

1. Town Council - Agenda

Documents: [2016\\_06\\_21\\_CC\\_SS\\_AG.PDF](#)

2. Town Council - Packet

Documents: [2016\\_06\\_21\\_CC\\_SS\\_PK.PDF](#)



## Town of Chino Valley

### MEETING NOTICE TOWN COUNCIL

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**STUDY SESSION**  
**Tuesday, June 21, 2016**  
**6:00 P.M.**

**Council Chambers**  
**202 N. State Route 89**  
**Chino Valley, Arizona**

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### AGENDA

- 1) CALL TO ORDER; ROLL CALL
- 2) Presentation by Climatec and discussion regarding an energy savings program for the Town. (Robert Smith, Town Manager)
- 3) Presentation, review and discussion of the first draft of the Strategic Plan 2016. (Ruth Mayday, Development Services Director)
- 4) ADJOURNMENT

Dated this 16th day of June, 2016.

By: **Jami C. Lewis, Town Clerk**

The Town of Chino Valley endeavors to make all public meetings accessible to persons with disabilities. Please call 636-2646 (voice) or 711 (Telecommunications Arizona Relay Service) 48 hours prior to the meeting to request a reasonable accommodation to participate in this meeting.

Supporting documentation and staff reports furnished to the Council with this agenda are available for review on the Town website at <http://www.chinoaz.net/agendacenter>, and in the Public Library and Town Clerk's Office.

#### CERTIFICATION OF POSTING

The undersigned hereby certifies that a copy of this notice was duly posted at Chino Valley South Campus, Chino Valley Post Office, and Chino Valley North Campus in accordance with the statement filed by the Town Council with the Town Clerk.

Date: \_\_\_\_\_ Time: \_\_\_\_\_ By: \_\_\_\_\_  
Jami C. Lewis, Town Clerk



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## TOWN OF CHINO VALLEY COUNCIL AGENDA ITEM STAFF REPORT

### Town Council Study Session

**Item No. 2)**

**Meeting Date:** 06/21/2016  
**Contact Person:** Robert Smith, Town Manager  
 Phone: 928-636-2646 x-1201  
**Department:** Town Manager  
**Estimated length of Staff Presentation:** 15 minutes  
**Physical location of item:** N/A

### Information

#### AGENDA ITEM TITLE:

Presentation by Climatec and discussion regarding an energy savings program for the Town. (Robert Smith, Town Manager)

#### SITUATION & ANALYSIS:

Climatec has reviewed the Town's physical plant, to offer opportunities to update some inefficient fixtures and hvac units. The savings in electrical consumption should offset the cost of the improvements. This would be structured across a 10 year time span, and Climatec indicates that if savings don't offset the cost of the improvement project, they will make up the difference themselves. Climatec also indicates that their savings calculations are very conservative, and actual experience in most localities is better than the projections in the analysis.

The School District and many other localities in Arizona have used Climatec for projects like this, with good results.

The Town has the opportunity to change out lighting fixtures and install LED fixtures which are not only more energy efficient, but also have much longer service life. Maintenance related to changing light tubes/bulbs should also be reduced. Aside from lights, hvac units and controls can be updated to provide more efficient climate control and better savings in Town facilities when people are not present/using work and meeting spaces. These controls would be accessible via the web, and physical presence of maintenance personnel would not be required to program hvac and other environmental controls across improved facilities in the Town's physical plant.

Lastly, Climatec has looked at the lights at the ballfields off Perkinsville road, and has a proposal for relocating them out of the playing surface, and updating the light fixtures. In addition to improving the fixtures at the ballfields, this would create an opportunity to organize league/tournament play for adults at the fields -- which may be a revenue generating activity.

Should the Town choose to pursue a project with Climatec, and the energy savings experienced amounts to more value than the cost of the construction project, staff would recommend that some

portion of that savings be redirected or earmarked for recreational purposes or the provision of recreational activities in Town.

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**Attachments**

Presentation

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# TOWN OF CHINO VALLEY ENERGY SAVINGS PROGRAM



Town Council Study Session  
June 21<sup>st</sup>, 2016

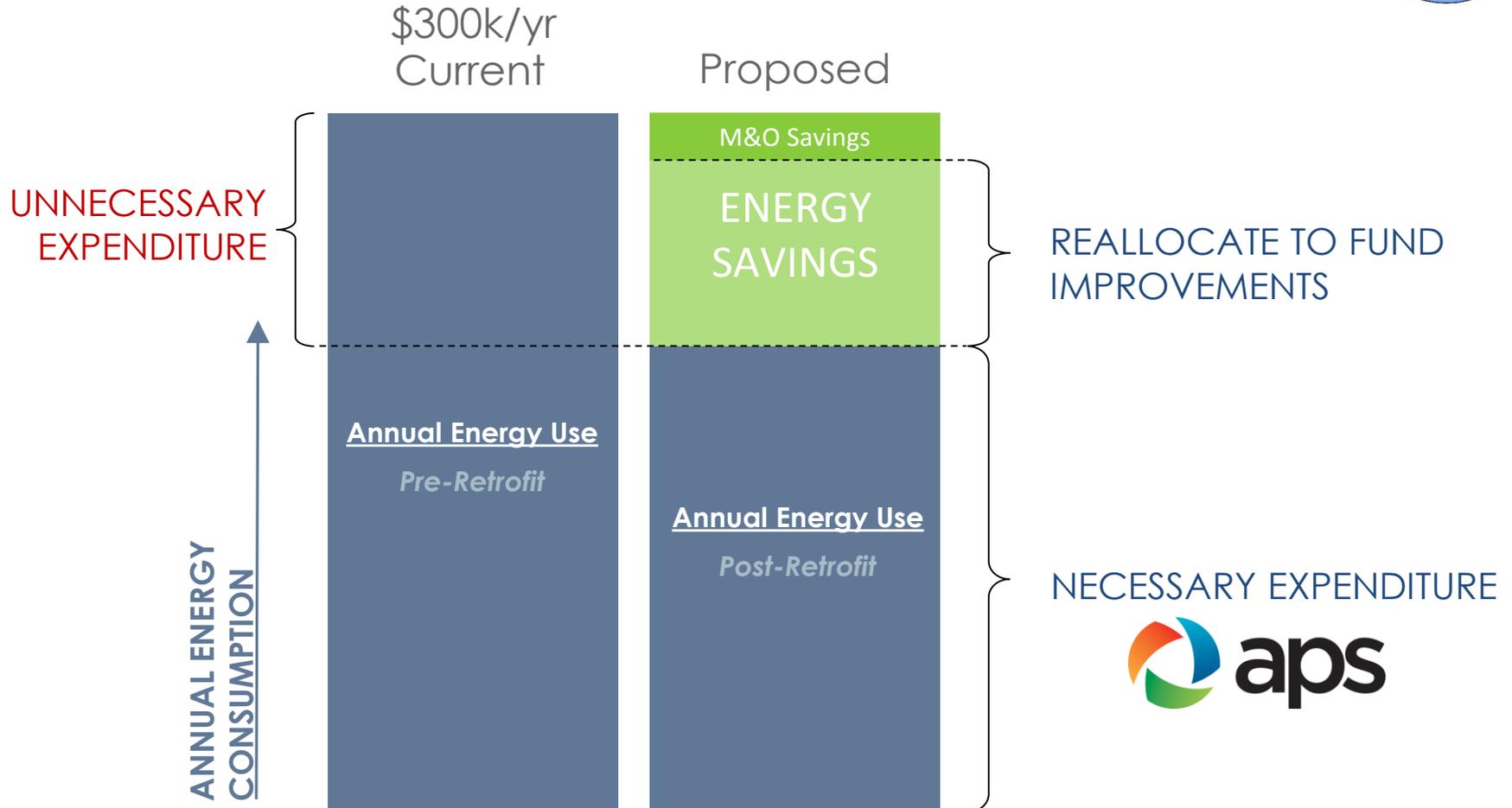
# PROGRAM GOALS

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- \* Save energy/ reduce operating costs
- \* Address unfunded deferred maintenance needs
- \* Provide immediate budget relief
- \* Reduce maintenance costs / improve efficiency
- \* Use guaranteed self-funding legislation

# BUDGET NEUTRAL PROGRAM

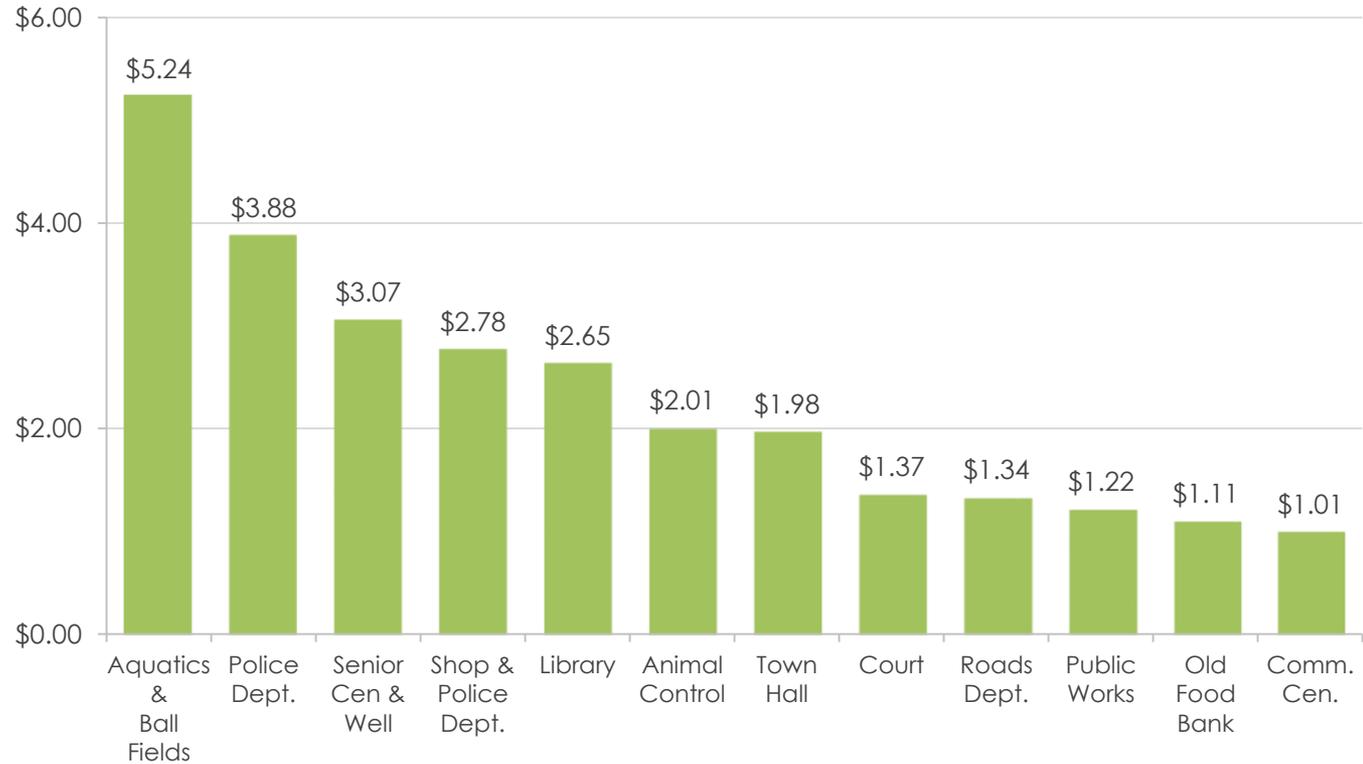


# UTILITY ANALYSIS



Site Name	Dollars Electric
Animal Control	\$3,017
Bright Star Pumps/ Wells	\$62,036
Cameron Property	\$3,245
Community Cen	\$4,029
Country West Pumps/ Wells	\$9,835
Court	\$4,849
Library	\$17,141
Old Food Bank	\$1,376
Parks	\$5,546
Police Department	\$11,028
Aquatics & Ball Fields	\$37,147
Public Works	\$4,796
Roads Dept	\$2,394
Senior Cen & Well	\$13,874
Shop & Police Dept	\$8,278
Street lights / Traffic signals	\$15,933
Town Hall	\$10,418
Waste Water Treatment Plant	\$84,122
<b>Totals</b>	<b>\$299,065</b>

## ELECTRIC PRICE PER SQUARE FOOT



# RECOMMENDED SCOPE OF WORK

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- \*Town-wide LED Interior/Exterior lighting upgrade
- \*Occupancy Sensor installation at 6 sites
- \*Building Automation Controls Town-wide
- \*High efficiency HVAC replacement at the Library and Police Department
- \*Utility rate analysis and modification
- \*Option – *Ball field lighting solution*

# FINANCIAL HIGHLIGHTS

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Total Facility Improvements                      \$ 500 – 700k

First Year Savings                                      \$ 60 – 80k

Total Lifecycle Savings                              \$ 1.5 - 2M

# LOCAL SUCCESS STORY

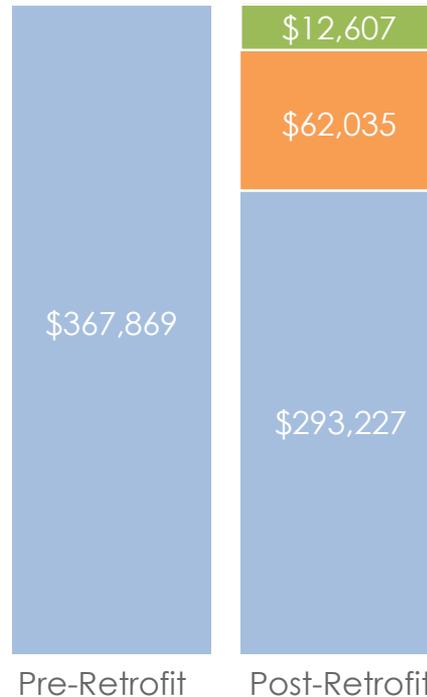
Chino Valley Unified School District



## Energy Conservation Measures:

- \* Building Automation System
- \* Interior/Exterior Lighting Upgrades
- \* Occupancy Sensor Installation
- \* High Efficiency HVAC Upgrades
- \* Computer Power Management

- Utility Cost
- Guaranteed Energy Savings
- Positive Cash Flow



## AT A GLANCE

### Program Challenges

- \* Tight/decreasing budget
- \* Antiquated equipment
- \* Classroom comfort concerns

### Project Value

- \* \$773,757

### Lifecycle Savings

- \* \$2.1M

### Funding Sources

- \* Guaranteed Savings
- \* Utility incentives

### Results

- \* Significant energy savings
- \* Reduced maintenance
- \* Improved classroom environment

# QUESTIONS?



## TOWN OF CHINO VALLEY COUNCIL AGENDA ITEM STAFF REPORT

### Town Council Study Session

**Item No. 3)**

**Meeting Date:** 06/21/2016  
**Contact Person:** Ruth Mayday, Development Services Director  
 Phone: 928-636-4427 x-1217  
**Department:** Development Services  
**Item Type:** N/A  
**Estimated length of staff presentation:** 20 minutes  
**Physical location of item:** N/A

### Information

**AGENDA ITEM TITLE:**

Presentation, review and discussion of the first draft of the Strategic Plan 2016. (Ruth Mayday, Development Services Director)

**RECOMMENDED ACTION:**

Staff recommends review of the Strategic Plan, and provide further direction and comments to Staff.

**SITUATION AND ANALYSIS:**

Review of first draft of Strategic Plan 2016

Council Members met with facilitator Lance Decker on November 18th and 19th, 2015 to develop a new 4-year strategic plan. Council discussed their goals and objectives for the Town, and developed a set of final meeting notes that would serve as a framework for a revised Strategic Plan.

Staff has re-worked much of the text and tables to reflect the new set of Goals that Council has outlined. The purpose of the first draft is to ensure Staff understands Council's goals and presents them coherently; provides new Gantt charts to set forth timelines and actions necessary for meeting those goals; and establishes a framework to provide adequate review and discussion of each goal.

### Fiscal Impact

**Fiscal Impact?:** no

**If Yes, Budget Code:**

**Available:**

**Funding Source:**

**Attachments**

Draft 2016 Strategic Plan

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# 2016 STRATEGIC PLAN

*TOWN OF CHINO VALLEY*

## BACKGROUND

Chino Valley is a beautiful, semi-rural town with open land, sunny skies and friendly people. Excellent schools, quality healthcare providers and an enviable climate are just a few of the many reasons so many people call this wonderful place home.

Conveniently located approximately 90 miles from Phoenix and Flagstaff, Chino Valley straddles State ~~Highway-Route~~ 89 just fifteen miles north of Prescott. Incorporated in 1970, the Town encompasses 63 square miles in the mountains of north central Arizona at an elevation of 4,656 feet. It enjoys comfortable, mild temperatures throughout all four seasons with over 300 days of sunshine per year.

It's no surprise that people are drawn to this open western way of life. The population has grown to about 11,000 within recent years but still retains its rural tranquility and small-town charm. Affordable land, plenty of open space and modern amenities make living in the area attractive to young families and retirees alike. ~~Mountains, hills, and forests provide picturesque views and serene surroundings. Wildlife is abundant and sustained by fresh, clean air and crystal-clear water.~~

Comment [JL1]: Repetitive

Recreational opportunities are plentiful. The close proximity of the Town to Prescott National Forest makes thousands of acres of land available for hiking, biking, and off-road vehicle use. Ranching is still alive and well in ~~Chino Valley~~ the region, evidenced by cattle ~~and horses~~ roaming the wide open spaces ~~just outside of Town--just like they were one hundred years ago.~~ and equestrian interests are well represented in and around the Town. Old Home Manor, located east of State Route 89, hosts a public shooting range, a radio-controlled airplane park, softball and soccer leagues, ~~dog shows~~, and a number of other community oriented activities that include a mud run, mountain bike race and a developing equestrian facility.

Like many rural communities across ~~Arizona, the state and country~~, Chino Valley ~~has to focus its efforts on the goals and objectives that will best serve the community, laying the foundation for sustainable, practical growth and success. ges over the past five years.~~ By setting forth specific goals and objectives, this document can provide the foundation necessary to reinforce a sense of mutual understanding so that the residents, town staff, and the Town Council can continue to -work ~~together for~~ towards a more secure future for Chino Valley.

## *PURPOSE AND APPROACH*

The purpose of the Chino Valley Strategic Plan is to develop a clear picture of its future as a local government enterprise and how it will serve the community. The Plan sets into writing a vision of what Chino Valley will be five years from now, identifies the milestones to be achieved over those five years, and creates an action plan by which the Mayor, Town Council, Town Manager and staff can guide their efforts and measure progress.



## OBJECTIVES OF COMPLETING A STRATEGIC PLAN

The objectives of the Town of Chino Valley Strategic Plan are to...

- Identify the business factors (strengths, weaknesses, opportunities and threats) that will affect the organization over the next five years;
- Confirm the mission, vision, values and principles that guide the organization's Mayor, Town Council, Town Manager and staff;
- Identify and develop a limited number of key result areas on which the organization will focus;
- Create objectives, strategies and action plans for the next five years; and,
- Build a clear direction for the organization and the community.
- Set timelines and schedules for review of progress and possible revisions to the plan.

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## ORGANIZATION OF THE STRATEGIC PLAN

The Town Council, working in concert with the Town's professional staff, has developed a set of Key Result Areas that define the overarching needs of the community. Each Key Result Area has a set of Goals that must be achieved to resolve the issues related to that Key Result Area.



A number of objectives, supported by underlying action items, have been outlined to better clarify the means by which Council and staff will ~~undertake to create~~ realize the desired results in each Key Result Area.

In order to adequately plan a course of action for each Key Result Area, a review of the current Strengths, Weaknesses, Opportunities, Threats, and Trends has been included. A brief narrative has been included for each Objective that explains its relevance to the Key Result Area, and how the strategies and actions contribute to the overarching goal of laying a foundation for future success.

The ability to work toward achieving the tasks set forth in each Key Result Area is dependent upon a unified effort. This includes:

1. ~~The~~ ability of staff, Council, and the community to agree upon a mutually supported framework ~~that interconnects~~ connecting the needs and desires of the community with the goals of Council, and
2. ~~The~~ ability/~~responsibility~~/of staff resources to carry out the actions necessary to achieve ~~the Council's~~ Goals identified herein.

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**Comment [RM2]:** Rewrite this para –

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## MISSION STATEMENTS

The existing Corporate Mission Statement is included in the Strategic Plan found within the General Plan adopted in 2003. During the 2014 strategic planning sessions, Town Council developed the following Mission Statement:

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*The mission of the Town of Chino Valley government is to provide thoughtful, affordable, timely, cost effective, forward-looking government for its citizens.*

## VISION STATEMENTS: COMMUNITY

A number of Vision Statements have been developed for the community over the past ten years. The following Community Vision Statement and a Corporate Vision Statement were adopted as a part of the Strategic Plan within the General Plan adopted in 2003.

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A new Community Vision Statement was developed by Town Council during the most recent strategic planning sessions. Concurrent to the development of the Strategic Plan is the finalization of the General Plan, which was approved by Town Council and ratified by the citizens in 2014. Mandated by Arizona Revised Statutes, the General Plan sets forth the community's vision for the physical development of the Town for the next ten years and beyond. The new General Plan includes the following Community Vision Statement:

*“Chino Valley: A community looking to its future that envisions diverse business and employment expansion, varieties in housing, and options in transportation; all while maintaining its valued farming heritage, recreational and environmental assets, and its small town atmosphere.*

The underlying sentiment in the Community Vision Statements has been consistent: (1) a desire to protect the small town attributes that have attracted new residents to the community, (2) a focus on retaining a family-centric outlook, and (3) desire for growth that will cement the Town's economic viability and sustainability. While economic growth and retaining a small town atmosphere might appear to be mutually exclusive, thoughtfully balancing these needs offers the community a unique opportunity to define what success looks like for both.

### VISION STATEMENT: CORPORATE

~~The Town also functions as a municipal corporation, managing the day-to-day services statutorily required of various incorporated political subdivision throughout the state. The following Vision Statement was adopted by Town Council and reflects the most recent vision for the Town as a corporate body:~~

~~**Corporate Vision Statement:** "The Town of Chino Valley is an employer of choice. We provide competitive salaries and benefits. We seek to hire and retain quality employees who work hard and efficiently. We are worthy of public trust and the respect and trust of fellow employees. We provide prompt and courteous service to all citizens. We efficiently utilize our resources."~~

**Comment [JL3]:** I may be way off base here, but is this Council's Strategic Plan or the Town's strategic plan? If it's Council's, we could briefly reference statements from the latest General Plan, but otherwise, maybe Council should draft mission/vision statement(s) for itself that complement those in the GP. It seems like crafting a new mission statement would conflict with the GP and I think this document should be seen as more of a complement to the GP.

**Comment [RM4]:** Perhaps we replace most of this with the Core Values -

**Comment [RM5]:** Again, can draft language; maybe Council would like to create ONE mission statement rather than three or four....

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## Organizational Values

During the Strategic Planning process, Council reviewed and set forth a number of Organizational Values. These values represent the guiding principles by which Town Council, Management, and staff will interact with each other and the public to benefit the Community.



**We will strive to**

- 1) **Be informed about issues that impact the Town, and mMake decisions based on what is best for the health, safety, and welfare of the entire Town**
  - a) Listening to all sides of an issue, without bias, before making a decision that affects the Town to make informed decisions..
  - b) Presenting constructive ideas, and be willing and able to support and supportive ideas with well-researched facts.
  - c) Seeking expertise when considering an action that may affect the Town. Carefully and considering the consequences of rejecting professional advice impacts of policy decisions.
- 2) **Be mindful of our obligation to good stewardship of Town resources.**
  - a) The vision for the Town needs to reflect the will and needs of all citizensthe community as a whole.
  - b) Council members need to balance the The needs of individuals must be balanced with and the long-range best interests of the Town.

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- c) *Staff is here to serve the residents of the Town of Chino Valley and should always strive to make Chino Valley a better place to live and do business.*

**3) Be fiscally responsible and maintain fiscally responsible operation and consider the consequences of our decisions, many generations into the future ensure that financial sustainability is a primary concern in decision making.**

- a) ~~*Consider the financial impacts of our decisions and how they will affect the citizens now and in the future.*~~
- b) ~~*Lay the foundation for solvency and security for the community*~~

**4) Communicate respectfully and professionally.**

- a) ~~*Remember that we are all*~~*The local government exists here to build a better Chino Valley that will prosper and grow long after we are gone to benefit future generations.*
- b) ~~*Once Council has established*~~*Council's establishment of policy means that the local government acts and speaks with unity and consistency, Management, Staff, and Council will speak with one unified voice.*
- c) *Be professional, respectful, honest, and courteous at all times. Honesty does not excuse rude, discourteous, or subversive behavior.*

**We will strive to...**

- ~~• *Not promise actions, policies, or decisions that we cannot provide.*~~
- ~~• *Recognize limits to capabilities and not promise outcomes over which we do not have direct control.*~~
- ~~• *Not hide concerns and issues that may be unpopular to discuss.*~~

***We're part of an elite team that, working together, can accomplish more.***

# Core Values

Town Employees underwent a comprehensive process to identify Core Values ~~to help which~~ define how ~~we staff~~ perform ~~our~~ work and ~~how we want to be perceived by~~ the staff's culture of service ~~to~~ the community ~~for which we serve~~. Every employee was invited to participate, and ~~most did~~. ~~A~~ facilitator helped the employees ~~identify and define~~ ~~choose~~ the values ~~they wanted to represent them,~~ and the group continued work by ~~defining them~~ that were crucial to excellent public service in Chino Valley. ~~Employees participated initially in at least 2 different training sessions, defining words that would reflect our culture. Teamwork and communication was enhanced throughout the organization as employees from different divisions worked in small teams discussing their value system.~~

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The Administration's Core Values ~~the employees decided on~~ are: Integrity, Leadership, Teamwork, Service, Respectful Communication, and Innovation.

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The Core Values are now used in many ~~of our internal staff~~ processes, ~~and as well as the intention is to weave them into even more public~~ processes, ~~to create a culture that embraces an the environment the employees are proud of. We use our core values in our hiring practices, our performance measure practices, our goals, the way we deliver customer service and our decision-making processes.~~ ~~A year after the development of the Core Values~~ employees a customer service initiative was conducted, and staff underwent additional training, interweaving customer service practices with our core values. ~~Although management recognizes that changing culture can be a slow process, the employees have embraced the Core Values and are proud to work for an organization that displays a culture that reflects theirs~~

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Core Values and customer service are becoming crucial, core missions within the administration.

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The Core Values

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### 1. Integrity:

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- *Do the right thing at all times.*
- *Embrace honesty and unified moral and ethical principles.*
- *Extend fairness, respect and civility equally.*
- *Be fully accountable and answerable for your actions, words and behavior.*
- *Exercise humility and forthrightness in all communications.*
- *Be dependable and dedicated to your work and to your team.*
- *Strive toward excellence in your job performance, doing your best every day.*
- *Support the organization and consistently uphold its beliefs, standards, policies, procedures and core values—even if you do not personally agree with them.*

### 2. Teamwork:

- *Work positively and cooperatively with other team members to build a stronger and more interconnected workforce.*
- *Put the good of the team before your own personal goals and interests.*
- *Be approachable, kind and respectful to all team members.*
- *Show appreciation for the different skills, interests and opinions of others.*
- *Learn new skills and tasks to add more value to your position.*
- *Carry your share of the workload dependably and with dedication.*
- *Display resourcefulness and problem-solving skills.*

- *Teach, motivate and cheer on your peers; and create a little fun when proper to do so.*
- *Take pride in the quality of your work and that of your team's, and strive to do your very best.*

### **3. Responsible Communication:**

- *Express ideas, both verbal and non-verbal, effectively.*
- *Consistently communicate in a respectful, forthright, positive and tactful manner.*
- *Keep team members and leaders current on all relevant, job-related issues.*
- *Listen to others patiently and attentively, seeking clarification when unsure of the speaker's message.*
- *Strive to understand the context of questions before responding, and provide complete answers that do not exclude pertinent information nor include unnecessary information.*
- *Exhibit self-control and civility when receiving constructive criticism from other team members and leaders*

### **4. Service to Community:**

- *The Town's purpose of employment is to serve all Town of Chino Valley citizens.*
- *Perform diligently to achieve excellence and high standards in every area of service to the public.*
- *Strive to get the job done right the first time.*
- *Patiently and receptively hear and show empathy for the public's concerns.*
- *Communicate accurately and appropriately, responding to the public in a timely manner.*

- *Speak of your team, the Town, its leaders and its representatives in a fair, positive, and respectful manner, whether on or off the clock.*
- *Refrain from arguments, job complaints, personal feelings and political opinions.*

5. **Innovation:**

- *Introduce effective ideas into the workplace.*
- *Use your imagination to develop better ways to solve problems, save money and make improvements that will benefit the Town's operations and better serve the public.*
- *Research innovations and new processes, without neglecting fiscal responsibility and the public's trust.*
- *Be flexible and willing to quickly embrace change when improvements to operations and systems need to be made.*
- *Don't settle for the "status quo."*

6. **Leadership:**

- *Motivate the actions and behaviors of others by your character, humility, compassion, and positive example.*
- *Use diplomacy and good communication to inspire and motivate others to excellence.*
- *Demonstrate competence and professionalism in your job and be reliable in your work performance without having to be reminded.*
- *Step up and take charge when necessary.*
- *Exhibit civility, common sense and wisdom in all decision making.*
- *Understand your shortcomings, continually working to improve them for the good of the team.*

- *Look ahead to the organization's future needs and work address them responsibly and efficiently.*

**KEY RESULT AREA 1: STRONG FISCAL HEALTH**



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The Town of Chino Valley ~~continues to have~~ recovered from the recession, ~~however, limited~~ availability of infrastructure creates a challenging environment ~~for in which to grow~~ commercial and industrial development. Without municipal sewer, municipal water, and properly maintained roads, the Town is at a disadvantage when trying to compete for limited employment opportunities and sales tax revenues.

Careful planning and sustainable decision making can help mitigate, if not avoid, the damages that will be incurred in the next economic downturn. Ensuring that legal and financial controls and reporting are in place will provide transparency and accountability to the public as the Town moves forward. Funding the development of infrastructure in appropriate places to foster employment and retail choices is necessary to ensure the sustained viability of the Town now and for decades to come.

**STRENGTHS**

Fiscal Strength speaks to the ability of the town to manage its finances and meet its obligations while maintaining a sustainable operation. Income streams such as sales taxes, user fees and state shared revenues, as well as debt obligations, are included.

- a) *Financial stability*
- b) *There has been nascent growth in retail sales; continued growth will be needed to ensure solvency.*
- c) *Refinancing of outstanding debt obligations has produced annual cost savings for the Town*
- d) *Acquisition of the Wastewater Treatment Plant has reduced the Town's cost of operation and allowed the system to be self sustaining.*

**Weaknesses**

**Weaknesses**

- a) *Limited funding streams have the potential to stymie forward movement*
- b) *Slow growth/return of state shared revenues*
- c) *Limited availability of infrastructure has hampered retail growth*
- d) *Lack of community support for new revenue sources for Failure of recent bond initiative to create infrastructure along the commercial corridor*

**OPPORTUNITIES**

Opportunities are potential future actions that can positively impact the community. - Leadership should direct their energies to developing those broad actions that will result in commercial, industrial, and residential development across all economic strata.

- a) ~~Significant acreage already commercially zoned along the SR89 corridor~~
- b) ~~Limited infrastructure extension will provide service to the entire SR89 corridor.~~
- c) ~~Old Home Manor presents an opportunity for economic and job development efforts including manufacturing, industrial, entertainment & sports activities~~
- d) ~~Shopping and other commercial business opportunities can develop where sewer and water is available~~
- e) ~~Senior care facilities and other deficiencies in the residential market provide opportunities for additional housing development.~~
- f) ~~When properly managed, bond indebtedness can help the town grow its economic base through the extension of infrastructure. Increases in construction will provide employment and tax revenues.~~

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**THREATS**

Overreliance on construction industry coupled with limited municipal utility services has undermined the Town's economic and employment foundation

- a) Shortage of non- construction related new business and jobs
- b) Sales tax leakage to surrounding communities undermines Town revenue streams. Unrealistic optimism about business coming to Town.
- c) Residents desire to preserve rural setting/ lifestyle conflicts with the need for growth that will sustain the Town. Some citizens "not wanting any growth"
- d) Sales tax revenues are beginning to stabilize/recover, but continue to be inadequate to support all financial needs. e.; inadequate to meet financial obligations; no clear path to increase this revenue stream
- e) ~~If care is not taken, Town could conceivably become bankrupt, or required to make drastic reductions in services.~~
- f) ~~Increasing demand for development will may tax limited existing infrastructure unless expansions are planned; Town needs to meet long-range water and wastewater capacity needs sooner rather than later. Strategic extensions of services will support growth in retail and commercial/industrial sectors of the local economy, provide additional employment and generate sales tax revenues.~~
- e)

### TRENDS

For the next few years, we will hopefully experience an improving and stable economy.

- a) New home construction will continue to increase.
- b) The community will need to consider alternate more dense forms of residential development in addition to preservation of "ranchettes"; higher densities will require new infrastructure and zoning.
- c) Regional growth will contribute help to Chino Valley's recovery. ~~However, availability of infrastructure would ensure more localized improvement.~~
- d) Retail follows rooftops- as population grows, more retailers will be interested in meeting the increased demand. Careful planning will allow both retail chains and Mom-and-Pops to coexist and prosper.
- e) The Chamber of Commerce will become more active, and function as a powerful economic development and community engagement tool, providing leadership from the resident/citizen side while working with elected leaders and town management to advance the economic interests of the Town.

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Goal 1: Municipal Utilities Self-sustaining	2016				2017				2018				2019				2020			
	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
Objective A: Acquire strategic private water systems																				
Strategy 1: Plan for water system extensions that can support higher density commercial and residential growth																				
Strategy 2: Plan water system extensions that can connect willing users not on municipal service																				
Objective B: Funding for acquisition, interconnection, and expansion																				
Strategy 1: Create reimbursement or Community Facilities districts to facilitate system growth																				
Action 1: Coordinate with developers and private property owners to create districts and financing tools																				
Action 2: Maximize use of grant/loan funding sources such as WIFA and USDA																				
Objective C: Strategic extension of sewer system																				
Strategy 1: Plan for sewer extensions that can support higher density commercial and residential growth																				
Action 1: Coordinate with development community																				
Action 2: Develop awareness programs to inform community																				
Objective D: Septage acceptance at Sewer Plant																				
Objective E: Complete Center Street Sewer Extension																				

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Goal 2: Implement Asset and Liability Tracking Systems	2016				2017				2018				2019				2020			
	Q1	Q2	Q3	Q4																
<b>Objective A: Create Capital Assets Inventory</b>																				
<b>Strategy 1: Analysis of real estate assets</b>																				
Action 1: document all real estate owned by TOCV																				
<i>Determine funding mechanism for acquisition</i>																				
<i>Develop a retention/disposition plan</i>																				
<b>Strategy 2: Analysis of rolling stock</b>																				
Action 1: <del>initiate</del> <u>initiate</u> regular maintenance schedule for all rolling stock																				
<i>Implement use of lworks for tracking maintenance</i>																				
<i>Feasibility</i> <del>Feasibility</del> of contracting with local provider for routine maintenance																				
Action 2: fold replacement of vehicles into Capital Improvements Plan																				
<b>Strategy 3: Analysis of <del>development</del><u>development</u> obligations</b>																				
Action 1: Review all effective development agreements to ascertain <del>obligations</del> <u>obligations</u> for improvements																				
<i>Determine Town obligations</i>																				
<i>Determine Developer obligations</i>																				
Action 2: Review all zoning actions to ascertain obligations for improvements																				
<i>Determine Town obligations</i>																				
<i>Determine Developer obligations</i>																				
Action 3: implement SAS to track development <del>obligations</del> <u>obligations</u>																				

**LEGEND**

- : Council Action
- : Active & Future Projects
- X**: Completed

- : Council Action
- : Active & Future Projects
- X: Completed

Goal 3: Resolve outstanding legal issues				2014				2015				2016				2017				2018			
				1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
<b>Objective A: Bright Star Development agreement and water rights</b>					L	TC																	
Strategy 1: Review Original DA and subsequent amendments																							
Action 1: determine Town/Developer obligations																							
Action 2: develop strategy to address obligations																							
<b>Objective B: Renegotiate Concessionaire Agreement with PSC</b>					L	TC																	
<b>Objective C: Town Code compliant with ARS</b>				MG	L	TC																	
Action 1: Continuing review to locate conflicts wth ARS and UDO																							
Action 2: Approval of revised language by Town Council																							
<b>Objective D: Resolve issues with Unified Development Ordinance</b>				DS	L	TC																	
Action 1: Continue text amendments to implement best practices in zoning and land use																							
Action 2: Modify regulations and districts to support General Plan																							
Action 3: Re-order UDO to make it more user friendly																							
<b>Objective D:</b>				TM	L	TC																	

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DA: Development Agreement  
 UDO: Unified Development Ordinance  
 ARS: Arizona Revised Statutes (State Law)



\*\*Having stabilized the financial issues facing the Town, Council has identified Community and Economic Development activities as ~~its a~~ priority. In order to strengthen its economic foundation and community identity, the Town needs to formulate broad policies ~~that remedy long standing deficiencies into improve~~ the structure and implementation of land use, economic development, and public works planning.

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There is a ~~precarious~~ balance between unfettered growth and overregulated development. Ensuring that ~~the often stated desire to maintain~~ a small town atmosphere is respected while providing new and expanded economic opportunities can be achieved if carefully planned. Ignoring ~~the proverbial "wolf at the door"~~ growth will not make growth go away ~~or provide for managed deployment – growth must be managed in a responsible; it will simply occur in surrounding areas and undermine the economic foundation of the town.~~

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The interconnectedness of land use, economic, and public works planning must be addressed in ~~broad~~ policy ~~statements~~ and supported by specific plans that consider the needs of the community, ~~both now and in the future~~. The General Plan serves as the unified document for mapping future growth and development and serves as the basis for managing the growth of the Town ~~– adding specific plans to the Town's resources will help identify project level objectives, so that as development occurs, it is ensured that future needs are met.~~

The Town intends to strive to:

- Develop Industrial Park and recreational facilities at Old Home Manor.
- Create healthy local economic growth that is self-sustaining.
- Create a community that is interesting and attractive to residents and visitors alike.
- Prepare ~~a sustainable response to any for~~ a downturn in the economy.
- Acquire and expand water & sewer ~~services~~ to facilitate investment on SR 89
- Extend infrastructure to coincide with General Plan and drives development ~~in a directed manner rather than random extensions to meet expectation of developers.~~



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### STRENGTHS

Economic Strength refers to the capability/capacity of the town to provide opportunities for economic investment in the community.

- ~~Grant funding will enable the Town to extend much needed infrastructure to Old Home Manor, creating an industrial park that will provide much-needed employment opportunities. Development of Old Home Manor as employment and recreation center that will stimulate sales tax revenues directly and indirectly~~
- A forward thinking Town Manager with good business experience
- Knowledgeable professional staff with the ability to implement improvement plans



**WEAKNESSES**

**Fiscal Stress:** Decreases in state shared revenues and local sales tax collections have strained coffers; lack of infrastructure limits commercial and industrial base.

- a) Low retail sales tax base
- b) No property tax to make up gap
- c) Huge financial deficit as a result of An imbalance between enterprise funds and generated revenues negatively impacting General Fund

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Comment [RM6]: Joe: How close are we to balance?

**OPPORTUNITIES**

**Economic Development:** Direct energies to those actions that will result in commercial, industrial, and residential development across economic strata.

- a) Available development land for commercial and industrial users
- b) Senior care facilities and other unmet housing needs create new residential construction opportunities
- c) Room for business growth – significant amount of commercially zoned properties along the SR89 corridor
- d) Room for industrial growth along SR89 corridor now, and Old Home Manor when the Chino Valley extension is completed with the Eastern Corridor enhancement
- e) Shopping
- f) Economic and jobs development efforts.
- g) Develop Old Home Manor to accommodate Manufacturing, Industrial, Shooting sports, Entertainment & sports activities

**Community Development:** Establish a framework for private sector growth and development

- a) Increased residential construction coming out of recession
- b) Infrastructure expansion (water & sewer)
- c) Room for sustainable residential growth
- d) Become more proactive in activities related to Community Development and rehabilitation

**Unrealized Economic Opportunities**

- Scarcity of rental and affordable housing
  - Good: demand for housing is returning to market; people with greater wealth are moving to town.
  - Bad: low-wage earners and young families have fewer housing options.

Comment [RM7]: Speaks to need for multi-family housing, workforce housing.

- Manufacturing inquiries
  - Good: business community is realizing Chino Valley is worthy of consideration for growth.
  - Bad: no infrastructure to meet need/demand.
- Large retirement community
  - Good: rising home values/sales prices indicate wealthier retirees moving to area.
  - Bad: Don't need jobs to survive; less affected by lack of employment and different view of employment situation
- Water & sewer expansion
  - Good: Interest in spine infrastructure in several locations; would spur economic growth.
  - Bad: Expensive; limited rights-of-way limit extensions.

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**THREATS**

**Lack of Infrastructure and Resources: Inability to provide water and sewer service puts town at distinct competitive disadvantage**

- a) Lack of fire flows negatively impact business recruitment *and development/expansion* activities.
- b) Lack of infrastructure owned by Town; Prescott Water System.
- c) Long Term – Possible eExhaustion of the water supply; decrease in water table and inability to import water
- d) Affordability Gap between wages paid and safe, affordable housing.

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**TRENDS**

For the next few years we should experience an improving economy.

- a) Availability of infrastructure would ensure more localized improvement; however, regional growth will help Chino Valley recover.
- b) Lower housing costs will be attractive to young families that work both in Chino Valley and adjoining communities.
- ~~c) Business will increase as population increases.~~
- c) Not just the number of businesses, but the goods and services offered will broaden to meet needs of residents. Growth will be limited by availability of infrastructure but will provide opportunities for entrepreneurs.
- d) Jobs will come to the Town. Increased employment will add to aggregate income of residents, increasing disposable income which should in turn increase sales tax revenues. The ability to accommodate commercial/industrial growth will be dependent on infrastructure.

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Goal 2: Develop comprehensive road/transportation circulation plan				2014				2015				2016				2017				2018			
Objective A: Develop prioritized road repair program				1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
Action 1: Map roads according to condition		PW																					
Action 2: Create repair/reconstruct plan		PW																					
Action: Continue to direct CDBG funds to road repairs		PW	MG	TC																			
Consider SSP funding for road repair/reconstruction																							
<b>Objective B: Implement previously adopted road construction standards</b>																							
Incorporate YAG/MAG standards into Tech Review Comments and Development Standards																							
dirt roads/development standard?																							
<b>Objective C: Consider alternative circulation for Road 2 North/89 intersection</b>																							
<b>Objective D: review and adopt off-site improvement policy for non-vehicular circulation</b>																							
Trails plan -ped& non-ped																							
Sidewalk requirements for commercial and residential development																							

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### KEY RESULT AREA 3: COMMUNITY ENGAGEMENT AND COMMUNICATION



The real citadel of strength of any community is in the hearts and minds and desires of those who dwell there.

-Everett Dirkson



- b) General Plan provides community input in physical planning of the Town.
- c) Department heads work together to develop plans that create a better Chino Valley.

**WEAKNESSES**

~~Policy-maker Strife~~**Overcoming a past that contained conflicts:** Council, staff, and the community ~~have not yet created~~**are working to remove frustrations, and create** a solid sense of trust with each other

- ~~a) Divided council~~
- ~~b) Perceived lack of Transparency~~
- ~~e) Long-term lawsuits~~
- ~~d) Chino Valley politics/"Good Old Boys"~~
- ~~a) Not distrust but frustration with the Town.~~
- ~~b) General apathy~~

**Lack of Organizational Metrics:** Management and staff are emerging from survival mode to firmer footing and ~~lack~~**are working to develop** cohesive, unified plans to move town forward

- a) ~~No established goals or objectives for Management and staff~~
- b) Lack of ~~polished~~ coordination between General Plan, Overall Economic Development Plan, Capital Improvement Plan, Infrastructure Development Plan, Old Home Manor Development Plan.
- c) Economic downturn forced staffing reductions, furloughs, and wage freezes which have resulted in ~~odd~~ organizational structures and mixed and multiple responsibilities among management and staff
- d) New modes of communication with public and partners ~~has been underutilized~~**are in development**

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Comment [RM8]: Development of a strategic implementation plan by staff will provide coordination

**OPPORTUNITIES**

**Uptick in economy provides opportunity to re-establish neglected community relations**

- a) Interagency and intergovernmental partnerships with neighboring groups and communities will increase opportunities for regional growth
- b) Cooperation and communication among public and non-public providers of amenities (transit, medical services, education) can better match available services to market demand
- c) New means of communication are instantaneous – Facebook, Twitter, and webpage provide endless opportunities to engage the community in communication with staff and council.

**THREATS**

~~The tug-of-war between residents who want to preserve the town of 50-years ago, those that want some limited growth, and those want all the modern services and amenities~~**Disparate opinions regarding future development/growth drive conflicts that are difficult to resolve.**

- ~~Pervasive N~~**egativity in both Council and general populace** is difficult to overcome
- Citizen distrust of Town Government ~~(as well as state and federal government)~~ seems to be constant
- ~~Some d~~**ecisions of previous C**ouncils limit opportunities for the Town.

Comment [JL9]: This may not be so accurate presently.

**TRENDS**

**Community mistrust of ~~Town~~ Local government will continue.**

- Evidence is the failure of the community to approve school bond issues.
- A ~~general~~ atmosphere of mistrust, combined with ~~a lack of~~**difficulties in expanding** communication and ~~some citizen's a~~**desires** to hold onto the status quo ~~is an expected result, given the circumstances and a lack of cohesive planning.~~**make this a persistent challenge.**

Comment [JL10]: Not just of Town government, but government in general; as well as the public's desire to hold on to their pennies

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- By focusing first on long range planning, the Town can become more proactive in responding to challenges rather than reactive.
- Demand for amenities such as schools, recreation, transit, and will correspond with residential growth.





Goal 1: Certify a partnership agreement for joint cooperation between Chino Valley leaders and Town partners to work cooperatively on advancing Strategic Plan Goals																							
			2014				2015				2016				2017				2018				
			1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	
Strategy 1: Craft partnership agreements with community partners	-	DS	TM	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Action 1: Meet with Chamber of Commerce, CVUSD, Transit, and related organizations	-	-	MG	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Action 2: Develop specific goals and a timeline for collective action in advancing the Town's Strategic Plan	-	-	TC	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Action 3: Provide regular reports to Town Council highlighting organizational interaction with key community groups, leaders and the Town's partners	-	-	TC	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

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<b>SMART:</b>	-
<u>Specific:</u> Links municipality with non-government partners.	-
<u>Measurable:</u> Number of joint committees established.	-
<u>Achievable:</u> Coordination will facilitate execution of strategic plan.	-
<u>Relevant:</u> Ensures community input and policies.	-
<u>Time Bound:</u> Limited to 5-year horizon of Strategic Plan	-

Objective A: Make information more readily available and <u>accessible</u>	2016				2017				2018				2019				2020			
	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
<b>Action 1: Continue to refine Communications Plan</b>																				
<i>Broaden use of social media to better connect with citizens</i>																				
<b>Action 2: Implement Software as Service (SAS) for Planning and Economic Development</b>																				
<i>Implement service that provides real-time information to citizens regarding development projects</i>																				
<i>Website link to land use and zoning data via SAS system</i>																				
<i>SAS to track development agreements and obligations</i>																				
<b>Action 3: Departments to provide activity reports to Council on a quarterly basis</b>																				
<i>Monthly/quarterly reporting of permit activity to Council and Social Media</i>																				
<i>Quarterly reporting for all departments</i>																				

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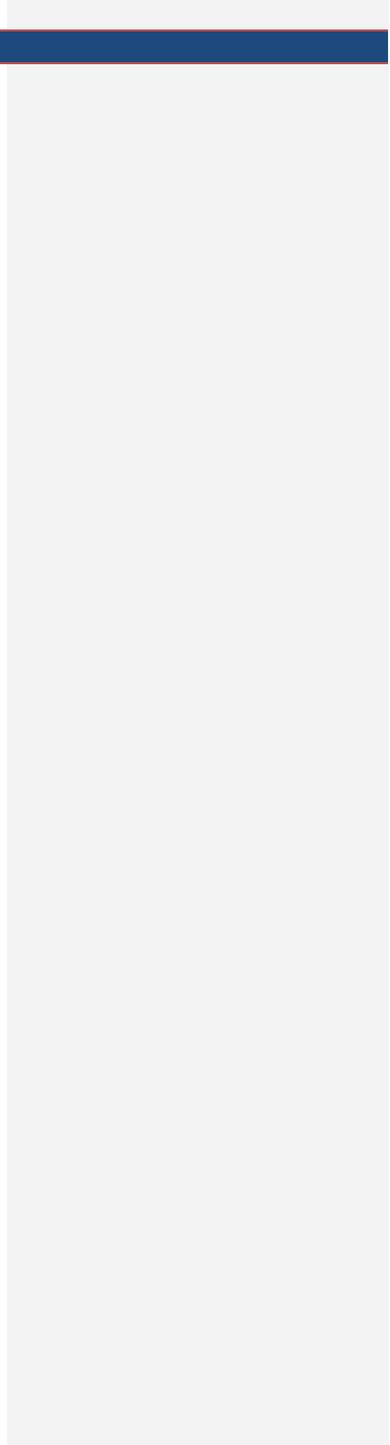
*Is the SMART legend needed – please define DS TM MG TC and have a legend for that (Jack)*

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Goal 2: Engage citizens in ongoing dialog																							
			2014				2015				2016				2017				2018				
			1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	
Strategy: Institute annual surveys of residents to gauge sentiment about Town Policies		TC																					
Action: Create a system for considering and addressing suggestions, recommendations and complaints from the Town's customers	MG	MG	TC																				
Action: Create a tracking system to report compliments and complaints from Town's customers			PW																				
Action: Recognize outstanding customer service events at Town Council meetings			TM																				

**SMART:**  
Specific: Survey specific to Town's policies.  
Measurable: Number of surveys received.  
Achievable: Smaller population size is do-able.  
Relevant: Continue to engage community in policy decisions.  
Time Bound: Annual activity is opportunity for fine-tuning policies.



Goal 3: Improve communications between Town and Citizens																					
		2014				2015				2016				2017				2018			
		1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
<del>Action 1: Update/Upgrade Town Website</del>	MG	.	.	.	.	.	.	.	.	.	.	.	.	.	.	.	.	.	.	.	.
<del>Increase use of Facebook page to communicate with residents</del>	MG	.	.	.	.	.	.	.	.	.	.	.	.	.	.	.	.	.	.	.	.
<del>Action 2: Implement Software as Service (SAS) for Development Services</del>	DS	FIN	TC	.	.	.	.	.	.	.	.	.	.	.	.	.	.	.	.	.	.
<del>Website link to report code violations</del>	DS	MG	.	.	.	.	.	.	.	.	.	.	.	.	.	.	.	.	.	.	.
<del>Website link to apply for/track permits, licenses, etc.</del>	DS	MG	.	.	.	.	.	.	.	.	.	.	.	.	.	.	.	.	.	.	.
Action 3: Departments to provide activity reports to Council on a quarterly basis	All	TC	.	.	.	.	.	.	.	.	.	.	.	.	.	.	.	.	.	.	.
Action 4: Public Works provides an annual schedule for road maintenance	PW	.	.	X	.	.	.	.	.	.	.	.	.	.	.	.	.	.	.	.	.

**SMART:**

Specific: Increase use of new media formats.  
Measurable: Number of "hits", "friends", or "followers".  
Achievable: Smaller population size is do-able.  
Relevant: Increased communication between citizens, staff, and town council is critical in formulating policy.  
Time Bound: Short timelines with big impacts.



**Notes from 2016 work plan**

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Additional Projects suggested by Mike

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Haunted House

Volley Ball

Baseball Diamonds

**Notes on Capital Improvement Schedule/Plan**

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Put funds into Captial Reserves – Jack

Begin Funding the CIP – Chris

All of Chino voted for the sewer system – why are only a few paying for it? – Jack