



Town of Camp Verde Vision Statement

"Camp Verde is welcoming, a safe community, a vibrant economy, thoughtfully growing, and offering an exceptional quality of life."

**AGENDA
TOWN OF CAMP VERDE
SPECIAL SESSION
MAYOR AND COUNCIL
473 S. MAIN STREET, SUITE 106
WEDNESDAY, JULY 9, 2025 at 5:00 P.M.**

ZOOM MEETING LINK:

<https://us02web.zoom.us/j/81134704614?pwd=43DpMDETWlwYaJ9vyqo28hk4hHwvB9.1>

one Tap Mobile: 1-253-215-8782 or 1-346-248-7799

Meeting ID: 811 3470 4614

Passcode: 821984

Note: Council member(s) may attend Council Sessions either in person, by telephone, or internet/video conferencing.

- 1. Call to Order**
- 2. Roll Call.** Council Members Brian Bolton, Robert Foreman, Robin Godwin, Jessie Murdock, Patrica Seybold, Vice Mayor Wendy Escoffier and Mayor Marie Moore.
- 3. Pledge of Allegiance**
- 4. Consent Agenda** – All those items listed below may be approved by one motion as consent agenda items. Any item may be removed from the Consent Agenda and considered as a separate item if a member of Council requests.
 - a) Set Next Meeting, Date and Time:**
 - 1) Special Session – July 23, 2025 at 5:00 p.m.
 - 2) Work Session – July 30, 2025 at 5:00 p.m.
 - 3) Regular Session – August 6, 2025 at 6:00 p.m.
 - b) Consideration and possible awarding of the Financial Auditing Services contract to CliftonLarsonAllen LLP.** Staff Resource: Finance Director Michael Showers. Pg. 3
- 5. Discussion, consideration, and possible award of Bid No. 25-210, Dickison Circle Drainage Improvements Project, to Mulcaire & Son Contracting, LLC in the amount of \$291,059.80.** Staff Resource: CIP Manager Martin Smith. Pg. 49
- 6. Presentation and discussion regarding the future of housing in Camp Verde and housing initiatives throughout the Verde Valley.** Staff Resource: Special Initiatives Manager Cliff Bryson. Pg. 55
- 7. Presentation and discussion regarding the General Plan Elements: Economic Development, Housing, and Cost of Development.** Staff Resource: Town Manager

8. **Discussion, consideration and possible approval of a full-time Administrative Assistant for Community Development.** Staff Resource: Town Manager / Interim Community Development Miranda Fisher. Pg. 91
9. **Discussion and consideration of amending the established hours for Town public facilities.** Staff Resource: Town Manager Miranda Fisher. Pg. 97
10. **An executive session pursuant to A.R.S. § 38-431.03(A)(3) and (A)(4) for discussion or consultation for legal advice with the Town Attorney and to consider its position in pending litigation. The purpose of the executive session is for the Town Attorney to update Council regarding the status of pending notices of claims and litigation matters commenced against the Town.** Staff Resource: Town Manager Miranda Fisher.
11. **An executive session pursuant to A.R.S. § 38-431.03(A)(3) and (A)(4) for discussion or consultation for legal advice with the Town Attorney and to consider its position in contract negotiations with the Camp Verde Arena Association.** Staff Resource: Town Manager Miranda Fisher.
12. **An executive session pursuant to A.R.S. § 38-431.03(A)(3) for discussion or consultation for legal advice with the Town Attorney regarding zoning verifications and development processes.** Staff Resource: Town Manager Miranda Fisher.
13. **Adjournment**

Note: Upon a public majority vote of a quorum of the Town Council, the Council may hold an executive session, which will not be open to the public, regarding any item listed on the agenda but only for the purpose of discussion or consultation for legal advice with the Town Attorney as permitted by A.R.S. § 38-431.03(A)(3). Any other executive sessions will be separately included on the agenda above if an executive session will be held at the meeting.

Pursuant to A.R.S. §38-431.01 Meetings shall be open to the public - All meetings of any public body shall be public meetings and all persons so desiring shall be permitted to attend and listen to the deliberations and proceedings. All legal action of public bodies shall occur during a public meeting. Pursuant to Town Code, Section 2-3-7.1 the Mayor shall call for a vote of the Council to allow the meeting to continue past the deadline of 10:00 p.m. The Town of Camp Verde Council Chambers is accessible to persons with disabilities. Those with special accessibility or accommodation needs, such as large typeface print, may request these at the Office of the Town Clerk at 928-554-0021.

CERTIFICATION OF POSTING OF NOTICE

The undersigned hereby certifies that a copy of the foregoing notice was duly posted at the Town of Camp Verde and Bashas on 07-03-2025 at 5:00 p.m. in accordance with the statement filed by the Camp Verde Town Council with the Town Clerk

Leah Rhodes

Leah Rhodes, Town Clerk



Town Council Agenda Information Memorandum

Meeting Date: July 9, 2025

Agenda Item Type:

- ☒ Consent Agenda ☐ Informational Presentation ☐ Discussion Item
☐ Action/Decision Item ☐ Executive Session Request ☐ Other:

Requesting Department: Finance **Staff Resource:** Finance Director Michael Showers

Agenda Title: Consideration and possible awarding of the Financial Auditing Services contract to CliftonLarsonAllen LLP.

Attached Documents: CliftonLarsonAllen LLP Proposal

Estimated Presentation Time: N/A **Estimated Discussion Time:** N/A

Reviewed By:

- ☒ Town Manager ☐ Legal ☐ Risk Management ☒ Finance ☐ Other:

Financial Review (if applicable):

- Funding Source / GL Account Number: Funding for auditing services is allocated in the Finance Department budget.
- Approved in the FY25 Budget? ☐ Yes ☐ No ☐ N/A ☐ Other:
- Is this an approved CIP Project? ☐ Yes ☐ No ☒ N/A ☐ Other:

Background Information:

The Town of Camp Verde has contracted with the same firm, Colby & Powell, for financial audit services for nearly a decade. At the recommendation of the Town Manager, staff proposed issuing a Request for Proposals (RFP) to assess whether to continue with the current provider or engage a new vendor. The RFP was released on May 8, 2025, with a submission deadline of June 5, 2025. By the deadline, the Town received five proposals.

The proposals were reviewed and scored by Vice Mayor Wendy Escoffier, Town Manager Miranda Fisher, and Finance Director Michael Showers. The total scores were as follows:

Financial Auditor Services	Baker Tilly	CLA	Colby & Powell	Forvis	Heinfeld Meech
TOTAL SCORE:	68	87	82	67	77



Town Council Agenda Information Memorandum

The two highest-scoring firms, Colby & Powell and CliftonLarsonAllen LLP (CLA), were invited to participate in virtual interviews with Vice Mayor Escoffier, Manager Fisher, and Director Showers on July 1, 2025. Following the interviews, CLA was selected as the firm recommended for contracting.

If Town Council approves the recommendation to engage CLA, staff will work with CLA to draft a contract for Council consideration at a future meeting.

Connection to the [FY25-FY30 Strategic Plan](#)

Financial audit services support the Town's commitment to fiscal responsibility and transparency.

Question(s) before the Council:

- Does Council approve contracting with CLA for the Town's financial auditing services?

Proposed Motions:

I move to **APPROVE** the contracting with CLA for Town's financial auditing services.



June 5, 2025

Proposal to provide professional
audit services to:

Town of Camp Verde, Arizona

RFP #25-208

Prepared by:

Guadalupe "Lupita" Martinez, CPA, Principal

lupita.martinez@CLAconnect.com

Direct 602-604-3252

CLAconnect.com

CPAS | CONSULTANTS | WEALTH ADVISORS

CLA (CliftonLarsonAllen LLP) is an independent network member of CLA Global. See CLAglobal.com/disclaimer.

Investment advisory services are offered through CliftonLarsonAllen Wealth Advisors, LLC, an SEC-registered investment advisor.



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1. Cover Letter



CliftonLarsonAllen LLP
CLAconnect.com

June 5, 2025

Michael Showers
Town of Camp Verde, Arizona
473 S. Main St., Ste. 102
Camp Verde, AZ 86322

Via Email Submission

Dear Mr. Showers:

Thank you for inviting us to propose. We look forward to the opportunity to provide services to Town of Camp Verde, Arizona (the Town). We are confident that our extensive experience serving similar governmental entities, bolstered by our client-oriented philosophy and depth of resources, will make CLA a top qualified candidate to fulfill the scope of your engagement.

a. Business organization

CLA (CliftonLarsonAllen LLP) is a limited liability partnership and is duly licensed to practice public accountancy in the state of Arizona and other states.

b. Authorized negotiations

I, Lupita Martinez, your engagement principal-in-charge, will serve as the Town's primary contact person for this engagement. Furthermore, as a principal of CLA, I am authorized to sign, bind, and commit the firm to the obligations contained in this proposal and the Town's RFP. My contact information is as follows:

Lupita Martinez, Principal
Office: 602-604-3252
Email: lupita.martinez@CLAconnect.com

We want to serve you and we have the qualifications to deliver quality, timely work. Throughout this proposal, we take you on a journey outlining how we'll work together and the value you can come to appreciate when we exceed expectations. For ease of evaluation, the structure of our proposal follows your RFP section titled, *Proposal Content and Submittal*.

Please contact me if I can provide additional information on our firm or our proposal.

Sincerely,

Guadalupe "Lupita" Martinez, CPA, Principal



By: CLA (CliftonLarsonAllen LLP)

Date: June 5, 2025



**Town of Camp Verde
Financial Auditing Services
Response Workbook
RFP #25-208**

Proposer is to complete this Response Workbook and submit as their response to this RFP.

Proposer Name: CLA (CliftonLarsonAllen LLP)

Proposer Address: 20 East Thomas Road, Suite 2300 Phoenix, AZ 85012

REQUIRED RESPONSES:

Proposer's answers to the following questions will comprise the Proposer's response to this RFP. It should be noted that all attachments or exhibits prepared by the Town and referenced herein are incorporated by reference into the Proposer's response and shall be included in a final contract with the successful Proposer. Information prepared by the Proposer and submitted with their proposal may be incorporated into a final contract (for example program offerings, curriculum, key personnel, or performance metrics).

FIRM OVERVIEW

- Office location
- Length of time in business
- Total number of employees and number of local employees
- Names of principals, their disciplines, and Arizona registration.
- Services provided by the firm
- Experience in providing similar services in municipal law within the last ten (10) years
- Three (3) references
- Email and Phone Contact information for persons(s) submitting the Proposal (preferably the designated attorney who will serve as the firms' primary contact person for the Proposal)
- Provide resumes of persons designated by the firm to be the Town Attorney or substitute Town Attorney (attachment).

Response to "Firm overview" begins on page 7 of the response document.

FIRM EXPERIENCE



Provide a minimum of three (3) relevant examples of other municipal financial auditing projects your team has completed.

Include brief description of services provided by the project team that directly relate to this contract.

- Project Name
- Location
- Client Name and Phone Number
- Budget
- Completion Date
- Indicate whether the project was completed on schedule and within budget
- Indicate any challenges encountered and subsequent solutions

Response to "Firm experience" begins on page 12 of the response document.

PROJECT TEAM

List those individuals who will complete the work. Provide the following information for each team member:

- Team assignment
- General qualifications
- Any project experience directly relevant to this Contract while with this firm
- Indicate workload and certify that no team members will be substituted without prior approval from the Town of Camp Verde.

List any firms that will act as subconsultants to your firm. Provide information regarding prior projects on which the proposed subconsultants have worked with your firm.

Response to "Project team" begins on page 13 of the response document.

PROJECT APPROACH

The Town recognizes that there are different approaches that can lead to the desired outcomes that have been noted in this RFP. Respondents shall demonstrate the understanding of the services and the steps they will undertake to accomplish the scope of work. (Note, during contract negotiation, the Town reserves the right to modify the above-mentioned scope of services and tasks/task order based on project approaches that may be recommended by respondents).

Response to "Project approach" begins on page 15 of the response document.

PRICE

- Please include a price proposal for this project.
- The Town is not required to accept the lowest bid for this RFP. However, as with any public procurement process, cost will be considered in the overall scoring of all

proposals.

Response to "Price" begins on page 26 of the response document.

ADDENDUM RESPONSES AND ACKNOWLEDGEMENT:

Attach addendum response(s) and acknowledgement(s) here.

(Proposer to include response here)



2. Proposal Narrative

Firm overview

Office location

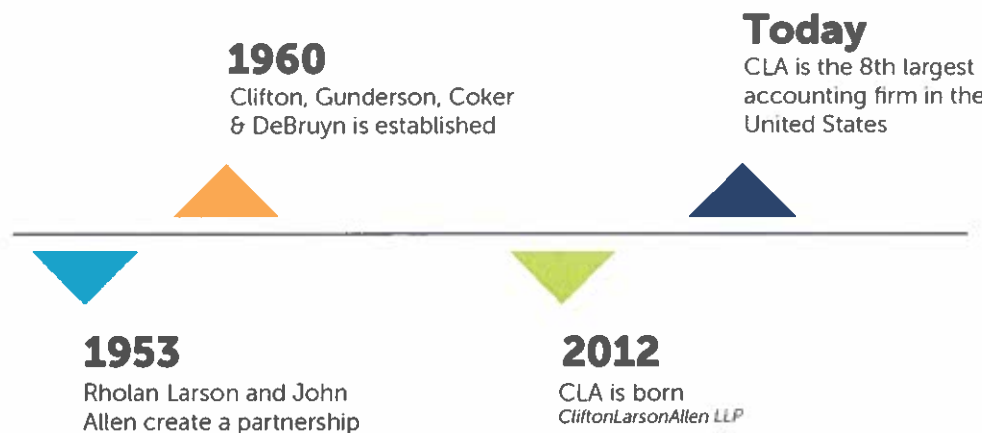
Our firm matches the necessary skill set to an engagement before considering the geographic location of the staff. Assigning team members who specialize in working with similar clients can provide the Town higher-quality services and allows us to complete the engagement in a more efficient and effective manner with little interruption to your staff.

The Town will be served by an industry-specialized engagement team located in our Phoenix, Arizona office.

Length of time in business

On January 1, 2012, two regional firms, Clifton Gunderson and LarsonAllen, merged to become CLA. They were driven by a shared vision to be a different kind of firm and a dream to be America's leading provider of professional services.

We're celebrating 13 years as CLA, but the roots of our culture reach back much further. Across decades, the philosophies that drove our legacy firms — from how they served clients and treated their people to how they did business — shared many attributes. We still find them present today in what we call the CLA Promise.



Total number of employees and number of local employees

It takes balance.™ With CLA by your side, you will find everything you need in one firm. Professionally or personally, big or small, we can help you discover opportunities and bring balance to get you where you want to go.



As a professional services firm, we exist to create opportunities ... for you, our people, and our communities through industry-focused wealth advisory, digital, audit, tax, consulting, and outsourcing services. We do this when we live the CLA Promise — a promise to know you and help you.

Number of local employees

There are 90 employees located in our Phoenix, Arizona office.

Names of principals

CLA is a limited liability partnership, with more than 1,200 principals and signing directors (including over 375 owners), none of whom own more than a 2% interest in the firm. Additional names can be provided upon request.

Services provided by the firm

CLA provides a full range of accounting and consulting services — including audit, tax, business outsourcing, wealth advisory, valuation and forensic services, internal technology security assessments, digital, and more — to multiple industries.

Experience in providing similar services

State and local government experience

You can benefit from a close personal connection with a team of professionals devoted to governments. Our goal is to become familiar with all aspects of your operations — not just the information needed for the year-end audit so that we can offer proactive approaches in the areas that matter most to you:

- Finding new ways to operate more effectively and efficiently
- Responding to regulatory pressures and complexities



- Maintaining quality services in the face of changing budgetary priorities
- Providing transparent, accurate, and meaningful financial information to stakeholders, decision-makers, and your constituents

We understand the legislative changes, funding challenges, compliance responsibilities, and risk management duties that impact you. Our experienced government services team can help you navigate the challenges of today, all while seamlessly strategizing for the future.



Deep industry connections

CLA actively supports industry education as a thought leader and industry speaker. We focus on supporting the educational needs of the industry through nationally sponsored trade events. Our team of professionals is sought after, both as educators and as experienced speakers who are invited to speak and teach at major professional events by leading trade associations, including those shown here.

We are also actively involved in and/or are members of the following professional organizations:

- American Institute of Certified Public Accountants (AICPA)
- AICPA's State and Local Government Expert Panel
- AICPA's Government Audit Quality Center (GAQC)
- Government Finance Officers Association (GFOA)
- Special Review Committee for the GFOA's Certificate of Achievement for Excellence in Financial Reporting (Certificate) Program
- Association of Government Accountants



Our involvement in these professional organizations, combined with various technical services we subscribe to, allows us to be at the forefront of change in the constantly changing government environment. We take our responsibility for staying current with new accounting pronouncements, auditing standards, other professional standards and laws and regulations seriously.

Insight to strengthen your organization

When you're ready to go beyond the numbers to find value-added strategies, we offer resources to help you respond to challenges and opportunities including:



- [National webinars](#) — Access complimentary professional development opportunities for your team.
- [Articles and white papers](#) — Stay current on industry information as issues arise.

Curious: *We care, we listen, we get to know you.*

Support at every turn

With [dedicated services specific to state and local governments](#), you have access to guidance on all aspects of your operations.

- [Audit](#), review, and compilation of financial statements
- Compliance audits (HUD, OMB Single Audits)
- [Cybersecurity](#)
- [Enterprise risk management](#)
- [Forensic accounting, auditing, and fraud investigation](#)
- Fraud risk management
- [Grant compliance](#)
- Implementation assistance for complex Governmental Accounting Standards Board (GASB) statements
- [Internal audit](#)
- [Outsourced business operations](#)
- [Performance auditing](#)
- [Purchase card \(p-card\) monitoring and analytics](#)
- [Risk assessments](#)
- Strategic, financial, and operational consulting
- [Telecom management services](#)
- [Business opportunity assessments](#)
- [System optimization and selection](#)

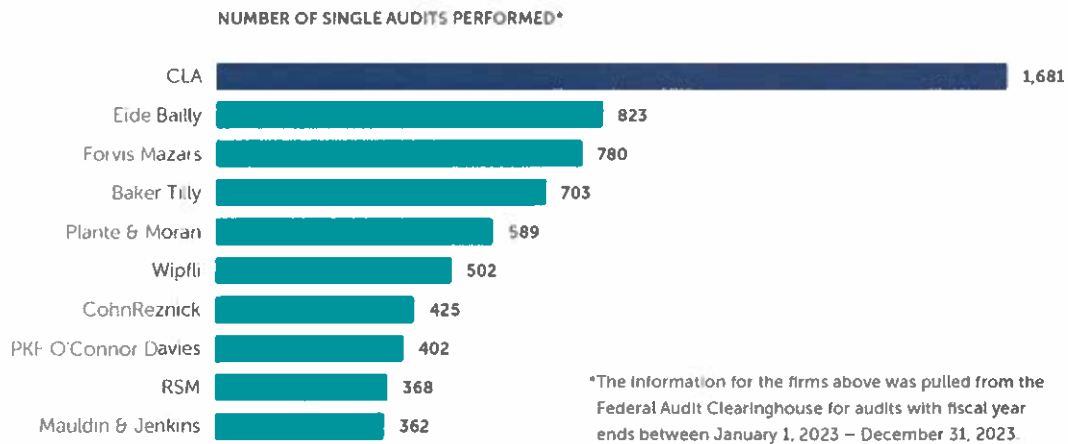


Single audit experience

CLA performs the largest number of single audits in the United States

We audited nearly \$229 billion dollars in federal funds expended in 2023. The chart below illustrates CLA's experience in serving organizations that receive federal funds and demonstrates our firm's dedication to serving the government and nonprofit industry.





It is more important than ever to find qualified auditors who have significant experience with federal grants specific to the Town and can enhance the quality of the Town's single audit. Therefore, the single audit will be performed by a team of individuals who are managed by personnel who specialize in single audits in accordance with OMB's *Uniform Guidance* and who can offer both knowledge and quality for the Town. As part of our quality control process, the single audit will be reviewed by a firm Designated Single Audit Reviewer.

You'll need an audit firm experienced in performing single audits and a familiarity with the specific programs in which you are involved and will benefit from CLA's experience in this area.



References

REFERENCES FORM: List a minimum of three (3) customers on the fillable form below, excluding the Town of Camp Verde (if applicable), for whom your company has provided services of a similar size & scope as described in this Request for Proposal, during the past three (3) years. Include the length of any contracts listed. Proposers may make multiple copies of this document as needed. These references may be used to assess the qualifications of Proposers under consideration for final award. This information may or may not be a determining factor in the award.

Reference 1:

City of Mesa, Arizona	P.O. Box 1466 Mesa, AZ 85211-1466
Irma Ashworth, Finance Director	480-644-2605
irma.ashworth@mesaaz.gov	2008 - present
Provide a brief summary of Services provided: ACFR, single audit report, AELR, HURF, REAC	

Reference 2:

Town of Queen Creek, Arizona	22350 South Ellsworth Road Queen Creek, AZ 85142-9311
Scott McCarty, Finance Director/CFO	480-358-3000
scott.mccarty@queencreek.org	2015 - present
Provide a brief summary of Services provided: ACFR, single audit report, AELR, HURF	

Reference 3:

City of Sedona, Arizona	102 Roadrunner Drive Sedona, AZ 86336
Renee Stanley, Accounting Supervisor	925-203-5022
rstanley@sedonaaz.gov	2019 - present
Provide a brief summary of Services provided: ACFR, AELR, HURF	

Primary contact person

I, Lupita Martinez, your engagement principal, will serve as the Town's primary contact person for this engagement. My contact information is:

Guadalupe "Lupita" Martinez, CPA
Office: 602-604-3252
Email: lupita.martinez@CLAconnect.com



Town attorney

Not applicable.

Firm experience

Similar engagements with other entities

The below table lists the five most significant engagements that CLA has performed within the last five years that are similar to the engagement described in this RFP ranked by total hours.

Client Name and Years of Service	Scope of Work	Total Hours	Completion Date	Client Contact
City of Mesa, Arizona 2008 – Present	ACFR, Single Audit Report, AELR, HUD Report, AELR	1,200	December 2, 2024	Irma Ashworth, Finance Director 480-644-2605
City of Glendale, Arizona 2019- Present	ACFR, Single Audit Report, AELR, HURF	1,000	November 19, 2024	Levi Gibson, Director of Budget and Finance 623-930-2268
Lake Havasu City, Arizona 2019 - Present	ACFR, Single Audit Report, AELR, HURF	450	January 3, 2025	Trinna Ware, Finance Division Manager 928-854-0735
Town of Queen Creek, Arizona 2013 - Present	ACFR, Single Audit, AELR, HURF	400	December 20, 2024	Scott McCarty, Finance Director 480-358-3000
City of Sedona, Arizona 2019 - Present	ACFR, AELR, HURF, and ACFR preparation	300	December 26, 2024	Renee Stanley, Accounting Supervisor 928-204-7185



Project team

Your Service Team

The true value in working with our team is developing a personal and professional relationship with leaders who understand your industry, challenges, and opportunities — with the full support of an entire CLA family behind them.

Meet your service team below.

Engagement Team Member	Role	Years' Experience
Lupita Martinez, CPA	Engagement principal – Lupita will have overall engagement responsibility including planning the engagement, developing the audit approach, supervising staff, and maintaining client contact throughout the engagement and throughout the year. Lupita is responsible for total client satisfaction through the deployment of all required resources and continuous communication with management and the engagement team.	21+
Jean Marie Dietrich, CPA	Technical resource principal – Jean will be the technical resource for the audit team as well as the Town personnel. Jean's many years of serving governmental entities will be an invaluable resource.	17+
Anita Supinski, CPA	Quality assurance principal – Anita will complete the quality review of all work performed and of all audit reports prior to issuance. The focus of this review is to confirm adherence to industry and firm quality control guidelines and to make sure the work performed supports the audit opinions issued.	35+



Martin James Donohoe, CPA	Engagement manager – Martin will act as the lead manager on the engagement. In this role, Martin will assist the engagement principal with planning the engagement and performing complex audit areas. He will perform a technical review of all work performed and is responsible for the review of the annual comprehensive financial report and all related reports.	7+
Mitchell Hagenson	Senior – Mitchell will be responsible for the day-to-day activities for this engagement, including the supervision of all staff assigned.	4+
Additional staff – We will assign additional staff to your engagement based on your needs and their experience providing services to similar clients.		

Detailed biographies can be found in the *Appendix*.

Collaborative: Support from a responsive local team complemented by national resources. We consider the whole of your organization, bringing innovative teams to the table.

Workload distribution

CLA has a very balanced practice. Our revenue is generated evenly throughout the year, so we don't experience the workload compression - which leads to missed deadlines - that most other firms have every year. We are a well-rounded firm with the ability to be more selective with our clients than other firms; our dedicated professionals are working year-round so we are always available.

Continuity of service

We are committed to providing continuity throughout this engagement. It is our policy to maintain the same staff throughout an engagement, providing maximum efficiency and keeping the learning curve low. With a solid, steady engagement team, each year brings the additional benefits of trust and familiarity. We are also flexible in exploring alternative strategies to non-mandatory rotation policies.

In any business, however, turnover is inevitable. If and when it happens, we will provide summaries of suggested replacements and will discuss re-assignments prior to finalizing. We have a number of qualified staff members to provide the Town with quality service over the term of the engagement.

CLA is committed to maintaining high staff retention rates, which we believe are a strong indicator of service quality. High retention rates also indicate that our staff members have the resources they need to perform their tasks and maintain a positive work/life balance.



Use of subcontractor

While we are not a small or minority-owned business, we are committed to utilizing the services of such firms whenever possible. This includes using small and/or minority-owned businesses as subcontractors, as well as vendors. For this engagement, however, we do not foresee using any subcontractors.

CLA strives to fill its professional positions with skilled and experienced accountants regardless of race or gender.

Project approach

Understanding of the work to be performed

We have read the Request for Proposal (RFP) and understand the scope of the work to be performed as detailed in the RFP under "*Scope of Work*". Should CLA be selected to serve this engagement, we will perform these services within the time period specified in the RFP and as finalized in the planning stages of the engagement.

To meet the requirements of the RFP, the audit will be performed in accordance with auditing standards generally accepted in the United States of America, as set forth by the American Institute of Certified Public Accountants; the standards set forth for financial audits in *Government Auditing Standards* issued by the Comptroller General of the United States; the audit requirements of Title 2 U.S. Code of Federal Regulations Part 200, Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards (*Uniform Guidance*); and any other applicable federal, state, and local laws or regulations.

Service Approach

Easing the transition

We recognize that a move to a new firm presents an opportunity as well as a challenge. Over our 60-year history, we have transitioned many clients and have a collegial and professional relationship with many firms.



The CLA Seamless Assurance Advantage (SAA)

The CLA Seamless Assurance Advantage (SAA) is an innovative approach to auditing that utilizes leading technologies, analytics, and audit methods to help solve client problems and create a seamless experience.



A different approach

SAA is unlike any conventional audit process. SAA does not depend on physical location. It reduces the time our professionals spend on site, creates fewer disruptions, enables more efficient use of resources (yours and ours), and allows for more impactful interactions with your people.

Insights through analytics

CLA uses strategic data analysis to evaluate whole data sets to gain a deeper understanding of your organization. Insights that were once impossible can now come into focus to help you measure performance, enhance strategic decision making, and understand your competitive opportunities.



Effective technology

CLA embraces technologies that help solve client problems and create a seamless experience. Assurance Information Exchange (AIE) is a web-based application developed by CLA to digitally request and obtain audit documents through a secure and efficient online portal.



Financial statement audit approach



Phase 1: Planning and strategy

The main objective of the planning phase is to identify significant areas and design efficient audit procedures.

- Conduct an entrance meeting. Lupita Martinez and staff will meet with the Town personnel to agree on an outline of responsibilities and time frames
 - Establish audit approach and timing schedule
 - Determine assistance to be provided by the Town personnel
 - Discuss application of generally accepted accounting principles
 - Address initial audit concerns
 - Establish report parameters and timetables
 - Progress reporting process
 - Establish principal contacts
- Gain an understanding of your operations, including any changes in organization, management style, and internal and external factors influencing the operating environment
- Identify significant accounts and accounting applications, critical audit areas, significant provisions of laws and regulations, and relevant controls over operations
- Determine the likelihood of effective Information Systems (IS) - related controls
- Perform a preliminary overall risk assessment
- Confirm protocol for meeting with and requesting information from relevant staff
- Establish a timetable for the fieldwork phase of the audit
- Determine a protocol for using TeamMate Analytics and Expert Analyzer (TeamMate), our data extraction and analysis software, to facilitate timely receipt and analysis of reports from management
- Compile an initial comprehensive list of items to be prepared by the Town, and establish deadlines

We will document our planning through:

- **Entity profile** — This profile will help us understand the Town's activities, organizational structure, services, management, key employees, and regulatory requirements.
- **Preliminary analytical procedures** — These procedures will assist in planning the nature, timing, and extent of auditing procedures that will be used to obtain evidential matter. They will focus on enhancing our understanding of the financial results and will be used to identify any significant transactions and events that have occurred since the last audit date, as well as to identify any areas that may represent specific risks relevant to the audit.
- **General risk analysis** — This will contain our overall audit plan, including materiality calculations, fraud risk assessments, overall audit risk assessments, effects of our IS assessment, timing, staffing, client assistance, a listing of significant provisions of laws and regulations, and other key planning considerations.

- **Account risk analysis** — This document will contain the audit plan for the financial statements, including risk assessment and the extent and nature of testing by assertion.
- **Prepared by client listing** — This document will contain a listing of schedules and reports to be prepared by the Town personnel with due dates for each item.
- **Assurance Information Exchange (AIE)** — CLA uses a secure web-based application to request and obtain documents. This application allows clients to view detailed information, including due dates for all items CLA is requesting. Clients can attach electronic files and add commentary directly on the application.

The audit engagement will be planned under the direction of the engagement leader and in-charge. We will clearly communicate any issues in a timely manner and will be in constant contact as to what we are finding and where we expect it will lead.

Using the information we have gathered and the risks identified, we will produce an audit program specifically tailored to the Town that will detail the nature and types of tests to be performed. We view our programs as living documents, subject to change as conditions warrant.

Phase 2: Systems evaluation

We will gain an understanding of the internal control structure of the Town for financial accounting and relevant operations. Next, we will identify control objectives for each type of control material to the financial statements, and then identify and gain an understanding of the relevant control policies and procedures that effectively achieve the control objectives. Finally, we will determine the nature, timing, and extent of our control testing and perform tests of controls. This phase of the audit will include testing of certain key internal controls:

- Electronic data, including general and application controls reviews and various user controls
- Financial reporting and compliance with laws and regulations

We will test controls over certain key cycles, not only to gather evidence about the existence and effectiveness of internal control for purposes of assessing control risk, but also to gather evidence about the reasonableness of an account balance. Our use of multi-purpose tests allows us to provide a more efficient audit without sacrificing quality.

Our assessment of internal controls will determine whether the Town has established and maintained internal controls to provide reasonable assurance that the following objectives are met:

- Transactions are properly recorded, processed, and summarized to permit the preparation of reliable financial statements and to maintain accountability over assets
- Assets are safeguarded against loss from unauthorized acquisition, use, or disposition
- Transactions are executed in accordance with laws and regulations that could have a direct and material effect on the financial statements

We will finalize our audit programs during this phase. We will also provide an updated prepared by client listing based on our test results and anticipated substantive testing.

During the internal control phase, we will also perform a review of general and application information services/information technology (IS/IT) controls for applications significant to financial statements to conclude whether IS general controls are properly designed and operating effectively.

Based on our preliminary review, we will perform an initial risk assessment of each critical element in each general control category, as well as an overall assessment of each control category. We will then assess the significant computer-related controls.



For IS/IT-related controls we deem to be ineffectively designed or not operating as intended, we will gather sufficient evidence to support findings and will provide recommendations for improvement. For IS controls we deem to be effectively designed, we will perform testing to determine if they are operating as intended through a combination of procedures, including observation, inquiry, inspection, and re-performance.

Phase 3: Testing and analysis

The extent of our substantive testing will be based on results of our internal control tests. Audit sampling will be used only in those situations where it is the most effective method of testing.

After identifying individually significant or unusual items, we will decide the audit approach for the remaining balance of items by considering tolerable error and audit risk. This may include (1) testing a sample of the remaining balance; (2) lowering the previously determined threshold for individually significant items to increase the percent of coverage of the account balance; or (3) applying analytical procedures to the remaining balance. When we elect to sample balances, we will use TeamMate to efficiently control and select our samples.

Our workpapers during this phase will clearly document our work as outlined in our audit programs. We will provide the Town with status reports and be in constant communication with the Town to determine that all identified issues are resolved in a timely manner. We will hold a final exit conference with the Town to summarize the results of our fieldwork and review significant findings.

Phase 4: Reporting and follow up

Reports to management will include oral and/or written reports regarding:

- Independent Auditors' Report
- Independent Auditors' Report on Internal Control Over Financial Reporting and on Compliance and Other Matters Based on an Audit of Financial Statements Performed in Accordance with *Government Auditing Standards*
- Independent Auditors' Report on Compliance for Each Major Federal Program, Report on Internal Control Over Compliance, and Report on the Schedule of Expenditures of Federal Awards Required by the *Uniform Guidance*
- Management Letter
- Written Communication to Those Charged with Governance, which includes the following areas:
 - Our responsibility under auditing standards generally accepted in the United States of America
 - Changes in significant accounting policies or their application
 - Unusual transactions
 - Management judgments and accounting estimates
 - Significant audit adjustments
 - Other information in documents containing the audited financial statements
 - Disagreements with the Town
 - The Town's consultations with other accountants
 - Major issues discussed with management prior to retention
 - Difficulties encountered in performing the audit
 - Fraud or illegal acts

Once the final reviews of working papers and financial statements are completed, our opinion, the financial statements, and management letter will be issued.

The Town will be given a draft of any comments we propose to include in the management letter. Items not considered major may be discussed verbally with management instead of in the management letter. Our management letter will include items noted during our analysis of your operations.



We will make a formal presentation of the audit results to those charged with governance, if requested.

Elevating with artificial intelligence (AI)

CLA is committed to harnessing cutting-edge technology to enhance client service. We may use AI to enhance your audit engagements. This can include:

- **Research and document drafting:** CLA professionals may use Microsoft Copilot to ask questions and make requests of generative AI with secure access to CLA-specific resources.
- **Document summarization:** We may use CLA Family Assistant to help extract and summarize information relevant to our audits, including minutes review, leases, debt agreements, and other document types.
- **Invoice extraction:** CLA may use AI tools to extract relevant fields from invoices and other documents.

When AI is used, the work is supervised by CLA professionals who verify results before making final decisions. Client information remains confidential when working with these tools.

Single audit approach

OMB's *Uniform Guidance* (2 CFR Part 200) affects how federal grants are managed and audited and impacts every organization that receives federal assistance. Grant compliance can be a confusing topic and many of our clients rely on their federal funding as a major revenue source, so it is important that they understand what these changes mean to their organization. As a leader in the industry, CLA professionals are available to provide guidance and tools tailored to the Town's needs, and to assist in compliance with these rules.

The AICPA clarified auditing standard, AU-C 935 "Compliance Audits," requires risk-based concepts to be used in all compliance audits including those performed in accordance with 2 CFR Part 200. Our risk-based approach incorporates this guidance.

We will conduct our single audit in three primary phases, as shown, below:



Phase 1: Risk assessment and planning

The risk assessment and planning phase will encompass the overall planning stage of the single audit engagement. During this phase, we will work closely with the Town's management to determine that programs and all clusters of programs are properly identified and risk-rated for determination of the major programs for testing. We will also review the forms and programs utilized in the prior year to determine the extent of any changes which are required.

We will accomplish this by following the methodology below:

- Determine the threshold to distinguish between Type A and B programs, including the effect of any loans and loan programs
- Utilizing the preliminary Schedule of Expenditure of Federal Awards, we will identify the Type A and significant Type B programs (25% of Type A threshold) in accordance with the *Uniform Guidance*
- Identify the programs tested and the findings reported for the past two fiscal years. Determine and document the program risk based on the past two single audits
- Prepare and distribute Type B program questionnaires to determine risk associated with Type B programs
- Determine the major programs to be tested for the current fiscal year based on the previous steps
- Based on our determination of the major programs, we will obtain the current year compliance supplement to aid in the determination of direct and material compliance requirements, and customize the audit program accordingly
- Determine the preferred methods of communication during the audit

Phase 2: Major program testing

We will determine the programs to be audited based on the risk assessment performed in the planning phase. We will perform the audit of the programs in accordance with UG.

To accomplish this, we will perform the following:

- Schedule an introductory meeting and notify the Town's management of the major programs for the current fiscal year
- Plan and execute the testing of the expenditures reported on the Schedule of Expenditures of Federal Awards
- Perform tests of compliance and internal controls over compliance for each major program identified
- Schedule periodic progress meetings to determine that schedules are adhered to and identify issues as they arise
- Conduct entrance and exit conference meetings with each grant manager

Phase 3: Final assessment and reporting

We will re-perform the steps noted in the preliminary assessment and planning stage once the final Schedule of Expenditures of Federal Awards is received to determine if additional major programs were identified.

Based on the final determination of the programs we will perform the following:

- Identify Type A and significant Type B programs which were not previously identified
- Re-assess the risk and determine if we are required to audit additional programs
- Perform compliance testing at the entity wide level related to procurement and cash management requirements
- Perform testing to validate the status of prior year findings for those programs not selected for audit
- Prepare the Schedule of Findings and Questioned Costs
- Conduct exit conference with the Town's management to review drafts of required reports:
 - Independent Auditors' Report on Internal Control over financial reporting and on compliance and other matters based on an audit of Financial Statements Performed in accordance with *Government Auditing Standards*
 - Independent Auditor's Report on Compliance for Each Major Federal Program, Report on Internal Control Over Compliance, and Report on the Schedule of Expenditures of Federal Awards Required by the *Uniform Guidance*



Throughout the single audit, we will maintain communication through periodic progress meetings with those designated by the Town. These meetings will be on a set schedule, but as frequently as the Town determines. During these meetings, we will discuss progress impediments and findings as they arise.

Communication process

Effective communication is critical to a successful engagement. This includes weekly status meetings where observations, potential exceptions, and leading practices are discussed. To avoid surprises at the end of the engagement, we discuss and document our observations, clarify fact patterns, and confirm management's understanding and agreement with our findings.

CLA adheres to all auditing standards related to reporting observations, recommendations, and findings. All significant deficiencies and material weaknesses will be reported to the audit committee/governance in writing. Best practices, observations, and other matters will be reported to management in a management letter that can be used as a tool to track the implementation of our recommendations.

Report to those charged with governance — In addition to observations and recommendations, we will inform the audit committee of:

- Significant accounting policies
- Management judgments and accounting estimates
- Significant audit adjustments and passed adjustments, if any
- Disagreements with management, if any
- Management consultation with other accountants, if any
- Major issues discussed with management prior to retention
- Difficulties encountered in performing the audit, if any

We are sensitive and understanding of the fact that we report to those charged with governance, and our audit professionals maintain objectivity and independence in issuing audit opinions. If we identify significant fraud, illegal acts, or significant delays during the audit process, we will alert the audit committee timely.

Information related to overall fiscal health or other concerns of your organization observed during audit testing will be presented in the exit presentation and as part of the management letter. We will also help you create opportunities for improvement through recommendations and suggestions for strengthening your policies, accounting procedures, and processes.

Data analytics

In addition to standard auditing methodology, a distinguishing aspect of CLA's audit services incorporates the power of data analytics to multiply the value of the analyses and the results we produce for clients. CLA's data methodology is a six-phase, systematic approach to examining an organization's known risks and identifying unknown risks. Successful data analysis is a dynamic process that continuously evolves throughout the duration of an engagement and requires collaboration of the engagement team.

Data analytics are utilized throughout our audit process, our Risk Assessment, Data Analytics and Review ("RADAR") is a specific application of general ledger data analytics that has been implemented on all audit engagements. RADAR is an innovative approach created and used only by CLA that aims to improve and replace traditional preliminary analytics that were being performed.

The phases in our data analytics process are as follows:

1. Planning

In the planning stage of the engagement, the use of data analysis is considered and discussed to determine that analytics are directed and focused on accomplishing objectives within the risk assessment. Areas of focus, such as journal entries, cash disbursements, inventory, and accounts receivable are common.

2. Expectations

We consider the risks facing our client and design analytics to address these risks. Through preliminary discussions with management and governance, we develop and document expectations of financial transactions and results for the year. These expectations will assist in identifying anomalies and significant audit areas in order to assess risk.

3. Data acquisition

Sufficient planning, a strong initial risk assessment, and an adequate understanding of your systems will serve as the foundation necessary to prepare our draft data request list. We will initially request information in written format and conduct follow-up conversations helping CLA practitioners share a mutual understanding of the type of data requested and the format required. If there are going to be any challenges/obstacles related to obtaining data, or obtaining data in the preferred format, they will generally be discovered at this point.

4. Technical data analysis

Technical analysis of the data requires the skillful blend of knowledge and technical capability. Meaningful technical analysis provides the engagement team with a better understanding of the organization. The additional clarity assists the engagement team to better assess what is "normal" and, in turn, be better suited to spot anomalies, red flags, and other indications of risk. Analytics generally fall into five categories, each looking into the data set in a different way and deployed with a different purpose.

5. Interpret results and subsequent risk assessment

Trends and anomalies will be identified through the performance of the above referenced analytics. Comments regarding the interpretation of those trends and anomalies will be captured. When trends are identified, they are reconciled against expectations. For anomalies identified, the approach to further audit procedures will be considered.



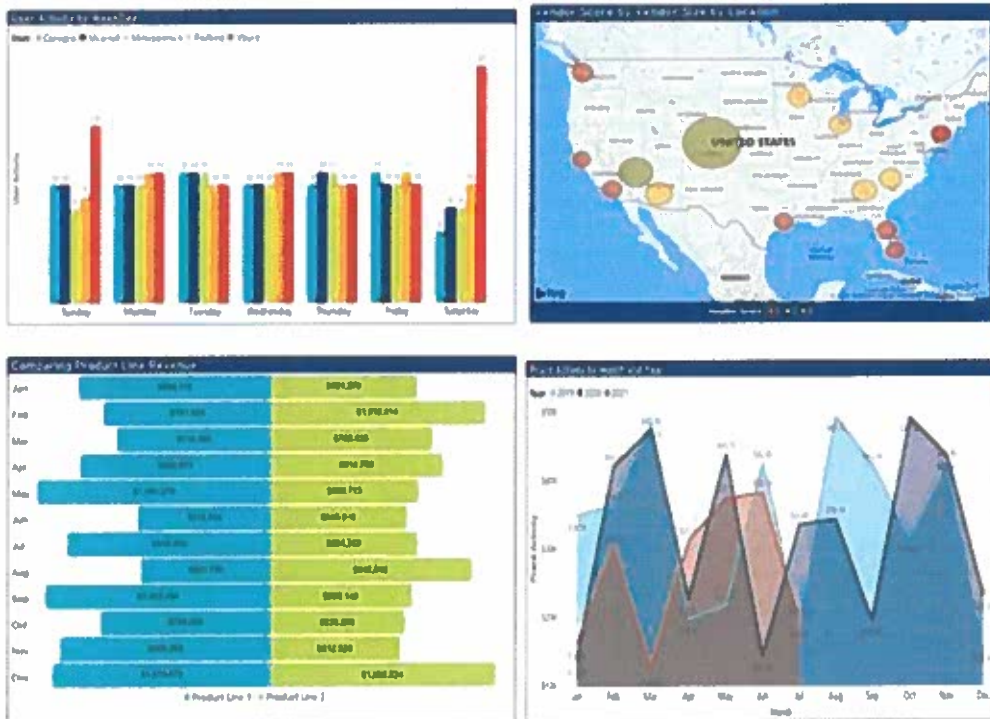
6. Response and document

The last process is to capture responses and determine that our procedures are properly documented.

Abstracts, charts, or summaries of both trends and anomalies are retained in audit documentation to support our identification of risks. Our analysis can be tailored and customized to help analyze an array of information, including client-specific and proprietary data. Key benefits of data analytics include:

- Built-in audit functionality including powerful, audit specific commands and a self-documenting audit trail
- 100% data coverage, which means that certain audit procedures can be performed on entire populations, and not just samples
- Unlimited data access allows us to access and analyze data from virtually any computing environment
- Eliminates the need to extrapolate information from errors (a common effort when manually auditing data) and allows for more precise conclusions

The below figure illustrates typical data analytics scenarios.



CLA Intelligence Platform: Digital services and generative AI

Let us help you harness cutting-edge technology to transform the way your teams work and uncover deeper business and financial insights.



Digital transformation is no longer optional, it's a necessity. With CLA, you'll find a [comprehensive suite of capabilities](#) spanning automation and integration, data analytics, software, and cybersecurity — offering you new opportunities to navigate and thrive in the digital age.

By leveraging digital product solutions and services, you can improve your business operations and achieve big goals, whether that's streamlining processes, enhancing customer experiences, embracing generative artificial intelligence (AI), or driving innovation. We help you put digital solutions in place to:

Drive growth and profitability	Drive more value from software	Gain efficiencies and quality
Improve employee experience and retention	Make data-driven decisions	Make your data work for you
Manage security more effectively	Put the power of AI in your hands	Reduce cyber and other threats

3. Cost Proposal

Your investment

Having upfront conversations builds relationships.

The value we can provide your organization goes beyond meeting your compliance needs. We can help you discover opportunities to enhance your performance and achieve your strategic goals. Our insights and strategies are tailored to your specific situation and represent a return on your investment.

Based on our understanding of your requirements, we propose the following fees:

Professional Services	FY 25	FY 26	FY 27
Audit Fee for Town Annual Comprehensive Financial Report	\$31,216	\$32,152	\$33,117
Single Audit Report (if necessary) *	\$7,794	\$8,027	8,268
Annual Expenditure Limitation Report	\$1,964	\$2,023	2,084
Highway User Revenue Fund Compliance Report	\$1,572	\$1,619	\$1,668
Municipal Court Audit	\$-	\$-	\$4,500
Technology and client support fee (5%)	\$2,217	\$2,191	\$2,482
Total	\$44,763	\$46,012	\$52,119

***Please note that single audit work will incur an additional fee of \$7,000 for each major federal program that needs to be tested beyond the first one.**

Our fee quote is designed with an understanding that:

- the Town personnel will provide documents and information requested in a timely fashion.
- The operations of your organization do not change significantly and do not include any future acquisitions or significant changes in your business operations.
- There are no significant changes to the scope, including no significant changes in auditing, accounting, or reporting requirements.

The 5% technology and client support fee supports our continuous investment in technology and innovation to enhance your experience and protect your data.



Fee increase

Our fees are based on professional standards and regulations currently in effect and barring any changes in the nature or requirements of the engagement, our annual fees will increase in accordance with the increases in our payroll and overhead costs. In addition, costs could increase due to substantial changes in your office locations, asset size and/or operational structure. If fee increases are expected outside of the ranges provided above, we would discuss with management prior to the completion of the work.

No surprises

Our clients don't like fee surprises. Neither do we. If changes or complexities occur — or any "out-of-scope" work is required — we'll discuss a revised fee proposal with you first.

It's not our policy or practice to bill our clients every time we receive a phone call or email. We're invested in our relationships and strongly encourage intentional and frequent communication. Contact us year-round as changes or questions arise.

Our last word on fees: we're committed to serving you and creating a long-standing relationship. If fees are a deciding factor in your selection of a professional services firm, give us a call and let's discuss.

Transparent: Clear, authentic communication and market-based fees.



4. Required Compliance Documents

Proposal Form

Attachments and Required Forms

PROPOSAL FORM

Proposal Form: For the proposal opening May 8, 2025 for services.

Covenant Clause: It is expressly agreed by Proposer that these covenants are irrevocable and perpetual.

Conditions Accepted: The undersigned Proposer declares that before preparing this proposal, he or she has read the Proposal Documents carefully, and that this proposal is made with full knowledge of the kind, quality and quantity of services to be furnished by signing this proposal. Proposer agrees to all conditions contained in the Proposal Documents.

Agreement Acceptance: Proposer proposes and agrees that if this proposal is accepted, he or she will enter into an Agreement with the Town of Camp Verde within ten (10) days after the Town's acceptance of this proposal at the listed scheduled price.

Affidavit: The following affidavit is submitted by the Proposer as part of this proposal:

The State of Arizona)
)
Yavapai County)

The undersigned deponent, of lawful age, being duly sworn upon his oath, deposes and says:

That he/she has lawful authority to execute the within and foregoing proposal; that he/she has executed the same by subscribing his/her name hereto under oath for and on behalf of said Proposer; that Proposer has not directly or indirectly entered into any agreement, express or implied, with any Proposer or Proposers, having for its object the controlling of the price or amount of such proposal or proposals, the limiting of the proposals or the Proposers, the parceling out to any Proposer or any other person of any part of the Agreement or any part of the subject matter of the proposal or proposals or of the profits thereof, and that he/she has not and will not divulge the sealed proposal to any other person whatsoever, except those having a partnership or financial interest with him and said Proposer, until after the sealed proposal or proposals are open.

That Proposer has received and reviewed all Addenda Nos. _____ issued for this Proposal. (Proposer's failure to list all Addenda numbers issued shall be grounds for rejection of the Proposal).

Guadalupe Martinez, CPA

Name

Principal

Title



SUBSCRIBED AND SWORN TO BEFORE ME this 19th day of May, 2025.

by Guadalupe Martinez

Stephen Holloman 

Notary Public

10/22/2027
My Commission Expires:



Authorized Signature Form

TOWN OF CAMP VERDE, ARIZONA

AUTHORIZED SIGNATURE FORM

Camp Verde Agreement Number: 25-208

Consultant Name: CLA (CliftonLarsonAllen LLP)

WHEREAS, the Town of Camp Verde requires that Consultant execute documents necessary for the prompt and efficient execution of the business related to the AGREEMENT;

NOW, THEREFORE, on behalf of the Consultant, I hereby declare that

Guadalupe Martinez, CPA

(Name of Parties Authorized)

is/are authorized to execute and sign on behalf of said Consultant the following documents:

1. The AGREEMENT
2. The Bond
3. Payrolls
4. Claims
5. CHANGE ORDERS
6. All other papers necessary for the conduct of the corporation's affairs and the execution of the AGREEMENT

The above-named person is granted the authority and duties herein referenced for the duration of the AGREEMENT for this PROPOSAL or until express notice of revocation has been duly given in writing, whichever is the lesser period. In the event Consultant is governed by a Board of Directors, a copy of the Resolution of the Board granting authority to said person(s) is attached hereto, and I hereby verify that such Resolution remains in full force and effect.

Guadalupe Martinez, CPA

Name

Principal

Title



(Seal of Corporation)

STATE OF Arizona)
) ss.
County of Maricopa)

I, Guadalupe Martinez, CPA of the CLA (CliftonLarsonAllen LLP)
corporation, do hereby certify that the above is a true and correct copy of a resolution adopted by the
Board of Directors of said corporation, at a meeting of said Board held on the _____ day of
_____, 2025, and that the same is in full force and effect at this time.

DATED May 19, 2025.

(Officer of Corporation)

(Seal of Corporation)

STATE OF Arizona)
) ss.
County of Maricopa)

This instrument was acknowledged before me this 19th day of May,
2025 by Guadalupe Martinez, appearing before the
undersigned Notary Public, and stated that he executed such instrument on behalf of said
corporation for the purpose and consideration therein expressed.

Notary Public:

Stephen Holloman 

My Commission Expires:

10/22/2027



Appendix

A. Your service team biographies





Guadalupe “Lupita” Martinez, CPA

CLA (CliftonLarsonAllen LLP)

Principal
Phoenix, Arizona

602-604-3252
lupita.martinez@CLAconnect.com



Profile

Lupita has more than 30 years of experience as a financial professional, including 21 years of public accounting experience, 12 of those years with a Big Four accounting firm, and 11 years of experience working as a CFO with a Tribal government. She has conducted numerous financial statement audits and consulting engagements of large, complex government entities. Lupita served as the finance director for the Gila River Indian Community, where she served on the governor’s executive team and oversaw the financing, project budget monitoring, and construction accounting for economic development and gaming facilities. Lupita maintains a focus in single audits and has experience with more than 50 single audit clients.

Technical experience

- Poarch Band of Creek Indians
- Morongo Band of Mission Indians
- Pascua Yaqui Tribe
- Tohono O’odham Nation
- Karuk Tribe of California
- St. Regis Mohawk Indian Tribe
- Jamul Indian Village
- The Hopi Tribe
- Mashpee Wampanoag Tribe
- Salt River Pima Maricopa Indian Community Property and Asset Management Company, Salt River Landfill and Salt River Golf

Education and professional involvement

- Bachelor of science in accounting from the University of Arizona, Tucson, Arizona
- American Institute of Certified Public Accountants
- Certified Public Accountant in Arizona
- Arizona Society of Certified Public Accountants

Speaking engagements

- May 2018 – Association of Government Accountants – CAFR Preparation Training
- April 2017 – Association of Government Accountants – Uniform Guidance Training



Civic organizations

- East Valley Women's League - Past Board Member and Member, August 2016 to present
- UPWARD Women - Phoenix Chapter Leader, April 2018 to present
- National Charity League, Ahwatukee Foothills Chapter - Past Board Member and Sustainer 2006 to present

CLAconnect.com

CPAS | CONSULTANTS | WEALTH ADVISORS

CLA (CliftonLarsonAllen LLP) is an independent network member of CLA Global. See CLAglobal.com/disclaimer.
Investment advisory services are offered through CliftonLarsonAllen Wealth Advisors, LLC, an SEC-registered investment advisor.





Jean Marie Dietrich, CPA

CLA (CliftonLarsonAllen LLP)

Principal
Phoenix, Arizona

602-604-3550
jean.dietrich@CLAconnect.com



Profile

Jean is an assurance principal in our state and local government group and has performed various engagements including audits of nonprofits and state and local governments, reviews, compilations, certain agreed-upon procedures, and consulting services, and has prepared and reviewed tax returns for nonprofit organizations. Jean's more than 17 years of public practice has been focused on audits of Arizona government and nonprofit organizations including Arizona governments through ASBO (School Districts and Charter Schools) and GFOA (cities and towns).

Technical experience

- Financial statement audits
- Single audits in accordance with Uniform Guidance
- Compliance audits
- Agreed-upon procedures

Education and professional involvement

- Bachelor of science in accounting from the University of Arizona, Tucson, Arizona
- American Institute of Certified Public Accountants
- Certified Public Accountant in the state of Arizona
- Arizona Society of Certified Public Accountants (ASCPA)
- Government Finance Officers Association

Speaking engagements

- Instructor for CLA internal trainings



Key relevant clients

- City of Phoenix
- City of Mesa
- City of Sedona
- Tempe Union High School District No. 213
- Madison Elementary School District No. 38
- Maricopa County Risk Management and Employee Benefits Trust
- Tempe Elementary School District No. 3
- Arizona Power Authority
- Arizona Commerce Authority
- Industrial Development Authority of the City of Phoenix)
- Industrial Development Authority of the County of Maricopa
- Arizona PBS, KAWC, KBAQ, KJZZ
- Payson Unified School District
- Phoenix-Mesa Gateway Airport Authority
- League of Arizona Cities & Towns
- Central Arizona Water and Conservation District
- Coconino County

Continuing professional education

Attends a minimum of 20 credits annually of continuing professional education classes, including a minimum of eight credits of audit and accounting classes, resulting in 120 credits for three-year requirement. Every two years, a minimum of 24 credits of CPE specifically related to Yellow Book requirements is completed.





Anita M. Supinski, CPA

CLA (CliftonLarsonAllen LLP)

Principal
Brainerd, Minnesota

218-825-2919
anita.supinski@CLAconnect.com



Profile

Anita is a CLA national assurance technical group principal who started with the firm in 1989 and works primarily with state and local government engagements. Anita serves as the CLA state and local government industry assurance leader and manages the efforts of the CLA GASB GAAP implementation task force. Additionally, her responsibilities include being a firm wide technical resource for the governmental agencies audit and assurance practice and quality review of assurance engagements of government agencies. Anita also develops and conducts training sessions for audit and accounting staff within the firm. Anita is an experienced member of peer review teams and is involved with the firm's peer review and internal inspection process.

Technical experience

Anita assists governmental audit engagement teams and clients with technical audit and accounting issues and works with the CLA state and local governments group to formulate audit and financial statement report planning. She has experience working with more than 300 audits including states, schools, counties, local municipalities, as well as numerous special-purpose governments across the nation. Additionally, she consults with engagement teams on technical issues related to audits of federal and state awards and *Government Auditing Standards*.

Education and professional involvement

- Bachelor of science in accounting from St. Cloud State University, St. Cloud, Minnesota
- American Institute of Certified Public Accountants
- Minnesota Society of Certified Public Accountants
- Certified Public Accountant, Minnesota
- Participates as a reviewer in the AICPA's enhanced peer review oversight program
- Past member of the AICPA State and Local Government Expert Panel

Speaking engagements

- AICPA National Governmental Accounting and Auditing Update and other AICPA learning webcasts
- Presenter for internal annual CLA audit and accounting updates
- CLA external Local Government Training Academy Presenter
- Instructor for firm's annual Minnesota School District update as well as other internal learning sessions



Continuing professional education

Attends a minimum of 20 credits annually of continuing professional education classes, including a minimum of eight credits of audit and accounting classes, resulting in 120 credits for three-year requirement. Every two years, a minimum of 24 credits of CPE specifically related to Yellow Book requirements is completed.





Martin Donohoe, CPA

CLA (CliftonLarsonAllen LLP)

Manager
Phoenix, Arizona

602-878-2147
martin.donohoe@CLAconnect.com



Profile

Martin Donohoe started with CLA in April 2025 as a Manager with CLA's state and local government group. He has experience in governmental accounting, having worked as the assistant finance manager for the City of Flagstaff. Prior to his time at the city, he gained more than five years of experience in public accounting and worked extensively with governmental clients, including counties, cities, municipalities, and schools.

Technical experience

- State and local government

Education and professional involvement

- Bachelor of science in accounting from the University of Northern Arizona, Flagstaff, Arizona
- Master's in business administration with an emphasis in accounting from the University of Northern Arizona
- Certified Public Account in the state of Arizona
- Government Finance Officers Association

Key relevant clients

- Lake Havasu City
- Apache Junction School District
- City of Flagstaff
- City of Glendale
- City of Mesa
- City of Peoria
- City of Sedona
- GFOAZ
- Hayden-Winkelman Unified School District
- J.O. Combs Unified School District
- Kingman Academy of Learning
- Madison Elementary School District
- Payson Unified School District
- Peoria Unified School District
- Phoenix-Mesa Gateway Airport Authority
- Sacaton Elementary School District
- Safford Unified School District
- Scottsdale Unified School District
- Tempe Elementary School District
- Tempe Union School District
- Town of Sahuarita
- Valley Metro Rail
- League of Arizona Cities & Towns





Mitchell P. Hagenson

CLA (CliftonLarsonAllen LLP)

Senior
Phoenix, Arizona

602-604-3593
mitchell.hagenson@CLAconnect.com



Profile

Mitchell started with CLA in January 2018 as an intern and is now a senior associate with CLA's state and local government group. He has more than four years of experience in public accounting and works extensively with governmental clients including counties, cities, municipalities, and schools.

Technical experience

- State and local government

Education and professional involvement

- Bachelor of science in accounting and business administration and concentration in financial planning from University of Jamestown, North Dakota

Key relevant clients

- ADOT
- Apache Junction School District
- City of Flagstaff
- City of Glendale
- City of Mesa
- City of Peoria
- City of Sedona
- GFOAZ
- Hayden-Winkelman Unified School District
- J.O. Combs Unified School District
- Kingman Academy of Learning
- Lake Havasu City
- Madison Elementary School District
- Payson Unified School District
- Peoria Unified School District
- Phoenix-Mesa Gateway Airport Authority
- Sacaton Elementary School District
- Safford Unified School District
- Scottsdale Unified School District
- Tempe Elementary School District
- Tempe Union School District
- Town of Sahuarita
- Valley Metro Rail
- League of Arizona Cities & Towns

Continuing professional education

Attends a minimum of 20 credits annually of continuing professional education classes, including a minimum of eight credits of audit and accounting classes, resulting in 120 credits for three-year requirement. Every two years, a minimum of 24 credits of CPE specifically related to Yellow Book requirements is completed.



B. Quality control procedures and peer review report



In the most recent peer review report, dated November 2022, we received a rating of pass, which is the most positive report a firm can receive. We are proud of this accomplishment and its strong evidence of our commitment to technical excellence and quality service. The full report is provided on the following page. ***This quality review included a review of specific government engagements.***

The Public Company Accounting Oversight Board (PCAOB) conducts inspections of CLA's quality control procedures relating to audits of public companies, while the remainder of our assurance practice is peer reviewed under American Institute of Certified Public Accountants (AICPA) standards. PCAOB inspection reports are available on the PCAOB website.

In addition to an external peer review, we have implemented an intensive internal quality control system to provide reasonable assurance that the firm and our personnel comply with professional standards and applicable legal and regulatory requirements. Our quality control system includes the following:

- A quality control document that dictates the quality control policies of our firm. In many cases, these policies exceed the requirements of standard setters and regulatory bodies. Firm leadership promotes and demonstrates a culture of quality that is pervasive throughout the firm's operations. To monitor our adherence to our policies and procedures, and to foster quality and accuracy in our services, internal inspections are performed annually.
- Quality control standards as prescribed by the AICPA. The engagement principal is involved in the planning, fieldwork, and post-fieldwork review. In addition, an appropriately experienced professional performs a risk-based second review of the engagement prior to issuance of the reports.
- Hiring decisions and professional development programs designed so personnel possess the competence, capabilities, and commitment to ethical principles, including independence, integrity, and objectivity, to perform our services with due professional care.
- An annual internal inspection program to monitor compliance with CLA's quality control policies. Workpapers from a representative sample of engagements are reviewed and improvements to our practices and processes are made, if necessary, based on the results of the internal inspection.
- Strict adherence to the AICPA's rules of professional conduct, which specifically require maintaining the confidentiality of client records and information. Privacy and trust are implicit in the accounting profession, and CLA strives to act in a way that will honor the public trust.
- A requirement that all single audit engagements be reviewed by a designated single audit reviewer, thereby confirming we are in compliance with the standards set forth in the *Uniform Guidance*.





Report on the Firm's System of Quality Control

To the Principals of CliftonLarsonAllen LLP
and the National Peer Review Committee

We have reviewed the system of quality control for the accounting and auditing practice of CliftonLarsonAllen LLP (the "Firm") applicable to engagements not subject to PCAOB permanent inspection in effect for the year ended May 31, 2022. Our peer review was conducted in accordance with the Standards for Performing and Reporting on Peer Reviews established by the Peer Review Board of the American Institute of Certified Public Accountants ("Standards").

A summary of the nature, objectives, scope, limitations of, and the procedures performed in a System Review as described in the Standards, may be found at www.aicpa.org/prsummary. The summary also includes an explanation of how engagements identified as not performed or reported on in conformity with applicable professional standards, if any, are evaluated by a peer reviewer to determine a peer review rating.

Firm's Responsibility

The Firm is responsible for designing and complying with a system of quality control to provide the Firm with reasonable assurance of performing and reporting in conformity with the requirements of applicable professional standards in all material respects. The Firm is also responsible for evaluating actions to promptly remediate engagements deemed as not performed or reported on in conformity with the requirements of applicable professional standards, when appropriate, and for remediating weaknesses in its system of quality control, if any.

Peer Reviewer's Responsibility

Our responsibility is to express an opinion on the design of and compliance with the Firm's system of quality control based on our review.

Required Selections and Considerations

Engagements selected for review included engagements performed under *Government Auditing Standards*, including compliance audits under the Single Audit Act, audits of employee benefit plans, audits performed under FDICIA, and examinations of service organizations (SOC 1[®] and SOC 2[®] engagements).

As a part of our peer review, we considered reviews by regulatory entities as communicated by the Firm, if applicable, in determining the nature and extent of our procedures.

Opinion

In our opinion, the system of quality control for the accounting and auditing practice of CliftonLarsonAllen LLP applicable to engagements not subject to PCAOB permanent inspection in effect for the year ended May 31, 2022, has been suitably designed and complied with to provide the Firm with reasonable assurance of performing and reporting in conformity with applicable professional standards in all material respects. Firms can receive a rating of *pass*, *pass with deficiency(ies)* or *fail*. CliftonLarsonAllen LLP has received a peer review rating of *pass*.

Cherry Bekaert LLP

Cherry Bekaert LLP
Charlotte, North Carolina
November 18, 2022

cbh.com





TOWN COUNCIL AGENDA INFORMATION MEMORANDUM

MEETING DATE: 7/16/2025**AGENDA ITEM TYPE:**

- | | | |
|--|---|--|
| ☐ Consent Agenda | ☐ Informational Presentation | ☐ Discussion Item |
| ☒ Action/Decision Item | ☐ Executive Session Request | ☐ Other: |

REQUESTING DEPARTMENT: Public Works **STAFF RESOURCE:** Martin Smith, CIP Project Manager**AGENDA TITLE:** Discussion, consideration, and possible award of Bid No. 25-210, Dickison Circle Drainage Improvements Project, to Mulcaire & Son Contracting, LLC in the amount of \$291,059.80.**ATTACHED DOCUMENTS:**

- Results of Bid
- JOC Project Agreement

ESTIMATED PRESENTATION TIME: 5 minutes **ESTIMATED DISCUSSION TIME:** 5 minutes**REVIEWED BY:**

- | | | | | |
|--|--------------------------------|--|---|---------------------------------|
| ☒ Town Manager | ☐ Legal | ☐ Risk Management | ☒ Finance | ☐ Other: |
|--|--------------------------------|--|---|---------------------------------|

FINANCIAL REVIEW (if applicable):

- Funding Source: Arizona Commerce Grant (31-490-20-804012)
- Approved in the FY25 Budget? ☐ Yes ☒ No ☐ N/A ☐ Other:
- Is this an approved CIP Project? ☒ Yes ☐ No ☐ N/A ☐ Other:

BACKGROUND INFORMATION:

In 2017, the Arizona Department of Transportation (ADOT) installed a box culvert under Highway 260 to manage stormwater drainage from west to east. At the culvert's eastern outlet, gabion baskets were used to redirect the stormwater northward. However, erosion beneath these gabion baskets has developed over time, allowing stormwater to bypass the intended path and flow directly eastward. This uncontrolled flow is causing ongoing erosion, which now threatens nearby infrastructure.

Arizona Department of Transportation will be removing the existing gabion baskets and installing concrete inlet/outlet structures on either side of the box culvert below Highway 260. The Town will then install 96" culvert to receive the storm water as it exits the outlet structure and pipe it underground to the existing Grief Hill wash immediately north of Dickison Circle.

This erosion repair project, located at Dickison Circle, is being funded by an Arizona Commerce Grant, with all associated costs managed through the Town's Waste Water Department budget.

CONNECTION TO THE FY25-FY30 STRATEGIC PLAN

This project complies with the Community Infrastructure section described in the Strategic Plan.



TOWN COUNCIL AGENDA INFORMATION MEMORANDUM

QUESTION(S) BEFORE THE COUNCIL:

- Does the Council have any questions for Staff?

MOTION:

Move to award Bid No. 25-210, Dickison Circle Drainage Improvements Project, to Mulcaire & Son Contracting, LLC in the amount of \$291,059.80



Town of Camp Verde
Gateway to the Verde Valley
♦ 395 S. Main Street ♦
♦ Camp Verde, AZ 86322 ♦
♦ Telephone: 928.554.0872 ♦
♦ www.campverde.az.gov ♦

25-210 Dickison Circle Drainage Improvements Project - JOC Bid Results

Bid Opening: June 26, 2025 at 1:00 PM

Contractor	Addm 1	Bid Amount
Kinney Construction Services	Y	\$ 954,043. ⁰⁰ / ₁₀₀
Ligon Excavation	Y	\$ 797,032. ⁵⁰ / ₁₀₀
McDonald Bros. Construction	Y	\$ 391,590. ⁸⁴ / ₁₀₀
Mulcaire & Son Contracting	Y	\$ 291,059. ⁸⁰ / ₁₀₀

In Attendance:

Martin Smith, TOCV

Kade Owen McDonald Bros Construction

Jess Clark TOCV

JOB ORDER AGREEMENT FORM

Project Name: Dickison Circle Drainage Improvements Project

Job Order Contract No.: 23-180 **Project No.:** 25-210

THIS JOB ORDER is made and entered into on the 16th day of July, 2025, by and between the Town of Camp Verde, an Arizona municipal corporation (“Town”) and the “Contractor” designated below. This Job Order is entered into pursuant to and incorporates herein the terms and provisions of the Job Order Master Contract. This Job Order, including all of the Contract Documents and Exhibits, shall be the Contract between the parties for the Work.

Town and Contractor agree as follows:

MUNICIPALITY: Town of Camp Verde

Project Manager: Martin Smith

Telephone: (928) 554-0822

E-mail: martin.smith@campverde.az.gov

CONTRACTOR: Mulcaire & Son Contracting, LLC

Address: 1411 W Peterson Road, Camp Verde, AZ 86322

Arizona ROC No.: 239158

Contractor Representative: Shanna Mulcaire, Member

Telephone: (928) 567-2380

E-mail: shanna@mulcaireandson.com

PROJECT DESCRIPTION:

This work is to install drainage culvert pipe from the existing box culvert under Highway 260 south of Dickison Circle to the existing wash north of Dickison Circle in accordance with the approved plans, specifications, and bid documents thereof.

PROJECT SITE ADDRESS/LOCATION:

Highway 260 at the southwest corner of Parcel 403-21-165, in Camp Verde, AZ 86322

SCOPE OF WORK: This work is to install drainage culvert pipe from the existing box culvert under Highway 260 south of Dickison Circle to the existing wash north of Dickison Circle in accordance with the approved plans, specifications, and bid documents thereof.

JOB ORDER DURATION: 60 (Calendar Days) after Notice To Proceed is issued.

JOB ORDER PRICE FOR WORK: \$291,059.80

SUBSTANTIAL COMPLETION: ☐APPLIES ☒DOES NOT APPLY

Substantial Completion shall be achieved no later than the Substantial Completion Date set forth in the Project Schedule.

ADDITIONAL GOVERNMENT PROVISIONS: ☐APPLIES AND IS ATTACHED
☒DOES NOT APPLY

The parties hereto have executed this Job Order through their duly authorized representatives and bind their respective entities as of the effective date.

“TOWN”

TOWN OF CAMP VERDE

Signature _____
Marie Moore, Mayor

Date _____

Attest

Signature _____
Leah Rhodes, Town Clerk

Approved as to form

Signature _____
Trish Stuhan, Town Attorney

“CONTRACTOR”

Organization Name _____

Signature _____ Date _____

Name _____ Title _____

Email _____



Town Council

Agenda Information Memorandum

Meeting Date: July 9, 2025

Agenda Item Type:

- | | | |
|---|--|--|
| ☐ Consent Agenda | ☒ Informational Presentation | ☐ Discussion Item |
| ☐ Action/Decision Item | ☐ Executive Session Request | ☐ Other: |

Requesting Department: Town Manager

Staff Resource: Special Initiatives Manager Cliff Bryson

Agenda Title: Presentation and discussion regarding the future of housing in Camp Verde and housing initiatives throughout the Verde Valley.

Attached Documents: None (PowerPoint presentation will be provided to Council at the meeting)

Estimated Presentation Time: 30 minutes

Estimated Discussion Time: 30 minutes

Reviewed By:

- | | | | | |
|--|--------------------------------|--|----------------------------------|---------------------------------|
| ☒ Town Manager | ☐ Legal | ☐ Risk Management | ☐ Finance | ☐ Other: |
|--|--------------------------------|--|----------------------------------|---------------------------------|

Financial Review (if applicable): N/A

- Funding Source / GL Account Number:
- Approved in the FY25 Budget? ☐ Yes ☐ No ☐ N/A ☐ Other:
- Is this an approved CIP Project? ☐ Yes ☐ No ☐ N/A ☐ Other:

Background Information:

Council will receive a presentation that outlines the differences between affordable and attainable housing, provides an overview of housing initiatives currently underway in the Verde Valley, and highlights residential development, both planned and under construction, in Camp Verde over the next few years. This information has been compiled into a new housing dashboard, which will be previewed at the meeting and subsequently released to the public.

Representatives from the Verde Valley Community Development Organization and the Yavapai-Apache Nation will also be in attendance to share updates on their respective housing efforts and partnerships.

Connection to the FY25-FY30 Strategic Plan

This presentation is intended to educate the Council and community about the housing efforts underway in Camp Verde and throughout the Verde Valley.

Question(s) before the Council:

- Does the Council have any questions about the housing initiatives and projects happening in Camp Verde and in the Verde Valley?

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Meeting Date: July 9, 2025

Agenda Item Type:

- | | | |
|---|--|--|
| ☐ Consent Agenda | ☒ Informational Presentation | ☐ Discussion Item |
| ☐ Action/Decision Item | ☐ Executive Session Request | ☐ Other: |

Requesting Department: Community Development **Staff Resource:** Town Manager Miranda Fisher

Agenda Title: Presentation and discussion regarding the General Plan Draft Elements: Economic Development, Housing, and Cost of Development.

Attached Documents:

- Draft element chapters:
 - Economic Development
 - Housing
 - Cost of Development

Estimated Presentation Time: 5 minutes

Estimated Discussion Time: 10 minutes

Reviewed By:

- | | | | | |
|--|--------------------------------|--|----------------------------------|---------------------------------|
| ☒ Town Manager | ☐ Legal | ☐ Risk Management | ☐ Finance | ☐ Other: |
|--|--------------------------------|--|----------------------------------|---------------------------------|

Financial Review (if applicable): N/A

- | | | | | |
|---------------------------------------|------------------------------|-----------------------------|------------------------------|---------------------------------|
| • Funding Source / GL Account Number: | | | | |
| • Approved in the FY25 Budget? | ☐ Yes | ☐ No | ☐ N/A | ☐ Other: |
| • Is this an approved CIP Project? | ☐ Yes | ☐ No | ☐ N/A | ☐ Other: |

Background Information:

The Technical Advisory Committee for the General Plan has officially transitioned to drafting the element chapters. These chapters represent the core policy areas required by Arizona Revised Statutes, along with supplemental elements that reflect the Town's vision, values, and community priorities. As drafts are finalized, Town staff will make them publicly available and present them to the Council and various commissions for initial review and input.

At the July 9th meeting, the Council will receive the following element chapters for review and feedback:

- Economic Development
- Housing
- Cost of Development

These chapters have been uploaded on the website ([General Plan | Town of Camp Verde, AZ](#)) and pushed out through the Town's social media channel. They were also reviewed with the Planning and Zoning Commission on June 26th and the Parks and Recreation Commission on July 7th.



Town Council Agenda Information Memorandum

We encourage Council to share these chapters with friends, family, and members of the community to help broaden public input. Comments may be submitted to GeneralPlan@campverde.az.gov.

Connection to the FY25-FY30 Strategic Plan

The General Plan element chapters serve as a policy framework for guiding key priorities identified in the Strategic Plan.

Question(s) before the Council:

- Does the Council have any initial questions, comments or feedback for these element chapters?

Section ## ECONOMIC DEVELOPMENT AND GROWTH AREAS ELEMENT

Section ## Introduction

The purpose of this Element is to provide guidance to the Town, developers, local businesses, and the community as Camp Verde continues to grow into a diversified and resilient community. Fostering thoughtful business and tourism development is essential to expanding Camp Verde's tax base while preserving the community's core values and unique quality of life. By strengthening the foundation of a resilient local economy, we create opportunities for meaningful employment, enable future generations to live and thrive here, and ensure the Town has the resources to invest in the priorities that matter most to its residents.

By attracting new businesses, supporting existing enterprises, and promoting tourism, the Town can strengthen its economic base and enhance the quality of life for residents. These efforts generate critical revenue (primarily through sales taxes), that support essential services and infrastructure. New business activity increases sales tax through customer spending, while tourism brings visitors who contribute directly to the Town's economy by staying in local accommodations, dining at local restaurants, and shopping in local stores. Growth in residential and commercial development fuels construction activity, which adds to the Town's construction sales tax revenues.

Just as important is the focus on retaining and expanding local businesses and creating opportunities for higher-wage employment. These efforts help keep spending and investment circulating within the community, building long-term economic resilience.

The revenues generated through a thoughtful approach to economic development are reinvested into Camp Verde, such as maintaining roads, extending water and wastewater, supporting public safety, and enhancing amenities that benefit everyone. This cycle of growth and reinvestment strengthens the Town's ability to meet today's needs while preparing for tomorrow's opportunities.

Section ## Guiding Principles

Guiding principles are high-level statements that reflect the Town of Camp Verde's core values and long-term vision for economic development. They serve as a foundation for decision-making, policy direction, and the prioritization of resources. These principles help ensure that future economic activities align with the community's identity, goals, and quality-of-life expectations.

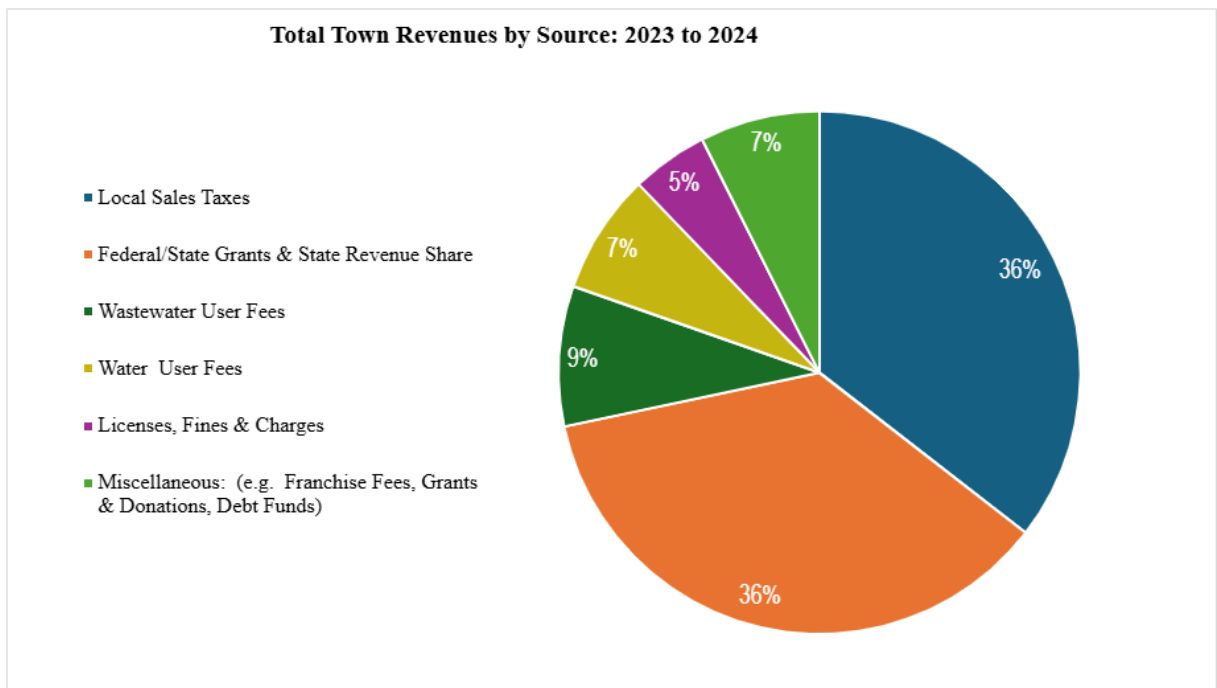
- Advance sustainable economic growth that benefits residents, businesses, and the long-term prosperity of the Town.
- Align economic development strategies with the Town's General Plan vision and core community values.
- Facilitate business retention, expansion, and investment attraction to strengthen the local economy.
- Foster economic resilience by encouraging a diverse, balanced, and adaptable economy.

- Encourage local job creation, with a focus on higher-wage employment opportunities and workforce development
- Bolster tourism as a driver of economic activity and community identity.
- Preserve natural resources, including the Verde River, as vital assets that support community quality of life and sustainable economic growth.
- Invest public revenues and alternative funding in the Town’s quality-of-life improvements, infrastructure, and essential services.
- Ensure new development contributes equitably to infrastructure and service costs, easing the burden on current taxpayers.

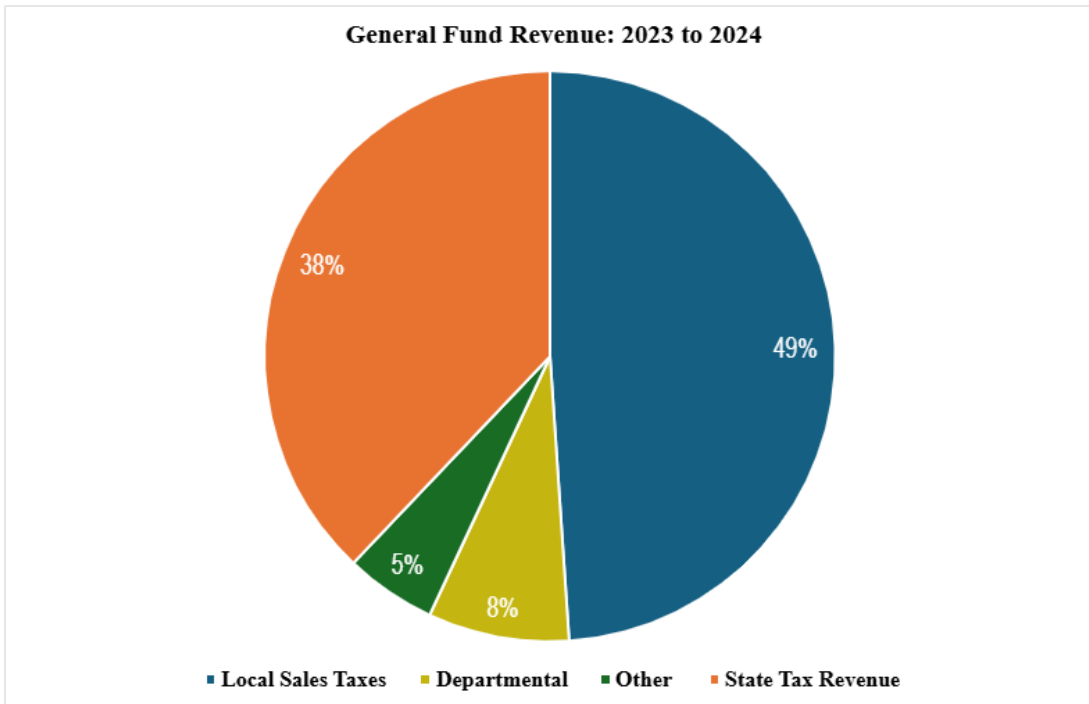
Section #.# Background and Discussion

A. Revenue Data Information: This data is provided by the Town of Camp Verde’s Finance Department.

Town’s Total Revenue: The Town of Camp Verde receives revenue from a variety of sources to support operations, services, and infrastructure. Revenue includes federal and state grants, water and wastewater user fees, licenses, permits, fines, and debt service funds. The Town also receives a proportionate amount of state shared revenues, such as income tax, sales tax and vehicle license tax, along with local franchise fees paid by private utility providers. Notably, local sales tax is the single largest revenue source, contributing 36% of the Town’s total revenue for fiscal year 2023–2024.



General Fund Revenue from 2023-2024: General Fund Revenues represent the primary operating fund of a municipality, used to support core services that benefit the general public. In Camp Verde, the General Fund is where most Town services are budgeted, including public safety, administration, parks, and planning. Revenue sources for the General Fund include local sales tax, state-shared tax revenues, departmental revenues (such as permits, licenses, and fines), and other sources like franchise fees, enterprise administrative fees, and interest. For the fiscal year 2023–2024, local sales tax accounts for 49% of the Town’s total General Fund revenue, making it a critical component of the Town’s financial health and service delivery capacity.



Local Sales Tax Revenue: The following table shows sales tax revenue received by the Town for the past 10 years for the categories of accommodation, restaurant/bar, retail, and construction.

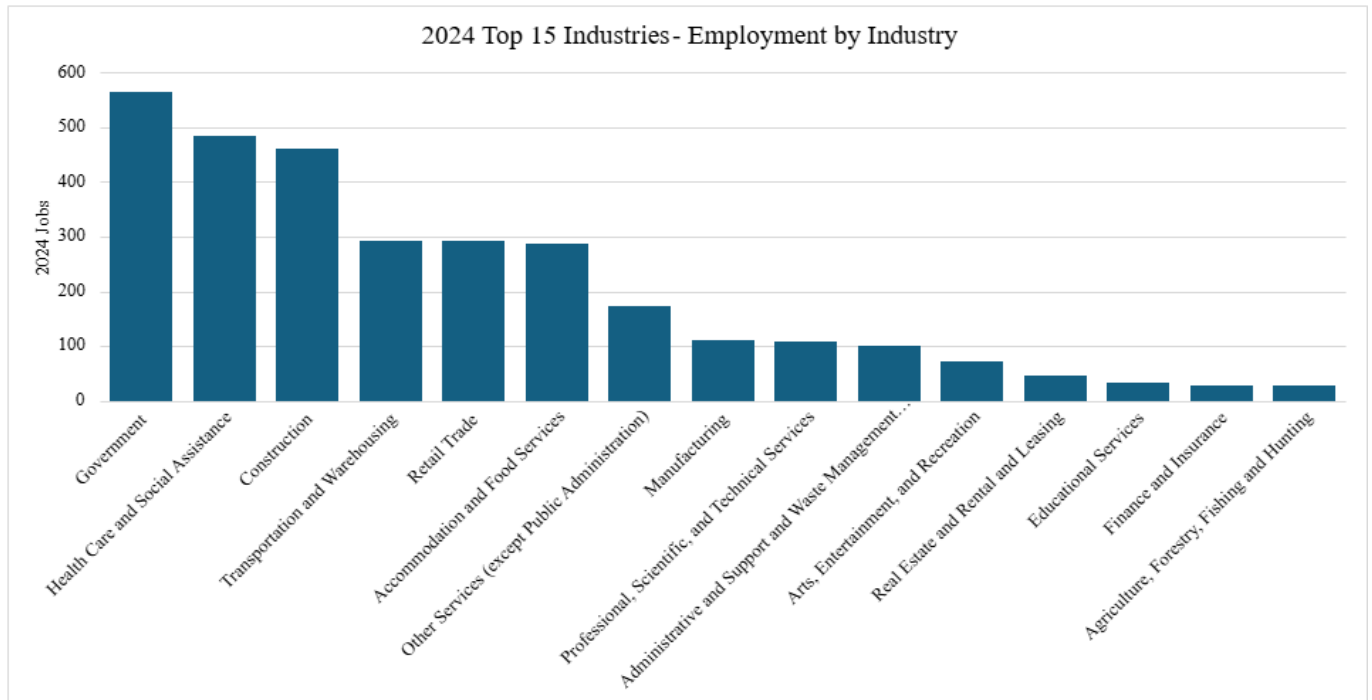
Sales Tax Revenue Table						
Year	Accommodation	Restaurant/Bar	Retail	Construction	Total	% Change
2016	\$ 239,218	\$ 708,520	\$ 1,569,254	\$ 366,968	\$ 2,883,960	-
2017	\$ 294,627	\$ 659,258	\$ 1,596,344	\$ 320,451	\$ 2,870,680	-0.46%
2018	\$ 291,545	\$ 713,275	\$ 1,805,886	\$ 882,868	\$ 3,693,574	28.67%
2019	\$ 277,882	\$ 737,234	\$ 1,843,283	\$ 494,937	\$ 3,353,336	-9.21%
2020	\$ 265,804	\$ 758,279	\$ 2,205,958	\$ 369,451	\$ 3,599,492	7.34%
2021	\$ 440,814	\$ 1,004,271	\$ 3,090,788	\$ 729,200	\$ 5,265,073	46.27%
2022	\$ 606,186	\$ 1,030,485	\$ 3,737,385	\$ 323,234	\$ 5,697,290	8.21%
2023	\$ 608,683	\$ 1,085,287	\$ 4,081,747	\$ 397,930	\$ 6,173,647	8.36%
2024	\$ 552,816	\$ 1,072,047	\$ 4,250,542	\$ 679,519	\$ 6,554,924	6.18%

B. Demographic Overview

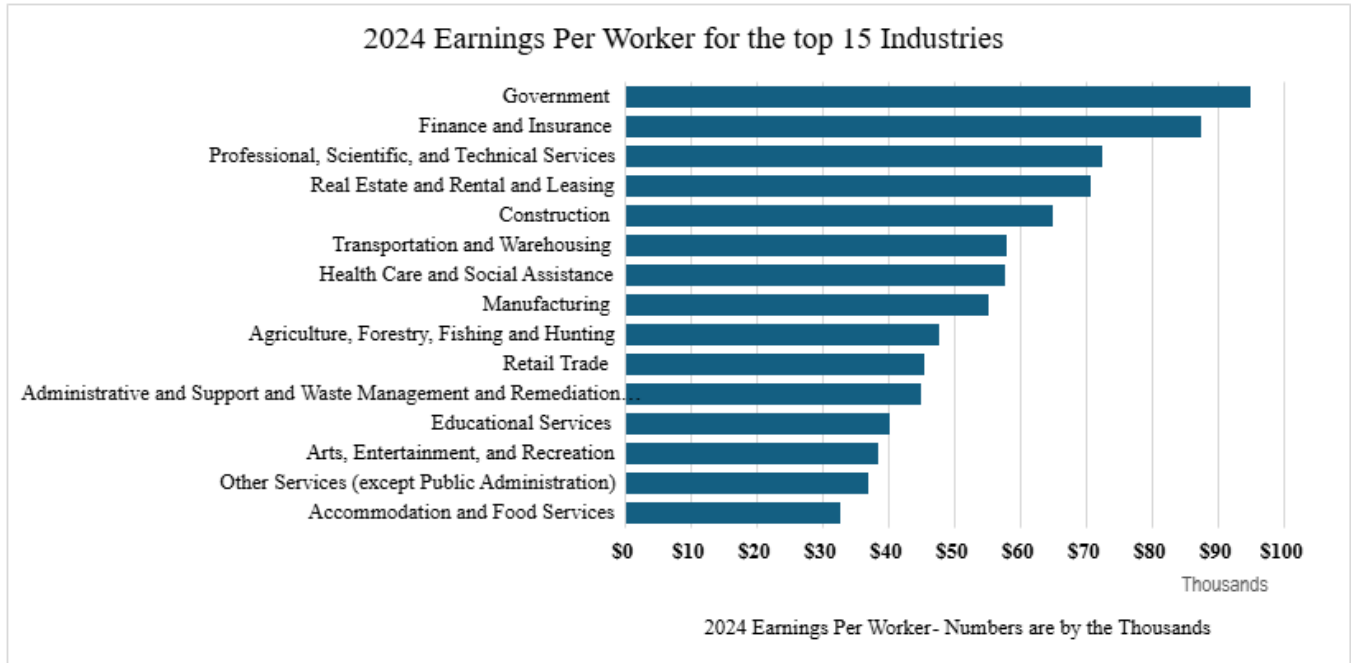
U.S. Census Bureau 2023 Demographic Comparisons				
Social Characteristic	Camp Verde	Yavapai County	Arizona	United States
High School Graduates/Equivalency, 25 Years of Age or Older	26.90%	21.30%	23.40%	25.90%
Bachelor's Degree or Higher, 25 Years of Age or Older	20.40%	32.00%	33.50%	36.20%
Persons Per Household	2.51	2.15	2.5	2.49
Median Household Income	\$58,383	\$67,245	\$77,315	\$77,719
Persons Below Poverty	21.70%	13.00%	12.40%	12.50%
Persons Under 19 Years Old	22%	18%	24%	24%
Persons 20 - 64 Years Old	50%	48%	57%	58%
Persons 65 Years Old +	28%	35%	19%	18%

Please note: Figures in this table have been provided by the U.S. Census Bureau. Data.Census.gov

C. Employment by Industry (top 15 industries): Top employment industries are Government, Healthcare, Construction, and Accommodation & Food Service. (“Government” refers to local residents employed by municipal, county, state, and federal entities such as the Town, neighboring cities, Yavapai County, Yavapai-Apache Nation, Forest Service, and fire districts.) While the agriculture industry is a part of Camp Verde’s culture history, fewer than 30 people are employed in this sector. The following is provided by Lightcast data for Camp Verde’s zip code (86322).



D. Earning Per Worker by Industry: Average annual earnings per worker for the four top employment industries of Government, Healthcare, Construction, and Accommodation & Food Service are \$94,900, \$58,317, \$68,400, and \$32,600 respectively. The following is provided by Lightcast data for Camp Verde's zip code (86322).



E. Labor Force and Unemployment Trends: Labor force is a good indicator of economic opportunity in a community. Since 2016, the civilian labor force that is employed has increased while the unemployment rate has decreased.

Labor Force Information						
	Camp Verde		Yavapai County		Arizona	
Year	2016	2023	2016	2023	2016	2023
Civilian Labor Force	4,394	5,087	90,656	103,487	3,242,632	3,648,728
Employed	3,963	4,861	85,812	99,157	3,031,781	3,493,543
Unemployed	431	226	4,844	4,330	210,851	155,185
Unemployment %	4.80%	2.20%	2.50%	2.00%	3.80%	2.60%
Civilian Emp. To Population Ratio	48.70%	49.40%	47.20%	47.60%	59.10%	60.30%

Source: US Census Bureau, American Community Survey

F. Retail Leakage, and Retail Demand: Retail leakage occurs when residents of a community shop outside their local area (spending their money in neighboring towns or online) because the goods or services they need aren't available locally. This results in lost sales tax revenue and missed opportunities for local business growth. The following

Retail Leakage table shows leakage by retail category which illustrates the types of goods and services Town residents are purchasing outside of Camp Verde. For example, under the Dining category, data indicates that 12,770 Camp Verde area residents left town over 600,000 times a year to dine at restaurants elsewhere.

Retail Leakage		
Leakage Group Category	Visits by Residents	Residents
Shopping Centers	624,335	12,839
Dining	604,595	12,770
Shops & Services	590,217	12,657
Superstores	362,730	12,588
Groceries	187,686	10,370
Home Improvements & Furnishings	162,771	10,015
Apparel	112,811	9,643
Medical & Health	107,042	9,062
Leisure	42,351	7,001
Hotels & Casinos	29,329	3,649

Source: Placer.ai.

The following table shows Retail Demand. Demand, Supply, and Unmet Need are determined by analyzing local retail sales, consumer expenditures, and the presence of retail offerings. Instances labeled as "Limited Data" typically indicate insufficient information or a lack of available retailers in that category to provide meaningful analysis. For example, there is demand of \$12.1M for full-service restaurant revenue, and only \$1.6M of supply. That means there is an unmet market need for \$10.53M of full-service restaurant sales in Camp Verde.

Retail Demand			
Category	Demand	Supply	Unmet Need
Electronic Shopping & Mail-Order	\$52,260,547	Limited Data	Limited Data
Automobile Dealers	\$45,125,582	Limited Data	Limited Data
Other General Merchandise Stores	\$30,208,227	\$12.6M	\$17.55M
Grocery Stores	\$26,193,404	Limited Data	Limited Data
Gasoline Stations	\$24,993,949	\$12.8M	\$12.18M
Building Material & Supplies Dealers	\$19,790,115	\$8.81M	\$10.97M
Limited-Service Eating Places	\$12,512,188	\$3.35M	\$9.15M
Full-Service Restaurants	\$12,137,974	\$1.60M	\$10.53M
Health & Personal Care Stores	\$12,125,654	\$3.69M	\$8.42M
Automotive Parts, Accessories, & Tire Stores	\$5,020,785	\$1.21M	\$3.80M

Source: Placer.ai. Limited Data displayed due to limited retail activity and source data.

G. Business Growth: Below is an overview of the community's growth rate, projected housing development, traffic, and local businesses.



Select Camp Verde

BUSINESS GROWTH INFO

15% POPULATION GROWTH RATE

2016 - 2026 experienced a 19% increase
2025 - 2035 is projected to have a 15% increase



1000+ NEW ROOFTOPS



As of May 2025, there are over 1000 units in proposed and in various stages of development including apartments and single family homes.

58,290 CARS PER DAY

This is the 2026 projected traffic count for I-17 and SR 260 combined.



412 BUSINESSES



This is based on the Town's active business licenses as of May 2025.

*Sources for "Business Growth Info" include annual population estimates and projects from the US Census Bureau; birth and mortality rates from the US Health Department; Town of Camp Verde's Town Clerk, Community Development, Economic Development Departments, and Placer.ai.

Updated 5.7.25

H. Visitation and Related Spending:



Visitation and Related Spending Info

63,100

2023 Total Visitors

This is an 8.6% decrease from 2022 visitation and a 13% increase from 2021 visitation.



122,100

2023 Total Overnight Trips

Includes Hotel, Motel, Short Term Vacation Rental, RV Resort, Camping, and Seasonal Home (2nd home)

352,000

2023 Total Overnight Stays

Includes Hotel, Motel, Short Term Vacation Rental, RV Resort, Camping, and Seasonal Home (2nd home)



\$89.3 MILLION

2023 Total Overnight Stays

2019 - 2023 saw a 33.2% increase in visitor spending.

*Information from the Dean Runyan and Associates "The Economic Impact of Travel: Camp Verde 2023 Preliminary Estimates report completed in January 2025.

** Approximately 25% of the data is attributable to Cliff Castle Casino, one of the area's largest employers and visitor attractions.

Updated 5.7.25

I. Economic Development Strengths: Camp Verde's economic development efforts are grounded in a strong foundation of natural assets, community character, and strategic location. These strengths position the Town to attract investment, support small business development, and grow a diversified and resilient economy, even as it works to address common rural challenges. The following are key economic strengths that give Camp Verde a competitive advantage:



- **Strategic Geographic Location:** Located along the I-17 corridor between Phoenix and Flagstaff, Camp Verde offers excellent regional access for commerce, tourism, and logistics. Proximity to major transportation routes and regional population centers enhances the Town's connectivity and potential for economic expansion.
- **Scenic and Cultural Assets:** The Verde River, nearby national forests, agricultural lands, and rich archaeological and historic resources make Camp Verde a unique destination for outdoor recreation, heritage tourism, and agritourism. These scenic and natural assets support both economic development and community quality of life. Camp Verde also benefits from its connection with the Yavapai-Apache Nation, whose deep cultural roots and stewardship of the land enrich the community's identity and offer opportunities for shared cultural tourism, education, and economic initiatives.
- **Diverse Business Base:** While small, Camp Verde's economy includes a mix of tourism, agriculture, small-scale manufacturing, retail, and services. This diversity provides a foundation to build resilience and adapt to market shifts, especially as the community continues to foster entrepreneurship and local investment.
- **Strong Community Identity and Support for Local Business:** Camp Verde's rural character, family-friendly environment, and collaborative community culture make it a desirable place to live and do business. The Town has a strong track record of supporting locally owned businesses and events that strengthen civic pride and drive local spending.
- **Available Land and Opportunity Areas:** Camp Verde has significant undeveloped and underutilized land within town boundaries, including areas identified for future economic growth. With strategic planning and investment in infrastructure, these lands represent long-term opportunities for commercial, industrial, and mixed-use development.
- **Motivated Work Force:** Camp Verde has a trainable and eager workforce willing to commit to the right opportunities. Our multigenerational families have a strong desire to remain in Camp Verde, they wish to build wealth and stay here.
- **Housing Development:** As of May 2025, Camp Verde has approximately 1,000 new housing units projected for development over the next few years. This includes a mix of single-family homes, multi-family housing units, and income-restricted units.

- **Partnerships and Regional Collaboration:** The Town actively collaborates with regional organizations, the Yavapai-Apache Nation, and other public and private stakeholders. These partnerships enhance Camp Verde's capacity to access resources, share expertise, and promote workforce and economic initiatives.
- **Tourism Growth Potential:** Annual festivals, state parks, wineries, and recreational amenities continue to draw visitors. As marketing efforts and visitor amenities improve, Camp Verde is well positioned to capture more tourism revenue and increase overnight stays.

J. Economic Development Challenges: As Camp Verde pursues long-term economic growth, it must also navigate a range of challenges that can limit or slow progress. These barriers reflect the realities of developing in a rural community, from infrastructure gaps and workforce limitations to constrained market size and visibility. Addressing these issues strategically will be essential to unlocking Camp Verde's full potential and ensuring that future growth is aligned with community values. The following are key issues that impede the Town's economic development growth.

- **Limited Sales Tax Revenue:** The Town typically receives almost half of its General Funds Revenue from sales tax collections. Sales tax revenue is reinvested in Town services and infrastructure needs.
- **Limited Infrastructure Capacity:** Inadequate water, sewer, and transportation infrastructure in key development areas can slow or prevent investment. The upfront costs for extending the infrastructure are often too high for small businesses or developers.
- **Lack of Development-Ready Sites and Buildings:** A "business-ready site", also known as a "shovel-ready" site, refers to land that has been fully prepared for commercial, or mixed-use development, inclusive of all the necessary water, sewer, and road infrastructure required before construction can begin. Of the vacant property available for business development, Town staff estimates that less than 20% is currently shovel-ready.
- **Limited Visitor Infrastructure and Amenities:** The Town lacks sufficient lodging, dining, and entertainment options to extend visitor stays and capture tourism related revenue. Inconsistent or lack of marketing and signage can also make it harder for visitors to discover everything Camp Verde has to offer, especially for pass-through travelers.
- **Small Market Size & Limited Retail Base:** A small local population limits immediate demand, which can make it harder to attract larger retailers, employers, or amenities. This leads to leakage of local dollars to larger nearby markets like Cottonwood or Prescott.
- **Housing Shortages:** Limited housing stock, especially workforce and attainable housing make it hard for businesses to recruit and retain employees.

- **Perception and Awareness:** Camp Verde may not be top-of-mind for investors or visitors, and outdated perceptions may persist. Lack of brand awareness or marketing reach limits the Town's visibility.
- **Funding & Incentive Constraints:** Limited local incentive tools or grant capacity to attract and assist business development. Rural communities often face a tougher time competing for major state or federal economic development resources.
- **Workforce Challenges:** Camp Verde's workforce continues to evolve, with opportunities to strengthen the alignment between available jobs and local skill sets. Like many rural communities, the Town experiences some outmigration of young adults and faces ongoing competition in attracting skilled professionals.
- **Lower Income Population:** Per the 2023 U.S. Census Bureau's American Community Survey's 5-Year Estimates, the Town of Camp Verde's poverty rate was 21.7% and 37% of the population was living under 200% of the poverty level.

K. Economic Development Desired Outcomes

Camp Verde seeks to thoughtfully balance economic growth with the preservation of community character and quality of life. This vision will be realized by strategically guiding development in ways that directly benefit residents and support long-term vitality. The following desired outcomes will help shape that approach.

- **Increased Sales-Tax Revenue:** More sales result in more tax revenue benefiting the businesses and the Town. Increased sales tax revenue allows the Town to strengthen core services, invest in critical infrastructure, and enhance community amenities that improve quality of life.
- **Increased Business Development and Attraction:** The Town leverages its strategic location and inventory of developable land to attract investment and guide future growth, as identified in the vacant land maps.
- **Tourism Expansion:** The Town effectively promotes its scenic beauty, cultural and historic assets, and central location resulting in increased visitation from overnight guests and day-trippers.
- **Encourage/Promote Development of the Historic Main Street in the Heritage Character Area:** Camp Verde's historic, walkable Heritage Character Area serves as a vibrant destination for residents and visitors alike, featuring unique shops, dining, arts, events, Fort Verde State Park, and the Visitor Center.
- **Workforce Development:** Residents have access to quality employment opportunities, including higher-wage jobs, and can live and work in Camp Verde with access to attainable workforce housing.

Section ## Economic Development Growth Areas

The intent of the Economic Development Growth Areas is to guide future growth by identifying locations well-suited for commercial and tourism-related development. These four designated growth areas are strategically selected to support Camp Verde's economic vitality. Concentrating development in these areas promotes the creation of vibrant, mixed-use districts that reflect the

Town's rural charm and character. Each area is envisioned to offer a unique sense of place while supporting a resilient local economy. ***For more information including maps of the following growth areas, please refer to the chapter on Character Areas earlier in this document.**

Growth Area 1: State Route 260W Character Area: The State Route 260 (SR 260) corridor west of the Interstate 17 (I-17) interchange is a prime location for larger-scale commercial, retail, tourism, and job-creating business development. Its strategic advantages, including excellent visibility, highway access, and traffic counts, make it ideal for both commercial and light industrial uses. The area also presents an opportunity for high-density workforce housing to support local employers and address the community's growing housing needs.

Located within Camp Verde's designated Opportunity Zone, this corridor offers added incentives for private investment, even as federal Opportunity Zone benefits may sunset in 2026. The Town encourages strategic, infrastructure-supported development in this area, emphasizing the need for coordinated planning and infrastructure improvements to enable long-term success.

Serving as a major gateway to Camp Verde, the SR-260 and I-17 corridor connects the Town to the greater Verde Valley region, which is home to more than 70,000 residents, and experiences significant visitor traffic. According to the City of the Sedona's May 2024 Visitor Study, over 3.5 million tourists travel through the area annually. It is anticipated that the corridor will experience more traffic as the Phoenix metro region expands and visitors travel to Flagstaff and/or the White Mountain region. This corridor is well-positioned to accommodate businesses that meet the community's needs, such as grocery stores, restaurants/food service, general retail, lodging, and tourism assets. Continued investment in infrastructure will be critical to unlocking the corridor's full potential.

Growth Area 2: Gateway Interchange Character Areas: The Gateway Interchange Character Areas located at Camp Verde's I-17 interchanges are high-visibility, high-traffic zones ideally positioned for service-oriented commercial development. With convenient freeway access and established infrastructure, these areas are well-suited for hotels, restaurants, fuel stations, and commodity retailers that cater to both residents and the roughly five million annual travelers passing through the region.

As major entry points to Camp Verde, these areas offer significant opportunities for businesses that support the traveling public while also meeting local needs. Larger-scale commercial and retail uses are especially encouraged here, along with light industrial or logistics operations that can create quality local jobs. Development in this area should be complementary to the nearby Heritage Character Area, offering modern services without competing with its historic character.

To ensure long-term success, growth in the interchange areas should be thoughtfully planned to include safe traffic circulation, attractive site and building designs, and compatibility with nearby residential uses. Infrastructure improvements should prioritize both economic vitality and community benefit supporting a mix of employment opportunities, essential services, and enhanced access for locals and visitors alike.

This corridor is poised to play a key role in Camp Verde's future by capturing regional commerce, expanding the local tax base, and reinforcing the Town's identity as a welcoming, service-rich destination at the heart of the Verde Valley.

Growth Area 3: Finnie Flat Character Area - Community-Serving Mixed-Use Corridor: The Finnie Flat Character area is a key growth corridor poised to become a vibrant, resident-focused area that supports Camp Verde's long-term livability and economic resilience. As one of the Town's most accessible and traveled routes, this area is ideal for commercial and mixed-use development that serves the daily needs of the community.

The corridor offers a prime opportunity for retail development such as grocery stores, clothing shops, personal care services, and food service. The Town also encourages the development of professional services such as medical offices, dental clinics, wellness providers, and personal grooming establishments that provide convenience and improve quality of life for residents.

The corridor is also well-suited for thoughtfully designed mixed-use and residential projects, including workforce and attainable housing. By encouraging a blend of commercial, service, and housing options, this area can foster a walkable, community-oriented environment that supports both economic vitality and livability.

Future development should emphasize pedestrian and bicycle connectivity between neighborhoods and businesses, context-sensitive design that enhances visual appeal, and the reuse or redevelopment of available sites to maximize existing infrastructure. As the Town plans for long-term growth, the Finnie Flat Road corridor will play a vital role in meeting resident needs, supporting local business expansion, and increasing Camp Verde's retail and service offerings in a balanced and community-centric way.

Growth Area 4: Heritage Character Area (Historic Main Street): Camp Verde's Heritage Character Area, centered around historic Main Street, is a treasured part of the community, a place where the Town's history, charm, and small-town spirit come together. With its blend of century-old architecture, locally owned shops, and walkable streets, this area serves as both a community gathering place and a unique destination for visitors exploring the region.

The area is ideally suited for boutique retail, artisan spaces, unique lodging, and local eateries that reflect Camp Verde's identity. Rather than large-scale commercial or franchise development, the Town envisions this area growing through small-scale, experience-based businesses that create a vibrant and welcoming environment.

The Heritage Character Area should continue to evolve into a dynamic events hub, hosting more frequent and diverse activities that bring energy to the area and boost local businesses. With the right local buy-in, investment in infrastructure, and expanded programming, this area can become a lively destination that not only draws tourists and generates local revenue through sales tax and

visitor spending, but also offers residents meaningful opportunities to gather, celebrate, and enjoy their community.

There is an opportunity to transition Town facilities and offices on Main Street into retail spaces that encourage reinvestment, revitalization, and enhanced business activity within the Heritage Character Area. Future improvements should prioritize pedestrian and bicycle connectivity, create attractive and functional public spaces, and incorporate signage, lighting, and artistic elements that reflect the area's historic character and rural charm.

This area is a true asset for both residents and visitors to shop, dine, stay, and connect. With intentional planning and investment, the Heritage Character Area can grow as a revenue-generating destination that celebrates Camp Verde's character and enhances the community experience.

Growth Area 5: State Route 260E – Recreational Growth: Situated along State Route 260 East, this growth area is positioned to support additional recreation-oriented and commercial development that complements Camp Verde's outdoor setting and improves access to nearby amenities. With proximity to the Camp Verde Sports Complex and Camp Verde Equestrian Center, the area presents opportunities to build on existing assets in ways that serve both residents and visitors.

Future development in this corridor may include equestrian- and sports-related businesses, as well as supporting uses such as outfitters, hospitality, dining, lodging, and event services. These uses can enhance local recreation offerings and contribute to Camp Verde's broader tourism economy. As the area grows, development should be thoughtfully designed to promote public access, preserve scenic qualities, and remain consistent with the Town's rural western character.

This is where Camp Verde plays, competes, and connects year-round. With coordinated planning and strategic investment, the State Route 260 East corridor can continue to evolve into a valued community asset that supports both recreation and long-term economic development.

Section #.# Goals and Implementation Strategies:

To achieve Camp Verde's vision of a thriving economy, key goals and strategies will guide economic development and investment over the next decade. These goals reflect the community's values, address existing challenges, and build upon Camp Verde's unique strengths and desired outcomes.

Each goal is supported by a set of actionable strategies which are also reinforced through the designated Economic Development Growth Areas and Character Area goals and strategies found throughout the General Plan, ensuring alignment between townwide objectives and place-based planning. Together, these goals and strategies provide a roadmap for Camp Verde to grow sustainably, support local prosperity, and remain a vibrant rural community for years to come.

Goal 1: Promote Business Expansion, Attraction, and Development

Strategies:

- Leverage the “Select Camp Verde” brand to market the community for business development that aligns with the Town’s character and community needs.
- Actively attract businesses and encourage business expansion and entrepreneurship.
- Maintain and promote the Town’s land asset inventory to assist site selectors and developers.
- Provide technical assistance and permitting support for businesses seeking to locate or expand in Camp Verde.
- Leverage partnerships with regional organizations and neighboring communities for shared initiatives and resource pooling.
- Increase outreach to existing businesses and inform them of business assistance opportunities.
- Identify targeted industries and employment to further diversify the local economy.

Goal 2: Strengthen Camp Verde’s Local Economy and Town Revenue

Strategies:

- Target development that generates sustainable sales tax revenue to fund public services such as retail, services, and lodging.
- Foster a diverse business base that includes tourism, retail, services, light industry, logistics, technology, craft beverage, skilled trades, and agriculture.
- Diversify revenue sources and reduce reliance on any single economic sector.
- Identify and pursue ways to boost revenue via increased lodging and construction tax activity.
- Increase outreach to existing local businesses to increase sharing of best practices and cross training opportunities.
- Increase public awareness of how Town revenues are generated and reinvested to support essential services and community priorities.
- Maximize sales tax collection from all businesses including the out-of-town service providers and businesses.

Goal 3: Promote Balanced and Strategic Growth

Strategies:

- Concentrate commercial and mixed-use development in designated Growth Areas to maximize infrastructure investment and preserve rural character.
- Encourage infill development and redevelopment of underutilized land, as identified on vacant land maps.
- Ensure new development contributes equitably to infrastructure and service costs.

Goal 4: Invest in Infrastructure that Supports Economic Development

Strategies:

- Identify and prioritize infrastructure improvements (water, sewer, roads) in key commercial and mixed-use growth areas.

- Seek federal, state, and regional funding to support infrastructure expansion.
- Coordinate long-range capital planning with projected economic development needs.
- Explore cost-sharing strategies or incentives to make infrastructure expansion financially feasible for developers.

Goal 5: Promote Tourism and Visitor Spending

Strategies:

- Implement a tourism marketing strategy that identifies target audiences and showcases Camp Verde's unique assets—scenic beauty, cultural and historical attractions, outdoor recreation, the Sports Complex, historic downtown, dark skies, nearby state parks, and regional proximity. Support these efforts with targeted outreach, promotional campaigns, and improved wayfinding signage.
- Encourage visitor-serving infrastructure such as lodging, dining, outdoor recreation, appropriate Verde River access points, and trails to support hiking, biking, equestrian, and complementary activities.
- Support and encourage a more robust calendar of Heritage Area events to drive foot traffic and increase visibility.
- Collaborate with the Arizona Office of Tourism, private developers, the Yavapai-Apache Nation, and regional partners to expand marketing efforts, enhance visitor experiences, develop shared tourism initiatives, and support tourism-related development.

Goal 6: Revitalize Historic Heritage Area

Strategies:

- Support small-scale, experience-based retail, lodging, dining, and artisan businesses.
- Encourage the adaptive reuse or transition of Town- and Copper Canyon Fire and Medical District-owned properties within the Heritage Area for retail or commercial use. and bicycle infrastructure and enhance placemaking through signage, lighting, and public art.

Goal 7: Support Workforce Development and Higher-Wage Employment

Strategies:

- Attract and encourage expansion of businesses and industries that offer quality jobs with career pathways.
- Collaborate with education institutions, training providers, and regional partners to align workforce skills with local employment needs. Expand this to include opportunities for Camp Verde youth.
- Support attainable and workforce housing development to ensure workers can live and work in Camp Verde.

Section #.# HOUSING ELEMENT

Section #.# Introduction:

Housing plays a vital role in shaping Camp Verde's future. As a community rooted in western rural traditions, with strong agricultural and equestrian ties Camp Verde is facing tension between the need for housing while preserving local agriculture, protecting the Town's natural resources and watershed, and its rural character. The Housing Element of the General Plan outlines how we can support thoughtful residential development that complements our open spaces and rural character.

This section also acknowledges the need for a range of housing options, ensuring that young adults, families, and working residents can live and thrive in Camp Verde. By planning for housing that meets the needs of our current and future residents, we can maintain a strong sense of community while also supporting our local economy. The goal is to grow responsibly while preserving the unique qualities that make Camp Verde home.

Guiding Principles for the Housing Element:

Camp Verde is committed to being a welcoming, safe, and healthy community for all. That means ensuring residents can find housing that fits their needs, lifestyle, and budget, whether they have lived here for generations or just arrived.

Our guiding principles for housing are rooted in the Town's values and our vision for thoughtful, balanced growth while maintaining our central agriculture and western fabric. These principles help shape decisions, direct resources, and guide policies that protect Camp Verde's distinct character while planning for the future. They emphasize preserving what makes our community special, including our western heritage, wide-open landscapes, and natural resources, while embracing progress that supports opportunity, long-term viability, and belonging.

The following principles reflect our commitment to housing that works for everyone:

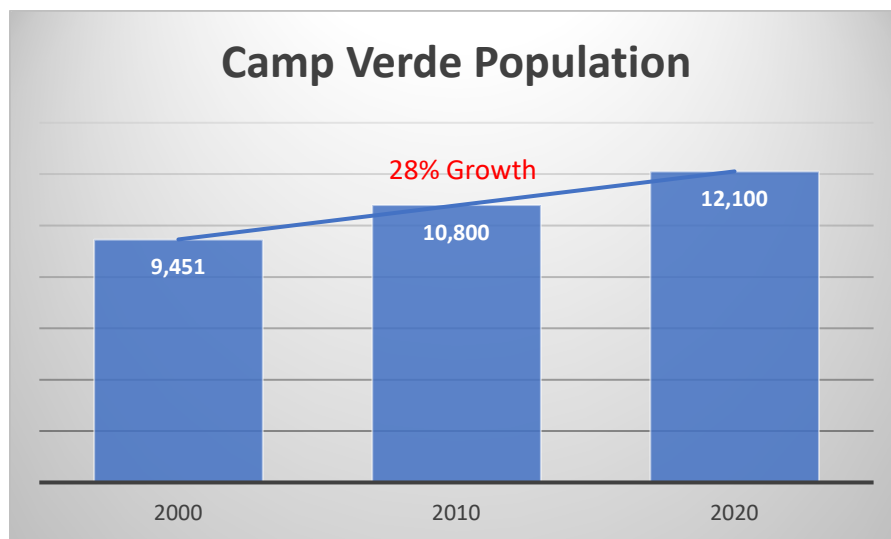
- Protect Camp Verde's natural beauty, from the Verde River to our scenic open spaces, ensuring future generations enjoy the same natural richness we do today, while working with local, regional, and state partners to remove barriers and increase funding opportunities for affordable and attainable housing that expand inclusive housing solutions.
- Encourage construction practices that conserve water, reduce long-term energy costs, and support smart and cost-effective building solutions while simplifying approval and permitting pathways to encourage a wide range of housing options that meet residents' evolving needs.
- Strengthen partnerships among government, developers, nonprofits, and the community to expand housing affordability options.

- Support the maintenance and rehabilitation of existing homes to improve safety, enhance neighborhood appeal, and preserve community assets.
- Support new development that complements and protects existing neighborhoods while honoring our Town’s identity, historical significance, sense of community, inter-connectedness, and architectural traditions.

Section #.# Discussion:

A. Population Growth and Development Patterns

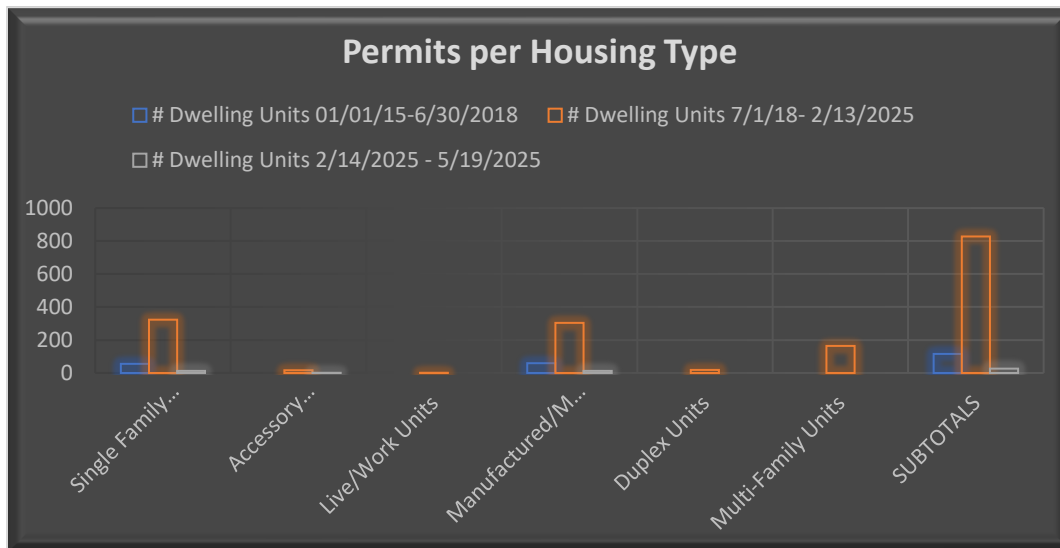
Camp Verde’s population growth over the last two decades has been steady and reflects the Town’s enduring rural appeal. In 2000, the population was approximately 9,451. By 2010, it had increased to over 10,800, and by 2020, it reached more than 12,100, an overall increase of about 28% (**US Census Bureau.Data.Census.gov**). This moderate growth rate is lower than some neighboring communities, such as Prescott Valley and Chino Valley, which have seen population surges exceeding 50%. Yet, it underscores Camp Verde’s appeal as a livable, rural community. Camp Verde remains a place where people can put down roots and feel comfortable living in a rural, agriculturally vibrant community.



B. Housing Permit Activity

Between 2018 and 2023, the Town issued 469 housing-related permits (Camp Verde Community Development Department). These included approvals for single-family site-built homes, manufactured homes, modular homes, duplexes, apartment-style units, and casitas or guest houses. Permit activity peaked in 2022, with 119 permits issued, and remained strong in 2023, with 101 permits issued. Manufactured and modular home-style units gained popularity. As short difference between manufactured homes and modular homes is that, manufactured homes are built to federal HUD standards while modular homes are built to the International Residential Building Code (IRC). They are considered permanent structures, at times indistinguishable from traditional homes in quality and design.

Approximately 65% of the housing permits issued between 2018-2023 were for manufactured or modular homes, reflecting a buyer choice in this type of affordable and alternative housing. The following graph shows permitting data from the Town of Camp Verde's Community Development Department by housing permitting type.



C. Housing Unit Growth vs. Housing Costs

According to Zillow the average new home cost in January of 2025 was approximately \$414,000, a nearly 75% increase since 2018 when the average was closer to \$237,000. But during the same timeframe, median household income increased only 22% from \$48,000 to about \$58,383. With the cost of housing significantly outpacing wage growth, particularly for lower income earners, it is harder for residents to enter the housing market. While housing stock remains diverse - from historic homes and large-lot properties to modern townhouses and neighborhoods - meeting the demand for affordable and attainable housing continues to be a challenge and goal for Camp Verde.

Encouraging missing middle housing can be a key strategy in addressing rising housing costs, while preserving the small-town feel that residents value. This type of housing refers to a range of multi-unit or clustered housing types that are compatible in scale with single-family homes but provide a more affordable and attainable living option that preserves community character, encourages local economic growth, supports walkability and connectivity within communities, and provides more flexible design that is cost-efficient. These housing options, such as duplexes, triplexes, fourplexes, cottage-style clusters, townhomes, and apartment buildings, and accessory dwelling units (ADUs) or casitas, close the gap ("Missing Middle Housing") between single-family homes and large apartment complexes.



D. Affordability and Cost Burden

Housing affordability is a growing concern in Camp Verde, reflecting broader national and regional trends. According to data from the U.S. Census Bureau and the U.S. Department of Health and Human Services, approximately 21.7% of Camp Verde residents live below the federal poverty threshold, which in 2020 was set at \$21,720 for a family of three and \$26,200 for a family of four. This segment of the population, particularly older adults, retirees, and individuals on fixed incomes, faces increasing challenges in securing stable and safe housing options.

Rental housing costs further compound this issue. As of 2024, Zillow reports the average monthly rent across all housing types in Camp Verde to be approximately \$1,765, with some units reaching upwards of \$2,100. These figures impact working families and essential employees who may not qualify for subsidized housing and cannot afford market-rate units.

Affordable Housing according to the US Department of Housing & Urban Development is housing that costs no more than 30% of a household's gross monthly income, including rent or mortgage payments, utilities, and other essential housing expenses. With Camp Verde's median household income at \$58,383, an individual's housing cost should be no more than \$1,460/month. When housing costs exceed this threshold, families are often forced to cut back on other necessities such as food, healthcare, or transportation.

In contrast, Attainable Housing refers to housing that typically serves moderate-income households who earn too much to qualify for traditional affordable housing programs but still struggle to find housing within their means. This includes a broad segment of the workforce, such as teachers, first responders, healthcare workers, and other middle-income earners, who are often priced out of the market. Attainable housing can typically involve the development of smaller, more cost-efficient units such as compact single-family homes, townhomes, duplexes, and mid-sized apartment buildings. These housing types as previously mentioned aim to fill the "Missing Middle"

in the housing market, offering financially accessible options for those caught between subsidized housing and high-cost developments.

As Camp Verde continues to grow, a comprehensive strategy that incorporates both affordable and attainable housing solutions is essential to ensure housing stability, support economic development, and maintain a diverse, inclusive community.

E. Zoning and Housing Diversity Constraints

Camp Verde's affordable and attainable housing shortage is also shaped by its development history. Traditional zoning has favored large-lot, low-density residential development. While this supports rural character, it limits housing diversity and prevents the development of smaller, more affordable and attainable housing units. As a result, workforce housing, especially for young families, teachers, health care workers, and public safety employees, remains in short supply.

F. Economic Impacts of Housing Availability

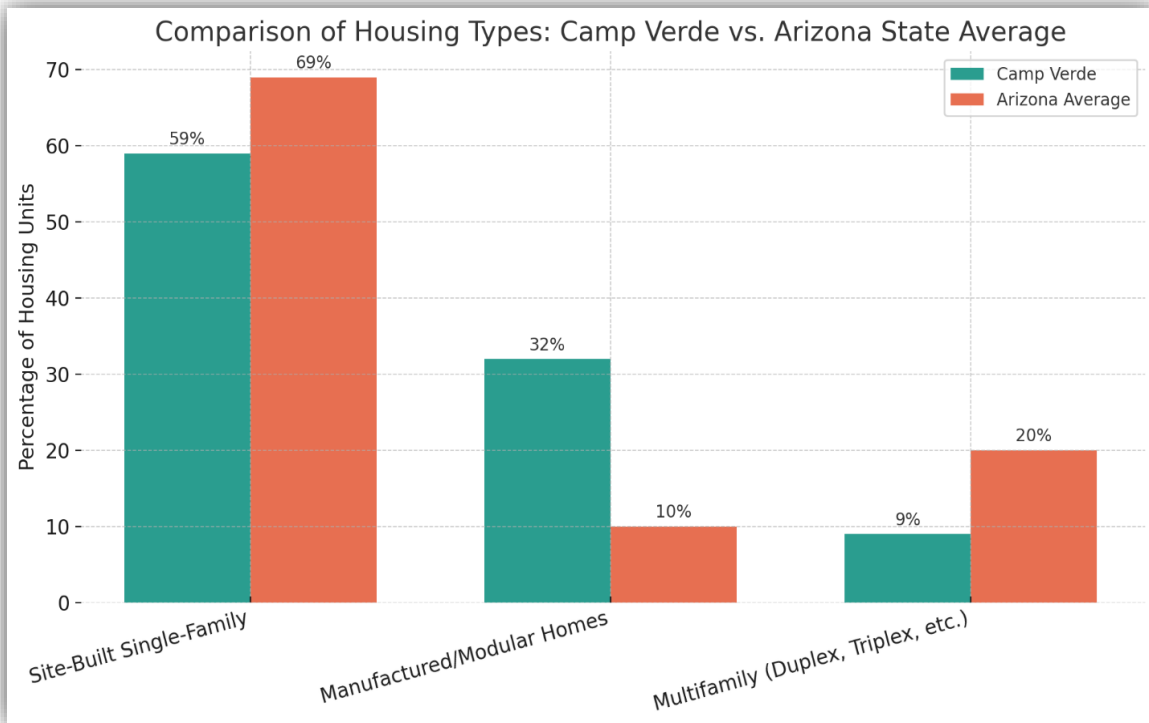
Retailers and service providers often look at the number of nearby households when deciding where to open or expand. A limited number of attainable housing types can translate to fewer potential customers, making it harder to attract new businesses or support the growth of existing ones. At the same time, the shortage of affordable housing creates challenges for local employers trying to recruit and retain staff, particularly in essential service industries. When workers cannot find housing close to where they work, it affects business stability, increases commute times, and weakens the overall sense of community connection and vibrancy.

Addressing this imbalance is not just about adding homes, it is about creating the right types of homes in the right places to support Camp Verde's people, economy, and quality of life.

G. Composition of Camp Verde's Housing Stock

Within Camp Verde's approximately 42 square miles of land, the chart highlights the distinct composition of housing types in Camp Verde. While 59% of housing units in Camp Verde are site-built single-family homes (compared to the state average of 69%), the community has a significantly higher proportion of manufactured and modular homes at 32% versus the statewide 10%. Conversely, according to US Census Bureau, Zip Atlas, and Neighborhood Scout 2023, Camp Verde has a notably lower share of multifamily housing at 9% compared to the state average of

20%.



As demand grows, increasing the variety of housing, particularly attached and multi-unit developments, will be critical for supporting young families, seniors, and workers alike and creating a more balanced and attainable housing landscape that reflects the evolving needs of current and future residents. While a variety of different housing types is essential, it is just as important to preserve and protect Camp Verde’s large agricultural residential and rural parcels that represent more than just acreage within the Middle Verde and McCracken/Quarterhorse/Salt Mine and Pecan Lane Character Areas. These large lots are the cornerstone of the rural identity and economic sustainability. These parcels typically combine family homesteads with working farmland or ranchland, contributing to the local food supply, preserving open space, and supporting generational livelihoods.

H. Recreation Vehicle Parks and Recreational Vehicle Living

Rising housing costs and changing lifestyle preferences have led more people to live long-term in Recreational Vehicles (RVs), increasing demand for RV park developments. Camp Verde has seen a noticeable rise in RV park applications, prompting community concern about how and where these parks should be appropriately located.

- *8 current and established RV Parks in Camp Verde.*
- *4 approved or in construction RV Parks since 2021.*

RV parks bring unique development impacts, such as increased large-vehicle traffic, water infrastructure and retail services demands, and potential effects on neighborhood character. In an effort to control RV Parks, it has been a priority to encourage the development of RV Parks in the

State Route 260 East Character Area, the Town’s recreational growth area, supporting additional recreation-oriented and commercial developments that complement Camp Verde’s outdoor setting and serve both residents and visitors.

I. Strategic Housing Placement and Future Development

Planning efforts will focus on strategically placing new housing within the different character areas throughout Camp Verde.

- Mid- and high-density residential units should be located near schools, shopping centers, and employment corridors to increase accessibility and reduce transportation burdens, such as in State Route 260 West and the Gateway Interchanges.
- Single-family subdivisions and missing middle housing types are preferred in the Finnie Flat, State Route 260 West, and State Route 260 East Character Areas.
- Single-family residential units and missing middle-type housing units are preferred in the Heritage, Finnie Flat, and Clear Creek Character Areas.
- Smaller-scale, large-lot development will remain appropriate in the Town’s outer areas to maintain rural character, such as in the Middle Verde, McCracken/Salt-Mine/Quarterhorse, and Pecan Lane Character Areas.

J. Outlook for Future Housing

Camp Verde is preparing for significant growth, with over 1,000 new housing units anticipated in the next five years, more than double the pace of past development. This growth brings a real opportunity to create more affordable and attainable housing, support the needs of families, seniors, and young professionals, and strengthen the fabric of our community. But to make this vision a reality, Camp Verde must also invest in the essential services that support daily life, especially its water and wastewater systems. These systems are the backbone of a healthy, thriving city or town. By planning ahead smartly and ensuring Camp Verde’s infrastructure can keep up with growth, the Town is not just building homes, Camp Verde is protecting its shared quality of life, preserving the environment, and making sure Camp Verde remains a place all are proud to call home for generations to come.

Section #.# Goals and Implementation Strategies:

Goal #1: The Town supports housing options that serve the community across all ages, abilities, and needs.

Strategies:

- Encourage residential development in areas compatible with existing and planned land uses.
- Where zoning is appropriate, encourage a variety of housing options, including different types, sizes, lot configurations, and densities, supporting residents of all ages, family sizes, and income levels.

- Explore ways to expand multigenerational housing, such as accessory dwelling units and accessible homes that allow people to age in place.
- Support the development of senior housing and assisted living facilities near medical centers, shopping areas, and community spaces.
- Consider low-intensity multifamily and mixed-use housing within designated neighborhood mixed-use areas.
- Consider high-density residential development in conjunction with commercial and employment uses, such as the 260 West Character Area, and in areas with available infrastructure and pedestrian corridors or where infrastructure can be developed, while protecting the viewshed and open space.

Goal #2: The Town values attainable and affordable housing options that meet the needs of families, individuals, and working professionals.

Strategies:

- Conduct a housing needs assessment annually to stay current on changing community needs and to understand who lives here as well as how they live.
- Explore incentive programs that support housing affordability and attainability.
- Maintain an up-to-date inventory of available housing by type, including single-family, multifamily, senior, student, and group housing.
- Assess opportunities to expand the number of affordable and attainable rental housing units in Camp Verde.
- Evaluate opportunities to expand the number of affordable and attainable owner-occupied housing units from those that had previously rented.

Goal #3: The Town encourages revitalizing older housing to enhance neighborhood character and livability.

Strategies:

- Educate and guide developers and property owners about the need to redevelop and revitalize aging homes and properties while maintaining applicable design standards.
- Study and implement revitalization strategies that strengthen and enhance community neighborhoods.
- Strive to inform residents about land use changes, with opportunities to give meaningful feedback and have their input considered.

Goal #4: The Town seeks partnerships that encourage affordable and attainable housing while preserving Camp Verde's rural western identity.

Strategies:

- Support non-profits in acquiring land and developing affordable and attainable housing options.

- Encourage developers to include affordable and attainable housing within their projects.
- Leverage available funding (federal, state, and local) to address homeowner needs and expand housing opportunities.
- Build partnerships with private, public, and nonprofit organizations to create diverse housing solutions.
- Align Town policies with long-term strategies that promote affordability, accessibility, and community resilience.
- Consider appropriate locations for denser development while discouraging high-impact development immediately adjacent to large-lot homes.
- Ensure appropriate landscape buffers are provided between dissimilar land uses and varying densities to provide protection between the two.
- Assess the feasibility of Housing Opportunity Zones (HOZs) increasing workforce housing options, which is beneficial to the Town and region.

Goal #5: The Town aligns its housing vision by enhancing the quality of housing by sound and clear provisions.

Strategies:

- Amend the zoning ordinance to be consistent with the General Plan goals regarding housing choice.
- Evaluate state statutes and best practices that promote and encourage sustainable measures that protect Camp Verde's natural resources.
- Continue to enforce building codes to protect the health, safety, and welfare of residents.
- Preserve Camp Verde's rural character, open space, and environmental integrity by encouraging voluntary conservation easements, especially on large parcels of land.
- Ensure Camp Verde's water infrastructure is resilient, efficient, and ready to meet the demands of future housing while protecting the Verde River and groundwater resources.

Section ## COST OF DEVELOPMENT ELEMENT

Section ## Introduction:

Successful communities ensure well-maintained infrastructure, quality services, and public facilities that support existing and future residents. In Camp Verde, current operations are funded through various revenue sources. To support future growth responsibly, the Town can consider additional funding strategies, such as bonds, impact fees, special improvement districts, grants, and development agreements, to make sure that new development contributes its fair share toward the cost of expanded infrastructure and services.

Section ## Guiding Principles:

Camp Verde understands that reliable, well-maintained infrastructure is the foundation of a strong economy and a high quality of life. Roads, water systems, sewer lines, and utilities are the lifelines of our community and maintaining and improving these systems is essential to supporting the goals outlined in the Town's General Plan.

As Camp Verde grows, it is critical that new development enhances our existing infrastructure and services. In many cases, developers may enter into development agreements with the Town that go beyond standard fees. These agreements may include customized terms that ensure infrastructure improvements are built to meet the specific needs of a development and the broader community.

To support smart long-standing growth and preserve the quality-of-life Camp Verde residents value, the Town will focus on the following priorities. These actions ensure that infrastructure keeps pace with development and that growth happens in a responsible, fair, and fiscally sound way.

Guiding Principles for the Cost of Development Element

- **Community Service Level:** Evaluate community service level standards and determine whether existing infrastructure and public services can support those standards as the Town grows.
- **Future Investments:** Assess the financial investment required to meet and maintain those service and maintenance standards over time.
- **Fiscal Impact:** Analyze the fiscal impact of new development, including both costs and benefits, on a per capita basis, ensuring that decisions benefit both current and future residents.
- **Growth Equitably:** Ensure fairness in funding, by determining an equitable distribution of development-related costs, so that growth contributes its fair share to infrastructure and public services.

Section #.# Discussion:

Planning for a financially healthy future is more than balancing a budget; it is about making sure Camp Verde continues to thrive. Whether it is fixing roads, building parks, maintaining public safety services, or preparing for new development, these efforts all rely on thoughtful financial planning and investment.

To make that happen, the Town must track and manage its assets, update infrastructure plans, and carefully evaluate how to pay for the services and amenities residents expect. This means having a strong toolkit of funding options, including tools that help ensure that development contributes proportionally and that current residents are not left shouldering the cost alone.

Below are some of the ways Camp Verde currently does pay for services, infrastructure, and improvements or could consider in the future:

A. Fees

Fees are collected when residents, developers or businesses use specific Town services. This includes business licenses, planning and zoning applications, building permits, plan reviews, and subdivision approvals. These fees help ensure that growth contributes to the development cost, rather than burdening taxpayers.

B. Taxes

Taxes help fund essential community services and infrastructure. Camp Verde uses several types of taxes that residents and businesses interact with regularly:

- **Transaction Privilege Tax (TPT):** Often referred to as a sales tax, this helps fund police, parks, facilities, and other public services. Camp Verde's local rate is 3.65%, which, when combined with state and county rates, brings the total to 10% within Town limits.
- **Franchise Tax:** This tax is paid by utility companies (electricity, gas, cable) in exchange for using public rights-of-way to deliver services. These revenues help fund Town operations without impacting residents directly.
- **Industry Tax (Hotel/Motel Tax):** A 3.0% tax on short-term lodging (less than 30 days), supporting tourism-related infrastructure. The total lodging tax is 13% when combined with the sales tax rate. This tax is also commonly referred to as the bed tax.
- **Property Tax:** While Camp Verde does not levy a primary property tax, residents still pay property taxes to other taxing bodies (county, schools, fire districts, etc.), which fund essential community services.
- **Construction Tax:** These are often fees related to construction work, such as an Excise Tax or Use Tax on materials used in construction or on newly built structures.

C. Impact Fees

When new homes or commercial buildings are built, they create demand for services, like roads, parks, water, and sewer. Impact fees make sure new development helps pay for needed infrastructure and other legal projects. This protects existing taxpayers and ensures the Town can grow responsibly.

- **Transportation Impact Fee:** Fees that fund road widening, new streets, traffic signals, intersections, sidewalks, and bike lanes.
- **School Impact Fee:** Fees that fund new school construction, classrooms, expansions, or portable classrooms.
- **Water and Sewer Connection Fee:** Fees that fund expansion of water treatment plants, new sewer lines, or water storage facilities.
- **Park and Recreation Fee:** Fees that fund parks, trails, playgrounds, open space, and recreational facilities.
- **Police Service Fee:** Fees that fund police stations, equipment, patrol cars, or communication systems.
- **Fire and Emergency Service Fee:** Fees that fund new fire stations, emergency vehicles, equipment, and staffing needs.

D. Bonds

Bonds are long-term financing tools used to pay for big community projects. Bonds allow large-scale improvements, like parks or water systems, to be built now and paid for overtime.

- **General Obligation Bonds:** Used for community-wide projects. These require voter approval.
- **Revenue Bonds:** Fund specific services (like utilities) and are repaid through the revenue they generate.
- **Improvement Districts:** Used when a group of property owners wants to fund specific improvements for their area.
- **Community Facilities Districts (CFDs):** Typically used for large developments to fund roads, water, sewer, and other public infrastructure.

E. Revenues Available from the State

Based on our population, Camp Verde receives a share of statewide tax revenue. These funds support roads, transportation, and basic services.

- **State-Shared Revenue:** A share of state sales and income tax.
- **Transportation Revenues:** Includes the Highway User Revenue Fund (HURF), vehicle license taxes, and local transportation grants, which help fix streets, sidewalks, and highways.

These shared revenues mean the state helps fund the services in Camp Verde, without relying solely on local taxes. The amount of state funding Camp Verde receives varies from year to year.

F. Grants and Loans

Grants allow Camp Verde to invest in major projects without placing the full cost on local taxpayers. Grants are awarded through a submission, review, and approval process through many federal, state, and even private entities. The grants are funded with matching or non-matching fund clauses, either requiring a local government to match the funding amount of the grant or at a certain percentage, or not to match. Some grants will also allow match funding to be in the form of in-kind costs, such as staff time spent on the grant. With the limited tax revenues, local governments such as Camp Verde rely on grants to finance projects that the general fund cannot cover.

Loans similar to grants can be another financial tool to fund various projects, but are more aligned to facilitate long-term investments and assets. Unlike grants, funds from loans have repayment requirements that stipulate a set interest rate on the loan, the amount to be paid monthly, and a term length of the loan.

Grants and loans often make large-scale community improvements possible, especially for projects that would otherwise be out of reach while enhancing the quality of life for Camp Verde's community

G. Development Agreement

These formal agreements ensure developers build or fund specific improvements as part of their projects. Development agreements can be valuable because they help align private development with long-term community goals, such as infrastructure improvements, affordable or attainable housing, outdoor recreation and open amenities, transportation connectivity, and other community needs that safeguard the public's interest.

H. Other Financing Mechanisms

Some funding tools are project-specific and help ensure new development directly contributes to the infrastructure it needs:

- **Dedications:** Developers may be required to dedicate land or install infrastructure (like roads or utilities) as part of new development.
- **Exactions:** Conditions placed on development approvals to provide land, money, or improvements to offset their impacts on public infrastructure.
- **Wastewater and Water Reimbursement:** Programs or agreements that let developers recover some costs when they build public water or sewer systems that also serve other properties beyond their own project.

Section #.# Goals and Implementation Strategies:

Goal #1: The Town's revenue structure should be diverse, resilient, and adequate to support new and existing development.

Strategies:

- Evaluate the use of impact fees as a potential mechanism to ensure that new development contributes equally toward necessary and planned capital improvements and infrastructure.
- Review and adjust fees and taxes to ensure statutory compliance and support the Town's service and operational goals.
- Assess the need for a grant coordinator to secure and manage funding for priority capital investment.
- Ensure new development aligns with existing infrastructure capacity and supports required service levels through necessary improvements.
- Adopt service level standards for land uses with identified costs and revenues for all Town departments.
- Work collaboratively to integrate long-range and strategic economic planning efforts that reflect and support the Town's goals and community values.
- Continuously examine new funding sources to support strategic infrastructure and future development investments.
- Identify measures and opportunities that enhance taxable revenue streams for temporary short-term stays that maintain longstanding water and infrastructure usage, in accordance with state law.

Goal #2: The Town's planning should ensure sufficient infrastructure and service capacity to support growth for land use enhancement or redevelopment.

Strategies:

- Require all affected departments review proposed developments that may impact the Town's budget, infrastructure, or service demands.
- Ensure new development contributes appropriately to the costs of growth, in accordance with state law.
- Establish a rational nexus between new development and the future capacity needed as a result of that development.
- Encourage commercial development that accommodates residents and reduces retail sales loss to surrounding communities.
- Adopt policies and ordinances that require new development to fund the costs associated with those developments.
- Coordinate infrastructure extensions and expanded public services needed to support new development provide mutual benefit to both the Town and the developer.

- Assess and evaluate sources that fund visitor infrastructure and service impacts - water, transportation, etc. - with restaurant and retail taxes and short-term (< 30-day), hotel and RV site rental taxes.

Goal #3: The Town is fiscally responsible, ensuring financial stability for the future.

Strategies:

- Assess the impact and benefits of attracting and retaining industries or companies to support a diverse and stable tax base.
- Continue updating development fee schedules to ensure a fair share of expenses are recovered.
- Proactively research and secure private, federal and state funding opportunities through grants.
- Identify fees and other revenue sources to fund operational expansion, growth-related costs, and new facilities.
- Utilize the Capital Improvements Plan (CIP) to prioritize services and allocate resources effectively, with annual review and updates.
- Monitor the costs and benefits of development projects to assess their impact on the Town's overall fiscal health.

Goal #4: The Town values and supports partnerships that help maintain well-funded, well-maintained infrastructure and services for all current and future property owners, users, and residents.

Strategies:

- Identify opportunities to collaborate with stakeholders to provide infrastructure and services that benefit the broader community, such as parks, schools, park-and-ride facilities, and transportation.
- Partner with private development to maximize capital projects funded through bonds or in-lieu contributions.
- Explore regional collaboration and resource-sharing opportunities with neighboring jurisdictions and service providers to enhance efficiency, reduce costs, and improve service capabilities.
- Promote and participate in public-public and public-private partnerships for shared-use facilities and shared-infrastructure development.

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**Meeting Date:** July 9, 2025**Agenda Item Type:**

- | | | |
|--|---|--|
| ☐ Consent Agenda | ☐ Informational Presentation | ☐ Discussion Item |
| ☒ Action/Decision Item | ☐ Executive Session Request | ☐ Other: |

Requesting Department: Community Development**Staff Resource:** Town Manager / Interim Community Development Director Miranda Fisher**Agenda Title:** Discussion, consideration and possible approval of a full-time Administrative Assistant for Community Development.**Attached Documents:**

- Administrative Assistant Job Description
- Weekly Activity Report

Estimated Presentation Time: 5 minutes**Estimated Discussion Time:** 10 minutes**Reviewed By:**

- | | | | | |
|--|--------------------------------|--|----------------------------------|---------------------------------|
| ☒ Town Manager | ☐ Legal | ☐ Risk Management | ☐ Finance | ☐ Other: |
|--|--------------------------------|--|----------------------------------|---------------------------------|

Financial Review (if applicable):

- Funding Source / GL Account Number: Community Development Salaries
- Approved in the FY25 Budget? ☒ Yes ☐ No ☐ N/A ☐ Other:
- Is this an approved CIP Project? ☐ Yes ☐ No ☒ N/A ☐ Other:

Background Information:

Over the years, there have been ongoing discussions about the need for a second Code Enforcement Officer within the Community Development Department. After serving as Interim Community Development Director for nearly a year, Town Manager Miranda Fisher has had the opportunity to closely assess the department's workflows and staffing needs. Based on that evaluation, Manager Fisher determined that an additional Code Enforcement Officer is not needed at this time. Instead, she recommended hiring a full-time Administrative Assistant to better support the department.

On April 2, 2025, Town Council approved the temporary hiring of an Administrative Assistant to test this approach. Amanda Honwyte was hired on May 27, 2025, and over the past six weeks has proven instrumental in improving operations across the department.

Administrative Assistant Honwyte has helped streamline code enforcement processes, allowing Code Enforcement Officer Jessica Bolton to spend more time in the field while Honwyte manages recordkeeping in GovWell and organizes civil hearings. She has also provided valuable support to the Planning Division by reviewing and organizing use permits (scheduled to be presented to Council in the fall) and assisting the Building Division with records retention and digitization efforts.



Town Council Agenda Information Memorandum

Honwytewa's temporary assignment is set to conclude at the end of August. Given the demonstrated value of this position, staff recommends posting the permanent Administrative Assistant position now to allow for cross-training and ensure continuity of the excellent progress made by Honwytewa. This position was included as a full-time, permanent role in the FY27 budget approved by Town Council on July 2, 2025.

Connection to the [FY25-FY30 Strategic Plan](#)

By hiring an Administrative Assistant instead of adding a second Code Enforcement Officer, the Town is demonstrating Effective Governance through fiscally responsible decision-making and a commitment to innovative, data-driven staffing solutions.

Question(s) before the Council:

- Does the Council approve hiring a full-time, permanent Administrative Assistant for Community Development?

Proposed Motion:

I move to **APPROVE** hiring a full-time, permanent Administrative Assistant for Community Development.

OR

I move to **DENY** hiring a full-time, permanent Administrative Assistant for Community Development.



ADMINISTRATIVE ASSISTANT

Department:	Various	Revised Date:	January 2020
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GENERAL PURPOSE: Under general supervision, performs a wide variety of administrative and office support functions of a highly responsible nature in relieving a Department head and other staff of administrative and technical activities and customer service duties.

PRIMARY DUTIES AND RESPONSIBILITIES:

*The following duties **ARE NOT** intended to serve as a comprehensive list of all duties performed by all employees in this classification, only a representative summary of the primary duties and responsibilities. Incumbent(s) may not be required to perform all duties listed and may be required to perform additional, position-specific duties.*

- Oversees Department administrative workflow; depending on area of assignment, applies specific knowledge of policies and procedures in order to organize and coordinate work, and relieve the Department Director and staff of routine administrative detail; applies judgment to resolving problems, analyzing data, and making decisions.
- Composes correspondence and other documents on a wide variety of subjects requiring knowledge of the procedures and policies of the assigned Department; creates, edits and processes technical documents and other communications; maintains department files and database; collects and compiles statistical data; updates manual and computer records and tracking systems; creates management reports; coordinates special projects and assignments; may administer grants and process employee time reports.
- Maintains technical and administrative files; researches files and computer databases; provides advice and assistance to Department staff on compliance with laws, rules and regulations; coordinates office activities, prioritizes and develop schedules in order to meet critical deadlines; maintains departmental calendars and schedules for Department staff; coordinates and arranges meetings; reserves and arranges facilities; prepares agenda packets for Town Council and committee meetings; coordinates staff travel arrangements.
- Provides information and assistance to visitors and customers; provides customer services and resolves complex customer service issues; resolves problems within scope of authority; screens and routes calls to appropriate individuals, takes and delivers messages.
- Receives and processes invoices, statements, and payment vouchers; monitors and evaluates expenditures and budget; orders supplies, materials and equipment, and maintains inventory.
- Responsible for maintenance and supplies of printer and postage machine.
- Distribution of incoming mail for all departments and council
- Maintains the absolute confidentiality of all records and information.
- Performs other related duties as assigned or required.

MANAGERIAL RESPONSIBILITIES:

None.

Job Description

MINIMUM QUALIFICATIONS:

Education and Experience:

High school diploma or GED equivalent; AND two year's office support and computer experience; OR an equivalent combination of education and experience.

Required Licenses or Certifications:

- Must possess State of Arizona Driver's license.
- Additional technical certifications and training may be required for some incumbents in this job class.

PREFERRED QUALIFICATIONS

Knowledge of:

- Town policies and procedures.
- Policies, procedures, regulations, operations, and services of the assigned Department.
- Office administration processes and procedures, including accounting, budgeting and purchasing.
- Customer service standards and protocols.
- Record keeping and file maintenance principles and procedures.

Skill in:

- Using initiative and independent judgment within established procedural guidelines.
- Interpreting a variety of technical instructions and program requirements.
- Assessing and prioritizing multiple tasks, projects and demands.
- Entering information into a computer system with speed and accuracy, and maintaining electronic records, files and databases.
- Preparing and writing reports and business correspondence.
- Operating standard office equipment, and a personal computer utilizing standard software.
- Establishing and maintaining effective working relationships with co-workers and the public.
- Providing effective customer service and dealing tactfully and courteously with the public.
- Communicating clearly and concisely, both verbally and in writing.

Physical Demands / Work Environment:

The physical demands described here are representative of those that must be met by an employee to successfully perform the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions. This classification involves work that requires:

- Work is performed in a standard office environment, with normal office noise.
- Physical demands may include sitting for extended periods of time and typing.
- Employee is regularly required to talk or hear. The employee is frequently required to sit; stand; walk; use hands to finger, handle or feel; and reach with hands and arms.
- Employee must occasionally lift and move up to 25 pounds.
- Specific vision abilities required by this job include close vision, distance vision, color vision, peripheral vision, depth perception and ability to adjust focus.

This job description does not constitute an employment agreement between the employer and employee and is subject to change by the employer as the needs of the Town and requirements of the job may change.

FLSA: Non-Exempt

Salary Range: 31

WEEKLY UPDATE REPORT

(June 11th – July 2nd)

Submitted By: Amanda Honwyte
Community Development Admin Assistant

Highlights:

- Continued to receive Code Enforcement in-office and field training
 - Investigations, inspection reports, and civil hearing process
- Attended Coffee with a Cop for Code Enforcement Presentation
- Attended Weekly Building Division Meetings
- Received Phone and Customer Service Training
- Assigned New Task working on Use Permits

Tasks Completed:

- Logged 32 Code Case Inspection Reports in GovWell
- Created 3 Civil Hearing Complaints and 2 Notice of Violation Letters
- Retention & Digitization 24 parcel files completed
- Investigated 18 Use Permits

Upcoming:

- Code Enforcement Civil Hearing July 16th (3 cases)

Goals:

- Continue to review P&Z Ordinance and Town Code (twice/weekly)
- Continue to learn code sections and assist with Code Violation Notices
- Become familiar with building permit process

WEEKLY UPDATE REPORT

(June 2nd – June 10th)

Submitted By: Amanda Honwytewa
Community Development Admin Assistant

Highlights:

- Received Code Enforcement in-office and field training
 - Investigations, inspection reports, and civil hearing process
- Reviewed Code Enforcement Administrative Policies
- Attended Building Division Meetings
 - Constitutional Law & Building Inspections, Civil Rights
- Attended Safety Orientation
- Learned Retention & Digitization Process
- Received GovWell one-on-one training

Tasks Completed:

- Logged 11 Code Case Inspection Reports in GovWell
- Digitized 7 parcel files and logged destruction inventory

Upcoming:

- Coffee with a Cop
- Active Use Permit Meeting
- Planning & Zoning Ordinance Review
- Phone System and Customer Service Training

Goals:

- Review P&Z Ordinance and Town Code (30-60 minutes/daily)
- Learn code sections and how to generate Violation notices



Town Council

Agenda Information Memorandum

Meeting Date: July 9, 2025

Agenda Item Type:

- ☐ Consent Agenda ☐ Informational Presentation ☒ Discussion Item
☐ Action/Decision Item ☐ Executive Session Request ☐ Other:

Requesting Department: Town Manager

Staff Resource: Town Manager Miranda Fisher

Agenda Title: Discussion and consideration of amending the established hours for Town public facilities

Attached Documents:

- Resolution 2025-1188
- Resolution 2024-1154

Estimated Presentation Time: 5 minutes

Estimated Discussion Time: 15 minutes

Reviewed By:

- ☒ Town Manager ☐ Legal ☐ Risk Management ☐ Finance ☐ Other:

Financial Review (if applicable): N/A

- Funding Source / GL Account Number:
- Approved in the FY25 Budget? ☐ Yes ☐ No ☒ N/A ☐ Other:
- Is this an approved CIP Project? ☐ Yes ☐ No ☒ N/A ☐ Other:

Background Information:

Pursuant to Town Code §2-3-1, the Camp Verde Town Council is responsible for establishing the hours of operation for all Town offices by resolution at its first meeting in January or as soon as practicable thereafter. On December 4, 2024, Council adopted Resolution 2024-1154, which established the official hours of operation for Town facilities in calendar year 2025. During that meeting, Town Manager Miranda Fisher noted her interest in revisiting office hours in the future.

After further review and benchmarking against other jurisdictions, Town staff recommends transitioning to a Monday through Thursday, 7:00 a.m. to 6:00 p.m. operating schedule, effective August 4, 2025, for the following divisions:

- Administrative Offices
- Community Development
- Municipal Court
- Parks & Recreation
- Public Works

The hours would be 7:00 a.m. to 6:00 p.m. to accommodate the required mealtimes and breaks. Employees would only work 40 hours within the week still (10 hours per day).



Town Council Agenda Information Memorandum

This transition is consistent with a growing trend among municipalities that have successfully adopted a four-day workweek, citing improved operational efficiency, increased employee morale, better work-life balance, and continued or enhanced public service delivery.

The current Friday schedule (open for just four hours) offers limited value to the public and has become increasingly impractical. With schools closed and very few residents visiting, Fridays are typically quiet. While the Town flexes staff schedules to avoid additional costs, staying open for such a short window doesn't make much sense. It's disruptive to the workweek, hard to staff, and provides little benefit to the community.

The recommended effective date for the new schedule is August 4, 2025, which aligns with the start of the school year. This timing helps support working parents by providing more consistent and predictable service hours during the week.

Benefits of the Proposed Schedule Include:

- **Improved Efficiency:** Full 10-hour days allow staff to focus on delivering consistent, high-quality services with fewer interruptions.
- **Employee Recruitment and Retention:** A compressed workweek is a highly desirable benefit and supports staff wellness, morale, and retention in a competitive labor market.
- **Cost Savings:** Reducing the number of days Town facilities are fully operational will result in savings on utilities, custodial services, and facility wear-and-tear.
- **Consistency:** Establishing a standardized schedule provides clarity for both the public and staff, eliminating confusion around shortened Friday hours.

This recommendation is both practical and responsive to evolving workforce trends and community expectations. Staff believes that shifting to a four-day workweek will lead to improved outcomes for both internal operations and public-facing services.

It is also important to note that the Camp Verde Community Library is currently conducting an analysis of its usage data and programming needs. As a result, staff may return with a separate recommendation specific to the library's operating hours at a later date to ensure alignment with user demand and programmatic priorities.

Attached for Council consideration is a draft resolution amending the previously adopted hours of operation in accordance with this proposal.

Question(s) before the Council:

- Does Council have any questions for staff?
- Would Council support closing on Friday's for the departments listed?

Proposed Motion:



Town Council Agenda Information Memorandum

I move to **APPROVE** Resolution 2025-1188, a Resolution of the Mayor and Common Council of the Town of Camp Verde, Yavapai County, Arizona, amending the established hours of operation, superseding Resolution 2024-1154.

OR

I move to **APPROVE** Resolution 2025-1188, a Resolution of the Mayor and Common Council of the Town of Camp Verde, Yavapai County, Arizona, amending the established hours of operation, superseding Resolution 2024-1154 **with the following changes...**

OR

I move to **DENY** Resolution 2025-1188.



RESOLUTION 2025-1188

A RESOLUTION OF THE MAYOR AND COMMON COUNCIL OF THE TOWN OF CAMP VERDE, YAVAPAI COUNTY, ARIZONA, AMENDING THE ESTABLISHED HOURS OF OPERATIONS, SUPERSEDING RESOLUTION 2024-1154.

WHEREAS, it is in the best interest of the Town to inform all citizens of the hours of operation of all public facilities; and

WHEREAS, Town Code, 2-3-1 States that at the first meeting in January, or as soon as practicable, Council shall set by Resolution, the hours of operation for all Town Offices.

WHEREAS, there is a desire to amend the current hours of operation to better reflect community needs, align with school schedules, improve service delivery, and support staff efficiency and well-being.

NOW THEREFORE, the Mayor and Common Council of the Town of Camp Verde do hereby resolve to establish the following Hours of Operation for all Town Offices, and staff as follows:

Hours of Operation		
Administration Offices	Monday – Thursday	7:00 a.m.-6:00 p.m.
Municipal Court	Monday – Thursday	7:00 a.m.-6:00 p.m.
Community Development	Monday – Thursday	7:00 a.m.-6:00 p.m.
Parks & Recreation	Monday – Thursday	7:00 a.m.-6:00 p.m.
Swimming Pool	Monday – Saturday	Opening/Closing Dates to be Announced
Public Works	Monday – Thursday	7:00 a.m.-6:00 p.m.
Animal Control	Monday – Friday	8: 00 a.m. – 5:00 p.m.
Marshal's Office Lobby	Monday –Friday	7:00 a.m. - 5: 00 p.m.
Marshal's Office – Deputies/Dispatch	24 Hours per Day	24 Hours per Day
Library	Monday – Thursday	8:00 a.m. – 7:00 p.m.
Library	Friday-Saturday	9:00 a.m. – 5:00 p.m.
Library	Sunday	Closed

Passed and approved by a majority vote of the Common Council at the Regular Session of July 9, 2025.

Marie Moore, Mayor

Attest:

Approved as to form:

Leah Rhodes, Town Clerk

Town Attorney



RESOLUTION 2024-1154

A RESOLUTION OF THE MAYOR AND COMMON COUNCIL OF THE TOWN OF CAMP VERDE, YAVAPAI COUNTY, ARIZONA, ESTABLISHING HOURS OF OPERATIONS, SUPERSEDING RESOLUTUION 2023-1129.

WHEREAS, it is in the best interest of the Town to inform all citizens of the hours of operation of all public facilities; and

WHEREAS, Town Code, 2-3-1 States that at the first meeting in January, or as soon as practicable, Council shall set by Resolution, the hours of operation for all Town Offices.

NOW THEREFORE, the Mayor and Common Council of the Town of Camp Verde do hereby resolve to establish the following Hours of Operation and Holiday Schedule for all Town Offices, and staff as follows:

Hours of Operation		
Administration Offices	Monday – Thursday	7:00 a.m.-5:00 p.m. Friday 7:00 a.m. to 11:00 a.m.
Municipal Court	Monday – Thursday	7:00 a.m.-5:00 p.m. Friday 7:00 a.m. to 11:00 a.m.
Community Development	Monday – Thursday	7:00 a.m.-5:00 p.m. Friday 7:00 a.m. to 11:00 a.m.
Parks & Recreation	Monday – Thursday	7:00 a.m.-5:00 p.m. Friday 7:00 a.m. to 11:00 a.m.
Swimming Pool	Monday – Saturday	Opening/Closing Dates to be Announced
Public Works	Monday – Thursday	7:00 a.m.-5:00 p.m. Friday 7:00 a.m. to 11:00 a.m.
Animal Control	Monday - Friday	8: 00 a.m. – 5:00 p.m.
Marshal's Office Lobby	Monday –Friday	7:00 a.m. - 5: 00 p.m.
Marshal's Office – Deputies/Dispatch	24 Hours per Day	24 Hours per Day
Library	Monday – Thursday	8:00 a.m. – 7:00 p.m.
Library	Friday-Saturday	9:00 a.m. – 5:00 p.m.
Library	Sunday	Closed

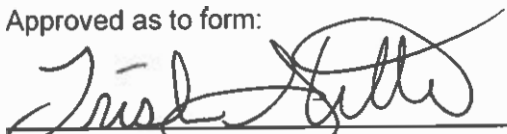
Passed and approved by a majority vote of the Common Council at the Regular Session of December 4, 2024.


Dee Jenkins, Mayor

Attest:


Leah Rhodes, Town Clerk

Approved as to form:


Trish Stuhan, Town Attorney