

SECTION 4.4

COMMUNITY FACILITIES AND SERVICES ELEMENT

The Community Facilities and Services Element of the Pinetop-Lakeside/Navajo County Regional Plan is presented in the following sections:

- 4.4.1 Introduction
- 4.4.2 Delivery of Facilities Services
- 4.4.3 Existing Conditions
- 4.4.4 Goals, Objectives, Evaluation Measures, Policies, and Programs

4.4.1 INTRODUCTION

Both the Town of Pinetop-Lakeside and Navajo County provide few community facilities or services. This section outlines the conditions and assessment of the following primary facilities and services that are provided for by both public and private agencies, and is illustrated in Exhibit 4.4-1, *Community Facilities Map*:

Community Facilities and Services Inventory			
	<i>Service</i>	<i>Structure</i>	<i>Overseeing Authority</i>
1.	Town Services	M	Town Council
2.	County Services	CG	County Board
3.	Sanitary Sewer –PLSD	ID	Local Elected Board
4.	Potable Water	ID/CFD/P	Corporation Commission (Local Board)
5.	Solid Waste	P	Corporation Commission
6.	Phone Service	P	Corporation Commission
7.	Electric	PC	Local Elected Board (Corporation Commission)
8.	Fire Protection	ID (2)	Local Elected Board
9.	Emergency Medical	ID	Local Elected Board
10.	Law Enforcement	M/CG	Town/County
11.	Education	SD	Local Elected Board
12.	Postal	F (2)	Federal Agency

- M- Municipal government
- CG- County Government- established by State Act
- CFD- Community Facility District – Established by Town authority
- ID- Improvement District – Taxing authority established by County authority in conjunction with District
- PC- Non-profit Cooperative
- SD- School District established by County School Board Authority.
- F- Established under Federal Postal Service
- P- Private Corporation

As the table illustrates, primary services are provided by a wide range of entities, including private cooperatives and local improvement districts. Due to the lack of most

services, the Town and County are limited in efforts to manage growth and development via offering utility service “breaks”.

4.4.2 DELIVERY OF FACILITIES SERVICES

It is important to realize that during the 20 year planning timeframe it is difficult to determine what system will be the most effective in terms of the delivery of facilities and services. In many instances private providers are more efficient in the delivery of services and, hence, lower costs for the consumer. However, it depends upon the nature of the service or facility. Emergency services are just one example in which individuals generally prefer direct public oversight and accountability, and the cost of services is not such a high priority. Therefore, when evaluating facilities and services it is important to recognize that the public perception of level of service reflects more than cost.

Typically, public agencies are able to respond to public demands and adjust schedules, rates, etc. more quickly than a private operator. Since public agencies can take advantage of long-term capital financing, they are also capable of planning for extremely long-range contingencies. Due to consumer demand for increased choice and variety, the future will likely see even more competition between private and public providers. Rather than pre-determining what services should be provided by local governments, it is more important to assure better coordination and planning between all providers. The adoption of joint standards and more structured agreements that identify terms for the public and consumers, offer opportunities for lowering capital costs and consumer rates. The following section identifies and describes the current and expected levels of service.

4.4.3 EXISTING CONDITIONS

TOWN GOVERNMENT

The Town of Pinetop-Lakeside currently provides services in the areas of police protection, parks and recreation, road maintenance, floodplain management, planning, zoning, and building inspections. Although the Town only represents a third of the study area residents, it is the local government most often called upon for the community services mentioned above. Information regarding road maintenance is provided in the Circulation Section, and Parks and Recreation information is located in the Open Space/Recreation Element.

The primary Town departments and staffing are as follows:

Department	Full-Time Employees
Administrative/Finance	7
Community Development/Building	5
Parks and Recreation	4
Police	25

ASSESSMENT

- ❑ Many residents within Lakeside and Pinetop but not within the town limits are often confused that the Town cannot serve them. Due to proximity the Town is often able to better assist county residents within the plan study area. This includes the Lakeside and Pinetop areas.
- ❑ Because the Town services are predominantly paid by sales tax revenue, future seasonal population growth does not adequately contribute toward the cost of services.

COUNTY GOVERNMENT SERVICES

The County provides services in the areas of police protection, parks and recreation, road maintenance, floodplain management, as well as planning and zoning, health and building inspections. Certain County services are provided within the Town limits, i.e., health inspections, flood control, and limited road maintenance. Since the County seat is located within Holbrook, some essential services, i.e., building and health inspections are based out of the southern county office in Show Low and road maintenance out of the Pinetop Road Yard.

ASSESSMENT

- ❑ Since the County only has two full-time planning staff members it is unable to adequately address all growth issues in the plan study area.

SANITARY SEWER

Sewer service is provided by the Pinetop-Lakeside Sanitary District, which is funded by ad valorem taxes and user fees. The current district covers a substantial portion of the urbanized portion of the plan study area and almost all of the Town limits. However, there are isolated areas within the District that are not served.

CONDITIONS:

- ❑ The District's maximum wastewater treatment capacity is 2.0 million gallons per day and the present operating load is approximately 900,000 gallons per day. The Sanitary Sewer system was designed and constructed based upon an estimated density for the region of 2.2 residents per acre (RAC).
- ❑ Water quality was the driving force behind creation of the district in the late 1970's. The regional planning area includes many older shallow wells, which are at depths of approximately 90' to 120', which are susceptible to septic leaching and other sources of contamination.

- The majority of the homes (approximately 75%) within the Sanitary District are on sewer.

ASSESSMENT

The district has adequate capacity to handle any new development within the town and the plan study area. Currently, there is no requirement by the County or the Town to mandate sewer hookups for existing development. As a result, many homes and entire subdivisions are still on individual septic systems. The Sewer Authority still has enough capacity to accommodate future residential development within the planning timeframe, which includes approximately 10,000 to 15,000 additional residents, but not substantial heavy industrial development. At this time there are no plans for major expansion of the sewage treatment system beyond the Jacques Marsh area. Due to limited treatment capacity future industrial or heavy commercial development will be limited to less intensive water users.

Soil conditions throughout the study area range from highly permeable sandy loams to non-permeable fine-grained clay and are not generally conducive to good treatment by septic systems. Significant areas are also subject to high seasonal water tables, shallow to bedrock conditions, and high shrink/swell characteristics that limit both septic system installation and structural stability. In areas of poor soil capacity development should be restricted and require connection to a centralized sanitary sewer system. In addition, due to the prevailing soil conditions (see Section 4.5) it is likely that some ground water is being polluted by faulty or failed septic systems.

There is currently no enforceable method to require existing and/or new development to connect to the sanitary sewer system. Because of the high cost of sewer system expansion, many small property owners are reluctant to connect until such time as the number of new users makes connection financially feasible.

POTABLE WATER SUPPLY

There are no less than 8 water companies currently in existence within the plan study area:

1. Arizona Water Company – Private Company
2. Porter Creek – Improvement District (ID)
3. White Mountain - ID
4. Pinetop Water Company – Community Facilities District (CFD)
5. Ponderosa Water Company-
6. Wonderland Acres
7. Porter Mountain- ID

8. Pineview Land and Water

Three of these are established as improvement districts and one is a Community Facilities District under charter by the Town. The remaining companies are private providers.

All local water providers use deep wells to pump groundwater from aquifers occurring within the lower limestone strata. The following data indicates the level of supply and loss due to estimated leakage from the current system. Although a large groundwater supply exists, there are distribution problems due to inadequate infrastructure and dependence upon shallow well systems that are a problem.

Water Supply		
Provider	Gallons per Day (GPD)	Average Monthly Loss
Arizona Water Company	1,800,000 GPD	600,000 GPM
Pinetop Water CFD	325-350,000 GPD	350,000 GPM

The Growing Smarter Plus legislation (2000) requires Cities and Towns with populations between 2,500 and 10,000 and an annual growth rate of 2% or more per year to adopt a water resources element to address future water supply needs. Counties with populations less than 125,000 are excluded from this requirement. Hence, The Town of Pinetop-Lakeside but not Navajo County is required to adopt a water resources element by December 31, 2002. The water resources element must inventory all known water supplies and include an assessment of how growth projected within the General Plan will be served by all legal and physically available water supplies or provide a plan for securing additional water if necessary.

ISSUES:

- ❑ Water supply is market driven. Arizona Water Company and other entities are not able to subsidize development.
- ❑ Water companies are restricted by the Corporation Commission and cannot mandate more than 20 CFS for a residential connection or domestic use.
- ❑ Wellhead protection is not locally regulated.
- ❑ Water supply- Arizona Water Company is preparing to plan for a 100-year supply but at this time no providers can provide this assurance.
- ❑ Because water is supplied by a variety of private entities, meeting the new Growing Smarter requirement for a water resources element will be difficult and depend upon their cooperation.

ASSESSMENT

Although a short-term capacity exists to accommodate immediate growth and development, according to plan projections, long-term capacity is questionable, due to the

fact that no comprehensive water plan exists. There is also no overall strategy for improving waterlines necessary to meet local fire flow needs.

SOLID WASTE

COLLECTION SYSTEM

There is no public waste collection service within the Plan Study Area. The single largest waste hauler is Waste Management, a multi-national corporation that serves much of eastern Arizona. At present at least two other small and locally owned operations serve the area.

The schedule for collection fees at Waste Management is as follows:

	Monthly Fees
Residential	\$15.65
Commercial	\$52.32 - \$164.59*

* Rates according to business service pick-up options.

DISPOSAL FACILITIES

Waste Management transports approximately 180 tons of waste per day. Of this, 10 tons are transported to the Pinetop-Lakeside Sanitary District and 20 tons to the Whiteriver landfill, with the remainder going to the Lone Pine Transfer Station. Landfill costs are extremely expensive. Waste Management estimates that approximately 49% of their operating costs are disposal charges.

The Lone Pine Transfer Station is located nine miles north of Show Low and the Penrod Landfill north of Joseph City. Both facilities are owned and operated by Waste Management. The Penrod Landfill is the only viable facility lacking federal or state environmental restrictions that would make it unavailable in the future. It is estimated that the Penrod Landfill will have capacity to serve future growth from the Plan Study Area. No County, municipal, or private facilities are planned at this time. The Pinetop-Lakeside Sanitary District operates a digester facility at its base that is capable of converting biodegradable materials from solid waste to a compost material. It is estimated that this facility removes 60-70 % of material from the daily 10 tons of solid waste processed.

The waste generation rate is 40 lbs per person per day based upon the 1995 Regional Planning Area estimated population (see section 4.1). This number is largely inflated however, due to the impact of additional seasonal visitors and residents, which are not accounted for in population estimates or operator records.

At present Waste Management is not subject to a local franchise agreement, although the Town does have a locally adopted Solid Waste Ordinance that requires haulers to acquire an annual permit and meet minimum safety regulations.

RECYCLING

Although the digester facility is a model of recycling technology, no permanent recycling program exists to remove reusable materials from the waste stream. There are, however, private operators who purchase or collect aluminum, newsprint and other recyclables from the public for transport to facilities outside the region. A survey conducted in 1998 indicated a strong public preference for a local recycling program with curbside pick-up.

Unfortunately, at this time there is not a sufficient recycling market to recover the operating costs and, therefore, such a program would need to be heavily subsidized. In 1998 a grant submitted to ADEQ for assistance in building a recycle collection facility by the Town was rejected. Waste Management has indicated an interest in recycling when the technology exists to transport co-mingled waste that can be sorted at a facility.

ASSESSMENT

There are no immediate indications that local waste haulers will not be able to accommodate the increased growth, although the future cost of waste management is uncertain. Although the current system may be the most efficient and only viable means for solid waste collection at this time, it is based upon short-term market demands and may not accommodate all public needs.

- The absence of any formal franchise agreement to manage the solid waste system highlights the following concerns:
 - Long-term landfill costs that may be incurred if the waste stream is not reduced or redirected.
 - Price controls for a system that is completely controlled by outside corporations.
 - Lack of market incentives for waste-stream reduction programs, i.e., recycling. Illegal dumping due to increased disposal fees.
- The lack of a comprehensive Solid Waste Management plan or strategy for the region limits options for the effective public financing of future facilities.

PHONE SERVICE

Phone service is provided by Citizens Communications. There has been a 5% to 6% annual increase in phone hook-up requests for the past five years. The demand for multiple residential lines for business and Internet connections continues to increase

demand, which sometime exceeds the company's ability to install equipment in a timely manner and, as a result, there is a waiting list for installation. Citizens is in the process of upgrading its local switching facilities.

Cellular service has also grown rapidly, more than doubling within the past five years.

ASSESSMENT

The basic service is adequate for the present demand. Citizens continues to work on the expansion of its facilities to increase its line capacity and range of services, in order to accommodate the explosive growth in cellular and Internet use.

ELECTRIC TRANSMISSION

Electric service for the plan study area is currently provided by the Navopache Electric Cooperative located in Lakeside. Founded in 1946, Navopache was established and continues to function as a private nonprofit corporation with capital financing from the Federal Rural Utility Service. Power for the Co-op is currently purchased from a coal-fired generation plant in New Mexico and from various hydroelectric dams from the region. The Co-op is governed by a locally elected eight member Board of Directors but is also regulated by the Arizona Corporation Commission.

Aside from covering the study area, Navopache Electric Cooperative covers almost 10,000 square miles in eastern Arizona and New Mexico. Monthly rates for users are as follows:

Users	Monthly Customer Service Charge
Residential	\$11.25
Small Commercial	\$12.75
Commercial/ Industrial	\$75.00

Source: Navopache Electric

The current service connections for the plan study area are as follows:

Plan Study Area Electric Service Connections – 12/1999			
	<i>Pinetop-Lakeside</i>	<i>Surrounding Area</i>	<i>Total</i>
Full-Time Res.	1,468	3,046	4,514
Seasonal Res.	1,006	3,717	4,723
Other	581	349	9,237
	3,055	7,112	10,167

Source: Navopache Electric

ASSESSMENT

There are no immediate issues in regards of the Co-op's capacity for providing service for the projected growth. However, it is expected that it will be more difficult to connect rural customers if the trend in lot splits (minor land divisions) continues unabated without subdivision requirements for utility planning.

PUBLIC SAFETY

FIRE PROTECTION

The study area is served by two fire improvement districts that are funded through property assessment taxes. Both districts are professionally managed and maintain a Protection Class Rating of 6, which far exceeds the standard for most rural fire service agencies.

LAKESIDE FIRE DISTRICT:

- ❑ Eight full-time personnel, including fire chief, secretary and six firefighters, as well as 42 on-call volunteers.
- ❑ One permanently manned base station and one part-time manned station.
- ❑ Three pumper trucks, three brush units with limited water supply, and three tanker trucks.
- ❑ District provides 24-hour emergency medical services.
- ❑ Total district valuation is approximately \$46 million and the millage* rate is 1.32, which is low in comparison to the state average of 1.78.

Note: *Millage rate is based upon the ratio of tax per thousand dollars of real property valuation.

PINETOP FIRE DISTRICT:

- ❑ Fourteen permanent personnel, including a Fire Chief and 12 firefighters. There are 25 volunteers.
- ❑ Currently, one manned station on the corner of Pine Lake Road and 260, and a second at Wild Rose Lane and Buck Springs Road in the Pinetop Lakes subdivision.
- ❑ One ladder truck and two tankers.
- ❑ District assessment is \$71-72 million overall and the millage rate is 1.13, one of the 10 top districts in Arizona in terms of assessment.
- ❑ Six new subdivisions have been approved within the past year.

ASSESSMENT

- ❑ Growth demands due to permanent versus seasonal-infill development
- ❑ Lack of hydrants in some outlying areas.
- ❑ Fire-flow limitations.
- ❑ Need for local enforcement of the Uniform Fire Code, by adoption by the Town and County.

Due to age, condition, and remoteness of some residential areas, newer developments sometimes end up subsidizing fire service. Unfortunately, water distribution is currently cost prohibitive in some of the more rural areas due to the remote and dispersed development patterns.

Residents not located within the fire districts essentially have little fire protection. The forests are full of understory young growth litter. The Forest Service is keeping a close eye on this activity and attempts to assist local residents as it can.

MEDICAL

Both Lakeside and Pinetop Fire Districts provide comprehensive paramedic services.

ASSESSMENT

The current level of service is considered the best in the White Mountains. Both districts are continuing to invest in upgraded equipment and training for personnel.

LAW ENFORCEMENT

Law enforcement is provided by the Town and by the Navajo County Sheriff's Department for all other areas within the planning area. The Arizona Department of Public Safety also provides traffic enforcement along Highway 260.

TOWN POLICE DEPARTMENT

The Department has a total of 25 personnel, 14 of which are active patrol officers. The Department maintains a minimum of 2 patrol officers on duty at any time.

ISSUES:

- ❑ Increase in violent and domestic crime.
- ❑ Increased demand for community-based policing activities, i.e., code enforcement, counseling.
- ❑ State Highway 260 traffic enforcement.
- ❑ Tribal jurisdiction.

- ❑ Increased demand to provide back up to County Sheriff's officers when called upon.

ASSESSMENT

Generally, the community is pleased with the level and quality of service provided. The police department is well staffed and well funded. The most pressing need is for new updated communications equipment.

Navajo County, however, is not able to provide as high a level of service to the subdivisions in the unincorporated areas of the county adjacent to the Town. This includes Pinetop Lakes Country Club, Pinetop Country Club, and White Mountain Summer Homes.

EDUCATION

The Plan Study Area is served by the Blue Ridge School District which included 2,360 students in the 1999-2000 school year, a \$10 million annual operating budget, and some 300 employees.

ISSUES:

- ❑ High School enrollment grew by over 100 students during the 1998-1999 school year.
- ❑ Future expansion will require an additional site for the school facility (10-50 acres).
- ❑ District recently voted to not accept additional students from outside the district.
- ❑ Teacher salaries are low relative to local cost of living, especially housing costs.

The Blue Ridge School District has experienced a 10% enrollment increase in the past 4 years and employs more than 300 persons.

- ❑ Teacher retention.
- ❑ Facility planning is controlled by the State.

ASSESSMENT

The district is prepared to handle the growth projected to occur within the planning timeframe, although to accommodate this growth it is preparing to find a future building site. One key issue for the district is the state funding changes which impact local decisions regarding the type and size of facilities.

POSTAL SERVICES

There are currently two post offices with two service areas: the Pinetop Post Office and the Lakeside Post Office. Coordination between the two centers has been lacking in the past resulting in some misrouted mail. Also, some customers are unhappy with the addressing system and would like to have it improved. Both post offices are slowly phasing in street address delivery in coordination with the Town Emergency 911 system.

ASSESSMENT

The existence of two distinct postal locations has been a continual issue within the community. Many residents would prefer that both centers be titled Pinetop-Lakeside for greater simplicity. Although the consolidation of both offices might result in greater efficiency and cost savings, the US Postal Service has no intention of pursuing this measure at this time. However, the new location in the southern end of Pinetop, next to the new Frontier Bank facility, is being planned to accommodate future consolidation.

4.4.4 GOALS, OBJECTIVES, EVALUATION MEASURES, POLICIES AND PROGRAMS

OVERVIEW:

The following measures are intended to promote the delivery of community facilities and services in a more timely and cost effective manner commensurate with the needs of a growing population and economic base, and that there is adequate coordination and cooperation between the Town, County and State agencies in their planning and provision. In this effort, all alternatives should be explored, such as the consolidation of some services, or joint procedures necessary to achieve maximum efficiency in the administration and delivery of the services. Existing community facilities are continually maintained and improved in a manner to assure an excellent quality of life for existing and future residents.

REGIONAL GOAL

GOAL: DEVELOP A REGIONAL STRATEGY TO DETERMINE THE APPROPRIATE LEVELS OF SERVICE FOR COMMUNITY FACILITIES AND SERVICES CONSISTENT WITH THE GROWTH AREA ELEMENT.

OBJECTIVE 1: Explore measures that improve the efficiency of public and private services.

OBJECTIVE 2: Assure that residential development is permitted only when accompanied by the necessary community facilities and services.

POLICY: The Town and County should encourage developers to provide community facilities and amenities within their projects which can be operated and maintained through user fees, assessments, or association dues.

EVALUATION MEASURE: THE NUMBER OF JOINTLY REVIEWED PROJECTS.

PROGRAMS:

In conjunction with the County, the Town should continue and expand the efforts of the Development Review Committee for the purposes of:

- (1) Inter-agency project review.
- (2) Through Town-County joint task force, establish and adopt Levels of Service (LOS) standards to assist in reviewing Town and County development proposals for services impacts.
- (3) Evaluate and recommend strategies for improved efficiency through more streamlined procedures or joint policies enforced Inter-Governmental Agreements (IGAs); as well as the combination or consolidation of services, if cost-effective.

TOWN AND COUNTY GOVERNMENT SERVICES

GOAL: THE QUALITY AND LEVEL OF SERVICE PROVIDED BY THE TOWN AND COUNTY SHALL BE SUFFICIENT TO ACCOMMODATE CURRENT AND FUTURE RESIDENTS.

OBJECTIVE 1: Town and County services will be expanded in the most cost-effective manner possible without adversely impacting the current level of service.

POLICY: The Town and County shall only approve future development that can be adequately served by existing or proposed services.

EVALUATION MEASURE: UTILIZE LEVELS OF SERVICE (LOS) FOR TOWN AND COUNTY SERVICES.

PROGRAMS:

- (1) Public participation to minimize conflicts between the special needs citizens and the other residents and visitors in town.
- (2) The Town should establish an annual Capital Improvements Program to prioritize, plan and construct new, or revitalize existing, public facilities to support the overall development in the community, including:
 - Library
 - Parks

- ❑ Police
- ❑ Roads
- ❑ Municipal Buildings
- ❑ Equipment
- ❑ Floodplain Management
- ❑ Zoning and Code Enforcement

THE FOLLOWING POLICIES AND PROGRAMS ARE INTENDED TO PROMOTE ENHANCED COOPERATION.

SEWER

POLICY: Enhance coordination between Town, County and the Sanitary District in order to more effectively provide sewer service in the plan study area and assess the viability of service to adjacent County areas where it is financially feasible based on existing or anticipated development.

PROGRAMS:

1. Encourage the coordination of sewer capital improvements and the Future Land Use Map in proposed new subdivisions.
2. Pursue a mitigation project for elimination of all sewage effluent into Billy Creek and other surface streams.
3. Develop an impact fee ordinance or other means that will require future development to carry "pro-rata share" cost of infrastructure expansion.
4. Require development within 300' of sewer to connect to the system throughout the plan study area.
5. Investigate other revenue sources for the Town/County; subsidize or apply for grant funds.
6. Improve standards and monitoring of public and private wastewater systems in order to reduce the pollution of soils and groundwater through closer coordination of septic systems with the Health Department.

WATER

POLICY: Establish a program to continually evaluate and protect public and private water quality in the plan study area in order to achieve the highest possible quality of surface water treatment before discharge to natural systems.

PROGRAMS:

1. Improve the quality of public water through the adoption of watershed protection regulations that effectively reduce point and non-point source pollution.
2. Ensure groundwater quality through the adoption of wellhead regulations that regulate private and public wells.
3. Establish coordination between water providers in order to maintain an adequate and economical supply of water for the anticipated growth and development needs; and based on service demands, provide system improvements in all areas where it is financially feasible to serve existing and future development.
4. Undertake a 100-year plan for developing a long-range supply and distribution system of water to serve the plan study area. Pursue state funding (grants, loans) for extension of water delivery system, including storage tanks, reservoirs, and waterlines into designated areas for residential and nonresidential development.

SOLID WASTE

Manage solid waste activities in the plan study area in a manner that emphasizes long-term benefits rather than short-term costs; maximizes overall waste reduction; and is consistent with State requirements and future Solid Waste Management Plans.

PROGRAMS:

Continue to cooperate with major waste haulers within the area, including the following:

1. Develop a comprehensive waste reduction program, including a comprehensive recycling program for the region plan area; encourage waste reduction through financial incentives.
2. Promote litter prevention through education, adoption and aggressive enforcement of anti-litter and illegal dumping ordinances.
3. Establish a local Clean and Green Commission to promote beautification programs.

PUBLIC SAFETY

GENERAL

POLICY: Navajo County and the Town of Pinetop-Lakeside shall undertake coordination of all public safety functions.

FIRE

POLICY: Improve fire protection service to the entire plan study by lowering Insurance Service Office (ISO) ratings, in order to improve public safety and reduce fire insurance premiums, which will mitigate costs associated with improvements.

PROGRAMS:

1. Undertake capital improvements program necessary to achieve enhanced ISO standards, including construction of at least two additional fire stations, purchasing and upgrading equipment and vehicles, extending waterlines, and installing additional dry hydrants for future use.
2. Increase fire prevention, especially public fire safety education, and inspections/enforcement of fire codes by fire district personnel distinct from but in cooperation with building code enforcement.
3. Add more fire personnel both paid professional and volunteer; increase and enhance training.
4. Expand emergency action planning with following: distribution of emergency/disaster kits to schools and elderly, establishment of network of emergency shelters throughout county; establish contingency emergency plans which provide transportation for doctors and other emergency personnel.

SUGGESTED FUNDING: PROGRAMS 1-4: Community improvement grants, continued state and federal assistance for EMA; financial support from Town and County; fire inspection fees.

EMERGENCY MEDICAL SERVICES

POLICY: Expand/enhance the plan study area emergency medical service system.

PROGRAM:

1. Expand emergency medical (ambulance) services in the county by hiring more EMTs, increasing currency salaries, upgrading EMT training, establishing satellite ambulance stations in the county, upgrading existing facilities.

LAW ENFORCEMENT

POLICY: Increase the level of law enforcement protection and emergency services in all areas of the county and the incorporated cities

PROGRAMS:

1. Implement a consolidated emergency dispatch system for the southern Navajo County area.
2. Increase law enforcement staffing by raising salaries and hiring additional personnel necessary to maintain adequate levels of service.
3. Enhance education programs in public safety in order to enforce laws, including child restraint requirements.

EDUCATION

POLICY: Enhance the coordination of future expansion plans of the Blue Ridge School System with the regional land use plan and other agency plans.

PROGRAMS:

1. Assure that future development projects consider their impact to the school system.
2. Consider appropriate site for future school facilities.
3. Consider future financing mechanisms necessary to maintain the current level of service.

4.4.5 COMMUNITY FACILITIES AND SERVICES IMPLEMENTATION PROGRAM

Through joint agreement of the Town Council and County Commission expand the Development Review Committee to include private service providers in order to undertake the following:

	PROGRAM	LEAD AGENCY	TIMEFRAME	ESTIMATED BUDGET*
1.	INTER-AGENCY REVIEW	TOWN COMMUNITY DEVELOPMENT DEPARTMENT TO COORDINATE AND FACILITATE	1 YEAR	NA
2.	ESTABLISH AND ADOPT LEVELS OF SERVICE (LOS) STANDARDS	DRC/TPZC/CPZC WITH TOWN COUNCIL AND COUNTY SUPERVISORS APPROVAL	2 YEARS	\$45,000
3.	DEVELOP SPECIFIC POLICIES TO ENHANCE THE EFFICIENCY OF SERVICES DELIVERY.	DRC/TPZC/CPZC WITH TOWN COUNCIL AND COUNTY SUPERVISORS APPROVAL	2-3 YEARS	\$25,000
4.	DEVELOP AND ADOPT WATER RESOURCES ELEMENT PURSUANT TO GROWING SMARTER PLUS	DRC/TPZC WITH TOWN COUNCIL APPROVAL	2-3 YEARS	TBD

* Budget Estimates are based upon preliminary data and may vary. These costs reflect staff resources and/or consultants.

- DRC – Development Review Committee representing Town and County staff, private service providers
- TPZC- Town Planning and Zoning Commission
- CPZC- County Planning and Zoning Commission