- Pool was available for private rentals
- Hosted Special Olympic swim team practices
- Offered family and program specific passes for the season
- Operated a concession stand for opportunities of additional revenue

### 2019/20 Objectives

#### KRA 1: ECONOMIC DEVELOPMENT, TOURISM & ECONOMIC VITALITY

- Focus on advertising and marketing the pool as an option for visitors
- Continue to evaluate and improve financial records for pool attendance, concession and admissions
- Provide home swim meets to allow other teams to travel to Payson

#### KRA 2: FINANCIAL EXCELLENCE

- Monitor immediate, fixable needs that can improve the quality of the Taylor Pool
- Narrow program supply expenses year to year for cost recovery
- Identify alternate sources of revenue (concessions, sponsors, events and programs)

#### KRA 5: NEIGHBORHOODS & LIVABILITY

- Create specialty programs for the community to participate - family pool days, contests, movie nights, etc.
- Focus on informing the community on Taylor Pool in regards to hours of operations and programs
- Redevelop schedules to offer more participation in lessons, swim teams and more opportune times for programs.

#### KRA 7: THE PAYSON TEAM

- Continue to offer and expand the Lifeguard Training Course to Taylor Pool guards and the community to provide our community the quality of staff to ensure safety
- Building a more cohesive pool staff throughout the year
- Offer in off season lifeguard training courses for current, future, potential guard recruitment



### Aquatic Division Budget Change

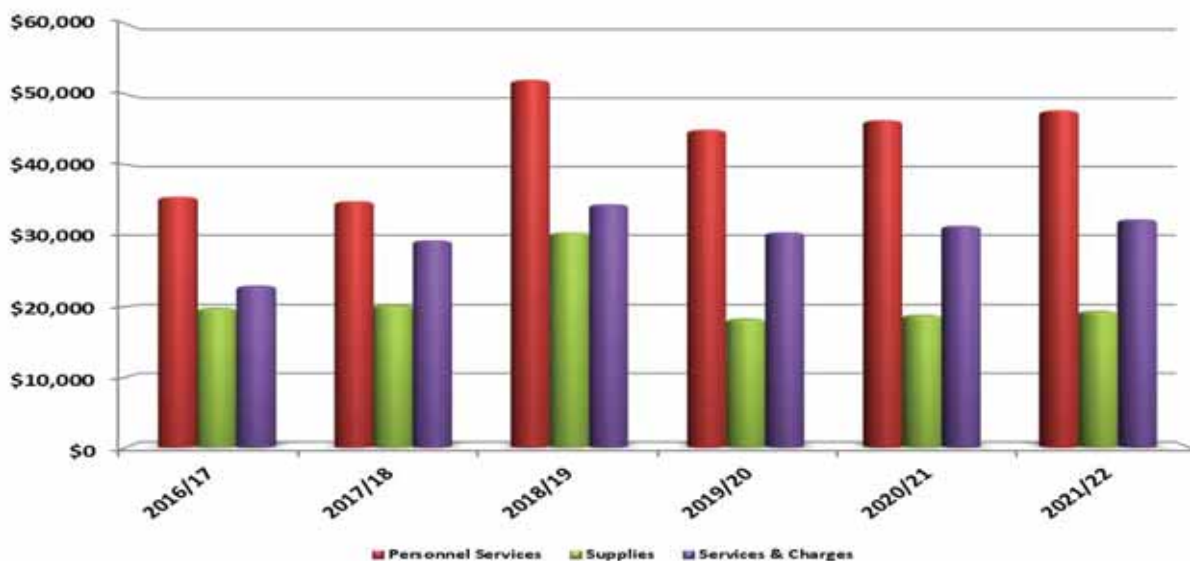
Description	2017/18 Actual	2018/19 Adopted	% Change	2019/20 Proposed	% Change
Salaries & Wages	30,380	45,000	48.1%	39,500	-12.2%
Personnel Benefits	4,431	7,100	60.2%	5,500	-22.5%
Supplies	20,181	30,400	50.6%	18,200	-40.1%
Services & Charges	29,252	34,400	17.6%	30,400	-11.6%
<b>Total Aquatics</b>	<b>\$ 84,244</b>	<b>\$ 116,900</b>	<b>38.8%</b>	<b>\$ 93,600</b>	<b>-19.9%</b>

#### Significant Budget Changes:

- FY18/19 Salaries & Wages - change due to minimum wage increase
- FY18/19 Personnel Benefits – reflects changes due to increases in compensation
- FY18/19 Supplies – additional funds budgeted for building supplies
- FY18/19 Services – anticipated increases in utilities, specifically electric & water

### Aquatic Division Budget Analysis Historic & Forecast

Classification	2016/17 Actual	2017/18 Actual	2018/19 Adopted	2019/20 Proposed	2020/21 Estimate	2021/22 Estimate
Personnel Services	35,442	34,811	52,100	45,000	46,350	47,741
Supplies	19,730	20,181	30,400	18,200	18,746	19,308
Services & Charges	22,770	29,252	34,400	30,400	31,312	32,251
<b>Total Aquatics</b>	<b>\$ 77,942</b>	<b>\$ 84,244</b>	<b>\$ 116,900</b>	<b>\$ 93,600</b>	<b>\$ 96,408</b>	<b>\$ 99,300</b>





**AQUATICS**

	2015/16 ACTUAL	2016/17 ACTUAL	2017/18 ACTUAL	2018/19 ADOPTED	2019/20 PROPOSED
<b>SALARIES &amp; WAGES</b>					
101-5-4469-00-5003 Salaries & Wages - Temporary	29,995	31,110	30,380	45,000	39,500
Total Salaries & Wages	29,995	31,110	30,380	45,000	39,500

**PERSONNEL BENEFITS**

101-5-4469-00-5501 FICA	2,295	2,380	2,324	3,800	3,000
101-5-4469-00-5800 Workers Compensation	2,090	1,952	2,107	3,300	2,500
	4,385	4,332	4,431	7,100	5,500

**SUPPLIES**

101-5-4469-00-6001 Office Supplies	57	34	-	100	100
101-5-4469-00-6003 Cleaning Supplies	51	55	35	400	400
101-5-4469-00-6005 Program Supplies	623	131	39	200	200
101-5-4469-00-6006 Uniforms/Clothing	928	1,088	1,440	1,500	1,500
101-5-4469-00-6008 Chemicals	9,868	12,620	16,409	13,000	13,000
101-5-4469-00-6009 Program Supplies	2,061	2,058	1,916	3,200	2,000
101-5-4469-00-6201 R&M Supplies Building	2,139	3,050	71	11,000	500
101-5-4469-00-6202 R&M Supplies Other	3,702	693	271	1,000	500
Total Supplies	19,429	19,729	20,181	30,400	18,200

**OTHER SERVICES & CHARGES**

101-5-4469-00-7300 Electricity	10,551	14,229	15,370	20,000	16,000
101-5-4469-00-7301 Propane Gas	3,141	3,224	5,745	6,000	6,000
101-5-4469-00-7302 Water	2,613	2,800	4,036	4,200	4,200
101-5-4469-00-7304 Sewage	2,100	2,100	2,100	2,100	2,100
101-5-4469-00-7306 Telephone	404	418	427	600	600
101-5-4469-00-7401 R&M Building	35	-	-	-	-
101-5-4469-00-7601 Registration	1,934	-	-	1,500	1,500
101-5-4469-00-7900 Other Professional Services	135	-	1,574	-	-
Total Other Svcs & Charges	20,913	22,771	29,252	34,400	30,400

**GRAND TOTAL**

\$	74,722	\$	77,942	\$	84,244	\$	116,900	\$	93,600
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## PARKS, REC., TOURISM DEPT – Parks Op. Division

### 2018/19 Accomplishments

- Completely refurbished the Green Valley Park playground including new accessibility improvements
- Continued improvements and development to Main Street apple orchard
- Constructed the check-in facility at Payson Event Center.
- Completed renovation and improvement of the Green Valley Park “Natural Area” drainage area including a 40x12 masonry silt/sand trap
- Collaborated with the VoAz group to develop nearly 1 mile of new beginner/moderate biking/hiking trail on the Rumsey Water Tower hill
- Continued refinements to GVP Irrigation system
- Replaced trash can receptacles within Green Valley Park
- Continued significant rebuilding and training of new Parks maintenance staff
- Accommodated hundreds of special events for both internal and external customers, user organizations, families, and sports teams

### 2019/20 Objectives

#### KRA 5: NEIGHBORHOODS & LIVABILITY

- Continue to identify aging/wear issues throughout Payson Parks properties and developed facilities, and support master planning for solutions to keep park system safe and enjoyable
- Continue rebuilding of the Parks maintenance personnel structure
- Resurface the Rumsey tennis courts, and reconfigure one of the four for pickle ball
- Re-lamp the Rumsey Park, Rumsey 1, softball/baseball field
- Support master plan for a new/replacement aquatics facility at Rumsey Park
- Continue concrete sidewalk replacements throughout GVP
- Continue to provide safe and enjoyable sports, recreation and open space experiences for the residents of Payson and our guests
- Move forward with boat ramp area, renovations at Green Valley Park
- Develop signage and mapping plan for Rumsey Park

#### KRA 8: PUBLIC SAFETY

- Seek funding and resources to continue “Firewise” efforts in Rumsey Park, particularly along private property borders and the Water Tower hill





**Parks Operations Division Budget Change**

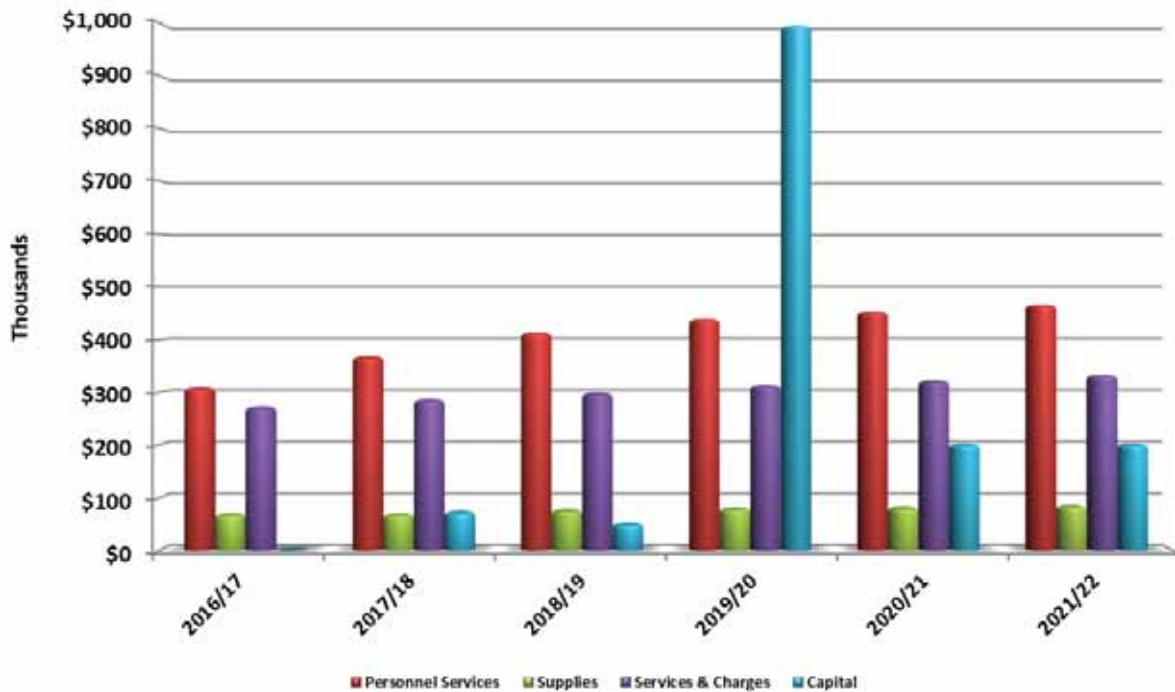
Description	2017/18 Actual	2018/19 Adopted	% Change	2018/19 Proposed	% Change
Salaries & Wages	276,109	303,400	9.9%	331,300	9.2%
Personnel Benefits	90,814	108,800	19.8%	107,400	-1.3%
Supplies	66,785	75,500	13.0%	78,200	3.6%
Other Services & Charges	285,151	298,000	4.5%	312,200	4.8%
Capital	71,870	50,000	-30.4%	444,000	788.0%
<b>Total Parks Operations</b>	<b>\$ 790,729</b>	<b>\$ 835,700</b>	<b>5.7%</b>	<b>\$ 1,273,100</b>	<b>52.3%</b>

**Significant budget changes:**

- FY18/19 Personnel Benefits - reflects the increases in FICA, workers comp and retirement related to compensation increases
- FY18/19 Supplies - increased budget for materials needed to complete various building repairs
- FY18/19 Capital - funding approved for Green Valley Park maintenance building
- FY19/20 Capital - funding approved for Rumsey Park, splashpad for Green Valley Park, TURF Replacement, Park Vehicles and Pickle ball and Basketball Courts

**Parks Operations Division Budget Analysis  
Historic & Forecast**

Classification	2016/17 Actual	2017/18 Actual	2018/19 Adopted	2019/20 Proposed	2020/21 Estimate	2021/22 Estimate
Personnel Services	307,779	366,923	412,200	438,700	451,861	465,417
Supplies	67,062	66,785	75,500	78,200	80,546	82,962
Services & Charges	271,340	285,151	298,000	312,200	321,566	331,213
Capital	-	71,870	50,000	995,000	200,000	200,000
<b>Total Parks Operations</b>	<b>\$ 646,181</b>	<b>\$ 790,729</b>	<b>\$ 835,700</b>	<b>\$ 1,824,100</b>	<b>\$ 1,053,973</b>	<b>\$ 1,079,592</b>





ANNUAL BUDGET

PARKS, RECREATION & TOURISM

**PARKS OPERATIONS**

		<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>
		<b>ACTUAL</b>	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>ADOPTED</b>	<b>PROPOSED</b>
<b>SALARIES &amp; WAGES</b>						
101-5-3442-01-5001	Full Time Employees	217,267	209,575	228,157	252,100	269,100
101-5-3442-01-5002	Part Time Employees	25,892	27,583	39,858	42,900	56,200
101-5-3442-01-5003	Temporary Employees	-	-	557	-	-
101-5-3442-01-5006	Standby Pay	-	-	3,039	2,400	-
101-5-3442-01-5200	Overtime Pay	-	-	4,498	6,000	6,000
	Total Salaries & Wages	243,159	237,158	276,109	303,400	331,300
<b>PERSONNEL BENEFITS</b>						
101-5-3442-01-5501	FICA	17,582	17,081	19,899	24,700	24,900
101-5-3442-01-5504	Retirement	24,567	22,633	26,179	29,800	32,300
101-5-3442-01-5700	Health/Life Insurance	17,644	18,388	28,008	33,700	27,100
101-5-3442-01-5701	Disability Insurance	262	279	369	400	500
101-5-3442-01-5800	Workers Comp Insurance	15,967	12,240	16,359	20,200	20,200
101-5-3442-01-5901	Clothing Allowance	-	-	-	-	2,400
	Total Personnel Benefits	76,022	70,621	90,814	108,800	107,400
<b>SUPPLIES</b>						
101-5-3442-01-6001	Office Supplies	162	232	187	300	300
101-5-3442-01-6003	Cleaning Supplies	3,883	4,115	2,936	4,000	4,000
101-5-3442-01-6005	Safety/Program Supplies	603	287	1,296	1,500	1,500
101-5-3442-01-6006	Clothing/Uniform	1,367	1,218	1,463	2,300	-
101-5-3442-01-6008	Chemicals	1,508	367	1,943	1,500	3,000
101-5-3442-01-6011	Small Tools/Minor Equipment	2,263	4,204	2,030	2,000	2,000
101-5-3442-01-6014	Landscape Supplies	13,359	11,823	15,210	10,500	10,500
101-5-3442-01-6016	Park Furnishings	740	-	1,466	1,000	1,000
101-5-3442-01-6100	Medical \Lab Supplies	-	-	-	-	500
101-5-3442-01-6201	R&M Building Supplies	8,245	7,087	7,905	14,000	14,000
101-5-3442-01-6202	R&M Supplies Other	20,998	14,785	8,602	15,000	15,000
101-5-3442-01-6300	Gasoline\Fuel\Lubricants	8,808	8,801	13,647	12,000	15,000
101-5-3442-01-6302	R&M Supplies Vehicles	7,242	10,842	5,658	8,000	8,000
101-5-3442-01-6400	Shop Supplies	3,197	3,028	3,360	3,000	3,000
101-5-3442-01-6700	Memberships\Dues\Subscriptions	478	273	1,082	400	400
	Total Supplies	72,853	67,062	66,785	75,500	78,200



**PARKS OPERATIONS - Continued**

		2015/16	2016/17	2017/18	2018/19	2019/20
		ACTUAL	ACTUAL	ACTUAL	ADOPTED	PROPOSED
<b>OTHER SERVICES &amp; CHARGES</b>						
101-5-3442-01-7300	Utilities Electricity	76,176	81,508	80,816	90,000	85,000
101-5-3442-01-7301	Utilities Propane Gas	1,634	1,066	2,555	1,500	4,000
101-5-3442-01-7302	Utilities Water	29,915	35,954	44,789	45,000	70,000
101-5-3442-01-7304	Utilities Sewage	5,650	5,685	5,000	4,500	6,000
101-5-3442-01-7305	Utilities Refuse Disposal	14,226	14,416	17,219	16,000	50,000
101-5-3442-01-7306	Utilities Telephone	2,303	2,247	1,920	2,900	2,500
101-5-3442-01-7400	R&M Grounds	13,651	9,130	11,198	22,000	24,000
101-5-3442-01-7401	R&M Building	2,181	3,199	1,842	8,000	16,000
101-5-3442-01-7405	R&M Vehicles	58	358	462	1,000	1,000
101-5-3442-01-7501	Rental of Equip & Vehicles	476	-	151	500	500
101-5-3442-01-7502	Leased Equipment	86,065	115,697	117,024	101,200	101,000
101-5-3442-01-7600	Travel	161	240	299	500	500
101-5-3442-01-7601	Registrations	1,087	990	1,026	1,400	1,400
101-5-3442-01-7900	Other Professional Services	1,225	850	850	3,500	1,300
	Total Other Svcs & Charges	234,808	271,340	285,151	298,000	363,200
<b>CAPITAL</b>						
101-5-3442-01-8779	Rumsey Park Improvements	734,015	-	-	-	160,000
101-5-3442-01-8780	GV Park Improvements	-	-	71,870	50,000	284,000
206-5-4460-00-8783	Basketball Court Replacement	-	-	-	-	50,000
206-5-4460-00-8784	Pickleball Court Replacement	-	-	-	-	24,000
402-5-4463-00-8003	Parks - Vehicles	-	-	-	-	26,000
402-5-4463-00-8006	TURF Replacement	-	-	-	-	400,000
	Total Capital	734,015	-	71,870	50,000	944,000
<b>GRAND TOTAL</b>		<b>\$ 1,360,857</b>	<b>\$ 646,181</b>	<b>\$ 790,729</b>	<b>\$ 835,700</b>	<b>\$ 1,824,100</b>



# PUBLIC WORKS DEPARTMENT

## Mission Statement

The Public Works Department’s purpose is to provide safe and efficient infrastructure systems and to provide upgrades and additions to the Town’s infrastructure system.

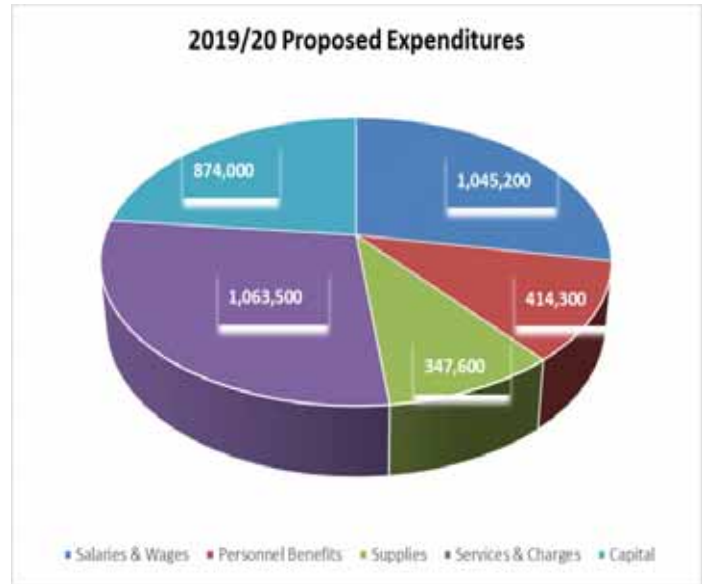
## Description

Public Works is comprised of two divisions: Airport, and Streets.

In FY16/17, the Parks Operations Division was budgeted under Public Works; however their staff was reporting to the Recreation & Tourism Director. In FY17/18, the Parks Operation was officially moved to Recreation & Tourism. The Water Division is not included in the Public Works Department totals. Since the Water Division functions are restricted to the Enterprise Fund it is addressed separately.

## Position Summary

	2018/19	2019/20
Town Engineer	1.0	1.0
Engineering Technician	1.0	1.0
Administrative Secretary	1.0	1.0
Mechanic	2.0	2.0
Senior Mechanic	1.0	1.0
Crew Leader	2.0	2.0
Streets Operations Manager	1.0	1.0
Streets/Airport Maint. Worker	9.0	9.0
Airport Coordinator	1.0	1.0
<b>Total Positions</b>	<b>19.0</b>	<b>19.0</b>



## Public Works Department Budget Change

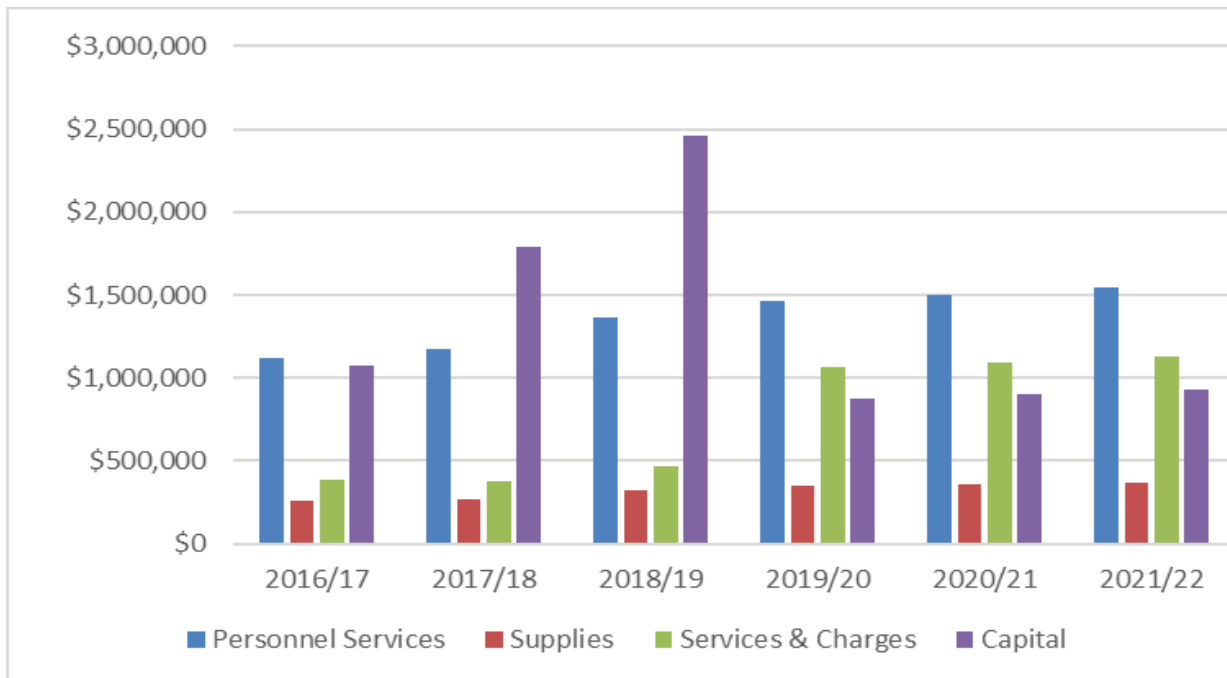
Description	2017/18 Actual	2018/19 Adopted	% Change	2019/20 Proposed	% Change
Salaries & Wages	847,834	960,100	13.2%	1,045,200	8.9%
Personnel Benefits	329,533	401,600	21.9%	414,300	3.2%
Supplies	270,779	324,900	20.0%	347,600	7.0%
Services & Charges	379,247	463,000	22.1%	1,063,500	129.7%
Capital	1,793,324	2,462,600	37.3%	874,000	-64.5%
<b>Total Public Works</b>	<b>\$ 3,620,717</b>	<b>\$ 4,612,200</b>	<b>27.4%</b>	<b>\$ 3,744,600</b>	<b>-18.8%</b>

Note: Significant budget changes are addressed within the individual divisions’ sections that follow.



**Public Works Department Budget Analysis  
Historic & Forecast**

Classification	2016/17 Actual	2017/18 Actual	2018/19 Adopted	2019/20 Proposed	2020/21 Estimate	2021/22 Estimate
Personnel Services	1,117,989	1,177,367	1,361,700	1,459,500	1,503,285	1,548,384
Supplies	261,923	270,779	324,900	347,600	358,028	368,769
Services & Charges	388,052	379,247	463,000	1,063,500	1,095,405	1,128,267
Capital	1,075,799	1,793,324	2,462,600	874,000	900,220	927,227
<b>Total Public Works</b>	<b>\$2,843,763</b>	<b>\$3,620,717</b>	<b>\$4,612,200</b>	<b>\$3,744,600</b>	<b>\$3,856,938</b>	<b>\$3,972,646</b>





## PUBLIC WORKS DEPARTMENT – Street Division

### 2018/19 Accomplishments

- Completed pavement preservation slurry seal of busy high profile roads including W Main St, E Granite Dells Rd and N Easy St
- Restriped W Main St to include parallel parking west of S McLane Rd
- Constructed missing links of sidewalk on the south side of E Main St
- Worked cooperatively with ADOT to complete the reconstruction of E Bonita Street from Bentley Road to Highway 87
- Actively participated in Central Arizona Government's Transportation Advisory Committee
- Worked cooperatively with the Payson Senior Center in their Beeline Bus start up
- Provided plan review, construction observation, and public relations services for public and private development projects

### 2019/20 Objectives

#### KRA 3: INFRASTRUCTURE

- Complete design and begin construction of E Bonita St Multi-use Path
- Maintain or increase the area of roadways treated annually as part of our annual pavement preservation program
- Repair minor street, sidewalk, and drainage issues throughout the Town
- Work cooperatively with Gila County to design drainage conduit in connection with proposed Gila County administration building
- Design geometric corrections, multi-use path and sidewalk bed for Granite Dells Road from Highway 260 to Mud Springs Rd and multi-use path on S Bentley Dr. between E Granite Dells Rd and E Bonita St.
- Continue to seek out funding opportunities for larger infrastructure projects
- Purchase Gannon tractor, Roller, Pickup, and 6 Wheel Dump Truck

#### KRA 7: THE PAYSON TEAM

- Provide a safe and fun work environment that provides opportunity for employees while accomplishing the objectives set forth by Town Council
- Continue Streets Department Road Scholar Program from AZ-LTAP. This program is used to further educate street employees on how to maintain streets in an efficient and safe manner. This provides opportunities for career development



### Streets Division Budget Change

Description	2017/18 Actual	2018/19 Adopted	% Change	2019/20 Proposed	% Change
Salaries & Wages	770,298	891,500	15.7%	910,600	2.1%
Personnel Benefits	309,709	372,200	20.2%	371,800	-0.1%
Supplies	260,948	302,300	15.8%	328,400	8.6%
Services & Charges	308,319	413,700	34.2%	1,017,200	145.9%
Capital	843,053	1,234,000	46.4%	794,000	-35.7%
<b>Total Streets</b>	<b>\$2,492,327</b>	<b>\$3,213,700</b>	<b>22.4%</b>	<b>\$3,422,000</b>	<b>6.1%</b>

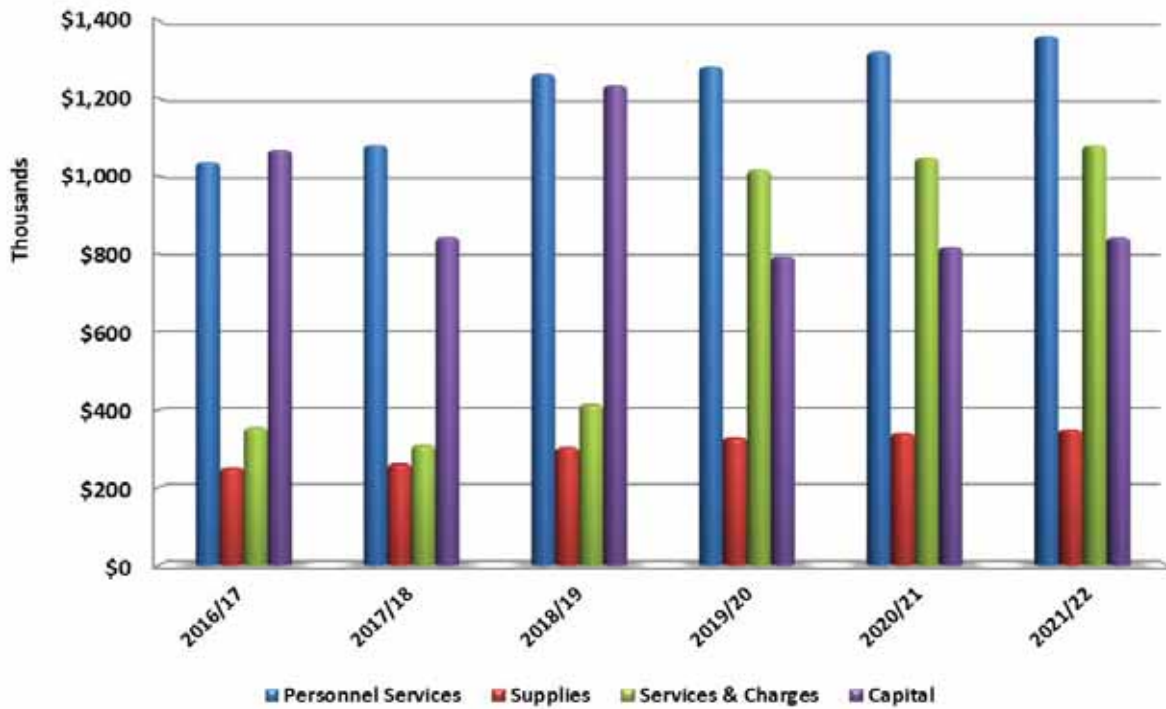
#### Significant Budget Changes:

- FY18/19 Salaries & Wages - adjustments made to positions and compensation
- FY18/19 Personnel Benefits - reflects increases in insurance, workers comp and retirement
- FY18/19 Supplies - budgeted for additional supplies for sidewalks, vehicle, chemicals and fuel
- FY18/19 Services & Charges - additional funding for street and sidewalk repairs
- FY19/20 -Services & Charges - budgeted funds for pavement preservation within services rather than as a capital item

### Streets Division Budget Analysis Historic & Forecast

Classification	2016/17 Actual	2017/18 Actual	2018/19 Adopted	2019/20 Proposed	2020/21 Estimate	2021/22 Estimate
Personnel Services	1,036,461	1,080,007	1,263,700	1,282,400	1,320,872	1,360,498
Supplies	250,045	260,948	302,300	328,400	338,252	348,400
Services & Charges	353,378	308,319	413,700	1,017,200	1,047,716	1,079,147
Capital	1,067,709	843,053	1,234,000	794,000	817,820	842,355
<b>Total Streets</b>	<b>\$2,707,593</b>	<b>\$2,492,327</b>	<b>\$3,213,700</b>	<b>\$3,422,000</b>	<b>\$3,524,660</b>	<b>\$3,630,400</b>







**STREETS**

	2015/16 ACTUAL	2016/17 ACTUAL	2017/18 ACTUAL	2018/19 ADOPTED	2019/20 PROPOSED
<b>SALARIES &amp; WAGES</b>					
202-5-3442-00-5001 Full Time Employees	754,607	736,325	761,526	872,500	892,000
202-5-3442-00-5006 Standby Pay	-	-	229	500	600
202-5-3442-00-5200 Overtime Pay	-	12,015	8,543	18,500	18,000
Total Salaries & Wages	754,607	748,340	770,298	891,500	910,600

**PERSONNEL BENEFITS**

202-5-3442-00-5501 FICA	54,277	53,419	55,857	67,700	68,200
202-5-3442-00-5504 Retirement	85,344	83,570	86,763	103,100	106,400
202-5-3442-00-5700 Health/Life Insurance	65,363	66,815	65,378	81,100	83,700
202-5-3442-00-5701 Disability Insurance	907	1,032	1,225	1,400	1,500
202-5-3442-00-5800 Workers Comp Insurance	104,634	83,285	100,486	118,900	107,000
202-5-3442-00-5901 Clothing Allowance	-	-	-	-	5,000
Total Personnel Benefits	310,525	288,121	309,709	372,200	371,800

**SUPPLIES**

202-5-3442-00-6001 Office Supplies	1,034	1,835	2,737	3,500	3,500
202-5-3442-00-6003 Cleaning/Sanitation Supplies	153	105	272	500	500
202-5-3442-00-6005 Safety Supplies	782	1,040	1,147	1,500	4,000
202-5-3442-00-6006 Clothing Reimbursement	3,782	4,765	4,225	5,000	-
202-5-3442-00-6008 Chemicals	10,344	17,127	12,355	15,000	15,000
202-5-3442-00-6011 Small Tools/Minor Equipment	11,042	12,515	11,383	12,000	12,000
202-5-3442-00-6015 Signs	35,404	4,731	9,230	4,000	20,600
202-5-3442-00-6100 Medical/Lab Supplies	390	264	602	500	500
202-5-3442-00-6201 R&M Building	807	1,543	670	1,500	1,500
202-5-3442-00-6202 R&M Materials Other	2,261	3,559	1,500	3,000	3,000
202-5-3442-00-6300 Gasoline/Fuels/Lubricant	40,249	44,141	48,068	56,000	56,000
202-5-3442-00-6302 R&M Supplies Vehicle	75,081	67,078	65,887	70,000	70,000
202-5-3442-00-6400 Shop Supplies	8,413	7,726	10,059	8,000	8,000
202-5-3442-00-6401 Drainage Supplies	29,739	10,534	20,400	20,000	47,000
202-5-3442-00-6402 Street & Sidewalk Supplies	69,675	72,348	71,894	100,000	85,000
202-5-3442-00-6700 Memberships/Dues/Subscriptic	275	300	503	1,300	1,300
202-5-3442-00-6990 Other Expense	6	434	16	500	500
Total Supplies	289,437	250,045	260,948	302,300	328,400

**OTHER SERVICES & CHARGES**

202-5-3442-00-7002 Accounting & Auditing	6,396	6,556	6,440	6,700	6,700
202-5-3442-00-7300 Electricity	106,074	96,219	102,096	108,000	74,200
202-5-3442-00-7301 Propane	1,345	1,023	1,672	1,800	1,800
202-5-3442-00-7302 Water	2,803	4,415	4,442	4,500	4,500



**STREETS - Continued**

		<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>
		<b>ACTUAL</b>	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>ADOPTED</b>	<b>PROPOSED</b>
202-5-3442-00-7304	Sewer	907	907	907	1,000	1,000
202-5-3442-00-7305	Refuse Disposal	1,903	1,171	1,274	2,400	2,100
202-5-3442-00-7306	Telephone	6,628	7,291	5,833	9,100	9,100
202-5-3442-00-7307	Postage	26	7	-	100	100
202-5-3442-00-7401	Building R&M	1,032	597	288	1,000	1,000
202-5-3442-00-7404	Radio Equipment R&M	4,030	21,905	5,835	7,000	7,000
202-5-3442-00-7405	R&M Vehicles	3,052	854	1,504	5,000	5,000
202-5-3442-00-7406	R&M Street Light	-	24,504	26,325	25,000	10,000
202-5-3442-00-7408	Street/Sidewalk Repair Svcs	41,188	38,656	5,307	90,000	43,500
202-5-3442-00-7412	Pavement Presevation Program	-	-	-	-	550,000
202-5-3442-00-7502	LeaseEquipment	36,714	73,427	73,427	73,400	107,300
202-5-3442-00-7600	Travel Expenses	206	1,384	167	2,900	2,900
202-5-3442-00-7601	Registrations	981	878	185	1,500	1,500
202-5-3442-00-7900	Other Professional Services	4,596	8,175	4,127	6,000	121,200
202-5-3442-00-7903	General Insurance	59,579	65,026	68,072	68,000	68,000
202-5-3442-00-7907	Advertising	367	-	179	-	-
202-5-3442-00-7910	Printing & Binding	83	383	239	300	300
	Total Other Svcs & Charges	277,910	353,378	308,319	413,700	1,017,200

**CAPITAL**

202-5-3442-00-8003	Vehicle	-	-	-	45,000	124,000
202-5-3442-00-8004	Equipment	345,406	223,710	315,682	160,000	148,000
202-5-3442-00-8512	HURF - Skidsteer Equip	-	-	-	92,000	-
202-5-3442-00-8710	Granite Dells Roundabout	-	-	-	212,000	162,000
202-5-3442-00-8713	Pavement Preservation Program	252,727	366,401	402,526	575,000	-
202-5-3442-00-8716	Longhorn Road Sidewalk	-	-	-	-	70,000
202-5-3442-00-8717	Rumsey Road	-	-	-	50,000	-
202-5-3442-00-8737	GV Park Lot Phase I	32,491	-	-	-	-
202-5-3442-00-8742	Bonita Street Reconstruction	-	151,423	124,845	100,000	290,000
202-5-3442-00-8743	Manzanita Dr Construction	110,341	326,175	-	-	-
	Total Capital	740,965	1,067,709	843,053	1,234,000	794,000

**GRAND TOTAL**

<b>\$</b>	<b>2,373,444</b>	<b>\$</b>	<b>2,707,593</b>	<b>\$</b>	<b>2,492,327</b>	<b>\$</b>	<b>3,213,700</b>	<b>\$</b>	<b>3,422,000</b>
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## PUBLIC WORKS DEPARTMENT – Airport Division

### 2018/19 Accomplishments

- Completed reconstruction of the Delta Ramp
- Completed reconstruction of west half of Alpha Ramp
- Coordinated with the US Forest Service to utilize the airport for wildland fire suppression support
- Hired Airport Maintenance staff
- Organized Payson Airport Open house
- Completed construction & installation of Native Air crew quarters
- Completed installation of lightning protection

### 2019/20 Objectives

#### KRA 3: INFRASTRUCTURE

- Acquire plane skate to facilitate quicker runway reopening after minor incidents
- Complete design and engineering for taxiway lighting
- Continue to explore opportunities for additional hangar facilities

#### KRA 5: NEIGHBORHOODS & LIVABILITY

- Organize the annual Airport Open House
- Work with Fire and Police Departments to develop group training for aircraft crash emergencies

#### KRA 9: SUSTAINABILITY

- Work with forest Service to improve helitack operations at the airport
- Acquire the Arizona Airport certifications for Airport staff

#### KRA 7: THE PAYSON TEAM

- Rekindle the Annual Aero Fair and build awareness of the positive benefits and economic impact of the Airport on the community
- Continue to grow positive relationships with all shareholders

### Airport Division Budget Change

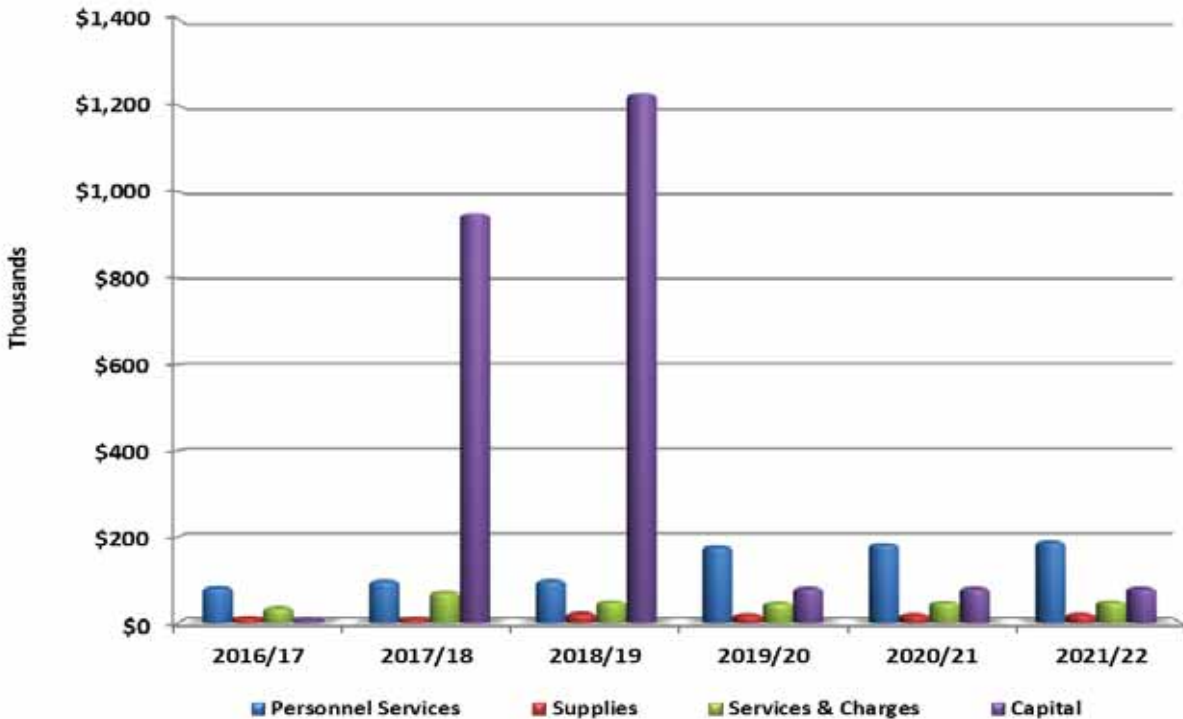
Description	2017/18 Actual	2018/19 Adopted	% Change	2019/20 Proposed	% Change
Salaries & Wages	77,536	68,600	-11.5%	134,600	96.2%
Personnel Benefits	19,824	29,400	48.3%	42,500	44.6%
Supplies	9,831	22,600	129.9%	19,200	-15.0%
Services & Charges	70,928	49,300	-30.5%	46,300	-6.1%
Capital	950,271	1,228,600	29.3%	80,000	-93.5%
<b>Total Airport</b>	<b>\$ 1,128,390</b>	<b>\$ 1,398,500</b>	<b>23.9%</b>	<b>\$ 322,600</b>	<b>-76.9%</b>

**Significant budget changes:**

- FY18/19 Personnel Benefits - reflects increases in health insurance benefits
- FY18/19 Supplies - additional funds budgeted for repairs & maintenance supplies
- FY18/19 Services & Charges - increased funds for equipment repairs\replacement
- FY19/20 Salaries & Wages - implementation of market study wage adjustments, and prorated share of Public Works Directors’ salary
- FY19/20 Personnel Benefits – reflects increased cost related to increases in salaries and wages

**Airport Division Budget Analysis  
Historic & Forecast**

Classification	2016/17 Actual	2017/18 Actual	2018/19 Adopted	2019/20 Proposed	2020/21 Estimate	2021/22 Estimate
Personnel Services	81,528	97,360	98,000	177,100	182,413	187,885
Supplies	11,878	9,831	22,600	19,200	19,776	20,369
Services & Charges	34,674	70,928	49,300	46,300	47,689	49,120
Capital	8,090	950,271	1,228,600	80,000	80,000	80,000
<b>Total Airport</b>	<b>\$ 136,170</b>	<b>\$ 1,128,390</b>	<b>\$ 1,398,500</b>	<b>\$ 322,600</b>	<b>\$ 329,878</b>	<b>\$ 337,374</b>





ANNUAL BUDGET

PUBLIC WORKS

**AIRPORT**

	2015/16 ACTUAL	2016/17 ACTUAL	2017/18 ACTUAL	2018/19 ADOPTED	2019/20 PROPOSED
<b>SALARIES &amp; WAGES</b>					
260-5-4445-00-5001 Full Time Employees	62,275	64,969	75,338	66,600	131,600
260-5-4445-00-5006 Stanby Pay	-	-	717	-	1,000
260-5-4445-00-5200 Overtime	-	-	1,481	2,000	2,000
Total Salaries & Wages	62,275	64,969	77,536	68,600	134,600

**PERSONNEL BENEFITS**

260-5-4445-00-5501 FICA	4,764	4,970	5,924	5,300	10,100
260-5-4445-00-5504 Retirement	7,068	7,368	8,203	8,000	15,700
260-5-4445-00-5700 Insurance Benefit	-	-	228	9,700	7,500
260-5-4445-00-5701 Disability Insurance	75	91	116	100	200
260-5-4445-00-5800 Workers Compensation Ins	4,630	4,130	5,353	6,300	8,600
260-5-4445-00-5901 Clothing Allowance	-	-	-	-	400
Total Personnel Benefits	16,537	16,559	19,824	29,400	42,500

**SUPPLIES**

260-5-4445-00-6001 Office Supplies	497	324	139	500	500
260-5-4445-00-6003 Cleaning Supplies	47	142	208	200	200
260-5-4445-00-6006 Uniforms/Clothing	286	169	396	400	-
260-5-4445-00-6008 Chemicals	-	930	275	500	500
260-5-4445-00-6010 Books & Periodicals	63	17	14	100	100
260-5-4445-00-6011 Small Tools/Minor Equip	4,615	1,228	780	3,500	500
260-5-4445-00-6015 Signs	1,378	432	945	1,000	1,000
260-5-4445-00-6202 R&M Supplies Other	12,715	3,134	2,462	10,000	10,000
260-5-4445-00-6300 Gasoline/Fuels/Lubricant	2,096	1,701	1,537	2,500	2,500
260-5-4445-00-6302 R&M Supplies Vehicle	2,255	2,857	3,011	3,000	3,000
260-5-4445-00-6400 Shop Supplies	304	179	11	400	400
260-5-4445-00-6700 Memberships/Dues/Subscriptio	75	765	53	500	500
Total Supplies	24,331	11,878	9,831	22,600	19,200

**OTHER SERVICES & CHARGES**

260-5-4445-00-7300 Utilities Electricity	10,928	12,331	12,462	13,000	13,000
260-5-4445-00-7301 Utilities Propane Gas	643	944	718	900	900
260-5-4445-00-7302 Utilities Water	2,167	3,673	4,247	3,700	3,700
260-5-4445-00-7304 Utilities Sewer	420	420	420	500	500
260-5-4445-00-7305 Refuse Disposal	384	384	438	700	700
260-5-4445-00-7306 Utilities Telephone	1,603	1,535	1,419	1,600	1,600
260-5-4445-00-7307 Utilities Postage/Freight	1	-	322	100	100
260-5-4445-00-7401 R&M Building	458	672	125	3,000	3,000
260-5-4445-00-7404 R&M Equipment	6,637	6,697	40,564	10,000	10,000
260-5-4445-00-7405 R&M Vehicle	160	-	-	300	300
260-5-4445-00-7600 Travel Expense	953	348	1,033	2,000	2,000
260-5-4445-00-7601 Registrations	660	420	795	1,600	1,600
260-5-4445-00-7900 Other Professional Svcs	1,511	3,064	3,848	7,000	4,000
260-5-4445-00-7903 General Insurance	3,690	3,690	3,690	4,100	4,100
260-5-4445-00-7907 Advertising	234	496	847	800	800
Total Other Svcs & Charges	30,449	34,674	70,928	49,300	46,300

ANNUAL BUDGET

PUBLIC WORKS AIRPORT

	2015/16 ACTUAL	2016/17 ACTUAL	2017/18 ACTUAL	2018/19 ADOPTED	2019/20 PROPOSED
<b>CAPITAL</b>					
260-5-4445-00-8003 Vehicle	-	-	-	45,000	-
260-5-4445-00-8509 Equipment	-	-	5,451	-	-
260-5-4445-00-8713 Pavement Preservation Program	-	3,729	-	-	-
260-5-4445-00-8814 Ramp Repair A&D / Fence	-	2,730	944,820	953,600	-
260-5-4445-00-8823 Infield Drainage	96,901	1,631	-	-	-
260-5-4445-00-8824 Install PAPI & REIL	-	-	-	230,000	80,000
Total Capital	96,901	8,090	950,271	1,228,600	80,000
<b>GRAND TOTAL</b>	<b>\$ 230,493</b>	<b>\$ 136,170</b>	<b>\$ 1,128,390</b>	<b>\$ 1,398,500</b>	<b>\$ 322,600</b>





## PUBLIC WORKS DEPARTMENT – Water Division

### Description

The Water Division is a self-sufficient Enterprise Fund for which a fee is charged to users for goods or services. The Water Division is responsible for the operation of the Town's drinking water treatment and distribution system. The goal is to supply a high quality, reliable water supply to the citizens within its service boundary and to secure additional water supply for the Town's build out population.

The Division is divided into eleven operating areas. Each area is responsible for accumulating costs associated with its respective function:

- Administration accounts for costs associated with the following: planning, budgeting, liaison to legislature, outside legal counsel, State regulatory agencies, professional organizations, oversight of day-to-day operations, consultant contracts, capital program development, and personnel management.
- Accounting & Collection is responsible for the accounting and customer service functions of the Water Division.
- Transmission & Distribution tracks costs incurred during the transmission and distribution of potable water throughout the public water system
- Operations & Maintenance is responsible for the operation, maintenance, and expansion of the public water system
- Resources is responsible for the Division's compliance with State and Federal drinking water standards. It administers the backflow prevention program and is the liaison with and participates in development of cleanup strategies for Aero Drive WQARF site.
- Production Operations & Maintenance tracks expenses incurred in the production of potable water from below land surface to the elevated storage tanks.
- Green Valley Park Maintenance is responsible for the water quality in the three lakes at Green Valley Park and the aeration equipment that is installed in all the lakes.
- WQARF Site Operations & Maintenance accounts for the expenses related to the remediation of groundwater sources contaminated by industrial chemicals.
- Treatment Plant accounts for the operational costs when the plant is scheduled to go online in 2019.
- CAP Trust Fund accounts for monies associated with the investigating, planning, designing, constructing, acquiring, and/or developing an alternative water supply to replace the Central Arizona Project water per guidelines in the 1994 agreement. This Fund is closed in FY 2018/2019.
- C.C. Cragin accounts for costs to construct the C.C. Cragin Reservoir project.



## 2018/19 Accomplishments

- Received compliance designation from ADEQ for water system operation and water quality
- Maintained gallons per capita per day (GPCPD) water use at less than 89 GPCPD
- Continued purchase of C.C. Cragin water treatment plant site
- Continued to develop partnerships for C.C. Cragin pipeline use
- Continued water resource education at the middle school level
- Continued implementation of WIFA C.C. Cragin loan
- Continued C.C. Cragin Project water treatment plant construction
- Constructed partial shoreline protection for Green Valley Park using pre-cast concrete shoring
- Continued to complete C.C. Cragin SCADA engineer design
- Continued installation of backup electric generators at selected well sites and pump stations
- Performed water storage tank maintenance and repairs
- Completed construction of the C.C. Cragin Penstock Phase 2
- Completed construction of 5 of 6 C.C. Cragin ASR Wells
- Completed installation of 3 Water Storage Tank Mixers to mitigate DBP formation and thermo-stratification
- Began a fire hydrant flushing and maintenance program with associated recording

## 2019/20 Objectives

### KRA 2: FINANCIAL EXCELLENCE

- Complete implementation of WIFA C.C. Cragin loan

### KRA 3: INFRASTRUCTURE

- Continue to receive compliance designation from ADEQ for water system operation and water quality
- Continue purchase of C.C. Cragin water treatment plant site
- Complete C.C. Cragin Project water treatment plant construction
- Complete construction of the C.C. Cragin ASR wells
- Continue installation of backup electric generators at selected well sites and pump stations
- Perform water storage tank maintenance and repairs

### KRA 4: INNOVATION & EFFICIENCY

- Continue a fire hydrant flushing and maintenance program that quantifies water use and records the date of flushing for each hydrant

### KRA 5: NEIGHBORHOODS & LIVABILITY

- Continue to develop partnerships for C.C. Cragin pipeline use
- Continue to construct partial shoreline protection for Green Valley Park using pre-cast concrete shoring

### KRA 7: THE PAYSON TEAM

- Continue to attend professional development training events to maintain or increase Arizona Department of Environmental Quality Water Operator Certifications

**KRA 9: SUSTAINABILITY**

- Begin operation of the C.C. Cragin Penstock and Treatment Plant
- Maintain gallons per capita per day (GPCPD) water use at less than 89 GPCPD
- Continue water resource education at the middle school

**KRA 10: TECHNOLOGY**

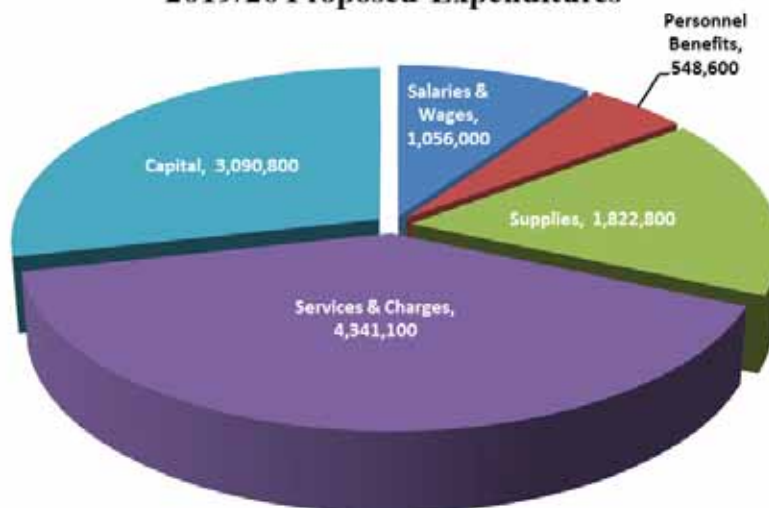
- Complete construction of C.C. Cragin SCADA
- Begin utilizing software to maintain water quality data
- Begin utilizing software for asset management

**Position Summary**

Authorized Personnel	2018/19	2019/20
Water Division Manager	1.0	1.0
Water System Operations Supvr	1.0	1.0
Water Production Supervisor	1.0	1.0
Customer Service Manager	1.0	1.0
Water System Operator	3.0	3.0
Utility Services Rep I, II	3.0	3.0
System Crew Leader	4.0	4.0
Water Quality Specialist	1.0	1.0
Water Resource Specialist	1.0	1.0
Electrician	1.0	1.0
Water Infrastructure Specialist	1.0	1.0
Water System Operator Basic	1.5	1.5
<b>Total Positions</b>	<b>19.5</b>	<b>19.5</b>



**2019/20 Proposed Expenditures**





### Water Division Budget Change

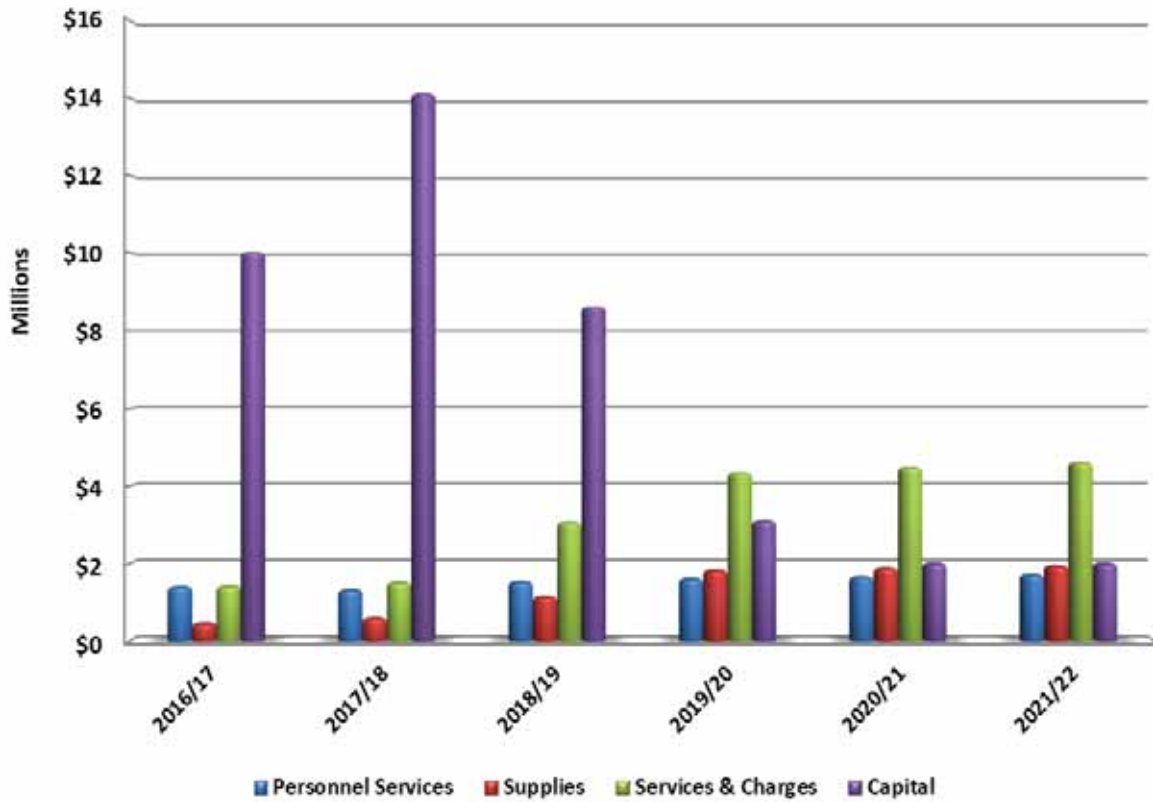
Description	2017/18 Actual	2018/19 Adopted	% Change	2019/20 Proposed	% Change
Salaries & Wages	922,680	1,059,900	14.9%	1,056,000	-0.4%
Personnel Benefits	388,476	465,717	19.9%	548,600	17.8%
Supplies	586,746	1,136,000	93.6%	1,822,800	60.5%
Services & Charges	1,506,047	3,060,610	103.2%	4,341,100	41.8%
Capital	14,134,080	8,622,500	-39.0%	3,090,800	-64.2%
<b>Total Water</b>	<b>\$ 17,538,029</b>	<b>\$ 14,344,727</b>	<b>-18.2%</b>	<b>\$ 10,859,300</b>	<b>-24.3%</b>

#### Significant Budget Changes:

- FY18/19 Salaries & Wages - wage adjustments and 2% COLA increase
- FY18/19 Personnel Benefits - reflects increases in insurance, retirement, workers comp
- FY18/19 Supplies - budgeted funds for new operations of the treatment plan
- FY18/19 Capital -utilizing remaining WIFA loan funding available to finish the C.C. Cragin project
- FY19/20 Supplies - additional funds budgeted for repairs and maintenance
- FY19/20 Services & Charges -budgeted funds for computer equipment and other contracted services

### Water Division Budget Analysis Historic & Forecast

Classification	2016/17 Actual	2017/18 Actual	2018/19 Adopted	2019/20 Proposed	2020/21 Estimate	2021/22 Estimate
Personnel Services	1,387,754	1,311,156	1,525,617	1,604,600	1,652,738	1,702,320
Supplies	456,233	586,746	1,136,000	1,822,800	1,877,484	1,933,809
Services & Charges	1,405,996	1,506,047	3,060,610	4,341,100	4,471,333	4,605,473
Capital	10,031,356	14,134,080	8,622,500	3,090,800	2,000,000	2,000,000
<b>Total Water</b>	<b>\$ 13,281,339</b>	<b>\$ 17,538,029</b>	<b>\$ 14,344,727</b>	<b>\$ 10,859,300</b>	<b>\$ 10,001,555</b>	<b>\$ 10,241,602</b>





**WATER - ADMINISTRATION**

	2015/16 ACTUAL	2016/17 ACTUAL	2017/18 ACTUAL	2018/19 ADOPTED	2019/20 PROPOSED
<b>SALARIES &amp; WAGES</b>					
661-5-5451-00-5001 Full Time Employees	129,725	90,891	86,918	123,200	134,000
Total Salaries & Wages	129,725	90,891	86,918	123,200	134,000

**PERSONNEL BENEFITS**

661-5-5451-00-5501 FICA	10,923	6,354	6,647	9,400	10,200
661-5-5451-00-5504 Retirement	18,595	138,347	9,847	14,300	16,100
661-5-5451-00-5505 Retirement Offset Pension	(2,435)	-	-	-	-
661-5-5451-00-5700 Health/Life Insurance	3,859	60	67	3,000	3,400
661-5-5451-00-5701 Disability Insurance	197	116	139	200	200
661-5-5451-00-5800 Workers Compensation	9,239	4,970	5,900	6,800	8,000
661-5-5451-00-59001 Clothing Allowance	-	-	-	-	200
Total Personnel Benefits	40,378	149,847	22,600	33,700	38,100

**SUPPLIES**

661-5-5451-00-6001 Office Supplies	1,231	415	334	1,000	1,000
661-5-5451-00-6005 Safety Supplies	137	224	444	300	300
661-5-5451-00-6006 Uniforms / Clothing	120	200	175	250	-
661-5-5451-00-6009 Fireworks	20,000	20,000	20,000	20,000	20,000
661-5-5451-00-6010 Books & Periodicals	-	687	197	1,000	1,000
661-5-5451-00-6011 Small Tools/Minor Equip	783	861	619	1,000	1,000
661-5-5451-00-6013 Computer Equipment Supplies	1,593	1,093	1,391	1,500	1,500
661-5-5451-00-6201 R&M Supplies - Bldg	1,622	3,121	2,609	2,500	2,600
661-5-5451-00-6300 Gasoline/Fuels/Fubricant	2,288	2,626	2,661	2,500	2,800
661-5-5451-00-6302 R&M Supplies Vehicle	394	2,794	3,001	3,000	3,000
661-5-5451-00-6700 Memberships/Dues/Subscriptio	8,574	29,586	8,540	18,000	10,000
661-5-5451-00-6990 Other Expenses	3,055	3,145	3,047	4,000	4,000
Total Supplies	39,797	64,752	43,018	55,050	47,200

**OTHER SERVICES & CHARGES**

661-5-5451-00-7100 Legal Fees/Forfeiture Costs	10,800	13,631	19,838	20,000	20,000
661-5-5451-00-7306 Telephone	-	-	-	-	300
661-5-5451-00-7307 Postage	-	-	129	-	-
661-5-5451-00-7401 R&M Building	-	1,305	1,740	10,000	10,000
661-5-5451-00-7402 R&M Office Equipment	849	311	-	2,500	1,000
661-5-5451-00-7404 R&M Equipment	1,103	2,191	1,223	2,500	2,500
661-5-5451-00-7405 R&M Vehicles	20	8	331	2,000	2,000
661-5-5451-00-7500 Rental of Land & Bldg	-	1,800	-	1,800	1,800
661-5-5451-00-7600 Travel	705	80	953	2,000	2,000
661-5-5451-00-7601 Registrations	880	50	520	2,000	2,000
661-5-5451-00-7602 Safety Training Services	-	-	-	10,000	10,000
661-5-5451-00-7900 Other Professional Services	96,955	109,725	172,787	230,000	100,000
661-5-5451-00-7903 General Insurance	52,246	57,022	59,693	60,000	65,000
661-5-5451-00-7904 Insurance Deductible	-	-	2,358	-	-
661-5-5451-00-7907 Advertising	-	485	315	2,500	2,500
661-5-5451-00-7910 Printing & Binding	20	-	-	-	-
661-5-5451-00-7915 Overhead	180,200	219,500	-	-	-
Total Other Services & Charges	343,778	406,108	259,887	345,300	219,100

**WATER - ADMINISTRATION - Continued**

	2015/16 ACTUAL	2016/17 ACTUAL	2017/18 ACTUAL	2018/19 ADOPTED	2019/20 PROPOSED
<b>CAPITAL</b>					
661-5-5451-08-8000 Building	-	-	-	18,000	-
661-5-5451-08-8002 Machinery & Equipment	31,203	-	115,305	100,000	60,000
661-5-5451-08-8006 Land Acquisition	-	-	-	-	100,000
661-5-5451-08-8007 Wells	-	-	35,684	75,000	75,000
661-5-5451-08-8009 Water Lines	49,297	505,542	1,694	250,000	350,000
661-5-5451-08-8313 Radon Removal Engineering	-	-	-	45,000	45,000
661-5-5451-08-8523 Fire Hydrant Program	-	-	-	5,000	-
661-5-5451-08-8524 Computer Equipment	7,110	20,710	23,012	30,000	-
661-5-5451-08-8528 Replace Service Trucks	28,906	55,402	41,567	85,000	125,000
661-5-5451-08-8530 Surge Tanks	6,810	15,573	-	45,000	45,000
661-5-5451-08-8581 Chlorine Generator	-	-	-	35,000	35,000
661-5-5451-08-8582 Pressure Blow Off Valves	-	-	-	20,000	20,000
661-5-5451-08-8587 Security Gate Installation	7,559	-	-	-	-
661-5-5451-08-8793 Tank Mixing System	-	52,942	8,167	50,000	50,000
661-5-5451-08-8794 Pumps for Wells	34,608	50,242	-	75,000	75,000
Total Capital	165,493	700,411	225,429	833,000	980,000
<b>GRAND TOTAL</b>	<b>\$ 719,171</b>	<b>\$ 1,412,009</b>	<b>\$ 637,852</b>	<b>\$ 1,390,250</b>	<b>\$ 1,418,400</b>





ANNUAL BUDGET

PUBLIC WORKS

**ACCOUNTING & COLLECTION**

	2015/16 ACTUAL	2016/17 ACTUAL	2017/18 ACTUAL	2018/19 ADOPTED	2019/20 PROPOSED
<b>SALARIES &amp; WAGES</b>					
661-5-5451-01-5001 Full Time Employees	260,107	212,323	235,049	205,800	265,000
661-5-5451-01-5006 Standby Pay	1,787	1,369	1,460	1,500	-
661-5-5451-01-5200 Overtime	3,403	3,517	4,736	3,000	7,500
Total Salaries & Wages	265,297	217,209	241,245	210,300	272,500
<b>PERSONNEL BENEFITS</b>					
661-5-5451-01-5501 FICA	18,691	15,348	17,241	16,100	20,300
661-5-5451-01-5504 Retirement	26,403	24,584	27,357	24,500	31,800
661-5-5451-01-5700 Health/Life Insurance	25,019	16,962	22,577	21,000	39,700
661-5-5451-01-5701 Disability Insurance	281	303	386	300	400
661-5-5451-01-5800 Workers Compensation	8,221	4,680	5,799	4,000	7,900
661-5-5451-01-5901 Clothing Allowance	-	-	-	-	900
Total Personnel Benefits	78,615	61,877	73,360	65,900	101,000
<b>SUPPLIES</b>					
661-5-5451-01-6001 Office Supplies	4,094	3,610	3,289	4,500	5,000
661-5-5451-01-6006 Clothing/Uniform Reimb	500	705	683	700	-
661-5-5451-01-6011 Small Tools/Minor Equip	3,070	2,082	2,874	4,000	4,000
661-5-5451-01-6013 Computer Equipment Supplie	307	1,307	2,638	4,000	4,000
661-5-5451-01-6300 Gasoline/Fuels/Lubricant	3,966	4,481	5,548	5,000	7,000
661-5-5451-01-6302 R&M Supplies Vehicle	601	547	1,586	3,000	4,500
661-5-5451-01-6600 Public Relations	155	861	5,555	6,000	6,000
661-5-5451-01-6901 Taxes	(2,780)	(2,743)	(3,505)	-	-
661-5-5451-01-6903 Banking / Merchant Fees	8,349	7,204	9,747	10,000	10,000
661-5-5451-01-6905 Bad Debt Expense	466	35	123	1,000	1,000
661-5-5451-01-6990 Other Expenses	47	66	-	-	-
Total Supplies	18,775	18,155	28,538	38,200	41,500
<b>OTHER SERVICES &amp; CHARGES</b>					
661-5-5451-01-7002 Accounting & Auditing	17,589	23,292	17,710	28,300	28,300
661-5-5451-01-7307 Postage / Freight	31,141	30,700	29,683	30,000	31,800
661-5-5451-01-7402 R&M Office Equipment	-	-	26	2,500	2,500
661-5-5451-01-7403 R&M Computer Equipment	20,383	24,001	21,520	25,000	35,000
661-5-5451-01-7404 R&M Other Equipment	68	-	568	1,000	1,000
661-5-5451-01-7405 R&M Vehicles	-	-	-	1,000	1,500
661-5-5451-01-7502 Lease Equipment	3,687	4,598	4,084	5,000	5,000
661-5-5451-01-7600 Travel	129	1,169	101	3,500	3,500
661-5-5451-01-7601 Registrations	1,037	1,092	165	3,000	3,000
661-5-5451-01-7910 Printing & Binding	4,082	4,539	4,421	4,500	4,500
Total Other Svcs & Charges	78,116	89,391	78,278	103,800	116,100
<b>GRAND TOTAL</b>	<b>\$ 440,803</b>	<b>\$ 386,632</b>	<b>\$ 421,421</b>	<b>\$ 418,200</b>	<b>\$ 531,100</b>

**WATER - TRANSMISSION / DISTRIBUTION**

	2015/16 ACTUAL	2016/17 ACTUAL	2017/18 ACTUAL	2018/19 ADOPTED	2019/20 PROPOSED
<b>SALARIES &amp; WAGES</b>					
661-5-5451-02-5001 Full Time Employees	131,684	110,638	126,840	143,000	135,000
661-5-5451-02-5006 Stanby Pay	-	-	-	-	1,000
661-5-5451-02-5200 Overtime	635	577	5,851	2,000	6,000
Total Salaries & Wages	132,319	111,215	132,691	145,000	142,000
<b>PERSONNEL BENEFITS</b>					
661-5-5451-02-5501 FICA	9,436	7,938	9,538	11,100	10,300
661-5-5451-02-5504 Retirement	15,018	12,612	15,047	16,900	16,200
661-5-5451-02-5700 Health/Life Insurance	13,240	11,870	16,981	16,000	3,800
661-5-5451-02-5701 Disability Insurance	160	156	212	200	200
Total Personnel Benefits	37,854	32,576	41,778	44,200	30,500
<b>SUPPLIES</b>					
661-5-5451-02-6008 Chemicals	11,153	16,061	22,406	25,000	25,000
661-5-5451-02-6200 R&M Supplies Hydrants	2,851	7,429	7,655	15,000	10,000
661-5-5451-02-6201 R&M Supplies - Water Tank	2,832	4,695	15,423	15,000	15,000
661-5-5451-02-6202 R&M Supplies Other - SCADA	30,790	27,271	45,307	45,000	75,000
661-5-5451-02-6501 R&M Supplies - Pumps	1,033	22	12,625	15,000	15,000
661-5-5451-02-6502 R&M Supplies - Mains	30,345	22,225	53,109	45,000	50,000
661-5-5451-02-6503 R&M Supplies - Meters	51,093	43,995	43,274	45,000	45,000
661-5-5451-02-6504 R&M Supplies - Cust Install	-	1,355	1,632	1,500	1,500
661-5-5451-02-6506 R&M Supplies - Chlorinator	14,910	1,424	1,996	15,000	15,000
661-5-5451-02-6507 R&M Supplies - Existing Svcs	29,229	28,895	34,195	35,000	35,000
661-5-5451-02-6508 R&M Supplies - New Service	36,888	37,909	41,622	40,000	40,000
Total Supplies	211,124	191,281	279,244	296,500	326,500
<b>OTHER SERVICES &amp; CHARGES</b>					
661-5-5451-02-7300 Electricity	47,447	50,170	60,665	52,000	65,000
661-5-5451-02-7404 R&M Water Tanks	225,802	83,480	25,268	200,000	200,000
661-5-5451-02-7407 R&M Mains	2,354	486	14,715	15,000	15,000
661-5-5451-02-7900 Other Professional Services	62,952	55,057	74,074	65,000	75,000
Total Other Svcs & Charges	338,555	189,193	174,722	332,000	355,000
<b>GRAND TOTAL</b>	<b>\$ 719,852</b>	<b>\$ 524,265</b>	<b>\$ 628,435</b>	<b>\$ 817,700</b>	<b>\$ 854,000</b>





**WATER OPERATIONS & MAINTENANCE**

	2015/16 ACTUAL	2016/17 ACTUAL	2017/18 ACTUAL	2018/19 ADOPTED	2019/20 PROPOSED
<b>SALARIES &amp; WAGES</b>					
661-5-5451-03-5001 Full Time Employees	156,462	156,354	151,031	201,400	151,000
661-5-5451-03-5001 Part Time Employees	-	-	-	-	10,000
661-5-5451-03-5003 Temporary Employees	1,999	1,140	1,450	14,800	-
661-5-5451-03-5006 Standby Pay	6,747	7,271	7,524	7,500	7,500
661-5-5451-03-5200 Overtime	10,857	12,496	6,261	15,000	10,000
Total Salaries & Wages	176,065	177,261	166,266	238,700	178,500
<b>PERSONNEL BENEFITS</b>					
661-5-5451-03-5501 FICA	12,439	12,530	11,934	18,200	11,500
661-5-5451-03-5504 Retirement	19,756	19,972	18,690	24,100	18,100
661-5-5451-03-5700 Insurance Benefit	18,753	20,766	21,173	20,600	49,000
661-5-5451-03-5701 Disability Insurance	210	247	264	300	200
661-5-5451-03-5800 Workers Compensation	33,052	28,042	33,261	44,700	32,900
661-5-5451-03-5901 Clothing Allowance	-	-	-	-	2,400
Total Personnel Benefits	84,210	81,557	85,322	107,900	114,100
<b>SUPPLIES</b>					
661-5-5451-03-6001 Office Supplies	1,546	803	820	1,500	1,000
661-5-5451-03-6003 Cleaning Supplies	610	59	89	1,500	500
661-5-5451-03-6005 Safety Supplies	2,161	1,684	1,625	2,000	3,000
661-5-5451-03-6006 Uniform/ Clothing	4,345	4,612	4,578	4,600	-
661-5-5451-03-6008 Chemicals	-	-	-	-	-
661-5-5451-03-6011 Small Tools/Minor Equip	7,236	12,612	14,697	15,000	15,000
661-5-5451-03-6100 Medical/Lab Supplies	103	-	-	500	-
661-5-5451-03-6200 R&M Supplies Equip	10,345	4,515	11,747	16,000	15,000
661-5-5451-03-6201 R&M Supplies Building	8,784	2,778	6,469	10,000	10,000
661-5-5451-03-6202 R&M Supplies Other	2,255	422	38	5,000	5,000
661-5-5451-03-6300 Gasoline/Fuels/Lubricant	21,878	19,006	20,416	27,000	25,000
661-5-5451-03-6302 R&M Supplies Vehicle	19,981	13,082	14,341	12,000	12,000
661-5-5451-03-6400 Shop Supplies	9,793	7,385	7,385	8,000	8,000
661-5-5451-03-6700 Memberships/Dues/Subscriptio	-	165	2,037	3,000	3,000
661-5-5451-03-6901 Taxes	425	-	-	-	-
Total Supplies	89,462	67,123	84,242	106,100	97,500



**WATER - OPERATIONS & MAINTENANCE - Continued**

	2015/16 ACTUAL	2016/17 ACTUAL	2017/18 ACTUAL	2018/19 ADOPTED	2019/20 PROPOSED
<b>OTHER SERVICES &amp; CHARGES</b>					
661-5-5451-03-7300 Electricity	27,426	26,182	22,785	32,000	32,000
661-5-5451-03-7301 Propane Gas	5,987	4,400	5,137	6,000	6,000
661-5-5451-03-7302 Water	2,258	2,829	4,216	3,500	4,500
661-5-5451-03-7304 Sewer	1,327	1,327	1,327	2,000	1,500
661-5-5451-03-7305 Refuse Disposal	2,449	2,850	1,853	2,500	2,500
661-5-5451-03-7306 Telephone	7,656	7,125	8,641	10,000	10,000
661-5-5451-03-7401 R&M Building	1,329	1,181	1,284	2,500	2,500
661-5-5451-03-7404 R&M Equipment	491	5,182	7,982	10,000	10,000
661-5-5451-03-7405 R&M Vehicles	2,074	2,517	162	5,000	5,000
661-5-5451-03-7502 Lease Equipment	-	-	-	-	94,000
661-5-5451-03-7600 Travel	350	701	174	800	800
661-5-5451-03-7601 Registrations	1,254	3,049	1,039	3,000	3,000
661-5-5451-03-7900 Other Professional Services	1,399	959	1,074	1,500	1,500
661-5-5451-03-7950 Debt Serv-Principal	4,614	-	-	1,204,600	1,300,000
661-5-5451-03-7951 Debt Serv-Interest	42	382,662	575,163	847,800	800,000
661-5-5451-03-8100 Depreciation-Buildings	22,717	22,717	22,535	25,000	25,000
661-5-5451-03-8101 Depr-Infrastructure	984,901	1,040,919	885,174	985,000	985,000
661-5-5451-03-8102 Depr-Machinery & Equip	22,880	25,173	28,907	25,000	25,000
661-5-5451-03-8103 Depr-Vehicles	55,682	(9,188)	13,385	60,000	60,000
661-5-5451-03-8104 Depr-Office Furn & Equip	3,645	3,091	(17,321)	5,000	10,000
661-5-5451-03-8200 Amort-Goodwill	2,678	2,678	2,678	2,700	2,500
661-5-5451-03-8201 Amort-License Permit	3,262	3,262	3,262	3,300	3,300
Total Other Services & Charges	1,154,421	1,529,616	1,569,457	3,237,200	3,384,100
<b>GRAND TOTAL</b>	<b>\$ 1,504,158</b>	<b>\$ 1,855,557</b>	<b>\$ 1,905,287</b>	<b>\$ 3,689,900</b>	<b>\$ 3,774,200</b>





**WATER - RESOURCES**

		2015/16	2016/17	2017/18	2018/19	2019/20
		ACTUAL	ACTUAL	ACTUAL	ADOPTED	PROPOSED
<b>SALARIES &amp; WAGES</b>						
661-5-5451-04-5001	Full Time Employees	161,066	164,263	171,443	180,700	149,000
661-5-5451-04-5200	Overtime	2,545	378	1,042	2,000	2,000
	Total Salaries & Wages	163,611	164,641	172,485	182,700	151,000
<b>PERSONNEL BENEFITS</b>						
661-5-5451-04-5501	FICA	11,683	11,566	12,288	14,000	11,400
661-5-5451-04-5504	Retirement	18,569	18,671	19,560	21,300	17,900
661-5-5451-04-5700	Insurance Benefits	13,934	14,076	15,245	16,100	9,800
661-5-5451-04-5701	Disability Insurance	197	231	276	300	200
661-5-5451-04-5800	Workers Compensation Ins	12,181	9,956	11,847	13,700	11,100
661-5-5451-04-5901	Clothing Allowance	-	-	-	-	500
	Total Personnel Benefits	56,564	54,500	59,216	65,400	50,900
<b>SUPPLIES</b>						
661-5-5451-04-6001	Office Supplies	2,742	2,836	1,090	3,000	5,000
661-5-5451-04-6005	Safety Supplies	11	50	428	500	500
661-5-5451-04-6006	Uniforms / Clothing	490	575	712	700	-
661-5-5451-04-6011	Small Tools/Minor Equip	1,468	252	724	1,500	1,000
661-5-5451-04-6013	Computer Equipment Supplies	518	180	2,066	2,000	2,000
661-5-5451-04-6100	Lab Supplies	8,538	5,679	8,779	9,000	-
661-5-5451-04-6202	R&M Supplies - Backflow	283	292	163	1,500	1,500
661-5-5451-04-6300	Gasoline/Fuels/Lubricant	2,424	1,612	1,848	3,500	2,500
661-5-5451-04-6302	R&M Supplies Vehicle	639	1,042	1,389	2,000	2,000
661-5-5451-04-6600	Public Relations	6,287	10,357	9,719	10,000	9,000
661-5-5451-04-6700	Memberships/Dues/Subscriptio	3,017	3,357	10,623	10,000	10,500
	Total Supplies	26,417	26,232	37,541	43,700	34,000
<b>OTHER SERVICES &amp; CHARGES</b>						
661-5-5451-04-7004	Lab Analysis	26,596	16,303	4,734	75,000	-
661-5-5451-04-7306	Utilities Telephone	-	-	-	-	-
661-5-5451-04-7307	Postage / Freight	8	-	90	200	200
661-5-5451-04-7404	R&M Equipment	-	-	124	1,000	1,000
661-5-5451-04-7405	R&M Vehicles	-	15	169	2,000	2,000
661-5-5451-04-7600	Travel	580	757	5,606	6,000	6,000
661-5-5451-04-7601	Registrations	2,076	1,474	3,755	7,500	9,100
661-5-5451-04-7900	Other Professional Services	23	23	36,295	108,000	60,000
661-5-5451-04-7907	Advertising	828	728	134	2,000	2,000
661-5-5451-04-7910	Printing & Binding	414	207	20	500	500
	Total Other Svcs & Charges	30,525	19,507	50,927	202,200	80,800
<b>GRAND TOTAL</b>		\$ 277,117	\$ 264,880	\$ 320,169	\$ 494,000	\$ 316,700

**WATER - PRODUCTION O&M**

	2015/16 ACTUAL	2016/17 ACTUAL	2017/18 ACTUAL	2018/19 ADOPTED	2019/20 PROPOSED
<b>SALARIES &amp; WAGES</b>					
661-5-5451-05-5001 Full Time Employees	147,603	152,287	175,321	177,000	183,000
661-5-5451-05-5200 Overtime	-	45	1,316	1,000	2,000
Total Salaries & Wages	147,603	152,332	176,637	178,000	185,000
<b>PERSONNEL BENEFITS</b>					
661-5-5451-05-5501 FICA	10,449	10,885	12,742	13,600	14,000
661-5-5451-05-5504 Retirement	16,752	17,274	20,030	20,700	21,800
661-5-5451-05-5700 Insurance Benefit	14,239	12,865	17,408	19,800	-
661-5-5451-05-5701 Disability Insurance	178	213	283	300	300
Total Personnel Benefits	41,618	41,237	50,463	54,400	36,100
<b>SUPPLIES</b>					
661-5-5451-05-6202 R&M Supplies Other	1,913	493	1,787	5,000	5,000
661-5-5451-05-6500 R&M Supplies Wells	39,778	39,479	69,166	60,000	150,000
661-5-5451-05-6501 R&M Supplies - Pumps	-	1,429	9,160	25,000	25,000
661-5-5451-05-6502 R&M Supplies - Elec Equip	10,406	13,853	6,959	15,000	15,000
661-5-5451-05-6505 R&M Supplies - Pump Booster	961	1,004	4,382	15,000	15,000
Total Supplies	53,058	56,258	91,454	120,000	210,000
<b>OTHER SERVICES &amp; CHARGES</b>					
661-5-5451-05-7300 Electricity	242,247	224,533	255,782	250,000	250,000
661-5-5451-05-7301 Propane Gas	133	150	131	1,000	200
661-5-5451-05-7306 Telephone	350	341	-	-	-
661-5-5451-05-7404 R&M Pumps	36,848	-	9,608	25,000	25,000
661-5-5451-05-7406 R&M Other	10,000	6,650	8,250	10,000	10,000
661-5-5451-05-7900 Other Prof Svcs	-	-	125	10,000	10,000
Total Other Svcs & Charges	289,578	231,674	273,896	296,000	295,200
<b>GRAND TOTAL</b>	<b>\$ 531,857</b>	<b>\$ 481,501</b>	<b>\$ 592,450</b>	<b>\$ 648,400</b>	<b>\$ 726,300</b>



**WATER - GREEN VALLEY PARK MAINT.**

	<b>2015/16 ACTUAL</b>	<b>2016/17 ACTUAL</b>	<b>2017/18 ACTUAL</b>	<b>2018/19 ADOPTED</b>	<b>2019/20 PROPOSED</b>
<b>SALARIES &amp; WAGES</b>					
661-5-5451-06-5001 Full Time Employees	17,563	32,655	14,270	29,600	5,000
661-5-5451-06-5002 Overtime	-	-	59	-	-
Total Salaries & Wages	17,563	32,655	14,329	29,600	5,000
<b>PERSONNEL BENEFITS</b>					
661-5-5451-06-5501 FICA	1,247	2,310	1,033	2,300	400
661-5-5451-06-5504 Retirement	1,993	3,703	1,625	3,500	600
661-5-5451-06-5700 Insurance Benefit	1,874	4,347	1,892	3,300	-
661-5-5451-06-5701 Disability Insurance	21	46	23	100	-
Total Personnel Benefits	5,135	10,406	4,573	9,200	1,000
<b>SUPPLIES</b>					
661-5-5451-06-6202 R&M Supplies Other	1,750	1,427	2,743	2,500	2,500
661-5-5451-06-6990 Other Expense	14,199	20,661	17,758	35,000	35,000
Total Supplies	15,949	22,088	20,501	37,500	37,500
<b>OTHER SERVICES &amp; CHARGES</b>					
661-5-5451-06-7305 Refuse Disposal	1,586	2,115	416	4,000	4,000
661-5-5451-06-7406 R&M Other	2,623	2,200	3,760	3,000	3,000
Total Other Svcs & Charges	4,209	4,315	4,176	7,000	7,000
<b>GRAND TOTAL</b>	<b>\$ 42,856</b>	<b>\$ 69,464</b>	<b>\$ 43,579</b>	<b>\$ 83,300</b>	<b>\$ 50,500</b>



**WATER - WOARF SITE O&M**

	2015/16 ACTUAL	2016/17 ACTUAL	2017/18 ACTUAL	2018/19 ADOPTED	2019/20 PROPOSED
<b>SALARIES &amp; WAGES</b>					
661-5-5451-07-5001 Full Time Employees	5,788	7,556	5,276	7,900	5,000
Total Salaries & Wages	5,788	7,556	5,276	7,900	5,000
<b>PERSONNEL BENEFITS</b>					
661-5-5451-07-5501 FICA	406	541	369	600	400
661-5-5451-07-5504 Retirement	657	857	598	900	600
661-5-5451-07-5700 Insurance Benefit	688	585	506	900	-
661-5-5451-07-5701 Disability Insurance	7	11	8	100	-
Total Personnel Benefits	1,758	1,994	1,481	2,500	1,000
<b>SUPPLIES</b>					
661-5-5451-07-6008 Chemicals	-	-	-	35,000	35,000
661-5-5451-07-6202 R&M Supplies Other	-	2,983	-	-	-
661-5-5451-07-6500 R&M Supplies Wells	31	5,161	-	5,000	5,000
661-5-5451-07-6501 R&M Supplies Pumps	-	-	-	10,000	10,000
661-5-5451-07-6502 R&M Supplies Elec Equip	280	-	8	5,000	5,000
Total Supplies	311	8,144	8	55,000	55,000
<b>OTHER SERVICES &amp; CHARGES</b>					
661-5-5451-07-7001 Program Oversight	2,055	2,418	2,442	5,000	5,000
661-5-5451-07-7004 Compliance Sampling	5,304	6,332	5,115	10,000	10,000
661-5-5451-07-7300 Electricity	16,145	16,094	16,581	20,000	20,000
661-5-5451-07-7404 R&M Pumps	-	-	-	15,000	15,000
661-5-5451-07-7406 R&M Equipment	-	-	-	10,000	10,000
661-5-5451-07-7407 R&M Wells	-	-	-	15,000	15,000
Total Other Svcs & Charges	23,504	24,844	24,138	75,000	75,000
<b>GRAND TOTAL</b>	<b>\$ 31,361</b>	<b>\$ 42,538</b>	<b>\$ 30,903</b>	<b>\$ 140,400</b>	<b>\$ 136,000</b>





**WATER - TREATMENT PLANT**

		2015/16 ACTUAL	2016/17 ACTUAL	2017/18 ACTUAL	2018/19 ADOPTED	2019/20 PROPOSED
<b>PERSONNEL</b>						
661-5-5451-10-5001	Salaries & Wages - FT	-	-	13,751	67,700	117,000
	Total Salaries & Wages	-	-	13,751	67,700	117,000
<b>PERSONNEL BENEFITS</b>						
661-5-5451-10-5501	FICA	-	-	1,035	5,200	9,000
661-5-5451-10-5504	Retirement	-	-	1,559	7,900	14,000
661-5-5451-10-5700	Health/Life Insurance	-	-	389	9,700	9,900
661-5-5451-10-5701	Disability Insurance	-	-	22	100	200
661-5-5451-10-5800	Workers Comp Insurance	-	-	765	5,000	8,200
661-5-5451-10-5901	Clothing Allowance	-	-	-	-	600
	Total Personnel Benefits	-	-	3,770	27,900	41,900
<b>SUPPLIES</b>						
661-5-5451-10-6001	Office Supplies	-	-	-	200	1,000
661-5-5451-10-6005	Safety Supplies	-	-	-	-	3,000
661-5-5451-10-6006	Uniform/Clothing	-	-	-	200	-
661-5-5451-10-6008	Chemicals	-	-	-	775,000	775,000
661-5-5451-10-6010	Books & Periodicals	-	-	-	-	1,500
661-5-5451-10-6011	Small Tools \ Minor Equipment	-	-	-	-	29,100
661-5-5451-10-6013	Computer Equipment \ Supplies	-	-	-	-	2,000
661-5-5451-10-6100	Medical \ Lab \ Supplies	-	-	-	-	9,000
661-5-5451-10-6202	R&M Supplies Other	-	-	-	10,000	10,000
661-5-5451-10-6300	Gasoline/Fuels/Lubricants	-	-	-	3,500	4,000
661-5-5451-10-6302	R&M Supplies - Vehicle	-	-	-	1,000	1,500
661-5-5451-10-6500	R&M Supplies Hydro	-	-	-	20,000	20,000
661-5-5451-10-6501	R&M Supplies Pumps	-	-	-	10,000	10,000
661-5-5451-10-6502	R&M Supplies Equip	-	-	-	111,000	100,000
661-5-5451-10-6700	Memberships/Dues/Subscripti	-	-	-	500	7,500
	Total Supplies	-	-	-	931,400	973,600
<b>OTHER SERVICES &amp; CHARGES</b>						
661-5-5451-10-7001	Program Oversight	-	-	-	10,000	40,000
661-5-5451-10-7004	Compliance / Lab Analysis	-	-	-	10,000	25,000
661-5-5451-10-7300	Electricity	-	-	-	84,000	84,000
661-5-5451-10-7304	Sewer	-	-	-	125,000	125,000
661-5-5451-10-7305	Refuse Disposal	-	-	-	86,000	86,000
661-5-5451-10-7306	Telephone / Cable	-	-	-	1,000	2,000
661-5-5451-10-7307	Postage \ Freight	-	-	-	-	200
661-5-5451-10-7404	R&M Pumps	-	-	-	10,000	10,000
661-5-5451-10-7405	R&M Vehicles	-	-	-	-	2,000
661-5-5451-10-7406	R&M Equipment	-	-	-	10,000	10,000
661-5-5451-10-7407	R&M Hydro	-	-	-	10,000	10,000
661-5-5451-10-7500	Rental - Land & Buildings	-	-	-	-	10,200
661-5-5451-10-7600	Travel Expense	-	-	-	1,000	7,200
661-5-5451-10-7601	Registration	-	-	-	500	2,500
661-5-5451-10-7900	Other Professional Services	-	-	7,200	10,000	10,000
661-5-5451-10-7907	Advertising	-	-	-	-	1,000
	Total Other Services & Charge:	-	-	7,200	357,500	425,100
<b>GRAND TOTAL</b>						
		\$ -	\$ -	\$ 24,721	\$ 1,384,500	\$ 1,557,600

**WATER - CC CRAGIN PROJECT**

	2015/16 ACTUAL	2016/17 ACTUAL	2017/18 ACTUAL	2018/19 ADOPTED	2019/20 PROPOSED
<b>OTHER SERVICES &amp; CHARGES</b>					
661-5-5451-20-6200 R&M Supplies Equipment	-	-	-	-	10,000
661-5-5451-20-7100 Legal Services	-	5,157	-	40,000	40,000
661-5-5451-20-7300 Electricity	275	278	453	2,000	2,000
661-5-5451-20-7306 Telephone	564	547	1,533	1,500	1,500
661-5-5451-20-7404 R&M Equipment	-	-	-	-	5,000
661-5-5451-20-7410 R&M CC Cragin Pipeline (SRP)	-	-	-	-	400,000
661-5-5451-20-7600 Travel	770	16	-	1,000	1,000
661-5-5451-20-7900 Other Professional Services	-	-	-	-	35,000
Total Other Svcs & Charges	1,609	5,998	1,986	44,500	494,500
<b>CAPITAL</b>					
661-5-5451-20-8010 CC Cragin Pipeline (SRP)	783,805	99,856	547,538	500,000	-
661-5-5451-20-8600 CCC Pipeline Constr	7,502,677	8,083,509	12,738,049	7,500,000	1,000,000
Total Capital	8,286,482	8,183,365	13,285,587	8,000,000	1,000,000
<b>GRAND TOTAL</b>	<b>\$ 8,288,091</b>	<b>\$ 8,189,363</b>	<b>\$ 13,287,573</b>	<b>\$ 8,044,500</b>	<b>\$ 1,494,500</b>





ANNUAL BUDGET

PUBLIC WORKS

**CAP TRUST FUND**

		2015/16	2016/17	2017/18	2018/19	2019/20
		ACTUAL	ACTUAL	ACTUAL	ADOPTED	PROPOSED
<b>SUPPLIES</b>						
460-5-5451-00-6901	Taxes & Fees	2,200	2,200	2,200	-	-
	Total Supplies	2,200	2,200	2,200	-	-
<b>CAPITAL</b>						
460-5-5451-00-8594	Environmental Pro	113,461	52,930	87,644	58,200	-
	Total Capital	113,461	52,930	87,644	58,200	-
<b>GRAND TOTAL</b>		\$ 115,661	\$ 55,130	\$ 89,844	\$ 58,200	\$ -





# SUPPLEMENTAL INFORMATION



## **FINANCIAL POLICIES**

The Town of Payson’s financial policies set forth the basic framework for the fiscal management of the Town. These policies were developed within the parameters established by applicable provisions of the Town of Payson Ordinances. The policies are to be reviewed on an annual basis and modified to accommodate changing circumstances or conditions.

### **ANNUAL BUDGET POLICY**

The adoption of the budget is one of the Town Council’s most important activities. State of Arizona Statutes include some specific requirements regarding the adoption of the annual budget. The following policies are consistent with these statutes.

The fiscal year of the Town shall begin on the first day of July each year and shall end on the thirtieth day of June of each year.

**BUDGET CALENDAR:** The budget calendar will follow the specific dates set forth by State of Arizona Statutes for completion of each task necessary to prepare and adopt the annual budget.

**DECENTRALIZED BUDGET PROCESS:** The budget process is intended to weigh all competing requests for resources, within expected fiscal constraints. Requests for new, ongoing programs made outside the budget process are not allowed.

**BUDGET RESOURCES ALLOCATION:** The Town utilizes a “zero-based” resource allocation approach. Each department will have an opportunity to request personnel, goods, capital items and services needed to carry on its responsibility in an exemplary manner.

Special one-time revenue sources will be used to purchase non-recurring items like capital goods. One-time revenues will not be used to support items that will have a long-term operational impact on future Town expenditures.

For those special revenue funds supported by intergovernmental revenues and special purpose taxes, expenditures are limited strictly to the mandates of the funding source. These resources are not to be used to subsidize other funds, except as required or permitted by program regulations.

Addition of personnel will only be requested to meet program initiatives and policy directives after service needs have been thoroughly examined and it is substantiated that additional staffing will result in increased revenues or enhanced operating efficiencies. To the extent possible, personnel cost reductions will be achieved through attrition.

Capital expenditures will be determined using the 5-year Capital Improvement plan process. The expense amount attributed to equipment depreciation will be transferred into the Equipment Reserve fund and “Pay-as-you-go” funding will be used for equipment purchases under \$100,000, if funds are available, before considering lease/purchase debt service financing.



A contingency fund equal to five percent (5%) of the combined General & Streets Fund expenditure budget will be maintained annually in a Contingency budget. This fund will be available for unanticipated, unbudgeted expenditures and will require the Town Council's approval to expend. The purpose of this account is to provide some flexibility for unforeseen events without the necessity to spend from the Town's reserves.

As a component of the budget process and when fiscal resources permit, the Town Council may allocate funds to Outside Agency Providers for business, social, recreational or economic development, or promotional services. Outside Agency Providers must provide a service consistent with an existing recognized Town need, policy, and goal or objective.

**BUDGETED FUNDS:** Annual budgets are adopted for all funds except certain trust and agency funds, if applicable. Controls for trust and agency funds are achieved through stipulations in the trust agreements or by State or Federal agency requirements.

**BALANCED BUDGET:** The budget must be balanced for all budgeted funds. Total estimated expenditures for each of the governmental fund types must equal total anticipated revenues plus that portion of beginning of the year unreserved fund balance, in excess of the required fund balance reserve. Estimated expenses for proprietary fund types must equal total anticipated revenues and unreserved retained earnings.

**FUND RESERVES:** The Town will maintain a fund reserve for the general fund to pay expenditures caused by unforeseen emergencies, for shortfalls caused by revenue declines and to eliminate any short-term borrowing for cash flow purposes. This reserve shall be maintained at an amount that represents 5% of total General Fund operating budgeted revenues. Annual contribution will be budgeted from General Fund resources as available to maintain the target reserve level. This is in addition to the carryover balance discussed next.

The Town's general fund will maintain a year-to-year "carryover balance" in an amount necessary to maintain adequate cash flow and to reduce the demand for short-term borrowing. The carryover balance will equal 90 days operating expenditures from the prior year. All other funds must never incur a negative fund balance. Reserve funds in the Water utility operating fund should equal 5% of prior year total operating expenses and have a carryover balance equal to 90 days prior year operating expenses.

The Town will establish an equipment reserve fund and, when fiscal resources permit, will appropriate funds to it annually to provide for the timely replacement of equipment.

All expenditures drawn from reserve accounts shall require prior Town Council approval unless previously specifically authorized by the Town Council for expenditure in the annual budget.

**THE BUDGETARY BASIS OF ACCOUNTING:** Budgets for governmental fund types will be adopted on a basis of accounting consistent with generally accepted accounting principles (GAAP). Revenues are recognized when they become measurable and available, and expenditures are encumbered against the budget when they become measureable, or a liability has been incurred, and the liability will be liquidated with current resources. All outstanding expenditures are charged to the budget in the year initially incurred.



**APPROPRIATIONS AT YEAR-END:** All budgeted expenditures not authorized by a purchase order lapse at year-end. Expenditures placed with an authorized purchase order before year-end must be invoiced by June 30 and must be paid within 30 calendar days of the close of the fiscal year. Expenditures not paid within this time frame are then charged against the new fiscal year's budget.

**THE LEGAL LEVEL OF BUDGETARY CONTROL:** The budget shall be adopted at the fund level.

The State of Arizona Expenditure Limitation statute requires that the budget cannot be increased after final adoption. Expenditures may not exceed the budgeted total of the fund without the Town Council's approval. If approved, an additional Town Council approval is needed for payment from the Contingency fund to cover the overage.

The budgeted amount for salaries and benefits for each department may not be increased without the approval of the Town Council.

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

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

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

### **FINANCIAL REPORTING POLICY**

The Town is required to have an annual audit for its financial statements. The following provides policy guidance regarding accounting, general audit and financial reporting.

**ACCOUNTING AND REPORTING STANDARDS:** The Financial Services Department will establish and maintain a high standard of accounting practices. Accounting standards will conform to current generally accepted accounting practices (GAAP) as promulgated by the Governments Accounting Standards Board (GASB) and will follow industry best practices as applicable.

**ANNUAL AUDIT:** An annual audit will be conducted and budgeted for in the General Fund and any other fund requiring intensive auditing work as part of the creation of the Town financial statements.

All general purpose, combining and individual fund and account group statements and schedules shall be subject to a full scope audit.

All Town departments are subject to audit for compliance with the laws and statutes of the State of Arizona and the policies of the Town of Payson.

All state, federal and local grant funding is subject to a financial and compliance audit.



Every five (5) years, the Town will issue a request for audit services to all qualified audit firms located within the State of Arizona.

The award of auditing services will be made solely on the response to the request for proposal.

After an auditing firm has been chosen, an auditing services contract will be approved by the Town Council.

FINANCIAL STATEMENTS: The Comprehensive Annual Financial Report (CAFR) will be prepared by Town staff and will be used by the auditors during the audit process.

Each year, the CAFR will be submitted to the Government Financial Officer's Association (GFOA) national award program.

POPULAR REPORT: Town staff will create and publish an annual Popular Report (PAFR). The PAFR is a condensed, easy to read financial statement.

Each year, the PAFR will be submitted to the Government Finance Officers Association (GFOA) national award program.

BUDGETARY REPORTING: The budgetary reporting system will conform to the Government Finance Officers Association (GFOA) standards for financial reporting and budgeting, the Governmental Accounting Standards Board (GASB) and other professional standards.

MONTHLY REPORTS: The Town will maintain a budgetary control system to ensure adherence to the budget and will prepare timely monthly financial reports comparing actual revenues and expenditures with budgeted amounts. These reports will be distributed to the Town Manager, department heads and will be included in one Council agenda packet per month.

ANNUAL BUSINESS PLAN: A Town-wide annual business plan will be completed each year after the Corporate Strategic Plan has been updated by the Town Council. The annual business plan will provide a statement as to what is anticipated to be accomplished toward the strategic goals based on the allocation of estimated resources in the budget for the new fiscal year.

The business plan helps determine the departmental budgets, sets the direction for staff focus in the upcoming fiscal year and creates performance measures that can be used to evaluate the effectiveness of the business plan.

ANNUAL BUDGET DOCUMENT: Following the adoption of the annual budget, staff will create and publish the annual budget document.

Each year, the budget document will be submitted to the Government Finance Officers Association (GFOA) national award program.

HISTORICAL TREND ANALYSIS: Town staff will update the Historical Trend Analysis after the financial statements and the audit is completed. This analysis is based on the International City / County Management Association (ICMA) Financial Trend Monitoring System (FTMS).



The Historical Trend Analysis document will be distributed to the Town Council and available to the public upon completion.

### **FINANCIAL STABILITY POLICY**

The Town levies a sales tax, assesses business license fees, receives State shared revenues and franchise fees and collects assessments on real property within certain improvement districts. In addition, the Town assesses user charges for the water utility, building and code services, public works services and recreation programs and services. The Town has many expenditures as well.

The following policies provide guidance regarding the assessing and collecting of these revenues, using those revenues to pay expenditures and maintaining a healthy balance between them.

**REVENUES:** The Town will attempt to maintain a diversified and stable revenue stream to shelter it from short-run fluctuations in any single revenue source. The revenue mix should combine elastic and inelastic revenue sources to minimize the effect of economic downturns.

The Town will strive to keep the revenue system simple, which will result in a decrease of compliance costs for the taxpayer or service recipient and a corresponding decrease in avoidance to pay.

The revenue system of the Town will strive to maintain equity in its structure to avoid a disproportionate burden levied on a particular taxpayer group. The Town will seek to minimize or eliminate all forms of subsidization between entities, funds, services, and customers. However, it is recognized that public policy decisions may lead to subsidies in certain circumstances.

The Town will strive to structure its tax base to retain and promote business and industry.

**REVENUE DECLINES:** For short-term (anticipated less than one year) economic downturns and temporary gaps in cash flow, expenditure reductions or restrictions may be imposed. Council may approve a contribution from reserves, inter-fund loans and/or transfers from the Contingency Fund to address temporary downturns in Town revenue. Inter-fund loans may be utilized to cover temporary gaps in cash flow.

Deficit financing and borrowing to support on-going operations is not the policy of the Town as a response to long-term (greater than one year) revenue shortfalls. Expenses will be reduced to conform to the revised long-term revenue forecast or revenue increases will be considered.

**USER CHARGES:** The Town will establish fees and user charges at a level related to the total cost of providing that service, although fees may be set at a rate that does not recover the total cost of the program.

When establishing user charges, the following issues must be considered:

- Cost of services
- Pricing to encourage or limit demand
- Identifiable benefits
- Discourage waste



When imposing new fees and/or charges, the proposed fee/charge should be examined using the following criteria:

- Sufficiency—Fees/charges should recover the full cost of issuance, administration, and enforcement, recognizing that adjustments may be necessary for the benefit of the public.
- Efficiency—Fees/charges should be designed for easy, inexpensive administration by the Town and easy, inexpensive compliance by the individual/business paying the fee/charge. (A minimum of the revenue raised through collection of a fee / charge should be consumed in the process of raising it.)
- Simplicity—Fees/charges will be developed for easy understanding by the payee and Town official, leaving as small a margin as possible for subjective interpretations.

Town staff will review all fees and charges annually in order to keep pace with the cost of providing that service.

UTILITY RATES: Utility user charges for the water utility will reflect the cost of service and will be established so that operating revenues are at least equal to operating expenditures. A portion of the user rates will cover the replacement of the utility facilities.

The utility will periodically conduct a comprehensive rate study. In each of the intervening years, the staff will review and update the current study.

The overhead fee is a payment from all Enterprise funds to the General Fund for the cost of overhead charges attributed to that Enterprise fund.

The amount of each year's overhead fee will be based on the estimated General Fund expenditures that represent the direct and indirect services provided to the Enterprise fund, less those that are billed directly to those funds.

The utility will maintain a reserve to meet unforeseen emergencies. This reserve shall be separate from the carryover balance. The carryover balance should be sufficient to maintain adequate cash flow and to reduce the demand for short-term borrowing.

REVENUE COLLECTION: The Town will follow an aggressive, but humane policy of collecting revenues. Unpaid billings will be sent to a collection agency or collected through the Town's own efforts after proper notice is given. Liens or credit report filings may also be used as a means of collections. All adjusted uncollectible accounts will be pursued to the limit of collector ability to maintain a goal of not more than .5% of 1% of the total revenue being adjusted for bad debt annually.

An understanding of the revenue sources increases the reliability of the revenue system. The Town will review its revenue sources and enact consistent collection policies so that assurances can be provided that the revenue base will materialize according to budget.

REVENUE HANDBOOK: A revenue handbook may be maintained annually. This handbook will be utilized to adjust for fees and user charges. The handbook will include at least the following information:

- Revenue sources





- Legal authorization
- Method of collection
- Rate or charge history
- Total revenue history

GRANT / DEVELOPER FUNDING: The Town will seek State / Federal grants and developer contributions for funding projects. Grants and contributions will not be budgeted unless the funding source has been identified and an application is contemplated to be submitted.

All potential grants shall be carefully examined for matching requirements. Some grants may not be accepted if the local matching funds cannot be justified or obtained. Grants may also be rejected if programs must be continued with local resources after grant funds are exhausted, unless the Town has the ability to continue to fund the program with available revenues.

EXPENDITURES: The Town will only propose operating expenditures that can be supported from on-going operating revenues. Before the Town undertakes any agreements that would create fixed on-going expenses, the cost implications of such agreements will be fully determined for current and future years with the aid of strategic planning models.

Capital expenditures may be funded from one-time revenues, but the operating budget expenditures will be reviewed for compliance with this policy provision.

Department heads are responsible for managing their budgets within the total appropriation for their department.

The Town may assess funds for services provided internally by other funds. The estimated direct and indirect costs of service will be budgeted and charged to the fund receiving the service. Inter-fund service fees charged to recover these costs will be recognized as revenue to the providing fund. A review of the method for determining the amount of the inter-fund assessment will be reviewed at least every three (3) years.

ADDITIONS TO PERSONNEL: Emphasis is placed on improving individual and work group productivity rather than adding to the work force. The Town will invest in technology and other efficiency tools to maximize productivity. The Town will hire additional staff only after the need for such positions has been demonstrated and documented.

All compensation planning will focus on the total cost of compensation that includes direct salary, health care benefits, pension contributions and other benefits of a non-salary nature that are a cost to the Town.

BUDGETED CAPITAL ASSET MAINTENANCE: The Town shall continue to support a scheduled level of maintenance and replacement of its infrastructure and fleet.

The Town will maintain its physical assets at a level adequate to protect the Town's capital investment and minimize future maintenance and replacement costs. The adopted operating budget will provide sufficient resources for the regular repair and maintenance of capital assets.



**FINANCIAL PROJECTIONS:** Financial projections for both revenue and expenditures are established in accordance with the policies set forth in Financial Policy 101.

The Town reviews the prior and current years' revenue / expenditures by line item to prepare the next year annual budget projections.

Revenue projections for major revenues (those which represent at least 10% of the General Fund) will present conservative, optimistic and best estimate projections. The projections shall be based on the best information available at the time.

Revenue projections will assess the full spectrum of resources that can be allocated for public services. Each year the Council shall review potential sources of revenue as part of the annual budget process.

### **INVESTMENT POLICY**

**BANKING SERVICES:** Every five (5) years, the Town will issue a request for banking services to all qualified banks located within the Town's geographic boundaries.

The award of banking services will be made solely on the response to the request for proposal.

After a depository has been chosen, a banking services contract will be approved by the Town Council.

**INVESTMENTS:** The Town's investment policy is to minimize credit and market risk while maintaining a competitive yield on its portfolio. Cash temporarily idle is invested in the Local Government Investment Pool (LGIP) established pursuant to Section 35-326 Arizona Revised Statutes and operated by the Arizona State Treasurer.

**INVESTMENT REQUIREMENTS:** The Town invests all idle funds in the Local Government Investment Pool (LGIP) established by the State pursuant to A.R.S. 35-326.

Other eligible investments are (A.R.S. 35-323):

- Certificates of deposit in eligible depositories
- Certificates of deposit in one or more federally insured banks or savings and loan associations in accordance with the procedures prescribed in section A.R.S. 35-323.01.
- Interest bearing savings accounts in banks and savings and loan institutions doing business in this State whose accounts are insured by Federal deposit insurance for their industry, but only if deposits in excess of the insured amount are secured by the eligible depository to the same extent and in the same manner as required under this article.
- Repurchase agreements with a maximum maturity of one hundred eighty (180) days.
- The pooled investment funds established by the State Treasurer pursuant to section A.R.S. 35-326.
- Obligations issued or guaranteed by the United States or any of the senior debt of its agencies, sponsored agencies, corporations, sponsored corporations or instrumentalities.
- Bonds or other evidences of indebtedness of this State or any of its Counties, incorporated Cities or Town or school districts.

- Bonds, notes or evidences of indebtedness of any county, municipal district, municipal utility or special taxing district within this state that are payable from revenues, earnings or special tax specifically pledged for the payment of the principal and interest on the obligations and for the payment of which a lawful sinking fund or reserve fund has been established and is being maintained, but only if no default in payment on principal or interest on the obligations to be purchased has occurred within five (5) years of the date of investment, or, if such obligations were issued less than five (5) years before the date of investment, no default in payment of principal or interest has occurred on the obligations to be purchased nor any other obligations of the issuer within five (5) years of the investment.
- Bonds, notes or evidences of indebtedness issued by any county improvement district or municipal improvement district in this state to finance local improvements authorized by law, if the principal and interest of the obligations are payable from assessments on real property within the improvement district. An investment shall not be made if:
  - The face value of all such obligations, and similar obligations outstanding, exceeds fifty percent of the market value of the real property, and if improvements on which the bonds or the assessments for the payment of principal and interest on the bonds are liens inferior only to the liens for general ad valorem taxes.
  - A default in payment of principal or interest on the obligations to be purchased has occurred within five (5) years of the date of investment, or, if the obligations were issued less than five (5) years before the date of investment, a default in the payment of principal or interest has occurred on the obligations to be purchased or on any other obligation of the issuer within five (5) years of the investment.
- Commercial paper of prime quality that is rated “P1” by Moody’s investor’s service or rated “A1” or better by Standard and Poor’s rating service or their successors. All commercial paper must be issued by corporations organized and doing business in the United States.
- Bonds, debentures and notes that are issued by corporations organized and doing business in the United States and that are rated “A” or better by Moody’s investor service or Standard and Poor’s rating service or their successors.

**ELIGIBLE DEPOSITORY REQUIREMENTS:** Certificates of deposit shall be purchased from the eligible depository bidding the highest permissible rate of interest. No monies over one hundred thousand dollars (\$100,000) may be awarded at any interest rate less than one hundred three percent (103%) of the equivalent bond yield of the offer side of United States Treasury bills having a similar term. If the eligible depository offering to pay the highest rate of interest has bid only for a portion of the monies to be awarded, the remainder of the monies shall be awarded to eligible depositories bidding the next highest rates of interest.

An eligible depository is not eligible to receive total aggregate deposits from this state and all its subdivisions in an amount exceeding twice its capital structure as outlined in the last call of condition of the superintendent of financial institutions.

If two or more eligible depositories submit bids of an identical rate of interest for all or any portion of the monies to be deposited, the award of the deposit of the monies shall be made to the eligible depository among those submitting identical bids having, at the time of the bid opening, the lowest ratio of total public deposits in relation to its capital structure.



Each bid submitted, and not withdrawn prior to the time specified, constitutes an irrevocable offer to pay interest as specified in the bid on the deposit, or portion bid for, and the award of a deposit in accordance with this section obligates the depository to accept the deposit and pay interest as specified in the bid pursuant to which the deposit is awarded.

The treasurer shall maintain a record of all bids received and shall make available to the board of deposit at its next regularly scheduled meeting a correct list showing the bidders, the bids received and the amount awarded. These records shall be available to the public and shall be kept in the possession of the treasurer for not less than two (2) years from the date of the report.

Any eligible depository, before receiving a deposit in excess of the insured amount under this article, shall deliver collateral for the purposes of this subsection equal to at least one hundred one percent of the deposit. The collateral shall be any of the following:

- A bond executed by a surety company that is approved by the Treasury Department of the United States and authorized to do business in this state. The bond shall be approved as to form by the legal advisor of the treasurer.
- Securities or instruments of the following character:
  - United States government or agency obligations
  - State, county, school district and other district municipal bonds
  - Registered warrants of this state, a county or other political subdivisions of this state, when offered as security for monies of the state, county or political subdivision by which they are issued
  - First mortgages and trust deeds on improved, unencumbered real estate located in this state. No single first mortgages or trust deeds may represent more than ten percent of the total collateral. The treasurer may require that the first mortgages or trust deeds comprising the total collateral security be twice the amount the eligible depository receives on deposit. First mortgages or trust deeds qualify as collateral subject to the following limitations:
    - The promissory note or other evidences of indebtedness secured by such first mortgage or trust deed shall have been in existence for at least three years and shall not have been in default during this period.
    - An eligible depository shall at its own expense execute, deposit with the treasurer and record with the appropriate county recorder a complete sale and assignment with recourse in a form approved by the attorney general, together with an unconditional assumption of obligation to promptly pay to the entitled parties public monies in its custody upon lawful demand and tender of resale and assignment.

Eligible depositories may deposit the security described in this subdivision with the state treasurer, and county, city or town treasurers may accept the security described in this subdivision at their option.

The safekeeping receipt of a federal reserve bank or any bank located in a reserve city, or any bank authorized to do business in this state, whose combined capital, surplus and outstanding



capital notes and debentures on the date of the safekeeping receipt are ten million dollars or more, evidencing the deposit therein of any securities or instruments described in this section. A safekeeping receipt shall not qualify as security, if issued by a bank to secure its own public deposits, unless issued directly through its trust department. The safekeeping receipt shall show upon its face that it is issued for the account of the treasurer and shall be delivered to the treasurer. The safekeeping receipt may provide for the substitution of securities or instruments which qualify under this section with the affirmative act of the treasurer.

The securities, instruments or safekeeping receipt for the securities, instruments or warrants shall be accepted at market value if not above par, and, if at any time their market value becomes less than the deposit liability to that treasurer, additional securities or instruments required to guarantee deposits shall be deposited immediately with the treasurer who made the deposit and deposited by the eligible depository in which the deposit was made.

The condition of the surety bond, or the deposit of securities, instruments or a safekeeping receipt, must be such that the eligible depository will promptly pay to the parties entitled public monies in its custody, upon lawful demand, and will, when required by law, pay the monies to the treasurer making the deposit.

Notwithstanding the requirements of this section, any institution qualifying as an eligible depository may accept deposits of public monies to the total that authorized insurance of accounts, insured by federal deposit insurance, without depositing a surety bond or securities in lieu of the surety bond.

An eligible depository shall report monthly to the treasurer the total deposits of that treasurer and the par value and the market value of any pledged collateral securing those deposits.

When a security or instrument pledged as collateral matures or is called for redemption, the cash received for the security or instrument shall be held in place of the security until the depository has obtained a written release or provided substitute securities or instruments.

The surety bond, securities, instruments or safekeeping receipt of an eligible depository shall be deposited with the treasurer making the deposit, and he shall be the custodian of the bond, securities, instruments or safekeeping receipt. The treasurer may then deposit with the depository public monies then in his possession in accordance with this article, but not in an amount in excess of the surety bond, securities, instruments or safekeeping receipt deposited, except for federal deposit insurance.

The following restrictions on investments are applicable:

- An investment of public operating fund monies shall not be invested for a duration longer than three years.
- The board of deposit may order the treasurer to sell any of the securities, and any order shall specifically describe the securities and fix the date upon which they are to be sold. Securities so ordered to be sold shall be sold for cash by the treasurer on the date fixed in the order, at the then current market price. The treasurer and the members of the board are not accountable for any loss occasioned by sale of securities at prices lower than their

cost. Any loss or expense shall be charged against earnings received from investment of public funds.

If the total amount of subdivision monies available for deposit at any time is less than one hundred thousand dollars, the subdivision board of deposit shall award the deposit of the funds to an eligible depository in accordance with an ordinance or resolution of the governing body of the subdivision.

CERTIFICATE OF DEPOSIT CONDITIONS: If an investing entity invests in certificates of deposit pursuant to section 9-492, subsection C, Section 15-1025, subsection B, paragraph 7, section 35-313, subsection A, paragraph 2, the investing entity in each case shall invest those monies in accordance with all of the following condition:

- The monies are initially invested through an eligible depository in this state selected by the investing entity.
- The selected eligible depository arranges for the deposit of the monies in certificates of deposit in one or more federally insured banks or saving and loan associations wherever located for the account of the investing entity.
- The full amount of principal and any accrued interest of each certificate of deposit are insured by the federal deposit insurance corporation.
- The selected eligible depository acts as custodian for the investing entity with respect to the certificates of deposit issued for its account.
- At the same time that the investing entity's monies are deposited and the certificates of deposit are issued, the selected eligible depository receives an amount of deposits from customers of other federally insured financial institutions equal to or greater than the amount of the monies initially invested by the investing entity through the selected eligible depository.

Monies invested in accordance with all of the conditions prescribed in this section are not subject to any security or collateral requirements.

INVESTMENT IN SINKING FUNDS: The governing body of a municipality may invest its sinking funds in United States, state, or county bonds or in bonds, debentures or other obligations issued by the federal land banks, the federal intermediate credit banks or the banks of cooperatives. (A.R.S. 9-492)

The governing body of a municipality may invest its surplus or idle funds in United States treasury bills, notes or bonds which have a maturity date of not more than one year from the date of investment and in accounts of any savings and loan association insured by an agency of the government of the United States, up to the amount of such insurance. (A.R.S. 9-492)

The governing body of a municipality may invest its surplus or idle funds in accordance with the procedures prescribed in section 35-323.01. (A.R.S. 9-492)

All sinking funds of this state, or a county, city, town or school district, or hospital, irrigation or drainage district organized as provided by law may be invested and reinvested by the governing body or officer in charge of the sinking funds. The investment shall be made for the best interests of the state or political subdivision described in this subsection. (A.R.S. 35-328)



In the absence of specific direction in the bond indenture, the funds may be invested or reinvested in any of the investment securities allowed for trust funds. (A.R.S. 35-328)

### **DEBT POLICY**

The Debt Management Policy establishes the framework for overall planning and execution for Town debt management. It sets forth guidelines against which current debt issuance planning can be measured and proposals for future debt issues can be evaluated.

When authorized by the Council, the Town will issue long-term debt for high cost, long-lived capital projects/assets. The Town will issue short-term debt only when it is impossible to fund a project/asset initially through long-term debt. Debt issuance will conform to the debt limitations as set by State statute.

**ISSUING DEBT:** The issuance of short-term debt is limited to projects / assets that cannot be funded initially through long-term debt.

The issuance of long-term debt is limited to capital projects / assets that the Town cannot finance from current revenues or resources.

For purposes of this policy, current resources are defined as that portion of fund balance in excess of the required reserves (see Policy FIN 101 Section 1.1.7 Fund Reserves).

Every effort will be made to limit the payback period of the bonds to the estimated useful life of the capital projects or assets.

The Town will use long-term debt financing when the following conditions exist:

- Non-continuous capital improvements are desired
- Future citizens will receive a benefit from the improvement

When the Town utilizes long-term debt financing, it will ensure that the debt is financed soundly by:

- Conservatively projecting the revenue sources that will be utilized to repay the debt
- Financing the improvement over a period not greater than the useful life of the improvement
- Determining the cost benefit of the improvement, including the interest cost, is positive

**THE AMOUNT OF DEBT ISSUANCE:** The Town will use debt ratios based on debt per assessed value, debt per capita, and debt per capita as a percentage of per capita income as guides. These ratios will assist in guiding amounts that the Town will permit in debt issuance.

The Town will conform to the debt limitations as set forth by the State statutes. Compliance with state law and this policy will be documented each year in the Town's Comprehensive Annual Financial Report.

Individual percentages, as defined by state law, shall not exceed in any specific debt category:  
General Debt 6% of secondary net assessed valuation



Utility Debt 20% of secondary net assessed valuation  
Open Space & Park Facilities 20% of secondary net assessed valuation

No debt shall be issued for which the Town is not confident that a sufficient, specifically identified revenue source is available for repayment. The Chief Fiscal Officer shall prepare an analytical review for this purpose prior to the issuance of any debt.

**DEBT MATURITIES:** The Town will keep the average maturity of general obligation bonds at twenty years or less.

All efforts will be made to limit the long-term debt maturity schedule to the estimated useful life of the capital asset constructed or purchased.

**OTHER POLICIES:** Annual budget appropriations shall include debt service payments and reserve requirements for all long-term debt outstanding, as set forth in the bond covenants.

Debt issues will be sold on a competitive basis, except when conditions make a negotiated sale preferable, and awarded to the bidder who produces the lowest interest cost. Revenue bonds can be issued through a negotiated sale when the issue is unusually large, the project is speculative or complex, the issue is a refunding or the market is unstable.

Debt service costs (GO, MPC, Revenue Bond and Contractual Debt) shall not exceed 25% of the Town's operating revenue. Improvement District (ID) debt is not included in this calculation because it is paid by the property owners of the district.

General obligation debt that is supported by property tax revenues and grows in proportion to the Town's assessed valuation or community acceptable property tax rates will be utilized as authorized by voters. Other types of voter-approved debt may also be utilized when they are supported by dedicated revenue sources (e.g., fees and user charges).

The following considerations will be made to the question of pledging of project (facility) revenues towards debt service requirements:

- The project requires monies not available from other sources
- Matching fund monies are available, which may be lost if not applied for in a timely manner
- Catastrophic conditions
- The project to be financed will generate net positive revenues (i.e., the additional tax revenues generated by the project will be greater than the debt service requirements). The net revenues should not simply be positive over the life of the bonds, but must be positive each year within a reasonably short period (e.g., by the third year of debt service payments).

Improvement District (ID) bonds shall be issued only when there is a general Town benefit. ID bonds will be utilized only when it is expected that they will be issued for their full term. It is intended that Improvement District bonds will be used primarily for neighborhoods desiring improvements to their property such as roads, streetlights, public utilities and storm drainage.





Improvement District debt will be permitted only when the full cash value of the property-to-debt ratio (prior to improvements being installed) is a minimum of 3:1 prior to issuance of debt and 5:1 or higher after construction of improvements. In addition, the Town's cumulative improvement district debt will not exceed 5% of the Town's secondary assessed valuation.

Utility rates will be set, at a minimum, to ensure the ratio of revenue-to-debt service meets bond indenture requirements of 1:2. The Town goal will be to maintain a minimum ratio of utility revenue-to-debt service of 1:6 to ensure debt coverage in times of utility revenue fluctuations attributable to weather or other causes and to ensure a balanced, pay-as-you-go Capital Improvement Plan.

The Town may issue inter-fund loans.

Reserve accounts shall be maintained as required by bond covenants or as advisable by the Town Council. The Town shall structure such debt service reserves so that they do not violate IRS arbitrage regulations.

PROFESSIONAL SERVICES: All professional service providers (underwriters, financial advisors, bond insurers, etc.) selected in connection with the Town's debt issues will be selected in accordance with the Town's procurement policies. In most cases, this will require a request for proposal process.

The Town shall maintain an open line of communication with the rating agencies (Moody's, Standard & Poor's, etc.) informing them of major financial events in the Town as they occur. The Comprehensive Annual Financial Report (CAFR) shall be distributed to the rating agencies no later than January 31st of the following year of the CAFR.

### **CAPITAL IMPROVEMENT POLICY**

This policy establishes the framework for overall planning and execution for Town capital improvements. It sets forth guidelines against which current planning and performance can be measured and proposals for future projects can be evaluated.

A capital improvement program (CIP) is a long-range plan of purchasing, constructing and maintaining the Town's capital assets. A capital budget is the portion of the operating budget that funds capital costs.

DEVELOPING A CAPITAL IMPROVEMENT PROGRAM (CIP): A capital improvement program (CIP) will be developed for a period of five years. As resources are available, the most current year of the CIP will be incorporated into the current year's operating budget. The CIP will be reviewed and updated annually.

DEFINING CAPITAL ASSETS FOR A CIP: For the CIP, all land and land improvements, building projects and equipment which result in a capitalized asset costing more than \$5,000 and having a useful life (depreciable life) of two years or more.



**PRIORITIZING PROJECTS:** Capital projects and / or capital asset purchases will receive a higher priority if they meet one or more of the following criteria:

- Project / asset is mandatory
- Project / asset is regulatory or environmentally driven
- Project / asset spurs economic development
- Project / asset improves efficiency
- Project / asset provides a needed service
- Project / asset will have a high usage
- Project / asset will have a useful life of longer than two years
- Project / asset will reduce operating and maintenance costs
- Project / asset has available state / federal grants
- Project / asset eliminates a hazard
- Project / asset is a prior commitment

**ALLOCATING RESOURCES TO CIP:** The Town will maintain an equipment reserve fund to pay for equipment capital assets. Each annual budget, budgetary resources allowing, will set aside an amount equal to the depreciation of the equipment capital assets.

Capital projects will be funded through a combination of allocated revenues, state / federal grants, and authorized debt.

Capital projects must meet the following criteria:

- If debt funded, the term of the debt should not exceed the useful life of the project.
- Capital projects shall be built to specifications which enable them to be self-sustaining whenever possible.
- Long-term debt will be funded through revenue bond issues whenever feasible, to maximize the general obligation debt limitation.

Capital improvement life cycle costs will be coordinated with the development of the Operating Budget. Future operating, maintenance and replacement costs associated with new capital improvements will be forecast, matched to available revenue sources, and included in the Operating Budget.

**REPORTING:** With the exception of “on-going projects”, each project shall be described such that development phases are delineated as separate stages of the project. Examples include land acquisition, design and construction. “On-going projects” represent annual capital programs such as street overlay, sidewalk expansion or traffic signal rebuild.

An estimate of the operating budget impact of each proposed project shall be identified and incorporated into the Town Corporate Strategic Financial Plan.

The adopted CIP shall constitute the Town’s long-range plan for capital expenditures and shall be consistent with the Payson Corporate Strategic Plan.



## GLOSSARY OF BUDGET - RELATED TERMS

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

**ACCOUNTING SYSTEM** The total set of records and procedures used to record, classify, and report information on the financial status and operations of an entity.

**ACCOUNTS PAYABLE** A short-term liability account reflecting amounts owed to private persons or organizations for goods and services received by a government (but not including amounts due to other funds of the same government or to other governments).

**ACCOUNTS RECEIVABLE** An asset account reflecting amounts owed by private individuals or organizations for goods and services furnished by a government.

**ACCRUAL BASIS** Refers to the accounting of revenues and expenditures on the basis of when they are incurred or committed, rather than when they are made or received.

**ADOPTION** For budget purposes, a formal action taken by Council that sets the spending limits for the fiscal year.

**AGENCY POOL PARTICIPANT** A subdivision or an entity of a subdivision that has monies maintained by the treasurer and that has the authority to draw negotiable instruments on the treasurer or make other disbursements from monies that the treasurer holds for the subdivision or entity. (A.R.S. 35-321)

**APPROPRIATED BUDGET** The expenditure authority created by the appropriation resolution/ordinance, which is signed into law, and the related estimated revenues. The appropriated budget would include all reserves, transfers, allocations, supplemental appropriations and other legally authorized and executive changes.

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

**APPROPRIATION** Legal authorization adopted annually, by the legislative body (Town Council) to make expenditures and obligate money for specific purposes. An appropriation is limited in the amount and the period of time in which it may be expended.

**ARBITRAGE** The investment of bond proceeds in higher yielding securities, resulting in interest revenue in excess of interest costs.

**ASSESSED VALUATION** A determination of the value of real or personal property as a basis for levying taxes.

**ASSET** Resources owned or held by a government, which have monetary value.

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

**AVAILABLE (UNDESIGNATED) FUND BALANCE** Refers to funds remaining from the prior year that are available for appropriation and expenditure in the current year.

**BALANCE SHEET** The basic financial statement, which discloses the assets, liabilities, and equities of an entity at a specified date in conformity with GAAP.

**BALANCED BUDGET** The expenses/expenditures do not exceed the budgeted revenue plus the unreserved fund balance.



**BEGINNING FUND BALANCE** An account used to record estimated and actual resources available for expenditure in one fiscal year because of revenues collected in excess of the budget and/or under-expenditure of the prior years' budget.

**BENEFITS** The Town provided employee benefits such as retirement, worker's compensation, life insurance, medical insurance and dental insurance.

**BOARD OF DEPOSIT** Common Council (A.R.S. 35-321).

**BOND** A certificate obligating the payment of a specified sum of money which includes the principal or face value, plus interest, to be computed at a specified rate on a specified date or dates in the future or the maturity date(s).

**BONDED DEBT** That portion of indebtedness represented by outstanding bonds.

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

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

**BUDGET** A plan of financial operation embodying an estimate of proposed expenditures for a given period and the proposed revenue, or means of financing the expenditures.

**BUDGET CALENDAR** The schedule of key dates or events, which the Town follows in the preparation, adoption and administration of the budget.

**BUDGET MESSAGE** A written general dialogue of the budget, presented by the budget making authority. It provides Council & Citizens with a general summary of the most important budget issues, changes from recent fiscal years and recommendations regarding the financial policy for the coming year.

**BUDGETARY BASIS** This refers to the basis of accounting used to estimate financing sources and uses in the budget. This generally takes one of two forms: cash or modified accrual.

**BUDGETARY CONTROL** The control or management of a governmental unit or enterprise in accordance with an approved budget for the purpose of keeping expenditures within the limitations of authorized appropriations and available revenues.

**CAPITAL ASSET** Tangible assets having a life over one year obtained or controlled as a result of financial transactions, events or circumstances. Capital assets include buildings, equipment, improvements other than buildings and land.

**CAPITAL IMPROVEMENT PLAN (CIP)** A plan which prioritizes and schedules proposed capital construction projects and major equipment acquisition.

**CAPITAL OUTLAY** Expenditures resulting in the acquisition or addition to the government's general capital assets. These assets usually have a useful life of more than one year.

**CAPITAL PROJECTS** Projects which purchase or construct capital assets. Typically a capital project encompasses a purchase of land and/or the construction of a building or facility.

**CAPITAL PROJECT CONSTRUCTION FUNDS** A type of fund that accounts for major general government construction projects financed by long-term obligations or other financing.



**CAPITAL STRUCTURE** Amount of the capital of the eligible depository shown by the latest call statement of condition as defined by rule of the superintendent of financial institutions for the purpose of administration of this article. (A.R.S. 35-321).

**CASH BASIS ACCOUNTING** The method of accounting where revenues are recorded when received and expenditures are recorded when paid.

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

**COLLECTING ENTITY** Entity from which the treasurer receives general funding including the county for collections performed by a county treasurer, the city for collection performed by a city treasurer or the district for collection performed by a district treasurer. (A.R.S. 35-321)

**COMMUNITY DEVELOPMENT BLOCK GRANT (CDBG)** An annual federal grant that can be used to revitalize neighborhoods and expand affordable housing.

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

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

**CONTRACTUAL SERVICES** The costs related to services performed for the Town by individuals, businesses, or utilities.

**COST** The amount of money or other consideration exchanged for goods or services. Costs may be incurred even before money is paid; that is, as soon as liability is incurred. Ultimately, however, money or other consideration must be given in exchange.

**COST OF LIVING ADJUSTMENT (COLA)** An increase in salaries to offset the adverse effect of inflation on compensation.

**CURRENT ASSETS** Assets that are available or can be made readily available to finance current operations or to pay current liabilities. Assets that will be used up or converted into cash within one year. Some examples are cash and temporary investments.

**CURRENT LIABILITIES** Debt or other legal obligation arising out of transactions in the past, which must be liquidated, renewed, or refunded within one year.

**DEBT SERVICE** The process of accumulating resources for and making payment of long-term debt principal and interest.

**DEBT SERVICE FUND** A fund used to account for the accumulation of resources for, and the payment of, general long-term debt principal and interest.

**DEBT SERVICE/LEASE** A cost category which typically reflects the repayment of short-term (less than 5 years) debt associated with the acquisition of capital equipment.

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

**DEPARTMENT** An organizational or budgetary unit. Each department serves a specific function as a distinct organizational unit of government, having budget accountability.

**DEPRECIATION** Consumption of the service life of capital assets, due to normal wear, deterioration, environmental elements, passage of time and obsolescence. The portion of the cost of a capital asset charged as an expense during a specified period based on service life of the asset and ultimately expending the entire cost of the asset.



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

**DEVELOPMENT-RELATED FEES** Those fees and charges generated by building, development and growth in a community. Included are building and street permits, development review fees, and zoning, platting and subdivision fees.

**DISTINGUISHED BUDGET PRESENTATION AWARD** A voluntary awards program administered by the Government Finance Officers Association (GFOA) to encourage governments to prepare effective budget documents.

**ELASTIC REVENUE** Revenue type that is highly responsive to changes in the economic base and inflation. Example: sales tax.

**ELIGIBLE DEPOSITORY** Any: (a) Commercial or savings bank or savings and loan association having either a branch in this state or its principal place of business in this state and insured by the federal deposit insurance corporation or its successor or any other insuring instrumentality of the United States according to the applicable federal law. (b) Credit union that is insured by the national credit union administration or its successor. (A.R.S. 35-321)

**ENCUMBRANCES** Commitments related to unperformed contracts for good or services. Used in budgeting, encumbrances are not GAAP expenditures or liabilities, but represent the estimated amount of expenditure ultimately to result if unperformed contracts in process are completed.

**ENTERPRISE FUNDS** A type of proprietary fund that contains activities which are operated in a manner similar to private businesses. In Payson, the only Enterprise Fund is the Water Fund.

**EXEMPT** Personnel who are not eligible to receive overtime pay and are expected to put in whatever hours are necessary to complete their job assignments. The respective department head, as partial compensation for overtime hours worked, may allow compensatory time off.

**EXPENDITURE** An outlay of current resources for goods and services. Expenditures reduce the remaining budget authorization (appropriation) available.

**FIDUCIARY FUND** A category of funds used to report assets held in a trustee or agency capacity for others and which therefore cannot be used to support the government's own programs.

**FISCAL YEAR (FY)** A 12-month period to which the annual operating budget applies and at the end of which a government determines its financial position and the results of its operations.

**FIXED ASSETS** Assets of significant value which have a useful life of more than one year.

**FRANCHISE** A special privilege granted by a government, permitting the continued use of public property, such as city streets, and usually involving the elements of monopoly and regulation.

**FRANCHISE FEE** A fee paid by public service businesses for the special privilege to use Town streets, alleys and property in providing their services to the citizens of the community.

**FULL TIME EQUIVALENT (FTE)** Employee position converted to the decimal equivalent based on 2080 hours per year.

**FUNCTION** Activity which is performed by one or more organizational units for the purpose of accomplishing a goal.



**FUND** An accounting entity having a set of self-balancing accounts and records for all financial transactions for specific activities or government functions in attaining certain objectives governed by special regulations, restrictions or limitations.

**FUND BALANCE** Generally thought of as fund equity. In the budget, part of fund balance may be designated and appropriated as a resource to support the fund expenditures.

**GENERAL FUND** The fund used to account for the receipt and expenditure of general governmental revenues such as taxes, fees for service and state-shared revenues that are not earmarked for specific functions. The General Fund accounts for services customarily provided by general purpose local governments, including fire and police protection, park and recreation facilities, land use planning and the administrative and support services associated with these activities.

**GENEARL OBLIGATION BONDS** Bonds backed by the full faith and credit of the issuing government. In issuing its general obligation bonds, the Town pledges to levy whatever property tax is needed to repay the bonds for any particular year. Bonds cannot be issued without voter approval and are usually issued with maturities of between 15 and 30 years.

**GENERALLY ACCEPTED ACCOUNTING PRINCIPLES (GAAP)** Accounting principles determined through common practice or as promulgated by accounting standard setting bodies.

**GOAL** The end toward which an endeavor is directed. A Town department may have several goals in the accomplishing of its mission.

**GOVERNMENT FINANCE OFFICERS ASSOCIATION (GFOA)** A professional association of state/provincial and local finance officers dedicated to the sound management of government financial resources.

**GOVERNMENTAL FUND** Those funds through which most governmental functions typically are financed.

**GRANTS** A contribution of assets (usually cash) by one governmental unit or other organization to be used or spent for a specified purpose, activity, or facility. Typically, these contributions are made to local governments from the State and Federal government.

**IMPACT FEE** Fees charged to developers or individuals to cover, in whole or in part, the anticipated cost of improvements that will be necessary as a result of the development.

**INELASTIC REVENUE** Revenue types that are not affected by changes in economic base and inflation. Example: Permit fees.

**INFRASTRUCTURE** The underlying permanent foundation or basic framework e.g., streets, water, sewer, public buildings, and parks

**INTERFUND TRANSFERS** Amounts transferred from one Town fund to another.

**INTERGOVERNMENTAL** Referring to activities or transactions (contracts, grants, etc.) occurring between government jurisdictions (e.g., towns and counties) such as "intergovernmental revenues".

**INTERNAL SERVICE FUNDS** A type of proprietary fund which accounts for the goods and services which are provided as internal services of the Town; such as equipment rental.

**INTRAGOVERNMENTAL** Referring to activities or transactions occurring within a single government jurisdiction.

**INVESTING ENTITY** The State, a political subdivision, the governing body of a municipality or the governing body of a school district. (A.R.S. 35-323.01)



**INVOLUNTARY POOL PARTICIPANT** Subdivision that only receives the principal ratio of the monies collected, for which the principal monies are mandated to be distributed on a specific date and for which the interest earned on the monies between the time of collection and other statutory requirements reverts to the general fund of the collecting entity. (A.R.S. 35-321)

**KEY RESULT AREAS (KRA)** Major priority areas within the Corporate Strategic Plan.

**LEVY** To impose a tax, special assessment or service charge for the support of government activities. The total amount of taxes, special assessments or service charges imposed by a government. The term most commonly refers to the real and personal property tax levy.

**LEVY RATE** The rate at which taxes, special assessments or service charges are imposed. For example, the real and personal property tax levy is the rate at which property is taxed per \$100 assessed valuation.

**LIABILITY** Debt or other legal obligation arising out of transactions in the past that must be liquidated, renewed or refunded at some future date. Does not include encumbrances.

**LICENSES AND PERMITS** Charges for the issuance of licenses and permits. Licenses are required by municipalities for selected trades, occupations and other activities for regulatory purposes. Permits are issued to aid regulation of new business activities.

**LINE-ITEM BUDGET** A budget prepared along departmental lines that focuses on what is to be bought.

**MAINTENANCE** The upkeep of physical properties in condition for use or occupancy. Examples are the inspection of equipment to detect defects and the making of repairs.

**MISSION** The overall purpose for which a unit of Government exists.

**MODIFIED ACCRUAL ACCOUNTING** The accrual basis of accounting adapted to the governmental fund type Spending Measurement Focus. Under it, revenues are recognized when they become both “measurable and available to finance expenditures of the current period”. Expenditures are recognized when the related fund liability is incurred except for: inventories, prepaid insurance, unpaid benefit amounts or principal and interest.

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

**NON-EXEMPT** Personnel eligible to receive overtime pay when overtime work has been authorized or requested by the supervisor.

**OBJECT (OF EXPENDITURE)** The budget accounting term for the previously used “line item budget” level. The lowest level of detail used in the budget to designate the item or service to be purchased or obtained as the result of an expenditure, e.g., postage, printing, etc.

**OBJECTIVE** In a budgetary context, an objective is some event, activity or opinion poll result, which can be evaluated to measure progress towards defined goals.

**OPERATING BUDGET** A budget which includes all expenditures and revenues expected to be made during a year for ongoing operations of a government entity. The operating budget carries on the traditional services of a governmental entity. Such a budget generally excludes amounts budgeted for major capital projects.

**OPERATING TRANSFERS IN/OUT** Specifically identifies the transfer of resources from one fund to another made to support the normal level of operations of the receiving fund.

**ORDINANCE** A law passed by the legislative authority of a local jurisdiction (town or county).





**PERFORMANCE INDICATORS** Measurable means of evaluating the effectiveness of a department or cost center in accomplishing its defined objectives.

**PERMISSIBLE RATE OF INTEREST** Rate of interest which an eligible financial institution is permitted to pay by state or federal law or valid state rules or federal regulations. (A.R.S. 35-321)

**PERSONNEL SERVICES** Costs related to compensating employees, including wages, insurance, payroll taxes, retirement contributions, and allowances for clothing and automobiles.

**PRIMARY PROPERTY TAX** A limited tax levy used to support general government operations.

**PROPERTY TAX** A levy upon the assessed valuation of property within the Town. Arizona has two types of property tax: primary property tax and secondary property tax.

**PROPRIETARY FUND** A fund used to account for operations that are financed and operating in a manner similar to business enterprises. Such a fund is established as a self-supporting operation with revenues provided principally from fees, charges or contracts for services.

**PUBLIC DEPOSIT** Public monies deposited in an eligible depository pursuant to this article. (A.R.S. 35-321)

**PUBLIC MONIES** Includes subdivision monies. (A.R.S. 35-321)

**PURCHASE ORDER (PO)** A document that authorizes the delivery of specified merchandise or the rendering of certain services and the making of a charge for them.

**RESERVE** An account used to indicate that a portion of fund resources is restricted for a specific purpose, or is not available for appropriation and subsequent spending.

**RESOLUTION** A special or temporary order of a legislative body requiring less legal formality than an ordinance or statute.

**RESOURCES** The dollars available for appropriation, including estimated revenues, inter-fund transfers and in some cases, a beginning fund balance.

**REVENUE** Income received by the Town to support programs or services to the community. It includes such items as taxes, fees, user charges, grants, fines, forfeitures, interest income and miscellaneous revenue.

**RISK MANAGEMENT** An organized attempt to protect a government's assets against accidental loss in the most economical method.

**SALARIES AND WAGES** Amounts paid for services rendered by employees in accordance with rates, hours, terms and conditions authorized by law or stated in employment contracts. This category also includes overtime and temporary help.

**SECONDARY PROPERTY TAX** Voter approved tax levy which can only be used to retire general bonded debt obligations.

**SPECIAL ASSESSMENT** A compulsory levy made against certain properties to defray all or part of the cost of a specific capital improvement or service deemed to benefit primarily those properties.

**SPECIAL REVENUE FUND** A fund used to account for the proceeds of specific revenue sources that are legally restricted to expenditures for specified purposes.

**STATE MONIES** All monies in the treasury of this state or coming lawfully into the possession or custody of the state treasurer. (A.R.S. 35-321)



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

**SUBDIVISION** Any county, non-charter city or town. Cities governed by charter have the option of operating under this article. (A.R.S. 35-321)

**SUBDIVISION MONIES** All monies in the treasury of a subdivision or coming lawfully into the possession or custody of the treasurer. (A.R.S. 35-321)

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

**SURPLUS** The amount by which revenues exceed expenditures.

**TAX BASE** The wealth of the community available to be taxed by various forms of Town taxes. It is commonly thought of as the assessed value of the community.

**TAX LEVY** The total amount to be raised by general property taxes for the purposes specified in the Tax Levy Ordinance.

**TAXES** Compulsory charges levied by a government for the purpose of financing services performed for the common benefit of the people. This term does not include specific charges made against particular persons or property for current or permanent benefit, such as special assessments.

**TENTATIVE BUDGET** A tool that gives policymakers an idea of the Town's relative fiscal position for the coming budget period based on projected revenues and expenditures.

**TREASURER** Includes the treasurer or officer exercising the functions of treasurer of any subdivision but excludes the state treasurer. (A.R.S. 35-321)

**TRUST AND AGENCY FUNDS** A type of fiduciary fund which accounts for funds held by the Town as a trustee.

**TRUST FUNDS** Those monies entrusted to a public body or official for preservation and investment, as prescribed by the instrument establishing such funds. (A.R.S. 35-321)

**UNRESERVED FUND BALANCE** Undesignated monies available for appropriations.

**USER CHARGES** The payment of a fee for direct receipt of a public service by the party who benefits from the service.

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



**REFERENCES:**  
Arizona Revised Statutes:  
9-492 Cities and Towns  
15-1025 Education  
35-313; 35-323; 35-326; 35-328 Public Finance



## Common Acronyms

<b>AFFH</b>	Affirmatively Furthering Fair Housing
<b>ARRA</b>	American Recovery and Reinvestment Act of 2009
<b>BARS</b>	Budgeting, Accounting and Reporting System
<b>CAFR</b>	Comprehensive Annual Financial Report
<b>CDBG</b>	Community Development Block Grant
<b>CIP</b>	Capital Improvement Plan
<b>COLA</b>	Cost of Living Adjustment
<b>CPI</b>	Consumer Price Index
<b>CSP</b>	Corporate Strategic Plan
<b>FAA</b>	Federal Aviation Administration
<b>FT</b>	Full-time
<b>FTE</b>	Full-time Equivalent
<b>FY</b>	Fiscal Year
<b>GAAP</b>	Generally Accepted Accounting Principles
<b>GASB</b>	Governmental Accounting Standards Board
<b>GFOA</b>	Government Finance Officers Association
<b>GO Bonds</b>	General Obligation Bonds
<b>HURF</b>	Highway Users Revenue Fund
<b>KRA</b>	Key Result Areas
<b>LID</b>	Local Improvement District
<b>OPEB</b>	Other Post Employment Benefits
<b>OSHA</b>	Occupational Safety and Health Act
<b>PO</b>	Purchase Order
<b>PT</b>	Part-time
<b>RFP</b>	Request for Proposal
<b>SCADA</b>	Supervisory Control and Data Acquisition
<b>WIFA</b>	Water Infrastructure Financing Authority