



Town of Chino Valley

MEETING NOTICE TOWN COUNCIL

STUDY SESSION
Wednesday, March 5, 2014
4:00 P.M.

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

AGENDA

- 1) CALL TO ORDER; ROLL CALL
- 2) Review, discussion, and revision of the Draft Strategic Plan. (Ruth Mayday, Planner)
- 3) ADJOURNMENT

Dated this 28th day of February, 2014.

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 1-(800) 347-1695 (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/clerk/townagenda.shtml>, 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



TOWN OF CHINO VALLEY COUNCIL AGENDA ITEM STAFF REPORT

Town Council Study Session

Meeting Date: 03/05/2014
Contact Person: Ruth Mayday, Planner
 Phone: 928-636-4427 x-1217
Department: Development Services
Item Type: N/A
Estimated length of staff presentation: 10 minutes
Physical location of item: N/A

Information

AGENDA ITEM TITLE:

Review, discussion, and revision of the Draft Strategic Plan.

RECOMMENDED ACTION:

N/A

SITUATION AND ANALYSIS:

Town Council met with facilitator Lance Decker on December 11, 2013 and December 27, 2013 to develop a Strategic Plan. The purpose of the Plan is to create a single unified document that represents the broad policies of Town Council, and prioritize those policies so that they can be implemented in a manner that best serves the community.

Staff has reviewed the notes provided by the facilitator from the December 27, 2013 meeting, and used the information in those notes to refine the Strengths, Weaknesses, Opportunities, Threats and Trends (SWOTT), Organizational Values, and Key Result Areas in the draft. Staff has also created a timeline of the Objectives and Action Plans attached to each Key Result Area, which will be reviewed in detail as part of this presentation.

Because this is a draft only, staff recommends Council review the document, discuss the current form, and suggest revisions to the document and workflows.

Also attached is a draft organization wide annual workload calendar depicting departments' program/project cycles. Town Manager Smith will review this document with Council if time allows.

Fiscal Impact

Fiscal Impact?: N/A

If Yes, Budget Code:

Available:

Funding Source:

Attachments

Draft Strategic Plan, Rev. 3

Annual Workload Calendar

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S T R A T E G I C P L A N

**The Town of Chino Valley
Government**

December 11, 2013

**Draft #1
Revision #3**

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Table of Contents

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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 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. Wide-open land and modern amenities abound. The weather is warm and comfortable, and the people are friendly.

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, and oftentimes traffic will wait for a herd of cattle to be ushered across a road by a cowboy riding a horse – just like they were one hundred years ago. 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 community oriented activities.

Like many rural communities across the state and country, Chino Valley has experienced its share of challenges over the past five years. By setting forth specific goals and objectives, this document can provide the foundation necessary to foster a sense of mutual understanding so that the residents, town staff, and the Town Council can come together to work for 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.

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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 entire organization.
- Set timelines and schedules for review of progress and possible revisions to the plan.

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ANALYSIS OF BUSINESS FACTORS: STRENGTHS, WEAKNESSES, OPPORTUNITIES, THREATS AND TRENDS (SWOTT)

Within the business environment there are five questions that all organizations need to ask before setting goals and objectives. To ask these questions is commonly known as SWOTT analysis. Factors that are significantly influenced or controlled by the organization are termed “internal”, while factors that are substantially outside the control or influence of the organization are termed “external.” Depending on the will of the policy makers, management and staff...internal factors can be changed. External factors are outside the organization’s control; thus, the organization either “plans around them” or turns them into an advantage.

What are Chino Valley’s internal strengths?

Management and Staff: Management and Staff include the Town Manager, Department Heads, and professional and administrative staff members employed by the Town to carry out the objectives set forth in planning documents which provide avenues for sustained growth and success of the Town.

Feeling of Community: A Feeling of Community is the sense of belonging and common purpose held by the residents of the Town, Council and Commission members, and Management and Staff that describes those traits and amenities most valued by the community as a whole.

Infrastructure This encompasses utilities, roads, and other improvements that provide access and services to residents and businesses alike. Some are privately held (Unisource, APS) while others are managed by the Town for the benefit of all (water, sewer, roads).

- Infrastructure development
- Transit system
- Flood control system

Fiscal Strength Fiscal Strength speaks to the ability of the town to manage its finances and meet its obligations. Income streams such as sales taxes and state revenue sharing, as well as debt obligations, are included.

- No property tax
- Financial stability.

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

- Economic development
- Development of Old Home Manor.

Planning is a process by which a structure and hierarchy of tasks are conceptualized and set forth in documents that provide a framework for action to address future growth and development.

- Planning for the future.

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- Planning processes and tools are used to create goals and objectives

Management and Staff

- Experienced town manager
- Professional staff
- A forward thinking Town Manager with good business experience

Feeling of Community

- For the most part, good community support

- Cohesive sense of identity and qualities that define being a part of Chino Valley

Leadership

- Forward looking, visionary Council setting policy to guide the Town's future
- Holds administration accountable for performance plans
- Demands quality service for the Community.

What are Chino Valley's internal weaknesses?

Infrastructure: Available infrastructure is limited in location and capacity

- Lack of Infrastructure; sewer, water
- Water and sewer for commercial development.
- Behind the 8-ball on infrastructure

Policy-maker Strife: Council, staff, and the community have not yet created a solid sense of trust with each other

- Divided council
- Decisions of previous councils
- Transparency
- Long-term lawsuit
- Chino Valley politics

Fiscal Strife: Limited funding streams and outstanding debt obligations have the potential to stymie forward movement

- Danger of putting Town deeper in debt in an attempt to lure "major players" to the area
- Decreased state shared revenues
- Existing, significant pending, or potential litigation
- Inability to fund infrastructure expansion

- Community Lack of support for taxing for infrastructure
- Unrealistic optimism about business coming to Town

Organizational design: Economic downturn forced staffing reductions, furloughs, and wage freezes which have resulted in mixed and multiple responsibilities among management and staff

- Management structure
- Stratification in some departments has created issues in distribution of tasks and assignments

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

- Low tax base
- No property tax.
- Sales tax efforts
- Huge financial deficit
- High amount of debt
- Rampant spending

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Community Challenges: Economic downturn has undermined trust in government and its ability to look out for the best interests of its citizens

- Pervasive negativity in both Council and general populace
- Citizen distrust
- Not distrust of the Town...but frustration with the Town.
- General apathy

Economic Challenges: Lack of infrastructure has put Chino Valley at a competitive disadvantage

- Shortage of new business and jobs.

- Stratification in housing stock; limited inventory of housing that is affordable to median wage earners in Town

Lack of Organizational Metrics: Management and staff are emerging from survival mode to firmer footing and lack a cohesive, unified plan to move town forward

- No established goal or objectives
- Lack of coordination between General Plan, Overall Economic Development Plan, Capital Improvement Plan, Infrastructure Development Plan, Old Home Manor Development Plan.

What are Chino Valley's external opportunities?

Sustainability: Focus on those things Town can do to be self-sufficient over the long run

- Rainwater capture and other water resource planning
- Sustainable development of infrastructure
- Encourage a positive and selective business environment without compromising the interests of current residents (There is no means by which staff can filter out businesses)
- Water supply
- **Community Development: Establish a framework for private sector growth and development**
Historical background
- Increased residential construction
- Infrastructure expansion (water & sewer)
- Room for sustainable residential growth
- Become more proactive in activities related to Community Development

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

- Lots of development land
- Increased commercial business
- Manufacturing
- Shooting sports
- Senior care facilities
- Room for business growth – significant amount of commercially zoned properties along the SR89 corridor
- Room for industrial growth along SR89 corridor now, and Old Home Manor when the Chino Valley extension is completed with the Eastern Corridor enhancement
- Industrial
- Shopping
- Entertainment & sports activities
- Economic and jobs development efforts.
- Develop Old Home Manor.

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- Sewer and water for commercial development.

Great location: Town provides an alternative to high-density suburban development in a growing region of the state

- Land
- Climate; ideal climate. Not too hot ~ not too cold
- Rural centered family environment
- Room to grow, a good base of resources.

Good Built Environment: The built environment offers a variety of residential and commercial options in a small-town setting

- Good product at reasonable rates
- Basic amenities for small town rural lifestyle
- Homes and land
- Diversity in existing built environment
- Reactivation of Code Enforcement in Development Services

What external threats will challenge Chino Valley?

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

- Lack of infrastructure
- Prescott water system
- Exhaustion of the water supply; decrease in water table
- Inability to import water

Community Challenges: National economic downturn has hit area hard; previously strong residential construction industry has all but disappeared

- Very low income per capita
- The tug-of-war between residents, those who want to preserve the town of 50 years ago & those want all the amenities.

Economic Challenges: Overreliance on construction industry has undermined economic and employment foundation

- Shortage of new business and jobs.

A No Growth Mentality: Residents desire to preserve rural setting/ lifestyle conflicts with the need for growth that will sustain the Town and the services it offers its citizens; does not have to be an either/or choice.

- Uninformed citizens “not wanting any growth”
- Reduction in sales pass-through funds.
- Reduction of sales tax revenues.

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What are the critical trends that Chino Valley must factor into its five-year plan?

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

- We will see an improving economy. Availability of infrastructure would ensure more localized improvement; however, regional growth will help Chino Valley recover. Lower housing costs will be attractive to young families that work both in Chino Valley and adjoining communities.
- Population is growing, so there will be an increase in permits pulled to build new homes. The community will need to consider more dense forms of residential development in addition to preservation of “ranchettes”; higher densities will require new infrastructure. Increases in construction will provide employment and tax revenues.
- Business will increase as population increases. Not just the number of businesses, but the goods and services offered must broaden to meet needs of residents. Growth will be limited by availability of infrastructure, but will provide opportunities for small business entrepreneurs.
- 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.
- New home construction will increase. This will create additional staffing demand for town staff as need for inspections, park usage, utilities, and code enforcement all increase. New

residents will contribute to sales tax stream and drive demand for additional goods and services, which will present opportunities for new and existing commercial enterprises.

- The Chamber of Commerce will become more active. An active Chamber of Commerce can be 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.
- Tourism will increase. Increased tourism will create demand for more hotel rooms, restaurants, and related commercial establishments, providing a non-resident sales tax stream that shares the cost burden of growth.
- Increased interest commercial development. Retail follows rooftops— as population grows, more retailers will be interested in meeting the increased demand. Careful planning will allow both Big Box and Mom-and-Pops to coexist and prosper.

Through hard work and careful management of resources, our fiscal condition will improve.

- We will see increased sales tax revenue. Increases in sales tax revenues will alleviate fiscal stress and offer Town an opportunity to set aside funds for next economic downturn.
- As the state of Arizona recovers from the economic downturn, so will State Shared Revenues.
- There will be more demand for community development. Increasing

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demand for development will likely create employment and tax revenues. The Town needs to consider long-range infrastructure needs now rather than later.

- Land purchases for greenhouses will likely absorb existing large commercial structures and some Ag land with water rights that are currently vacant. This will further drive need for expansion of water system.
- Poor policy and management decisions could increase bond indebtedness. Bond indebtedness must be approved by Town Council.
- When properly managed, bond indebtedness can help the town grow its economic base through the extension of infrastructure.
- If care is not taken, the Town could conceivably be bankrupt or be required to make drastic reductions to services.
- A Strategic Financial Plan, approved by Council, will provide a framework for investment and expenditures

Community mistrust of Town government will continue.

- Evidence is the failure of the community to approve school bond issues.
- An atmosphere of mistrust combined with a lack of communication and a desire to hold onto the status quo is

an expected result, given the circumstances and a lack of cohesive planning.

- By focusing first on long range planning, the Town can become proactive in responding to challenges rather than reactive.

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.
- 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
- (moved to external threat/lack of infrastructure and resources)Water & sewer expansion Good: Interest in spine infrastructure in several locations; would spur economic growth. Bad: Expensive; limited rights-of-way limit extensions.

Common Themes:

1. Community and Economic Development, including planning and constructing infrastructure, has been neglected and local economy is suffering as a result
2. Need broader economic base: Grow the pie
3. Manage housing growth to fit water supply
4. A broader range of housing choices needs to be made available across all income levels
5. Economic recovery will help rebuild town coffers; need to save for next downturn
6. Focus on broad policies that will result in a rising tide that lifts all boats

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Mission Statement

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

- The existing Mission Statement is included in the Strategic Plan found within the General Plan adopted in 2003: “We exist to provide public services to the citizens of Chino Valley, an economically self-sustaining Town that cherishes and preserves its historic rural lifestyle. We support Economic Development for the betterment of our citizens.”

Vision Statement

Chino Valley! An economically viable community filled with good jobs and schools, recreational opportunities and businesses. We are a community where people come to build their futures, together. It's a great place to live, learn, work, play and raise a family.

- A Community Vision Statement and a Corporate Vision Statement were adopted as a part of the Strategic Plan within the General Plan adopted in 2003
 - Community Vision Statement: “The Town of Chino Valley is a forward-looking, diverse community which, true to its small town/rural values, treasures its historic and natural environments, enhances its economic vitality, protects its neighborhoods and its quality of life, values community-wide interest, and retains its family-friendly heritage.”
 - 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.”

Organizational Values

We will always...

- Become informed on issues that impact the Town, and make decisions based on what is best for Chino Valley. Remember that the vision for the Town needs to reflect the will and needs of all citizens, not just the loudest ones.
- Listen to all sides of an issue, without bias, before making a decision that affects the Town. Consider all opinions before making a decision.
- Ask questions of, and listen to, those who are better informed on an issue or problem. Seek expertise when considering an action that may affect the Town.
- Present constructive ideas, and be willing and able to support ideas with well-researched facts. Remember that we are all here to build a better Chino Valley that will prosper and grow long after we are gone.

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- Speak out at Council meetings when we have questions and comments. Communicate respectfully and professionally. Focus on the issue and not the person. Consider how statements made may be construed by staff, council, or the public. Civil and professional.
- Communicate respectfully and professionally. Focus on the issue and not the person. Be fair without prejudice. Be even handed and consistent in enforcing Town Code and the UDO.
- Be fiscally responsible and consider the consequences of our decisions, many generations into the future. Keep in mind the debt burden of current and future residents.
- Remember that there are financial and workload consequences to policy-maker demands for legal and staff time. Consider the cost of staff time; is the issue critical or time-sensitive in regards to the revitalization of the Town? Will the cost of the staff time exceed the benefit realized? How much are policy-makers willing to spend to prove a point?
- Consider the financial impacts of our decisions and how they will affect the citizens; politics should always take a back seat to the financial burden placed on citizens. Try to see matters through the eyes of our residents. Consider the public interest above all.
- Support, and be able to explain to residents, the policies and decisions made by the Council. Once Council has established policy, Management, Staff, and Council will speak with one unified voice.
- Be respectful of, and civil toward, policy-makers, managers and employees. Be professional and courteous at all times. Civility must be our norm as it creates an environment in which conflict can be worked through in a businesslike manner.
- Come forward honestly, openly in a civil manner to all forums of the Town.
- Follow-through with the promises we make to our residents. Don't overpromise and underperform.
- Be straight and forthright with everyone. Evasiveness does not engender trust. Being forthright and straight does not excuse rude, discourteous behavior. Remember that residents pay the bills. They elected us to represent their best interests. Councilmembers need to balance the needs of their constituents and the long-range best interests of the Town. Staff and elected officials are here to serve the residents of the Town of Chino Valley and should always strive to make Chino Valley the best place to live and do business.
- Provide the best outcome for our service, and take the time to explain things to customers, always in a respectful manner. Professional, tactful communication goes a long way in delivering bad news. Remember that the general public does not always speak civil servant-ese.
- Provide the best possible services to residents, and give a day's worth of work for a day's worth of pay. Staff and elected officials are here to serve the residents of the Town of Chino Valley and should always strive to make Chino Valley the best place to live and do business.

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We will never...

- Promise actions, policies, or decisions that we cannot provide. Recognize limits to capabilities; do not promise outcomes over which you do not have direct control.
- Hide concerns and issues that may be unpopular to discuss. Dishonesty vs. unprofessional behavior; perception vs. reality

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

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Key Result Area's

Strong Fiscal Health (Strategic Financial Plan)

The Town of Chino Valley continues to recover from the recession, but lags behind neighboring communities. A lack of infrastructure precludes commercial and industrial development that could increase employment and retail choices, and by extension, disposable income that could be spent in the Town, increasing sales tax revenues. Without infrastructure, the growth of the community is stymied, creating a vicious circle of increasing sales taxes, decreasing revenues, and decreasing services.

- Legal and financial controls with full transparency Control comes with responsibility (framework for conducting business vs. controlling behaviors)
- Failure to pass bond issues for the development of infrastructure (water and sewer).
- Low tax revenue
- Debt service
- Reduce spending to achieve fiscal solvency Continue to be vigilant in finding savings; judicious use of taxpayer dollars.

Careful planning can help mitigate, if not avoid, the damages that will be incurred in the next economic downturn. Ensuring that legal and financial controls are in place will provide transparency and accountability. Continued vigilance in finding savings will accelerate the rate at which a Rainy Day Fund can be established and funded. Funding the development of infrastructure is necessary to ensure the sustained viability of the Town now and for decades to come.

Objective 1: By December 31, 2017 construct and implement revenue instruments that fully fund the Town's approved capital improvement, ongoing maintenance and annual operating programs.

Action Plan: By Jan 15, 2014, review / establish a Council policy on how contingency funds are used.

- Council revised and adopted Resolution 13-1010 setting forth new financial policies.

Action Plan: By August 31, 2014, establish a committee to discuss with the State the possibility of taxing medical marijuana growing facilities with the goal of increasing revenues for safety and other problems associated with the business.

Action Plan: By June 30, 2014, develop a plan to put aside a certain amount of money to help fund unique programs and/or the opportunity for sustainable development in the future.

Action Plan: By June 30, 2014 figure out how to put some resources aside for a "rainy day."

- Resolution 13-1010 also addressed our reserve policy

Metrics: Accurate information to the public, in a timely manner

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Metrics: Initiate a change to the State of Arizona Tax Code, establishing a methodology for taxing Medical Marijuana.

Objective 2: By June 30, 2014 create a plan for holding a bond election for wastewater expansion.

Action Plan: By January 1, 2014 provide Council with a calendar of legal deadlines involved with holding a wastewater expansion bond election.

Action Plan: By June 30, 2014 take actions to meet the legal deadlines for going to the public for a vote.

Action Plan: By December 31, 2015 hold a bond election to support the Town's capital improvement program for wastewater expansion.

Metrics: Concise and accurate calendar for bond election

Metrics: Bond election scheduled for November of 2014

Objective 3: By June 30, 2014 resolve the Town's current legal difficulties.

Action Plan: By Jan 15, 2014, find agreement on the Council that allows them to work together to resolve the Cortez lawsuit.

Action Plan: By June 30, 2015 have the Cortez litigation settled.

Action Plan: By ????, Concessionaire agreement w/ PSC

Action Plan: By ????, Town Code compliant state code

Action Plan: By ????, UDO

Metrics: Resolution of Cortez lawsuit

Metrics: Successful renegotiation Concessionaire Agreement with PSC

Metrics: Revision of UDO to support new General Plan, if adopted by Town Council and ratified by the electorate.

Objective 4: By June 30, 2016 complete actions to resolve the Town's current financial and budgetary issues.

Action Plan: By ____ begin the purchase of part of Prescott's water system.

Action Plan: By June ?, 2014 extend Road 4S to the Peavine Trail.

Action Plan: By January ?, 2014 ????? Cameron Ranch.

Action Plan: By June ?, 2014 purchase water lines.

Action Plan: By January ?, 2015 purchase WWTP from private owner.

Action Plan: By ____, BrightStar development agreement and water rights.

Metrics: Resolution of issues related to existing water/sewer infrastructure not owned by Town

Metrics: Develop a long-range plan for water and sewer infrastructure improvements.

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Sustainable Economic and Community Development (Strategic Economic Development Plan)

Economic and Community development activities in the Town of Chino Valley have lagged behind similar undertakings in neighboring municipalities. In order to maintain its economic independence and community identity, the Town needs to formulate broad policies that remedy long-standing deficiencies in the structure and implementation of land use, economic development, and public works planning.

- Industrial Park at Old Home Manor; O.H.M. industrial and recreational development
- Sustainable Development with the right kind of Business and Industry
- Create sustainable healthy growth; Commercial Development; Job creation
- Create an interesting and comfortable downtown atmosphere
- Prepare for a downturn in the economy.
- Bringing water and sewer down Hwy 89
- Purchase Prescott water system
- Water & sewer expansion
- Infrastructure

The interconnectedness of land use, economic, and public works planning will be addressed in broad policy plans that address 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.

Objective 1: By June 30, 2016, complete the Chino Valley Industrial and Commercial Development Plan.

Action Plan: By <date>, initiate the purchase of part of Prescott's water system.

Action Plan: By June 15, 2015, at least one industrial manufacturing facility located and working at Old Home Manor.

Action Plan: By April <date>, 2014 obtain Grant money from NACOG to extend water and sewer lines to Old Home Manor by December 2014 and have two commercial enterprises ready to build and employ 150 people by June 2015.

Action Plan: By Feb ? 2014, submit a grant proposal for infrastructure to OHM.

Action Plan: By Feb ? 2015, Begin to construct the infrastructure system for OHM.

Action Plan: By Feb ? 2016, complete infrastructure for Old Home Manor

Action Plan: By March ? 2017, complete building construction at old home manor.

Action Plan: By Sept ? 2015, provide Town Council with a plan to attract a variety of different industrial and commercial businesses which are low water and sustainable. By June 2016 and have two major commercial enterprises ready to move in.

Action Plan: By Feb ? 2014, the request for funding for the infrastructure for the industrial park at old home manor is finalized and submitted to the EDA (see above).

Action Plan: By Sept ? 2014, begin to develop a plan which focuses on attracting a well-rounded type of sustainable business environment rather than just businesses associated with a gun club environment.

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Action Plan: By June 15, 2015, Bond Issue.

Action Plan: By February 28, 2014, Town Staff completes plans for infrastructure bond issue.

Action Plan: By March 25, 2014, Town Council approves final plans for infrastructure bond issue.

Action Plan: By May 31, 2014, kick off of Chamber of Commerce and local businesses "Bond Issue Action Committee" information campaign to support the infrastructure bond issue.

Action Plan: By November 1, 2014, Infrastructure Bond information brochures mailed to all Chino Valley registered voters.

Action Plan: By November 1, 2014, have held three Infrastructure bond community information meetings.

Action Plan: January 1, 2015, initiate infrastructure construction plans.

Action Plan: By Oct 2015, develop a 5-year economic development plan for the Town of Chino Valley.

Action Plan: Begin to search for alternative businesses beginning with small businesses which need less support. Require viable business plans for town support.

Action Plan: By Feb 2014, Research and provide a list of cost effective physical supports to encourage independent entrepreneurs in Chino Valley.

Action Plan: By June 2014, Town Manager provides a viable financial plan to support independent entrepreneurs in Chino Valley outside of town facilities. (Suggestions: Broadband support at local coffee shops, etc.). Town Manager begins to provide regular 6 month reports to the town council.

Action Plan: By Aug 2014, Town begins a research process of new types of sustainable businesses and what is needed to attract and support high tech types of sustainable small businesses. Town looks at supporting small business centers with renewable energy sources such as local biomass plants.

Action Plan: By Oct 2015, new supports are in effect for local entrepreneurs and surveys to local entrepreneurs as to the type of support needed begin.

Action Plan: By February 2014 apply for and receive Flood Control District grants. Complete a set of action plans and submit subsequent reports to the Flood Control District in support of Chino Valley receiving continued funding.

Action Plan: By Feb 2014, Public Works submits to council the status of the work on the flood control plan and use of the money for the first two years.

Action Plan: By March 2014, submit the next phase of the flood control plan to the county.

Action Plan: By Aug 2014, Public Works provides a new schedule for the next two years of the 5 year plan approved by the Flood Control District.

Action Plan: By March 2016, public works completes the second two year flood control objectives and requests the final approval for the last year of the five year plan for town flood control.

Action Plan: By March 2014, begin a plan to work with the lobbyists at League of Cities and other organizations to encourage a state tax on medical Marijuana growing facilities with at least 50% of the funding going to the town hosting said facilities. Colorado Medical Marijuana organizations worked closely with the state to set the law but omitted the taxing portion.

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Action Plan: By July 2014, a viable plan to work with the state on taxing medical Marijuana growing facilities will be established.

Action Plan: By Jan <date>, 2014, prioritize the development.

Metrics: Approval and funding of Flood Control projects.

Metrics: Informational materials for the bond issue are readily available to the electorate

Metrics: Chino Valley Commercial and Industrial plan is complete and adopted by Town Council.

Metrics: Density bonuses for residential developments that are LEED certified

Metrics: Impact fees reflect incentives for LEED certified new construction and retrofit of existing commercial and residential structures.

Objective 2: By June 30, 2017, complete the Chino Valley Water and Wastewater Infrastructure Plan.

Action Plan: By June ? 2016 create viable plan for gaining funding to provide water and sewer infrastructure.

Action Plan: By March 1st, 2014 acquire the bulk of the Prescott water system that serves Chino Valley.

Action Plan: By <date>, Route 89 water / WW backbone

Action Plan: By <date>, Purchase Prescott's water

Action Plan: By <date>, Purchase of water resources

Action Plan: By June 15, 2014, have a plan and a Gant Chart put together in order to get a Hwy 89 sewer and water bond issue on the ballot.

Action Plan: By November <date>, 2014 secure citizens approval bonds

Action Plan: By February <date>, 2015 issue contract for construction and complete project

Action Plan: By March <date>, 2014, an alternative possibility in the event of the bond failure need to be set

Action Plan: By April <date>, 2014, a study on the possibility of rainwater capture begins.

Action Plan: By <date>, make available to the public very specific plans as to the location of sewer pipes and water plans.

Metrics: Clear and concise information is available to the electorate

Metrics: Chino Valley Water and Wastewater Infrastructure Plan is complete and adopted by Town Council

Objective 3: By June 30, 2017, complete the Chino Valley Road Projects Infrastructure Plan.

Action Plan: By June 1, 2014, complete Road 4 South to the Peavine Trail.

Action Plan: By December 1, 2016 complete the Loop project.

Metrics: Accurate information to the public, in a timely manner

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Metrics: All road projects set forth in the Chino Valley Road Projects Infrastructure Plan are completed.

Community Engagement and Communication

Historically, the Town has functioned separately and apart from other organizations and service sectors whose presence and success reflects upon and affects the reputation of the Town. This disconnect has created voids in non-governmental services that impact the citizens of the community. A lack of communication between the Town and these organizations as well as the Town and its citizens have led to an atmosphere of mistrust and suspicion. This mistrust undermines the ability of the community to work together to create a better Chino Valley.

Although the town does not have responsibility for these areas, it is fundamentally important that the Town work with critical organizations and entities such as schools, medical service providers, the Chamber of Commerce, and similar groups to ensure that the non-governmental needs of the community are met. Developing more expedient and direct communication between these groups, the Town, and the citizens of Chino Valley will broaden the shoulders upon whom these responsibilities rest, and provide opportunities for better civic engagement.

- Top of the line Educational
- Medical
- Transit
- Chamber of Commerce
- Recreational Facilities

A successful relationship will bring members of these organizations and entities together with Town staff to plan for future growth and development in the community. By interconnecting these seemingly independent entities, the town and its partners can work towards a community that considers the needs of all residents. Better communication with the public will foster a greater sense of trust and community. It will also empower the citizens to take a more active role in the development of their community.

Objective 1: By June 30, 2014 certify a partnership agreement for joint cooperation between Chino Valley leaders and Town partners, including people and organizations in education, health care, transit and recreation.

Action Plan: By April 15, 2014 complete a series of meetings of to discuss and craft a partnership agreement.

Action Plan: By May 1, 2014, develop specific goals and a time line for collective action in advancing the Town's strategic plan.

Action Plan: By Dec 2014, the Town has a time line for the goals to be established with each of these organizations individually and as a consortium.

Action Plan: By January 1, 2015 provide regular reports to the Town Council highlighting organizational interaction with key community groups, leaders and the Town's partners.

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Metrics: Accurate information to the public, in a timely manner

Metrics: A solid working relationship is established between Town Council, the Chamber of Commerce, School Board, and other organizations, as evidenced by a specific set of goals and actions that each entity will undertake to meet the objectives and intent of the Strategic Plan.

Objective 2: By December 31, 2015, increase community support for the Town's direction, policy makers, and staff to no less than 75% as demonstrated by annual community surveys.

Action Plan: By December 31, 2014 <address issues raised as part of or reflected survey of all residents. What is customer service and what standards do we want to establish for staff?>

Action Plan: By <date> coordinate staff schedules to maximize customer service.

Action Plan: By June ? 2014, public Works provides an annual time schedule for road maintenance.

Action Plan: By March 2014, provide the Town Council regular reports on Chino Valley customer service.

Action Plan: By <date> create a tracking system to report compliments and complaints from the Town's customers

Action Plan: By <date> create a system for considering and addressing suggestions, recommendations and complaints from the Town's customers.

Metrics: Regular reports from Department heads, presented at Town Council Meetings, outlining customer service initiatives undertaken and results realized.

Metrics: Accurate schedules for road maintenance.

	Month	January				February				March				April				May				June				July				August				September				October				November				December											
	Week	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4																
TOWN CLERK																																																									
Special Election (March)		When Needed				When Needed				When Needed				When Needed				When Needed												When Needed				When Needed				When Needed				When Needed															
Special Election (May)		When Needed																																																							
General Election (August/November)						Bi-Annually				Bi-Annually				Bi-Annually				Bi-Annually				Bi-Annually				Bi-Annually				Bi-Annually				Bi-Annually				Bi-Annually				Bi-Annually															
General Public Body recruitment										Annually				Annually				Annually				Annually				Annually				Annually				Annually				Annually				Annually				Annually											
Public Body annual meetings (July-Sept)																										Annually				Annually				Annually				Annually				Annually				Annually											
PZC recruitment		Annually																																																							
New laws implementation																										Annually				Annually				Annually				Annually				Annually				Annually											
Records destruction																										Annually				Annually				Annually				Annually				Annually				Annually											
COUNCIL																																																									
League Confernece																														Annually				Annually				Annually				Annually				Annually											
Council Retreat/Strategic Planning/Updates (2014-2016)																														Annually				Annually				Annually				Annually				Annually											
New Council changeover, orientation, OML training (2017)		Annually				Annually				Annually																																															
Council subcommittee appointments (2015)		Annually				Annually				Annually																Annually				Annually				Annually				Annually				Annually				Annually											
Council subcommittee appointments (2017)		Annually				Annually				Annually																																															
Entity appointments (2015)		Annually				Annually				Annually																Annually				Annually				Annually				Annually				Annually				Annually											
Entity appointments (2017)		Annually				Annually				Annually																																															
FINANCE																																																									
Annual budget																																																									
Annual audit																																																									
HUMAN RESOURCES																																																									
Annual performance appraisals (all departments)		Annually				Annually				Annually																																															
Open enrollment, employee insurance										Annually				Annually				Annually				Annually				Annually				Annually				Annually				Annually				Annually				Annually											
DEVELOPMENT SERVICES																																																									
PUBLIC WORKS																																																									

Annually

Bi-Annually

When Needed