



TOWN OF CAMP VERDE

Strategic Plan Summary

For fiscal year 2021-22

Short-term Goals (1-2 years)

1. *Create marketing program focused on business development, tourism and support, healthcare expansion and Main St. area.*
2. *Providing access to the Verde River.*
3. *Fully develop the Camp Verde Sports Complex.*
4. *Become the water provider in Town through acquisition of a local water company.*
5. *Expand wastewater services Northward along Hwy 260.*
6. *Stimulate the growth of quality affordable housing.*
7. *Encourage development that retains our rural and historical, western character while following the layout of the General Plan.*
8. *Retain current employee's while attracting and developing leaders of respect within their fields.*

Long-term Goals (3+ years)

1. *Park system expanded, improved and maintained.*
2. *Continued growth of quality affordable housing.*
3. *Main St. and Montezuma Castle Hwy. intersection re-aligned.*
4. *Work to improve career-technical educational opportunities within the Verde Valley.*
5. *Improve broadband access.*
6. *Improve and remedy infrastructure related safety issues including, roads, sidewalks and stormwater run-off.*

GOAL DEVELOPMENT PROCESS

Summary

Each year, at the beginning of the budgeting process, the Town of Camp Verde goes through a strategic planning process to establish the short-term and long-term needs and direction of the Town, specifically as it applies to the remainder of the upcoming budgeting process. The goal is to develop a document listing the top priorities of Council that can be used as a reference by Council members and Town staff as they prepare and prioritize the Town's 5-year Capital Improvement Plan and overall Town budget.

Defining Ourselves

Each member is given a worksheet ahead of time to complete in anticipation of the strategic planning meeting. The worksheet (see attachment A) focuses council member's attention on what our Town looks like now and what we would like our Town to look like in the future. Each Council member presents their ideas of what they see as the important characteristics of who/what we are as a town currently. After which, similar concepts are combined and the top concepts are selected through simple discussion. The same process is then followed for the next section of who/what would we like to become. This process is important for directing Council's focus onto diverse and high-level concepts rather than specific projects or budget items. The top responses for each section are listed below.

Who/what are we?

- 1) A rural town with historical roots and a western character.
- 2) Located on the Verde River and the cross roads of Interstate 17 and Hwy 260.
- 3) Family and community focused.
- 4) A relatively diverse population including working class, retiree's, Native Americans, Hispanics, and Caucasians as well as both well off and living within poverty conditions.
- 5) A community of abundant natural resources for outdoor activities including the river, trails, open land and pleasant weather.

Who/what do we want to become?

- 1) Retain our rural, historical and western character.
- 2) Remain a safe place to live.
- 3) Providing quality affordable housing to its residents.
- 4) A tourist destination.
- 5) A preserved and accessible Verde River.
- 6) A successful Main St. corridor that is enhanced with new opportunities but retains its western character.
- 7) Create a solid educated and skilled workforce.
- 8) Development of more local healthcare facilities.
- 9) Preserved focus on families and community.
- 10) Increased support for marketing, business and tourism.

GOAL DEVELOPMENT PROCESS

Segment Review

Council is also given another worksheet (see attachment B) to complete ahead of time. This worksheet begins to focus council members on specific “segments” of our town also from a high-level standpoint. The four main segments are: 1) Quality of life, 2) Infrastructure, 3) Economy and 4) Town government. Within each segment are multiple categories for Council members to reflect on as they determine individually, what “the” major issue within that category is. This desire here is to keep Council focused on the overriding issue, not their specific solution. Once the issue is determined, its level of importance is assigned with a value as follows: 4-critical/imperative, 3-necessary/needed, 2-secondary/desired and 1-consider/review. Finally, each issue is determined to be a Strength, a Weakness, an Opportunity or a Threat. These sheets are turned in ahead of time and summarized by staff, with similar topics combined into one issue. Council members receive the summarized version the day of the strategic planning session (see attachment C). Council members now spend 30 minutes discussing and rating the remaining issues. Once completed, the forms are given to the finance Director to be entered onto the completed segment sheet where all levels for each line item/issue are averaged together. From the averages, the top priorities rise to the top and are reviewed with Council to make sure the majority agrees with end results (see attachment D). The 9 top issues are listed below.

Top rated issues

- 1) The character of our Town; rural, historical heritage, western and family/community focused.
- 2) Providing public access to our abundant outdoor areas while making sure to maintain and preserve them as well.
- 3) Expand wastewater services northward along Hwy 260 corridor.
- 4) Maintaining a successful Main St. area, enhancing services and retaining its western character.
- 5) Provide activities and resources that support our local families.
- 6) Pursue the acquisition of a local water company.
- 7) Attracting businesses that provide good wages for employees.
- 8) Improve career-technical educational opportunities within the Verde Valley.
- 9) Fully develop the Camp Verde Sports Complex.

Goal Development

Once these exercises are completed, Council utilizes the top results established in each exercise to propose and validate a list of short-term (1-2 years) and long-term (3+ years) goals to help guide the development of the upcoming budget and overall direction for use of Town resources. For fiscal year 2020-21, 8 short-term goals and 6 long-term goals were created.

Attachment A

TOWN OF CAMP VERDE

Strategic Planning

February 21, 2021

Please answer the following questions with short bullet point responses. Consider the following conceptual areas: 1) Quality of Life, 2) Infrastructure, 3) Economy and 4) Town Government. Also consider the following: access, movement, comfort, feel of Town, reason to be here or come here.

Who/what are we?

1.	
2.	
3.	
4.	
5.	
6.	
7.	
8.	
9.	
10.	

Who/what do we want to become?

1.	
2.	
3.	
4.	
5.	
6.	
7.	
8.	
9.	
10.	

Attachment B

TOWN OF CAMP VERDE

Strategic Planning

February 21, 2021

Quality of Life

- Housing
- Families
- Community
- Education
- Recreation
- Natural Resources
- Other?

Issue/Focal Point	Level	SWOT

Infrastructure

- Streets
- Water Utility
- Sewer Utility
- Stormwater
- Town Facilities
- Other?

Issue/Focal Point	Level	SWOT

Economy

- Businesses
- Tourism
- Workforce

Issue/Focal Point	Level	SWOT

Town Government

- Services
- Parks, Trails, Common areas
- Vehicles & Equipment
- Heritage
- Verde River
- Other?

Issue/Focal Point	Level	SWOT

For any of the above segments, please list the specific issue or focal point of your comment.
 ie Town Facilities: Gym needs major repair, Stormwater: Need major impv's at 3 locations, etc.

For the Level column enter 1-4 based on the following definitions:

4-Critical/imperative, **3**-Necessary/needed, **2**-Secondary/desired, **1**-Consider/review

For the SWOT column, please label each issue as:

S-Strength, **W**-Weakness, **O**-Opportunity, **T**-Threat

Attachment C

TOWN OF CAMP VERDEStrategic Planning
February 21, 2021

Quality of Life	Issue/Focal Point	Butner	McPhail	Whatley	Jenkins	Murdock	Baker	LeBeau	Avg	SWOT
		Level	Level	Level	Level	Level	Level	Level		
Housing	Lack of quality housing	3	4	3	3	3			2.7	W-O-T
Families	The heart of our town	3			3	4			1.7	S
Families	Events & activities		1						0.2	S
Families	Recreation			3					0.5	W
Community	Great place to live	3				3			1.0	S
Community	Strong values		4						0.7	S
Community	Volunteers				3				0.5	S
Community	Library / community center			4					0.7	S
Education	Lack of higher ed & vocational	4	4	4	3	2			2.8	W-O-T
Education	Cutting edge K-12 edu to draw business		2						0.3	O
Recreation	Finish sports park & renovate older parks	3	3		3	4			2.2	S-O
Recreation	Trails			2					0.3	O
Natural Resources	Continue to preserve	3			4	4			1.8	S
Natural Resources	Fund river parks & trail systems		3	4	3				1.7	S-O
Natural Resources	Verde river conservation & monitoring	3	4	4	4	4			3.2	S-T
Other?									0.0	
Infrastructure										
	Issue/Focal Point	Level	Level	Level	Level	Level	Level	Level	Avg	SWOT
Streets	Improve contractor management	3							0.5	W
Streets	Repave		3						0.5	W
Streets	Fix main & montezuma intersection			3					0.5	T
Streets	Maintenance				3	2			0.8	W
Water Utility	Acquisition great opportunity	3	4	4	4	3			3.0	S-O
Water Utility	Restructure rates for conservation		4						0.7	S
Sewer Utility	Continue to improve management	3							0.5	O
Sewer Utility	Exp along 260		4		4	4			2.0	S-O
Stormwater	Need major repairs in multiple locations	3	3	2	3	2			2.2	W-T
Town Facilities	Gradual improvement needed	2			2	3			1.2	O-W
Town Facilities	Safety, fix sidewalks & gazebo		3	4					1.2	T
Other?	Continue to improve management		2						0.3	W
Other?	Customer Service, monitor & improve				2				0.3	O
Economy										
	Issue/Focal Point	Level	Level	Level	Level	Level	Level	Level	Avg	SWOT
Businesses	Help main street improve/recruit	4							0.7	W
Businesses	Need for higher paying jobs		4						0.7	W
Businesses	Growth			3		2			0.8	O
Tourism	Improve marketing	3			3	2			1.3	O
Tourism	Improve wayfinding & bus signage		3						0.5	O
Workforce	Improve career-technical education	3	4						1.2	W
Workforce	Trained, educated, increase supply				3	2			0.8	W
Town Government										
	Issue/Focal Point	Level	Level	Level	Level	Level	Level	Level	Avg	SWOT
Services	More efficient delivery	3			2	4			1.5	S-O
Services	Continue customer service website		4						0.7	S
Services	Lack of deputies			4					0.7	T
Parks, Trails, Common areas	Continue to expand, improve & maintain	3	3			4			1.7	W-O
Parks, Trails, Common areas	Sports complex			4					0.7	S
Vehicles & Equipment	Vehicles are plentiful/need equipment	2							0.3	O
Vehicles & Equipment	Develop replacment sched		2						0.3	O
Vehicles & Equipment	Maintain				2	3			0.8	S-O
Heritage	Continue to preserve	3		4		3			1.7	S-O
Heritage	Verde river parks & arena		3						0.5	S
Heritage	Retain Western character & YAN partner				4				0.7	S
Other?	Leadership and Management	4							0.7	O
Other?	CV entrance improved				3				0.5	W

For any of the above segments, please list the specific issue or focal point of your comment.

ie Town Facilities: Gym needs major repair, Stormwater: Need major impv's at 3 locations, etc.

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Attachment D

TOWN OF CAMP VERDE

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February 21, 2021

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Families	The heart of our town	3	4	4	3	4			3.6	S
Families	Events & activities	2	1	3	1	4			2.2	S
Families	Recreation	2	3	3	3	4			3.0	W
Community	Great place to live	3	3	3	3	3			3.0	S
Community	Strong values	3	4	4	4	4			3.8	S
Community	Volunteers	3	2	4	3	3			3.0	S
Community	Library / community center	3	3	4	3	4			3.4	S
Education	Lack of higher ed & vocational	4	4	4	3	2			3.4	W-O-T
Education	Cutting edge K-12 edu to draw business	3	2	4	2	4			3.0	O
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Vehicles & Equipment	Develop replacment sched	3	2	2	1	3			2.2	O
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