

TOWN OF FLORENCE REGULAR MEETING AGENDA

Mayor Tara Walter
Vice-Mayor John Anderson
Councilmember Bill Hawkins
Councilmember Kristen Larsen
Councilmember Karen Wall
Councilmember Michelle Cordes
Councilmember Judy Hughes



Florence Town Hall
775 N. Main Street
Florence, AZ 85132
(520) 868-7500
www.florenceaz.gov
Meet 1st and 3rd Mondays

Monday, September 16, 2019

6:00 PM

Pursuant to A.R.S. § 38-431.02, notice is hereby given to the Town of Florence Council and to the general public that a Regular Meeting of the Florence Town Council will be held on Monday, September 16, 2019, at 6:00 p.m., in the Florence Town Council Chambers, located at 775 N. Main Street, Florence, Arizona. The agenda for this meeting is as follows:

1. CALL TO ORDER

2. ROLL CALL: Tara Walter, John Anderson, Bill Hawkins, Karen Wall, Kristen Larsen, Michelle Cordes, Judy Hughes.

3. MOMENT OF SILENCE

4. PLEDGE OF ALLEGIANCE

5. CALL TO THE PUBLIC

Call to the Public for public comment on issues within the jurisdiction of the Town Council. Council rules limit public comment to three minutes. Individual Councilmembers may respond to criticism made by those commenting, may ask staff to review a matter raised or may ask that a matter be put on a future agenda. However, members of the Council shall not discuss or take action on any matter during an open call to the public unless the matters are properly noticed for discussion and legal action.

6. PRESENTATIONS

- a. Recognition of Florence Police Officer Jeff Palmer and Pinal County Sheriff Deputy Sergeant Roderick "RJ" Harrison. (Congressman Gosar)
- b. Presentation by Bureau of Land Management on upcoming projects. (Leon Thomas, Phoenix District Manager)
- c. Presentation and acceptance of donations from Avangrid Renewables, and McClellan-Parsons American Legion Post 9, for the Veterans Memorial Project. (Bryan Hughes)

- d. Presentation to promote the Fire Prevention Week Open House scheduled at Fire Station 542, on October 5, 2019. (Dave Strayer)
- e. Presentation on the Florence Police Department Five Year Strategic Plan. (Dan Hughes)

7. CONSENT: All items on the consent agenda will be handled by a single vote as part of the consent agenda, unless a Councilmember or a member of the public objects at the time the agenda item is called.

- a. Authorization to enter into an Intergovernmental Agreement between Pinal County, and the Town of Florence, to remediate the State Route 79 drainage issue at the Pinal County Superior Courthouse. The amount to be paid to Pinal County shall not exceed \$1,225. (Chris Salas)
- b. Authorization to contract with Florence True Value Hardware, to provide maintenance, repair, operating supplies, industrial supplies, and related products and services, in an amount not to exceed \$28,000. (Chris Salas)
- c. Approval of Resolution No. 1717-19: A RESOLUTION OF THE TOWN OF FLORENCE, PINAL COUNTY, ARIZONA, DESIGNATING REY SANCHEZ, FINANCE DIRECTOR OF THE TOWN OF FLORENCE, ARIZONA, AS CHIEF FINANCIAL OFFICER, DESIGNATED TO OFFICIALLY SUBMIT THE EXPENDITURE LIMITATION REPORT FOR THE TOWN OF FLORENCE, ARIZONA. (Rey Sanchez)
- d. For the Town of Florence, motion to approve and ratify a legal services Engagement and Retention Agreement with Sims Mackin, LTD. and Cathy Bowman for legal representation of the Town of Florence, Merrill Ranch Community Facilities District No. 1 and Merrill Ranch Community Facilities District No. 2 for the purpose of defending claims and litigation, including alternative dispute resolution, discovery, trial, post-trial motions, appeals and authorization to enter into related common interest agreements.
- e. Approval of the August 5 and August 19, 2019 Town Council Meeting minutes.
- f. Receive and file the following board and commission minutes:
 - 1. May 9, 2019 Arts and Culture Commission Meeting minutes.
 - 2. June 26 and July 31, 2019 Historic District Advisory Commission Meeting minutes.
 - 3. July 25, 2019 Parks and Recreation Advisory Board minutes.
 - 4. July 18, 2019 Planning and Zoning Meeting minutes.

8. NEW BUSINESS

- a. Discussion on the Parks and Recreation Comprehensive Plan. (Bryan Hughes)
- b. Presentation proposing the Florence Veterans Memorial Plaza as the formal name of the new memorial located south of the Library and Community Center. (Bryan Hughes)
- c. Discussion and possible action on setting Work Sessions on the fourth Monday of the month from October 28, 2019 to March 27, 2020. (Lisa Garcia)

- d. Discussion and possible action on the Town of Florence participating in the Center for the Future of Arizona, Beat the Odds Leadership Academy in partnership with the Nation Institute for School Leadership/Criterion Education, LLC.

9. MANAGER'S REPORT

10. CALL TO THE PUBLIC

11. CALL TO THE COUNCIL – CURRENT EVENTS ONLY

12. MERRILL RANCH COMMUNITY FACILITIES DISTRICT NO. 1 CALL TO ORDER

**ROLL CALL: Tara Walter, John Anderson, Bill Hawkins, Karen Wall,
Kristen Larsen, Michelle Cordes, Judy Hughes.**

- a. Discussion and possible action to approve Merrill Ranch Community Facilities District No.1 July 1, July 15, and September 3, 2019 Special Meeting minutes.
- b. Discussion and possible action to approve and ratify a legal services Engagement and Retention Agreement with Sims Mackin, LTD. and Cathy Bowman for legal representation of the Town of Florence, Merrill Ranch Community Facilities District No. 1 and Merrill Ranch Community Facilities District No. 2 for the purpose of defending claims and litigation, including alternative dispute resolution, discovery, trial, post-trial motions, appeals and authorization to enter into related common interest agreements.

13. MERRILL RANCH COMMUNITY FACILITIES DISTRICT NO. 1 ADJOURNMENT TO EXECUTIVE SESSION

For the purposes of discussions or consultations with designated representatives of the public body and/or legal counsel pursuant to A.R.S. Sections 38-431.03 (A)(3), (A)(4) to consider its position and instruct its representatives and/or attorneys regarding a lawsuit filed against Merrill Ranch Community Facilities District No. 1. C20419-012347 dated September 6, 2019

14. ADJOURNMENT FROM MERRILL RANCH COMMUNITY FACILITIES DISTRICT NO. 1 EXECUTIVE SESSION

15. ADJOURNMENT FROM MERRILL RANCH COMMUNITY FACILITIES DISTRICT NO. 1 MEETING

16. MERRILL RANCH COMMUNITY FACILITIES DISTRICT NO. 2 CALL TO ORDER

**ROLL CALL: Tara Walter, John Anderson, Bill Hawkins, Karen Wall,
Kristen Larsen, Michelle Cordes, Judy Hughes**

- a. Discussion and possible action to approve and ratify a legal services Engagement and Retention Agreement with Sims Mackin, LTD. and Cathy Bowman for legal representation of the Town of Florence, Merrill Ranch Community Facilities District No. 1 and Merrill Ranch Community Facilities District No. 2 for the purpose of defending claims and litigation,

including alternative dispute resolution, discovery, trial, post-trial motions, appeals and authorization to enter into related common interest agreements.

17. MERRILL RANCH COMMUNITY FACILITIES DISTRICT NO. 2 ADJOURNMENT TO EXECUTIVE SESSION

For the purposes of discussions or consultations with designated representatives of the public body and/or legal counsel pursuant to A.R.S. Sections 38-431.03 (A)(3), (A)(4) to consider its position and instruct its representatives and/or attorneys regarding MRCFD2.

18. ADJOURNMENT FROM MERRILL RANCH COMMUNITY FACILITIES DISTRICT NO. 2 EXECUTIVE SESSION

19. ADJOURNMENT FROM MERRILL RANCH COMMUNITY FACILITIES DISTRICT NO. 2 MEETING

20. ADJOURNMENT TO EXECUTIVE SESSION.

For the purposes of discussions or consultations with designated representatives of the public body and/or legal counsel pursuant to A.R.S. Sections 38-431.03 (A)(3), (A)(4) and (A)(7) to consider its position and instruct its representatives and/or attorneys regarding:

- a. Town's position and instruct its attorneys regarding pending litigation in Maricopa County Superior Court: Town of Florence v. Florence Copper, Inc. CV2015-000325, including counterclaims.
- b. Town's position and instruct its attorneys regarding Arizona Department of Environmental Quality proceedings, related to Water Quality Appeals Board Case No. 16-002, including appellate proceedings to reviewing courts.
- c. Town's position on potential land purchase.

21. ADJOURNMENT FROM EXECUTIVE SESSION

22. ADJOURNMENT

Council may go into Executive Session at any time during the meeting for the purpose of obtaining legal advice from the Town's Attorney(s) on any of the agenda items pursuant to A.R.S. § 38-431.03(A)(3). One or more members of Council may appear for part or all of the meeting including Executive Session telephonically.

POSTED ON SEPTEMBER 13, 2019 BY LISA GARCIA, TOWN CLERK, AT 775 NORTH MAIN STREET, FLORENCE, ARIZONA, AND AT WWW.FLORENCEAZ.GOV.

***** PURSUANT TO TITLE II OF THE AMERICANS WITH DISABILITIES ACT (ADA), THE TOWN OF FLORENCE DOES NOT DISCRIMINATE ON THE BASIS OF DISABILITY REGARDING ADMISSION TO PUBLIC MEETINGS. PERSONS WITH A DISABILITY MAY REQUEST REASONABLE ACCOMMODATIONS BY CONTACTING THE TOWN OF FLORENCE ADA COORDINATOR, AT (520) 868-7574 OR (520) 868-7502 TDD. REQUESTS**

SHOULD BE MADE AS EARLY AS POSSIBLE TO ALLOW TIME TO ARRANGE THE ACCOMMODATION. ***

	TOWN OF FLORENCE COUNCIL ACTION FORM	<u>AGENDA ITEM</u> 6a.
MEETING DATE: September 16, 2019 DEPARTMENT: Administration STAFF PRESENTERS: Lisa Garcia, Deputy Town Manager/Town Clerk SUBJECT: Recognition by Congressman Gosar		<input type="checkbox"/> Action <input checked="" type="checkbox"/> Information Only <input type="checkbox"/> Public Hearing <input type="checkbox"/> Resolution <input type="checkbox"/> Ordinance <ul style="list-style-type: none"> <input type="checkbox"/> Regulatory <input type="checkbox"/> 1st Reading <input type="checkbox"/> 2nd Reading <input checked="" type="checkbox"/> Other
STRATEGIC PLAN REFERENCE: <input type="checkbox"/> Community Vitality <input type="checkbox"/> Economic Prosperity <input checked="" type="checkbox"/> Leadership and Governance <input checked="" type="checkbox"/> Partnerships and Relationships <input type="checkbox"/> Transportation and Infrastructure <input type="checkbox"/> Statutory <input type="checkbox"/> None		

RECOMMENDED MOTION/ACTION:

Presentation to recognize Town of Florence Officer Jeff Palmer and Pinal County Sherriff Deputy Sergeant Rodrick "RJ" Harrison.

BACKGROUND/DISCUSSION:

Congressman Gosar's Office contacted the Town of Florence and requested to be on the agenda to recognize outstand law enforcement officers. Officer Palmer and Deputy Sherriff Harrison have confirmed attendance at the September 16, 2019 Council Meeting. Chief M. Thomas will attend on behalf of Sheriff Lamb.

A VOTE OF NO WOULD MEAN:

Not applicable

A VOTE OF YES WOULD MEAN:

Not applicable

FINANCIAL IMPACT:

Not applicable

ATTACHMENTS:

None



TOWN OF FLORENCE COUNCIL ACTION FORM

AGENDA ITEM 6b.

MEETING DATE: September 16, 2019

DEPARTMENT: Administration

STAFF PRESENTERS: Lisa Garcia, Deputy Town Manager/
Town Clerk

SUBJECT: Bureau of Land Management Update

- Action
- Information Only
- Public Hearing
- Resolution
- Ordinance
 - Regulatory
 - 1st Reading
 - 2nd Reading
- Other

STRATEGIC PLAN REFERENCE:

- Community Vitality
- Economic Prosperity
- Leadership and Governance
- Partnerships and Relationships
- Transportation and Infrastructure
- Statutory
- None

RECOMMENDED MOTION/ACTION:

Presentation by Bureau of Land Management on upcoming projects.

BACKGROUND/DISCUSSION:

Leon Thomas, Phoenix District Manager of Bureau of Land Management will provide an update on projects in the region.

A VOTE OF NO WOULD MEAN:

Not applicable

A VOTE OF YES WOULD MEAN:

Not applicable

FINANCIAL IMPACT:

Not applicable

ATTACHMENTS:

None

	TOWN OF FLORENCE COUNCIL ACTION FORM	<u>AGENDA ITEM</u> 6c.
MEETING DATE: September 16, 2019 DEPARTMENT: Community Services STAFF PRESENTER: Bryan C. Hughes, Community Services Director SUBJECT: Veterans Memorial Donations		<input type="checkbox"/> Action <input checked="" type="checkbox"/> Information Only <input type="checkbox"/> Public Hearing <input type="checkbox"/> Resolution <input type="checkbox"/> Ordinance <input type="checkbox"/> Regulatory <input type="checkbox"/> 1 st Reading <input type="checkbox"/> 2 nd Reading <input type="checkbox"/> Other
STRATEGIC PLAN REFERENCE: <input checked="" type="checkbox"/> Community Vitality <input type="checkbox"/> Economic Prosperity <input type="checkbox"/> Leadership and Governance <input checked="" type="checkbox"/> Partnership and Relationships <input type="checkbox"/> Transportation and Infrastructure <input type="checkbox"/> Statutory <input type="checkbox"/> None		

RECOMMENDED MOTION/ACTION:

Presentation and acceptance of donations from Avangrid Renewables and McClellan-Parsons American Legion Post #9 for the Veterans Memorial Project.

BACKGROUND/DISCUSSION:

For the past year, the Town in partnership with McClellan-Parsons American Legion Post #9, has been soliciting donations for the Florence Veterans Memorial to be located on the south plaza of the Library and Community Center.

Avangrid Renewables has graciously donated \$1,500 towards the memorial.

McClellan-Parsons American Legion Post #9 has collected donations from individuals and businesses and will be presenting a check to the Town towards the project. The final amount is pending.

A VOTE OF NO WOULD MEAN:

Not Applicable

A VOTE OF YES WOULD MEAN:

Not Applicable

FINANCIAL IMPACT:

The funds will be used toward the cost of construction and materials for the Florence Veterans Memorial.

ATTACHMENTS:

Memorial Packet

Town of Florence Veterans Memorial Project



** Conceptual Drawings Only*

I WANT TO SUPPORT THE FLORENCE VETERANS MEMORIAL PROJECT

I/We pledge a total gift of \$_____. Enclosed is an initial payment for \$_____.

I/We will pay the balance prior to **July 31, 2019**.

_____	Gold \$5,000 or more	Name: _____
_____	Silver \$2,500 - \$4,999	Address: _____
_____	Bronze \$1,000 - \$2,499	City: _____ State: _____ Zip: _____
_____	Other \$ _____	Signature: _____ Date: _____

Please use the following name(s) for recognition on the marker at the Plaza (Bronze Level & above):

American Legion Post #9, Attn: Kathy Sichling, P.O. Box 1080, Florence, AZ 85132
Make checks payable to American Legion Post #9 designated for Florence Veterans Memorial.
Gifts are tax deductible as provided by law.

Town of Florence

Veterans Memorial Project

Frequently Asked Questions:

What is the Veterans Memorial Project?

In 2017, a group of veterans from Anthem Sun City expressed an interest in having a veteran's memorial in Florence. Through Florence Councilmember John Anderson, a committee of interested veterans and citizens was formed to help establish a memorial in Florence.

Where is the Veterans Memorial going to be located?

The committee selected the plaza at the Florence Library and Community Center for the location of the memorial. The underutilized plaza offered a premium location in Florence that allowed for the addition of the memorial without compromising the design and had additional space for memorial and veteran events in the future.

What is the Veterans Memorial going to include?

The memorial will include three, high wind resistant flag poles with internal halyards. The centerpiece of the memorial will be a patriotic sculpture to be selected by the Arts and Culture Commission and approved by the committee, which will be surrounded by five concrete plinths with the insignia of the Army, Navy, Marines, Air Force and Coast Guard. A dedication plaque will display the names of corporate and individual donors pledging \$1,000 or more. Lastly, lighting will be included to illuminate the flags and the sculpture. If funding allows, site furnishings such as picnic tables or benches will be included for visitor seating.

How much will the Veterans Memorial cost?

The current estimate is approximately \$65,000-\$75,000. Private donations are required to help make the veterans memorial possible. However, the Town of Florence will match donations up to \$40,000. The cost may be reduced if we are fortunate to receive in-kind, skilled labor for installation of electrical, concrete, and landscaping work.

How are donations being collected?

The Florence American Legion Post #9 has graciously agreed to accept donations for the memorial, which would be tax deductible through their 501(c)3 status. **The donation period has been extended through July 31, 2019**, in order for names to be placed on the plaque, however, donations will be accepted past that date.

When will the Veterans Memorial be completed?

Due to construction delays, it is anticipated that the memorial will be completed in the summer and be **dedicated on Veterans Day, Monday, November 11, 2019**.

Who can I contact for more information?

If you have any additional questions, you can contact Bryan Hughes, Community Services Director, at 520-868-7582 or bryan.hughes@florenceaz.gov.

	TOWN OF FLORENCE COUNCIL ACTION FORM	<u>AGENDA ITEM</u> 6d.
MEETING DATE: September 16, 2019 DEPARTMENT: Fire Department STAFF PRESENTERS: David Strayer, Fire Chief and Rumdoul In, Firefighter SUBJECT: Promotion of Fire Prevention Week and Open House at Fire Station 542		<input type="checkbox"/> Action <input checked="" type="checkbox"/> Information Only <input type="checkbox"/> Public Hearing <input type="checkbox"/> Resolution <input type="checkbox"/> Ordinance <ul style="list-style-type: none"> <input type="checkbox"/> Regulatory <input type="checkbox"/> 1st Reading <input type="checkbox"/> 2nd Reading <input checked="" type="checkbox"/> Other
STRATEGIC PLAN REFERENCE: <input checked="" type="checkbox"/> Community Vitality <input type="checkbox"/> Economic Prosperity <input checked="" type="checkbox"/> Leadership and Governance <input checked="" type="checkbox"/> Partnerships and Relationships <input type="checkbox"/> Transportation and Infrastructure <input type="checkbox"/> Statutory <input type="checkbox"/> None		

RECOMMENDED MOTION/ACTION:

This is a presentation to promote the Fire Prevention Week Open House scheduled at Fire Station 542 October 5, 2019.

BACKGROUND/DISCUSSION:

In a fire, mere seconds can mean the difference between a safe escape and a tragedy. Fire safety education isn't just for school children. Teenagers, adults, and the elderly are also at risk in fires, making it important for every member of the community to take some time every October during Fire Prevention Week to make sure they understand how to stay safe in case of a fire. The purpose of the open house is to promote fire safety and community risk reduction in Florence.

A VOTE OF NO WOULD MEAN:

Not applicable

A VOTE OF YES WOULD MEAN:

Not applicable

FINANCIAL IMPACT:

Not applicable

ATTACHMENTS:

None



TOWN OF FLORENCE COUNCIL ACTION FORM

AGENDA ITEM 6e.

MEETING DATE: September 16, 2019

DEPARTMENT: Police

STAFF PRESENTER: Daniel Hughes, Police Chief

SUBJECT: Florence Police Department Five Year Strategic Plan

- Action
- Information Only
- Public Hearing
- Resolution
- Ordinance
 - Regulatory
 - 1st Reading
 - 2nd Reading
- Other

STRATEGIC PLAN REFERENCE:

- Community Vitality
- Economic Prosperity
- Leadership and Governance
- Partnerships and Relationships
- Transportation and Infrastructure
- Statutory
- None

RECOMMENDED MOTION/ACTION:

Presentation on the Florence Police Department Five Year Strategic Plan.

BACKGROUND/DISCUSSION:

It is important to have a plan that looks at the future of the Florence Police Department. While general in nature, the plan looks at some of the possible factors that will influence the vision, values and the direction of the Police Department. It is important that our plan fits into the vision and direction of the Town Manager and the Council.

A VOTE OF NO WOULD MEAN:

Informational only

A VOTE OF YES WOULD MEAN:

Informational only

FINANCIAL IMPACT:

None

ATTACHMENTS:

Florence Police Department Five Year Strategic Plan Presentation

**FLORENCE
POLICE
DEPARTMENT**

Strategic Plan

2019-2024

Florence Police Department 2019-2024



Character

Courage

Commitment

Integrity

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DANIEL R. HUGHES

CHIEF OF POLICE



The Florence Police Department is committed to enhancing the level of service we provide to the community. Proactive community policing will enable us to identify the problems of an ever-growing city by becoming active members of the community and developing creative solutions to the problems that face our residents and commerce.

As Chief of Police, I am pleased to introduce our Department's five year (2019 to 2024) Strategic Plan. Our new plan is a guiding document that identifies the Agency's priorities and represents our vision for the future. The plan includes elements of our previous strategic planning document, employee input and contributions from our participation in the Town's Strategic Planning Process.

The plan contains our mission and vision statements and demonstrates our commitment to address community concerns through an insightful examination into emerging issues. It establishes our responsibility to our employees to develop their abilities and skills to meet the challenges of 21st Century Policing. This plan will remain fluid and has the ability to be changed as new technology and issues emerge within law enforcement.

The objectives and strategies highlighted in this plan are designed to support our five principal goals:

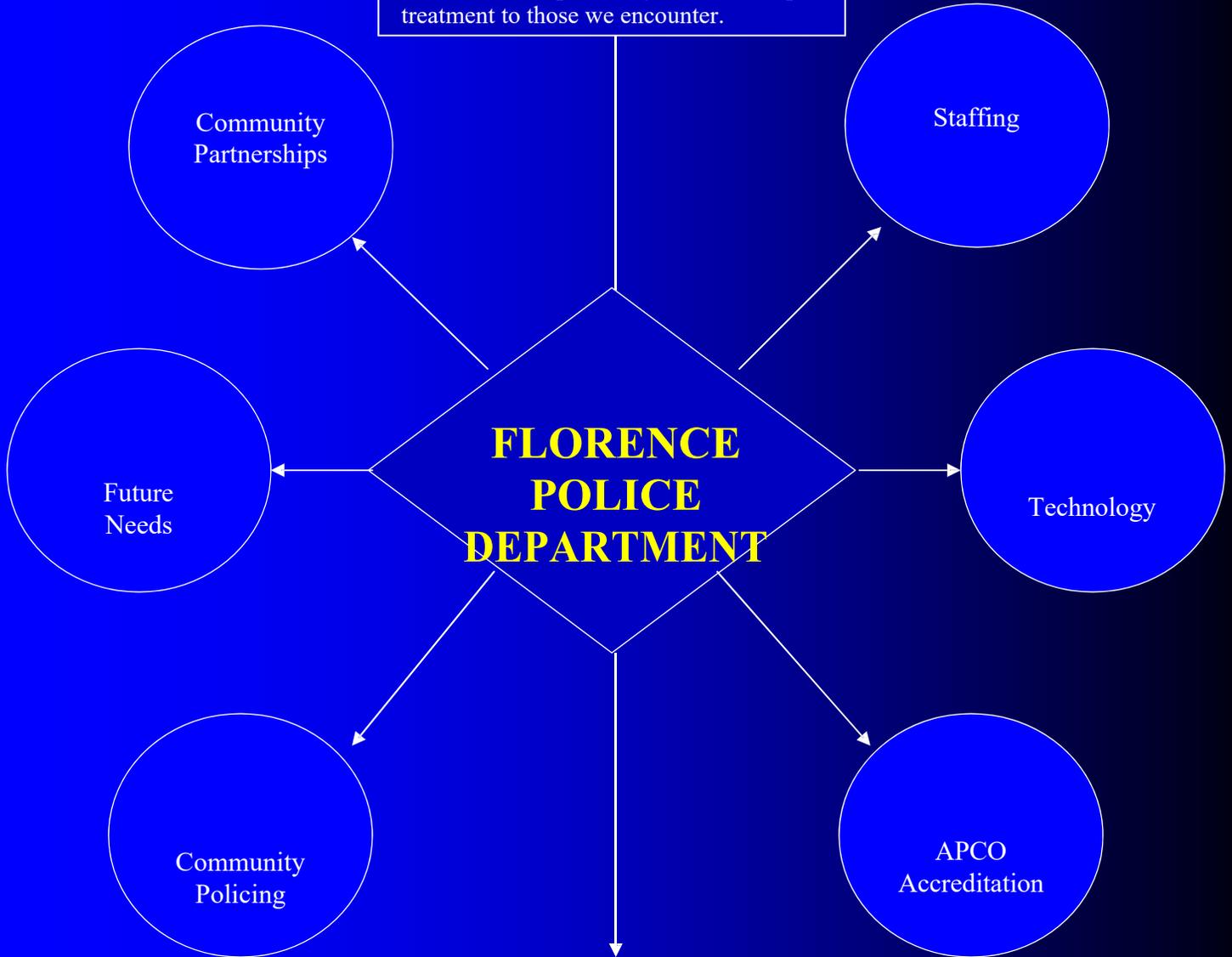
- **Prevent crime:** Preventing crime is the primary mission of policing. Crime prevention promotes the health and welfare of a community instead of merely curing its ills (crimes). It reduces the threat of crime on the front end and enhances the sense of security and quality of life within the community.
- **Provide effective police services:** We are committed to ensuring Florence remains a safe community by employing the best practices in law enforcement to meet the challenges of Community Policing in a rural setting.
- **Develop, strengthen and sustain partnerships:** We realize for us to be successful; we must have the confidence, support and respect of the people who live and work in our community. We are committed to developing and maintaining partnerships with the community, with our internal partners within the Town and with our regional and statewide public safety partners.
- **Develop personnel:** We will provide the best equipped, and most highly trained and committed employees to help meet the needs of our community.
- **Enhance infrastructure:** We will focus on implementing our Capital Improvement Plan.

A review and prioritization process will occur annually and changed as necessary to meet the needs of our community.

I encourage you to review our Strategic Plan initiatives, which reaffirm our commitment to proactively and responsively provide police services that enhance safety and the quality of life in the Town of Florence.

MISSION:

The men and women of the Florence Police Department stand firm in our pursuit for justice and public trust. We will stay true to our mission of providing service and safety to our community with honor, respect, and integrity. We are committed to providing fair and equal treatment to those we encounter.



VISION:

The Florence Police Department will dedicate itself to protecting lives and property, while preserving the public peace with the highest ethical standards.

1

Florence Police Department

Crime prevention through community-oriented policing

The Florence Police Department understands the importance of being involved in the community. The Department has numerous community-based programs to foster relationships and enhance awareness of crime prevention throughout the Town of Florence.

As a service-oriented business, it is paramount that the community takes a lead role in problem-oriented policing. Community-oriented policing is not only about programs, but it's a philosophy that permeates through the entire department and can best be accomplished via community-based crime prevention programs. Community-based crime prevention programs emphasize personal and civic responsibility. As the primary stakeholder, the community becomes involved in the decision-making process and understands the abilities and resources of the police. These programs place participants in a true partnership with the police department.

Crime Prevention Through Environmental Design (CPTED):

adjusts the environmental design of a residence or establishment by using lighting, landscaping and overall design. These adjustments then make the business or residence undesirable to opportunistic criminals. CPTED has

been used to combat crimes that might occur in parking lots or common areas. This includes assaults, robberies, drive-by shootings and auto thefts. CPTED has been extremely successful in combating the opportunistic criminal.



The four key concepts of CPTED are:

- Natural Surveillance - the placement of physical features, activities and people in such a way as to maximize visibility
- Natural Access Control - the physical guidance of people coming and going from a space by the placement of entrances, fences, landscaping, and lighting
- Territorial Reinforcement - the use of physical attributes that express ownership such as fencing, pavement treatments, signage and landscaping
- Maintenance - allows for the continued use of a space for its intended purpose. It also serves as an additional expression of ownership.

Florence Police Department Risk Assessment Program: The Florence Police

Department's Risk Assessment Program (R.A.P.) is designed to decrease the likelihood of criminal activity while empowering members of the Community through education and awareness. Incorporating principals of Crime Prevention Through Environmental Design, also known as CPTED, this program includes an on-site visit and survey conducted by one of the Department's specially trained crime prevention officers. This program is offered for both residential and

commercial properties within the Town.

Officers also receive statistical crime information from the Department's Crime Analyst. Together they identify victims of residential or commercial burglary in the community. With this information, officers make follow-up contact with victims to offer a walk-through of the premises. At this meeting, information on target-hardening the premises is provided to the owner utilizing various CPTED principals, personal safety practices and security devices for both inside and outside the property. A written recommendation is provided for improving the security of their property, allowing the citizen to take control after being victimized, by using steps to reduce future risk.

The R.A.P. nurtures the community relations and customer service components of police service by following up with the victim and providing another level of service. This program solidifies the community and police partnership while providing prevention through education and empowerment.



Crime-Free Multi Housing:

The Crime Free Multi-Housing Program is a crime prevention program designed to reduce crime, drugs and gangs on apartment properties. This program is highly successful because it approaches crime on many fronts. The police cannot solve crime problems alone and neither can management nor the residents of rental properties. By working together, the result has been the most successful approach to crimes in rental communities. The Crime Free Multi-Housing Program has been acknowledged as a CALEA best practices program.

Goals of the Crime Free Multi Housing Program:

- Facilitate a cooperative effort and positive relationship between apartment owners, managers, residents and police in keeping illegal and nuisance activity off rental properties.
- Through a pro-active, rather than reactive approach to crime and nuisance behavior, create a safer and more habitable environment in which law-abiding residents may live.
- Educate apartment owners, managers and residents to know what they can do fairly and legally, to solve the problem of illegal and nuisance activity on their rental properties. Assist
- owners and managers to know how and when to use the civil process as an effective means of preventing, reducing and eliminating crime and nuisance activity.





Neighborhood Watch: Neighborhood Watch programs empower communities to take a proactive role in crime prevention. Many neighborhoods already have neighborhood watch programs which are vibrant and effective. For those that do not, neighborhood watch programs provide an effective means to make their families, businesses, and communities a safer place to live

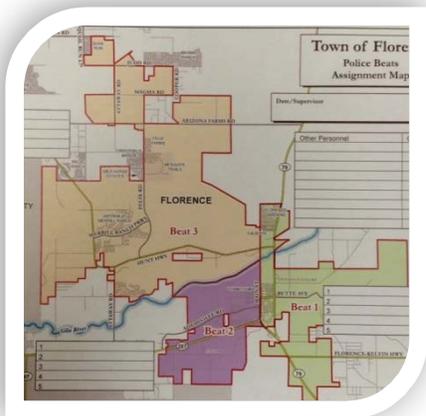
An effective neighborhood watch program is the cornerstone of all crime prevention programs. It enlists the active participation of citizens in cooperation with law enforcement to reduce burglaries and other neighborhood crimes. Its primary purpose is the protection of property, yours and your neighbors. Neighborhood Watch participants practice operation

identification, key holder, vacation watch and neighbor-to-neighbor security survey programs. The goal of the program is to have neighborhoods take personal responsibility, report suspicious activity and practice sound risk management.

Youth Education Programs: The Florence Police Department will further implement a Community Liaison Officer. Our Community Liaison Officer is a certified law enforcement officer who is assigned part-time to provide coverage to a high school or a set of schools. The officer is specifically trained to perform three roles: law enforcement officer; law-related counselor and law-related educator. The officer is not a security guard or officer who has been placed temporarily in a school in response to a crisis, but rather acts as a comprehensive resource for our schools. The officer provides students with training and instruction on ethics and good decision making.

Beat Teams: The Florence Police Department has formulated teams of officers to address issues that are specific to geographic areas. The “Beat Teams” are comprised of a sergeant and a group of officers that work the same patrol beat from various shifts throughout the day. The teams meet regularly to address quality of life concerns, crime trends and traffic issues from the neighborhoods and businesses that are within their beat boundaries. Officers are encouraged to create community policing projects in their beats. This includes crime prevention, public education, attending public meetings and creating a plan of action for any problem areas. To ensure the department has an open dialogue with the community, the beat teams host “Town Hall” meetings. The open house style meetings ask for public input into the Beat Teams’ projects. The public essentially is providing direction to the Beat Teams, so the most effective measures are taken to address the community’s concerns. The Beat Teams are one of the many programs that provide constant interaction and a free flow of exchange between the community and the Florence Police Department.

Beat Structure: The Town of Florence is divided into sectors called “Beats.” Beats are determined based on population, calls for service, and access to major thoroughfares. Each beat consists of officers from every shift that are assigned to work the same area giving them accountability within their region. Officers that patrol the same area become more familiar with the neighborhoods and business districts in their beat, making it easier to identify suspicious activity.



- Beats encourage officers and citizens to interact more often and create a community bond.
- Beats assure consistent and more frequent patrols in neighborhoods.
- Communication between shifts becomes easier and officers who share beats can discuss any problems or activity occurring within their shared beats.

A comprehensive review of the current call volume, call assignment, traffic routes, beat perimeters, planned growth and overall customer service provided in our current beat system will continue to be analyzed. The review will explore the possibilities of changing current beat boundaries, increasing the quantity of beats, coordinating separation of current beats, reassignment of sections of current beats etc. The review will take into consideration current staffing levels and available coverage throughout the 24-hour shift cycle. The result of this assessment will be to create an additional beat to assist in the equal division of workload and associated service provided by the Police Department when annexation occurs with the Town of Florence.



Partners for a Safe Florence: This initiative will be created to promote a positive relationship with the community, corporate entities and the Town of Florence. There are many programs that operate under the auspices of this partnership. The Police Department will implement safe driving campaigns which include the use of radar trailers after receiving concerns from the citizens. Traffic and commercial vehicle enforcement check points that have been conducted with the involvement of agencies from around the County.



Volunteers: The greatest asset a community has in fighting crime is a mobilized, active group of citizens that work together to reduce conditions that are likely to bring on crime. Our Florence Police Volunteers form a working partnership between the citizens of Florence and the Police Department. In addition to assisting police officers and patrolling the streets of Florence, the Volunteers assist with traffic control at accidents, crime scenes and special events. Additional duties include vacation watch, fingerprinting, impound hearings, court security, and educating the community regarding home security and related subjects.



Alternative Patrol Methods: Florence Police continually explore new ways to serve our community more effectively. In addition to traditional vehicular patrol, alternative methods of patrol will be employed. Bicycle Patrol, and neighborhood walking patrol are being increased. Officers provide direct ties to residents and businesses as well as becoming a deterrent to crime.

The use of foot patrol has shown to be an effective technique in reducing the fear of crime and perceptions of citizen safety. It is a proactive, highly visible approach to community policing. The use of off-road vehicles is a deterrent to criminal activity and an aggressive proactive patrol technique. Officers will enforce off road areas as well as teach safety techniques. Directed patrol is an assignment given to an officer with specific direction to resolve an ongoing issue. The citizens of Florence bring these issues to the attention of the department. Directed patrol includes:

- Running radar on a neighborhood street that is frequently reported to have speeders
- Increasing officer visibility in an area receiving vandalism
- Intensifying patrol in areas with new homes under construction to deter theft



COOPERATIVE PROGRAMS



G.A.I.N. Night: Getting Arizona Involved in Neighborhoods (G.A.I.N.) Night is Arizona's answer to National Night Out. The Florence Police Department will host an annual evening of celebration for the successes of crime prevention through community involvement.

G.A.I.N. Night is designed to generate police-community partnerships and to show our appreciation for those in the community that support our efforts in the day to day fight against crime. This free event includes demonstrations by the Florence Police Department, safety information tables for all ages, free vehicle etching, raffles, prizes, and many other activities for all ages.

Fleet Watch: By working with organizations that have vehicle fleets in the Town, the Florence Police Department has many more eyes on the road. Training is provided to drivers on suspicious activity awareness. Drivers are given specific areas that will assist the Department in locating and identifying suspicious activity. Departments that participate in the Fleet Watch program are:

-   Code Enforcement
-   Florence Unified School District Transportation
-   Public Works



The Fleet Watch program will be made available to utility companies and other fleets that do business within our Town.

Graffiti Abatement Program: Members of the Florence Police Department, Code Enforcement and Public Works Department will continue to work together to jointly address graffiti issues throughout the Town of Florence. In essence, the program works as follows:

-  The Police Department generates an incident report and photographs graffiti that is deemed unique. Once completed, the reporting officer contacts Code Enforcement and notifies them of the incident number, graffiti location, description and any property owner information available.
-  Code Enforcement takes the necessary steps to ensure that the graffiti is covered or removed in a timely manner.

Terrorism Liaison Officer (TLO's):

A Terrorism Liaison Officer has been trained to report suspicious activity that may be encountered during the course of his or her normal occupation as part of the United States War on Terror. They are trained to recognize suspicious packages, activities, and persons. TLO's will work all major gatherings such as sporting events, protests, concerts, and any large venue activities. TLO's work in an undercover status at events. In the event of a catastrophic situation, the TLO can access information needed to gain intelligence on any leads on suspects.

Additional duties of the TLO program is to conduct Threat Vulnerability Assessments (TVA) on public and government buildings. Planning on conducting TVA's on the elementary schools, churches, and government buildings will take place within the next year. Our team currently consists of (5) persons that include: Florence PD, Florence FD, and Pinal County Sheriff's Office deputies.

An "Active Shooter" exercise will take place this year at the Superior Court House. Exercises will focus on Rescue Task Force (RTF) tactics. This is a team consisting of two medics and two police officers. The goal is for police to provide cover for the medics to enable them to render aid to victims of mass shootings while the situation is still fluid. This is a nation-wide program that is designed to help expedite treatment and save lives.



2

Florence Police Department

Identify and Plan for Future Needs

Planned infrastructure for the Police Department has been developed in preparation for continuing expansive growth, in both population and community needs. Capital Improvement Plans have been approved and funds allocated for future fiscal years.

Substation locations will be determined based on the needs of the community and the ability to provide prompt response time. These facilities will allow personnel to report to duty at a satellite substation. Aside from being a place for police officers to report to duty, substations will put officers closer to the neighborhoods they patrol. Proposed additional substations will be attached to fire stations to reduce costs. Growth within the Town will dictate the need for additional substations.



Current Police Station

425 N. Pinal Street

Police Substation

2035 Hunt Highway (located in Fire Station #2)

Possible Future Substation (Police & Fire)

Felix/Arizona Farms Road



CAPITAL IMPROVEMENT PLANS/PROJECTS:

- Replacement of Patrol Vehicles – On-going replacement of the patrol fleet will take place as needed.
- Radio Replacement Program (\$109,192) – Upgrade of radios to the 800MHZ system.
- Taser Replacement Program (\$40,000) – Upgrade of tasers for officer safety.
- Tablet Replacement Program (\$90,000) – Replacement of up-to-date technology equipment for officers’ use.



DIVISION ENHANCEMENTS

The Florence Police Department strives to be responsive to the needs of the community and economic entities. To facilitate proactive crime prevention and utilize the resources of the Department to the fullest extent, the Department may create new specialized units. Along with the addition of programs and enhanced units, supervisory and command personnel are needed to monitor and maintain accountability for the effectiveness and success of the added areas.

Support Services Division:

The Support Services Division is committed to providing quality service and support to fellow Department members and the citizens of Florence. This Division performs a variety of services in the areas of budget management, crime analysis, communications, evidence and property, crime scene processing; along with records /report management, and media releases. This division is responsible for the Department's overall budget. Additionally, it is responsible for assisting in, and responding to audits from federal, state and local agencies.

- **The Crime Scene Investigations Section** is staffed by civilian personnel and assists in the collection and processing of evidence for investigations and prosecution of criminal cases.
- **The Property/Evidence Section** primarily receives, stores and maintains all evidence and found property. This section maintains a database for all stolen, lost or recovered property entered into evidence, as well as destroyed property.
- **The Records Section** processes reports, data storage, and report retrieval. This section copies and distributes reports to the appropriate agencies and Department unit.
- **The Communications Section** provides internal and external customer service. This section provides a conduit of information both routine and priority. Ongoing staffing analysis is used to maintain a balanced ratio in communication staffing in relation to increasing field operations staffing. With acceptable levels of staffing, communications personnel can be attentive to all incoming telephone calls. Entry of calls into the computer aided dispatch system can expedite officer response times.
- **The Crimes Analysis Section**

The Crimes Analysis Section was created to assist patrol officers and the investigative divisions. This may include possible suspect information and predictions of future crimes by providing information related to current crime patterns, series, and trends. Department staff is provided information on a regular basis regarding crime and crime trends as well as statistical data.

There are three Types of Crime Analysis:

- Administrative - deals with long-range comparisons (quarterly, semi-annually or annually). Examples of administrative crime analysis tasks include providing economic, geographic, and law enforcement information to police management, city hall, city council, and neighborhood/citizen groups.
- Strategic – is primarily concerned with operational strategies and seeks solutions to on-going problems (weeks, months, quarters or years). The purpose of strategic crime analysis is to perform police service more effectively and efficiently by matching service delivery to demands for service.
- Tactical – deals with the immediate criminal offenses (immediate, hours, days, and weeks). It promotes a quick response to recent offenses such as burglaries and robberies. The crime analyst provides information to assist operational personnel in the identification of specific crime trends resulting in the apprehension of criminal offender

Field Operations Division

The Field Operations Division is the largest division in the department. This division is comprised of teams of uniform patrol officers who respond to calls for service work, this also includes K-9 Officers, Crime Prevention Officer and Detectives. Sergeants and Patrol Officers work together to ensure the success of this division.

In addition to calls, directed patrol activities are conducted to target potential problem areas. Additional teams are being added to the department to further enhance our commitment to the community. The new teams will supplement the current coverage of patrol officers by overlapping with other squads to ensure a constant coverage of officers on patrol at any given time.



A Field Operation Lieutenant is available to assist the Patrol Division from a departmental management standpoint after normal business hours. The guidance that is provided by the Lieutenant represents a comprehensive view from a risk management and policy minded position.

The Lieutenant has graduated from the School of Police Staff and Command (SPSC) which is an intensive ten-week program that prepares law enforcement managers for senior positions by uniquely combining academic principals with practical applications. SPSC is a dynamic police management program designed to prepare today's progressive public safety managers for senior command positions.

An Administrative Sergeant graduated from the FBI National Academy which is a 10-week executive leadership program held at the FBI Academy in Quantico, VA. The students are comprised of law enforcement leaders representing agencies and military police from all 50 states. Each session includes many international law enforcement officers from around the globe learning side-by-side with their American session mates. The courses taught at the academy are offered through the FBI's partnership with the University of Virginia. It is a goal of the department to have supervisors attend leadership

programs that will benefit the department.



CRIMINAL INVESTIGATION DIVISION

As the city continues its rapid growth, the criminal trends and issues parallel the population and economic increases. To maintain the level of responsiveness to these concerns, the Criminal Investigation Division is made up of two units: Crimes Against Persons (CAP) and Property Crimes Unit (PCU). These units provide the most skilled professionals and sex crime detectives. This division is part of Field Operations.

The Crimes Against Persons Unit is comprised of detectives, that are responsible for major felony investigations involving crime scene and evidence collection. Detectives are placed in career-oriented positions. They are provided with state-of-the-art training and technology to address high profile and violent crimes required for cases of this magnitude. The detectives receive training that is specific to narrowing the suspect's modus operandi, blood spatter during scene investigation and other knowledge required for these intensive investigations. The Crimes Against Persons unit is responsible for sex crimes, child abuse investigations, aggravated assaults, homicides, and for the sex offender notification program.



The Property Crimes Unit has the primary responsibility to investigate criminal offenses, drug activity, apprehension of offender/fugitives, and recovery of stolen property, graffiti, and investigation of gang-related crimes, fraud, forgery, burglary, trafficking stolen property and pawn shop activity. Their goal is to seek prosecution for these crimes. Each of these crimes has a significant effect upon and directly impacts the quality of life for all persons within the Town of Florence. Each detective may focus on one category; however, they receive training to investigate person and property crimes. The Property Crimes Unit shall continuously partner with the community to reduce and eliminate these types of crimes.

3

Florence Police Department

Technology

To provide cutting edge law enforcement, the Florence Police Department strives to evaluate the technical enhancements available in all divisions of the department.

Text to 911

This a new means of requesting emergency services using SMS text messaging technology. Voice communication with 911 services is still the best option when available. Text to 911 should be utilized only when voice communication cannot be established or presents a significant safety risk.

Future enhancements in Communications will be identified through collaborative efforts with our Public Safety Partners as new technology is developed. On-going review and streamlining of daily processes will continually improve service to the Community.

Electronic Citations

The process of writing and issuing traffic citations demands a significant amount of a police time. Every citation must be entered into the computer system, filing and tracking these documents demands an officer's time and attention



Electronic citations involve state-of-the art computer technology that has the capability to read the magnetic strip on any state issued identification card and automatically download the information into the computerized traffic citation system. A copy of the citation will be printed for the violator and all data will be transmitted to the affected agencies – the department, the courts, and the Motor Vehicle Department.

Records Division – Laserfiche Project

The purpose of this project is to convert hard copy reports into electronic copies utilizing a Town approved software system. The Laserfiche Project will encompass years 1992 -2007. This also includes reports prior to 1992 that have been retained per our records retention schedule. This is an on-going project.

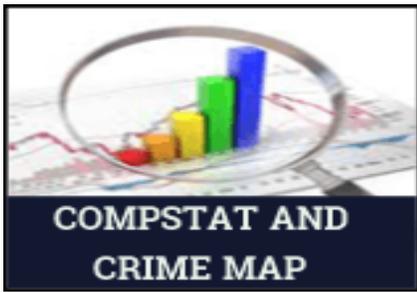
Facebook/Social Media

The department has received approval to develop social media platforms dedicated to the Florence Police Department. These social media platforms will be operated and monitored by trained Florence Police Department employees. The department is preparing to release our media pages through Twitter and Facebook. We are currently in the planning and development phase which includes an exploratory committee to address legal trends as well as requirements.



Website/COMPSTAT & CRIME MAP

The Florence Police Department encourages the public to visit our website at: www.florenceaz.gov/police. On the homepage there is link that provides information on crime comparison and crime mapping throughout the Town of Florence.



4

Florence Police Department

Accreditation

The objective of obtaining accreditation is to improve delivery of services by offering a body of standards.

APCO ACCREDITATION

APCO International is the world's oldest and largest organization of public safety communications professionals and supports the largest U.S. membership base of any public safety association. It serves the needs of public safety communications practitioners worldwide – and the welfare of the general public as a whole – by providing complete expertise, professional development, technical assistance, advocacy, and outreach.

As an American National Standards Institute (ANSI) – accredited Standards Developer (ASD), APCO International is dedicated to ensuring public safety communications has a role in the development of standards that affect our industry. APCO's standards development activities have a broad scope, ranging from the actual development of standards to the representation of public safety communications in other standards development areas.

Training for Public Safety Telecommunicators, initial and continuing is exceedingly important as they provide essential services to the public in an ever-expanding and rapidly changing public safety environment. Public Safety Communications Centers must provide the best training possible. The APCO Project 33 Agency Training Program Certification is a formal mechanism for public safety agencies to certify their training program as meeting APCO American National Standards (ANS).

ARIZONA LAW ENFORCEMENT ACCREDITATION PROGRAM (ALEAP)

The Arizona Law Enforcement Accreditation Program (ALEAP) follows a progressive and time-proven method of assisting law enforcement agencies with measuring and improving their overall performance. Participating agencies conduct a thorough self-assessment to determine how existing operations can be

adapted to meet a set of Best Practices in the efficient and effective delivery of law enforcement services. When these practices are in place, a team of trained assessors verifies that applicable standards have been successfully implemented. The department will be going through the accreditation process during this 5-year plan.

5	Florence Police Department
	Staffing The organization of the Department will change to reflect the growing needs of the public.

In 2019, (5) Sergeants, (19) Patrol Officers and (2) Detectives were assigned to the Field Patrol Operations Division, which is primarily responsible for the efforts of responding to calls for service, community and neighborhood patrols, community policing and contact efforts and proactive efforts of policing.



With the projected growth and demographic change, the police department has formed a strategic staffing plan to include coverage in newly annexed areas.

The International Association of Chiefs of Police, I.A.C.P., reference a common practice of staffing for optimum policing, which allows for the officers assigned to such field operations assignments to be provided with an equal balance of time between, field patrol activity, administrative duties, and proactive community policing efforts. This presents each officer with an opportunity to spend 1/3 of their duty time on activity related duties, such as calls for service, traffic enforcement, taking police reports, making arrests, investigating criminal activity, etc. An additional 1/3 of their duty time is devoted to administrative duties such as, writing police reports, telephone calls with victims and or follow up contacts, completing accident diagrams and reports, logging evidence, completing payroll and other department paperwork, equipment maintenance, briefings, etc. The final 1/3 of their duty time is devoted to proactive, community policing efforts, including neighborhood contacts, problem identification and problem solving (beat team projects), attending neighborhood watch and association meetings, etc.



The employees of the Florence Police Department are our most valuable assets and are empowered to develop creative solutions to our community's needs.

We recruit and develop employees who are committed to excellence, professionalism and quality customer service.

	ADMINISTRATION	SUPPORT SERVICES	FIELD OPERATIONS
FY 2019	(2) Sergeant Positions	(1) Dispatch Position (1) Lead Dispatch Position	(3) Sworn Officers
FY 2019-2024	No new positions anticipated	No new positions anticipated	No new positions anticipated

Our Vision

The Florence Police Department will dedicate itself to protecting lives and property, while preserving the public peace with the highest ethical standards.

Chief's Closing Statement:

We live in a vibrant, growing and ever-changing Town. While this plan is formulated on good sound planning principles, it is fluid and will change as the Town grows and prospers. There will always be challenges before us, but as a Department we will continue to focus on our mission to improve the quality of life of our citizens.



Public safety is not for spectators. Public safety requires a partnership of the citizens of the community working in conjunction with police officers to achieve positive outcomes.

Our pledge to you is one of working hard in our partnership of crime prevention in the community and making Florence and its neighborhoods a safe place in which to live.



Daniel R. Hughes
Chief of Police



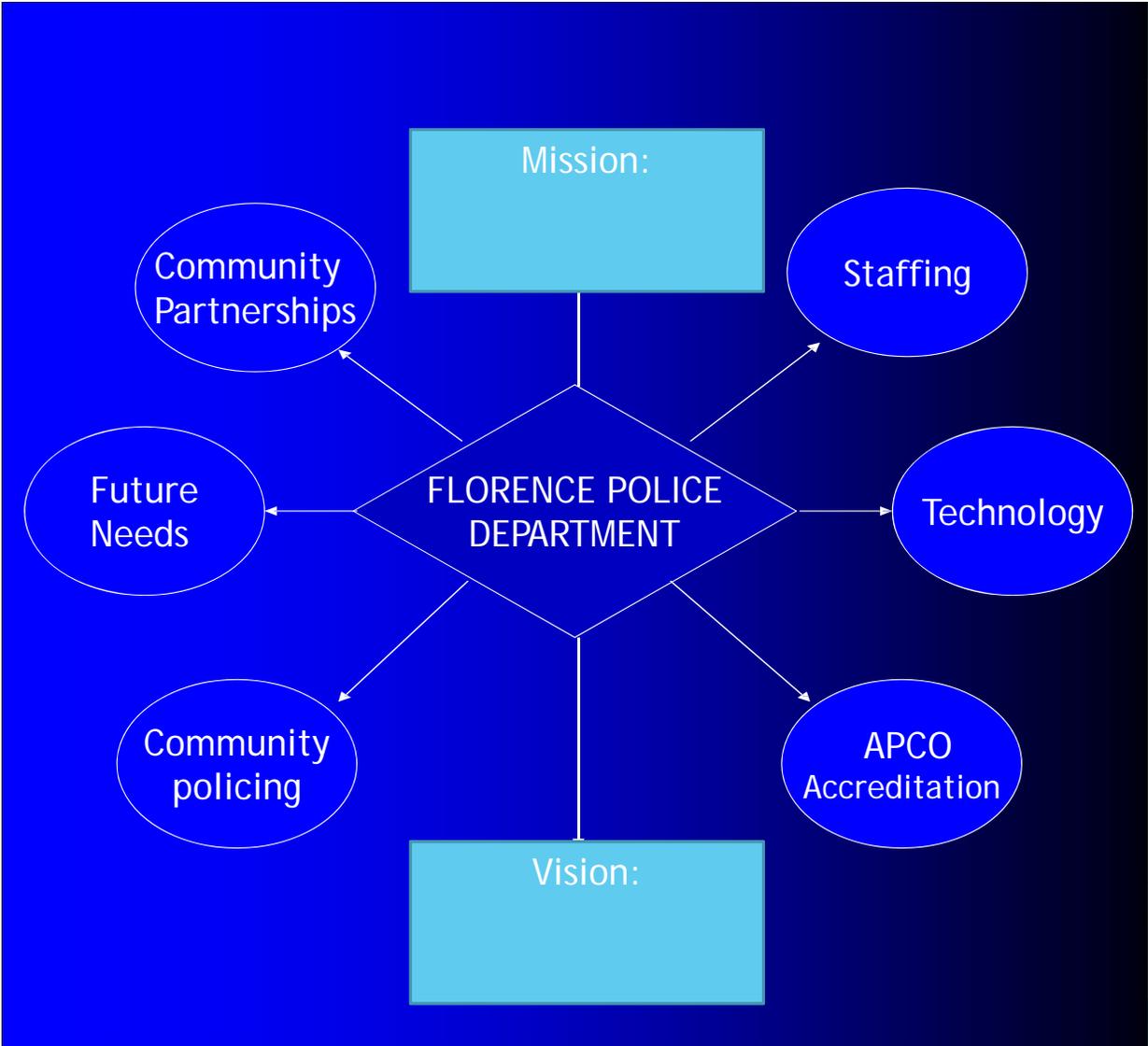
FLORENCE POLICE
DEPARTMENT
STRATEGIC PLAN
2019-2024

MISSION

The men and women of the Florence Police Department stand firm in our pursuit for justice and public trust. We will stay true to our mission of providing service and safety to our community with honor, respect, and integrity. We are committed to providing fair and equal treatment to those we Encounter.

VISION

The Florence Police Department will dedicate itself to protecting lives and property, while preserving the public peace with the highest ethical standards.



The objectives and strategies highlighted in this plan are designed to support our five principal goals:

- **Prevent crime:** Preventing crime is the primary mission of policing. Crime prevention promotes the health and welfare of a community instead of merely curing its ills (crimes). It reduces the threat of crime on the front end and enhances the sense of security and quality of life within the community.
- **Provide effective police services:** We are committed to ensuring Florence remains a safe community by employing the best practices in law enforcement to meet the challenges of Community Policing in a rural setting.
- **Develop, strengthen and sustain partnerships:** We realize for us to be successful; we must have the confidence, support and respect of the people who live and work in our community. We are committed to developing and maintaining partnerships with the community, with our internal partners within the Town and with our regional and statewide public safety partners.
- **Develop personnel:** We will provide the best equipped, and most highly trained and committed employees to help meet the needs of our community.
- **Enhance infrastructure:** We will focus on implementing our Capital Improvement Plan.

CRIME PREVENTION THROUGH COMMUNITY-ORIENTED POLICING

- * RISK ASSESSMENT PROGRAM
- * CRIME-FREE MULTI HOUSING
- * NEIGHBORHOOD WATCH
- * YOUTH EDUCATION PROGRAMS
- * PARTNERSHIPS



BEAT STRUCTURE

The Town of Florence is divided into structures called "Beats." Beats are determined based on population, calls for service, and access to major thorough fares.

* BEATS ENCOURAGE OFFICERS AND CITIZENS TO INTERACT MORE OFTEN AND

*CREATES A COMMUNITY BOND.

*BEATS ASSURE CONSISTENT AND MORE FREQUENT PATROLS IN NEIGHBORHOODS.

*COMMUNICATION BETWEEN SHIFTS BECOME EASIER IN A PROACTIVE APPROACH TO POLICING.

COOPERATIVE PROGRAMS

- * **G.A.I.N Night:** Getting Arizona Involved in Neighborhoods
- * **FLEET WATCH:** Code Enforcement, FUSD Transportation, Public Works
- * **GRAFFITI ABATEMENT PROGRAM**
- * **TERRORISM LIAISON OFFICER:** Threat Vulnerability Assessments, Active Shooter Trainings, Rescue Task Force Tactics
- * **REGIONAL DISPATCHING**

IDENTIFY & PLAN FOR FUTURE NEEDS

REPLACEMENT OF
PATROL VEHICLES

TASER REPLACEMENT
PROGRAM (\$40,000)

RADIO REPLACEMENT
PROGRAM-Upgrade to
800 MHZ (\$109,192)

TABLET REPLACEMENT
PROGRAM (\$90,000)

FUTURE SUBSTATIONS
FOR POLICE & FIRE



TECHNOLOGY

TEXT to 911 -
Requesting emergency services using text messaging technology

EVERBRIDGE-Mass notification system

ELECTRONIC CITATIONS
EACH PATROL OFFICER

LASERFICHE PROJECT -
Convert hard copy reports to electronic copies

TECHNOLOGY CONTINUED...

SOCIAL MEDIA/FACEBOOK

COMPSTAT & CRIME MAP

www.florenceaz.gov/police

SMART CITY

TECHNOLOGY: Allows officers the opportunity to monitor what is happening in the Town and how it is evolving. A partnership with our IT personnel to integrate into our 21st Century Community Policing Philosophy.

ACCREDITATION



APCO ACCREDITATION: All of our public safety dispatch personnel complete courses provided by APCO to obtain certification in police and fire call-taking/dispatching.

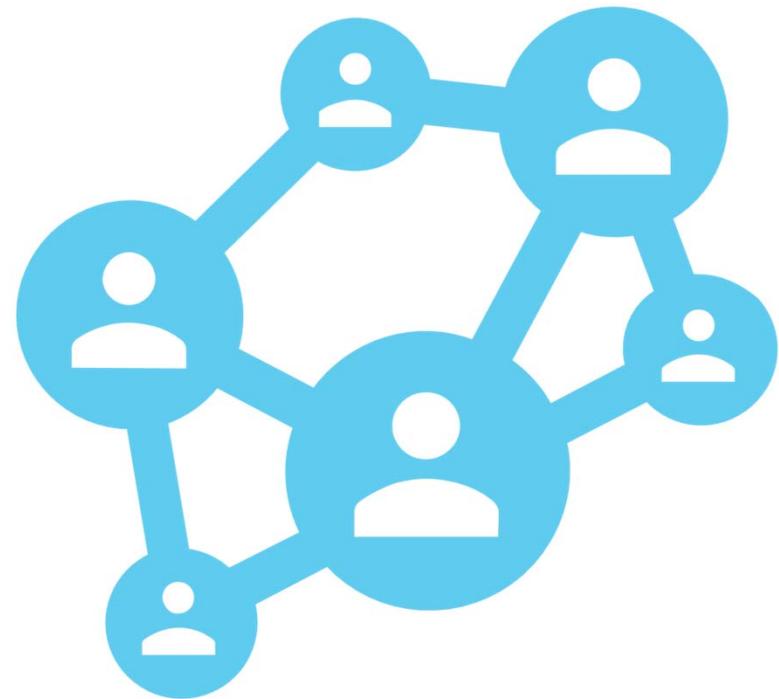


AZ LAW ENFORCEMENT ACCREDITATION PROGRAM (ALEAP): Assists law enforcement agencies with measuring and approving their overall performance. The department will be going through the accreditation process during this 5- year plan.

CLOSING STATEMENT

While this plan is formulated on good sound planning principles, it is fluid and will change as the Town grows and prospers. Public safety is not for spectators. Public safety requires a partnership of the citizens of the community working in conjunction with police officers to achieve positive outcomes.

Our pledge to you is one of working hard in our partnership of crime prevention to ensure that we will continue to be one of the Safest Cities in Arizona.



Slide 12

DH1 Sir Robert Peel - the public are the police and the police are the public.
Daniel Hughes, 9/3/2019

Robert Peel



The police are the public and the public are the police; the police being only members of the public who are paid to give full time attention to duties which are incumbent on every citizen in the interests of community welfare and existence.

AZ QUOTES

	TOWN OF FLORENCE COUNCIL ACTION FORM	<u>AGENDA ITEM</u> 7a.
MEETING DATE: September 16, 2019 DEPARTMENT: Public Works STAFF PRESENTER: Christopher Salas, P.E. Public Works Director Town Engineer SUBJECT: Intergovernmental Agreement between Pinal County and the Town of Florence for SR 79 drainage remediation.		<input checked="" type="checkbox"/> Action <input type="checkbox"/> Information Only <input type="checkbox"/> Public Hearing <input type="checkbox"/> Resolution <input type="checkbox"/> Ordinance <input type="checkbox"/> Regulatory <input type="checkbox"/> 1st Reading <input type="checkbox"/> 2nd Reading <input type="checkbox"/> Other
STRATEGIC PLAN REFERENCE: <input type="checkbox"/> Community Vitality <input type="checkbox"/> Economic Prosperity <input type="checkbox"/> Leadership and Governance <input checked="" type="checkbox"/> Partnership and Relationships <input checked="" type="checkbox"/> Transportation and Infrastructure <input type="checkbox"/> Statutory <input type="checkbox"/> None		

RECOMMENDED MOTION/ACTION:

Authorization to enter into an Intergovernmental Agreement between Pinal County and the Town of Florence to remediate the State Route 79 (SR 79) drainage issue at the Superior Courthouse. The amount to be paid to Pinal County shall not exceed \$1,225.

BACKGROUND/DISCUSSION:

In 2016, the Town of Florence performed street reconstruction on Diversion Dam Rd., widening and repaving the roadway from two lanes to three lanes with a center turnout, along with the addition of a signalized intersection at SR79 and general intersection improvements. Initial storm drainage designs included the incorporation of the storm drain culvert surrounding the Pinal County facilities to the north but were later rejected by Pinal County during the construction phase of the project.

Subsequently, this has caused storm water flows to travel out to SR79 and flow north along the SR79 frontage of the Pinal County Courthouse, causing excessive erosion along that portion of the Pinal County culvert. The Town has reached an agreement with Pinal County whereby the Town will pay half the cost of constructing two spillways, at a cost to the Town of \$1,225; thus, excluding the Town from any further liability claims by Pinal County via an IGA, which is set forth in this RCA.

A VOTE OF NO WOULD MEAN:

A vote of 'no' would mean that the SR79 drainage remediation at the Superior Courthouse would be delayed and the Town would remain liable for further drainage erosion issues.

A VOTE OF YES WOULD MEAN:

A vote of 'yes' would mean quicker drainage remediation at the SR79 Superior Courthouse and absolution of liability from further drainage erosion claims.

FINANCIAL IMPACT:

No cost associated with the Intergovernmental Agreement, the cost to pay Pinal County for the work shall not exceed \$1225.

ATTACHMENTS:

- Intergovernmental Agreement and Exhibit "A"
- Pinal County bid from Epifini Landscaping Inc.

**INTERGOVERNMENTAL AGREEMENT
BETWEEN
PINAL COUNTY
AND
TOWN OF FLORENCE
FOR
DRAINAGE REMEDIATION**

THIS INTERGOVERNMENTAL AGREEMENT ("**Agreement**") is dated this 28 day of August, 2019, and made by and between PINAL COUNTY, a political subdivision of the State of Arizona ("**County**"), and the TOWN OF FLORENCE, a municipal corporation of the State of Arizona ("**Town**"). County and Town are sometimes hereinafter referred to individually as a "Party" and collectively as the "Parties"

RECITALS

A. The Parties are authorized to enter into this Agreement pursuant to Arizona Revised Statutes §§ 11-952, *et seq.*

B. County owns certain real property located at 971 N. Jason Lopez Circle adjacent to State Route 79 and Diversion Dam Road within Town's municipal boundaries (the "**County Property**").

C. State Route 79 is a public highway owned and maintained by the Arizona Department of Transportation ("**ADOT**") and Diversion Dam Road is a public roadway owned and maintained by Town.

D. The County Property is adversely affected by inadequate drainage partially attributable to runoff from State Route 79 and partially attributable to runoff from Diversion Dam Road.

E. ADOT has approved and is working on a project for State Route 79 that will, in part, address the inadequate drainage caused by runoff from State Route 79.

F. The Parties desire to work cooperatively and share the costs of remedying the inadequate drainage caused by runoff from Diversion Dam Road pursuant to the terms and conditions set forth below (the "**County/Town Project**").

AGREEMENT

NOW, THEREFORE, in consideration of the foregoing and other good and valuable consideration, the receipt and sufficiency of which are hereby acknowledged, County and Town agree as follows:

1. Scope of County/Town Project. The scope of the County/Town Project is set forth in the attached Exhibit A. County shall be responsible for performing all work in connection with the County/Town Project (the “**Work**”).

2. Funding. The Parties currently estimate the total cost of the County/Town Project to be \$2,450.00. The Parties agree to share that cost equally with each Party being responsible for \$1,225.00. Town agrees to reimburse County its share of the cost within 30 days of receipt of notice from County that the Work has been completed. Upon payment of its share of the cost of the Work, Town shall not be responsible to County for future claims related to runoff onto the County Property from Diversion Dan Road.

3. Mutual Indemnification. To the extent permitted by law, each Party (as “**Indemnitor**”) agrees to indemnify, defend and hold harmless the other Party, its officers, officials, agents and employees (as “**Indemnitied**”) for any claims, losses, liabilities, costs or expenses (including reasonable attorneys fees) arising out of omissions, negligence, misconduct or other fault of the Indemnitor, its officers, officials, agents or employees in connection with the Indemnitor’s performance under this Agreement.

4. Severability. If any term or provision of this Agreement shall, to any extent be invalid or unenforceable under applicable law, then the remaining terms and provisions of this Agreement shall not be affected thereby, and each of such remaining terms and provisions shall be valid and enforced to the extent permitted by law.

5. CONFLICT OF INTEREST. The parties acknowledge that this Agreement is subject to cancellation pursuant to A.R.S. § 38-511.

IN WITNESS WHEREOF, the parties hereto, have executed this Agreement as of the day and year set forth below.

PINAL COUNTY, a political subdivision of the State of Arizona

By:

Chairman of the Board of Supervisors

Dated: _____

ATTEST:

Clerk/Deputy Clerk of the Board of Supervisors

TOWN OF FLORENCE, an Arizona municipal corporation

By:

Mayor

Dated: _____

ATTEST:

Town Clerk

DETERMINATIONS OF COUNSEL

Pursuant to ARS §11-952(D), I have reviewed the forgoing Intergovernmental Agreement and have determined that it is in the proper form and within the powers and authority granted under the laws of the State of Arizona to Pinal County.

Deputy Pinal County Attorney

Pursuant to ARS §11-952(D), I have reviewed the forgoing Intergovernmental Agreement and have determined that it is in the proper form and within the powers and authority granted under the laws of the State of Arizona to the Town of Florence.

Florence Town Attorney

**EXHIBIT A
TO
INTERGOVERNMENTAL AGREEMENT
BETWEEN
PINAL COUNTY
AND
TOWN OF FLORENCE
FOR
SR79 at superior courthouse drainage issue**

Two grouted river rock Scuppers to be constructed at location to be determined by ADOT.

The Scuppers will be completed by Epifini.



3066 N. Lear • Casa Grande, AZ 85222
Office (520) 836-6776 • Fax (520) 836-5028



July 22, 2019

Proposal Agreement

Attn. James Deal
Pinal County
121 W. 22nd Street
Florence, AZ 85132

Cell: (520) 849-4990
Phone: (520) 866-6385
Fax: (520) 866-6263
Email: james.deal@pinalcountyz.gov

<u>QTY</u>	<u>DESCRIPTION</u>	<u>TOTAL</u>
2	EA Grouted River Rock Scuppers – (1) 8' x 25' and (1) 6' x 25' Includes Labor, Material and Equipment	\$2,450.00

Job to Be Performed at:
Pinal County Courthouse
971 Jason Lopez Cir
Florence, AZ 85131

Sub-Total	<u>\$2,450.00</u>
Tax	\$N/A
Total	\$2,450.00

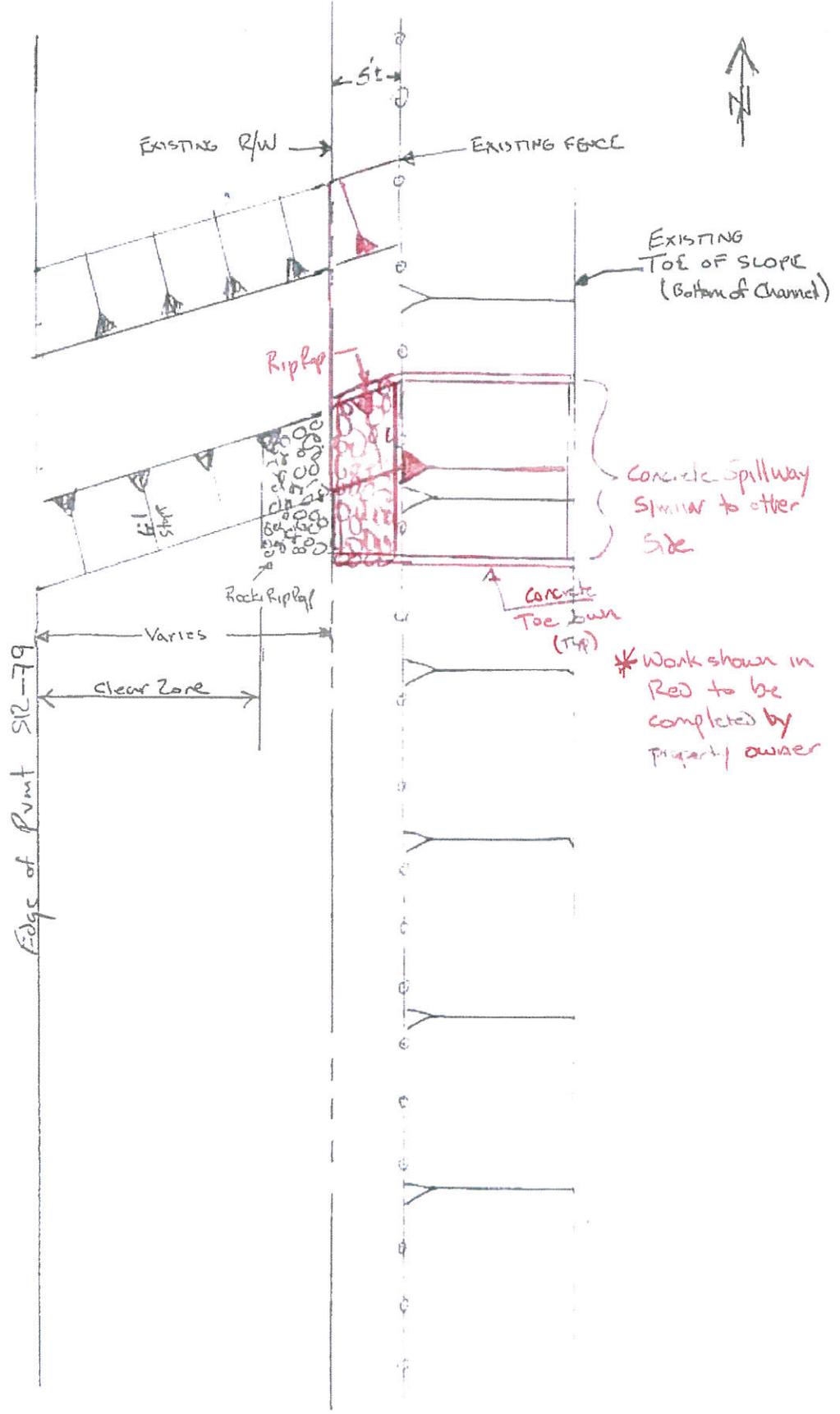
Acceptance of Proposal

Client to pay Epifini Landscaping Inc. for said performance the sum of **Two Thousand Four Hundred Fifty Dollars and Zero Cents (\$2,450.00)** We offer a (1) year warranty on installed valves and timer (60) day warranty on all installed plant material. Terms of payment: To be paid in enclosed specifications: **Due on completion of job.** Any additional parts, labor, or materials other than what is specified above will result in an extra fee according to above pricing. To approve this contract, please sign and return to Epifini Landscaping, Inc., **Proposal prices are good for 30 days.** The above prices, specifications, and conditions are satisfactory and are hereby accepted. We hereby authorize and accept Epifini Landscaping Inc. to perform and complete work specified.

Signature _____ Date _____

Estimator _____ Date _____

Greg Perez (520) 251-0671 Cell





TOWN OF FLORENCE COUNCIL ACTION FORM

AGENDA ITEM 7b.

MEETING DATE: September 16, 2019

DEPARTMENT: Public Works, Water & Wastewater Division

STAFF PRESENTER: Christopher Salas, P.E.
Public Works Director

SUBJECT: Florence True Value Hardware

- Action**
- Information Only**
- Public Hearing**
- Resolution**
- Ordinance**
 - Regulatory
 - 1st Reading
 - 2nd Reading
- Other**

STRATEGIC PLAN REFERENCE:

- Community Vitality
- Economic Prosperity
- Leadership and Governance
- Partnership and Relationships
- Transportation and Infrastructure
- Statutory
- None

RECOMMENDED MOTION/ACTION:

Authorization to contract with Florence True Value Hardware, to provide maintenance, repair, operating supplies, industrial supplies, and related products and services in an amount not to exceed \$28,000.

BACKGROUND/DISCUSSION:

The Town of Florence is requesting to enter into a contract with Florence True Value Hardware, through the Pinal County Cooperative Contract, to provide maintenance, repair, operating supplies, industrial supplies, and related products and services, in an amount not to exceed \$28,000 from July 1, 2019 through June 30, 2020.

Pinal County Cooperative Contract # 180423 is on file in the Clerk's Office.

A VOTE OF NO WOULD MEAN:

A vote of no would delay maintenance and repairs as needed by the Town.

A VOTE OF YES WOULD MEAN:

A vote of yes would mean quicker maintenance and repairs throughout the Town

FINANCIAL IMPACT:

The cost to provide parts will not exceed \$28,000.

Department Allocation		
010-510	Building Safety	\$ 500.00
010-514	Police Ops	\$ 50.00
010-516	Fire Station #1	\$ 450.00
010-519	I.T.	\$ 200.00
010-522	Parks	\$ 3,500.00
010-523	Community Ctr	\$ 50.00
010-524	Aquatics	\$ 50.00
010-525	Recreation	\$ 250.00
010-526	Special Events	\$ 50.00
010-528	Senior Ctr	\$ 300.00
010-531	Facility Main	\$ 8,500.00
010-536	Fleet	\$ 50.00
012-518	Streets - HURF	\$ 2,500.00
012-536	Fleet - HURF	\$ 50.00
051-574	Water	\$ 3,000.00
052-575	SWWTP	\$ 3,000.00
052-576	NWWTP	\$ 5,500.00
		\$ 28,000.00

Services will be obtained following the Town's Purchasing Policy, Section 5.63 Purchases of \$25,000 or More (specifically, 5.6321 of Vendor Selection)

5.632 Vendor Selection

5.6321 Alternative purchase methods are identified if approved by necessity or by the Town Manager as indicated by Emergency/Sole Source Purchase, cooperative purchase, state contract or any other method authorized. The Finance Director reviews for budget availability and bidding procedures. The Town Manager reviews for need.

4.12 Purchasing Policy

Department Heads must approve all purchases regardless of dollar value. This does not preclude the Department Head from obtaining the necessary approval from the Town Manager and/or Town Council, nor does this allow them to have signature authority on contracts. The Town Manager has signature authority on purchases up to \$24,999. Town Council is required on any purchases of \$25,000 or more.

ATTACHMENTS:

Approved Bid Tabulation for Blanket Purchase Order
Town of Florence Cooperative Cover Contract with Exhibit 1
Award Letter



Town of Florence Bid Tabulation Sheet

General Ledger Account Number:	302 - Operating Supplies 311 - Small Tools 314 Shop Supplies 320 Maintenance & Repair
---------------------------------------	--

Email Confirmation (\$5,000 or less)		Date Prepared:	8/13/2019
Written / Fax / Email (Mandatory over \$5,000 bids attached)		Prepared By:	Susan Jonas
Sealed Bid Title:	Formal <input type="checkbox"/> Sealed Bid : <input type="checkbox"/>	Written Bid:	Open Date:
Pinal County Cooperative 180423 ** Final Contract will be awarded 8/21/2019			Close Date:

Item(s) (Include quality, Brand, Model & Color):
BLANKET PURCHASE ORDER: MAINTENANCE, REPAIR AND OPERATING SUPPLIES.

VENDOR NAME		CONTACT INFO:				Unit Price	Extended Price	Comments
1	Name: FLORENCE TRUE VALUE HARDWARE (1076)	Contact: LINSEY WOODMANSEE					\$ 28,000.00	See Department allocations below, the amount is based on the FY 18/19 expenses with 10% added. RCA Request 9/3/2019
	Address: 290 N MAIN STREET FLORENCE, AZ 85132	Phone: 520-868-0410						
	Quote #: PINAL COUNTY 180423	Email: LINSEY@FLORENCETRUEVALUE.COM	REQ #: 55066	PO #: 52702				
	Received:	Date Notified of Decision:						
2	Name:	Contact:					\$ -	
	Address:	Phone:						
	Quote #:	Email:	REQ #:	PO #:				
	Received:	Date Notified of Decision:						
3	Name:	Contact:					\$ -	
	Address:	Phone:						
	Quote #:	Email:	REQ #:	PO #:				
	Received:	Date Notified of Decision:						

Attach additional page(s), if necessary.

Vendor Selected:
FLORENCE TRUE VALUE HARDWARE (1076)

Justification (if not lowest bid):
BLANKET PURCHASE ORDER: MAINTENANCE, REPAIR AND OPERATING SUPPLIES. RCA TO GO TO COUNCIL ON 9/3/2019

Department Head Approval:		Date: 8/14/19
Finance Director Approval:		Date: 8/14/19
Town Manager Approval:		Date: 8/14/19

Exhibits Attached:	RFP 180423 PINAL COUNTY - MAINTENANCE, REPAIR AND OPERATING SUPPLIES
	8.21.2019 PC & FLORENCE TRUE VALUE HARDWARE CONTRACT AWARD APPROVAL

If over \$24,999, must go to Town Council for approval.
 Attach this approved form to purchase request with written quotes, if applicable.

Department Allocation		
010-510	Building Safety	\$ 500.00
010-514	Police Ops	\$ 50.00
010-516	Fire Station #1	\$ 450.00
010-519	I.T.	\$ 200.00
010-522	Parks	\$ 3,500.00
010-523	Community Ctr	\$ 50.00
010-524	Aquatics	\$ 50.00
010-525	Recreation	\$ 250.00
010-526	Special Events	\$ 50.00
010-528	Senior Ctr	\$ 300.00
010-531	Facility Main	\$ 8,500.00
010-536	Fleet	\$ 50.00
012-518	Streets - HURF	\$ 2,500.00
012-536	Fleet - HURF	\$ 50.00
051-574	Water	\$ 3,000.00
052-575	SWWTP	\$ 3,000.00
052-576	NWWTP	\$ 5,500.00
		\$ 28,000.00

**TOWN OF FLORENCE, ARIZONA
THROUGH COOPERATIVE CONTRACT WITH PINAL COUNTY CONTRACT #180423 TO
PROVIDE MAINTENANCE, REPAIR AND OPERATING SUPPLIES**

THIS CONTRACT (the “Contract”) is made and entered into effective as of the 3rd day of September, 2019 (“Effective Date”), by and between the Town of Florence, Arizona (the “Town”), and Florence True Value Hardware, (the “Contractor”) and together with the Contract Documents referred to and incorporated herein, is the “resultant contract” contemplated in the Pinal County Cooperative Contract. The Town and the Contractor are sometimes referred to in this Contract collectively as the “Parties” and each individually as a “Party”.

1. **SCOPE OF WORK:** The Contractor shall provide maintenance, repair, operating supplies, industrial supplies and related products and services per contract specifications described in the attached scope of materials and services set forth in **Exhibit “1”** (the “Goods” or “Services”). The Contractor shall provide the Goods in accordance with the schedule attached in **Exhibit “1”**, and the Contract Documents, including all exhibits to the Master Contract including but not limited to any Instructions, Standard Terms and Conditions, Special Terms and Conditions, Specifications, Scope of Work, Submittals and Attachments. Contractor agrees, at its own cost and expense, to do all of the work and furnish all of the equipment, personnel and materials necessary to provide in a good and substantial manner, and to the satisfaction of the Town, the Goods.
2. **PRIORITY OF DOCUMENTS.** It is further expressly agreed by and between the Parties that should there be any conflict between the terms of this Contract, the Master Contract, or the Contractor’s Proposal, then this Contract and the provisions of the Contract Documents shall control and nothing herein shall be considered as an acceptance of the terms of the said Proposal conflicting herewith or with the Master Contract, unless expressly stated herein.
3. **INCORPORATION:** For and in consideration of this Contract and other good and valuable consideration, the Contractor agrees that the master Pinal County Cooperative Contract #180423 provide maintenance, repair, operating supplies, industrial supplies and related products and services is in full force and effect, and all terms and conditions of the Master Contract are incorporated by reference into this Contract, creating an agreement identical in terms between the Town and Contractor. In the Master Contract, the terms: “Maricopa County”, “Buyer” and “City” shall be deemed to be and refer to the Town of Florence; the terms: “Maricopa County” shall be deemed to be and refer to “Pinal County”; the terms: “Deputy Finance Director” shall be deemed to be and refer to the Town of Florence Town Manager; and the terms: “Assignee”, “Offeror”, “Contractor”, “Seller”, “Supplier”, and “Vendor” shall be deemed to be and refer to the Contractor under this Contract.
4. **CONTRACT DOCUMENTS:** This Contract consists of the following contract documents, which by reference are incorporated herein:
 - Pinal County Contract #180423
5. **CONTRACT PRICING:** Contract pricing shall be consistent with the Contract Documents and Contractor’s Proposal and is listed in **Exhibit “1”** (Price Sheet), and shall not exceed **\$28,000.00**.

6. **TERM OF CONTRACT:** The term of this Contract shall be from the Effective Date through satisfactory completion of the Services or delivery of Goods and acceptance of the Services and/or Goods by the Town. Time is of the essence to the terms of this Contract.
7. **COMPLIANCE WITH FEDERAL AND STATE LAWS.**
- A. The Contractor understands and acknowledges the applicability to it of the American with Disabilities Act, the Immigration Reform and Control Act of 1986 and the Drug Free Workplace Act of 1989.
 - B. Under the provisions of A. R. S. § 41-4401, Contractor hereby warrants to the Town that the Contractor and each of its subcontractors will comply with, and are contractually obligated to comply with, all Federal Immigration laws and regulations that relate to their employees and A. R. S. § 23-214 (A) (hereinafter “Contractor Immigration Warranty”).
 - C. A breach of the Contractor Immigration Warranty shall constitute a material breach of this Contract and shall subject the Contractor to penalties up to and including termination of this Contract at the sole discretion of the Town.
 - D. The Town retains the legal right to inspect the papers of any Contractor or Subcontractor’s employee who works on this Contract to ensure that the Contractor or Subcontractor is complying with the Contractor Immigration Warranty. Contractor agrees to assist the Town in regard to any such inspections.
 - E. The Town may, at its sole discretion, conduct random verification of the employment records of the Contractor and any subcontractors to ensure compliance with Contractor’s Immigration Warranty. Contractor agrees to assist the Town in regard to any random verification performed.
 - F. Neither the Contractor nor any subcontractor shall be deemed to have materially breached the Contractor Immigration Warranty if the Contractor or subcontractor establishes that it has complied with the employment verification provisions prescribed by section 274A and 274B of the Federal Immigration and Nationality Act and the E-Verify requirements prescribed by A. R. S. § 23-214, Subsection A.
 - G. The provisions of this Section must be included in any contract the Contractor enters into with any and all of its subcontractors who provide Services under this Contract or any subcontract. “Services” are defined as furnishing labor, time or effort in the State of Arizona by a contractor or subcontractor. Services include construction or maintenance of any structure, building or transportation facility or improvement to real property.
8. **METHOD OF PAYMENT.** Method of payment shall be set forth in **Exhibit “1”**. If payment is to be made monthly, Contractor shall prepare monthly invoices and progress reports which clearly indicate the progress to date and the amount of compensation due by virtue of that progress. All invoices shall be for Services completed or Goods accepted by the Town. All invoices are to be emailed to accountspayable@florenceaz.gov.
9. **TERMINATION.** Town, at any time and for any reason and without cause, may terminate, suspend or abandon any portion, or all, of this Contract at Town’s convenience without penalty or recourse. Contractor shall receive payment for Services or Goods satisfactorily completed

and accepted by Town, as determined by Town in its reasonable discretion, based on the Goods and/or Services requirements and schedule for payment.

10. **INDEPENDENT CONTRACTOR.** It is understood that Contractor shall be an independent contractor with respect to Services and/or Goods provided under this Contract, and shall not be deemed to be a partner, employee, joint venture, agent, or to have any other legal relationship with Town.
11. **Notices.** Any notice to be given under this Contract shall be in writing, shall be deemed to have been given when personally served or when mailed by certified or registered mail, addressed as follows:

Town: Town of Florence
Attn: Town Clerk
PO Box 2670
Florence AZ 85132
(520) 868-7500

Contractor: Florence True Value Hardware
Attn: Linsey Woodmansee
290 N. Main Street
Florence, AZ 85132
(520) 868-0410
linsey@florencetruevalue.com

12. **INDEMNIFICATION.** To the fullest extent permitted by law, the Contractor, its successors, assigns and guarantors, shall pay, defend, indemnify and hold harmless the Town of Florence, its Mayor and Council members, its agents, officers, officials, representatives and employees, from and against all demands, claims proceedings, suits, damages, losses and expenses (including but not limited to attorney's fees, court costs, and the costs of appellate proceedings), and all claim adjustment and handling expenses, relating to, arising out of, or alleged to have resulted from the acts, errors, mistakes, omissions, Goods or Services of the Contractor, its agents, employees or any tier of Contractor's subcontractors related to the Goods or Services in the performance of this Contract. Contractor's duty to defend, hold harmless and indemnify Town of Florence, its Mayor and Council members, its agents, officers, officials, representatives and employees shall arise in connection with any claim, damage, loss or expense that is attributable to bodily injury, sickness, disease, death, or injury to, impairment, or destruction of property including loss of use of resulting therefrom, caused by Contractor's acts, errors, mistakes, omissions, Goods, Services in the performance of this Contract including any employee of the Contractor, any tier of Contractor's subcontractors or any other person for whose acts, errors, mistakes, omissions, Goods, Services the Contractor may be legally liable. In consideration of the award of this Contract, the Contractor agrees to waive all rights of subrogation against the Town, its officers, officials, agents and employees for losses arising from the Goods or Services provided by the Contractor for the Town.
13. **WARRANTY.** Contractor warrants that the Goods and Services will conform to the requirements of this Contract. Additionally, Contractor warrants that all Services will be performed in a good, workman-like and professional manner. The Town's acceptance of Goods or Services provided by Contractor shall not relieve Contractor from its obligations under this warranty. If any Goods or Services are of a substandard or unsatisfactory manner as determined by the Town, Contractor, at no additional charge to the Town, will provide Goods or redo such Services until they are in accordance with this Contract and to the Town's reasonable satisfaction. Unless otherwise agreed, Contractor, warrants that Goods will be new, unused, of most current manufacture and not discontinued, will be free of defects in materials and workmanship, will be provided in accordance with manufacturer's standard warranty for at least one (1) year, unless otherwise specified, and will perform in accordance with manufacturer's published specifications.

14. **PURCHASING POLICY.** The Town of Florence Town Code and Purchasing Policy (the “Policy”) govern this procurement and are incorporated as part of this Contract by this reference. Contractor agrees and warrants that it is in compliance with the Policy, including demonstrating its lawful presence in the United States.

15. **GOVERNING LAW.** This Contract shall be deemed to be made under, shall be construed in accordance with, and shall be governed by the laws of the State of Arizona, without reference to choice of law or conflicts of laws principles thereof. The exclusive forum selected for any proceeding or suit in law or equity arising from or incident to this Contract shall be Pinal County, Arizona.

16. **PROHIBITED BOYCOTT.** Pursuant to A.R.S. section 35-393.01, the Contractor, by execution of this Contract, certifies that it is not currently engaged in, and agrees for the duration of this Contract to not engage in, a boycott of Israel.

IN WITNESS WHEREOF, the Parties have executed this Contract effective as of the Effective Date set forth above.

TOWN OF FLORENCE, A municipal corporation

By: _____
Tara Walter, Mayor

Date: _____

ATTEST:

Approved as to Form

Lisa Garcia, Town Clerk

Cliff Mattice, Town Attorney

CONTRACTOR:

By: _____

Date: _____

Its: _____



FLORENCE TRUE VALUE HARDWARE
290 N MAIN ST
FLORENCE, AZ 85132-0000
520-868-0410

EXHIBIT "1"

Visit Us for All
Your Lawn &
Garden Needs



1 2 3 4 5 6 Pause

Store Coupons

[View & Print](#)



[Project Library](#)

Services

- Carpet Cleaner Rental
- Computer Paint Matching
- Copier Available
- Delivery Service
- Fax Available
- Gift Certificates
- Glass Cutting
- Key Cutting
- Lock Re-keying
- Special Orders

Selection

- Automotive
- Building Materials
- Cleaning Supplies
- Concrete Products
- Electrical
- Fasteners
- Gifts & Souvenirs
- Hand Tools
- Hardware
- Hats
- Housewares
- Lawn & Garden
- Lumber
- Paint Shop
- Patio Furniture
- Plumbing
- Power Tools
- Small Appliances
- Souvenirs & Gifts
- Tools
- Wild Bird Supplies



All Departments

Lawn & Garden

[Lawn Mowers & Tractors](#)

[Trimmers & Edgers](#)

[Mulch](#)

[Grass Seed](#)

[Watering](#)

[SHOP ALL](#)

Outdoor Living & Patio

[Patio Furniture](#)

[Grills & Outdoor Cooking](#)

[Fire Pits & Patio Heaters](#)

[Gazebos & Canopies](#)

[Pools & Pool Supplies](#)

[SHOP ALL](#)

Tools

[Power Tools](#)

[Hand Tools](#)

[Air Compressors](#)

[Generators](#)

[Chainsaws](#)

[SHOP ALL](#)

Building Materials

[Lumber](#)

[Concrete](#)

[Doors](#)

[Gutters](#)

[Construction Hardware](#)

[SHOP ALL](#)

Hardware

[Door Knobs & Hardware](#)

[Mail Boxes & House Signs](#)

[Cabinet Hardware](#)

[Nails, Screws, Bolts & Anchors](#)

[Fire Safety & Home Security](#)

[SHOP ALL](#)

Plumbing

[Toilets & Toilet Repair](#)

[Water Heaters](#)

[Pumps & Sump Pumps](#)

[Pipes & Fittings](#)

[Valves](#)

[SHOP ALL](#)

Kitchen & Bath

[Faucets](#)

[Sinks & Laundry Tubs](#)

[Bathroom Vanities & Cabinets](#)

[Showers & Bathtubs](#)

[Kitchenware](#)

[SHOP ALL](#)

Paint & Supplies

[Paint & Primers](#)

[Spray Paint](#)

[Exterior Stains & Sealers](#)

[Interior Stains & Varnishes](#)

[Drop Cloths & Tarps](#)

[SHOP ALL](#)

Electrical

[Outlets](#)

[Switches & Dimmers](#)

[Wires & Wire / Cord Management](#)

[Extension Cords](#)

[Smart Home & Security](#)

[SHOP ALL](#)

Heating & Cooling

[Air Conditioners](#)

[Fans](#)

[Evaporative \(Swamp\) Coolers](#)

[Furnace Filters](#)

Home & Cleaning

[Home Decor](#)

[Household Cleaners](#)

[Cleaning Tools & Supplies](#)

[Trash Cans & Trash Bags](#)

Farm & Ranch Supplies

[Fencing & Supplies](#)

[Farm Supplies & Hardware](#)

[Horse Supplies](#)

[Livestock & Dairy Supplies](#)

SHOP ALL

SHOP ALL

SHOP ALL

Storage & Organization

Storage Sheds & Benches

Storage Containers

Shelving & Shelving Units

Garage / Tool Storage & Organization

Closet Storage

SHOP ALL

Lighting & Ceiling Fans

Indoor Lighting

Ceiling Fans

Light Bulbs

Outdoor & Landscape Lighting

Work & Workshop Lighting

SHOP ALL

Automotive

Gas Cans

Air Compressors / Tire Inflators

Auto Accessories

Basic Repair Parts

Battery Accessories

SHOP ALL

Small Appliances & Electronics

Wet Dry Vacs

Vacuums & Carpet Cleaners

Small Kitchen Appliances

TV & Audio Accessories

Portable Electronics

SHOP ALL

Pet Supplies

Dog Supplies

Cat Supplies

Bird Supplies

Small Pet Supplies

Fish Supplies

SHOP ALL

Workwear & Footwear

Apparel & Workwear

Boots & Footwear

Protection & Safety

Gloves

SHOP ALL

Holidays & Seasonal

Christmas Lighting

Christmas Trees & Accessories

Christmas Decor

Halloween Lights & Decorations

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	TOWN OF FLORENCE COUNCIL ACTION FORM	<u>AGENDA ITEM</u> 7c.
MEETING DATE: September 16, 2019 DEPARTMENT: Finance STAFF PRESENTER: Rey Sanchez, Finance Director SUBJECT: Chief Financial Officer Designation		<input checked="" type="checkbox"/> Action <input type="checkbox"/> Information Only <input type="checkbox"/> Public Hearing <input checked="" type="checkbox"/> Resolution <input type="checkbox"/> Ordinance <input checked="" type="checkbox"/> Regulatory <input type="checkbox"/> 1st Reading <input type="checkbox"/> 2nd Reading <input type="checkbox"/> Other
STRATEGIC PLAN REFERENCE: <input type="checkbox"/> Community Vitality <input type="checkbox"/> Economic Prosperity <input type="checkbox"/> Leadership and Governance <input type="checkbox"/> Partnership and Relationships <input type="checkbox"/> Transportation and Infrastructure <input checked="" type="checkbox"/> Statutory <input type="checkbox"/> None		

RECOMMENDED MOTION/ACTION:

Adoption of Resolution No. 1717-19: A RESOLUTION OF THE TOWN OF FLORENCE, PINAL COUNTY, ARIZONA, DESIGNATING REY SANCHEZ, FINANCE DIRECTOR OF THE TOWN OF FLORENCE, ARIZONA, AS CHIEF FINANCIAL OFFICER, DESIGNATED TO OFFICIALLY SUBMIT THE EXPENDITURE LIMITATION REPORT FOR THE TOWN OF FLORENCE, ARIZONA.

BACKGROUND/DISCUSSION:

Arizona Revised Statutes §41-1279.07(E) requires each county, city, town and community college district to annually provide the Auditor General, by July 31, the name of the Chief Financial Officer (CFO) the governing body (i.e., board or supervisors, town council, or governing board) designated to officially submit the current year’s Expenditure Limitation Report (ELR). The governing body may not delegate the responsibility of designating the CFO.

Entities must provide documentation of the governing body’s official designation authorizing the individual (by name) to submit the ELR as the CFO. Acceptable supporting documentation includes:

- A signed, governing body-approved resolution.
- Adopted governing body meeting minutes.

- A governing body-approved job description or employment contract the lists preparing and filing the ELR as a job duty. However, the supporting documentation must include the governing body's approval of the individual in that position.

We received notification that we are past due in filing, therefore, we must file the necessary form and documentation as soon as possible. This was an oversight on our part.

A VOTE OF NO WOULD MEAN:

The Town would be out of compliance with the statutory requirement and would not be allowed to submit the current year's ELR.

A VOTE OF YES WOULD MEAN:

The Town would be in statutory compliance to submit the current year's ELR.

FINANCIAL IMPACT:

None

ATTACHMENTS:

Resolution No. 1717-19

Resolution No. 1717-19

A RESOLUTION OF THE TOWN OF FLORENCE, PINAL COUNTY, ARIZONA, DESIGNATING REY SANCHEZ, FINANCE DIRECTOR OF THE TOWN OF FLORENCE, ARIZONA, AS CHIEF FINANCIAL OFFICER, DESIGNATED TO OFFICIALLY SUBMIT THE EXPENDITURE LIMITATION REPORT FOR THE TOWN OF FLORENCE, ARIZONA.

WHEREAS, the Arizona Auditor General requires a Chief Financial Officer designation for the submission of the current year's expenditure limitation report: and

WHEREAS, Rey Sanchez, is the Finance Director of the Town of Florence, and is responsible for preparation of financial information and management of financial affairs within the Town of Florence, Arizona.

NOW THEREFORE, BE IT RESOLVED that Rey Sanchez is hereby authorized to file expenditure limitation reports for the Town of Florence,

IT IS HEREBY FURTHER RESOLVED that Rey Sanchez is hereby designated as the Chief Financial Officer related to financial matters.

PASSED AND ADOPTED by the Mayor and Town Council of the Town of Florence, Arizona, this 16th day of September 2019.

Tara Walter, Mayor

ATTEST:

APPROVED AS TO FORM:

Lisa Garcia, Town Clerk

Clifford L. Mattice, Town Attorney

	TOWN OF FLORENCE COUNCIL ACTION FORM	<u>AGENDA ITEM</u> 7d.
MEETING DATE: September 16, 2019 DEPARTMENT: Legal STAFF PRESENTER: Clifford Mattice, Town Attorney SUBJECT: Approval and Ratification of Retention Agreement for legal services with Sims Mackin, LTD. and Cathy Bowman regarding litigation matters and advising related to the Town.		<input checked="" type="checkbox"/> Action <input type="checkbox"/> Information Only <input type="checkbox"/> Public Hearing <input type="checkbox"/> Resolution <input type="checkbox"/> Ordinance <input type="checkbox"/> Regulatory <input type="checkbox"/> 1st Reading <input type="checkbox"/> 2nd Reading <input type="checkbox"/> Other
STRATEGIC PLAN REFERENCE: <input type="checkbox"/> Community Vitality <input type="checkbox"/> Economic Prosperity <input type="checkbox"/> Leadership and Governance <input type="checkbox"/> Partnerships and Relationships <input type="checkbox"/> Transportation and Infrastructure <input type="checkbox"/> Statutory <input checked="" type="checkbox"/> None		

RECOMMENDED MOTION/ACTION:

For the Town of Florence, motion to approve and ratify a legal services Engagement and Retention Agreement with Sims Mackin, LTD. and Cathy Bowman for legal representation of the Town of Florence (“Town”), Merrill Ranch Community Facilities District No. 1 (“CFD No.1”) and Merrill Ranch Community Facilities District No. 2 (“CFD No. 2”) for the purpose of defending claims and litigation, including alternative dispute resolution, discovery, trial, post-trial motions, appeals and authorization to enter into related common interest agreements.

BACKGROUND/DISCUSSION:

On or about September 6, 2019, WHM Merrill Ranch Investments, LLC; Merrill Ranch Owner’s Agent LLC; Roadrunner Resorts, LLC and CMR/Casa Grande, LLC (“Merrill Entities”) filed a Complaint in Maricopa County Superior Court (CV2019-012347) for Breach of Contract/Sale of Securities against Merrill Ranch Community Facilities District No. 1 seeking, among other remedies, an order requiring CFD No. 1 to issue general obligation bonds. The Merrill Entities have also issued multiple letters to the Town, CFD No. 1, and CFD No. 2. making certain demands.

This action approves and ratifies the Town’s engagement of Sims Mackin, LTD. and Cathy Bowman as specialized, outside counsel representing the Town, CFD No.1 and CFD No. 2 for the purpose of defending claims and litigation against the Town, CFD No. 1 and/or CFD No. 2.

A VOTE OF YES WOULD MEAN:

The Town retains Cathy Bowman (and Sims Mackin, LTD.) as its lawyer for these proceedings.

A VOTE OF NO WOULD MEAN:

The Town does not retain Cathy Bowman (and Sims Mackin, LTD.) as its lawyer for these proceedings.

FINANCIAL IMPACT:

In certain situations, depending upon coverage opinions/conclusions, the Town, CFD No. 1 and/or CFD No. 2 may have insurance coverage providing reimbursement or payment for part, or all, of the costs and fees for these matters. Additionally, the expenses for legal fees and related services are budgeted annually based upon the projected activities for the proceedings during the fiscal year.

ATTACHMENTS:

Engagement and Retention Agreement.



3101 NORTH CENTRAL AVENUE, SUITE 870
PHOENIX, ARIZONA 85012
(602) 772-5500 (O) • (602) 772-5509 (F)

CATHERINE BOWMAN
OF COUNSEL
DIRECT: (602) 772-5503
CMBOWMAN@SIMSMACKIN.COM

September 11, 2019

Town of Florence
Mayor and Town Council
PO Box 2670
Florence, AZ 85132

Re: Retention Letter

Dear Mayor and Council:

Sims Murray, LTD is pleased to offer our services to the Merrill Ranch Community District Number 1, Merrill Ranch Community District Number 2 (collectively, Districts) and the Town of Florence (“Town”) in connection with the following matters:

Representation of the Districts and the Town of Florence in litigation matters and in an advisory capacity related to claims or lawsuits filed by the Merrill Entities against the District and the Town.

We issue statements monthly on approximately the 10th day of the month. The hourly rates are as follows:

Catherine Bowman/ /Partners:	\$250.00
Associates:	\$200.00
Paralegals:	\$130.00

The statements will show the fees and charges incurred during the previous month or billing cycle. We expect payment within 30 days after the date of the statement. Our obligation to give independent advice compels us to stay clear of financing our clients. For this reason, we have a policy against continuing representation if an account is not current.

I will review each statement before it is mailed to you and will make appropriate adjustments. We rely upon you to alert us promptly to any questions you may have about the statement or the work for which you were billed.

ANTHONY W. CONTENTE-CUOMO • KRISTIN M. MACKIN • WILLIAM J. SIMS, III
CATHERINE BOWMAN, OF COUNSEL

September 11, 2019

Page 2

Please review Attachment A for the Engagement Policies and Procedures that govern the representation.

Sincerely,

\s\

SIMS MURRAY, LTD.

Catherine M. Bowman

ATTACHMENT A

SIMS MURRAY, LTD.

Engagement Policies and Procedures

This document describes the Engagement Policies and Procedures of Sims Murray, Ltd. (the “**Firm**”) and the commitments to be entered into by you with respect to the Firm’s representation of you. Please read this statement of policies and procedures in connection with the engagement letter to which it is attached (the “**Engagement Letter**”). Upon acceptance by you, the Engagement Letter and the Engagement Policies and Procedures constitute our agreement for your legal representation by the Firm.

1. The Firm’s Commitment to You. We commit to representing you to the best of our ability. Depending upon the project undertaken, our services may include not only preparing documents, memoranda, agreements, opinions, corporate records, instruments, and correspondence on your behalf, but also may include office and telephone conferences, negotiations, and contact with other attorneys, and business people. Since these services may be performed in your absence, in some instances you will only be aware that they have occurred when you receive your monthly statement, but all such services will be performed in connection with matters you have approved.

Cathy Bowman is the attorney assigned to handle your matters. However, since you are hiring the Firm, other attorneys or staff may assist the responsible attorney in performing services on your behalf. The Firm will endeavor to represent you effectively and efficiently to the successful conclusion of any of your matters. All information regarding your legal matters will be treated as strictly confidential by the entire Firm.

2. Your Commitment to the Firm. We ask that you honor the provisions of this agreement regarding payment and that you keep the Firm informed of changes in your address, telephone number, and general circumstances.

The Firm reserves the right to withdraw from representing you if you misrepresent or fail to disclose relevant material facts or if you do not make the payments required by this agreement in a timely manner.

3. Billing of Fees and Expenses. A statement is generated at the end of the billing period showing the total fees due for the prior period and the expenses incurred to the billing cut-off date.

4. Expenses. The Firm does not charge for faxes and photocopies necessary in the ordinary course of business. We advance on your behalf charges for such necessary services and costs as outside-communication services, offsite or high-volume photocopying, outside messenger services, court fees, meeting and travel expenses. Such items are charged monthly as they are

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received and processed by the firm. We will submit certain charges directly to you for prompt payment.

5. Statements. Monthly statements are normally mailed prior to the 15th day of the month and payment is due upon receipt whether or not the legal representation in the particular matter has been successfully completed. Statements will be mailed to the address shown on the cover letter. If they should go to a different address or if you want us to furnish copies to anyone else, please let us know. If you disagree with the amount of any fee, please call me immediately to discuss your questions.

The Firm's taxpayer identification number is 45-5040705.

7. Summary. We will be happy to discuss these policies and procedures with you at any time. If you have any questions, please feel free to inquire. We encourage you to discuss with us any problems you may have with any matters that arise in connection with our representation.

MINUTES OF THE TOWN OF FLORENCE COUNCIL MEETING HELD ON MONDAY, AUGUST 5, 2019, AT 6:00 P.M., IN THE FLORENCE TOWN COUNCIL CHAMBERS, LOCATED AT 775 N. MAIN STREET, FLORENCE, ARIZONA.

CALL TO ORDER

Mayor Walter called the meeting to order at 6:00 pm.

ROLL CALL:

Present: Tara Walter, John Anderson, Karen Wall, Kristen Larsen, Michelle Cordes,
Absent: Bill Hawkins, Judy Hughes

MOMENT OF SILENCE

Mayor Walter called for a moment of silence.

PLEDGE OF ALLEGIANCE

Mr. Jose Maldonado, American Legion Post 9 Commander, led the Pledge of Allegiance.

CALL TO THE PUBLIC Call to the Public for public comment on issues within the jurisdiction of the Town Council. Council rules limit public comment to three minutes. Individual Councilmembers may respond to criticism made by those commenting, may ask staff to review a matter raised or may ask that a matter be put on a future agenda. However, members of the Council shall not discuss or take action on any matter during an open call to the public unless the matters are properly noticed for discussion and legal action.

There were no public comments.

PUBLIC HEARINGS AND PRESENTATIONS

Public Hearing to receive citizens' comments on an application received from Jose L. Maldonado, American Legion Post 9, for a Class B Bingo License, located at 441 N. Main Street, Florence, Arizona, and for Council recommendation for approval or disapproval of said license.

Ms. Lisa Garcia, Deputy Town Manager/Town Clerk, stated that the Town Clerk's Office received a Class B Bingo License application. Staff posted the public hearing meeting notice at the location as well as provided notice to the applicant.

Mr. Maldonado stated that they are applying for the bingo license so they can put their bingo machines online. The bingo machines will help them fund their programs, which helps the community. These machines will replace how bingo games are held. The numbers on the bingo machine correlate to an actual bingo card.

Councilmember Wall inquired about the time.

Mr. Maldonado stated that the machines would be available from 8:00 am to 10:00 pm.

Mayor Walter opened the public hearing. There being no public comments, Mayor Walter closed the public hearing.

On motion of Councilmember Wall, seconded by Vice-Mayor Anderson, and carried (5-0) to forward a recommendation for approval of a Class B Bingo License for American Legion Post 9.

Public Hearing to receive citizens' comments on the proposed change to the existing wall and fence height requirements in Florence Gardens Units A through F and first reading of Ordinance No. 682-19.

Mayor Walter read Ordinance No. 682-19 by title only.

AN ORDINANCE OF THE TOWN OF FLORENCE, PINAL COUNTY, ARIZONA, APPROVING CERTAIN USES OF PROPERTY WITHIN UNITS A THROUGH F OF FLORENCE GARDENS.

Mr. Larry Harmer, Community Development Director, provided a presentation, in which he outlined the following:

- Florence Gardens Overlay PZ-19-18
 - Community Development staff has been working with the Florence Gardens Manufactured Home Association regarding a request to change fence heights for:
 - Property line in the front yard
 - Golf course errant golf ball protection
 - Town Code and their HOA only restrict fence in the front property to three feet in height
 - Some residents have increased the fence height to four feet to enclose their animals
- Background/Proposal
 - There has been a request by Florence Gardens to permit a front yard fence/enclosure to be allowed at a height of four feet to allow for full usage of individual lots by pet owners within the community.
Approximately 12 such fences currently exist within Florence Gardens.
 - There has been a request by Florence Gardens to allow a golf ball protection fence along the rear and side property lines for those lots adjacent to the Three Parks Fairways Golf Course.
 - Over past years, there have been several protection fences installed contrary to Town Codes and without structural engineering to ensure the stability of the fences.

- Typical Front Yard Examples



- Existing examples for four-foot fences
 - Approximately 12 four-foot tall fences have cropped up over the years; generally those lot owners have dogs and like the security of a higher fence.



- Ordinance Details
 - Ordinance No. 682-19 Salient Points
 - The maximum height of any fence in a required front yard shall be four feet, with no greater than two feet being opaque. The fence may be constructed of non-slatted chain link, split rail, wrought iron, or pickets. Natural or synthetic materials may be used. In rear and side yards, the maximum height shall be four feet. If chain link is used for the front, side and rear property lines, slats are not permitted.
 - The maximum height of a golf course screen fence for an interior side yard or rear yard is 18' and may be constructed of chain link or nursery screen material. If chain link is used, slats are not permitted. A Building Permit must be obtained from the Town of Florence prior to installation. A Building Permit application must be accompanied by appropriate engineering documentation.
- Public Outreach
 - Community Development staff met with residents and board members of Florence Gardens Manufactured Home Association

- Florence Gardens held a Citizen Meeting earlier in 2019 at Florence Gardens Community Center and approved the draft ordinance
- Advertisement posted in local newspaper per A.R.S. Statutes
- Public hearings at Planning & Zoning Commission and Town Council
- Findings
 - The Planning and Zoning Commission offers the following findings for the consideration by the Town Council:
 - The proposed amendments are consistent with the needs of the community and the Town.
 - The proposed amendments for Florence Gardens should facilitate ongoing development and use of private property community.
- Recommendation
 - The Planning and Zoning Commission forwards a recommendation for approval subject to conditions:
 - Any additional conditions deemed necessary by the Town Council.

Ms. Emily Webster, Florence Resident, stated that she resides in the Florence Gardens community, serves on the Board of Directors, and is Chairman of the Architectural Community. She expressed her appreciation toward the Community Development staff. She stated that discussions started with Dana Burkhart and Larry Harmer approximately two years ago. She stated that the overlay is a perfect solution. Their rules regarding lot development are in line with the Town's rules. This overlay will be the identified missing piece to handle fencing issues that they have. She stated that the Board of Directors and Architectural Committee strongly support its approval. She is pleased that the Planning and Zoning Commission forwarded a recommendation for approval as well.

Mayor Walter opened the public hearing. There being no public comments, Mayor Walter closed the public hearing.

Presentation on Give A Lift Program.

Ms. Carolyn Ballard, Recreation Programmer, provided a presentation, in which she outlined the following:

- Mission Statement
 - The Town of Florence Give-A-Lift program is dedicated to promoting independence and enhancing the quality of life to senior and disabled residents by providing a no cost means of transportation to medical appointments.
- Who We Serve
 - Florence residents who are at least 55 years old and those with a disability
- Services provided
 - All drivers are volunteers who have agreed to use their own vehicles to provide medical appointment transportation services. There is no cost to passengers for this service, although drivers may accept gas donations.
 - Volunteers are able to drive the handicap accessible vehicles at the Dorothy Nolan Senior Center for transporting those in need of wheelchair lifts.
- Program Funding

- October 1, 2018 – Sept. 30, 2019
- ADOT 5310 Mobility Grant was awarded for \$14,000
- Town of Florence agreed to a 50% match
- Services began January 7, 2019
- 1st Quarter Performance Outcomes

	Volunteers	Hours	Miles	Trips
January	4	46.25	785	22
February	7	49	1010	32
March	5	43.25	719	32
Totals:	*8	138.5	2514	66

* Had 8 volunteers this quarter

- 2nd Quarter Performance Outcomes

	Volunteers	Hours	Miles	Trips
April	10	50.75	852	43
May	10	60.25	999	46
June	8	41.25	583	42
Totals:	*11	152.25	2434	131

* Had 11 volunteers this quarter

- Six Month Performance Outcome
 - January – June 2019 Totals:
 - 17 Volunteers
 - 290.75 volunteer hours
 - 4,948 miles
 - 217 trips
 - 36 Registered Clients
 - Average age: 74
 - Disabled: 15
 - Require wheelchair lift: 2
- Wonderful connections and friendships are happening
- Two clients have utilized the Senior Center vehicles for eight trips, totaling 431 miles
- Comment received
 - “I love this program. What would us old coots in Florence do without Give-A-Lift?” - Julia Montes
 - “The Florence Give-A-Lift Program has touched me in unexpected ways. Of course, I’m happy that I’m helping to provide a much needed service to seniors in my community, and that is personally fulfilling. What I did not expect are the connections I’ve made with some of the seniors and the stories we tell on our drives. Happy, sad, funny...but never boring. Life is an interesting ride! – Danielle Dupuy, Volunteer Driver
- Program Funding
 - October 1, 2019 – September 30, 2020
 - ADOT 5310 Mobility Grant was awarded for \$10,000
 - Town of Florence agreed to a 50% match, which includes a \$5,628 in-kind match estimate for our volunteer drivers’ hours
- Goal

- Increase number of volunteers to support ability to offer rides to service appointments (banking, social services, etc.) and/or shopping trips

Mayor Walter inquired what other things are being done to raise awareness.

Ms. Ballard stated that the volunteers range in age from 57 to 88 years of age. She stated that she attends many community development events. Many of her volunteers are from the Anthem subdivision and she attends their homeowner's association meetings and other events that she is invited to. She also passes out flyers and they spread the word by word of mouth.

Ms. Ballard stated that the volunteers are very dedicated. They are properly vetted and undergo background and vehicle checks. They go through an orientation as well. The clients are vetted as well to ensure that the volunteers are going to a safe environment. She stated that long lasting relationships between the volunteer and the client are formed. The clients are getting the companionship that they are missing.

Vice-Mayor Anderson inquires if they require proof of insurance.

Ms. Ballard stated that they obtain copies of their driver's license as well as their insurance card in their file.

Councilmember Cordes inquired if the vehicles have any magnetic signage indicating that they are part of the program.

Ms. Ballard stated that they do not have any signage. This has been previously discussions regarding magnetic signage and it is something that they will be doing in the future.

Presentation on Upcoming Special Events.

Ms. Alison Feliz, Recreation Coordinator, provided a presentation, in which she outlined the following:

- 2019 Fall Events and Sneak Peak at New 2020 Events
 - Demolition Derby
 - Saturday, October 5, 2019
 - Time: 11:00 a.m. to 6:00 p.m.
 - Charles whitlow rodeo grounds
 - Florence High School Homecoming Parade
 - Friday, October 11, 2019
 - 1:00 p.m.
 - Historic Downtown Main Street
 - Halloween Fright Fest
 - Third year to have it on Main Street
 - Add "Touch a Truck" event
 - Working with Chamber
 - Shop Local punch card
 - Hoping to boost economic development

- Thursday, October 31, 2019
- 5:30 p.m. to 8:00 p.m.
- Historic Downtown Main Street
 - Trunk or treat
 - Haunted House
 - Costume Contest
 - Bingo
 - Vendors
- Anthem Celebrates the Arts
 - Saturday, November 2, 2019
 - Time: 11:00 a.m.
 - Anthem Community Park Amphitheater
- Concerts in the Park
 - Saturday, November 9, 2019
 - Time: 3:00 p.m.
 - Anthem Community Park Amphitheater
- Relay for Life
 - Friday, November 15, 2019
 - Time: 6:00 p.m. to midnight
 - Changed hours
 - Aquatic Center Multipurpose Fields and parking lot
- Drive In Movie (New)
 - Aladdin movie
 - Will have crafts and vendors
 - Friday, November 22, 2019
 - Sundown
 - Community Center Parking Lot
- Junior Parada Parade and Rodeo
 - Thanksgiving weekend
 - Rodeo put on by the Posse
 - November 29, 2019 through December 1, 2019
 - May have carnival
 - Parade
 - Saturday, November 30, 2019
 - 10:00 a.m.
 - Historic Downtown Main Street
- Christmas on Main Street
 - Friday, December 6, 2019
 - 6:00 p.m. to 8:00 p.m.
 - Historic Downtown Main Street
- Jingle Bell Jog (New)
 - Partnering with Four Peaks Racing
 - Saturday, December 7, 2019
 - 8:00 a.m.
 - Start at Heritage Park and runs through Historic Downtown Main Street
 - Breakfast with Santa will take place after the run
 - Runners are encouraged to dress up in Christmas costume attire

- Town will provide jingle bells to runner
- Arts in the Park
 - Saturday, December 7, 2019
 - 10:00 a.m. to 1:00 p.m.
 - Union Center Parking Lot
- Music Festival (New)
 - Modeling of their event after Queen Creek's event
 - Committee will be formed to vote on type of event to be the best fit for Florence
 - Date: to be determined - Spring
 - Time; to be determined
 - Historic Downtown Main Street
- Art Festival (New)
 - Similar to the 4th Avenue Event in Phoenix
 - Tentative date: Saturday, January 18 to Sunday, January 19
 - Time: to be determined
 - Downtown Historic Main Street
- Prison Break Run (New)
 - Partnering with Four Peaks Racing
 - Tentative Date: Saturday, March 21, 2019
 - Time: to be determined
 - Location: to be determined

Mayor Walter is exciting to see the Town bringing forward new events.

Vice-Mayor Anderson asked the Town work with the Posse to join forces for the music event.

Councilmember Larsen stated that she is looking forward to the music festival.

Councilmember Cordes inquired if there would be more than one event.

Ms. Feliz stated that the number of events will be dependent on the outcome of the Request for Proposals received.

Mayor Walter asked that the power point presentation be posted to the website and shared on social media.

CONSENT: All items on the consent agenda will be handled by a single vote as part of the consent agenda, unless a Councilmember or a member of the public objects at the time the agenda item is called.

- a. **Proclamation declaring August 2019 as Drowning Impact Awareness Month.**
- b. **Approval to enter into an Intergovernmental Agreement with Pinal County through the Pinal County Sheriff's Office for usage of graffiti abatement equipment.**
- c. **Approval to enter into a Community Development Block Grant (CDBG) Program Cooperation and Coordination Agreement with Pinal County.**

- d. Approval to enter into a contract with Day Auto Supply, aka Napa Auto Parts, through a Cooperative Contract through the Arizona Department of Administration Solicitation # ADSP016-00005626, Contract # ADSP016-129364, for aftermarket automotive parts and service, in an amount not to exceed \$63,800.**
- e. Approval to enter into a contract with Pro-Tec Environmental Inc., to provide sewer line cleaning for CIP SU-94 Annual Sewer Line Cleaning Project, in an amount not to exceed \$90,000.**
- f. Notice of Task Order/Change Order for WestLand Resources issued for On-Call Engineering pursuant to Council approved contract.**
- g. Approval to enter into a four-year contract with Piper Jaffray & Co. to serve as the Town's Financial Advisor.**
- h. Approval of accepting the register of demands ending June 30, 2019, in the amount of \$3,725,237.59.**

On motion of Vice-Mayor Anderson, seconded by Councilmember Larsen, and carried (5-0) to approve the Consent Agenda, as written, with the exception of Item a and Item e.

- e. Approval to enter into a contract with Pro-Tec Environmental Inc., to provide sewer line cleaning for CIP SU-94 Annual Sewer Line Cleaning Project, in an amount not to exceed \$90,000.**

Vice-Mayor Anderson stated that it was his understanding that staff would be doing its own sewer line cleaning once the Town purchased its own machine.

Mr. Chris Salas, Public Works Director, stated that the jetter truck was removed from the budget. The jetter trailer is not large enough to clean out large volumes of sewer. A large truck costs approximately \$450,000 and is not a wise investment for the size of the community. It also takes too much personnel to run the equipment.

On motion of Vice-Mayor Anderson, seconded by Councilmember Cordes, and carried to enter into a contract with Pro-Tec Environmental Inc., to provide sewer line cleaning for CIP SU-94 Annual Sewer Line Cleaning Project, in an amount not to exceed \$90,000.

- a. Proclamation declaring August 2019 as Drowning Impact Awareness Month.**

Mr. Bryan Hughes, Community Services Director, and Mayor Walter read the proclamation.

Mr. Hughes stated that the American Legion Post 9 donated \$300 to the Town for new life vests, which will purchase approximately 30 new life vests. He thanked Mr. Maldonado for the donation and Mr. Chase Hall, Aquatic Center Manager, and Mr. David Strayer, Fire Chief for all they do with regards to swimmers' safety.

Mayor Walter proclaimed August 2019 as Drowning Impact Awareness Month.

UNFINISHED BUSINESS

Ordinance No. 680-19:

Mayor Walter read Ordinance No. 680-19 by title only.

AN ORDINANCE OF THE TOWN OF FLORENCE, PINAL COUNTY, ARIZONA, APPROVING THE HIGHWAY BUSINESS COMMERCIAL (B-2) ZONE CHANGE FOR ASSESSOR PARCEL NUMBER 202-04-0530 (PLZ-19-19).

On motion of Vice-Mayor Anderson, seconded by Councilmember Larsen, and carried (5-0) to adopt Ordinance No. 680-19.

Ordinance No. 681-19:

Mayor Walter read Ordinance No. 681-19 by title only.

AN ORDINANCE OF THE TOWN OF FLORENCE, PINAL COUNTY, ARIZONA, APPROVING CERTAIN NON-CONFORMING USES OF PROPERTY WITHIN UNITS I, II, III, & IV OF CALIENTE CASA DEL SOL, AND DECLARING AN EMERGENCY.

On motion of Vice-Mayor Anderson, seconded by Councilmember Larsen, and carried (5-0) to adopt Ordinance No. 681-19.

NEW BUSINESS

Discussion/Approval/Disapproval Hanna Earl's and Grace Diorio's resignations from the Florence Youth Commission.

Mr. Hughes stated that two Florence Youth Commissioners resigned. Staff is actively recruiting to fill those positions, hopefully with member from the Florence Teen Council. Two teens will be attending the League Youth Program later this month.

Councilmember Larsen wished both individuals well in their future endeavors. She encouraged other teams to apply to the Florence Youth Commission. It is a great opportunity to have a direct access to work with the Town Council and make very large decisions.

Mayor Walter stated that she appreciates their service.

On motion of Councilmember Larsen, seconded by Councilmember Wall, and carried (5-0) to accept Hanna Earl's and Grace Diorio's resignations from the Florence Youth Commission.

Discussion/Approval/Disapproval to contract with Fortiline, Inc., through the City of Phoenix Contract Solicitation # IFB 15-158, Contract # 4701004826 Water Elbows, Fitting, Pipe, Shafts, Flanges, etc., to provide parts for water and wastewater projects, in an amount not to exceed \$250,000.

Mr. Salas stated that this will allow staff to purchase parts when needed. It will also be used to outfit the water barn, once constructed. It will also allow staff to react quickly to unforeseen projects. The contracts were already competitively bid by a larger city, which allows the Town to work through the procurement.

Vice-Mayor Anderson inquired from what fund will the be used.

Mr. Salas stated that it would be funded from the operations line item 326.

Mayor Walter inquired how much money was utilized last year from the \$250,000.

Mr. Salas stated that it was less than \$30,000. It allows the department to operate more efficiently. The purchases are for items within the budget.

On motion of Councilmember Larsen, seconded by Councilmember Wall, and carried (5-0) to approve the contract with Fortiline, Inc., through the City of Phoenix Contract Solicitation # IFB 15-158, Contract # 4701004826 Water Elbows, Fitting, Pipe, Shafts, Flanges, etc., to provide parts for water and wastewater projects, in an amount not to exceed \$250,000.

Discussion/Approval/Disapproval to enter into a Professional Services Contract with Coolidge Engine and Pump, for deep well and well pump maintenance, in an amount not to exceed \$300,000.

Mr. Salas stated that this was an internal solicitation, specific to Florence. Coolidge Engine and Pump have serviced Florence for over 20 years and was through individual items. Most communities for water and wastewater have these types of job order contracts (JOCs). Most JOCs are for vendors who are 60+ miles away from Florence and do not service Florence. The Town did its own solicitation and received three bids in which two were rejected and not considered.

Mr. Salas met with Coolidge Engine and Pump and negotiated pricing. He explained how he audited some of Coolidge Engine and Pump's projects to determine if the Florence was receiving the lowest price, even though they were using a JOC. The result is that the Town is getting a better price than the competitive low bid price.

Councilmember Wall inquired if this contract can be made available to other communities in the area. She likes that the Town is utilizing more local businesses.

Mr. Salas stated that the language was included to be cooperative. Purchases will be expensed from the Water Budget, Well Preservation Program and Well 5 CIP.

Vice-Mayor Anderson asked that the amount of bids received be included in the Request for Council Action. He inquired how can the Town enter into other agreements with local businesses in neighboring communities.

Mr. Billingsley stated that staff encourages the use of local contracts. He stated that they use cooperative agreements with Pinal County. Staff is mindful of public dollars and be a good public fiduciary.

On motion of Councilmember Wall, seconded by Councilmember Larsen, and carried (5-0) to approve entering into a Professional Services Contract with Coolidge Engine and Pump, for deep well and well pump maintenance, in an amount not to exceed \$300,000.

Discussion/Approval/Disapproval to enter into a contract with Ellison Mills Contracting LLC, utilizing Job Order Contract # 0816-14, through the City of Casa Grande Public Works On-Call Maintenance and Repair Services, in an amount not to exceed \$300,000.

Mr. Salas stated that this contractor was the low bid contractor for the Town's 12 -Inch Downtown Phase 3B Project. Their prices are competitive and Coolidge Engine and Pump is a good working partner with the Town. Staff has multiple projects planned for this contract.

Mr. Salas stated that Arizona Department of Environmental Quality (ADEQ) inspected the Town's collection system. It was determined that some manholes have deterioration. The cost to repair the manholes is estimated at \$260,000. Due to the other planned projects, it is necessary to increase the request from \$300,000 to \$500,000 for this contract. This will primarily be used for repairs around the wastewater plant.

Councilmember Cordes inquired which budget the expenses will be expended from.

Mr. Salas stated that the expenses will be operational as most projects will be maintenance type projects. The Well 2B will be charged to the CIP line item.

Mr. Salas stated that the ADEQ inspection was not known in the last budget year, they will have to revise the projects and may need to move some to the following year. Some large projects may come under budget which may help defray the costs for the inspection.

Mayor Walter inquired how the additional \$200,000 proposed expense will impact the Town.

Mr. Billingsley stated that there is not an option to not do the repairs to the manholes. They will use funds allocated for operation and maintenance expenses as well as from the Well 2B project. He stated that the project is an Enterprise Fund project which there is funding for; however, he would be more concerned if it were to be allocated from the General Fund.

Councilmember Wall inquired what is wrong with the collection system.

Mr. Salas stated that there is a deterioration in the concrete in some of the manholes which can allow for infiltration and exfiltration. They need to shore up the manholes by coating the manholes. Another requirement is an operational manual which he is currently working on.

Mayor Walter inquired if they have been worked on in the past and what is the average age of the manholes.

Mr. Salas stated that he is unaware if an inspection of the manholes was ever done, as it was not a requirement in the past. Some of the manholes date back to the 1930s.

Vice-Mayor Anderson inquired if they will be reading meters. It was his understanding that the Town was moving away from manual reads of meters.

Mr. Salas explained that meter reading is listed in the scope of work; however, they will not be reading meters.

On motion of Councilmember Wall, seconded by Councilmember Cordes, and carried (5-0) to approve entering a contract with Ellison Mills Contracting LLC, utilizing Job Order Contract # 0816-14, through the City of Casa Grande Public Works On-Call Maintenance and Repair Services, in an amount not to exceed \$500,000 (an increase of \$200,000 over what was originally requested).

MANAGER'S REPORT

Mr. Billingsley wished Chief Hughes and Mr. Harmer a Happy Birthday.

Mr. Billingsley stated that 35 building permits for single family homes were issued last month. This is the highest total since July 2009. They may exceed the totals of 2008.

Mr. Billingsley stated that the Town set a number of records with regards to revenue and attendance and new programs for the Aquatics Center. The Kids Club was successful and they are transitioning to the Hanging After School Program. The After-School Program, which was previously provided by the Town is now being offered by the Florence Unified School District. The Town was asked to provide a low-cost solution which evolved to the Hanging After School Program. To date, they have 36 students enrolled. He stated that there will be additional activities added per the request of the parents. They now have an arts and music program, sports program and coding program.

Mr. Billingsley stated that D. R. Horton has begun construction of their model homes on Hunt Highway. They have a total of 305 lots.

Mr. Billingsley stated that the Town will continue to work with Central Arizona College to provide a Workforce Education Business Series. They will make some adjustments to offer business training and options for local business and government employers.

Mr. Billingsley stated that the paving project on First Street is complete. This should help with the drainage issues that previously existed.

Mr. Billingsley stated that the statewide numbers are looking good in terms of revenues. He and Benjamin Bitter, Assistant to the Town Manager, attended a talk by a well-known economist who believes Arizona's economy will continue to grow in the next year, followed by a stagnation period next year and then a correction similar to that in 2000 where property values normalized.

DEPARTMENT REPORTS

Community Development
Community Services
Courts
Finance
Fire
Police
Public Works

The Department Reports were received and filed.

CALL TO THE PUBLIC

There were no public comments.

CALL TO THE COUNCIL – CURRENT EVENTS ONLY

Councilmember Wall is pleased with the results of the Give-A-Lift Program and is happy that they have two more years of funding. She stated that there is a growing need and is supportive of the program. She encourages others to volunteer.

Councilmember Larsen is pleased with the upcoming events.

Councilmember Cordes stated that peanut butter and jelly drive is still ongoing and asked everyone to participate. She stated that businesses have challenged each other and it is nice to see both the public, private and school sectors participating.

Vice-Mayor Anderson thanked the American Legion Post 9 for inviting the Town to participate. He stated that even though it was warm, they had a nice turn out.

Mayor Walter stated that she appreciates everyone who gives to the community.

ADJOURNMENT TO EXECUTIVE SESSION

For the purposes of discussions or consultations with designated representatives of the public body and/or legal counsel pursuant to A.R.S. Sections 38-431.03 (A)(3), (A)(4) to consider its position and instruct its representatives and/or attorneys regarding:

Town's position and instruct its attorneys regarding Arizona Department of Environmental Quality proceedings, related to Water Quality Appeals Board Case No. 16-002, including appellate proceedings to reviewing courts.

Town's position and instruct its attorneys regarding pending litigation in Maricopa County Superior Court: Town of Florence v. Florence Copper, Inc. CV2015-000325, including counterclaims.

On motion of Vice-Mayor Anderson, seconded by Councilmember Wall, and carried (5-0) to adjourn to Executive Session.

ADJOURNMENT FROM EXECUTIVE SESSION

On motion of Councilmember Cordes, seconded by Vice-Mayor Anderson, and carried (5-0) to adjourn from Executive Session.

ADJOURNMENT

On motion of Vice-Mayor Anderson, and seconded by Councilmember Wall, and carried (5-0) to adjourn the meeting at 9:24 p.m.

Tara Walter, Mayor

ATTEST:

Lisa Garcia, Town Clerk

I certify that the following is a true and correct copy of the minutes of the Florence Town Council meeting held on August 5, 2019, and that the meeting was duly called to order and that a quorum was present.

Lisa Garcia, Town Clerk

MINUTES OF THE TOWN OF FLORENCE COUNCIL REGULAR MEETING HELD ON MONDAY, AUGUST 19, 2019, AT 6:00 P.M., IN THE FLORENCE TOWN COUNCIL CHAMBERS, LOCATED AT 775 N. MAIN STREET, FLORENCE, ARIZONA.

CALL TO ORDER

Mayor Walter called the meeting to order at 6:01 pm.

ROLL CALL:

Present: Tara Walter, John Anderson, Bill Hawkins, Karen Wall, Kristen Larsen, Michelle Cordes, Judy Hughes

MOMENT OF SILENCE

Mayor Walter called for a moment of silence.

PLEDGE OF ALLEGIANCE

Mayor Walter led the Pledge of Allegiance.

CALL TO THE PUBLIC Call to the Public for public comment on issues within the jurisdiction of the Town Council. Council rules limit public comment to three minutes. Individual Councilmembers may respond to criticism made by those commenting, may ask staff to review a matter raised or may ask that a matter be put on a future agenda. However, members of the Council shall not discuss or take action on any matter during an open call to the public unless the matters are properly noticed for discussion and legal action.

Mr. Terry Tryon, Police Lieutenant, stated that the Town of Florence Police Department has partnered with Pinal County for the use of their graffiti abatement truck. Police personnel would work with the Pinal County Sheriff's Office (PCSO) to identify and abate graffiti within the Town of Florence and on occasion assist PCSO. The Police Department will ensure that the equipment is kept in good working order and that only products and materials purchased by the Police Department or donated to the Police Department used. Each party will insure their personnel.

Lieutenant Tryon thanked Pinal County Sheriff's Office for the partnership.

PRESENTATIONS

Results of the 2019 Florence Peanut Butter and Jelly Challenge.

Mayor Walter stated that the statistics show that every one in four homes have children that are hungry and do not have access to the food that they need. Brayden Briggs, United Way of Pinal County, discussed this need at the July 1, 2019 Council meeting as well as a peanut butter and jelly drive. At this meeting, Councilmember Cordes challenged the community to exceed the amount collected by Apache Junction (849 jars) and Casa Grande (2100 jars).

Mayor Walter stated that Florence partnered with United Way, Florence Unified School District and the Greater Florence Chamber of Commerce, in conjunction with all businesses and residents. She thanked every single individual who assisted the Town in exceeding its goal of 2,500 jars.

Mayor Walter stated that the grand total collected by the community is 6,304 jars of peanut butter and jelly.

Mayor Walter stated that those who helped collect peanut butter and jelly include:

- Core Civic
- Arizona Public Service
- Total Concept
- Sun City Anthem
- Parkside Anthem
- Florence Gardens
- Caliente Casa Del Sol
- Safeway
- Bucks for Style
- Florence Fudge Shop
- Arizona Department of Corrections – Eyeman Complex
- Pinal County Sheriff’s Office
- American Leadership Academy
- Pinal County Uniforms
- Mosaic Church of the Nazarene
- Mount Athos
- American Legion Post #9
- Gila Valley #9
- American Masonic Lodge
- Heart J Ranch
- Town of Florence Officers
- Florence Copper
- Clark’s Bees
- R & S Service and Supplies
- Sun Valley Solar

Mayor Walter presented Certificates of Deep Appreciation to United Way of Pinal County, Florence Unified School District, Greater Florence Chamber of Commerce, and Councilmember Michelle Cordes, Liaison to the Florence Unified School District.

Councilmember Cordes provided a written statement, which read:

“Community, what does that mean to you? To me it is the neighbor lady watching the kids playing outside from her porch, not because any of them are hers but because they are the neighborhood kids and she is keeping them safe. It is the fire department stopping by a house just to check on

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the resident because they know they are going through chemo. Community is knowing that in your time of joy you have people to celebrate with, and in your time of need you have someone to hold you up.

As you sit here and look at all this peanut butter and jelly, I hope you recognize that this is our community. This is each and every one of us noticing that there is a need and stepping up to fill that need. Not one person said no, not one person said but I can't. Everyone found a way to show the strength and pride of Florence. We stepped up and said WE CAN DO THIS!! Every single person has said how excited they are about the overwhelming outpour of support. Seasonal residents sent money or boxes. Residents from other cities in Arizona sent boxes of PB&J. Kids who asked mom and dad to make a special run to the grocery store just for our drive, this is our community. From our residents to our business partners, we as a community made this drive a success. The number collected helped us win the challenge, but it is the outpouring of love from each and every one of you that has shown everyone around us why the Florence Community is the best community to live in. Our commitment to each other is unchallengeable. 6,304, unchallengeable!

Mr. Chris Knutson, Florence Unified School District Superintendent (FUSD), stated there are 9,700 students within the FUSD and the donation will be distributed amongst the students. He stated that another challenge was to become an Amazon District. There are two districts in stated where Amazon delivers the returned items to these districts. The products are then distributed back to the community. He stated that the last shipment received was approximately 5,000 items of hair products. The peanut butter and jelly will also assist in feeding the athletes in their school programs. He thanked everyone for their contribution.

Councilmember Cordes and Mayor Walter presented every person who contributed a Certificate of Appreciation and a treat box.

Presentation on the Arizona Department of Environmental Quality Consumer Confidence Report.

Mr. Chris Salas, Public Works Director, provided a presentation in which he outlined the following:

- Arizona Department of Environmental Control (ADEQ)
 - ADEQ stands for the Arizona Department of Environmental Quality. Our mission is to protect and enhance public health and the environment in Arizona. To achieve this, we administer the state's environmental laws and delegated federal programs to prevent air, water and land pollution and ensure cleanup.
 - Under the Environmental Quality Act of 1986, the Arizona State Legislature created ADEQ in 1987 as the state's cabinet-level environmental agency. ADEQ is composed of three environmental programs: Air Quality, Water Quality and Waste, with functional units responsible for technical, operational and policy support.
 - ADEQ carries out several core functions: planning, permitting, compliance management, monitoring, assessment, cleanups and outreach.
- Consumer Confidence Report
 - The Consumer Confidence Report (CCR) Rule requires all community water systems (CWSs) to prepare and distribute a brief annual water quality report

summarizing information regarding source water, detected contaminants, compliance and educational materials

- The rule is intended to protect public health by providing educational materials to inform consumer about potential health risks pertaining to the quality, treatment and management of their drinking water supply
- July 1 - Town must distribute the CCR to customers and state agency covering January 1 to December 31 of the previous calendar year
- October 1 – Town must submit proof of distribution to state
- A CWS serving 100,000 or more persons must also post its current year's report on a publicly accessible site on the Internet
- All CWSs must make copies of the report available upon request
- Public Health Benefits
 - Increased consumer knowledge of drinking water sources, quality, susceptibility to contamination, treatment, and drinking water supply management.
 - Increased awareness of consumers to potential health risks so they may make informed decisions to reduce those risks, including taking steps toward protecting their water supply.
 - Increased dialogue between drinking water utilities and consumers to increase understanding of the value of drinking water and water supply services and to facilitate consumer participation in decisions that affect public health.
- Content Requirements of a CCR
 - Item 1: Water System Information
 - Item 2: Source(s) of Water
 - Item 3: Definitions
 - Item 4: Detected Contaminants
 - Item 5: Information on Monitoring for *Cryptosporidium*, Radon, and Other Contaminants (if detected)
 - Item 6: Compliance with Other Drinking Water Regulations
 - Item 7: Variances and Exemptions (if applicable)
 - Item 8: Required Educational Information
- Town of Florence 2018 Consumer Confidence Report
 - Mailed to all residents
 - Available at Public Works Facility, Town Hall and the community library
 - Available on Town website

Ms. Holli LaBrie, Compliance Assistance Coordinator, Safe Drinking Water, stated that she assists water utilities navigate their way through the Safe Drinking Water Act. She stated that they have an internal data base that they use to track monitoring schedules, monitoring results, contact information and wells for all public water systems. The database can be accessed by anyone as long as they know basic information. She explained how to access the database and specific information within the database itself. She expressed the different fields and what each of the fields represent.

Councilmember Larsen inquired if they have a key that defines what every abbreviation is and what they mean. She also inquired how would someone search if they didn't have the ID number for the water system.

Ms. LaBrie stated that ADEQ has an acronym list and is currently being revised. Once completed, it will be available on their website. She explained that they can search by water system name or utilize basic information to query the system.

Ms. LaBrie explained where you can locate any water violations that have occurred.

Mr. Salas stated that staff does a minimum of 19 samples per month from various areas throughout the Town. He stated that the purpose of having an ADEQ representative is to demonstrate the level of scrutiny that the Town's water system is put through on a monthly basis. Communities are seeing a rise in nitrate levels due the ongoing drought. He stated that the Town has issues with Well No. 5 and are working to resolve those issues such as chemical treatment or drilling of a new well. He explained the various ways a false positive test can occur and how they retest within a 24-hour period to ensure compliance.

Councilmember Hughes inquired if there is a link on the Town's website to access this database.

Mr. Salas stated that they can add a link to the website. He also stated that Mr. Timm Wainscott, Water/Wastewater Superintendent or Ms. Joy Jonas, Wastewater Treatment Operator, are available to discuss the Town's system.

Vice-Mayor Anderson inquired if the Gila Indian Reservation Wells are included in the database.

Ms. LaBrie stated that it is her understanding that the ADEQ's database does not; however, the Environmental Protection Agency regulates water systems on tribal land.

Mr. Jason Bobco, Manager, ADEQ Drinking Water Values Program, stated that he manages the inspections, compliance, enforcement, and Op. Cert. Program. He stated that his staff does the sanitary services every three years for all the water systems in the State. He also runs the re-certification program.

Mr. Bobco thanked the Town for hosting them in two weeks for an Operator Certification Program. The topic will be specific to nitrate control. Pinal County has the highest nitrate exceedances across the State. This has to do with farming. There is no charge for the workshop.

CONSENT: All items on the consent agenda will be handled by a single vote as part of the consent agenda, unless a Councilmember or a member of the public objects at the time the agenda item is called.

Resolution No. 1712-19:

Mayor Walter read Resolution No. 1712-19 by title only.

A RESOLUTION OF THE TOWN OF FLORENCE, PINAL COUNTY, ARIZONA, AFFIRMING THE APPROVAL OF THE FINAL PLAT FOR ANTHEM AT MERRILL RANCH UNIT 41; AND AUTHORIZING EXECUTION BY THE TOWN MANAGER OF SUPPORTING DOCUMENTS. (Larry Harmer)

Resolution No. 1713-19:

Mayor Walter read Resolution No. 1713-19 by title only.

A RESOLUTION OF THE TOWN OF FLORENCE, PINAL COUNTY, ARIZONA, AFFIRMING THE APPROVAL OF THE FINAL PLAT FOR ANTHEM AT MERRILL RANCH UNIT 43; AND AUTHORIZING EXECUTION BY THE TOWN MANAGER OF SUPPORTING DOCUMENTS. (Larry Harmer)

Resolution No. 1714-19:

Mayor Walter read Resolution No. 1714-19 by title only.

A RESOLUTION OF THE TOWN OF FLORENCE, PINAL COUNTY, ARIZONA, AFFIRMING THE APPROVAL OF THE FINAL PLAT FOR ANTHEM AT MERRILL RANCH UNIT 45; AND AUTHORIZING EXECUTION BY THE TOWN MANAGER OF SUPPORTING DOCUMENTS. (Larry Harmer)

Approval to purchase one new Z726XKW mower and two new Kubota RTV500-H Utility Vehicles from Bingham Equipment Company, in an amount not to exceed \$27,547.05. (Chris Salas)

Authorization to contract with Arizona Generator Technology Inc., for servicing of the Town's generators, in an amount not to exceed \$30,000. (Chris Salas)

Authorization to contract with Glenn Jones Ford, to purchase stock parts for vehicle repair and maintenance, in an amount not to exceed \$40,000. (Chris Salas)

Authorization to contract with Waxie Sanitary Supply, for operational and janitorial supplies and related custodial equipment and services, in an amount not to exceed \$40,000. (Chris Salas)

Authorization to contract with Rottweiler Controls, LLC, for professional services related to SCADA Improvements, in an amount not to exceed \$50,000. (Chris Salas)

Approval of Non-Exclusive Revocable License Agreement with the Copper Basin Railway, Inc., for access to the Poston Butte Preserve. (Bryan Hughes)

Approval an Intergovernmental Agreement with Pinal County, for the placement, operation, and use of a Community Emergency Response Team trailer at the Florence Fire Department. (David Strayer)

Ratification of the annual software renewal for the Caselle software, in an amount not to exceed \$29,423. (Trenton Shaffer)

Authorization for the Finance Director to write off old account balances in the amount of \$15,771.79. (Rey Sanchez)

Authorization to dispose of two Police vehicles that are no longer useful and have outlived their useful life. (Rey Sanchez)

Authorization to contract with Hill Brothers Chemical Co., to provide water and wastewater treatment and pool chemicals, in an amount not to exceed \$87,500. (Chris Salas)

Approval of the July 1, July 9 and July 15, 2019 Town Council Meeting minutes.

Receive and file the following board and commission minutes:

May 16, 2019 Florence Youth Commission Meeting minutes

January 16 and April 17, 2019 Library Advisory Board Meeting minutes

April 25, 2019 Parks and Recreation Advisor Board Meeting minutes

June 6 and June 20, 2019 Planning and Zoning Commission Meeting minutes

On motion of Councilmember Hawkins, seconded by Councilmember Wall, and carried (7-0) to approve the Consent Agenda, as written.

UNFINISHED BUSINESS

Ordinance No. 682-19:

Mayor Walter read Ordinance No. 682-19 by title only.

AN ORDINANCE OF THE TOWN OF FLORENCE, PINAL COUNTY, ARIZONA, APPROVING AN OVERLAY FOR FLORENCE GARDENS UNITS A, B, C, D, E, AND F.

On motion of Councilmember Larsen, seconded by Councilmember Wall, and carried (7-0) to adopt Ordinance No. 682-19.

NEW BUSINESS

Resolution No. 1715-19:

Mayor Walter read Resolution No. 1715-19 by title only.

A RESOLUTION OF THE TOWN OF FLORENCE, PINAL COUNTY, ARIZONA, DECLARING ITS INTENTION TO ESTABLISH A STREET LIGHT IMPROVEMENT DISTRICT TO PURCHASE ENERGY FOR LIGHTING THE PUBLIC STREETS IN THE AREA WITHIN THE CORPORATE LIMITS OF THE TOWN OF FLORENCE, ARIZONA, DESCRIBED ON EXHIBIT "A" AND EXHIBIT "B", ATTACHED HERETO; DECLARING SUCH IMPROVEMENTS TO BE OF MORE THAN LOCAL OR ORDINARY PUBLIC BENEFIT AND THAT THE EXPENSES THEREOF BE PAID FOR BY THE LEVY AND COLLECTION OF AD VALOREM TAXES UPON THE ASSESSED VALUATION OF ALL REAL AND PERSONAL PROPERTY IN A CERTAIN

DISTRICT TO BE KNOWN AS “ANTHEM AT MERRILL RANCH LIGHTING IMPROVEMENT DISTRICT 4” (THE “DISTRICT”); AND ORDERING THAT SUCH IMPROVEMENTS BE PROVIDED FOR UNDER THE PROVISIONS OF SECTIONS 48-572 AND 48-616, ARIZONA REVISED STATUTES.

Ms. Lisa Garcia, Deputy Town Manager/Town Clerk, explained the difference between a majority petition and unanimous petition. A unanimous petition is typically done at the time of platting prior to anyone residing in the district or every member of the community signs of on the petition, making it a unanimous petition. A majority petition happens when people already reside in the District and the Town has to go through the process. This is the Council’s first ever majority petition. Pulte collected signatures which equated to 78% of those owners in the District with 54% of the assessed valuation. The law requires 50 + 1% of the owners living in the area and the assessed valuation.

Ms. Garcia stated that SLID 4 has enough signatures to be presented to the Council. The majority petition, once presented to the Council, would adopt a resolution that would give the Town Engineer and the Town Clerk the ability to go out and post the area, as well as in the local newspaper for two consecutive weeks. During the same time, signs would be placed around the property perimeter noticing the people that a SLID is being formed. They would have 40 days to file a letter with the Clerk’s Office challenging the signature or asking for their signature to be removed.

Ms. Garcia stated that the Notice of intent Resolution starts the process to allow for the residents within District 4 to have a right to protest the District. If protests are received, they are brought forth to Council for review. If no protests are received, then staff will proceed with the timeline set forth.

Ms. Garcia stated that if Council adopts Resolution No. 1715-19, the first day to receive protests will be on August 20, 2019. Notices will be placed in the Florence Reminder on August 29, 2019 and September 5, 2019. Signs will also be installed. The last date to submit protests will be September 20, 2019. If no one challenges the petition, a petition to form the SLID would come before Council on October 5, 2019.

Ms. Garcia stated that this is the beginning of the process. Pulte is working with a sign company. The dates may have to be adjusted slightly, based on when the signs are received. If the dates need to be revised, the petition to form a SLID would come before Council on October 21, 2019.

Ms. Garcia stated in accordance with Arizona State Law, SLIDS are not allowed to charge more than \$1.20 per \$100 net assessed valuation. She stated that they will also need to do a public hearing and announcement of the levy if Council chooses to proceed with the SLID.

Vice-Mayor Anderson stated the there was previous discussion with regards the difference in cost between SLID areas versus in the Non-Slid areas. He protests that those living in a SLID area has to pay for the lights and those living in a Non-Slid area do not. He is against the formation of this SLID. He would rather have SLIDS in all areas or no SLIDS at all.

Councilmember Larsen stated that there is an imbalance in how streetlights are being paid for. She would like to see how much it cost per light for the lights being paid for with Highway User Revenue Funds (HURF). With regards to the formation of a new SLID, they are being provided an opportunity to protest; however, she still wants answers to her questions prior to the October 5, 2019 meeting. She will not approve anything until her questions are resolved. She stated that she is still waiting for a legal opinion on what Council can/cannot do with regards to SLIDs.

Ms. Garcia stated that there will be approximately three or more SLIDs coming before Council before the end of this calendar year. SLIDs will be considered for all new development, not only in the Pulte area. The Town Code, as it exists today, states that SLIDs will be used for new development. She will share that section of the Town Code with Council. Inside the agreement, that was approved by the Town Council and Pulte, dated October 17, 2018, Page 4, Section J, states that streetlight improvements standard process completion of the SLIDS for Units 53, 55, 57 and 59 shall be resolved. The SLID issue for Units 53, 55, 57 and 59 by establishing a SLID for these units; therefore, Pulte shall establish a SLID for all subdivisions prior to the submission of final plat for each subdivision. Town staff agrees not to recommend to Council that any SLID position be denied. This is what is in the written agreement.

Ms. Garcia stated that the process moving forward on any development as it is platted is that the SLID will come at the same time as the final plats and then staff will move forward. This is part of the concept that new growth pays for itself, which is what is written in the Town Code and in the contract.

Ms. Garcia stated that Council can vote however they choose. She stated that this is a Notice of Intent to form a SLID that then starts the process to which the public has a right to speak.

Councilmember Cordes inquired if signatures that were collected. She inquired if the signatures were from residents. She also inquired if it makes a difference if it is the homeowner or renter who signs the petitions.

Ms. Garcia stated that signature petitions were signed and submitted to the Clerk's Office. She stated that the signatures were from the residents who reside in the area. She stated that the Clerk's Office obtained an active list from the Pinal County Assessor outlining the property owners. Only the owners who owned the property at the time of submittal were allowed to sign the petitions.

On motion of Councilmember Wall, seconded by Councilmember Hawkins, and carried (6: Walter, Hawkins, Wall, Larsen, Cordes, Hughes; 1: Anderson) to adopt Resolution No. 1715-19.

Discussion/Approval/Disapproval to contract with Bestway Electric Motor Service Co., Inc., to provide electric motor rewind, repair and purchases for water and wastewater projects, in an amount not to exceed \$100,000.

Mr. Salas stated that Bestway has been servicing the SAM units at the wastewater treatment plant. The units are being evaluated and may be put out of service this year. He stated that staff

needs to have the ability to repair the units, while in service, as they have been unreliable. They currently have five units out of service. He stated that he and Mr. Timm Wainscott, Utility Superintendent toured a facility that utilizes a bubble diffuser, which is what the Town may utilize in the future.

Mr. Salas stated that by having the contract in place, this will allow the Town to respond in an event of an emergency.

Vice-Mayor Anderson inquired what fund the expense would be expensed to.

Mr. Salas stated that it would be expensed from line item #326 – services. He stated that they may not use this contract, it is a precautionary measure in the event an emergency arises.

On motion of Councilmember Wall, seconded by Councilmember Hawkins, and carried to approve to contract with Bestway Electric Motor Service Co. Inc., to provide electric motor rewind, repair and purchases for water and wastewater projects, in an amount not to exceed \$100,000.

Discussion/Approval/Disapproval to contract with Ferguson Enterprises, Inc., to provide parts for water and wastewater projects, in an amount not to exceed \$250,000.

Mr. Salas stated that the Council previously approved a contract with Fortiline and staff is now coming before Council for approval of a contract with Ferguson Enterprises, Inc. Staff said there are times that vendor will be less expensive than the other or they may carry different items which is why there are multiple contracts.

Mr. Salas explained that Ferguson Enterprises was previously awarded the automated meter reading project. They will provide a free survey for the Town, which is a costly service that the Town will receive at no additional cost. The survey entails them opening every meter and determining every piece needed for each and every meter installation. This was not part of the procurement process as each contractor may have looked at this component differently.

Mr. Salas stated that the expenses will be expensed to line item #326 – services. He understands that they are overbudgeting the line item but assured the Council that they will not over expend on this account.

Mayor Walter stated that she appreciates how Mr. Salas is planning ahead for possible needs within the Department and has managed the spending accordingly. You also ensure that the Town is receiving the best product in the most economical way possible. She understands that things will arise specifically because there are old systems and appreciates his diligence in doing the improvements.

On motion of Vice-Mayor Anderson, seconded by Councilmember Hawkins, and carried to contract with Ferguson Enterprises, Inc., to provide parts for water and wastewater projects, in an amount not to exceed \$250,000.

Discussion/Approval/Disapproval to enter into a contract with Cactus Asphalt, for asphalt maintenance and repair services, for CIP Project T-69 Pavement Preservation, in an amount not to exceed \$363,653.36.

Mr. Salas stated that this is the 6th project with Cactus Asphalt. This request is for ongoing chip seal project as part of ongoing pavement preservation. The hope is to get 8-10 more years from the roads before the Town has to do a full mill of the roads. Staff is currently working on a full long-term HURF model for the next 20 years. He stated that work will need to be done on Hunt Highway. He outlined projects that have been completed and streets that will need treatment in the future.

On motion of Councilmember Hawkins, seconded by Councilmember Larsen, and carried to enter into a contract with Cactus Asphalt, for asphalt maintenance and repair services, for CIP Project T-69 Pavement Preservation, in an amount not to exceed \$363,653.36.

Discussion/Approval/Disapproval to enter into a contract with Zumar Industries Inc., for the purchase of various street signs, poles and pole accessories in an amount not to exceed \$35,000.

Mr. Salas stated that this is for a cooperative contract to allow the Town to purchase from them at a reduced rate. FHWA created new rules which require breakaway posts, which many of the signs do not meet. The posts are being updated to the square posts, which requires a different base and allows and limits that damage to a vehicle if contact is made. The poles would be expensed from the traffic line item in the HURF budget.

Mr. Salas explained that they installed a LED stop light, and it has not been hit. He stated that they will also be applying rumble strips to areas that are prone to people running the stop sign.

Vice-Mayor Anderson stated that the American Way Street sign is being blocked by an overgrown tree.

Mr. Salas stated that they will address this issue with the HOA. He stated that the Pinal County Attorney's office hosted a training pertaining to liability with regards to street signs and visibility of signs was a topic at this training.

On motion of Vice-Mayor Anderson, seconded by Councilmember Wall, and carried to enter into a contract with Zumar Industries Inc., for the purchase of various street signs, poles and pole accessories in an amount not to exceed \$35,000.

MANAGER'S REPORT

Ms. Garcia stated that she along, with five members of Council will be attending the League of Arizona Cities and Towns Conference. Mr. Bryan Hughes, Community Services Director, and his staff will be attending the Parks Association Conference. Ms. Jennifer Evans will also be attending a conference. Mr. Ben Bitter, Assistant to the Town Manager and Mr. Clifford L. Mattice, Attorney, will be in the office.

Ms. Garcia stated that she is extremely proud of Florence and is very proud to work for Florence.

CALL TO THE PUBLIC

There were no public comments.

CALL TO THE COUNCIL – CURRENT EVENTS ONLY

Councilmember Hawkins stated that he along with the Council is very proud of the community. He stated that it is amazing how much peanut butter and jelly was collected and it shows that the community steps up when called to do so.

Councilmember Wall thanked the staff and Pinal County for the use of the CERT trailer and the graffiti truck. She appreciates the partnership and cooperation between both entities. She thanked United Way for the presentation in which the PB and J drive was mentioned and is overwhelmed at the response. She thanked Councilmember Cordes for her hard work and for motivating the entire Town, businesses and public entities.

Councilmember Hughes stated that she is impressed with Councilmember Cordes and her work in the PB & J Drive.

Vice-Mayor Anderson stated that as part of the Town's support from FEMA is that they provided a CERT Trailer, which is different than the CERT truck. The trailer is housed at the Pinal County Storage Unit, at the airport. The difference between the truck and trailer is that the truck will be used to support Florence's Fire Department and will have cooling stations. The trailer will be used for larger emergencies and will help people in need. He is very proud of Florence and thanked every person who contributed. Florence has great people and its important to recognize them.

Councilmember Cordes stated that it took every person to help make the PB & J Drive a success. She is excited to see what the next challenge will be. She attended the Florence Unified School District meeting. There have been may administrative changes at the different schools, but it was great to see that they promoted from within. The numbers have increased by approximately 600 students.

Councilmember Larsen stated that she is so surprised at how amazing the community responded. It is impressive that everyone comes together and how wonderful it is to see the community step up and help.

Vice-Mayor Anderson inquired where the bread will come from.

Mayor Walter stated that the premise was that peanut butter and jelly is more expensive than a loaf of bread; however, the local churches distribute bread as well as a bread bank.

Mayor Walter thanked Councilmember Hawkins, Ms. Lisa Garcia, Fire Captain David Strayer and Police Chief Dan Hughes. Today marks the 150th Anniversary for the United States Post Office. She provided envelopes gifts with the commemorative stamps.

Mayor Walter echoed the sentiments of others with regards to the PB & J Drive.

ADJOURNMENT

On motion of Vice-Mayor Anderson, seconded by Councilmember Hawkins, and carried to adjourn the meeting at 8:05 p.m.

Tara Walter, Mayor

ATTEST:

Lisa Garcia, Town Clerk

I certify that the following is a true and correct copy of the minutes of the Florence Town Council meeting held on August 19, 2019, and that the meeting was duly called to order and that a quorum was present.

Lisa Garcia, Town Clerk

**MINUTES OF THE TOWN OF FLORENCE ARTS AND CULTURE COMMISSION
REGULAR MEETING HELD ON THURSDAY, MAY 9, 2019 AT 2:30 P.M. IN
RUGGLES ROOM 1, LOCATED AT 778 N. MAIN STREET, FLORENCE, AZ.**

1. CALL TO ORDER

Chair Ann Rankin called the meeting to order at 2:30 p.m.

2. ROLL CALL:

Present: Neola Bye-Bez, Ed Curran, Doris Hagemann, Ann Rankin

Absent:

3. PLEDGE OF ALLEGIANCE

4. NEW BUSINESS

a. Discussion/Approval/Disapproval of Minutes from the April 11, 2019 Regular Meeting.

On motion by Commissioner Ed Curran, seconded by Commissioner Neola Bye-Beza, and carried (4-0) to approve the Minutes from the April 11, 2019 Regular Meeting, with one correction.

b. Update on Arts and Culture Programming – Spring 2019 (Ann Rankin).

Chair Ann Rankin updated the Commission on the Spring 2019 Arts and Culture Programming. The Veterans Memorial has been postponed, there is one Open Studio left, Drum Circle will continue. Chair Rankin stated that she updated the Fall events to show Open Studio will be held on Wednesday instead of Tuesday and added Town sponsored events to the list as well.

Vice Chair Doris Hagemann asked if the Art Festival that was listed on the Arts and Culture Programming Calendar is that a Town event or a Commission event?

Commissioner Bye-Beza stated that they may be the Anthem Fall Festival but was unsure.

Vice Chair Hagemann stated that she thought the Pimp your Pony/Buff your Bull program was being put on by the Community Services Dept. and no longer part of the Arts and Culture Commission.

Chair Rankin stated that the Pimp your Pony/Buff your Bull program will be switched to Community Services but that the Commission will still be part of the parade.

c. Discussion/Approval/Disapproval of performance fees for future musical performances. (Ed Curran)

Commissioner Ed Curran updated the Commission on upcoming musical performances and the fees for each. Strings of the Sonoran will cost \$250, no fee for the Guitar Band, Keegan Norman from Central Arizona College will cost \$150 and lastly the Desert Choir will also be \$150.

On motion by Vice Chair Doris Hagemann, seconded by Chair Ann Rankin, and carried (4-0) to approve the performance fees for future musical performances.

Commissioner Curran stated that Strings of the Sonoran are looking at Dec. 7, 2019 2pm – 3pm as a possible concert date. Commissioner Curran noted on the 18 Month Event Outlook Calendar showed the event Holiday in the Park and asked Community Services Administrative Assistant, Teresa Graciano-Bustillos, if she knew what that event was?

Community Services Administrative Assistant, Teresa Graciano-Bustillos replied that she did not know what that event was and upon inspecting the 18 Month Event Outlook Calendar, Ms. Graciano-Bustillos noted that the event was an Anthem Community Residents only event.

Commissioner Curran concluded that the Holiday event will not conflict with the Strings of the Sonoran concert and will proceed to book that date for the concert.

Commissioner Curran stated that the Guitar Band concert will be December 14, 2019 2pm - 3pm. The other two remaining concerts will be scheduled at a later date.

Vice Chair Doris Hagemann asked the Commission if there was still plans to do more Community Projects, for example to beautify empty lots?

Chair Ann Rankin replied to Vice Chair Hagemann's question, that they're still hoping to do more Community Projects and suggested every one keep an eye out for Grants.

5. CALL TO THE PUBLIC/BOARD RESPONSE

Ms. Ruth Harrison asked the Commission to have the grammatical error that was made on one of the plaques that was mounted at the Main Street Mural to be corrected. Ms. Harrison stated that the word "lead" on the plaque which should read as past tense as the group was "led" in this project needs to be corrected.

Council Liaison Bill Hawkins suggested to the Commission to take it into consideration and have Staff look into having the plaque fixed.

Call to the Public for Comment is limited to issues within the jurisdiction of the Town of Florence Arts and Culture Commission. Individual commission members may respond to criticism made by those commenting, may ask the staff liaison to review a matter raised, or may ask that a matter be placed on future agenda.

6. CALL TO THE COMMISSION- CURRENT EVENTS ONLY

Chair Rankin asked the Commission to keep thinking of Fall programming ideas.

Vice Chair Hagemann would like to see another Community Project on the list.

Commissioner Bye-Beza suggested following up with Larry Johnson from the Chamber on the type of events they had in mind to team up with the Arts and Culture Commission.

Chair Rankin suggested herself and Commissioner Bye-Beza meet with Larry Johnson to discuss future programming.

7. ADJOURNMENT

On motion by Commissioner Ed Curran, seconded by Commissioner Neola Bye-Beza, and carried (4-0) to adjourn the meeting at 2:52 P.M.

Approved:



Ann Rankin, Chair

REGULAR MEETING OF THE HISTORIC DISTRICT ADVISORY COMMISSION OF THE TOWN OF FLORENCE HELD WEDNESDAY, JULY 31, 2019, AT 6:00 PM, AT THE FLORENCE TOWN COUNCIL CHAMBERS, 775 N. MAIN STREET, FLORENCE, ARIZONA

CALL TO ORDER

Chairman Wheeler called the meeting to order at 6:00 pm

ROLL CALL

Present: Wheeler, Adam, Smith, Reid, Novotny, Knight, Michael and Council Liaison Cordes.

PLEDGE OF ALLEGIANCE

DISCUSSION/APPROVAL/DISAPPROVAL of the meeting minutes for the regular meeting conducted on June 26, 2019.

On motion by Chairman Wheeler, seconded by Commissioner Novotny, and carried 7-0, to approve with changes the regular meeting minutes of June 26, 2019.

NEW BUSINESS

- A. Adjourn to a Work Session regarding potential amendments to Development Code § 150.066 Overlay Districts; Historic District**

On motion by Vice-Chair Adam, seconded by Commissioner Reid, and carried 7-0, to adjourn to a Work Session.

Community Development Director Larry Harmer asked the Commissioners to suggest changes to the Overlay text. Any changes must go through the Planning and Zoning Commission and the Town Council. Vice-Chair Adam asked if there was a reason to better define the code. Mr. Harmer stated a better definition of administrative approval and other items would give clarity. Vice-Chair Adam asked how to decide whether to change the guidelines or the code. Mr. Harmer said if Commissioners want to change design details, then they need to edit the guidelines.

Mr. Harmer said he will look into Mid-Century Modern definitions and guidelines that are listed in Phoenix since they include this style. Commissioner Smith stated that Phoenix has a district for Mid-Century Modern because those homes were built in groups, and they are difficult to upgrade. She mentioned that you cannot do one house by itself unless it is significant. Commissioner Reid said Cactus Forest might be a good candidate. Mr. Harmer agreed, but said they are outside the Town limits and annexation is up to landowners.

Vice-Chair Adam discussed the paragraph on enlarging districts and how prop 207 made this more difficult. She explained it is unlikely to enlarge the district until after the first test cases, but the section can be left for now.

Vice-Chair Adam mentioned that Flagstaff asked for the applicant to submit full plans for demolitions. The Commissioners agreed the statement that says the Commission has to find a new buyer is not the function of HDAC. Mr. Harmer agreed to reword the demolition section. Liaison Cordes clarified that HDAC does not have to find the buyer but has 180 days to advertise for a property they deem savable. The Commission agreed HDAC should not be part of attracting a future buyer, but the Town does need to be proactive.

Commissioner Reid brought attention to one section on the first page that discussed new or redeveloped homes “harmonizing” with the surroundings. She asked for the code to define the word or have the paragraph refer to the guidelines. Vice-Chair Adam asked about current height restrictions and Mr. Harmer replied each zoning districts have their own height requirements. The Commission agreed to have the code refer more to the design guidelines. Chairman Wheeler asked for further clarification of the word rhythm. Mr. Harmer explained that rhythm is a street view perspective where the buildings flow in height and design.

Vice-Chair Adam stated the code only needs a few edits, but the guidelines will be more important because of its flexibility. Mr. Harmer said the guidelines can be completed through a committee, or it can be done through a regular work session.

Commissioner Novotny asked about the first section on the first page. Mr. Harmer stated that the section was on how the historic district was originally set up. Commissioner Michael asked if a homeowner could find more details on the styles listed in the code. Mr. Harmer said specific details for each style can be found in the guidelines.

On motion by Commissioner Smith, seconded by Commissioner Novotny, and carried 7-0, to adjourn from the Work Session and reconvene the Regular Meeting.

B. Discussion lead by Council Liaison Cordes regarding future HDAC presentation to Town Council

The following key points have been derived from the overall conversation.

- Liaison Cordes stated after gathering information from the conference and the Commissioners, she has returned to the Commission for suggestions on how to present the information to Council.
- Liaison Cordes suggested a work session with Council to lay out goals and road map. One goal was to show Council the value of the Historic District Advisory Committee (HDAC) and restoring the historic district.

- Liaison Cordes mentioned attaching emotion to buildings has not worked and it comes down to the dollar.
- Vice-Chair Adam wants investment in downtown, but Council needs to give direction. Commissioner Knight wants to use the information to give value and worth to these buildings.
- Other towns have trained building inspectors for historic homes and the Town inspectors should have the opportunity to go to these sessions.
- Tourism is a major economic driver and every small Town needs to use what they have to provide something people are willing to drive for. What attracts people to Florence and creates a sense of place?
- Mr. Harmer reminded the Commission that it takes time for growth, but the Commission needs to work out the definition of Oldtown Florence and try not to be something Florence is not.
- Commissioner Smith reminded the Commissioners that Florence is admired as one of the true territorial towns in Arizona.
- Commissioner Reid mentioned one goal is working with the builders to help development go smoother.
- Liaison Cordes stated a work session over a formal meeting session would be best and have fire and building participate in the conversation.
- Other departments need to participate in the discussion in order to come up with effective and innovative ideas to present to the Council that make the historic district more appealing.
- Vice-Chair Adam said the Town needs to tie economic development with the historic district and provide a presentation on how the historic district is an economic driver.
- Vice Chair Adam said a presentation by an expert like Kimber Lanning would be best. She would be a good candidate because her focus is on Arizona and she has done this type of process before.
- A disconnect seems to exist between HDAC and the Council, mostly when it come to a future vision because most people see the district or downtown as a group of old buildings.
- The Town puts on most of the events and the evolution has been the Town takes on events from the Chamber or volunteers.
- Big lack of communication between the Town and businesses and the Chamber of Commerce. Businesses need to understand that they need to help market and promote themselves.
- Have a conversation with Kimber Lanning and delve into a work group to decide future plans. Chairman Wheeler stated to do this presentation in an informal setting or a retreat to be out of day-to-day routine.
- The plan is to have Mr. Harmer meet with Kimber Lanning to discuss the situation, and then invite her for a day to meet business owners and Staff and give a presentation to Council at the end of the day.
- Presentation with Kimber Lanning may be within the next couple of months as residents return, but the Commission will continue with guideline updates.

COMMUNITY DEVELOPMENT REPORT

A. Code Compliance Update

Mr. Harmer noted that Community Development has issued about one hundred citations over the past few months and about half have complied to date. Code Enforcement and the Town Attorney will send out follow up letters to make sure these properties are maintained. Staff will continue with a more aggressive code enforcement.

B. Future Agendas

No action items on the agenda at this time.

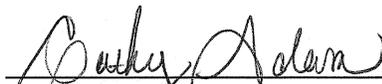
CALL TO THE PUBLIC/COMMISSION RESPONSE

CALL TO THE COMMISSION-CURRENT EVENTS ONLY

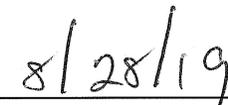
The Commissioners agree that there is positive momentum happening for the historic district. Liaison Cordes discussed the United Way Peanut Butter and Jelly drive. The collected jars will be distributed throughout the school district for various drives and events for students. Collection bins can be found throughout the Town.

ADJOURNMENT

On motion by Vice-Chair Adam, seconded by Commissioner Knight, and carried by a 7-0 vote, to adjourn the regular meeting at 7:47 pm.



Betty Wheeler
Chairman



Date

REGULAR MEETING OF THE HISTORIC DISTRICT ADVISORY COMMISSION OF THE TOWN OF FLORENCE HELD WEDNESDAY, JUNE 26, 2019, AT 6:00 PM, AT THE FLORENCE TOWN COUNCIL CHAMBERS, 775 N. MAIN STREET, FLORENCE, ARIZONA

CALL TO ORDER

Vice-Chair Adam called the meeting to order at 6:00 pm

ROLL CALL

Present: Adam, Reid, Novotny, Knight, Michael and Council Liaison Cordes.

PLEDGE OF ALLEGIANCE

DISCUSSION/APPROVAL/DISAPPROVAL of the meeting minutes for the regular meeting conducted on May 29, 2019.

On motion by Commissioner Novotny, seconded by Commissioner Reid, and carried 5-0, to approve the regular meeting minutes of May 29, 2019.

PRESENTATIONS

- A. Town Core Infill Incentive District** Staff will present a current case-study using the Incentive District criteria to demonstrate the advantages that the program presents for "Old Town Florence".

Community Development Director Larry Harmer discussed the Infill Incentive District and how it applied to the Town Core. He stated this case involved relief in development standards because the property line for the home at 155 W. 11th Street is about eight feet into the property at 110 Willow Street. The owners at 155 W. 11th Street have agreed to move their property line and deed over the space. Staff will use the Infill Incentive District to reduce the lot sizes and setback requirements. The case was taken to the Planning and Zoning Commission and they forwarded a recommendation of approval with the stipulation that the property be cleaned of trash, weeds, and debris before going to Town Council.

Commissioner Novotny asked about the building behind the fourplex. Mr. Harmer responded that the building was a cottage, but the new property line would make it compliant with setbacks. Commissioner Reid and Mr. Harmer agreed the lot line adjustment would help the building sell on the market. Vice-Chair Adam agreed with the stipulation Planning and Zoning Commission placed on the case and hoped to see this action again in the future.

NEW BUSINESS

- A. Town of Florence Development Code §150-066 Historic District**

Mr. Harmer described the flaws in the overall Development Code and Staff's attempt to update them. One example was the placement of solar panels on a historic building. The State Historic Preservation Office (SHPO) did not see the panels as a problem since there was little visibility

and could be removed. Mr. Harmer recommended looking through the section of the code on the historic district and update parts in a work session. Vice-Chair Adam suggested better documentation of administratively approved projects for public record. She mentioned a recent request from SHPO to look into ordinances for archeological sites. Mr. Harmer said he would contact SHPO about the archeological sites and the Commission agreed to a work session to update the code.

OLD BUSINESS

A. 2019 Historic Preservation Conference Prescott, June 12-14, 2019 Follow-Up

Mr. Harmer asked for comments. Commissioner Reid said the conference wonderful because it discussed current issues. She enjoyed the session that gave the public official's perspective on working on historic preservation. Mr. Harmer asked the Commission to email Staff their notes from the conference. Liaison Cordes suggested presenting significant information from the conference to Town Council. She wanted Council to see the value of the information. Commissioner Reid agreed that the Council should have access to the information. Staff asked how the Commission wished to collect the information. Liaison Cordes suggested Staff collect the Commissioners comments and piece it together into a presentation.

Liaison Cordes stated she wanted Council to see how this information is of value to businesses and how it can apply to the Town. Mr. Harmer stated Staff can put these notes together and plan for a presentation. Staff will include the link to the Conference material for Council Members. Vice-Chair Adam discussed possible action items that could come from the knowledge. She believed a work session would lead to more of a solution for some issues in the Downtown. She referenced the conference's guest speaker and how he focused on revitalization in an economic sense. She stated focusing on the economic development aspect of the historic district would garner more of a connection with the Council.

Mr. Harmer emphasized that this presentation will be more from the Commission than the Community Development Department. Liaison Cordes said she will find out the best course of action to present the information from Lisa Garcia. Vice-Chair Adam agreed and wanted direction from Council before moving ahead with an update for the code. Commissioner Novotny recommended including the Town Manager and Town Engineer, especially when concerning ADA bathrooms.

Liaison Cordes noted this presentation would be a good starting point to help revitalization. Commissioner Reid mentioned a session on flexibility in certain processes to open more opportunities. Mr. Harmer mentioned a member of Clarkdale complimenting Florence as a prime example of territorial Arizona. Commissioner Reid stated helping historic tourism thrive would help keep this image. Vice-Chair Adam thanked the Town for sending the Commission members to the conference and thanked Mr. Harmer for his work at the Conference. Commissioner Knight agreed with all that had been said and hoped to see positive changes. Commissioner Reid stated more parking helped kickstart development and Prescott and may be something to look into in the future.

B. Kokopelli and Cuen Building Updates

Town Staff is putting together the packet of expenditures for the Kokopelli building. It will go to the judge and then, the property will be liened. The property owner is actively selling the land. Vice-Chair Adam asked if the price was the same as the estimation, and Mr. Harmer responded that it was under the estimated price. The Commission wanted to know why the cost estimate is usually so high. Mr. Harmer stated the price comes from discussions with a contractor and other estimates without benefit of competitive bidding. Vice-Chair Adam asked if Staff could get professional advice for demolitions and rehabilitations. Mr. Harmer noted that Commissioner Michael would be familiar with the process, and Commissioner Michael agreed that some of the estimates were high.

Staff noted that Tom and Lynn Smith were awarded the Cuen building by the Council in early June. Commissioner Novotny asked if Staff had heard of their plans. Staff stated they had purchased the architectural drawings and were waiting for additional updates.

C. Future Agendas

No active action items but the next meeting will be a work session to discuss the conference presentation. Liaison Cordes reminded the Commission that the Town put together a Sign Committee. Vice-Chair Adam asked how they can add input. Mr. Harmer said Commissioners can send an email or speak at the meeting. The Committee is mostly discussing off-premise signs, A-frames, and murals. Commissioner Novotny asked if the sign committee will separate the Historic district from other areas. Liaison Cordes said the main goal of the Committee was to help individual business not on Main Street or off the beaten path. The biggest controversy is the off-premise signs and balancing local businesses with ones outside of Town.

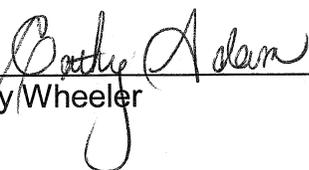
CALL TO THE PUBLIC/COMMISSION RESPONSE:

Ruth Harrison Florence, AZ asked that the Town pay attention to trash at the end of lots around Town. She mentioned that next year is the 35th anniversary of Murphy's Romance. She said it would be neat to have a celebration since Florence was a big part of the movie. She noted it would be cool to invite some of the actors and residents who took part in the movie. She recommended this celebration be part of the Car Show in February.

CALL TO THE COMMISSION-CURRENT EVENTS ONLY

ADJOURNMENT

Vice-Chair Adam adjourned the regular meeting at 6:59 pm.



Betty Wheeler

8/28/19

Date

TOWN OF FLORENCE PARKS AND RECREATION ADVISORY BOARD

**MINUTES FROM THE REGULAR MEETING HELD ON THURSDAY, JULY 25, 2019
AT 6:00 P.M. IN RUGGLES ROOM 1, LOCATED AT 778 N. MAIN STREET,
FLORENCE, AZ.**

1. CALL TO ORDER

Chairman Smith called the meeting to order at 6:01 P.M.

2. ROLL CALL:

Present: Tom Smith, Doug Stinson, Kelly Williams

Absent: Andrea Hild, Donald Woolridge

3. PLEDGE OF ALLEGIANCE

4. Discussion/Approval/Disapproval of the minutes from the April 25, 2019 Regular Meeting.

On motion by Vice-Chair Doug Stinson, seconded by Board member Kelly Williams, and carried (3-0) to approve the minutes from the April 25, 2019 Regular Meeting.

5. New Business

a. Presentation of Florence Teen Council "Bully" video.

Florence Teen Council Advisor, David Lewis, played the "Bully" video to the Board. Teen Council Advisor Lewis stated that the Florence Teen Council is currently working on an Anti-Bullying Campaign that will include a 30-minute presentation with skits, dance routines, the "Bully" video and a brochure to be distributed to schools throughout the Nation.

Advisor Lewis also mentioned that a local news organization contacted the Florence Teen Council for an interview over the "Bully" video, which they were excited to participate in. The Teen Council also did a radio interview with Kevin McCabe on Arizona Sports Radio.

b. Presentation and Update on the Parks and Recreation Comprehensive Plan.

Community Services Director, Bryan Hughes updated the Board on the Parks and Recreation Comprehensive Plan and shared dates of tentative Special Meetings.

- September 5th to review the DRAFT Heritage Park Master Plan Update

- September 16th at 4:00 p.m. to review the DRAFT Parks and Recreation Master Plan and DRAFT Heritage Park Master Plan Update; presentation to Town Council that night at 6:00 p.m.
- October 3rd to review the FINAL Heritage Park Master Plan Update
- October 21st at 4:00 p.m. to review the DRAFT Parks and Recreation Master Plan

Liaison Hughes presented the Board with a PowerPoint presentation and briefly went through the survey findings compiled by GreenPlay, Inc. for the Parks and Recreation Comprehensive Plan.

c. Update on Active Transportation Plan.

Liaison Hughes stated that on July 1, 2019 the Town Council adopted the Active Transportation Plan. This plan will be referenced to the Parks and Recreation Master Plan and referenced as part of the General Plan Update that will be starting next year.

d. Update on Poston Butte Expansion Project/Land Acquisition from Bureau of Land Management (BLM).

Liaison Hughes stated he continues to meet with BLM and the Design Consultant, J2 Engineering. J2 Engineering submitted their 30% preliminary design to BLM as part of the process so BLM may get an idea of where the trails will be also, the design concept was included on the cultural report that was done by Westland Resources.

Liaison Hughes stated that the BLM Cultural Liaison and the Westland Resources Archeologist met with SHIPO (State Historical Preservation Office) and the meeting went well. SHIPO is not requiring additional stuff to the cultural report and only recommended having an Archeologist onsite to supervise the project.

e. Discussion/Approval/Disapproval of adoption of Poston Butte park/facility name.

On motion by Vice-Chair Stinson, seconded by Board member Williams and carried (3-0) to approve the name, Poston Butte Preserve and forward the recommendation to Town Council for consideration.

f. Discussion/Approval/Disapproval of adoption of Florence Veterans Memorial Plaza name.

On motion by Board member Williams, seconded by Vice-Chair Stinson and carried (3-0) to approve the name, Florence Veterans Memorial Plaza and forward the recommendation to Town Council for consideration.

6. Staff Reports

a. Recreation Programming (John Nixon)

Recreation Superintendent, John Nixon, updated the Board on past and future Recreation programming and events.

b. Senior Center (Tonya Jaquette)

Liaison Hughes updated the Board on Senior Center.

Town staff has begun the process of renovating the game room at the Senior Center in an effort to make it more appealing for "Baby Boomers", as well as make it multigenerational so teens can potentially use it in off hours.

- 25 seniors went to "Globe for the Day" yesterday
- Carolyn Ballard, Recreation Programmer and Mobility Manager, will be giving an update to the Town Council on the Give-A-Lift program on August 5th.
- Received a Preliminary Award Letter from ADOT for grant for 5310 program:
 - o Preventive Maintenance \$4,320/\$1,080
 - o Give-A-Lift Program \$10,000/\$10,000
 - o Preplacement Maxi-Van No Lift \$28,350/\$3,780
 - o Total Grant Award \$42,670; Town Match \$14,860

Vice-Chair Stinson mentioned how important the Senior Center is and appreciates Tonya and all Senior Center Staff for their hard work and dedication.

c. Parks Maintenance (Bryan Hughes)

Liaison Hughes updated the Board on Park Maintenance Staff Reports.

- Working on upgrading irrigation clocks at Little League Park and the Senior Center. The new clocks will be WiFi enabled so staff can make adjustments remotely and be alerted if there is a system error
- Staff have been performing annual tree trimming in an effort to lessen the effects of the monsoon winds

d. Arts and Culture Commission (Bryan Hughes)

Liaison Hughes Updated the Board on the Arts and Culture Commission programming.

- Drum Circle has continued on the fourth Saturday of each month through the summer at the Suter House.
- The Commission is on summer break and will resume their monthly meetings on September 12th.

7. CALL TO THE PUBLIC/BOARD RESPONSE

CALL TO THE PUBLIC FOR PUBLIC COMMENT ON ISSUES WITHIN THE JURISDICTION OF THE TOWN OF FLORENCE PARKS AND RECREATION ADVISORY BOARD. COUNCIL RULES LIMIT PUBLIC COMMENT TO THREE

MINUTES. INDIVIDUAL MEMBERS MAY RESPOND TO CRITICISM MADE BY THOSE COMMENTING, MAY ASK STAFF TO REVIEW A MATTER RAISED OR MAY ASK THAT A MATTER BE PUT ON A FUTURE AGENDA. HOWEVER, MEMBERS SHALL NOT DISCUSS OR TAKE ACTION ON ANY MATTER DURING AN OPEN CALL TO THE PUBLIC UNLESS THE MATTERS ARE PROPERLY NOTICED FOR DISCUSSION AND LEGAL ACTION.

Mr. Mark Cowling shared with the Board that he is excited for the Poston Butte Preserve.

8. CALL TO THE BOARD – CURRENT EVENTS ONLY

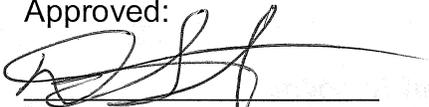
Liaison Hughes mentioned to the Board that the Casino Night is being hosted by the Community Center but put on by the Greater Florence Chamber of Commerce will be held on Saturday, July 27, 2019.

Liaison Hughes also mentioned the upcoming Centennial celebration of the American Legion being held on August 3, 2019.

9. ADJOURNMENT

On motion by Vice-Chair Stinson, seconded by Board member Williams, and carried (3-0) to adjourn the meeting at 6:56 P.M.

Approved:



Doug Stinson, Board Vice-Chair

**TOWN OF FLORENCE
PLANNING AND ZONING COMMISSION**

REGULAR MEETING MINUTES

**MINUTES OF THE PLANNING AND ZONING COMMISSION OF THE TOWN OF FLORENCE
REGULAR MEETING HELD ON THURSDAY, JULY 18, 2019, AT 6:00 P.M., IN THE TOWN
COUNCIL CHAMBERS, LOCATED AT 775 N. MAIN STREET, FLORENCE, ARIZONA.**

1. CALL TO ORDER

Chairman Pranzo called the meeting to order at 6:00 pm

2. ROLL CALL:

Chairman Pranzo	Present
Vice-Chair Frost	Absent
Commissioner Smidt	Present
Commissioner Simmonds	Present
Commissioner Proulx	Absent

3. PLEDGE OF ALLEGIANCE

**4. DISCUSSION/APPROVAL/DISAPPROVAL of the minutes of the regular meetings
conducted on June 6, 2019 and June 20, 2019.**

On a motion by Commissioner Smidt, seconded by Commissioner Simmonds, and carried by a 3-0 vote, to approve the regular meeting minutes from June 6, 2019.

On a motion by Chairman Pranzo, seconded by Commissioner Smidt, and carried by a 3-0 vote, to approve the regular meeting minutes of June 20, 2019.

5. PUBLIC HEARINGS

A. PZ-19-18 / Development Code §150.071: Florence Gardens Units A-F Overlay

Florence Gardens Manufactured Home Association (FGMHA) has requested to increase the front yard fence height from three feet to four feet and to allow up to 18-foot-high for golf course screen/protection fences to protect property from golf balls from the Three Parks Fairways golf course. The Planning and Zoning Commission may recommend Approval/Approval with Conditions/Denial of the request.

Community Development Director Harmer introduced Emily Webster representing Florence Gardens Manufactured Home Association (FGMHA). Ms. Webster presented a Power Point that described the history of FGMHA, and the situation related to the front yard and golf ball protection fence heights for individual properties. Ms. Webster explained that Florence Gardens was founded 48 years ago and has 1300 lots with 830 homes with more homes expected in the future.

The typical 3' front yard decorative walls/fences are found throughout Florence Gardens. Over time, several 4' tall fences were installed by owners to contain their dogs on their property. The current Town code allows for only a 3' fence. The overlay would allow the existing 4' fence to remain.

Ms. Webster continued by describing the situation regarding the taller golf course screen fences. She was surprised to learn that the Town's codes did not allow for this type of screen fence to protect private homes from errant golf balls. She clarified that the golf course is owned by a separate entity from Florence Gardens. In 2017, the FGMHA required that a Town permit be acquired before any additional fences were erected. That is when it became evident that the existing fences had no permits and, therefore, no engineering design. The FGMHA and the Town entered into discussions to rectify this situation. She concluded by stating that the FGMHA supports the proposed only as presented.

Mr. Harmer continued the presentation by stating that the Town was contacted in 2018 and was pleased with the opportunity to work with FHMHA to find a mutually beneficial solution to their issues. An overlay specifically for Florence Gardens was deemed the simplest solution without having to amend the entire Manufactured Home Subdivision section of the Development Code. Mr. Harmer proceeded to describe the details of the proposed overlay. He also noted that appropriate notifications and public meetings have been held.

Commissioner Smidt and Chairman Pranzo posed several questions that were addressed by Ms. Webster and Mr. Harmer. These centered around the responsibility for the fence heights. Ms. Webster responded that the FGMHA wished to 'grandfather' the existing 4' fences and retain the ability to approve/deny any future ones. Regarding the golf course protection fences, the location would be on the private lots unless the owners of the golf course were to install, or give permission for the private home to install, on the golf course property. Chairman Pranzo expressed concern that a golf course was allowed to build without providing protection to the adjacent homeowners. Ms. Webster indicated the golf course was probably built in the 1980's and that there was not oversight as to private property protection. Chairman Pranzo stated that in the future, the Town should be aware of a golf course development's responsibility to protect the private homeowner.

On motion by Commissioner Smidt, seconded by Commissioner Simmonds and carried by a 3-0 vote, to recommend approval of PZ-19-18 to the Town Council.

6. PRESENTATIONS

A. Future Agenda Items/Information Only

Mr. Harmer stated there were no pending items for the Commission to review at this time for the August 1, 2019 agenda. Staff will wait until the end next week before cancelling.

7. CALL TO THE PUBLIC/COMMISSION RESPONSE

There were no comments.

8. CALL TO THE COMMISSION- CURRENT EVENTS ONLY

There were no comments.

9. ADJOURNMENT

On motion by Commissioner Smidt, seconded by Commissioner Simmonds, and carried by a 3-0 vote, to adjourn the meeting at approximately 6:28 pm.



Gary Pranzo, Chairman

5 Sep 2019

Date

	TOWN OF FLORENCE COUNCIL ACTION FORM	<u>AGENDA ITEM</u> 8a.
MEETING DATE: September 16, 2019 DEPARTMENT: Community Services STAFF PRESENTER: Bryan Hughes, Community Services Director SUBJECT: Parks and Recreation Comprehensive Plan		<input type="checkbox"/> Action <input checked="" type="checkbox"/> Information Only <input type="checkbox"/> Public Hearing <input type="checkbox"/> Resolution <input type="checkbox"/> Ordinance <input type="checkbox"/> Regulatory <input type="checkbox"/> 1 st Reading <input type="checkbox"/> 2 nd Reading <input type="checkbox"/> Other
STRATEGIC PLAN REFERENCE: <input checked="" type="checkbox"/> Community Vitality <input type="checkbox"/> Economic Prosperity <input type="checkbox"/> Leadership and Governance <input type="checkbox"/> Partnership and Relationships <input type="checkbox"/> Transportation and Infrastructure <input type="checkbox"/> Statutory <input type="checkbox"/> None		

RECOMMENDED MOTION/ACTION:

Discussion on the Park and Recreation Comprehensive Plan.

BACKGROUND/DISCUSSION:

The Town issued a Request for Proposals (RFP) in November 2018 for a Parks and Recreation Comprehensive Plan. Three consulting teams were interviewed, and the consulting team led by GreenPlay LLC (GreenPlay) was selected to lead the process.

The GreenPlay team is led by principal Pat O’Toole, with assistance from Dan Seder and Becky Dunlap; Aaron Allen from J2 Engineering and Environment Design; Felipe Zubia from Matrix Design Group; and RRC Associates.

The project began in January 2019, and included meetings with staff, key stakeholders and public meetings. From those meetings, a survey was developed and distributed to throughout the community, initially by mail to random households, then available online to those that were not initially included in the survey process. Over 400 responses were received. In June, the consultants presented the results of the survey to staff and at a public meeting. The results were also made available on the Town’s website.

The draft plan is attached for your review. Staff and the consulting team will present the plan to the Parks and Recreation Advisory Board and the Town Council for comments and questions. Additionally, a draft of the Heritage Park site-specific plan will be presented for comments and questions.

The final Parks and Recreation Comprehensive Plan will be brought to the Town Council for consideration after any changes are incorporated into the document.

A VOTE OF NO WOULD MEAN:

Not applicable

A VOTE OF YES WOULD MEAN:

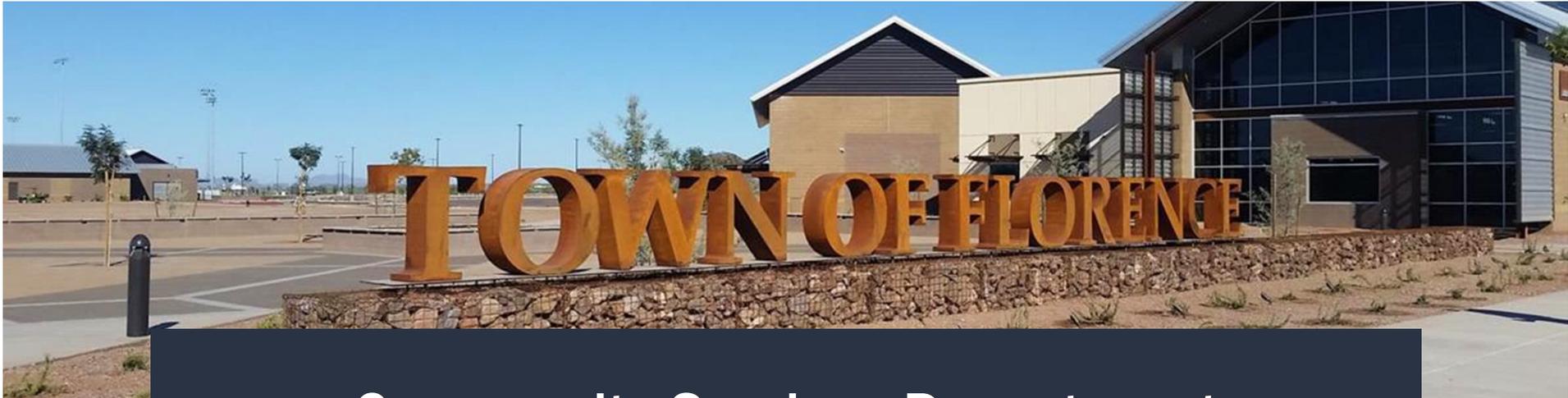
Not applicable

FINANCIAL IMPACT:

Recommendations from the plan, both operating and capital expenditures, will be included in future budgets.

ATTACHMENTS:

Presentation
Parks and Recreation Comprehensive Plan



Community Services Department
Master Plan
DRAFT PRESENTATION



INTRODUCTIONS & AGENDA

- Master Plan Process
- Goals & Objectives
- Action Plan
- Next Steps
- Q & A

MASTER PLAN PROCESS

MASTER PLAN PROCESS

4 Stages of Public Engagement



Strategic Kick-Off

- Critical Success Factors
- Key focus areas
- Meeting schedule
- Identification of Key Stakeholders
- Gathering of All Relevant Documents
- Briefing with Decision Makers



1 Information Gathering

- Needs Assessment
 - Staff
 - Stakeholders
 - Public Meetings
 - Focus groups
 - Interviews
 - Surveys
 - Online engagement
- Inventory
 - All Assets
 - All Program Locations
 - Other Providers
- Level of Service Analysis
 - GIS component-based mapping
 - Quality, Quantity, Functionality
- Community Profile
 - Historical & Planning Context
 - Demographics
 - Trends

2 Findings & Visioning

- Presentation/Feedback Sessions
 - Staff
 - Stakeholders
 - Decision Makers
- What We Have Discovered
- Key Issues Matrix
- Key Ideas and Themes for Improvement
- Analysis
 - Programming
 - Operations
 - Maintenance
 - Marketing & Communications
 - Financial Resources

3 Draft Recommendations

- Summary Findings
- Strategies
 - Long-Term Vision
 - Short-Term Action
- Implications
 - Financial
 - Operational
 - Maintenance
- Recommendations
- Action Plan
 - Tasks
 - Timing
 - Costs
- Review & Revisions

4 Final Plan

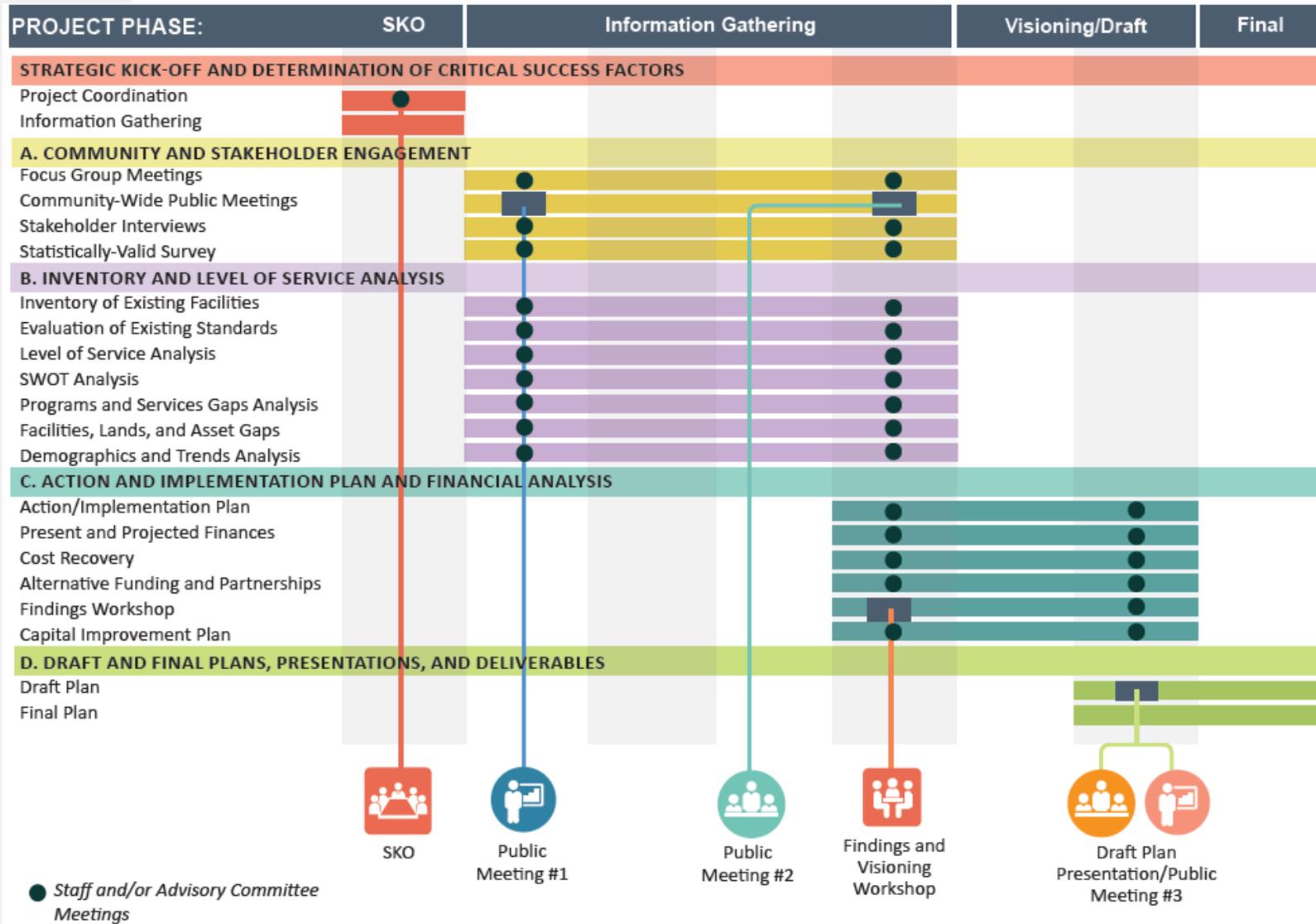
- Review
 - Staff
 - Public
 - Decision Maker
- Distribute/Post

Implementation

- Action Plan
- Annual Review

Typically our Strategic/Master Plans include a 5-year focus on operations, 10-year focus on capital, and 20 year strategic vision. Other elements and tools are added as needed for a community-specific plan.

SCHEDULE



GOALS & OBJECTIVES

Organizational and Administrative

- Improve level of communication and awareness of the Department with all residents of Florence
- Enhance and improve marketing and branding with residents and visitors
- Address and identify opportunities for sustainability

Program and Service Delivery

- Enhance programming for teens
- Increase opportunities for special events/community gatherings
- Increase opportunities for special interest and non-traditional programming
- Enhance opportunities for Outdoor Recreation and Fitness programming
- Address opportunity for therapeutic recreation and program accommodations
- Reevaluate program delivery/hours/locations
- Improve program evaluation process

Facilities/Amenities/Level of Service

- Improve trail and path connectivity
- Address opportunities for recreation center improvements
- Build upon demand and success for pickleball
- Plan and strategize for additional community parks
- Address accessibility in facilities and parks
- Plan for existing and future park amenity improvements
- Improve partnerships and relationships to increase level of service

Financial

- Consider the following:
 - Financing opportunities for capital funding
 - Future growth
 - Improvement projects
- Reevaluate current budget policies and consider establishing new policies that address future growth and development

SITE-SPECIFIC GOALS & OBJECTIVES

Main Street Park

Consider plans and improvements to address:

- Ramadas
- Site furnishings
- Restrooms
- Circulation
- Accessibility
- Shade structures

Little League Park

Consider plans and improvements to address:

- Field and dugout
- Dog park amenities
- Ball park amenities
- Shade structures

Heritage Park

Consider plans and improvements to address:

- Restrooms/concessions
- Park amenities
- Irrigation system
- Parking lot
- Accessibility
- Shade structures

ACTION PLAN

Organizational and Administrative

Objective 1.1: Improve level of communication and awareness of the Department with all residents of Florence

Actions	Capital Cost Estimate	Operational Budget Impact	Timeframe to Complete
1.1.a Enhance awareness of programs and facilities to the Town of Florence, Anthem, Sun City, and Florence Gardens.	N/A	Staff Time	Short-Term
1.1.b Continue to serve core of Florence while reaching out to non-core areas.	N/A	Staff Time	Short-Term
1.1.c Consider innovative solutions to bridge awareness gaps.	N/A	Staff Time	Mid-Term

Objective 1.2: Enhance and improve marketing and branding with residents and visitors

Actions	Capital Cost Estimate	Operational Budget Impact	Timeframe to Complete
1.2.a Develop strategic marketing and branding plan to establish identity of Community Services, staying consistent with the standards of the Town of Florence.	N/A	Staff Time or \$25,000 if contracted	Short-Term
1.2.b Update signage standards.	\$20,000	Staff Time	Mid-Term
1.2.c Budget additional funds for event promotions.	N/A	\$2,500 per event	Short-Term

Organizational and Administrative

<i>Objective 1.3: Address and identify opportunities for sustainability</i>			
Actions	Capital Cost Estimate	Operational Budget Impact	Timeframe to Complete
1.3.a Research and develop conservation measures that are ecologically beneficial.	N/A	Staff Time	Mid-Term
1.3.b Develop best practices for sustainability throughout community services department, including water conservation and open space preservation.	N/A	Staff Time	Mid-Term

Program and Service Delivery

<i>Objective 2.1: Enhance programming for teens</i>			
Actions	Capital Cost Estimate	Operational Budget Impact	Timeframe to Complete
2.1.a Build upon teen advisory council, engaging them to understand and adopt generations' desires.	N/A	Staff Time	Short-Term
2.1.b Consider teen classes such as fitness/health programs, beginner gymnastics, community volunteerism, video game tournaments, kids theater, and technology classes.	N/A	Staff Time	Short-Term
<i>Objective 2.2: Increase opportunities for special events/community gatherings</i>			
Actions	Capital Cost Estimate	Operational Budget Impact	Timeframe to Complete
2.2.a Continue to provide high-quality special events for the entire community.	N/A	Staff Time Volunteers	Short-Term
2.2.b Provide opportunities for produce and artisanal offerings through a variation of a local market (Farmers Market).	N/A	Staff Time Volunteers	Mid-Term

Program and Service Delivery

<i>Objective 2.3: Increase opportunities for special interest and non-traditional programming</i>			
Actions	Capital Cost Estimate	Operational Budget Impact	Timeframe to Complete
2.3.a Continue to offer more special interest programs that offer non-traditional programs such as cooking, theater, STEM programs, and tech/vocational training.	N/A	Staff Time \$25 per hour instructors	Mid-Term
<i>Objective 2.4: Enhance opportunities for Outdoor Recreation and Fitness programming</i>			
Actions	Capital Cost Estimate	Operational Budget Impact	Timeframe to Complete
2.4.a Develop outdoor recreation programs, or partner with other organizations, to offer experiences in nature. Examples include Hiking, Biking, Disc Golf, Geocaching, Archeology, ASU (partner).	N/A	Staff Time Volunteers	Mid-Term
2.4.b Capitalize on natural resources such as Poston Butte, River Corridors, and the trails mentioned in the Active Transportation Plan.	N/A	Staff Time Volunteers	Short-Term
2.4.c Continue expanding on fitness offerings and offer classes such as yoga, Zumba, barbell, HIIT, etc.	N/A		Short-Term

Program and Service Delivery

<i>Objective 2.5: Address opportunity for therapeutic recreation and program accommodations</i>			
Actions	Capital Cost Estimate	Operational Budget Impact	Timeframe to Complete
2.5.a Develop accommodations for people with disabilities.	N/A	Staff Time \$25 per hour instructors	Short Term- Ongoing
2.5.b Consider therapeutic recreation programs for the 12 - 18% of population that requires accessibility.	N/A	Staff Time \$25 per hour instructors	Short-Term
<i>Objective 2.6: Reevaluate program delivery/hours/locations</i>			
Actions	Capital Cost Estimate	Operational Budget Impact	Timeframe to Complete
2.6.a Consider extending hours of operations to address earlier morning and later evening availability to accommodate participants in fitness and aquatics programs.	N/A	\$10,000	Short-Term
<i>Objective 2.7: Improve program evaluation process</i>			
Actions	Capital Cost Estimate	Operational Budget Impact	Timeframe to Complete
2.7.a Implement standardized feedback system, such as an online survey that is sent to all participants after the program.	N/A	Staff Time	Short-Term

Facilities/Amenities/Level of Service

<i>Objective 3.1: Improve trail and path connectivity</i>			
Actions	Capital Cost Estimate	Operational Budget Impact	Timeframe to Complete
3.1.a Acquire acreage for multi-use trails for activities such as hiking, mountain biking, ATV, and equestrian.	TBD Per Acreage Cost Range	Staff Time	Long-Term
3.1.b Improve Poston Butte Hiking trails and walking paths by working collaboratively with County.	TBD Capital Cost Range	Staff Time	Mid-Term
3.1.c Ensure new development is connected with trails and greenways based on current plans, esp. with Active Transportation Plan.	TBD Per Mile Cost	Staff Time	Long-Term
3.1.d Connect Florence with Anthem/Sun City area via trail.	TBD Per Mile Cost	\$5,000	Long-Term
3.1.e Expand and improve existing pedestrian paths and bikeways to promote health, recreation and connectivity among neighborhoods.	TBD Per Mile Cost	\$1,000 per mile	Long-Term

Facilities/Amenities/Level of Service

Objective 3.2: Address opportunities for recreation center improvements

Actions	Capital Cost Estimate	Operational Budget Impact	Timeframe to Complete
3.2.a Pursue feasibility study for multi-generational recreation center.	\$57,000	Staff Time	Short-Term
3.2.b Provide space for classes, fitness/health, kitchen, gymnasium, senior programs, etc.	Feasibility will determine		Mid-Term
3.2.c Develop modern, ADA accessible fitness gym.	Feasibility will determine	Staff Time	Long-Term
3.2.d Sell or repurpose current fitness and senior facility, both of which need extensive repairs.	Capital Gains TBD	TBD	Long-Term

Facilities/Amenities/Level of Service

Objective 3.3: Build upon demand and success for pickleball

Actions	Capital Cost Estimate	Operational Budget Impact	Timeframe to Complete
3.3.a Consider building additional pickleball courts to accommodate demand.	Cost per Court	\$1,500 per court	Mid-Term

Objective 3.4: Plan and strategize for additional community parks

Actions	Capital Cost Estimate	Operational Budget Impact	Timeframe to Complete
3.4.a Identify land and acquire space for community/pocket parks in North Florence.	TBD \$30K-\$40K/a.c.	Staff Time	Long-Term
3.4.b Develop strategy for utilization of Development Impact Fees.	N/A	Staff Time	Long-Term

Objective 3.5: Address accessibility

Actions	Capital Cost Estimate	Operational Budget Impact	Timeframe to Complete
3.5.a Develop ADA transition plan for parks and facilities to accommodate the 12 - 18% of population who require ADA accessibility.	TBD	Staff Time	Short-Term

Facilities/Amenities/Level of Service

<i>Objective 3.6: Plan for existing and future park amenity improvements</i>			
Actions	Capital Cost Estimate	Operational Budget Impact	Timeframe to Complete
3.6.a Plan and provide shade structures in facilities and parks.	Cost per Ramada	Staff Time	Short-Term
3.6.b Develop a replacement program for amenities in need of repair/replacement (Examples: benches, trash cans, etc.)	Cost per amenity (bench, trash cans, etc.)	Staff Time	Mid-Term
3.6.c Establish Town standards for all amenities to ensure consistent styles, brands, etc. are at used throughout the facilities	N/A	Staff Time	Mid-Term
<i>Objective 3.7: Improve partnerships and relationships to increase level of service</i>			
Actions	Capital Cost Estimate	Operational Budget Impact	Timeframe to Complete
3.7.a Create strong partnerships with alternative providers through public private partnerships to increase service and provide specialized programs, as well as increase quality and quantity of youth sports.	N/A	Staff Time	Mid-Term
3.7.b Create opportunities to better utilize existing resources to offer inclusive programs and events.	N/A	Staff Time Volunteers	Mid-Term

Financial

Objective 4.1: Consider financing opportunities for capital funding, future growth , and improvement projects

Actions	Capital Cost Estimate	Operational Budget Impact	Timeframe to Complete
4.1.a Consider bond referendum for future capital projects.	TBD	Staff Time	Long-Term
4.1.b Increase resources towards grants and/or philanthropic efforts.	N/A	Staff Time Or \$30,000 new position	Mid-Term
4.1.c Ensure staff, utility, and supply budgets increases with new development and improvements.	N/A	3% per year minimally	Mid-Term

Objective 4.2: Reevaluate current budget policies and consider establishing new policies that address future growth and development

Actions	Capital Cost Estimate	Operational Budget Impact	Timeframe to Complete
4.2.a Establish fund or funds to ensure deferred maintenance, repair, replacements and capital projects are addressed and funded properly.	N/A	Staff Time	Long-Term
4.2.b Ensure cost recovery policy consistently guides pricing for programs, special events, rentals, and public private partnerships.	N/A	Staff Time Or \$40,000 if contracted	Mid-Term

ACTION PLAN- SITE-SPECIFIC PARKS

Main Street Park

Objective 1.1: Consider Plans and Improvements to address Main Street Park

Actions	Capital Cost Estimate	Operational Budget Impact	Timeframe to Complete
1.1.a Ramadas- poor condition	\$230,000	N/A	
1.1.b Site Furnishings- poor condition	\$25,000	N/A	
1.1.c Restrooms- need for a facility to enhance the park	\$150,000	Staff Time	
1.1.d Circulation- improve circulation/walkways to amenities, improve ADA accessibility throughout the park and provide site lighting	\$145,000	N/A	

Little League Park

Objective 2.1: Consider Plans and Improvements to address Little League Park

Actions	Capital Cost Estimate	Operational Budget Impact	Timeframe to Complete
2.1.a Field and Dugout - Updated for irrigation, field layout, fencing, and dugouts. Existing conditions do vary from good condition to poor such as the home side dugout which has extensive termite damage. Replace lighting.	\$510,000	Staff Time	
2.1.b Dog Park Amenities- Replacement plan for equipment. Repair/replace water fountain. Add Lighting to dog park.	\$128,000	Staff Time	
2.1.c Ball Park Amenities- Restroom has plumbing issues, access issues, and vandalism. Add Shade structures. Replace Concession Stand.	\$518,000	Staff Time	

Heritage Park *Capital Estimates TBD

<i>Objective 3.1: Consider Plans and Improvements to address Heritage Park</i>			
Actions	Capital Cost Estimate	Operational Budget Impact	Timeframe to Complete
3.1.a Restrooms/Concessions- Restroom has plumbing issues, access issues, and vandalism. Replace Concession Stand.		Staff Time	
3.1.b Park Amenities- Ball field fencing and gates have areas of wear and gates that are not functioning properly. Ramadas are dated, some minor structural damage, need lighting. Overall lighting could be added and updated throughout the park to enhance user experience and safety. Amenities are in a fair condition but could definitely be refreshed and updated to current park standards and trends. Add Shade structures.		Staff Time	

Heritage Park *Capital Estimates TBD

3.1.c Irrigation System- Nearing end of life cycle and should be replaced.		Staff Time	
3.1.d Parking Lot- Areas of cracking and deterioration, no shade, no real definition of circulation and vehicle containment.		Staff Time	
3.1.e Accessibility- There is not ADA accessible access to all park amenities. Walking pathways (loops) could be added to enhance user experience.		Staff Time	

NEXT STEPS

Next Steps

- September 23, 2019
 - Town of Florence to provide GreenPlay final edits of the Draft
- November/December 2019
 - Schedule Final Presentation/Plan Delivery

Questions?



Parks and Recreation Comprehensive Plan Florence, Arizona

DRAFT
August 2019



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1 Purpose and Background: Plan Introduction

A. Purpose of this Plan

The Parks and Recreation Comprehensive Plan is a critical tool that helps guide the Florence Community Services Department. The Department's current Parks, Trails, and Open Space Master Plan was adopted in 2008. This plan will update the current 2008 document and will provide direction to the Department in the provision of facilities, programs, and services.

Project Vision

The primary role of the process is to engage the community in a meaningful way. Implementing this plan will increase the quality of life in the Town of Florence by allowing the community to take an active role in identifying future needs for parks and recreation services.



In addition, the Comprehensive Plan will also recommend improvements to three existing park sites to address the current and future needs of the community. Those park sites include Heritage Park, Little League Park, and Main Street Park. Community involvement and needs analysis helped to guide planning efforts for each site.

Critical Success Factors

The Town, along with the consultant team, identified critical success factors that would lead to a successful plan. Those critical success factors include:

- Involve the community throughout the process and seek their input, while communicating with them in all decision making as the plan progresses.
- Identify priorities that take into account the cultural, economic, and physical conditions that make up the community.

- Identify overlaps or gaps between the Town system and those offered by other service providers.
- Provide a plan that encompasses prioritization of park and facility needs and review existing guidelines for Trails and Open Space.
- Provide recommendations that will best address livability and enhance economic vitality.
- Identify sustainable strategies.
- Identify opportunities/improvements for partnerships.
- Benchmark best practices between the Town of Florence and other communities of similar size and demographics.
- Identify trends that will impact the community in the next 10 years and how they will impact the community.

Site-Specific Master Plans

The success of the site-specific plans include determining the most appropriate improvement for each park that will increase the current and future needs of the community. The Town will actively engage the community through focus groups and take into account feedback in designing each park site. The probable costs for each park site improvement will be identified in order for the Town to move forward with appropriate budgeting steps to meet the needs of the community.

The following site-specific critical success factors were determined to deliver the most appropriate improvements for each site:

Heritage Park

- Determine upgrades that are most appropriate for the site.
- Address safety or needed repair to ball field fencing and dugouts.
- Design a destination playground and most appropriate site for the element.
- Determine other amenities that best fit the need of the park, including skate park, basketball, sand volleyball, and horseshoe pits.
- Evaluate connectivity, specifically from the south and to Main Street.
- Address the lack of irrigation system and best solution to this problem.
- Determine if additional 1.5 acres is most appropriate for use as a maintenance yard.

Main Street Park

- Determine upgrades that are most appropriate for the site.
- Provide maintainable turf area that minimizes overspray in unnecessary areas of the park including park elements.
- Determine if permanent acquisition, or long-term lease, is most appropriate for the Town.

Little League Park

- Identify most important improvements to address safety.
- Determine if removal of maintenance yard to add additional parking is beneficial.
- Keep in place historic structure and ball field fence line at 200 feet.
- Maintain a park site that takes into account the importance of the downtown community and its importance to the community.

B. History of Department

Florence is the county seat of Pinal County and one of the oldest towns in the county. Florence is regarded as a National Historic District with over 25 buildings listed on the National Register of Historic Places. The Community Services Department has a long history of providing quality services to the community. The development of Heritage Park began with an Arizona State Parks Heritage Grant in 1993. The first phase of development on the 25-acre park included two ball fields with lights and a restroom/concession building. The next phase, made possible through a federal Land and Water Conservation Fund (LWCF) grant, included basketball courts and lighting.



Rapp Saloon (Historic Building)
Credit: Wikimedia Commons

Through the early 2000s, the Town developed the Florence Aero Modeler Park in cooperation with the Florence Aero Modeler Club. The runway and related amenities were dedicated Bohn Field in honor of Lyle Bohn, the aero modeler club president that lobbied the Town and led to the development of the facility. In 2008, the Florence Aero Modeler Park was recognized with the Outstanding Facility Award (population under 25,000) from the Arizona Parks and Recreation Association.

From 2010 to the present, the Town accomplished many milestones in developing parks and facilities for the community, including the following accomplishments:

- 2014: The Town developed Padilla Park behind the historic Silver King Hotel. The pocket park is named after Ophelia Padilla, who owned the land and worked with the Town to make it a park. The 1 ½-acre park contains open turf, a concrete pad for entertainment, restrooms, picnic tables and a seasonal splash pad.
- 2014: The Town added lights to Heritage Park Ball Field #3.
- 2015: Opening of Aquatic Center on July 4th. The facility includes two bodies of water, a competition pool with diving well, a play pool with water slides and an aquatic play unit, a bathhouse with locker rooms, and a meeting room.
- 2015: The Library and Community Center opened on August 31st. The 28,000 square foot building includes the public library, spacious lobby, meeting rooms, teen room, craft room, study rooms, and administrative office for the parks and recreation department.
- 2015: Padilla Park was recognized with the Outstanding Facility Award (population 25,000-100,000) from the Arizona Parks and Recreation Association.
- 2016: The Town celebrated 150 years since its founding in 1866. Parks and Recreation took the lead in coordinating many of the activities, culminating with a New Year's Eve Celebration in Historic Downtown.
- 2017: The Florence Community Library merged with Parks and Recreation under the new Community Services Department.

FLORENCE COMMUNITY SERVICES MISSION, VISION, AND VALUES STATEMENT

MISSION:

Provide programs, services and facilities that enrich the quality of life for all residents.

VISION:

The Town of Florence, Arizona has a rich and diverse history while serving as the county seat for Pinal County. Florence Parks and Recreation Department recognizes the town's heritage and emergence as a regional leader, and embraces our role in providing quality of life experiences for our citizens and visitors. We will continue to provide quality, affordable programming and events, as well as picture perfect parks and other park and recreation facilities. The Department will provide complete recreation centers, new and expanded parks and safe, developed trails. Parks and Recreation will continue to be a major partner in tourism opportunities as well as economic and cultural prospects.

VALUES:

Exceptional Customer Service

We are committed to providing you, our residents and visitors, with the level of service you deserve.

Professionalism

We are committed to parks and recreation and strive to be the best professionals we can be through continuing education, training and certifications.

Partnerships

We are committed to working with organizations that align with our Mission, Vision, and Values to provide programs, services and facilities and prevent duplication.

Health and Wellness

We are committed to providing programs, parks and facilities that improve the health and wellness of our residents.

Quality

We are committed to providing high quality programs, parks and facilities at a reasonable cost for residents and visitors.

Fun!

We are committed to helping our residents and visitors have fun, while participating in our programs or visiting our parks and facilities.

C. Department Overview

The Town of Florence employs 18 full-time, 34 part-time and 40 temporary/seasonal staff to operate the Community Services Department. The Department oversees park maintenance and recreational programming in various capacities including:

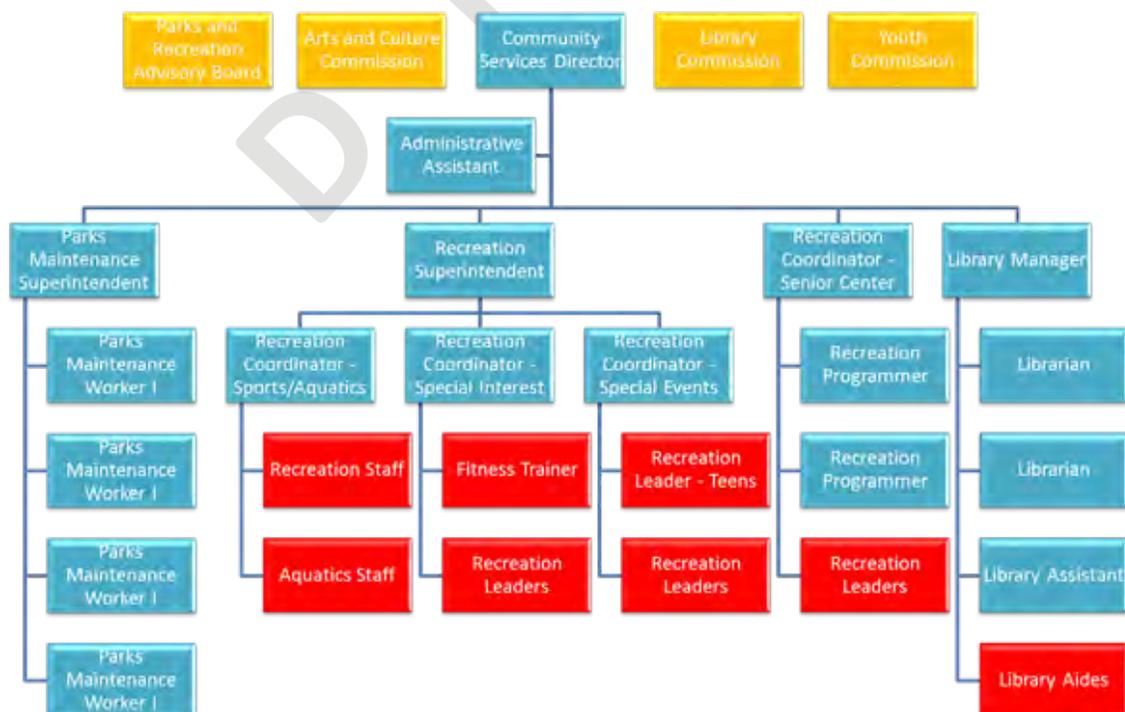
- Aquatics
- Sports
- Special interest classes
- Special events
- Senior activities
- Library

In addition to programming, the Department manages the following parks and amenities:

- Heritage Park
- Little League Park
- Main Street Park
- Padilla Park
- Poston Butte
- Aero Modeler Park
- Whitlow Rodeo Grounds
- Florence Aquatic Center
- Fitness Center
- Florence Library and Community- Center
- Dorothy Nolan Senior Center
- Jaques Square
- Arriola Square
- RV Parking

The Department has four board/commissions that assist and provide input in terms of operation: Parks and Recreation Advisory Board, Arts and Culture Commission, Library Commission, and Youth Commission. The Community Services Director oversees the operation of the Department and has four employees that report directly, including the Parks Maintenance Superintendent, the Recreation Superintendent, the Recreation Coordinator-Senior Center, and the Library Manager. Each of these four employees have the benefit of additional full-time, part-time staff, and seasonal/temporary staff to administer programs and operate and maintain facilities and amenities in their area of responsibility as noted in the organization structure of the Department (*Figure 1*).

Figure 1: Town of Florence Organizational Chart



D. Related Planning Efforts and Integration

As part of the information gathering phase, information from recent and current planning work has been integrated into the plan, including (but not limited to):

- Florence Transportation Plan
- North-South Corridor Study
- Bicycle, Pedestrian, and Trails Active Transportation Plan
- Safe Routes to School
- North End Framework Vision Plan
- Florence Historic District
- Town Council Strategic Plan 2017-2022
- Territorial Square Zoning District
- Pinal County Open Space and Trails Master Plan
- Pinal County CAP Recreation Trail Master Plan
- Department organizational structure and service levels
- Intergovernmental agreements related to park and facility use
- Department Fee Philosophy and Pricing Policy
- Other plans, budgets, forecasts, and other information as applicable

E. Methodology of this Planning Process

The process utilized in developing this Comprehensive Plan included the formation of an integrated project team of select staff from the Town of Florence, the consultant team of GreenPlay, J2 Engineering, Matrix Design, RRC Associates, and local Town leadership and stakeholders. The project team provided detailed input to the consultant team throughout the project. This process allowed a collaborative approach to create a plan that blends consultant expertise with the local knowledge of community members and stakeholders.

The development of this plan included the following tasks:

- Document Collection and Review
- Needs Assessment
- Community Engagement
- Organizational/Program Analysis
- Financial Analysis
- Facility Inventory and Level of Service Analysis
- Recommendations: Goals, Objectives, and Action Plan

Document Collection and Review

The Town of Florence provided the consultants with information related to Department operations to assist with the analysis and preparation of the plan including:

- Facility inventory
- Parks inventory
- Programs
- Other service providers
- Department operations
- Department budget
- Policies and procedures
- Previous planning efforts
- Comparative analysis

Needs Assessment and Analysis

- Consideration of the profile of the community and demographics, including population growth and projections of demographic changes expected to occur and influence the Town population
- Further analysis of the statistically-valid community interest and opinion survey as well as open link survey
- Research trends related to Florence and the surrounding communities and national, regional, and local lifestyle trends to help guide the efforts to improve the delivery of parks and recreation services

Community Engagement

Providing a variety of methods for the community to participate results in useful data for analysis, using the following methods:

- Focus groups
- Stakeholder meetings
- Community-wide public meetings
- Statistically-valid community interest and opinion survey
- Open link survey

Organizational/Program Analysis

- Evaluation of current program offerings
- Statistically-valid community interest and opinion survey
- Identification of alternative providers
- Identification of potential partner organizations
- Identification of opportunities that exist for expansion and improvement within the Department

Financial Analysis

- Review of current operational and CIP budgeting process
- Introduction and evaluation of potential financing and cost recovery opportunities
- Analysis of financing future park site development and CIP needs

Facility Inventory and Level of Service Analysis

A full inventory of parks and facilities using existing mapping and on-site visits to verify amenities and assess the condition of the facilities and surrounding areas, along with the following assessments:

- Interviews with staff to provide information about parks and recreation facilities and services, along with insight regarding the current practices and experiences in serving residents and visitors
- Identification of alternative providers of recreation services to determine market needs and opportunities in the area for potential new facilities and services
- Targeting a level of service that is both feasible and aligned with the desires of citizens as expressed through the statistically valid survey and other public outreach methods

Recommendations: Goals, Objectives, and Action Plan

- Identification and categorization of recommendations into themes with goals, objectives, and an action plan for implementation
- Development of an action plan for capital improvements, including operational impacts, and timeframe to support the implementation of the plan

The process allows the Town to understand the current context of the Department and the community with regard to parks, recreation, and open space. All individuals in the community have an opportunity to provide input through community meetings, the open link survey, and public meetings. All information gathered through the process is taken into account to identify the needs and desires of the community and used to construct a plan that will benefit the Town of Florence for the next ten years, while addressing the anticipated projected growth of the community.

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2 Identified Needs of the Florence Community

A. Demographic Profile

By analyzing population data, trends emerge that can aid decision-making and resource allocation strategies for the provision of parks, recreation, and open space management. This demographic profile was compiled in April 2019 from a combination of sources including the Esri Business Analyst, American Community Survey, Maricopa Association of Governments, the U.S. Census, and other planning documents. The following topics will be covered in detail in this report:

Population	Age and Gender Distribution	Ethnic/Racial Diversity	Household Income	Education and Employment	Health Ranking
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Population and Demographic Trends

Figure 2: Florence Population Boundary Map



Growth rates can be a strong comparative indicator of an area's potential for economic development. According to the U.S. Census, from 2000 to 2010, the population of Florence grew by about 0.6 percent annually each year. Between 2010 to 2018, the growth rate increased to 0.91 percent. That number is projected to increase to about 1.04 percent between 2018 and 2023, as seen in **Figure 3** on the following page.

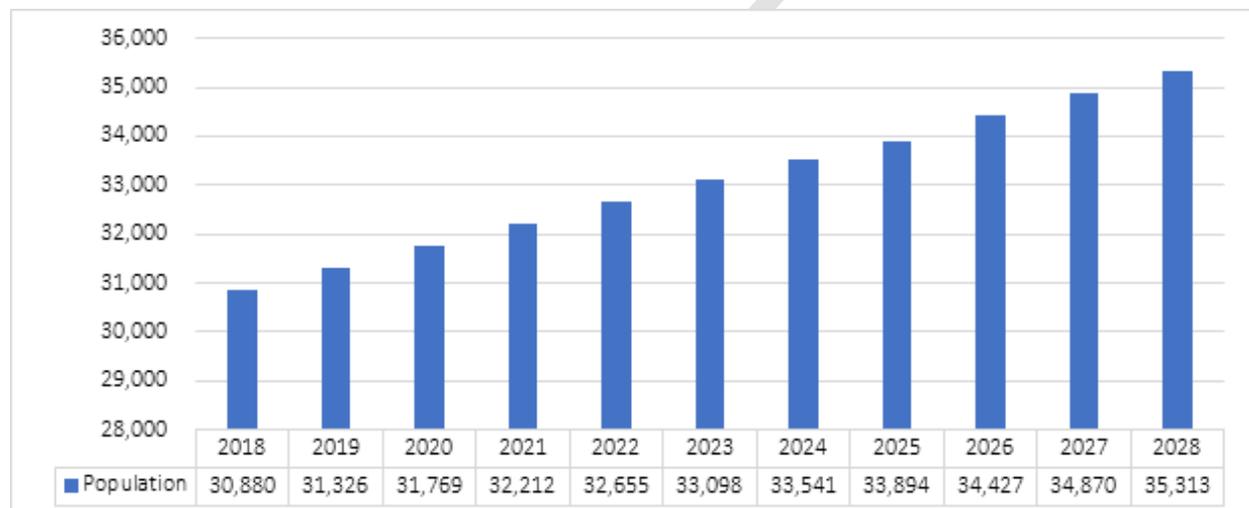
According to the Development Impact Fee Update (DIF) Report, in 2018 Florence had an estimated population of 30,880. This included the prison population. However, the population without including the prison population is estimated at 10,377. That number was projected to increase consistently for the next ten years.

By 2028, the population is expected to reach 35,313, an increase of over 4,000 people, as seen in **Figure 4**.

Figure 3: Projected Population Annual Growth Rates (2018 – 2023)



Figure 4: Town wide Projected Population



Source: U.S. Census Bureau

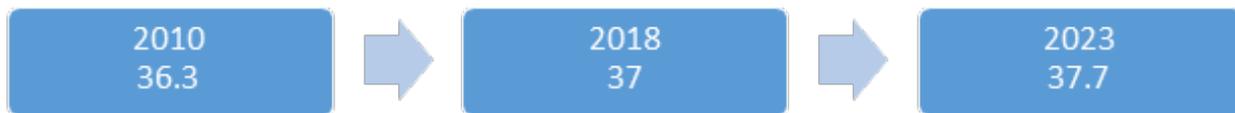
Age & Gender Distribution

Looking first at gender, Florence is primarily male (77%) compared to female (23%). However, it is important to understand the reasons behind the imbalance of sexes. Arizona State Prison has an all-male facility in Florence that, according to Pinal Central, housed 10,047 prisoners. In 2017, that number decreased to 9,770. Therefore, it makes sense that the male population as a whole is over 75 percent.

	Florence, AZ	Arizona	USA
2018 Female Population (%)	23.14%	50.32%	50.77%
2018 Male Population (%)	76.86%	49.68%	49.23%

The median age in Florence in 2018 was 37 years old, which is almost the same as the median age of the state of Arizona (37.2). The median age in both Florence and the state is expected to increase by 1 to 2 years over the next five years.

Figure 5: Median Age of Florence Compared to State of Arizona between 2010 and 2023

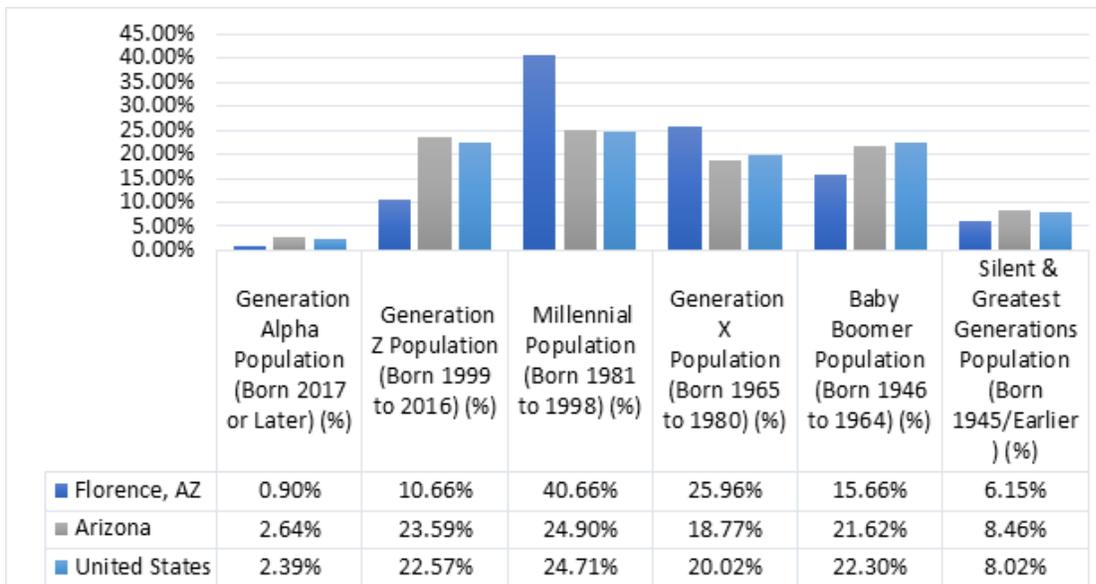


Source: Esri Business Analyst

The prison population not only impacts the distribution of gender, but also of age. In 2018, Florence had more populations in the Baby Boomers and Silent/Greatest Generations than the state of Arizona and the United States. Baby Boomers are considered as those between the ages of 54 and 72 years old, while those in the Silent Generation are between 72 and 90 years old. This means that roughly 33 percent of the population was born before 1964. However, Millennials – which are those born between 1981 and 1996 made up the greatest percentage of the population, at 26 percent.

Generation Alpha	~ Born 2010 - ?
Generation Z	~ Born 1997 - 2010
Millennials	Born 1981 - 1996
Generation X	Born 1965 - 1980
Baby Boomers	Born 1946 - 1964
Silent Generation	Born 1928 - 1945

Figure 6: 2018 Generational Breakdown in Florence

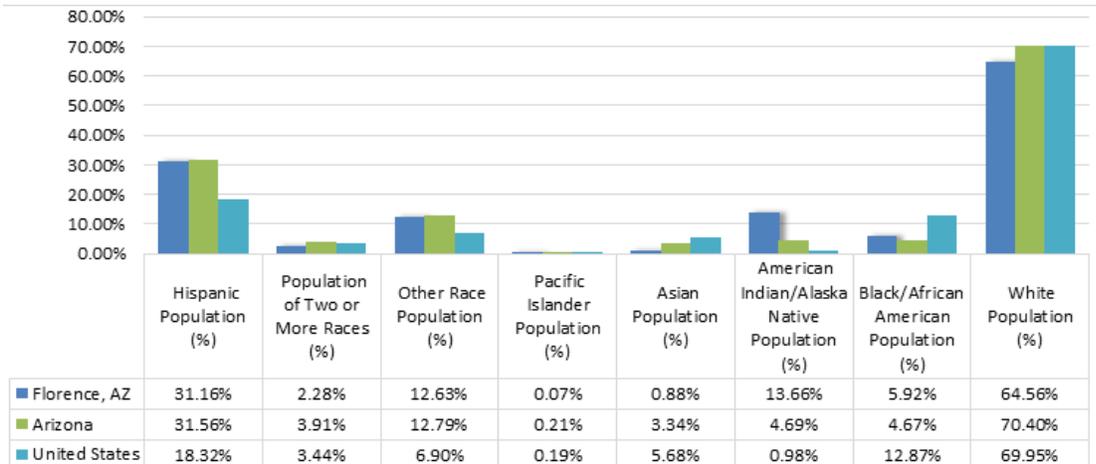


Ethnic/Racial Diversity

In the United States, communities are generally becoming more diverse. Before comparing this data, it is important to note how the U.S. Census classifies and counts individuals who identify as Hispanic. The Census notes that Hispanic origin can be viewed as the heritage, nationality, lineage, or country of birth of the person or the person’s parents or ancestors before arrival in the United States. In the U.S. Census, people who identify as Hispanic, Latino, or Spanish may be of any race and are included in all of the race categories.

Figure 7 reflects the approximate racial/ethnic population distribution. In 2018, the Florence population was primarily made up of White/Caucasians (65%) residents; however, almost a third of the population identified as Hispanic. Approximately 14 percent were of American Indian/Alaska Native population, while over 12 percent said that they were of “some other race.”

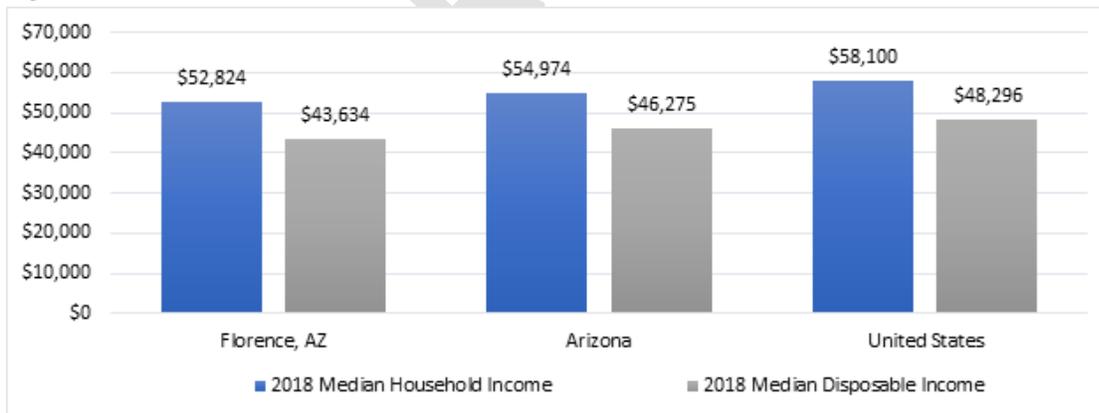
Figure 7: 2018 Racial/Ethnic Diversity of Florence



Household Income

The next section of this report looks at median household income and net worth. Florence households bring in a median income of \$52,824 a year, compared to the state of Arizona at \$54,974 and the United States at \$58,100. The median and disposable income is similar between all three areas of comparison.

Figure 8: 2018 Estimated Median Income



Another comparison of households shows that roughly nine percent of Florence residents receive Food Stamps, compared to 13.25 percent in the state of Arizona. The average in the United States was similar to that of the state of Arizona.

Variable	Florence, AZ	Arizona	USA
2012-2016 ACS Households Receiving Food Stamps/SNAP (%)	9.23%	13.25%	13.05%

Education & Employment

Analyzing the highest levels of educational attainment indicates that only 15 percent of Florence residents had a college degree. Of significance, 12 percent of the population had completed less than 9th grade, compared to only an approximate five percent in Arizona and the United States. According to a report by the Bureau of Justice Statistics entitled “Education and Correctional Populations,” only 20.5 percent of state prisoners on average had completed their high school diploma. The prison population influenced the education levels in Florence.

Table 1: 2018 Florence Educational Attainment

Level of Education	Florence	Arizona	USA
Graduate/Professional Degree (%)	4.58%	11.07%	12.18%
Bachelor's Degree (%)	4.73%	18.39%	19.60%
Associate's Degree (%)	5.62%	8.46%	8.45%
Some College/No Degree (%)	27.07%	25.51%	20.52%
GED/Alternative Credential (%)	12.35%	3.81%	3.96%
High School Diploma (%)	17.38%	19.81%	23.00%
9-12th Grade/No Diploma (%)	15.80%	7.43%	7.07%
Less than 9th Grade (%)	12.46%	5.52%	5.22%

According to the Maricopa Association of Governments, employment in the area is expected to increase significantly. From 12,200 jobs in 2015 to an expected 44,000 jobs in 2050, Florence and the surrounding communities will offer many more employment opportunities.

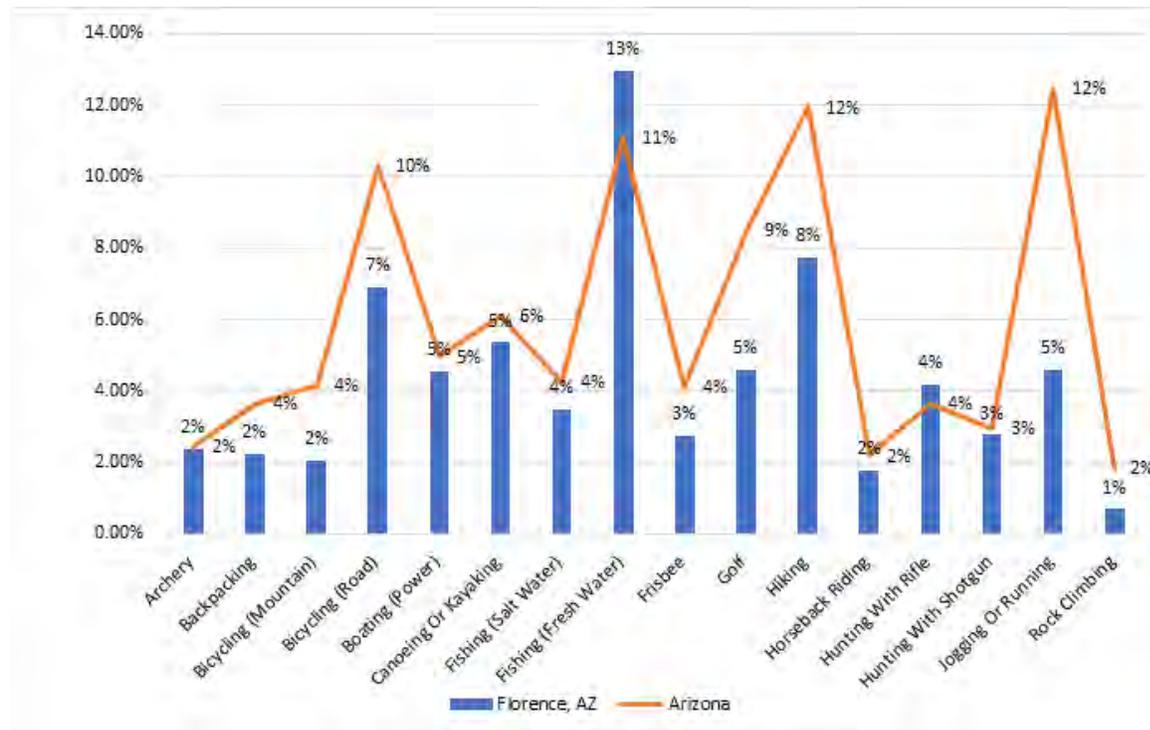
B. Park and Recreation Influencing Trends

The changing pace of today’s world requires analyzing recreation trends from both a local and national level. Understanding the participation levels of the town residents, using data from the U.S. Census Bureau, combined with research of relevant national recreation trends, provides critical insights that help to plan for the future of parks and recreation. These new shifts of participation in outdoor recreation, sports, and cultural programs are an important component of understanding and serving your community. The following are highlights of the trends most relevant to the Town of Florence. A full report has been provided to the Town as a staff document that provides more detailed information.

Outdoor Recreation Behavior

In **Figure 9**, data from ESRI Business Analyst shows popular outdoor recreation activity participation by households in Florence. Compared to the state, Florence had higher participation in hiking and jogging/running than the state. The only activity that Arizona had higher participation was fresh water fishing, hunting (with rifle), and power boating.

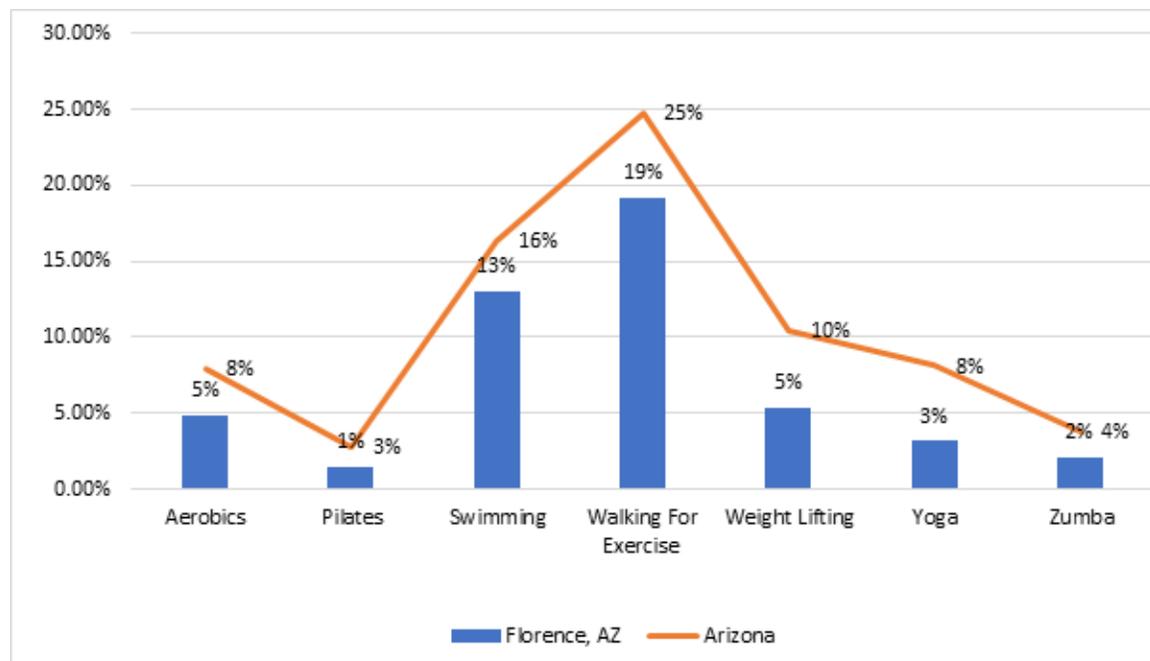
Figure 9: Outdoor Recreation Behavior of Florence compared to the State of Arizona



Fitness and Health Behavior

The figure below shows household participation in various fitness activities. Participation was relatively consistent in Florence than it was in the state of Arizona, with the only major difference being “Walking for Exercise” was more popular in Florence.

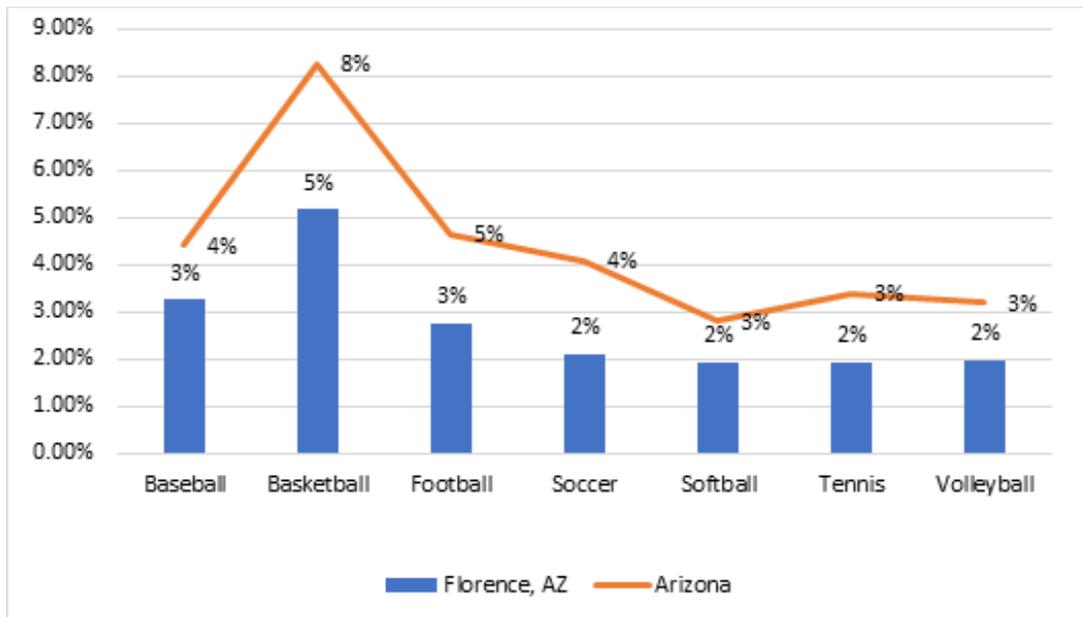
Figure 10: Fitness and Wellness Participation of Florence compared to the State of Arizona



Team Sport Participation

According to census data, households in Florence had high participation in basketball. All other sports had moderate participation that was consistent with participation in the state.

Figure 11: Team Sport Household Participation in Florence compared to State of Arizona

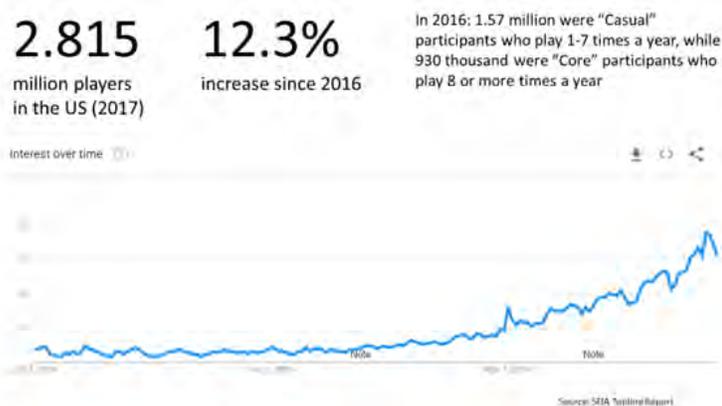


Trends Relevant to Florence

The following summary highlights trends that were identified as key takeaways from the public meetings and community input. A more detailed summary that includes additional trends that may be beneficial to the Town has been provided as a staff document.

Pickleball

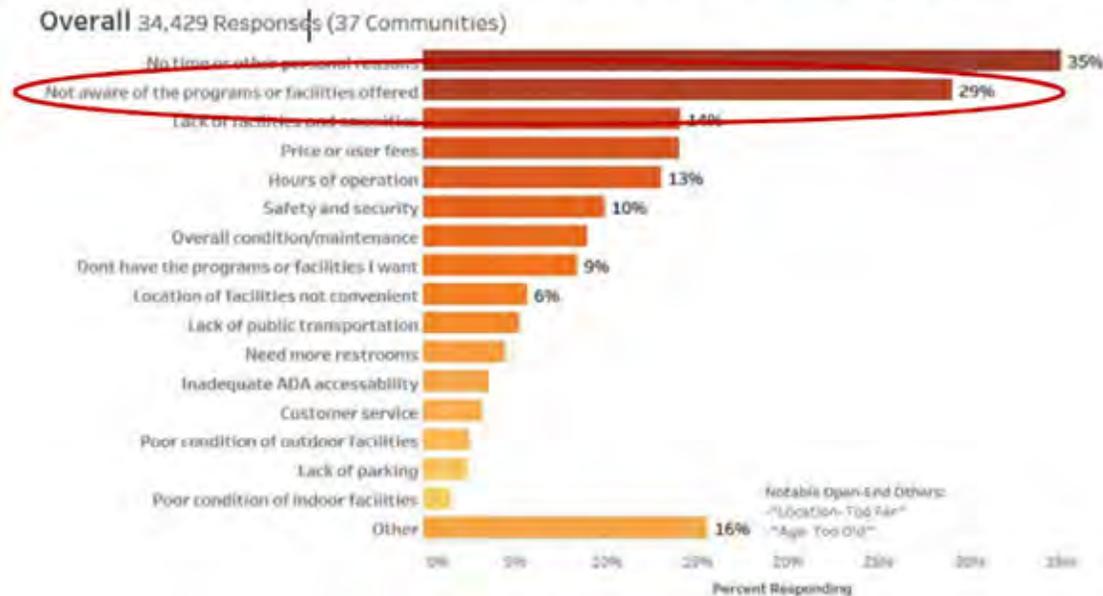
Pickleball continues to be a fast-growing sport throughout America. Considered a mix between tennis, ping-pong, and badminton, the sport initially grew in popularity with older adults. However, now the sport is being taught in schools across the country. Pickleball will continue to grow, judging by its growth in just the last several years. From 2016 to 2017, pickleball grew 12.3 percent to 2.815 million players. Dedicated pickleball courts are desired by avid players, rather than playing on striped tennis courts.



Marketing and Social Media

Awareness of parks and recreation services is critical to the success of any agency. According to a study in collaboration with the National Recreation and Park Association and GP RED of approximately 35,000 responses, one of the primary reasons that patrons do not participate in programs and services is due to lack of awareness.

If you or anyone else in your household DOES NOT use parks or recreation offerings, why not?



In today's modern world, there is ample opportunity to promote and market parks and recreation services. It begins with a needs assessment that details how the community prefers to receive information. Then, a marketing plan should be developed that is catered to the agency's resources, including staff, time, and budget. This should guide the agency for one to three years.

Technology has made it easier to reach a wide-reaching, location-dependent audience, which can be segmented by demographics. However, it has also caused a gap in the way parks and recreation agencies are able to communicate. Agencies around the country have previously not dedicated substantial funding to marketing; however, it is becoming a critical piece to receiving participants. Without dedicated staff and support, it is difficult to keep up with social media trends, which seem to change daily. Furthermore, with an overarching desire to standardize a municipality's brand, there may be limitations to the access and control that a parks and recreation agency has over its marketing. It is essential that professionals become advocates for additional resources, training, and education. Having a strong presence on social networks, through email marketing, and through traditional marketing will help enhance the perception from the community.

Signage and Wayfinding

To increase perception and advocacy, a parks and recreation professional needs to prioritize opportunities that impact the way the community experiences the system. This can start with signage, wayfinding, and park identity. The importance of signage, wayfinding, and park identity to encourage awareness of locations and amenities cannot be understated. A park system impacts the widest range of users in a community: reaching users, and non-users, across all demographic, psychographic, behavioral, and geographic markets. In a more narrow focus, the park system is the core service an agency can use to provide value to its community (ex. partnerships between departments or commercial/residential

development, high-quality and safe experiences for users, inviting community-landscaping contributing to the overall look or image of the community). Signage, wayfinding, and park identity can be the first step in continued engagement by the community, and a higher perception or awareness of a park system, which can lead to an increase in health outcomes.

Cary, North Carolina, provided samples of how the Town chose to implement a cohesive and comprehensive Wayfinding, Signage, and Identity Plan, with images included on the following pages. The key elements are that each sign and wayfinding device provides a cohesive identity that help residents identify parks and recreation holdings and point to their awareness. In a city of trees, such as Cary, staff believes this has greatly helped resident knowledge and awareness.

Figure 12: Cary, NC Site-Specific Signage

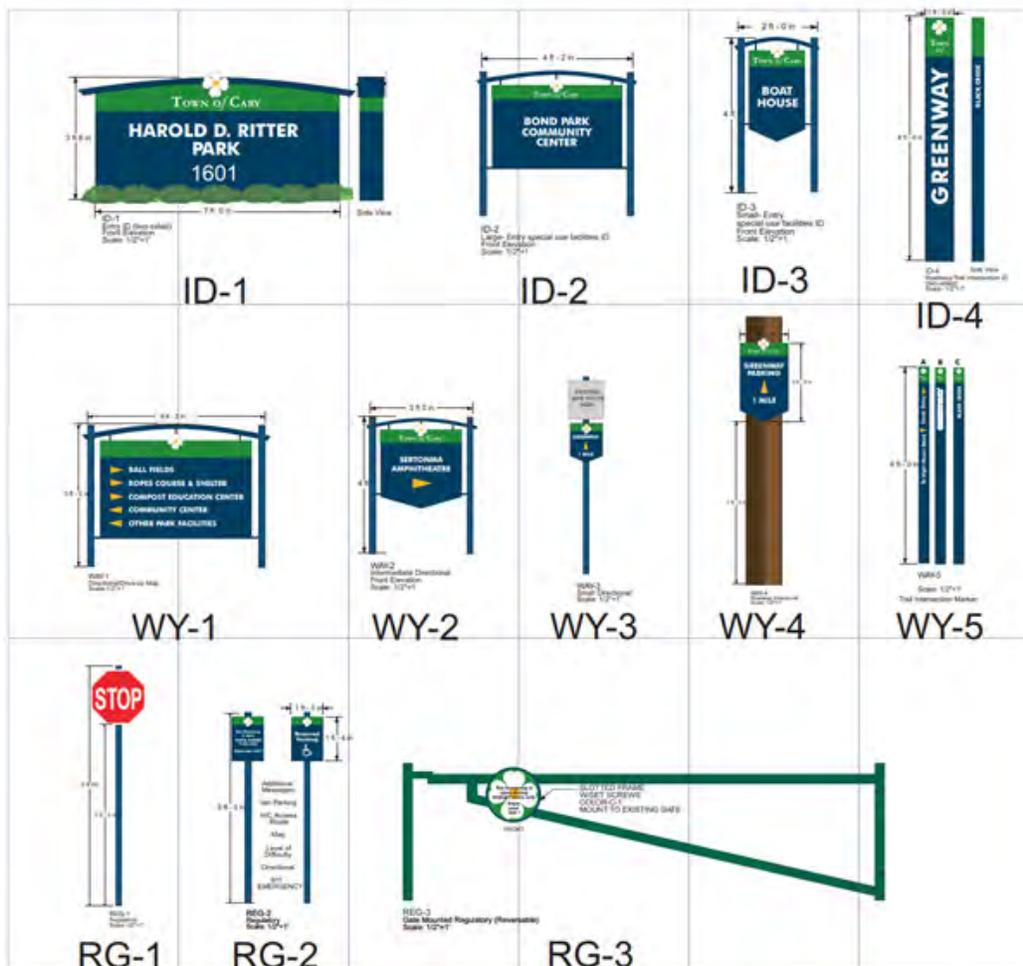
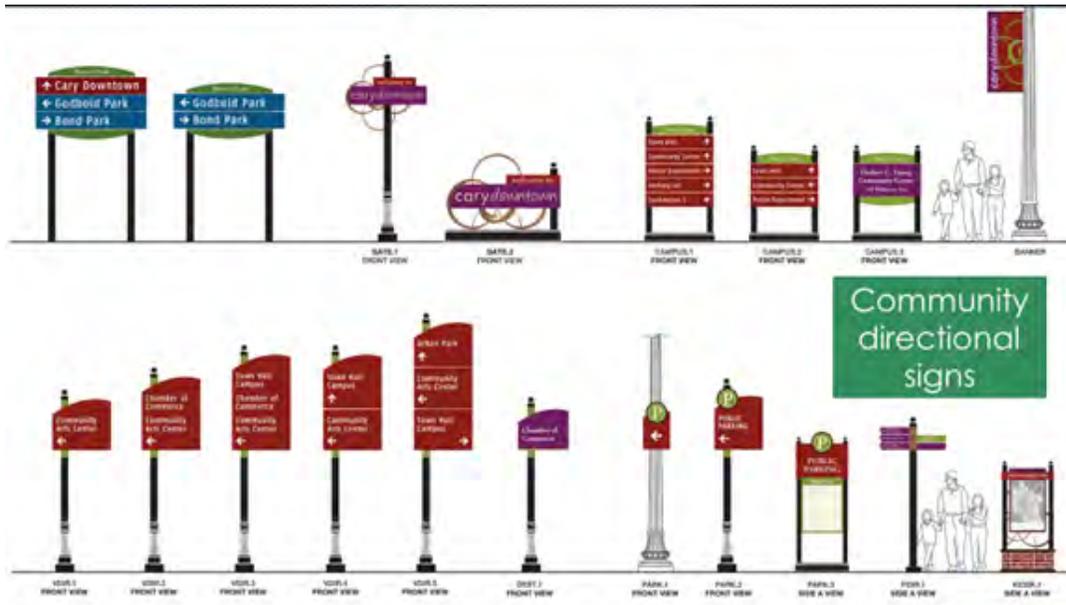


Figure 13: Cary, NC Community Directional Signage



Economic and Health Benefits of Parks

In 2017, the Outdoor Industry Association estimated that national consumer spending on outdoor recreation generated \$887 billion in consumer spending, and directly supported 7.6 million jobs.

- Trails, parks, and playgrounds are among the most important community amenities considered when selecting a home.
- U.S. Forest Service research indicates that when the economic benefits produced by trees are assessed, the total value can be two to six times the cost for tree planting and care.¹
- Nearly half of active Americans regard outdoor activities as their main source of exercise.²

“The Benefits of Parks: Why America Needs More City Parks and Open Space,” a report from the Trust for Public Land, makes the following observations about the health, economic, environmental, and social benefits of parks and open space³:

- Physical activity makes people healthier.
- Physical activity increases with access to parks.
- Contact with the natural world improves physical and psychological health.
- Residential and commercial property values increase.
- Value is added to community and economic development sustainability.
- Benefits of tourism are enhanced.
- Trees are effective in improving air quality and act as natural air conditioners.
- Trees assist with storm water control and erosion.
- Crime and juvenile delinquency are reduced.
- Recreational opportunities for all ages are provided.
- Stable neighborhoods and strong communities are created.

1 Nowak, David J., “Benefits of Community Trees,” Brooklyn Trees, USDA Forest Service General Technical Report

2 Outdoor Recreation Participation Report 2016

3 Paul M. Sherer, “The Benefits of Parks: Why America Needs More City Parks and Open Space,” The Trust for Public Land, San Francisco, CA, 2006

National Healthy Lifestyle Trends

The population of the United States is becoming more diverse. As demographics are experiencing an age and ethnic shift, so too are landscapes, daily lifestyles and habits changing. The number of adults over the age of 65 has increased, and lifestyle changes have encouraged less physical activity; collectively these trends have created profound implications for the way local governments conduct business. Below are examples of trends and government responses. More and more, local governments are accepting the role of providing preventative health care through park and recreation services. The following facts are from an International City/County Management local government survey⁴:

- Eighty-nine percent (89%) of respondents' parks and recreation departments should take the lead in developing communities conducive to active living.
- Eighty-four percent (84%) had already implemented recreation programs that encourage active living in their community.
- The highest priority selected for the greatest impact on community health and physical inactivity was a cohesive system of parks and trails and accessible neighborhood parks.

Preventative Health

Research has shown conclusively that parks and recreation agencies can use systems thinking approaches to have a beneficial effect on modifiable health factors by helping to address:

- Increase physical activity
- Enhance social and parental engagement
- Improve nutrition
- Better transportation and access to facilities and spaces
- Perceptions of personal and community safety
- Reductions of smoking, alcohol, and drug use

These factors can be addressed through collaborations with a variety of community partners or “actors,” such as schools, public health, medical, other governmental agencies, private and non-profit sectors.⁵

Figure 14: Healthy Community Approach



(Penbrooke, 2017)

⁴ “Active Living Approached by Local Government: Survey,” International City/County Management Association, <http://bookstore.icma.org/freedocs/Active%20Living%20and%20Social%20Equity.pdf>, 2004.

⁵ Penbrooke, T.L. (2017). Local parks and recreation agencies use of systems thinking to address preventive public health factors. (Doctoral Dissertation). North Carolina State University, Raleigh, NC. Retrieved from: <http://www.gpred.org/resources/> under PhD Dissertations.

Community Gardens

Communities around the country are building community gardens for a number of far-reaching environmental and social impacts. According to GreenLeaf Communities, which supports scientific research in environmental and human health, community gardens offer benefits including⁶:

Environmental	Social
<ul style="list-style-type: none"> • Reducing waste through composting • Improving water infiltration • Increasing biodiversity of animals and plants • Improve air and soil quality 	<ul style="list-style-type: none"> • Increase intake of vegetables and fruits • Promotes relaxation and improves mental health • Increases physical activity • Reduces risk of obesity and obesity-related diseases

Some studies show that community gardens can improve the well-being of the entire community by bringing residents together and creating social ties. This activity can reduce crime, particularly if gardens are utilized in vacant lots. In fact, vacant land has the opposite effect of community gardens, including increased litter, chemical and tire dumping, drug use, and decreased property values. By creating community gardens, neighborhoods can teach useful skills in gardening, food production, selling, and business. The National Recreation and Park Association published an in-depth guide to building a community garden in parks through the Grow Your Park Initiative,⁷ which can be found on the organization's website.



Community garden in Denver, Colorado

C. Community and Stakeholder Input

Community engagement and stakeholder input are valuable tools that provide the opportunity for residents, users, and all persons that have a stake in the community to offer input in the creation of the plan and future development of the Department. The Town wanted strong community engagement and plenty of opportunities for input during the planning process. For this plan, residents and stakeholders were invited to take part in three public meetings, four focus groups, and individual interviews during the information gathering stages in January 2019. The input provided by the community members assisted in developing the survey and needs assessment. In addition, citizens were provided the opportunity to review the findings and the draft documents as the plan came together.

During the information gathering stage, the residents provided their input to the strengths of the department and opportunities that they believe exist for making improvements. The following is a summary of the key findings from these meetings that provided additional information in the creation of the community survey.

⁶ Katie DeMuro, "The Many Benefits of Community Gardens" Greenleaf Communities, <https://greenleafcommunities.org/the-many-benefits-of-community-gardens>, accessed January 2019

⁷ Laurie Harmon and Laurel Harrington, "Building a Community Garden in Your Park: Opportunities for Health, Community, and Recreation." National Recreation and Park Association, https://www.nrpa.org/uploadedFiles/nrpa.org/Grants_and_Partners/Environmental_Conservation/Community-Garden-Handbook.pdf, accessed January 2019

Key Strengths

The strengths focus on identifying and celebrating what the Town of Florence is doing well and the image of the Department in the eye of the public. The following are highlights that capture the public's view of Florence's identified strengths.

The Department

- Approachable staff
- Strong leadership
- Great collaboration
- Teen council

Programs

- Diverse offerings
- Excellent special events
- Youth sports
- Programs brochure

Facilities

- Aquatics
- Library and community center
- Senior Center

Key Opportunities

In order to move forward and provide a plan over the next 10 years, it is important to understand what opportunities exist that the Town may be able to take advantage of to continue to offer quality services to the residents of Florence. Opportunities can consist in various forms, including creating new programs, improving current amenities, entering strategic partnerships, and many other avenues that can guide the department as the community grows.

The following are highlights that capture the public's view of Florence's identified opportunities:

Where are the Opportunities

- Advertising and communicating to public
- Extending facility hours for working residents
- Add multi-use trails and connector trails
- Update senior center and fitness center

Recreation Opportunities

- More special events
- More fitness programs
- Outdoor recreation
- Non-Traditional programming
- Teen programs

Recreation Amenities

- Multi use trails (hiking, biking, ATV, equestrian)
- Upgraded skate park
- Batting cages
- Improved community garden
- Outdoor auditorium
- Shuffleboard
- Multi-Generational Recreation Center
- Library and Community Center
- Senior Center

In addition to the understanding the strengths and opportunities for the Department, facilitated discussions lead to understand key issues within the community and identifying priorities for the next 5-10 years.

Key Issues and Values

- Historical Town, Traditional
- Multiple Generations of Families
- Family Oriented, Safest in Arizona
- Sensitivities to Perceived Level of Services
- Geographic Boundaries
- Small Town Atmosphere

Who is Underserved

- Teens and Tweens
- Outdoor Recreators
- Those without Transportation
- All Seniors
- Veterans
- Cyclists –No Safe Routes
- Unifying the Town as a whole

Priorities

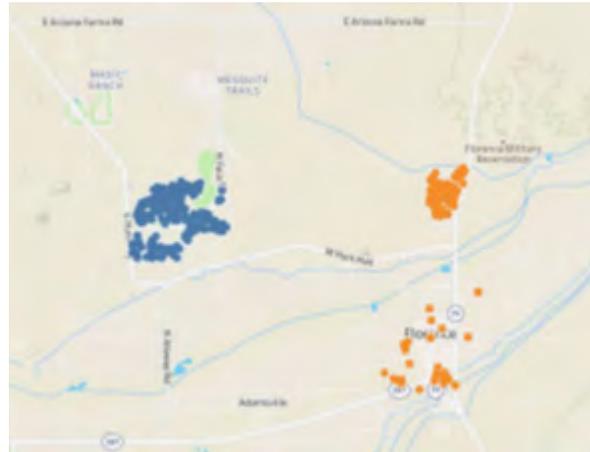
- Improve communication
- Add more community events
- Build cohesion
- Multi-Generational recreation center
- Outdoor recreation
- Connectivity through trails
- Focus on Economic Development

D. Community Survey Summary

The purpose of this study was to gather community feedback on the Town of Florence's facilities, programs, open space, trails, future planning, communication, and more. This survey research effort and subsequent analysis was designed to assist the Town of Florence in developing a plan to reflect the community's needs and desires. The following is a summary of the survey results; a full report has been provided to the Town as a staff resource document.

Throughout the preliminary analysis of Florence's data, results indicated there were two separate populations of the community based on their perspectives and usage of parks and recreation facilities:

- Those that live in the core area of Florence
- Those who are not in the core area of Florence (e.g., Anthem, Sun City)
- Using GIS software, results for the invitation sample were separated into two unique geographical areas of the community.
- Due to these major differences, the results are presented in three groups instead of only two:
 - 1) Invitation sample – Core area of Florence (referred to as “core respondents”) – in blue
 - 2) Invitation sample – Non-core area of Florence (referred to as “non-core respondents”) – in orange
 - 3) Open link



Key Findings

Two Separate Populations

Looking at Florence's parks and recreation offerings, the key takeaway is in the perceptions, use, and familiarity among different areas of the community. Those who live in the “core” area of Florence are much more likely to use and be aware of offerings. “Non-core” respondents, who live in Sun City/Anthem, are much less familiar and likely to participate.

Importance/Needs Met

Examining both core/non-core respondents combined, trails and pathways and a multi-use indoor facility have higher average importance than average needs met. For open link, improvements could be made on youth and teen programs as well as the two previously mentioned.

Future Needs

Among future needs, the farmers market, trail and pathway connectivity, multi-use indoor facility, and special events were important across almost all samples. Core and non-core respondents were quite different in their overall importance for future needs.

Satisfaction

Satisfaction was strong to moderate for the Library and Community Center, special events, Aquatic Center, and programs. However, the Florence Fitness Center received lower satisfaction ratings across all three groups.

Individual Park Needs

Respondents rated the greatest needs for Heritage Park, Main Street Park, and Little League Park along with the ranking of those needs. Across all three groups, relative consensus on the major needs at all three sites were identified. This will provide Florence with goals for the future.

Communication Effectiveness

Communication effectiveness varied by group. Those within the core of Florence gave moderate effectiveness ratings while non-core residents were much lower. Overall, Florence may need to look towards reaching out to these residents via multiple channels.

Communication Methods

Communication varied by group, but brochures/newsletters and social media saw high importance for specific age groups. The primary takeaway found is that a diversity of methods are needed to capture various age ranges within the community.

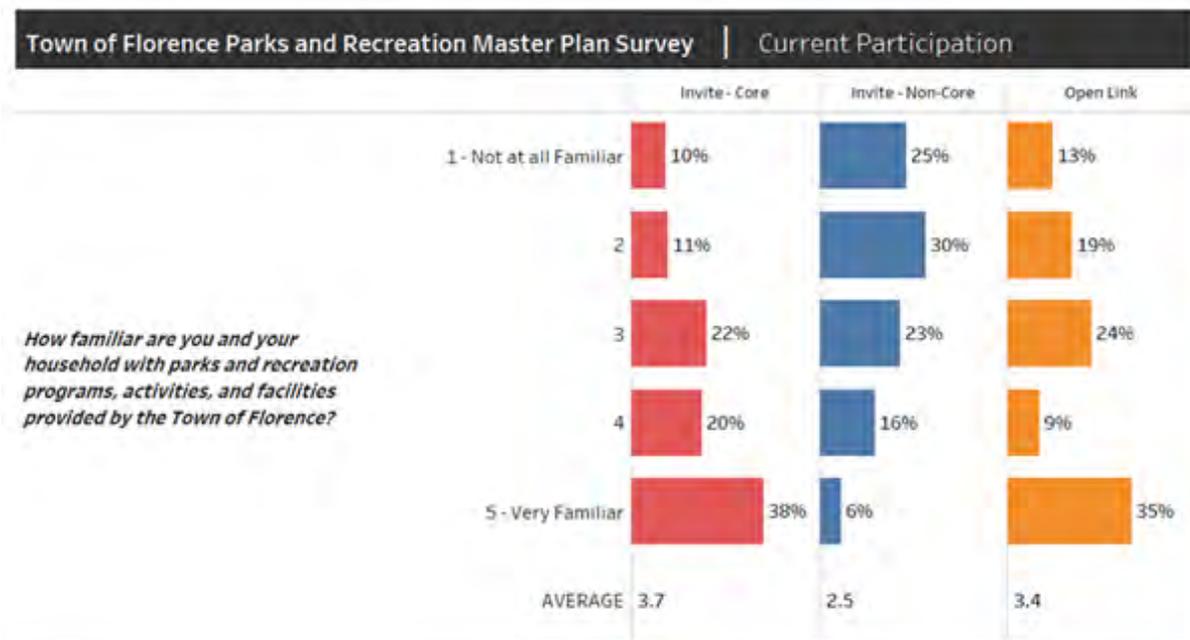
Funding

The highest level of support for future funding options was given to grants and philanthropic efforts across all three groups. Non-core respondents were less likely to support most options, which is likely due to them receiving similar services near their home.

Participation

The survey asked questions that provide data that allows the Town to understand how familiar residents are with their offerings and how often residents participate in their programs. The survey revealed that there is a discrepancy in the participation levels of the city programs based on core versus non-core residents. **Figure 15** identifies that core area respondents are moderately familiar with Florence’s parks and recreation offerings as compared to Non-core respondents who are quite unfamiliar.

Figure 15: Familiarity with Parks and Recreation



Importance vs Needs Met of Programs and Activities

The survey allowed respondents to identify the current programs and activities that are most important to the resident and those that most meet the needs of the residents. The respondents were able to score each program and activity on a scale of 1-5 with 1 being low and 5 the highest.

With regard to importance of programs and activities, the overall importance of programs throughout the Town were rated higher by core residents than those respondents that were identified as non-core residents. A majority of the programs and activities rated above a moderate level (3.0), with the following rating the highest:

- Community Center rated most important for core (4.2) and non-core respondents (4.0)
- Special events (4.2 core, 3.8 non-core)
- Heritage Park (4.0 core, 3.2 non-core)

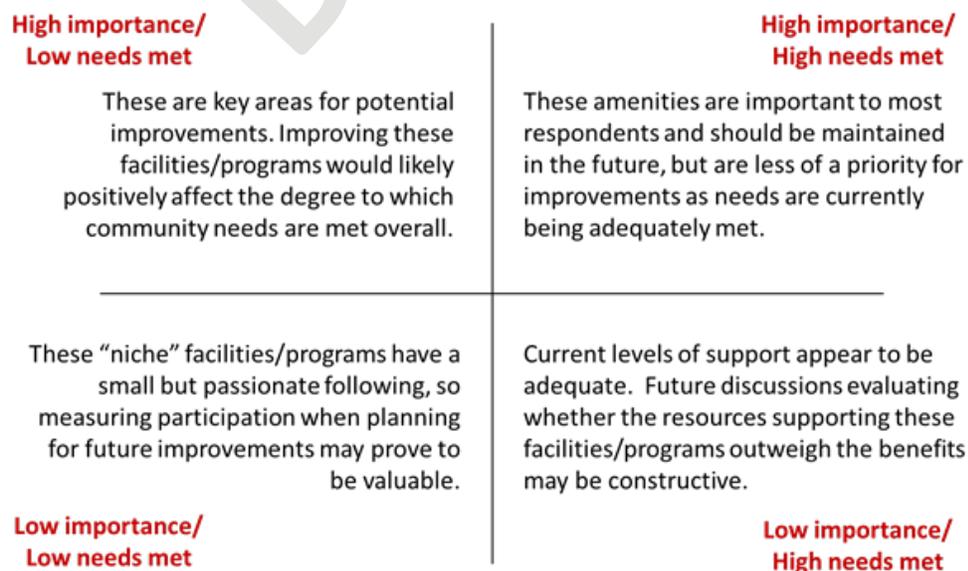
While most programs and activities rated in the survey scored above a moderate rating, the following programs fell into a moderate level to a low level of rating for importance:

- Athletic courts (3.3 core, 2.8 non-core)
- Adult recreation programs (2.9 core, 3.0 non-core)
- Padilla Park (3.0 core, 2.8 non-core)
- Senior recreation center (2.3 core, 2.7 non-core)
- Other services (2.5 core, 2.5 non-core)
- Florence Senior Center (2.6 core, 2.5 non-core)

Respondents were then asked to rate how well these facilities/amenities are meeting the needs of Florence. By overall average, the Library and Community Center is rated highest (4.7 core, 4.2 non-core) followed by the Florence Senior Center (4.4 core, 3.9 non-core), special events (4.2 core, 4.0 non-core), and the Florence Aquatic Center (4.0 core, 4.1 non-core).

The importance versus needs met results allowed the Town to benefit from an Importance-Performance matrix that provides a tool for the Town to use as they identify future program/activities that will benefit the residents of the Town the most. The following figure defines the matrix:

Figure 16: Importance-Performance Matrix



The invite survey and the open link results showed similar results with trails/pathways, multi-use indoor facilities and youth recreation programs falling into the High Importance/Low Needs Met matrix, identifying these areas for potential improvements. The open link also identified teen programs as an area for potential improvement as noted in the results in **Figures 17 and 18**.

Figure 17: Importance-Performance Matrix Results (Invite)

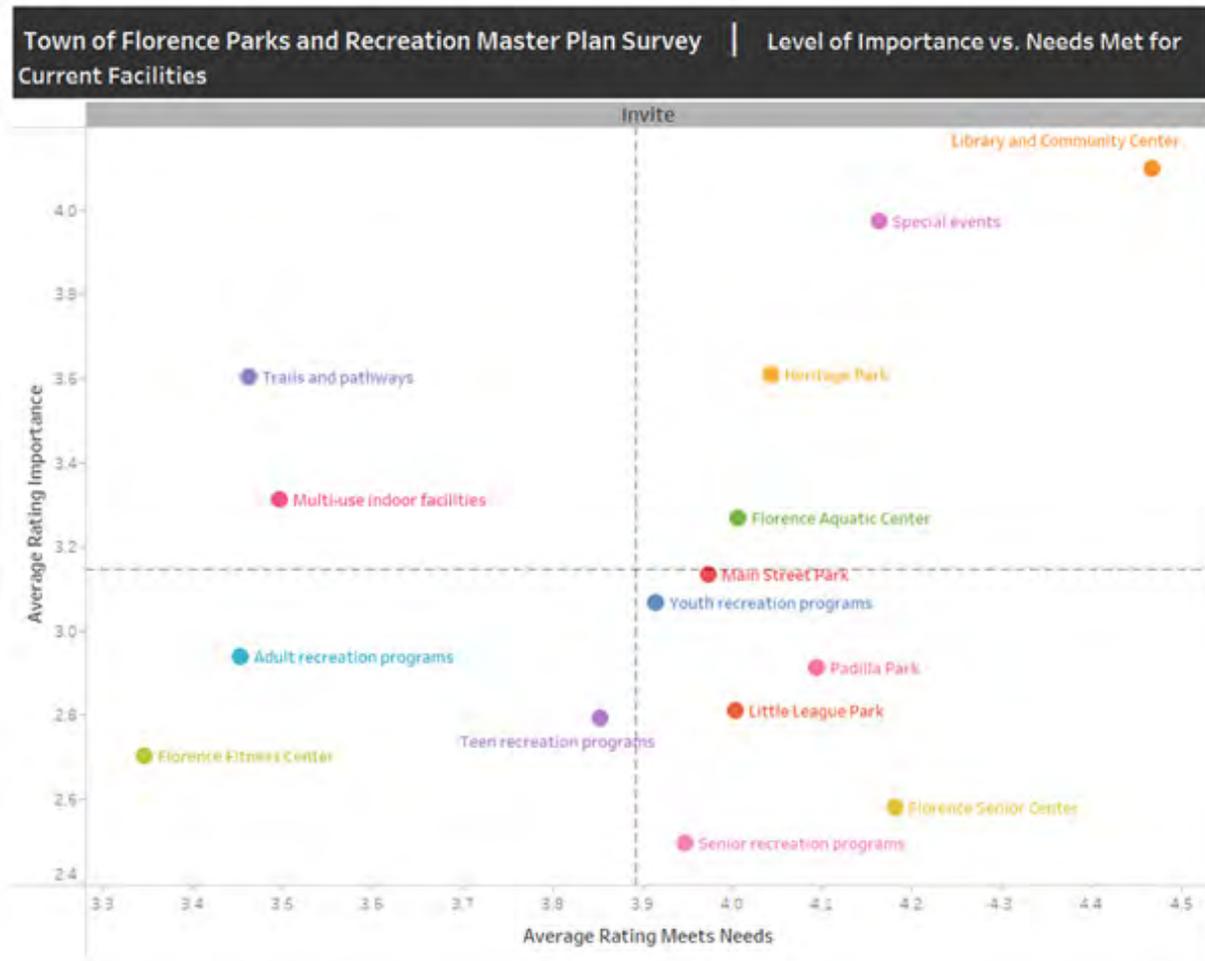
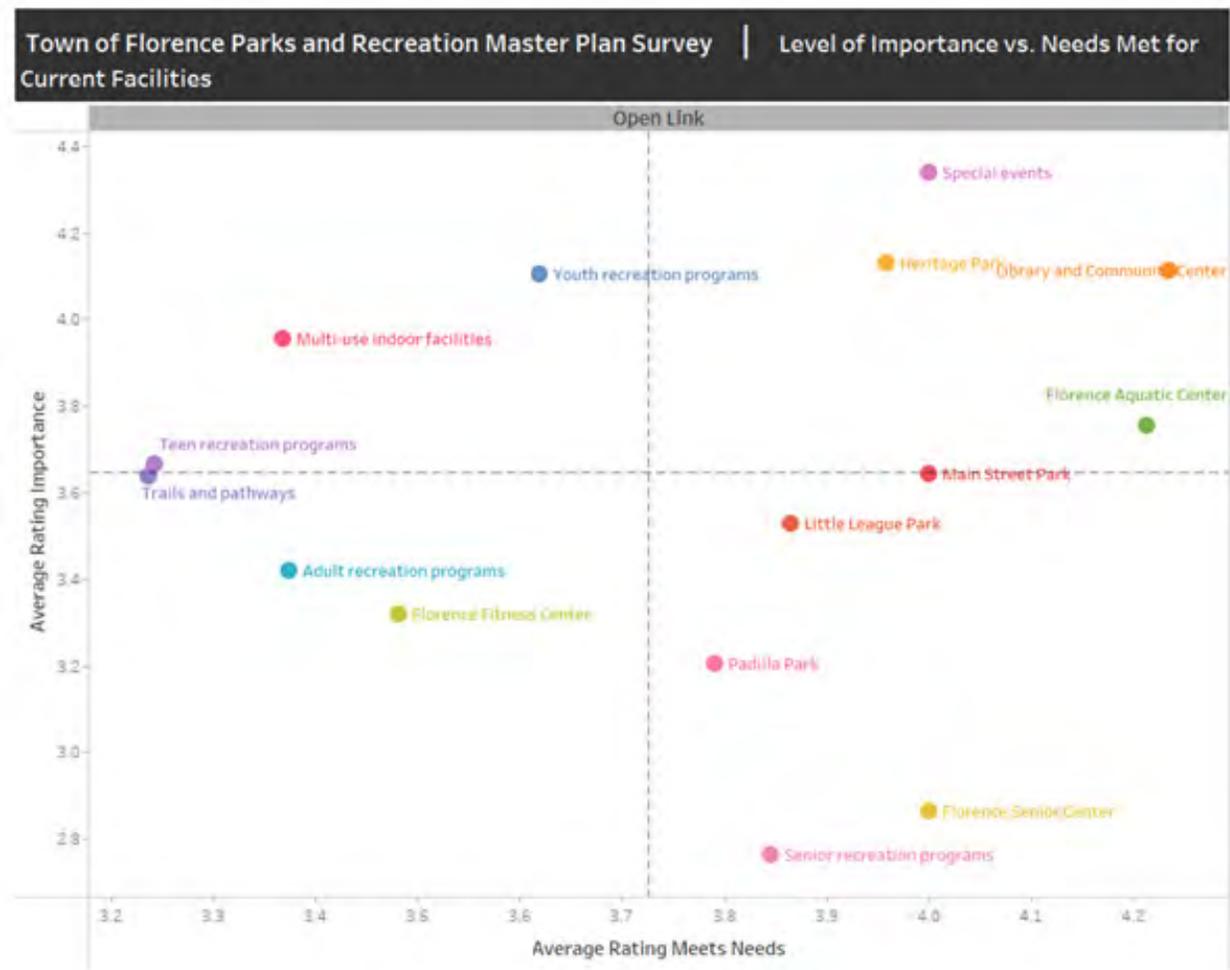


Figure 18: Importance-Performance Matrix Results (Open Link)



Future Facilities, Amenities and Programs

When examining future needs for Florence, the highest overall average importance was given to the Farmer’s Market. For core respondents, the top needs are trail and pathway connectivity (4.3), multi-use indoor facility (4.3), and fitness/health programs (4.3). For non-core respondents, the Farmer’s Market (4.3) was far in front of other needs, but tennis courts (3.9) and special events (3.9) follow behind.

When asked to prioritize these future needs, core and non-core respondents placed the highest priority on the Farmer’s Market. However, core respondents then listed multi-use indoor facility as second highest priority with lower percentages when compared to non-core respondents. Non-core respondents highlighted special events as their second priority. Overall, priorities were very different between core and non-core respondents. This may be because non-core respondents receive many services close to home.

Figure 19: Greatest Needs for Future Facilities, Amenities, and Programs

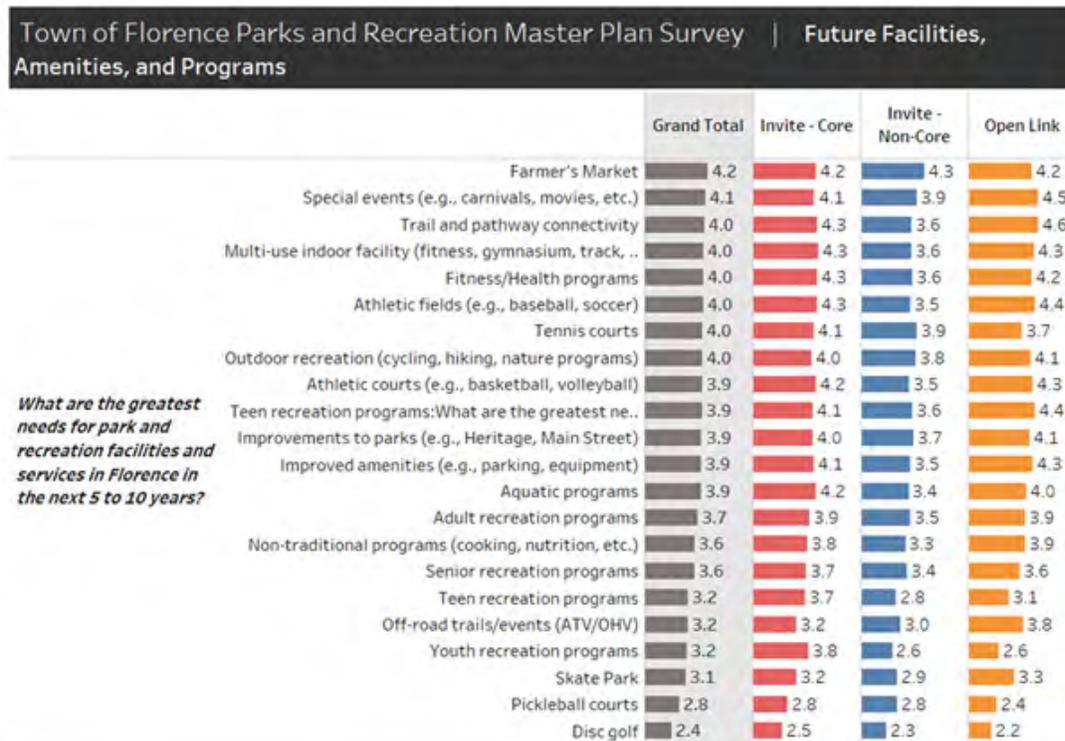
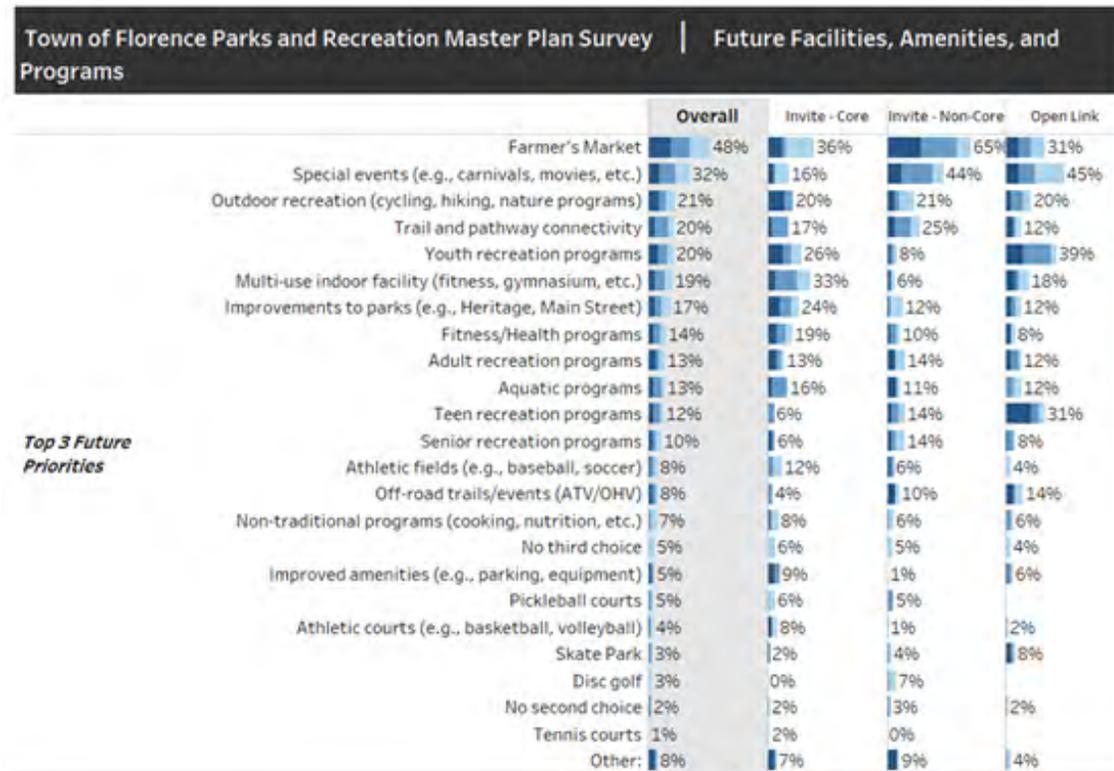


Figure 20: Top Three Future Priorities

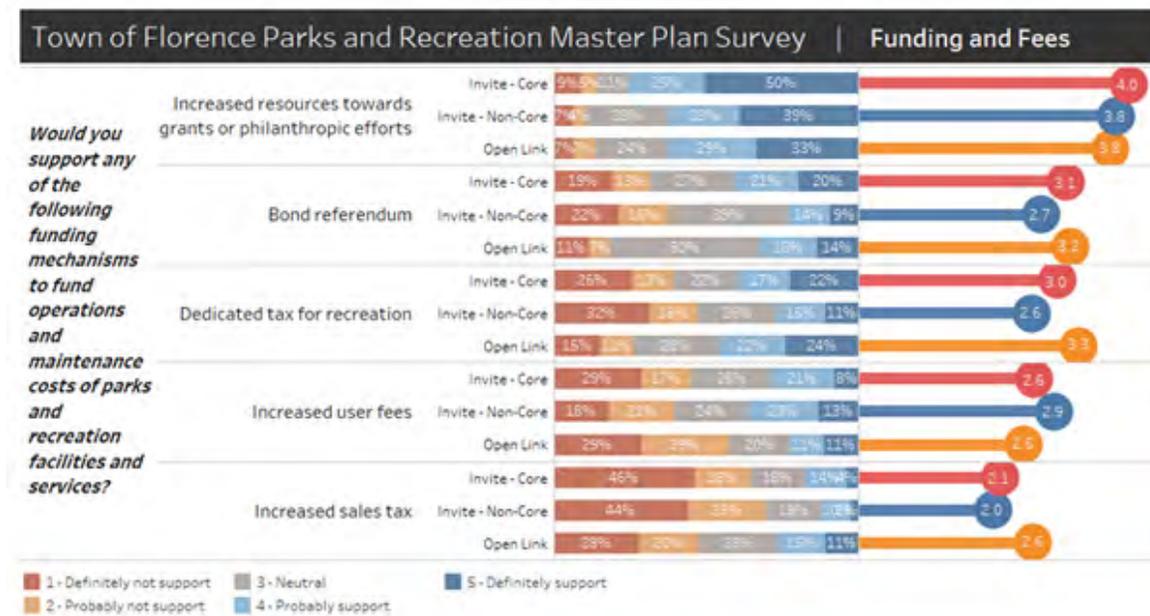


Funding

Support for funding mechanisms was rather consistent across most items. The strongest support among all three groups was for increased resources towards grants or philanthropic efforts. A bond referendum was generally second in terms of overall support, except for non-core respondents who rated increased user fees slightly higher. A portion of the community did generally not support increased user fees and increased sales tax. Furthermore, support for a dedicated tax for recreation was inconsistent among all three groups.

In summary, the survey revealed key differences to the core and non-core areas in Florence. Many of the non-core residents benefit from services and programs offered within their privately managed communities and are not as aware or participate in Town programming compared to the core residents of Florence. Despite the differences, the Town will benefit by continuing to market, promote their programs and services to all areas of Florence, and take advantage of opportunities that may exist to connect and build partnerships/collaborative efforts to reach the non-core communities and expand service levels of the Town.

Figure 21: Funding and Fees



E. Comparative Analysis

Comparative analysis (benchmarking) is an important tool that allows for comparison of certain attributes of the Department's management practices and fee structure. This process creates a deeper understanding of alternative providers, determines your place in the market, and varying fee methodologies, which may be used to enhance and improve the service delivery of parks and recreation.

It is very difficult to find exact comparable communities, because each has its own unique identity, ways of conducting business, and differences in the populations that it serves. The political, social, economic, and physical characteristics of each community make the policies and practices of each parks and recreation agency unique.

Additionally, organizations do not typically define the expenditures of parks, trails, facilities, and maintenance the same way. Agencies also vary in terms of how they organize their budget information, and it may be difficult to assess whether the past year’s expenses are typical for the community.

Therefore, it is important to take all data in a benchmarking study with context, realizing that while benchmarking can be a great comparative tool, it doesn’t lend itself into being a decision-making tool. For the purposes of this study, a regional approach was taken to benchmark neighboring agencies with similar populations. **Figure 22** shows the locations of these agencies:

1. Florence
2. Apache Junction
3. Casa Grande
4. Coolidge
5. Maricopa
6. Queen Creek

Figure 22: Benchmarked Communities

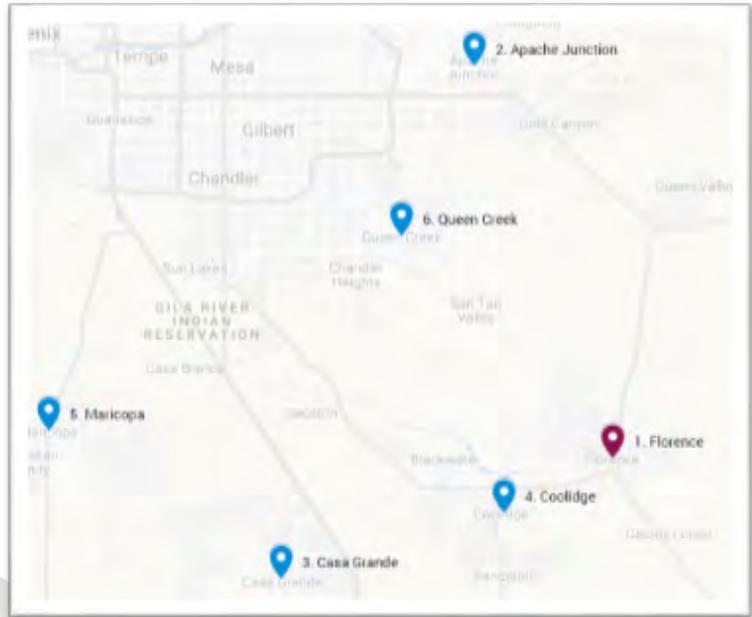


Table 2: 2018 Jurisdiction Population Compared to Full-Time Employees

	Florence*	Apache Junction	Casa Grande	Coolidge	Maricopa*	Queen Creek
Total Resident Population	10,377**	39,397	54,054	12,636	51,262	50,340
Full-Time Employees	18	34	48	11	28	32
Non-Full-Time Employees	62	68	100	56		29

*Population was listed by agency. Population data for other agencies was sourced from ESRI Business Analyst.

** Prison population of approximately 16,500 was not included in Florence population estimates

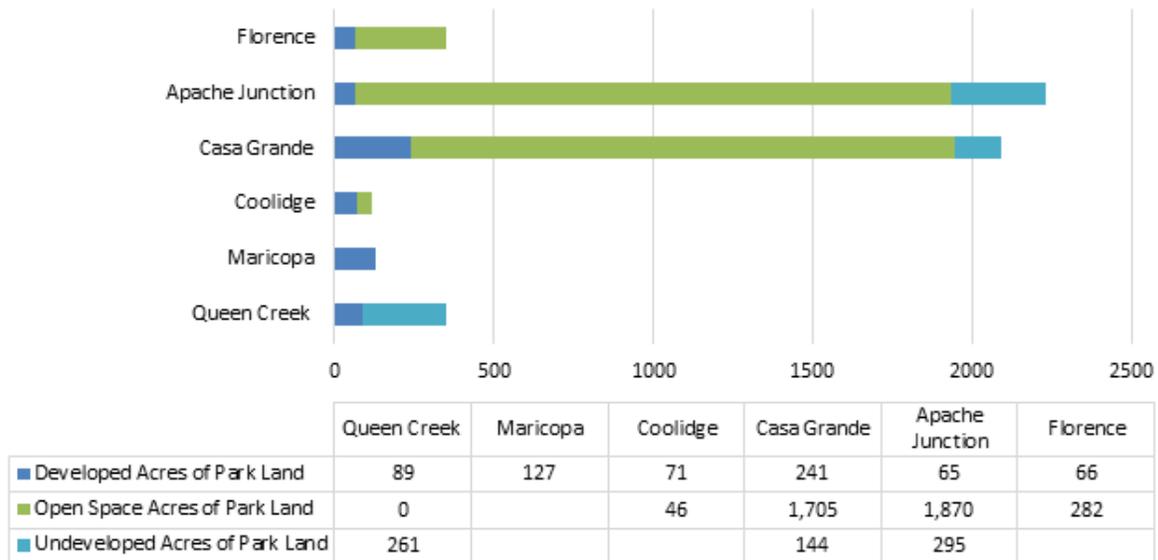
- The agencies ranged in population from approximately 12,000 to 55,000 people. Florence, at 10,377 people had the lowest population out of those compared. Casa Grande was the most populous at 54,054.
- Likewise, Casa Grande had the highest number of employees at 48 full-time and 100+ part-time or non-full-time employees. Coolidge, with the smallest population, only had 11 full time staff with 56 non-full-time employees. Florence had the second fewest full-time employees (18).

Table 3: Number of Parks and Park Acreage

	Florence	Apache Junction	Casa Grande	Coolidge	Maricopa	Queen Creek
Total Number of Parks	7	7	20	11	4	4
Total Acres of Park Land	348	2,230	2,270	117	127	350
Avg # of Acres Per Park	50	319	114	11	32	88
Approximate Total square miles	62	35	110	75	55	32

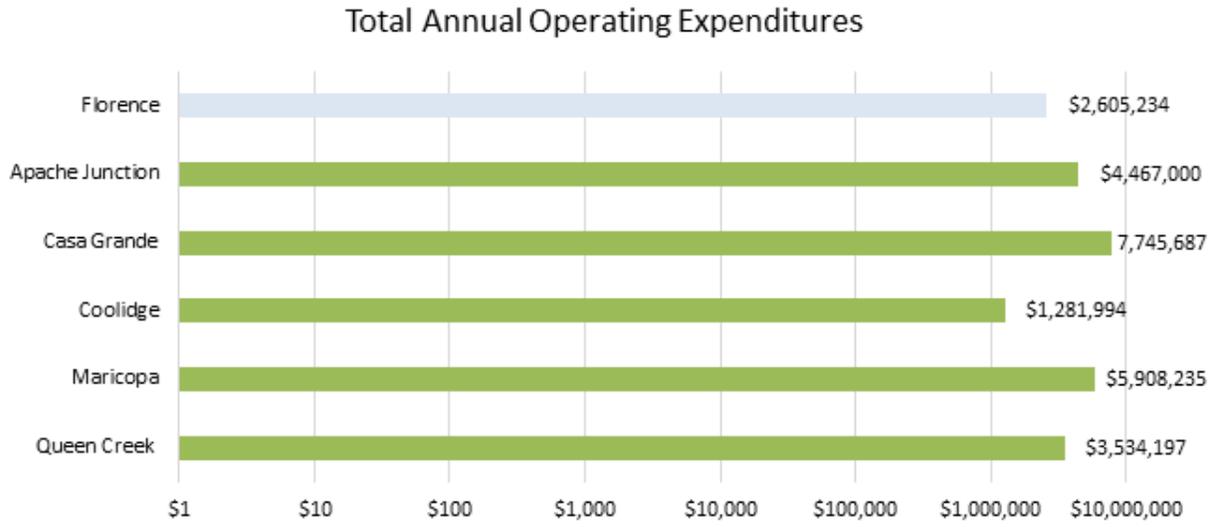
- In regard to park acreage, there was a significant difference in land between the agencies. Apache Junction and Casa Grande operated over 2,000 acres of park land, much of which is designated as BLM land, while all other agencies operated 350 acres or less.
- Florence had seven total parks, which fell in between the highest (Casa Grande, 20) and the lowest (Maricopa/Queen Creek, 4).

Figure 23: Acres of Park Land by Development Type



- Florence was at the lower end in regard to the number of developed acres of park land at 66 acres. Apache Junction had the most acres of park land, with a large majority of that land classified as open space.

Figure 24: Total Annual Operating Expenditures



- Casa Grande had the highest expenditures in 2018 at over \$7.7 million dollars, while Coolidge had the lowest at \$1.3 million dollars. Florence was the second lowest in terms of annual operating expenditures at roughly \$2.6 million dollars.

Figure 25: Number of Total Employees by Type

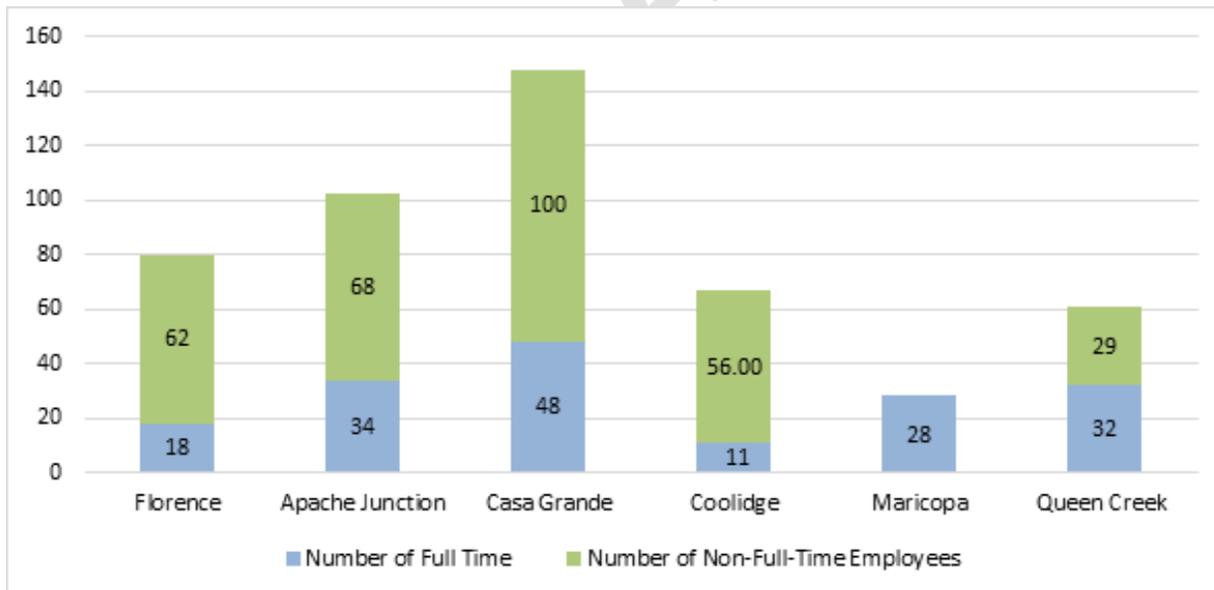


Table 4: Percentage of total full-time equivalents Involved in the Following Capacities

	Florence	Apache Junction	Casa Grande	Coolidge	Maricopa	Queen Creek
a. Administration	6%	9%	4%	3%	14%	24%
b. Operations/ Maintenance	60%	36%	42%	60%	50%	63%
c. Programmers	33%	54%	54%	31%	36%	12%

Table 5: 2018 Annual Non-Tax Revenues and CIP Budget

	Florence	Apache Junction	Casa Grande	Coolidge	Maricopa	Queen Creek
Total Annual Non-Tax Revenue (\$)	\$167,500	\$ 500,000	\$1,898,200	n/a	\$1,497,267	\$ 632,526
Annual Capital Improvement Plan (CIP) Budget (\$)	\$ 624,000	\$330,000	\$500,000	\$ 101,000	\$717,852	\$ 8,122,071

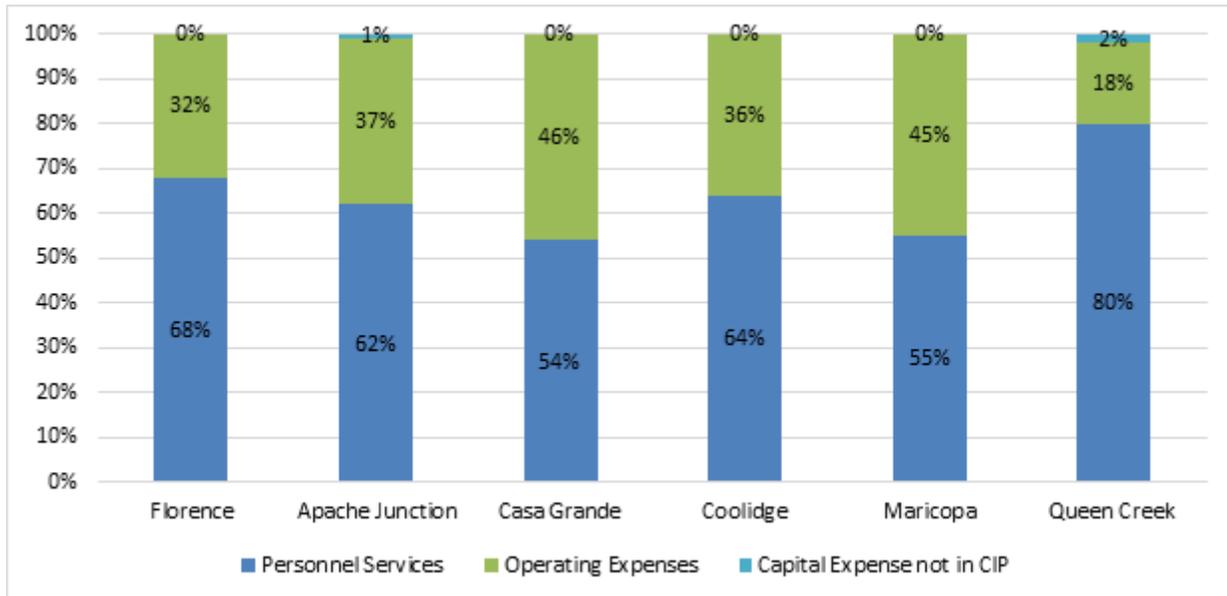
- Florence generated the lowest annual non-tax revenue at \$167,500. The CIP Budget in Florence was aligned with what other agencies are budgeting in the area.

Table 6: Percentage of Funding by Source

	Florence	Apache Junction	Casa Grande	Coolidge	Maricopa	Queen Creek
General fund tax support	93%	81%	72%	91%	77%	82%
Earned/generated revenue	5%	11%	24%	7%	22%	18%
Sponsorships	1%	1%	3%	1%	1%	0%
Grants	1%	7%	1%	1%		0%

- Florence had the highest percentage of financial support from the general fund generated by taxes, with only five percent coming from earned/generated revenue. Maricopa had over 20 percent of their funding originate with earned/generated revenue. Grants were also a relatively strong funding source (7%) for Apache Junction, although all other agencies generated one percent or less of funding from grants.

Figure 26: Capital Budget Designated by Expense



- All of the agencies besides Queen Creek designated between 55 to 70 percent of their budget to personnel services. Queen Creek only designated 18 percent to operating expenses, while Florence used approximately 32 percent on the same purpose.

Table 7: 2018 Annual Capital Improvement Plan (CIP) Budget Designated by Expense

	Florence	Apache Junction	Casa Grande	Coolidge	Maricopa	Queen Creek
Renovation	37%	100%	10%	42%	29%	0%
New Development	62%	0	90%	58%	71%	100%
Acquisition	0%	0	Varies	0%	0%	0%
Other	1%	0	Varies	0%	0%	0%

- Florence falls in the middle when it comes to designated expenses of the CIP Budget. Two agencies designated more funds than Florence for renovation, while two of the agencies designated less for the same category. The same is also true in regard to funds for new development.
- For all agencies, almost none of the funds were designated to acquisition.

Table 8: Amenities Within Organizations

	Florence	Apache Junction	Casa Grande	Coolidge	Maricopa	Queen Creek
Total Number of Trails	0.75	12.5	17	0	0	12
Total Number of Rectangular Game Ball Fields	2	2	5	2	11	5
Total Number of Diamond Game Ball Fields (Youth)	4	7	5	4	5	9
Number of outdoor basketball courts	2	2	0	3	2	6
Number of Outdoor Tennis/ Pickleball Courts	4	12	12	1	4	0
Total Number of Dog Parks	1	0	1	0	1	1
Total Number of Playgrounds	2	4	0	7	4	3
Total Number of Indoor Recreational Centers	1	1	2	1	1	0
Total Number of Outdoor Pools/ Aquatic Centers	1	1	1	1	1	0
Total Number of Indoor Pools/ Aquatic Centers	0	0	0	0	0	0
Total Number of Splashpads/ Spraygrounds	1	1	1	0	1	2
Number of Skate Parks	1	1	1	1	1	2

- Florence has approximately the same amount of skate parks, splashpads, indoor pools, outdoor pools, and indoor recreation centers compared to the other localities.
- Florence offers fewer playgrounds, outdoor tennis/pickleball courts, and ball fields compared to some of the other agencies.

F. Organizational/Program Analysis

The following sections identifies the current state of the Department’s internal operation, identifying strengths and weaknesses and understanding opportunities and threats. A programs and activities analysis below identify gaps and provides recommendations to fill in these gaps.

In addition to the programs and activities analysis, this section also takes a look at staffing, maintenance, and identifying partners and alternative providers that will allow the Department to view its current challenges, needs, and opportunities as it looks toward the future as growth occurs within the Department over the next several years.

Strengths, Weaknesses, Opportunities, and Threats (SWOT)

Analysis

In order to understand the internal operation of the Department, staff participated in a SWOT analysis exercise facilitated by the consulting group. A SWOT is an appreciative inquiry and analysis of internal strengths and weaknesses, and external opportunities and threats that the Department faces. The exercise is designed for staff to brainstorm and identify the potential strengths, weaknesses, opportunities and threats of the Department.

The first part of the SWOT analysis included the staff participating in a session to identify the strengths and weaknesses of the Department. Each item was rated based on performance and importance. The following guidelines were used:

- Performance: rate as major strength, minor strength, neutral (neither major nor minor), minor weakness or major weakness.
- Importance: rate the importance of each item to success of the Department. Rating is high, medium or low.
- After each strength or weakness is rated for performance and importance, the consultants develop a Performance-Importance Matrix.
- Chart Major/High and Minor/High

Strengths Analysis

	PERFORMANCE			IMPORTANCE		
	Major Strength	Minor Strength	Neutral	High	Med	Low
Department Unity and Teamwork	X			X		
Customer Service	X			X		
Staff Retention – Knowledge Base	X				X	
Wide Offerings of Programs	X				X	
Relationship with Council	X			X		
Professional Development Opportunities	X				X	
Area of Expertise	X				X	
Clarity in Roles	X			X		
Cross Training	X				X	
Good Relationship w/ Other Depts	X			X		
Volunteer Base	X			X		
Community Involvement	X			X		
Adaptability and Flexibility	X				X	
Staff Diversity	X				X	
Excellent Communication	X			X		
Special Events	X			X		
New Facilities and Park Improvements	X			X		
Teen Council	X			X		
Leadership	X			X		

Weakness Analysis

	PERFORMANCE			IMPORTANCE		
	Major Weakness	Minor Weakness	Neutral	High	Med	Low
Lack of Adult Sport Participation			X		X	
Need Strategic Branding/Marketing Plan		X		X		
Older Parks and Facilities are outdated, needs upgrades		X		X		
Main Street Park – restrooms, ramadas, power/lighting, irrigation, signage, ownership/agreement			X		X	
Little League Park - ramadas, power/lighting, irrigation, signage, ball field lighting, fencing			X		X	
Heritage Park - restrooms, ramadas, power/lighting, irrigation, signage, furnishing, security lighting, fencing, accessibility, more amenities		X			X	
Crowding/Concession Seating in Aquatic Facility		X			X	
Fee Waiver/Partnerships?	X				X	
Signage – Policies, Service Dogs		X			X	
Communication and Awareness of Services – Identity Crisis		X			X	
Outdated Fitness Facility		X		X		

After identifying the strengths and weaknesses of the Department, the exercise moved to understanding the external opportunities that exist for the Department and identifying the external threats.

External opportunities are considered an opportunity that is an attractive arena to take action in which the Town of Florence Community Services Department would enjoy a competitive advantage, would further the agency in meeting their vision or fulfilling their mission, or enhance the development of its services. The agency should watch and plan for these if there is a high probability of occurrence. For each opportunity, a rating for attractiveness (high or low) and success probability (high or low) was identified. The following criteria were used:

- Attractiveness refers to how attractive the opportunity is to the Department in furthering their mission, fulfilling their vision, improving their revenue generation, cost recovery, or decreasing expenses. Rating is either high or low.
- Success probability relates to whether the department's strengths will enable it to be successful in this area. Rating is either high or low.

Opportunity Rating

OPPORTUNITY	ATTRACTIVENESS		SUCCESS PROBABILITY	
	High	Low	High	Low
Improve Council Communication	X		X	
New Recreation Center	X		X	
Main Street Park	X		X	
Little League Park	X		X	
Heritage Park – Updated Volleyball, Playgrounds, Corn Hole, Bocci Ball, Pickleball Courts, Outdoor Amphitheater/Special Event Space	X		X	
Potential (2) New Community and/or Pocket Parks - North		X		X
Acquire Acreage for Multi-Use Trails	X		X	
Shade Structures in Aquatics Facility and Parks	X		X	
Partnerships for Youth Sports	X		X	
Increase Special Interest Programs	X		X	
Partnering with Alternative Providers	X		X	

After identifying external opportunities, the exercise identified external threats. An external threat is a challenge posed by an unfavorable trend, event, or development in the environment. This threat might lead, in the absence of purposeful action, to the erosion of the Department’s quality service provision, financial and service sustainability, or the agency’s position or credibility. In some instances, this could also be detrimental to the parks and recreation industry. Examples might include not being guaranteed future funding or budget cuts. These are threats; but not identifying, pursuing or using alternative funding is a weakness. The agency should identify and prepare to mitigate all foreseeable threats.

For each threat, the exercise specifies the likelihood that it will happen (probability of occurrence) and the seriousness of the threat. The following criteria were used to guide the process:

- Probability of occurrence relates to the likelihood that the threat will happen. Rating is either high or low.
- Seriousness of the threat is rated either high or low.

Threat Rating

	PROBABILITY OF OCCURRENCE		SERIOUSNESS	
	High	Low	High	Low
Changing Council Members (and Areas of Representation)	X		X	
Competition (Collaboration?) with Neighboring Communities and School District	X		X	
Inequity with partnership policy/Lack of clarity	X		X	
Funding for special events and programming	X		X	
Lack of Sponsorships, Lack of new businesses, transportation corridors	X		X	
Funding for Ongoing Maintenance	X		X	

The results will be used as a tool along with other information obtained through the planning process to identify goals and objectives to allow the Department improve their internal and external process in the following areas:

- Organizational management
- Program development and delivery
- Staffing and maintenance
- Other areas to increase productivity and delivery of services

Programs and Activities Analysis

An analysis of programs and services was generated by consolidating information from the public forums, the statistically valid survey, and meetings with the parks and recreation staff. In addition, program findings by the consulting team were determined based on program descriptions, registration data, and observations. From these sources, recommendations were generated to help fill in the identified gaps.

Findings:

- Activity guide offers clear, concise information with all essential details for programs. Registration instructions are available in the activity guide, and a link to register is placed on the parks and recreation homepage.
- Each season offers 50+ programs that are available to seniors, youth, and adults, with a variety of times and dates to choose from. The activities most serve youth and seniors. Opportunities for adults and teens are limited; however, the Teen Advisory Council has a strong group of participants and is active throughout the community.
- Currently, there is not a standardized evaluation system for program participants to give feedback.
- In regards to marketing, the activity guide is mailed three times per year, and is available online. There is also information about special events available on the town's website. The Community Services Department does not have its own Facebook,



Instagram, or Twitter accounts. Instead, it must post through the Town of Florence’s social media accounts. In addition, registration forms do not ask, “Where did you find out about this program?” which is a vital marketing tool.

Program Offerings

Looking at registration data, on average, less than 10 percent of the classes fill to maximum enrollment. The program categories that were often the most successful were swim lessons, movies in the park, pickleball lessons, aqua zumba, and holiday/special events. On average, about 40 percent of classes offered did not meet the minimum participant enrollment, and many of those were canceled. Below is a listing of programs that are offered seasonally to understand the distribution of program types.

	Summer	Fall/Winter	Spring
Aquatics	26	5	5
Arts/Culture			5
Special Events	2	5	6
Special Interests	6	10	13
Teen Council		9	4
Youth/Teen Sports	2	6	5
Library	7	9	11
Seniors	8	9	12
	51	53	61

Understanding the public’s perception of programs is vital in determining gaps in service. Concerning the survey and focus groups, it is important to note that there were significant differences in program feedback based on where respondents lived. Those that lived in the core area of Florence generally were more familiar with services of the town and more aware about what was offered, while those that did not live in the core area of Florence (e.g., Anthem, Sun City) were generally less aware and unfamiliar with parks and recreation services. In addition, those that completed the open link survey had varying perspectives on level of service in Florence.

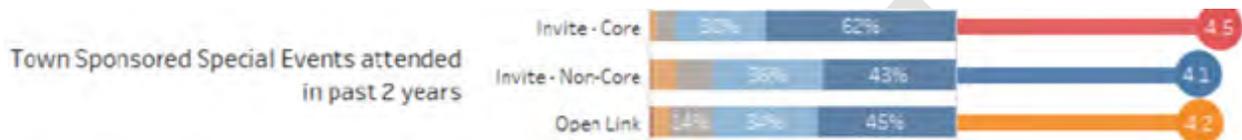
When asked how satisfied residents were with the quality of programs offered within the last two years, the overall rating was a 4 out of 5. Invitation respondents who lived in the Core of Florence rated the programs the highest at 4.3. Facilities and parks ranked higher than programs.



This result indicates that there is room for improvement with the delivery of the programs. However, related to program delivery are town sponsored special events. Results indicated an overall satisfaction rating of 4.3. Core invitation respondents rated it the highest at 4.5. This satisfaction was also validated in the public meetings, which voiced a desire to see more special events, and greater awareness and marketing for the current ones that are offered.



When asked about barriers to participation, the top two reasons regardless of respondent location were a lack of awareness and no time/personal reasons. Based off of the list below, it is important to 1) improve awareness through marketing, 2) offer a greater variety of programs at different times/days to test what works with the market and 3) better understand the ways in which user fees become a barrier to participation. A compiled list of the top five reasons from the following sources are listed below:



Invite – Core	Invite – Noncore	Open Link
No time or Personal Reasons	Not aware of services offered	Not aware of services offered
Hours of Operation/Time Offered	No time or other personal reasons	No time or other personal reasons
Not aware of the services offered	Location of programs/classes not convenient	Price or user fees
Price or User Fees	Don't have programs I want	Hours of operation/time offered
Lack of facilities and Amenities	Overall condition/maintenance of locations	Don't have the programs I want

The survey then asked about the importance of programs and services. Overall, special events were of the most importance to households, and the department was doing a sufficient job at meeting those needs. Adult recreation programs were rated third in importance, but rated last – just a 3.4/5 – in terms of meeting the needs of Florence. Although senior programs were ranked last in terms of importance in this survey, the perception was that the department was meeting the needs of demographic.

Program	Importance to Households	Meeting The Needs
Special Events	4.1	4.07
Youth Recreation Programs	3.43	3.8
Adult Recreation Programs	3.1	3.4
Teen Recreation Programs	3.07	3.6
Senior Recreation Programs	2.6	3.9



The survey asked respondents to prioritize facilities and services. Taking the results specific to programs, a list was generated that indicates the greatest need of recreation programs over the next 5 to 10 years. Then, feedback from the survey comments, as well as supporting information from focus groups was inputted in the right column to provide additional context.

Greatest Needs Next 5 – 10 Years	Overall Rating	Supporting Data
Farmer’s Market	4.2	<ul style="list-style-type: none"> Public input indicated that there was a lack of fresh, local foods in Florence. Events that bring the town together, regardless of age, was also desirable according to focus groups.
Special Events	4.1	<ul style="list-style-type: none"> According to focus groups, special events were well-organized, well-attended, and valued highly by the community. Ideas for special events, generated from public input, included: Monthly Community Events, 5ks, Fishing Derby, Event Watching.
Fitness/Health Programs	4	<ul style="list-style-type: none"> Ideas for fitness/health programs, generated from public input, included: Pickleball, Zumba, Yoga.
Outdoor Recreation	4	<ul style="list-style-type: none"> Ideas for outdoor recreation programs, generated from public input, include Hiking, Biking, Disc Golf, Geocaching, Archeology, Arizona State University (ASU). Many of the outdoor recreation programs could be offered to adults, which lack the same level of program offerings as other demographics.
Teen Recreation Programs	3.9	<ul style="list-style-type: none"> Teens and tweens were identified as underserved populations in the focus groups. Ideas for teen programs, generated from public input, include: Gymnastics, Volunteer Programs, Video Game Tournaments, Kids Theater, Tech Classes.
Aquatic Programs	3.9	<ul style="list-style-type: none"> Feedback indicated that aquatics programs that were held later in the evening would receive more participation.
Adult Recreation Programs	3.7	<ul style="list-style-type: none"> Working adults indicated that they would like to see programs available during after-work hours. Non-traditional programs, in addition to outdoor recreation programs, would both serve this adult demographic.
Non-traditional Programs	3.6	<ul style="list-style-type: none"> Ideas for non-traditional programs, generated from public input, include Cooking, Health, Nutrition, Shuffleboard, Overnight Senior Trips.
Senior Recreation Programs	3.6	<ul style="list-style-type: none"> Seniors were seen as an underserved population according to focus group participants. Seniors in focus groups stated that they would like to see more opportunities to play pickleball. They would also like to see additional water aerobics classes.

Greatest Needs Next 5 – 10 Years	Overall Rating	Supporting Data
Youth Recreation Programs	3.2	<ul style="list-style-type: none"> Local sports organizations are seen as a key partner in offering high-quality programs to youth Public input indicated that youth sports were highly valued and well-organized Feedback showed desire for youth who aren't involved in sports to still have ways to become active and engaged with the department

Open Ended Responses

At the end of the survey, respondents were given the opportunity to provide any additional comments or suggestions about programs and services in Florence. Themes were developed based on frequency and the importance of comments made by respondents. Below is a selection of comments that were pulled from the survey that relate directly to the types of programs desired from the community.

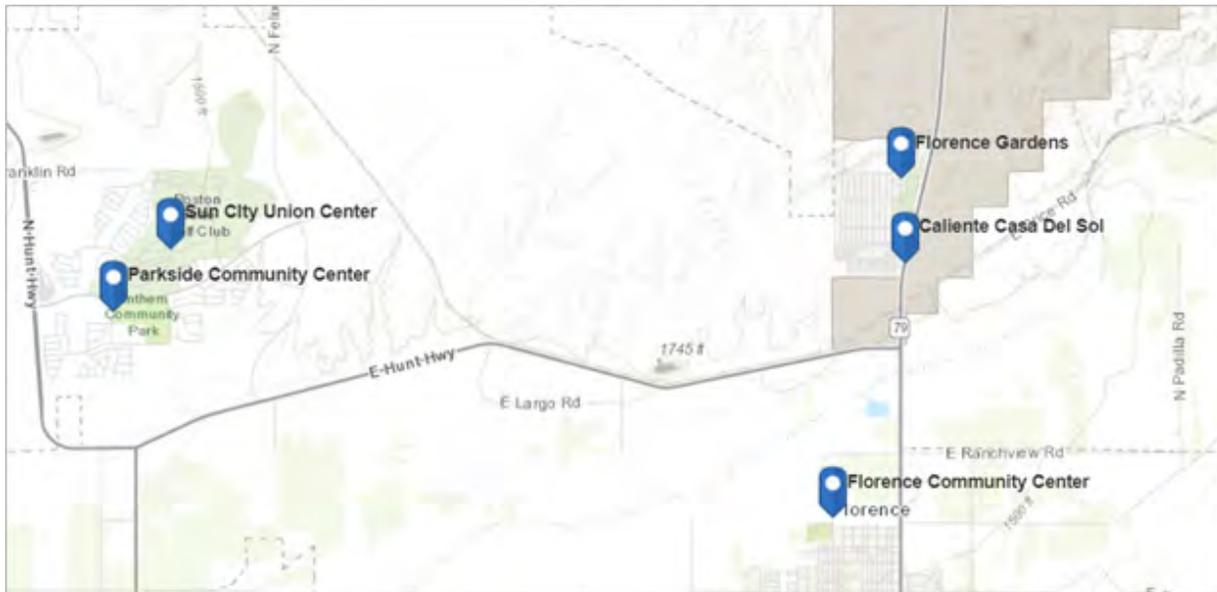


Partners and Alternative Providers

Agencies around the country are more effectively managing their resources by partnering with nearby organizations and alternative providers. Partnering can often minimize duplication of services and even enhance the experience for users by focusing on offering high-quality recreation facilities and programs. For the Town of Florence, there are several other recreation providers – four primary Homeowners Associations (HOAs) – that offer their residents private access to independently owned and operated facilities. These areas typically are not available for use by the Town of Florence residents, but rather only those that live and pay for the amenities. This scenario provides an interesting challenge for the Town of Florence Community Services Department:

- How can the department serve all residents, even those who may already have their recreational needs met by their HOA?
- How can the department reduce duplication of services while still providing services to residents with no access to privately managed facilities?
- Alternative providers and their primary facilities are mapped in **Figure 27**. Drive times and distance from Florence Community Center are indicated in parenthesis.
- Anthem Parkside at Merrill Ranch/Parkside Community Center (14 minutes, 8.6 miles)
- Sun City Anthem at Merrill Ranch/Sun City Union Center (14 minutes, 8.8 miles)
- Florence Gardens Homeowners Association/Florence Gardens (6 minutes, 3.0 miles)
- Caliente Property Owners Association/Caliente Casa De Sol (7 minutes, 2.8 miles)

Figure 27: Alternative Providers of Recreational Facilities in Florence



A needs index analysis matrix was completed with input from staff to determine the level of service in the area. Some of the key takeaways are:

- Anthem Parkside and Sun City Anthem share many outdoor amenities. HOA residents are accustomed to high-quality amenities with a strict level of privacy. Residents have access to similar types of facilities offered by the Town of Florence, with exception of the skate park. The Town also has an additional dog park and sports courts other than the HOA community's amenities.
- Florence Gardens has some of same primary outdoor facilities as the Town of Florence, such as a leisure and lap pool. They also provide a golf course, which is not something that the Community Services Department offers. However, the Town provides several amenities that Florence Gardens does not offer their residents, such as an outdoor amphitheater, spray/splash pad, basketball courts, sports fields, dog parks, horseshoe, pickleball/tennis courts, playgrounds, and volleyball courts. However, it is critical to note that Florence Gardens is a 55+ retirement and RV resort. Many of these kid-friendly amenities provide by the Town may not appeal to the older demographic.
- Caliente Casa De Sol provides four leisure/therapy pools for their residents, in addition to golf, horseshoe, and picnic areas. However, similar to Florence Gardens, kid-friendly amenities such as sports fields, playgrounds, and sports courts are not available to residents/visitors. Again, this community is a 55+ only homeowners association.

Table 9: Outdoor Amenities Needs Analysis Matrix

Ownership	Outdoor Facility	Amphitheater	Aquatics, Complex	Aquatics, Lap Pool	Aquatics, Leisure Pool	Aquatics, Spray Pad	Aquatics, Therapy Pool	Basketball Court	Bocce Ball Courts	Concession Building	Diamond Field	Dog Park	Event Space	Fishing	Golf	Golf, Practice	Horseshoe Court	Loop Walk	Open Turf	Pickleball Court	Picnic Ground	Playground, Destination	Playground, Local	Rectangular Field, Large	Shelter, Large	Shelter, Small	Skate Park	Tennis Court	Trail, Multi-use	Trailhead	Volleyball Court (Sand)	Water Access, General
Town of Florence Community Services Department		1	1	1	1	1		3		3	4	3					1			2	1		1	1			1	2			1	
Anthem Parkside at Merrill Ranch		1	1	1	1	1	1	1			3	1	1	1				1	1		1	1		2	1	1		8	1	1	1	1
Sun City Anthem at Merrill Ranch		1	1	1	2	1	1		6				1		1	1	6	1	1	8	1			1	1			1	1			
Florence Gardens Homeowners Association				1	1		1								1																	
Caliente Property Owners Association					4		4								1	1					1											

The same type of analysis was performed for the indoor facilities. Key takeaways are below:

- The Town of Florence Library and Community Center offers several multi-purpose rooms that serve as space for meetings, fitness classes, and events. Along with a full-service library, there is also a central lobby area that offers space to read, do homework, or host quiet after-school activities. The Florence Fitness Facility offers fitness equipment, but no space for fitness group classes. The Florence Senior Center is primarily a gathering space, with room for reading, games, and social activities.
- Anthem Parkside Community Center has the only sport court/multi-use gymnasium in the Town of Florence, as well as the only rock-climbing wall and indoor walking track.
- Sun City Union Center offers a high-end full-service recreational facility, ranging from a day spa to an indoor lap pool, to fitness facilities.
- Florence Gardens only offers a multi-purpose room, with no other indoor amenities.
- Caliente Casa De Sol has several rooms for arts and crafts, games, and cooking, but lacks amenities related to fitness and health.

Table 10: Indoor Amenities Needs Analysis Matrix

Ownership	Indoor Facility	Arts and Crafts	Diving Well	Event Space	Fitness Center	Group Fitness Studio	Game Room	Food - Counter Service	Library	Spa	Sport Court/Multi-Use Gym	Track, Indoor	Kitchen - Commercial	Lap Pool	Lobby/Entryway	Multi-Purpose Room	Patio/Outdoor Seating	Retail/Pro-shop	Rock Climbing Wall	Wellness Clinic	Weight/Cardio Equipment	
Town of Florence Community Services Department				1	1	1			1				1		1	3						1
Anthem Parkside at Merrill Ranch			1	1	1	1	1	1			1	1		1	1	1	1		1			1
Sun City Anthem at Merrill Ranch		3		1	1	1	2	1	1	1				1		1		1				1
Florence Gardens Homeowners Association																1						
Caliente Property Owners Association		2					1		1				1									

While the Town of Florence offers its facilities openly to all residents, many HOA residents live and play within the facilities provided by their own associations. Anthem Parkside and Sun City Anthem residents not only are geographically isolated from Florence Library and Community Center by about 15 minutes, but residents are accustomed to the high level of quality facilities offered by their HOA. In regard to Florence Gardens and Caliente Property Owners Association, the Town offers several amenities that aren't available to those HOA residents – but those facilities are primarily intended for a younger demographic.

Knowing that the residents in HOA communities do not necessarily need the facilities offered by the Town of Florence, duplication of services should not be a primary concern. Priority should be placed on serving residents in Florence who do not have access to HOA amenities. The Community Services Department may be better suited to focus on the programs and services that are not available to those privately-owned communities. For instance, special events bring together people from all areas in Florence. Activities such as special events require sufficient promotion, and additional efforts should be made to inform all residents about upcoming programs and events. This may be the link that continues to be uniquely offered by the Community Services Department.

As future leadership and systems change in the future, potential partnerships should be considered between the HOA communities and the Town of Florence. Continued communication and relationship building should be a priority moving forward, with a focus on the benefits that it would provide to all residents.

G. Financial Analysis

The following section highlights the current financial situation of the Department, cost recovery strategies and identifying potential funding opportunities of which the Town can take advantage, as additional amenities and resources are added that may come about from this planning process. A staff document identifying these various financing opportunities has been provided to the Department as a separate document to this plan.

Current Circumstances

According to the most current financial information (2018/19 budget), the Department has a total operating expenditures budget of approximately \$2.5 million which is spread out among nine areas within the Community Services Department. The following is a breakdown based on percentage of how the budget is allocated in each of the nine areas:

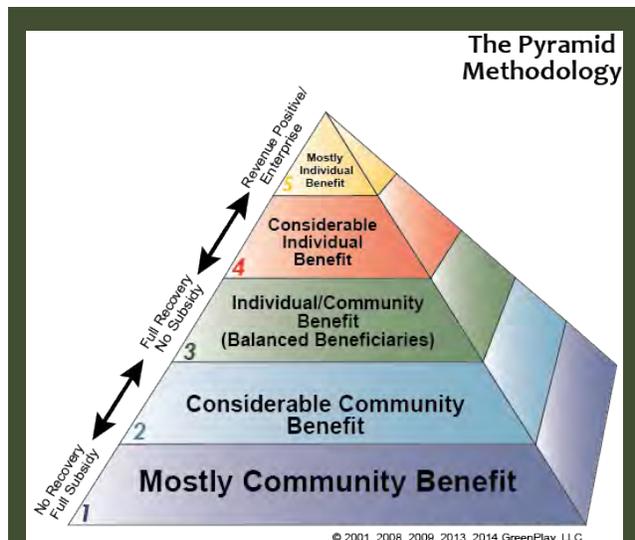
- Fitness Center (4%)
- Community Services Administration (9%)
- Parks Maintenance (22%)
- Community Center (3%)
- Aquatics (11%)
- Programs (19%)
- Special Events (6%)
- Senior Center (12%)
- Library (13%)

Revenues are made up of non-tax revenue of approximately \$165,000 and an annual capital improvement plan (CIP) of \$624,000. A majority of the operating budget is funded by the general fund plan that is generated by taxes that make up 93 percent of the budgeted amount with earned/generated revenue making up five percent and sponsorships and grants generating one percent each.

An introductory workshop was held with Town staff that introduced the Department to the GreenPlay Pyramid Methodology and the process to determine a cost recovery strategy for the Department. The GreenPlay Pyramid Methodology suggests a cost recovery strategy that includes a policy that identifies consensus on attempts to recover a specified percentage of direct costs through a process that engages staff, the public, and elected officials for full buy-in of a fee pricing methodology.

The Town of Florence and the Community Services Department currently has a user fees and cost recovery procedure in place. The procedures define various factors that should be taken into account that include defining the most appropriate use of general purpose revenues and the use of user fees, the recipient of the service, and the effect of pricing. Recreation programs has a policy of its own within the Town's policy that defines cost recovery goals for specific recreation activities:

- High range cost recovery activities (60%-100%)
- Mid-range cost recovery activities (30%-60%)
- Low range cost recovery activities (0-30%)



The creation of a cost recovery and subsidy allocation philosophy and policy is a key component to maintaining an agency's financial control, equitably pricing offerings, and helping to identify core services including programs and facilities.

Critical to this philosophical undertaking is the support and buy-in of elected officials and advisory boards, staff, and ultimately, citizens. Whether or not significant changes are called for, the organization should be certain that it philosophically aligns with its constituents. The development of a financial resource allocation philosophy and policy is built upon a very logical foundation, based upon the theory that those who benefit from parks and recreation services ultimately pay for services.

Potential Funding Support

A component of this plan was to address potential funding and willingness to pay through the stakeholder input and community surveys. In addition to the information obtained through these methods, the Town was provided a Funding Exercise to aid in identifying current funding sources that are in place, additional funding sources that could be implemented in the future, and recognizing additional opportunities that may exist that the Town is unaware of at this time. A variety of funding methodologies exist for ongoing operations/maintenance as well as capital/project related needs. There are also many alternative funding opportunities that have been identified.

Traditional Parks and Recreation Operations and Capital Funding Sources

There is an assortment of mechanisms that the Town of Florence can employ to provide services and to make public improvements. Parks and recreation operating and capital development funding typically comes from conventional sources such as sales, use, and property tax referenda voted upon by the community, along with developer exactions. Operating funds are typically capped by legislation; may fluctuate based on the economy, public spending, or assessed valuation; and may not always keep up with inflationary factors. In the case of capital development, “borrowed funds” sunset with the completion of loan repayment and are not available to carry-over or re-invest without voter approval.

Alternative Parks and Recreation Operations and Capital Funding Sources

Alternative funding sources include a variety of different or non-conventional public-sector strategies for diversifying the funding base beyond traditional tax-based support. A staff document has been provided to the Town that includes known industry funding practices, potential sources, and strategies, as compiled by GreenPlay, with definitions and examples for the town to use as reference.

The following is a list of funding sources or alternative providers/sources that the Town identified as currently using, could easily be used, or could definitely consider using in the future. A list complete with short definitions of each potential funding source was provided as a staff resource document.

Currently in Use

- General or Operating Fund
- Property Tax
- Sales Tax
- Development Impact Fees
- Registration Fees
- Chamber of Commerce
- Sr. Citizen Groups (AARP, Silver Sneakers)
- Management or Technical Assistance Grants
- Planning Grants
- Program or Support Grants
- Lighting Fees
- Booth Lease Space
- Surplus Sale of Equipment by Auction
- Recycle Office Trash

Could Easily be Used

- Ticket Sales/Admission
- Facilities and Equipment Grants
- General Purpose or Operating Grants
- Matching Grants
- Recreational Trails Program (RTP)
- Equipment Rental
- Flexible Fee Strategies
- Processing/Convenience Fee

Could Definitely Consider

- Park Lands Dedication Ordinance
- General Obligation Bonds
- School Districts
- Medical Centers /Hospitals
- Boys and Girls Club
- Youth Sports Associations
- Adult Sports Associations
- Land and Water Conservation Fund
- Foundations/Gifts
- Friends Associations
- Volunteers/In-Kind Services
- Adopt-A-Park or -Trail
- Neighborhood Park Watch
- Security and Clean-Up Fees (Deposits)
- Merchandising Sales or Services
- Private Concessionaires
- State Park Funding Ideas
- Changing maintenance standards and practices
- Contract renegotiation
- Cost Avoidance
- Use light, water, and motion sensors
- Conduct energy audits
- Update to energy efficient ballasts, motors, appliances
- Use solar and wind energy
- Green operating practices
- Clean offices less frequently
- Flex Scheduling
- Virtual Meetings
- Preventative Maintenance
- Reduce Driving
- Eliminate Environmentally Negative Chemicals and Materials
- LEED® Design Principles
- Purchase better equipment - less maintenance
- Re-analyze and Revised Practices and Standards
- Monitor and Report Results
- Lead by Example

3 Current Inventory and Level of Service Analysis

A. Inventory and Assessment

Site visits and an inventory assessment of the Town’s Parks and Recreation maintained facilities was conducted by J2 Engineering and Environmental Design, LLC (J2). A summary of the Inventory and Assessment follows.

Recreation Facilities

The Town of Florence has 15 recreation facilities that it manages. The facilities, described further in this section, range from active multi-use and active parks, outdoor recreation, and indoor community facilities. In all, the Town manages over 341 acres of parks, outdoor recreation areas, indoor areas and one special area for RV and high-profile vehicle parking in the downtown area, west of Main St. on Quartz St., south of 8th St. **Table 11** lists the 15 Town managed facilities as well as the site acreage for each facility.



Table 11: Town Facilities

Recreation Facility	Acres
Poston Butte	153
Tennis, Pickleball and Multi-use	5.7
Aquatic Center	2.0
Library & Community Center	3.5
Heritage Park	22.5
Padilla Park	1.0
Senior Center	1.5
Little League Park	2.3
Jaques Square	0.2
RV Parking	0.8
Arriola Square	0.3
Fitness Center	0.1
Main Street Park	1.3
Aero Modeler Park	54.2
Whitlow Rodeo Grounds	93
TOTAL	341.4

Facility Site Improvements

Each of the 15 facilities have varying levels of site improvements. For the purpose of this report, a site improvement is an improvement that enhances the usability or aesthetic appeal of the facility. In this study, the project team identified 22 different types of site improvements in one or more of the 15 facilities. The facilities, described in this section, range from active multi-use and active parks, outdoor recreation, and indoor community facilities. Each site was assessed for the improvements offered at the facility. There are a range of improvements that were identified, including site lighting, field lighting, and sidewalks as well as play fields, recreational and competitive sporting areas and swimming and splash pad areas. The 15 recreation facilities include outdoor recreation areas, indoor areas and one special area for RV and high-profile vehicle parking in the downtown area. Illustrated in **Table 12** is a list of each of the site improvements that were found at each of the 15 Town managed facilities.

Table 12: Facility Site Improvements

Recreation Facility	Sidewalks	Trails Parking	Restroom/Concessions	Ramadas	Benches/Bleachers	Trash Receptacles	Playgrounds	Baseball Fields	Basketball Courts	Volleyball Courts	Skate Park	Drinking Fountain	Dog Park	Site Lighting	Sports Lighting	Horseshoes	Pools	Splash Pad	Amphitheater	Tennis Courts	Pickleball Courts	Multi-Use Fields	
Poston Butte		X	X				X																
Tennis, Pickleball and Multi-use	X		X			X	X						X		X	X				X	X	X	
Aquatic Center	X		X	X	X	X	X						X		X			X					
Library & Community Center	X		X	X		X	X								X								
Heritage Park	X		X	X	X	X	X	X	X	X	X	X	X		X	X	X						X
Padilla Park	X		X	X		X	X								X				X	X			
Senior Center	X		X	X		X	X								X								
Little League Park	X			X		X	X		X					X	X	X							
Jaques Square	X		X	X		X	X																
RV Parking	X		X	X																			
Arriola Square	X						X	X															
Fitness Center	X		X	X			X																
Main Street Park	X		X		X	X	X	X					X		X								
Aero Modeler Park			X	X	X	X	X																
Whitlow Rodeo Grounds			X	X	X	X	X																

Referring to **Table 12**, Heritage Park is the facility with the most improvements, containing 16 of the 22 identified improvements. The least improved facility is Poston Butte, containing three of the 22 identified improvements. The difference in the range of improvements is indicative of the type of facility and not the level of use. While Heritage Park is a community park with various active, passive, and aesthetic improvements, Poston Butte is a natural outdoor trail and hiking area. The difference in the type of facility as well as the type of improvements will, of course, correspondingly impact that capital and maintenance budgets for each facility.

The most common site improvement in each of the 15 facilities is playgrounds, occurring in 14 of the 15 facilities with sidewalks and trash receptacles a close second, occurring in 12 of the 15 facilities. The least common site improvements are pickleball, splash pad, and amphitheater, which are located at only one facility each.

Recreation and Supportive Improvements

J2 performed site visits and an inventory assessment over four days: January 22-25, 2019. In the assessment, a rating scale of 1 to 3 was established to determine the quality of each recreational site improvement at each of the 15 facilities. For the purposes of this report, the scale description is provided below:

- 1 Indicates that an improvement is in disrepair, has reached the end of its life cycle, or poses a safety concern and should be repaired or replaced as soon as feasible.
- 2 Indicates that an improvement is in fair to good condition, poses no immediate safety concern but is nearing the end of its life cycle and should be planned to be replaced.
- 3 Indicates that an improvement is in new or good condition, poses no safety concern, and does not need repair or replacement in the foreseeable future.

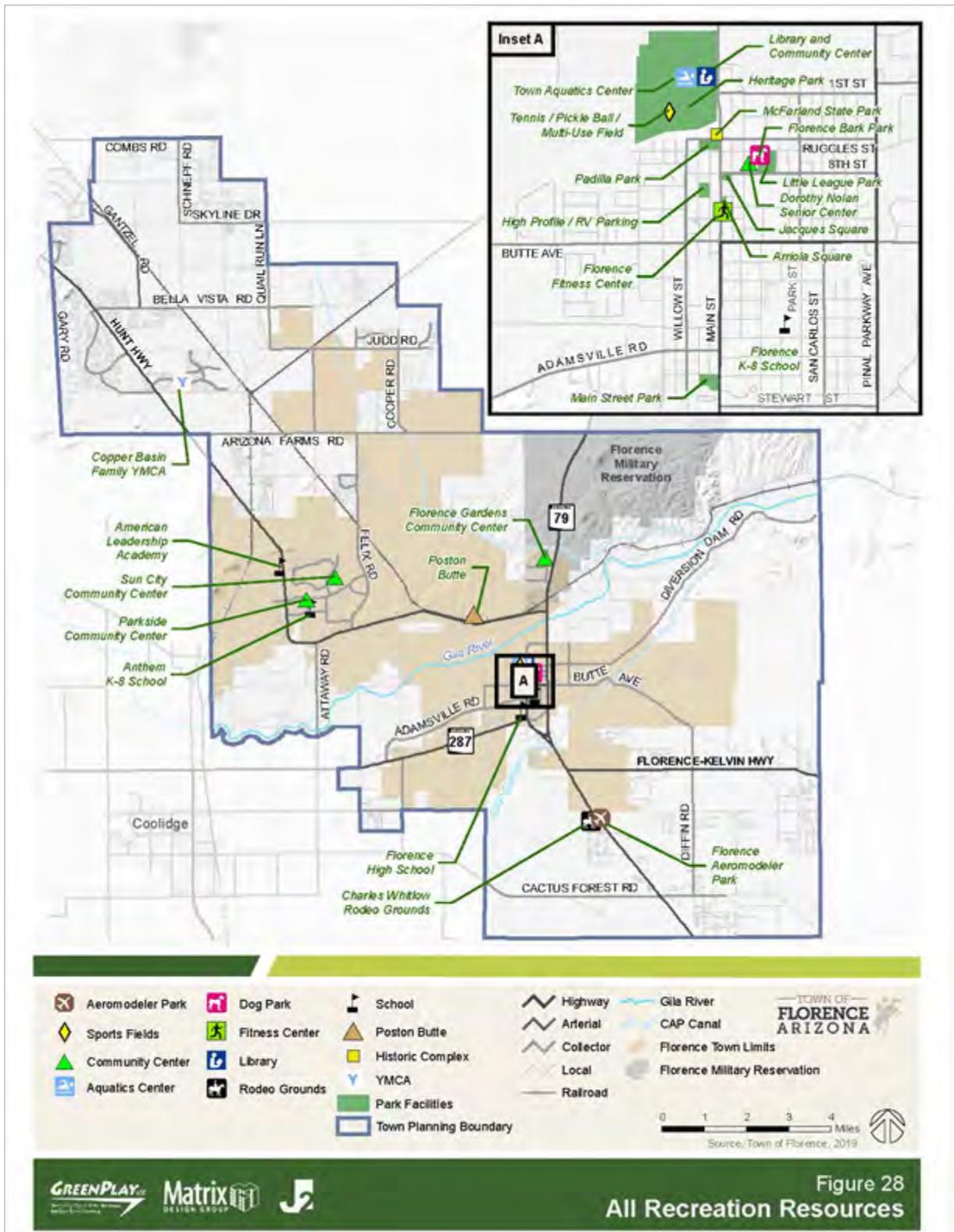
Typical observations at most facilities are that the site furnishings are showing wear and tear and nearing the end of their life cycle; a replacement program should be established for these items. There are also multiple brands and styles of site furnishings throughout the facilities. Florence should consider standardizing equipment for aesthetic consistency and ease of maintenance for replacement parts. Some facilities such as Heritage Park, Little League Park, and Main Street Park appear to have their original irrigation systems that are nearing the end of their life cycles and will need to be replaced.

All facilities should be evaluated for ADA compliance and upgraded accordingly. Most facilities need added or updated area lighting to increase usability and safety. The in-depth site inventory and evaluation can be found on the following pages. **Table 13** illustrates the condition of the improvements at each respective facility. **Figure 28**, shows the location of each of the 15 Town managed facilities.

Table 13: Recreation and Supportive Improvements

Recreation Facility	Baseball Field	Soccer/Multi-Use Field	Basketball Courts	Volleyball Courts	Skatepark	Restroom Building	Restroom/Concession Building	Concession Building	Horseshoe	Splash Pad	Playground	Amphitheater	Pickleball Courts	Tennis Courts	Dog Park
Poston Butte															
Tennis, Pickleball and Multi-use		1											2	2	
Aquatic Center															
Library & Community Center															
Heritage Park	3		3	1	1		1		1		2				
Padilla Park						1				1					
Senior Center															
Little League Park	1						1								3
Jaques Square						1									
RV Parking						1									
Arriola Square															
Fitness Center															
Main Street Park											1	1			
Aero Modeler Park															
Whitlow Rodeo Grounds						1		1							

Figure 28: Recreation Facility Locations Map



Recreational Facility Descriptions

The 2008 Plan noted that the Town managed 11 facilities, these facilities are noted with an asterisk. Since the completion of the 2008 Plan, the Town has successfully expanded their managed facilities to 15, which includes the most utilized facilities. These include: The Community, Library, and Aquatic Centers; the Tennis, Pickleball Courts, and the Multi-Use Field, Padilla Park, and the RV Parking area. The following descriptions of the 15 Town managed facilities are a summary from the Town of Florence 2008 Parks, Trails, and Open Space Master Plan, updated and supplemented with the current conditions acquired through the 2019 site visits.

*Poston Butte

The Poston Butte is a 153-acre site where Charles Poston, the “Father of Arizona,” is buried at its summit. The park is located north of East Hunt Highway and west of Herseth Road. This historical site was once an Apache ruin where worship ceremonies were conducted. Paved Paths, Town Trails, Backcountry Trails, and a Trailhead for connectivity to the park from numerous locations are proposed for the park. Poston Butte Special Use Park has currently a recreational open space land use.



Assessment of Amenities & Physical Condition

Pedestrian Gate:	Good Condition
Cattle Gate:	Good Condition
Entry Underpass:	Good Condition
Fence:	Good Condition
Signage:	Good Condition
(2) Trash Receptacles:	Good Condition



Future Considerations & Recommendations

There is potential to extend trails and connect to regional facilities through capital improvements as well as through public-private partnerships with future development.



Tennis/Pickleball/Multi-Use Field

The Tennis, Pickleball, and Multi-use Field is a 5.7-acre facility located on the north end of downtown adjacent to the Aquatic Center. The facility has been open since October 2016. The facility includes two tennis courts and two pickleball courts with covered bench seating areas. All courts are lighted and are open from sunrise until 10:00 p.m., seven days a week

Assessment of Amenities & Physical Condition

- (1) Multi-use Field: Good Condition
- (2) Pickleball Courts: Excellent Condition
- (2) Tennis Courts: Excellent Condition

Future Considerations & Recommendations

An addition of a restroom facility closer to the courts would benefit users, and there is currently a high demand for pickleball courts and should be planned for future expansion.



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Aquatic Center

The Aquatic Center is a new facility, constructed following the 2008 Plan. It is situated on 2 acres in downtown Florence, adjacent to the Town’s Community Center and Library. The facility has been open since October 2016. The facility includes:

- Competition/Lap Pool
- Two 1-Meter Diving Boards
- Two Water Slides
- Family Play Pool, with Zero-Depth Entry
- Toddler Slides
- Shaded Areas
- Family Dressing Room
- Training Classroom



Assessment of Amenities & Physical Condition

- | | |
|-----------------------|----------------|
| (1) Aquatic Building: | Good Condition |
| (2) Pools: | Good Condition |
| (1) Pump House: | Good Condition |
| (1) Parking Lot: | Good Condition |

Future Considerations & Recommendations

Additional seating needed for events, and additional seating needed for concessions area.



Library and Community Center

The Florence Library and Community Center is a 28,000 square foot facility that sits on 3.5 acres of land in the heart of historic downtown Florence. It opened in 2015 and is the most utilized facility that the Town of Florence owns, operates and manages. The Florence Community Library features both Adult and Children’s Collections, a Children’s story time area, a Teen Room, a Tech room, two small Study Rooms, public computers, and more.



The Community Center portion of the building includes a large lobby, five multi-purpose rooms that are available for Parks and Recreation programs, Library programs, general government meetings, and rentals by the public and community organizations. In addition, there is a shared Arts and Crafts Room and a 10-person Conference Room.

Assessment of Amenities & Physical Condition

Library & Community Center Building: Excellent Condition - Recent construction
Parking Lot: Good Condition
Plaza: Good Condition

Future Considerations & Recommendations

This facility is in excellent condition due to its new construction. Due to the heavy and consistent use of the facility it is recommended that the Town maintain an aggressive maintenance to retain its appearance and good condition and reduce the potential for benign neglect. Regular upgrades should be scheduled to keep facility new and current.



***Heritage Park**

At 22.5 acres, Heritage Community Park is the largest active, multi-use park facility owned and managed by the Town. It is located south of downtown Florence on Main Street. The property east of Main Street is community commercial and to the west is medium density residential. Directly south of the park are both medium and high-density residential land uses. Chase/Ruggles Ditch runs along the southern edge of the park and is the southern boundary of the Florence Townsite Historic District.



Assessment of Amenities & Physical Condition

- (3) Baseball Fields 1-3: Good Condition
- (1) Restroom/Concession Building: Poor Condition - Plumbing issues, access issues & heavy vandalism
- (1) Skatepark: Good Condition - Several amenities need replacement
- (2) Basketball Courts: Good Condition
- (5) Ramadas: Good Condition - Ramada 4's base is dangerously rusted
- (1) Large Playground: Good Condition - Needs additional fibar & Shade fabric is torn
- (1) Small Playground: Good Condition - Needs additional fibar & Shade fabric is torn
- (1) Plaza Area: Good Condition - Does not meet ADA
- (1) Volleyball: Good condition - Need boundary marker & remove branch hanging into court area
- (1) Parking Lot: Good Condition - Bollards around fire hydrant need to be replaced
- (2) Turf Basins: Good Condition - Currently dormant and full of weeds
- (1) Grand Walkway: Good Condition - Creaking in asphalt and breaking in the curbing
- (14) Trash Receptacles: Good Condition - Normal wear and tear
- (4) Horseshoe Pits 1-4: Good Condition
- (13) Picnic Tables: Good Condition - Normal wear and tear
- (3) Site Signage: Good Condition - Signage faded and damaged
- (1) Trash Enclosure: Good Condition
- Site Lighting: Good Condition - Fading and minor rust damage

Future Considerations & Recommendations

The overall condition of the park average due to heavy and consistent use. Regular maintenance should be increased to prevent further disrepair and an upgrade, enhancement of the overall facility should be planned within the next few years.

Padilla Park

Padilla Park is a 1-acre park located in the Florence Historic Townsite. When the site was excavated in 2014, 24 archaeological features were identified and recorded. One of the features was listed as a possible prehistoric pit. The Padilla Park amenities include a splash pad, restrooms, open turf, amphitheater and picnic tables.



Assessment of Amenities & Physical Condition

(1) Amphitheater Stage:	Good Condition
(1) Splash Pad:	Good Condition
(1) Restroom Building:	Good Condition
(5) Benches:	Good Condition
(8) Picnic Tables:	Good Condition
(10) Trash Receptacles:	Good Condition
Signage:	Good Condition
Site Landscape:	Good Condition
Parking Lot:	Good Condition

Future Considerations & Recommendations

The site is in good condition and should be maintained on a regular basis with site improvements and amenities schedule for periodic renovation, upgrade and/or replacement as needed.

*Senior Center

The Senior Center, known as the Dorothy Nolan Senior Center, is situated on 1.5 acres in downtown Florence, two blocks east of Main on Pinal St. Dorothy Nolan was a teacher in Florence and Sacaton. She was an advocate for seniors and served several terms on the Arizona Advisory Council for the Aging. The facility is in relatively good condition but is dated and in need of upgrade.



Assessment of Amenities & Physical Condition

Senior Center Building:	Good Condition
Parking Lot:	Good Condition
Site Furnishings:	Good Condition

Future Considerations & Recommendations

Current building is outdated. New Senior Center building should be considered.

***Little League Park**

Little League Park, a 2-acre active park between 6th Street and 8th Street and east of Pinal Street, provides the community with a baseball field and a dog park. This park site is east of the Senior Center and is vital to the downtown community. The ballpark includes a concession/restroom building, dugouts, maintenance facility, and seating at the dog park.



Assessment of Amenities & Physical Condition

(1) Baseball Field:	Good Condition - Field needs attention & home dugout needs repair
(1) Restroom/Concession Building:	Good Condition - Recently replaced roof
(1) Maintenance Yard:	Good Condition - Historic building within yard is in poor condition
(3) Dog Parks (Small/Large/Agility):	Good Condition
Sidewalks:	Good Condition - Some cracking
Lighting:	Good Condition - Should be updated within the next few years
(5) Trash Cans:	Good Condition - Rust damage
Site Landscape:	Good Condition - Weed treatment needed within turf

Future Considerations & Recommendations

Repairs needed within baseball field and shade elements should be placed over bleachers. Repair/replace drinking fountain in Dog Park entry

***Jaques Square**

Jacques Square is a small passive pocket park south of 8th Street and between Main Street and Bailey Street. Jaques Square provides restrooms, shade, seating, and parking near the street.



Assessment of Amenities & Physical Condition

Restroom Building:	Good Condition
Parking Lot:	Good Condition
(4) Benches:	Good Condition
(2) Planters:	Good Condition
(2) Trash Receptacles:	Good Condition
(1) Kiosk:	Good Condition

Future Considerations & Recommendations

The site is in good condition and should be maintained on a regular basis with site improvements and amenities schedule for periodic renovation, upgrade and/or replacement as needed.

High Profile/RV Parking

The site, located west of Main St. on Quartz St., south of 8th St., sits on less than an acre of land (.80). It includes 31 standard parking stalls and 9 handicapped stalls. The site does not have drainage, landscape or pedestrian facilities.



Assessment of Amenities & Physical Condition

- (1) Restroom: Good Condition - Only open for events
- (1) Parking Lot: Poor Condition - ADA parking does not meet current federal standards

Future Considerations & Recommendations

Regular pavement preservation schedule should be kept up. Detailed site assessment and modification should be considered to bring parking lot into compliance with Federal ADA standards as well as local zoning standards.

*Arriola Square

Arriola Square is a small urban park located in history downtown Florence east of Main Street. The park is the site of the first fired-brick building in Florence which was built in 1886. In 1908, the home was acquired by a local businessman, Aquiles Arriola. The home was eventually demolished, but the property remained in the family until it was acquired by the Town in 1985. Today, the site is a passive use, linear park that provides seating and shade along the street for residents and visitors.



Assessment of Amenities & Physical Condition

- (6) Benches: Good Condition
- (1) Historic Marker: Good Condition
- (2) Planters: Good Condition
- Site Landscape: Good Condition

Future Considerations & Recommendations

The site is in good condition and should be maintained on a regular basis with site improvements and amenities schedule for periodic renovation, upgrade and/or replacement as needed.

*Fitness Center

The Fitness Center is in downtown Florence and offers various programs and equipment, including the SilverSneakers®, health and fitness program for adults 65 and over that is included with many Medicare Plans.

Other amenities include:

- Treadmills
- Recumbent bikes
- Elliptical trainer
- Arc trainers
- Weight machines
- Free weights
- Exercise classes
- Private instruction
- Multi-purpose room



Assessment of Amenities & Physical Condition

Historic Building: Good Condition

Fitness Equipment: Good Condition

Future Considerations & Recommendations

Current building is at near max capacity. New fitness/Gymnasium building should be considered.

*Main Street Park

Main Street Park, a 1-1/2 acre passive pocket park located on Main Street and 22nd Street, provides ample shade, seating, picnic opportunities, and open space for small group gatherings.



Assessment of Amenities & Physical Condition

(1) Playground: Good Condition - Additional fiber needed

(3) Ramadas: Poor Condition - Clearance issues, structural damage & rust damage

(9) Picnic Tables: Poor Condition - Heavy damage to benches

(5) Site Signage: Poor Condition - Heavy damage and faded

Sidewalks: Good Condition - Some cracking

Lighting: Poor Condition - Poor site safety lighting levels

(1) Parking Lot: Good Condition - Worn asphalt paving

Site Landscape: Good Condition - Dormant turf with large mature trees

Future Considerations & Recommendations

Overall the site is in poor to average condition. A Restroom building should be added to site and the Town of Florence should consider purchasing or entering into a long-term agreement with Arizona Department of Transportation.

***Aero Modeler Park**

The Aero Modeler site is home to a very engaging and active group of enthusiasts and hobbyists who fly radio-controlled (RC) model airplanes. The site, managed by the Town of Florence, is comprised of 54.2 acres located on BLM land located south of downtown Florence along State Route 79. The facility includes a 100-foot wide and 600-foot long runway.



Assessment of Amenities & Physical Condition

- (1) Shade Canopy: Good Condition
- (1) Concessions Building: Good Condition
- (1) Runway: Poor Condition - Cracking and worn
- (2) Bleachers: Poor Condition - No safety railing & worn

Future Considerations & Recommendations

The Aero Modeler Park is heavily utilized by residents and attracts many visitor users to the site as well. The Town should consider upgrades and regular maintenance to keep this regionally recognized facility in good repair.

***Whitlow Rodeo Grounds**

Established in 1933 and home of the oldest Junior Rodeo in the United States, the Charles Whitlow Rodeo Arena sits on 93 acres of BLM land south of downtown Florence along State Route 79 and near the Aero Modeler Park.



Assessment of Amenities & Physical Condition

- Arena 1: Good Condition
- Arena 2: Good Condition
- (2) Announcer's Buildings: Good Condition
- (1) Concession Building: Good Condition
- (1) Restroom Building: Good Condition
- (1) Ramada: Good Condition
- (10) Bleachers: Poor Condition

Future Considerations & Recommendations

The Charles Whitlow Rodeo Arena is heavily utilized by residents and attracts many visitor users to the site as well. The Town should consider upgrades and regular maintenance to keep this nationally recognized facility in good repair.

B. Level of Service

Gap Analysis

As noted by the National Recreation and Park Association, (NRPA), the historic and conventional park level of service standard recommended one park for every 2,181 residents served, with 10.1 acres of parkland per 1,000 residents, (source: <https://www.nrpa.org/publications-research/parkmetrics/>). Today, communities are finding that this standardized approach does not always meet the level of service for their residents. This is not only due to the acreage of park and recreation facility, but also the type and level of programming of services. As a result, this section of the report will look to establish a Level of Service Standard for Florence that is unique to the community and identify any impediments to accessibility for local and regional facilities, as well as opportunities to expand future facilities that meet the needs and level of service Florence residents have come to expect.

For the purpose of this report, **Table 14** identifies each Town-managed facility, the facility acreage and type, the NRPA LOS standard for the type of facility, and the Town of Florence LOS standard for the type of facility. The Florence LOS was developed based on input from the project survey, interviews and information from the 2008 Plan.

Table 14: Town Managed Facility Level of Service

Recreation Facility	Acres	Facility Type	NRPA LOS Standard	Florence LOS Standard
Poston Butte	153	Regional	1-hour drive	5 Mile
Tennis, Pickleball and Multi-use	5.7	Community	1.5-3 Mile	3 Mile
Aquatic Center	2.0	Community	1.5-3 Mile	3 Mile
Library & Community Center	3.5	Community	1.5-3 Mile	3 Mile
Heritage Park	22.5	Community	1.5-3 Mile	3 Mile
Padilla Park	1.0	Neighborhood	.25-.5 Mile	½ Mile
Senior Center	1.5	Neighborhood	.25-.5 Mile	½ Mile
Little League Park	2.3	Neighborhood	.25-.5 Mile	½ Mile
Jaques Square	0.2	Neighborhood	.25-.5 Mile	½ Mile
RV Parking	0.8	Community	1.5-3 Mile	3 Mile
Arriola Square	0.3	Neighborhood	.25-.5 Mile	½ Mile
Fitness Center	0.1	Neighborhood	.25-.5 Mile	½ Mile
Main Street Park	1.3	Neighborhood	.25-.5 Mile	½ Mile
Aero Modeler Park	54.2	Regional	1-hour drive	5 Mile
Whitlow Rodeo Grounds	93	Regional	1-hour drive	5 Mile

Existing Level of Service

For the Town of Florence, the facility Level of Service analysis reviewed each of the 15 Town managed facilities and classified them as either a neighborhood, community, or regional facility, corresponding with the facility’s intended service area. Based on facility type, the team then assessed the accessibility of each facility based on the intended service area. The facilities LOS Standard used for each type is:

Facility Type	Service Area	Accessibility Standard
Neighborhood:	½-Mile	Facility is easily accessed by foot, bike or vehicle.
Community:	3-Mile	Facility is easily accessed by bike or vehicle.
Regional:	5-Mile	Facility is easily accessed by vehicle.

The intent of the level of service standards for Florence is not to establish a definitive rule, but instead to provide guidelines for maintenance and improvements for the population intended to serve as well as provide guidelines for the development of new facilities in the future. By way of example, it is understood that the Aero Modeler Park is a regional facility that hosts periodic, intra and inter-regional events beyond the 5-Mile radius noted above. However, this facility services a local population on a more regular weekly and monthly basis. Therefore, the LOS Standard utilized in this case is to service the more regular local users. This allows the Town to understand the overall community needs, plan for future maintenance and improvements for local and regional users, while avoiding over-investing for larger events that occur less frequently but can be accommodated within the current facility and budget constraints.

Future Level of Service

Based on the above assessment, the following Level of Service Standards are proposed for the Town of Florence:

Facility Type	Service Area	Facility Size
Neighborhood:	½-Mile	0.1 to 3 acres.
Community:	3-Mile	3 to 25 acres.
Regional:	5-Mile	25+ acres.

To avoid speculative private investment as well as unintended expectations, this plan does not direct specific park locations. Instead, Future Level of Service needs are provided as guidance for future public investment and public/private partnerships for locating future improvements based on the location of existing facilities. As noted previously, these standards are based on survey and interview input, anticipated population projections, preferred locations based on facility type, current standards and information from the 2008 Plan.

This approach will ensure the most suitable and cost-effective locations can be identified and sited based on the timing of future needs. To implement this approach, the following modified criteria from the 2008 Plan should be carried forward and utilized when siting or acquiring land for new Town facilities:

- Identify major physical barriers that create facility service area edge buffers. These include, major roadways and freeways, canals, rivers, and utility corridors.
- Accommodate modifications to park “service radius” dimensions in areas of rugged topography and low density (1 DU/AC or less) while still following LOS requirements.
- Identify compatible land uses for each park or facility type. These include:
 - Neighborhood facilities are ideally located in residential areas providing convenient, non-vehicular access for the targeted users. Site Neighborhood Parks with a maximum of ¼ to ½-mile walking/biking distance to residences. Connect via paths, trails, and sidewalk system.
 - Community facilities are ideally located near or in commercial, industrial, or floodplain areas where lighted sports facilities and parking overflows minimize impacts on affected residents.
 - Regional facilities are ideally located in large open areas where periodic large regional events do not disrupt or disturb local day-to-day activities.
- Identify independent recreational resources, such as master planned community parks as “neighborhood parks,” only to minimize facility duplication and overlapping of service areas for populations being served by other facilities such as those provided within planned developments.
- Identify locations that minimize pedestrian/bicycle and vehicular conflicts by responding to the existing and planned major arterial roadway network, on-street bike routes, and multi-use path and trail network.
- Incorporate Trailheads into all parks that connect to or are adjacent to trails, paths and open spaces.
- Incorporate the philosophies proposed by the 2005 Florence Greenway: A Bridge to the Future and a Connection to the Past and the 2007 Pinal County Open Space and Trails Master Plan to link park, recreation, and open space facilities throughout the Town.

Like the 2008 Plan, this plan recognizes the contribution of new development in providing park and recreation services to new residents within their community. However, two problems persist when only relying on new development to provide parks and recreation amenities for the Town. First, most if not all facilities within a new development are only available to residents of that community. While it is understandable for facilities to only be available for those who pay for it, the Town needs to be able to provide services to those residents who do not have access to new community facilities. Second, and just as problematic is the lack of overall community cohesion that public facilities provide. Public facilities, paid for by public dollars, create central gathering spaces for all Town residents. When done correctly, each public facility, regardless of size and type, can create its own sense-of-place that gives each area its own unique identity. This fosters a sense-of-belonging, ownership and overall pride in the community which increases overall resident satisfaction and participation.

By overlaying the facility service radii on a map of the city, the resulting diagram shows where gaps may exist in the area served by the existing facility locations (See **Figure 29**).

Inventory Analysis

Based on official State population projections, the Town of Florence approximate population for the future years is shown below, (source: <https://population.az.gov/population-projections>).

Year	Projected Population
2030	36,665
2040	48,150
2050	58,644

As referenced above, the NRPA standards are no longer used for facility quantity, as it is they believe communities serve different residents with distinct needs and recreational preferences. However, they do distribute metrics based on evaluations of park and recreation agencies across the United States. Current data from the 2017 NRPA “Agency Performance Review” based on a survey of 925 agencies indicate the following for the typical community of 20,000 to 49,999 residents:

- 9.6 acres for every 1,000 residents.
- 1 park for every 1,901 residents.
- Over 90 percent of respondents offer playgrounds, with an average of one playground per every 3,010 residents.
- Over half of respondents offer indoor recreation centers with gyms, while approximately 2 in 5 offer senior centers and fitness centers.

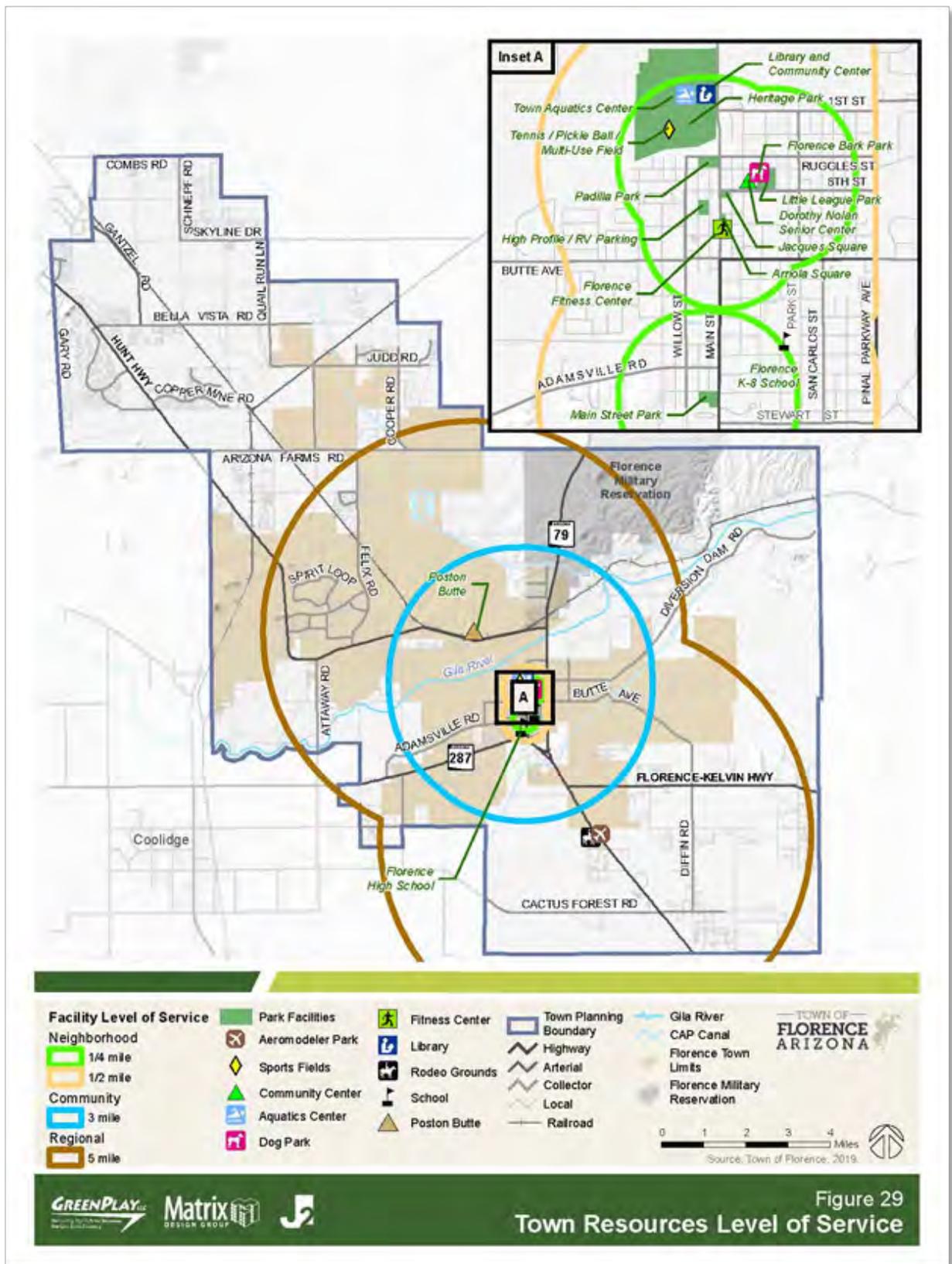
Level of Service Summary

Given the results of the gap and inventory analyses, the following recommendation is provided. Coverage of the town with Neighborhood facilities is very good in the downtown Florence area. Outside this area, Neighborhood facilities are lacking. Future Neighborhood facilities should be a priority outside and south of the downtown area, particularly in areas where private HOA facilities are not present and will not be provided in the future.

The availability of Community Town managed facilities is good given the service area. However, with Town managed Community facilities only located in downtown Florence, Town staff should be assessing the future Community facility needs and investment in the area south and east of downtown to service existing and future residents that are not part of a master planned community.

Finally, Town managed Regional facilities are good and adequate for the foreseeable future. However, Town staff should periodically assess these facilities to improve and or expand existing Regional facilities for upgrades, enhancements and expansion opportunities.

Figure 29: Gap Analysis Map



4 Site-Specific Park Master Plans

A. Data Collection and Review

J2 Engineering and Environmental Design, LLC (J2) developed a “pencil sketch” site plan and prepared an opinion of probable construction cost for both Main Street Park and Little League Park. As there was not much input received from the public on either of these park sites the Town’s direction was to provide a conceptual budget for needed repairs and improvements that would essentially rebuild the parks as they currently function.

Main Street Park proposed improvements include new ramadas, new walking pathways, new lighting, new restroom building, and new landscape and irrigation systems. See pencil sketch and opinion of probable construction cost for additional information.

Little League Park proposed improvements include converting the exiting maintenance yard into a parking lot, expanding the dog park area, redoing the ballfield fencing, lighting, and dugouts, and converting the existing historic building into a restroom/concession building. See pencil sketch and opinion of probable construction cost for additional information.

Heritage Park- to be updated after J2 public meetings

The “pencil sketch” site plans, a detailed opinion of probable construction costs and other related documents are included as appendix items.

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5 Key Issues Triangulation Matrix

Florence, Arizona	Qualitative Data				Quantitative Data		
Key Issue - Rating Scale a - priority b - opportunity to improve c - minor or future issue blank means the issue didn't come up or wasn't addressed	Consultant Team	Staff Input	Public Input	Leadership Interviews	Community Survey	Other City Documents	Facility Assessment/LOS
Organizational and Administrative							
Awareness/Communication	a	a	a	a	a	a	
Marketing/Branding	a	a	b	a	b	b	
Sustainability	a	b	c	b	c	a	

Program and Service Delivery								
Teen Programs	a	a	a	a		a	b	
Special Events	a	a	a	b		a	a	
Special Interest/Non-Traditional Programs	a	a	a	b		b	b	
Outdoor Recreation Programs	a	b	a	b		a	b	
Program Accommodations/Therapeutic Recreation	a	a	b	b		a	b	
Programming Hours	b	b	a	b		a	b	
Farmer's Market	b	c	b	b		a	b	
Fitness Programs	b	b	b	b		b	b	
Program Feedback	b	b	c	b		c	b	

Facilities and Amenities								
Trails and Connectivity	a	a	a	a		a	a	a
Recreation Center	a	a	a	a		a	b	a
Pickleball Courts	b	b	a	b		b	b	b
Community Parks	b	b	b	b		c	c	b
ADA Accessibility	a	a	b	b		a	b	a
Shade structures	b	b	b	b		b	b	b
Site Furnishings	a	a	b	b		b	b	a

Main Street Park	
Ramadas	a b b b b b a
Restroom	b b b c b b c
Circulation	b b c b b b b

Little League Park	
Field and Dugout	a b b b b b a
Dog park equipment	c b b b c b c
Restroom/Concession Building	a b a b b b a
Dog park water fountain	a c b b b b a
Lighting	b b b b b b b

Heritage Park	
Restroom/Concession Building	a b a b b b a
Ballfield Fencing	b b a b b b b
Ramadas	b b b b b b b
Lighting	b b a b b b b
Parking lot	a b b b b b a
Irrigation System	a b a b b b a
Park Circulation	a a a a b b a
General park amenities	b a a b b b b

Level of Service										
Partnerships	a	a	a	a		a	a			

Financial										
Bond Referendum	a	b	b	a		b	b			
Grants	b	a	a	a		a	b			
Budget Planning	a	a	a	a		b	a			
Fee Structure	a	a	a	a		b	a			

D
R
P

6 Recommendations and Action Plans

A. Recommendations

After analyzing the findings that resulted from this process, including the Key Issues matrix, a summary of all research, the qualitative and quantitative data, inventory, LOS analyses, and input assembled for this study, a variety of recommendations have emerged to provide guidance in consideration of how to improve parks and recreation services and facilities for the Town of Florence. This section describes ways to enhance the level of service and the quality of life with improvement through organizational efficiencies, financial opportunities, improved programming and service delivery, and facilities and amenities.

Organizational and Administrative

The Town of Florence is expecting growth to occur over the next 5-10 years. As this growth occurs, plans and policies need to anticipate the expected needs of the community. In addition to anticipating the growth of the town, the department must improve resident awareness of the department for both the core and non-core residents. The gap of awareness for those non-core residents that live within Anthem, Sun City, and Florence Gardens must be taken into account. Creating an innovative solution to communication will help bridge this gap and improve the awareness of the department throughout the Town.

Marketing and outreach to the community is always a challenge for many cities and towns throughout the country. The Town would benefit by creating a strategic marketing and branding plan that establishes an identity for the Community Services Department. Updating signage and using consistent standards will improve awareness as well as budgeting additional funds to provide more special events or promotions throughout the community that bring the residents together and understand the role of the department within the community.

Another area that can assist the organization is to address sustainability. The Town is located in an area where best practices should be considered that address sustainability throughout the department, including addressing water conservation and preserving open space.

Program and Service Delivery

The Town of Florence will benefit by exploring additional opportunities to provide programming that meet the demands of the community and creates equity throughout the Town. Through the information gathering process, teen programming is identified as a priority. The Town currently offers a teen advisory council that provides a positive service for the department. Building upon the council and engaging this group will allow the department to improve and provide programming that this demographic demand. Classes should take into account fitness and health programs, community volunteerism, theater, and gaming and technology opportunities.

The Town currently has well-respected special events which are popular in the community. These events provide a unique experience and address programming for the core and non-core resident. The events should be evaluated on a regular basis, identifying opportunities to make improvements to continue growing the level of service provided. The possibility of/addition of a Farmers Market is popular and there is interest in additional event opportunities that include artisanal offerings, special interest programs, and non-traditional programming (cooking, theater, STEM programs, tech/vocational training). In addition to special events, fitness programming is another area that has been identified for improvement. The Town would benefit by reevaluating the current fitness programs and exploring opportunities in the areas of yoga, ZUMBA, barbell, HIIT and other fitness related activities.

New opportunities exist that address outdoor recreation, therapeutic recreation, and providing program accommodations. The Town benefits by having many natural resources and trails located throughout the community and surrounding area. Developing outdoor opportunities by capitalizing on these resources provide a unique opportunity to explore partnerships and collaborative efforts with other organizations, allowing the Department to work cooperatively in meeting the demands of the residents. Approximately 12-18% of the residents require accessibility. There is an opportunity that exists to address this issue by providing therapeutic recreation programs and accommodations for those with disabilities. The Town can accomplish by providing programming that identifies those in need and seeking partnership/collaborations with local organizations that can help to reach those in the community that are in need.

A final tool that can assist the Town is implementing a standardized program evaluation process. A standardized process will allow the Town to hear from those current users through feedback on the quality of the programs, the registration process, facility conditions, instructors, and other pertinent information that will assist in making improvements to current programming. The evaluation process is also a tool that will other feedback for suggestions on future programming needs, amenities, and other issues that affect the department.

Facilities/Amenities/Level of Service

The current inventory of parks and facilities are well respected throughout the community and provide services that meet the demands of the resident. At the same time, many facilities are in need of updates and there is a desire for additional services to be provided by the Town. A plan needs to be in place to address the shortfalls of the current system and plan for the future through acquisition and addition of acreage to increase the level service provided by the Town.

The survey revealed that trails and connectivity are an identified need and very important to the residents. A plan should be developed to identify acquiring additional acreage for expansion of these services. The Active Transportation Plan should be used a reference and new development should be connected with trails and greenways. Forming a collaborative working relationship with the county will ensure that hiking trails and walking paths will be addressed, specifically with Poston Butte hiking

trails. Another need is to connect Florence with Anthem and Sun City, allowing accessibility throughout the surrounding area. The promotion of healthy lifestyles, recreation, and connectivity should be a top priority for the Town through expansion and improvement of existing pedestrian paths and bikeways. The Town must also take into account those residents that are in need of accessible facilities with the development of an ADA transition plan that addresses accessibility to all parks and facilities.

While many non-core residents benefit from unique facilities and amenities in their own communities, the core residents of Florence seek improvements to the current facilities. A plan that addresses a feasibility study to consider a multi-generational recreation center is needed. The plan should take into account a facility that provides unique amenities that address health, fitness, programming, and other opportunities for all ages. The current fitness and senior facilities are in need of repairs and updates. The feasibility study must take into account their current states and look at the best possible solution for future use. Pickleball is very popular in the Florence community and there is a need for additional courts to accommodate the program and number of participants.

The current park system has been identified for many improvements. A majority of these will be identified through the separate Site-specific Master Plan that addresses Main Street, Little League, and Heritage Parks. The Town would benefit by developing a department wide replacement program and establishing a standard for all amenities to ensure consistent branding/style of equipment throughout town and having a replacement plan in place to address outdated equipment.

Financial

The Department has an internal cost recovery/pricing program in place that outlines expected recovery rates and pricing based on user benefits. The Town should ensure that the policy is followed and continue to review the policy on a yearly basis to ensure consistency throughout the department. As growth of programming and services continues, the policy should be evaluated on a regular basis, with adjustments to the policy if deemed appropriate.

With the growth of the town and increased service levels, staffing and supply budgets must be addressed. Capital funding and planning for future growth for open space, facilities, and other demands will become an issue in the short term for the Town. Creating a financial plan to address this growth will be important in continuing to fund the Department and meet future demands that will come with the increased service level. The Town will benefit by identifying opportunities for capital improvements and additional funding options as the needs arise. Developing strategies to seek alternative funding sources that include donations, grants, partnerships, sponsorships, and impact fees will benefit the town. The consideration of a bond referendum for future capital projects showed some support through the community survey.

Summary of Goals and Objectives

Organizational and Administrative

- Improve level of communication and awareness of the Department with all residents of Florence
- Enhance and improve marketing and branding with residents and visitors
- Address and identify opportunities for sustainability

Program and Service Delivery

- Enhance programming for teens
- Increase opportunities for special events/community gatherings
- Increase opportunities for special interest and non-traditional programming
- Enhance opportunities for Outdoor Recreation and Fitness programming
- Address opportunity for therapeutic recreation and program accommodations
- Reevaluate program delivery/hours/locations
- Improve program evaluation process

Facilities/Amenities/Level of Service

- Improve trail and path connectivity
- Address opportunities for recreation center improvements
- Build upon demand and success for pickleball
- Plan and strategize for additional community parks
- Address accessibility in facilities and parks
- Plan for existing and future park amenity improvements
- Improve partnerships and relationships to increase level of service

Financial

- Consider financing opportunities for capital funding, future growth, and improvement projects
- Reevaluate current budget policies and consider establishing new policies that address future growth and development

Summary of Site-specific Goals and Objectives

Main Street Park

- Consider plans and improvements to address:
 - Ramadas
 - Site furnishings
 - Restrooms
 - Circulation
 - Accessibility
 - Shade structures

Little League Park

- Consider plans and improvements to address:
 - Field and dugout
 - Dog park amenities
 - Ball park amenities
 - Shade structures

Heritage Park

- Consider plans and improvements to address:
 - Restrooms/concessions
 - Park amenities
 - Irrigation system
 - Parking lot
 - Accessibility
 - Shade structures

B. Action Plan, Cost Estimates, and Prioritization

The following Goals, Objectives, and Action Items for the recommendations are drawn from the public input, inventory, level of service analysis, findings feedback, and all the information gathered during the planning process with a primary focus on maintaining, sustaining, and improving the Town of Florence parks, recreation, open space, and trails. All cost estimates are in current year (2019) figures where applicable. Most costs are dependent on the extent of the enhancements and improvements determined or known at this time.

Timeframe to complete is designated as:

- Short-term (up to 3 years)
- Mid-term (4-6 years)
- Long-term (7-10 years)

Goal 1: Organizational and Administrative			
Objective 1.1: Improve level of communication and awareness of the Department with all residents of Florence			
Actions	Capital Cost Estimate	Operational Budget Impact	Timeframe to Complete
1.1.a Enhance awareness of programs and facilities to the Town of Florence, Anthem, Sun City, and Florence Gardens.	N/A	Staff Time	Short-Term
1.1.b Continue to serve core of Florence while reaching out to non-core areas.	N/A	Staff Time	Short-Term
1.1.c Consider innovative solutions to bridge awareness gaps.	N/A	Staff Time	Mid-Term
Objective 1.2: Enhance and improve marketing and branding with residents and visitors			
Actions	Capital Cost Estimate	Operational Budget Impact	Timeframe to Complete
1.2.a Develop strategic marketing and branding plan to establish identity of Community Services, staying consistent with the standards of the Town of Florence.	N/A	Staff Time or \$25,000 if contracted	Short-Term
1.2.b Update signage standards.	\$20,000	Staff Time	Mid-Term
1.2.c Budget additional funds for event promotions.	N/A	\$2,500 per event	Short-Term
Objective 1.3: Address and identify opportunities for sustainability			
Actions	Capital Cost Estimate	Operational Budget Impact	Timeframe to Complete
1.3.a Research and develop conservation measures that are ecologically beneficial.	N/A	Staff Time	Mid-Term
1.3.b Develop best practices for sustainability throughout community services department, including water conservation and open space preservation.	N/A	Staff Time	Mid-Term
Goal 2: Program and Service Delivery			
Objective 2.1: Enhance programming for teens			
Actions	Capital Cost Estimate	Operational Budget Impact	Timeframe to Complete
2.1.a Build upon teen advisory council, engaging them to understand and adopt generations' desires.	N/A	Staff Time	Short-Term
2.1.b Consider teen classes such as fitness/health programs, beginner gymnastics, community volunteerism, video game tournaments, kids theater, and technology classes.	N/A	Staff Time	Short-Term

Objective 2.2: Increase opportunities for special events/community gatherings			
Actions	Capital Cost Estimate	Operational Budget Impact	Timeframe to Complete
2.2.a Continue to provide high-quality special events for the entire community.	N/A	Staff Time Volunteers	Short-Term
2.2.b Provide opportunities for produce and artisanal offerings through a variation of a local market (Farmers Market).	N/A	Staff Time Volunteers	Mid-Term
Objective 2.3: Increase opportunities for special interest and non-traditional programming			
Actions	Capital Cost Estimate	Operational Budget Impact	Timeframe to Complete
2.3.a Continue to offer more special interest programs that offer non-traditional programs such as cooking, theater, STEM programs, and tech/vocational training.	N/A	Staff Time \$25 per hour instructors	Mid-Term
Objective 2.4: Enhance opportunities for Outdoor Recreation and Fitness programming			
Actions	Capital Cost Estimate	Operational Budget Impact	Timeframe to Complete
2.4.a Develop outdoor recreation programs, or partner with other organizations, to offer experiences in nature. Examples include Hiking, Biking, Disc Golf, Geocaching, Archeology, ASU (partner).	N/A	Staff Time Volunteers	Mid-Term
2.4.b Capitalize on natural resources such as Poston Butte, River Corridors, and the trails mentioned in the Active Transportation Plan.	N/A	Staff Time Volunteers	Short-Term
2.4.c Continue expanding on fitness offerings and offer classes such as yoga, Zumba, barbell, HIIT, etc.	N/A		Short-Term
Objective 2.5: Address opportunity for therapeutic recreation and program accommodations			
Actions	Capital Cost Estimate	Operational Budget Impact	Timeframe to Complete
2.5.a Develop accommodations for people with disabilities.	N/A	Staff Time \$25 per hour instructors	Short Term- Ongoing
2.5.b Consider therapeutic recreation programs for the 12 - 18% of population that requires accessibility.	N/A	Staff Time \$25 per hour instructors	Short-Term

Objective 2.6: Reevaluate program delivery/hours/locations			
Actions	Capital Cost Estimate	Operational Budget Impact	Timeframe to Complete
2.6.a Consider extending hours of operations to address earlier morning and later evening availability to accommodate participates in fitness and aquatics programs.	N/A	\$10,000	Short-Term
Objective 2.7: Improve program evaluation process			
Actions	Capital Cost Estimate	Operational Budget Impact	Timeframe to Complete
2.7.a Implement standardized feedback system, such as an online survey that is sent to all participants after the program.	N/A	Staff Time	Short-Term
Goal 3: Facilities/Amenities/Level of Service			
Objective 3.1: Improve trail and path connectivity			
Actions	Capital Cost Estimate	Operational Budget Impact	Timeframe to Complete
3.1.a Acquire acreage for multi-use trails for activities such as hiking, mountain biking, ATV, and equestrian.	TBD Per Acreage Cost Range	Staff Time	Long-Term
3.1.b Improve Poston Butte Hiking trails and walking paths by working collaboratively with County.	TBD Capital Cost Range	Staff Time	Mid-Term
3.1.c Ensure new development is connected with trails and greenways based on current plans, esp. with Active Transportation Plan.	TBD Per Mile Cost	Staff Time	Long-Term
3.1.d Connect Florence with Anthem/Sun City area via trail.	TBD Per Mile Cost	\$5,000	Long-Term
3.1.e Expand and improve existing pedestrian paths and bikeways to promote health, recreation and connectivity among neighborhoods.	TBD Per Mile Cost	\$1,000 per mile	Long-Term
Objective 3.2: Address opportunities for recreation center improvements			
Actions	Capital Cost Estimate	Operational Budget Impact	Timeframe to Complete
3.2.a Pursue feasibility study for multi-generational recreation center.	\$57,000	Staff Time	Short-Term
3.2.b Provide space for classes, fitness/health, kitchen, gymnasium, senior programs, etc.	Feasibility will determine		Mid-Term
3.2.c Develop modern, ADA accessible fitness gym.	Feasibility will determine	Staff Time	Long-Term
3.2.d Sell or repurpose current fitness and senior facility, both of which need extensive repairs.	Capital Gains TBD	TBD	Long-Term

Objective 3.3: Build upon demand and success for pickleball			
Actions	Capital Cost Estimate	Operational Budget Impact	Timeframe to Complete
3.3.a Consider building additional pickleball courts to accommodate demand.	Cost per Court	\$1,500 per court	Mid-Term
Objective 3.4: Plan and strategize for additional community parks			
Actions	Capital Cost Estimate	Operational Budget Impact	Timeframe to Complete
3.4.a Identify land and acquire space for community/pocket parks in North Florence.	TBD \$30K-\$40K/a.c.	Staff Time	Long-Term
3.4.b Develop strategy for utilization of Development Impact Fees.	N/A	Staff Time	Long-Term
Objective 3.5: Address accessibility			
Actions	Capital Cost Estimate	Operational Budget Impact	Timeframe to Complete
3.5.a Develop ADA transition plan for parks and facilities to accommodate the 12 - 18% of population who require ADA accessibility.	TBD	Staff Time	Short-Term
Objective 3.6: Plan for existing and future park amenity improvements			
Actions	Capital Cost Estimate	Operational Budget Impact	Timeframe to Complete
3.6.a Plan and provide shade structures in facilities and parks.	Cost per Ramada	Staff Time	Short-Term
3.6.b Develop a replacement program for amenities in need of repair/replacement (Examples: benches, trash cans, etc.)	Cost per amenity (bench, trash cans, etc.)	Staff Time	Mid-Term
3.6.c Establish Town standards for all amenities to ensure consistent styles, brands, etc. are at used throughout the facilities	N/A	Staff Time	Mid-Term
Objective 3.7: Improve partnerships and relationships to increase level of service			
Actions	Capital Cost Estimate	Operational Budget Impact	Timeframe to Complete
3.7.a Create strong partnerships with alternative providers through public private partnerships to increase service and provide specialized programs, as well as increase quality and quantity of youth sports.	N/A	Staff Time	Mid-Term
3.7.b Create opportunities to better utilize existing resources to offer inclusive programs and events.	N/A	Staff Time Volunteers	Mid-Term

Goal 4: Financial			
<i>Objective 4.1: Consider financing opportunities for capital funding, future growth , and improvement projects</i>			
Actions	Capital Cost Estimate	Operational Budget Impact	Timeframe to Complete
4.1.a Consider bond referendum for future capital projects.	TBD	Staff Time	Long-Term
4.1.b Increase resources towards grants and/or philanthropic efforts.	N/A	Staff Time Or \$30,000 new position	Mid-Term
4.1.c Ensure staff, utility, and supply budgets increases with new development and improvements.	N/A	3% per year minimally	Mid-Term
<i>Objective 4.2: Reevaluate current budget policies and consider establishing new policies that address future growth and development</i>			
Actions	Capital Cost Estimate	Operational Budget Impact	Timeframe to Complete
4.2.a Establish fund or funds to ensure deferred maintenance, repair, replacements and capital projects are addressed and funded properly.	N/A	Staff Time	Long-Term
4.2.b Ensure cost recovery policy consistently guides pricing for programs, special events, rentals, and public private partnerships.	N/A	Staff Time Or \$40,000 if contracted	Mid-Term

C. Site-specific Action Plan, Cost Estimates, and Prioritization

The following Goals, Objectives, and Action Items for the recommendations of the three Site-specific Park plans are drawn from the public input, inventory, level of service analysis, findings feedback, and all the information gathered during the planning process with a primary focus on maintaining, sustaining, and improving Town of Florence parks, recreation, open space, and trails. All cost estimates are in current year (2019) figures where applicable. Most costs are dependent on the extent of the enhancements and improvements determined or known at this time.

Timeframe to complete is designated as:

- Short-term (up to 3 years)
- Mid-term (4-6 years)
- Long-term (7-10 years)

Main Street Park			
<i>Objective 1.1: Consider Plans and Improvements to address Main Street Park</i>			
Actions	Capital Cost Estimate	Operational Budget Impact	Timeframe to Complete
1.1.a Ramadas- poor condition	\$230,000	N/A	
1.1.b Site Furnishings- poor condition	\$25,000	N/A	
1.1.c Restrooms- need for a facility to enhance the park	\$150,000	Staff Time	
1.1.d Circulation- improve circulation/walkways to amenities, improve ADA accessibility throughout the park and provide site lighting	\$145,000	N/A	
Little League Park			
<i>Objective 2.1: Consider Plans and Improvements to address Little League Park</i>			
Actions	Capital Cost Estimate	Operational Budget Impact	Timeframe to Complete
2.1.a Field and Dugout - Updated for irrigation, field layout, fencing, and dugouts. Existing conditions do vary from good condition to poor such as the home side dugout which has extensive termite damage. Replace lighting.	\$510,000	Staff Time	
2.1.b Dog Park Amenities- Replacement plan for equipment. Repair/replace water fountain. Add Lighting to dog park.	\$128,000	Staff Time	
2.1.c Ball Park Amenities- Restroom has plumbing issues, access issues, and vandalism. Add Shade structures. Replace Concession Stand.	\$518,000	Staff Time	
Heritage Park			
<i>Objective 3.1: Consider Plans and Improvements to address Heritage Park</i>			
Actions	Capital Cost Estimate	Operational Budget Impact	Timeframe to Complete
3.1.a Restrooms/Concessions- Restroom has plumbing issues, access issues, and vandalism. Replace Concession Stand.		Staff Time	

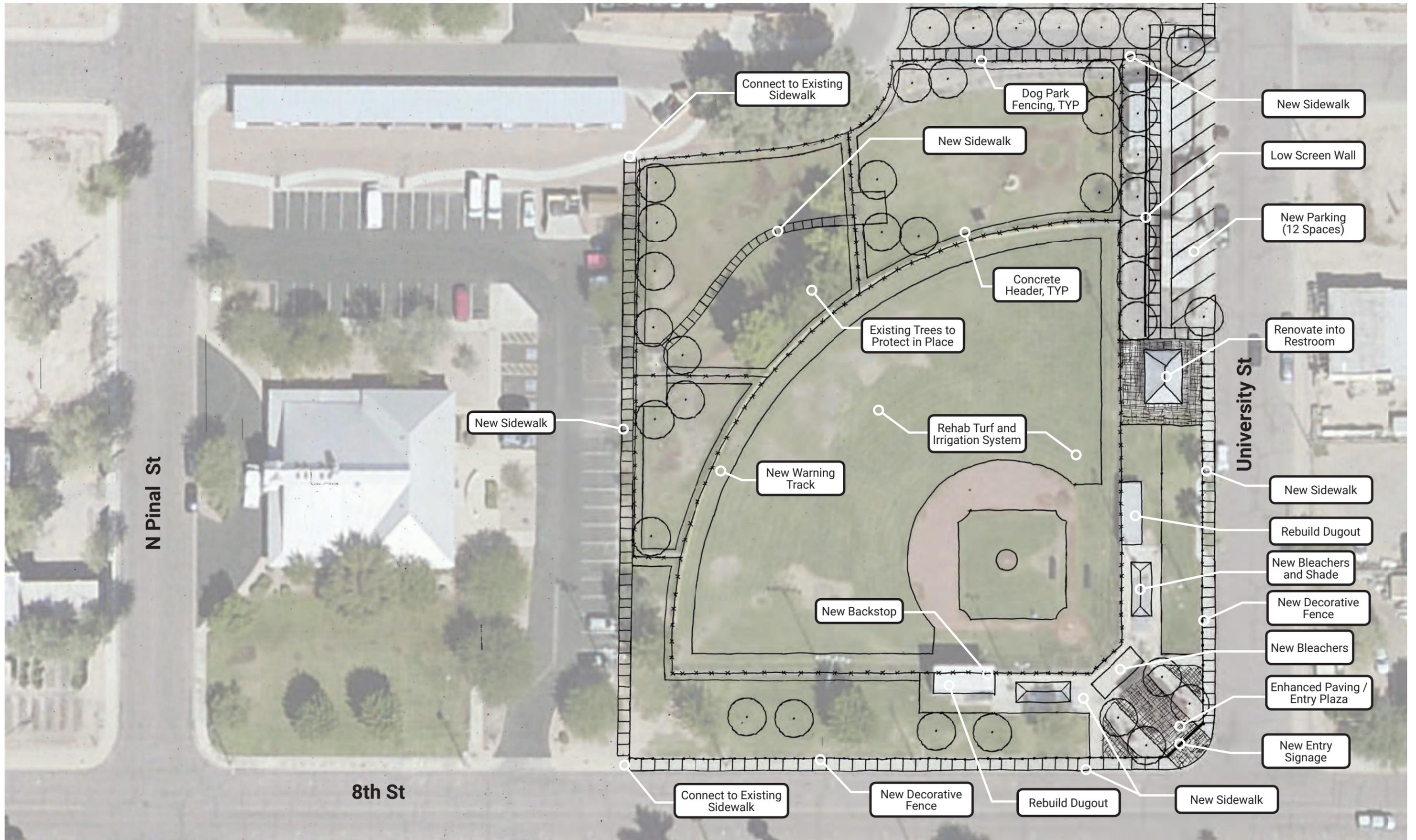
<p>3.1.b Park Amenities- Ball field fencing and gates have areas of wear and gates that are not functioning properly. Ramadas are dated, some minor structural damage, need lighting. Overall lighting could be added and updated throughout the park to enhance user experience and safety. Amenities are in a fair condition but could definitely be refreshed and updated to current park standards and trends. Add Shade structures.</p>		<p>Staff Time</p>	
<p>3.1.c Irrigation System- Nearing end of life cycle and should be replaced.</p>		<p>Staff Time</p>	
<p>3.1.d Parking Lot- Areas of cracking and deterioration, no shade, no real definition of circulation and vehicle containment.</p>		<p>Staff Time</p>	
<p>3.1.e Accessibility- There is not ADA accessible access to all park amenities. Walking pathways (loops) could be added to enhance user experience.</p>		<p>Staff Time</p>	

D R A F T

A Appendix A: Site-Specific Plans

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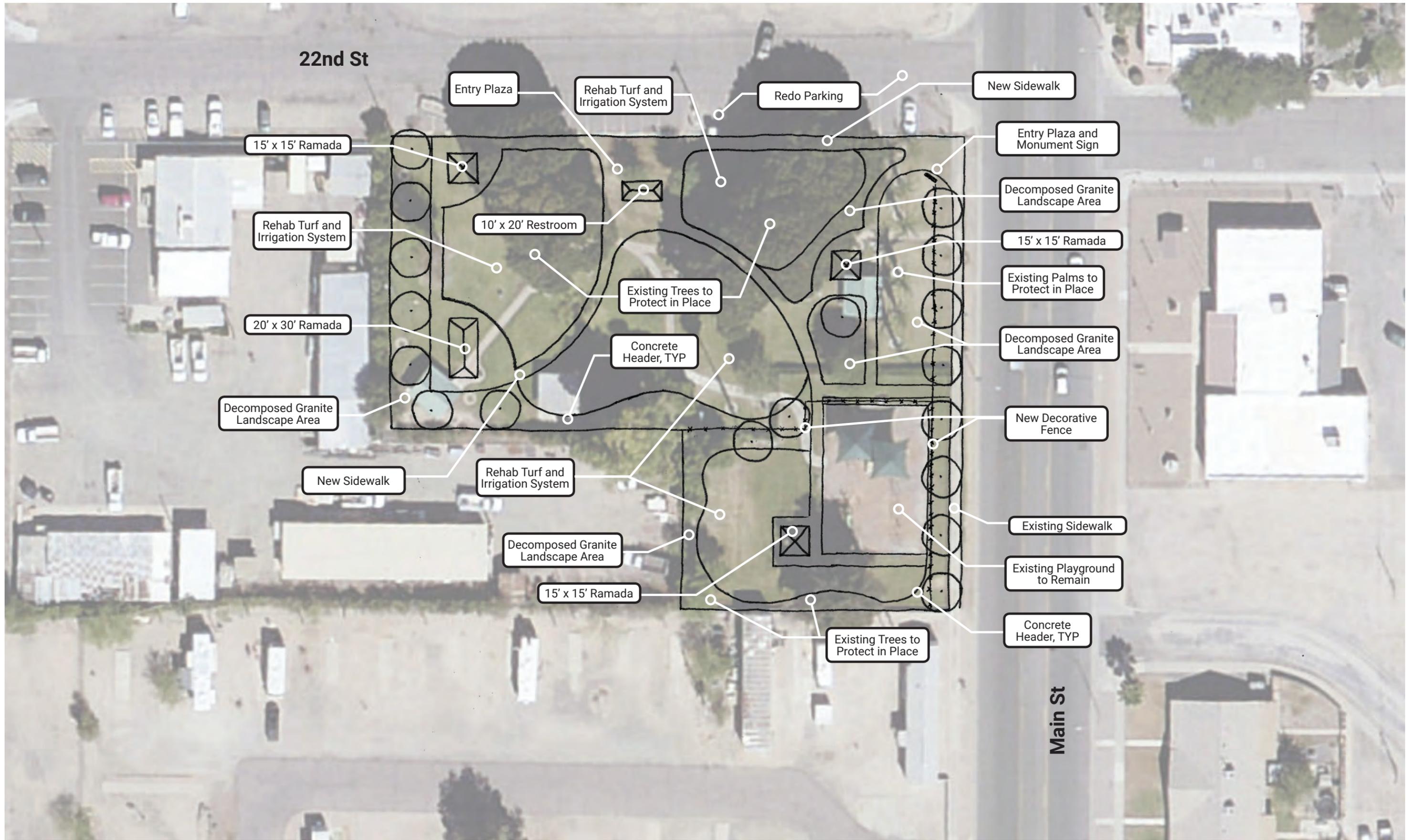
Little League Park

July 26, 2019



0' 10' 20' 50'
scale = 1"=20'





Main Street Park

July 31, 2019



0' 10' 20' 50'
 scale = 1"=20'



B Appendix B: Conceptual Costs

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Town of Florence: Little League Park
Opinion of Probable Construction Cost

Prepared By: J2 Design
08/01/19

ITEM NO.	DESCRIPTION	UNIT	QUANTITY	UNIT COST	EXTENDED AMOUNT
REMOVALS					
	Concessions/Restroom Building	EA	1	\$10,000.00	\$ 10,000.00
	Baseball Field Dugouts	EA	2	\$5,000.00	\$ 10,000.00
	Asphalt Pavement	SY	89	\$12.00	\$ 1,068.00
	Concrete Pavement (sidewalk)	SF	6,813	\$2.50	\$ 17,032.50
	Concrete Driveway	SF	530	\$3.00	\$ 1,590.00
	Curb and Gutter	LF	175	\$11.00	\$ 1,925.00
	Turf Removal	SF	61,089	\$0.10	\$ 6,108.90
	Fencing (Backstop)	LF	182	\$10.00	\$ 1,820.00
	Fencing (Dog Park and Outfield)	LF	1,184	\$4.00	\$ 4,736.00
	Fencing (Maintenance Yard)	LF	270	\$6.00	\$ 1,620.00
	Existing Trees (Palms)	EA	4	\$1,000.00	\$ 4,000.00
	Bleachers	EA	2	\$800.00	\$ 1,600.00
	Dog Park Equipment	LS	1	\$500.00	\$ 500.00
	Sports Lighting Poles	EA	4	\$5,000.00	\$ 20,000.00
	Area light poles	EA	2	\$1,500.00	\$ 3,000.00
	Shed	SF	1,760	\$3.00	\$ 5,280.00
	Signage	EA	4	\$200.00	\$ 800.00
	Litter Receptacles	EA	8	\$150.00	\$ 1,200.00
IMPROVEMENTS					
	Concrete Pavement (Sidewalk)	SF	12,492	\$5.00	\$ 62,460.00
	Enhanced Pavement (concrete pavers)	SF	2,553	\$12.00	\$ 30,636.00
	Asphalt Pavement	SY	432	\$30.00	\$ 12,960.00
	Curb and Gutter	LF	441	\$22.00	\$ 9,702.00
	6' Chainlink Fence (Outfield/Dog Park)	LF	1,360	\$35.00	\$ 47,600.00
	Fencing (Backstop)	EA	1	\$30,000.00	\$ 30,000.00
	Decorative Fence (4ft tall)	LF	458	\$75.00	\$ 34,350.00
	CMU Wall (4ft tall)	LF	138	\$80.00	\$ 11,040.00
	Bleachers (5 row)	EA	3	\$8,000.00	\$ 24,000.00
	Shade Structure (Fabric)	EA	2	\$8,000.00	\$ 16,000.00
	Turf (Seed)	SF	59,839	\$0.15	\$ 8,975.85
	Dugouts (CMU with hard lid)	EA	2	\$18,000.00	\$ 36,000.00
	Concrete Header	LF	1,273	\$8.00	\$ 10,184.00
	Convert Historic building to Restrooms/Concessions	LS	1	\$100,000.00	\$ 100,000.00
	Remove and relocation Water Service	EA	1	\$8,000.00	\$ 8,000.00
	Remove and relocate Fire Hydrant	EA	1	\$10,000.00	\$ 10,000.00
	New Water line for Restroom/Concession	LF	31	\$150.00	\$ 4,650.00
	New Sewer line for Restroom/Concession	LF	31	\$150.00	\$ 4,650.00
	Remove and Reinstall Score Board	LS	1	\$3,000.00	\$ 3,000.00
	Dog Park Equipment	LS	1	\$5,000.00	\$ 5,000.00
	Benches	EA	6	\$1,500.00	\$ 9,000.00
	Picnic Tables	EA	7	\$2,500.00	\$ 17,500.00
	Trash Receptacles	EA	8	\$1,000.00	\$ 8,000.00
	Bike Racks	EA	1	\$800.00	\$ 800.00
	Drinking Fountain	EA	2	\$8,000.00	\$ 16,000.00
	Overhead to Underground Conversion of Power Lines Along 8th Street	LF	435	\$40.00	\$ 17,400.00
	APS Pull Boxes for Overhead to Underground Transition	EA	2	\$2,000.00	\$ 4,000.00
	LED Area Light, Pole, Foundation, Including Necessary Trench, Conduit and Conductors for Each Light	EA	12	\$4,500.00	\$ 54,000.00
	Remove and Replace Existing Electrical Service Entrance Section in New Location, including Associated Disposal Costs	LS	1	\$50,000.00	\$ 50,000.00
	APS Fees for Relocated SES Design and Labor	LS	1	\$25,000.00	\$ 25,000.00
	LED Sports Lighting Equipment, Including (18) Luminaires, (4) Poles, (4) Foundations and Control Equipment	LS	1	\$156,000.00	\$ 156,000.00
	LED Sports Lighting Installation	EA	4	\$4,000.00	\$ 16,000.00
	Trench, Conduit and Conductors for LED Sports Lighting	LF	500	\$25.00	\$ 12,500.00
	Irrigation System (Turf spray and Drip)	SF	59,839	\$2.00	\$ 119,678.00
	Decomposed Granite (1/4" minus) - Dog Park	SF	4,994	\$0.40	\$ 1,997.60
	Decomposed Granite (1/2" Screened) - Planters	SF	5,603	\$0.65	\$ 3,641.95
	Entry Monument	EA	1	\$15,000.00	\$ 15,000.00
	Bases and Equipment	LS	1	\$5,000.00	\$ 5,000.00
	Foul Poles	EA	2	\$2,000.00	\$ 4,000.00
	Pitching Mound (Clay)	EA	1	\$2,400.00	\$ 2,400.00
	Warning Track Mix	SF	5,921	\$0.90	\$ 5,328.90
	Infield Mix	SF	7,050	\$2.00	\$ 14,100.00
	Earthwork	LS	1	\$20,000.00	\$ 20,000.00
	Signage	LS	1	\$5,000.00	\$ 5,000.00
				Subtotal	\$ 1,143,834.70
				30% Contingency	\$ 343,150.41
				Contractor General Conditions(15%) (Mobilization, Taxes, Bond, Survey, SWPP, Traffic Control, Etc)	\$ 223,047.77
				Total Construction	\$ 1,710,032.88
				Professional Fees (20%) inclusive of survey, geotechnical investigation, design, construction management	\$ 342,006.58
				Total Project Cost	\$ 2,052,039.46

Town of Florence: Main Street Park
Opinion of Probable Cost

Prepared By: J2 Design
08/05/19

ITEM NO.	DESCRIPTION	UNIT	QUANTITY	UNIT COST	EXTENDED AMOUNT
REMOVALS					
	Concrete Pavement (Sidewalk)	SF	3,255	\$2.50	\$ 8,137.50
	Turf Removal	SF	61,089	\$0.10	\$ 6,108.90
	Fencing (Tubular Steel)	LF	204	\$4.00	\$ 816.00
	Fencing (Tubular Steel with CMU)	LF	297	\$8.00	\$ 2,376.00
	Vertical Curb	LF	974	\$11.00	\$ 10,714.00
	Concrete Header	LF	270	\$4.00	\$ 1,080.00
	Ramadas	EA	3	\$4,000.00	\$ 12,000.00
	Existing Trees	EA	4	\$1,000.00	\$ 4,000.00
	Asphalt Paving	SY	560	\$12.00	\$ 6,720.00
	Area Light Poles	EA	3	\$1,500.00	\$ 4,500.00
	Signage	EA	1	\$200.00	\$ 200.00
	Benches	EA	5	\$200.00	\$ 1,000.00
	Litter Receptacles	EA	3	\$150.00	\$ 450.00
IMPROVEMENTS					
	Concrete Pavement (Sidewalk)	SF	5,225	\$5.00	\$ 26,125.00
	Asphalt Pavement	SY	560	\$30.00	\$ 16,800.00
	Turf (Seed)	LF	23,145	\$0.15	\$ 3,471.75
	Trees (24" Box)	EA	17	\$300.00	\$ 5,100.00
	Shrubs (5 Gal)	EA	85	\$35.00	\$ 2,975.00
	Decorative Fencing (4ft tall)	LF	354	\$75.00	\$ 26,550.00
	Concrete Header	LF	501	\$8.00	\$ 4,008.00
	Curb and Gutter	LF	974	\$25.00	\$ 24,350.00
	Ramadas 15'x15'	EA	3	\$25,000.00	\$ 75,000.00
	Ramadas 30'x15'	EA	1	\$40,000.00	\$ 40,000.00
	Restroom	EA	1	\$75,000.00	\$ 75,000.00
	Benches	EA	5	\$1,500.00	\$ 7,500.00
	Picnic Tables	EA	10	\$2,000.00	\$ 20,000.00
	Trash Receptacles	EA	7	\$1,000.00	\$ 7,000.00
	Decomposed Granite (1/2" Screened) - Planters	SF	17,220	\$0.65	\$ 11,193.00
	Irrigation System (Turf spray and Drip)	SF	37,364	\$2.00	\$ 74,728.00
	New Water line for Restroom/Concession	LF	100	\$65.00	\$ 6,500.00
	New Sewer line for Restroom/Concession	LF	100	\$65.00	\$ 6,500.00
	Entry Monument	EA	1	\$15,000.00	\$ 15,000.00
	Earthwork	LS	1	\$20,000.00	\$ 20,000.00
	Bike Racks	EA	1	\$800.00	\$ 800.00
	Drinking Fountain	EA	1	\$8,000.00	\$ 8,000.00
	Signage	LS	1	\$5,000.00	\$ 5,000.00
	Wall Mounted Metered Electrical Service and Control Equipment at Restroom Building	EA	1	\$10,000.00	\$ 10,000.00
	LED Pathway Light, Pole, Foundation, including necessary Trench, Conduit and Conductors for each light	EA	10	\$4,000.00	\$ 40,000.00
	Trench, Conduit and Conductors for Power Feed to Restroom	LF	30	\$25.00	\$ 750.00
	LED Light and Receptacle at ramada, including necessary Trench, Conduit and Conductors for each Small Ramada	EA	4	\$1,800.00	\$ 7,200.00
	LED Light and Receptacle at ramada, including necessary Trench, Conduit and Conductors for each Large Ramada	EA	1	\$2,500.00	\$ 2,500.00
	LED Playground Light, Pole, Foundation, including necessary Trench, Conduit and Conductors for each light	EA	4	\$4,500.00	\$ 18,000.00
	Monument Sign Lighting including necessary Trench, Conduit and Conductors for each light	LS	1	\$3,000.00	\$ 3,000.00
	LED Parking Lot Light, Pole, Foundation, including necessary Trench, Conduit and Conductors for each light	EA	3	\$4,500.00	\$ 13,500.00
Subtotal					\$ 634,653.15
30% Contingency					\$ 190,395.95
Contractor General Conditions(15%) (Mobilization, Taxes, Bond, Survey, SWPP, Traffic Control, Etc)					\$ 123,757.36
Total Construction					\$ 948,806.46
Professional Fees (20%) inclusive of survey, geotechnical investigation, design, construction management					\$ 189,761.29
Total Project Cost					\$ 1,138,567.75

	TOWN OF FLORENCE COUNCIL ACTION FORM	<u>AGENDA ITEM</u> 8b.
MEETING DATE: September 16, 2019 DEPARTMENT: Community Services STAFF PRESENTER: Bryan C. Hughes, Community Services Director SUBJECT: Official Naming of Florence Veterans Memorial		<input checked="" type="checkbox"/> Action <input type="checkbox"/> Information Only <input type="checkbox"/> Public Hearing <input type="checkbox"/> Resolution <input type="checkbox"/> Ordinance <input type="checkbox"/> Regulatory <input type="checkbox"/> 1st Reading <input type="checkbox"/> 2nd Reading <input type="checkbox"/> Other
STRATEGIC PLAN REFERENCE: <input checked="" type="checkbox"/> Community Vitality <input type="checkbox"/> Economic Prosperity <input type="checkbox"/> Leadership and Governance <input type="checkbox"/> Partnership and Relationships <input type="checkbox"/> Transportation and Infrastructure <input type="checkbox"/> Statutory <input type="checkbox"/> None		

RECOMMENDED MOTION/ACTION:

Staff recommends ***Florence Veterans Memorial Plaza*** as the formal name of the new memorial located south of the Library and Community Center.

BACKGROUND/DISCUSSION:

The Town of Florence, in cooperation with a volunteer committee and the McClellan-Parsons American Legion Post #9, is fundraising and developing a memorial on the existing plaza south of the Library and Community Center. A fundraising form and Frequently Asked Questions (FAQ) is attached describing the project.

The project is scheduled to be completed this fall and the dedication is scheduled for Veterans Day, Monday, November 11, 2019 at 11:00 a.m.

The Parks and Recreation Advisory Board approved unanimously at their July 25, 2019 meeting to forward ***Florence Veterans Memorial Plaza*** to the Town Council for consideration as the permanent name for the new memorial.

A VOTE OF NO WOULD MEAN:

Staff will continue to work with the Parks and Recreation Advisory Board and the Town Council to determine the official name of the town facility.

A VOTE OF YES WOULD MEAN:

Staff will move forward with the official name in new documentation and on future signage for the facility.

FINANCIAL IMPACT:

The cost of a plaque is included in the current project.

ATTACHMENTS:

None

	TOWN OF FLORENCE COUNCIL ACTION FORM	<u>AGENDA ITEM</u> 8c.
MEETING DATE: September 16, 2019 DEPARTMENT: Administration STAFF PRESENTER: Lisa Garcia, Deputy Town Manager/Town Clerk SUBJECT: Work Session Schedule		<input checked="" type="checkbox"/> Action <input type="checkbox"/> Information Only <input type="checkbox"/> Public Hearing <input type="checkbox"/> Resolution <input type="checkbox"/> Ordinance <input type="checkbox"/> Regulatory <input type="checkbox"/> 1st Reading <input type="checkbox"/> 2nd Reading <input type="checkbox"/> Other
STRATEGIC PLAN REFERENCE: <input type="checkbox"/> Community Vitality <input type="checkbox"/> Economic Prosperity <input checked="" type="checkbox"/> Leadership and Governance <input type="checkbox"/> Partnership and Relationships <input type="checkbox"/> Transportation and Infrastructure <input type="checkbox"/> Statutory <input type="checkbox"/> None		

RECOMMENDED MOTION/ACTION:

Discussion and possible action on setting Work Sessions on the fourth Monday of the month from October 28, 2019 to March 27, 2020.

BACKGROUND/DISCUSSION:

Staff is requesting a monthly regular Work Session with Council for the next six months. Staff has several issues that require council discussion outside of a regular meeting.

Staff is requesting to meet the last Monday of the month.

The meetings dates would be October 28, 2019, November 25, 2019, December 30, 2019, January 27, 2020, February 24, 2020, and March 27, 2020.

A VOTE OF NO WOULD MEAN:

Staff will work to add Work Sessions to Regular Agendas as time permits.

A VOTE OF YES WOULD MEAN:

Staff would hold Work Session on the fourth Monday of the Month from October 28, 2019 to March 27, 2020.

FINANCIAL IMPACT:

None

ATTACHMENTS:

None

	TOWN OF FLORENCE COUNCIL ACTION FORM	<u>AGENDA ITEM</u> 8d.
MEETING DATE: September 16, 2019 DEPARTMENT: Administration STAFF PRESENTER: Lisa Garcia, Deputy Town Manager/Town Clerk SUBJECT: Leadership Development		<input checked="" type="checkbox"/> Action <input type="checkbox"/> Information Only <input type="checkbox"/> Public Hearing <input type="checkbox"/> Resolution <input type="checkbox"/> Ordinance <input type="checkbox"/> Regulatory <input type="checkbox"/> 1st Reading <input type="checkbox"/> 2nd Reading <input type="checkbox"/> Other
STRATEGIC PLAN REFERENCE: <input type="checkbox"/> Community Vitality <input type="checkbox"/> Economic Prosperity <input checked="" type="checkbox"/> Leadership and Governance <input type="checkbox"/> Partnership and Relationships <input type="checkbox"/> Transportation and Infrastructure <input type="checkbox"/> Statutory <input type="checkbox"/> None		

RECOMMENDED MOTION/ACTION:

Discussion and possible action on the Town of Florence participating in the Center for the Future of Arizona, Beat the Odds Leadership Academy in partnership with the Nation Institute for School Leadership/Criterion Education, LLC (NISL).

BACKGROUND/DISCUSSION:

Mayor Tara Walter and Deputy Town Manager/Town Clerk Lisa Garcia were invited to participate in the Academy. Kathy Cavanagh, Center for the Future of Arizona, extended the invitation to work together to recognize and celebrate this model of city and education leaders working together for ALL students, teachers, leaders and families.

With the support of Governor Ducey’s Education Office, Helios Foundation and Burton Family Foundation’s strategic investment of public-private funds, the Center for the Future of Arizona (CFA) successfully established the Beat the Odds School Leadership Academy (BTO) in 2017 as an expansion of the successful Beat the Odds principal program. To date, CFA’s BTO Academy provided executive leadership training proven to impact student achievement with more than 125 Arizona school and district leaders through the newly established BTO Academy. Through significant investment and partnership with Arizona GEAR UP and Northern Arizona University, we are now expanding statewide.

The BTO Academy is a locally delivered, research-based executive leadership training for aspiring and current school leaders across Arizona. The curriculum is the nationally

recognized NISL Executive Development Program that draws on the **strongest leadership development practices from education, business and the military.**

Initial achievements of the BTO Academy include:

- Provided leadership training to more than 125 Arizona school and district leaders serving predominantly low-income, minority students in Mesa Public Schools, Phoenix Union High School District, Flagstaff Unified School District, Littleton Elementary School District, Casa Grande Elementary District, Casa Grande Union High School District, Apache Junction Unified School District, Tolleson Elementary District, Roosevelt Elementary District, Imagine Charter Schools, Paradise Valley USD, Alhambra Elementary District, Team CFA Charter Network, and other districts/charter partners
- Created powerful communities of school and district leaders that come together to share & learn in support of raising student achievement for all students. Now creating a BTO Academy Coaching component for participants after completion of the 12 Units
- Built a best in class set of Arizona trainers to coach and deliver the NISL curriculum
- Put spotlight on the critical role of school leaders in student success, teacher retention and teacher quality
- Expansion of BTO Academy Statewide through partnership with Arizona Gear Up investment
- Northern Arizona University Partnership which provides six hours tuition free graduate program credit for participants completing the BTO Academy

The Town was invited to participate as part of bringing a cohort of leaders that will focus on a strategic planning and a new systems design for the P-20 education system directly aligned to the skills and knowledge which the Pinal County quality workforce needs now and in the future. This will impact the future of economic development of the town, county and state.

The program cost \$10,000 per person over two fiscal years. Both Mayor Walter and Lisa Garcia received \$5,000 for attendance from FY20 Center from the Future of Arizona. Lisa Garcia received an additional \$5,000 from the Office of the Governor Investment for BTO Facilitator Candidates. The remaining cost of the program would be \$2,500 for FY 2019-20 and 2020-21. The leadership and facilitation training are part of workplace development at no cost to the Town of Florence.

A VOTE OF NO WOULD MEAN:

The Town will not participate in the program.

A VOTE OF YES WOULD MEAN:

The Town will participate in the program.

FINANCIAL IMPACT:

The cost of the program would be \$2,500 for FY 2019-20 and 2020-21.

ATTACHMENTS:

Program Description



Executive Development Program for School Leaders

Content Overview

01. **World-Class Schooling:
Vision and Goals**
02. **Focusing on Teaching and Learning**
03. **Sustaining Transformation through
Capacity and Commitment**

NISL

NATIONAL INSTITUTE FOR
SCHOOL LEADERSHIP®
THE LEADER IN SCHOOL LEADERSHIP™

EXECUTIVE DEVELOPMENT PROGRAM FOR SCHOOL LEADERS

2016 EDITION

This document provides an overview of the Executive Development Program. The program consists of 12 two-day units, delivered over 12 to 15 months. The units are distributed between three consecutive courses. The pages that follow describe the content of each course and how the content is applied in practice, as well as details of each component unit including objectives, texts, and references.

01

COURSE 1

World-Class Schooling: Vision and Goals

Unit 1

The Educational Challenge

Unit 2

The Principal as Strategic Thinker

Unit 3

Elements of Standards-Aligned
 Instructional Systems

02

COURSE 2

Focusing on Teaching and Learning

Unit 4

Foundations of Effective Learning

Unit 5

Leadership in the Instructional Core:
 English Language Arts and History

Unit 6

Leadership in the Instructional Core:
 Science and Mathematics

Unit 7

Coaching for High-Quality Teaching

Facilitation Unit

Leadership Team Only

03

COURSE 3

Sustaining Transformation through Capacity and Commitment

Unit 8

Promoting the Learning Organization

Unit 9

Teams for Instructional Leadership

Unit 10

Ethical Leadership for Equity

Unit 11

Driving and Sustaining Transformation

Unit 12

Final Case Simulation and Presentations

World-Class Schooling: Vision and Goals

Units 1-3

6 days

*36 hours face-to-face
plus 6 hours pre-work,
including online*

World-Class Schooling: Vision and Goals focuses on using strategic thinking to drive a vision of high-quality teaching and learning for all students.

First, the course analyzes global trends as the context affecting educational systems at both the national and local levels. While the context for the discussion is global, the models are applied to the school building as a system to achieve these ends.

Next, participants examine a formal, rigorous conceptual framework for strategic thinking, adapted from professional military education, which firmly ties strategy and decision-making to a vision relating to teaching and learning that emerges from and responds to context. This strategic thinking framework pushes principals to evaluate a theory of action (the “ways and means”) through which they will achieve the ends described in the vision.

Finally, the course looks at the school building as a high-quality aligned instructional system—the primary system affected by strategy impacts.

COURSE 1

CONTENT OVERVIEW

UNIT 1

The Educational Challenge

The Educational Challenge.

Explains:

1. Why fundamental changes in the international economy have resulted in significantly higher educational requirements for all citizens in advanced economies
2. Why social development and ethical behavior are just as important as high academic achievement

It helps participants realistically assess the challenges schools must meet to achieve high standards. It also addresses the corrosive effect of pervasive low expectations for many poor and minority students. This unit helps participants accept and embrace the goal of getting every student ready for college or career by graduation.

UNIT 2

The Principal as Strategic Thinker

The Principal as Strategic Thinker. Encourages participants to think strategically about the challenges they face and to develop a clear, powerful strategy for addressing those challenges. They learn to distinguish among tactical, operational, and strategic thinking. In this unit, participants examine decision-making processes that school leaders need to understand and apply when analyzing complex situations, overcoming barriers, and accomplishing objectives. Case studies in the military, business, and education worlds allow participants to adapt and apply their knowledge to new situations. While much of this unit draws on experience from the military and business worlds (enterprises that perform well with strategic thinking and operational planning), participants are asked to apply what they learn to the world of the school.

UNIT 3

Elements of Standards-Aligned Instructional Systems

Elements of Standards-Aligned Instructional Systems. Challenges participants to develop a sophisticated understanding of the components of a high-quality standards aligned instructional system and how those components can be combined to boost student performance. Participants learn about different standards and assessments and how to use them.

They learn how to:

1. Identify assessments genuinely aligned to standards
2. Build curriculum frameworks that array topics logically to enable students to reach standards over time
3. Select instructional materials that are aligned with the standards and the frameworks

Most importantly, participants learn the principal's role in ensuring that his or her school has a fully aligned instructional system focused on the standards and is internally coherent and consistent.

COURSE 1

APPLIED LEARNING

Course One introduces the primary mechanism participants will use to implement EDP principles and concepts at their schools—the Action Learning Project (ALP). The ALP is central to the entire EDP experience and lasts the duration of the program. In Course One, participants begin to work collaboratively with their leadership teams and other stakeholders to review and refine their vision and the accompanying strategy decisions and actions in order to identify their ALP.

Templates & Tools

introduced in Course One intentionally leverage participant data from three diagnostics:

- **The Instructional Leadership Instrument**
 - **The Learning Context Assessment**
 - **The High-Quality Aligned Instructional System**
-

Data

is used to determine a vision and theory of action for their school and to then create an ALP strategy and plan that:

- **Builds consensus for the ALP among a variety of stakeholders**
- **Determines and communicates clear measures of success**
- **Identifies a set of decisions and actions that will move the ALP forward and allow refinement to the vision, the goals, and the plan based on results**

COURSE 1

DETAILS

UNIT 1

Key Performance Objectives

- Explain why all students need a much higher level of academic skills than previously thought and why they need a different type of skills—more complex skills, many kinds of non-cognitive skills, and advanced cognitive skills—to be employable in the new economy.
- Explain why a much higher level of education is now required not just to enable individuals to get and keep good jobs, but to have broadly shared prosperity and well-informed voters and participants in the country's political life.
- Describe the role of the principal and other school leaders as system designers, strategic thinkers, instructional leaders, and builders of an ethical culture.

Core Texts

- *9 Building Blocks for a World-Class State Education System* (NCEE, 2015)
- *Leading for Equity: The Pursuit of Excellence in the Montgomery County Public Schools* (Childress, Doyle, and Thomas)
- *What Does It Really Mean to be College and Work Ready?* (NCEE, 2013)
- *Case Study: Turnaround! The Pasadena High School Case Study* (NISL, 2016)
- *Case Study: The Henry A. Wise, Jr. High School Case Study* (NISL, 2016)

Selected References

- *Surpassing Shanghai: An Agenda for American Education Built on the World's Leading Systems* (Tucker, et al.)
- *That Used to Be Us: How America Fell Behind in the World It Invented and How We Can Come Back* (Friedman and Mandelbaum)

Standards Alignment

Links to Professional Standards for Educational Leaders 2015 (NPBEA)

Primary Standard: Standard 1: a-f

Related Standards: Standard 2: c
Standard 3: c, e-h
Standard 10: a, h, i

DETAILS (CONT'D.)

UNIT 2	UNIT 3
<p>Key Performance Objectives</p> <ul style="list-style-type: none"> • Apply principles of strategic thinking and strategy to school contexts. • Lead and motivate a school team to create a vision of where the school wants to be over time. • Develop a strategy for implementing that vision with approaches informed by analysis. • Build action plans and milestones to execute the strategy. • Examine decision-making processes that school leaders need to understand and apply to ensure objectives are accomplished. • Apply leadership and decision-making concepts, and begin to exercise creative approaches to school coherence and alignment, to achieve strategic goals. 	<p>Key Performance Objectives</p> <ul style="list-style-type: none"> • Apply systems thinking to how a school building functions—based on benchmarking research and best practice from the United States and other countries. • Identify the critical elements of a high-quality aligned instructional system and analyze these within their own schools. • Identify the characteristics of performance standards and assessments that can be used to drive teaching and learning in schools. • Define the specific characteristics of curriculum frameworks, syllabi, and instructional materials, aligned to the standards. • Define the specific characteristics of a system of supports for students who need additional help, aligned to the standards. • Illustrate how leadership and professional development can promote a standards-aligned culture.
<p>Core Texts</p> <ul style="list-style-type: none"> • <i>Conceptual Framework for Strategic Thinking</i> (NISL) • <i>Accelerate: Building Strategic Agility for a Faster-Moving World</i> (Kotter) • <i>Leading for Equity: The Pursuit of Excellence in the Montgomery County Public Schools</i> (Childress, Doyle, and Thomas) • <i>Case Study: Transformation at Ford</i> (Harvard Business School Press) • <i>Case Study: Cuban Missile Crisis</i> (Neustadt and May) 	<p>Core Texts</p> <ul style="list-style-type: none"> • <i>The NISL Wheel</i> (NISL) • <i>Leading for Equity: The Pursuit of Excellence in the Montgomery County Public Schools</i> (Childress, Doyle, and Thomas) • <i>Case Study: The Turn-Around at Highland Elementary School</i> (Harvard Business School Press)
<p>Selected References</p> <ul style="list-style-type: none"> • <i>Decision Traps: Ten Barriers to Brilliant Decision-Making and How to Overcome Them</i> (Russo and Schoemaker) • <i>Essence of Decision: Explaining the Cuban Missile Crisis</i> (Alison and Zelikow) 	<p>Standards Alignment</p> <p><i>Links to Professional Standards for Educational Leaders 2015 (NPBEA)</i></p> <p>Primary Standard: Standard 4: a–g</p> <p>Related Standards: Standard 1: c, d, f Standard 2: c Standard 3: c, e, g, h Standard 9: b, c, g, i</p>
<p>Standards Alignment</p> <p><i>Links to Professional Standards for Educational Leaders 2015 (NPBEA)</i></p> <p>Primary Standards: Standard 1: a–f Standard 9: a, c, l</p> <p>Related Standard: Standard 10: a, b, d, f, h, i</p>	

Focusing on Teaching and Learning

Units 4–7

8 days

*48 hours face-to-face
plus 8 hours pre-work,
including online*

Focusing on Teaching and Learning is a deep dive into the content areas that will equip participants to guide teaching within the instructional core (English language arts, history/social studies, science, and mathematics). NISL’s view of instructional leadership—the governance of the cycle of aligned instruction that includes the operationalizing of performance standards through curriculum, instruction, and assessment—is the EDP’s single major focus.

Course Two builds on the elements of the standards-aligned instructional system introduced in Course One and explores the integration of curriculum, instruction, and assessment in depth.

Focusing on Teaching and Learning (Cont'd.)

Course Two also uses cases studies that address the variability of teaching quality within a school, with implications for closing the achievement gap while raising the bar. All of this is done within the context of leading change—focusing on a process for building and monitoring capacity to move from a current state to a future state.

First, participants look at the recent research on how people learn. This exploration draws from the work of the National Research Council of the National Academy of Sciences.

Next, they explore how to integrate curriculum, instruction, and assessment within the instructional core.

Finally, Course Two connects this integration to current trends in educator effectiveness systems with specific implications for using classroom observation as a data source for coaching, school-wide and domain-specific professional development, and leadership improvement. This connection to educator effectiveness helps participants build a professional work environment that improves teaching. It does this by describing a process for coaching, collaborative professional development, and effective teacher leadership teams.

COURSE 2

CONTENT OVERVIEW

UNIT 4

Foundations of Effective Learning

Foundations of Effective Learning. Supports participants as they become “students of learning.” Participants explore key ideas about how people learn from various perspectives grounded in the research (National Research Council, 2000, 2012) and the implications of these ideas for curriculum, instruction, and assessment.

This unit addresses

1. The concept of mindset and explores its significance in advancing the notion that all students can learn
2. The relationship between language and learning
3. The disciplinary basis of reading and writing
4. Learning environments that reflect and support what we know about how people learn

The main purpose of this focus is to help school leaders understand and support the relationship between ideas about learning and the alignment of standards, curriculum, instruction, and assessment.

UNIT 5

Leadership in the Instructional Core—English Language Arts and History

Leadership in the Instructional Core—English Language Arts and History. Presents the most significant research on the characteristics of an integrated ELA classroom that supports student learning for college- and career-readiness. The unit examines a research-based model of reading comprehension and its implication for instruction across the disciplines in grades 4-12 and builds awareness of the relationships among a variety of writing modes. It also explores how learning in history, while often not traditionally grounded in the key concepts of the discipline, can be deepened and strengthened through a refined understanding of how people learn.

UNIT 6

Leadership in the Instructional Core—Science and Mathematics

Leadership in the Instructional Core—Science and Mathematics. Examines science and mathematics teaching and learning in light of Unit 4’s focus on conceptual knowledge structures, preconceptions, formative assessment, and language in learning. Participants examine the alignment of these aspects of “how people learn” with the nature of inquiry-based instruction and “apprenticeship to the discipline” in science. Participants also connect the three key principles in “how people learn” and the ideas around deeper learning and twenty-first-century skills with the attributes of a “mathematically proficient” student. They will consider the next steps in aligning curriculum, instruction, and assessment in science and mathematics.

UNIT 7

Coaching for High-Quality Teaching

Coaching for High-Quality Teaching. Wraps up Course Two with a focus on the implications of Units 4-6 on teaching effectiveness and the requirements for coaching and professional development within a human capital management model. NISL promotes coaching as the principle means for linking the concepts from the EDP and the research to the day-to-day experience of instructional leadership in schools. Participants practice coaching through discussion and application to scenarios and case studies.

COURSE 2

APPLIED LEARNING

In the Action Learning Project (ALP), participants continue to refine a project that explicitly addresses instructional leadership—i.e., one that has an impact on classroom instruction.

Action Learning Projects

apply new knowledge and skills in schools as participants:

- **Select a particular focus—either school-wide or within a particular domain—for improving student performance**
- **Identify data used for monitoring instructional processes and student growth in order to track progress and make course corrections**
- **Collaborate with teachers to design and implement professional development and other supports that drive the strategy.**

COURSE 2
DETAILS

UNIT 4	UNIT 5
<p>Key Performance Objectives</p> <ul style="list-style-type: none"> • Explore the current state of knowledge in the learning sciences and implications for ways of enhancing learners’ capacity to learn. • Articulate implications of the main ideas about learning for curriculum, instruction, and assessment and the achievement of an aligned instructional system. • Consider how learners’ mindsets impact their capacity to learn and how to support development of positive mindsets and address factors that negatively influence students’ mindsets. • Understand how the learning environment affects students’ capacity to learn and how to enhance positive aspects of the learning environment. • Articulate the essential connection between language and learning and understand that language development must be addressed in each discipline. 	<p>Key Performance Objectives</p> <ul style="list-style-type: none"> • Explore a variety of knowledge-building activities in an integrated ELA classroom. • Examine the Kintsch model of reading comprehension and determine its implications for instruction in grades 4–12. • Explore the relationship among standards, rubrics, and instruction to foster student learning and set goals. • Understand the central organizing concepts in the discipline of history and why the organizing concepts represent the framework from which all learning in history is approached and structured. • Articulate how learning in history relates to student preparation for college and career/lifelong learning.
<p>Core Texts</p> <ul style="list-style-type: none"> • <i>How People Learn: Brain, Mind, Experience, and School</i> (National Research Council, 2000) 	<p>Core Texts</p> <ul style="list-style-type: none"> • <i>How Students Learn: History, Mathematics, and Science in the Classroom</i> (National Research Council, 2005)
<p>Standards Alignment</p> <p><i>Links to Professional Standards for Educational Leaders 2015 (NPBEA)</i></p> <p>Primary Standard: Standard 4: a–g</p> <p>Related Standard: Standard 6: a–i</p>	<p>Standards Alignment</p> <p><i>Links to Professional Standards for Educational Leaders 2015 (NPBEA)</i></p> <p>Primary Standard: Standard 4: a–g</p> <p>Related Standard: Standard 6: a–i</p>

DETAILS (CONT'D.)

UNIT 6	UNIT 7
<p>Key Performance Objectives</p> <ul style="list-style-type: none"> • Explore the implications of learning theory research for the disciplines of science and mathematics. • Articulate the connections among language and learning, scientific literacy, and mathematical literacy. • Critically review existing curriculum, practices, instruction, and assessment in science and mathematics for alignment and consistency with current perspectives in cognitivist learning theory. • Articulate the role of the school leader as a student of learning in the discipline of science. 	<p>Key Performance Objectives</p> <ul style="list-style-type: none"> • Identify sources of teaching variability among classrooms relating to educator effectiveness systems. • Use classroom observations and other data, coupled with knowledge from the research on learning, to identify opportunities for 1) mentoring of individuals, 2) professional development for teaching teams, and 3) improving one's own leadership practice. • Apply NISL's coaching practices grounded in specific principles of learning and teaching with a focus on the skills of listening, questioning, observing, and giving and receiving feedback • Monitor the progress of the coaching relationship and its effect on student performance.
<p>Core Texts</p> <ul style="list-style-type: none"> • <i>How Students Learn: History, Mathematics, and Science in the Classroom</i> (National Research Council, 2005) 	<p>Core Texts</p> <ul style="list-style-type: none"> • <i>Smart Leaders, Smarter Teams: How You and Your Team Get Unstuck to Get Results</i> (Schwarz)
<p>Standards Alignment</p> <p><i>Links to Professional Standards for Educational Leaders 2015 (NPBEA)</i></p> <p>Primary Standard: Standard 4: a-g</p> <p>Related Standard: Standard 6: a-i</p>	<p>Select References</p> <ul style="list-style-type: none"> • <i>Blended Coaching: Skills and Strategies to Support Principal Development</i> (Bloom, Castagna, Moir, Warren, eds.) <p>Standards Alignment</p> <p><i>Links to Professional Standards for Educational Leaders 2015 (NPBEA)</i></p> <p>Primary Standard: Standard 4: a-g</p> <p>Related Standard: Standard 6: a-i</p>

Sustaining Transformation through Capacity and Commitment

Units 8-12

10 days

60 hours face-to-face
plus 10 hours pre-work,
including online

Sustaining Transformation through Capacity and Commitment weaves together major themes relating to high-performance organization and management. Participants reflect on their role as instructional leaders and examine how to play that role effectively, alone or in combination with other leadership team members. This course challenges participants to examine their roles as leaders as they create and nurture an ethical culture in their schools.

Participants learn how to:

- 1 Identify root problems and causes
- 2 Gather intelligence
- 3 Formulate a plan based on appropriate data
- 4 Set performance targets
- 5 Select strategies
- 6 Develop sound implementation plans

Course Three presents the moral principles of a just, fair, and caring community, and participants use these principles to guide their discussions and decisions about the course's case studies.

This course provides a study of a formal change process that can be used to support steady improvement in student achievement. Participants integrate materials from earlier units that relate to the crucial role of the principal in providing a vision of the results worth achieving, keeping that vision constantly in front of the school community, and allocating responsibilities to everyone responsible for realizing that vision.

COURSE 3

CONTENT OVERVIEW

UNIT 8

Promoting the Learning Organization

Promoting the Learning Organization. Examines the enhancement and support of teaching capacity through a focus on the school as a learning organization. Participants apply principles of deeper learning (National Research Council, 2000) to professional development while looking at:

1. Growth models for teachers as professionals
2. Models of teacher accountability

Participants learn how to promote organizational learning through analyzing its successes and failures, through benchmarking best practices beyond the school, and through disciplined searches for proven knowledge that bears on the challenges the school faces. Participants engage in the Williams Middle School case study—a scenario-based, team-oriented simulation built around four quarters of a school year. Tackling this case study helps participants practice using the knowledge and skills they have acquired in the EDP. It also helps them push past that experience to new learning, insights, and questions.

UNIT 9

Teams for Instructional Leadership

Teams for Instructional Leadership. Introduces the concept of the leadership team (not simply the principal) as the nexus of instructional leadership within the school. It combines this concept with the idea that distributing leadership and allocating responsibility to other teams of teachers and other stakeholders in the school leverages the power of teams to get the work of the school done and to develop the knowledge and skills needed to build high-performing teams. Participants learn how to define the goals for teams, recruit and select their members, and motivate and coach them to success.

UNIT 10

Ethical Leadership for Equity

Ethical Leadership for Equity. Guides participants to examine their roles as ethical leaders in their schools with a focus on equity, defined as providing equal opportunity for learning. Day-to-day pressures of being a principal, standards-based reforms, and new accountability requirements are fundamental conditions of the principal's job. In many situations, principals are so pressured by operational demands that they lack time to think deeply about their decisions' ethical assumptions and implications. Participants consider the moral principles of a just, fair, and caring community and equal opportunities for all students, and use these principles to guide their discussions and decisions about this unit's case studies.

UNIT 11

Driving and Sustaining Transformation

Driving and Sustaining Transformation. Enables participants to design, lead, and drive an adaptive change process calculated to produce steady improvement in student achievement. Participants learn to analyze the change process from the perspective of sustaining transformational change in an environment that is continually volatile, uncertain, complex, and ambiguous. Participants also learn how to identify root problems and causes, gather intelligence, formulate a plan on the basis of appropriate data, select strategies, and develop sound implementation plans.

UNIT 12

Final Case Simulation and Presentations

Final Case Simulation and Presentations. Presents a follow-on simulation based on the Williams Middle School case study, specifically year three in the life of the school (i.e., a future time horizon from the initial scenario introduced in Unit 8). Unit 12 includes in-depth presentations by teams around their analyses of the case study. These in-depth presentations promote productive, collaborative sharing within the cohort and help to synthesize the learning from all of the EDP units.

APPLIED LEARNING

The Williams Middle School case study is a gameplay-oriented simulation that challenges participants to apply the EDP learning to real-world situations.

The Leadership Simulation

requires participants to make decisions and act as an instructional leadership team across a school year.

- **The simulation draws together all the NISL major themes through a wide range of issues related to the analysis of data, strategic thinking, distributed leadership, and coherence/alignment of all the elements of a standards-based system.**
- **Participants continue to refine, implement, and evaluate their ALPs.**

COURSE 3
DETAILS

UNIT 8	UNIT 9
<p>Key Performance Objectives</p> <ul style="list-style-type: none"> • Create a culture of leading and learning in schools directed at improving student learning outcomes. • Leverage the characteristics of effective professional development and their relationship to principles of adult learning. • Implement key leadership strategies to promote professional learning among teachers. 	<p>Key Performance Objectives</p> <ul style="list-style-type: none"> • Explore the meaning, significance, and characteristics of instructional leadership, including the levers available to improve instruction. • Analyze the strategies and behaviors of school leadership teams that exercise effective instructional leadership. • Know how to sustain and enhance the performance of instructional leadership teams. • Understand how to build high-performing teams at many levels across a standards-aligned school.
<p>Core Texts</p> <ul style="list-style-type: none"> • <i>Beyond PD: Teacher Professional Learning in High-Performing Systems</i> (NCEE, 2016) • <i>Case Study: Williams Middle School</i> (NISL, 2016) 	<p>Core Texts</p> <ul style="list-style-type: none"> • <i>Smart Leaders, Smarter Teams: How You and Your Team Get Unstuck to Get Results</i> (Schwarz) • <i>Developing Shanghai’s Teachers</i> (NCEE, 2016) • <i>Case Study: Williams Middle School</i> (NISL, 2016)
<p>Standards Alignment</p> <p><i>Links to Professional Standards for Educational Leaders 2015 (NPBEA)</i></p> <p>Primary Standards: Standard 6: a–i Standard 7: a, d, f, g, h</p> <p>Related Standards: Standard 2: c, e Standard 4: d, e, g Standard 9: c, e, g</p>	<p>Standards Alignment</p> <p><i>Links to Professional Standards for Educational Leaders 2015 (NPBEA)</i></p> <p>Primary Standards: Standard 6: g, h, i Standard 7: a–h Standard 9: h–l</p> <p>Related Standards: Standard 1: d, f Standard 2: e Standard 8: a, b, c, j Standard 10: d, j</p>

DETAILS (CONT'D.)

UNIT 10	UNIT 11
<p>Key Performance Objectives</p> <ul style="list-style-type: none"> • Describe the role of school leadership in creating an ethical culture that ensures equitable opportunities for learning for all students. • Understand the contribution that a just, fair, and caring community makes to realizing the goal of high achievement by every student. • Appreciate and value how critical it is to act in ways that foster the development of a just, fair, and caring school community. • Employ strategies for developing and sustaining such a community. 	<p>Key Performance Objectives</p> <ul style="list-style-type: none"> • Describe the school leader’s role in leading the deep and sustainable reforms needed to achieve high standards of academic, social, emotional, and ethical development for all students. • Describe the school leader’s role in designing and implementing an adaptive change process. • Identify the forms of resistance to change and effectively apply the correct strategy to counter that resistance.
<p>Core Texts</p> <ul style="list-style-type: none"> • <i>Leading for Equity: The Pursuit of Excellence in the Montgomery County Public Schools</i> (Childress, Doyle, and Thomas) • <i>Case Study: Williams Middle School</i> (NISL, 2016) 	<p>Core Texts</p> <ul style="list-style-type: none"> • <i>Accelerate: Building Strategic Agility for a Faster-Moving World</i> (Kotter) • <i>Case Study: Starbucks Coffee Company – Transformation and Renewal</i> (Harvard Business School Press) • <i>Case Study: Williams Middle School</i> (NISL, 2016)
<p>Standards Alignment</p> <p><i>Links to Professional Standards for Educational Leaders 2015 (NPBEA)</i></p> <p>Primary Standards: Standard 2: a-f Standard 3: a, b, c, e, g, h Standard 5: a-f Standard 8: a-j</p> <p>Related Standards: Standard 1: a, b, c Standard 4: c Standard 7: b-e</p>	<p>Standards Alignment</p> <p><i>Links to Professional Standards for Educational Leaders 2015 (NPBEA)</i></p> <p>Primary Standard: Standard 10: a-j</p> <p>Related Standard: Standard 9: a-l</p>

DETAILS (CONT'D.)

UNIT 12	
Key Performance Objectives <ul style="list-style-type: none">• Use strategic thinking to set priorities and plan next steps.• Analyze the demands of different tasks, events, and resource decisions in terms of defining the problem, articulating costs/risks, analyzing importance/urgency, and assessing team competencies.• Work collaboratively to make decisions about how to spend resources to optimize teaching and learning.• Engage with a professional learning community to discuss the members' successes, challenges, decisions, remaining questions, and key take-aways.	
Core Texts <p>N/A</p>	
Standards Alignment <p><i>Links to Professional Standards for Educational Leaders 2015 (NPBEA)</i></p> <p>All are relevant.</p>	

NISL

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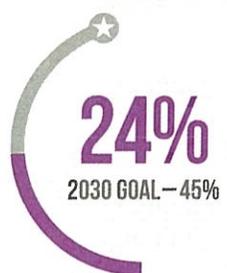
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ARIZONA EDUCATION PROGRESS METER

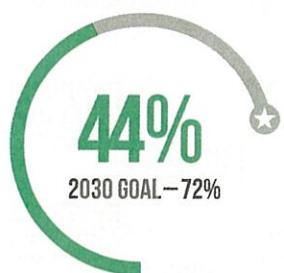
Where We Stand Today

QUALITY EARLY LEARNING



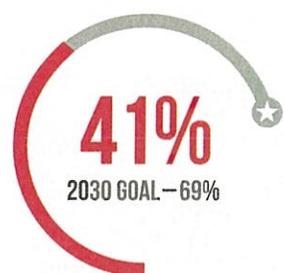
Percent of three and four year old children that are in quality early learning settings.

3RD GRADE READING



Percent of 3rd grade students who scored proficient or highly proficient on the AzMERIT English language arts assessment.

8TH GRADE MATH



Percent of 8th grade students who are prepared to be successful in high school math.

HIGH SCHOOL GRADUATION



Percent of high school students who graduate in 4 years.

OPPORTUNITY YOUTH



Percent of 16-24 year olds NOT going to school or working.

POST HIGH SCHOOL ENROLLMENT



Percent of high school graduates enrolled in postsecondary education the semester after graduating high school.

ATTAINMENT



Percent of Arizona residents age 25-64 who have completed a 2-or 4-year degree or received an industry certificate.

MEDIAN ELEMENTARY TEACHER PAY

Arizona Ranks
49TH
GOAL — REACH NATIONAL MEDIAN BY 2022

Arizona's ranking compared to other states for median elementary teacher pay adjusted for cost of living.



A SHARED VISION FOR AN EXCELLENT EDUCATION FOR ALL

We believe that every student deserves an excellent education, every step of the way, and Arizona voters agree that education is a top priority. The success of every student is vital to our state's economic prosperity, quality of life and civic health. We must close the achievement gap that leaves so many behind, increase educational attainment overall and prepare a highly skilled workforce.

To fully understand how far we need to go, we must have reliable information that tells us where we are as a state on issues ranging from access to quality early learning to postsecondary attainment and everything in between. The Education Progress Meter provides a nonpartisan, shared source of information to inform where we stand and to help unify us around where we want to go so we can continue to make progress together.

For more information on each indicator, success stories from around the state and ways to get involved visit:

ExpectMoreArizona.org/progress

DATA SOURCES

QUALITY EARLY LEARNING:

First Things First, Arizona Department of Education, Arizona Department of Economic Security, 2016-17. U.S. Census Bureau, American Community Survey 1-year estimates, 2016.

8TH GRADE MATH:

Arizona Department of Education, 2018 AzMERIT results. (Students passing the 8th grade AzMERIT assessment, Algebra I end of course test, Geometry end of course test, or Algebra II end of course test.)

ATTAINMENT:

2017, 1-Year Public Use Microdata Series Person File for Arizona, from U.S. Census Bureau. Current Population Survey, 2017

OPPORTUNITY YOUTH:

2017, 1-Year Public Use Microdata Series Person File for Arizona, from U.S. Census Bureau.

3RD GRADE READING:

Arizona Department of Education, 2018 AzMERIT results.

POST HIGH SCHOOL ENROLLMENT:

National Student Clearinghouse via Arizona Board of Regents, 2016-17. National Center for Education Statistics.

HIGH SCHOOL GRADUATION:

Arizona Department of Education, 2017 Graduation Rate Report.

TEACHER PAY:

Bureau of Labor Statistics, Occupational Employment Statistics, 2018. Bureau of Economic Analysis, Regional Price Parities, 2017. Adjusted for cost of living by Morrison Institute for Public Policy at ASU.*

*Current figures for median elementary teacher pay based on source data: Arizona: \$45,353 United States: \$58,230



CENTER FOR THE
FUTURE OF ARIZONA

Civic Participation Data Profile



Geography:
All Arizona Counties

Produced By
The Center for the Future of Arizona
Arizona Progress Meters

<https://www.arizonafuture.org/>

8/20/2019

Civic participation is at the heart of our democracy.

What success looks like: Arizonans are informed, equipped, and empowered to participate in our democracy at all levels.



Produced By
The Center for the Future of Arizona
Arizona Progress Meters



Civic Participation

The Arizona We Want

The Arizona We Want is a shared vision of success around what matters most to Arizonans that expresses their highest aspirations and hopes for the future. It is derived from what the Center for the Future of Arizona (CFA) has learned through careful listening to what Arizonans say about what matters most to them and their highest priorities. CFA's findings and analyses can be found in the three The Arizona We Want reports which you can access here (<https://www.arizonafuture.org/reports/>).

The Arizona We Want Progress Meters

The Arizona Progress Meters are an evolving, dynamic set of tools to measure the priorities that Arizonans identified of critical importance to the future of the state. The metrics were carefully considered and included with the criteria of being: easily understood; supported by publicly available, trusted, and regularly updated data; and, useful as a guidepost for assessing policy and practice. The Progress Meters may evolve over time with the input from Arizona's leaders, communities and technical experts. Learn more on our website at: <https://www.arizonafuture.org/az-progress-meters/overview/>

Arizona Progress Meters are defined by categories but in the real world none of these areas exist in isolation. Explore our data and feel free to connect with us at any time if you would like CFA to support you in identifying the best measures for advancing the priorities of your community.

Civic Participation

How Progress Meters were selected

The Arizona We Want Progress Meters were developed through the following milestones:

- CFA partnered with leading education organizations, with Expect More Arizona as lead partner, to develop and launch the Education Progress Meter, which engaged over 40 partners in its launch and has now been formally adopted by 60 cities and towns.
- CFA partnered with the National Conference on Citizenship (NCoC) to use the nationally developed and recognized Civic Health Index to provide an array of metrics and data to track progress on two additional Progress Meters: Connected Communities and Civic Participation.
- CFA led an extensive process for developing metrics for the following Progress Meters: Jobs, Health & Well-being, Natural Resources, and Infrastructure. It engaged a Task Force, involved content experts, and held focus groups in using consensus-building around which metrics are most critical to track for each of the four meters. It followed this process with what has become a consistent practice in using critical readers statewide to provide feedback. Over 100 of 300+ critical readers rated metrics and provided feedback that culminated in the chosen measurements of each category.
- The Young Talent Progress Meter is still under development as it is being defined by Arizona's Young People. Learn more here! (<https://www.arizonafuture.org/az-progress-meters/young-talent/overview/>)

Throughout this process, careful consideration was given to the following criteria which must be met for metrics to be included in the Arizona We Want Progress Meters:

- They must be supported by publicly available, trusted, and regularly updated data;
- They must be understandable by most Arizonans;
- And they must be useful as a guidepost for assessing policy initiatives.

Many of our data sources do not provide data disaggregated to cities and counties, though some do. Because of this, in the event that data is not available, it will be provided at the most local level possible. Please reference the notes on each metric for details on how often data is updated, and at what geographic level the data is

Using this Report

This local report is intended to provide timely and trusted data that can be used by communities to better inform them on how they are doing on what matters most to them. The Arizona We Want Local Progress Meter Profiles are intended to support the following objectives:

- Allow communities to compare themselves with their peers, and the state as a whole (where data is available)
- Track progress over time by reporting the value of indicators in previous years
- Support in the identification of priorities that can be the subject of targeted actions to improve conditions
- Explore the interconnections between the categories of The Arizona We Want priorities in pursuit of holistic

The Center for the Future of Arizona is engaging with a select group of communities in Community Conversations that are intended to support in advancing the objectives above. Please connect with us if you would like us to bring this process to you!

Civic Participation

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Civic Participation



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Arizona Progress Meters



Civic Participation

Voter Registration and Turnout

Voter participation is essential to a healthy representative democracy that is responsive and works for all of us. Despite the importance of voter engagement, data has pointed to some troubling trends. According to a 2018 report from the Morrison Institute:

- In 2016, there were 2.1 million “potential voters” in Arizona who did not vote which translates to nearly half (45 percent) of otherwise eligible voters in Arizona.¹
- The Economist Intelligence Unit, a research unit of The Economist magazine, annually releases its Democracy Index rankings for nations across the globe. An 8.0 to 10.0 score is deemed a “full democracy” by EIU. In 2017, for the second year in a row, the United States was deemed a “flawed democracy,” due in part to its lack of voter participation.¹
- However, the 2018 midterm elections provide important benchmarks as Arizona saw the highest midterm participation in more than two decades.¹

Voter participation is also measured by various sources in different ways—some report on turnout of registered voters, others report on turnout of eligible voters (those who could vote but may or may not have even registered), and some rely on survey data of how frequently individuals report on their own participation in elections.

The Civic Participation Progress Meters provide an array of these data points to provide a more comprehensive picture of voter engagement statewide, including information on the reasons why individuals did not participate if they reported not voting.

For example, nearly 1 in 5 Arizonan non-voters did not participate in 2016 because they felt their vote didn't matter, which is higher than the national average.

Voter participation sourced from Michael McDonald and the United States Elections Project are a calculation of eligible voters rather than registered voters as reported by most Secretary of State offices. Measuring the turnout of eligible voters is considered to be a better metric for participation as it will account for those who do not participate due to registration issues in addition to those who do not vote who are registered. More information can be found at <http://www.electproject.org/>.

Sources:

1. NCoC Analysis of 2016 US Census Current Population Survey, Voting Supplement
2. Arizona Secretary of State, 2018 Midterm Election Data
3. US Elections Project McDonald, Michael P. 2019. <http://www.electproject.org/>

¹https://morrisoninstitute.asu.edu/sites/default/files/voter_crisis_report_-revised.pdf (Morrison Institute Arizona's Voter Crisis)

Civic Participation

General Election

2018 Data by Location	
Location	Percent/Turnout Rate
Apache	51.32%
Cochise	64.82%
Coconino	67.21%
Gila	69.71%
Graham	60.24%
Greenlee	57.31%
La Paz	51.39%
Maricopa	64.50%
Mohave	62.35%
Navajo	58.98%
Pima	70.55%
Pinal	58.56%
Santa Cruz	48.40%
Yavapai	77.85%
Yuma	50.72%
Arizona	64.85%
Source: Arizona Secretary of State	

Civic Participation

Presidential Election

10-Year Timeline of Voter Participation in the Presidential Election			
Year	Arizona		United States
1980		*	*
1984		*	*
1988		*	*
1992		*	*
1996		*	*
2000		55.3%	55.3%
2004		60.7%	60.7%
2008		62.2%	62.2%
2012		58.6%	58.6%
2016		65.1%	60.1%

Source: US Elections Project

3-Year Timeline				
Year	Arizona Registered	Arizona Voted	U.S. Registered	U.S. Voted
2012	65.2%	55.9%	71.2%	61.8%
2016	68.6%	60.4%	70.3%	61.4%

Source: NCoC

Disaggregated Data of 2016			
Indicator	Sub-Indicator	Who Registered	Who Voted
Age	Millennials (1982 to 1995)	58.3%	46.2%
	Generation X (1965 to 1981)	68.8%	58.8%
	Baby Boomers (1946 to 1964)	76.7%	70.2%
	Silent Generation (1931 to 1945)	76.5%	75.2%
	Long Civic Generation (1930 and before)	*	*
	16 to 29 years old	56.1%	45.3%
	30+ years old	72.2%	64.7%
	18 to 39 years old	*	*
	40+ years old	*	*
Geography	Urban	65.6%	55.9%
	Suburban	69.0%	63.8%
Educational Attainment	Less than High School	*	*
	High School Diploma	53.5%	45.4%
	Some College	76.5%	67.3%
	Bachelor Degree or Higher	80.1%	74.9%
Family Income	Less than \$35,000	59.1%	48.3%
	\$35,000 to \$49,999	67.7%	55.6%
	\$50,000 to \$74,999	69.1%	61.1%
	\$75,000 or more	76.5%	71.8%
Race and Ethnicity	Non-Latino	72.4%	64.7%
	Latino	57.1%	47.4%

Source: NCoC

2016 County data unavailable, so state data is being presented instead.

Civic Participation

Midterm Election

2014 Data by Location		
Location	Percent Who Registered	Percent of Eligible Voters Who Voted
Arizona	62.3%	40.6%
United States	64.6%	41.9%
Source: NCoC		

2014 County data unavailable, so 2014 state and country data are being presented instead.

10-Year Timeline		
Year	Arizona	United States
1982	36.8%	*
1986	38.4%	*
1990	43.4%	*
1994	39.9%	*
1998	32.1%	39.3%
2002	36.7%	40.5%
2006	39.6%	41.3%
2010	41.6%	41.8%
2014	34.1%	36.7%
2018	49.1%	50.3%
Source: US Elections Project		

County data unavailable, so state and country data are being presented instead.

Civic Participation

Feeling that Vote Doesn't Matter

The American Community Survey questioned Americans who did not vote as to their reason. Of those who did not vote, the following said it was because they felt their vote would not make a difference.

2016 Data by Location	
Location	Percent
Arizona	18.8%
United States	15.4%
Source: NCoC	

2016 County data unavailable, so state and country data are being presented instead.

Civic Participation

Confidence in Institutions

Our confidence in the major institutions that represent us and make our lives work is critical to a functional democratic society. The erosion of trust in these institutions can create challenges in public problem solving and have significant impacts on broader engagement in civic and democratic life.

This metric compiles the average confidence levels of Americans in 14 major institutions that include military, police, church or organized religion, medical system, presidency, U.S. Supreme Court, public schools, banks, organized labor, criminal justice system, television news, newspapers, big business, and Congress. Some institutions have seen significant changes in confidence levels over the years, while others remain more stable.

Updated annually, confidence in institutions is only available for the nation as a whole.

Source: Gallup Organization (1993-2017)

Civic Participation

Confidence in Institutions

2017 Data by Location	
Location	Annual Average Rating
Arizona	35.0%
United States	32.2%

2017 County data unavailable, so state and country data are being presented instead.

10-Year Timeline	
Year	Arizona
2008	33%
2009	36%
2010	34%
2011	35%
2012	34%
2013	34%
2014	31%
2015	32%
2016	32%
2017	35%

County data unavailable, so state data is being presented instead.

Civic Participation

Contacting Public Officials

Engaging with public officials represents another way that Arizonans can make their voices and opinions heard and ensure that their needs and values are represented in government.

Only 11% of Arizonans reported that they contacted their public officials in 2017, on par with the national average. Tracking alongside this behavior, Gallup polling data from 2009 shows that only 10% of Arizonans feel like their elected officials represent their interests.

Education plays a larger role in this indicator: 3% of Arizonans with a high school degree have contacted their public officials in the past year, compared with 18.5% of those with a bachelor degree or higher.

Source: NCoC Analysis of US Census Current Population Survey Civic and Volunteering Supplement (2017)

Civic Participation

Contacting Public Officials

2017 Data by Location	
Location	Percent
Arizona	11.3%
United States	11.4%

2017 County data unavailable, so state and country data are being presented instead.

Disaggregated Data of 2017		
Indicator	Sub-Indicator	Percent
Age	Millennials (1982 to 1995)	8.5%
	Generation X (1965 to 1981)	7.7%
	Baby Boomers (1946 to 1964)	18.0%
	Silent and Long Civic Generation (before 1930 to 1945)	17.2%
	16 to 29 years old	6.2%
	30+ years old	13.0%
	18 to 39 years old	8.6%
	40+ years old	13.8%
Geography	Urban	10.9%
	Suburban	11.2%
Educational Attainment	Less than High School	*
	High School Diploma	3.1%
	Some College	16.7%
	Bachelor Degree or Higher	18.5%
Family Income	Less than \$35,000	7.0%
	\$35,000 to \$49,999	12.1%
	\$50,000 to \$74,999	13.4%
	\$75,000 or more	14.2%
Race and Ethnicity	Non-Latino	13.8%
	Latino	6.9%

2017 County data unavailable, so state data is being presented instead.

Civic Participation

Discussing Politics

Discussing politics with family and friends can represent an important measure of social cohesion and of sharing information.

Arizonans trail the national average on this measure of civic life. However, Millennials engage in discussing politics at rates similar to the state average, and disparities across income, urbanicity and ethnicity are less stark compared with other civic indicators.

That said, as of 2017 Census data, education still plays an important role: ¼ of those with a high school degree are engaging compared with 42% of those with a bachelor degree or higher.

Source: NCoC Analysis of US Census Current Population Survey Civic and Volunteering Supplement (2017)

Civic Participation

Discussing Politics

2017 Data by Location	
Location	Percent
Arizona	35.4%
United States	39.0%

2017 County data unavailable, so state and country data are being presented instead.

Disaggregated Data of 2017		
Indicator	Sub-Indicator	Percent
Age	Millennials (1982 to 1995)	35.0%
	Generation X (1965 to 1981)	31.2%
	Baby Boomers (1946 to 1964)	43.5%
	Silent and Long Civic Generation (before 1930 to 1945)	36.6%
	16 to 29 years old	30.4%
	30+ years old	37.0%
	18 to 39 years old	33.4%
	40+ years old	37.3%
Geography	Urban	34.4%
	Suburban	35.1%
Educational Attainment	Less than High School	*
	High School Diploma	26.1%
	Some College	40.5%
	Bachelor Degree or Higher	42.5%
Family Income	Less than \$35,000	30.6%
	\$35,000 to \$49,999	32.0%
	\$50,000 to \$74,999	33.2%
	\$75,000 or more	42.4%
Race and Ethnicity	Non-Latino	34.7%
	Latino	36.8%

2017 County data unavailable, so state data is being presented instead.

Civic Participation

Buying or Boycotting Products

One of the ways that members of a community can express their values and opinions is through purchasing power. This civic indicator might have implications for broader economic growth and well-being, as well. Research has demonstrated strong links between social cohesion and economic resilience. Furthermore, liking and caring about where one lives increases the odds that one will invest, spend, and hire there.¹

In Arizona, we are leading the national average in this measure with more Arizonans choosing to boycott places or products based on their values than their national peers.

The data show that 18-29 year olds and those 30 years and older are engaging at similar rates in this way. However, there remain stark contrasts along lines of educational attainment, income, and ethnicity in the likelihood of Arizonans to express their values through purchasing power.

Source: NCoC Analysis of US Census Current Population Survey Civic and Volunteering Supplement (2017)

¹<https://ncoc.org/wp-content/uploads/2015/04/2013EconomyCHI.pdf>

Civic Participation

Buying or Boycotting Products

2017 Data by Location	
Location	Percent
Arizona	15.9%
United States	13.9%

2017 County data unavailable, so state and country data are being presented instead.

Disaggregated Data of 2017		
Indicator	Sub-Indicator	Percent
Age	Millennials (1982 to 1995)	14.9%
	Generation X (1965 to 1981)	17.2%
	Baby Boomers (1946 to 1964)	16.6%
	Silent and Long Civic Generation (before 1930 to 1945)	14.7%
	16 to 29 years old	14.9%
	30+ years old	16.2%
	18 to 39 years old	14.1%
	40+ years old	16.7%
Geography	Urban	14.7%
	Suburban	17.6%
Educational Attainment	Less than High School	*
	High School Diploma	8.8%
	Some College	16.9%
	Bachelor Degree or Higher	27.4%
Family Income	Less than \$35,000	9.5%
	\$35,000 to \$49,999	11.3%
	\$50,000 to \$74,999	19.7%
	\$75,000 or more	21.9%
Race and Ethnicity	Non-Latino	20.7%
	Latino	7.0%

2017 County data unavailable, so state data is being presented instead.



CENTER FOR THE
FUTURE OF ARIZONA

Jobs Data Profile



Geography:
All Arizona Counties

Produced By
The Center for the Future of Arizona
Arizona Progress Meters

<https://www.arizonafuture.org/>
8/20/2019

Jobs

How Progress Meters were selected

The Arizona We Want Progress Meters were developed through the following milestones:

- CFA partnered with leading education organizations, with Expect More Arizona as lead partner, to develop and launch the Education Progress Meter, which engaged over 40 partners in its launch and has now been formally adopted by 60 cities and towns.
- CFA partnered with the National Conference on Citizenship (NCoC) to use the nationally developed and recognized Civic Health Index to provide an array of metrics and data to track progress on two additional Progress Meters: Connected Communities and Civic Participation.
- CFA led an extensive process for developing metrics for the following Progress Meters: Jobs, Health & Well-being, Natural Resources, and Infrastructure. It engaged a Task Force, involved content experts, and held focus groups in using consensus-building around which metrics are most critical to track for each of the four meters. It followed this process with what has become a consistent practice in using critical readers statewide to provide feedback. Over 100 of 300+ critical readers rated metrics and provided feedback that culminated in the chosen measurements of each category.
- The Young Talent Progress Meter is still under development as it is being defined by Arizona's Young People. Learn more here! (<https://www.arizonafuture.org/az-progress-meters/young-talent/overview/>)

Throughout this process, careful consideration was given to the following criteria which must be met for metrics to be included in the Arizona We Want Progress Meters:

- They must be supported by publicly available, trusted, and regularly updated data;
- They must be understandable by most Arizonans;
- And they must be useful as a guidepost for assessing policy initiatives.

Many of our data sources do not provide data disaggregated to cities and counties, though some do. Because of this, in the event that data is not available, it will be provided at the most local level possible. Please reference the notes on each metric for details on how often data is updated, and at what geographic level the data is

Using this Report

This local report is intended to provide timely and trusted data that can be used by communities to better inform them on how they are doing on what matters most to them. The Arizona We Want Local Progress Meter Profiles are intended to support the following objectives:

- Allow communities to compare themselves with their peers, and the state as a whole (where data is available)
- Track progress over time by reporting the value of indicators in previous years
- Support in the identification of priorities that can be the subject of targeted actions to improve conditions
- Explore the interconnections between the categories of The Arizona We Want priorities in pursuit of holistic

The Center for the Future of Arizona is engaging with a select group of communities in Community Conversations that are intended to support in advancing the objectives above. Please connect with us if you would like us to bring this process to you!

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Jobs

Job Growth

Job growth is a comparison of the number of jobs created less the number of jobs lost during a given period, in other words, the net job growth. Arizona continues to grow in population, and with that growth there are more people who need jobs. Job Growth will be reported monthly and annually for the state of Arizona, counties, and Municipal Statistical Areas (MSAs) for which data are available.

NOTE ABOUT THE DATA: For the medium and smaller Arizona counties and MSAs, results are known to require regular revisions. The most reliable data are provided through the annual numbers. When revisions are made, the metrics are adjusted within the CFA website and the Local Progress Meter Profile.

Updated monthly and annually for

- The state
- Counties
- Certain Municipal Statistical Areas (MSAs)

Source: Bureau of Labor Statistics <https://www.bls.gov/data/#employment>

Jobs

Job Growth

12-Month Annual Job Growth: June 2019 Values	
Location	Value
Flagstaff	1.2%
Lake Havasu City-Kingman	2.0%
Phoenix-Mesa-Scottsdale	3.3%
Prescott	1.1%
Sierra Vista-Douglas	-0.6%
Tucson	2.0%
Yuma	3.0%
Arizona	2.8%
United States	1.5%

10-Year Timeline of 12-Month Annual Job Growth: June Values			
Year	Flagstaff	Arizona	United States
2010	-1.1%	-1.7%	-0.4%
2011	0.3%	0.4%	1.1%
2012	2.7%	2.5%	1.6%
2013	1.6%	2.2%	1.6%
2014	-0.2%	1.9%	1.9%
2015	1.4%	2.2%	2.1%
2016	0.2%	2.7%	1.8%
2017	2.1%	3.0%	1.6%
2018	0.9%	2.6%	1.7%
2019	1.2%	2.8%	1.5%

All data provided for this metric is not seasonally adjusted.

Jobs

Unemployment

Unemployment is measured by the total unemployed, as a percent of the civilian labor force. This percentage is referred to as U3 by the US Bureau of Labor Statistics. The unemployment rate is published monthly, and it is widely reported as an important indicator of the health of the labor force. People who choose not to work because they are retired, or are at-home parents for example, are not counted towards the unemployment numbers. Unemployment will be reported in comparison with recent periods.

For the medium and smaller Arizona counties and MSAs, results are known to require regular revision with the most reliable data provided in the annual numbers. When revisions are made, the metrics are adjusted within the CFA website and the Local Progress Meter Profile.

Updated monthly, quarterly and annually for

- The state
- Counties
- Certain Municipal Statistical Areas (MSAs)

Source: Bureau of Labor Statistics <https://data.bls.gov/PDQWeb/la>

Jobs

Unemployment

Location Type	Location	Rate
MMSA	Flagstaff	6.1%
MMSA	Lake Havasu City-Kingman	6.1%
MMSA	Phoenix-Mesa-Scottsdale	4.6%
MMSA	Prescott	4.9%
MMSA	Sierra Vista-Douglas	6.3%
MMSA	Tucson	5.0%
MMSA	Yuma	19.6%
County	Apache	11.1%
County	Cochise	6.3%
County	Coconino	6.1%
County	Gila	6.0%
County	Graham	5.6%
County	Greenlee	4.6%
County	La Paz	6.7%
County	Maricopa	4.5%
County	Mohave	6.3%
County	Navajo	8.1%
County	Pima	5.0%
County	Pinal	5.5%
County	Santa Cruz	8.4%
County	Yavapai	4.1%
County	Yuma	19.6%
State	Arizona	4.9%
Country	United States	3.7%

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
2010	14.6%	14.5%	15.3%	14.5%	13.6%	14.5%	15.1%	14.8%	13.9%	14.1%	14.5%	14.4%
2011	16.1%	15.6%	14.7%	14.3%	13.8%	16.0%	16.0%	15.2%	14.7%	14.4%	13.8%	14.3%
2012	15.7%	15.0%	14.4%	14.0%	13.8%	14.4%	15.2%	14.5%	13.3%	13.2%	13.1%	13.7%
2013	15.3%	14.7%	13.8%	13.4%	13.1%	13.9%	14.3%	13.2%	13.0%	13.2%	12.9%	12.5%
2014	14.5%	14.0%	11.9%	10.8%	10.7%	11.1%	11.7%	10.9%	10.3%	9.9%	9.8%	10.3%
2015	13.0%	12.2%	10.0%	9.2%	9.3%	9.7%	10.3%	9.5%	9.2%	8.9%	8.7%	9.1%
2016	11.2%	10.5%	8.5%	8.0%	7.5%	8.4%	8.8%	8.1%	7.7%	7.7%	7.5%	8.1%
2017	9.8%	9.0%	8.1%	7.3%	6.9%	7.6%	8.0%	7.3%	6.9%	6.9%	6.9%	7.5%
2018	9.0%	8.5%	7.6%	6.9%	5.8%	7.5%	8.0%	7.6%	7.0%	6.5%	6.7%	8.2%
2019	10.0%	8.2%	7.7%	6.8%	6.8%	8.1%						

All data provided for this metric is not seasonally adjusted.

Labor Force Participation

The labor force participation rate is the proportion of the working-age population that is either working or actively looking for work (officially labeled unemployed). Arizona's economy has the potential to grow more rapidly with a higher labor force participation rate. While the U.S. and Arizona labor force participation rates had declined, the trend now appears to have reversed and become more positive.

NOTE ABOUT THE DATA: For the medium and smaller Arizona counties and MSAs, results are known to require regular revisions. The most reliable data are provided through the annual numbers. When revisions are made, the metrics are adjusted within the CFA website and the Local Progress Meter Profile.

Updated monthly, quarterly and annually for

- The state
- Counties
- Certain Municipal Statistical Areas (MSAs)

Sources: Current Population Survey <https://www.census.gov/programs-surveys/cps.html>
Bureau of Labor Statistics <https://www.bls.gov/web/laus/ststdsadata.txt>

Jobs

Labor Force Participation

10-year Timeline of Labor Force Participation Rates for Arizona												
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
2010	62.4%	62.3%	62.2%	64.2%	64.0%	63.8%	63.6%	63.3%	63.1%	62.9%	62.7%	62.5%
2011	62.4%	62.2%	62.1%	61.9%	61.8%	61.7%	61.6%	61.5%	61.4%	61.2%	61.1%	61.0%
2012	60.9%	60.8%	60.8%	60.7%	60.6%	60.5%	60.5%	60.4%	60.4%	60.3%	60.1%	60.0%
2013	59.9%	59.8%	59.7%	59.7%	59.6%	59.6%	59.6%	59.5%	59.4%	59.4%	59.4%	59.4%
2014	59.6%	59.6%	59.7%	59.7%	59.7%	59.8%	59.8%	59.9%	60.0%	60.1%	60.1%	60.1%
2015	60.1%	60.1%	60.1%	60.1%	60.1%	60.0%	60.0%	60.0%	59.9%	59.9%	59.9%	60.0%
2016	60.0%	60.1%	60.1%	60.1%	60.1%	60.1%	60.2%	60.2%	60.2%	60.3%	60.3%	60.4%
2017	60.4%	60.5%	60.5%	60.5%	60.6%	60.6%	60.6%	60.6%	60.7%	60.7%	60.7%	60.8%
2018	60.8%	60.9%	60.9%	61.0%	61.1%	61.2%	61.3%	61.5%	61.7%	61.8%	61.7%	61.6%
2019	61.8%	61.8%	61.7%	61.6%	61.5%	61.6%						

10-year Timeline of Labor Force Participation Rates for the United States of America												
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
2010	64.8%	64.9%	64.9%	65.2%	64.9%	64.6%	64.6%	64.7%	64.6%	64.4%	64.6%	64.3%
2011	64.2%	64.1%	64.2%	64.2%	64.1%	64.0%	64.0%	64.1%	64.2%	64.1%	64.1%	64.0%
2012	63.7%	63.9%	63.8%	63.7%	63.7%	63.8%	63.7%	63.5%	63.6%	63.8%	63.6%	63.7%
2013	63.7%	63.4%	63.3%	63.4%	63.4%	63.4%	63.3%	63.3%	63.2%	62.8%	63.0%	62.9%
2014	62.9%	62.9%	63.1%	62.8%	62.9%	62.8%	62.9%	62.9%	62.8%	62.9%	62.9%	62.8%
2015	62.9%	62.7%	62.6%	62.7%	62.9%	62.6%	62.6%	62.6%	62.4%	62.5%	62.6%	62.7%
2016	62.7%	62.8%	62.9%	62.8%	62.7%	62.7%	62.8%	62.9%	62.9%	62.8%	62.7%	62.7%
2017	62.9%	62.9%	62.9%	62.9%	62.8%	62.8%	62.9%	62.9%	63.1%	62.7%	62.8%	62.7%
2018	62.7%	63.0%	62.9%	62.8%	62.8%	62.9%	62.9%	62.7%	62.7%	62.9%	62.9%	63.1%
2019	63.2%	63.2%	63.0%	62.8%	62.8%	62.9%						

County data unavailable, so state and country data are being presented instead.

All data provided for this metric is not seasonally adjusted.

Jobs

Average Wages

Average Wages per Worker are calculated by dividing total wages by the average of the employment levels for a given period such as quarterly or annually. Comparisons will be made with recent periods and between similar SMSAs and between Arizona and Western states.

Arizona's median family income has been below average. A livable wage makes a difference in a family's quality of life and in the capacity of the state to provide services through taxes.

NOTE ABOUT THE DATA: For the medium and smaller Arizona counties and MSAs, results are known to require regular revisions. The most reliable data are provided through the annual numbers. When revisions are made, the metrics are adjusted within the CFA website and the Local Progress Meter Profile.

Average Wages is updated annually and reports the annual average wages for employed persons for the previous year within:

- The Nation
- States
- Counties

Source: Bureau of Labor Statistics https://data.bls.gov/cew/apps/data_views/data_views.htm#tab=Tables

Jobs

Average Wages

2018 Average Wages by Location	
Location	Value
Apache	\$43,232
Cochise	\$46,053
Coconino	\$43,318
Gila	\$42,021
Graham	\$42,648
Greenlee	\$69,557
La Paz	\$37,922
Maricopa	\$54,305
Mohave	\$38,313
Navajo	\$39,250
Pima	\$47,222
Pinal	\$43,035
Santa Cruz	\$49,727
Yavapai	\$39,958
Yuma	\$39,294
Unknown or Undefined	\$90,744
Arizona	\$51,865
United States	\$57,265

5-year Timeline of Average Wages			
Year	Navajo	Arizona	United States
2014	\$36,092	\$46,919	\$51,364
2015	\$37,569	\$47,933	\$52,942
2016	\$37,350	\$48,523	\$53,621
2017	\$39,010	\$50,146	\$55,390
2018	\$39,250	\$51,865	\$57,265

Data for a chosen county is currently unavailable for past years.

All data provided for this metric is not seasonally adjusted.



Produced By
The Center for the Future of Arizona
Arizona Progress Meters

<https://www.arizonafuture.org/>

ROADMAP FOR P-20 EDUCATION FUNDING



Expect More Arizona[®]
THE MOVEMENT FOR
WORLD-CLASS EDUCATION

AS A FIRST STEP, THESE ARE THE SHORT-TERM INVESTMENTS NEEDED

Fund effective **strategies and interventions to support reading proficiency by the end of 3rd grade**, as identified by the State Board of Education, including targeted intentional reading supports and technical assistance in the early grades, a comprehensive assessment system, renewing and redirecting Early Literacy Program Funding to areas of greatest need.



Double the **STEM workforce funding** for all community colleges including restoration to Pima and Maricopa Community Colleges.



Begin scaling up programs that support the success of every student including **special education, school counselors, early interventions and screenings, and other wrap around services.**



Increase funding for **Arizona resident students attending a state university.**



Provide funding for **K-12 school building construction and maintenance**, beginning with a focus on rural schools.



Increase access to **quality child care**, including pre-K (including increasing state funding for child care, providing budget authority to spend the \$56M in additional federal Child Care and Development Block Grant funds, and increasing the reimbursement rate to a quality level).



Raise **teacher pay to the national median** and fund **professional development, mentoring, and induction.**



A LONG-TERM PLAN

The Roadmap presents a long-term plan for education, P-20, that should begin with these short-term investments. These were prioritized based on their ability to stabilize the education system and advance outcomes for all students. To see the mid- and long-term investments needed, visit:

ExpectMoreArizona.org/Roadmap



EDUCATION IS THE KEY TO UNLOCKING ARIZONA'S POTENTIAL

Investing in students, educators and classrooms will have an enormous return for our state.

A strong P-20 education system will create and support a talent pipeline that attracts diverse businesses to Arizona. A more educated and skilled workforce will also increase business and personal income, grow revenues for the state to invest in other critical needs, and decrease the dependence on social safety nets.

Arizonans know that where a family lives, how much money they make, or their race or ethnicity should not dictate the quality of education that a student receives, but current funding levels simply don't support an excellent education for every student every step of the way.

Additional investments are needed that: (1) Support the entire education continuum, P-20; (2) Significantly advance

outcomes for all students; and (3) Provide predictability, consistency and flexibility.

ROADMAP FOR P-20 EDUCATION FUNDING

Just as the Arizona Education Progress Meter provides a clear picture of where we stand today and outlines broadly supported goals the state aims to meet by 2030, a first-of-its-kind **Roadmap for P-20 Education Funding** sets a vision for long-term education funding in Arizona from the early years through college and career. Individuals representing more than 80 education, business and community organizations across the state joined together to create the Roadmap, which represents consensus on the major investments needed in education by 2030. Coupled with effective instruction, policy, and strategy implementation, these investments will advance Arizona's shared education goals and close persistent achievement gaps.



Expect More Arizona[®]
THE MOVEMENT FOR WORLD-CLASS EDUCATION

MERRILL RANCH COMMUNITY FACILITIES DISTRICT NO. 1

MINUTES OF THE MERRILL RANCH COMMUNITY FACILITY DISTRICT NO. 1 SPECIAL MEETING HELD ON MONDAY, JULY 1, 2019, AT 6:00 P.M., IN THE FLORENCE TOWN COUNCIL CHAMBERS, LOCATED AT 775 N. MAIN STREET, FLORENCE, ARIZONA.

CALL TO ORDER

Chairman Walter called the meeting to order at 6:00 pm.

ROLL CALL:

Present: Walter, Anderson, Wall, Larsen, Cordes, Hughes

Absent: Hawkins

NEW BUSINESS

Public hearing to receive citizens' comments on the property tax levy of the Merrill Ranch Community Facilities District No. 1: Ordinance No. MRCFD1 116-19.

Chairman Walter read Ordinance No. MRCFD1 116-19 by title only.

AN ORDINANCE OF MERRILL RANCH COMMUNITY FACILITIES DISTRICT NO. 1, PINAL COUNTY, ARIZONA, LEVYING THE ASSESSED VALUATION OF THE PROPERTY WITHIN THE COMMUNITY FACILITIES DISTRICT SUBJECT TO TAXATION OF CERTAIN SUM UPON EACH ONE HUNDRED DOLLARS (\$100.00) OF VALUATION SUFFICIENT TO RAISE THE AMOUNT ESTIMATED TO BE RECEIVED FROM FUNDS FOR COMMUNITY FACILITIES EXPENSES FOR THE FISCAL YEAR ENDING THE 30TH DAY OF JUNE 2020.

Chairman Walter opened the public hearing.

Mr. Rey Sanchez, District Treasurer, stated that the public hearing is for a property tax lev for Merrill Ranch Community Facilities District No. 1. He requested that the tax levy rate be set at \$0.42 per \$100 net assessed valuation (NAV). This levy will bring in approximately \$124,779 which will be used for debt service. He requested an additional \$0.30 per \$100 NAV for operations and maintenance. This will bring in approximately \$83,685. The combined total levy, if approved, will be \$0.72 per \$100 NAV, and will bring in approximately \$208,464.

Mayor Walter inquired why there is a difference of \$0.42 and the \$3.25 which is what it has been in previous years.

Mr. Sanchez stated that the \$0.42 is for debt service. There is no future bonding calculated in that total.

Mr. Brent Billingsley, District Manager, stated that a law passed that pertains to tax rates, how they are set, and what can be taxed based on actual funds that must be repaid. The MRCFD No. 1 has not gone to the streets for General Obligation Bond offering in many years. The

Merrill Ranch Community Facilities District No. 1 Meeting

July 1, 2019

Page 1 of 4

policy of the Board previously was to maintain the same rates in both Community Facilities Districts. It became clear that they could not do that last year so there was an additional reduction in the rate per the State Law requirement last year. The recommended reduction this year is to stay in compliance with State law.

Mr. Mike Cafisio, Greenburg and Traurig, and Town of Florence Bond Attorney, stated that there is a law which does not allow you to levy for more than what is needed to pay debt service on outstanding debt, plus planned debt, plus 10% of the debt service due in the current year as a reserve cushion. He stated that based on the current outstanding debt and no planned future debt, the \$0.42 per \$100 NAV is all that is needed.

Ms. Pamela Giss, Launch Development Finance Advisors, on behalf of Merrill Ranch Owner's Agent, LLC, reiterated that they are not in support of the reduction of the ad valorem tax for Merrill Ranch Community Facilities District No. 1 because they have submitted a feasibility study and the reduction in that ad valorem will ensure that they will not be reimbursed for the expenditures they submitted under the feasibility study.

Mr. Cafisio inquired what their ownership right in land and in the District is. He inquired what standing they have to raise any sort of issue with taxes being levied.

Ms. Giss stated that their clients, Merrill Ranch Owners Agent, LLC, has property in the District.

Mr. Cafisio inquired if she was their attorney, speaking on their behalf.

Ms. Giss stated that she is representing them as one of their financial advisors.

Mr. Cafisio inquired if she had written authority to speak on their behalf.

Ms. Giss stated that she has authority to be present and speak on their behalf. It is her understanding that the Merrill Ranch Owner's Agents, LLC, still owns property, and her understanding from them that it is in the District.

Mr. Cafisio stated that it is not correct. The Merrill Ranch Owner's Agents, LLC does not own land, and there are other entities that are related that own land.

Chairman Walter asked if it is correct that the Merrill Ranch Owner's Agents, LLC does not own land.

Mr. Cafisio responded that it is correct, according to the last title report that they saw.

Chairman Walter closed the public hearing.

Public hearing to receive citizens' comments on the proposed final budget for Merrill Ranch Community Facilities District No. 1 and possible adoption of Resolution No. MRCFD1 140-19.

Chairman Walter read Resolution No. MRCFD1 140-19 by title only.

A RESOLUTION OF THE MERRILL RANCH COMMUNITY FACILITIES DISTRICT NO. 1, PINAL COUNTY, ARIZONA, ADOPTING THE BUDGET FOR FISCAL YEAR 2019-2020.

Mr. Sanchez stated that the budget for Fiscal Year 2019-2020 is estimated to be \$3,899,607 in expenditure for Capital Improvements, Debt Service and Administrative costs.

Boardmember Cordes inquired if the HOA fees are to be reflected in the budget.

Mr. Sanchez responded that the HOA fees are not part of the Community Facilities District.

Chairman Walter opened the public hearing.

Mr. Billingsley explained that the CFD is a separate quasi-governmental entity that is specifically utilized to finance infrastructure. Rates are set for the quasi-governmental entity to pay back debt and the budget itself provides for the funds to operate that district on an annual basis.

Chairman Walter closed the public hearing.

On motion of Boardmember Wall, seconded by Vice-Chairman Anderson, and carried (6-0) to adopt Resolution No. MRCFD1 140-19.

Discussion/Approval/Disapproval of the Merrill Ranch Community Facilities District No. 1 October 1, 2018 and April 15, 2019 Special Meeting minutes.

On motion of Boardmember Wall, seconded by Vice-Chairman Anderson, and carried (6-0) to approve the Merrill Ranch Community Facilities District No. 1 October 1, 2018 and April 15, 2019 Special Meeting minutes.

ADJOURNMENT

On motion of Boardmember Wall, seconded by Boardmember Larsen, and carried (6-0) to adjourn the meeting.

Tara Walter, Chairman

ATTEST:

Lisa Garcia, District Clerk

I certify that the following is a true and correct copy of the minutes of the Merrill Ranch Community Facilities District No. 1 Special Meeting held on July 1, 2019, and that the meeting was duly called to order and that a quorum was present.

Lisa Garcia, District Clerk

MERRILL RANCH COMMUNITY FACILITIES DISTRICT NO. 1

MINUTES OF THE MERRILL RANCH COMMUNITY FACILITY DISTRICT NO. 1 SPECIAL MEETING HELD ON MONDAY, JULY 15, 2019, AT 6:00 P.M., IN THE FLORENCE TOWN COUNCIL CHAMBERS, LOCATED AT 775 N. MAIN STREET, FLORENCE, ARIZONA.

CALL TO ORDER

Vice-Chairman Anderson called the meeting to order at 6:00 pm.

ROLL CALL:

Present: John Anderson***, Bill Hawkins, Karen Wall, Kristen Larsen, Michelle Cordes, Judy Hughes

Absent: Tara Walter

***Vice-Chairman Anderson appeared telephonically.

NEW BUSINESS

Ordinance No. MRCFD1 116-19: Discussion/Approval/Disapproval of AN ORDINANCE OF THE MERRILL RANCH COMMUNITY FACILITIES DISTRICT NO. 1, PINAL COUNTY, ARIZONA, LEVYING THE ASSESSED VALUATION OF THE PROPERTY WITHIN THE COMMUNITY FACILITIES DISTRICT NO. 1 SUBJECT TO TAXATION OF CERTAIN SUM UPON EACH \$100 OF VALUATION SUFFICIENT TO RAISE THE AMOUNT ESTIMATED TO BE RECEIVED FROM FUNDS FOR COMMUNITY FACILITIES EXPENSES FOR THE FISCAL YEAR ENDING THE 30th DAY OF JUNE 2020, AND DECLARING AN EMERGENCY. (Rey Sanchez)

Ordinance No. MRCFD1 116-19:

Boardmember Wall read Ordinance No. MRCFD1 116-19 by title only.

AN ORDINANCE OF THE MERRILL RANCH COMMUNITY FACILITIES DISTRICT NO. 1, PINAL COUNTY, ARIZONA, LEVYING THE ASSESSED VALUATION OF THE PROPERTY WITHIN THE COMMUNITY FACILITIES DISTRICT NO. 1 SUBJECT TO TAXATION OF CERTAIN SUM UPON EACH \$100 OF VALUATION SUFFICIENT TO RAISE THE AMOUNT ESTIMATED TO BE RECEIVED FROM FUNDS FOR COMMUNITY FACILITIES EXPENSES FOR THE FISCAL YEAR ENDING THE 30th DAY OF JUNE 2020, AND DECLARING AN EMERGENCY.

Mr. Rey Sanchez, District Treasurer, provided a presentation in which he outlined the following:

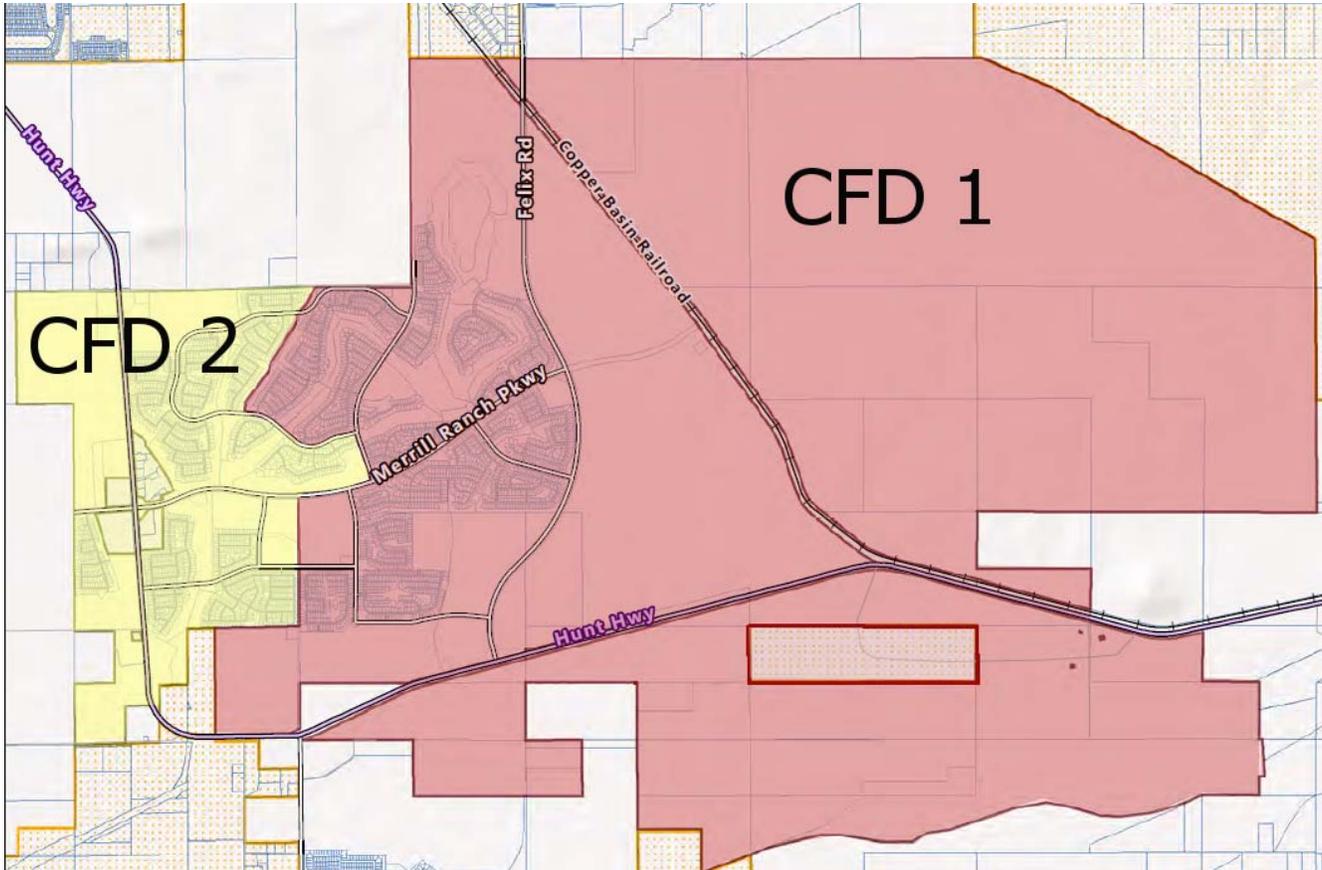
- MRCFD 1 Tax Levy Adoption
 - State law requires the Town to advertise and adopt the secondary property tax levy in the same way as the primary tax levy.

Merrill Ranch Community Facilities District No. 1 Meeting Minutes

July 15, 2019

Page 1 of 4

- The levy was advertised in the newspaper and Town website.
- Council held a Public Hearing on July 01, 2019.
- The recommended tax rate for FY19/20 will be set at \$.72 per \$100 of net assessed valuation (NAV).
- CFD 1 levy will collect \$208,464.



- Where tax can be found on their statement

PINAL COUNTY						2018 PROPERTY TAX STATEMENT			ARIZONA	
PARCEL NUMBER	AREA CODE	PRIMARY TAX RATE PER \$100 ASSESSED VALUE	SECONDARY TAX RATE PER \$100 ASSESSED VALUE	SPECIAL DISTRICT \$ PER ACRE	2018 TAX SUMMARY					
211-XX-XXXXX	0131	11.8851	5.3730		PRIMARY PROPERTY TAX		2,505.50			
ASSESSMENT					VALUE IN DOLLARS		LEGAL CLASS	RATIO	EXEMPTIONS	NET ASSESSED
					LIMITED	210,805	0301	.1000	0.00	21,081
SEE PAGE 2 FOR PAYMENT COUPON					SPECIAL DISTRICT TAX		0.00			
					PRM/REDUCTION		(397.40)			
					TOTAL TAX DUE FOR 2018		3,240.80			
SITUS ADDRESS	TAX AUTHORITY			LEVY	PURPOSE	TAX RATE	2017 TAX	2018 TAX	INCREASE / DECREASE	
XXX XXXXXX FLORENCE AZ 85132	2000	Pinal County		PRM		3.7006	750.94	780.12	29.18	
	2000	Pinal County		PRM	Schl Resr	0.1294	25.98	27.28	1.30	
PROPERTY DESCRIPTION	2010	School Equalization		PRM		0.4741	97.88	99.96	2.08	
	4154	Town of Florence		PRM		1.1060	227.76	233.16	5.40	
LOT XXX ANTHEM AT MERRILL RANCH UNIT X CAB G - SLD 044 SEC 19 4S-9E	7001	Florence USD #001		PRM		4.2984	849.34	906.14	56.80	
	7001	Florence USD #001		SEC	"B" Bonds	1.3872	225.96	292.44	66.48	
	8150	Pinal County Jr College		PRM		2.1766	448.30	458.84	10.54	
REDUCTION RATE	8150	Pinal County Jr College		SEC	Bonds	0.1857	62.22	39.16	-23.06	
1.8851	11900	Fire Dist Assistance Tax		SEC		0.0643	12.92	13.56	0.64	
Michael P. McCord Pinal County Treasurer PO Box 729 Florence, AZ 85132	14613	Central AZ Water Conservation		SEC		0.1400	28.10	29.52	1.42	
	14900	Pinal County Library		SEC		0.0965	19.38	20.34	0.96	
	15625	Pinal County Flood		SEC		0.1693	34.00	35.70	1.70	
	18006	Town of Florence/Anthem at Merrill Ranch CFD #1		SEC		0.3000	60.22	63.24	3.02	
	18006	Town of Florence/Anthem at Merrill Ranch CFD #1		SEC	Bonds	2.9800	652.46	628.20	-24.26	
	30002	Cntrl AZ Vly Inst Tech(CAVIT)		SEC		0.0500	10.04	10.54	0.50	
		TOTALS						3,505.50	3,638.20	132.70
BEGINNING 2015, TAX BILL DETAIL IS DISPLAYED AS GROSS TAXES BEFORE REDUCTIONS										
211-XX-XXXXX THIS IS A CALENDAR YEAR TAX NOTICE		MAKE CHECKS PAYABLE TO: Pinal County Treasurer PO Box 729 Florence, AZ 85132			PAYMENT INFORMATION					
THERE WILL BE A \$31.25 CHARGE FOR EACH RETURNED CHECK AND YOUR TAXES WILL REVERT TO AN UNPAID STATUS.		PLEASE INCLUDE YOUR PARCEL NUMBER ON YOUR CHECK.			Nov. 01, 2018		First half 2018 taxes due, delinquent after 5:00 PM.			
					Dec. 31, 2018		Final day to pay 2018 current full year taxes without interest.			
					May. 01, 2019		Second half 2018 taxes due, delinquent after 5:00 PM.			
SEE PAGE 2 FOR PAYMENT OPTIONS AND ADDRESS CHANGE INFORMATION										

- CFD 1 Historical Rate

FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
3.55	\$3.55	\$3.55	\$3.28	\$0.72
Example: \$100,000 home equals \$72				

Councilmember Cordes inquired if the fee is increasing by \$0.72. She also inquired why is there a difference in fees from MRCFD1 and MRCFD2 and when does this end.

Mr. Sanchez explained that the fee is being reduced to \$0.72 per \$100 of NAV. The reason for the decrease is because the debt service in MRCFD1 has decreased. There will no longer be rates once there is no debt service. Debt service is normally for 20 to 25 years.

On motion of Boardmember Hawkins, seconded by Boardmember Larsen, to adopt Ordinance No. MRCFD1 116-19.

Roll Call Vote:

Boardmember Hughes: Yes

Boardmember Cordes: Yes

Boardmember Larsen: Yes

Boardmember Wall: Yes

Boardmember Hawkins: Yes

Vice-Chairman Anderson: Yes

Motion passed: Yes: 6; No: 0

ADJOURNMENT

On motion of Boardmember Cordes, seconded by Boardmember Hughes, and carried (6-0) to adjourn the meeting.

Tara Walter, Chairman

ATTEST:

Lisa Garcia, District Clerk

I certify that the following is a true and correct copy of the minutes of the Merrill Ranch Community Facilities District No. 1 Special Meeting held on July 15, 2019, and that the meeting was duly called to order and that a quorum was present.

Lisa Garcia, District Clerk

	MERRILL RANCH COMMUNITY FACILITIES DISTRICT NO. 1 ACTION FORM	<u>AGENDA ITEM</u> 12b.
MEETING DATE: September 16, 2019 DEPARTMENT: Legal STAFF PRESENTER: Clifford Mattice, District Attorney SUBJECT: Approval and Ratification of Retention Agreement for legal services with Sims Mackin, LTD. and Cathy Bowman regarding litigation matters and advising related to the Merrill Ranch Community Facilities District No. 1.		<input checked="" type="checkbox"/> Action <input type="checkbox"/> Information Only <input type="checkbox"/> Public Hearing <input type="checkbox"/> Resolution <input type="checkbox"/> Ordinance <ul style="list-style-type: none"> <input type="checkbox"/> Regulatory <input type="checkbox"/> 1st Reading <input type="checkbox"/> 2nd Reading <input type="checkbox"/> Other
STRATEGIC PLAN REFERENCE: <input type="checkbox"/> Community Vitality <input type="checkbox"/> Economic Prosperity <input type="checkbox"/> Leadership and Governance <input type="checkbox"/> Partnerships and Relationships <input type="checkbox"/> Transportation and Infrastructure <input type="checkbox"/> Statutory <input checked="" type="checkbox"/> None		

RECOMMENDED MOTION/ACTION:

For the Merrill Ranch Community Facilities District No. 1, motion to approve and ratify a legal services Engagement and Retention Agreement with Sims Mackin, LTD. and Cathy Bowman for legal representation of the Town of Florence (“Town”), Merrill Ranch Community Facilities District No. 1 (“CFD No.1”) and Merrill Ranch Community Facilities District No. 2 (“CFD No. 2”) for the purpose of defending claims and litigation, including alternative dispute resolution, discovery, trial, post-trial motions, appeals and authorization to enter into related common interest agreements.

BACKGROUND/DISCUSSION:

On or about September 6, 2019, WHM Merrill Ranch Investments, LLC; Merrill Ranch Owner’s Agent LLC; Roadrunner Resorts, LLC and CMR/Casa Grande, LLC (“Merrill Entities”) filed a Complaint in Maricopa County Superior Court (CV2019-012347) for Breach of Contract/Sale of Securities against Merrill Ranch Community Facilities District No. 1 seeking, among other remedies, an order requiring CFD No. 1 to issue general obligation bonds. The Merrill Entities have also issued multiple letters to the Town, CFD No. 1, and CFD No. 2. making certain demands.

This action approves and ratifies the District’s engagement of Sims Mackin, LTD. and Cathy Bowman as specialized, outside counsel representing the Town, CFD No.1 and CFD No. 2 for the purpose of defending claims and litigation against the Town, CFD No. 1 and/or CFD No. 2.

A VOTE OF YES WOULD MEAN:

The CFD No. 1 Board retains Cathy Bowman (and Sims Mackin, LTD.) as its lawyer for these proceedings.

A VOTE OF NO WOULD MEAN:

The CFD No.1 Board does not retain Cathy Bowman (and Sims Mackin, LTD.) as its lawyer for these proceedings.

FINANCIAL IMPACT:

In certain situations, depending upon coverage opinions/conclusions, the Town, CFD No. 1 and/or CFD No. 2 may have insurance coverage providing reimbursement or payment for part, or all, of the costs and fees for these matters. Additionally, the expenses for legal fees and related services are budgeted annually based upon the projected activities for the proceedings during the fiscal year.

ATTACHMENTS:

Engagement and Retention Agreement.



3101 NORTH CENTRAL AVENUE, SUITE 870
PHOENIX, ARIZONA 85012
(602) 772-5500 (O) • (602) 772-5509 (F)

CATHERINE BOWMAN
OF COUNSEL
DIRECT: (602) 772-5503
CMBOWMAN@SIMSMACKIN.COM

September 11, 2019

Town of Florence
Mayor and Town Council
PO Box 2670
Florence, AZ 85132

Re: Retention Letter

Dear Mayor and Council:

Sims Murray, LTD is pleased to offer our services to the Merrill Ranch Community District Number 1, Merrill Ranch Community District Number 2 (collectively, Districts) and the Town of Florence (“Town”) in connection with the following matters:

Representation of the Districts and the Town of Florence in litigation matters and in an advisory capacity related to claims or lawsuits filed by the Merrill Entities against the District and the Town.

We issue statements monthly on approximately the 10th day of the month. The hourly rates are as follows:

Catherine Bowman//Partners:	\$250.00
Associates:	\$200.00
Paralegals:	\$130.00

The statements will show the fees and charges incurred during the previous month or billing cycle. We expect payment within 30 days after the date of the statement. Our obligation to give independent advice compels us to stay clear of financing our clients. For this reason, we have a policy against continuing representation if an account is not current.

I will review each statement before it is mailed to you and will make appropriate adjustments. We rely upon you to alert us promptly to any questions you may have about the statement or the work for which you were billed.

ANTHONY W. CONTENTE-CUOMO • KRISTIN M. MACKIN • WILLIAM J. SIMS, III
CATHERINE BOWMAN, OF COUNSEL

September 11, 2019

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Please review Attachment A for the Engagement Policies and Procedures that govern the representation.

Sincerely,

\s\

SIMS MURRAY, LTD.

Catherine M. Bowman

ATTACHMENT A

SIMS MURRAY, LTD.

Engagement Policies and Procedures

This document describes the Engagement Policies and Procedures of Sims Murray, Ltd. (the “**Firm**”) and the commitments to be entered into by you with respect to the Firm’s representation of you. Please read this statement of policies and procedures in connection with the engagement letter to which it is attached (the “**Engagement Letter**”). Upon acceptance by you, the Engagement Letter and the Engagement Policies and Procedures constitute our agreement for your legal representation by the Firm.

1. The Firm’s Commitment to You. We commit to representing you to the best of our ability. Depending upon the project undertaken, our services may include not only preparing documents, memoranda, agreements, opinions, corporate records, instruments, and correspondence on your behalf, but also may include office and telephone conferences, negotiations, and contact with other attorneys, and business people. Since these services may be performed in your absence, in some instances you will only be aware that they have occurred when you receive your monthly statement, but all such services will be performed in connection with matters you have approved.

Cathy Bowman is the attorney assigned to handle your matters. However, since you are hiring the Firm, other attorneys or staff may assist the responsible attorney in performing services on your behalf. The Firm will endeavor to represent you effectively and efficiently to the successful conclusion of any of your matters. All information regarding your legal matters will be treated as strictly confidential by the entire Firm.

2. Your Commitment to the Firm. We ask that you honor the provisions of this agreement regarding payment and that you keep the Firm informed of changes in your address, telephone number, and general circumstances.

The Firm reserves the right to withdraw from representing you if you misrepresent or fail to disclose relevant material facts or if you do not make the payments required by this agreement in a timely manner.

3. Billing of Fees and Expenses. A statement is generated at the end of the billing period showing the total fees due for the prior period and the expenses incurred to the billing cut-off date.

4. Expenses. The Firm does not charge for faxes and photocopies necessary in the ordinary course of business. We advance on your behalf charges for such necessary services and costs as outside-communication services, offsite or high-volume photocopying, outside messenger services, court fees, meeting and travel expenses. Such items are charged monthly as they are

September 11, 2019

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received and processed by the firm. We will submit certain charges directly to you for prompt payment.

5. Statements. Monthly statements are normally mailed prior to the 15th day of the month and payment is due upon receipt whether or not the legal representation in the particular matter has been successfully completed. Statements will be mailed to the address shown on the cover letter. If they should go to a different address or if you want us to furnish copies to anyone else, please let us know. If you disagree with the amount of any fee, please call me immediately to discuss your questions.

The Firm's taxpayer identification number is 45-5040705.

7. Summary. We will be happy to discuss these policies and procedures with you at any time. If you have any questions, please feel free to inquire. We encourage you to discuss with us any problems you may have with any matters that arise in connection with our representation.

	MERRILL RANCH COMMUNITY FACILITIES DISTRICT NO. 2 ACTION FORM	<u>AGENDA ITEM</u> 16a.
MEETING DATE: September 16, 2019 DEPARTMENT: Legal STAFF PRESENTER: Clifford Mattice, District Attorney SUBJECT: Approval and Ratification of Retention Agreement for legal services with Sims Mackin, LTD. and Cathy Bowman regarding litigation matters and advising related to the Merrill Ranch Community Facilities District No. 2.		<input checked="" type="checkbox"/> Action <input type="checkbox"/> Information Only <input type="checkbox"/> Public Hearing <input type="checkbox"/> Resolution <input type="checkbox"/> Ordinance <ul style="list-style-type: none"> <input type="checkbox"/> Regulatory <input type="checkbox"/> 1st Reading <input type="checkbox"/> 2nd Reading <input type="checkbox"/> Other
STRATEGIC PLAN REFERENCE: <input type="checkbox"/> Community Vitality <input type="checkbox"/> Economic Prosperity <input type="checkbox"/> Leadership and Governance <input type="checkbox"/> Partnerships and Relationships <input type="checkbox"/> Transportation and Infrastructure <input type="checkbox"/> Statutory <input checked="" type="checkbox"/> None		

RECOMMENDED MOTION/ACTION:

For the Merrill Ranch Community Facilities District No. 2, motion to approve and ratify a legal services Engagement and Retention Agreement with Sims Mackin, LTD. and Cathy Bowman for legal representation of the Town of Florence (“Town”), Merrill Ranch Community Facilities District No. 1 (“CFD No.1”) and Merrill Ranch Community Facilities District No.2 (“CFD No. 2”) for the purpose of defending claims and litigation, including alternative dispute resolution, discovery, trial, post-trial motions, appeals and authorization to enter into related common interest agreements.

BACKGROUND/DISCUSSION:

On or about September 6, 2019, WHM Merrill Ranch Investments, LLC; Merrill Ranch Owner’s Agent LLC; Roadrunner Resorts, LLC and CMR/Casa Grande, LLC (“Merrill Entities”) filed a Complaint in Maricopa County Superior Court (CV2019-012347) for Breach of Contract/Sale of Securities against Merrill Ranch Community Facilities District No. 1 seeking, among other remedies, an order requiring CFD No. 1 to issue general obligation bonds. The Merrill Entities have also issued multiple letters to the Town, CFD No. 1, and CFD No. 2. making certain demands.

This action approves and ratifies the District’s engagement of Sims Mackin, LTD. and Cathy Bowman as specialized, outside counsel representing the Town, CFD No.1 and CFD No. 2 for the purpose of defending claims and litigation against the Town, CFD No. 1 and/or CFD No. 2.

A VOTE OF YES WOULD MEAN:

The CFD No. 2 Board retains Cathy Bowman (and Sims Mackin, LTD.) as its lawyer for these proceedings.

A VOTE OF NO WOULD MEAN:

The CFD No.2 Board does not retain Cathy Bowman (and Sims Mackin, LTD.) as its lawyer for these proceedings.

FINANCIAL IMPACT:

In certain situations, depending upon coverage opinions/conclusions, the Town, CFD No. 1 and/or CFD No. 2 may have insurance coverage providing reimbursement or payment for part, or all, of the costs and fees for these matters. Additionally, the expenses for legal fees and related services are budgeted annually based upon the projected activities for the proceedings during the fiscal year.

ATTACHMENTS:

Engagement and Retention Agreement.



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CATHERINE BOWMAN
OF COUNSEL
DIRECT: (602) 772-5503
CMBOWMAN@SIMSMACKIN.COM

September 11, 2019

Town of Florence
Mayor and Town Council
PO Box 2670
Florence, AZ 85132

Re: Retention Letter

Dear Mayor and Council:

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Representation of the Districts and the Town of Florence in litigation matters and in an advisory capacity related to claims or lawsuits filed by the Merrill Entities against the District and the Town.

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I will review each statement before it is mailed to you and will make appropriate adjustments. We rely upon you to alert us promptly to any questions you may have about the statement or the work for which you were billed.

ANTHONY W. CONTENTE-CUOMO • KRISTIN M. MACKIN • WILLIAM J. SIMS, III
CATHERINE BOWMAN, OF COUNSEL

September 11, 2019

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Please review Attachment A for the Engagement Policies and Procedures that govern the representation.

Sincerely,

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SIMS MURRAY, LTD.

Catherine M. Bowman

ATTACHMENT A

SIMS MURRAY, LTD.

Engagement Policies and Procedures

This document describes the Engagement Policies and Procedures of Sims Murray, Ltd. (the “**Firm**”) and the commitments to be entered into by you with respect to the Firm’s representation of you. Please read this statement of policies and procedures in connection with the engagement letter to which it is attached (the “**Engagement Letter**”). Upon acceptance by you, the Engagement Letter and the Engagement Policies and Procedures constitute our agreement for your legal representation by the Firm.

1. The Firm’s Commitment to You. We commit to representing you to the best of our ability. Depending upon the project undertaken, our services may include not only preparing documents, memoranda, agreements, opinions, corporate records, instruments, and correspondence on your behalf, but also may include office and telephone conferences, negotiations, and contact with other attorneys, and business people. Since these services may be performed in your absence, in some instances you will only be aware that they have occurred when you receive your monthly statement, but all such services will be performed in connection with matters you have approved.

Cathy Bowman is the attorney assigned to handle your matters. However, since you are hiring the Firm, other attorneys or staff may assist the responsible attorney in performing services on your behalf. The Firm will endeavor to represent you effectively and efficiently to the successful conclusion of any of your matters. All information regarding your legal matters will be treated as strictly confidential by the entire Firm.

2. Your Commitment to the Firm. We ask that you honor the provisions of this agreement regarding payment and that you keep the Firm informed of changes in your address, telephone number, and general circumstances.

The Firm reserves the right to withdraw from representing you if you misrepresent or fail to disclose relevant material facts or if you do not make the payments required by this agreement in a timely manner.

3. Billing of Fees and Expenses. A statement is generated at the end of the billing period showing the total fees due for the prior period and the expenses incurred to the billing cut-off date.

4. Expenses. The Firm does not charge for faxes and photocopies necessary in the ordinary course of business. We advance on your behalf charges for such necessary services and costs as outside-communication services, offsite or high-volume photocopying, outside messenger services, court fees, meeting and travel expenses. Such items are charged monthly as they are

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received and processed by the firm. We will submit certain charges directly to you for prompt payment.

5. Statements. Monthly statements are normally mailed prior to the 15th day of the month and payment is due upon receipt whether or not the legal representation in the particular matter has been successfully completed. Statements will be mailed to the address shown on the cover letter. If they should go to a different address or if you want us to furnish copies to anyone else, please let us know. If you disagree with the amount of any fee, please call me immediately to discuss your questions.

The Firm's taxpayer identification number is 45-5040705.

7. Summary. We will be happy to discuss these policies and procedures with you at any time. If you have any questions, please feel free to inquire. We encourage you to discuss with us any problems you may have with any matters that arise in connection with our representation.