



TOWN COUNCIL AGENDA PACKET

STUDY SESSION/ STRATEGIC PLANNING

**Thursday, October 27, 2011
9:00 a.m.**

**Council Chambers – South Campus
202 N. State Route 89**



Town of Chino Valley MEETING NOTICE TOWN COUNCIL

**STUDY SESSION
THURSDAY, OCTOBER 27, 2011
9:00 A.M.**

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

AGENDA

- 1) CALL TO ORDER; ROLL CALL**
- 2) Paul Wenbert of PW Consulting Services will lead Council in discussion with regard to development of a 2011-2013 Strategic Plan.**
- 3) ADJOURNMENT**

Dated this 20th day of October, 2011.

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 636-1787 (TDD) 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 OF NOTICE

The undersigned hereby certifies that a copy of this notice was duly posted at Chino Valley Town Hall, Chino Valley Post Office, and Chino Valley Aquatic Center 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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ATTACHMENT "A"

Final Staff Workshop Report (October 10, 2011)

Town of Chino Valley, Arizona



Town Staff Strategic Planning Workshop Results

OCTOBER 20, 2011



Management Consulting to Local Governments & Nonprofits



Management Consulting to Local Governments & Nonprofits

MEMORANDUM

TO: Mayor and Town Council

THROUGH: Michael Scannell, Town Manager

FROM: Paul Wenbert

SUBJECT: Report on Town Staff Strategic Planning Workshop

DATE: October 20, 2011

I am pleased to submit this report on the results of the October 10, 2011 Town Staff Strategic Planning Workshop. The Town Council should consider this report as one of the resources to use at the Council's Strategic Planning Workshop on October 27.

The following is intended to provide some context to assist the Council in reviewing this report. First the Council will be developing a 2011-13 Strategic Plan to coincide with the end of the next Council terms of office (June 2013). This does not mean that the projects and initiatives to be included as strategic objectives in the 2011-13 Strategic Plan must be completed by June 2013. It simply means that the objectives in the 2011-13 Strategic Plan should identify the portion of each project and initiative that will be completed by June 2013.

Secondly, please note that Town staff have identified three priority focus areas that they believe the Council should include as the core of the 2011-13 Strategic Plan. Town staff had considerable discussion about these focus areas at their October 10 workshop and reached a consensus that these are of paramount importance to the Town. However the Council can also consider other objectives including those developed by Town staff (see page 8) for inclusion in the 2011-13 Strategic Plan.

Thirdly, Town staff have proposed revised wording for the vision, mission, and values included in the 2002 Strategic Plan. I believe these revisions provide more concise, clear, and accurate language that make the vision, mission, and values statements more logical and understandable.

I look forward to working with the Town Council to finalize the 2011-13 Strategic Plan at the Council's October 27 workshop. As a final thought, please consider that it is difficult for an organization to stay focused and strategic in its actions without the benefit of regular strategic planning and reporting. The Town has not undertaken a strategic planning effort for the past nine years. Ideally strategic planning should be an ongoing effort as shown below.

- Conduct Community Survey so that results are available prior to Staff Strategic Planning Workshop—May 2013
- Conduct Staff Strategic Planning Workshop in between Council election and when new Council Members take office—May 2013
- Conduct Council Strategic Planning Workshop shortly after new Council Members take office to set two-year strategic objectives—June 2013
- Conduct Council review of status of strategic objectives and possible revision to strategic objectives as needed (typically annually)—June 2014

INTEGRATED MANAGEMENT SYSTEM



TOWN SUCCESSES

This list was developed by Town staff to reflect on noteworthy accomplishments and successes of both the Town organization and the community in recent years.

- Road 2 North water and sewer project which resulted in Walgreens development
- Chino Meadows sewer project—1200 septic systems eliminated
- Road 1 East sewer line project resulted in Days Inn development
- Center Street sewer project resulted in eliminating septic system for high school and providing sewer for O'Reilly development.
- Southeast Santa Cruz neighborhood—resolved flooding issues and developed good relationship with neighborhood
- New sewer plant constructed
- South Campus re-model / Council Chambers project
- Had positive financial performance vs. expectations in FY 09/10 and 10/11.
- One-time stipend provided to Town staff in 2010/11
- New park and aquatics center is nice quality-of-life amenity but has resulted in additional O&M expenses
- Transit service recently began—had been identified in 2002 strategic plan as a desired service that meets a community need but has resulted in additional O&M expenses
- Appaloosa, Highland's Ranch and Bright Star subdivision developments good for community growth but will result in additional street maintenance expenses in future
- Shooting range project—is funded but still needs to be designed and constructed; meets needs of Police Department and also is an economic development project as public will be allowed to use range
- Revised internal public interface procedures regarding private development and business licenses as a result of Ad-Hoc Economic Development Committee input

- Community organizations are taking more responsibility for special events which removes a burden from Town
- KOA Campground project received voter approval
- Event centers developed--Granite Creek Vineyards and Windmill House
- Highway 89 improvements occurred due to Town leadership and partnering with ADOT

REVISED VISION, MISSION, AND VALUES

Town staff is proposing a revision of the vision, mission, and values statements included in the 2002 Strategic Plan. The intent of these revisions is to create more concise, clear, and accurate language.

Community Vision

Chino Valley is a forward-looking, economically self-sustaining Town that treasures its agricultural heritage and natural environment.

Town Government Vision

The Town of Chino Valley strives to be an employer of choice by providing competitive salaries and benefits and hiring and retaining quality employees who work conscientiously and efficiently to provide public services to all citizens.

Town Government Mission Statement

The Town of Chino Valley strives to be worthy of the public trust and to provide prompt and courteous services in an efficient and resourceful manner.

Core Values

The Chino Valley community and the Town government share the following common core values:

- To protect neighborhoods and encourage “neighbors helping neighbors”;
- To retain family-friendly atmosphere, small town character, and agricultural heritage;
- To preserve historic structures, artifacts, and personal and community histories;
- To support a variety of housing;
- To retain clean water, clean air, low noise, dark skies, and open vistas; and
- To encourage a mix of businesses and industries that sustains the community and provides quality employment opportunities.

FUTURE ASSUMPTIONS

As requested by the Town Council, Town staff have reviewed the future assumptions included on pages 21 and 22 of the 2002 Strategic Plan and offer the following suggested changes.

- Revise #1 to: “The population of Chino Valley will remain static during the next five years.”
- Add a new #2: “Chino Valley has an adequate housing inventory of structures and vacant lots for the next five years.”
- Revise #3 to: “The community will continue to diversify in terms of its demographics especially in its retirement/senior population.”
- Revise #4 to: “Due to economic conditions crime will increase.”
- Revise #5 to: “We will have demand for expansion of infrastructure into economic nodes especially when funded by private development.”
- Revise #7 to: “Infrastructure will continue to deteriorate, and the Town will need to develop funding plans for maintenance and improvements.”
- Eliminate # 9, 10, 15, and 16
- Revise #20 to: “Financial resources are not keeping up with demand for current and future services.”
- Replace #21 with: “Continued budget challenges will require reevaluation of Town’s organizational structure and basic services as well as prioritization of basic services.”
- Revise #23 to: “Due to economic conditions a greater number of citizens will place demands on Town services and facilities such as recreational opportunities, leisure activities, and library usage.”
- Eliminate #28

PRIORITY FOCUS AREAS

While the Town of Chino Valley faces many challenges, staff is recommending the Town Council give priority focus to three areas of equal importance: updating the General Plan; developing an Economic Development Plan; and creating financial stability for Town government.

The General Plan update will provide the framework for determining future land uses, infrastructure, and services provided by the Town. The Economic Development Plan will provide specific strategies for attracting new development (especially commercial and industrial) and retaining existing businesses. For example, one strategy might be extending water and sewer lines at various locations adjacent to Highway 89 at developer and/or Town expense. The Economic Development Plan will examine the cost of these water and sewer line extensions and the potential amount and type of development that will likely result including the impact of development on Town revenue and expenditures. The Economic Development Plan can assist in creating financial stability for the Town which is the third recommended focus area.

1. Complete General Plan update by mid-2014.
 - a. Allocate funds and approve consulting contract by December 2011
 - b. By January 2012, appoint General Plan Committee of citizens that will review and provide comments about General Plan update
 - c. Public hearing process on draft General Plan—spring 2014
 - d. Town Council public hearings and adoption—mid-2014
2. Develop an Economic Development Plan by December 2012
 - a. Allocate funds and approve consulting contract by December 2011
 - b. By January 2012, assign General Plan Committee the task of reviewing and providing comments about Economic Development Plan
 - c. Town Council approval of Economic Development Plan by December 2012
3. Create a plan for achieving Town financial stability in all funds by June 2013

- a. By June 2012, adopt 2012/13 General Fund balanced budget without use of fund balance carryover and reserves
- b. By June 2012, approve user fee study and adopt new and revised user fees
- c. By June 2013, adopt 2013/14 balanced budget for all funds without use of fund balance carryover and reserves
- d. Implement Economic Development Plan (ongoing)
- e. Continue structural reorganization to reduce expenditures and improve efficiency (ongoing)
- f. Develop and approve alternative revenue sources (ongoing)

OTHER STRATEGIC OBJECTIVES

The following are other strategic objectives identified by Town staff that are of lesser importance than the three aforementioned priority focus areas. The Town Council may wish to consider including some or all of these objectives as well as others in the 2011-2013 Strategic Plan.

- 1. Update Unified Development Ordinance and related policies and procedures by June 2013
- 2. Update Human Resources Manual by June 2013 to make consistent with current human resources practices and regulations
- 3. Implement sewer lien collections plan
- 4. Develop Town employee retention strategies
- 5. Complete shooting range project
- 6. In compliance with SB 1589 revise procedures for development licensing and permitting and business licensing

ATTACHMENT "B"

Council Team-Building Workshop Report (September 30, 2011)



Management Consulting to Local Governments & Nonprofits

October 11, 2011

SUMMARY OF CHINO VALLEY TOWN COUNCIL TEAM-BUILDING WORKSHOP

On September 30, 2011, the Chino Valley Town Council held a team-building workshop facilitated by Paul Wenbert with assistance from Dee Anne Thomas. The Mayor and four Town Council Members were in attendance with Council Members Echols and Turner absent.

Unlike strategic planning workshops where specific and measurable strategic initiatives are developed, much of the value of team-building workshops lies in the intangible benefits of participants getting to know and understand each other better so they can develop more effective working relationships. At the September 30 workshop the Council discussed teamwork and leadership in general as well as identifying some potential actions that could be taken to improve the Town's teamwork.

Teamwork and Leadership

The following is a summary of the Council's discussion about teamwork and leadership.

- It takes time for any group to develop the bond required to be an effective team. Elements that can create the trust level needed to be an effective team include: good communication especially listening well to team members; not blind-siding team members; and respecting other members' opinions even if they disagree with them.
- The historic lack of longevity of Council Members and Town Managers in Chino Valley has hindered the development of effective teamwork.
- Traits of good leaders include humility, the ability to develop followership, integrity, setting a good example, consistency, and leadership presence. Good leaders also need to be visionaries who focus their efforts on helping others see the big picture.

Potential Actions to Improve Teamwork

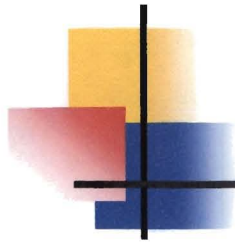
- Council Members' Expertise—Council Members should take advantage of the specific areas of expertise they each possess and rely more on that expertise in making decisions. This would also make Council Committees more effective.
- Staff Reports—it would be helpful if the Agenda Memos and Situation Reports for Council agenda items included more concise executive summaries and a more thorough vetting of the pros and cons of valid alternatives rather than focusing primarily on staff recommendations.
- Negotiations—the Council would like to have more input into negotiations with developers and others on major projects earlier in the negotiating process.

The Town Manager has indicated a willingness to schedule a work session with the Town Council to discuss these matters.

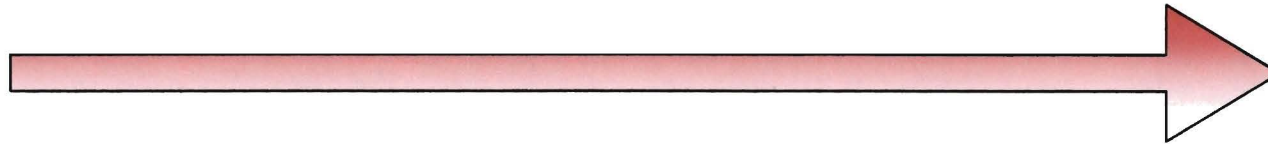
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ATTACHMENT “C”

2002 Strategic Plan

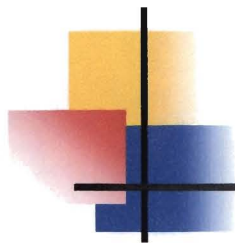


Town of Chino Valley 2002



STRATEGIC PLAN





INTRODUCTION

In November 2001, the Town of Chino Valley made great strides in its quest for excellence by updating their strategic planning process. By analyzing the Town organization as it currently exists, and envisioning goals for the next five years, the Town commits itself to making quality improvements in customer service and programs for its citizens.

The goal of the **2002 Chino Valley Strategic Plan** is to provide strategic direction for the Town organization consistent with the vision adopted in the Capital Improvement Plan. The Strategic Plan is a result of the planning process which combined the efforts of local citizens, Town Council and Town Staff.

The 2002 Chino Valley Strategic Plan is organized as follows:

Our Vision: presents the community and corporate visions for the future.

Corporate Mission and Values: presents the mission and value statements.

Strategic Direction: presents the strategic focus areas, goals, strategies, action plans and performance measurements which provide the five-year direction.



Implementation: details how the *Strategic Plan* will be used and updated.

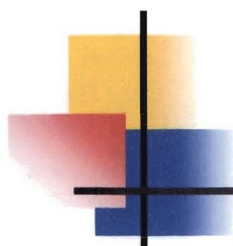
Appendices: identifies the participants involved in the process and presents present and future assumptions.

The *Strategic Plan* presents the **STRATEGIC FOCUS AREAS** which will help the Town manage in a proactive rather than reactive style. It provides the building block for decision-making and action planning.

Each of the Focus Areas contain a **FIVE-YEAR GOAL** and **STRATEGIES** to help us reach that goal. **ACTION PLANS** and **MEASUREMENTS** are identified for each Strategy.

This plan is evolving and will be reviewed and updated annually in response to changes within the community. Action Plans will be developed specific to goals and objectives that will produce the best performance.

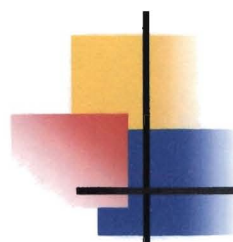
The Town of Chino Valley is proud of its progress, and makes a solid commitment to continue towards Organizational Excellence.



Town of Chino Valley Strategic Plan Development Process

1. Town Council authorizes the formation of a Strategic Plan Steering Committee.
2. Town Council meets to develop a preliminary mission statement and value statements.
3. Strategic Plan Steering Committee meets to consider proposed mission statement and value statements.
4. Town Council and Strategic Plan Steering Committee meet jointly to finalize mission statement, value statements, community vision and future assumptions, and to agree upon subsequent plan development steps.
5. Strategic Plan Steering Committee meets to identify possible Focus Areas, Goals, Strategies, Action Plans and Measurements.
6. Strategic Plan Steering Committee reviews with the Town Council the preliminary Focus Areas, Goals, Strategies, Action Plans and Measurements.
7. Strategic Plan Steering Committee holds a public hearing to obtain citizen input concerning Focus Areas, Goals, Strategies, Action Plans and Measurements.
8. Staff drafts Preliminary Strategic Plan.
9. Strategic Plan Steering Committee reviews and recommends Preliminary Strategic Plan
10. Planning & Zoning Commission reviews and recommends Preliminary Strategic Plan.
11. Town Council reviews and makes recommendations concerning Preliminary Strategic Plan.
12. Staff revises Preliminary Strategic Plan as directed by Town Council. Document now becomes the Final Strategic Plan.
13. Strategic Plan Steering Committee, Planning & Zoning Commission and Town Council review and approve Final Strategic Plan.
14. Strategic Plan is implemented.





Our Vision

Town Vision

The vision describes where we want to go as a Town, and what we will be like when we get there.

Community Vision

The Town of Chino Valley Vision Statement

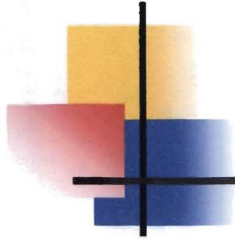
The Town of Chino Valley is a forward-looking, diverse community which, true to its small-town/rural values, treasures its historic and natural environments, enhances its economic vitality, protects its neighborhoods and its quality of life, values community-wide interests, and retains its family-friendly heritage.

Corporate Vision

The Town of Chino Valley Town Council and Staff 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 who work 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.





Town Mission and Values

Town Mission

The mission describes our organizational purpose and uniqueness.

Town Values

The core values set forth the guiding principles regarding the way we conduct business. These statements express our common beliefs and behavior standards.

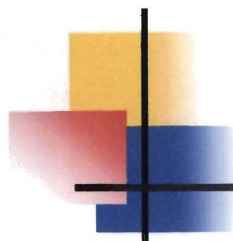


MISSION STATEMENT:

"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."

VALUE STATEMENTS:

- We foster "neighbors helping neighbors".
- We seek to maintain our rural atmosphere and lifestyle.
- We seek to preserve our historic structures, artifacts and personal and community histories.
- We support a variety of housing for our citizens.
- We value clean water, clean air, low noise, dark skies, and open vistas.
- We want to maintain our community's status as a Town.
- We seek to be an economically self-sustaining community with an appropriate mix of business and industry.
- We encourage and value businesses and industries that sustain our community with quality employment opportunities.



Strategic Direction

Strategic Focus Areas

Strategic Focus Areas are critical areas where the organization focuses its efforts to ensure that the Town of Chino Valley is positioned competitively to respond to the changing needs of the community.

Three Strategic Focus Areas are identified to indicate where the Town of Chino Valley elected officials, advisory groups and staff will devote their attention over the next five years.

The Strategic Focus Areas evolved from interviews and organizational discussions regarding trends and future opportunities. The Strategic Focus Areas provide the framework to implement the community and corporate vision for the future.

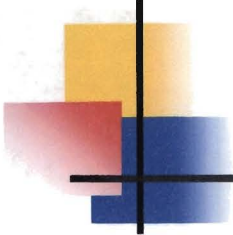
Community needs will always exceed the resources available to satisfy them. To effectively utilize resources, the Town's efforts will focus on the following areas, which are not in any priority. The areas are interrelated and no one area is more important than another.

Focus Area 1: Infrastructure Development

Focus Area 2: Community Development

Focus Area 3: Economic Development



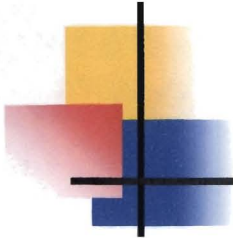


Town of Chino Valley Strategic Direction

The following pages outline our Strategic Direction for each Focus Area with its accompanying Five Year Goal.

We have identified Strategies for achieving the Goals for each Focus Area. We have also outlined our proposed Action Plans and success measurement tools (Measurements) for each Strategy.





Focus Area 1

Infrastructure Development

The Town of Chino Valley is a rapidly growing rural community. There is presently no central sewer system or water system in the community. A road network also needs to be developed. Infrastructure needs are significant and pressing.

THE TOWN'S FIVE YEAR GOAL IS:

TO DEVELOP PUBLIC INFRASTRUCTURE TO ADEQUATELY PROVIDE FOR CURRENT AND ANTICIPATED NEEDS.

Strategies:

1. Develop an effluent collection, treatment and recharge system to serve existing neighborhoods as well as new developments.
2. Develop, or encourage the development of, central water systems, public or private, to serve the existing community as well as new businesses and residential subdivisions with water service and fire protection.
3. Develop a transportation system to serve our ever growing community.





Focus Area 1: Infrastructure Development

Five Year Goal: To Develop public infrastructure to adequately provide for current and anticipated needs.

Strategy 1: Develop an effluent collection, treatment and recharge system to serve existing neighborhoods as well as new developments.

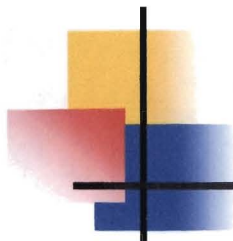
Action Plans:

- Identify suitable sites and obtain permits from appropriate state agencies for wastewater treatment and effluent recharge facilities.
- Update the Regional 208 Wastewater Plan to allow the Town to become the regional administrator for wastewater services.
- Obtain financing and phase in wastewater collection services throughout the existing community, beginning with the higher density neighborhoods.
- Require new business and residential developments to construct and utilize sewer infrastructure as directed by the Town.

Measurements:

- Construction of wastewater treatment and recharge facilities to appropriate state standards and of sufficient capacity to serve a portion of the existing community as well as new developments.
- Number of existing homes and businesses connected to the sewer system.
- Percentage of new subdivisions connected to the sewer system.





Focus Area 1: Infrastructure Development

Five Year Goal: To Develop public infrastructure to adequately provide for current and anticipated needs.

Strategy 2: Develop, or encourage the development of, central water systems, public or private, to serve the existing community as well as new businesses and residential subdivisions with water service and fire protection.

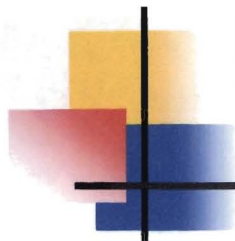
Action Plans:

- Become a Designated Water Provider under ADWR rules.
- Require new developments to construct and operate central water systems in accordance with Town standards, to include fire protection.
- Enhance our ability to provide water to our growing community by acquiring additional water credits, securing renewable water supplies and becoming a service area provider.
- As resources become available, acquire private water companies in our community.
- Phase in water service to well owners within our service area who desire to cap their well.

Measurements:

- Successful completion of Designated Water Provider application with ADWR
- Amount of Assured Water Supply and recharge credits obtained.
- Acre feet of renewable water added to our portfolio.
- Successful implementation of Water Use Policy for new developments, including development of fire protection services.





Focus Area 1: Infrastructure Development

Five Year Goal: To Develop public infrastructure to adequately provide for current and anticipated needs.

Strategy 3: Develop a transportation system to serve our ever growing community.

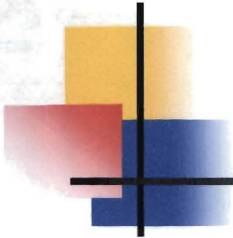
Action Plans:

- Complete a traffic study to identify current and projected traffic volumes and needs.
- Complete a HEC 2 level drainage study of the entire town.
- Identify road extensions required to serve our citizens.
- Develop a non motorized transportation plan to accommodate bicyclists, horse riders and pedestrians.
- Identify and secure funding sources for planned road extensions and new road development.

Measurements:

- Traffic and drainage studies completed and adopted by Town Council.
- Amount of funding obtained for new road construction.
- Lane miles of new roads constructed or upgraded.





Focus Area 2

Community Development

The Town of Chino Valley is growing at a rapid pace. Annexations of large land areas are occurring. There is increasing demand for services from the Town and other governments in the Tri-City Area. Regional planning and cooperation is imperative.

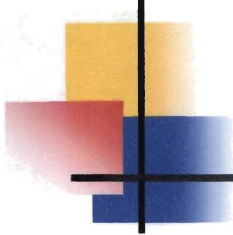
THE TOWN'S FIVE YEAR GOAL IS:

IN COOPERATION WITH LOCAL CITIZENS WE SEEK TO UPDATE CODES, POLICIES AND PROCEDURES; PROVIDE ADEQUATE TOWN FACILITIES AND SERVICES; AND IMPLEMENT APPROPRIATE LAND USE PLANNING THAT MEETS COMMUNITY NEEDS.

Strategies:

1. Update the Community General Plan in conformance with Growing Smarter Plus legislation.
2. Review and update the Town Code and all related codes and policies.
3. Construct and upgrade municipal facilities as per the Municipal Facilities Plan.





Focus Area 2: Community Development

Five Year Goal: In cooperation with local citizens we seek to update codes, policies and procedures; provide adequate town facilities and services; and implement appropriate land use planning that meets community needs.

Strategy 1: Update the Community General Plan in conformance with Growing Smarter Plus legislation.

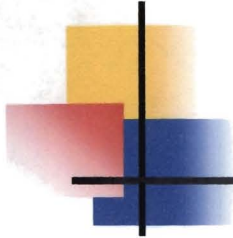
Action Plans:

- Update the General Plan with input from the Town Council, the Planning & Zoning Commission, various subcommittees, staff and citizens.
- Present the updated General Plan to the electorate, with appropriate publicity and hearings, by November 2002.

Measurements:

- General Plan updated and approved by voters prior to December 31, 2002.
- General Plan successfully implemented following voter approval.





Focus Area 2: Community Development

Five Year Goal: In cooperation with local citizens we seek to update codes, policies and procedures; provide adequate town facilities and services; and implement appropriate land use planning that meets community needs.

Strategy 2: Review and update the Town Code and all related codes and policies

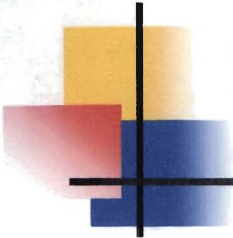
Action Plans:

- Identify and prioritize all codes and policy manuals to be updated, including but not limited to, Town Code, Zoning Code, Subdivision Code and Personnel Code. Establish a timetable for each review.
- Establish code review committees as necessary to provide recommendations to Town Council, Planning & Zoning Commission and staff.
- Make updated codes readily available to citizens over the internet, at Town Hall and at the library.

Measurements:

- Codes and policy manuals updated and approved by Council as per timetable.
- Codes and policy manuals made available on the Town's web site, at Town Hall and at the Library on a timely basis.





Focus Area 2: Community Development

Five Year Goal: In cooperation with local citizens we seek to update codes, policies and procedures; provide adequate town facilities and services; and implement appropriate land use planning that meets community needs.

Strategy 3: Construct and upgrade municipal facilities as per the Municipal Facilities Plan.

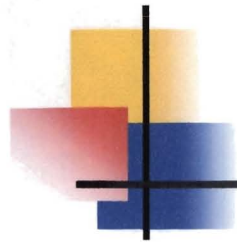
Action Plans:

- Update Municipal Facilities Plan on an annual basis.
- Identify and secure appropriate funding sources for development of needed municipal facilities.
- Construct and upgrade municipal facilities (buildings and recreational facilities) as called for in the first five years of the Municipal Facilities Plan.

Measurements:

- Municipal Facilities Plan updated and approved annually by Town Council.
- Adequate funding sources secured and utilized for municipal facilities development.
- Number of square feet per office worker.
- Number of acres of parks per 1,000 citizens.
- Library square footage per 1,000 citizens.





Focus Area 3

Economic Development

The Town of Chino Valley has a limited number of businesses and services at present. Current economic development efforts are under funded. To achieve economic sustainability we need to attract and retain an appropriate mix of businesses. We also seek additional businesses to provide quality jobs for our citizens.

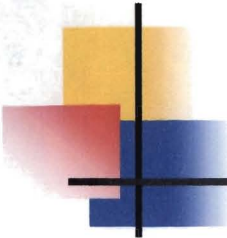
THE TOWN'S FIVE YEAR GOAL IS:

IN COOPERATION WITH LOCAL ORGANIZATIONS WE SEEK TO ATTRACT AND RETAIN BUSINESSES AND SERVICES THAT COMPLIMENT THE COMMUNITY'S NEEDS, PROVIDE QUALITY JOBS AND BROADEN THE TAX BASE.

Strategies:

1. Develop an Economic Development Plan.
2. Establish an Economic Development Fund to provide adequate resources to attract and support desired businesses.





Focus Area 3: Economic Development

Five Year Goal: In cooperation with local organizations we seek to attract and support businesses and services that complement the community's needs, provide quality jobs and broaden the tax base.

Strategy 1: Develop an Economic Development Plan.

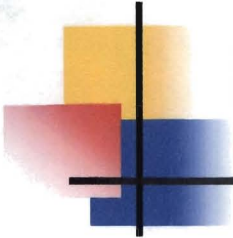
Action Plans:

- Enlarge the present Economic Development Committee to include more community and business members, and empower the Committee to develop an Economic Development Plan.
- Identify targeted commercial and industrial districts.
- Identify targeted businesses.

Measurements:

- Timely development, approval and implementation of the Plan..
- Number and types of targeted businesses attracted and retained.
- Sales tax growth.
- Number of quality jobs provided by local businesses.





Focus Area 3: Economic Development

Five Year Goal: In cooperation with local organizations we seek to attract and support businesses and services that complement the community's needs, provide quality jobs and broaden the tax base.

Strategy 2: Establish an Economic Development Fund to provide adequate resources to attract and support desired businesses.

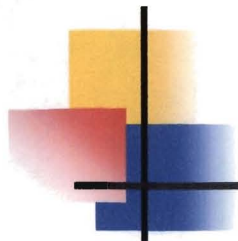
Action Plans:

- Identify and set aside monies in the General Fund for economic development purposes.
- Provide appropriate infrastructure to targeted business areas.
- Identify and acquire additional stable, commercial-based revenue sources such as sales taxes, commercial building permit fees and business license fees to be used for economic development purposes.

Measurements:

- Increased amount of money set aside for economic development activities.
- Number of businesses with adequate or upgraded water, sewer and fire protection services.





Implementation

The success of any plan is measured by the results of its implementation. The Chino Valley Strategic Plan can measure its success as it relates to the community's General Plan, the Capital Improvement Plan and the Annual Budget.

The **General Plan** is updated periodically as directed by Town Council and State Statute. It contains elements or chapters dealing with growth areas, open space, water resources, housing, conservation, land use, transportation, public services and facilities, the environment and the cost of development. It will be updated in the current year 2002.

The Five Year **Capital Improvement Plan** is updated annually to reflect multi-year spending priorities.

The **Strategic Plan** provides a foundation or framework from which the General Plan can be developed. The Strategic Plan tells us who we are, where we want to go in five years and how we plan to get there.

The **Annual Budget** allocates financial and other resources to carry out the goals of the Strategic Plan and the General Plan.





Appendix I

Process Participants

Town Council

Dan Main, Mayor

Joel Baker

Jim Bunker

Virginia Reid

Russ St. Pierre, Vice Mayor

Norm Barnes

Pat Purdin

Planning & Zoning Commission

Jack Owen, Chairman

Carl Clickner

Florence Sloan

Norm Freeman

Strategic Plan Steering Committee

Karen Fann, Chairwoman

Mike Beatty

Brian Carpenter

Steve Cotton

Roger Fillibrown

Ron Minnich

Paul Aslanian

Jim Bunker

Carl Clickner

Herm Federwisch

Allan Grell

Mike Nelson

Staff Project Team

Carl Tenney, Town Manager

Jeri Strader, Administrative Assistant





Appendix II

Future Assumptions

To effectively plan and respond strategically, organizations must develop assumptions which frame the future and potentially provides the framework for the development of strategic issues. The following five year future assumptions were suggested by the Strategic Plan Steering Committee

1. The population of Chino Valley will increase approximately 50% in the next 5 years.
2. The Town of Chino Valley will continue to provide services for surrounding areas.
3. The community will continue to diversify in terms of its demographics. This may include a larger Hispanic population, more women working outside the home, more retirees, and similar social changes.
4. Due to projected growth, crime will increase.
5. We will have the beginning of a water and sewer system within 5 years.
6. Existing facilities will be five years older, requiring additional maintenance.
7. Neighborhoods in Chino Valley will continue to age. We will need to develop maintenance standards for public infrastructure in all subdivisions.
8. Public transportation services will become more important as the community grows and demographics diversify.
9. Demands for existing traditional services will increase due to population growth.
10. Chino Valley's physical boundaries may continue to increase with annexations into surrounding areas.
11. There will be a need for increased cooperation and planning between the Town and schools for facilities, programs, etc.
12. There will be a continuing trend toward more telecommuting by citizens and business.
13. There will be increased financial impact on the community due to additional federal and state mandates and regulations, funded and unfunded, including the EPA, ADEQ, etc.
14. There will be changes in management and elected leadership positions within the Town over the next five years. (Due to retirements, elections, etc.)



1. Appendix II

Future Assumptions (continued)

15. There will be an increase in the number of jobs within the community as a result of economic development efforts.
16. There will be more commercial development within the Town.
17. The workforce of the Town of Chino Valley will change and place different demands on the Town for benefits and leave programs, etc.
18. Emerging regional development trends will impact Chino Valley.
19. Regional issues and solutions will impact the Town and we will be required to participate in solving them.
20. Current financial resources may not keep up with the demand for future services.
21. There will be an increase in staff and municipal facility requirements.
22. Technology will have a greater impact in the way people live and work.
23. There will be a greater number of people seeking more leisure activities and recreational opportunities.
24. The number of organized neighborhood groups and special interest groups demanding services and participation in the decision-making process will increase.
25. Individual citizens will continue to be an integral part of the decision-making process.
26. The Community will expect the Town government to change, adapt and respond to new ideas and methods.
27. Community sustainability and affordability will become an even more important issue.
28. Commercial and recreational facilities will be needed in the newly annexed and newly developed areas of Town.

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ATTACHMENT “D”

SMART Goals

SMART GOALS

Specific

Measurable

Attainable (ambitiously realistic)

Results-oriented

Time-bound