



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, OCTOBER 8, 2025 at 6:00 P.M.
ZOOM MEETING LINK:
<https://us02web.zoom.us/j/85987953942?pwd=59X6KaKDJyf91PMRKnYay8bf9DhXu7.1>
one Tap Mobile: 1-253-215-8782 or 1-346-248-7799
Meeting ID: 859 8795 3942
Passcode: 723785**

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, Patricia 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) **Approval of the Minutes:**
 - 1) Work Session – September 11, 2025 at 5:00 p.m. Pg. 5
 - 2) Special Session (Public Portion) – September 24, 2025 at 5:00 p.m. Pg. 9
 - 3) Special Session – September 24, 2025 at 6:00 p.m. Pg. 11
 - b) **Set Next Meeting, Date and Time:**
 - 1) Regular Session – October 15, 2025 at 6:00 p.m. – Cancelled
 - 2) Work Session – November 3, 2025 at 5:00 p.m.
 - 3) Work Session – November 5, 2025 at 5:00 p.m.
 - 4) Regular Session – November 5, 2025 at 6:00 p.m.
 - 5) Special Session – November 6, 2025 at 5:00 p.m.
 - 6) Regular Session – November 19, 2025 at 6:00 p.m.
 - c) **Approval of budget adjustment BAFY26-04 allowing staff to utilize up to \$50,000 of grant reimbursements from the Northern Arizona Good Jobs Network Phase Three grant through Local First Arizona as assigned funds for workforce, business, tourism, and economic development expenses as listed in the budget adjustment within the Restricted Use Fund. Staff Resource: Economic Development Director Molly Davies. Pg. 19**

5. **Call to the Public for items not on the Agenda. (Please complete Request to Speak Card and turn in to the Clerk.)** Residents are encouraged to comment about any matter NOT included on the agenda. State law prevents the Council from taking any action on items not on the agenda. At the conclusion of an open call to the public, individual members of the public body may respond to criticism made by those who have addressed the public body, may ask staff to review a matter or may ask that a matter be put on a future agenda. However, members of the public body shall not discuss or take legal action on matters raised during an open call to the public unless the matters are properly noticed for discussion and legal action. (Pursuant to ARS §38-431.01(H))
6. **Summary of Current Events.** The Town Council and the Town Manager may provide brief summaries of current events and activities. These summaries are strictly for informing the public of such events and activities. The Council will not propose, discuss, deliberate or take action on any such item, except that an individual Council member may request that the item be placed on a future agenda. Summaries may include committee meetings that Council members attend. The Committees are: Copper Canyon Fire & Medical District, Yavapai College Governing Board, Yavapai-Apache Nation, Intergovernmental Association, NACOG Regional Council, Verde Valley Regional Economic Organization (VVREO), League Resolutions Committee, Arizona Municipal Risk Retention Pool, Verde Valley Transportation Org, Verde Valley Transit Committee, Verde Valley Water Users, Verde Valley Homeless Coalition, Verde Front, Verde Valley Steering Committee of MAT Force, Public Safety Personnel Retirement Board, Sustaining Flows, Earth Day, Camp Verde School District, Friends of the Verde River and Verde Valley Housing Advisory Committee.
7. **Special Announcements and Presentations.** All presentations are limited to 15-minutes.
- **Proclamation declaring the month of October 2025 as Domestic Violence Awareness Month.** Staff Resource: Town Clerk Leah Rhodes. Pg. 23
 - **Proclamation declaring the month of October 2025 as Fort Verde State Historic Park Month.** Staff Resource: Town Clerk Leah Rhodes. Pg. 25
 - **Proclamation declaring October 13, 2025 as the United States Navy's 250th Birthday.** Staff Resource: Town Clerk Leah Rhodes. Pg. 27
 - **Presentation on retail recruitment efforts by Retail Coach, LLC.** Staff Resource: Economic Development Specialist Dave Meyers. Pg. 29
 - **Presentation of the draft 2026 General Plan.** Staff Resource: Town Manager Miranda Fisher. Pg. 49
8. **Discussion, consideration, and possible action to approve staff to submit a Water Supply Development Revolving Fund Application to the Water Infrastructure Finance Authority of Arizona in an amount of \$2,050,000 in partnership with the Friends of the Verde River for the Bradshaw Haven Project.** Staff Resource: Town Manager Miranda Fisher. Pg. 229

9. **Discussion, consideration, and possible approval of awarding the Request for Proposal #2025 – 213 for a Development Impact Fee Study to Willdan Financial Services, with a contract amount not to exceed \$100,000.** Staff Resource: Town Manager Miranda Fisher. Pg. 241
10. **Discussion, consideration and possible approval for the Town Finance Director to make changes to the Town's Finance Operations Guide, per the attached updated document.** Staff Resource: Finance Director Michael Showers and Town Manager Miranda Fisher. Pg. 311
11. **An executive session pursuant to A.R.S. § 38-431.03(A)(1) for discussion or consideration of employment, assignment, appointment, promotion, demotion, dismissal, salaries, disciplining or resignation of a public officer, appointee or employee of any public body. The purpose of the executive session is to consider a complaint against Town Manager Miranda Fisher.** Resource: Town Attorney Trish Stuhan.
12. **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 October 2, 2025 at 6:00 p.m. in accordance with the statement filed by the Camp Verde Town Council with the Town Clerk

Leah Rhodes

Leah Rhodes, Town Clerk

[Page intentionally left blank]



DRAFT MINUTES
TOWN OF CAMP VERDE
WORK SESSION
MAYOR AND COUNCIL
473 S. MAIN STREET, SUITE 106 WEDNESDAY,
SEPTEMBER 11, 2025 at 5:00 P.M.

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

1. Call to Order

Mayor Moore called the meeting to order at 5:00 p.m.

2. Roll Call.

Councilor Brian Bolton, Councilor Robert Foreman, Councilor Robin Godwin, Councilor Jessie Murdock, Councilor Patricia Seybold, Vice Mayor Wendy Escoffier, and Mayor Marie Moore.

Also Present

Town Manager Miranda Fisher, Town Clerk Leah Rhodes and Administrative Clerk Laura Keesler.

3. Pledge of Allegiance

Councilor Bolton led the Pledge

4. Discussion, consideration and possible approval of Contract #2025-214 with Adam and Wendt for professional environmental services to conduct required sampling and oversight of material removal of the sludge lagoons at the Wastewater Treatment Plant not to exceed \$100,000. Staff Resource: Utilities Director Jeff Low & Town Manager Miranda Fisher.

Utilities Director Jeff Low discussed the Town's existing sludge drying beds and compliance with Arizona Department of Environmental Quality (ADEQ) standards. Director Low explained the services Adam and Wendt will be providing under the contract.

Town Manager Fisher and Utilities Director Jeff Low answered questions from the Council.

On a **motion** made by Councilor Murdock, seconded by Vice Mayor Escoffier, the council moved to approve #2025-214 with Adam and Wendt for professional environmental services to conduct required sampling and oversight of material removal of the sludge lagoons at the Wastewater Treatment Plant not to exceed \$100,000.

Roll Call Vote:

Councilor Bolton: aye
Councilor Seybold: aye
Councilor Foreman: aye
Councilor Murdock: aye
Councilor Godwin: aye
Vice Mayor Escoffier: aye
Mayor Moore: aye

Motion Carried 7-0.

- 5. Discussion, consideration and possible direction regarding the Town's proposal to the Camp Verde Unified School District Board for the acquisition of a portion of 290 West Apache Trail where the Camp Verde pool and skate park are located.** Staff Resource: Town Manager Miranda Fisher.

Town Manager Fisher reviewed the draft letter prepared in response to CVUSD's request. Manager Fisher explained the purpose of the review was to ensure that the draft letter fully reflects Council's priorities and intent. Council provided feedback to staff on the letter.

Councilor Godwin left the meeting at 5:25 p.m.

Councilor Godwin joined the meeting at 5:27 p.m.

Key points from the discussion included Council's strong preference to own the land outright, while remaining open to a long-term lease agreement if necessary to ensure the pool remains available to the community. Both the Council and School Board agreed on the need to establish a new, updated Intergovernmental Agreement.

Town Manager Fisher and CIP Manager Smith responded to questions from the Council.

Council directed staff to amend the letter to provide more precise information on the Town's financial investment in the pool since its construction, as well as cost estimates for potential interim repairs. In addition, Council directed staff to compile a survey to obtain more information from the community regarding where they'd like to see a pool (ie: Sports Complex vs. Heritage Pool site).

6. Adjournment

Mayor Moore adjourned the meeting at 6:30 p.m.

Mayor Marie Moore

Attest: Laura Keesler Administrative Clerk

CERTIFICATION

I, Administrative Clerk Laura Keesler, hereby certify that the foregoing Minutes are a true and accurate accounting of the discussions of the Mayor and Common Council of the Town of Camp Verde during the Work Session of the Town Council of Camp Verde, Arizona, held on September 11, 2025. I further certify that the meeting was duly called and held, and that a quorum was present.

Dated this _____ day of _____ 2025

[Page intentionally left blank]



DRAFT MINUTES
TOWN OF CAMP VERDE
SPECIAL SESSION (PUBLIC PORTION)
MAYOR AND COUNCIL
473 S. MAIN STREET, SUITE 106
WEDNESDAY, SEPTEMBER 24, 2025 at 5:00 P.M.

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

1. Call to Order

Mayor Moore called the meeting to order at 5:00 p.m.

2. Roll Call.

Councilor Brian Bolton, Councilor Robert Foreman, Councilor Robin Godwin (participated via Zoom), Councilor Jessie Murdock, Councilor Patricia Seybold, Vice Mayor Wendy Escoffier, and Mayor Marie Moore.

Also Present

Town Manager Miranda Fisher, Town Attorney Trish Stuhan and Town Clerk Leah Rhodes, Utilities Director Jeff Low, Town Engineer Bruce Connolly, Wastewater Division Manager Chet Teague, as well as Greg Dozer, Senior Geologist, Adams and Wendt, Inc., and Rob Bryant, Consultant Engineer, Waterworks Engineers.

3. Pledge of Allegiance

Councilor Bolton led the Pledge.

Mayor Moore read agenda items 4 and 5.

A **motion** was made to go into Executive Session for Items 4 at 4:17p.m. by Vice Mayor Escoffier and was seconded by Councilor Seybold.

Roll Call Vote:

Mayor Moore: aye

Councilor Bolton: aye

Vice Mayor Escoffier: aye

Councilor Foreman: aye

Councilor Godwin: aye

Councilor: Murdock: aye

Councilor Seybold: aye

Motion Carried 7-0.

4. 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

with regards to Arizona Department of Environmental Quality Consent Order WS-05-23. Staff Resource: Town Manager Miranda Fisher and Utilities Director Jeff Low.

5. **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.** Resource: Town Attorney Trish Stuhan.

The Council reconvened the Special Session at 6:57 p.m.

Mayor Moore stated that no action was taken on Agenda Items 4 and 5.

6. **Adjournment**

Mayor Moore adjourned the meeting at 6:58 p.m.

Mayor Marie Moore

Attest: Town Clerk Leah Rhodes

CERTIFICATION

I, Town Clerk Jadie Edwards, hereby certify that the foregoing Minutes are a true and accurate accounting of the actions of the Mayor and Common Council of the Town of Camp Verde during the Special Session of the Town Council of Camp Verde, Arizona, held on September 24, 2025. I further certify that the meeting was duly called and held, and that a quorum was present.

Dated this _____ day of _____, 2025.

Leah Rhodes, Town Clerk



DRAFT MINUTES
TOWN OF CAMP VERDE
SPECIAL SESSION
MAYOR AND COUNCIL
473 S. MAIN STREET, SUITE 106
WEDNESDAY, SEPTEMBER 24, 2025 at 6:00 P.M.

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

1. Call to Order

Mayor Moore called the meeting to order at 6:01 p.m.

2. Roll Call.

Councilor Brian Bolton, Councilor Robert Foreman, Councilor Robin Godwin (participated via Zoom at 6:05p.m.), Councilor Jessie Murdock, Councilor Patricia Seybold, Vice Mayor Wendy Escoffier and Mayor Marie Moore.

Also Present

Town Manager Miranda Fisher, Town Attorney Trish Stuhan, and Town Clerk Leah Rhodes.

Mayor Marie Moore recessed the meeting for a break at 6:02 p.m. and resumed the meeting at 6:07 p.m.

3. Pledge of Allegiance

Vice Mayor Escoffier led the Pledge.

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) Approval of the Minutes:

- 1) Special Session (Public Portion) – August 27, 2025 at 4:15 p.m.
- 2) Work Session – August 27, 2025 at 5:00 p.m.
- 3) Work Session – September 3, 2025 at 5:00 p.m.
- 4) Regular Session – September 3, 2025 at 6:00 p.m.

b) Set Next Meeting, Date and Time:

- 1) Special Session – October 8, 2025 at 6:00 p.m.
- 2) Regular Session – October 15, 2025 at 6:00 p.m.
- 3) Work Session – November 5, 2025 at 5:00 p.m.
- 4) Regular Session – November 5, 2026 at 6:00 p.m. Mayor Moore

announced the date should read November 5, 2025.

c) **Consideration and possible approval of Resolution 2025-1193 to enter into an Intergovernmental Agreement with the Yavapai County Flood Control District for financial contributions from the District to the Town for Fiscal Year 2025-2026.** Staff Resource: Utilities Director Jeff Low.

d) **Consideration and ratification of the patrol vehicle CIP allocation adjustment from \$180,000 to \$194,930.57.** Staff Resource: Acting Town Marshal Dan Jacobs.

On a **motion** made by Vice Mayor Escoffier, seconded by Councilor Seybold, the Council **moved to approve** the consent agenda, noting changes to the August 27, 2025 Work Session meeting minutes and the September 3, 2025 Regular Session meeting minutes.

Roll Call Vote:

Councilor Bolton: aye
Councilor Seybold: aye
Councilor Foreman: aye
Councilor Murdock: aye
Councilor Godwin: aye
Vice Mayor Escoffier: aye
Mayor Moore: aye

Motion Carried 7-0.

5. **Call to the Public for items not on the Agenda. (Please complete Request to Speak Card and turn in to the Clerk.)** Residents are encouraged to comment about any matter NOT included on the agenda. State law prevents the Council from taking any action on items not on the agenda. At the conclusion of an open call to the public, individual members of the public body may respond to criticism made by those who have addressed the public body, may ask staff to review a matter or may ask that a matter be put on a future agenda. However, members of the public body shall not discuss or take legal action on matters raised during an open call to the public unless the matters are properly noticed for discussion and legal action. (Pursuant to ARS §38-431.01(H))

There were no speaker cards.

6. **Summary of Current Events.** The Town Council and the Town Manager may provide brief summaries of current events and activities. These summaries are strictly for informing the public of such events and activities. The Council will not propose, discuss, deliberate or take action on any such item, except that an individual Council member may request that the item be placed on a future agenda. Summaries may include committee meetings that Council members attend. The Committees are: Copper Canyon Fire & Medical District, Yavapai College Governing Board, Yavapai-Apache Nation, Intergovernmental Association, NACOG Regional Council, Verde Valley Regional Economic Organization (VVREO), League Resolutions Committee, Arizona Municipal Risk Retention Pool, Verde Valley Transportation Org, Verde Valley Transit Committee, Verde Valley Water Users, Verde Valley Homeless Coalition, Verde Front, Verde Valley Steering Committee of MAT Force, Public Safety Personnel Retirement Board,

Sustaining Flows, Earth Day, Camp Verde School District, Friends of the Verde River and Verde Valley Housing Advisory Committee.

The Mayor, Council and Town Manager reported on current events. Town Manager Fisher announced a special guest in the audience Cameron Bowski from Matix Design Group, who is working on the Town's Facilities Master Plan.

7. Special Announcements and Presentations. All presentations are limited to 15-minutes.

- **Administration of Oath of Office of Newly Hired Town Employees.** Staff Resource: Town Clerk Leah Rhodes.

Town Clerk Leah Rhodes swore in newly hired employees: Peace Officer Jason Bitterman, Administrative Assistant Marisa Carrara and Water Division Foreman Christopher Rosas.

- **Parks and Recreation Commission Quarter Two 2025 Update.** Resource: Parks and Recreation Commission Chair Dave Grondin.

Parks and Recreation Commission Chair Grondin presented the Quarter Two updates from the Parks and Recreation Commission to the Council.

- **Presentation of General Plan Draft Elements: Transportation & Circulation, Open Space, Outdoor Recreation, Trails, Environment & Land Use, Water Resources, and Historical.** Staff Resource: Town Manager Miranda Fisher.

Town Manager Fisher reviewed the draft elements with Council. Town Manager Fisher stated that on October 8, 2025 Town Council meeting the final draft of the General Plan will be presented to Council.

- **Presentation of the FY26 Strategic Plan Action Plan Quarterly Update.** Staff Resource: Town Manager Miranda Fisher.

Town Manager Fisher provided an update on the progress made for each of the "Year Two (FY26) Action Plan" goals and priorities.

8. Public Hearing: Discussion, consideration and possible approval of a recommendation to the Arizona Department of Liquor Licenses and Control regarding an application for a Series 10, Beer and Wine Store Liquor License for Dollar General, located at 1000 W. Finnie Flat Road, Camp Verde, Arizona, 86322. Staff Resource: Town Clerk Leah Rhodes.

Staff Comments: Town Clerk Leah Rhodes provided a summary of the liquor license application.

Applicant Comments: Applicant Elmer Carrera explained that the application is before the Council because the original building was destroyed by fire two years ago, and the

property has since been assigned a new business address.

Open Public Hearing: Mayor Moore opened the public hearing at 6:47 p.m. and there were no speakers.

Close Public Hearing: Mayor Moore closed the public hearing at 6:47 p.m.

Council Discussion: There was no discussion.

Vice Mayor Escoffier left the meeting at 6:45 p.m. and returned at 6:53 p.m.

On a **motion** made by Councilor Murdock, seconded by Councilor Foreman, the Council **moved to approve** submitting to the Arizona Department of Liquor License and Control a recommendation of approval for a Series 10, Beer and Wine Store Liquor License for the Dollar General Store, located at 1000 W. Finnie Flat Road, Camp Verde, Arizona, 86322.

Roll Call Vote:

Councilor Bolton: aye

Councilor Seybold: aye

Councilor Foreman: aye

Councilor Murdock: aye

Councilor Godwin: aye

Vice Mayor Escoffier: absent

Mayor Moore: aye

Motion Carried 6-0.

9. **Discussion, consideration, and possible award of bid to Western Liner for the purchase of the proposed irrigation pond liner for the Sports Complex in the amount of \$89,906.29, rescinding the previous contract award to Western Liner in the amount of \$34,300.** Staff Resource: CIP Manager Martin Smith.

CIP Manager Smith provided an overview of the purchase of an irrigation pond liner for the Sports Complex. The irrigation improvement plans have been revised to enhance system efficiency and reduction in overall project costs. The updated design relocates the reclaimed water storage to a new retention pond for improved efficiency, easier maintenance and scalability.

Town Manager Fisher and CIP Manager Smith responded to questions from the Council.

On a **motion** made by Councilor Murdock, seconded by Vice Mayor Escoffier, the Council **moved to rescind** the previous contract award to Western Liner in the amount of \$34,300 and award a new bid for purchase of the proposed irrigation pond liner to Western Liner in the amount of \$89,906.29.

Roll Call Vote:

Councilor Bolton: aye

Councilor Seybold: aye

Councilor Foreman: aye

Councilor Murdock: aye

Councilor Godwin: aye
Vice Mayor Escoffier: aye
Mayor Moore: aye
Motion Carried 7-0.

- 10. Discussion, consideration, and possible approval of professional services contracts for the attached list of consultants for on-call professional services as needed for fiscal years 2025 – 2030.** Staff Resource: Utilities Director Jeff Low.

Utilities Director Low presented an overview of the list of consultants for On-Call Professional Services. Instead of providing individual contracts for each firm, a sample On-Call Professional Services Contract was submitted to the Council for approval. The contract will be used, as needed, to engage professional services for specific projects during Fiscal Years 2025–2030.

Town Manager Fisher, Town Attorney Stuhan, Utilities Director Low and Finance Director Showers responded to questions and concerns from the Council.

On a **motion** made by Councilor Murdock, seconded by Councilor Foreman, the Council **moved to approve** for the Town of Camp Verde On-Call Professional Services Contracts for the attached list of consultants for on-call professional services as needed for Fiscal Years 2025 – 2030.

Roll Call Vote:

Councilor Bolton: aye
Councilor Seybold: aye
Councilor Foreman: aye
Councilor Murdock: aye
Councilor Godwin: aye
Vice Mayor Escoffier: aye
Mayor Moore: aye
Motion Carried 7-0.

- 11. Discussion, consideration, and possible approval for the Town Finance Director to make changes to the Town's Finance Operations Guide as presented.** Staff Resource: Finance Director Michael Showers.

Town Manager Fisher stated the Town's Finance Operations Guide redline version was not included in the packet. Town Manager Fisher and Town Attorney Stuhan stated the Council could vote to continue or postpone the item to the next regular agenda.

On a **motion** made by Vice Mayor Escoffier, seconded by Councilor Murdock, the Council **moved to continue** the item to the October 8, 2025 Town Council Meeting.

Roll Call Vote:

Councilor Bolton: aye
Councilor Seybold: aye
Councilor Foreman: aye

Councilor Murdock: aye
Councilor Godwin: aye
Vice Mayor Escoffier: aye
Mayor Moore: aye
Motion Carried 7-0.

- 12. Discussion, consideration, and possible direction regarding House Bill 2447, a new state law requiring municipalities to allow administrative approvals of development applications and offering an optional self-certification program.** Staff Resource: Town Manager Miranda Fisher and Town Attorney Trish Stuhan.

Town Manager Fisher provided an overview of the 2025 Legislative Session, noting that the Arizona Legislature adopted House Bill 2447. This legislation authorizes the Community Development Director to review and approve site plans, development plans, land divisions, lot line adjustments, lot ties, preliminary plats, final plats, and plat amendments without requiring a public hearing.

To ensure transparency and community engagement, Town Manager Fisher recommended publishing notices of submitted applications on both the Town's website and in the local newspaper, encouraging residents to connect with Community Development staff. In addition, Town Manager Fisher suggested holding quarterly meetings with the Town Council and Planning and Zoning Commission to provide regular updates on administrative approvals.

Town Manager Fisher shared with Council that it is the recommendation of staff and the Planning and Zoning Commission not to allow for self-certification by registered architects and professional engineers, which would allow them to assume responsibility for compliance with applicable ordinances and construction standards for qualified projects.

Town Manager Fisher stated staff will be working on revising the Planning and Zoning Ordinance.

Town Manager Fisher and Town Attorney Stuhan responded to questions and concerns from Council.

Town Council expressed support for Town staff's recommendation regarding the engagement strategies and self-certification. No formal action was taken.

- 13. Discussion, consideration, and possible direction regarding requesting a transfer of the Clear Creek Cemetery and surrounding land from the Forest Service to the Town.** Staff Resource: Town Manager Miranda Fisher.

Town Manager Fisher reported that Councilor Foreman had expressed interest in understanding the process and potential for acquiring the cemetery and surrounding land to allow for its expansion. Town Manager Fisher provided an overview of the considerations the Town would need to evaluate should it pursue this option.

Councilor Foreman explained that the existing cemetery has reached capacity and emphasized its historical and cultural significance as a community treasure. Councilor Foreman expressed hope that the U.S. Forest Service might consider donating 5–10 acres to support expansion and requested that staff explore the possibility of enlarging the cemetery boundaries and extending the use permit for the cemetery association. Councilor Foreman stated that he does not want Town to acquire the site but rather assist with possible expansion of the cemetery.

The Council agreed that this matter should be explored further. Town Manager Fisher confirmed that, with this direction from Council, she will engage the appropriate parties to initiate further discussions.

Town Manager Fisher responded to questions from the Council.

14. Adjournment

Mayor Moore adjourned the meeting at 7:55 p.m.

Mayor Marie Moore

Attest: Leah Rhodes, Town Clerk

CERTIFICATION

I, Town Clerk Leah Rhodes, hereby certify that the foregoing Minutes are a true and accurate accounting of the actions of the Mayor and Common Council of the Town of Camp Verde during the Special Session of the Town Council of Camp Verde, Arizona, held on September 24, 2025. I further certify that the meeting was duly called and held, and that a quorum was present.

Dated this _____ day of _____, 2025.

Leah Rhodes, Town Clerk

[Page intentionally left blank]



Town Council

Agenda Information Memorandum

Meeting Date: October 8, 2025

Agenda Item Type:

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

Requesting Department: Economic Development

Staff Resource: Molly Davies, Economic Development Director

Agenda Title: Approval of budget adjustment BAFY26-04 allowing staff to utilize up to \$50,000 of grant reimbursements from the Northern Arizona Good Jobs Network Phase Three grant through Local First Arizona as assigned funds for workforce, business, tourism, and economic development expenses as listed in the budget adjustment within the Restricted Use Fund.

Attached Documents: BAFY26-04

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: 06-174-46-433700
- Approved in the FY26 Budget? ☒ Yes ☐ No ☐ N/A ☐ Other:
- Is this an approved CIP Project? ☐ Yes ☐ No ☒ N/A ☐ Other:

Comments: This will move unrestricted funds generated from the Northern Arizona Good Jobs Network (NAGJN) Grant Phase Three to the Restricted Use Fund. This grant provides funding for the Economic Development Department's role mentioned in the background information. As the restrictions for these grant funds have been met, the Town will transfer those funds to the Restricted Use Fund for workforce, business, tourism, and economic development related expenses.

Background Information:

The Town's Economic Development Department is working in partnership with Local First Arizona as a backbone organization and sub-recipient of Northern Arizona Good Jobs Network (NAGJN) grant funds. The Department has entered into a grant agreement for up to \$50,000 for Phase Three of the project. In accordance with the Town's Financial Operations Guide (FOG), the Town Manager has approved receipt of this grant. Because the award is not greater than \$50,000 and does not require matching funds, Town Council approval is not required.

In 2023, Local First Arizona was awarded \$9.5 million in State of Arizona funding to support workforce development projects in Northern Arizona. Funds target industry sectors including construction, healthcare & social services, manufacturing & transportation, and retail & hospitality, and are being distributed across Mohave, Coconino, Yavapai, Apache, and Navajo Counties. The Town of Camp Verde's



Town Council Agenda Information Memorandum

Business Resource & Innovation Center (BRIC) is one of two designated workforce development sites in Yavapai County, along with Yavapai College.

Phases One and Two of the NAGJN effort focused on planning, partner engagement, and public education. The current Phase Three shifts to implementation—specifically, launching training programs and connecting employers to trained job seekers. The Town’s Economic Development Department’s Phase Three role includes:

- Securing employer commitments for interviews and hiring.
- Training with the Center for the Future of Arizona to deliver NAGJN employer technical assistance.
- Providing technical assistance, including employer intake sessions, self-assessments, site visits, resource referrals, and guidance to access NAGJN incentive funds.
- Promoting NAGJN resources to employers.

Local employers who actively participate may qualify for up to \$1,000 in incentives, administered separately with separate funding by Local First Arizona.

Approval of this item allows the Department to expend funds as originally intended: supporting workforce development, business engagement, marketing/outreach, the BRIC, and broader economic development goals. The attached budget adjustment moves these funds from the General Fund to the Restricted Use Fund.

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

This grant supports the Focus Area, “Resilient Economy and Community Infrastructure”. The funding received can help to support the Action Plan items to further implement our economic development goals.

Question(s) before the Council:

- Does Council have any questions for staff?

Proposed Motion:

Motion to approve budget adjustment BAFY26-04 allowing staff to utilize up to \$50,000 of grant reimbursements from the Northern Arizona Good Jobs Network Phase Three grant through Local First Arizona as assigned funds for workforce, business, tourism, and economic development expenses as listed in the budget adjustment within the Restricted Use Fund.

Assign NAGJN Grant Funds

[Page intentionally left blank]



Town Council Agenda Information Memorandum

Meeting Date: October 8, 2025

Agenda Item Type:

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

Requesting Department: Town Clerk

Staff Resource: Leah Rhodes, Town Clerk

Agenda Title: Proclamation declaring the month of October 2025 as Domestic Violence Awareness Month.

Attached Documents: Proclamation

Estimated Presentation Time: 5 minutes

Estimated Discussion Time: 5 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:

Domestic Violence Awareness Month is a nationwide initiative aimed at increasing awareness of domestic violence. Each October, the Town of Camp Verde, organizations and individuals across the country come together to advocate for the needs, voices, and experiences of survivors as part of a collective national effort.

Question(s) before the Council:

- Does Council have any questions for staff?



Town of Camp Verde Proclamation

WHEREAS, Domestic violence is a pattern of coercive control and abusive behaviors in any intimate or familial relationship that are used to gain and maintain power and control over another; and

WHEREAS, Domestic violence can present in many different ways, including: Emotional Abuse, Economic Abuse, Physical Abuse, Using Children, Reproduction Coercion, Isolation, and Sexual Abuse; and

WHEREAS, domestic violence is an issue affecting Arizonans in all communities, regardless of age, race, gender, economic status, religion, nationality, or educational background; and

WHEREAS, more than 12 million women and men are victims of rape, physical violence or stalking by an intimate partner in the United States every year, averaging 24 people per minute; and

WHEREAS, one in four women and one in ten men have experienced contact sexual violence, physical violence, and/or stalking by an intimate partner during their lifetime; and

WHEREAS, 30 percent of children exposed to intimate partner violence had their first exposure before the age of two, and an additional 26 percent had their first exposure between the ages of two and seven; and

WHEREAS, victims of domestic violence are more likely to experience long-term mental and physical health concerns including a higher risk of chronic disease, substance abuse, post-traumatic stress disorder, depression, anxiety, and risky behaviors; and

WHEREAS, promoting healthy, respectful, and nonviolent relationships can help reduce the occurrence of intimate partner violence, support survivors, and lessen short and long-term harm on individuals, families, and communities; and

WHEREAS, Domestic Violence Awareness Month provides an important opportunity to enhance education, prevention and intervention efforts around domestic violence and support organizations and individuals who provide advocacy efforts, services, and assistance to victims.

NOW THEREFORE, I, Marie Moore, Mayor of the Town of Camp Verde, on behalf of the Town Council and the residents of Camp Verde, do hereby proclaim the month of October 2025 to be:

“DOMESTIC VIOLENCE AWARENESS MONTH”

In the Town of Camp Verde and we reaffirm our steadfast and unwavering commitment to helping survivors of domestic violence.

IN WITNESS WHEREOF, I have hereunto set my hand and caused to be affixed the Seal of the Town of Camp Verde on this 8th day of October 2025.

Marie Moore, Mayor

Attest:

Leah Rhodes, Town Clerk



Town Council Agenda Information Memorandum

Meeting Date: October 8, 2025

Agenda Item Type:

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

Requesting Department: Town Clerk **Staff Resource:** Town Clerk Leah Rhodes

Agenda Title: Proclamation declaring the month of October 2025 as Fort Verde State Historic Park Month.

Attached Documents: Proclamation

Estimated Presentation Time: 5 minutes

Estimated Discussion Time: 5 minutes

Reviewed By:

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

Financial Review (if applicable): N/A

- Funding Source / GL Account Number:
- Approved in the FY26 Budget? ☐ Yes ☐ No ☒ N/A ☐ Other:
- Is this an approved CIP Project? ☐ Yes ☐ No ☒ N/A ☐ Other:

Background Information:

Fort Verde State Historic Park brings history to life for local communities and visitors alike through engaging educational programs, historical reenactments, a museum of exceptional quality, knowledgeable and dedicated staff, and the support of passionate volunteers. This month is observed as an opportunity to honor the invaluable legacy we inherit as citizens and to strengthen our commitment to preserving our rich culture and heritage, with deep respect for the principles upon which our great country was founded.

Question(s) before the Council:

- Does Council have any questions for staff?



Town of Camp Verde Proclamation

WHEREAS, Fort Verde State Historic Park brings history to life for the communities it serves and beyond with educational programs, reenactments, a museum of exceptional quality, knowledgeable and caring staff, and a host of dedicated volunteers; and

WHEREAS, the members of the Arizona Society of the National Society Colonial Dames, by virtue of their lineal descent from some of these early arrivals, feel an obligation to work for the preservation of the priceless legacy that these individuals left to all American citizens; and

WHEREAS, they continue to convey the true meaning of the inheritance by reminding us that our privilege to live in a free country has stemmed from “loving our country, obeying its laws, respecting its flag, and defending it against all enemies”.

NOW THEREFORE, I, Marie Moore, Mayor of the Town of Camp Verde, on behalf of the Town Council and the residents of Camp Verde, do hereby proclaim the month of October 2025 to be:

“FORT VERDE STATE HISTORIC PARK MONTH”

In the Town of Camp Verde, and encourage all citizens of Camp Verde and beyond, to observe this month as a means of reinforcing the priceless legacy that we inherit with our citizenship, or order to help preserve our rich culture and heritage with deep respect for the principles upon which our great county was founded.

IN WITNESS WHEREOF, I have hereunto set my hand and caused to be affixed the Seal of the Town of Camp Verde on this 8th day of October 2025.

Marie Moore, Mayor

Attest:

Leah Rhodes, Town Clerk



Town Council Agenda Information Memorandum

Meeting Date: October 8, 2025

Agenda Item Type:

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

Requesting Department: Town Clerk **Staff Resource:** Town Clerk Leah Rhodes

Agenda Title: Proclamation declaring October 13, 2025 as the United States Navy's 250th Birthday.

Attached Documents: Proclamation

Estimated Presentation Time: 5 minutes

Estimated Discussion Time: 5 minutes

Reviewed By:

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

Financial Review (if applicable): N/A

- Funding Source / GL Account Number:
- Approved in the FY26 Budget? ☐ Yes ☐ No ☒ N/A ☐ Other:
- Is this an approved CIP Project? ☐ Yes ☐ No ☒ N/A ☐ Other:

Background Information:

The 250th anniversary of the Navy provides a unique opportunity to honor the men and women of the Town of Camp Verde who have served and continue to serve, highlighting their contributions and the enduring spirit of service within the naval service

Question(s) before the Council:

- Does Council have any questions for staff?



Town of Camp Verde Proclamation

WHEREAS, on this day, October 13, 2025, the United States Navy marks its 250th anniversary, celebrating a legacy of courage, honor, and commitment that has defined America's maritime strength for two and a half centuries; and

WHEREAS, the Navy has consistently projected American power and values across the globe, securing vital sea lanes, strengthening alliances, and deterring adversaries, demonstrating that America is a maritime nation; and

WHEREAS, from the Revolutionary War to the present day, the Navy has delivered peace through strength and responded to crises around the world, safeguarding the well-being of the United States and its allies; and

WHEREAS, the 250th anniversary of the Navy provides a unique opportunity to honor the men and women who have served and continue to serve, highlighting their contributions and the enduring spirit of service within the naval service; and

WHEREAS, the 250th anniversary of the Navy provides an opportunity to reflect on its rich history, celebrate its enduring legacy, and honor the sacrifices of its members; and

NOW THEREFORE, I, Marie Moore, Mayor of the Town of Camp Verde, on behalf of the Town Council and the residents of Camp Verde, do hereby proclaim October 13, 2025 as:

“The United States Navy’s 250th Birthday”

In the Town of Camp Verde, and I encourage all citizens to join in recognizing the Navy's indispensable role in our nation's history and future, and to celebrate this significant milestone in the life of our country.

IN WITNESS WHEREOF, I have hereunto set my hand and caused to be affixed the Seal of the Town of Camp Verde on this 8th day of October 2025.

Marie Moore, Mayor

Attest:

Leah Rhodes, Town Clerk



Town Council

Agenda Information Memorandum

Meeting Date: October 8, 2025

Agenda Item Type:

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

Requesting Department: Economic Development

Staff Resource: Dave Meyers, Economic Development Specialist

Agenda Title: Presentation on retail recruitment efforts by Retail Coach, LLC

Attached Documents: Retail Coach Presentation

Estimated Presentation Time: 15 min

Estimated Discussion Time: 10 min

Reviewed By:

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

Financial Review (if applicable):

- Funding Source / GL Account Number: 19-179-20-757100 (grant funds)
- Approved in the FY26 Budget? ☒ Yes ☐ No ☐ N/A ☐ Other:
- Is this an approved CIP Project? ☐ Yes ☐ No ☒ N/A ☐ Other:

Background Information:

The Town's FY25–FY30 Strategic Plan includes a goal to increase retail-related revenue. In FY26 the focus is on outreach to developers and boosting retail and business recruitment.

The Town of Camp Verde is actively pursuing strategic business attraction and retail recruitment to enhance our community's quality of life, diversify amenities, and support sustainable growth.

As part of this effort, we've partnered with The Retail Coach, LLC, a national retail consulting firm, to identify and recruit businesses that align with our community's needs and long-term vision. Together, we are building on the Town's Strategic Plan, which outlines key priorities such as economic vitality, downtown development, and expanding retail and entertainment options.

In July 2025, the Economic Development Department executed a 12-month contract with The Retail Coach. The Retail Coach has met with local developers with projects in Camp Verde, conducted outreach to site selectors, has represented Town of Camp Verde at Retail Live – Austin and will represent the Town at the International Council of Shopping Centers (ICSC) Western in October, and at other ICSC events.

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

Our partnership with The Retail Coach supports the Strategic Plan's Focus Area, "Resilient Economy and Community Infrastructure", and the goal to "Increase tourism and retail-related revenue by 2027".

Further, it directly aligns with the FY2026 Action Plan Item to "Continue proactive outreach to retail developers and boost retail and business recruitment by increasing Town participation/representation at retail development events (e.g. ICSC)." Increased sales tax revenue will contribute to funding the Town's strategic priorities.

Question(s) before the Council:



Town Council Agenda Information Memorandum

-
- Does Council have any questions for staff?



RETAIL RECRUITMENT UPDATE

Town of Camp Verde, Arizona

October 2025



WHAT WE DO

We help communities **IDENTIFY** new retail opportunities, actively **RECRUIT** those retailers to their community, then **COACH** them on a long-term basis to ensure success.



Retail 360[®]

Moving Beyond Data To Recruit Retailers & Developers to Camp Verde

Tailored, end-to-end retail recruitment
and economic development services





WE BECOME EXPERTS IN YOUR MARKET

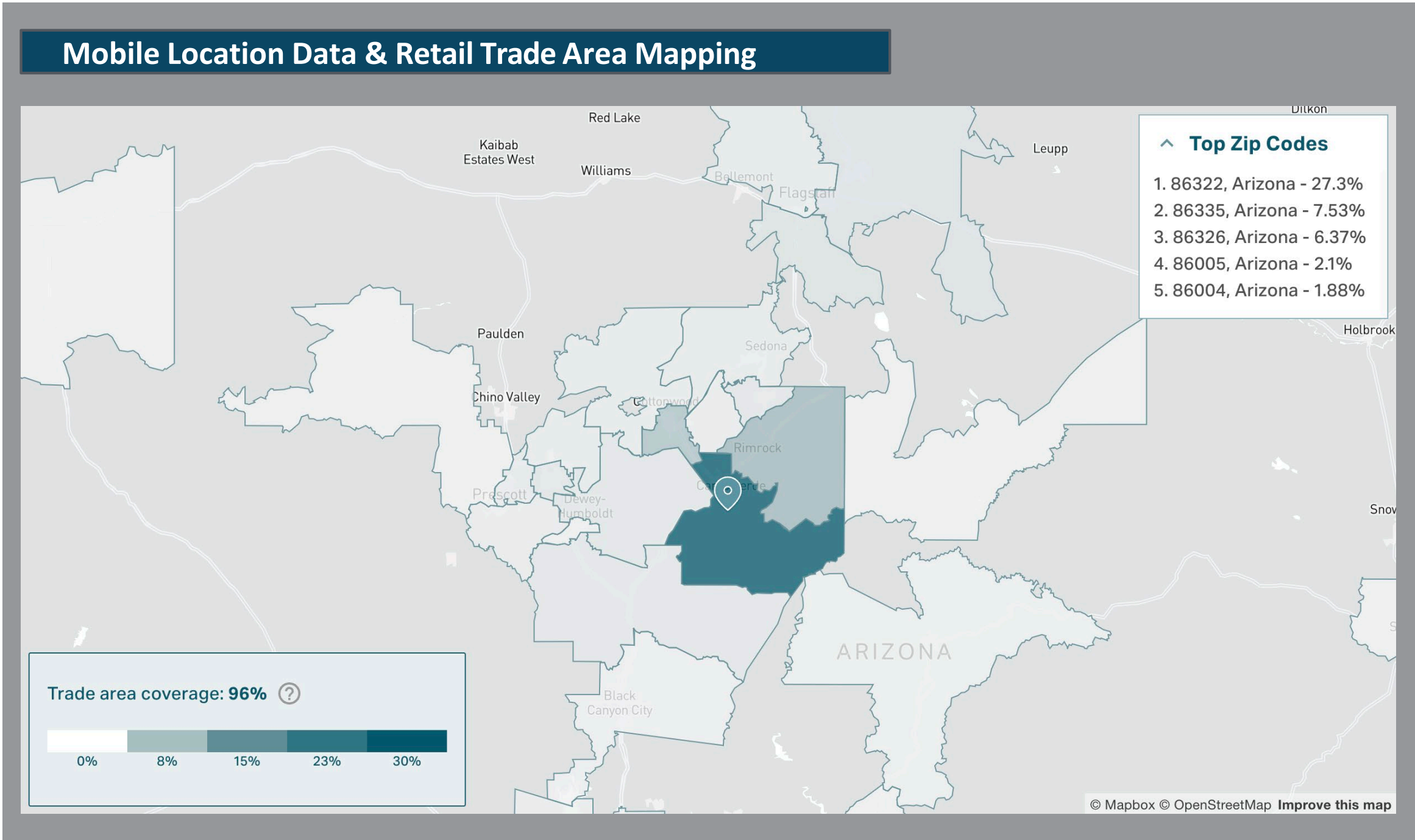
Analyzing the Market:

On-the-Ground Analysis of Your Retail Market

We spend time **on-the-ground** becoming an expert in your market

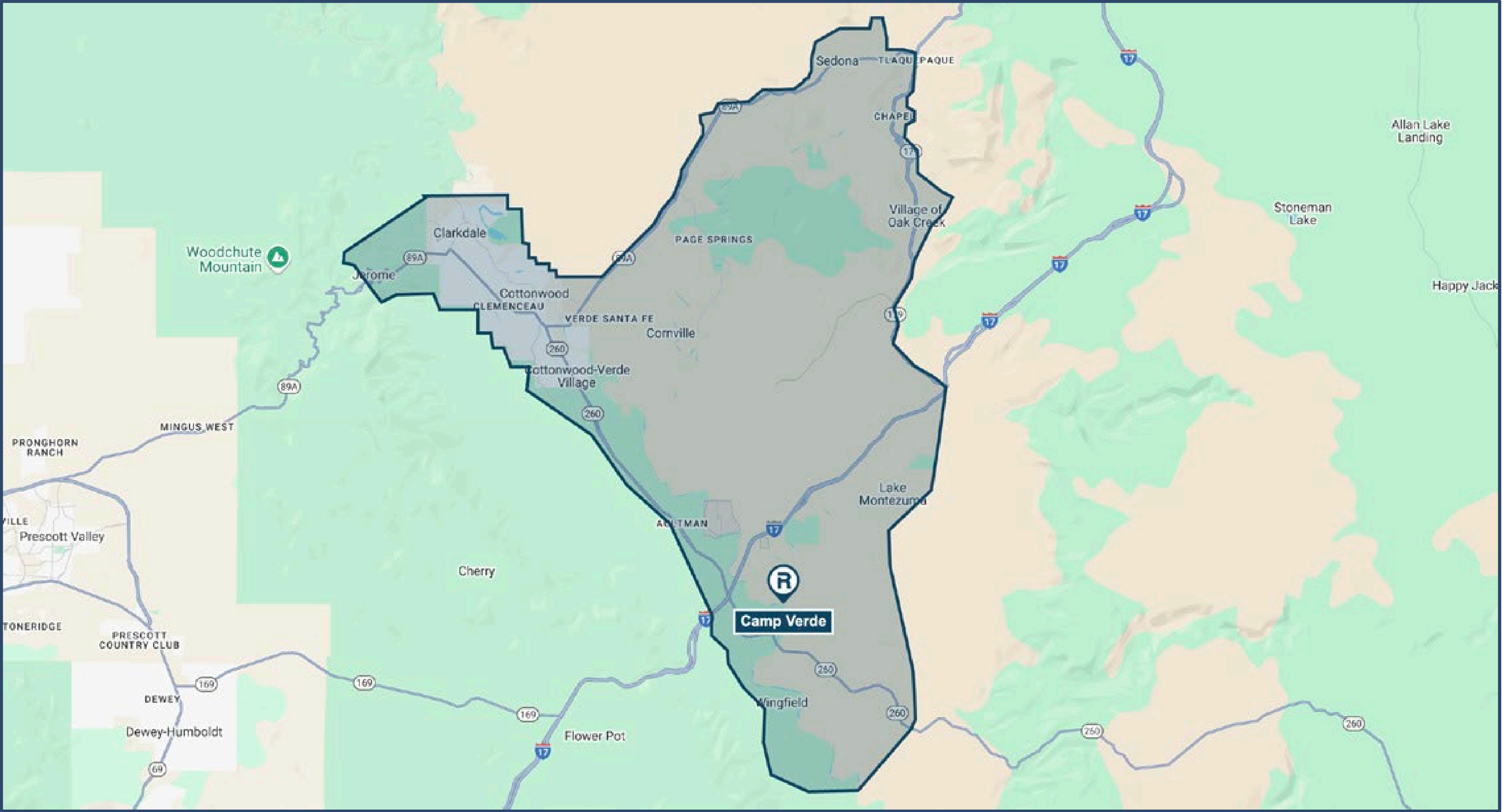
We identify:

- Competitive Markets
- Retail Districts
- Retail Trade Areas**
- Demographic Profiles
- Psychographic Profiles
- Daytime Employment Population



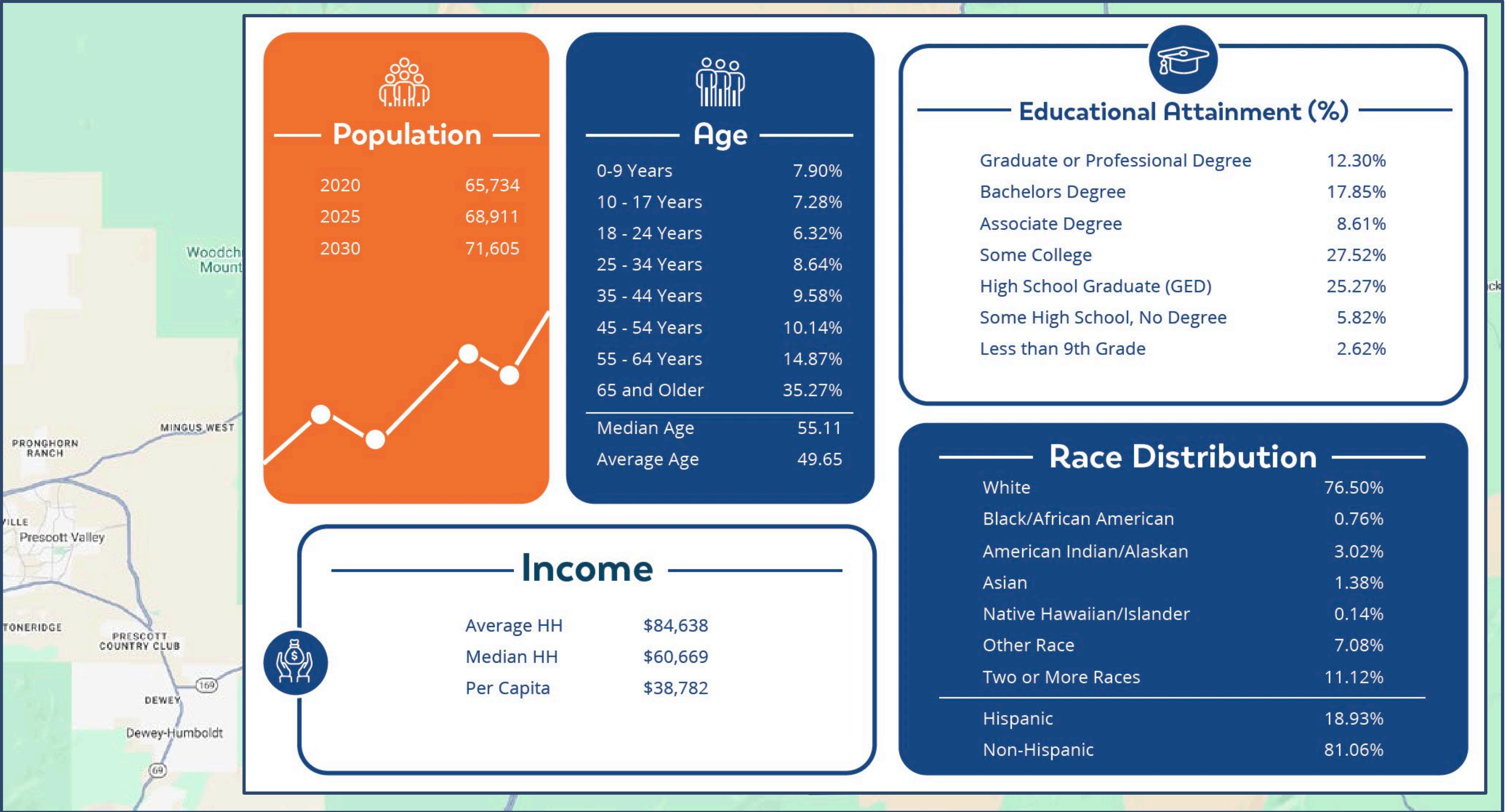


Retail Trade Area





Retail Trade Area





Retail Trade Area – Retail Demand Outlook

NAICS	DESCRIPTION	2025 DEMAND	2030 DEMAND	GROWTH	CAGR (%)*
44, 45, 722	Total retail trade including food and drinking places	\$861,278,624	\$974,833,030	\$113,554,406	2.51%
441	Motor vehicle and parts dealers	\$159,584,390	\$181,364,679	\$21,780,289	2.59%
4411	Automobile dealers	\$140,410,192	\$160,185,230	\$19,775,038	2.67%
4412	Other motor vehicle dealers	\$10,329,470	\$11,798,530	\$1,469,059	2.70%
4413	Automotive parts, accessories, and tire stores	\$8,844,728	\$9,380,919	\$536,191	1.18%
442	Furniture and home furnishings stores	\$10,386,691	\$12,064,061	\$1,677,370	3.04%
4421	Furniture stores	\$6,430,211	\$7,496,922	\$1,066,711	3.12%
4422	Home furnishings stores	\$3,956,481	\$4,567,139	\$610,659	2.91%
443	Electronics and appliance stores	\$9,273,156	\$10,421,397	\$1,148,241	2.36%
443141	Household appliance stores	\$2,151,917	\$2,419,957	\$268,040	2.38%
443142	Electronics stores	\$7,121,239	\$8,001,440	\$880,201	2.36%
444	Building material and garden equipment and supplies dealers	\$52,859,820	\$61,399,589	\$8,539,770	3.04%
4441	Building material and supplies dealers	\$46,685,550	\$54,298,468	\$7,612,918	3.07%
44411	Home centers	\$24,623,988	\$28,593,108	\$3,969,119	3.03%
44412	Paint and wallpaper stores	\$2,524,354	\$2,962,502	\$438,149	3.25%
44413	Hardware stores	\$4,665,754	\$5,409,318	\$743,564	3.00%
44419	Other building material dealers	\$14,871,455	\$17,333,541	\$2,462,086	3.11%
4442	Lawn and garden equipment and supplies stores	\$6,174,269	\$7,101,121	\$926,852	2.84%
44421	Outdoor power equipment stores	\$1,235,796	\$1,429,713	\$193,916	2.96%
44422	Nursery, garden center, and farm supply stores	\$4,938,473	\$5,671,408	\$732,935	2.81%
445	Food and beverage stores	\$105,268,526	\$119,472,147	\$14,203,621	2.56%
4451	Grocery stores	\$94,953,628	\$107,696,775	\$12,743,146	2.55%
44511	Supermarkets and other grocery (except convenience) stores	\$90,832,342	\$103,046,005	\$12,213,663	2.56%
44512	Convenience stores	\$4,121,286	\$4,650,770	\$529,484	2.45%
4452	Specialty food stores	\$3,186,086	\$3,623,173	\$437,088	2.60%
4453	Beer, wine, and liquor stores	\$7,128,812	\$8,152,199	\$1,023,386	2.72%



Retail Trade Area – Retail Demand Outlook

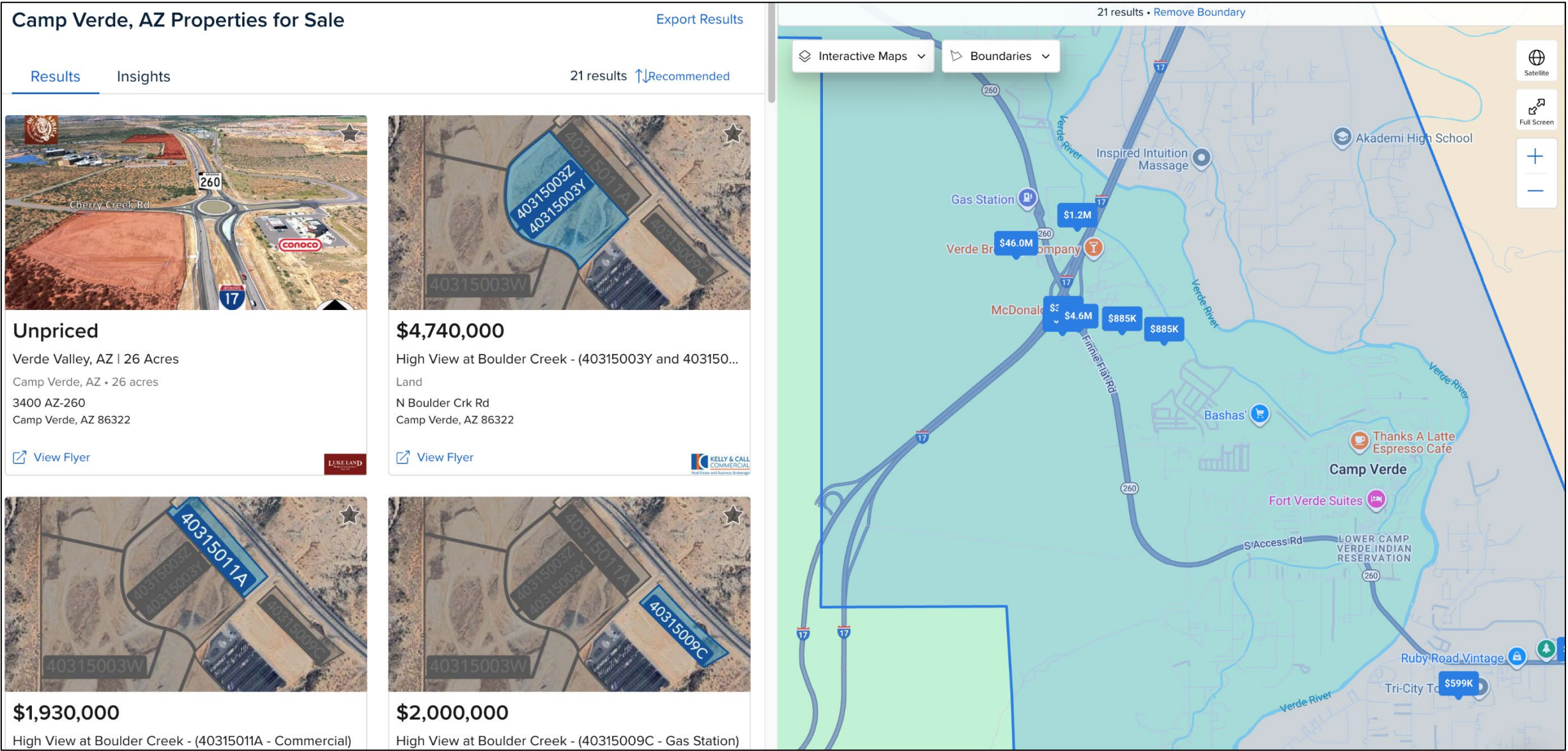
NAICS	DESCRIPTION	2025 DEMAND	2030 DEMAND	GROWTH	CAGR (%)*
451	Sporting goods, hobby, musical instrument, and book stores	\$15,161,903	\$16,857,026	\$1,695,123	2.14%
4511	Sporting goods, hobby, and musical instrument stores	\$11,713,538	\$13,160,075	\$1,446,537	2.36%
45111	Sporting goods stores	\$8,783,577	\$9,959,939	\$1,176,362	2.55%
45112	Hobby, toy, and game stores	\$2,065,779	\$2,301,094	\$235,315	2.18%
45113	Sewing, needlework, and piece goods stores	\$540,433	\$547,066	\$6,633	0.24%
45114	Musical instrument and supplies stores	\$323,750	\$351,977	\$28,227	1.69%
4512	Book stores and news dealers	\$3,448,365	\$3,696,951	\$248,586	1.40%
452	General merchandise stores	\$85,011,135	\$95,121,236	\$10,110,101	2.27%
4522	Department stores	\$4,051,537	\$4,283,634	\$232,097	1.12%
4523	Other general merchandise stores	\$80,959,598	\$90,837,602	\$9,878,004	2.33%
453	Miscellaneous store retailers	\$14,932,171	\$16,491,166	\$1,558,995	2.01%
4531	Florists	\$792,166	\$915,465	\$123,299	2.94%
4532	Office supplies, stationery, and gift stores	\$2,467,730	\$2,652,411	\$184,680	1.45%
45321	Office supplies and stationery stores	\$500,232	\$556,387	\$56,155	2.15%
45322	Gift, novelty, and souvenir stores	\$1,967,498	\$2,096,024	\$128,525	1.27%
4533	Used merchandise stores	\$1,766,016	\$1,877,415	\$111,398	1.23%
4539	Other miscellaneous store retailers	\$9,906,259	\$11,045,876	\$1,139,617	2.20%
45391	Pet and pet supplies stores	\$3,868,255	\$4,376,832	\$508,577	2.50%
45399	All other miscellaneous store retailers	\$6,038,004	\$6,669,044	\$631,040	2.01%
454	Non-store retailers	\$141,139,684	\$157,697,323	\$16,557,639	2.24%
722	Food services and drinking places	\$131,768,175	\$151,707,977	\$19,939,802	2.86%
7223	Special food services	\$9,191,546	\$10,543,524	\$1,351,978	2.78%
7224	Drinking places (alcoholic beverages)	\$6,887,499	\$8,000,494	\$1,112,995	3.04%
7225	Restaurants and other eating places	\$115,689,129	\$133,163,959	\$17,474,830	2.85%
722511	Full-service restaurants	\$61,947,106	\$71,411,727	\$9,464,622	2.88%
722513	Limited-service restaurants	\$45,618,849	\$52,423,656	\$6,804,807	2.82%
722514	Cafeterias, grill buffets, and buffets	\$1,161,135	\$1,334,378	\$173,244	2.82%
722515	Snack and nonalcoholic beverage bars	\$6,962,040	\$7,994,197	\$1,032,158	2.80%

Identifying Development Opportunities:

Available Vacancies & Sites are Key to Successful Recruitment Strategies

- Retail
- Restaurants
- Mixed-Use
- Re-development + In-fill

Conduct a Highest & Best Use Analysis along each major corridor in order to identify sites to market to retailers, restaurants and real estate developers.



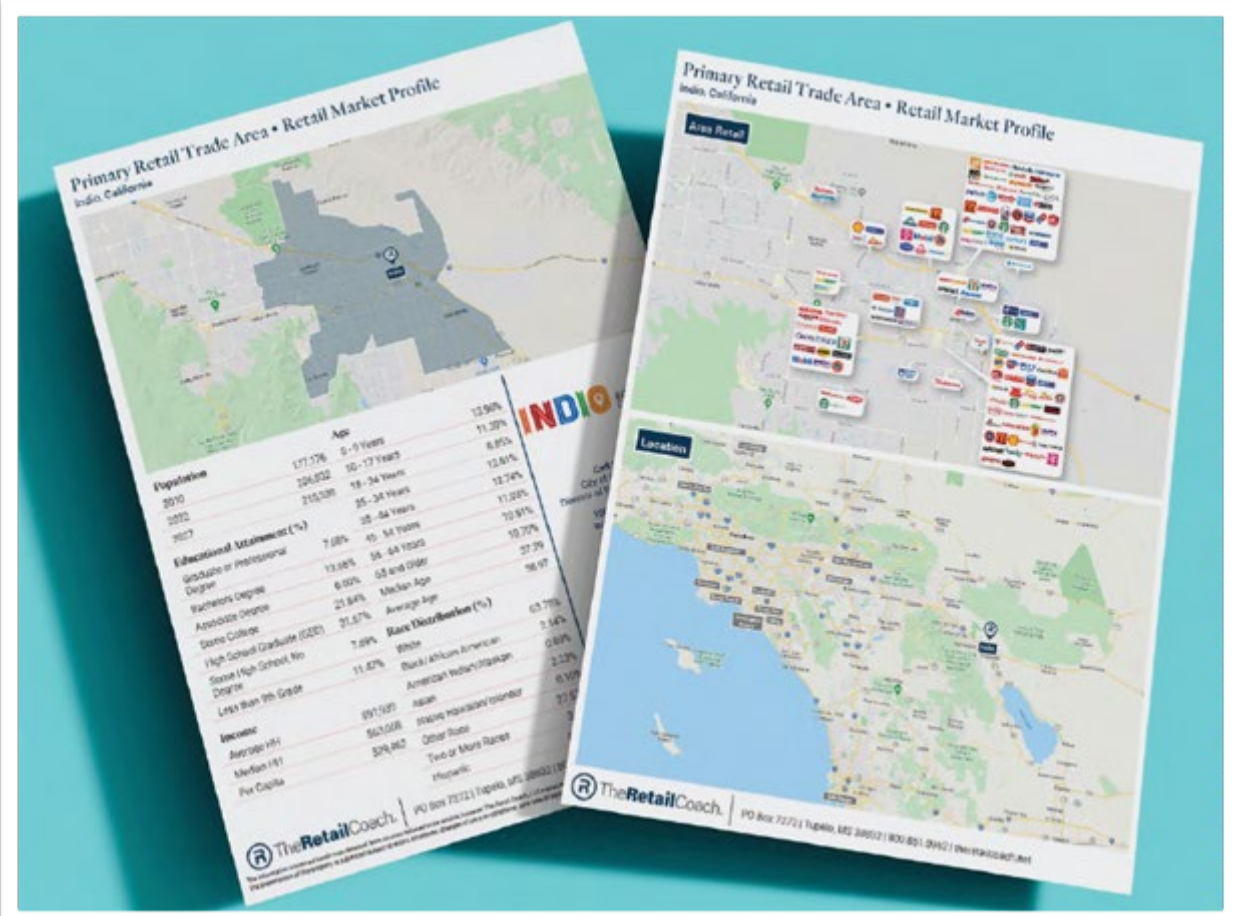
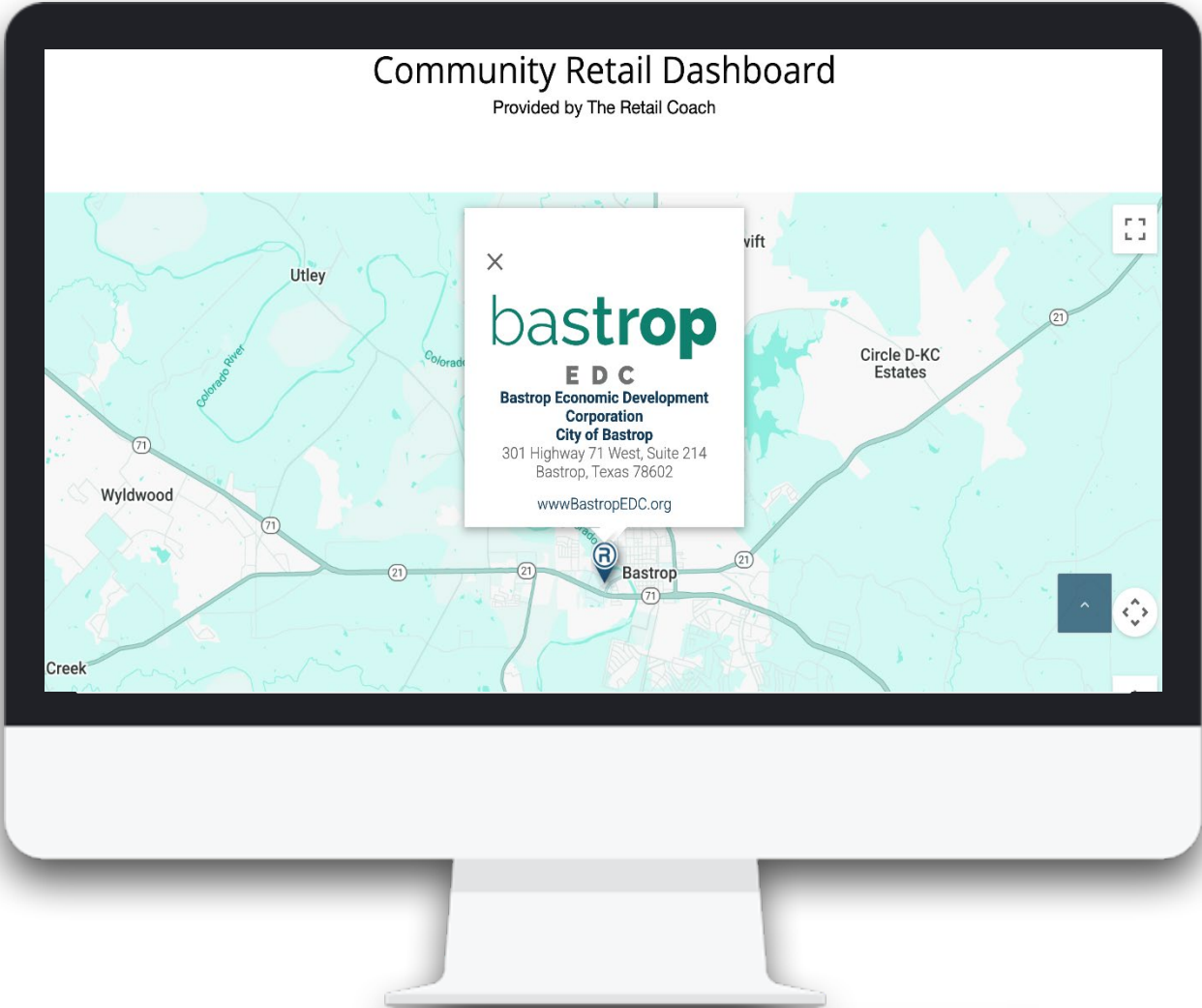


RESOURCES TO MARKET YOUR COMMUNITY

Marketing + Branding:

Creating Impactful Marketing Materials for Retailers, Restaurants, Developers, and Brokers

- 📍 **Retail Market Profile**
- 📍 **Retailer Marketing**
- 📍 **Packages** Prime Available Site
- 📍 Profiles Developer Marketing
- 📍 Packages **Retail360 Platform**
- 📍 Retail Marketing Materials for use at Conferences





TARGETED, PROACTIVE RECRUITMENT FOR OUR CLIENTS

Recruiting Retailers + Developers:

Retail Real Estate Trade Show
Representation & Collaboration

- Retail Live – Austin (September 4, 2025)
- ICSC Western – September 28-30, 2025
- ICSC Vegas – (May 2026)





Retail Recruitment Update October 2025



FINDING THE RIGHT RETAIL FOR YOUR COMMUNITY

Identifying Retailers + Developers for Recruitment:

Using Research, Analysis, and Real Estate to Target Retailers and Developers

- Retailers must “fit” the market based on their location criteria
- Traditional and mixed-use Developers active in the area and/or region
- Conceptual land planning is a major advantage

		Times Present/ Opportunities	Locations in Market	Locations in USA
VOID		9/1 (90%)	67	447
		9/1 (90%)	81	829
		9/1 (90%)	11	121
		9/1 (90%)	271	392
		9/1 (90%)	100	904
		9/1 (90%)	89	849
		9/1 (90%)	120	788
		9/1 (90%)	117	851
		9/1 (90%)	82	750
		9/1 (90%)	389	492
		9/1 (90%)	113	154
		9/1 (90%)	36	302
		9/1 (90%)	126	1,510
		9/1 (90%)	52	356
		9/1 (90%)	37	263
		9/1 (90%)	54	272
		9/1 (90%)	35	222
		9/1 (90%)	15	115
		8/2 (80%)	166	207
		9/1 (90%)	29	156
		9/1 (90%)	19	109
		9/1 (90%)	32	229
		9/1 (90%)	122	1,312
		9/1 (90%)	14	98
		9/1 (90%)	40	201
		9/1 (90%)	134	994
		9/1 (90%)	136	403
		9/1 (90%)	238	253
		9/1 (90%)	43	307
		9/1 (90%)	244	2,291
		9/1 (90%)	26	101
		9/1 (90%)	60	657
		9/1 (90%)	101	154
		9/1 (90%)	28	180



Town of Camp Verde – Retail Recruitment Update

▪ **National Clothing Retailer**

- Very interested in looking at Camp Verde – Ideal market for them
- There are not any existing buildings that can accommodate their size requirements at this time – They cannot explore new developments due to their business model requiring them to pay a low rent that cannot be achieved with new development costs

▪ **National Quick Service Restaurant**

- Currently exploring site options in Camp Verde with our team and they're looking for 1 acre pad sites 260
- They have noted the traffic 17 & 260 along with the residential growth as positive factors to looking at Camp Verde
- 17 - VPD is 32,555 | 260 - VPD is 12,684

▪ **National Cellular Service Store**

- Reviewing site options with us
Requirement: Need is 1,500 to 2,000 square feet

▪ **Global Hotel Brand**

- They have engaged a regional developer to review options here in Camp Verde along 17
- Our team is working through 2-acre site options with them

▪ **National Sandwich Shop**

- Currently, we are working to identify a new space for them to review near the 17 & 260 intersection



Town of Camp Verde – Retail Recruitment Update

“Not Right Now” Feedback

The Retail Coach has connected to 6-7 other retail/restaurant/hospitality brands that do not have the ability to look at opportunities in Camp Verde at this moment due to their:

- Development pipeline
- Active franchisees
- Sales projections needing to grow slightly for the market
- Not the right site options in the market for them to consider

Negatives to Date	Positives to Date
“Too small for us”	“Passed on the market previously but, with the growth you’re referencing, we should take a look”
“The population of the surrounding area is just too shallow for a store to work.”	“We do very well in a market like CV. We would look at any 15k-25k SF space”
”CV isn’t a fit for us at the moment, we pulled back on our small-town growth program in 2024.”	“The Bashas location in Camp Verde does very well – This is likely what would get the market approved if we were to come”



YOUR PARTNER FOR THE LONG RUN

Coaching + Ongoing Support:

We Become A Part of Your Team

- We spend time in your community & get to know your key property owners and brokers by working with them
- We provide ongoing coaching & support to make sure your team is successful in recruiting new retailers and developers



RETAIL RECRUITMENT EXPERTS



www.theretailcoach.net

[Page intentionally left blank]



Town Council

Agenda Information Memorandum

Meeting Date: October 8, 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 of the Draft 2026 General Plan

Attached Documents:

- Draft 2026 General Plan

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 Group (TAG) has been diligently working on the Draft 2026 General Plan since August 2026, carefully reviewing each required element, refining the Character Areas, and ensuring that the plan reflects both community values and long-term growth priorities. After months of discussion, research, and coordination with staff, the TAG is now pleased to share that the full draft plan is ready for public release.

Public engagement is a critical part of the General Plan process, and the Town is committed to gathering broad and meaningful input from residents, businesses, and community partners. Council Members are encouraged to share the Draft 2026 General Plan widely with friends, family, and neighbors to help ensure diverse voices are heard during this review period. Feedback may be submitted electronically to GeneralPlan@campverde.az.gov.

As part of a robust outreach effort, TAG representatives will attend a variety of community meetings and local events to share information about the plan and listen to community perspectives. In addition, TAG members and staff are available to participate in neighborhood or stakeholder meetings upon request, ensuring that residents have multiple opportunities to learn about the Draft 2026 General Plan and contribute their ideas.

The success of this plan depends on community participation. Every comment, suggestion, and question helps to create a stronger, more inclusive vision for Camp Verde's future. We look forward to hearing



Town Council Agenda Information Memorandum

from you and working together to shape a plan that reflects our shared values and prepares our community for the next decade and beyond.

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

The General Plan serves 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 on the draft 2026 General Plan?



Town of Camp Verde

DRAFT 2026 GENERAL PLAN

Table of Contents

Introduction	3
History	6
Land Use Framework	9
Character Areas	17
260 West Character Area	20
Gateway Interchange Character Area	26
Heritage Character Area	31
Finnie Flat Character Area	38
Pecan Lane Character Area	42
Middle Verde Character Area	47
McCracken / Quaterhorse / Salt Mine Character Area	52
Copper Canyon Character Area	56
260 East Character Area	60
Clear Creek Character Area	65
Economic Development & Growth Areas	70
Housing	89
Cost of Development	100
Transportation & Circulation	107
Open Space	121
Outdoor Recreation	129
Trails	144
Environment	156
Water Resources	164
General Plan Updates & Amendment	176
Acknowledgements	177

INTRODUCTION

The General Plan is our community's roadmap for the future. It is a framework that balances growth with stewardship, protects what we value most, and reflects the voices of the people who call Camp Verde home. This document builds on our heritage, identifies current opportunities, and charts a thoughtful course toward the future. It is both a plan of action and a statement of our shared priorities.

At the heart of this effort are the Town's vision, mission, and core values, which guide every decision and ensure that planning remains rooted in what makes Camp Verde unique.

TOWN COUNCIL VISION & MISSION

In 2024, the Camp Verde Town Council adopted the Town's first-ever Strategic Plan, establishing a shared vision and mission to guide how we grow and work together as a community. While created for the Strategic Plan, these statements embody the same values we carry into the General Plan by keeping our community's voice at the heart of every decision as we plan for growth, care for our resources, and shape the future of Camp Verde.

VISION

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

MISSION

We serve by honoring our past and embracing our future.

PURPOSE OF THE GENERAL PLAN

The purpose of the Town of Camp Verde General Plan is to provide a framework that helps Camp Verde make the most of its opportunities to cultivate a dynamic economy and improve the overall quality of life for its residents. This Plan is the result of a collaborative effort involving residents, business owners, appointed and elected officials, Town staff, and other stakeholders who contributed to developing the character areas, elements, goals and implementation strategies.

Public feedback has consistently underscored the importance of preserving Camp Verde's unique character while providing practical measures for desired growth that will preserve our cultural heritage and protect our natural environment. Residents value Camp Verde's unique, rural, hospitable, historic and independently Western

spirit. The community values the Verde River, open space, mountain scenery, and the Town's small-town lifestyle. At the same time, residents expressed a desire for more local commercial opportunities, additional employment, diverse housing choices, and expanded recreational amenities.

STATE REQUIREMENTS

Arizona Revised Statutes (ARS) Title 9 requires every municipality to adopt a general plan to guide land use and development. For towns over 2,500 in population, such as Camp Verde, seven (7) elements are required:

- Land Use and Character Areas
- Economic Development & Growth Area
- Housing & Cost of Development
- Transportation & Circulation
- Open Space, Outdoor Recreation & Trails
- Environmental Planning & Land Use
- Water Resources

The "Growing Smarter" and "Growing Smarter Plus" legislation also require that general plans be ratified by voters and remain in effect for ten years, after which they must be revised or readopted. Amendments are permitted during this time, subject to statutory requirements and community-specific criteria.

PUBLIC PARTICIPATION

Public participation is central to Camp Verde's planning process. The Town Council is committed to ensuring early and effective opportunities for residents, property owners, neighboring governments, schools, utility providers, civic groups, and economic sectors to provide input.

The purpose of public participation is to:

- Ensure applicants pursue early and meaningful engagement with neighbors and stakeholders.
- Ensure citizens have an opportunity to understand and comment on proposals that may affect them.
- Facilitate ongoing communication between applicants, residents, and the Town throughout the review process.

Public participation is not intended to guarantee consensus but to ensure transparency, informed decision-making, and higher-quality outcomes for Camp Verde.

OUR COMMITMENT

This General Plan reflects the collective vision of Camp Verde’s residents, leaders, and partners. It is a tool to ensure growth that is maintainable, development that is appropriate, and a future that remains connected to the values and character of the Town.

By aligning our planning decisions with our vision, mission, and values, we will preserve what makes Camp Verde special while building a vibrant, resilient, and prosperous future for all.



HISTORY

History connects Camp Verde to its roots and reminds us that the decisions we make today will become tomorrow's legacy, reflecting our shared commitment to stewardship and care for future generations.

HISTORICAL ELEMENT

The Town of Camp Verde is dedicated to recognizing, preserving, and promoting Camp Verde's historical and cultural assets. By integrating historical awareness into its planning and development processes and collaborating with the Yavapai-Apache Nation, the Town reaffirms its commitment to honoring the community's heritage.

These guiding principles provide a foundation for integrating historical preservation into the broader goals of the General Plan, ensuring that Camp Verde's unique past continues to inform its future. They reflect the Town's dedication to protecting cultural resources, fostering a strong sense of place, and promoting community development in sync with the Town's multi-cultural heritage.

- **Preserve and Protect Cultural Resources:** Collaborate with external agencies to identify, protect, and preserve local historic sites and structures.
- **Honor Indigenous Heritage:** Recognize and respect the deep cultural roots of the Yavapai-Apache Nation and other Indigenous communities, ensuring their histories, voices, and perspectives are meaningfully included in preservation and planning efforts.
- **Foster Partnerships and Stewardship:** Collaborate with tribal governments, historical societies, local, state, and federal agencies, landowners, and local organizations to preserve and promote Camp Verde's historical resources.
- **Sustain Cultural Legacy Through Repurposing of Buildings:** Encourage the adaptive reuse of historic buildings and sites to maintain their relevance, architecture, and functionality.

HISTORICAL RESOURCES

To learn more about the Town's history and architectural information about properties that played an important role in Camp Verde's history, refer to Camp Verde Historic Resource Survey (Volumes I and II).

The following resources also provide additional information:

- A Brief History of the Yavapai-Apache Nation and Its Lands.
- Pioneer Stories of Arizona's Verde Valley
- Images of America - Camp Verde
- General George Crook: His Autobiography.

HISTORICAL GOALS & IMPLEMENTATION STRATEGIES

Goal #1: Preserve and Protect Cultural and Historic Resources

- **Strategy 1:** Encourage and support property owners who wish to designate their property as a historical site. Support joint cultural programming with the Yavapai Apache Nation.

Goal #2: Foster Collaborative Stewardship

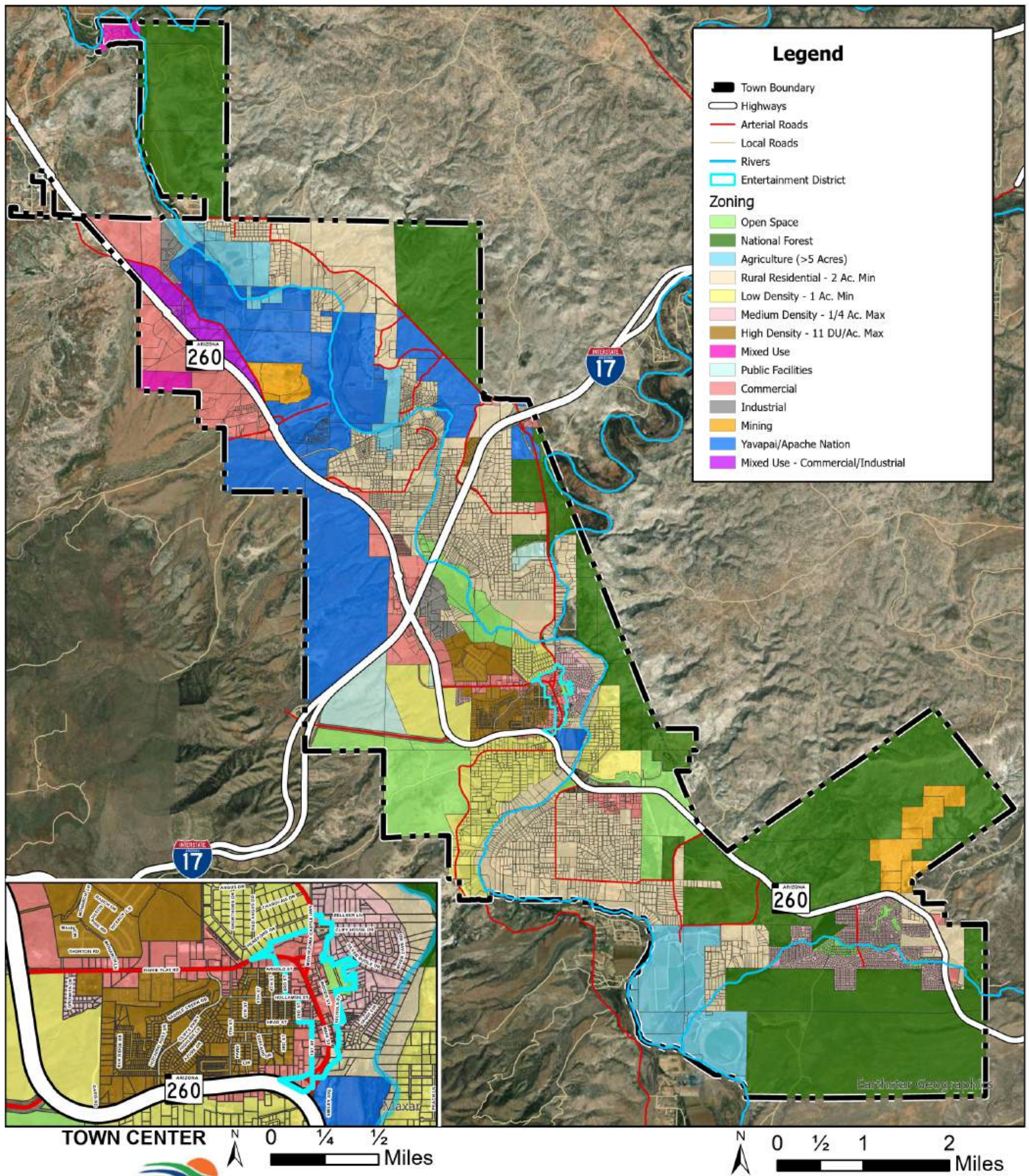
- **Strategy 1:** Partner with state and federal agencies to access funding, expertise, and technical support.
- **Strategy 2:** Encourage volunteer programs for site maintenance, oral history collection, and archival research.
- **Strategy 3:** Support nonprofit and academic research into local history and archaeology.

Goal #3: Plan with a Long-Term Vision

- **Strategy 1:** Integrate historic preservation objectives into the Town's Capital Improvement Plan, transportation planning, and park planning.
- **Strategy 2:** Encourage intergenerational knowledge-sharing through mentorship, storytelling, and youth involvement in preservation efforts.
- **Strategy 3:** Encourage sensitive infill development that complements historic buildings in scale, architecture, material, and form.
- **Strategy 4:** Consider the importance of historic sites when development of them or near them provides an opportunity to preserve, protect and/or feature their history.

LAND USE FRAMEWORK

*Land use is the foundation of
Camp Verde's future, shaping
where we live, work, and gather,
while protecting open spaces,
honoring our history, and guiding
growth in a way that strengthens
community and preserves our
unique character.*



Plan Camp Verde
ARIZONA

COMMUNITY DEVELOPMENT DEPARTMENT
473 S. MAIN STREET
CAMP VERDE, ARIZONA 86322
Town of Camp Verde Special Session
DATE: 9/4/2025

CAMP VERDE

VISION 2050 GENERAL PLAN
LAND USE MAP

October 8, 2025

Page 100 of 138

LAND USE FRAMEWORK

Land use in Camp Verde is shaped by its adopted Planning and Zoning Code, which establishes how land may be developed or preserved based on defined zoning districts. These districts set the rules for permitted uses, building types, lot sizes, setbacks, density, and design standards. Some uses are allowed by right, while others require a Use Permit or Conditional Use Permit following public review through the Planning and Zoning Commission and Town Council.

Camp Verde's Zoning Code includes residential, commercial, industrial, agricultural, public facility, and open space designations, as well as overlay and planned area districts. Starting in 2025, the Town will complete its first comprehensive zoning code to modernize these standards, align them with this General Plan, and respond to current and future land use challenges. This update will provide clearer definitions, streamlined processes, and tools to guide appropriate growth while protecting Camp Verde's rural character and environmental resources.

Below is a summary of the current zoning districts and their general intent:

Residential Districts

- **R1L – Residential: Single-Family Limited**
Intended for large-lot, low-density single-family development. Supports a rural lifestyle with minimal infrastructure and limited non-residential activity.
- **R1 – Residential: Single-Family**
Provides for traditional single-family neighborhoods with moderate lot sizes and access to community infrastructure.
- **R2 – Residential: Multiple Dwelling Units**
Allows for higher-density residential development, including duplexes and multi-family units. Supports housing diversity while maintaining neighborhood compatibility.
- **RR – Residential: Rural**
Designed for rural living with large parcels, allowing agricultural uses, livestock, and other country-residential activities. Prioritizes open space and rural character.

Mixed Residential and Commercial District

- **RS – Residential and Services**
This district accommodates both residential units and limited service uses. It provides flexibility for live-work arrangements and community-serving businesses while maintaining residential character.

Commercial Districts

- **C1 – Commercial: Neighborhood Sales and Services**
Intended to serve nearby residential areas with small-scale retail and service businesses. May include groceries, cafes, salons, and professional offices.
- **C2 – Commercial: General Sales and Services**
Accommodates a broader range of commercial uses that serve both residents and visitors, including retail centers, restaurants, and lodging.
- **C3 – Commercial: Heavy Commercial**
Supports more intensive commercial uses that may generate higher traffic or operational impacts, such as equipment sales, vehicle services, or contractor yards. Transitional buffer between general commercial and industrial areas.

Industrial Districts

- **PM – Performance Industrial**
Focused on clean, light industrial uses such as laboratories, small-scale manufacturing, and assembly operations. Emphasizes design controls and performance standards to reduce impacts on nearby residential areas. General retail and residential uses are restricted.
- **MI – Industrial: General**
Permits a wider range of industrial activities including manufacturing and fabrication, provided they are operated in a manner that limits external nuisances.
- **M2 – Industrial: Heavy**
Intended for high-intensity industrial operations such as large-scale manufacturing, processing, or heavy equipment storage. Suitable in areas with limited residential proximity and strong infrastructure access.

Planned and Overlay Districts

- **PAD – Planned Area Development**
Allows for master-planned, mixed-use developments with flexible standards that promote innovation in design and site layout. Developers propose specific plans which are reviewed and approved by the Town.
- **IO – Interchange Overlay District**
Applies additional requirements and standards for development near freeway interchanges. Designed to ensure appropriate access, visibility, and land use compatibility in these high-profile locations.

Resource and Agricultural Districts

- **OS – Open Space: Resource Conservation Zone**
Protects lands with environmental significance such as riparian corridors, floodplains, and scenic vistas. Development is highly restricted, with a focus on preservation, passive recreation, and low-impact agriculture. Reflects the goals of the Arizona Growing Smarter legislation.
- **AG – Agricultural**
Reserved for active farming and ranching operations, including lands over five acres. Recognizes Camp Verde’s agricultural heritage and ensures that open, working landscapes remain viable. Per state law, minimum residential uses may be allowed unless waived by the property owner.

Public Use District

- **CF – Community Facilities**
Designated for public and institutional uses such as schools, libraries, parks, and government facilities. Supports the delivery of essential community services.

Through the Comprehensive Planning and Zoning Code Update, the Town will reevaluate each of these districts to ensure they align with current land use patterns, projected growth, infrastructure capacity, and community values. Special focus areas such as the Verde River corridor, will be addressed through overlay zoning tools and design standards that prioritize environmental protection, economic strength, and quality of life. The modernized Code will serve as a foundational tool for implementing the General Plan and ensuring a predictable, equitable development process.

BUILDING DENSITY

To provide clarity and consistency, the Town of Camp Verde defines what is meant by “low,” “medium,” and “high” density within this General Plan. These descriptions are intended to guide future land use decisions by illustrating the form, character, and development patterns envisioned for each category, rather than relying on strict numerical thresholds.

Building density reflects the scale and massing of structures relative to the site. Lower intensity areas are characterized by smaller buildings with generous setbacks and landscaping, medium intensity areas allow for moderate building bulk and closer spacing, and high intensity areas include larger, taller buildings with minimal setbacks, structured parking, and active street-level uses.

- **Low Density Residential:** Primarily characterized by single-family detached homes on larger lots, with significant open space between buildings. Development patterns emphasize privacy, landscaping, and a more rural or suburban character. Streets are typically local and may not connect frequently to other neighborhoods.
- **Medium Density Residential:** Includes a mix of single-family homes on smaller lots, duplexes, townhomes, and small-scale multifamily buildings. Development maintains a neighborhood character but allows for more compact housing choices. Buildings are generally 1–3 stories, with modest shared open space and a balance between private yards and community areas.
- **High Density Residential:** Characterized by multifamily housing such as apartments, condominiums, and mixed-use residential buildings. Buildings are closely spaced, often taller, and oriented toward walkability. Development supports access to transit, services, and employment, with limited private yard space and more reliance on shared open space or amenities.

VACANT PARCELS & DEVELOPMENT POTENTIAL

Camp Verde has a substantial inventory of vacant land, representing a key opportunity for thoughtful, strategic growth. These undeveloped parcels are distributed throughout the community, ranging in size, location, and zoning designation. Some are small infill lots within established neighborhoods or commercial corridors, while others are large tracts of land located near the Town's edges, adjacent to agricultural lands or environmentally sensitive areas.

An analysis of current land use and assessor parcel data reveals that a significant portion of land within the Town limits remains undeveloped, especially within agricultural and low-density residential zones. These vacant parcels provide flexibility for accommodating future population growth, economic development, and expanded public facilities without requiring annexation or major infrastructure expansion.

Vacant parcels fall into several key categories:

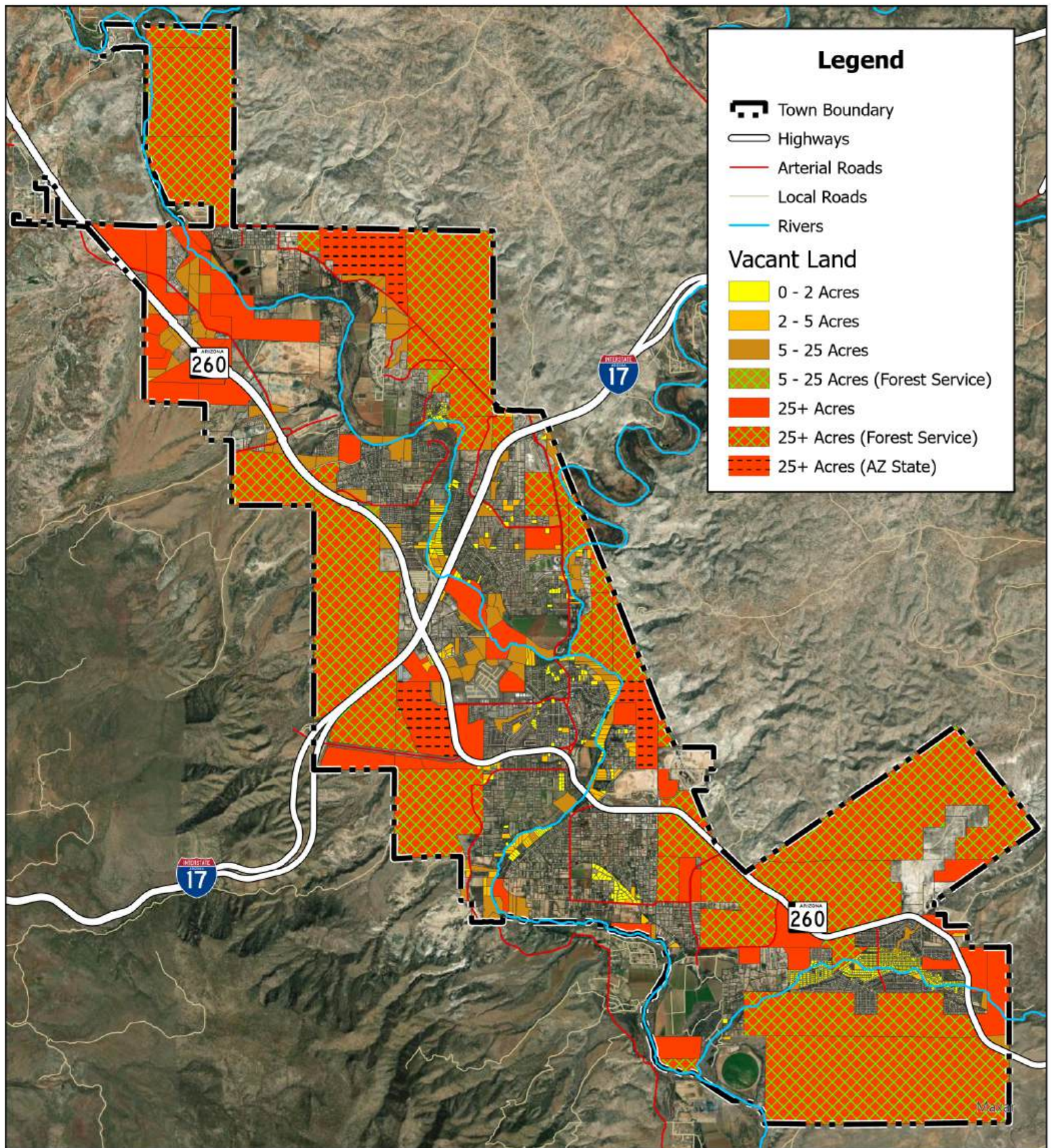
- **Infill Lots:** Smaller, undeveloped parcels within existing neighborhoods or commercial areas. These sites are ideal for compact development that leverages existing infrastructure and supports walkability.
- **Large Tracts:** Larger parcels located along transportation corridors or at the community fringe. These offer opportunities for Planned Area Development, mixed-use projects, or future employment centers.
- **Environmentally Constrained Parcels:** Vacant lands within floodplains, steep slopes, or riparian corridors. These areas may be best suited for open space, conservation easements, or limited low-impact development.

- **Agricultural and Rural Holdings:** Lands that are actively used for farming or grazing but could be zoned for potential development. These parcels require careful evaluation to balance growth and the preservation of rural character, protection of agricultural, riparian, and open lands, and water resources.

The Town intends to maintain a vacant land inventory map that will identify all undeveloped parcels by zoning district, land use designation, ownership, and environmental constraints. This tool will support land use decision-making, infrastructure planning, and the prioritization of development incentives or conservation efforts.

INFILL AND COMPACT DEVELOPMENT

The Town of Camp Verde is committed to encouraging infill development where it is both feasible and appropriate. Infill helps maximize the use of existing infrastructure, supports compact development patterns, and reduces the pressure to expand into undeveloped areas. The Town will promote infill by identifying underutilized parcels within the community and encouraging development that complement surrounding neighborhoods and aligns with adopted Character Area goals. Where appropriate, Camp Verde will also explore programs and policies that incentivize infill and redevelopment, ensuring that new growth contributes to a more connected, efficient, and sustainable community fabric.

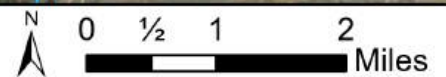


Legend

- Town Boundary
- Highways
- Arterial Roads
- Local Roads
- Rivers

Vacant Land

- 0 - 2 Acres
- 2 - 5 Acres
- 5 - 25 Acres
- 5 - 25 Acres (Forest Service)
- 25+ Acres
- 25+ Acres (Forest Service)
- 25+ Acres (AZ State)



COMMUNITY DEVELOPMENT DEPARTMENT
 473 S. MAIN STREET
 CAMP VERDE, ARIZONA 86322
 Town of Camp Verde Special Session
 DATE: 9/4/2025

CAMP VERDE

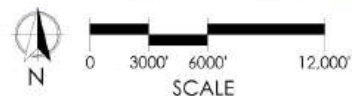
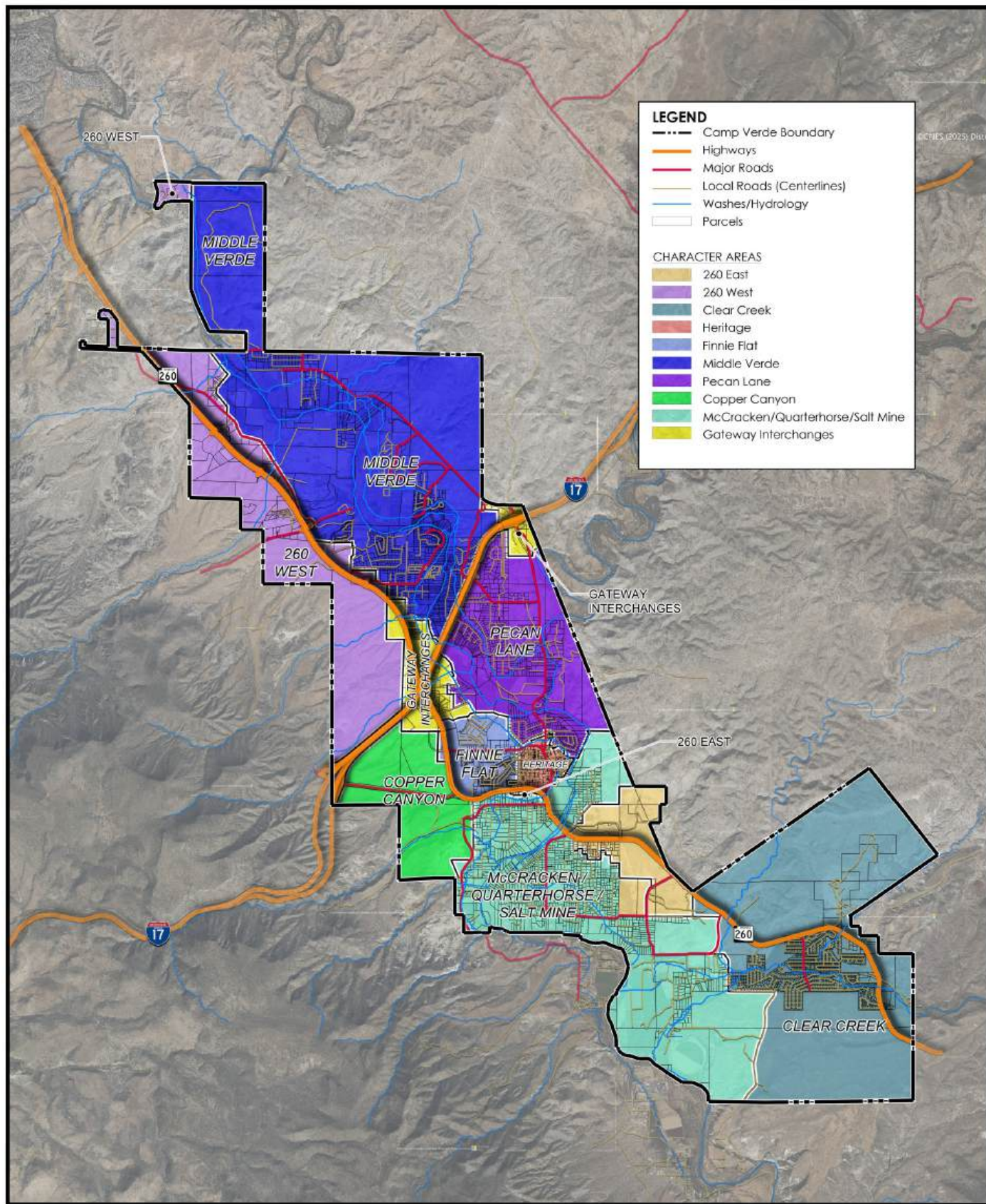
VISION 2050 GENERAL PLAN VACANT LAND MAP

October 8, 2025

Page 36 of 318

CHARACTER AREAS

Character Areas celebrate the unique identity of Camp Verde's neighborhoods, corridors, and landscapes, guiding growth in a way that reflects their distinct qualities while supporting the Town's overall vision.



COMMUNITY DEVELOPMENT DEPARTMENT
473 S. MAIN STREET
CAMP VERDE, ARIZONA 86322
(928) 554-0024

Town Council Special Session

DATE: 6/13/2025

October 8, 2025

CAMP VERDE

VISION 2050 GENERAL PLAN

CHARACTER AREAS MAP

Page 68 of 138

CHARACTER AREAS

The Town of Camp Verde has identified ten (10) Character Areas, each defined by a common set of unifying elements such as physical features, historic uses, existing land use patterns, environmental qualities, and cultural identity. These areas represent the unique “building blocks” of the community. Land use decisions should consider how proposals uphold, strengthen, or complement the established character of each area. Approaching growth and development in this way allows Camp Verde to preserve valued elements of its past while creating a framework for appropriate and sustainable future development.

Character Areas also serve as a tool to connect land use planning with community priorities such as infrastructure capacity, transportation systems, water and environmental stewardship, and economic vitality. To remain sustainable, the Town must ensure responsible management of its land, air, and water resources while fostering opportunities for quality residential, commercial, and recreational development. The ten (10) Character Areas are:

- 260 West
- Gateway Interchanges
- Heritage (Downtown)
- Finnie Flat
- Pecan Lane
- Middle Verde
- McCracken/Quarterhorse / Salt Mine
- Copper Canyon
- 260 East
- Clear Creek

Implementation Guidelines and Disclaimer

It is important to note that Character Areas represent the desired future development patterns of Camp Verde but do not change the zoning of individual parcels. The actual density for future development will be determined based on factors such as adjacent land uses, infrastructure capacity (utilities, roads, schools, parks, and transit services), site-specific physical conditions, environmental constraints, and compatibility with the existing character of surrounding neighborhoods.

Similarly, while the General Plan may recommend higher densities or mixed-use opportunities in certain areas, each proposal will be evaluated on its merits and alignment with documented community goals. In some cases, projects may exceed stated targets if they clearly advance the community’s vision and meet established planning objectives. The purpose of the Character Areas is to guide decision-making with flexibility, ensuring Camp Verde grows in a way that is consistent, balanced, and sustainable.

260 WEST CHARACTER AREA



SCALE



PlanCampVerde
ARIZONA

COMMUNITY DEVELOPMENT
DEPARTMENT
473 S. MAIN STREET
CAMP VERDE, ARIZONA 86322
(928) 354-0024

This production is for informational purposes only and may not have been prepared for or be suitable for legal engineering, or surveying purposes.
User of information should review or consult primary data and information sources to sources to ascertain the validity of information.
The Town of Camp Verde assumes no responsibility for any errors, omissions, and/or inaccuracies in this mapping product.

260 WEST CHARACTER AREA

The 260 West Character Area extends along State Route 260 heading west toward Cottonwood and represents one of the most strategically located corridors for Camp Verde's long-term growth. Historically, the area contained large agricultural parcels and rural residential properties, but in recent decades it has become a focal point for development interest due to its highway frontage, visibility, and inclusion in a federally designated Opportunity Zone. Today, the area is a mix of vacant land, scattered rural residential uses, and emerging commercial activity. Several properties in this corridor have direct access to major utilities, making the area highly suitable for larger-scale retail, mixed-use development, and higher-density housing projects.

Infrastructure improvements, particularly sewer and water extensions, will play a critical role in shaping the pace and scale of development here. As the community plans for future growth, 260 West is envisioned as a hub for employment and commercial opportunities, with an emphasis on attracting high-wage jobs, large retailers, and tourism-related businesses. Annexation opportunities may further expand the Town's ability to provide services and guide development patterns. Given its proximity to Yavapai-Apache Nation lands, ongoing collaboration will be essential to align planning and infrastructure priorities, support joint economic development initiatives, and strengthen cultural tourism efforts. The area's viewsheds and natural features remain an important consideration, with design and landscaping standards intended to preserve the scenic character along the highway.

260 WEST CHARACTER AREA LAND USE REFERENCE

Physical Description

- Located along State Route 260 extending west toward Cottonwood.
- Centered by SR-260 to the south; directly adjacent to Yavapai-Apache Nation land on portions.
- Large vacant parcels interspersed with rural residential and agricultural uses.
- Includes federally designated Opportunity Zone.

Built Environment

- Primarily vacant land, rural residential, and small-scale commercial.
- Future land use envisioned as higher density residential, mixed-use, and retail.
- **Businesses/Uses:** Scattered retail, agricultural parcels, and service businesses.

Circulation

- **Major Road:** State Route 260 West.
- **Interchanges:** SR-260 connections to I-17 nearby; potential future improvements for development access.

Points of Interest

- Opportunity Zone boundary.
- Yavapai-Apache Nation lands.
- Scenic viewsheds and natural ravine contours.

Density and Non-Residential Districts

- **Existing Density:** Predominantly low-density residential and vacant land.
- **Existing Non-Residential Zoning:** C2 highway commercial.
- **Preferred Zoning:** RS/C1/C2 along SR-260, mixed-use overlays, PUD, agricultural preservation.

260 WEST CHARACTER AREA GOALS & IMPLEMENTATION STRATEGIES

Goal #1: Secure funding for extending sewer infrastructure to support development along State Route 260 West.

- **Strategy 1:** Prioritize the extension of sewer infrastructure as part of the Town's capital improvement plan to ensure it is included in long-term planning and budgeting efforts.
 - **Strategy 2:** Apply for state and federal grants, partner with regional entities, and explore loans and bonds as financial options to secure funding for the sewer extension project.
 - **Strategy 3:** Engage with developers and businesses to explore potential partnerships or development agreements that include cost-sharing arrangements to support the extension of sewer services.
-

Goal #2: Ensure sufficient water infrastructure to support business development along State Route 260 West.

- **Strategy 1:** Engage with developers and businesses to explore potential partnerships or development agreements that include cost-sharing arrangements to support sufficient water supply and access.
-

Goal #3: Promote Opportunity Zone and business development.

- **Strategy 1:** Develop strategic marketing materials, including the Opportunity Zone map, to promote the Opportunity Zone, highlight the benefits and boundaries of the zone, ensuring residents, businesses, and investors understand its potential.
 - **Strategy 2:** Partner with state and regional economic development organizations to attract investors and developers to the Opportunity Zone.
 - **Strategy 3:** Actively recruit large-scale retailers that will generate sales tax, attract high traffic and serve both travelers and residents, ensuring these businesses complement the community's needs and long-term economic growth.
 - **Strategy 4:** Actively recruit businesses offering high-wage jobs to enhance economic stability and provide sustainable employment opportunities for residents.
 - **Strategy 5:** Work with regional, state, and federal partners and entities to extend the Opportunity Zone designation and/or its related benefits beyond the current term of 2026.
-

Goal #4: Evaluate the potential for annexation to expand the Town's boundaries and services along State Route 260 West.

- **Strategy 1:** Conduct a comprehensive analysis of the feasibility and benefits of annexing the area along State Route 260 West, considering factors such as infrastructure needs, land use, additional associated costs, and potential for economic development.
 - **Strategy 2:** Engage with property owners and residents in the area to gather input on annexation, addressing concerns and providing information about the benefits and processes involved.
 - **Strategy 3:** Align with broader development goals and long-term infrastructure planning.
-

Goal #5: Design and landscape standards specific to the 260 West Character Area.

- **Strategy 1:** Establish setback requirements and protect key viewsheds by ensuring structures are placed at a sufficient distance from the road and utilizing hillside setbacks and natural ravine contours.
 - **Strategy 2:** Incorporate sustainable landscape practices, such as drought-resistant plants and water-efficient irrigation systems, to enhance the environmental appeal of the area while maintaining aesthetic consistency.
 - **Strategy 3:** Utilize landscaping and other creative solutions to create buffers between different development and use types, providing separation and protection for sensitive land uses while promoting appropriate transitions.
-

Goal #6: Promote higher-density and mixed-use development.

- **Strategy 1:** Encourage mixed-use developments that combine residential units with commercial spaces to enhance livability.
 - **Strategy 2:** Conduct robust engagement with developers and landowners to communicate the Town's vision and identify opportunities for collaboration on higher-density housing.
-

Goal #7: Ensure the execution of current wayfinding efforts.

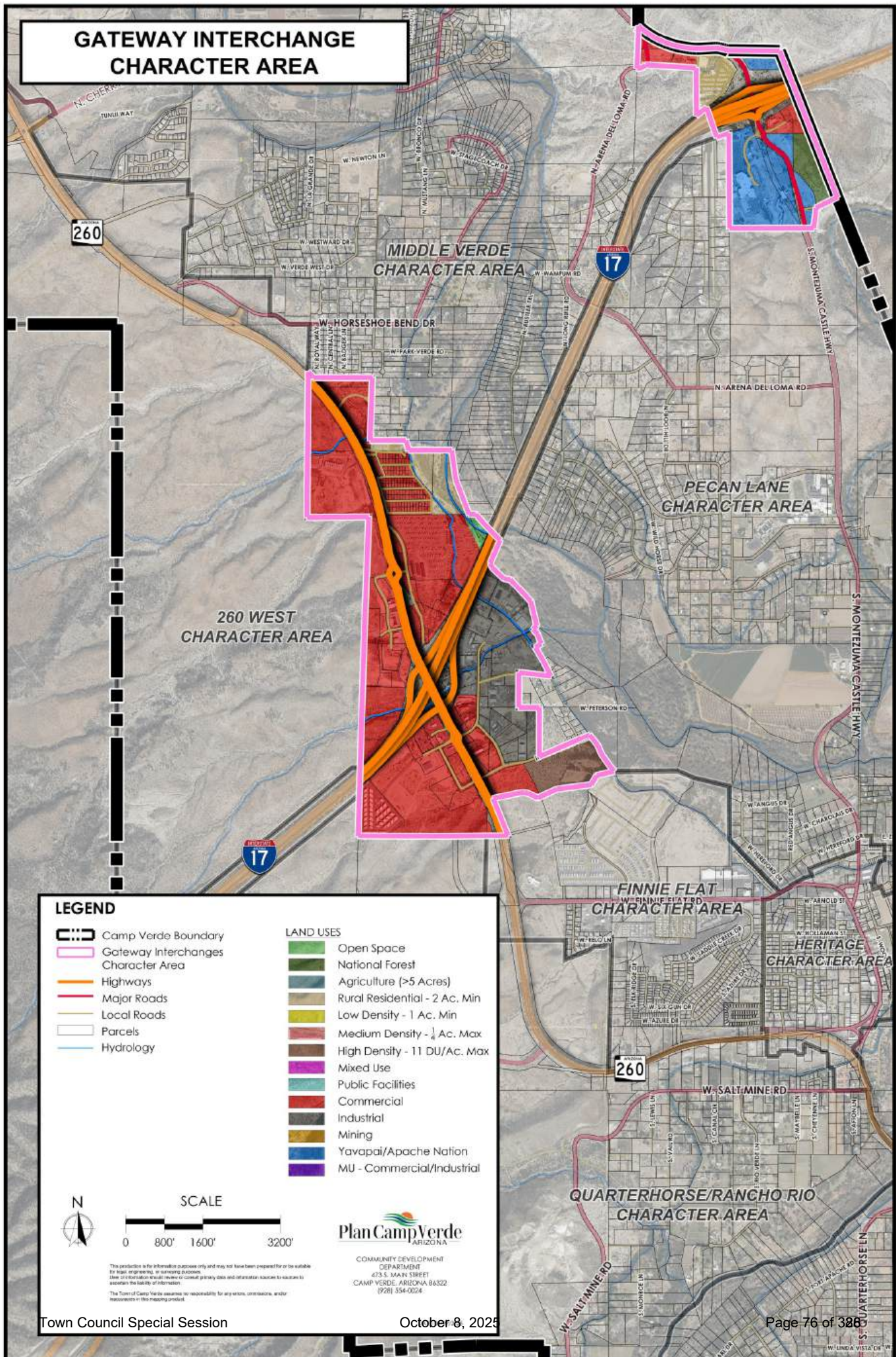
- **Strategy 1:** Finalize and implement the Town's wayfinding plan with a focus on signage placement along State Route 260 to guide visitors and residents effectively.
 - **Strategy 2:** Protect the viewshed and promote low-impact signage to preserve the natural beauty of the 260 West Character Area.
-

Goal #8: Partner with the Yavapai-Apache Nation on the planning and development of land in the 260 West Character Area.

- **Strategy 1:** Designate a Council member as a liaison to the Yavapai-Apache Nation to ensure consistent communication and collaboration on shared goals.
- **Strategy 2:** Host biannual meetings with the Yavapai-Apache Nation to discuss development progress and address emerging issues collaboratively.
- **Strategy 3:** Encourage development in alignment with the 260 West Character Area particularly commercial development.

- **Strategy 4:** Pursue joint funding opportunities and partnerships to support infrastructure, community projects, and economic development in the 260 West Character Area.
- **Strategy 5:** Collaborate with the Yavapai-Apache Nation to develop and implement tourism and marketing strategies that promote Camp Verde as a premier destination, highlighting the unique cultural and natural assets.
- **Strategy 6:** Leverage the existing Intergovernmental Agreement (IGA) between the Town of Camp Verde and the Yavapai-Apache Nation to guide development efforts and ensure mutual benefits.

GATEWAY INTERCHANGE CHARACTER AREA



LEGEND

- Camp Verde Boundary
- Gateway Interchanges Character Area
- Highways
- Major Roads
- Local Roads
- Parcels
- Hydrology

LAND USES

- Open Space
- National Forest
- Agriculture (>5 Acres)
- Rural Residential - 2 Ac. Min
- Low Density - 1 Ac. Min
- Medium Density - 1/4 Ac. Max
- High Density - 11 DU/Ac. Max
- Mixed Use
- Public Facilities
- Commercial
- Industrial
- Mining
- Yavapai/Apache Nation
- MU - Commercial/Industrial



SCALE



PlanCampVerde
ARIZONA

COMMUNITY DEVELOPMENT
DEPARTMENT
473 S. MAIN STREET
CAMP VERDE, ARIZONA 86322
(928) 354-0024

This product is for informational purposes only and may not have been prepared for or be suitable for legal engineering, engineering purposes, civil or information knowledge review or consult. Primary data and information sources to sources to ascertain the fact of information.
The Town of Camp Verde assumes no responsibility for any errors, omissions, and/or inaccuracies in this mapping product.

GATEWAY INTERCHANGES CHARACTER AREA

The Gateway Interchanges Character Area encompasses the primary entry points into Camp Verde from Interstate 17, State Route 260, and Middle Verde Road. As the first impression for many travelers, this area plays a vital role in shaping the identity of the Town. The corridor is currently home to a mix of traveler-oriented services including gas stations, small-scale restaurants, and convenience stores. The visibility of the interchanges makes this area highly attractive for new businesses that serve both regional travelers and local residents.

Future planning for the Gateway Interchanges emphasizes creating a safe, functional, and visually cohesive arrival experience. This includes incorporating high-quality design and landscaping standards, ensuring adequate setbacks for new construction, and developing signage and wayfinding elements that reflect the community's identity. Public art installations, developed through partnerships with local artists, schools, and organizations, are envisioned as distinctive features that celebrate Camp Verde's heritage and natural beauty. Coordination with the Arizona Department of Transportation will remain a priority to address traffic safety concerns, particularly at the I-17 exits and roundabouts, and to ensure infrastructure keeps pace with anticipated growth.

Partnerships with the Yavapai-Apache Nation will also guide development, supporting shared economic goals and cultural tourism opportunities. The long-term vision is for the Gateway Interchanges to function not only as service points for travelers but also as welcoming gateways that showcase the Town's character and set the tone for the visitor experience in Camp Verde.

GATEWAY INTERCHANGE CHARACTER AREA LAND USE REFERENCE

Physical Description

- Encompasses the I-17 and SR-260 interchange areas, plus Middle Verde Road interchange that connects to Montezuma Castle Highway.
- Serves as primary arrival points into Camp Verde.
- Flat, highway-oriented land with strong visibility.

Built Environment

- Existing uses: gas stations, convenience stores, fast-food restaurants.
- Vacant parcels suitable for service-oriented or commercial development.

Circulation

- **Major Roads:** Interstate 17, State Route 260, Middle Verde Road.
- **Interchanges:** I-17/SR-260; I-17/Middle Verde.
- **Trails:** General Crook Trail (regional link).

Points of Interest

- ADOT roundabouts and traffic infrastructure.
- Scenic corridor entrances.
- Potential public art sites.

Density and Non-Residential Districts

- **Existing Density:** Minimal residential. Primarily highway commercial.
- **Existing Non-Residential Zoning:** C2 (highway commercial), C3 (regional commercial).
- **Preferred Zoning:** C1/C2, PUD for integrated service development.

GATEWAY INTERCHANGE CHARACTER AREA GOALS & IMPLEMENTATION STRATEGIES

Goal #1: Promote Opportunity Zone and business development.

- **Strategy 1:** Develop strategic marketing materials, including the Opportunity Zone map, to promote the Opportunity Zone, highlight the benefits and boundaries of the zone, ensuring residents, businesses, and investors understand its potential.
 - **Strategy 2:** Partner with state and regional economic development organizations to attract investors and developers to the Opportunity Zone.
 - **Strategy 3:** Identify and recruit quick-service establishments, such as convenience stores, gas stations, and small-scale dining, to generate sales tax and meet the needs of highway travelers and residents.
 - **Strategy 4:** Work with regional, state, and federal partners and entities to extend the Opportunity Zone designation and/or its related benefits beyond the current term of 2026.
-

Goal #2: Design and landscape standards specific to the Gateway Interchanges Character Area.

- **Strategy 1:** Establish comprehensive design and landscaping standards for the Gateway Interchanges, prioritizing a visually cohesive and welcoming environment.
 - **Strategy 2:** Implement setback requirements in the Town's Zoning Ordinance ensuring structures are placed a sufficient distance from the road to maintain open sightlines and improve traffic safety.
 - **Strategy 3:** Incorporate sustainable landscape practices, such as drought-resistant plants and water-efficient irrigation systems, to enhance the environmental appeal of the area while maintaining aesthetic consistency.
 - **Strategy 4:** Utilize landscaping to create buffers between different development and use types, providing separation and protection for sensitive land uses while promoting appropriate transitions.
-

Goal #3: Ensure the execution of current wayfinding efforts.

- **Strategy 1:** Finalize and implement the Town's wayfinding plan with a focus on signage placement along State Route 260 to guide visitors and residents effectively.
 - **Strategy 2:** Protect the viewshed and promote low-impact signage to preserve the natural beauty of the Gateway Interchanges.
-

Goal #4: Promote public art to enhance the gateway's appeal.

- **Strategy 1:** Commission art installations, such as sculptures or murals, that reflect the cultural heritage and natural beauty of Camp Verde.
 - **Strategy 2:** Partner with local artists and schools to create temporary or permanent art displays within the Gateway Interchanges.
 - **Strategy 3:** Use public-private partnerships and/or funding opportunities to fund public art projects without burdening the Town's budget.
 - **Strategy 4:** Work with ADOT to obtain the necessary permits for art installations within the Gateway Interchanges Character Area to ensure compliance with state regulations.
-

Goal #5: Partner with ADOT to address safety and infrastructure challenges in the Gateway Interchanges.

- **Strategy 1:** Conduct a joint traffic study with ADOT to assess safety issues and recommend improvements for areas such as the I-17 exits and the roundabout at State Route 260 and Industrial Drive.
- **Strategy 2:** Pursue state and federal funding opportunities to implement safety enhancements such as additional signage, lighting, or road markings.
- **Strategy 3:** Collaborate with ADOT on long-term infrastructure planning to accommodate future growth and ensure the Gateway Interchanges meets regional transportation needs.

Goal #6: Partner with the Yavapai-Apache Nation on the planning and development of land in the Gateway Interchanges Character Area.

- **Strategy 1:** Designate a Council member as a liaison to the Yavapai-Apache Nation to ensure consistent communication and collaboration on shared goals.
- **Strategy 2:** Host biannual meetings with the Yavapai-Apache Nation to discuss development progress and address emerging issues collaboratively.
- **Strategy 3:** Encourage development in alignment with the Gateway Interchanges Character Area particularly commercial development.
- **Strategy 4:** Pursue joint funding opportunities and partnerships to support infrastructure, community projects, and economic development in the Gateway Interchanges Character Area.
- **Strategy 5:** Collaborate with the Yavapai-Apache Nation to develop and implement tourism and marketing strategies that promote Camp Verde as a premier destination, highlighting the unique cultural and natural assets of both communities.
- **Strategy 6:** Leverage the existing Intergovernmental Agreement (IGA) between the Town of Camp Verde and the Yavapai-Apache Nation to guide development efforts and ensure mutual benefits.

HERITAGE CHARACTER AREA

PECAN LANE
CHARACTER AREA

W. FINNIE FLAT RD

FINNIE FLAT
CHARACTER AREA

McKRACKEN
CHARACTER AREA

260 EAST
CHARACTER AREA

QUARTERHORSE/RIO RANCHO
CHARACTER AREA

LEGEND

- Camp Verde Boundary
- Downtown Character Area
- Entertainment District
- Highways
- Major Roads
- Local Roads
- Parcels
- Hydrology

LAND USES

- Open Space
- National Forest
- Agriculture (>5 Acres)
- Rural Residential - 2 Ac. Min
- Low Density - 1 Ac. Min
- Medium Density - 1/4 Ac. Max
- High Density - 11 DU/Ac. Max
- Mixed Use
- Public Facilities
- Commercial
- Industrial
- Mining
- Yavapai/Apache Nation
- MU - Commercial/Industrial



SCALE



PlanCampVerde
ARIZONA

COMMUNITY DEVELOPMENT
DEPARTMENT
473 S. MAIN STREET
CAMP VERDE, ARIZONA 86322
(928) 354-0024

This product is for informational purposes only and may not have been prepared for or be suitable for legal engineering, or engineering purposes. Use or reliance on this product without the assistance of a professional is at the user's risk. The Town of Camp Verde assumes no responsibility for any errors, omissions, and/or inaccuracies in this mapping product.

HERITAGE CHARACTER AREA

The Heritage Character Area encompasses the historic downtown core of Camp Verde along Main Street and surrounding neighborhoods. This area is the cultural, civic, and historic heart of the community, containing some of the Town's oldest structures, civic facilities, and locally owned businesses. The Heritage area has long served as the center of commerce and community activity, hosting festivals, parades, and gatherings that reinforce the Town's small-town character and historic charm.

Today, the Heritage Character Area features a mix of retail shops, restaurants, professional offices, civic institutions, and historic landmarks. Its walkable layout, historic architecture, and proximity to the Verde River give it a unique identity that differentiates it from other commercial corridors in Camp Verde. Ongoing revitalization efforts focus on enhancing the pedestrian experience through improved streetscapes, expanded parking, and wayfinding signage. Business support programs, façade improvements, and public art installations further reinforce the area's role as a vibrant destination for residents and visitors.

The vision for the Heritage Character Area emphasizes economic development that strengthens its position as a downtown hub while respecting historic integrity. Future initiatives include expanding events and cultural programming, encouraging boutique lodging options, and considering the relocation of certain civic and institutional facilities to open more downtown space for retail and tourism-related businesses. Collaboration with the Yavapai-Apache Nation and local organizations will ensure that the Heritage area continues to be a dynamic place for commerce, culture, and community life.

HERITAGE CHARACTER AREA LAND USE REFERENCE

Physical Description

- Historic downtown core centered along Main Street.
- Includes Town Hall, civic facilities, retail, dining, and cultural landmarks.

Built Environment

- Historic structures, locally owned businesses, and civic buildings.
- Mix of small lots with commercial and residential uses.
- **Neighborhoods:** Historic Main Street district and adjoining subdivisions.

Circulation

- **Major Roads:** Main Street, Hollamon Street.

- **Connectivity:** Walkable grid network, pedestrian/bike linkages.

Points of Interest

- Town Hall, Fort Verde State Historic Park.
- Downtown parks and public spaces.
- Historic buildings and sites.

Density and Non-Residential Districts

- **Existing Density:** Mixed densities, small-lot residential, downtown commercial.
- **Existing Non-Residential Zoning:** C1 (central commercial), C2 (general commercial), PF (public facilities).
- **Preferred Zoning:** Historic overlay, mixed-use, downtown revitalization standards.

HERITAGE CHARACTER AREA GOALS & IMPLEMENTATION STRATEGIES

Goal #1: Cultivate a vibrant and dynamic downtown Heritage Character Area built for our community, shared with visitors and resulting in increased Town revenue

- **Strategy 1:** Establish a unique brand that highlights the Heritage area, specifically the cultural, historical, and community assets.
- **Strategy 2:** Launch a comprehensive marketing campaign to attract new businesses promote existing ones and generate more retail and restaurant spending in the Heritage Character Area.
- **Strategy 3:** Encourage locally owned and independent small business development and expansion in the Heritage Character Area. .
- **Strategy 4:** Encourage the development of short-term lodging options, such as boutique hotels in the Heritage Character Area to accommodate tourists and encourage overnight stays.
- **Strategy 5:** Host regular community events such as farmers' markets, art walks, and music festivals to increase foot traffic, promote local businesses, and create a lively atmosphere.
- **Strategy 6:** Collaborate with local artists and organizations to install public art, street murals, and other creative enhancements that make the Heritage Character Area visually appealing and a destination for visitors.
- **Strategy 7:** Provide grants or low-interest loans to encourage entrepreneurship, small business development, renovations to properties, and the revitalization of

vacant or underused properties, prioritizing businesses that enhance the entertainment and cultural offerings of the Heritage Character Area.

Goal #2: Design and landscape standards specific to the Heritage Character Area.

- **Strategy 1:** Create and implement a downtown beautification, streetscaping, façade, and landscaping plan to enhance the area's visual appeal and ensure cohesive design standards, focusing on maintaining architectural consistency, preserving historical elements, and promoting walkability and greenery.
- **Strategy 2:** Incorporate sustainable landscape practices, such as drought-resistant plants and water-efficient irrigation systems, to enhance the environmental appeal of the area while maintaining aesthetic consistency.
- **Strategy 3:** Utilize landscaping to create buffers between different development and use types, providing separation and protection for sensitive land uses while promoting appropriate transitions.
- **Strategy 4:** Explore the potential for creating a Historic District with enhanced preservation guidelines to maintain the authenticity of historic buildings and strengthen the Heritage Character Area's unique identity.

Goal #3: Encourage the development of a Heritage Character Area association.

- **Strategy 1:** Support key Heritage Character Area stakeholders, including business owners, residents, and organizations, in organizing a meeting to establish an association and define its goals and priorities.
- **Strategy 2:** Collaborate with the community organizations and partners to provide resources and guidance that can assist the Heritage Character Area association in driving economic growth and supporting downtown businesses.
- **Strategy 3:** Encourage the downtown association to promote the Heritage Character Area as a vibrant place to work, develop, and visit, showcasing its unique attributes and fostering community pride.

Goal #4: Secure additional Main Street funding to work on the roadway and infrastructure.

- **Security 1:** Secure additional funding for infrastructure improvements, such as streetscape improvements, enhanced dark sky compliant lighting, pedestrian walkways, and public gathering spaces, to create an inviting environment for events, businesses, and entertainment.

- **Strategy 2:** Submit funding requests to state and federal funding sources that focus on revitalization, transportation, infrastructure, and development.
 - **Strategy 3:** Collaborate with regional organizations and entities to identify additional funding opportunities and form partnerships that can pool resources for infrastructure improvements.
-

Goal #5: Town of Camp Verde to complete a facility study to assess moving Town and other non-related commercial facilities off Main Street and opening those spaces for retail.

- **Strategy 1:** Conduct a comprehensive facility study that evaluates the potential benefits and challenges of relocating Town facilities off Main Street and the impact on revitalization of the Heritage Character Area.
 - **Strategy 2:** Collaborate with Copper Canyon Fire and Medical Department and religious institutions to assess the feasibility and benefits of relocating their facility off Main Street, aligning their transition with the broader revitalization efforts.
 - **Strategy 3:** Engage the public and businesses in the planning process by collecting feedback on how moving Town facilities could benefit the Heritage Character Area .
 - **Strategy 4:** Partner with developers, businesses, and property owners to explore potential retail and commercial uses for the available spaces, ensuring that the transition adds value to the Heritage Character Area .
-

Goal #6: Ensure the execution of current wayfinding efforts.

- **Strategy 1:** Finalize and implement the Town's wayfinding plan with a focus on signage placement along Main Street to guide visitors and residents effectively.
-

Goal #7: Enhance the Heritage Character Area's bike and pedestrian friendliness.

- **Strategy 1:** Expand sidewalks, crosswalks, and bike lanes to ensure safe and accessible pathways for pedestrians and cyclists.
- **Strategy 2:** Install additional bike racks and pedestrian amenities, such as benches, shaded areas, and water fountains, to encourage alternative transportation and walkability.
- **Strategy 3:** Collaborate with organizations and community members to host events like walking tours to promote active transportation.

- **Strategy 4:** Implement traffic-calming measures, such as reduced speed limits, raised crosswalks, and curb extensions, to create a safer and more inviting environment for pedestrians and cyclists.
 - **Strategy 5:** Pursue grant opportunities and partnerships to fund bike and pedestrian infrastructure improvements and maintenance.
-

Goal #8: Evaluate and expand parking options.

- **Strategy 1:** Conduct a parking needs assessment to determine current and future demand for parking in the Heritage Character Area, taking into account increased tourism, events, ADA-accessible parking, and new development.
 - **Strategy 2:** Identify underutilized spaces or vacant lots that could be repurposed or developed into additional parking areas, including opportunities for multi-use parking structures.
 - **Strategy 3:** Explore partnerships with private property owners and businesses to create shared parking solutions.
 - **Strategy 4:** Secure funding for parking expansion projects through grants, public-private partnerships, or Town budget allocations.
 - **Strategy 5:** Incorporate wayfinding signage to direct visitors to available parking areas, improving accessibility and reducing congestion.
 - **Strategy 6:** Create and maintain a parking inventory.
-

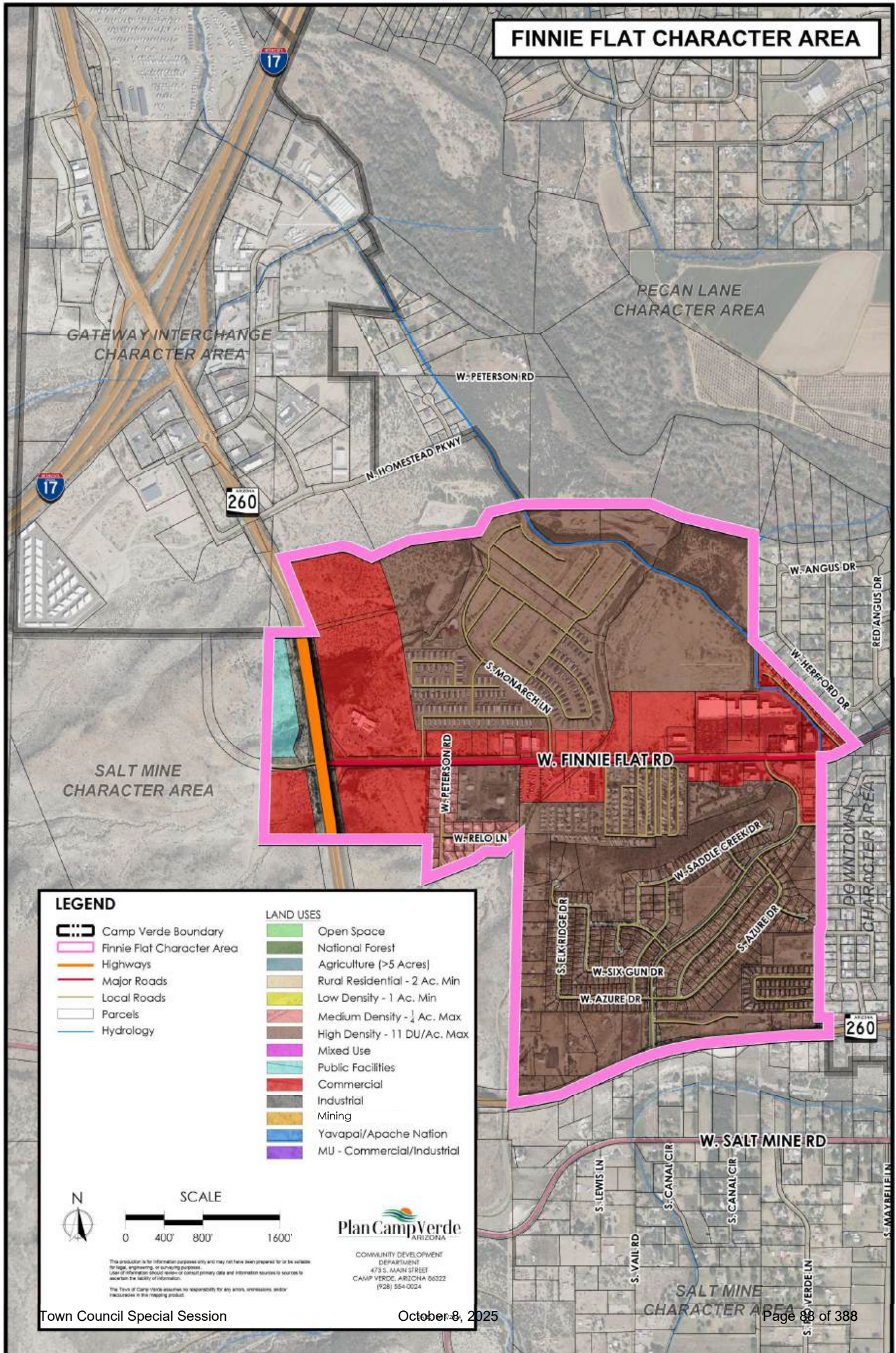
Goal #9: Increase the number and variety of events in the Heritage Character Area.

- **Strategy 1:** Develop an annual events calendar that includes diverse activities such as seasonal festivals, art shows, live music, cultural celebrations, and family-friendly gatherings to attract both residents and visitors.
 - **Strategy 2:** Partner with businesses, organizations, and the Yavapai-Apache Nation to create collaborative events that reflect the unique character and heritage of Camp Verde.
 - **Strategy 3:** Promote events through targeted marketing campaigns, including social media, publications, and partnerships with regional tourism organizations, to maximize attendance and visibility.
-

Goal #10: Partner with the Yavapai-Apache Nation on the development of land in the Heritage Character Area.

- **Strategy 1:** Designate a Council member as a liaison to the Yavapai-Apache Nation to ensure consistent communication and collaboration on shared goals.
- **Strategy 2:** Host biannual meetings with the Yavapai-Apache Nation to discuss development progress and address emerging issues collaboratively.
- **Strategy 3:** Pursue joint grant opportunities and funding sources to support infrastructure and community projects in the Heritage Character Area.
- **Strategy 4:** Collaborate with the Yavapai-Apache Nation to develop and implement tourism and marketing strategies that promote Camp Verde as a premier destination, highlighting the unique cultural and natural assets of both communities.
- **Strategy 5:** Leverage the existing Intergovernmental Agreement (IGA) between the Town of Camp Verde and the Yavapai-Apache Nation to guide development efforts and ensure mutual benefits.

FINNIE FLAT CHARACTER AREA



FINNIE FLAT CHARACTER AREA

Named for the Finnie family, early pioneers of Camp Verde, the Finnie Flat Character Area is one of the Town's most active and diverse corridors. Located in the southeastern portion of Camp Verde, it contains some of the community's newest residential neighborhoods, a variety of commercial centers, an industrial park, and key civic and healthcare facilities. Residential subdivisions along Finnie Flat Road, South Cliffs Parkway, and State Route 260 provide a mix of housing options, while commercial clusters and service-oriented businesses meet many of the community's daily needs.

Finnie Flat is also emerging as a hub for healthcare, anchored by Northern Arizona Healthcare's expanding presence near the State Route 260 intersection. This creates opportunities for medical partnerships, additional service providers, and workforce housing to support employees. The shopping and business centers closer to Town center serve as primary destinations for residents seeking essential goods and services.

Future planning emphasizes multimodal connectivity, with sidewalks, bike lanes, and trail linkages connecting Finnie Flat to the Heritage Character Area and surrounding neighborhoods. Wayfinding signage and pedestrian improvements will enhance safety and accessibility, making Finnie Flat more walkable and connected.

Partnerships will play a central role in shaping the future of Finnie Flat. Collaboration with developers, healthcare providers, and regional organizations will help expand services, attract small businesses, and ensure that growth complements community needs. Coordination with state and federal agencies will be key to securing funding for transportation and infrastructure improvements, while ongoing engagement with residents will guide neighborhood-scale enhancements. The long-term vision for Finnie Flat is to balance commercial expansion, healthcare growth, and residential livability in a way that supports the Town's broader economic development and community goals.

FINNIE FLAT CHARACTER AREA LAND USE REFERENCE

Physical Description

- Southeastern portion of Town; includes subdivisions, shopping centers, industrial park, and medical center.
- Borders I-17 and SR-260.

Built Environment

- **Neighborhoods:** Residential subdivisions along Finnie Flat Road, South Cliffs Parkway, South 7th Street.
- **Businesses:** Shopping centers, Northern Arizona Healthcare campus, industrial businesses near I-17.

Circulation

- **Major Roads:** Finnie Flat Road, State Route 260, I-17 access.
- **Connectivity:** Planned sidewalks, bike lanes, and trail systems.

Points of Interest

- Northern Arizona Healthcare campus.
- Shopping/business center.
- Industrial park off I-17.

Density and Non-Residential Districts

- **Existing Density:** Mix of higher-density single-family, medium density subdivisions, and commercial uses.
- **Existing Non-Residential Zoning:** C1, C2, I (industrial), PF.
- **Preferred Zoning:** C1/C2 near SR-260, mixed-use overlays, healthcare district, PUD.

FINNIE FLAT CHARACTER AREA GOALS & IMPLEMENTATION STRATEGIES

Goal #1: Foster smaller commercial development.

- **Strategy 1:** Encourage independent businesses development and expansion that caters to residents.
- **Strategy 2:** Collaborate and engage with community stakeholders to actively promote Finnie Flat as a prime location for more localized businesses that meet the specific needs of the community.
- **Strategy 3:** Engage with regional healthcare providers and developers to discuss opportunities for expanding or establishing healthcare-related facilities in the Finnie Flat Character Area, specifically near the Northern Arizona Healthcare center on the corner of Finnie Flat and State Route 260.

Goal #2: Connect to upcoming sidewalks to ensure multi-modal connectivity on both sides of Finnie Flat.

- **Strategy 1:** Conduct a connectivity analysis to identify key gaps in the sidewalk network, prioritize projects, and evaluate opportunities to provide connectivity points to surrounding character areas.
 - **Strategy 2:** Secure funding through state and federal transportation grants, and/or partnerships with developers, to complete the sidewalk network.
 - **Strategy 3:** Work with property owners along Finnie Flat to obtain necessary easements for sidewalk development.
 - **Strategy 4:** Install pedestrian-friendly features such as crosswalks, bike lanes, and signage to improve safety and accessibility for all users.
-

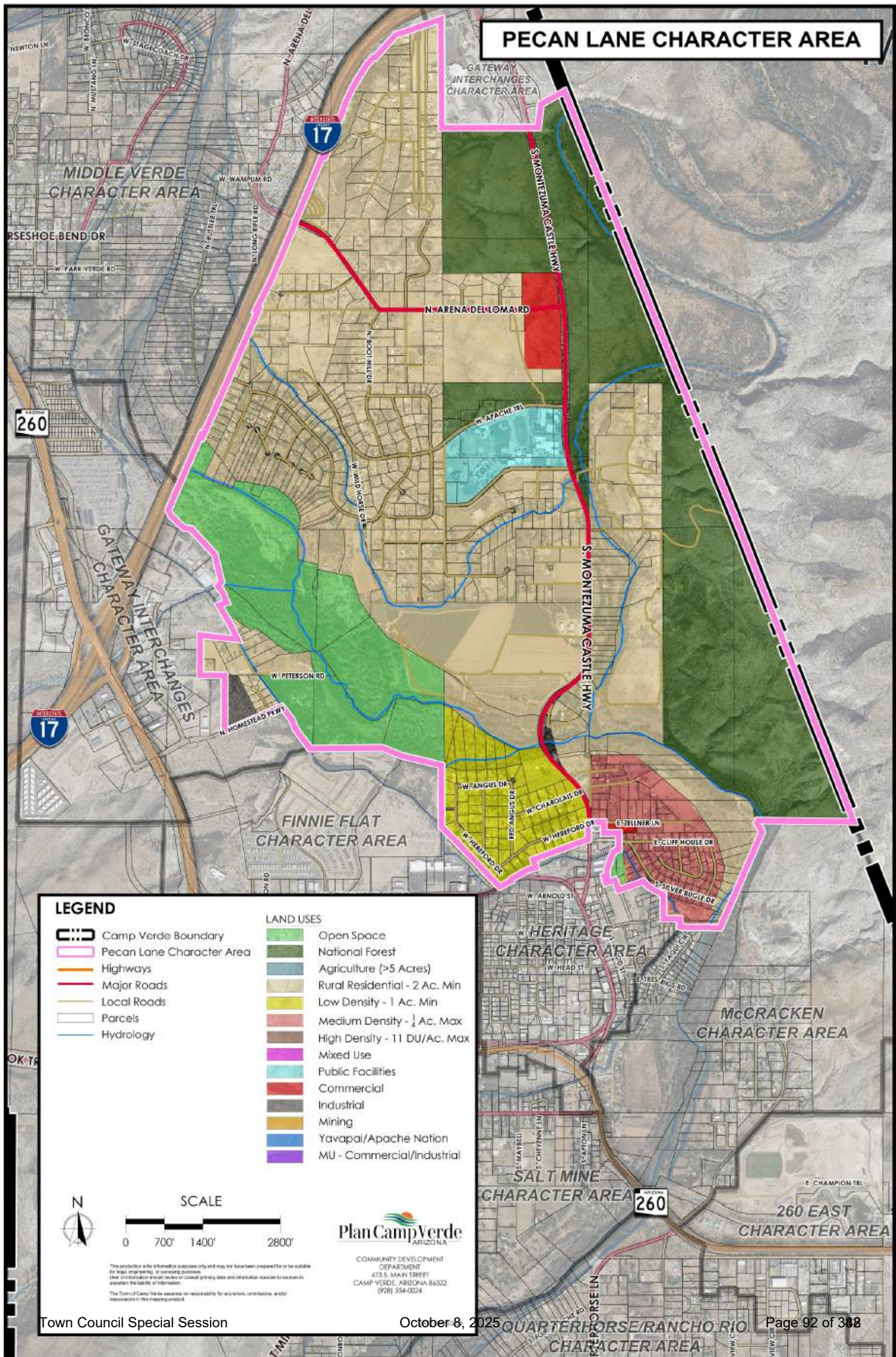
Goal #3: Ensure the execution of current wayfinding efforts.

- **Strategy 1:** Finalize and implement the Town's wayfinding plan with a focus on signage placement along Finnie Flat to guide visitors and residents effectively.
-

Goal #4: Design and landscape standards specific to the Finnie Flat character area.

- **Strategy 1:** Implement setback requirements in the Town's Zoning Ordinance ensuring structures are placed a sufficient distance from the road to maintain open sightlines, improve traffic safety, and preserve the visual integrity of the Finnie Flat Character Area.
- **Strategy 2:** Incorporate sustainable landscape practices, such as drought-resistant plants and water-efficient irrigation systems, to enhance the environmental appeal of the area while maintaining aesthetic consistency.
- **Strategy 3:** Utilize landscaping to create buffers between different development and use types, providing separation and protection for sensitive land uses while promoting appropriate transitions.

PECAN LANE CHARACTER AREA



LEGEND

- Camp Verde Boundary
- Pecan Lane Character Area
- Highways
- Major Roads
- Local Roads
- Parcels
- Hydrology

LAND USES

- Open Space
- National Forest
- Agriculture (>5 Acres)
- Rural Residential - 2 Ac. Min
- Low Density - 1 Ac. Min
- Medium Density - 1/4 Ac. Max
- High Density - 11 DU/Ac. Max
- Mixed Use
- Public Facilities
- Commercial
- Industrial
- Mining
- Yavapai/Apache Nation
- MU - Commercial/Industrial



SCALE

0 700' 1400' 2800'

PlanCampVerde
ARIZONA

COMMUNITY DEVELOPMENT
DEPARTMENT
473 S. MAIN STREET
CAMP VERDE, ARIZONA 86322
(928) 554-0024

This product is for informational purposes only and may not have been prepared for or be suitable for legal engineering, or engineering purposes. Use of information without review or consent of the provider is at the user's sole risk. The Town of Camp Verde assumes no responsibility for any errors, omissions, and/or inaccuracies in this mapping product.

PECAN LANE CHARACTER AREA

The Pecan Lane Character Area is defined by its agricultural roots, rural neighborhoods, and proximity to the Verde River. The area is named for its historic pecan groves, which continue to serve as a visual and cultural landmark for Camp Verde. Many of the properties in Pecan Lane retain their agricultural uses, reflecting the Town's long-standing tradition of farming and ranching. The rural character is reinforced by larger residential lots, open spaces, and limited commercial activity.

Pecan Lane is highly valued for its scenic beauty, historic significance, and role in maintaining the Town's agricultural identity. Preserving farmland, supporting agri-tourism, and encouraging farm-to-table opportunities remain central to the community's vision for this area. At the same time, modest residential growth may occur, provided it is carefully managed to maintain the scale, design, and rural feel of existing neighborhoods. Infrastructure improvements, such as walk/bike lanes and safe crossings along Montezuma Castle Highway, will improve connectivity and promote multi-modal transportation.

The Verde River is one of the most significant natural assets in this area, and river conservation efforts will guide land use planning. Protecting riparian corridors, ensuring sustainable water use, and enhancing recreational access are key goals. Partnerships with the Yavapai-Apache Nation and regional organizations will help safeguard these resources while creating opportunities for cultural tourism and education. The long-term vision for Pecan Lane balances preservation with modest growth, ensuring the area remains a cornerstone of Camp Verde's rural heritage.

PECAN LANE CHARACTER AREA LAND USE REFERENCE

Physical Description

- Located along Montezuma Castle Highway near the Verde River.
- Known for historic pecan groves, farms, and rural neighborhoods.

Built Environment

- Predominantly rural residential and agricultural.
- **Neighborhoods:** Large-lot subdivisions, farm properties.
- **Businesses:** Farm stands, agri-tourism, small-scale retail.

Circulation

- **Major Roads:** Montezuma Castle Highway, Pecan Lane.
- **Connectivity:** Proposed bike/pedestrian improvements.

Points of Interest

- Camp Verde Library
- Pecan groves and farms.
- Historic and cultural ties to Camp Verde's agricultural past.

Density and Non-Residential Districts

- **Existing Density:** Low density residential and agriculture.
- **Existing Non-Residential Zoning:** AG, RR (rural residential).
- **Preferred Zoning:** Agricultural preservation, open space, PUD for compatible development.

PECAN LANE CHARACTER AREA GOALS & IMPLEMENTATION STRATEGIES

Goal #1: Preserve the agricultural and historical significance of Pecan Lane.

- **Strategy 1:** Use the existing Visit Camp Verde website as a platform to expand content about Pecan Lane, linking it to other historic and cultural sites in the region to educate residents and visitors about its significance.
- **Strategy 2:** Identify and map all land used for agricultural purposes so future residents understand neighboring land uses.
- **Strategy 3:** Evaluate and adopt protections and incentives to promote and preserve agricultural uses.
- **Strategy 4:** Develop public education campaigns that highlight the importance of agriculture to the community's identity and economy, reinforcing its role in Camp Verde's heritage.

Goal #2: Preserve the rural residential character of the area.

- **Strategy 1:** Review and revise zoning regulations to ensure they reflect the desired rural residential character, including larger lot sizes, open spaces, and limits on urban development.

- **Strategy 2:** Encourage new housing developments to mirror the character, scale, and design of existing neighborhoods to maintain consistency and preserve the rural feel.
- **Strategy 3:** Promote and support the establishment of farm stands to encourage local agriculture, preserve open spaces, and provide residents access to fresh, locally-grown produce.

Goal #3: Promote multi-modal transportation through the development of a walk/bike lane.

- **Strategy 1:** Conduct a feasibility study to identify optimal locations for walk/bike lanes, considering safety, connectivity, and access to key community areas.
- **Strategy 2:** Secure funding through Town budgeted funds, state and federal grants, and/or public-private partnerships to build the infrastructure, with a current focus on obtaining funding for a walk/bike lane along Montezuma Castle Highway from Main Street to the schools.
- **Strategy 3:** Install clear signage and markings for walk/bike lanes to ensure safety and usability and implement regular maintenance schedules to keep them in good condition.
- **Strategy 4:** Design and construct a safe, well-marked crosswalk across Montezuma Castle Highway, accommodating pedestrians, cyclists, and equestrians to provide safe access to Forest Service land.

Goal #4: Design and landscape standards specific to the Pecan Lane Character Area.

- **Strategy 1:** Incorporate sustainable landscape practices, such as drought-resistant plants and water-efficient irrigation systems, to enhance the environmental appeal of the area while maintaining aesthetic consistency.
- **Strategy 2:** Utilize landscaping to create buffers between different development and use types, providing separation and protection for sensitive land uses while promoting appropriate transitions.

Goal #5: Protect the river and tributary corridors.

- **Strategy 1:** Develop a River Corridor Overlay District to encourage conservation easements for properties along the river and its tributaries, and provide resources for landowners to participate.

- **Strategy 2:** Create and implement a Rural Water Management Plan overseen by a committee appointed by the Town Manager. The committee will monitor river health and guide sustainable practices for water use.
- **Strategy 3:** Prioritize the implementation of the 2016 Verde River Recreation Management Plan, incorporating updated goals as necessary to align with community needs.
- **Strategy 4:** Identify and secure funding through budget allocations, grants, and/or partnerships to enhance river access points for recreation. Collaborate with organizations to design and develop safe, eco-friendly trail access systems.
- **Strategy 5:** Promote educational workshops and partnerships with organizations to inform residents about river conservation and sustainable water management.

Goal #6: Partner with the Yavapai-Apache Nation on the development of land in the Pecan Lane Character Area.

- **Strategy 1:** Designate a Council member as a liaison to the Yavapai-Apache Nation to ensure consistent communication and collaboration on shared goals.
- **Strategy 2:** Host biannual meetings with the Yavapai-Apache Nation to discuss development progress and address emerging issues collaboratively.
- **Strategy 3:** Pursue joint grant opportunities and funding sources to support infrastructure and community projects in the Pecan Lane Character Area.
- **Strategy 4:** Collaborate with the Yavapai-Apache Nation to develop and implement tourism and marketing strategies that promote Camp Verde as a premier destination, highlighting the unique cultural and natural assets of both communities.
- **Strategy 5:** Leverage the existing Intergovernmental Agreement (IGA) between the Town of Camp Verde and the Yavapai-Apache Nation to guide development efforts and ensure mutual benefits.

MIDDLE VERDE CHARACTER AREA

260 WEST
CHARACTER
AREA

GATEWAY
INTERCHANGE
CHARACTER
AREA

260 WEST
CHARACTER AREA

PECAN LANE
CHARACTER
AREA

260 WEST
CHARACTER AREA

GATEWAY
INTERCHANGE
CHARACTER AREA

FINNIE FLAT
CHARACTER AREA

LEGEND

-  Camp Verde Boundary
-  Middle Verde Character Area
-  Highways
-  Major Roads
-  Local Roads
-  Parcels
-  Hydrology

LAND USES

-  Open Space
-  National Forest
-  Agriculture (>5 Acres)
-  Rural Residential - 2 Ac. Min
-  Low Density - 1 Ac. Min
-  Medium Density - 1/4 Ac. Max
-  High Density - 11 DU/Ac. Max
-  Mixed Use
-  Public Facilities
-  Commercial
-  Industrial
-  Mining
-  Yavapai/Apache Nation
-  MU - Commercial/Industrial



SCALE

0 1200' 2400' 4800'

PlanCampVerde
ARIZONA

COMMUNITY DEVELOPMENT
DEPARTMENT
473 S. MAIN STREET
CAMP VERDE, ARIZONA 86322
(928) 354-0024

This document is for informational purposes only and may not have been prepared for or be suitable for legal engineering, or surveying purposes. User or information should review or consult primary data and information sources to sources to determine the validity of information.

The Town of Camp Verde assumes no responsibility for any errors, omissions, and/or inaccuracies in this mapping product.

MIDDLE VERDE CHARACTER AREA

The Middle Verde Character Area encompasses a large swath of agricultural land, rural residential neighborhoods, and riverfront properties. Historically, Middle Verde has been one of Camp Verde's strongest agricultural regions, with farms, ranches, and irrigated fields shaping both the landscape and the community's identity. Its large-lot subdivisions, open spaces, and quiet roads reinforce the rural lifestyle highly valued by residents.

Today, Middle Verde remains defined by its agricultural character, proximity to the Verde River, and sweeping views of the White Hills. The area is lightly developed, with limited commercial uses, and is primarily accessed by Middle Verde Road and State Route 260. Its location makes it a desirable residential area for those seeking a rural setting within reach of the Town's core.

The vision for Middle Verde emphasizes preservation of farmland, protection of riparian corridors, and conservation of scenic resources. A key component of the plan includes the development of a centralized trail system with connections into the White Hills, expanding recreational opportunities while maintaining environmental stewardship. Infrastructure improvements, such as walk/bike lanes, will strengthen connectivity and improve safety. Partnerships with the Yavapai-Apache Nation and regional organizations will support water management planning, land conservation, and cultural tourism initiatives. Middle Verde's future will continue to balance careful growth with protection of its rural heritage and natural resources.

MIDDLE VERDE CHARACTER AREA LAND USE REFERENCE

Physical Description

- Large rural area northeast of Town core, adjacent to Verde River and White Hills.
- Contains extensive agricultural land and rural subdivisions.

Built Environment

- **Neighborhoods:** Scattered large-lot subdivisions, farms, ranches.
- **Businesses:** Agriculture, home occupations.

Circulation

- **Major Roads:** Middle Verde Road, SR-260.

- **Trails:** Planned White Hills trail connections.

Points of Interest

- Verde River frontage.
- Scenic White Hills landscape.

Density and Non-Residential Districts

- **Existing Density:** Rural residential (2+ acres).
- **Existing Non-Residential Zoning:** AG, RR.
- **Preferred Zoning:** Agricultural preservation, open space, PUD near trailheads.

MIDDLE VERDE CHARACTER AREA GOALS & IMPLEMENTATION STRATEGIES

Goal #1: Maintain and protect the agricultural character of the area.

- **Strategy 1:** Identify and map all land used for agricultural purposes for future residents to understand neighboring land uses.
 - **Strategy 2:** Evaluate and adopt protections and incentives to promote and preserve agricultural uses.
 - **Strategy 3:** Develop public education campaigns highlighting the importance of agriculture to the community's identity and economy.
-

Goal #2: Preserve the rural residential character of the area.

- **Strategy 1:** Review and revise zoning regulations to ensure they reflect the desired rural residential character, including larger lot sizes, open spaces, and limits on urban development.
 - **Strategy 2:** Encourage new housing developments to mirror the character, scale, and design of existing neighborhoods to maintain consistency and preserve the rural feel.
-

Goal #3: Design and landscape standards specific to the Middle Verde Character Area.

- **Strategy 1:** Incorporate sustainable landscape practices, such as drought-resistant plants and water-efficient irrigation systems, to enhance the environmental appeal of the area while maintaining aesthetic consistency.

- **Strategy 2:** Utilize landscaping to create buffers between different development and use types, providing separation and protection for sensitive land uses while promoting appropriate transitions.
-

Goal #4: Protect the river and tributary corridors.

- **Strategy 1:** Develop a River Corridor Overlay District to encourage conservation easements for properties along the river and its tributaries, and provide resources for landowners to participate.
 - **Strategy 2:** Create and implement a Rural Water Management Plan overseen by a committee appointed by the Town Manager. The committee will monitor river health and guide sustainable practices for water use.
 - **Strategy 3:** Prioritize the implementation of the 2016 Verde River Recreation Management Plan, incorporating updated goals as necessary to align with community needs.
 - **Strategy 4:** Identify and secure funding through budget allocations, grants, and/or partnerships to enhance river access points for recreation. Collaborate with Verde Front to design and develop safe, eco-friendly trail access systems.
 - **Strategy 5:** Promote educational workshops and partnerships with organizations to inform residents about river conservation and sustainable water management.
-

Goal #5: Promote multi-modal transportation through the development of a walk/bike lane.

- **Strategy 1:** Conduct a feasibility study to identify optimal locations for walk/bike lanes, considering safety, connectivity, and access to key community areas.
 - **Strategy 2:** Secure funding through Town budgeted funds, state and federal grants, and/or public-private partnerships to build the infrastructure.
 - **Strategy 3:** Install clear signage and markings for walk/bike lanes to ensure safety and usability and implement regular maintenance schedules to keep them in good condition.
-

Goal #6: Develop a centralized trail system to access the White Hills.

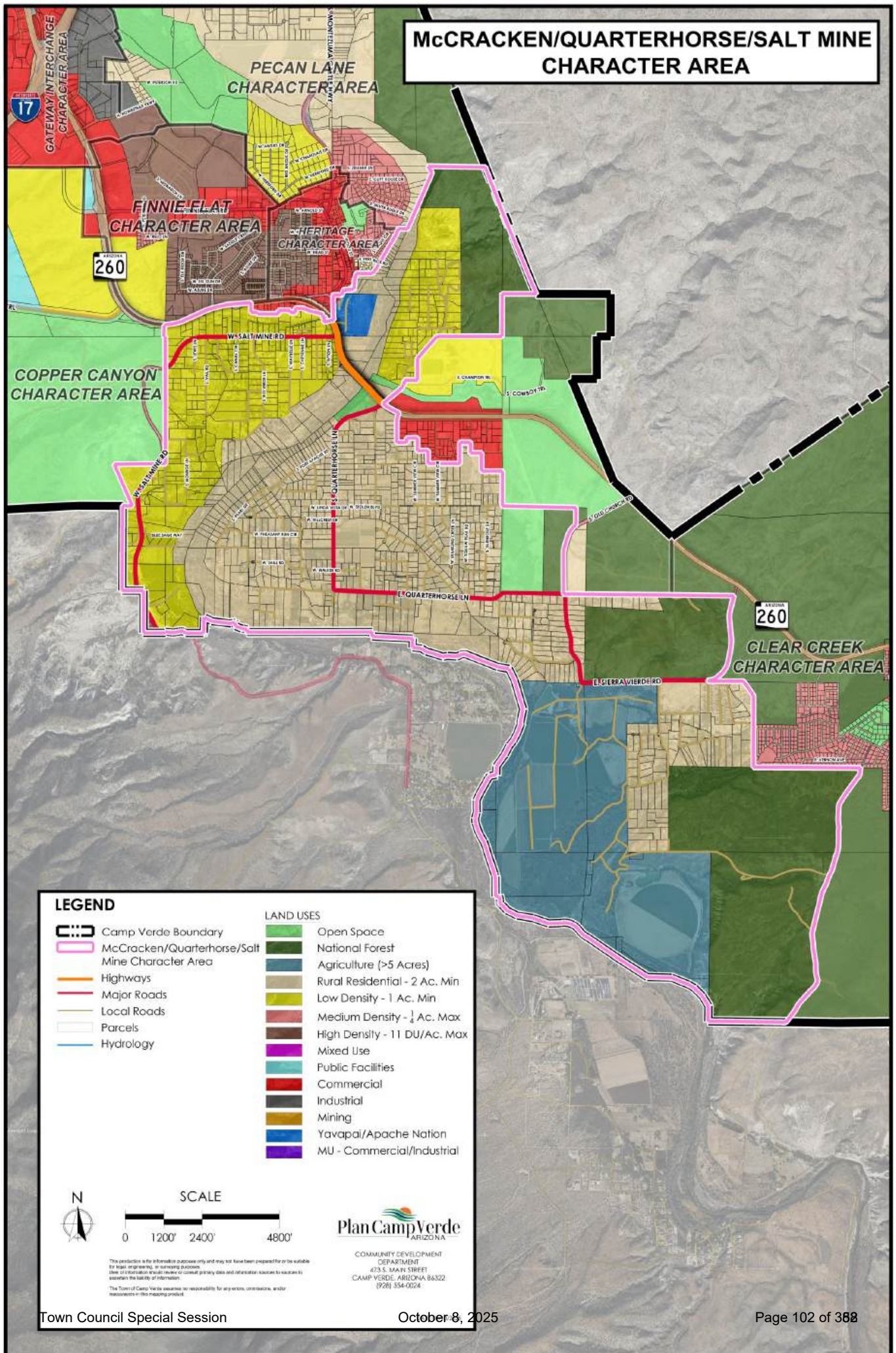
- **Strategy 1:** Collaborate with stakeholders, including Verde Front and neighboring property owners, to determine the best trail alignment and access points.

- **Strategy 2:** Secure funding through Town budgets, grants, and/or partnerships with organizations focused on outdoor recreation.
 - **Strategy 3:** Design trails that are sustainable and minimally invasive, prioritizing the preservation of natural habitats and scenic views.
 - **Strategy 4:** Create informational signage along trails to educate users about the natural history, geology, and cultural significance of the White Hills.
 - **Strategy 5:** Establish partnerships with volunteer groups for ongoing trail maintenance and improvement.
-

Goal #7: Partner with the Yavapai-Apache Nation on the development of land in the Middle Verde Character Area.

- **Strategy 1:** Designate a Council member as a liaison to the Yavapai-Apache Nation to ensure consistent communication and collaboration on shared goals.
- **Strategy 2:** Host biannual meetings with the Yavapai-Apache Nation to discuss development progress and address emerging issues collaboratively.
- **Strategy 3:** Pursue joint grant opportunities and funding sources to support infrastructure and community projects in the Middle Verde Character Area.
- **Strategy 4:** Collaborate with the Yavapai-Apache Nation to develop and implement tourism and marketing strategies that promote Camp Verde as a premier destination, highlighting the unique cultural and natural assets of both communities.
- **Strategy 5:** Leverage the existing Intergovernmental Agreement (IGA) between the Town of Camp Verde and the Yavapai-Apache Nation to guide development efforts and ensure mutual benefits.

McCRACKEN/QUARTERHORSE/SALT MINE CHARACTER AREA



MCCRACKEN / QUARTERHORSE / SALT MINE CHARACTER AREA

The McCracken, Quarterhorse, and Salt Mine Character Area is a collection of neighborhoods and agricultural lands located east of the Town core, characterized by expansive rural residential lots, irrigated fields, and views of the Verde River. Historically rooted in farming and ranching, this area has long embodied Camp Verde's agricultural heritage. While residential development has increased, the area retains a strong rural identity with low-density housing, open spaces, and limited commercial activity.

Natural features, including the Verde River and tributary corridors, are defining elements of this character area. Protecting these resources is essential for sustaining both the ecological health of the area and the lifestyle of residents who value access to open space and recreational opportunities. Current and future land use policies focus on maintaining agricultural activity, supporting small-scale farming, and encouraging development patterns that respect the rural setting.

The long-term vision for McCracken/Quarterhorse/Salt Mine is to preserve the agricultural and residential balance while enhancing recreational opportunities along the river. Walk/bike lanes, trail connections, and river access points are planned to provide safe, sustainable opportunities for residents and visitors to enjoy the area. Design standards will guide new development to ensure it complements the existing rural character. Partnerships with regional water management entities and conservation organizations will play an important role in protecting riparian corridors and sustaining agriculture.

MCCRACKEN / QUARTERHORSE / SALT MINE CHARACTER AREA LAND USE REFERENCE

Physical Description

- Rural area east of Town core, defined by agricultural land and Verde River corridors.

Built Environment

- **Neighborhoods:** McCracken and Quarterhorse subdivisions, metes-and-bounds parcels.
- **Businesses:** Agriculture, small-scale retail, home occupations.

Circulation

- **Major Roads:** Salt Mine Road, Quarterhorse Lane, McCracken Lane.
- **Trails:** River corridor access.

Points of Interest

- Agricultural fields.
- Verde River corridor.

Density and Non-Residential Districts

- **Existing Density:** Rural residential with small-scale ag.
- **Existing Non-Residential Zoning:** RR
- **Preferred Zoning:** Open space, agricultural preservation, limited PUD.

MCCRACKEN / QUARTERHORSE / SALT MINE CHARACTER AREA GOALS & IMPLEMENTATION STRATEGIES

Goal #1: Maintain and protect the agricultural character of the area.

- **Strategy 1:** Identify and map all land used for agricultural purposes for future residents to understand neighboring land uses.
- **Strategy 2:** Evaluate and adopt protections and incentives to promote and preserve agricultural uses.
- **Strategy 3:** Develop public education campaigns highlighting the importance of agriculture to the community's identity and economy.

Goal #2: Preserve the rural residential character of the area.

- **Strategy 1:** Review and revise zoning regulations to ensure they reflect the desired rural residential character, including larger lot sizes, open spaces, and limits on urban development.
 - **Strategy 2:** Encourage new housing developments to mirror the character, scale, and design of existing neighborhoods to maintain consistency and preserve the rural feel.
-

Goal #3: Design and landscape standards specific to the McCracken / Quarterhorse / Salt Mine Character Area.

- **Strategy 1:** Incorporate sustainable landscape practices, such as drought-resistant plants and water-efficient irrigation systems, to enhance the environmental appeal of the area while maintaining aesthetic consistency.
 - **Strategy 2:** Utilize landscaping to create buffers between different development and use types, providing separation and protection for sensitive land uses while promoting appropriate transitions.
-

Goal #4: Protect the river and tributary corridors.

- **Strategy 1:** Develop a River Corridor Overlay District to encourage conservation easements for properties along the river and its tributaries, and provide resources for landowners to participate.
 - **Strategy 2:** Create and implement a Rural Water Management Plan overseen by a committee appointed by the Town Manager. The committee will monitor river health and guide sustainable practices for water use.
 - **Strategy 3:** Prioritize the implementation of the 2016 Verde River Recreation Management Plan, incorporating updated goals as necessary to align with community needs.
 - **Strategy 4:** Identify and secure funding through budget allocations, grants, and/or partnerships to enhance river access points for recreation. Collaborate with Verde Front to design and develop safe, eco-friendly trail access systems.
 - **Strategy 5:** Promote educational workshops and partnerships with organizations to inform residents about river conservation and sustainable water management.
-

Goal #5: Promote multi-modal transportation through the development of a walk/bike lane.

- **Strategy 1:** Conduct a feasibility study to identify optimal locations for walk/bike lanes, considering safety, connectivity, and access to key community areas.
- **Strategy 2:** Secure funding through Town budgeted funds, state and federal grants, and/or public-private partnerships to build the infrastructure.
- **Strategy 3:** Install clear signage and markings for walk/bike lanes to ensure safety and usability and implement regular maintenance schedules to keep them in good condition.

COPPER CANYON CHARACTER AREA

260 WEST
CHARACTER AREA

GATEWAY INTERCHANGE
CHARACTER AREA

FINNIE FLAT
CHARACTER AREA

17

260

N. HOMESTEAD PKWY
W. PETERSON RD

W. RELO LN

W. GENERAL CROOK TRL

W. SALT MINE RD

McCRAKEN/
QUARTERHORSE/
SALT MINE
CHARACTER AREA

LEGEND

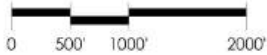
- Camp Verde Boundary
- Copper Canyon Character Area
- Highways
- Major Roads
- Local Roads
- Parcels
- Hydrology

LAND USES

- Open Space
- National Forest
- Agriculture (>5 Acres)
- Rural Residential - 2 Ac. Min
- Low Density - 1 Ac. Min
- Medium Density - 1/4 Ac. Max
- High Density - 11 DU/Ac. Max
- Mixed Use
- Public Facilities
- Commercial
- Industrial
- Mining
- Yavapai/Apache Nation
- MU - Commercial/Industrial



SCALE



This production is for information purposes only and may not have been prepared for use outside the legal engineering or planning purposes. Users of information should review or consult primary data and information sources to sources to determine the quality of information. The Town of Camp Verde assumes no responsibility for any errors, omissions, or other inaccuracies in this mapping product.

COMMUNITY DEVELOPMENT
DEPARTMENT
473 S. MAIN STREET
CAMP VERDE, ARIZONA 86322
(928) 556-0024

COPPER CANYON CHARACTER AREA

The Copper Canyon Character Area surrounds General Crook Trail and is closely tied to the natural landscapes and recreational opportunities surrounding Camp Verde. Known for its scenic vistas and proximity to U.S. Forest Service lands, Copper Canyon functions as a gateway to outdoor recreation in the region. The area contains open spaces, trailheads, and historic resources that reflect both Camp Verde's natural beauty and cultural history.

Currently, development in Copper Canyon is limited, with most land consisting of open space, forested areas, and scattered residential uses. Its future is envisioned as a hub for recreation and environmental stewardship, with emphasis on expanding sustainable trail systems, preserving open space, and strengthening connections to regional recreation networks. Wayfinding signage and interpretive features will help guide visitors while protecting viewsheds and the natural environment.

Collaboration with the U.S. Forest Service, the Yavapai-Apache Nation, and local organizations will be central to planning and managing recreation in Copper Canyon. Public-private partnerships may support the development of trail amenities, interpretive signage, and educational programming that highlights the area's cultural and ecological significance. The long-term goal is to enhance access to outdoor recreation while preserving the integrity of the landscape that makes Copper Canyon a unique and treasured part of Camp Verde.

COPPER CANYON CHARACTER AREA LAND USE REFERENCE

Physical Description

- Located southwest of Town; gateway to U.S. Forest Service lands.
- Defined by natural open space, canyons, and scenic landscapes.

Built Environment

- Minimal built environment; scattered residences.
- **Businesses:** Outdoor recreation uses, trailheads.

Circulation

- **Major Roads:** State Route 260 (access corridor).
- **Trails:** Looped trail system, USFS trails.

Points of Interest

- Copper Canyon Trailhead.
- Forest Service lands.

Density and Non-Residential Districts

- **Existing Density:** Very low, scattered rural residential.
- **Existing Non-Residential Zoning:** OS (open space)
- **Preferred Zoning:** Open space, public facilities for recreation, PUD for eco-tourism.

COPPER CANYON CHARACTER AREA GOALS & IMPLEMENTATION STRATEGIES

Goal #1: Promote outdoor recreation through collaboration with the Forest Service and other stakeholders to enhance and develop recreational assets.

- **Strategy 1:** Work with the Forest Service and other stakeholders to assess existing recreational facilities and identify opportunities for new development, ensuring public access while preserving natural resources.
- **Strategy 2:** Explore opportunities for joint grant applications and funding sources to enhance recreational infrastructure.

Goal #2: Ensure the execution of current wayfinding efforts to enhance accessibility and navigation.

- **Strategy 1:** Finalize and implement the Town's wayfinding plan, focusing on strategic signage placement along State Route 260 to guide visitors and residents to the Copper Canyon area.
- **Strategy 2:** Protect the viewshed by using low-impact signage that blends with the natural surroundings, maintaining the scenic integrity of the area.
- **Strategy 3:** Install directional signage within the character area to guide people to different recreational assets, including trails and key historical landmarks.

Goal #3: Preserve open space and educate the community on environmental stewardship

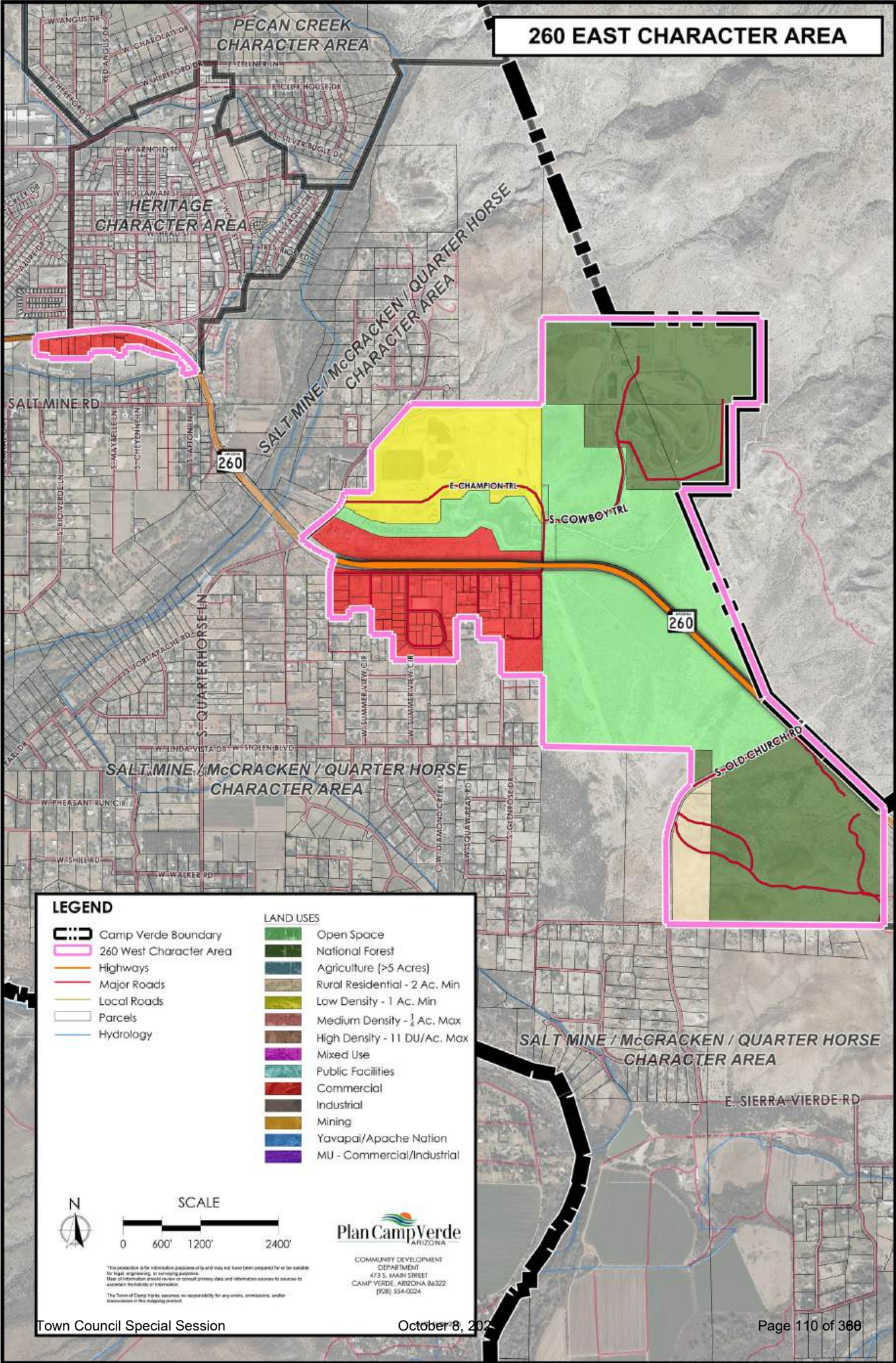
- **Strategy 1:** Develop educational programs and workshops on topics such as responsible recreation, Leave No Trace principles, and habitat conservation.

- **Strategy 2:** Install interpretive signage along trails to inform visitors about local ecosystems, wildlife, and historical significance.
 - **Strategy 3:** Collaborate with municipalities, state agencies, the U.S. Forest Service, and the Yavapai-Apache Nation to enhance public access to historical and cultural information, improve educational outreach, and highlight current amenities throughout the Verde Valley.
-

Goal #4: Continue to develop the looped trail system.

- **Strategy 1:** Identify and prioritize key trail connections that improve accessibility and enhance the overall user experience.
- **Strategy 2:** Ensure new and existing trails meet sustainable design standards, minimizing environmental impact while maximizing durability and usability.
- **Strategy 3:** Integrate multi-use trails that accommodate hikers, cyclists, and equestrian users while maintaining safe and designated areas for each.

260 EAST CHARACTER AREA



260 EAST CHARACTER AREA

The 260 East Character Area is a growing focal point for recreation, tourism, and mixed-use development. Anchored by the Town's Sports Complex, this area is envisioned as a premier recreational hub in the Verde Valley, offering opportunities for youth sports, regional tournaments, equestrian activities, biking, hiking, and off-highway vehicle use. Its location along State Route 260 provides excellent visibility and access, making it an attractive site for both community-serving amenities and tourism-oriented businesses.

Current land use in the area includes Town-owned recreational facilities, scattered commercial parcels, and residential neighborhoods. The corridor has ample undeveloped land that provides opportunities for strategic growth aligned with recreation and tourism. Planned overlay districts will help guide this growth by prioritizing outdoor recreation uses, protecting open space, and accommodating RV parks and visitor services.

The vision for 260 East includes a mix of public facilities, retail and service businesses, workforce housing, and tourism amenities that support the area's recreational identity. Infrastructure improvements, including wayfinding signage, walk/bike lanes, and traffic safety enhancements, will ensure the area is accessible and connected to other parts of the Town. Partnerships with regional sports organizations, sponsors, and event promoters will help establish Camp Verde as a destination for recreation and sports tourism.

260 EAST CHARACTER AREA LAND USE REFERENCE

Physical Description

- Corridor along SR-260 east of Downtown.
- Includes Town's Sports Complex and surrounding undeveloped parcels.

Built Environment

- **Businesses:** Recreational facilities, sports amenities, RV parks, potential retail.
- **Neighborhoods:** Residential subdivisions nearby, workforce housing potential.

Circulation

- **Major Roads:** State Route 260 East.
- **Trails:** Planned connections to Sports Complex, downtown, Finnie Flat.

Points of Interest

- Camp Verde Sports Complex.

- Recreational facilities and trails.

Density and Non-Residential Districts

- **Existing Density:** Low to medium density residential, recreational zoning.
- **Existing Non-Residential Zoning:** PF (public facilities), C1, AG.
- **Preferred Zoning:** Recreation Overlay, RV Park Overlay, Mixed-Use.

260 EAST CHARACTER AREA GOALS & IMPLEMENTATION STRATEGIES

Goal #1: Develop the character area into a premier recreational hub, offering diverse outdoor activities such as sports, biking, hiking, equestrian trails, and off-highway vehicle recreation.

- **Strategy 1:** Expand and enhance multi-use sports facilities to accommodate a variety of recreational activities and tournaments.
- **Strategy 2:** Develop and maintain equestrian and off-highway vehicle friendly trails, ensuring accessibility while minimizing environmental impact.
- **Strategy 3:** Encourage local, regional, and other sports organizations to host tournaments and events in Camp Verde to increase visibility and tourism.
- **Strategy 4:** Partner with businesses and sponsors to support recreational programming, facility improvements, and community engagement.

Goal #2: Ensure the execution of current wayfinding efforts to enhance accessibility and navigation.

- **Strategy 1:** Finalize and implement the Town's wayfinding plan, focusing on strategic signage placement along State Route 260 to guide visitors and residents effectively.
 - **Strategy 2:** Protect the viewshed by using low-impact signage that blends with the natural surroundings, maintaining the scenic integrity of the area.
 - **Strategy 3:** Install directional signage within the character area to guide people to different recreational assets, including trails, sports fields, and key landmarks.
-

Goal #3: Rezone all town-owned public facilities as designated public-use parcels.

- **Strategy 1:** Establish a clear definition of “public facilities” in the zoning ordinance to determine allowable uses and ensure consistency in land use regulations.
 - **Strategy 2:** Identify and rezone all town-owned parcels designated for public use to ensure long-term protection and appropriate development.
-

Goal #4: Establish overlay districts to guide future development.

- **Strategy 1:** Create a Recreation Overlay District to prioritize outdoor and sports-related development while protecting natural resources.
 - **Strategy 2:** Establish an Overlay Recreational Vehicle Park District to accommodate RV travelers and enhance tourism opportunities.
-

Goal #5: Promote business development to support economic growth and community needs.

- **Strategy 1:** Attract and support businesses that complement the recreational and tourism-focused character of the area.
 - **Strategy 2:** Support mixed-use development that integrates retail, dining, and service businesses with recreational amenities.
-

Goal #6: Encourage mixed-use residential and workforce housing to support sustainable growth.

- **Strategy 1:** Promote zoning policies that allow for a mix of residential and commercial uses to create a balanced and vibrant community.
 - **Strategy 2:** Support workforce housing initiatives that provide affordable living options for residents and employees in the area.
 - **Strategy 3:** Ensure that new housing developments align with infrastructure capacity and community needs.
-

Goal #7: Promote multi-modal transportation by developing safe and accessible walk/bike lanes.

- **Strategy 1:** Conduct a feasibility study to identify optimal locations for walk/bike lanes, particularly connecting the Downtown and Finnie Flat areas.

- **Strategy 2:** Secure funding through town budget allocations, state and federal grants, and public-private partnerships for infrastructure improvements.
- **Strategy 3:** Install clear signage and pavement markings to ensure safety and usability of walk/bike lanes, with regular maintenance schedules.
- **Strategy 4:** Establish safe crossing points along State Route 260 to improve pedestrian and cyclist accessibility.
- **Strategy 5:** Work with ADOT to develop a dedicated turn lane into the Sports Complex, improving traffic flow and safety.

CLEAR CREEK CHARACTER AREA

LEGEND

- Camp Verde Boundary
- Clear Creek Character Area
- Highways
- Major Roads
- Local Roads
- Parcels
- Hydrology

LAND USES

- Open Space
- National Forest
- Agriculture (>5 Acres)
- Rural Residential - 2 Ac. Min
- Low Density - 1 Ac. Min
- Medium Density - 1/4 Ac. Max
- High Density - 11 DU/Ac. Max
- Mixed Use
- Public Facilities
- Commercial
- Industrial
- Mining
- Yavapai/Apache Nation
- MU - Commercial/Industrial



SCALE

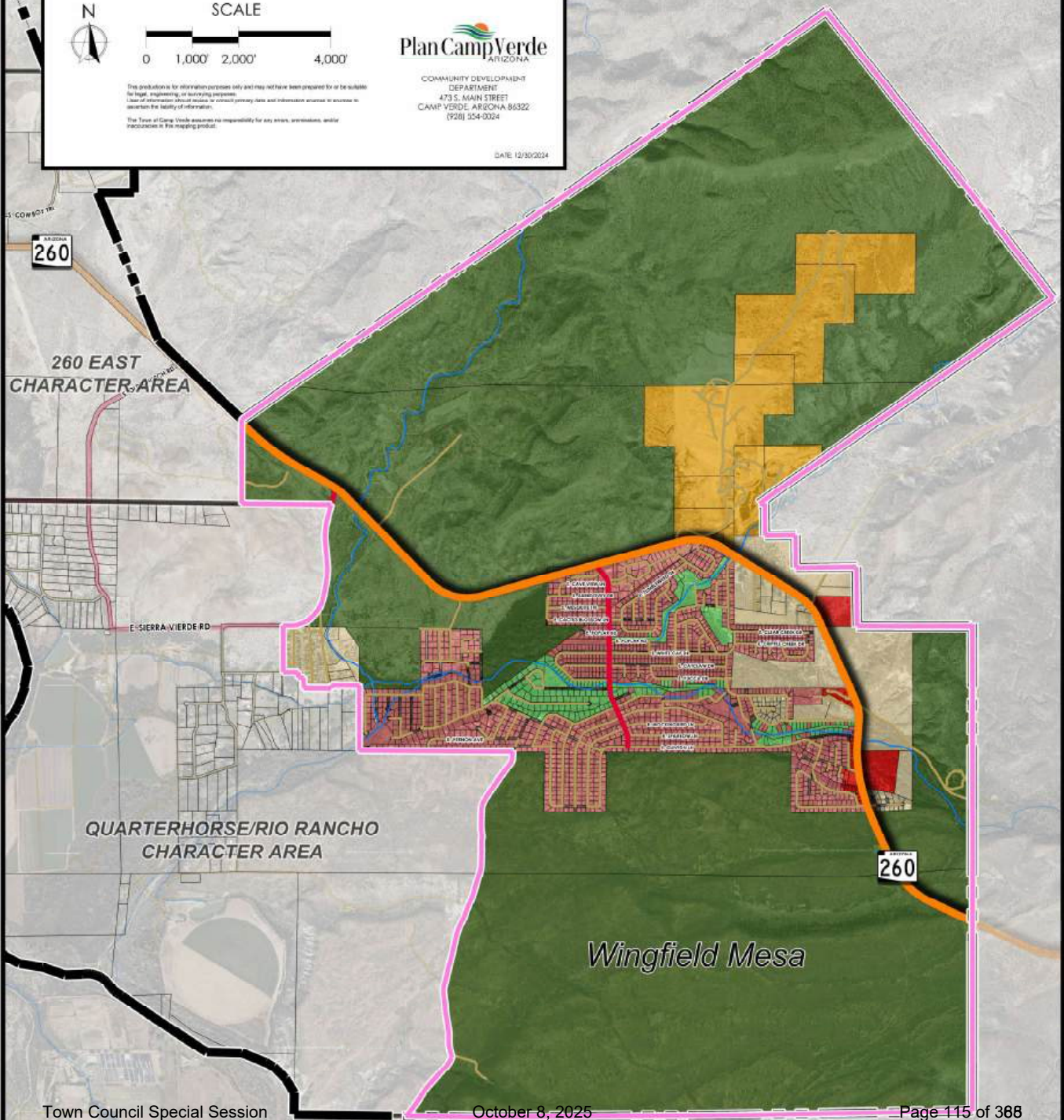
0 1,000' 2,000' 4,000'

PlanCampVerde
ARIZONA

COMMUNITY DEVELOPMENT
DEPARTMENT
473 S. MAIN STREET
CAMP VERDE, ARIZONA 86322
(928) 354-0024

DATE: 12/30/2024

This production is for information purposes only and may not have been prepared for or be suitable for legal, engineering, or surveying purposes.
User of information about location, or contact primary data and information assumed to be accurate to the best of the ability of the information.
The Town of Camp Verde assumes no responsibility for any errors, omissions, and/or inaccuracies in this mapping product.



CLEAR CREEK CHARACTER AREA

The Clear Creek Character Area lies east of Downtown and south of State Route 260, encompassing a mix of neighborhoods, agricultural lands, riparian corridors, and the Verde Lakes subdivision. Historically, this area has been shaped by its blend of rural residential development and farmland, with the Verde River and Clear Creek providing both natural beauty and recreational opportunities. The presence of petroglyphs and cultural sites further ties the area to Camp Verde's deep history of settlement and stewardship of the land.

Verde Lakes, one of the Town's largest subdivisions, is a defining feature of this character area. Originally developed to provide affordable housing with access to nearby natural amenities, Verde Lakes today includes a network of ponds and open spaces that continue to contribute to community identity and offer recreational potential.

Overall, the Clear Creek Character Area retains a predominantly rural character, balancing agricultural operations, single-family homes, and open spaces. Looking forward, planning efforts will focus on preserving floodplains and riparian corridors, protecting agricultural uses, and sustaining the area's rural lifestyle.

The vision for Clear Creek is to reinforce its role as a residential and agricultural community while elevating its recreational and cultural assets. Partnerships with the Verde Lakes Recreation Corporation, local landowners, the Yavapai-Apache Nation, and conservation organizations will be essential to improving trail connections, preserving open spaces, and expanding educational opportunities around river and creek stewardship. By balancing preservation with thoughtful enhancements, Clear Creek will remain a place where residents enjoy a high quality of rural life while benefiting from access to some of Camp Verde's most unique natural and cultural resources.

CLEAR CREEK CHARACTER AREA LAND USE REFERENCES

Physical Description

- About 9 square miles.
- Boundaries generally follow Town limits; western edge near Arizona Avenue and Sierra Verde Road.
- Includes portions of West Clear Creek and surrounding riparian corridors.

Built Environment

- Primarily Medium Density Residential with some Rural Residential.
- Key neighborhoods include Cave View Estates, Clear Creek West, Preserve at Clear Creek, and Verde Lakes.
- Limited non-residential uses such as agriculture, RV parks, and small-scale businesses.

Circulation

- Served by State Route 260 and connecting local roads.
- Trail access points include Bull Pen Loop Trailhead and General Crook Trail.

Points of Interest

- Clear Creek Ruins and Wingfield Mesa (historic resources).
- Clear Creek Campground and Verde Lakes ponds (recreation).
- Irrigation features such as Pioneer and Wingfield ditches.

Density and Non-Residential Districts

- Residential densities generally range from 0-4 units per acre, with some higher density in mobile home areas.
- Non-residential zoning limited to small commercial, agricultural, and open space uses.

CLEAR CREEK CHARACTER AREA GOALS & IMPLEMENTATION STRATEGIES

Goal #1: Expand trail systems to showcase the area's natural beauty and improve access to existing hiking trails.

- **Strategy 1:** Establish public-private partnerships to provide responsible public access to petroglyph sites while ensuring their protection and preservation.
- **Strategy 2:** Develop and enhance trails that connect to existing regional hiking networks, ensuring sustainable and environmentally sensitive design.

Goal #2: Maintain and protect the residential and agricultural character of the area.

- **Strategy 1:** Encourage single-family residential development while promoting higher-density housing closer to State Route 260 East and lower-density housing further into the character area.

- **Strategy 2:** Identify and map all land used for agricultural purposes for future residents to understand neighboring land uses.
 - **Strategy 3:** Evaluate and adopt protections and incentives to promote and preserve agricultural uses.
 - **Strategy 4:** Develop public education campaigns highlighting the importance of agriculture to the community's identity and economy.
-

Goal #3: Protect the river and tributary corridors.

- **Strategy 1:** Develop a River Corridor Overlay District to encourage conservation easements for properties along the river and its tributaries, and provide resources for landowners to participate.
 - **Strategy 2:** Create and implement a Rural Water Management Plan overseen by a committee appointed by the Town Manager. The committee will monitor river health and guide sustainable practices for water use.
 - **Strategy 3:** Prioritize the implementation of the 2016 Verde River Recreation Management Plan, incorporating updated goals as necessary to align with community needs.
 - **Strategy 4:** Identify and secure funding through budget allocations, grants, and/or partnerships to enhance river access points for recreation. Collaborate with Verde Front to design and develop safe, eco-friendly trail access systems.
 - **Strategy 5:** Promote educational workshops and partnerships with organizations to inform residents about river conservation and sustainable water management.
-

Goal #4: Design and landscape standards specific to the Clear Creek Character Area.

- **Strategy 1:** Incorporate sustainable landscape practices, such as drought-resistant plants and water-efficient irrigation systems, to enhance the environmental appeal of the area while maintaining aesthetic consistency.
 - **Strategy 2:** Utilize landscaping to create buffers between different development and use types, providing separation and protection for sensitive land uses while promoting appropriate transitions.
-

Goal #5: Protect the floodway.

- **Strategy 1:** The Town will continue to accept gifted parcels within the floodway to ensure their long-term protection and prevent inappropriate development.

- **Strategy 2:** Provide educational resources and outreach programs to inform property owners about building restrictions, flood mitigation strategies, and the environmental importance of floodplain areas.
 - **Strategy 3:** Collaborate with regional and state agencies to enhance flood protection measures and promote sustainable land use practices.
-

Goal #6: Rezone town-owned parcels for open space preservation.

- **Strategy 1:** Identify and rezone appropriate town-owned parcels, specifically in the floodway, to ensure their long-term conservation as open space.
 - **Strategy 2:** Develop management plans for designated open space areas that balance recreation, conservation, and community needs.
-

Goal #7: Promote multi-modal transportation through the development of a walk/bike lane.

- **Strategy 1:** Conduct a feasibility study to identify optimal locations for walk/bike lanes considering safety, connectivity, and access to key community areas.
 - **Strategy 2:** Secure funding through Town budgeted funds, state and federal grants, and/or public-private partnerships to build the infrastructure.
 - **Strategy 3:** Install clear signage and markings for walk/bike lanes to ensure safety and usability and implement regular maintenance schedules to keep them in good condition.
-

Goal #8: Support the Verde Lakes Recreation Corporations development and use of the Verde Lakes Ponds.

- **Strategy 1:** Execute the objectives outlined in the Verde Lakes Strategic Plan.
- **Strategy 1:** Partner with community organizations and event planners to facilitate outdoor recreational and educational events at Verde Lakes.

ECONOMIC DEVELOPMENT & GROWTH AREAS

Economic vitality in Camp Verde means more than growth. It is about creating opportunity, supporting local businesses, and guiding development to places that strengthen our community while protecting the land and heritage that define us.

ECONOMIC DEVELOPMENT & GROWTH AREAS ELEMENT

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.

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.

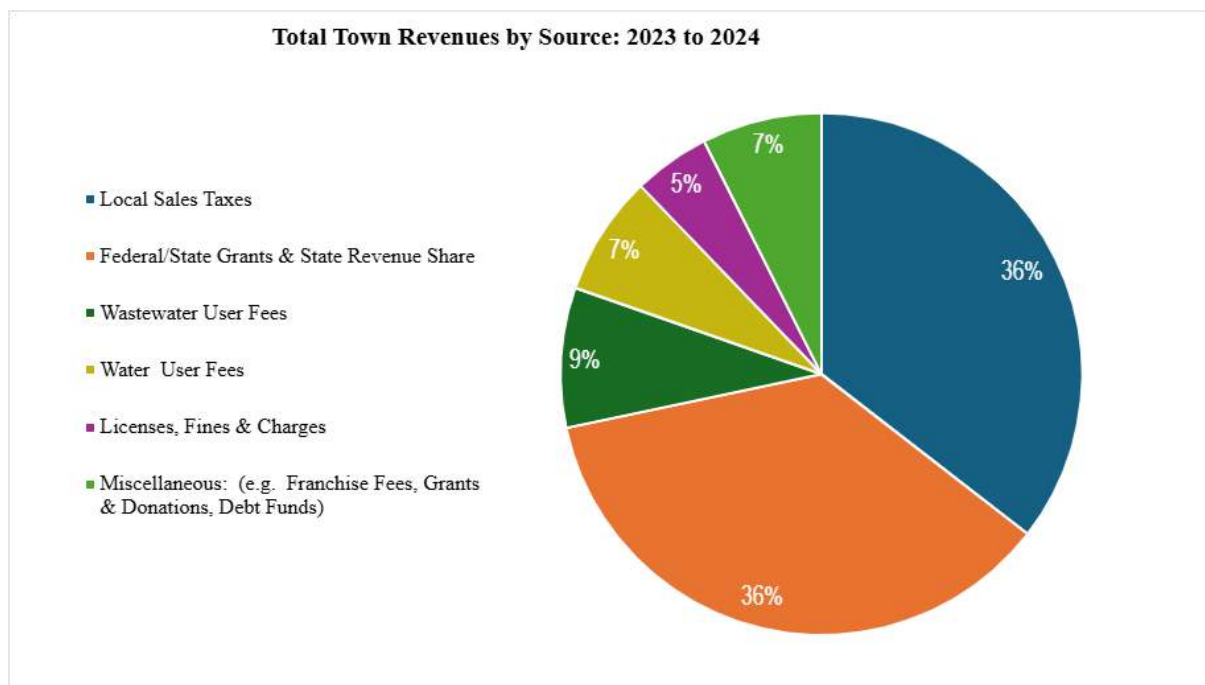
- Advance sustainable economic growth that benefits residents, businesses, and the long-term prosperity of the Town.
- Align economic development strategies with the Town's General Plan vision and core community values.

- 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.

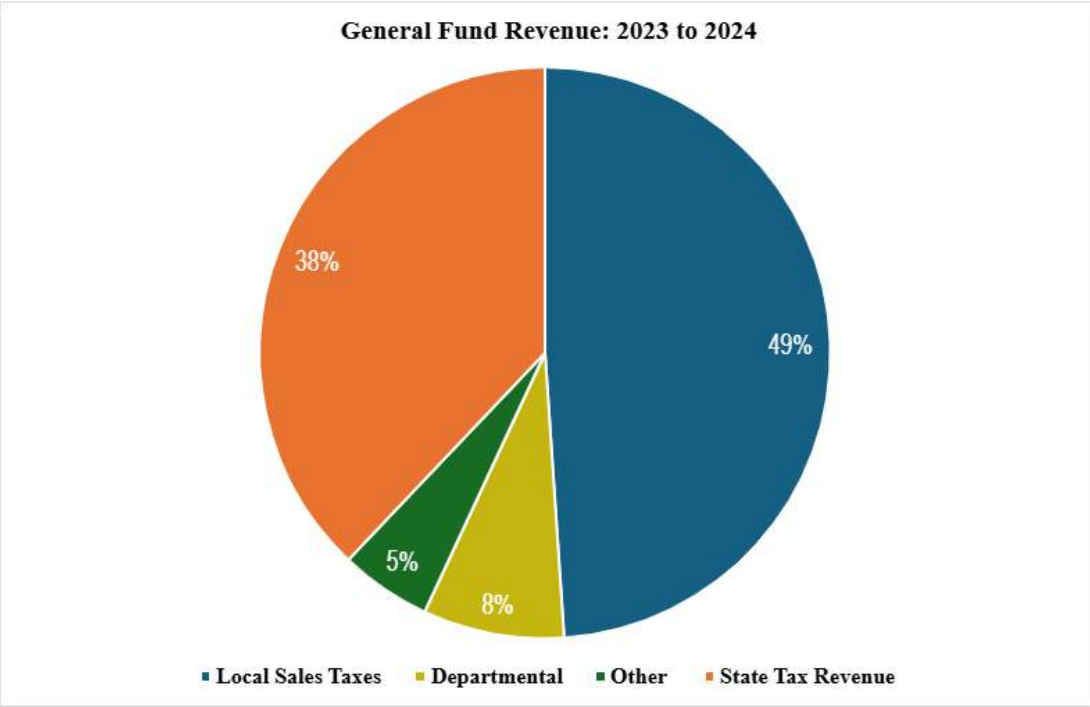
BACKGROUND & DISCUSSION

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.

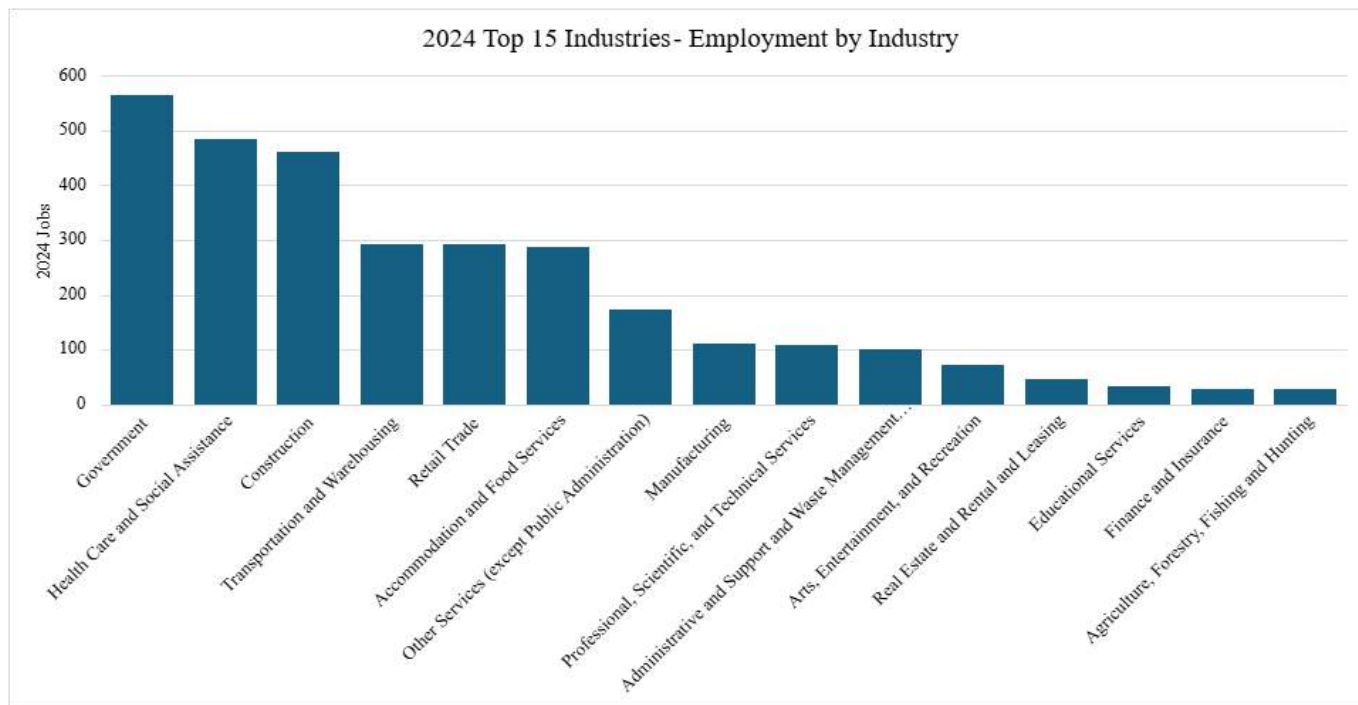
Sales Tax Revenue Table						
Year	Accomodation	Restaurant/Bar	Retail	Construction	Total	% Change
2016	\$ 239,218	\$ 708,520	\$ 1,569,254	\$ 366,968	\$ 2,883,960	-
2017	\$ 294,627	\$ 659,258	\$ 1,596,344	\$ 320,451	\$ 2,870,680	-0.46%
2018	\$ 291,545	\$ 713,275	\$ 1,805,886	\$ 882,868	\$ 3,693,574	28.67%
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%

Demographic Overview

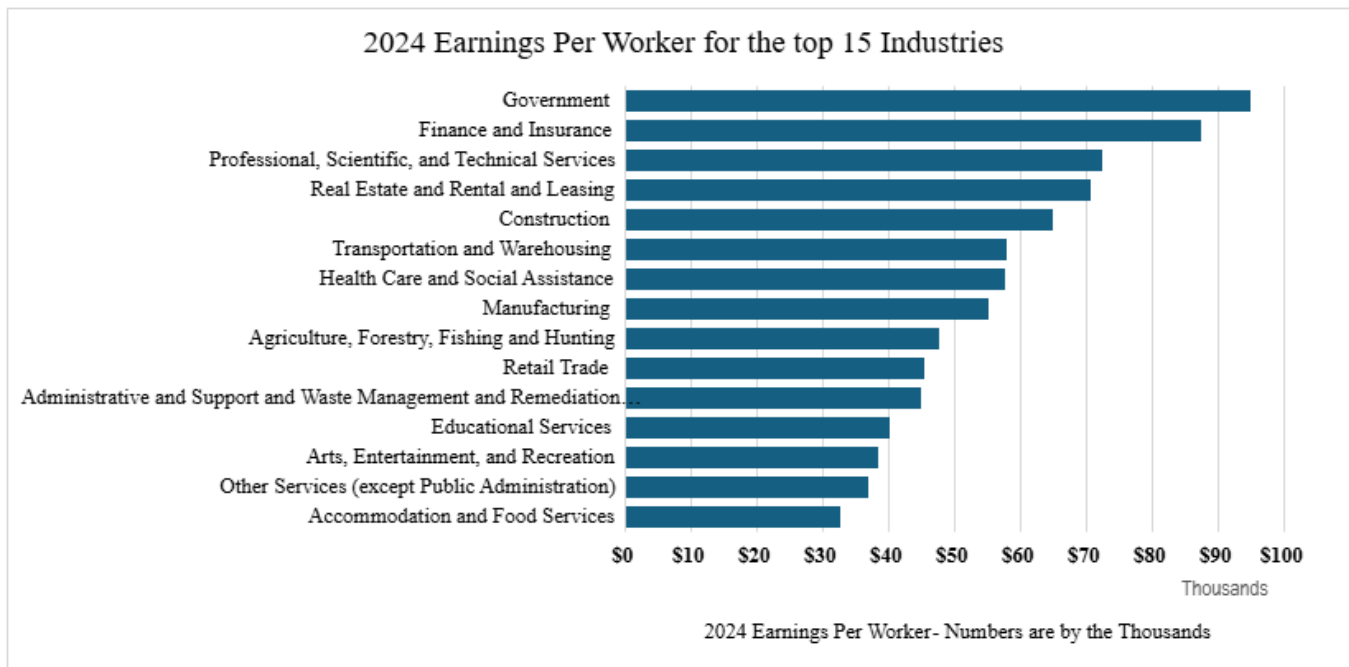
U.S. Census Bureau 2023 Demographic Comparisons				
Social Characteristic	Camp Verde	Yavapai County	Arizona	United States
High School Graduates/Equivalency, 25 Years of Age or Older	26.90%	21.30%	23.40%	25.90%
Bachelor's Degree or Higher, 25 Years of Age or Older	20.40%	32.00%	33.50%	36.20%
Persons Per 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

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).



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).



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

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

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

Visitation and Related Spending:



Visit Camp Verde

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

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.

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.

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.

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 260 West 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 Area's

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, dining, 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.

ECONOMIC DEVELOPMENT GOALS & 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

- **Strategy 1:** Leverage the "Select Camp Verde" brand to market the community for business development that aligns with the Town's character and community needs.
- **Strategy 2:** Actively attract businesses and encourage business expansion and entrepreneurship.
- **Strategy 3:** Maintain and promote the Town's land asset inventory to assist site selectors and developers.
- **Strategy 4:** Provide technical assistance and permitting support for businesses seeking to locate or expand in Camp Verde.

- **Strategy 5:** Leverage partnerships with regional organizations and neighboring communities for shared initiatives and resource pooling.
 - **Strategy 6:** Increase outreach to existing businesses and inform them of business assistance opportunities.
 - **Strategy 7:** Identify targeted industries and employment to further diversify the local economy.
-

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

- **Strategy 1:** Target development that generates sustainable sales tax revenue to fund public services such as retail, services, and lodging.
 - **Strategy 2:** Foster a diverse business base that includes tourism, retail, services, light industry, logistics, technology, craft beverage, skilled trades, and agriculture.
 - **Strategy 3:** Diversify revenue sources and reduce reliance on any single economic sector.
 - **Strategy 4:** Identify and pursue ways to boost revenue via increased lodging and construction tax activity.
 - **Strategy 5:** Increase outreach to existing local businesses to increase sharing of best practices and cross training opportunities.
 - **Strategy 6:** Increase public awareness of how Town revenues are generated and reinvested to support essential services and community priorities.
 - **Strategy 7:** Maximize sales tax collection from all businesses including the out-of-town service providers and businesses.
-

Goal #3: Promote Balanced and Strategic Growth

- **Strategy 1:** Concentrate commercial and mixed-use development in designated Growth Areas to maximize infrastructure investment and preserve rural character.
 - **Strategy 2:** Encourage infill development and redevelopment of underutilized land, as identified on vacant land maps.
 - **Strategy 3:** Ensure new development contributes equitably to infrastructure and service costs.
-

Goal #4: Invest in Infrastructure that Supports Economic Development

- **Strategy 1:** Identify and prioritize infrastructure improvements (water, sewer, roads) in key commercial and mixed-use growth areas.
 - **Strategy 2:** Seek federal, state, and regional funding to support infrastructure expansion.
 - **Strategy 3:** Coordinate long-range capital planning with projected economic development needs.
 - **Strategy 4:** Explore cost-sharing strategies or incentives to make infrastructure expansion financially feasible for developers.
-

Goal #5: Promote Tourism and Visitor Spending

- **Strategy 1:** 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.
 - **Strategy 2:** 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.
 - **Strategy 3:** Support and encourage a more robust calendar of Heritage Area events to drive foot traffic and increase visibility.
 - **Strategy 4:** 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

- **Strategy 1:** Support small-scale, experience-based retail, lodging, dining, and artisan businesses.
 - **Strategy 2:** 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

- **Strategy 1:** Attract and encourage expansion of businesses and industries that offer quality jobs with career pathways.
 - **Strategy 2:** 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.
 - **Strategy 3:** Support attainable and workforce housing development to ensure workers can live and work in Camp Verde.
-

HOUSING

Housing in Camp Verde reflects our rural character while offering diverse, affordable options that support our workforce, welcome families, and strengthen the fabric of our community.

HOUSING ELEMENT

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

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:

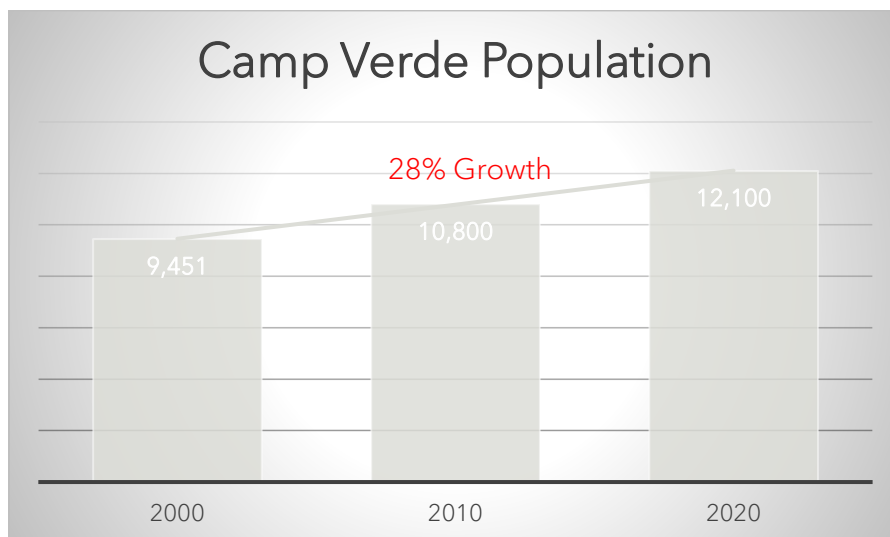
- Protect Camp Verde's natural beauty, from the Verde River to our scenic open spaces, ensuring future generations enjoy the same natural richness we do today, while working with local, regional, and state partners to remove barriers and increase funding opportunities for affordable and attainable housing 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.

DISCUSSION

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.

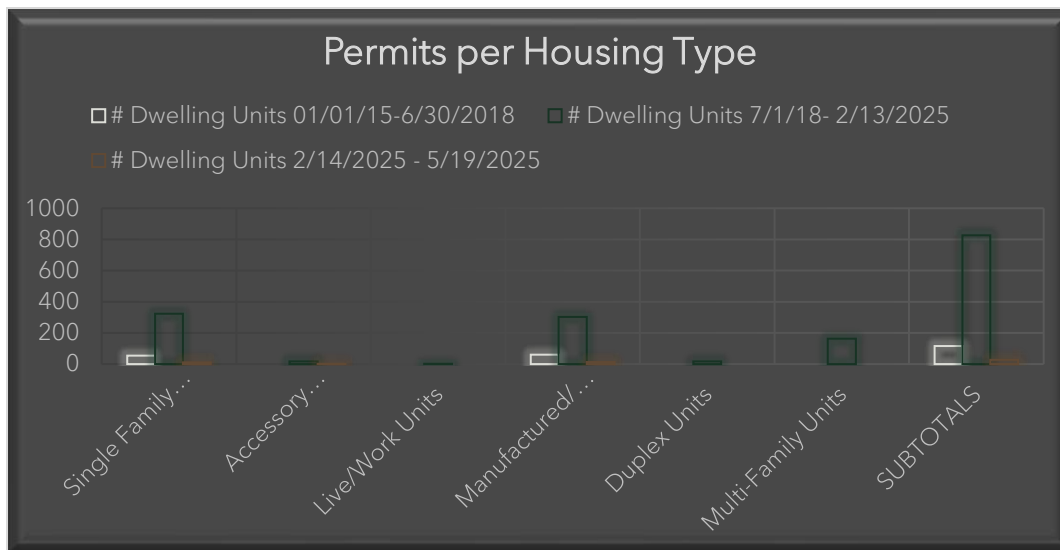


Housing Permit Activity

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. The 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.



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.



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.

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.

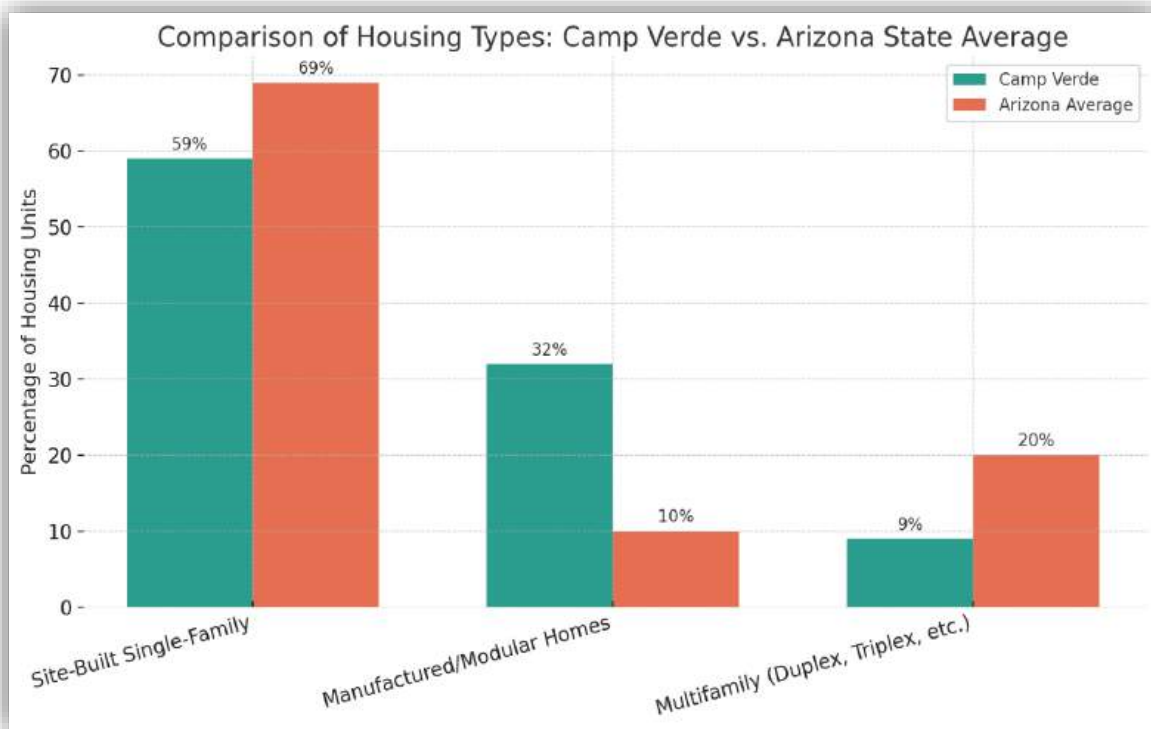
Economic Impacts of Housing Availability

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.

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.

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.

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.

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.

HOUSING ELEMENT

GOALS & IMPLEMENTATION STRATEGIES

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

- **Strategy 1:** Encourage residential development in areas compatible with existing and planned land uses.
- **Strategy 2:** 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.
- **Strategy 3:** Explore ways to expand multigenerational housing, such as accessory dwelling units and accessible homes that allow people to age in place.
- **Strategy 4:** Support the development of senior housing and assisted living facilities near medical centers, shopping areas, and community spaces.
- **Strategy 5:** Consider low-intensity multifamily and mixed-use housing within designated neighborhood mixed-use areas.
- **Strategy 6:** 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.

- **Strategy 1:** 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.
 - **Strategy 2:** Explore incentive programs that support housing affordability and attainability.
 - **Strategy 3:** Maintain an up-to-date inventory of available housing by type, including single-family, multifamily, senior, student, and group housing.
 - **Strategy 4:** Assess opportunities to expand the number of affordable and attainable rental housing units in Camp Verde.
 - **Strategy 5:** 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.

- **Strategy 1:** Educate and guide developers and property owners about the need to redevelop and revitalize aging homes and properties while maintaining applicable design standards.
 - **Strategy 2:** Study and implement revitalization strategies that strengthen and enhance community neighborhoods.
 - **Strategy 3:** 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.

- **Strategy 1:** Support non-profits in acquiring land and developing affordable and attainable housing options.
 - **Strategy 2:** Encourage developers to include affordable and attainable housing within their projects.
 - **Strategy 3:** Leverage available funding (federal, state, and local) to address homeowner needs and expand housing opportunities.
 - **Strategy 4:** Build partnerships with private, public, and nonprofit organizations to create diverse housing solutions.
 - **Strategy 5:** Align Town policies with long-term strategies that promote affordability, accessibility, and community resilience.
 - **Strategy 6:** Consider appropriate locations for denser development while discouraging high-impact development immediately adjacent to large-lot homes.
 - **Strategy 7:** Ensure appropriate landscape buffers are provided between dissimilar land uses and varying densities to provide protection between the two.
 - **Strategy 8:** 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.

- **Strategy 1:** Amend the zoning ordinance to be consistent with the General Plan goals regarding housing choice.

- **Strategy 2:** Evaluate state statutes and best practices that promote and encourage sustainable measures that protect Camp Verde’s natural resources.
- **Strategy 3:** Continue to enforce building codes to protect the health, safety, and welfare of residents.
- **Strategy 4:** Preserve Camp Verde’s rural character, open space, and environmental integrity by encouraging voluntary conservation easements, especially on large parcels of land.
- **Strategy 5:** 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.

COST OF DEVELOPMENT

Responsible growth means ensuring that new development contributes its fair share toward the cost of infrastructure, services, and facilities, protecting the Town's resources and maintaining a high quality of life for residents.

COST OF DEVELOPMENT ELEMENT

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.

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.

- **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.

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:

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.

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.

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.
- **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.

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.

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.

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

Development Agreements

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.

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.

COST OF DEVELOPMENT ELEMENT GOALS & IMPLEMENTATION STRATEGIES

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

- **Strategy 1:** 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.
- **Strategy 2:** Review and adjust fees and taxes to ensure statutory compliance and support the Town's service and operational goals.
- **Strategy 3:** Assess the need for a grant coordinator to secure and manage funding for priority capital investment.
- **Strategy 4:** Ensure new development aligns with existing infrastructure capacity and supports required service levels through necessary improvements.
- **Strategy 5:** Adopt service level standards for land uses with identified costs and revenues for all Town departments.
- **Strategy 6:** Work collaboratively to integrate long-range and strategic economic planning efforts that reflect and support the Town's goals and community values.
- **Strategy 7:** Continuously examine new funding sources to support strategic infrastructure and future development investments.
- **Strategy 8:** 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.

- **Strategy 1:** Require all affected departments review proposed developments that may impact the Town's budget, infrastructure, or service demands.
- **Strategy 2:** Ensure new development contributes appropriately to the costs of growth, in accordance with state law.
- **Strategy 3:** Establish a rational nexus between new development and the future capacity needed as a result of that development.
- **Strategy 4:** Encourage commercial development that accommodates residents and reduces retail sales loss to surrounding communities.
- **Strategy 5:** Adopt policies and ordinances that require new development to fund the costs associated with those developments.

- **Strategy 6:** Coordinate infrastructure extensions and expanded public services needed to support new development provide mutual benefit to both the Town and the developer.
 - **Strategy 7:** 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.

- **Strategy 1:** Assess the impact and benefits of attracting and retaining industries or companies to support a diverse and stable tax base.
 - **Strategy 2:** Continue updating development fee schedules to ensure a fair share of expenses are recovered.
 - **Strategy 3:** Proactively research and secure private, federal and state funding opportunities through grants.
 - **Strategy 4:** Identify fees and other revenue sources to fund operational expansion, growth-related costs, and new facilities.
 - **Strategy 5:** Utilize the Capital Improvements Plan (CIP) to prioritize services and allocate resources effectively, with annual review and updates.
 - **Strategy 6:** 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.

- **Strategy 1:** 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.
- **Strategy 2:** Partner with private development to maximize capital projects funded through bonds or in-lieu contributions.
- **Strategy 3:** Explore regional collaboration and resource-sharing opportunities with neighboring jurisdictions and service providers to enhance efficiency, reduce costs, and improve service capabilities.
- **Strategy 4:** Promote and participate in public-public and public-private partnerships for shared-use facilities and shared-infrastructure development.

TRANSPORTATION & CIRCULATION

A well-planned transportation system connects people to jobs, schools, services, and recreation – strengthening community, improving safety, and supporting future growth.

TRANSPORTATION & CIRCULATION ELEMENT

Transportation and circulation in the Town of Camp Verde are critical components of the community's overall functionality, quality of life, and long-term economic vitality. Strategically located at the intersection of Interstate 17 and State Route 260, Camp Verde serves as a regional hub for both residents and visitors traveling through central Arizona. This positioning offers significant advantages for commerce, tourism, and regional access, while also placing increasing demands on the Town's transportation infrastructure.

The Town's circulation system must accommodate a diverse range of users, including local commuters, commerce traffic, tourists, bicyclists, Yavapai-Apache Nation transit riders, and pedestrians, all within a context that balances rural character with the pressures of economic development. Camp Verde's continued growth, combined with the increasing volume of regional pass-through traffic, necessitates a coordinated and forward-thinking approach to transportation planning.

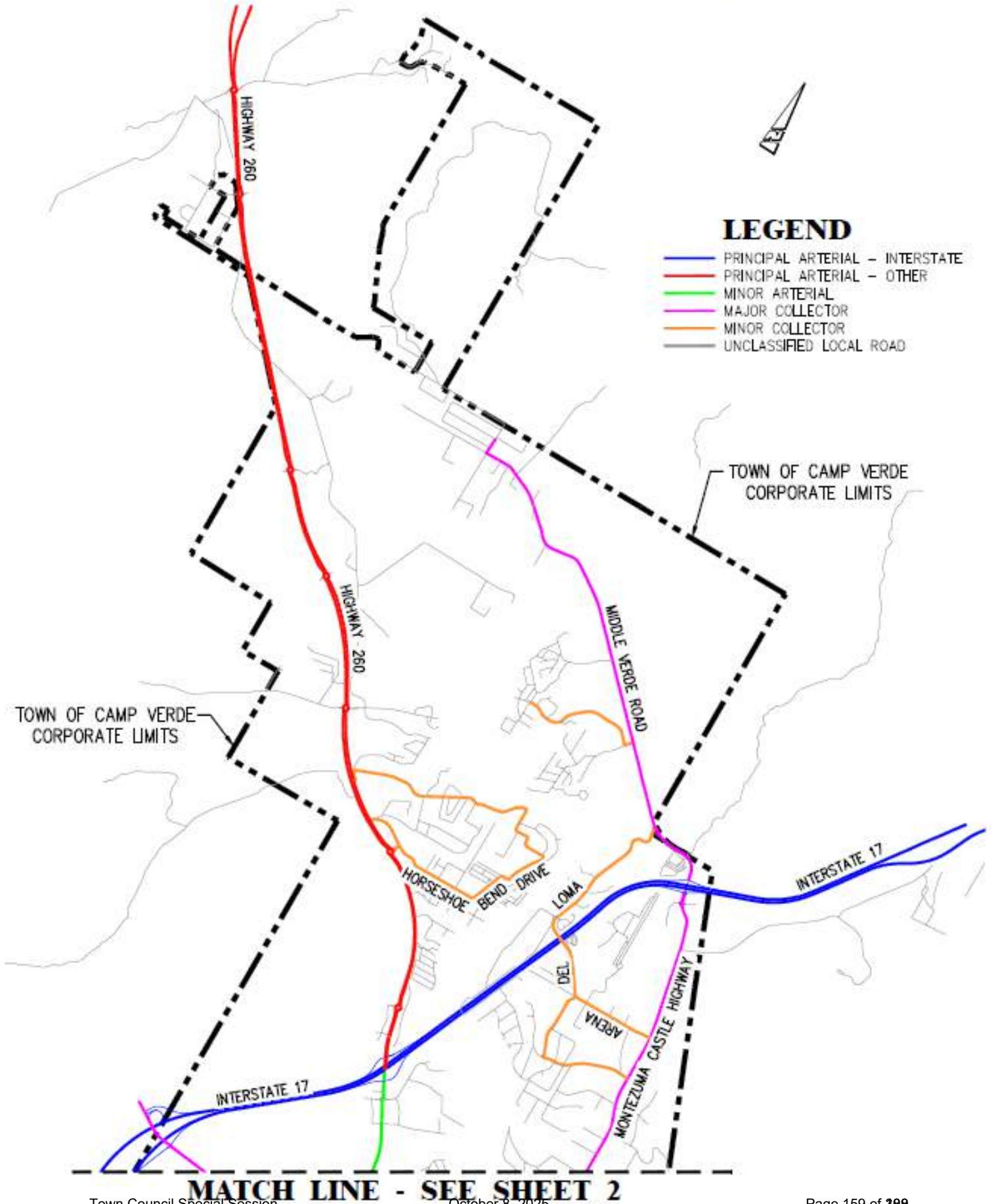
This element chapter presents a comprehensive overview of the Town's transportation infrastructure, patterns of use, planned improvements, and strategic goals for the future.

GUIDING PRINCIPLES

The Town of Camp Verde's approach to transportation is guided by core principles that prioritize safety, accessibility, efficiency and supports the General Plan. These principles reflect the community's values and serve as the foundation for transportation planning, project prioritization, and long-range visioning:

- **Connective:** Foster a transportation network that connects neighborhoods, commercial centers, schools, parks, and regional destinations efficiently and intuitively.
- **Safe:** Ensure all users, including but not limited to motorists, pedestrians, and bicyclists, can move through the community safely.
- **Accessible:** Expand transportation access to underserved populations, including low-income residents, seniors, and people with disabilities.
- **Maintained:** Protect and maintain existing infrastructure through timely maintenance and strategic capital improvements.
- **Resilient:** Invest in transportation systems that can withstand environmental stressors and adapt to future growth.
- **Collaborative:** Strengthen partnerships with regional agencies, the Yavapai-Apache Nation, and the private sector to leverage funding and expertise.

TOWN OF CAMP VERDE ROADWAY CLASSIFICATION MAP



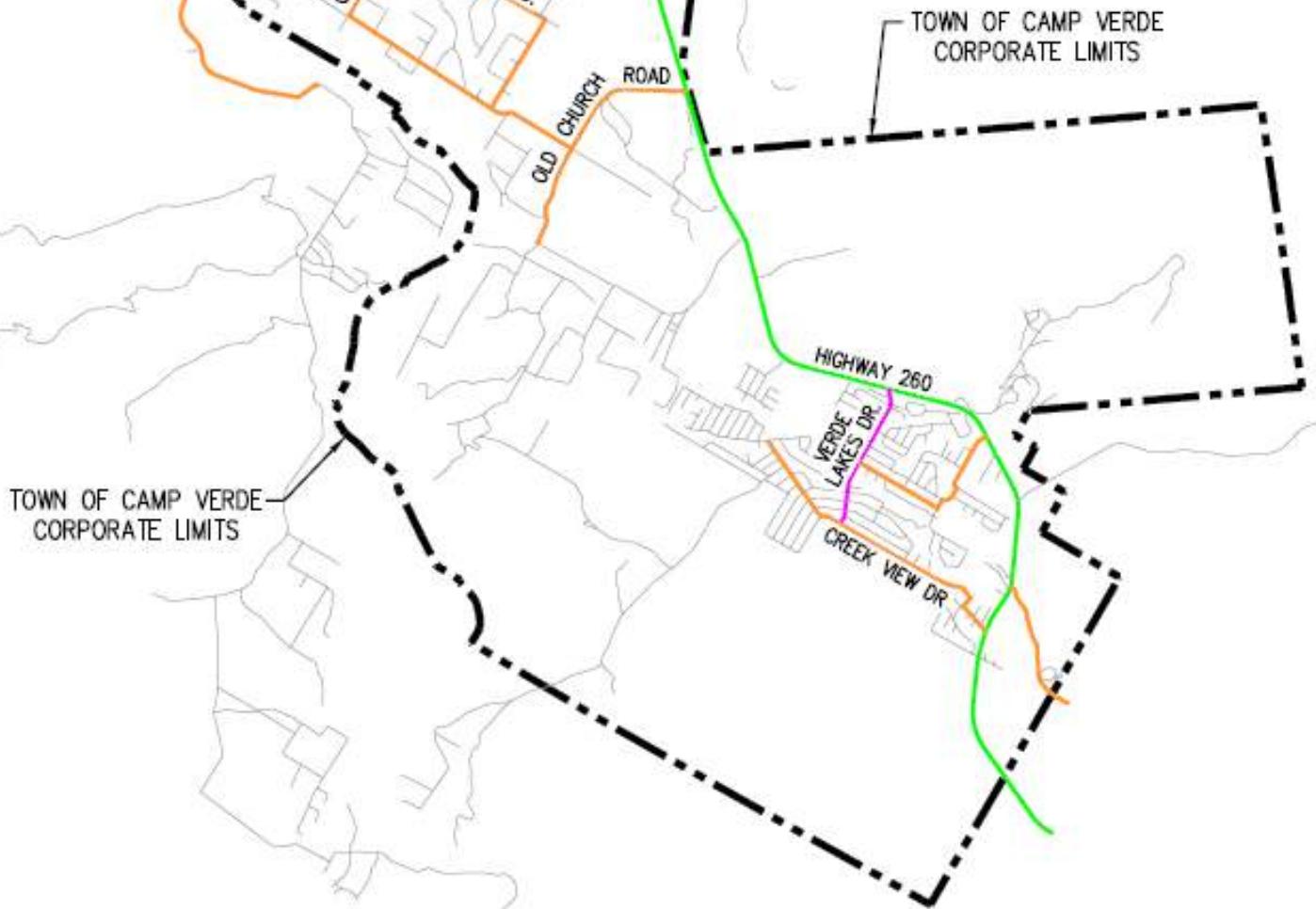
TOWN OF CAMP VERDE ROADWAY CLASSIFICATION MAP

MATCH LINE - SEE SHEET 1



LEGEND

- PRINCIPAL ARTERIAL - INTERSTATE
- PRINCIPAL ARTERIAL - OTHER
- MINOR ARTERIAL
- MAJOR COLLECTOR
- MINOR COLLECTOR
- UNCLASSIFIED LOCAL ROAD



HISTORICAL CONTEXT

Camp Verde's transportation development is deeply rooted in its history. The Town was originally established as a military fort in the 1860s to secure settlement in the Verde Valley, and over time, civilian settlers created a community grounded in agriculture, ranching, and trade. The indigenous peoples who preceded early settlers engaged in agriculture, trade, hunting, fishing, and gathering. They relied on horses and established foot trails as their primary modes of transportation, many of which later evolved into the roadways we use today. As transportation needs evolved, so did the infrastructure. Roads that once served horse-drawn wagons and military movements eventually supported trucks hauling produce, tourists visiting Montezuma Castle National Monument, and daily commuter traffic.

A key piece of Camp Verde's regional transportation evolution was the development of what is now known as State Route 260 (SR-260). The origins of this corridor trace back to the 1870s with the construction of the General Crook Trail, a military supply route connecting Fort Verde and Fort Apache. This early trail established a critical east-west connection across the central part of Arizona, laying the foundation for modern roadways in the region.

However, the most dramatic transformation occurred with the construction of Interstate 17 (I-17) in the 1970s, positioning Camp Verde as a pivotal north-south travel corridor between Phoenix and Flagstaff. This shift not only changed the physical layout of the Town but also significantly influenced patterns of growth, commerce, and accessibility, integrating Camp Verde deeper into the broader regional economy. *(Image Source: LoopNet Commercial Real Estate).*



EXISTING CONDITIONS

Roadway Network

Camp Verde's transportation system is predominantly auto-oriented, supported by a network of arterial highways, collector roads, and local streets. Spanning more than 43 square miles, the Town's expansive and varied landscape, which includes rural subdivisions, agricultural lands, and scenic natural areas, shapes both the character of the community and the complexity of its transportation needs. This geographic spread presents unique challenges and opportunities in planning and maintaining an efficient, connected roadway network that serves a dispersed population.

Interstate 17 (I-17) serves as the Town's most significant transportation asset, bisecting the community with three access points: Exits 285 (General Crook Trail), 287 (State Route 260), and 289 (Middle Verde Road). These interchanges facilitate the daily movement of residents, tourists, and commercial freight and serve as gateways into the Town's residential neighborhoods, commercial corridors, and visitor destinations. *(Image Source: AA Roads).*



Running east to west, State Route 260 (SR-260) serves as another critical link, connecting Camp Verde with jurisdictions like Cottonwood and Clarkdale to the north and Strawberry-Pine and Payson to the southeast. This corridor not only supports substantial daily commuter traffic but also acts as a primary freight and tourism route, with high volumes especially noticeable during weekends and peak seasons.

Main Street once served as the primary highway through Camp Verde before the construction of the SR-260 bypass. As the original alignment of SR260, it was the main thoroughfare for residents, travelers, and freight. With the completion of the bypass, Main Street transitioned into a local route, allowing it to evolve into a more community-focused corridor. Today, local routes such as Main Street function as the heart of the Heritage Character Area, hosting community events, small businesses, and pedestrian-oriented activity. Finnie Flat Road and Montezuma Castle Highway operate as major collector roads, bridging the gap between residential and commercial areas and guiding visitors toward natural and cultural landmarks such as Montezuma Castle National Monument.

In addition to the Town-maintained roadway system, Camp Verde also contains a number of privately owned roads within its municipal boundaries. These roads are

typically located within private developments or historically subdivided areas and are not maintained by the Town. As a result, property owners or homeowner associations are responsible for upkeep. While these roads serve local travel needs, their condition and maintenance standards can vary widely and present unique challenges in emergency response, drainage control, and integration into the broader circulation network.

Traffic Volumes

Traffic volume data from the Arizona Department of Transportation (ADOT) provides insight into how heavily Camp Verde's roads are used. Average Annual Daily Traffic (AADT) volumes for I-17 in the Camp Verde vicinity show consistently high levels of vehicle movement. Exit 285 (General Crook Trail) sees approximately 34,711 vehicles per day, while Exits 287 (SR-260) and 289 (Middle Verde Road) report daily volumes of 34,853 and 33,842 respectively. These numbers underscore the importance of I-17 as a backbone for regional mobility.

Similarly, SR-260 within Town limits sees substantial use. Between Cherry Creek Road and Exit 287, the AADT is estimated at 15,329 vehicles. Projections by ADOT estimate this number will increase to over 25,000 vehicles per day by the year 2042, reflecting anticipated population growth and commercial development across the Verde Valley.

Street Conditions

Camp Verde's road conditions are evaluated using the Pavement Condition Index (PCI), a nationwide standard for measuring road surface integrity. A recent survey revealed the Town's average PCI rating is just 36.2, with the majority of Camp Verde's roadways (approximately 90%) falling into the "Poor" to "Serious" condition categories. Such conditions demand significant rehabilitation to ensure the safety and efficiency of the transportation network.

The Public Works Department Streets Division is tasked with managing road maintenance. Historically, the Streets Division has faced financial challenges, but the Town is actively working to adjust Highway User Revenue Funds (HURF) allocations to bolster financial support and improve long-term roadway conditions. *(Image Source: City of Tempe, AZ)*

Pavement Quality Index (PQI) Defined

Excellent	Good	Fair	Poor
100 - 80	79 - 60	59 - 40	39 - 20

PQI scores take into account:

- surface distress
- ride comfort



Safety and Congestion

Although Camp Verde is not generally characterized by urban-level congestion, traffic chokepoints do exist, especially during peak tourism periods. Exits 285 (General Crook Trail) and 287 (SR-260) along I-17 are consistently busy, with Exit 287, serving the Finnie Flat commercial area, experiencing the highest levels of local congestion. The tri-intersection of Finnie Flat Road, Main Street, and Montezuma Castle Highway is also a known trouble spot for traffic flow and safety, and it has become a focal point for planned improvements. Additionally, there have been noted concerns about speeding and cut-through traffic in quieter neighborhoods, prompting the Town to consider future traffic-calming strategies in residential zones.

MULTIMODAL AND NON-MOTORIZED TRANSPORTATION

Pedestrian and Bicycle Infrastructure

Camp Verde lacks a comprehensive and connected pedestrian and bicycle network. While certain areas, such as the Heritage Character Area, have benefited from recent sidewalk improvements, many other parts of Town remain underserved in terms of non-motorized infrastructure. This limited connectivity poses challenges for residents who do not have access to a personal vehicle and restricts opportunities for alternative transportation.

Improving walkability and bike accessibility has been identified as a key priority through the Town's Character Area planning process. Strategies under consideration include expanding sidewalks and bike lanes, adding pedestrian amenities like benches and shade structures, implementing traffic-calming measures, expansion of public transit, and hosting community events that promote active transportation. Where appropriate, the Town will also prioritize the protection of bike lanes with physical barriers to improve cyclist safety and encourage broader use.

These efforts reflect a broader vision to create a safer and more accessible transportation network throughout Camp Verde. This vision is further supported by the *Urban Upland Trails* document, which outlines potential routes and design standards for enhancing non-motorized trail connectivity across the community.

Barriers to Access

Physical barriers to active transportation are evident throughout the Town. ADA-accessible sidewalks are absent in large portions of the community, and many neighborhoods lack pedestrian crossings across busy arterials like SR-260 or Montezuma Castle Highway. The disjointed nature of existing paths makes it difficult to travel safely and efficiently by foot or bicycle from residential areas to commercial or recreational destinations.

Future Vision

Long-range planning efforts currently underway, including the Verde Valley Master Transportation Plan and the Parks and Recreation Master Plan, will outline a forward-looking vision for a more connected, accessible, and equitable transportation system in Camp Verde. Conceptual proposals include the development of multi-use paths along State Route 260 and Montezuma Castle Highway, greenway trails linking neighborhoods to the Verde River, and expanded sidewalk coverage throughout key business and civic corridors. These improvements are intended to promote walkability, encourage active transportation, and ensure safer mobility options for residents and visitors alike. As the Town continues to grow, these planning documents will serve as roadmaps for creating a more sustainable and inclusive transportation network.

PUBLIC AND REGIONAL TRANSPORTATION



Public transit options in Camp Verde are limited, though efforts are underway to expand services in partnership with regional stakeholders. The Yavapai-Apache Nation operates a network of fixed-route buses that provide essential connections for both tribal and non-tribal residents, serving key destinations such as medical centers, shopping areas, and employment hubs throughout the region. Due to the Town's rural nature and low population density, rideshare services are not readily available, further limiting transportation options for those without access to a personal vehicle. *(Image Source: YAN Transit)*

In addition, intercity bus operators like Groome Transportation and Greyhound provide service to major cities including Phoenix and Flagstaff, offering viable options for residents who rely on longer-distance travel.

Looking ahead, the Town is exploring opportunities to collaborate with the Yavapai-Apache Nation on expanding local and regional transit solutions as a part of the Department of Transportation's Thriving Communities Grant. This partnership aims to improve transportation access for underserved populations, including seniors, low-income households, and those without a private vehicle.

PARKING

As Camp Verde continues to grow as a destination for tourism, commerce, and residential development, the availability and functionality of parking have become increasingly important components of the Town's overall transportation network. A well-planned parking system supports local businesses, improves access to community facilities, and reduces unnecessary congestion caused by vehicles circulating in search of parking. In areas where pedestrian activity is prioritized, such as the Heritage Character Area, parking should be located nearby but thoughtfully separated from the main corridors to minimize congestion and preserve walkability. Removing on-street parking in these zones can help reduce traffic congestion and create a more welcoming, pedestrian-focused environment.

Camp Verde's current parking inventory consists of a mix of on-street spaces, municipal lots, and informal parking areas, particularly in the Heritage Character Area and near high-traffic civic destinations. While overall demand is generally manageable, peak periods, including special events and seasonal tourism surges, highlight gaps in availability and accessibility, especially on Main Street.

INVESTMENT AND CAPITAL IMPROVEMENTS

Capital Improvement Projects

Camp Verde is making strategic investments in its transportation network through a series of capital improvement projects outlined in the five-year funding plan starting Fiscal Year 2025.

A \$896,500 grant awarded through the Arizona Statewide Mobility and Access for Reliable Transportation (SMART) program is currently funding the design phase of the

Finnie Flat Road and Montezuma Castle Highway Improvement Project. This initiative, with an anticipated total cost exceeding \$20 million, aims to enhance pedestrian accessibility, improve roadway safety, and reduce congestion along one of the Town's most heavily traveled corridors. These upgrades will also help support long-term economic growth by strengthening infrastructure in a primary commercial area.

In tandem, the Town has developed 90% design plans for the Main Street Reconstruction Project, which will address aging underground utilities, failing surface infrastructure, and persistent drainage issues. The total cost for this project is expected to exceed \$15 million. To help fund construction, the Town is pursuing a federal Rebuilding American Infrastructure with Sustainability and Equity (RAISE) grant.

Several smaller-scale but high-impact projects are also underway. One such project is the 7th Street Sidewalk Extension, which will extend pedestrian access south toward General Crook Trail. This project is being funded through Yavapai County's Community Development Block Grant program and will serve an area designated as low-income, improving mobility and safety for nearby residents.

Additionally, the Town has initiated the Verde Lakes Drive Sidewalk Improvements Project. This project will install new curb, gutter, and sidewalk along the west side of Verde Lakes Drive between SR-260 and Catclaw Drive. The design is being completed in-house by Town staff, while construction is being funded through the Northern Arizona Council of Governments' Transportation Improvement Program. The Town is scheduled to receive \$664,780 in Fiscal Year 2026 for the construction phase of this important pedestrian improvement.

These ongoing and planned investments demonstrate Camp Verde's commitment to improving mobility, safety, and connectivity through targeted infrastructure improvements that benefit both residents and visitors.

Road Preservation Ordinance

Recognizing the importance of protecting new infrastructure investments, the Town has adopted Ordinance 24-A497 that restricts cutting or trenching into recently paved roads. Under this policy, asphalt less than seven years old and chip seal surfaces less than three years old are protected unless specific permission is granted. If granted, the utility or contractor is required to repave the full affected lane for a minimum of 25 feet in either direction of the trench to preserve the road's integrity and appearance.

Ongoing Maintenance

Routine maintenance remains a priority. The Town annually contracts street striping services to improve visibility and road safety. Camp Verde also operates an annual chip seal program, which significantly extends pavement life and reduces the need for costly reconstructions. These efforts reflect the Town's focus on preservation, even amid times where resource are limited.

FUNDING AND ADVOCACY

Camp Verde participates actively in regional advocacy efforts through organizations like the Arizona Department of Transportation (ADOT), the League of Arizona Cities and Towns (LACT), and Northern Arizona Council of Governments (NACOG). The Town has submitted both the Main Street and Montezuma Castle Highway projects for inclusion in NACOG's Regional Priority Project List (RPPL), which serves as a tool to lobby state and federal legislators for increased rural transportation funding.

As of FY2025, NACOG has \$21.9 million in available funding, prioritizing projects that improve regional access, economic resilience, and safety. Camp Verde's inclusion in these advocacy efforts ensures that its needs as a rural community are heard and considered in statewide transportation planning.

TRANSPORTATION & CIRCULAR ELEMENT GOALS & IMPLEMENTATION STRATEGIES

Goal #1: Improve Roadway Conditions Across the Network

- **Strategy 1:** Identify and prioritize streets with the lowest Pavement Condition Index ratings for resurfacing or reconstruction.
- **Strategy 2:** Establish a formal Pavement Management Program that includes annual condition assessments and capital planning for resurfacing cycles.
- **Strategy 3:** Enforce Ordinance 24-A497, which restricts the cutting of newly paved or chip-sealed roads to preserve surface integrity. Where permitted, utility trench repairs must follow high-quality restoration standards.

Goal #2: Enhance Safety and Reduce Congestion at Key Intersections

- **Strategy 1:** Advance the design and eventual construction of the critical Finnie Flat Road, Main Street, and Montezuma Castle Highway intersection, where existing congestion and safety concerns are most acute.
- **Strategy 2:** Implement traffic-calming strategies in neighborhoods affected by excessive speeds or high levels of cut-through traffic.
- **Strategy 3:** Upgrade signage, striping, and intersection technology to modern standards that improve visibility, reduce congestion, and support smoother traffic flow.
- **Strategy 4:** Conduct a comprehensive parking study to analyze current capacity, utilization, and future needs in areas of high demand such as the Heritage Character Area.

Goal #3: Expand Multimodal Infrastructure and Accessibility

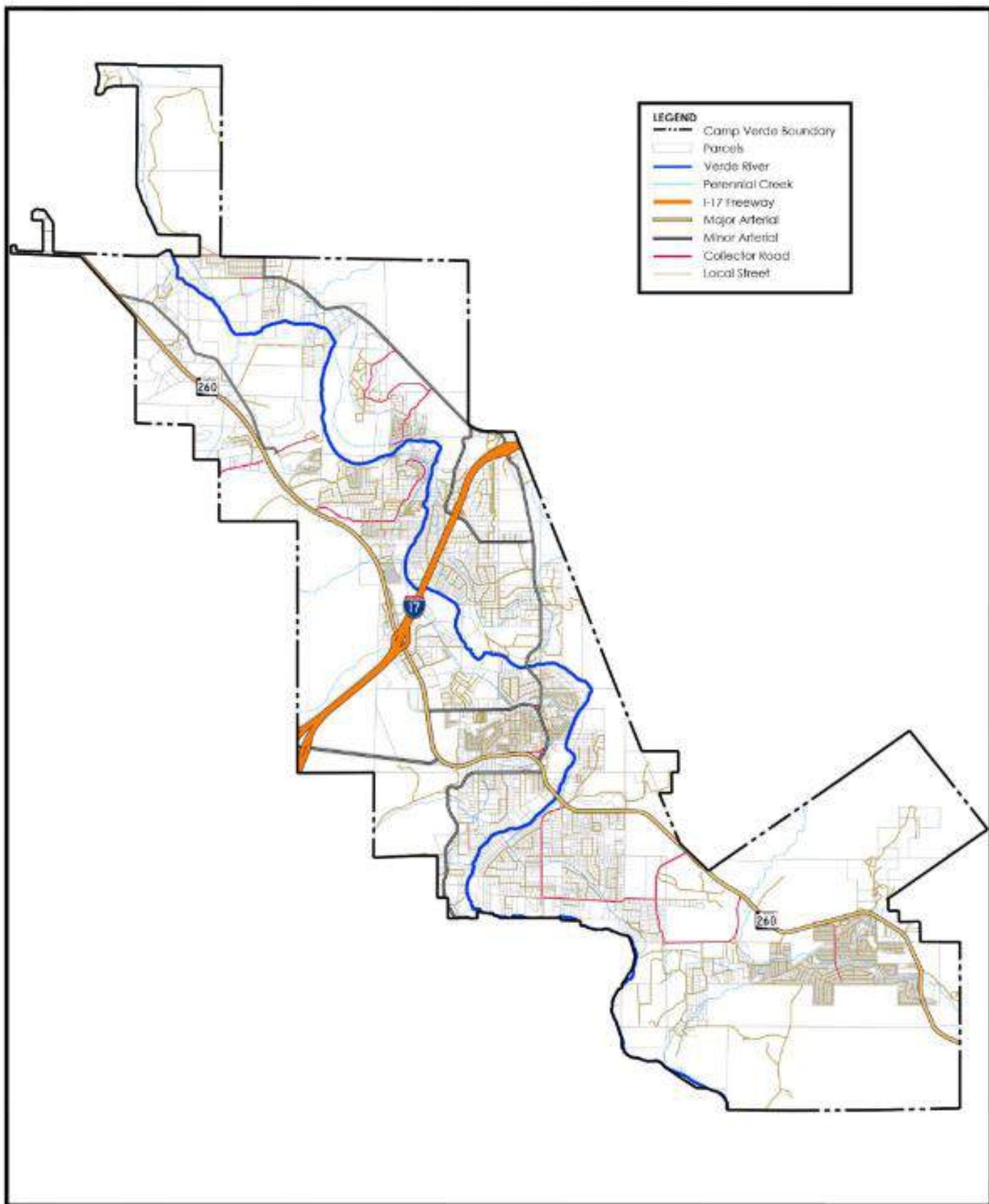
- **Strategy 1:** Develop and implement a community-wide sidewalk, trail, and pathway connectivity plan to close gaps and improve safe pedestrian circulation.
 - **Strategy 2:** Construct new multimodal paths along high-volume corridors such as State Route 260 and Montezuma Castle Highway that link residential areas with schools, parks, and commercial nodes.
 - **Strategy 3:** Develop clear wayfinding signage and public information tools to better guide residents and visitors to available parking locations.
-

Goal #4: Increase Access to Regional and Public Transit

- **Strategy 1:** Continue working in close partnership with the Yavapai-Apache Nation to expand local and regional fixed-route transit services.
 - **Strategy 2:** Formally adopt and integrate the Northern Arizona Council of Governments' Verde Valley Master Transportation Plan into Town operations to support coordinated planning and service delivery.
-

Goal #5: Secure Funding for Transportation Projects

- **Strategy 1:** Actively pursue grants such as the Rebuilding American Infrastructure with Sustainability and Equity program and Community Development Block Grants.
- **Strategy 2:** Continue submitting shovel-ready projects to the Northern Arizona Council of Governments' Regional Priority Project List to position Camp Verde for funding consideration.
- **Strategy 3:** Establish infrastructure development agreements with private developers to ensure new growth supports improvements to the public transportation system.



OPEN SPACE

*Open space is the heart of Camp Verde –
preserving our rivers, fields, and vistas,
protecting wildlife and water resources,
and ensuring that future generations can
enjoy the landscapes that define our
community.*

OPEN SPACE ELEMENT

The conservation and preservation of open space is essential to sustaining the Town of Camp Verde's natural character, cultural heritage, and long-term resilience. Historically rooted in agriculture and farming, Camp Verde has relied on its land and natural resources to shape its identity and support its local economy. The Verde River, a critical natural asset, continues to provide water for irrigation, habitat for native species, and opportunities for recreation and education. Safeguarding these open spaces and waterways honors the Town's agricultural legacy and reinforces its commitment to responsible development and land use. Through strategic planning, Camp Verde aims to protect these valuable resources for the benefit of current and future generations.

GUIDING PRINCIPLES

The Town of Camp Verde is committed to preserving its historical cultural, natural resources, and western rural character through deliberate planning and responsible land use. Open spaces, agricultural lands, and the Verde River are recognized as integral to the community's identity, cultural legacy, and economic vitality. By upholding its historical traditions and protecting its natural assets, Camp Verde seeks to ensure a high quality of life for current residents and future generations.

- **Preserve the natural landscapes.** Protect scenic vistas, native habitats, natural watercourses and open lands that define Camp Verde's western rural character.
- **Promote the agricultural heritage of the Town.** Support working lands that reflect the Town's farming and ranching traditions.
- **Support enhanced public access.** Expand and maintain open spaces for passive recreation, education, and community enjoyment.
- **Protect water resources.** Safeguard riparian areas, the Verde River and tributary corridors as critical natural, recreational and open space assets.
- **Plan for long-term stewardship.** Integrate conservation strategies into land use planning to ensure the sustainability of open space for future generations.
- **Collaborate regionally.** Work with neighboring jurisdictions and regional partners throughout the Verde Valley to protect shared natural resources and promote cohesive conservation efforts.

DISCUSSION

What is Open Space?

According to Arizona Revised Statutes, open space lands or open area is any space or area characterized by great natural beauty or whose existing openness, natural condition, or present state of use, if retained, would maintain or enhance the

conservation of natural or scenic resources, or the production of food and fiber. Open space can encompass various environments, such as the following:

- **Developed:** Areas that may include parks, schools, golf courses, horse staging areas, trails, picnicking areas, bike paths, and pathways.
- **Natural Environment:** This includes forestland, rivers, streams, grasslands, desert scrubs, riparian areas, wilderness areas, preserves, protected sites, and topographical areas that are unsuitable for development, including steep slopes and floodplain areas.
- **Limited Development:** Scenic-drive corridors, vista corridors, and public recreational amenities that minimally impact the natural environment. An example of a public recreational amenity that would minimally impact the natural environment is a natural surface trail (dirt or primitive trail) that follows existing landscape with little grading and would require minimal to no paving.
- **Agricultural Land:** Lands that are used or can be used principally for raising crops, fruits, grains and similar farm products. For purposes of the general plan, Ranch land is also included in this category. Ranch land can be described as land that is used for raising livestock such as cattle, sheep, goats, horses, and other types of livestock. This type of land includes pastures with natural vegetation and grazing areas that support agricultural and ranching activities.
- **Owned Land:** Privately owned land that may not be accessible to the public. These lands can also be federal, state, tribal and municipally owned.

The Town and Adjacent Open Space Land

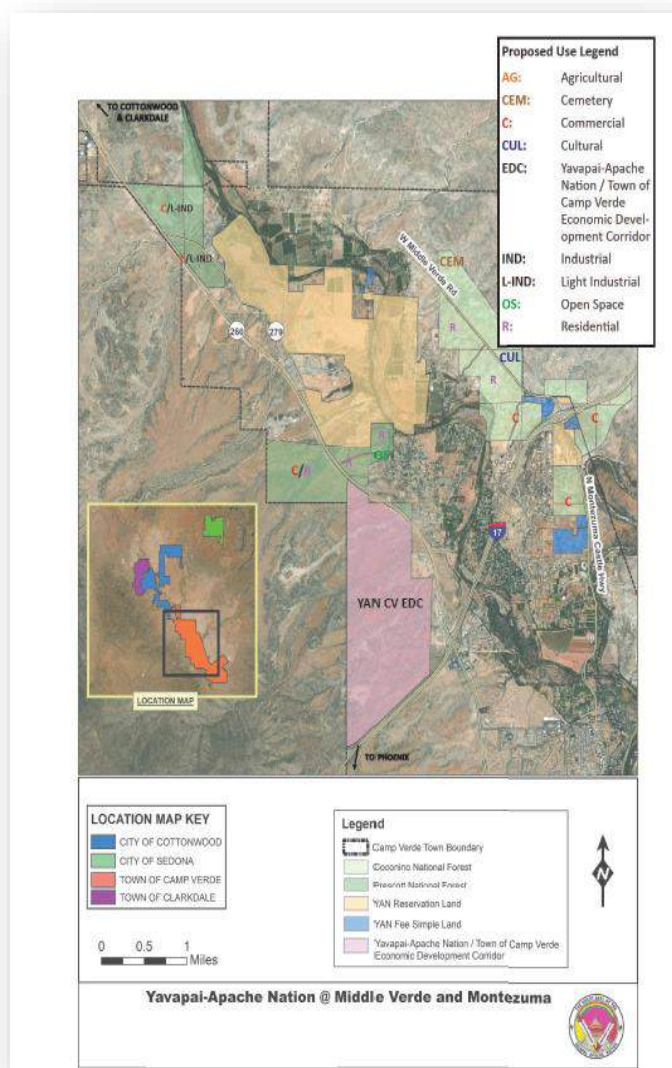
Open spaces play a critical role in preserving natural habitats, including the Verde River, West Clear Creek, Wet Beaver Creek, the confluence of Oak Creek and regional wildlife migration corridors. They help maintain both historic and active agricultural lands, provide important buffers between higher-density development and environmentally sensitive areas, support balanced economic growth, and promote access to locally grown food.

The Town of Camp Verde is uniquely positioned adjacent to significant tracts of federally managed land within the Prescott and Coconino National Forests. We are appreciative of the stewardship of the United States Forest Service, whose efforts help preserve the region's ecological integrity and provide valuable recreational and educational opportunities.

Notably, the Cedar Bench Wilderness, encompassing approximately 16,009 acres, is located within the Prescott National Forest near Camp Verde. The West Clear Creek Wilderness, spanning about 15,238 acres, lies within the Coconino National Forest to the east of Camp Verde. Additionally, the Fossil Creek Springs Wilderness sitting at 11,550 acres also within the Coconino National Forest lies east to southeast of Camp

Verde. These protected areas are vital to maintaining the biodiversity, scenic beauty, and natural resources that define the Verde Valley.

In 2024, a land exchange between the United States Forest Service (USFS) and the Yavapai-Apache Nation, a federally recognized Tribe, was finalized, involving approximately 3,207 acres of federal land spanning over four national forests, which are Apache-Sitgreaves National Forest, Coconino National Forest, Kaibab National Forest, and Prescott National Forest. With areas of the Coconino and Prescott National Forest within Camp Verde, approximately 3,083 acres (96%) of land that were exchanged to the Yavapai-Apache Nation are in three of Camp Verde's character areas, which are State Route 260 West, Middle Verde, and Pecan Lane. The land exchange aims to consolidate tribal lands, enhance opportunities for housing and economic development, while protecting habitat along the Verde River and Wet Dry Beaver Creek for cultural purposes, and maintaining the vital attributes of open space elements. While these were once public spaces, the Yavapai-Apache Nation will now become the stewards of these lands.



The Verde River is a defining natural feature of Camp Verde, shaping the Town's landscape, sustaining a diverse range of wildlife, serving as a critical water source, and valuable outdoor recreation asset. Stretching for approximately 18 miles through Camp Verde, the river corridor is surrounded by a mix of residential and agricultural lands, making its protection essential to preserving the community's natural, cultural, and economic value.

To support long-term stewardship of the river and its surrounding corridor, the Town may consider evaluating the implementation of appropriate buffer zones along residential and agricultural properties adjacent to the river. These buffers should be

tailored to the specific land use and the property's character area. For example, residential zoning ("R") along Montezuma Castle Highway within the Pecan Lane Character Area, or residential and agricultural zoning ("R" and/or "AG") in the Middle Verde Character Area, could be evaluated for compatibility with buffer requirements that preserve the health of the Verde River and protecting areas of open space while respecting property uses.

Open Space and Zoning

In some jurisdictions, open space is used as a standalone zoning district that can be applied to areas that are not suitable for development due to problems inherent to topography or other physical characteristics or important lands that need to be preserved to protect unique natural habitats. While the Town of Camp Verde does not have this designation, it is a stated desire in this General Plan to ensure open space preservation. For example, the Town of Camp Verde designated a section of land to the South of State Route 260 (SR260) near General Crook Trail as the "Copper Canyon Character Area" to preserve approximately 450 acres of open space while providing outdoor recreational opportunities at the Copper Canyon Trail Head and conceptual plans for the Oasis Trailhead located off State Route 260 (SR260) and Oasis Road.

Other Areas of Open Spaces within Camp Verde

Other areas that border Camp Verde that are designated as Open Space Areas, as indicated by the 2016 approved General Plan:

- Black Hills
- Jackson Flat
- Porcupine Mountain
- White Hills
- Wingfield Mesa

Within Camp Verde, cemeteries are also considered Open Space areas:

- Clear Creek Cemetery & Church
- Middle Verde Cemetery
- Porcupine Mountain Cemetery

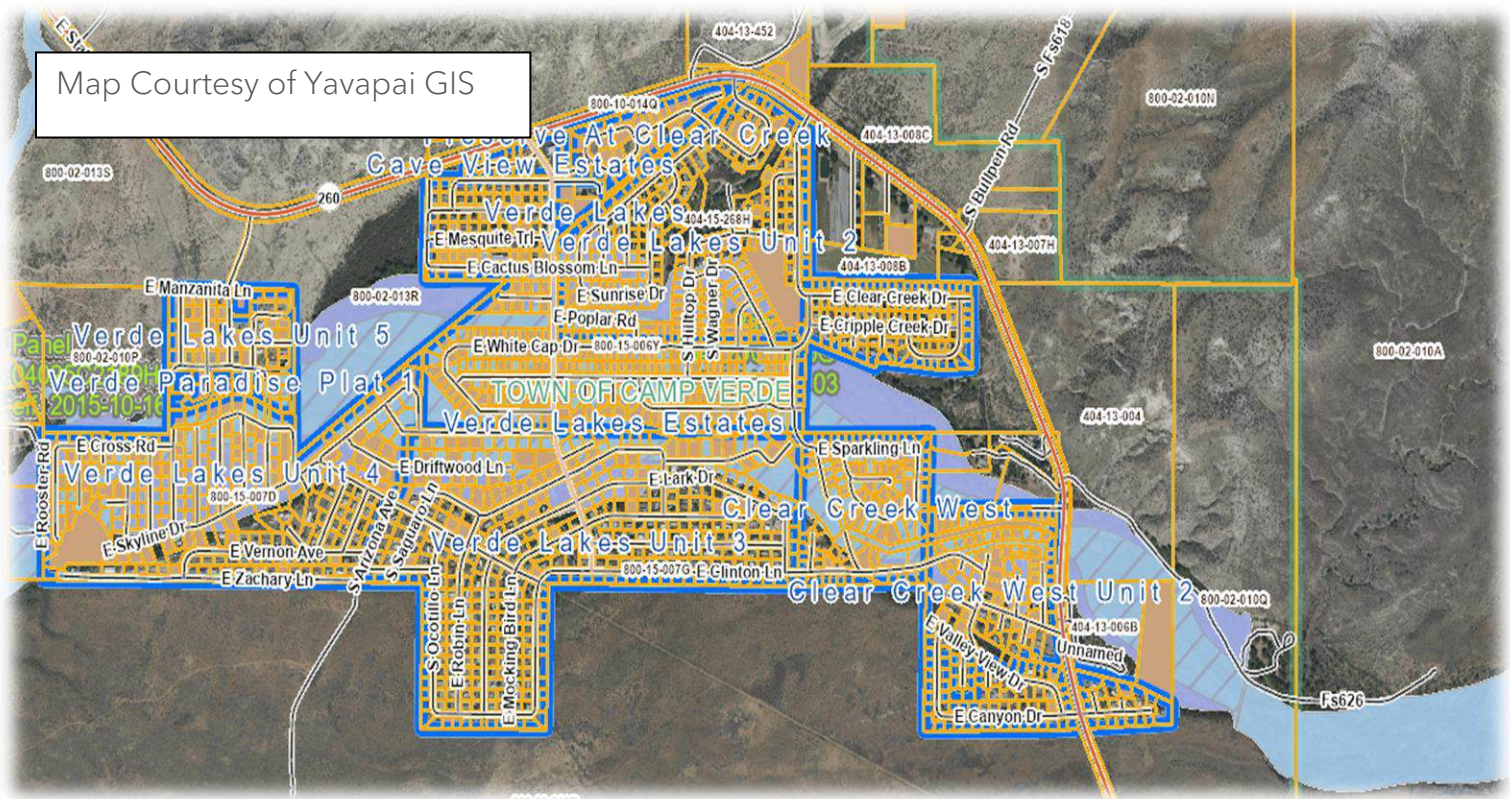
Trails, Trailheads, and Verde River access points:

- Copper Canyon Multi-Purpose Trailhead
- Grief Hill Trailhead on Cherry Road
- Trail 119A by Overlook Acres
- Hayfield Draw Day Use (OHV)
- Perimeter Trail
- Verde Vista Loop Trail
- Ryal Canyon Trail
- Box T Trail

- Verde River and Verde River Access Points
- Parson Preserves

Open Space and Flood Prone Lands

The Town of Camp Verde owns approximately 100 acres of land within the Clear Creek Character Area, much of which lies within a designated Federal Emergency Management Area (FEMA) flood zone. While flood-prone areas present certain development limitations, they are commonly and strategically used for recreation and open space in community planning. The Town partnered with the Nature Conservancy on the West Clear Creek Recreation and Restoration plan to support this strategic approach. Within the boundaries of Verde Lakes Drive and the Sierra Verde Neighborhoods in Camp Verde, West Clear Creek is prone to high flooding, causing damage to structures and roadways along the creek corridor. One of the major goals of this plan is to address restoration and recreational infrastructure to reduce the effects of flooding on the surrounding community and connect wildlife corridors vital for open space. Other flood prone areas primarily owned by private residents in the Pecan Lane and Middle Verde character area also present certain development challenges. With thoughtful design and management, these properties can offer valuable public benefits, such as flood mitigation, habitat preservation, and recreational opportunities, making them well-suited for low-impact uses that enhance quality of life while supporting natural resilience.



Open Space and Private Lands

Privately owned farm and ranch lands play a vital role in shaping Camp Verde's rural character. These open spaces have long helped buffer development, while supporting agricultural production, wildlife habitat, and natural migration corridors. In its November 15, 2023, endorsement of conservation easements and agreements, the Town affirmed its commitment to preserving these values, stating: "The Town of Camp Verde, General Plan, Planning & Zoning Ordinance and Verde River Recreation Plan recognize and support the importance and protection of our western, rural heritage, agricultural lands, open space, and the river corridor. Therefore, the Town of Camp Verde supports conservation agreements." This continued support reflects the Town's dedication to protecting the landscapes that define its identity and sustain its future.

OPEN SPACE ELEMENT GOALS & IMPLEMENTATION STRATEGIES

Goal #1: Ensure that new developments integrate open space in their design

- **Strategy 1:** Assess opportunities to integrate parks, open space, and outdoor recreation amenities into new development projects through coordinated planning, development agreements, and land use incentives that are aligned with the strategic priorities of the Parks, Recreation, Trails and Open Space Master Plan. New development should be encouraged to include mini-parks that offer both active and passive recreational opportunities.
- **Strategy 2:** Evaluate ways to address parks and open space through impact fees.
- **Strategy 3:** Adopt and implement development standards that minimize impacts to open space and natural water courses supporting the restoration or reuse of land after mining activities have concluded while preserving environmentally sensitive lands. These standards should include approaches such as cluster development or conservation subdivisions to protect high-risk flood areas, groundwater recharge zones, hillsides, ridgelines, and archaeologically significant sites.
- **Strategy 4:** Identify, preserve, and manage a connected open space system that provides natural areas with access for residents and visitors that align with the strategic priorities of the Parks, Recreation, Trails and Open Space Master Plan.
- **Strategy 5:** Update the Town's Dark-Sky ordinance to guide dark-sky compliant outdoor lighting and street lighting to minimize light pollution and impacts to Camp Verde's rural environment and open space.

- **Strategy 6:** Rezone Town-owned property within high flood-prone areas to open space zoning.

Goal #2: Preserve and enhance riparian areas, protect natural open space, and provide trail linkages.

- **Strategy 1:** Prioritize the preservation of open space in all new developments by incorporating strategies such as conservation easements and the designation of private open lands.
- **Strategy 2:** Develop a plan to preserve the Verde River and larger tributaries, including its natural floodplains, and its natural environment as a regional recreation destination that aligns with the strategic priorities of the Parks, Recreation, Trails and Open Space Master Plan. Include regional partnerships, cooperation, and grants to create a high-quality experience for visitors.
- **Strategy 3:** Assess opportunities to preserve significant flood prone areas such as the Verde River, Wet Beaver Creek and the confluence of Oak Creek that aligns with the strategic priorities of the Parks, Recreation, Trails and Open Space Master Plan
- **Strategy 4:** Support the expansion of a trail system to attract tourism through regional cooperation and the pursuit of grants or community co-ops that promote minimal natural impact that aligns with the strategic priorities of the Parks, Recreation, Trails and Open Space Master Plan.
- **Strategy 5:** Preserve perennial and ephemeral tributaries for their environmental and recreational value, and protect historical, heritage, and archaeological sites that contribute to the cultural significance of the region.
- **Strategy 6:** Consider impacts to known wildlife habitats during development application review and adopt measures which reduce negative impacts to sensitive habitat areas that aligns with the strategic priorities of the Parks, Recreation, Trails and Open Space Master Plan.
- **Strategy 7:** Maintain local and regional partnerships to ensure that a unified, concise message about sustainable and responsible recreation is delivered to our visitors and community.
- **Strategy 8:** Support public education about riparian areas and open space.

OUTDOOR RECREATION

Outdoor recreation is central to Camp Verde's way of life by providing spaces to explore, play, and connect with the land while enriching community health, culture, and pride.

OUTDOOR RECREATION ELEMENT

Located in the heart of Arizona, along Interstate 17 and graced by 18 miles of the Verde River, Camp Verde is geographically central and naturally exceptional. The Town is surrounded by an abundance of scenic treasures, including nine federal wilderness areas, six state parks, four national monuments, two wild and scenic rivers, and the stunning landscapes that define the Verde Valley as a world-class destination.

Recreation in Camp Verde is as diverse as its setting. While many people often associate recreation with sports and physical activities, it encompasses a much broader range of experiences. Desired recreational facilities, thoughtfully managed programs, and engaging community events all contribute to the health, wellness, and social fabric of the Town.

Communities that actively recreate and welcome visitors to do the same, foster a strong sense of belonging and social cohesion. Camp Verde exemplifies this spirit by hosting popular events such as the Pecan and Wine Festival, Corn Fest, and Fort Verde Days. These celebrations foster community pride and play a vital role in supporting the local tourism economy.

The Town's parks, recreational facilities, and community spaces provide both structured and unstructured opportunities for participation and enjoyment. These amenities promote physical and mental well-being and are key elements of a thriving, connected community.

Camp Verde's natural desert setting also allows for unique partnerships with agencies such as the Prescott and Coconino National Forest Services, Arizona State Parks, Yavapai County and Yavapai-Apache Nation (YAN). The Town of Camp Verde also collaborates with non-profit organizations which have natural resources at focus. These collaborations expand and enrich the recreational offerings available to residents and visitors alike, creating a dynamic network of outdoor experiences alongside the traditional neighborhood parks and community amenities typically found in towns of its size.

GUIDING PRINCIPLES

Camp Verde acknowledges the fundamental value of spaces within the community to recreate, gather, and celebrate together. This element recognizes that well-maintained and thoughtfully designed recreational spaces are essential to the health, enjoyment, and well-being of its residents and visitors. Whether indoors or outdoors, these spaces provide vital opportunities for recreation, connection with nature, and community engagement. Camp Verde is committed to preserving the integrity and accessibility of these environments through responsible stewardship, and by valuing and enhancing

Camp Verde's recreational spaces. The Town supports a vital, active, and all-encompassing quality of life for all.

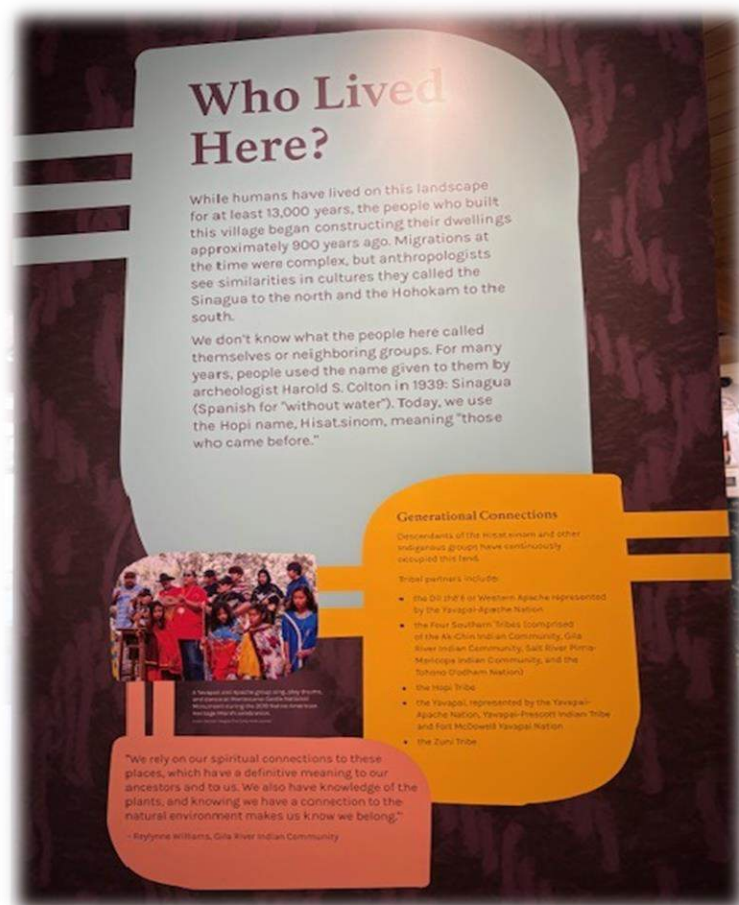
- **Promote healthy living.** Support recreational opportunities and encourage physical activity, mental wellness, and lifelong health for all ages.
- **Foster community well-being.** Develop accessible spaces for all that strengthen social connections and enhance the quality of life.
- **Celebrate our Western heritage.** Integrate Camp Verde's unique Western culture and traditions into recreational programming and facility design.
- **Champion conservation.** Protect natural landscapes and habitats to ensure responsible, recreation that sustains the area's native plants, riparian areas, wildlife, and scenic character.
- **Preserve cultural and environmental resources.** Maintain the integrity of historical, archaeological, and scenic resources as a core component of recreational planning.

DISCUSSION

History

The history of recreation in Camp Verde reflects its unique blend of natural resources, cultural heritage, and rural character. While not always formalized in the way larger municipalities develop parks and recreation departments, Camp Verde's recreational identity has evolved steadily, shaped by its geography, traditions, and community priorities.

Long before Camp Verde was formally established, the area was home to Indigenous peoples from various cultures and tribes, including the ancestors of today's Yavapai-Apache Nation. For many, the specific names used by these early inhabitants are unknown. Historians note that the term "Sinagua," meaning "without water" in Spanish, was introduced by archaeologist Harold S. Colton in 1939 to describe the ancient peoples. Today, the Hopi refer to them as *Hisat'sinom*, meaning "those who came before."



These early cultures used the land for spiritual, subsistence, and recreational purposes, maintaining a deep connection to nature.

In the late 1800s, Anglo-American settlers and the military presence at Fort Verde brought new recreational traditions to the region, including equestrian activities, informal sports, and community gatherings centered around the fort. Historically, Camp Verde's agrarian lifestyle and ranching culture laid the foundation for recreational activities. Horseback riding, rodeos, team roping and barn dances became deeply embedded in local tradition and are still celebrated today.

Recreation and Tourism

In an effort to better understand community perspectives and priorities surrounding tourism and recreation, the Town of Camp Verde partnered with Polco, a nationally recognized civic engagement and survey organization. Through this collaboration, a comprehensive survey was conducted to collect meaningful feedback from residents regarding the future of tourism in Camp Verde.

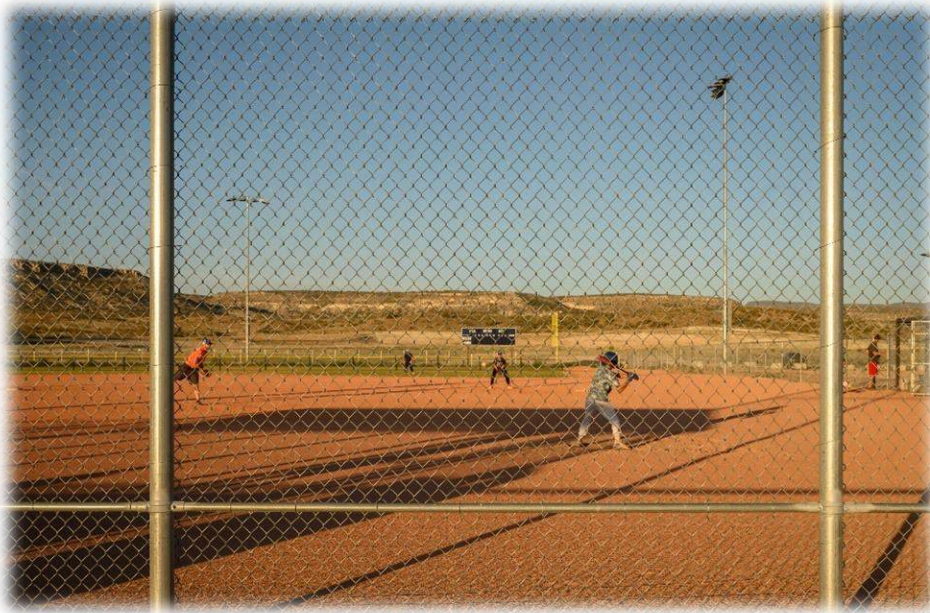
One of the key takeaways from the survey was the community's strong desire to preserve the cultural identity of Camp Verde. Nearly 47% of respondents indicated that maintaining and celebrating the Town's culture is extremely important as a core benefit of tourism. This sentiment underscores a broader community interest in aligning tourism growth with local values and heritage, rather than solely focusing on economic outcomes.

When asked what types of tourism experiences they felt should be prioritized by the Town, respondents identified the following categories with examples of current and possible new activities:

- **Outdoor Adventure** – Including hiking, biking, hunting, fishing, stargazing, kayaking, and off-road trail activities, reflecting Camp Verde's rich natural landscape and the growing demand for sustainable, nature-based recreation.
- **Cultural & Historical Tourism** – Emphasizing museums, historic sites, animal sanctuaries, festivals, and the interpretation of indigenous heritage, aligning with the community's commitment to heritage preservation.
- **Culinary & Beverage Tourism** – Encompassing restaurants, wineries, breweries, food festivals, and farm-to-table experiences, this sector highlights the growing interest in local food culture and agritourism.
- **Family-Friendly Attractions** – Including parks, wildlife parks, adventure play areas, and other forms of intergenerational entertainment that serve both residents and visiting families.
- **Western Heritage Tourism** – Featuring rodeos, horseback riding, equestrian and ranching style experiences, and other experiences that celebrate Camp Verde's frontier legacy and rural character.

- **Relaxation and Unplugging** – Emphasizing sunset and river walks, quiet retreats and cozy lodging.
- **Arts and Crafts** – Including Galleries, live music, public art, craft workshops.
- **Eco-Tourism** – Encompassing birdwatching, wildlife tours, and scenic excursions.
- **Sports and Competitions** – Includes tournaments, races and athletic events.

These responses indicate that the community values tourism strategies that are immersive, authentic, and connected to Camp Verde's environmental and cultural assets.



Community Priorities for Amenities and Infrastructure

In addition to identifying tourism priorities, survey participants also provided input on the types of amenities and infrastructure they believe Camp Verde needs to support both residents and visitors, such as the following:

- **Vibrant Downtown/Main Street (Heritage District)**
A strong majority of respondents emphasized the need for a more walkable, attractive, and engaging downtown area, anchored by diverse retail, dining, entertainment, and cultural offerings.
- **More Shopping**
The respondents expressed a desire for more boutiques, artisan markets and specialty retail options.
- **Expanded Dining and Nightlife Options -**
Community members expressed a desire for additional restaurants and late-hour venues, indicating a growing demand for social spaces that contribute to a more dynamic evening economy.
- **Enhanced Recreational Opportunities**
There was strong support for expanded trail networks, outdoor activity spaces, and increased access to nature-based amenities, reinforcing the importance of recreational infrastructure to the quality of life and tourism supported by previous general plans and the Urban Upland Trail Plan
- **More Community Events and Festivals**
Respondents noted the need for additional public events that celebrate local culture, foster community engagement, and enhance Camp Verde's attractiveness as a destination.
- **Enhanced Transportation, Signage and Lodging**
There was strong support for more transportation options like shuttles, bike rentals, and better trail markers and information centers, and more lodging options.



Residents envision strategies rooted in outdoor adventure, cultural preservation, and local flavor while also calling for investments in infrastructure and amenities that enhance daily life and support sustainable tourism growth. The feedback also emphasizes the role of recreation as a unifying theme, serving as a driver of health, economic development, and community pride.

PARKS AND RECREATIONAL SITES

Camp Verde maintains seven (7) park sites totaling over 100 acres.

1. Arturo Circle Neighborhood Park (2431 N. Arturo Park, 1.1 Acres)



2. Butler Park (1213 Garner Lane, 6.96 Acres)



3. Community Center Park (75 E. Hollman Street, 6.56 Acres)



4. Sports Complex (990 E. Champion Trail, 114.18 Acres)



5. Rezzonico Family Park/Centennial Park (33 W. Mosher Lane, 4.39 +/-)



6. Verde Lakes Community Park (3012 S. Aspen Way, 2.0 Acres +/-)



7. Parsons Riverfront Preserve (North Roundup and I17, 12 Acres +/-)



In conjunction with the above Town-owned parks, the Town also owns and/or maintains these Community Recreational Facilities:

1. Heritage Family Pool (290 Apache Trail, .50 Acres +/-)



2. Heritage Skate Park (290 Apache Trail, .25 Acres +/-)



3. Camp Verde Library (130 N. Black Bridge Road, 2.0 Acres +/-)



4. Town of Camp Verde Gym (395 S. Main Street, .25 Acres +/-)



The National Recreation and Park Association (NRPA) Park Metrics offer comprehensive benchmarks for evaluating park and recreation services across the United States. According to the 2024 NRPA Agency Performance Review, the national average is one park per 2,411 residents or 10.2 acres of parkland per 1,000 residents. Given Camp Verde's rural character and its existing network of parks and trails, the Town likely surpasses these national standards.

There are no strict rules about how close parks need to be to homes, but having parks nearby helps bring people together, builds a sense of community, and supports better health. The National Recreation and Park Association suggests that parks should be within a quarter mile of homes (about a five- to ten-minute walk). While some parts of Camp Verde meet this goal, many do not, mainly because the Town is spread out with large properties. Future developments should consider placing new parks and recreation areas closer to where people live to ensure walkability and access. These guidelines can help Camp Verde improve its parks, making Camp Verde similar to national standards.

While not operated and owned by the Town, these facilities below provide additional cultural and recreational opportunities for Camp Verde.

Camp Verde School District:

1. Owns and maintains approximately 27 acres of athletic and multi-purpose fields, including playground areas.

Two state parks are located within the area of the Camp Verde:

1. Fort Verde State Historic Park (10.87 Acres)
2. Rockin' River Ranch State Park (67.22 Acres)

Two National Monuments are adjacent to the Camp Verde:

1. Montezuma Castle
2. Montezuma Well

RECREATIONAL OPPORTUNITIES

Recreation for All: Enhancing Access and Opportunity in Camp Verde

Residents of all ages, from youth to older adults, benefit from increased access to recreational opportunities that promote physical health, social engagement, and overall well-being.

While Camp Verde has long been known for its strong equestrian tradition, the Town has also recognized and begun addressing gaps in its broader recreational landscape. Historically, facilities such as Butler Park (adjacent to Camp Verde High School) and the Community Center Park (located behind Town Hall), have offered limited athletic amenities, primarily a few fields for soccer, football, and baseball/softball. However, these facilities have not adequately met the growing needs of a diverse and active population.

To help close this gap, construction on the Town's 114-acre park, the Camp Verde Sports Complex, was started in FY18 (Fiscal Year 2018) and being constructed in phases, representing a major step forward in Camp Verde's commitment to recreation. This has been a multi-phase project creating two baseball fields, two all-purpose fields, one disc golf course, and the complete infrastructure (drainage, water, roads, etc.) for the completed Phase I of the park. Once fully built out, the complex is expected to house six baseball fields, two all-purpose fields, soccer fields, several pickleball courts, a walking trail, a disc golf course and fishing pond. In addition to accommodating a range of athletic pursuits, this facility will also create new opportunities for community-wide events and sports tourism.

Further efforts to improve recreational amenities include the replacement of aging playground equipment. In 2025, the Town completed the replacement of a 15+ year-old playground at the Community Center Park with a modern, safer, and more durable

play structure, ensuring that Camp Verde's youngest residents have a safe and engaging place to play. Continued investment in outdoor infrastructure is vital for the long-term livability and attractiveness of the community.



Equestrian Recreation: A Community Arena and Economic Asset

The 39-acre parcel owned by the Town of Camp Verde called the "Camp Verde Equestrian Center" made possible by a public and private partnership with the Camp Verde Arena Association (CVAA) serves as a key recreational and economic asset for the Town. As a hub for equine-related activities, the center has hosted numerous national roping, riding events and motorcross competitions drawing non-profit organizations, professional competitors, and seasonal visitors from across the country, many of whom seek refuge from colder climates. The Equestrian Center is also home to a small Go Cart Racetrack bringing racing enthusiasts enjoyed by the community and visitors from Spring to Fall .

While equine sports are a form of recreation for some, they represent a way of life for many, reflecting the deep-rooted heritage and identity of Camp Verde. The Camp Verde Equestrian Center not only honors Camp Verde's western cultural legacy but also supports tourism, economic development, and community pride. In addition to the public arena, numerous private arenas are located throughout the town, further reinforcing the strong equestrian traditions that remain central to Camp Verde's character.



The Verde River: A River Recreation and Camp Verde's Natural Crown Jewel

Set within the unique landscape of the Upper Sonoran Desert, Camp Verde is home to a rare perennial waterway. The Verde River and its tributaries support rich riparian ecosystems and provides an abundance of recreational opportunities. Flowing for approximately 18 miles through the Town's boundaries, the river is Camp Verde's emerald-green lifeline and a treasured resource for both residents and visitors.



From fishing and kayaking to birdwatching and swimming, the Verde River offers a wide variety of recreational activities accessible to all ages. Recognizing the river's value, the Town adopted the 2016 Verde River Recreation Master Plan, which outlines key priorities for enhancing public access, protecting natural resources, and integrating the river more fully into the community's recreational and ecological framework. The

following are the current publicly accessible river access points to the Verde River for the public:

1. Beasley Flat
2. Black Bridge
3. Bullpen
4. Clear Creek
5. Gap Creek
6. White Bridge
7. Rockin' River State Park
8. Rezzonico Park
9. Parson Riverfront Preserve

Moving forward, Camp Verde aims to explore the development of long-standing recreational opportunities along the Verde River, while simultaneously fostering environmental stewardship and long-term conservation. Education and responsible management will be essential to ensuring the river's health and accessibility for generations to come.

Trails: A Driving Force for Circulation and Well-Being

Trails, whether motorized or non-motorized, play a pivotal role in enhancing circulation and promoting well-being in Camp Verde by connecting neighborhoods, parks, and key community destinations through accessible, non-motorized or motorized pathways. These trails encourage healthy lifestyles by supporting walking, biking, races/events, equestrian and OHV (Off-highway vehicle) activities while fostering social interaction and community cohesion. As trails are an important facet of outdoor recreation, there are trails that have their own designated use and not all trails are accessible for all activities which is important for safety and trail preservation to make outdoor recreation enjoyable for all. The trails element in this General Plan provides guidance for sound trails management expansion and to ensure continued wilderness and open space access. Below is a list of designated trailheads in the Town of Camp Verde along with conceptual/future trailheads.

1. Copper Canyon
2. Grief Hill
3. Verde Vista Loop
4. Ryal Canyon
5. Box T
6. Perimeter Trail Head
7. Oasis Trailhead (Conceptual)
8. Jackson Flats (Conceptual)

OUTDOOR RECREATION GOALS & IMPLEMENTATION STRATEGIES

Goal #1: Offer well-maintained, wide-ranging recreational facilities and programs that engage residents of all ages and abilities.

- **Strategy 1:** Support the enhancement of the existing parks by adding amenities and elements that accommodate a more diverse range of ages and abilities that are aligned with the Parks, Recreation, Trails and Open Space Master Plan.
- **Strategy 2:** Pursue the development of a multi-use community center that serves both youth and adults by providing athletic facilities, academic support, educational programming, and expanded recreational opportunities for all residents.
- **Strategy 3:** Seek public input on proposed park, recreation, open space, and trails enhancements as a part of the Parks, Recreation, Trails and Open Space Master Plan.
- **Strategy 4:** Assess the need to participate in the National Recreation and Park Association Park Metrics program, providing valuable data on park and recreation services to national standards.
- **Strategy 5:** Create an interim inventory and maintenance plan for existing parks and recreation facilities owned and operated by Camp Verde.
- **Strategy 6:** Preserve and promote western-themed attractions like rodeos, equestrian and ranch type activities, training facilities and horseback riding to celebrate Camp Verde's rural and frontier identity.
- **Strategy 7:** Protect and maintain historical, archaeological, and other critical lands within Camp Verde that support safe and accessible outdoor activities for residents and visitors that align with the strategic priorities of the Parks, Recreation, Trails and Open Space Master Plan.
- **Strategy 8:** Promote awareness about the importance of "pack it in, pack it out" practices to help keep Camp Verde's natural areas clean and well-preserved.

Goal #2: Preserve and establish appropriate recreational opportunities for the Verde River.

- **Strategy 1:** Evaluate and update the Verde River Recreation Management Plan as needed ensuring that it aligns with the strategic priorities of the Parks, Recreation, Trails and Open Space Master Plan.
- **Strategy 2:** Encourage recreation that is compatible with the natural environment and focus on the preservation of the historical sites.

- **Strategy 3:** Encourage plan features, such as parks and trail systems, that allow people to recreate at the river and connect with other points of interest that align with the strategic priorities of the Parks, Recreation, Trails and Open Space Master Plan.
- **Strategy 4:** Support educational and recreational opportunities that align with the conservation and preservation of the Verde River and its natural habitats.
- **Strategy 5:** Support efforts with governmental agencies, and public/private organizations to obtain voluntary conservation easements and development rights from landowners to secure access, protect sensitive areas from further development and provide trail corridors.

Goal #3: Address community needs at the Town's Sports Complex.

- **Strategy 1:** Implement the Parks, Recreation, Trails and Open Space Master Plan completed in 2027 to provide comprehensive park development, park management, and recreation programming to serve the population projected by the Future Land Use Map.
- **Strategy 2:** Align field and facility improvements with evolving community needs and usage trends.
- **Strategy 3:** Design and maintain sports facilities to support a broad range of age groups and skill levels.
- **Strategy 4:** Strategically plan and allocate funding for year-round recreational amenities that foster community engagement that are aligned with the strategic priorities of the Parks, Recreation, Trails and Open Space Master Plan.
- **Strategy 5:** Assess necessary enhancements to fields and facilities to accommodate traveling programs as a potential source of revenue.
- **Strategy 6:** Pursue external funding opportunities to support the development of new facilities.
- **Strategy 7:** Partner with other government and non-profit agencies to support recreational activities that enhance community pride, increase tourism, and raise awareness of the Western and rural lifestyle.
- **Strategy 8:** Assess the feasibility and development of large joint-use regional parks with other government agencies.

TRAILS

Trails weave together Camp Verde's neighborhoods, rivers, and open spaces, creating pathways for recreation, connection, and discovery across the community.

TRAILS ELEMENT

In Camp Verde, trails are more than just pathways. They are vital threads in the fabric of our community. They serve as significant economic, cultural, environmental, and social assets, connecting people to the Verde Valley's breathtaking landscapes and timeless heritage. Our trail system offers meaningful opportunities for healthy recreation, community connection, and personal discovery, enriching the quality of life for both residents and visitors. Trails serve a broad range of users who enjoy activities such as hiking, biking, horseback riding, and off-highway vehicle (OHV) recreation. As gateways to nature and history, trails inspire a shared sense of place, pride, and stewardship that reflects the spirit of Camp Verde.

The Town's trail element provides an overview of Camp Verde's trail system, existing conditions, and future opportunities serving as a guided framework for trail development and enhancement.

GUIDING PRINCIPLE

The Town of Camp Verde's trail development is guided by the following core principles:

- **Safety:** Ensure active trails are thoughtfully designed, well-maintained, and clearly marked with directional signage.
- **Connectivity:** Connect neighborhoods, schools, shopping, parks, historic sites, and public lands to establish a seamless trail network that enhances regional connectivity across the Verde Valley and surrounding jurisdictions.
- **Shared Use:** Identify designated access points for hikers, bikers, equestrians, and OHV users that are mindful and respectful of our neighborhoods.
- **Resilience:** Design, build and manage trails that can withstand environmental changes and increase usage, while investing in maintenance practices that ensure long-term durability and trail quality.
- **Education:** Promote awareness of local history, land use, and responsible trail use through interpretive signage and programs that support trail etiquette
- **Accessibility:** Ensure that trails can be accessed by people of all abilities.
- **Fun:** Encourage recreation, exploration, and well-being through diverse and engaging trail experiences.
- **Collaboration:** Foster partnerships with local organizations, residents, and land managers, and neighboring municipalities to promote shared stewardship and ensure consistent, coordinated trail usage and management across the Verde Valley.

HISTORICAL

The Town of Camp Verde's trail network has deep historical roots, with many routes, such as Copper Canyon, Grief Hill, White Hills, the Salt Mines, the Mail Trail, and General Crook Trail, originally used by Indigenous peoples and early settlers for trade and travel. Like many communities in the region, Camp Verde's trails reflect a rich cultural and historical legacy. When the Town incorporated in 1986, expanding recreational opportunities was among one of the core reasons, ensuring that these cherished paths could be preserved and enjoyed by all.



Since the adoption of Camp Verde's first General Plan in 1998, the community has shared the vision of creating a connected trail system that links routes within the Town to surrounding public lands. This vision was strengthened in both the 2004 and 2016 General Plans, which called for preserving historic trails, developing a comprehensive trail plan, and prioritizing open space preservation. These planning efforts laid the foundation for a long-term commitment to outdoor recreation and conservation.

In 2020, the Town partnered with Arizona State University's School of Geographical Sciences and Urban Planning in hosting a scoping meeting with key stakeholders, which provided a meaningful opportunity for residents and trail users to share their priorities, concerns, and ideas for an expanded trail system, playing a critical role in shaping the completion of the Urban Upland Trail Plan (UUTP) in 2020.

The UUTP builds upon decades of community input and planning, demonstrating Camp Verde's commitment to developing a multi-use trail network that reflects the town's character and values. Although trail development takes time, these investments provide lasting benefits in terms of recreation, economy, culture, and the environment. As the trail system continues to grow it not only enhances the quality of life for both residents and visitors, but also helps position Camp Verde as a premier destination for outdoor adventure.

Over the past 10 years, several successful trail and trailhead projects outlined in UUTP have come to life through strong partnerships with the Prescott and Coconino National Forests and utilizing grant funding. The partnerships and grant funding opportunities have allowed Camp Verde to develop key recreational assets including the Copper Canyon Trailhead, Ryal Canyon Trailhead, Box T Trailhead, Verde Vista Loop Trail, Perimeter Trail, and Grief Hill Trailhead. These projects reflect the Town's commitment to expanding outdoor access and enhancing the trail experience for all users.

Camp Verde's trail efforts have also been greatly enhanced through its active role in the Verde Front, a regional partnership formed in 2008, to expand outdoor recreation across the Verde Valley. This collaborative network brings together public, private, and nonprofit partners to address shared challenges and create lasting opportunities. Camp Verde plays a key role in several working groups, including Trails, Outdoor Economics, and Community Engagement. One of the partnership's most exciting initiatives is the Verde Circle Trail, which is a planned 150-mile loop connecting the Verde Valley communities through a shared vision for regional connectivity and outdoor access.

Camp Verde continues to make substantial strides toward the community's shared vision of enhancing hiking, biking, equestrian, and off-highway vehicle (OHV) trails as key elements of Camp Verde's recreational identity. These trails improve the quality of life by promoting outdoor access, fostering healthy living, and connecting people with the environment, while also boosting the local economy and elevating the Town's appeal as a vibrant destination. As Camp Verde grows, the Town will continue to invest in safe, connected, and well-maintained trails and trail systems essential in supporting both residents and visitors for years to come.

Figure 1 below is the Verde Vista Loop Trail, looking toward south Camp Verde neighborhoods, the Verde River and Blackhills atop the White Hills.



CURRENT ESTABLISHED TRAIL SYSTEM

Outdoor enthusiasts looking to experience Camp Verde's natural beauty can explore a variety of trails suited for walking, horseback riding, biking, and off-highway vehicle (OHV) use. These trails support a broader vision to connect neighborhoods, parks, and trailheads, strengthening community ties and expanding access to public lands. The

designated trail systems offer something for users of all abilities and interests, with the following primary routes available:

Note: In the following list of trails, the term “urban” refers to trails that are within the municipal boundaries of Camp Verde and the term “upland” refers to trails that extend beyond the municipal boundaries into the National Forest lands that surround the Town of Camp Verde.

- ***Perimeter Loop Trail (Urban) - Easy - Hiking:***
The Perimeter Loop Trail is a 1.6-mile loop trail along the perimeter of the new Sports Complex. Portions of this trail and the new Sports Complex were made possible by a Land and Water Conservation Fund grant that the Town pursued in partnership with the Prescott National Forest and Arizona State Parks and Trails.
- ***Ryal Canyon Trail (Upland - Prescott) - Difficult - Hiking, Biking, Equestrian, OHV:***
Ryal Canyon Trail is a 2.5-mile one-way (5-mile out-and-back) trail that gains 1,600 feet in elevation as it hugs the edge of Ryal Canyon and joins with Ryal Springs at the top of the trail. Certain sections have been deemed unsafe for equestrian use, preventing full trail access for horseback riders. As a result, these segments are being used side by sides or UTVs instead. Ryal Canyon Trailhead was made possible through a private-public land acquisition of a 4.52-acre parcel of land with the Town and a private citizen while partnering with the Prescott National Forest and obtaining an Arizona State Parks and Trails grant to fund the construction of the trailhead.



- **Verde Vista Loop Trail** (Urban – Town of Camp Verde, Coconino) – Moderate – Hiking, Biking, Equestrian:

Verde Vista Loop Trail is a 5.4-mile loop trail that extends from the Camp Verde Sports Complex into the White Hills climbing just over 500 feet in elevation. This trail was the product of a partnership between the Town and the Coconino National Forest and was



constructed using and American Conservation Experience (ACE) crew.

Although this trail is a loop and designated for equestrian usage, some portions have been deemed unsafe for equestrians, preventing them from completing the entire loop.

- **Verde Valley Archaeological Center Interpretive Trail** (Urban) – Easy – Hiking:

This 0.5-mile loop trail is an easy stroll with a series of signs and exhibits that will take visitors through the history of the ancient people who traversed and lived on the land over 1,500 years ago. Sponsored and maintained by the Verde Valley Archaeological Center, this interpretive trail features the outline of an excavated pit house, replicas of Native dwellings and a heritage garden.

- **Box T Trail** (Upland – Prescott) – Difficult – Hiking, Biking, Equestrian, OHV:

Box T trail is a 10.4-mile one-way (20.8-mile out-and-back) trail with 3,087 total feet of elevation gain. The trail is rugged and steep and travels along several slabs of volcanic rock and loose boulders, but the difficult trek rewards its adventurers with stunning views of the Verde Valley. Approximately 3 miles in, the trail intersects with Ryal Canyon Trail at Ryal Springs. This trailhead was a product of a partnership between the Town, the Prescott National Forest, and a grant obtained from Arizona State Parks and Trails.

- **Copper Canyon Loop Trail** (Upland – Prescott) – Moderate – Hiking, Biking, Equestrian:

Copper Canyon Loop Trail is one of Camp Verde’s most visited trails. A 3.9-mile loop trail, it is popular for hiking, horseback riding, and running. This trail has a gradual elevation gain of 387 feet, winds you back into a canyon, to a seasonal

waterfall (Copper Falls). There are several vistas that feature beautiful viewpoints of the San Francisco Peaks and the Verde Valley. This trailhead is a product of a partnership between the Town, the Prescott National Forest, and an Arizona State Parks and Trails grant.

- ***Hayfield Draw Area (Upland - Prescott) Off-Highway Vehicle (OHV)***

Approximately 80 acres of motorized trails and cross-country areas for motorcycles and OHVs. Access from Hayfield Draw Day Use area located off State Route 260 with a total length of 13 miles. The area is for day use only and has seasonal closures that begins in late May and generally ends in September.

- ***Camp Verde Trail #545 (Upland- Prescott) Off Highway Vehicle (OHV)***

Begins near the Hayfield Draw OHV Recreation Area, just off of Grapevine Trail #543, and ends at Copper Canyon Road (also FR 136), which is popular for both ATV and motorcycle users.

- ***Woodcutter Trail (Upland - Prescott) Off-Highway Vehicle (OHV)***

Motorized trail and cross-country areas for motorcycles and OHVs. Access from Hayfield Draw Day Use area located off State Route 260 with a total length of 13 miles.

- ***White Hills (Upland - Coconino) Off-Highway Vehicle (OHV)***

The White Hills OHV Trail is 28 miles of motorized single-track and comprises two loops along the White Hills above the Verde River.



Within its jurisdiction, the Town of Camp Verde currently maintains only 1.6 miles of Trails, which is the "Perimeter Loop Trail," and one designated trailhead, Ryal Canyon Trailhead, which encompasses 4.62 acres. As the Town continues to grow and expand access to hiking, biking, equestrian, and OHV trails, it is essential to consider how these facilities will be maintained. Future planning should account for appropriate staffing levels and resources to ensure safe, accessible, and well-managed trail infrastructure.

SOCIAL TRAILS

While Camp Verde is home to a number of social trails used by outdoor enthusiasts, these paths are not officially designated or maintained. According to the National Park Service, social trails are informal routes created when users deviate from or connect to established trails. Although they may appear well-worn and inviting, these unofficial paths can damage sensitive natural resources, pose safety risks, and increase

maintenance demands for both local and federal land managers. Because of these concerns, the Town of Camp Verde does not encourage the use of social trails. However, the Town will continue to assess whether certain social trails can and should be developed into established trails as part of future planning efforts.

PROPOSED AND NEW TRAILS/TRAILHEADS

Trails are valuable public assets that offer a wide range of recreational opportunities, both passive and active, for residents and visitors alike. Whether paved pathways or natural dirt routes, trails help preserve vital open space and scenic corridors that might otherwise be lost to development within Camp Verde or its surrounding areas. As the Town grows, new trail concepts, trailhead improvements, and redesign efforts continue to emerge which are driven by community input, public-private partnerships, and collaborative planning efforts.

- **Greif Trailhead (New and Established)**
 - Multi-use trailhead accessible off of Cherry Creek Road which was developed through a collaboration and partnership between the Town of Camp Verde and Prescott National Forest. Construction for this trailhead began in 2021 and was completed in 2024.
- **Oasis Trailhead and Picnic Area (Proposed)**
 - Proposed trailhead accessible off of State Route 260 and Oasis Road located on Town of Camp Verde property.
- **Grief Hill Trail (New)**
 - New construction of a trail system is being developed on the Prescott National Forest accessible from the Grief Hill trailhead. This trail system aims to connect the Copper Canyon Trail and other trails within Camp Verde, thereby establishing a more regional trail network.



While not a comprehensive list, these ongoing trail sites reflect a shared commitment to expanding access to the outdoors while preserving the natural character of the Town and its adjacent lands. The Town will continue to evaluate new trail development opportunities, and once the Parks, Recreation, Trails, and Open Space Master Plan is finalized and the Urban Upland Trail Plan is revised, both will

provide clear guidance on which trail segments are best suited for future development.

HISTORICAL TRAILS

A historical trail is a path or route of significant historical importance due to its use over a prolonged period. These trails can span from ancient trackways to routes used for migration, trade, military personnel, and/or mail delivery. Historical trails can often connect to historical sites, not only providing recreational opportunities, but more importantly, providing rich historical context to how earlier people lived and traveled in the past. Camp Verde is home to significant historical trails in the area including:

- **General Crook Trail**
 - This trail was a route initially used to facilitate the movement of supplies and troops. The General Crook Trail was built by General George Crook in 1872 to connect Fort Verde to Fort Whipple and Fort Apache.
- **Grief Hill**
 - This trail was one of the earliest entry points for settlers and military personnel heading to Fort Verde from Prescott. It follows a steep and treacherous wagon route from the late 1800s.
- **Mail Trail**
 - This trail was used for mail delivery to and from Camp Verde and Payson, commemorated by bronze plaques in Camp Verde, Pine, and Payson. This Mail Trail was used as a route from Fort Verde to Camp Reno in the Tonto Basin as well. It covers a section of the path south from State Route 260 to Fossil Creek.

TRAIL CHALLENGES AND BARRIERS

Developing and enhancing hiking, biking, equestrian, and OHV trails face several interconnected challenges. Ongoing maintenance is an important consideration and challenge that must be considered. Planning will be required to maintain any additional trails with acquired investments while maintaining great relationships with the surrounding national forests for the longevity of the trails.

Funding trail development can be a real challenge, especially in a small town like Camp Verde, where many important projects compete for limited tax dollars. While the Town supports trail development and projects through general funds and capital planning, outside grants play a significant role in making trail development and projects happen. Grants from state, federal, private, and nonprofit sources can help stretch local dollars further. Even better, working with partners and using volunteer time or in-kind support can boost funding and make every dollar go further. Creative, collaborative funding is key to bringing more trails to life. As these trails and trailheads near completion and a more robust trail system begins to take shape, a marketing plan should also be

considered so the economic benefit of these efforts can be fully realized and capitalized on.

Outdoor recreation experienced a tremendous increase during and after the COVID-19 pandemic, and Camp Verde is poised to capitalize on this trend. Developing a practical and strong marketing plan that promotes and focuses on established trails and is ready to be rolled out as the new trails are completed is crucial to the forward-thinking process when considering the future of trails in Camp Verde and return on investment.

Land access is also a significant barrier, as fragmented ownership across federal, state, private, and tribal lands complicates trail continuity and requires complex coordination. Environmental concerns such as erosion, habitat disruption, and regulatory compliance further limits where and how trails can be built or expanded.

Conflicts between user groups, primarily due to differences in speed, behavior, and expectations can create safety risks, particularly on shared trails without clear signage or designations. Infrastructure gaps, such as inadequate parking, restrooms, or ADA-accessible features, also limit usability. In more remote areas, lack of emergency access and communication infrastructure further complicates safe use.

To overcome these barriers, a collaborative and strategic approach is needed that balances user needs, environmental stewardship, and long-term funding.

FUTURE TRAIL SYSTEM/FUTURE VISION

Since the Town of Camp Verde's inception, residents have understood the value of trails and have called for formalized implementation. There have been significant strides made over the past ten years to fulfill the residents' wishes. The goal remains to create outdoor recreation, such as hiking, biking, equestrian, and OHV opportunities, but it has expanded. It is not simply about outdoor recreation, but it is also about creating a more walkable community that promotes health and well-being.

The creation of trails, paths, and walkways throughout Town provides alternative methods of transportation and ways to travel, connecting parks, neighborhoods, and schools. Like other jurisdictions that have established Urban Trail System (UTS), the system of trails throughout Town is envisioned to connect to the recreational trails in the Coconino and Prescott National Forests, and eventually to the Verde Circle Trail, which will connect Town parcels as well as other communities throughout the Verde Valley.

The vision for Camp Verde's trail system has been thoughtfully shaped through community input, interagency collaboration with the Prescott and Coconino National Forests and the Verde Front, and the Urban Upland Trail Plan, which serves as a strategic blueprint, guiding the development, enhancement, and stewardship of both existing trails and future trail opportunities. With this foundation in place, Camp Verde is well-positioned to create a diverse and accessible trails network that supports hikers, bikers, equestrians, and OHV users alike, while preserving the natural beauty and character of the community.

TRAILS ELEMENT

GOALS & IMPLEMENTATION STRATEGIES

Goal #1: Ensure that Camp Verde's established trails are well-maintained and accessible for all.

- **Strategy 1:** Expand equestrian and multi-use trails at existing and new outdoor recreational sites to meet the needs of diverse user groups and recreational interests.
- **Strategy 2:** Promote the continued development of multimodal trails that connect Town, creating a cohesive and accessible trail network for the community.
- **Strategy 3:** Prioritize safe, well-marked crossings where trails intersect roads, using design treatments that enhance visibility, comfort, and safety for all users.
- **Strategy 4:** Ensure wayfinding and interpretive signage are appropriately installed in strategic locations that provide clear guidance and direction, easily readable, and well-maintained.
- **Strategy 5:** Establish thoughtful design standards for trails that prioritize safety, comfort, and accessibility for pedestrians, cyclists, and equestrians of all abilities.
- **Strategy 6:** Identify and design trailhead locations that provide ample space for parking, including accommodations for horse trailers and multi-use access points.
- **Strategy 7:** Develop a proactive trail maintenance program that includes regular inspections and repairs.
- **Strategy 8:** Promote opportunities for volunteer involvement in trail development and maintenance to ensure long-term safety and usability.
- **Strategy 9:** Adopt universal design principles for new and existing trails, incorporating ADA-compliant features, clear signage, and shaded rest areas to enhance accessibility and user experience.
- **Strategy 10:** Assess the feasibility of developing a Pedestrian Safety Plan to provide sidewalks and multi-use trails and paths through the community.
- **Strategy 11:** Ensure that the Parks, Recreation, Trails and Open Space Master Plan is aligned with the goals and strategies of this General Plan. Update the Urban Upland Trail Plan (UUTP) to reassess and identify new trail development, ensuring that it aligns with the Parks, Recreation, Trails and Open Space Master Plan, once adopted.

- **Strategy 12:** Encourage new development master plans, Planned Area Development (PAD), and subdivisions to enact trail systems and trail connectivity to existing trails.
-

Goal #2: Foster strong partnerships that enhance trail accessibility, usage and funding.

- **Strategy 1:** Foster volunteer opportunities that support trail improvements, empowering community involvement and stewardship.
- **Strategy 2:** Encourage partnerships with agencies and private landowners to secure easements that preserve access to trailheads and key entry points.
- **Strategy 3:** Pursue external funding, including grants, to support expanding, enhancing, and maintaining Camp Verde's trails and recreational amenities.
- **Strategy 4:** Collaborate with partner agencies to evaluate trail design standards and improve safe, connected pathways between neighborhoods and key destinations.
- **Strategy 5:** Build partnerships, joint use agreements, and collaborations with organizations to enhance recreational programs, services, and facilities for the community.
- **Strategy 6:** Elevate the visibility of Camp Verde's maintained trails through consistent marketing, outreach, and social media engagement for establish trails
- **Strategy 7:** Leverage Camp Verde's expanding trail system as both a recreational amenity and a catalyst for local economic activity.

ENVIRONMENT

Protecting the environment safeguards Camp Verde's rivers, land, air, and wildlife – preserving the natural systems that sustain our community and enrich our quality of life.

ENVIRONMENT ELEMENT

Camp Verde's environmental character and land use framework are intimately linked, forming the foundation for how the Town approaches growth, conservation, and community identity. The Town's geography spans a mosaic of ecological zones from fertile riparian corridors along the Verde River to productive agricultural valleys, semi-arid upland plateaus, and rugged foothill terrain. These diverse landscapes not only define Camp Verde's visual and environmental identity but also guide planning decisions that strategically balance development with long-term sustainability. The Town's approach to land use reflects a commitment to preserving critical environmental features, protecting natural resources, and honoring the area's cultural and ecological heritage while accommodating thoughtful growth centered around the Town's unique identity.

This element outlines the Town's approach to environmental stewardship and land use management, embracing strategies to align development patterns with long-term conservation and community goals.

GUIDING PRINCIPLES

The following guiding principles establish the foundation for Camp Verde's approach to land use and environmental planning. They exemplify the Town's commitment to thoughtful growth, resource conservation, and community resilience, ensuring that development and growth align with the unique environmental context and long-term goals of the community.

- **Stewardship:** Conserve and protect Camp Verde's natural resources, including the Verde River and its tributaries, riparian corridors, native vegetation, soils, and wildlife habitat.
- **Balance:** Support land use patterns that accommodate growth while preserving environmental quality and open space.
- **Compatibility:** Ensure that land uses are context-sensitive and harmonize with the natural and built environment.
- **Consistency:** Use clear, predictable zoning and permitting processes to guide development.
- **Integration:** Align land use policy with water availability, infrastructure capacity, hazard mitigation (such as reducing risks from flooding, wildfire, and erosion), and regional environmental priorities.

ENVIRONMENTAL CONDITIONS

Ecological Diversity and Landscape Features

Camp Verde is situated within a transition zone between the Colorado Plateau and the Sonoran Desert, which contributes to its ecological richness. The community showcases multiple distinct landscape types, including:

- **Riparian Corridors:** Most notable are the Verde River and its tributaries, these green ribbons support diverse plant and animal life and provide critical ecosystem services such as groundwater recharge and flood mitigation.
- **Valley Grasslands and Agricultural Lands:** Located primarily in the Verde Valley floor, these areas support farming and ranching activities, which have historically shaped Camp Verde's land use patterns. Since the late 1800's Camp Verde farmlands have provided hay, grain, vegetables, livestock, poultry, eggs, fruits, nuts and honey. The Town of Camp Verde is dedicated to preserving its farming heritage, encouraging locally grown foods, and protecting the Verde River and its tributaries.
- **Foothills and Upland Slopes:** Found along the perimeter of the Town, these areas contain more fragile soils and steeper grades, often used for grazing livestock and preserving open space. The Town of Camp Verde is dedicated to preserving scenic hillside vistas and viewsheds.

The diversity of these ecological zones creates a natural framework that determines the suitability of land for different uses and highlights the importance of preserving sensitive areas.

Soil Types and Development Constraints

Soils in Camp Verde vary dramatically across its geography, influencing both the viability of agricultural activities and the feasibility of new development.

- **Alluvial Soils:** Predominantly found along the Verde River, these deep, fertile soils have long supported crop cultivation and irrigated agriculture. Their presence is a primary reason for the Town's rich farming history.
- **Shallow and Rocky Soils:** Located in upland and foothill areas, these soils have limited capacity for traditional development and are more vulnerable to erosion. They are better suited for low impact uses such as grazing or conservation.

Understanding the limitations and strengths of different soil types is crucial for development, particularly in areas where inappropriate construction could lead to degradation or instability.

Mining Considerations

The Town acknowledges the importance of mining and aggregate resources to the long-term growth and development of the community. Access to quality aggregates is essential for construction, infrastructure, and economic vitality. In considering future land use decisions, the Town will recognize and respect existing mining operations, preserve access to known aggregate resources sufficient to support future development needs, and avoid incompatible land uses in proximity to identified mining areas to reduce conflicts between resource extraction and surrounding neighborhoods. The Town also seeks to balance the economic value of mining with environmental protection and community health, ensuring that mining activities contribute positively to Camp Verde's long-term viability.



- Aggregate and Crushed Stone Mines
- Building Stone



Air Quality

The Town of Camp Verde is committed to maintaining and improving air quality as a key component of public health and environmental sustainability. Land use decisions will consider how development patterns influence air quality, emphasizing compact and mixed-use development that reduces reliance on automobiles and supports walking, biking, and transit. The Town will also encourage landscaping, green infrastructure, and site design practices that help minimize dust and particulate matter.

Solar Access

The Town recognizes access to solar energy as an important community resource that reduces energy costs and supports long-term sustainability. Future development should consider building orientation, site layout, and landscaping that maximize solar exposure while respecting neighborhood character. The Town encourages integration of solar energy systems in residential, commercial, and public facilities, and will continue to explore policies and partnerships that promote renewable energy use.

Climate and Water Resources

Camp Verde has a semi-arid climate, receiving an average of 14 inches of rainfall annually, primarily during Arizona's winter, early spring, and summer monsoon seasons, as noted in the Town's Stormwater Management Plan. The Town's elevation and geographic setting contribute to pronounced seasonal temperature variations, characterized by hot, dry summers and cool winters. Arizona has been in a long-term drought for more than 30 years, according to the ASU Climate Office. Between 1990 and 2020, the flow of the Verde River declined by 34% in the Upper Verde and 41% in the Lower Verde, based on data from Friends of the Verde and the United States Geological Survey.

These climatic factors affect both natural eco-systems and human land use:

- **Native Vegetation:** Adapted to low-water conditions, native species help stabilize soils, support wildlife, and reduce wildfire risk.
- **Water Supply:** Limited precipitation and increased drought frequency elevate the importance of water conservation and drought-resilient planning.
- **Development Patterns:** Heat exposure and water availability shape the design and location of buildings, landscaping choices, and public infrastructure.

As climate conditions continue to shift, Camp Verde's land use policies must account for water scarcity, wildfire risk, and environmental vulnerability.

Watersheds and Floodplains

The Verde River watershed is a defining hydrological feature of Camp Verde, draining much of the surrounding landscape and shaping the Town's natural and built environment. In addition to the main river channel, a network of tributaries and seasonal washes flow through the area, offering both opportunities and challenges. Riparian zones-streambanks, floodplains, wetlands and other aquatic systems along these waterways provide vital habitat corridors, recreational amenities, and natural cooling effects, enhancing ecological health and quality of life. However, flood-prone areas adjacent to these waterways pose risks that require careful planning to protect public safety and property. To mitigate these risks, the Town actively identifies and protects floodplains, promotes low intensity uses within them, and ensures infrastructure development aligns with natural drainage patterns.

Wetlands and Unique Geologic Features

Though limited in extent, small wetlands and riparian zones within Camp Verde support disproportionately high biodiversity and serve as important habitat for migratory birds and aquatic species. Additionally, Camp Verde contains areas of unique geologic interest, including volcanic rock formations and sedimentary terraces that reflect the region's dynamic geological history. These features contribute to the Town's scenic character and offer opportunities for low-impact recreation and environmental education.

Mineral Resources

Camp Verde's planning area also includes lands with extractable resources such as sand, gravel, and other aggregates. While limited mineral extraction may be appropriate in certain industrial zones, the Town must balance such activities with adjacent land uses, environmental protection, and long-term land reclamation strategies to prevent degradation.

Conservation Easements and Long-Term Stewardship

To support long-term protection of open space and agricultural lands, Camp Verde encourages the voluntary use of conservation easements, which are legal agreements that restrict development on private land, some with financial compensation. These easements are a vital tool for preserving agricultural land, floodplains, wildlife corridors, and scenic vistas; maintaining the rural character of the community; and preventing piecemeal development in environmentally sensitive areas. By expanding the use of conservation easements and aligning them with regional goals, the Town can build a connected network of protected lands that supports ecological resilience and the riparian corridor and reflects the community's appreciation for rural, agricultural, and open lands.

THE VERDE RIVER CORRIDOR

The centerpiece of Camp Verde's environmental system is the Verde River, one of the few remaining free-flowing, perennial rivers in Arizona. The river serves as a lifeline for both natural systems and the human community, providing habitat for native species, offering recreational opportunities for residents and visitors, and supplying an essential water source for downstream communities. The Verde River Corridor is home to one of the world's largest remaining stands of cottonwood-willow riparian habitat, offering critical shelter, foraging grounds, breeding areas, and migratory pathways for nearly 50 species listed as threatened, endangered, sensitive, or of special status. While riparian areas are essential because they support approximately 80% of Arizona's vertebrate species, these areas make up less than 2% of the state's total land area, according to *Understanding Arizona's Riparian Areas* by the University of Arizona's College of Agriculture and Life Sciences.

To preserve this vital resource, the Town is introducing a Verde River Overlay District as part of its Comprehensive Planning and Zoning Code Update. This overlay will apply to parcels adjacent to the river and serve as a targeted planning tool to guide appropriate land use and development in this sensitive area. For example, new construction may be designed to incorporate setbacks that preserve natural vegetation along the riverbanks, limit surface runoff, and avoid erosion-prone zones. In some areas, specific site design elements, such as clustering development away from the river or using permeable surfaces, could be encouraged to protect water quality and maintain the visual and ecological integrity of the river corridor.

Camp Verde actively participates in the National Flood Insurance Program (NFIP) and is a partner in the 2023 Yavapai County Multi-Jurisdictional Hazard Mitigation Plan, which outlines regional strategies to reduce risks associated with natural disasters. As part of this commitment, the Town is required to adhere to minimum development standards established by FEMA and the State of Arizona when building within designated floodplains. These standards ensure that all new construction and substantial improvements to existing structures are protected against damage from a 100-year flood and that any new development within the floodplain does not worsen existing flood conditions or increase the risk of damage to neighboring properties. Flood Insurance Rate Maps (FIRMs) are used to identify flood hazard areas, guide construction regulations, and determine flood insurance premiums. These maps also serve as critical tools for educating residents, decision-makers, and the private sector about the community's flood risks.

Beyond regulatory guidance, the Town is also collaborating with regional stakeholders and conservation organizations to advance best practices in river stewardship. These include promoting conservation easements, supporting low-water-use landscaping, and providing public education about the importance of protecting riparian environments. Together, these efforts reflect a comprehensive, multi-layered approach to safeguarding the Verde River and ensuring that it remains a thriving ecological and community asset for generations to come.

ENVIRONMENT ELEMENT

GOALS & IMPLEMENTATION STRATEGIES

Goal #1: Ensure Consistency Between the General Plan and Zoning Code

- **Strategy 1:** Once the General Plan is approved by the voters, complete the Comprehensive Planning and Zoning Code Update that is in alignment with the General Plan's land use designations and guiding principles once approved by the voters.
- **Strategy 2:** Simplify zoning district definitions and clarify allowed uses.

- **Strategy 3:** Strengthen the evaluating criteria for Use Permits/Conditional Use Permits to ensure compatibility with the desires of the community and this General Plan.
- **Strategy 4:** Incorporate character area concepts and design standards into zoning regulations.

Goal #2: Protect and Enhance Natural Resources through Responsible Development

- **Strategy 1:** Establish a Verde River Overlay District with appropriate setbacks, vegetation buffers, and use limitations.
- **Strategy 2:** Encourage conservation easements through partnerships with land trusts and incentives for landowners.
- **Strategy 3:** Promote the use of low-impact development techniques, such as permeable paving, water harvesting, rain gardens, and bioswales, especially in new subdivisions and commercial site plans.
- **Strategy 4:** Adopt open space and resource protection standards within the Zoning Code to guide development away from environmentally sensitive lands.
- **Strategy 5:** Support watershed-wide collaboration with regional partners to monitor water quality, manage surface and groundwater use, and implement restoration projects.
- **Strategy 6:** Provide public education on the importance of natural resource protection, including the role of native vegetation, water harvesting, wildfire risk reduction, and stormwater.
- **Strategy 7:** Leverage partnerships with local, regional, and state agencies, nonprofit organizations, and educational institutions to fund and implement conservation initiatives.

Goal #3: Guide Growth in a Sustainable, Orderly Pattern

- **Strategy 1:** Focus growth in areas with existing infrastructure capacity.
- **Strategy 2:** Identify and prioritize opportunity areas for mixed-use development and infill.
- **Strategy 3:** Use long-range capital planning to coordinate infrastructure expansion with future land use.
- **Strategy 4:** Protect scenic viewsheds and rural character through thoughtful subdivision layout and the use of buffering techniques, particularly between residential and commercial development.

WATER RESOURCES

Water is life in Camp Verde – it supports our people, drives our economy, shapes the land, and defines the future of our community.

WATER RESOURCES ELEMENT

The Water Resources element establishes a comprehensive framework for the long-term management, protection, and future planning of Camp Verde's water supplies. This element identifies existing water sources, such as surface water, groundwater, and reclaimed water, and outlines how these resources support current demand and can accommodate projected growth identified in the General Plan.

Through this element, the Town affirms its active role in addressing water resource challenges affecting Camp Verde and the broader Verde Valley region. These efforts aim to balance growth with stewardship, promote collaboration among water providers and stakeholders, and safeguard water quality and quantity for current and future generations.

This element also addresses four primary areas for consideration, especially regarding growth: (1) the availability of current water supplies, (2) the ability to meet future water demands in alignment with projected growth, (3) the identification and pursuit of additional water resources as needed, and (4) the high value of water conservation and reuse. It also highlights the need for strategic water resource planning considering several uncertainties that impact long-term water security including environment change, the pace of future development, and limited financial resources for infrastructure and acquisition.

GUIDING PRINCIPLES

Camp Verde's unique climate, geography, and Arizona's water law require a careful, proactive, and collaborative approach to managing its most precious resource. These guiding principles of the Water Resources element help ensure viable and resilient water resource management:

- **Long-Term Water Stewardship:** Promote the responsible use and conservation of Camp Verde's finite water resources to ensure availability for current residents and future generations, with attention to groundwater preservation and long-term aquifer health.
- **Water Supply Reliability and Resilience:** Plan for reliable water supply in the face of increasing drought and escalating growth. Increase water portfolio including groundwater, reclaimed water, stormwater capture, rainwater harvesting, and aquifer recharge.
- **Efficient Water Use and Conservation:** Utilize water-efficient technologies, xeriscaping, leak mitigation, rainwater harvesting and conservation measures across residential, commercial, and industrial development.

- **Integrated Water and Land Use Planning:** Coordinate water planning with land use decisions to align growth with available water supplies. Encourage development patterns that reduce water demand and protect critical recharge areas and watersheds.
- **Equity and Access:** Ensure all citizens have access to clean, safe, and affordable water. Prioritize water infrastructure improvements in the whole community.
- **Ecosystem and Watershed Health:** Protect and enhance riparian habitats, the Verde River and its tributaries, and watersheds critical to biodiversity and natural recharge.
- **Drought Preparedness:** Advance proactive drought contingency planning and adaptive infrastructure.
- **Collaboration:** Foster partnerships among the Town of Camp Verde, Yavapai County, Yavapai-Apache Nation, Verde Valley communities, flood control districts, and nonprofit organizations to enhance cooperative water sharing, basin-wide planning, and knowledge exchange.
- **Public Engagement and Education:** Empower citizens to actively participate in water planning through transparent processes, stakeholder engagement, and public education. Promote understanding of Arizona’s unique water laws and challenges.

DISCUSSION

Historical Context

Camp Verde’s water resources have played a vital role in the area’s development for centuries. The earliest known use dates back to A.D. 600-1425, when the early indigenous people, and later the Yavapai-Apache, established sophisticated irrigation systems using water from the Verde River and local springs to support agriculture. These early practices laid the foundation for a long tradition of water use tied closely to the region’s natural resources.

With the establishment of Fort Verde in 1865, settlers continued this agricultural heritage by diverting surface water from the Verde River and its tributaries. Small, locally managed irrigation districts were formed to support farming needs, some of which remain in operation today.

As Camp Verde’s population grew throughout the 20th century, the absence of a centralized municipal water system led residents to rely on private groundwater wells and water providers regulated by the Arizona Corporation Commission. A significant milestone occurred in May 2022, when the Town acquired the Camp Verde Water

System, officially transitioning it into a municipally owned utility. This acquisition marked a critical step in the Town's efforts to ensure sustainable and locally controlled water resource management.

Water Resources and Water Supply

Camp Verde's future of water is shaped by its geographic location within the Verde Valley sub-basin of the Verde River Groundwater Basin, an area of ecological importance and hydrologic sensitivity. Situated in the Verde River watershed in central Arizona, Camp Verde benefits from the proximity to the Verde River, a perennial stream that provides a critical surface water resource. This river supports native riparian and aquatic ecosystems while also serving agricultural, recreational, and economic development throughout the region.

In addition to surface water, the Town relies heavily on groundwater extracted from the Verde Formation Aquifer, which underlies much of the community. This aquifer is accessed through private wells and public water utility systems, serving as the primary source of potable water for Camp Verde residents.

Camp Verde experiences a semi-arid climate, receiving an average of approximately 14.35 inches of precipitation annually (US Climate Data), primarily during the winter and Arizona's summer monsoon seasons. This limited and variable rainfall, coupled with prolonged drought conditions and the impacts of environment change, presents increasing risks to long-term groundwater recharge and surface water flows

Surface Water

Surface water refers to any water that collects above ground in rivers, lakes, streams, or wetlands (education.nationalgeographi.org). In Camp Verde, surface water primarily consists of the Verde River and its tributaries, which are essential for maintaining ecological health, irrigated agriculture, recreational opportunities, and potential municipal supply options.

Surface water in Camp Verde is delivered through a network of historic ditch systems, which diverts water from the Verde River for residential and agricultural irrigation. While these systems support traditional land uses and local food production, they are subject to legal and physical limitations related to water rights and flow variability. The larger Historic Irrigation Ditches in Camp Verde include the following:

- Diamond S Ditch
- Eureka Ditch
- OK Ditch
- Pioneer Ditch
- Verde Ditch

Smaller ditches include:

- Bullard Ditch
- Wingfield Ditch

Groundwater

As defined by Britannica, groundwater is water located beneath the Earth's surface within the pore spaces and fractures of soil, sand, and rock. These underground reservoirs, known as aquifers, provide a critical and reliable source of drinking water, especially in arid communities such as Camp Verde.

Camp Verde is situated above the Verde Formation Aquifer, a regional aquifer system that serves as the Town's primary source of potable water. This resource is accessed through individual private wells, small water providers, and municipal systems.

Groundwater and surface water can be hydrologically interconnected and is a particularly important relationship in the Verde Valley. Groundwater pumping can reduce base flows in the Verde River, which are essential for maintaining year-round streamflow and the health of aquatic and riparian ecosystems. As such, responsible management of both groundwater and surface water is necessary to ensure long-term water security and environmental sustainability.

Existing Municipal Water Facilities

The Town of Camp Verde water system supplies groundwater from three (3) active wells, Mongini 2, Mongini 3, and Verde River Estates. A single 12-inch (12") water main extends approximately nine (9) miles from the northern wellsite location to the Heritage area south of Interstate 17. Water is delivered to customers through sixty (60) miles of distribution mains. In addition to three (3) active wells, major water system components include six (6) water storage tanks, two (2) booster pump stations, three (3) hydropneumatics tanks, and six (6) pressure reducing stations. The municipal water system currently serves 2,080 homes and businesses, with the remaining development being on private wells, or within private water systems.

Existing Facilities

Facility Name	Well Capacity, gpm	Tank Size, MG	Booster Pump Station Flow, gpm	Hydroneumatic Tank	Backup Generator
Mongini Well 1	560	1.3	None	None	Existing
Mongini Well 2	575	2.7	None	None	Existing
Verde River Estates	65	0.01	20	Yes	None

Source: Town of Camp Verde Water Master Plan April, 2024

Additional water supply comes from private wells or private water systems, which many of Camp Verde’s rural residents rely on. Surface water in the Town of Camp Verde has historically been used for agricultural purposes, supporting irrigation and local farming and ranching practices.

Note: gpm: gallons per minute

MG: million gallons (storage tank capacity)

A **booster pump station** is used in water distribution systems to increase water pressure and flow to meet demand.

A **hydroneumatic tank** is a pressurized storage tank that helps regulate water pressure and flow in plumbing or water distribution systems.

Existing Water Supply Demands

The Town of Camp Verde water system provides approximately 256 million gallons (including water loss) to customers annually, or approximately 693,000 gallons per day in 2024. Approximately 16% of the water demand is due to loss in the Town of Camp Verde’s infrastructure. This is why it is so important to update and maintain the Town’s infrastructure.

Existing Metered Water Demand within the System May 2022 through Aug. 2023.

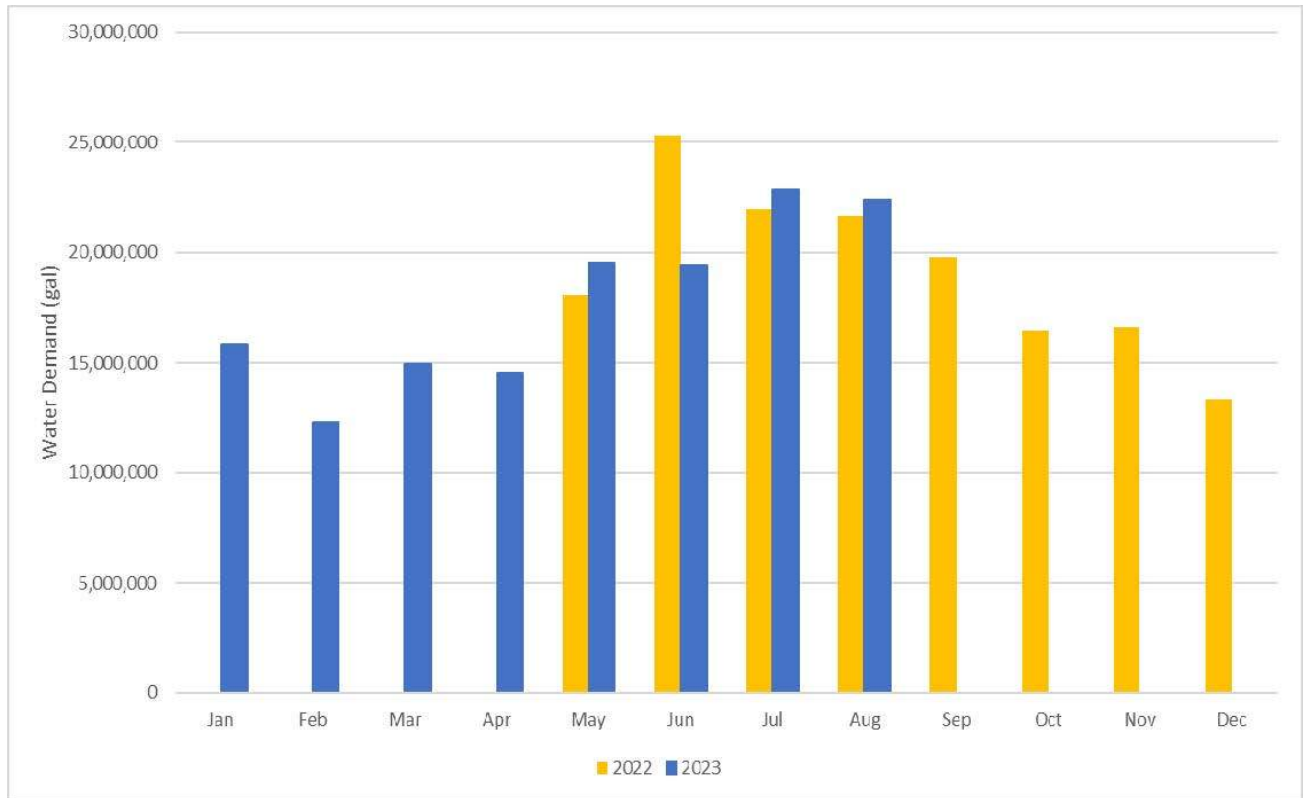
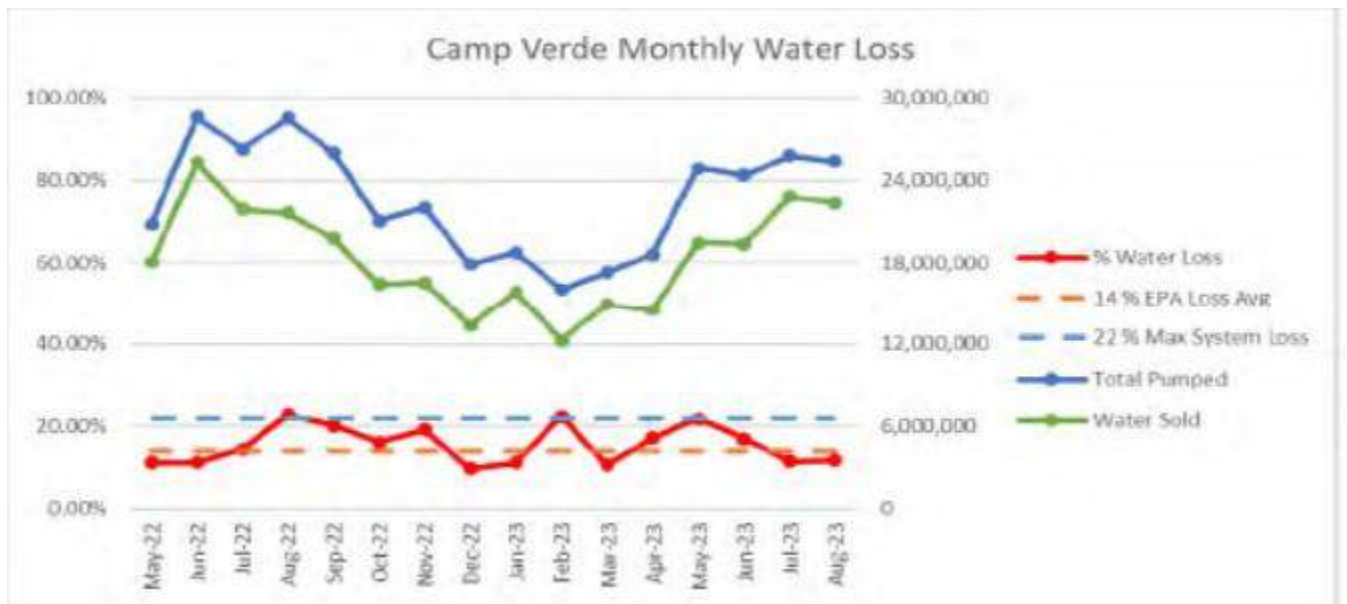


Figure C.2 TOCV Monthly Water Loss May 2022 through Aug. 2023



Source: Town of Camp Verde Water Master Plan April, 2024

2050 Water Demand Projections

The Town of Camp Verde is expected to experience continued population and development growth, with no indication of a slowdown. Accordingly, projected water demand for the year 2050 is based on anticipated population increases and the current ratio of commercial to residential water usage.

The 2050 demand projection as outlined in the Town's Water Master Plan, is based on the following key assumptions:

- All future residents with access to municipal water will be connected to the Town of Camp Verde's water system.
- Existing residents who live within the Service Area but currently have private wells may choose to be connected to the water system in the future.
- Commercial water demand will continue to grow proportionally to the future residential water demands.

Table 4-8 Projected Demand Summary

Parameter, Unit	Value
New Residential Demand, gpd	1,247,400
New Commercial Demand, gpd	883,670
Total New Demand, gpd	2,131,070
Total Existing Water Demand, gpd	684,932
Total 2050 Average Day Projected Demand 2050, gpd	2,816,002
Total Maximum Day Projected Demand 2050, gpd	5,632,004

Source: Town of Camp Verde Water Master Plan April 2024

Note: gpd: gallons per day

ASSURED WATER SUPPLY

The Town of Camp Verde recognizes the critical importance of a long-term, reliable water supply and is committed to maintaining its Assured Water Supply (AWS) Designation through the Arizona Department of Water Resources (ADWR).

An AWS Designation confirms that a municipality like the Town of Camp Verde has a legally, physically, and financially reliable water supply to meet current and future needs for at least 100 years. This includes meeting standards for water quality, infrastructure, and long-term planning.

Each year the Town submits detailed reports to ADWR outlining water demand, development projections, water quality compliance, and well-level data. Additionally, every 15 years, ADWR conducts a formal review to ensure the Town continues to meet all requirements for a secure, long-term water supply.

Maintaining a AWS Designation is essential for Camp Verde's future. It supports:

- Reliable water service for residents and businesses
- Environmental responsibility through water conservation and sustainable management.
- Long-term community and economic resilience, supporting thoughtful planning and growth

The Town will continue to prioritize sound water management practices to ensure a strong, sustainable future for generations to come.

GROWING WATER SMART

The Town of Camp Verde is dedicated to planning for a sustainable water future as a key component of its General Plan. Growing Water Smart is a strategic framework that integrates water resource management with land use and community development, ensuring that future growth aligns with the availability and conservation of water, which is a critical resource given the Town's semi-arid climate.

Growing Water Smart is a collaborative program developed through a partnership between the Sonoran Institute and the Lincoln Institute of Land Policy. It provides local governments, planners, and water managers with tools, training, and best practices to harmonize water and land use policies for long-term resilience and sustainability (*Growing Water Smart: The Water-Land Use Integration Guidebook for Arizona*).

The key elements of Growing Water Smart as applied to the Town of Camp Verde include:

- **Integrated Planning:** Facilitating coordination between water providers and land use planners to ensure that growth aligns with available water supplies.
- **Community Engagement:** Actively involving local stakeholders in water-smart decision-making to develop policies with broad support.

- **Data-Driven Decisions:** Utilizing hydrological data, water budgets, and growth scenarios to guide responsible and sustainable development.
- **Drought Preparedness & Conservation:** Implementing strategies to manage water efficiently, particularly under drought conditions, to safeguard long-term water availability.
- **Augmenting supply:** Water conservation, rainwater capture and reuse are proven methods of augmenting water supply.

The Growing Water Smart approach is vital for the Town of Camp Verde due to ongoing water scarcity concerns. It supports proactive planning to address future water challenges while promoting sustainable economic growth and maintaining a high quality of life for residents.

WATER SETTLEMENT AGREEMENT WITH THE YAVAPAI-APACHE NATION

The Town of Camp Verde and the Yavapai-Apache Nation have established a Water Settlement Agreement that provides a collaborative framework for the management and allocation of water resources within the Camp Verde area. This agreement underscores the shared commitment of both parties to promote sustainable water use, support community growth, and uphold the water rights of all citizens within the region.

Key components of the Water Settlement Agreement include:

- **Water Rights Recognition:** Formal acknowledgment and protection of the Yavapai-Apache Nation's senior water rights within the Verde River Basin.
- **Water Allocation:** Defined guidelines that equitably allocate water resources between the Town of Camp Verde and the Yavapai-Apache Nation to meet the needs of both communities.
- **Collaborative Management:** Joint efforts to monitor, manage, and conserve water resources, ensuring environmental sustainability while supporting economic development.
- **Infrastructure and Development:** Coordinated planning and implementation of water infrastructure projects aimed at enhancing service reliability and efficiency for all stakeholders.
- **Dispute Resolution:** Established procedures to address and resolve potential conflicts or issues related to water use and management in a constructive manner.

This agreement represents a significant milestone in fostering ongoing cooperation, mutual respect, and long-term water security between the Town of Camp Verde and the Yavapai-Apache Nation. It aligns closely with the Town's overarching goals of sustainable growth, environmental stewardship, and the maintenance of an assured water supply.

WATER RESOURCES GOALS & IMPLEMENTATION STRATEGIES

Goal #1: Ensure Long-Term Water Supply Sustainability

- **Strategy 1:** Develop a comprehensive water model to support the Town's application for a renewed Assured Water Supply designation to ADWR.
 - **Strategy 2:** Continue to require water adequacy reports for all residential and commercial developments as part of the permitting process.
 - **Strategy 3:** Continue to update the Water Supply Contingency Plan, including drought response triggers and tiered response measures.
-

Goal #2: Protect and Enhance Water Quality

- **Strategy 1:** Implement a septic system education and inspection program with Yavapai County, especially in areas near the Verde River and shallow aquifers.
 - **Strategy 2:** Update town codes to outline stormwater management best practices, including underground retention, vegetated swales, and permeable paving.
 - **Strategy 3:** Continue to collaborate with ADEQ, Friends of the Verde River, Verde Front – Sustaining Flows committee, the Nature Conservancy, and other watershed partners to develop a local water quality monitoring network for both surface and groundwater.
 - **Strategy 4:** Enforce zoning and land use policies that limit the use of fertilizers, pesticides, herbicides and other pollutants near waterways.
-

Goal #3: Continue to Promote Water Conservation

- **Strategy 1:** Execute the strategies outlined in the Growing Water Smart Action Plan.
- **Strategy 2:** Update the Planning and Zoning Ordinance to include low-water-use landscaping (xeriscaping), water harvesting, water recharge and efficient irrigation systems for new developments and municipal projects.

- **Strategy 3:** Launch a Water Smart Camp Verde campaign to promote residential water-saving behaviors including but not limited to rainwater harvesting systems, installation of efficient appliances and graywater reuse systems.
- **Strategy 4:** Encourage schools and community organizations to provide education programs about water resources and conservation.
- **Strategy 5:** Amend the building code to require high-efficiency fixtures and appliances in all new construction and major renovations.

GENERAL PLAN UPDATES & AMENDMENTS

Arizona law requires every municipality to keep its General Plan current. The plan must be reviewed and updated at least once every ten (10) years, then formally readopted by the Town Council and ratified by voters. This ensures that the General Plan remains relevant, reflects community priorities, and continues to serve as the legal and policy foundation for guiding growth and development.

While the ten-year update is the cornerstone of long-range planning, state law also provides for amendments to be made between formal updates. Amendments give the Town the flexibility to respond to changing conditions, new development opportunities, infrastructure needs, or evolving community values.

Amendments are classified as either major or minor, depending on their scope and potential impact on the community. Major amendments involve more significant changes and require a higher level of review, greater public participation, and a supermajority vote of the Town Council. Minor amendments typically involve smaller adjustments and can be considered through a simpler process, though they still require public notice, hearings, and Council approval.

The process for both major and minor amendments is governed by Arizona Revised Statutes and further detailed in the Town's Planning & Zoning Ordinance. This process includes opportunities for public input, review by the Planning & Zoning Commission, and final decision-making by the Town Council. These requirements ensure that any changes to the General Plan are deliberate, transparent, and consistent with the community's vision for its future.

In this way, the General Plan remains both a stable guide for long-term decision-making and a flexible tool that can adapt to new circumstances, always with the benefit of public participation and oversight.

ACKNOWLEDGEMENTS

The Town of Camp Verde extends its deepest thanks to the Technical Advisory Group (TAG) and the many community members who contributed their time, ideas, and perspectives to the development of this General Plan.

The TAG's thoughtful review, discussion, and guidance helped shape a document that reflects both professional expertise and community priorities. Their work ensured that this plan captures the vision, values, and long-term goals of Camp Verde.

We also thank the residents, business owners, and community participants who attended workshops, completed surveys, and shared feedback throughout the process. Your voices ensured this plan is rooted in the heart of Camp Verde – honoring our past, reflecting who we are today, and guiding the community into the future.

Technical Advisory Group Members

- Mayor Marie Moore
- Vice Mayor Wendy Escoffier
- Commissioner William Tippet
- Commissioner Todd Scandlebury
- Commissioner Dave Grondin
- Member Cris McPhail
- Member Tony Gioia
- Member Tanner Bryson
- Member Ed Mezulis
- Town Manager Miranda Fisher
- Acting Senior Planner Cory Mulcaire
- Special Initiatives Manager Cliff Bryson
- Utilities Director Jeff Low
- Public Works Director Ken Krebbs
- Economic Development Director Molly Davies

[Page intentionally left blank]



Town Council

Agenda Information Memorandum

Meeting Date: October 8, 2025

Agenda Item Type:

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

Requesting Department: Utilities Department **Staff Resource:** Miranda Fisher, Town Manager

Agenda Title: Discussion, consideration, and possible action to approve staff to submit a Water Supply Development Revolving Fund Application to the Water Infrastructure Finance Authority of Arizona in an amount of \$2,050,000 in partnership with the Friends of the Verde River for the Bradshaw Haven Project.

Attached Documents:

- Copy of the Water Supply Development Revolving Fund Application prepared by Friends of the Verde River
 - *NOTE: Only the 9 page loan/grant application has been included in the agenda packet. The complete application is 587 pages. Town Council can access the full application online or in the Clerk's Department. The Clerk's Department can also place those files on a flash drive for Council review if requested.*

Estimated Presentation Time: 10 Minutes

Estimated Discussion Time: 15 Minutes

Reviewed By:

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

Financial Review (if applicable):

- 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:

Town staff has been working with John Bradshaw, the developer of the Bradshaw Haven Project on developing a new well at the property located behind Jones Ford off of Coury Drive (APN 407-09-043C). The Town and developer are seeking to partner with Friends of the Verde River on a WIFA Water Supply Development Revolving Fund loan application in hopes of obtaining a grant and low interest loan to develop the well site and wastewater system for the area. The well site will include limited storage and an arsenic treatment system for the new well. The well is anticipated to supply 300 gallons/minute of additional water to the Town.

Since these loans are only available to municipalities, the Town is seeking to serve as a fiscal sponsor. Friends of the Verde River will manage the loan and help to develop stormwater and treated wastewater effluent Class A+ groundwater recharge for the project. The project cost includes development of the site wastewater treatment facility. If the loan/grant is approved, the Town will enter into a Memorandum of Understanding with Friends of the Verde River and Bradshaw, which will



Town Council Agenda Information Memorandum

outline the roles and responsibilities of each party, including financial considerations. Currently, the developer and Town have a 50/50 cost share on the development of the new well and arsenic treatment system. The developer will pay the full costs of the wastewater treatment system and work with Friends of the Verde on the ground water recharge system.

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

This project advances the infrastructure and growth management by investing in essential water and wastewater infrastructure that supports new development while maintaining environmental responsibility.

NOTE: Prior to submittal, the WIFA application will be updated to list Town Manager Miranda Fisher as the Town representative.

Question(s) before the Council:

- Does Council have any questions for staff?

Proposed Motion:

Move to **APPROVE** staff to submit a Water Supply Development Revolving Fund Application to the Water Infrastructure Finance Authority of Arizona in the amount of \$2,050,000 for the Bradshaw Haven Project.

OR

Move to **DENY** staff to submit a Water Supply Development Revolving Fund Application to the Water Infrastructure Finance Authority of Arizona in the amount of \$2,050,000 for the Bradshaw Haven Project.

WATER SUPPLY DEVELOPMENT REVOLVING FUND PROJECT PRIORITY LIST APPLICATION

Please complete the following application to allow WIFA to determine the eligibility and priority of your water supply development project. Please contact WIFA at 602-364-1310 or wsdrf@azwifa.gov with any questions. Once completed please email as an attachment along with supporting materials to wsdrf@azwifa.gov

1. APPLICANT AND CONTACT INFORMATION

1.1. Entity Information

Name: Town of Camp Verde

Address: Camp Verde Utilities Department, Camp Verde, AZ, 86322

County: Yavapai

Entity Type: Municipality

General Location of Water Service Area (*i.e. communities served, cities or towns*):

Town of Camp Verde in Yavapai County. Located in the Verde River Watershed

1.2. Representative to be Contacted Regarding Application

Name: Jeff Low Title: Utilities Director

Phone: 928-554-0825 E-Mail: Jeff.low@campverde.az.gov

2. SYSTEM INFORMATION (*if applicable*)

2.1. ADEQ Public Water System (PWS) identification number: AZ0413015

2.2. ADWR Community Water System number: _____

2.3. ADWR AMA Service Area Right Number: _____

2.4. Population of water provider's service area (*include year*): 12,608 in year 2024

2.5. System Compliance (SELECT ONE):

- ☐ Notice of violation(s) and/or consent orders from regulatory agency (*If yes, please attach*)
☒ Currently in compliance with applicable regulatory agencies

2.6. Is the system ACC regulated? Yes ☐ No ☒

If yes, please list the ACC Water System Number and attach most recent ACC Water Annual Report (see [link](#) to ACC):

2.7. Is the system within an Active Management Area (AMA)? Yes ☐ No ☒

If yes, please list which AMA, any associated AMA water right numbers and attach most recent ADWR Water Use Report (see [link](#) to ADWR):

3. PROPOSED PROJECT INFORMATION

3.1. Project Name: Wastewater Recharge and Arsenic Treatment

3.2. County and local jurisdictions where the project will be located: Town of Camp Verde, Yavapai County

3.3. Groundwater Basin where the project will be located (see link for [Arizona's Groundwater Basins](#)):
Verde River

3.4. Legislative District(s):

District 1

3.5. Projected Lifespan of the project (*please include how you calculated this timeframe*)
30 year

3.6. Briefly summarize the water supply challenges this project will address:

The Camp Verde wastewater recharge and arsenic treatment project addresses water infrastructure challenges faced by the Town of Camp Verde that limit new development and access to dependable water supply for residents during peak hours. The town is facing infrastructure challenges such as lack of wastewater treatment in rural areas of the community where growth is occurring, and the lack of necessary arsenic treatment on town wells. Based on monthly monitoring conducted by the town, arsenic levels are increasing and treatment is required on all town water systems. The proposed wastewater treatment facility, located at the site of a new workforce housing development called Bradshaw Haven, will treat roughly 14 acre-feet (af) of water per year once at full capacity with the goal of reusing and recharging 100% of the wastewater onsite. The facility will treat the wastewater up to A level water quality standards allowing for reuse and recharge of the effluent.

The arsenic treatment on the Mongini wells located at the project site will increase the water supply for the new developments in the area, as well as support water supply needs during peak hours of use. In 2024, Mongini Well #3 went out, producing a water outage of > 24 hours to Camp Verde water customers. The Town of Camp Verde is currently experiencing significant water supply issues due to insufficient storage capacity, which limits the system to less than half a day's supply.

The town has experienced significant growth and is expecting to more than double its water use in the next 10 years. The town is working to expand its water infrastructure to ensure that it can provide reliable water supply and wastewater treatment to incoming developments. Studies conducted by the town show that the current wells are providing 779.5 af per year and projected demand in 10 years is 1,837.33 af per year. In order to provide water reliably, the town requires the installation of an arsenic treatment system on the wells located near the new workforce housing development.

The ability to reuse treated effluent remains a significant opportunity for enhanced water supply in the community. This project would facilitate the construction of a package treatment facility, allowing for the recharge and reuse of treated effluent on property. This will reduce the amount of groundwater required by the new workforce housing development for landscaping, and support the recharge of groundwater resources through infiltration of effluent using a leach field designed to limit evaporation and enhance infiltration. This facility will also provide reliable wastewater treatment for a rural area of Camp Verde without municipal sewer connections. This will benefit businesses and residents in the project area.

3.7. Briefly summarize the proposed solution:

This project will address water supplies in two ways; It will support groundwater supply through the reuse and recharge of treated effluent, and provide arsenic treatment on wells that will provide water to a growing area of the town. The proposed wastewater treatment facility will be located on the property of a workforce housing development project called Bradshaw Haven. The developer is working in partnership with the town to increase the amount of affordable housing in the region. The treatment facility will support water supply by reusing and recharging up to 14 acre-feet of water per year. The developer has committed to Best Management Practices through their voluntary participation in the River Friendly Development Certification program offered by Friends of the Verde River. This certification program encourages sustainable water supply, clean water initiatives, healthy habitat, and community education about water. The program features a robust guidebook outlining criteria for new developments. Friends of the Verde River has supported the efforts of the developer to reuse and recharge the treated effluent generated by the workforce housing in order to protect groundwater resources.

The arsenic treatment on the town wells will expand the capacity of the Town to provide water to current and future residents of the community. This project will highlight a collaborative approach to addressing water supply challenges by including public and private partnerships. The Town of Camp Verde will work directly with the developer and Friends of the Verde River to ensure the project's success.

3.8. Discuss the public purpose behind the project, including outlining which priorities, based on the priorities outlined in A.R.S. § 49-1274(B)(3), apply to the project and explain each.

The project will provide multiple water supply benefits including reuse and recharge of treated effluent, as well as enhancing the water supply that is available to the community and new developments by installing arsenic treatment on existing town wells. The project prioritizes cost effectiveness through the collaboration of multiple partners. The Town of Camp Verde is partnering with Bradshaw Haven to ensure the maximum amount of impact generated by the project through the enhancement of water supply available to future residents as well as wastewater treatment capacity to the workforce housing community. Friends of the Verde River will also support the town with management of the project expanding the capacity of the town staff. Water supply generated through this project will have a 30-50 year lifespan, contributing to the long term water supply of the town. The water treatment facility has a minimum lifespan of 30+ years. The arsenic treatment facility will have an expected lifespan of 50 years with proper maintenance. Maintenance of the systems will be conducted by Town staff and hired contractors.

This project utilizes multiple funding sources, including private equity from the developer used to develop the plans for the development and water treatment facility as well as private funding provided by Friends of the Verde River to support site planning and engineering. A report was generated by Natural Channel Design supporting the planning of the wastewater treatment facility. The design of the treatment facility is complete and shovel ready. The town has generated planning documents and a feasibility study for the arsenic treatment facility and it is shovel ready as well. The Town water system services 2,050 service connections, and 1,215 wastewater connections. The Bradshaw Haven development includes 67 units with an estimated population of 130 residents at full capacity. The current demand is 779.5 af per year. The 10 year projected demand is 1837.33 af per year. The Town of Camp Verde has partnered with Friends of the Verde River to offer water conservation grants to residents and businesses through a WIFA conservation grant. This has led to water savings projects across the town including fixture upgrades, irrigation efficiency improvements, rain harvesting, and lawn removal projects. Bradshaw Haven has committed to best management practices through the River Friendly Development program offered by Friends of the Verde River. This program aids developers in the design of their projects to support a healthy Verde River system. This includes sustainable water supply, clean water, healthy habitat, and community education about water. Through this partnership, Friends of the Verde River has supported the planning and design of the treated effluent recharge system.

3.9 What is the direct benefit that the public will receive based on the requested financial assistance amount? If possible, provide an explanation of the objective value received by the public compared to the requested financial assistance amount.

The direct benefit for the public will be wastewater treatment for new developments and expanded water supply through arsenic treatment on new wells.

3.10. Type of project(s) to be funded:

- ☐ Planning and Design Only
- ☐ Acquisition of Water Rights (*please indicate surface water or specific type of groundwater rights*)
- ☐ Conveyance
- ☒ Reclamation and Reuse of Water
- ☐ Recovery of stored water (*please indicate the source of stored water*):
- ☐ Replenishment of Groundwater
- ☐ Active or Passive Stormwater Recharge Structure
- ☐ Water Conservation

4. EVALUATION CRITERIA

Project Priority Value points are indicated in blue. Additional details on the scoring process can be found in Attachment 1.

4.1. Water Demands – The Authority shall evaluate the existing, near-term, and long-term water demands of the water provider as compared to the current available water supplies of the water provider. *Please include the most recent water use data and any related water studies used to estimate the available water supply and future water demands as an attachment to this application. Studies and sources include demand projection studies performed by licensed hydrologist, published internal/external supply and demand study, or demand projections, and other hydrologic publications or water models conducted by local, state, or federal governments, or qualified consultants.*

a. Is there a documented deficiency with existing near-term and long-term water demands compared to the volume and reliability of existing supplies of the proposed recipient of the water supply? **100 points**

Yes ☒ No ☐

**If yes, please attach.*

b. Has the water provider experienced any of the following in the past year? **50 points**

- ☐ A groundwater well operated by the water provider has gone permanently dry
- ☐ A groundwater well operated by the water provider has intermittent periods of going dry
- ☒ The water provider has experienced a water outage > 24 hours to their customers

Provide a brief description of the water supply issues experienced by the system:

In 2024, Mongini Well #3 went out, producing a water outage of > 24 hours to Camp Verde water customers. The Town of Camp Verde is currently experiencing significant water supply issues due to insufficient capacity, which limits the system to less than half a day's supply.

4.2. Project Benefits – The Authority shall evaluate the long-term reliability and security of the water supply to be developed through the project, the ability of the project to provide multiple benefits and to benefit multiple jurisdictions, the applicant’s existing and planned conservation, best management practices (BMPs), and water management programs, and the comments from water users, local citizens, and/or affected jurisdictions. Please include any applicable conservation plans, drought preparedness plans, documentation of BMPs reported to ADWR, or any other relevant water management documentation as well as public comments regarding the project.

a. The project will improve water supplies by doing one of the following (SELECT ONE):

- ☐ Increasing recharge of aquifers and underground storage *100 points*
- ☒ Increasing water reclamation and reuse *100 points*
- ☐ Extending services to areas with existing populations not currently served by a PWS *100 points*
- ☐ Conservation through reducing existing water use *100 points*
- ☐ Conservation through more efficient uses of existing water supplies *50 points*
- ☐ Reducing reliance on groundwater or Colorado River water *50 points*
- ☐ Developing a previously underutilized source of water for the community impacted *50 points*
- ☐ Improving source water protection and preventing contamination *50 points*
- ☐ Consolidating two or more public water systems into one public water system *50 points*
- ☐ Providing water supply benefits to more than one jurisdiction *50 points*
- ☐ Other (please describe):

Points determined by WIFA staff; *max 100 points*

b. Other project benefits include (SELECT ALL THAT APPLY):

- ☒ Providing improved reliability and/or redundancy for the water system *10 points*
- ☒ Funding will support an entity who is already implementing effective conservation measures, best management practices, or a water/watershed management program *10 points*

**If yes, please attach documentation of conservation measures, BMPs, or management programs*

- ☒ Positive comments in support of the project have been received by the applicant from water users, local citizens, and/or affected jurisdictions *10 points*

**If yes, please attach public comments*

Provide a brief description of the water supply benefits this project will have:

The proposed project will support water supply in the Town of Camp Verde by increasing reuse and recharge of treated effluent, and providing arsenic treatment on town wells to increase available supply. The wastewater treatment facility will be designed to recharge up to 14 acre-feet of water, and the arsenic treatment system will support the town’s need to expand water supply to meet their 10 year projection of 1,837.33 af per year. Recharge of groundwater resources will also support the health of the Verde River system. The Verde River provides water for roughly 3 million people in the Phoenix metro area.

4.3. Feasibility – The Authority shall evaluate the feasibility of the project, including the proposed design and operation of the project, the cost-effectiveness of the project, and the degree to which the project will maximize or leverage multiple available funding sources.

a. Design and operational feasibility (SELECT ONE)

☒ The project has a Preliminary Engineering Report (PER) which supports the feasibility of the proposed design and operations of the project *40 points*

**If yes, please attach.*

☐ The project has an alternative study which supports the feasibility of the project *10 points*

**If yes, please attach.*

☐ The project does not have a PER or alternative study which supports the feasibility of the project *0 points*

b. Cost-effectiveness (SELECT ONE)

☒ The cost and effectiveness of the processes, materials, techniques, and technologies for carrying out the proposed project or activity for which assistance is sought *has been studied and evaluated* AND to the maximum extent practicable, a project has been selected taking into account the cost of constructing the project or activity; the cost of operating and maintaining the project or activity over the life of the project or activity; and the cost of replacing the project or activity *10 points*

**If yes, please attach documentation supporting the cost-effectiveness*

☐ Cost-effectiveness has not been evaluated and/or documented for this project *0 points*

c. Funding sources (SELECT ONE)

☒ Additional funding sources have been sought for this project *10 points*

**If yes, please list the funding source and status of funding:*

\$50,000 was secured for planning of the wastewater treatment facility through a private foundation. This included a consultation report generated by Natural Channel Design, and engineering completed by Sefton Engineering. The funding has been awarded and the planning completed. A contractor line of credit has also been secured by the Bradshaw Haven development.

☐ Additional funding sources have not been sought for this project *0 points*

4.4. Financial Need – The Authority shall evaluate the applicant's need for financial assistance.

a. Median Household Income (MHI) of Service Area: \$50,247

**MHI should be obtained from the U.S. Census Bureau information located at the following website: data.census.gov. The median household income from the area served by the applicant (AMHI) divided by the state's median household income (SMHI) as determined by most recently available census data 5-year estimate. Financial need points will be awarded based on the following:*

- AMHI is less than or equal to 45% of the SMHI *100 points*
- AMHI is greater than 45% and less than or equal to 50% of the SMHI *90 points*
- AMHI is greater than 50% and less than or equal to 55% of the SMHI *80 points*
- AMHI is greater than 55% and less than or equal to 60% of the SMHI *70 points*
- AMHI is greater than 60% and less than or equal to 65% of the SMHI *60 points*
- AMHI is greater than 65% and less than or equal to 70% of the SMHI *50 points*

- AMHI is greater than 70% and less than or equal to 80% of the SMHI *40 points*
- AMHI is greater than 80% and less than or equal to 90% of the SMHI *30 points*
- AMHI is greater than 90% and less than or equal to 100% of the SMHI *20 points*
- AMHI is greater than 100% and less than or equal to 110% of the SMHI *10 points*
- AMHI is greater than 110% of the SMHI *0 points*

5. READINESS TO PROCEED INDICATORS

5.1. Debt authorized? Yes ☒ No ☐ **If yes, please attach.*

a. Authorization date (or expected authorization date): Authorized June 5, 2024 via Capital Improvement Plan (CIP) budget

b. What is your statutory authority to enter into debt with WIFA?

Camp Verde is debt authorized via approved FY25 CIP Budget for this project. The project will need to be formally approved by Town Council for exact amount once finalized.

c. Approved revenue source for loan repayment (SELECT ONE):

- ☒ System Revenue
☐ General Obligation
☐ Special Assessment
☐ Excise Tax
☐ Other: _____

5.2. Anticipated project timeline:

a. Design start date or anticipated start date: Mar 1, 2025

b. Construction start date or anticipated start date: Jan 1, 2026

c. Permitting (SELECT ONE):

- ☐ Approval to construct permit has been obtained
☒ Plans and specifications have been submitted to permitting agencies for approval
☐ Design has not been completed
☐ Other or not applicable

If not applicable or multiple permits are required, please explain:

d. Procurement timeline (SELECT ONE)

- ☐ Project is ready for bid/procurement
☐ Project is currently out for bid/procurement
☒ Bidding/procurement is complete

Enter bid/procurement award date or anticipated award date:

Provide a brief description of the project timeline as it relates to design, construction, permitting, or procurement for this proposal:

Planning and design has been completed for the Wastewater facility and arsenic treatment system. If awarded funding, construction will begin January 1, 2026. Procurement and construction will begin immediately with a target completion date of January 1, 2027.

5.3. Desired grant award and/or loan closing date:

- a. Estimated date WIFA funding required: January 1, 2026
- b. Estimated schedule of funding disbursements:

We estimate funding disbursement immediately whenever available, which the Town of Camp Verde will be able to expeditiously spend down for equipment purchases, engineering fees, contractor fees and any project administration for the successful completion of the project. We estimate needing funds available for disbursement by December 31, 2025, with 30 days for procurement on the most immediately needed items, with large purchases and gradual spend down thereafter.

6. REQUESTED AMOUNT

Estimated Financial Assistance Costs & Funding Sources

Amount funded locally:	\$ \$50,000
Amount requested from WIFA for this project*:	\$ 2,000,000
Other source:	\$
Total:	\$ 2,050,000

**Maximum per project is \$5,000,000. Please note ARS 49-1273 limits the amount eligible as a loan to eligible entities at \$3,000,000 and the amount eligible as a grant at \$2,000,000. See Attachment 1 for more details on how the amount of loan verse grant will be determined.*

7. CERTIFICATION AND AUTHORIZATION

I certify that _____ will meet any applicable environmental requirements and permitting requirements imposed by federal, state, or local agencies for this project.

I certify that the information contained in this application is, to the best of my knowledge, true, accurate and correct.

I hereby affirm that I, _____, am the _____ and
I am authorized by _____ to submit this application on behalf of the organization
for which I am acting.

Signature: _____

Date: _____

Attachment 1. Scoring Process

Each project's Priority Value score is calculated using the following input variables (*maximum points in parenthesis*) shown in the formula below:

$$\text{Priority Value (440)} = \text{Water Demands (150)} + \text{Project Benefits (130)} + \text{Feasibility (60)} + \text{Financial Need (100)}$$

All applicants on the WSDRF-PPL will receive a financial assistance index score displayed as a percentage based on the table below. The index is reported as the percentage of the market rate interest that the borrower will be charged on the loan portion of a project.

Table 1. Financial Assistance Index

		Total Priority Value Points				
		Above 260	220-259 points	180-219 points	140 -179 points	Below 140
Financial Need Points	100	70%	70%	70%	75%	75%
	90	70%	70%	75%	75%	80%
	80	70%	75%	75%	80%	80%
	70	70%	75%	80%	80%	80%
	60	75%	80%	80%	80%	80%
	50	75%	80%	80%	80%	80%
	40	80%	80%	80%	80%	85%
	30	80%	80%	80%	80%	85%
	20	80%	80%	80%	85%	90%
	10	80%	80%	85%	90%	90%
	0	80%	85%	90%	90%	95%

The percentage of loan verse grant will be recommended for award based on the following table:

Table 2. Financial Incentives

Index Score	Grant and Loan Eligibility	Examples
70%-75%	Eligible to receive up to \$2M in grants. Any costs over \$2M may be covered by loan funds, not to exceed \$3M in loan	Project 1: \$2M total requested – 100% provided as grant Project 2: \$3M total requested – \$2M provided as grant and \$1M provided as loan Project 3: \$5M total requested – \$2M in grant and \$3M in loan
80%	Eligible to receive up to \$5M, 40% grant and 60% loan	Project 1: \$2M total requested – 40% provided as grant (\$800,000) and 60% provided as loan (\$1.2M) Project 2: \$3M total requested – \$1.2M provided as grant and \$1.8M provided as loan Project 3: \$5M total requested – \$2M in grant and \$3M in loan
85%-95%	Not eligible for grant, total loan is capped at \$3M	Project 1: \$2M total requested – 100% provided as loan Project 2: \$3M total requested – 100% provided as loan Project 3: \$5M total requested – \$3M in loan provided

[Page intentionally left blank]



Town Council

Agenda Information Memorandum

Meeting Date: October 8, 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, consideration, and possible approval of awarding the Request for Proposal #2025 – 213 for a Development Impact Fee Study to Willdan Financial Services, with a contract amount not to exceed \$100,000.

Attached Documents:

- Willdan Financial Services Proposal
- Request for Proposal #25-213

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

For the FY26 budget, the Town Council has allocated \$100,000 for a Development Impact Fee Study.

Background Information:

The Town of Camp Verde solicited proposals from qualified consulting firms to prepare a comprehensive Development Impact Fee Study in accordance with Arizona Revised Statutes (A.R.S.) §9-463.05. The study will guide the Town in re-establishing legally defensible development impact fees that proportionally allocate the cost of growth-related infrastructure and services.

The Request for Proposal was released on August 7, 2025 with a due date of September 4, 2025. Four firms submitted proposals. Town staff met to review and score the proposals on September 23, 2025 and are recommending Willdan Financial Services as the firm the Town contacts with.

Scoring Matrix:

	DTA	LRB	Tischler Bise	Willdan
TOTAL SCORE:	81.25	83.875	88.5	89.375



Town Council Agenda Information Memorandum

Criteria
Firm Overview (Max. 10 points)
Firm Experience (Max. 25 points)
Project Team (Max. 25 points)
Project Approach (Max. 35 points)
Price (Max. 5 points)

If approved, Willdan will work closely with Town staff, the Town Attorney, and other relevant stakeholders to develop a legally compliant, financially sound, and publicly supported Development Impact Fee Program. The study will result in a comprehensive impact fee schedule tied to projected growth and capital needs, in accordance with A.R.S. §9-463.05.

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

This project is closely aligned with the Town's FY25–FY30 Strategic Plan under the Community Infrastructure goal, supporting expanded infrastructure to meet future development and community needs.

Question(s) before the Council:

- Does the Council have any questions for staff?
- Does Council approve contracting with Willdan Financial Services for the development impact fee study?

Proposed Motion:

I move to **APPROVE** awarding the Request for Proposal #2025 – 213 for a Development Impact Fee Study to Willdan Financial Services, with a contract amount not to exceed \$100,000.



Town of Camp Verde Development Impact Fee Study Response Workbook RFP #25-213

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

Proposer Name: Willdan Financial Services

Proposer Address: 3190 S. Vaughn Way, Suite 550, Office 523, Aurora, CO 80014

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).

1. 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 within the last ten (10) years
- Three (3) references
- Email and Phone Contract information for persons(s) submitting the Proposal (preferably the designated project manager who will serve as the firms' primary contact person for the Proposal)

The response to the Firm Overview is provided on the pages that follow.

Firm Overview

Willdan Financial Services is an operating division within Willdan Group, Inc. (WGI), which was founded in 1964 as an engineering firm working with local governments. Today, WGI is a publicly traded company (WLDN).

WGI, through its divisions, provides professional technical and consulting services that ensure the quality, value and security of our nation’s infrastructure, systems, facilities, and environment. The firm has pursued two primary service objectives since its inception—ensuring the success of its clients and enhancing its surrounding communities.

A financially stable company, Willdan has over 1,770 employees working in more than a dozen states across the U.S. Our employees include a number of nationally recognized Subject Matter Experts for all areas related to the broadest definition of connected communities—*three of whom are committed to contribute their expertise throughout the duration of the Town of Camp Verde’s Development Impact Fee Study engagement.*

Willdan has solved economic, engineering, and energy challenges for local communities and delivered industry-leading solutions that have transformed government and commerce. We have extensive experience in conducting development impact fee studies with several studies completed in Arizona under ARS §9463.05Today, we continue leading our clients into a future accelerated by changes in resources, infrastructure, technology, regulations, and industry trends.

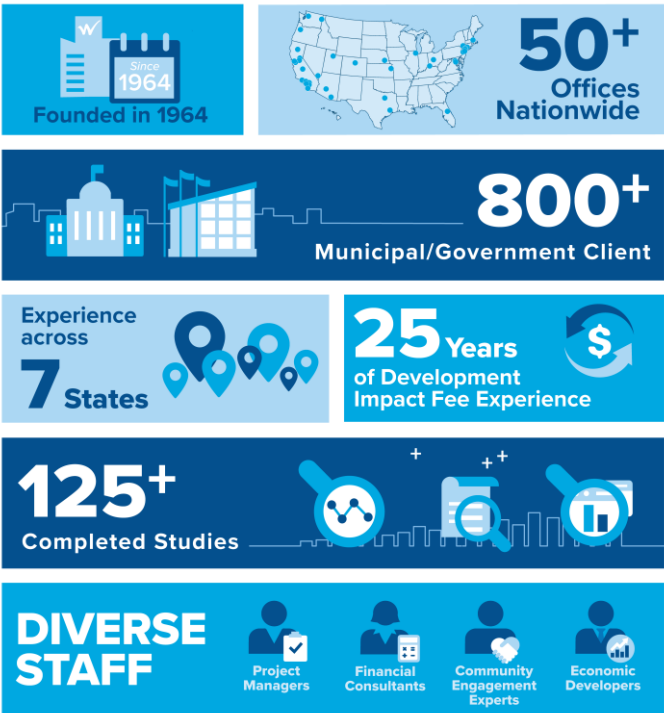
Willdan Financial Services

Established on June 24, 1988, Willdan Financial Services, is a national firm and is one of the most experienced public sector economic and financial analysis consulting firms in the United States. Since that time, we have helped over 800 public agencies successfully address a broad range of challenges.

Our staff of 80 professionals support our clients by conducting year-round workshops and on-site training to assist them in keeping current with the latest developments in our areas of expertise.

Willdan assists local public agencies by providing the following services:

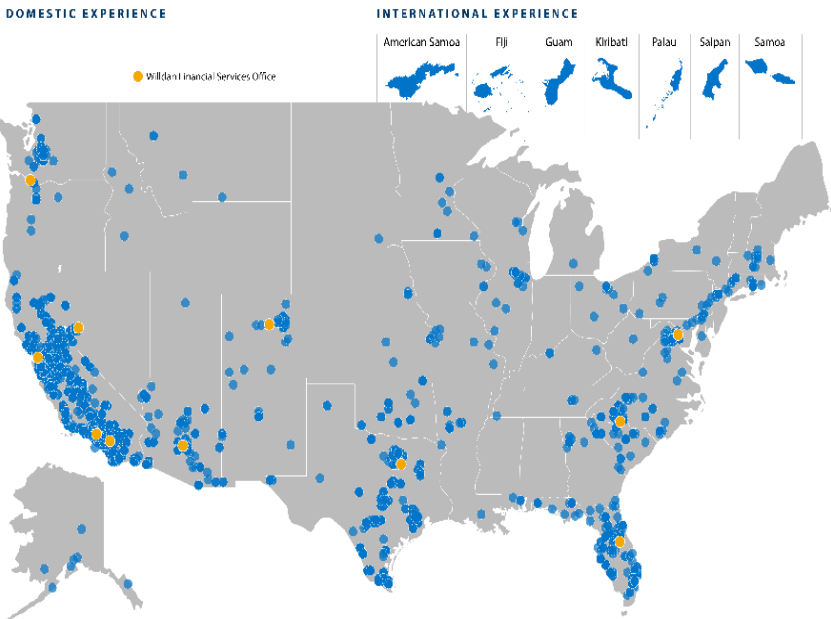
Willdan Financial Services	
Professional Services	
- Utility rate and cost of service studies - User fee studies - Cost allocation studies - Real estate economic analysis - Tax increment finance district formation and amendment - Property tax audits - Housing development and implementation strategies	- Development impact fee establishment and analysis - Economic development strategic plans - District Administration Services - Municipal advisory services - Feasibility studies - Arbitrage and continuing disclosure services - Debt issuance support - Long-term financial plans and cash flow modeling



Experience & Expertise

Willdan Financial Services’ professional staff has provided financial consulting services, including financial planning; rate and cost-of-service studies; alternative and feasibility analyses; and development impact fee studies across the United States for well over two decades.

Willdan staff are experienced in a broad range of planning services; and therefore, understand the importance of an approach that integrates elements of planning, engineering, and finance. Willdan team members possess considerable experience in rate, cost-of-service and development impact fee studies and have performed these services for hundreds of agencies throughout the country. Our team includes staff with public sector experience spanning over 30 years, enabling us to work successfully with the various Town departments. In addition, team members have held positions as finance directors, deputy city managers, and auditors, and therefore understand the financial, operational, and political realities faced by governmental staff and management; we craft solutions, which are sensitive to this. Willdan will work with the Town to identify and prioritize operational and fiscal objectives.



Office Locations

The Town of Camp Verde engagement will be conducted primarily from our Aurora, Colorado office.

Willdan Financial Services		
Office Locations		
Aurora, CO 3190 S. Vaughn Way, Ste 550, Office 523 Aurora, Colorado 80014 Tel #: (303) 990-4616 Fax #: (888) 326-6864		
Plano, TX 5500 Democracy Lane, Ste 130 Plano, Texas 75024	Orlando, FL 200 South Orange Avenue, Ste 1550 Orlando, Florida 32801	Division Headquarters 27368 Via Industria, Suite 200 Temecula, California 92590 Tel: (800) 755-6864 Fax: (888) 326-6864
Oakland, CA 66 Franklin Street, Ste 300 Oakland, California 94607	Phoenix, AZ 1440 E. Missouri Ave, Ste C-170 Phoenix, Arizona 85014	Washington, DC 1025 Connecticut Ave. NW, Ste 1000 Washington, DC 20036

Litigation

Willdan Financial Services is not involved in any pending litigation, administrative proceedings, claims, or lawsuits arising from a contract within the past five years.

Conflict of Interest

Willdan Financial Services is not aware of any professional or personal interests, which could be considered a conflict of interest in representing the Town of Camp Verde.

2. FIRM EXPERIENCE

Provide a minimum of three (3) relevant examples of other Development Impact Fee Study's 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

The response to the Firm Experience is provided on the pages that follow.

Firm Experience

Provided below are current references for our project team that can attest to our ability to work successfully with local governments and their various teams.

City of Cottonwood, AZ

Development Impact Fee Study

Willdan assisted the City with an update of their water and sewer capacity fees consistent with ARS §9-4511. The project was initiated with a discussion specific to existing capacity, capacity currently being used, and the capacity required for the future.

Client Contact:	Mr. Rudy Rodriguez, Deputy City Manager 827 N. Main Street, Cottonwood, Arizona 86326 Tel. #: (928) 340-2710 Email: rrodriguez@cottonwoodaz.gov		
Project Budget	\$35,000	Project Dates:	January 2018 - 2020

City of Sedona, AZ

Capacity Fee Study

Willdan completed a wastewater capacity fee analysis to conform with ARS §9-511-01. The study changed the assessment methodology from the then current meter size basis to a fee assessed based on supply fixture units to provide for a better matching between the size of development and fixture units and the fee being assessed to the development. The fees were calculated using a buy-in methodology.

Client Contact:	Ms. Cherie White 102 Roadrunner Drive, Sedona, AZ 86336 Tel #: (928) 204-7185 Email: cwhite@sedonaaz.gov		
Project Budget	\$65,000	Project Dates:	February 2021 – February 2023

Town of Mead, CO

Impact Fee Study

Willdan was retained by the Town of Mead to update their development impact fees to ensure a fair and reasonable fee structure, while meeting the requirements of Colorado Revised Statutes (CRS 29-20-104.5). Fee categories included in the study were municipal facilities, parks and open spaces, storm drainage, and transportation. The study involved numerous meetings with Town staff to better understand the anticipated new development projections and the associated infrastructure required to meet the new demand that will be placed on Town facilities.

Client Contact:	Ms. Helen Migchelbrink, Town Manager 441 Third Street, Mead, CO 80542 Tel #: (970) 218-1409 Email: hmigchelbrink@townofmead.org		
Project Budget	\$55,000	Project Dates:	March 2020 – March 2021

Similar Arizona Studies

Willdan's staff has completed numerous impact fee studies throughout the United States, including Arizona, and is knowledgeable of ARS §9-463.05, with similar studies in Arizona shown below.

Willdan Financial Services | Impact Fee Studies

Partial Client List

City of Bullhead, AZ	City of Flagstaff, AZ
City of Kingman, AZ	City of Lake Havasu City, AZ
City of Sedona, AZ	Town of Cottonwood, AZ
Town of Fountain Hills, AZ	Town of Gilbert, AZ
Town of Paradise Valley, AZ	Town of Parker, AZ
Town of Prescott Valley, AZ	Town of Queen Creek, AZ
Town of Wellton, AZ	Town of Williams, AZ

Recent Studies

The following table lists Willdan's development impact fee clientele that have utilized our services.

Willdan Financial Services Development Impact Fee Experience	
Partial Client List	
City of Alameda, CA	City of Pacifica, CA
City of Arcadia, CA	City of Patterson, CA
City of Arroyo Grande, CA	City of Parkland, FL
City of Artesia, CA	City of Pismo Beach, CA
City of Atwater	City of Pittsburg, CA
City of Azusa, CA	City of Pleasant Hill, CA
City of Bakersfield, CA	City of Rancho Mirage, CA
City of Barstow, CA	City of Redwood City, CA
City of Bell, CA	City of Rialto, CA
City of Bell Gardens, CA	City of Richmond, CA
City of Bellflower, CA	City of Rio Rancho, NM
City of Brea, CA	City of Riverbank, CA
City of Calexico, CA	City of Rolling Hills Estates, CA
City of Calimesa, CA	City of Rosemead, CA
City of Carpinteria, CA	City of San Carlos, CA
City of Chino Hills, CA	City of San Fernando, CA
City of Claremont, CA	City of San Gabriel, CA
City of Clovis, CA	City of San Jacinto, CA
City of Coachella, CA	City of San Marcos, CA
City of Commerce, CA	City of San Ramon, CA
City of Compton, CA	City of Santa Clara, CA
City of Corona, CA	City of Sebastopol, CA
City of Covina, CA	City of Selma, CA
City of Cudahy, CA	City of Sierra Madre, CA
City of Dixon, CA	City of Soledad, CA
City of Dublin, CA	City of South Gate, CA
City of Eastvale, CA	City of South Pasadena, CA
City of El Monte, CA	City of South San Francisco, CA
City of El Segundo, CA	City of St. Helena, CA
City of Emeryville, CA	City of Tehachapi, CA
City of Fillmore, CA	City of Temple City, CA
City of Fontana	City of Thousand Oaks, CA
City of Fountain Valley, CA	City of Tracy, CA
City of Fremont, CA	City of Upland, CA

Willdan Financial Services
Development Impact Fee Experience

Partial Client List

City of Garden Grove, CA	City of Visalia, CA
City of Gilroy, CA	City of Wasco, CA
City of Gonzales, CA	City of Yucaipa, CA
City of Goose Creek, SC	Coachella Valley Association of Governments, CA
City of Guadalupe, CA	Contra Costa Fire Protection District, CA
City of Greenfield, CA	County of Clay, FL
City of Grover Beach, CA	County of Kern, CA
City of Hawthorne, CA	County of Kings, CA
City of Healdsburg, CA	County of Los Angeles, CA
City of Hemet, CA	County of Madera, CA
City of Hercules, CA	County of Merced, CA
City of Hollister, CA	County of Placer, CA
City of Huntington Beach, CA	County of Riverside, CA
City of Huntington Park, CA	County of Sacramento, CA
City of Indian Wells, CA	County of San Benito, CA
City of Irwindale, CA	County of San Diego, CA
City of Kingsburg, CA	County of San Joaquin, CA
City of La Mesa, CA	County of San Luis Obispo, CA
City of La Verne, CA	County of Santa Barbara, CA
City of Las Cruces, NM	County of Solano, CA
City of Lake Elsinore, CA	County of Sonoma, CA
City of Lake Forest, CA	County of Stanislaus, CA
City of Lancaster, CA	County of Tulare, CA
City of Lawndale, CA	County of Yolo, CA
City of Livermore, CA	East Contra Costa Fire Protection District, CA
City of Long Beach, CA	Kern Council of Governments, CA
City of McFarland, CA	Nevada County Consolidated Fire District, CA
City of Madera, CA	Rodeo-Hercules Fire Protection District, CA
City of Manteca, CA	San Geronio Memorial Healthcare District, CA
City of Menifee, CA	Stanislaus Council of Governments, CA
City of Moreno Valley, CA	Tehachapi Valley Rec. & Park District, CA
City of Morgan Hill, CA	Town of Apple Valley, CA
City of Mountain View, CA	Town of Mead, CO
City of Murrieta, CA	Town of Windsor, CA
City of Newport Beach, CA	Tulare County Association of Governments, CA
City of Oroville, CA	Village of Taos Ski Valley, NM

3. PROJECT TEAM

List those individuals who will complete the work for this project. 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.

The response to the Project Team is provided on the pages that follow.

Project Team

Key Personnel

Our management philosophy and supervision methodology of the project team is very simple: fill every position with experienced, capable personnel in sufficient numbers to deliver a superior product to the Town, on time and within budget. With that in mind, we have proposed the following experienced professionals for this engagement.

Town of Camp Verde Project Team		
Team Member	Project Role	Responsibility to the Engagement
James Edison Managing Principal	Principal-in-Charge	- Project oversight, - Policy and technical guidance, and - Report review.
Kevin Burnett, MA Principal Consultant	Project Manager	- Day to Day Client Management, - Lead analytic analysis, - Arizona Revised Statute (ARS) §9-463.05 Expert, - Model development, - Produce key elements of the analysis, - Responsible for project deliverables, - Project oversight, - Quality assurance & control, - Report preparation, and - Meeting and presentation attendance.
Tiffany Sturms Senior Project Analyst	Project Analyst	- Collect, interpret, and disseminate key data; - Model development assistance; - Report preparation and meeting and presentation attendance.

Project Team Continuity

Willdan has assembled a project team of three (3) subject matter experts within the Financial Consulting Services group who support public clients in Arizona, and across the United States. The Financial Consulting Services group is made up of over twenty professionals who can be called upon as needed. We are confident that our team possesses the depth of experience that will successfully fulfill the desired work performance. Our employees know and understand the problems facing local government under the current economic climate, and we have oriented our practice to support an agency's modified budget policies and public service priorities.

If necessary, the team can recruit additional, qualified individuals from our employee roster to assist with the completion of this engagement to deliver the final materials on time and within budget. We do not anticipate staffing changes during the course of the project, however, should the situation arise, any change in team members will be discussed and approved in concert with the Town prior to the change being made.

Resumes

Resumes for the proposed team members are provided on the following pages, including experience, qualifications, and education.

James Edison, JD, MPP

Principal-in-Charge

Education

*Juris Doctorate,
Boalt Hall School of
Law, University of
California, Berkeley*

*Master of Public
Policy, School of
Public Policy,
University of
California, Berkeley*

*Bachelor of Arts,
magna cum laude,
Harvard University*

Professional Registrations

*Member of State Bar,
California*

Affiliations

*Council of
Development Finance
Agencies*

*CFA Society of
San Francisco*

*Congress for the
New Urbanism*

Urban Land Institute

Seaside Institute

*International Economic
Development Council*

26 Years' Experience

Mr. James Edison specializes in the nexus between public and private, with expertise in public-private partnerships, and the benefits of economic development to municipalities and state, provincial, regional, and national governments. He possesses deep expertise in land use economics, with a specialty in finance and implementation, including fiscal impact and the public and private financing of infrastructure and development projects, both in the U.S. and internationally. Mr. Edison's public-sector experience includes local and regional economic impact studies; fiscal impact evaluations; new government formation strategies; and the creation of impact fees, assessments, and special taxes to fund infrastructure and public facilities. As a former bond attorney, Mr. Edison understands the legal underpinnings and technical requirements of public financing instruments and has advised both public and private clients on the use of individual instruments, and the interaction between those instruments and the needs of developers and project finance.

Select Project Experience

City of Las Cruces, NM – Public Safety Impact Fee Updates: Mr. Edison served as the principal-in-charge for the City's public safety impact fee update study.

Village of Taos Ski Valley, NM – Impact Fee Study: Mr. Edison served as the principal-in-charge for the Village's update to their development impact fees. The study updated the Village's public safety, parks, transportation, water system, and sewer system development fees. The analysis included significant community outreach, including participation in the Village's Capital Improvements Advisory Committee. The fees were adopted by the Village Council in February 2022.

Town of Queen Creek, AZ – Non-Utility Impact Fee Study: Mr. Edison served as the project advisor for the Town's comprehensive update to the public safety, fire, Town facilities, library, parks, and transportation impact fees.

City of Goose Creek, SC – Development Impact Fee Study and Capital Improvement Plan: Mr. Edison served as principal-in-charge for the City of Goose Creek's engagement. He reviewed and made recommendations related to the modification of the existing impact fee structure, as well as assisted in the development of a Capital Improvement Plan (CIP) and drafted an impact fee ordinance in compliance with South Carolina statute.

City of Parkland, FL – Comprehensive Impact Fee Study: Mr. Edison served in the role of principal-in-charge of the City's impact fee study, which included facilities for parks and recreation, public safety, general government, and library services.

County of Riverside, CA – Comprehensive Impact Fee Update: Mr. Edison led the effort to establish a comprehensive fee program for the County, including facilities fees for fire, police, parks, criminal justice, libraries, and traffic. He prepared the technical and analytical documents necessary to calculate the fee and establish the necessary nexus to collect it, as well as presented the fees during public hearings to the County Board of Supervisors. ***The County has once again engaged Willdan to update their impact fees.***

City of Moreno Valley, CA – Comprehensive Development Impact Fee Study: Mr. Edison was the principal-in-charge for the City's comprehensive impact update. Fee categories included arterial streets, traffic signals, interchanges, parks, recreation, fire, police, library, corporation yard, maintenance equipment, and animal shelter facilities.

City of Murrieta, CA – Master Facilities Plan and Development Impact Fee Calculation Report Update: Mr. Edison served as the principal-in-charge of the City's study to update their Master Facilities Plan and Development Impact Fee Calculation Report, to ensure that new development pays the capital costs associated with growth. ***Willdan was recently re-selected, through competitive bid, to update the Impact Fees.***

J. Edison*Resume Continued*

City of Indian Wells, CA – Development Impact Fee Study: Mr. Edison served as the principal-in-charge for the City Indian Wells' update to their development impact fees. The fee program was comprised of a variety of fee categories including transportation, public facilities, recreation, park, and storm drain.

City of Fillmore, CA – North Fillmore Specific Plan Nexus Study: Mr. Edison is currently assisting the City with an analysis of development impact fees needed to finance public facilities necessary for the development of the North Fillmore Specific Plan. Public facilities included in this analysis include water, sewer systems, recycled water, and streets.

City of Pismo Beach, CA – Development Impact Fee Update: Mr. Edison served in the role of principal-in-charge of an update to the City's impact fee program. The program included the following facilities: police, fire protection, park and recreation improvements, water system improvements, wastewater, traffic, and general government/administrative facilities. Prior to fee program adoption, a stakeholder meeting was held to inform the public about the project, and to solicit feedback from the development community.

City of Morgan Hill, CA – Development Impact Fee Update: Mr. Edison served as principal-in-charge of an update to the City's existing nexus study, which included general government, fire, police, parks and recreation, library, and storm drain fee categories. The project scope included stakeholder outreach.

City of Alameda, CA – Comprehensive Impact Fee Update: Mr. Edison led the Willdan team that updated the City of Alameda's impact fee programs, as well as created a separate impact fee program for Alameda Point, the former Alameda Naval Air Station.

City of Santa Clara, CA – Parks Fee Update: Mr. Edison served as principal-in-charge of the City's park impact fee update. This project included a demographic analysis and estimation of the cost of acquiring and improving public park land.

City of Fremont, CA – Comprehensive Impact Fee Update: Mr. Edison led the Willdan team in the successful update of the impact fee programs for the City of Fremont. The effort included an update of the City's transportation impact fee program and capital improvement program.

City of Manteca, CA – Fire Impact Fee Update: Mr. Edison served in the capacity of project manager for the update of the City's fire services impact fee program.

Kevin Burnett, MA

Project Manager

Education

Master of Arts,
Economics, State
University of New
York, Buffalo

Bachelor of Arts,
University of
Waterloo, Ontario

Areas of Expertise

Financial Planning

Cost of Service
Studies

Rate Design

Impact Fees

Bond Feasibility

Affiliations

American Water
Works Association

25 Years'
Experience

Mr. Burnett is proposed to serve in the role of Project Manager for the Town of Camp Verde 's project. He has been selected for this role due to his 25 years of financial consulting experience, which is centered upon utility and non-utility development impact fees in Colorado, Arizona, and New Mexico. Mr. Burnett is a Principal Consultant in Willdan's Financial Consulting Services group.

Select Project Experience

Town of Buckeye, AZ – Utility and Non-Utility Impact Fees: Served as analyst on a study to develop both utility and non-utility impact fees for the Town. Given the uniqueness of the Town, impact fees were developed by zones in order to accommodate growth projections for distinct service areas within the Town.

Town of Gilbert, AZ – System Development Fee Audit: Mr. Burnett served as project manager and lead analyst on the first system development fee audit for the Town of Gilbert. He was responsible for the primary review of the Town's land use assumptions and infrastructure improvement plans report from 2014. Mr. Burnett compared anticipated costs to actual development and capital expenditures. The differences were identified and reviewed with Town staff to better understand why the differences occurred. He reviewed the level of service, in order to draft a report identifying differences between actual and anticipated developments and expenditures, to conform with ARS §9-463.05. Mr. Burnett attended the public hearing for the presentation of the report and its findings. He has since completed the Town's next two biennial audits. He has conducted 3 follow up audits since the initial undertaking.

Town of Fountain Hills, AZ – Development Impact Fee Audit: Mr. Burnett served as project manager for the Town's biennial development impact fee audit. The Town assesses development impact fees for parks and recreation and fire & EMS. Mr. Burnett completed the Town's first audit for FY 2015-16 a second update covering FY 2017 and FY 2018 and just recently completed the audit covering FY 2019 and FY 2020, as well as a third update covering the most recent two-year period.

Town of Queen Creek, AZ –Biennial Impact Fee Audit and Impact Fee Study: Mr. Burnett served as project manager for the Town's first biennial impact fee audit covering transportation, parks, General Government, police, fire, and library fees. While conducting the biennial audit, Mr. Burnett served as co-project manager on an update to the Town's non-utility impact fees. The project involved monthly meetings with an impact fee stakeholder group to share ideas and solicit feedback, while working to gain consensus on the approach and assumption used in the study.

Town of Wellton, AZ – Biennial System Development Fee Audit: Mr. Burnett served as project manager for the Town's first two biennial impact fee audit covering parks and recreation, public safety, and water.

City of Bullhead City, AZ – Sewer Cost of Service Rate and Connection Fee Study: Mr. Burnett served as the project manager for the City's comprehensive study to update sewer rates and connection fees. The study examined the possibility of assessing differential rates based on customer classifications and looked at miscellaneous fees (returned checks, ACH payments) to evaluate whether or not the City was recouping their costs for providing various services. The connection fee review and update were premised upon the idea that new development should be responsible for paying for the cost of infrastructure to serve their new developments and not burden existing customers with growth-related costs. Mr. Burnett worked with City staff to identify connection fees that were technically defensible and met the needs and goals of the City.

Town of Prescott Valley, AZ – Utility Connection Fee and Non-Utility Impact Fee Study: Served as project manager for a comprehensive study to update the Town's water and sewer connection fees, as well as non-utility impact fees such as general government, library, police and fire. The project involved meetings with a citizen committee comprised of various members of the Town, including both residents and developers, to help generate support for the updated fees.

K. Burnett*Resume Continued*

Town of Parker, AZ – Water and Roads Impact Fee Study: Served as project manager on a study (and the subsequent update) to develop first time water and roads fees for the Town, a landlocked nearly built-out community of one square mile. The Town acquired property for a future community named Parker South, an annexed parcel of land 20 miles south of the original Town. Existing water usage patterns and estimates of water production were used to estimate the equivalent dwelling unit water service to the undeveloped community of Parker South.

City of Lake Havasu City, AZ – Non-Utility Impact Fee Study: Mr. Burnett served as project manager for a non-utility impact fee study that examined impact fees for police, fire, general government, and transportation. The study identified the proportionate costs to serve each customer class. Meetings were held with the development community in order to explain the process undertaken to develop the fees and to educate the community on the use and application of the fees.

City of Flagstaff, AZ – Water and Sewer Capacity Fee Study: Mr. Burnett served as project manager and lead analyst for a study updating the City's water and sewer capacity fees. Two water capacity fee options were developed, one of which examined the need for long term water resource acquisition. Mr. Burnett met with the City's water advisory group to seek input and recommendations to carry forward to City Council. A component of the water advisory group presentations was educating the members on how the prior capital and land use assumptions had changed and the impact that had on the new capacity fees.

Town of Queen Creek, AZ – Water and Sewer Capacity Fee Review: Mr. Burnett served as lead analyst on a peer review study of the Town's water and sewer capacity fees. The initial purpose of the study was to review the prior study and identify any inconsistencies and any areas of concern with the study methodology, projections, and the use of projections. Once the analysis was complete a presentation was made to Town staff identifying areas of concern and inconsistencies with the application of data. The review resulted in a new contract for Willdan to update the Town's water and sewer capacity fees.

Town of Paradise Valley, AZ – Sewer Impact Fee Review: Mr. Burnett served as lead analyst on a study to update the Town's sewer impact fees. The prior completed study was reviewed to understand what had changed (capital projects and development projections) in order to help explain to the Town Council the reason for the revision to the Town's sewer impact fees. In addition to the review and update of capital needs and development projections, Willdan staff updated the Town's sewer impact fees to be assessed to new development.

Tiffany Sturms

Project Analyst

Education

*Master of Science
Accounting,
Indiana Wesleyan
University*

Ms. Sturms is a senior project analyst within Willdan's Financial Consulting Services group. Her focal purpose is to assist principal consultants with utility rate and user fee studies, assessments/non-ad valorem studies, and other financial analyses. She is proficient with Microsoft Excel and has implemented vigorous analyses for a diversity of entities, including cities, counties, public service districts and investor-owned utilities.

*Bachelor of Science,
Accounting,
Indiana Wesleyan
University*

Ms. Sturms has conducted an eclectic assortment of financial engagements, including credit default swaps (COVID-19 Pandemic, Sovereign Debt Crisis), mutual funds and hedge fund performance and style evaluations, investment strategies, leveraged portfolios, efficient frontier of optimal portfolios, constrained optimization, strategic analysis and recommendations, commercial banks ratio, liabilities/deposits, lending portfolio, non-interest income/expense, risk management, financing, and valuation analyses. Outlined below is Ms. Sturms' pertinent project experience.

Areas of Expertise

Rate Studies

Revenue Bonds

*Capital & Financial
Planning*

*Impact/Connection Fee
Studies*

*Valuations,
Acquisitions, &
Mergers*

Assessment Programs

*Expert Witness
Testimony*

*Utility Optimization
Services*

6 Years' Experience

Impact/Capacity Fee Studies

- Town of Lake Hamilton, FL (police, transportation, parks, municipal facilities)
- City of Gastonia, NC (water and sewer system development fee)
- City of Woodruff, SC (sewer system development fee)

Assessments

- City of North Port, FL (roads and drainage)
- City of Oviedo, FL (streetlights)
- City of Oviedo, FL (fire)

Other Financial Analyses

- North Peninsula Utility Corporation Ormond Beach, FL (annual report)
- Tymber Creek Utilities, FL (annual report)
- Coastal Utility Management, LA (revenue bond feasibility)
- Rockett Special Utility District, TX (amended CCN valuation)

Utility Rate Study Experience

- City of Dunn, NC (stormwater)
- City of Clemson, SC (stormwater)
- City of Belle Isle, FL (stormwater)
- City of Woodruff, SC (sewer)
- Town of Mount Pleasant, SC (stormwater)
- City of Atwater, CA (sanitation)
- City of Oviedo, FL, (stormwater)
- City of Brentwood, TN (water and sewer)

4. 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).

Discuss the firm's unique ability, if any, to professionally deliver a Development Impact Fee Study.

In your approach, outline:

- Any modifications you would suggest to the tasks and/or their suggested order.
- Your approach to performing the tasks and include the timeline for each task to be completed.
- Your approach to the study and how/when/plan to engage stakeholders.
- Methods your firm proposes to use to manage the project and communicate with stakeholders.
- Methods your firm proposes to gather input.
- Data the consultant expects the Town of Camp Verde to provide.
- Any risks and strategies to mitigate them.

The response to the Project Approach is provided on the pages that follow.

Project Approach

Project Understanding

The Willdan Team understands that the Town of Camp Verde is seeking to re-establish its Development Impact Fees by preparing updated Land Use Assumptions (LUA), an Infrastructure Improvements Plan (IIP), and a Development Fee Report. The study will cover water, wastewater, police, parks, and administration (e.g., library up to 10,000 square feet) and be completed in full compliance with A.R.S. §9-463.05.

Our role includes working closely with Town staff to evaluate growth forecasts, identify needed facilities, calculate defensible fee schedules, and support the statutory noticing and public hearing process to ensure successful adoption.

Methodology

The Willdan Team's methodology for calculating development impact fees is both simple and flexible. Simplicity is important so that the development community and the public can clearly understand the justification for the fee program. At the same time, we draw on our experience to ensure that the program developed for the Town is technically sound and defensible under Arizona law.

Flexibility is equally important, as it allows us to tailor our approach to the Town's available data, growth forecasts, and policy objectives. Our understanding of the technical standards established by A.R.S. §9-463.05 and case law demonstrates that more than one approach can be defensible. This gives the Town options when considering how best to implement its fee program. We calculate the maximum legally justifiable development impact fees and provide flexibility for the Town to adopt fees up to that level.

Development impact fees are calculated to fund the cost of facilities required to accommodate growth. The six steps followed in a development impact fee study include:

1. **Analyze existing development and future growth:** Identify a base year for existing development and prepare a land use forecast that reflects increased demand for public facilities. This forecast will include population, housing, and employment assumptions consistent with the Town's General Plan or internal development projections.
2. **Identify facility standards:** Determine the standards used to plan for new and expanded facilities across categories such as water, wastewater, police, parks, and administration (e.g., library up to 10,000 square feet).
3. **Determine facilities required to serve new development and their costs:** Review the Town's capital improvement plans, master plans, and infrastructure inventories to identify needed facilities and estimate their costs. From this, determine the share of costs required to accommodate new growth.
4. **Calculate fee schedule:** Allocate facilities costs per unit of new development to calculate the development fee schedules.
5. **Identify Credits:** Identify and analyze any credits that may be available to offset the development impact fees.
6. **Develop a cashflow analysis:** Complete a cashflow analysis to ensure an appropriate match between the revenues generated and the expenditures to be undertaken to serve new development.

We discuss key aspects of our approach to each of these steps in the subsections that follow.

Growth Projections

While we generally recommend a longer-term planning horizon for planning purposes, the State statutes restrict the collection of non-utility development impact fees to ten years and fifteen years for utility development impact fees. The development projections used in the ten-year and fifteen-year land use assumptions (LUA) will adhere to the requirements of ARS §9-463-05.

In contrast to build out projections, market-based projections provide a more realistic estimate of development across all land uses. Build out projections typically overestimate commercial and industrial development because of the over-supply of these land uses relative to residential development. The Willdan Team will examine the most recently prepared growth projections and update as appropriate.

Facility Standards

The key public policy issue specific to development impact fee studies is the identification of facility standards (step #2, above). Facility standards document a reasonable relationship between new development and the need for new facilities. Standards ensure that new development does not fund deficiencies associated with existing development.

Our approach recognizes three separate components of facility standards:

- Demand standards determine the facilities required to accommodate growth. An applicable example is park acres per thousand residents.
- Design standards determine how a facility should be designed to meet expected demand, for example park improvement requirements. Design standards are typically not explicitly evaluated as part of a development impact fee analysis but can have a significant impact on the cost of facilities. Our approach incorporates current facility design standards into the development impact fee program to reflect the increasing construction cost of public facilities.
- Cost standards are an alternate method for determining the amount of facilities required to accommodate growth based on facility costs per unit of demand. These standards are useful when demand standards were not explicitly developed for the facility planning process. Cost standards also enable different types of facilities to be analyzed based on a single measure (cost or value); useful when disparate facilities are funded by a single fee program.

Identifying New Development Facility Needs and Costs

We have a number of approaches that can be used to identify facility needs and costs to serve new development. Often this is a two-step process: 1) identify total facility needs; and 2) allocate to new development its fair share of those needs.

Total facility needs are often identified through a master facility planning process that typically takes place concurrent with or prior to conducting the fee study.

There are three common methods for determining new development's fair share of planned facilities costs: the Buy-In method, the Plan Based method, and the Hybrid method. Often the method selected depends on the degree to which the community has engaged in comprehensive facility master planning to identify facility needs.

The formula used by each approach and the advantages and disadvantages of each method is summarized below.

Buy-In Method

The existing inventory method allocates costs based on the ratio of existing facilities to demand from existing development as follows:

$$\frac{\text{Current Value of Existing Facilities}}{\text{Existing Development Demand}} = \$/\text{unit of demand}$$

Under this method new development "buys into" existing facilities and funds the expansion of facilities at the same standard currently serving existing development. By definition, the existing inventory method results in no facility deficiencies attributable to existing development.

This method is often used when a long-range plan for new facilities is not available, or the existing facilities have been oversized to serve future development. Only the initial facilities to be funded with fees are identified in the fee study. Future facilities to serve growth are identified through a Capital Improvement Plan (CIP) and budget process, possibly after completion of a new facility master plan.

Plan Based Method

The planned facilities method allocates costs based on the ratio of planned facility costs to demand from new development as follows:

$$\frac{\text{Cost of Planned Facilities}}{\text{New Development Demand}} = \$/\text{unit of demand}$$

This method is appropriate when specific planned facilities can be identified that only benefit new development. Examples include street improvements to avoid deficient levels of service.

This method is appropriate when planned facilities would not serve existing development. Under this method, new development funds the expansion of facilities at the standards used for the master facility plan.

Hybrid Method

This method calculates the fee based on the ratio of the value of existing facilities plus the cost of planned facilities, divided by demand from existing plus new development:

$$\frac{\text{Value of Existing Facilities} + \text{Cost of Planned Facilities}}{\text{Existing} + \text{New Development Demand}} = \$/\text{unit of demand}$$

This method is useful when planned facilities need to be analyzed as part of a system that benefits both existing and new development. It is difficult, for example, to allocate a new fire station solely to new development when that station will operate as part of an integrated system of fire stations that work together to achieve the desired level of service. Police substations and regional parks are examples of similar facilities.

The hybrid method ensures that new development does not pay for existing deficiencies. Often facility standards based on policies such as those found in General Plans or other master planning documents are higher than existing facility standards. This method enables the calculation of the existing deficiency required to bring existing development up to the policy-based standard. The local agency must secure non-fee funding for that portion of planned facilities required to correct the deficiency to ensure that new development receives the level of service funded by the development impact fee.

Calculating the Fee Schedule

The fee schedule uses the cost per unit of demand discussed in the last subsection to generate the fee schedule. This unit cost is multiplied by the demand associated with a new development (single family home, commercial building etc.) to calculate the fee-by-fee area (police, parks etc.). The fee schedule uses different demand measures by land use category to provide a reasonable relationship between the type of development and the amount of the fee. We are familiar with a wide range of methods for identifying appropriate land use categories and demand measures depending on the particular study.

Credit/Offset Analysis

Per the State statute, an analysis to identify any credits/offsets (taxes, fees, or assessments) that are available to offset development impact fee costs and in turn fees must be completed. An *offset* is a dollar value subtracted from the overall cost of providing necessary public services in recognition of the capital costs of infrastructure or debt that has or will be paid by a development via taxes, fees, or other revenue sources. By contrast a *credit* is a reduction in a development impact fee as a result of contributions by the developer through payments for construction of or dedication of capital facilities included in the IIP. Credits and offsets as they pertain to the study are discussed in Task 6 of our scope of work.

Cashflow Analysis

While properly calculated development impact fees are intended to generate revenues to fund the expenditures associated with new development, there is not always an exact matching between the revenues and the expenditures in any given year. For example, a large capital expenditure may be required in Year Two of the plan, while the full revenues needed to pay for the project will not be received until Year Nine. A cashflow analysis will identify any discrepancies or shortfalls between revenues and expenditures and allow for alternative financing to overcome projected shortfalls.

Related Approach Issues

Funding and Financing Strategies

In our experience, one of the most common problems with development impact fee programs, and with many CIPs, is that the program or plan is not financially constrained to anticipated revenues. The result is a “wish list” of projects that generate community expectations that often cannot be fulfilled. Our approach is to integrate the development impact fee program into the local agency’s existing CIPs while encouraging those plans to be financially constrained to available resources. We clearly state the cost of correcting existing deficiencies, if any, to document the relationship between the fee program and the need for additional non-fee funding.

Stakeholder Participation

Stakeholder participation throughout the study supports a successful adoption process. Our approach is to create consensus first around the need for facilities based on agreed upon facility standards. Second, we seek consensus around a feasible funding strategy for these needs, leading to an appropriate role for development impact fees.

Gaining consensus among various groups requires a balanced discussion of both economic development and community service objectives. Often our approach includes the formation of an advisory committee to promote outreach to and input from the development community and other stakeholders. We have extensive experience facilitating meetings to explain the program and gain input. We will facilitate focus group meetings (up to 3, discussed further in Task 9 in the following work plan) to help build consensus for the fees.

Our stakeholder experience is discussed in greater detail in the next section “Creative Solutions”.

Creative Solutions

Willdan has demonstrated a successful record of achievement working with cities, towns, counties, and special districts throughout the United States. As Willdan operates nationally, we possess unique experiences in numerous jurisdictions in dealing with multiple challenges. Furthermore, our ability to produce studies that accommodate various options and viewpoints ensures fair-minded, equitable and sensible projects.

Much of our success in developing impactful and successful programs and studies is due to our informed and creative solutions to complex issues. Stakeholders and citizens are what effectively drive a community forward; plans and programs built to incorporate that populace will have the best opportunity for success.

In our experience engaging the community and meeting with citizen / stakeholder groups and elected officials, as well as our ability to explain technical information in a concise, understandable manner is a fundamental reason for our high degree of success. This method can include focus group meetings with various members of the community and stakeholder groups. These focus groups serve to educate stakeholders and provide a forum to share ideas and identify equitable fees that recover the costs of providing service to new development. We receive feedback from stakeholders, which is helpful in the understanding of the basis for the fees and the analytical approach in developing them. Ideas that have come out of focus group meetings have helped to refine the approach to calculating development impact fees.

For example, in the case of a street development impact fee, there may be projects included in the CIP for right-of-way and curb & gutter improvements, that not all street projects will require. Our work with a focus group determined a preference for making these needs a developer requirement and excluded them from the fee calculation rather than including them and creating a need for an additional credit mechanism for those developers that complete these improvements themselves.

Work Plan

Within this subsection are the general tasks necessary to facilitate the Town's engagement. The following activities are based on the Willdan Team's current understanding of the services requested and are subject to revision based on further discussions with Town staff.

Task 1 – Develop Land Use Assumptions

The Willdan Team will work with Town staff to update previous LUAs as appropriate for the next ten years for all fee categories, consistent with A.R.S. §9-463.05. The LUA and Town growth projections will need to either be updated using information provided by the 2020 census, or a combination of historical information through the Town's building records. The LUA will be developed by Willdan based on information provided by the Town. This information should include a ten-year projection of residential, multi-family and non-residential land use types consistent with Camp Verde's planning documents and growth trends. The projections will include:

1. Population, employment, single family, and multi-family housing units including persons per household, as well as square feet of retail, office, industrial and/or other non-residential developments by type. Factors considered in the land use forecast include:
 - a. Single family development projections.
 - b. Multi-family development projections.
 - c. Relationship between population and employment growth and non-residential square feet.
 - i. Land use forecast will identify expected growth areas within the Town; and
 - ii. Ensure consistency with available Town planning documents and statutory requirements.

Following is a task list for in support of the development of the LUA:

1. Correlation/comparison of U.S. Census data for Camp Verde with population and employment forecasts available from respected sources.
2. Evaluation of commercial, office and industrial square footage within the Town relative to population and employment as well as comparison of non-residential square footage to metro-wide averages.
3. Adjustment of population and employment forecasts for Camp Verde based on historic growth patterns and expected trends.
4. Preparation of a land use forecast for single family and multi-family housing units and square feet of retail, office, industrial and other non-residential developments by type and zone.
5. Preparation of a report on the recommended land use assumptions that will serve as the basis for updating capital facilities and infrastructure needed to serve growth over the next ten and fifteen years as well as the development of the Infrastructure Improvement Plan (IIP).

Activities:

- Prepare LUA and projection of new development.

Deliverables:

- Draft LUA for Town's review and comment.

Task 2 – Ascertain Demand Factors and Level of Service for Relevant Public Facilities

Based on our experience, it is most effective to obtain and review documentary information prior to the first meeting. The Willdan Team is comprised of experienced professionals who can quickly interpret and evaluate development impact fee related documents, operating reports, financial reports, and statistics. We will submit preliminary and subsequent data requests for necessary information, as well as a task list outlining assigned responsibilities with the items needed to complete the LUA and IIP.

We will work with Town staff to review the requested data necessary to calculate the Town's Police, Parks, Library/Administration, Water, and Wastewater development impact fees to meet the requirements of ARS §9-463-05.

While not the full list, we have listed below data items that will be necessary to complete the study:

1. Facilities:

- a. Total capacity and available capacity for future growth by service.
- b. Describe and identify costs for new facility/equipment replacements or modifications required due to new regulatory requirements for each project in each service area.
- c. Reserved capacity for future growth by service area.
- d. Facilities funded by debt or loans outstanding by service area.

2. Service level information:

- a. Current master service level standards and planning criteria including source of level of service standards. If none are available, this will be part of the implementation plan.

3. Provide any information regarding multi-year capital improvement plan (or projects) to be provided by the Town, over the study period.
4. Identification of existing and proposed reimbursement agreements and summary of facilities and projected reimbursements for the study period.

In our experience, questions can be resolved via telephone or e-mail. This approach respects your staff's time and ensures that the Willdan Team is prepared for a productive first meeting.

Activities:

- Prepare and transmit data and information request.
- Follow-up via telephone and/or e-mail to resolve questions.
- Document the nature, form and quality of the data and information received.
- Using the data provided, identify the level of service-by-service area/zone for each of the fee areas.

Deliverables:

- Technical memorandum documenting the data and information received, with comments regarding quality and a list of outstanding issues and questions; and
- Provide a summary to the Town of the identified demand factors and level of service by fee area and zone.

Task 3 – Determine Appropriate Allocation Methodology to Comply with State Statute Requirements

The Willdan Team will determine the development impact fee methodologies specific to the Town's Police, Parks, Library/Administration, Water, and Wastewater development impact fees based on service areas and in compliance with ARS §9-463.05. As an example, use of development impact fees for libraries are restricted to 10,000 square feet of developed area. If the facility exceeds 10,000 square feet, the incremental square footage cost must be funded through a non-development impact fee funding source.

Activities:

- Evaluate development impact fee methodologies to identify the best fit for the Town's specific circumstances.

Deliverables:

- Technical memorandum documenting methodology and assumptions used in the analysis.

Task 4 – Identify Capacity Needs and Cost

The Willdan Team will work with the Town to identify capacity needs and capital costs specific to the Town's Police, Parks, Library/Administration, Water, and Wastewater development impact fees. Within this task, we will complete the following activities:

1. Review the current and anticipated capacity of each system associated with the fee categories included within the study. For example, park acreage per 1,000 residents.
2. Review growth-related projects, both existing or new to determine costs related to new development by fee and service area.

Activities:

- Review capacity of existing and new facilities for each fee area and zone.

Deliverables:

- Prepare a summary of the capacities and costs for facilities for each fee area.

Task 5 – Forecast Revenues

The Willdan Team will model revenues generated by new development, focusing on development impact fee collections and applicable offsets. We will prepare a cash flow analysis to ensure that projected revenues align with the timing of planned capital improvements.

Task 6 – Determine Need for and Calculate “Credits” to be Applied Against Capital Costs

As required by ARS §9-463.05, the Willdan Team will identify credits/offsets for growth-related revenue used toward growth-related capital projects. Per the State statute, an analysis to identify any credits/offsets (taxes, fees or assessments) that are available to an example of an offset might be the use of construction sales tax to reduce (offset) the cost of capital projects that would otherwise be funded by development impact fees. Examples of two credits that may be required involve situations where contributions are made by a property owner for a capital project that is included in the development impact fee itself, or the dedication of public sites and improvements, such as land for a regional park. This may include existing developer agreements for master plan facilities.

Activities:

- Develop initial set of credits based on discussions and collaboration with the Town staff.

Deliverables:

- Technical memorandum documenting assumptions used in the identification and development of any impact fee credits.

Task 7 – Prepare Infrastructure Improvement Plan

Below are the activities associated with the development of the IIP incorporating the results of Tasks 1, 2, 4 & 6.

1. Upon completion of the population projections and the land use analysis, the Willdan Team will:
 - a. Discuss potential service area/zone designations (if applicable) determined by Town staff by fee category to be served by current and new facilities based on land use assumptions.
 - b. Review capital projects (provided by the Town) for the study periods based on population projections and land use assumptions.
2. The Town is to define and incorporate a map of the service area designations determined by Town staff for each facility type, as required by A.R.S. §9-463.05.
3. The Willdan Team will review the Town's summary of any existing development agreements, which should identify contributed facilities, development impact fee credits available and redeemed, and any future capacity reservations that will need to be incorporated into the IIP.

Once requested data is provided and evaluated in previous tasks, the Willdan Team will meet with Town staff to discuss future projects that are proposed to be funded by development impact fees. During meetings, we will discuss the following:

1. Guidance within ARS §9-463.05 affecting facilities eligible for development impact fee recovery.
2. Existing service level information provided in Task 1.
3. Existing and planned capacity for related facility projects developed by the Town.
4. Future facilities and capital improvement cost estimates provided by the Town.
 - a. Service level capacity added by future improvements to serve new growth.

- i. Improvements to current facilities/equipment related to upgrading or updating facilities to maintain current service levels, improve service levels or meeting stricter regulatory standards by service area.
 - ii. Improvements related to expanding capacity to serve new growth.
 - iii. Estimate the total existing and future housing units and non-residential square feet based on the LUAs identified within Task 1.
5. Projected or anticipated capital funding sources for growth-related facility improvements.

Activities:

- Develop IIP.
- Deliver electronic copy of the preliminary and final IIP and LUA.
- Meet with Town staff and prepare materials to review preliminary LUA and IIP.

Deliverables:

- Meet with Town staff to review preliminary LUA and IIP.

Task 8 – Complete Development Fee Methodology and Calculations

The Willdan Team will calculate development impact fees specific to the Town's Police, Parks, Library/Administration, Water, and Wastewater development impact fees based on the recommended approach and service areas in compliance with ARS §9-463.05. Using the LUA, IIP and identified methodologies from prior tasks, fees by type and service area/zone will be calculated based on level of service standards per housing unit and non-residential square footage.

1. Credits/offsets for growth-related revenue used toward growth-related capital projects will be taken into consideration for the calculations for the study period. Credits/offsets to the fees may be the result of situations where contributions are made by a property owner for a capital project that is included in the development impact fee itself, or the dedication of public sites and improvements.
2. In conjunction with analysis completed by Town staff, financing costs will be determined by preparing a ten and fifteen-year cash flow analysis (for all areas) of funding sources for the capital costs including estimates for development impact fee revenues and estimated costs for growth-related projects anticipated and repayment of existing growth-related debt.

Once preliminary fee calculations are complete, we will review the results with Town staff to apply modifications to the underlying analysis and prepare recommended fee schedules.

Activities:

- Incorporate capital and growth data into the development impact fee model.
- Develop initial set of development impact fees based on discussions and collaboration with the Town staff.

Deliverables:

- Technical memorandum documenting methodology and assumptions used in the analysis.
- Review results with Town staff.
- Comparison of development impact fees to ten comparable communities.

Task 9 – Preparation of IIP and Development Impact Fee Reports

During this task, we will develop presentation formats specifically tailored to the needs of the audience. We stress clear, concise presentation of findings in a report, using easily understandable terminology and clear, colorful graphics.

Activities:

- Prepare up to two (2) versions of the draft report.
- Finalize report incorporating Town consolidated comments.

Deliverables:

- Executive summary report for top management, Council, and the public.
- Complete technical report, including a description of the methodology utilized, justification for the underlying forecast assumptions, and recap of the decision-making process, to act as documentation of the work performed.

Task 10 – Presentations/Public Meetings/Communications

The assigned staff is trained, skilled, and experienced in managing difficult presentation environments at all organizational levels in a manner that results in the satisfaction of the audience's need for information. We recognize that to present recommendations associated with fee increases and significant changes in fee structure can be difficult and must be managed with tact, confidence, and honesty.

Potential Meetings:

- Facilitate meetings with staff which may be conducted through conference calls if Town desires and can include:
 - Kick off meeting to collect data and discuss overall concerns, needs and issues facing the Town.
 - Review capital costs to be included in the IIP and identify the appropriate methodology for each fee area.
 - Review growth projections and preliminary fees.
 - Discuss the proposed fees and strategize on public presentations.
- Participate in up to three (3) meetings with the Town Stakeholder groups.
- Attend four (4) public meetings, including at least one each for the LUA/IIP public hearing, LUA/IIP adoption, Development Fee public hearing, and Development Fee adoption.

Deliverables:

- PowerPoint presentation for Stakeholders and Council.

Staff Support

To complete our tasks, we will need the cooperation of Town staff. We suggest that the Town of Camp Verde assign a key individual to represent the Town as the project manager who can function as our primary contact. We anticipate that the Town's project manager will:

- Coordinate responses to requests for information including development projections and capital needs);
- Coordinate review of work products; and
- Help resolve policy issues.

Willdan will rely on the validity and accuracy of the Town's data and documentation to complete the analysis. Willdan will rely on the data as being accurate without performing an independent verification of accuracy and will not be responsible for any errors that result from inaccurate data provided by the client or a third party.

Project Disclaimer

Willdan is a registered municipal advisory firm with the U.S. Securities and Exchange Commission ("SEC"), as such the Town of Camp Verde ("Town") represents, acknowledges, and agrees that Willdan is not acting as a "municipal advisor" (as defined by the SEC), to the Town, in any capacity as it relates to the project proposed in this Development Impact Fee proposal.

- (i) The Town uses, or may use, the services of one or more municipal advisors registered with the SEC to advise it in connection with municipal financial products and the issuance of municipal securities;
- (ii) The Town is not looking to Willdan to provide, and the Town shall not otherwise request or require Willdan to provide any advice or recommendations with respect to municipal financial products or the issuance of municipal securities (including any advice or recommendations with respect to the structure, timing, terms, and other similar matters concerning such financial products or issues);
- (iii) The provisions of this proposal and the services to be provided hereunder as outlined in the scope of services are not intended (and shall not be construed) to constitute or include any municipal advisory services within the meaning of Section 15B of the U.S. Securities Exchange Act of 1934, as amended (the "Exchange Act"), and the rules and regulations adopted thereunder;
- (iv) For the avoidance of doubt and without limiting the foregoing, in connection with any revenue projections, cash-flow analyses, feasibility studies and/or other analyses Willdan may provide the Town with respect to financial, economic or other matters relating to a prospective, new or existing issuance of municipal securities of the Town, (A) any such projections, studies and analyses shall be based upon assumptions, opinions or views (including, without limitation, any assumptions related to revenue growth) established by the Town, in conjunction with such of its municipal, financial, legal and other advisers as it deems appropriate; and (B) under no circumstances shall Willdan be asked to provide, nor shall it provide, any advice or recommendations or subjective assumptions, opinions or views with respect to the actual or proposed structure, terms, timing, pricing or other similar matters with respect to any municipal financial products or municipal securities issuances, including any revisions or amendments thereto; and
- (v) Notwithstanding all of the foregoing, the Town recognizes that interpretive guidance regarding municipal advisory activities is currently quite limited and is likely to evolve and develop during the term of the potential engagement and, to that end, the Town will work with Willdan throughout the term of the potential Agreement to ensure that the Agreement and the services to be provided by Willdan hereunder, is interpreted by the parties, and if necessary amended, in a manner intended to ensure that the Town is not asking Willdan to provide, and Willdan is not in fact providing or required to provide, any municipal advisory services

Project Management Methodology

Project Management

At Willdan, we utilize a Project Management Process/Approach that ensures projects are completed on time, within budget and most importantly yield results that match our clients' expectations. We will document discussions leading to important policy decisions and/or the choice of critical assumptions used in constructing the analysis and model. We will schedule a call to summarize the findings and direction with Town staff, to make certain that we are in agreement with stated objectives, and that feedback is incorporated as appropriate.

Through the process of providing regular updates and conducting status conference calls, potential issues will be highlighted, discussed, and resolved. Any deviances from the project timeline will be identified and plans will be developed for course corrections. If necessary, changes in approach or strategy will be discussed with Town staff, to meet the needs of the Town of Camp Verde. In doing this, we will ensure the project stays on track and evolves, based upon current thinking and outside dynamics.

Project Management				
 Define the Project	 Plan the Project	 Manage the Project	 Review the Project	 Communicate the Project
- Identify the project scope, set objectives, list potential constraints, document assumptions. - Define a course of action and develop an effective communication plan. - Provide a forum for applying the team's collective expertise to solving difficult analytical issues that arise in complex projects.	- Collaborate with the project team and client staff and agree upon timeline to meet the estimated project timeline. - Assign workload functions to appropriately qualified staff to ensure milestones are met, on time. - Pre-schedule quality control meetings with project team to maintain the progressive motion of the project.	- Manage the execution of the project. - Direct existing and upcoming project tasks. - Control and monitor work in progress. - Provide feedback to client and project team. - Identify and resolve deviances from project timeline.	- Review all work product and deliverables. - Utilize structured quality assurance process involving up to three levels of review at the peer level, project manager level. - Procure executive officer level review.	- Communicate with the client regarding work status and progress. - Ensure client is in receipt of regular status updates. - Schedule regular conference calls to touch base. - Inform client of roadblocks, work outside of projected scope.

Quality Assurance / Quality Control Process

Our quality control program is incorporated as a required element of Willdan's day-to-day activities. There are three levels of reviews incorporated for our deliverables:

- 1) Peer review;
- 2) Project Manager review; and
- 3) Final quality assurance manager review.

Peer reviews involve one analyst reviewing the work of another, while project manager reviews are conducted prior to delivery to the quality assurance manager. The quality assurance manager then performs a final review. This ensures that our final product has been thoroughly evaluated for potential errors; thus, providing quality client deliverables, and high levels of integrity and outcomes.

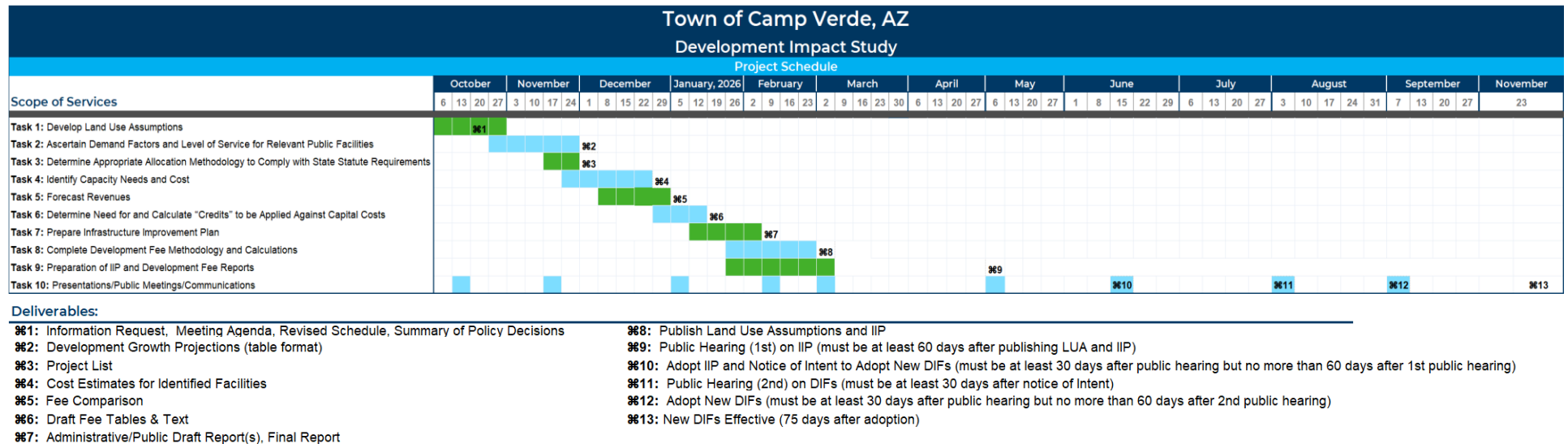


The primary mission of our quality control plan is to provide staff with the technical and managerial expertise to plan, organize, implement, and control the overall quality effort, thereby ensuring the completion of a quality project within the time and budget established.

Quality Assurance Goals		
Goal	Lead	Task
Quality Assurance / Control Process	James Edison	- Establish a set of planned and systematic actions for maintaining a high level of quality in the professional services performed; Emphasize quality in every phase of work; - Ensure efficient use of resources; - Establish a consistent and uniform approach to the services performed; and - Implement appropriate quality control measures for each work task of the project.
Quality Control Plan	James Edison & Kevin Burnett	- Contract deliverables; - Specific quality control procedures; - Special quality control emphasis; - Budget and workforce requirements; - Overall project schedule and budget; and - Project documentation requirements.

Project Schedule

Willdan understands that time is of the essence for the Town to begin this engagement. The proposed schedule can only be met with the cooperation of Town staff. Delays in responding to our requests for data and review will result in corresponding delays to the project schedule. If that is the case, we will notify the Town immediately of the potential impact.



5. PRICE

- Please include a price proposal for this project.

Cost

Willdan Financial Services (“Willdan”) proposes a ***not-to-exceed fixed fee of \$58,620*** for the Development Impact Fee Study engagement. The table below provides a breakdown of each fee by task and project team member.

Town of Camp Verde, AZ						
Development Impact Fee Study						
Fee Proposal						
	J. Edison Principal-in-Charge	K. Burnett Project Manager	T. Sturms Lead Analyst		Total	
	\$	\$	\$	Hours	Cost	
Scope of Services						
Task 1: Develop Land Use Assumptions	2.0	20.0	12.0	34.0	\$	7,800
Task 2: Ascertain Demand Factors and Level of Service for Relevant Public Facilities	-	20.0	14.0	34.0		7,500
Task 3: Determine Appropriate Allocation Methodology to Comply with State Statute Requirements	-	8.0	8.0	16.0		3,360
Task 4: Identify Capacity Needs and Cost	-	8.0	12.0	20.0		3,960
Task 5: Forecast Revenues	-	16.0	16.0	32.0		6,720
Task 6: Determine Need for and Calculate “Credits” to be Applied Against Capital Costs	-	8.0	8.0	16.0		3,360
Task 7: Prepare Infrastructure Improvement Plan	2.0	16.0	16.0	34.0		7,320
Task 8: Complete Development Fee Methodology and Calculations	2.0	14.0	8.0	24.0		5,580
Task 9: Preparation of IIP and Development Fee Reports	2.0	14.0	16.0	32.0		6,780
Task 10: Presentations/Public Meetings/Communications	2.0	12.0	16.0	30.0		6,240
Total – Development Impact Fee Study	10.0	136.0	126.0	272.0	\$	58,620

Hourly Rates

Our current hourly labor rates are listed below.

Willdan Hourly Rate Schedule	
Position	Hourly Rate
Vice President - Director	\$310
Managing Principal	\$300
Principal Consultant	\$270
Senior Project Manager	\$250
Project Manager	\$210
Senior Project Analyst	\$150
Senior Analyst	\$135
Analyst II	\$120
Analyst I	\$110

Notes

- Our fee includes all direct expenses associated with the project.
- We will invoice the Town monthly based on the percentage of project completed.
- Additional services may be authorized by the Town and will be billed at our then-current hourly overhead consulting rates.
- Town shall reimburse Willdan for any costs Willdan incurs, including without limitation, copying costs, digitizing costs, travel expenses, employee time and attorneys' fees, to respond to the legal process of any governmental agency relating to Town or relating to the project. Reimbursement shall be at Willdan 's rates in effect at the time of such response.

ADDENDUM RESPONSES AND ACKNOWLEDGEMENT:

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

The Addendum Response and Acknowledgement Forms are provided on the pages that follow.

TOWN OF CAMP VERDE, ARIZONA
AUTHORIZED SIGNATURE FORM

Camp Verde Agreement Number: 25-213

Consultant Name: Willdan Financial Services

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

Jeff McGarvey & Chris Fisher
(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 PROJECT 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.

Rebekah Smith
Name

Assistant Secretary
Title

(Seal of Corporation)

STATE OF California)
) ss.
County of Riverside)

I, Rebekah Smith of the Willdan Financial Services
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 16 day of
July, 2025, and that the same is in full force and effect at this time.

DATED September 4, 2025.

Rebekah Smith
(Officer of Corporation)

(Seal of Corporation)

STATE OF _____)
) ss.
County of _____)

This instrument was acknowledged before me this _____ day of _____,
2025 by _____, 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:

See Attached

My Commission Expires:

ACKNOWLEDGMENT

A notary public or other officer completing this certificate verifies only the identity of the individual who signed the document to which this certificate is attached, and not the truthfulness, accuracy, or validity of that document.

State of California
County of Riverside

On September 4, 2025 before me, Nancy Castellanos, Notary Public
(insert name and title of the officer)

personally appeared Rebekah Smith
who proved to me on the basis of satisfactory evidence to be the person(s) whose name(s) is/are subscribed to the within instrument and acknowledged to me that he/she/they executed the same in his/her/their authorized capacity(ies), and that by his/her/their signature(s) on the instrument the person(s), or the entity upon behalf of which the person(s) acted, executed the instrument.

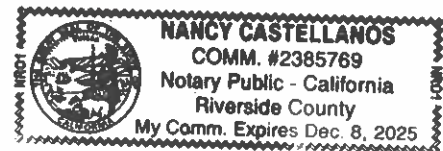
I certify under PENALTY OF PERJURY under the laws of the State of California that the foregoing paragraph is true and correct.

WITNESS my hand and official seal.

Signature

Nancy Castellanos

(Seal)



Attachments and Required Forms

PROPOSAL FORM

Proposal Form: For the proposal opening August 7, 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. N/A issued for this Proposal. (Proposer's failure to list all Addenda numbers issued shall be grounds for rejection of the Proposal).

<u>Rebekah Smith</u> 	<u>Assistant Secretary</u>
Name	Title

CALIFORNIA JURAT WITH AFFIANT STATEMENT**GOVERNMENT CODE § 8202**

- ☒ See Attached Document (Notary to cross out lines 1–6 below)
☐ See Statement Below (Lines 1–6 to be completed only by document signer[s], *not* Notary)

1 _____
2 _____
3 _____
4 _____
5 _____

*Signature of Document Signer No. 1*_____
Signature of Document Signer No. 2 (if any)

A notary public or other officer completing this certificate verifies only the identity of the individual who signed the document to which this certificate is attached, and not the truthfulness, accuracy, or validity of that document.

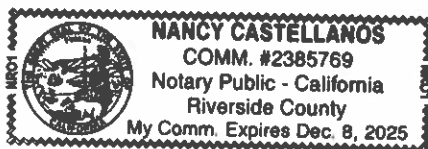
State of California

County of Riverside

Subscribed and sworn to (or affirmed) before me

on this 4 day of September, 2025
by _____
Date Month Year(1) Rebekah Smith

(and (2) _____),

Name(s) of Signer(s)

proved to me on the basis of satisfactory evidence to be the person(s) who appeared before me.

Signature _____

Signature of Notary Public

Seal
Place Notary Seal Above

OPTIONAL

Though this section is optional, completing this information can deter alteration of the document or fraudulent reattachment of this form to an unintended document.

Description of Attached Document

Title or Type of Document: _____ Document Date: _____

Number of Pages: _____ Signer(s) Other Than Named Above: _____

©2014 National Notary Association • www.NationalNotary.org • 1-800-US NOTARY (1-800-876-6827) Item #5910

CONFLICT OF INTEREST STATEMENT:

If Proposer indicated they have a conflict of interest on the Offer Sheet, Proposer must provide details here.

Conflict of Interest

Willdan is not aware of any actual, apparent, direct, or potential conflicts of interest that would arise from any work performed by us that would impair or impede our ability to perform objectively for the Town of Camp Verde.

One-page Cover Letter (on company letterhead)

The response to the cover letter is provided on the pages that follow.

Cover Letter

September 4, 2025

Ms. Miranda Fisher
Town Manager
Town of Camp Verde
395 S. Main Street
Camp Verde, AZ 86322

Re: Proposal to Conduct a Development Impact Fee Study for the Town of Camp Verde

Dear Ms. Fisher;

Willdan Financial Services ("Willdan") appreciates this opportunity to present our qualifications and proposal for services to conduct a Development Impact Fee Study for the Town of Camp Verde ("Town").

Willdan has conducted related studies for public agencies for over 38 years. Our team understands the problems facing local government under the current economic climate, and we have oriented our practice to support an agency's modified budget policies and public service priorities. Additionally, our breadth of knowledge of municipal finance and community development operations provides a solid foundation of historical and current best practices. Our public finance teams often draw on a broad base of municipal finance, engineering, and building and safety expertise that is not confined to project infrastructure and service funding plans. Over the past 61 years, Willdan's services have become increasingly tied to the long-term success of cities and their management of proposed development.

The following proposal has been prepared to conduct a development impact fee study pursuant to Arizona Revised Statute (ARS) §9-463.05 in a manner that will withstand technical challenges and public scrutiny. Given our team's unmatched development impact fee experience, we are particularly well positioned to serve the Town and help reach its long-term goals. The Willdan Team is highly qualified for this engagement:

Experience with Camp Verde – Willdan Financial Services completed a Wastewater Utility Rate Study and Cash Flow Analysis for the Town of Camp Verde, providing financial modeling and utility rate planning to support the Town's long-term wastewater utility management

Unmatched experience defending and implementing fee programs – Willdan's Infrastructure Improvement Plan and development impact fee staff have assisted more than one hundred local government agencies with the development and/or update of all fee types. Each project has required defensible documentation and thorough coordination of fee program changes for different agency departments and stakeholders within the business community. In some cases, Willdan has been required to negotiate fees with stakeholders and, on occasion, defend them in meetings and public forums. This experience, along with our prior audit experience, makes us well suited to conduct the Town's development impact fee study.

Company & Contract Information – Willdan Financial Services is a California corporation (FEIN 33-0302345); an operating division within Willdan Group, Inc. (WGI), a corporation founded in 1964 as an engineering firm working with local governments. WGI has over 1,770 employees working in more than a dozen states across the U.S. providing professional technical and consulting services to municipalities, special districts, and other entities. Neither Willdan, nor any officers, has had a contract/subcontract terminated within the last five years.

To discuss any aspect of our proposal, please contact Mr. Kevin Burnett directly; his contact information is provided in the table below. As an officer of the firm, I am authorized to bind Willdan Financial Services.

Contact Information
Project Manager
Kevin Burnett, MA, Principal Consultant
3190 S. Vaughn Way, Suite 550, Office 523, Aurora, CO 80014
Tel#: (303) 990-4616 Email: KBurnett@Willdan.com

Willdan Financial Services



Jeff McGarvey
Managing Principal, Special Services President

October 8, 2025

Page 278 of 388

800.755.6864 | fax: 888.326.6864 | 3190 S. Vaughn Way, Suite 550, Office 523, Aurora, CO 80014 | www.willdan.com

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 Cottonwood, AZ <u>Development Impact Fee Study</u>	827 N. Main St Cottonwood, AZ96326
Rudy Rodriguez, Deputy City Manager	(928) 340-2710
RRodriguez@cottonwoodaz.com	January 2018 – February 2020
Provide a brief summary of Services provided: Willdan assisted the City with an update of their water and sewer capacity fees consistent with ARS §9-4511. The project was initiated with a discussion specific to existing capacity, capacity currently being used, and the capacity required for the future	

Reference 2:

City of Sedona, AZ <u>Capacity Fee Study</u>	102 Roadrunner Drive Sedona, AZ 86336
Cherie White, Finance Director	(928) 204-7185
CWhite@sedonaaz.gov	February 2021 – February 2023
Provide a brief summary of Services provided: Willdan completed a wastewater capacity fee analysis to conform with ARS §9-511-01. The study changed the assessment methodology from the then current meter size basis to a fee assessed based on supply fixture units to provide for a better matching between the size of development and fixture units and the fee being assessed to the development. The fees were calculated using a buy-in methodology	

Reference 3:

Town of Mead, CO <u>Impact Fee Study</u>	441 Third Street Mead, CO 80542
Helen Migchelbrink, Town Manager	(970) 218-1409
HMigchelbrink@townofmeadco.org	March 2020 – Ongoing
Provide a brief summary of Services provided: Willdan was retained by the Town of Mead to update their development impact fees to ensure a fair and reasonable fee structure, while meeting the requirements of Colorado Revised Statutes (CRS 29-20-104.5). Fee categories included in the study were municipal facilities, parks and open spaces, storm drainage, and transportation. The study involved numerous meetings with Town staff to better understand the anticipated new development projections and the associated infrastructure required to meet the new demand that will be placed on Town facilities	



Request for Proposals (RFP)

Town of Camp Verde

Development Impact Fee Study

RFP #25-213

Work Summary	The Town of Camp Verde is soliciting proposals from qualified consulting firms to prepare a comprehensive Development Impact Fee Study. The study must comply with Arizona Revised Statutes (A.R.S.) §9-463.05 and include development of Land Use Assumptions (LUA), Infrastructure Improvements Plan (IIP), and a Development Fee Report. The selected consultant will support the Town through all legal noticing and adoption processes required for impact fee implementation.
Award Terms	The initial Agreement term will be 2-years and will commence upon execution of the Agreement and issuance of the Notice to Proceed.
Issue Date	Thursday, August 7, 2025
Due Date	Thursday, September 4, 2025; 1:00 PM Local Arizona Time
Inquiries	The deadline for inquiries is August 28, 2025 at 1:00 PM, Local Arizona Time. Questions and/or inquiries must be emailed to Town Manager Miranda Fisher at Miranda.Fisher@campverde.az.gov . Questions submitted after this date and time will not receive a response. The Town of Camp Verde reserves the right to issue RFP amendments after the question and answer period. It is each Proposer's responsibility to check the website www.publicpurchase.com for addenda to this RFP. This Request for Proposals may only be modified by a written Addendum.
Pre-Submittal Meeting	Monday, August 25, 2025; 11:00 AM Local Arizona Time Microsoft Teams meeting Meeting Link Meeting ID: 278 358 887 402 Passcode: ei357Jp3
Submittal Process	Proposals will be emailed to Town Manager Miranda Fisher at Miranda.Fisher@campverde.az.gov on or before 1:00 PM Local Arizona Time September 4, 2025. The proposal shall be in pdf format and all required information must be included. Once your proposal is received you will receive email confirmation from Miranda Fisher.
Document Availability	The Proposal Documents consist of parts: I. Background, II. Scope of Work, III. Proposal Content and Submittal, IV. Evaluation and Award and V. Solicitation Terms and Conditions. Documents can be downloaded at www.PublicPurchase.com or by contacting the Town Hall by emailing Miranda.Fisher@campverde.az.gov or calling (928) 451-3670.
Contact	Town Manager Miranda Fisher, Miranda.Fisher@campverde.az.gov
Equal Opportunity	Camp Verde is an equal opportunity employer. Minority and women's business enterprises are encouraged to submit proposals on this solicitation.

TABLE OF CONTENTS

Contents

1.0 Background	3
2. Scope of Work	3
3. Proposal Content and Submittal.....	5
3.1. Submittal Checklist.....	5
3.2. Submittal Instructions	6
3.3. Requirements for Proposers	6
4. Evaluation and Award	9
4.1. Evaluation Criteria.....	9
4.2. Selection Process, Award and Protest Procedures	11
5. Solicitation Terms and Conditions.....	13

Supplemental Documents

Consultant Agreement.....	14
Response Workbook	21
Addendum Responses and Acknowledgement	26
Conflict of Interest Statement	26
Reference Forms	27
Attachments and Required Forms	28

1. Background

In 2007, Camp Verde voters authorized the collection of development impact fees to fund infrastructure improvements. These fees were suspended in 2011 following changes to state law that required a new study and updated infrastructure planning. As of 2025, the Town is considering reinstating impact fees and seeks to better understand the associated costs and processes through a professional study.

2. Scope of Work

The Town of Camp Verde is seeking to prepare a comprehensive Development Impact Fee Study in accordance with Arizona Revised Statutes (A.R.S.) §9-463.05. The study will guide the Town in re-establishing development impact fees that proportionally allocate the cost of growth-related infrastructure and services.

The Town is considering the inclusion of impact fees in the following categories: land use, water and wastewater, police, parks, and administration (e.g., library). Consultants should provide a detailed scope of services and associated pricing that reflects these categories.

The selected consultant shall work closely with Town staff, the Town Attorney, and other relevant stakeholders to develop a legally compliant, financially sound, and publicly supported Development Impact Fee Program. The study will result in a comprehensive impact fee schedule tied to projected growth and capital needs, in accordance with A.R.S. §9-463.05. The project shall include, at a minimum, the tasks and deliverables outlined in the Scope of Work.

Task 1: Project Initiation & Management

- **Kickoff Meeting:** Conduct a kickoff meeting with Town leadership and designated staff to review project goals, schedule, data needs, and communication protocols.
- **Work Plan:** Prepare a detailed project work plan and timeline, identifying milestones, stakeholder engagement opportunities, and key deliverables.
- **Status Reporting:** Provide monthly progress reports to the Town Project Manager either in written format or virtual meeting.

Task 2: Data Collection and Review

- **Compile Baseline Data:** Work with Town staff to gather all relevant plans, maps, financial documents, utility master plans, capital improvement plans (CIP), infrastructure inventories, and historical development data.
- **Evaluate Existing Conditions:** Analyze the Town's current infrastructure capacity, service levels, and cost recovery systems for police, parks, administration (e.g., library), transportation, water, wastewater, and land use patterns.

Task 3: Land Use Assumptions (LUA)

- **Population & Employment Projections:** Prepare a 10-year forecast of residential and non-residential development, including population, housing units, jobs, and square

footage.

- **Growth Areas Identification:** Map areas where future growth is anticipated, including densities and intensities.
- **LUA Documentation:** Produce a formal Land Use Assumptions Report that complies with A.R.S. §9-463.05.

Task 4: Infrastructure Improvements Plan (IIP)

- **Identify Service Areas:** Define logical service areas for each facility type (police, parks, water, sewer, etc.).
- **Facility Planning:** Identify new or expanded facilities needed to serve new development over the 10-year period. This should include sizing, timing, and capital cost estimates.
- **Cost Allocation:** Allocate costs to growth-related demand only and ensure proportionality as required by state law.
- **Documentation:** Prepare the IIP per statutory requirements and ready for public review.

Task 5: Development Fee Calculation and Report

- **Fee Calculation Methodology:** Calculate impact fees using methodologies consistent with professional standards and legal defensibility. Include models that accommodate per-unit or per-square-foot calculations based on land use type.
- **Sensitivity Testing:** Conduct optional scenario modeling to test potential fee outcomes under varying growth and cost assumptions.
- **Documentation:** Prepare a Development Fee Report summarizing assumptions, calculations, and justifications for each proposed fee.

Task 6: Public Engagement & Statutory Noticing

- **Noticing Compliance:** Assist the Town in meeting all statutory noticing requirements, including 60-day and 30-day public review periods for LUA/IIP and fee reports.
- **Public Hearings:** Present at a minimum of four public meetings:
 - One for LUA/IIP public hearing
 - One for LUA/IIP adoption
 - One for Development Fee public hearing
 - One for Development Fee adoption
- **Stakeholder Communication:** Help prepare FAQ sheets, website content, and graphics for public outreach.

Task 7: Implementation Guidance

- **Advisory Committee Support or Audit Recommendation:** Assist the Town in forming an advisory committee or outline steps for conducting a biennial audit to comply with A.R.S. §9-463.05(C)(2).
- **Policy Templates:** Provide draft policy templates for fee collection, fund tracking, and annual reporting.
- **Staff Training:** Offer at least one training session for Town staff to explain fee collection methodology and implementation procedures.

3. Proposal Content and Submittal

3.1.Submittal Checklist

As part of the RFP process, all Proposers are to review, complete, and submit the following proposal components and compliance documents **IN ORDER FOR THE PROPOSAL TO BE RESPONSIVE. FAILURE TO DO SO MAY RESULT IN THE PROPOSAL BEING DECLARED NON-RESPONSIVE AND REJECTED.**

Previous compliance document submittals and/or waivers do not apply. New forms must be completed and processed. The Town reserves the right to request additional information and/or clarification regarding submitted compliance documents during the evaluation process. Proposals **MUST** include the following components and compliance documents listed in the checklist.

1. **COVER LETTER:** Include a one-page cover letter that contains a general statement of the purpose for submission, and the following detailed company information:
 - a. **BUSINESS ORGANIZATION** State the full name and address of your organization, and if applicable, any branch office or other subordinate element that will perform or assist in performing the work. Indicate whether you operate as an individual, partnership or corporation; if a corporation, indicate the state in which you are incorporated. Include email addresses and phone numbers for all key personnel.
 - b. **AUTHORIZED NEGOTIATIONS** Include the names, email addresses and phone numbers of personnel of your organization authorized to negotiate the proposed contract with the Issuing Office.
2. **PROPOSAL NARRATIVE:** Include responses to all components outlined below in a proposal narrative. Proposers shall complete the fillable **“RESPONSE WORKBOOK”** (attached as an appendix to this solicitation) and submit as their proposal. Please supplement your WORKBOOK responses with designs and work samples in a separate attachment. Total RFP submission shall be limited to 50 pages.
3. **COST PROPOSAL:** Complete the cost and staffing proposal found in the fillable **“RESPONSE WORKBOOK.”**

4. **REQUIRED COMPLIANCE DOCUMENTS:** Complete the required compliance forms and documents listed in the checklist below and found in the fillable “**RESPONSE WORKBOOK.**”

All of the Proposal Documents apply to and become a part of the terms and conditions of the proposal.

PROPOSAL CHECKLIST	
Follow this sequence in presenting a proposal, with the checklist as the Table of Contents. Proposals must be ordered as indicated on this form. All of the Proposal Documents apply to and become a part of the terms and conditions of the proposal.	
Page #	
PROPOSAL SUBMITTAL	
The proposal prices offered have been reviewed.	
Proposal Package/Envelope has been identified with proposal number and title.	
The Agreement Time and/or schedules have been included.	
The proposal is submitted by the time specified above	
Any addendums have been included/noted in Offer Section.	
PROPOSAL DOCUMENTS	
One-page Cover Letter (on company letterhead)	Response workbook
Table of Contents/Proposal Checklist	Response workbook
Proposal Narrative- FIRM OVERVIEW	Response workbook
Proposal Narrative- FIRM EXPERIENCE	Response workbook
Proposal Narrative- PROJECT TEAM	Response workbook
Proposal Narrative- PROJECT APPROACH	Response workbook
Proposal Narrative- PRICE:	Response workbook
REQUIRED RFP COMPLIANCE DOCUMENTS	
Addendum Acknowledgement	Response workbook
Authorized Signature Form	Response workbook
Proposal Form (Proposals not signed in this section will not be considered)	Response workbook

3.2.Submittal Instructions

3.2.1 *Format.*

Proposers shall email their proposal to Town Manager Miranda Fisher on or before 1:00pm Local Arizona Time on September 4, 2025.

Any bid received after the time specified will be returned rejected. It is the bidder’s responsibility to assure proposal are received via email by Town Manager (Miranda.Fisher@campverde.az.gov) on or before the specified time. The email must be clearly marked with the bidder’s name and the title “Camp Verde Development Impact Fee Study”.

3.2.2 *No Modifications.*

Modifications shall not be permitted after proposals have been opened except as otherwise provided under applicable law.

3.3.Requirements for Proposers

- 3.3.1. ***Town's Right to Reject Proposals:*** The Town of Camp Verde reserves the right

to reject any and all proposals and to waive technicalities.

- 3.3.2. **Late Proposals:** Late submittals will not be considered under any circumstances. It is the sole responsibility of the Proposer to see that his/her proposal is emailed and received by the proper time and at the proper place.
- 3.3.3. **Proposal Amendment or Withdrawal:** A proposal may be withdrawn any time before the proposal due date and time. A Proposal may not be amended or withdrawn after the proposal due date and time except as otherwise provided by applicable law.
- 3.3.4. **Public Record:** All proposals submitted in response to this solicitation and all evaluation related records shall become property of the Town of Camp Verde and shall become a matter of public record for review, subsequent to proposal opening. Request for nondisclosure of data such as trade secrets and other proprietary data, must be made known in writing to the Town of Camp Verde in proposals submitted, and the information sought to be protected clearly marked as proprietary. The Town of Camp Verde will not ensure confidentiality of any portion of the proposal that is submitted in the event that a public record request is made. The Town of Camp Verde will provide 48 hours notice before releasing materials identified by the Proposal as confidential or proprietary in order for the Proposer to apply for a court order blocking the release of the information.
- 3.3.5. **Solicitation Transparency Policy:** Beginning on the date this Solicitation is issued and continuing until either the date a contract is awarded or this Solicitation is withdrawn by the Town of Camp Verde, all persons or entities who respond or intend to respond to this Solicitation, including without limitation their employees, agents, representatives, partners, subconsultants, consultants, joint venturers, members, lobbyists, or attorneys (collectively, "Proposers"), shall only discuss matters associated with this Solicitation with the Procurement Officer designated in this Solicitation and shall not have any direct or indirect contact about this Solicitation with any other Town staff or Town official, including, without limitation, members of the evaluation panel, the Town Manager, the Mayor, or any member of the Camp Verde Town Council. As long as the subject matter of the Solicitation is not discussed, Proposers may continue to conduct business with the Town of Camp Verde.
- 3.3.6. **Persons with Disabilities:** Persons with a disability may request a reasonable accommodation, such as a sign language interpreter, by contacting the Town of Camp Verde CIP Project Manager, Martin Smith. Requests shall be made as early as possible to allow time to arrange the accommodation.
- 3.3.7. **Proposal Acceptance Period:** All proposals shall remain open for 180 days after the day of the opening of proposals, but the Town of Camp Verde may, at its sole discretion, release any proposal and return the proposal security (as applicable)

prior to that date. No Proposer may withdraw his/her proposal during this period without written permission from the Town of Camp Verde. Should any Proposer refuse to enter into an Agreement, under the terms and conditions of the procurement, the Town of Camp Verde may retain the security (as applicable), not as a penalty, but as liquidated damages.

- 3.3.8. **Clarifications.** The Town of Camp Verde reserves the right to obtain Proposer clarifications where necessary to arrive at full and complete understanding of Proposer's product, service, and/or solicitation response. Clarification means a communication with a Proposer for the sole purpose of eliminating ambiguities in the proposal and does not give Proposer an opportunity to revise or modify its proposal.
- 3.3.9. **Waiver and Rejection Rights.** The Town of Camp Verde reserves the right to reject any or all proposals or to cancel the solicitation altogether, to waive any informality or irregularity in any proposal received, and to be the sole judge of the merits of the respective proposals received.
- 3.3.10. **Solicitation Addendum Acknowledgement.** Each Solicitation Addendum shall be acknowledged in the Proposal Section, which shall be submitted together with the proposal on the proposal due date and time. Failure to note a Solicitation Addendum may result in rejection of the proposal.
- 3.3.11. **Evidence of Intent to be Bound.** The proposal form within the Solicitation shall be submitted with the proposal and shall include a signature by a person authorized to sign the proposal. The signature shall signify the Proposer's intent to be bound by its proposal and the terms of the Solicitation and that the information provided is true, accurate and complete. Failure to submit verifiable evidence of intent to be bound, such as an original signature, shall result in rejection of the proposal.
- 3.3.12. **Non-Collusion and Non-Discrimination.** By signing and submitting the proposal, the Proposer certifies that: the Proposer did not engage in collusion or other anti-competitive practices in connection with the preparation or submittal of its proposal; and the Proposer certifies that it does not discriminate against any employee or applicant for employment based on race, color, age, sex, religious or political affiliation, sexual orientation, gender identity, family status, marital status, national or ethnic origin, or mental or physical disability, and that it complies with all applicable Federal, state and local laws and executive orders regarding employment.
- 3.3.13. **Inquiries**
- 3.3.13.1. **Duty to Examine.** It is the responsibility of each Proposer to examine the entire Solicitation, seek clarification (inquiries), and examine its proposal for accuracy before submitting the proposal. Lack of care in preparing a proposal shall not be grounds for modifying or withdrawing the proposal after the proposal due date and time, nor shall it give rise to any Consultant claim.

3.3.13.2. ***No Right to Rely on Verbal Responses.*** A proposer shall not rely on verbal responses to inquiries. A verbal reply to an inquiry does not constitute a modification of the Solicitation.

4. Evaluation and Award

4.1. Evaluation Criteria

General Evaluation Standards

The Town of Camp Verde seeks to obtain the services described in the Scope of Work. The Town of Camp Verde will evaluate proposals on the selection criteria set forth below. The Town of Camp Verde will be the sole judge of whether the services offered are acceptable. Proposals from individuals who have provided inadequate services to municipalities in the past, or proposals offering services proven unsatisfactory in the Town's sole judgment may be rejected and not considered.

The Town of Camp Verde reserves the right to reject any or all proposals or any part thereof, or to accept any proposal, or any part thereof, or to withhold the award and to waive or decline to waive irregularities in any proposal when it determines that it is in its best interest to do so.

A Proposer (including each of its principals) who is lawfully prohibited from any public procurement activity may have its proposal rejected.

RFP Evaluation Criteria

FIRM OVERVIEW (10%)

- 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 within the last ten (10) years
- Three (3) references
- Email and Phone Contact information for persons(s) submitting the Proposal (preferably the designated project manager who will serve as the firms' primary contact person for the Proposal)

FIRM EXPERIENCE (25%)

Provide a minimum of three (3) relevant examples of other Development Impact Fee Study's 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

PROJECT TEAM (25%)

List those individuals who will complete the work for this project. 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.

PROJECT APPROACH (35%)

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).

Discuss the firm's unique ability, if any, to professionally deliver a Development Impact Fee Study.

In your approach, outline:

- Any modifications you would suggest to the tasks and/or their suggested order.
- Your approach to performing the tasks and include the timeline for each task to be completed.
- Your approach to the study and how/when/plan to engage stakeholders.
- Methods your firm proposes to use to manage the project and communicate with stakeholders.
- Methods your firm proposes to gather input.
- Data the consultant expects the Town of Camp Verde to provide.
- Any risks and strategies to mitigate them.

PRICE (5%)

- 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.

4.2. Selection Process, Award, and Protest Procedures

4.2.1. Award

Consultant award shall be made to the offer deemed most advantageous to the Town, based upon the evaluation criteria listed above, and that meets the minimum requirements and criteria set forth in this RFP solicitation.

4.2.2. Evaluation of Competitive Sealed Offers

The Town will use its discretion in applying the following processes to this solicitation. Any ties in scoring will be resolved with a best and final price request and the lowest price will prevail.

Best and Final Offer (BAFO):

A BAFO is an option available for negotiations. Each Proposer in the Competitive Range, which is determined in the Town's sole discretion, may be afforded the opportunity to amend its Offer and make one BAFO.

If a Proposer's BAFO modifies its initial Offer, the modifications must be identified in the BAFO. The Town will evaluate BAFOs based on the same requirements and criteria applicable to initial Offers. The Town will adjust appropriately the initial scores for criteria that have been affected by Offer modifications made by a BAFO. Based on the criteria defined in the solicitation as weighted, the Town will then perform final scoring and prepare final rankings.

The Evaluation Panel will recommend the Offer that is the best value and most advantageous to the Town based on the evaluation criteria.

The Town reserves the right to make an award to a Proposer whose Offer is the highest rated, best value, and most advantageous to the Town based on the evaluation criteria, without conducting written or oral discussions with any Proposer, without negotiations, and without soliciting BAFOs.

Detailed Evaluation of offers and determination of competitive range:

During deliberations, the Evaluation Panel will reach a consensus score for each evaluation criterion except price. The Procurement Officer will score the price, which will be added to the overall consensus score. The overall consensus scores will determine the Proposers' rankings and which Offers are within the Competitive Range, when appropriate.

4.2.3. Offers Not Within Competitive Range

The Town may notify Proposers of Offers that the Town determined are not in the

Competitive Range.

Discussions with Proposers in the Competitive Range:

1. The Town will notify each Proposer whose Offer is in the Competitive Range or make the 'short list' and provide in writing any questions or requests for clarification to the Proposer. Each Proposer so notified may be interviewed by the Town and asked to discuss answers to written or oral questions or provide clarifications to any facet of its Offer. The Proposers in the competitive range may be required to provide a demonstration of their product.
2. Demonstrations - Proposers in the competitive range may be invited to construct a hands-on sample or presentation of their solution at the Town of Camp Verde. In addition, each finalist may prepare and deliver a presentation of their proposed solution based on the script developed by the evaluation panel. The Town may also require a hands-on lab demonstration designed specifically for the evaluation panel. The results of the surveys will be tabulated and delivered to the evaluation team for the final review and solution selection session(s).
3. If an Offer in the Competitive Range contains conditions, exceptions, reservations, or understandings to or about any Contract or Solicitation requirement, the Town may discuss or negotiate the conditions, exceptions, reservations or understandings during these meetings. But the Town in its sole discretion may reject any and all conditions, exceptions, reservations and understandings, and the Town may instruct any Proposer to remove the conditions, exceptions, reservations or understandings. If the Proposer fails to do so, the Town may determine the Offer is nonresponsive, and the Town may revoke its determination that the Offer is in the Competitive Range.
4. To the fullest extent permitted by law, the Town will not provide any information, financial or otherwise, to any Proposer about other Offers received in response to this solicitation. During discussions with Proposers in the Competitive Range, the Town will not give Proposers specific prices or specific financial requirements that Proposers must meet to qualify for further consideration. The Town may state that proposed prices are too high with respect to the marketplace or otherwise unacceptable. Proposers will not be told of their relative rankings before Contract award.

4.2.4. Disqualification

If the firm, business, or person submitting this proposal has been debarred, suspended, or otherwise lawfully precluded from participating in any public procurement activity, including being disapproved as a subconsultant with any federal, state or local government, or if any such preclusion from participation from any public procurement activity is currently pending, the Proposer shall fully explain the circumstances relating to the preclusion or proposed preclusion in the

proposal. The Proposer shall include a letter with its proposal setting forth the name and address of the governmental entity, the effective date of this suspension or debarment, the duration of the suspension or debarment, and the relevant circumstances relating to the suspension or debarment. If suspension or debarment is currently pending, a detailed description of all relevant circumstances including the details enumerated above shall be provided.

Any or all proposals will be rejected if there is any reason for believing that collusion exists among the Proposers, and participants in such collusion will not be considered in future proposals for the same work.

5. Solicitation Terms and Conditions

GENERAL CONDITIONS

The Agreement time commences upon execution of the Agreement and issuance of the Notice to Proceed. Services shall not commence until issuance of a Notice to Proceed or Purchase Order by the Town of Camp Verde.

Protests: An interested party may protest a solicitation by filing a protest in writing to the purchasing officer not fewer than five (5) days before the closing date and time of the solicitation. An unsuccessful Proposer or Bidder may protest a determination of non-responsiveness or non-responsibility by the Town by filing a protest in writing with the purchasing office not more than five (5) days after issuance of notice of such determination by the Town. An unsuccessful Proposer or Bidder may protest a contract award by filing a protest in writing with the purchasing office not more than five (5) days after issuance of a notice of apparent low responsive and responsible Bidder, or a notice of intent to award. The protest shall include the following information: (1) The name, address, and telephone number of the protester; (2) Identification of the contracting activity and the number of the solicitation; (3) The signature of the protester or its authorized representative; (4) A detailed statement of the legal and factual grounds of the protest, including copies of relevant documents; and (5) The specific relief requested.

Notwithstanding the foregoing, Proposers may discuss this Solicitation with the Mayor or a member of the Camp Verde Town Council, provided such meetings are scheduled through the Procurement Officer listed on this Solicitation, conducted in person at 473 S. Main Street, Suite 106, Camp Verde, Arizona 86322, and are posted as open meetings by the Town Clerk at least twenty-four (24) hours prior to the scheduled meetings. The posted notice shall identify the participants and the subject matter, as well as invite the public to participate.

This policy is intended to create a level playing field for all Proposers, assure that contracts are awarded in public, and protect the integrity of the selection process. **Proposers who violate this policy shall be disqualified from participating in this Solicitation.**



Consultant Agreement
For Professional Services For

Town of Camp Verde
Development Impact Fee Study

Between the

OWNER

Town of Camp Verde
395 S. Main Street
Camp Verde, AZ 86322
(the "Town")

CONSULTANT

(the "Consultant")

This INDEPENDENT CONSULTANT AGREEMENT ("Agreement") is awarded pursuant to **Project #25-213**.

This Agreement does not create an employee/employer relationship between the parties. It is the parties' intention that the Consultant will be an independent Consultant and not an employee of the Town for all purposes, including, but not limited to, the Fair Labor Standards Act, Federal Insurance Contribution Act, the Social Security Act, the Federal Unemployment Tax Act, the Internal Revenue Code (and any other Arizona income tax laws), the State of Arizona workers' compensation laws and unemployment insurance laws and any of the Town's benefit plans for the Town's employees. Consultant agrees that it is a separate and independent enterprise from the Town, that it has a full opportunity to find other business, that it has made its own investment in its business, and that it will utilize a high level of skill necessary to perform any work performed for the Town. This Agreement shall not be construed as creating any joint employment relationship between Consultant and the Town. The Town will not be liable for any obligation incurred by the Consultant, including, but not limited to, unpaid minimum wages and/or overtime premiums. This Agreement shall not be construed to authorize the Consultant to act as an agent for the TOWN in any manner.

The parties further agree and acknowledge that the Town is engaging Consultant as an independent Consultant to provide services to the Town under the terms of this Agreement and that the Town shall not be required, under any circumstance(s), to assume liability for the direct payment of any salary, wage, or other compensation to any person employed by the Consultant before, during, or after this Agreement is in effect.

The Town shall not withhold from sums becoming payable to the Consultant under this Agreement any amounts for federal, state or local taxes, including federal or state income taxes, employment taxes (including Social Security and Medicare taxes), and unemployment taxes. The Town shall report all payments to Consultant on Internal Revenue Service Form 1099. The Consultant agrees that any tax obligation of Consultant arising from the payments made under this Agreement will be the Consultant's sole responsibility. The Consultant will indemnify the Town for any tax liability, interest, and/or penalties imposed upon the Town by any taxing authority based upon the Town's failure to withhold any amount from the payments for tax purposes.

In performance of services hereunder, the Consultant shall determine his/her necessary hours of work. CONSULTANT shall provide employees, tools, equipment, vehicles, and supplies CONSULTANT may determine to be necessary in performance of services hereunder.

Section I. Period of Service

The term of this Agreement shall be for 306 day following the issuance of the Notice To Proceed unless terminated sooner by the parties, pursuant to Section V below.

Section II. Scope of Work

The Consultant shall provide the Services as set forth in the attached Scope of Work, which is marked as Exhibit A and incorporated herein.

Section III. Compensation

1. **Compensation.** The Owner agrees to pay the Consultant the fixed price of \$_____ for the performance of the Services.
2. **Fees and Invoice.** The Consultant will invoice the Owner as milestones outlined in Exhibit A are achieved. The Owner will not make any advance payment for Services. The invoices shall be sent to the Owner's representative via email.
3. **Payment.** Payment will be made net thirty (30) days of the Owner's receipt of a correct, itemized invoice from the Consultant.

Section IV. Proprietary Rights

The Consultant hereby irrevocably assigns, transfers, and conveys to the Owner without further consideration all worldwide rights, title, and interest in and to all Works created pursuant to this agreement.

Section V. Termination

1. **For Owner's Convenience.** This Agreement is for the convenience of the Owner and, as such, may be immediately terminated without cause after receipt by the Consultant of written notice by the Owner. Upon termination for convenience, the Consultant shall be paid for all undisputed services performed to the termination date.
2. **For Cause.** This Agreement may be terminated by either party upon thirty (30) days written notice should the other party breach any of its terms or otherwise violate the law in connection with the performance of any duty imposed on the party by the terms of this Agreement. In the event of such termination, payment shall be made by the Owner to the Consultant for the undisputed portion of its fee due as of the termination date.
3. **Due to Work Stoppage.** This Agreement may be terminated by the Owner upon thirty (30) days written notice to the Consultant in the event that the Services are permanently abandoned. In the event of such termination due to work stoppage, payment shall be made by the Owner to the Consultant for the undisputed portion of its fee due as of the termination date.
4. **Conflict of Interest.** This Agreement is subject to the provisions of A.R.S. § 38-511. The Owner may cancel this Agreement without penalty or further obligations by the Owner or any of its departments or agencies if any person significantly involved in initiating, negotiating, securing, drafting, or creating this Agreement on behalf of the Owner or any of its departments or agencies is, at any time while the Agreement or any extension of the Agreement is in effect, an employee of any other party to the Agreement in any capacity or a Consultant to any other party of the Agreement with respect to the Agreement's subject.

5. **Gratuities.** The Owner may, by written notice to the Consultant, cancel this Agreement if it is found by the Owner that gratuities, in the form of entertainment, gifts or otherwise, were offered or given by the Consultant or any agent or representative of the Consultant to any officer, agent, or employee of the Owner for the purpose of securing this Agreement. In the event this Agreement is cancelled by the Owner pursuant to this provision, the Owner shall be entitled, in addition to any other rights and remedies, to recover or withhold from the Consultant an amount equal to one hundred fifty percent (150%) of the gratuity.
6. **Fund Appropriation Contingency.** The Consultant understands that the continuation of this Agreement after the close of any given fiscal year of the Owner, which ends on June 30, shall be subject to the budget of the Owner providing for the contract item as expenditure. The Owner cannot assure that the budget item for funding this Agreement will be approved in the future as such assurance would be a legislative and policy determination of the Owner Council at the time of the adoption of the budget. Should the funding of the Agreement not be approved by Owner Council, the Owner may terminate this Agreement as of the close of its fiscal year.

Section VI. Successors and Assigns

Neither this Agreement, nor any obligation of Consultant hereunder, shall be assigned in whole or in part by Consultant without the prior written consent of the Town Manager.

Section VII. Waiver and Severability

A waiver of any part of this Agreement, whether express or by conduct, shall not constitute a continuing waiver of such part (unless explicitly stated to be so), or a waiver of any other part, nor shall a waiver of any breach of this Agreement, or any part of it, whether express or by conduct, constitute a waiver of any succeeding breach. The provisions of this Agreement shall be severable such that if any provision shall be deemed to be invalid and unenforceable for any reason, such invalidity or unenforceability shall not affect the remaining provisions hereof.

Section VIII. Whole Agreement

This Agreement, represents the parties' whole Agreement. There are no other promises, terms, conditions or obligations, and this Agreement shall supersede all previous communications, representations or agreements, either verbal or written.

Section IX. Construction

This Agreement shall be governed by and construed in accordance with the laws of the State of Arizona.

Section X. Insurance Requirements

The Consultant shall maintain during the term of this Agreement insurance policies described below issued by companies licensed in Arizona with a current AM Best rating of A- or better. The Owner's Risk Management Division reserves the right to review and make an exception for substitute/alternative coverage. Failure to maintain insurance as specified herein may result in termination of this Agreement at the Owner's option.

Before the Owner signs this Agreement, the Consultant shall furnish the Owner's Risk Manager with certificates of insurance evidencing the coverages, conditions, and limits required by this Agreement, at the following address:

Town of Camp Verde
Town Manager
473 S Main Street
Camp Verde, AZ 86322
Telephone: (928) 451-3670

The insurance policies, except Worker's Compensation and Professional Liability, shall be endorsed to name the Town of Camp Verde, its agents, officers, officials, employees, and volunteers as additional insureds with corresponding endorsement relative to the additional insured indemnification and with the following language:

The Town of Camp Verde, its agents, officers, officials, employees, and volunteers are hereby named as additional insureds as their interest may appear.

If any insurance policies are written on a "claims made" basis, coverage shall extend for two (2) years past completion and acceptance of the Consultant's work or services and must be evidenced by annual certificates of insurance. The insurance policies shall be endorsed stating that they shall not expire, be cancelled, suspended, voided, or materially changed without thirty (30) days written notice by certified mail to the Town of Camp Verde Risk Manager. The Consultant's insurance must be primary, and any insurance or self-insurance maintained by the Town shall not be contributed to it. If any part of this Contract is subcontracted, these insurance requirements also apply to all subconsultants. The following policies are required:

1. **Commercial General Liability** insurance with a limit of not less than one million dollars (\$1,000,000) plus aggregate coverage of not less than two million dollars (\$2,000,000) per occurrence for bodily injury, property damage, personal injury, products and completed operations, including but not limited to, the liability assumed under the indemnification provisions of this Contract.
2. **Automobile Liability** insurance with a combined single limit for bodily injury and property damage of not less than one million dollars (\$1,000,000) for each occurrence with respect to the Consultant's owned, hired, and non-owned vehicles.
3. **Worker's Compensation** insurance with limits statutorily required by any Federal or state law and **Employer's Liability** insurance of not less than one million dollars (\$1,000,000) for each accident, one million dollars (\$1,000,000) disease for each employee.
4. **Professional Liability** insurance covering acts, errors, mistakes, omissions arising out of the work or services performed by the Consultant, or any person employed by the Consultant, with a limit of not less than one million dollars (\$1,000,000) plus aggregate coverage not less than two million dollars (\$2,000,000) each claim.

The Consultant/Subconsultant agrees to procure and maintain at Consultant/Subconsultant's sole expense and to provide a Certificate of Liability Insurance and Endorsements evidencing insurance coverages below.

When policies are renewed or replaced, any retroactive date must coincide with or precede commencement of services by Consultant under this Agreement. A claims-made policy that is replaced or not renewed must have an extended reporting period of not less than two (2) years.

With the execution of this Agreement, Consultant shall simultaneously furnish any original Certificates of Insurance and corresponding endorsement(s) evidencing the required coverage to be in force on the date of this Agreement.

The receipt of any Certificate of Insurance and endorsement does not constitute an agreement by the Town of Camp Verde that insurance requirements have been met.

Failure of Consultant to obtain Certificates or other insurance evidence from other Consultants shall not be deemed a waiver by the Town of Camp Verde.

The Consultant's liability under this Agreement is not in any way limited by the insurance required by this Agreement.

Failure to comply with insurance requirements may be regarded as a breach of the Agreement terms.

Section XI. Standard of Care

The standard of care for all professional engineering and related services performed or furnished by Consultant under this Agreement will be the care and skill ordinarily used by members of the subject profession practicing under similar circumstances at the same time and in the same locality. Consultant makes no warranties, express or implied, under this Agreement or otherwise, in connection with Consultant's services. Subject to the foregoing standard of care, Consultant and its subconsultants may use or rely upon design elements and information ordinarily or customarily furnished by others, including, but not limited to, specialty Consultants, manufacturers, suppliers, and the publishers of technical standards

Section XII. Indemnity

Consultant agrees, to the fullest extent permitted by law, to indemnify, defend, save and hold harmless the Town of Camp Verde, its departments, agencies, boards, commissions, and its officers, officials, agents, employees and volunteers (hereinafter referred to as "Indemnatee") from and against any and all claims, actions, liabilities, damages, losses, or expenses (including court costs, attorneys' fees, and costs of claim processing, investigation and litigation) (hereinafter referred to as "Claims") for bodily injury or personal injury (including death), or loss or damage to tangible or intangible property caused, or alleged to be caused, in whole or in part, by the negligent or willful acts or omissions of Consultant or any of its owners, officers, directors, agents, employees or subconsultants. This indemnity includes any claim or amount arising out of or recovered under the Workers' Compensation Law or arising out of the failure of such Consultant to conform to any federal, state or local law, statute, ordinance, rule, regulation or court decree. It is the specific intention of the parties that the Indemnatee shall, in all instances, except for Claims arising solely from the negligent or willful acts or omissions of the Indemnatee, be indemnified by Consultant from and against any and all claims. It is agreed that Consultant will be responsible for primary loss investigation, defense and judgment costs where this indemnification is applicable. In consideration of the award of this Agreement, the Consultant agrees to waive all rights of subrogation against the Town of Camp Verde, its officers, officials, agents and employees for losses arising from the work performed by the Consultant for the Town of Camp Verde. The obligations under this Section 10 shall survive termination of this Agreement.

Section XIII. Compliance with Federal and State Laws

The Consultant understands and acknowledges the applicability to it of the Americans with Disabilities Act, the Immigration Reform and Control Act of 1986 and the Drug Free Workplace Act of 1989. Under the provisions of A.R.S. §41-4401, Consultant hereby warrants to the Town that the Consultant and each of its Subconsultants ('Subconsultants') will comply with, and are contractually obligated to comply with, all Federal Immigration laws and regulations that relate to their employees and A.R.S. §23-214(A) (hereinafter "Consultant Immigration Warranty").

A breach of the Consultant Immigration Warranty shall constitute a material breach of the Agreement and shall subject the Consultant to penalties up to and including terminations of this Agreement at the sole

discretion of the Town.

The Town retains the legal right to inspect the papers of any Consultant or Subconsultant's employee who works on this Agreement to ensure that the Consultant or any Subconsultant is complying with the Consultant Immigration Warranty. Consultant agrees to assist the Town in regard to any such inspections.

The Town may, at its sole discretion, conduct random verification of the employment records of the Consultant and any of the Subconsultants to ensure compliance with Consultant's Immigration Warranty. Consultant agrees to assist the Town in regard to any random verification performed. Neither the Consultant nor any of the Subconsultants shall be deemed to have materially breached the Consultant Immigration Warranty if the Consultant or Subconsultant establishes that it has complied with the employment verification provisions prescribed by sections 274A and 274B of the Federal Immigration and Nationality Act and the E-Verify requirements prescribed by A.R.S. §23-214, Subsection A.

Section XIV: No Israel Boycott

The Parties agree that they are not currently engaged in, and agree that for the duration of the Agreement they will not engage in, a boycott of Israel, as that term is defined in A.R.S. §35- 393.

Section XV. China

Pursuant to and in compliance with A.R.S. § 35-394, Consultant hereby agrees and certifies that it does not currently, and agrees for the duration of this Agreement that Consultant will not, use: (i) the forced labor of ethnic Uyghurs in the People's Republic of China; (ii) any goods or services produced by the forced labor of ethnic Uyghurs in the People's Republic of China. Consultant also hereby agrees to indemnify and hold harmless the Town, its officials, employees, and agents from any claims or causes of action relating to the Town's action based upon reliance upon this representation, including the payment of all costs and attorney fees incurred by the Town in defending such as action.

IN WITNESS WHEREOF, the parties hereto have executed this Agreement in duplicate originals, this _
_____ day of _____, 2025

APPROVED AS TO FORM:

Town of Camp Verde:

Town Attorney/Date

By: _____
Mayor/Date

ATTEST:

Town Clerk

Consultant:

By: _____

Date: _____



Town of Camp Verde Development Impact Fee Study Response Workbook RFP #25-213

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

Proposer Name: (Proposer to include response here)

Proposer Address: (Proposer to include response here)

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).

1. 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 within the last ten (10) years
- Three (3) references
- Email and Phone Contract information for persons(s) submitting the Proposal (preferably the designated project manager who will serve as the firms' primary contact person for the Proposal)

(Proposer to include response here)

2. FIRM EXPERIENCE

Provide a minimum of three (3) relevant examples of other Development Impact Fee Study's 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

(Proposer to include response here)

3. PROJECT TEAM

List those individuals who will complete the work for this project. 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.

(Proposer to include response here)

4. 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).

Discuss the firm's unique ability, if any, to professionally deliver a Development Impact Fee Study.

In your approach, outline:

- Any modifications you would suggest to the tasks and/or their suggested order.
- Your approach to performing the tasks and include the timeline for each task to be completed.
- Your approach to the study and how/when/plan to engage stakeholders.
- Methods your firm proposes to use to manage the project and communicate with stakeholders.
- Methods your firm proposes to gather input.
- Data the consultant expects the Town of Camp Verde to provide.
- Any risks and strategies to mitigate them.

(Proposer to include response here)

5. PRICE

- Please include a price proposal for this project.

(Proposer to include response here)

ADDENDUM RESPONSES AND ACKNOWLEDGEMENT:

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

(Proposer to include response here)

CONFLICT OF INTEREST STATEMENT:

If Proposer indicated they have a conflict of interest on the Offer Sheet, Proposer must provide details here.

(Proposer to include response here)

One-page Cover Letter (on company letterhead)

(Proposer to include response here)

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:

(Enter Company Name)	(Enter Company Address) (Enter Company Street Address) (Enter City, State, Zipcode)
(Enter Contact Name)	(Enter Contact Phone Number)
(Enter Contact Email Address)	(Enter Date of Services)
Provide a brief summary of Services provided: (Describe Services Here:)	

Reference 2:

(Enter Company Name)	(Enter Company Address) (Enter Company Street Address) (Enter City, State, Zipcode)
(Enter Contact Name)	(Enter Contact Phone Number)
(Enter Contact Email Address)	(Enter Date of Services)
Provide a brief summary of Services provided: (Describe Services Here:)	

Reference 3:

(Enter Company Name)	(Enter Company Address) (Enter Company Street Address) (Enter City, State, Zipcode)
(Enter Contact Name)	(Enter Contact Phone Number)
(Enter Contact Email Address)	(Enter Date of Services)
Provide a brief summary of Services provided: (Describe Services Here:)	

Attachments and Required Forms

PROPOSAL FORM

Proposal Form: For the proposal opening August 7, 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).

Name

Title

SUBSCRIBED AND SWORN TO BEFORE ME this _____ day of _____, 2025,
by _____.

Notary Public

My Commission Expires:

TOWN OF CAMP VERDE, ARIZONA

AUTHORIZED SIGNATURE FORM

Camp Verde Agreement Number: 25-213

Consultant Name: _____

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

(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 PROJECT 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.

Name

Title

(Seal of Corporation)

STATE OF _____)
) ss.
County of _____)

I, _____ of the _____
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 _____, 2025.

(Officer of Corporation)

(Seal of Corporation)

STATE OF _____)
) ss.
County of _____)

This instrument was acknowledged before me this _____ day of _____,
2025 by _____, 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:

My Commission Expires:



Town Council Agenda Information Memorandum

Meeting Date: October 8, 2025

Agenda Item Type:

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

Requesting Department: Finance

Staff Resource: Finance Director, Mike Showers & Town Manager, Miranda Fisher

Agenda Title: Discussion, consideration and possible approval for the Town Finance Director to make changes to the Town's Finance Operations Guide, per the attached updated document.

Attached Documents: Financial Operations Guide with requested changes

Estimated Presentation Time: 5 mins

Estimated Discussion Time: 10 mins

Reviewed By:

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

Financial Review (if applicable):

- Funding Source / GL Account Number: N/A / See attached
- Approved in the FY26 Budget? ☐ Yes ☐ No ☒ N/A ☐ Other:
- Is this an approved CIP Project? ☐ Yes ☐ No ☒ N/A ☐ Other:

Background Information:

The Town's Financial Operations Guide needs to be updated from time to time to keep up with certain changes. This is a significant re-vamp of the current guide to update numerous sections.

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

Updating the Town's Financial Operations Guide supports the goal of Fiscal Responsibility and Transparency by ensuring that financial policies and procedures remain current, accurate, and aligned with best practices.

Question(s) before the Council:

- Does Council approve the requested changes to the Financial Operations Guide?

Proposed Motion:

Move to **APPROVE** the Finance Director to make changes to the Town's Finance Operations Guide as presented.

OR

Move to **APPROVE** the Finance Director to make changes to the Town's Finance Operations Guide with the following changes...

Town of Camp Verde

Financial Operations Guide



Amended & ApprovedProposed

September ~~3rd~~24th ~~August 16th~~, 20202025

PREPARED BY TOWN OF CAMP VERDE'S FINANCE DEPARTMENT

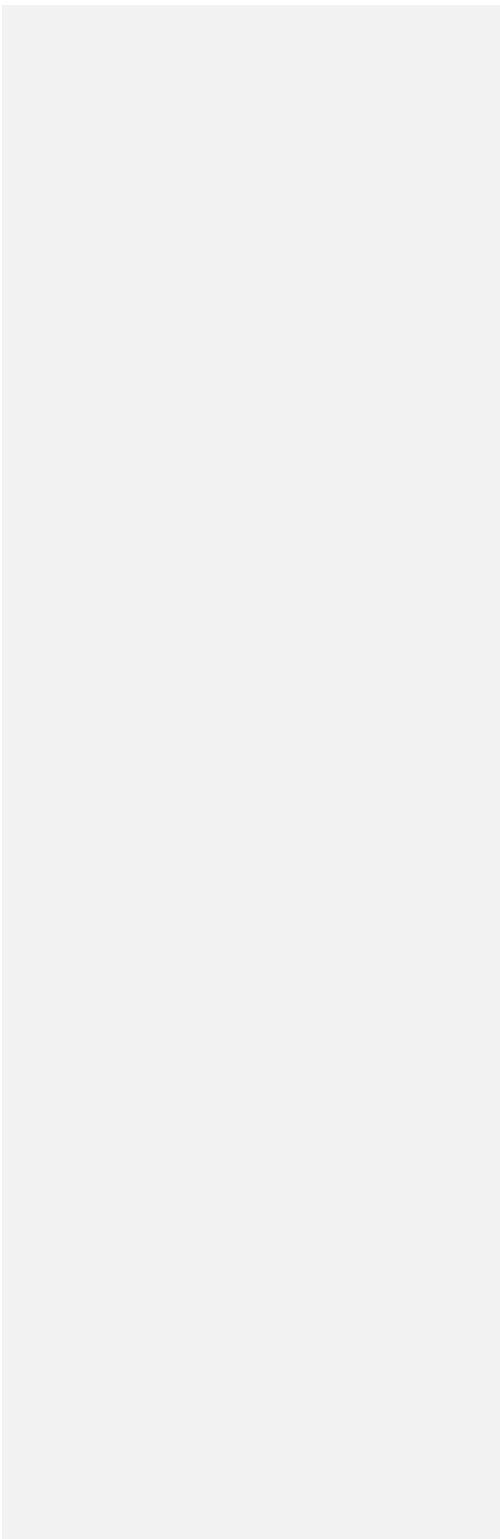


TABLE OF CONTENTS

Section	Page
INTRODUCTION.....	i
ACCOUNTING, AUDIT & GENERAL FINANCIAL	2
CAPITAL ASSETS	4
CASH	6
Bank Accounts.....	7
Petty Cash.....	8
Cash Receipts	10
Credit Card Payments Received.....	12
Accounts Receivable	13
Allowance for Doubtful Accounts	14
Special Event Cash Handling	15
Dishonored Checks	16
Grants.....	17
Donations	20
PURCHASING	21
Procurement.....	22
Receiving.....	25
Contract Services	26
DISBURSEMENTS	27
Cash Disbursements	28
Credit Card/Business Charge Card Use	30
Travel & Training	33
Unclaimed Property	38
GENERAL LEDGER	39
Journal Entries.....	40
Town Funds.....	41
PAYROLL.....	43
BUDGET	46
DEBT	51
INVESTMENTS.....	54
MISCELLANEOUS.....	59
Fraud	60
Cell Phones	66

INTRODUCTION

PURPOSE: The purpose of this manual is to set forth those policies and procedures established to govern and to implement all aspects of fiscal policy and financial management related to the Town of Camp Verde. The general purpose of this document is to provide a working guide to established financial policies and procedures.

I. RESPONSIBILITIES

Camp Verde's Town Code charges the Town Finance Director with implementing the financial policies of the Town Council. In the event that the Finance Director's position is vacant, the duties of the Finance Director will be performed by a designee appointed by the Town Manager. In the absence of the Town Manager, the Acting Manager shall appoint the designee with Council approval, if the assignment is to exceed 20 days.

The Finance Director is responsible for the assignment of duties to appropriate Staff members, as necessary, to ensure proper segregation of duties.

All matters discussed in this operations guide shall be carried out within applicable laws and regulations, and with generally recognized principles of good financial management and accounting. Town employees ~~not following who do not follow~~ the policies and procedures set forth in this manual may be subject to discipline, up to and including termination of employment.

II. AMENDMENTS

~~This guide is written in sections, by subject, with the flexibility to be revised as approved by Council. The revision number and the effective date of the revision are in the top right hand corner of each page.~~

Commented [MS1]: Stating the flexibility to update is not needed. We are tracking the entire document as an update, not individual pages.

III. COMMENTS/CLARIFICATION OF POLICY

All comments and requests for clarification of this guide shall be addressed to the Town's Finance Director.

**ACCOUNTING, AUDIT & GENERAL
FINANCIAL POLICIES
SECTION**

ACCOUNTING, AUDIT & GENERAL FINANCIAL

PURPOSE: To establish standard policies and procedures relating to the general overview and accountability of the ~~Finance Department~~Finance Department~~department~~.

POLICIES/PROCEDURES:

A. ACCOUNTING

1. The Town's accounting and financial reporting systems will be maintained in conformance with Generally Accepted Accounting Principles, which set the rules for financial reporting in the United States, and standards of the Government Accounting Standards Board.
2. A fixed asset system will be maintained to identify all Town assets, their condition, historical cost, ~~replacement~~value and useful life.

Commented [MS2]: Replacement value would have to be calculated on a regular basis by reviewing the marketplace for comparable sales on a regular basis for hundreds of assets. This would cause a tremendous load of work for virtually no value.

B. AUDIT

1. An annual audit will be performed by an independent public accounting firm with the subsequent issue of an official ~~Comprehensive~~ Annual Comprehensive Financial Report, including an audit opinion.

C. FINANCIAL

1. STABILITY

- a. To maintain a financially viable Town that can maintain/preserve an adequate level of municipal services.
- b. To maintain financial flexibility in order to be able to continually adapt to local and regional economic changes.
- c. To maintain and enhance the sound fiscal condition of the Town.
- d. To mMaintain a positive municipal credit rating.

2. REPORTING

- a. Per Town Code Section 3-2-3~~BB~~, the Finance Director shall make monthly reports to the Council of all receipts and disbursements, and the balance in each fund.
- b. Quarterly financial, Capital Improvement Program and Investment reports will be submitted to the Town Council as soon as practicable following the close of the quarter, and will be made available to the public.
- c. Full and continuing disclosure will be provided in the general financial statements and bond representations.

3. RESERVES

- a. Reserve balances shall not be utilized without Council approval.
- ~~a.b.~~ The Town will maintain General Fund reserves of unrestricted monies in the amount of ~~\$24,050,000~~.
- ~~b.c.~~ The Town will maintain HURF Fund reserves in an amount equal to ~~three (3) months~~25% of current annual budgeted HURF operational expenditures. ~~This reserve balance shall not be used without approval from the Council.~~

Commented [MS3]: I think we should bump this up to \$2M. 12.5%. I think 25% for our Town holds too much hostage. However, if we wanted to create a separate

Commented [MS4]: This would exclude large capital projects that may hit this fund in the future.

CAPITAL ASSET POLICIES

SECTION

CAPITAL ASSETS

PURPOSE: To establish standard policies and procedures for the accurate tracking of capital assets.

POLICIES: Capital assets are described as any item (property, vehicle, equipment, etc.) that has a purchase price or valuation (for donated items) of \$5,000 or more. Stewardship assets are described as any item (property, vehicle, equipment, etc.) that has a purchase price or valuation (for donated items) of \$1,000 to \$4,999. Right-of-Use assets are described as leased assets, including subscription-based technology, that has a purchase price or calculated valuation of \$20,000 or more.

Commented [MS5]: Per FY24 Audit.

I. ACQUISITION

- A. Departments shall notify the Finance Department in writing when any item is acquired, disposed of, or transferred to another department when the item was purchased or valued at \$1,000 or more.
- B. For items valued at \$1,000 or more or lease/software agreements with total contractual payments of more than \$20,000, the department shall complete and submit an Asset Acquisition Form to the Finance Department for inclusion on either the Capital Asset Listing or the Stewardship Asset Listing.
- C. Capital assets are depreciated on a straight-line basis.
- D. In consultation with department heads, the Finance Director assigns useful lives to individual assets based on asset category.
- E. When equipment items are acquired, departments shall request property tags from the Finance Department to be affixed to the assets, if feasible. Property tags should not be affixed to any item if this would seriously impair the item's value or usefulness. Engraving or other means of identification of such items is recommended to facilitate their possible return if they are lost or stolen.

Departments indicate the property tag number assigned on the vendor invoice before forwarding to the Finance Department. Staff provides copies of such invoices to the Finance Department for updating the Capital Asset/Stewardship Listings.

- F. If an asset has been donated to the Town, the receiving department shall complete the "Asset Acquisition Form" and submit to the Finance Department at the time of receipt of assets. The Finance Department will issue a property tag as applicable, and staff will update the Capital Asset/Stewardship Listings.
- G. For capital projects (assets acquired through construction or assets acquired through similar multiple payments), a separate account code shall be created to track the costs to be capitalized. For existing assets, projects should be identified as to whether they are improvement projects or repair/maintenance projects. Improvement projects significantly extend the useful life of an asset or increase the value of an asset. Repair/maintenance projects generally maintain the condition of an asset so that the expected useful life is attained.

II. MAINTENANCE

- A. Each year staff forwards-must provide an updated Capital Asset Listing and Stewardship Listing to the Risk Manager/HR Director for insurance purposes.

B. ~~Once a year, the Finance Department~~ distributes current equipment listings for verification and physical inventory by department heads or designees, along with instructions regarding how physical inventories are to be performed. If there are any discrepancies, the proper corrections to the listing are indicated noting the date of the change and any other needed information (price, useful life, etc.). In addition, during the physical inventory process, the department heads or designees examine assets for possible impairments and designate surplus assets available for auction/disposal. The listings are returned to the Finance ~~Department~~ division. The Finance Director researches and resolves any discrepancies between the physical inventory and the Capital Asset Listing. Each year, the Finance Department ~~department~~ will physically sample a random selection of the Capital Asset Listing for verification that the items are still in the possession of the Town and are in working condition. During this review, staff will also search for items not listed on the Capital Asset Listing.

C. Staff reviews and reconciles the Capital Asset Listing to the general ledger on an annual basis. The Finance Director reviews the reconciliation, initialing and dating as evidence of review.

~~B. Once a year, the Finance Department~~ Finance distributes current equipment listings for verification and physical inventory by department heads or designees, along with instructions regarding how physical inventories are to be performed. If there are any discrepancies, the proper corrections to the listing are indicated noting the date of the change and any other needed information (price, useful life, etc.). In addition, during the physical inventory process, the department heads or designees examine assets for possible impairments and designate surplus assets available for auction/disposal. The listings are returned to the Finance Department Finance. The Finance Director researches and resolves any discrepancies between the physical inventory and the Capital Asset Listing. Each year, the Finance Department Finance will physically sample a random selection of the Capital Asset Listing for verification that the items are still in the possession of the Town and are in working condition. During this review, staff will also search for items not listed on the Capital Asset Listing.

~~C. Staff reviews and reconciles the Capital Asset Listing to the general ledger on an annual basis. The Finance Director reviews the reconciliation, initialing and dating as evidence of review.~~

III. DISPOSAL

A. Departments shall complete a Request for Authorization to Dispose of/Transfer Equipment form and submit it to the Finance Department prior to the disposal or transfer of assets. The Finance Director reviews and approves all Requests for Authorization to Dispose of/Transfer Equipment forms.

B. Departments shall report lost, stolen, or destroyed assets within ten working days of discovery to the Risk Manager/HR Director and the Finance Department.

C. The Town utilizes the Public Service website to dispose of surplus supplies and/or assets in compliance with A.R.S. Section 9-402. This website adheres to the specific procurement requirements that public agencies must follow in disposing surplus supplies and/or assets. The website address is <http://www.publicsurplus.com/sms/campverde.az>.

D. For smaller dollar items under the stewardship and capital asset thresholds, disposals shall ~~be in compliance~~ avoid any conflict with A.R.S. State statutes Article 9 section 7 of the Arizona Constitution, which prohibits "gifts of public funds" which includes government property. Therefore, surplus supplies and/or assets cannot be donated to other non-governmental organizations. The law does allow for donation to other governmental entities. Town property may not be given or sold directly to Town employees. Items that are deemed inappropriate to sell, shall be disposed of in Town waste bins.

Commented [MS6]: No actual change here. Formatting issues.

Commented [MS7]: This has come up a few times. Something is worthless to sell but an employee would like to take it. While that may seem fine, it opens the door to inappropriate "review" and should just be specifically restricted in policy.

Commented [TS8R7]: Please note that although the Town cannot directly sell to a public employee the Town can hold a public auction and award to the employee if they are highest bidder. There is no legal problem so long as it is a fair and competitive process in accordance with Title 9 of the Arizona Revised Statutes and the employee is not involved in the process/abstains as a public official:

9-402. Sale and disposition of property; advertising for bids; publication; donation; easements

A. A city or town may sell and convey all or any part of its real or personal property, whether or not the property is devoted exclusively to public use.

B. The sale shall not be made until an invitation for bids for the purchase of the property has been published as provided by section 39-204 and notice has been posted in three or more public places within the city or town.

C. If no newspaper is published within the city or town, then the invitation for bids shall be published as provided by section 39-204, and by posting notices for bidders in three or more public places within the city or town.

D. A city or town may donate lost and found or unclaimed personal property in its custody for at least ninety days to nonprofit charitable organizations.

E. Notwithstanding subsections A and B of this section, a city or town may convey to the appropriate property owner without receiving payment an easement that the city or town no longer needs.

- E. The following steps shall be ~~followed~~ adhered to regarding the disposal of surplus supplies and/or assets:
1. The disposition of surplus supplies and/or assets shall be authorized by the department head of that department.
 2. Send an email to "All Employees" describing the item (include a photo if available) available. Allow at least four (4) working days to allow requests for the item to be transferred to another Town department.
 3. If no requests to transfer the item to another Town department are received, prepare the item for submission to the Public Service website as follows:
 - a. Take a digital photo of the item.
 - b. Complete the Vehicle Property or General Property description form.
 - c. Email the description form, digital photo, and any suggestions for a start price or reserve (minimum amount for the item) if applicable to auctions@campverde.az.gov. Indicate whether the item has instruction manuals and/or accessories, as well as the working condition and general condition of the item. Provide as much information as possible.
 - d. Indicate in the email who should be contacted to pick-up the item when sold and when it will be available for pick-up.
 4. At the end of the auction timeframe, if the item sells, a Closing Notification report is generated from the Public Surplus website detailing the item sold as well as the sales price and the purchaser. A copy of this report is to be given to the Finance Department. This report is used to update the assets listed on the Stewardship and Capital Asset listings.
 5. When the purchaser pays for the item, an "Auction Receipt" report is generated. A copy of this report is to be given to the Finance Department. Payment from the purchaser is received by Public Surplus and transmitted to the Town.

CASH POLICIES

SECTION

BANK ACCOUNTS AND RECONCILIATION

PURPOSE: To ensure that all activity within the general ledger is complete and properly reconciled to the bank.

I. POLICIES

A. The General Account serves as the general operating bank account of the Town and represents the pooled cash of all funds, except those amounts retained in separate bank accounts for legal or operational purposes.

B. Each fund's share of the pooled cash is recorded on the general ledger as Equity in Pooled Cash.

A.C. In accordance with Arizona Revised Statutes 35-1207(A.R.S.), each bank account that the Town maintains over the FDIC insured amount shall be collateralized by the bank for the amount over the FDIC insured amount.

B.D. All bank accounts and related activity shall be properly recorded in the general ledger.

C.E. Prior to opening or closing any Town bank accounts, Council authorization shall be obtained.

D.F. Only the Mayor, Vice -Mayor, Finance Director, and Town Clerk are authorized check signers on the Town's accounts as established in Resolution 2008-744 and the individuals in all four positions shall be listed as signers on each Town checking account. Signature cards shall be updated when necessary to reflect any changes in those positions.

E.G. Authorization is given by Council to the Finance Director to initiate and approve direct transfers of funds between Town bank accounts to provide for the payment of accounts payable, payroll transactions, debt payments and investments. Authorization is further given to the Finance Director to make transfers to outside agencies for the purposes of normal payroll functions and payments on Town approved debt.

F.H. Each bank account shall be reconciled monthly and on a timely basis to resolve any discrepancy. Reconciliations shall be signed and dated by the preparer and forwarded to the designated person for review. Once reviewed and signed, the reconciliations are returned to the Finance Department.

II. INTERFUND BORROWING

G.A. The General Account serves as the general operating bank account of the Town and represents the pooled cash of all funds, except those amounts retained in separate bank accounts for legal or operational purposes.

H.A. Each fund's share of the pooled cash is recorded on the general ledger as Equity in Pooled Cash.

I. Once all bank accounts have been reconciled for the month, the Finance Director reviews and reconciles the Equity in Pooled Cash balances to ensure the amounts agree to the offsetting entries in the General Fund.

Commented [MS9]: Eliminate the "Interfund Borrowing" heading and move A and B to the top under policies.

PETTY CASH ACCOUNTS

PURPOSE: To account for minor disbursements when immediate payment is required.

I. POLICIES

~~A. The petty cash reimbursement and reconciliation shall be reviewed by someone other than the custodian or person who purchased the items.~~

~~B.A.~~ Petty cash shall be properly safeguarded at all times.

~~C.B.~~ At a minimum, the Petty Cash Custodians shall request replenishment when the petty cash balances are more than 50% below the established beginning balance or an immediate need for replenishment is anticipated.

~~D.C.~~ All petty cash receipts shall be submitted for reimbursement no later than the fiscal year-end in which the purchase is made, to ensure all amounts are recorded correctly.

~~E.D.~~ Petty cash funds may not be used for personal services/items.

II. PROCEDURES

A. DISBURSEMENTS

1. The requesting employee shall obtain the department head approval before purchases are made.
2. The requesting employee completes the Petty Cash Withdrawal Request form and initials the actual receipt.
3. The Petty Cash Custodian receives all Petty Cash Withdrawal Request forms and vendor receipts and ensures receipts are initialed, the form is complete and properly approved before any disbursement is made from the Petty Cash Account.
4. The Petty Cash Custodian maintains a Petty Cash Disbursement/Replenishment Log, ~~either in hard copy form or in Excel~~, for all disbursements and replenishments.
5. The Petty Cash Custodian checks the amount requested for mathematical accuracy and notes any discrepancy.
6. Upon disbursement of cash to the employee, the employee signs the Petty Cash Withdrawal Request form for acknowledgement of receipt of cash.
7. If there is change from the purchase, the employee signs the form acknowledging his/her return of any monies and the Petty Cash Custodian verifies the amount of the vendor receipt against the amount of the original disbursement.

B. RECONCILIATION

1. On a quarterly basis or as needed, using the Petty Cash Disbursement/Replenishment Log, the Petty Cash Custodian reconciles the disbursement and change returned amounts listed on the various Petty Cash Withdrawal Request forms.
2. The Petty Cash Custodian also reconciles the Petty Cash Fund comparing the established beginning balance to amounts disbursed and remaining cash.
3. The Petty Cash Custodian researches and resolves any discrepancies.

Commented [MF10]: I think we need to define who this "someone" is.

Commented [MS11R10]: Honestly, I think we should just remove the entire sentence.

Commented [MF12]: Who is authorized to be a custodian?

Commented [MS13R12]: Each department makes that decision.

Commented [MF14]: I'd like to move away from paper records.

Commented [MS15R14]: But rather than specifying the exact program that must be used why not just leave it generic and take the excel and paper references out?

Commented [MS16R14]: Plus there is no way for an employee to sign unless its on paper.

Commented [MF17]: Do they give these reconciliations to Finance?

Commented [MS18R17]: Most times with their request for a check. Also, Finance reviews all petty cash locations every year for audit prep.

4. The department head reviews the reconciliation.
5. The Petty Cash Custodian prepares a check request to replenish petty cash funds, when necessary. All receipts and Petty Cash Withdrawal Request forms shall be attached to the check request.
6. The Petty Cash Custodian receives a petty cash fund reimbursement check made payable to the applicable petty cash custodian for the purposes of replenishing the petty cash fund.

CASH RECEIPTS

PURPOSE: To describe the policies and procedures for obtaining and receipting all revenues received by the Town of Camp Verde.

POLICIES/PROCEDURES

- A. All cash received must have a receipt generated either in a manual receipt book or the computer accounting system depending on the department setup. Any payments taken in person should be receipted with one copy going to the payer. All checks are stamped "For Deposit Only, Town of Camp Verde" immediately upon receipt. All receipts are immediately placed into a secure location; (e.g. locked drawer or safe).
 - a. Each individual authorized ~~to, by their respective department,~~ to accept cash payments shall maintain their own separate receipt book and enter those receipts into their own computer deposit batch.
 - b. One copy of each receipt shall be given to the customer. A second copy of each receipt shall be turned into the Finance Department with the applicable batch. Receipts not in consecutive order must be explained and documented.
- B. For departments that accept credit cards, a batch report for all credit cards processed for the day shall be generated at the end of each day and reconciled to applicable receipts.
- C. Receipts are entered into a weekly batch in the computer accounting system by the receiving department. The batches are posted and closed at the end of each week. If cash on hand accumulates to over \$2,000.00, the batch should be closed that day and taken to the Finance Department.
- D. Each batch report is initialed by the department director and taken to the Finance ~~office-Department~~ by Thursday of each week. The money is counted by the Accountant in front of the department representative. Any discrepancies are noted at that time and are dealt with appropriately. After verifying the cash balances with the report, the Accountant initials the correct cash balance and places the report in a holding file for the actual deposit and places the money in the Finance Department in safe a secure locked location. ~~All As-much as-practicable along with all monies received, the "Daily-Cash-cash Reconciliation-reconciliation Reportreports", batch-reports, receipts, and/or cash register tapes, should be remitted to the Finance Department attached to each batch report submitted to the Finance Department~~department.
- E. The Finance Department prepares bank deposits from all received batches weekly or once actual cash on hand is greater than \$10,000. A summary deposit report of all batches is created by the Finance Director through the accounting system and balanced to actual cash on hand as counted by the Accountant. The deposit is then taken to the bank. The deposit receipt and deposit slip are attached to the combined batch reports and summary report and filed.
- F. Funds deposited directly to Town bank accounts are entered into the computer accounting system during the bank reconciliation process.
- G. The Town Pool facility maintains a cash register for the receipt of funds. The cash register is opened with a \$100.00 change fund. Daily receipts are closed out each day by the Head Life Guard and the Cashier. The daily receipts along with the daily reconciliation report are put into a sealed bag and placed into a locked drop box. Pool revenues are picked up weekly by authorized Parks & Rec personnel and entered into the weekly batch for the Parks and Recreation~~eeel department~~Department.

- H. All bank accounts are reconciled monthly by staff (initialing and dating upon completion), reviewed by a separate employee, (the Finance Director, the Town Manager or Clerk, initialing and dating as evidence of review), and filed. (See the Bank Reconciliations Section for further details.)
- I. Customer Complaints. Customer complaints regarding payments to the Town should not be handled by the same person who receives the monies in dispute. If the person receipting monies receives a customer complaint regarding such monies, the customer should be directed first to a supervisor. If the complaint is not resolved, it shall be forwarded as follows until resolution is achieved:
- Finance Director
 - Town Manager
 - Town Council

Note: For non-finance related complaints, please reference the Complaint Policy.

CREDIT CARD PAYMENTS RECEIVED

PURPOSE: To communicate the policies and procedures for accepting credit card payments.

I. POLICIES

- A. Any and all departments must have authorization from the ~~Finance Department~~Finance Department to accept credit cards for payment.
- B. General Town departments may not accept credit card payments in excess of \$10,000.00. The Water and Wastewater Funds may not accept credit card payments in excess of \$~~12~~,000.
- C. Credit card numbers shall never be stored or retained by the Town.

II. PROCEDURES

- A. Receipts from on-site payments shall be signed by the presenter at time of payment.
- B. Receipts shall be entered into their own batches, separate from cash and checks.
 - a. Receipt batches shall not cross months; (e.g. January receipts shall not be included in a batch with February receipts).
 - b. The only exception to above are receipts from the last 2 days of any given month are to be entered in a batch for the next month; (e.g., receipts from January 30th and 31st shall be entered with February receipts).
- C. Credit card batches should be turned in to the Finance Department weekly, but at a minimum monthly by the 5th of the following month.
- D. Batches are processed monthly in the Finance Department along with the Main Checking account bank reconciliation.
- E. Credit card payments over the internet shall be imported each month by the Finance Department and entered into their own batch.
- F. Discrepancies shall be referred to the initializing department for clarification or to correct errors.
- G. Credit card information taken over the phone shall be shredded immediately upon completion of the transaction.

ACCOUNTS RECEIVABLE

PURPOSE: To establish procedures for proper management of accounts receivable.

POLICIES/PROCEDURES

A. COURT RECEIVABLES

1. The Municipal Court maintains records of outstanding receivables.
2. On a monthly basis, the Court [Supervisor-Administrator](#) identifies delinquent accounts and forwards the accounts to the collection agency.
3. Each month, the Court [Supervisor-Administrator](#) forwards the Monthly Transmittal Report, Bond Report and Bank Reconciliation to the Finance Department.

~~B. REVOLVING LOAN FUND RECEIVABLES~~

- ~~1. Staff as assigned maintains subsidiary ledgers by payer for each Revolving Loan Fund loan receivable account identifying the loan amount, monthly payments, and remaining balance owed.~~
- ~~2. On a monthly basis, the staff reviews the subsidiary ledgers for any delinquencies.~~
- ~~3. On a monthly basis, staff updates the receivable balance based on monthly statements and payments made.~~
- ~~4. Staff maintains copies of the subsidiary ledgers for reconciliation to the master control account in the Town's general ledger.~~
- ~~5. The Finance Director reconciles the subsidiary ledgers to the general ledger, investigating and correcting any discrepancies.~~

~~C.B.~~ MISCELLANEOUS RECEIVABLES

1. Following each fiscal year end, the Finance Director reviews July and August cash receipts to identify any unrecorded receivables.
2. Any amounts collected by the Town prior to June 30 and remitted to the bank after June 30 are recorded as cash on hand.
3. Any amounts collected after June 30 for services provided prior to June 30 are recorded as accounts receivable.

ALLOWANCE FOR DOUBTFUL ACCOUNTS

PURPOSE: To establish procedures regarding the amount of receivables that is annually estimated as “uncollectable” by the Finance Director. The establishment of an allowance account ensures that the Town’s receivables are not overstated for financial reporting purposes.

I. POLICIES/PROCEDURES

- A. The Finance Director ~~(or designated staff)~~ shall establish an allowance for doubtful accounts.
- B. The estimated allowance should be based upon historical data or other pertinent information relative to the receivables in question.
- C. Generally Accepted Accounting Principles allows for the allowance to be based on a percentage of “net charges” on an annual basis; or based on a percentage of aged receivables.
- D. The estimated Allowance for Doubtful Accounts shall be updated on an annual basis.

SPECIAL EVENT CASH HANDLING

PURPOSE: To describe the policies and procedures for collecting and reporting amounts received during special event functions.

POLICIES/PROCEDURES

- A. The responsible department shall turn in a check request for the required bank amount 10 business days before the event. The amount of the starting bank is entered on the Special Event Start Bank Form and initialed by the Finance Department.
- B. A cash box or register shall be used for all special events. Once the starting bank check is cashed, all money should be placed in the cash box or register, which must be stored in a locked and secure location.
- C. Cash registers and central ticket areas shall be used for food, drink, and admission.
- D. Any overflow cash removed during the event must be documented and initialed on the Special Event Start Bank Form. The amount should be verified and initial by the person transporting the money. Removed cash shall immediately be moved to a locked and secure location. For transfers of \$~~4~~2,000 or more, a Camp Verde Marshal's Office (CMVO) Deputy Town employee shall accompany the transporter.
- E. When making change, the exact amount must be returned to the cash box that was taken from the cash box (e.g., ~~Example~~ four (4) fives for a twenty).
- F. At the end of the event, a two (2) Town employee (and CVMO Deputy if the amount is over \$1,000) shall transport the money to a secure location, (e.g. safe or locked drawer) with each verifying the count of cash. No money is to be counted at this time while at the event.
- G. The first work day following the special event, a minimum of two (2) Town employees shall count and receipt in the funds, and in another department, two (2) Town employees shall count tickets. Amounts are to be recorded on the Special Event Cash Count Sheet. Funds and ticket counts shall then be turned over to the Finance Department for verification.

DISHONORED CHECKS

PURPOSE: To describe the policies and procedures for recording and collecting amounts due from dishonored checks.

POLICIES/PROCEDURES

- A. Upon receipt of notice from the bank that a check has been dishonored, the Finance Department issues a letter to the Payer (the party that issued the check) demanding payment for the amount of the check plus a returned check fee as established by Council resolution. This notice allows the Payer five (5) days from the receipt of the letter to remit the total amount due to the Finance Department or face collection from the Yavapai County Attorney Bad Check Program. A copy of the letter, a copy of the notice from the bank, and the original dishonored check are placed in a file for follow up.
- B. The Finance Department notifies the original receiving department of the dishonored check.
- C. The original notice from the bank is attached to the corresponding bank reconciliation as backup.
- D. An entry through the bank reconciliation process is made to record the reduction from the Town's bank account as well as record the amount of the check as an accounts receivable in the proper fund (General Fund, HURF Fund, etc.). Upon payment of the total amount due, the amount of the check is coded to accounts receivable, the returned check fee is coded to Miscellaneous Revenues, and the total is coded to the Town's bank account.
- E. If the Payer has not made payment in full, or payment arrangements, within the allowed timeframe, the check is forwarded to the Yavapai County Attorney Bad Check Program for collection. A copy of the Yavapai County Attorney's form as well as all of the backup is retained in the file for future reference.
- F. Upon payment from the Yavapai County Attorney Bad Check Program, the backup from the file is attached to the receipt for reference.
- G. All payments on dishonored checks shall be forwarded to the Finance Department for entry. Only the Finance Director is authorized to setup payment arrangements for amounts due to the Town.

GRANTS

PURPOSE: To ensure grants are properly approved and accounted for.

I. POLICIES

- A. All grant applications shall be approved by the Town Manager prior to the application being submitted. The approval shall be made through email. The approved grant application shall be forwarded to the Finance Director in digital format along with a copy of the Town Managers approval either in writing or from email.
- B. Grants larger than \$50,000 or that require any amount of Town matching funds require approval from the Town Council prior to application. Approval by Council of a grant applications can be done through ratification with Town Manager approval if the deadline for the grant is set before the next Council meeting and if the grant does not require any match funding.
- C. The department administering the grant must complete a Grant Summary Report that is submitted to the Finance Department at the time of grant submittal.
- ~~C-D.~~ The department administering the grant shall be responsible for the submission of any required quarterly and annual financial reports at the frequency determined by required by the granting agencies and is also responsible for verifying that all expenditures are reviewed for reasonableness and for compliance with the grant requirements as well as all requirements laid out in Section C below.
- ~~D-E.~~ All Federal grants shall be received into the Federal Grants Fund. All other State, County, Non-profit grants of a formal nature shall be received into the Non-Federal Grants Fund. Finally, all non-formal grants or general donations that carry some type of restriction shall be received into the Restricted use Fund.

II. PROCEDURES

A. REIMBURSEMENT GRANTS

1. Monthly, quarterly or as required by the granting agency, the department representative shall obtain a listing of all applicable grant expenditures from the accounting system. Employee wages allocated to the grant must be documented and listed on a per day basis for allocated hours with relevant and allowable wage and ERE costs totaled.
2. After the reimbursement claim is prepared, it is forwarded to the Finance Department for approval before it is submitted. Any discrepancy between the expenditures incurred and the reimbursement claim prepared shall be documented and returned to the department representative for adjustment. Once approved by the Finance Director, the claim is submitted to the granting agency for reimbursement.
3. Finance staff prepares journal entries to record related receivables, transfer of monies for any matching requirements, or adjustment of expenditures as needed.
4. Upon receipt of grant monies, staff ensures that the reimbursement received reflects the amount requested. If not, staff researches and resolves the discrepancy.
5. Finance staff periodically reviews pending reimbursement claims to determine if any outstanding claims have not been received in a timely manner.

B. ADVANCE-TYPE GRANTS

1. Monthly or quarterly as required by the granting agency, the department representative shall obtain a total listing of all applicable grant expenditures along with the grant amounts advanced from the granting agency from the Finance Department.
2. All expenditures are reviewed for reasonableness and for compliance with the grant requirements by the department administering the grant.
3. Once expenses are verified, any required financial status reports shall be prepared and submitted to the granting agency. Copies of the reports are forwarded to the Finance Department. Any discrepancy between the expenditures incurred and the financial status reports prepared shall be documented by the department representative and submitted to the Finance Department with the copy of the reports.
4. The Finance Director prepares journal entries to transfer monies for any matching requirements, or adjustment of expenditures as needed.

C. OMB UNIVERSAL GUIDANCE

1. Financial Management
 - a. The applying department shall identify, document and forward to the Finance Department the following information for all federal grants: 1) CFDA title & number, 2) Federal award ID number and year, 3) Name of the federal agency and 4) Name of the pass-through entity, if any.
 - b. The Finance Department shall make sure accounting records adequately identify the source and application of funds and be able to show budget to actual comparisons.
 - c. The applying department shall make sure that assets acquired through a federal grant are adequately safeguarded and utilized only for authorized purposes.
 - d. The Finance Department shall make every reasonable effort to minimize the duration of time between the receipt and disbursement of grant funds.
2. Cost Principles

Expenditures under federal awards must:

 - a. Be necessary and reasonable for the performance of the federal award and be allocated to that use.
 - b. Conform to any limitations or exclusions regarding type or cost.
 - c. Be consistent with the policies and procedures the organization would apply to non-federally financed work.
 - d. Be treated consistently with other comparable costs. For example, a cost may not be assigned to a federal award as a direct cost if any other cost incurred for the same purpose in like circumstances has been allocated to the federal award as an indirect cost.
 - e. Be determined in accordance with generally accepted accounting principles (GAAP), except as otherwise provided in 2 CFR 200.
 - f. Not be used to meet cost-sharing requirements or matching requirements of any other federally financed program.
 - g. Be adequately documented.
3. Conflict of Interest
 - a. No employee, officer, or agent may participate in the selection, award or administration of a contract supported by a federal award if he or she has a real or apparent conflict of interest. Conflict of interest extends beyond the person involved to include their spouse, family or other employers as well.
 - b. Individuals involved in the procurement process may not solicit nor accept gratuities, favors or anything of monetary value from contractors or parties to sub-contractors unless the gift is of nominal value, unsolicited and inconsequential to the current federally funded project nor any in the foreseeable future.

- c. Disciplinary action for knowingly engaging in items a or b above regarding conflicts of interest or accepting gifts or gratuities may include termination of the employee, cancellation of any related procurement agreements and civil and criminal prosecution.
- 4. Procurement
 - a. Records detailing the entire procurement process, including relevant decisions along the way, for every federally funded procurement process shall be maintained for 3-years or longer if stipulated by the federal award agency.
 - b. The Town's procurement policy shall be followed for all federally funded projects unless the federal agency's guidelines dictate a stricter requirement, in which case, the stricter policies shall be followed (see the Procurement section within this document).

DONATIONS

PURPOSE: To ensure that donations received by the Town are properly reviewed, accepted, accounted for and reported.

POLICIES/PROCEDURES:

I. GENERAL DONATIONS

Donations without direct guidance from the donor will be received into the General Fund as unrestricted monies.

II. RESTRICTED DONATIONS

- A. Donations that are restricted in form by the donor as to use or timing of use or any further conditions open the use of such monies must be approved by the Finance Director. Restricted Donations may be returned if it is determined by the Finance Director to be in the Town's best interest to do so. Donations of a de minimis amount or value (less than \$100.00) and for established designated functions do not require the Finance Director's approval.
- B. Employees of the Town may not impose their own restrictions on received donations. Only direct communication from the donor may restrict the use of a donation.
- C. The Finance Director shall be notified as soon as any restricted donations are received, pledged or expected.
- D. Restricted donations are not officially received and accepted until they are deposited by the Town.
- E. Restricted donations must be received with the following information in writing:
 - 1. Donor's Name
 - 2. Donor contact information
 - 3. Conditions of useWithout the above information, restricted donations shall not be deposited until the information is received.
- F. Restricted donations shall be identified and tracked in the general ledger and reconciled on a quarterly basis.

PURCHASING POLICIES

SECTION

PROCUREMENT

PURPOSE: To establish standard policies and procedures for the procurement of goods and services for the Town of Camp Verde to ensure that all goods and services received are properly authorized.

POLICIES/PROCEDURES:

I. GENERAL REQUIREMENTS

- A. Department Head approval is required for all purchases. All invoices shall be initialed and dated showing the department head's knowledge and approval for those purchases.
- B. Normal recurring operating expenses, such as utility expenses, rental payments, payroll taxes, etc. do not require comparative quotes or requisitions for approval.

II. PROCUREMENT PROCESSES

- A. Comparative Quotes
 - 1. 3 comparative quotes are required for purchases over \$10,000 up to \$50,000 and all non-Bid purchases over \$50,000 except as stated in item B under General Requirements above.
 - 2. Quotes or current pricing information shall be obtained from reasonable competitors. All competitor information must be printed and attached to the purchase request. Pricing comparisons shall be based on best available price information with only reasonable competitor prices used.
 - 3. Where 3 quotes cannot be obtained, a vendor's refusal to quote or simply the lack of vendors shall be documented and submitted with the requisition to the Finance Department.
 - 4. When only a sole-source vendor is available, that information shall be documented on the requisition.
 - 5. The Town reserves the right to select a higher quote if circumstances can be documented that the more expensive choice is in the Town's best interest.
 - 6. Comparative quotes are not required when purchasing from a vendor on any State approved State Procurement List.
- B. Requisitions
 - 1. The computerized requisition process shall be used for any purchases or projects that in total accumulate to more than \$20,000 for each individual vendor except as stated in item B under General Requirements above.
 - 2. Approved requisitions show official approval for the procurement process to go forward. As such, no purchases shall be made nor agreements signed until the requisition is approved in full.
 - 3. Requisitions require the following approvals:
 - a. Finance Director approval for all requisitions.
 - b. Town Manager approval for all requisitions of \$30,000 or more.
 - c. Formal Council approval for purchases of \$50,000 or more.

C. Sealed Bids

- ~~Designated Project Manager formulates the bid document.~~
- ~~Administrative Support Manager submits for publication of the bid notification to The Verde Independent for a minimum of 2 weeks. The Town Manager will be cc'ed.~~
- ~~Designated Project Manager receives bids and determines the recommended awardee.~~
 - ~~The Town typically awards to the apparent lowest bidder.~~

- ~~— If a bid is submitted through RFP/RFQ, an evaluating committee selected by the Project Manager will score and rank the bids to determine the recommended awardee.~~
- ~~— Town Council consideration and possible approval of bid to the recommended awardee.~~
- ~~— Project Manager notifies via email the PW/Utilities Administrative Team of approval to proceed by Council.~~
- ~~— Project Manager initiates project with contractor and completes all required documentation.~~
- ~~— PW/Utilities Administrative Team will complete the requisition process in Tyler.~~
 - ~~— The following documents are required at this time:~~
 - ~~— AIM~~
 - ~~— Grant Summary Sheet (if applicable)~~
 - ~~— Approval of minutes (will need to be acquired from the Clerk's Department once available; draft minutes will be uploaded in the interim)~~
 - ~~— Signed contract agreement (must show total project amount)~~
 - ~~— Three quotes (if applicable) or sole source approval form~~
 - ~~— W9~~
 - ~~— With receipt of documentation, the contractor will be set up as a vendor with Finance or updated if already a vendor.~~
 - ~~— PW/Utilities Administrative Team will email notify all approving parties that the requisition is available for review and approval. Approval parties must review and approve requisition within 10 business days.~~
 - ~~— Requisitions under \$30K include the following approval parties: Administrative personnel who created the requisition, Department Director, Finance Director.~~
 - ~~— Requisitions above \$30K include the following approval parties: Administrative personnel who created the requisition, Department Director, Finance Director, and Town Manager.~~
- ~~— Project execution. Inspections of project completed by Project Manager as needed.~~

1. A formal sealed bid process is required for construction and materials related purchases of \$50,000 or more.
2. Obtain a project/bid number from the Town Clerk's Office.
3. Publication of a notice of solicitation. ~~Per A.R.S. § 41-2533, in accordance with A.R.S. Section 9-812, an~~ invitation for bids shall be issued and shall include a purchase description and all contractual terms and conditions applicable to the procurement. The notice shall include publication one or more times in a newspaper of general circulation in the Town within a reasonable time before bid opening. The publication shall be not less than two weeks before bid opening nor more than 90 days before bid opening and shall be circulated within the affected governmental jurisdiction. ~~Notice should~~ also be sent to the League of Arizona Cities and Towns, plan rooms and all vendors who have requested to be placed on the bid list.
4. A notice of solicitation for bids shall state the date, time and place of opening, and the place and time period within which bids shall be submitted. The time of bid opening shall be not more than 15 minutes after the deadline to submit bids.
5. The notice shall state with particularity the goods or services required and shall state the place where specifications may be examined.
6. Bids shall be submitted in a sealed envelope clearly identified as a bid on the front of the envelope. Any bid not received within the time period allowed shall be rejected.
7. All bids shall be date and time stamped upon receipt.
8. All bids shall be opened in public at the time and place specified, and a tabulation of all bids shall be posted at Town Hall for public inspection.
9. All bidders shall be notified in writing of the award or rejection of any and all bids.
- ~~10. Proposals shall be requested and evaluated pursuant to procedures consistent with the State Procurement Code (A.R.S. § 41-2534, as may be amended).~~
- ~~11-10.~~ Original bid documents are maintained on file in the Town Clerk's Office in accordance with the Town of Camp Verde Records Management Manual.

Commented [TS19]: You can keep this "shall" if you want - and are actually doing that. There may be some times that sending to the League would not help you get more interested vendors and I worry here that you are requiring more than is needed by state law and in fact that staff may not always do this (particularly if it wouldn't help you get more vendors). I also am not sure what "plan rooms" means so wanted to make this a bit more about guidance than a strict requirement.

Ultimately, this revision is a policy decision. When you do the bid, from a legal standpoint I just want to make sure you provide public notice under ARS 9-812 and 39-204 (this governs how we publish). Additional notice is simply a staff call regarding the best way to engage local vendors, get the word out, and try to get as many competitive bids as you can.

Commented [MS20R19]: Keeping your change

Commented [TS21]: Do you want to keep this? I would remove. The Town is not governed by the State Procurement Code and this can be more onerous than we need. Again, if you want to follow the State Procurement Code, just make sure you are really strictly following it.

Commented [MS22R21]: Done

42.11. Unless the bids are rejected, the following shall be considered in determining the lowest responsible bidder:

- a. The ability, capacity and skill of the bidder to perform the contract or provide the service required.
- b. Whether the bidder can perform the contract or provide the services promptly or within the specified period of time without delay or interference.
- c. The quality of performance of previous contracts.
- d. The previous and existing compliance by the bidder with the laws and ordinances of the Town.
- e. The financial resources and ability of the bidder to perform the contract.
- f. The quality, availability, and adaptability of the supplies or service.
- g. The reasons for selecting other than the lowest bidder shall be documented and filed with the bid documents.

12. Following the sealed bid process, the Designed Project Manager or designee will complete the requisition process through the computer accounting system. The following documentation must be included with all requisitions:

- Agenda Information Memorandum
- Grant Summary Sheet (if applicable)
- Approval of minutes (will need to be acquired from the Clerk's Department once available; draft minutes can be uploaded initially)
- Signed contract agreement showing total project amount
- Three quotes (if applicable) or sole source approval form
- W9

C.D. Contracts & Agreements

1. Contracts & Agreements shall be reviewed and given a recommendation for approval by the Risk Management Department purchasing Department Director, and
- 4.2. Contracts & Agreements of less than \$50,000 shall be approved and signed by the Town Manager.
- 2.3. Contracts & Agreements of \$50,000 or more require Council approval and the Mayor's signature.
- 3.4. Amendments to any project's line item budget require Council approval and the Mayor's signature when the Amendment is more than 10% over a contracted amount of \$500,000 or more than 15% of a contracted amount under \$500,000.
- 4.5. Council shall be notified of any contract overages within 3 working days.
- 5.6. The Mayor, in consultation with the Town Manager, may sign change orders in excess of \$50,000 without Council approval, if the Mayor, exercising his/her discretion and discretion, determines that the change order is reasonably necessary for safety or emergency reasons or if and the cost of the change order will increase based on the time delay incurred waiting for the next Council meeting. The Town Manager shall place any such authorization on the agenda of the next scheduled Council meeting for possible ratification by the Council.

D.E. Request for Quotes (RFQ) for Loans

1. A request for quotes (RFQ) process shall be required for obtaining loans greater than \$250,000.
2. RFQ's shall specify at a minimum, the amount of the desired loan and list the equipment desired or other specified use of the loan. They shall also specify a cut-off date of acceptance.
3. RFQ's shall be sent out to a minimum of 3 separate institutions.
4. RFQ's may be sent out and received by email.
5. RFQ's shall be reviewed by the Finance Director for the best suitability for the Town, which may include details beyond the interest rate.
- 5.6. Loan applications to WIFA or GADA do not require any comparative quotes to be obtained.

Commented [TS23]: I generally think this looks good. In practice, I recommend staff first determine if the bidders are responsive and responsible. Once staff determine that the bidder provided a complete responsive and meets standards (whether years of experience or completion of similar projects etc), then staff would assess the cost, generally awarding to the lowest bidder. Of course, you would reject someone that isn't responsive or fails to meet standards. My one caution is awarding to a higher cost bidder because the Town is concerned about prior work issues unless you actually debarred them (providing notice and basic due process). Here is an example of a debarment provision in a city code (which could also be in a policy like this):

\$ 3-5-110 PURPOSE.

For the protection of its citizens, the city excludes certain vendors or suppliers from consideration for awards for City of Somerton contracts. This action shall be based upon certain types of criminal convictions, civil judgments or contract violations, or for any other cause deemed to affect responsibility as a city contractor. This duty is delegated as follows.

\$ 3-5-111 AUTHORITY TO DEBAR OR SUSPEND.

The Administrative Services Director is delegated the authority to debar or suspend a party from participating in city procurement. The Administrative Services Director shall not have an obligation to seek information concerning the criminal history of applicants unless provided notice of this history by third parties.

\$ 3-5-112 CAUSES FOR DEBARMENT OR SUSPENSION FROM CONSIDERATION.

The causes for debarment or suspension include, but are not limited to, the following:

A. Conviction of any person or subsidiary or affiliate of any person for commission of a criminal offense arising out of obtaining or attempting to obtain a public or private contract or subcontract, or in performance of the contract or subcontract;

B. Conviction of any person or any subsidiary or affiliate of any person under any statute of the federal government, this state, or any other state for embezzlement, theft, fraudulent schemes and artifices, fraudulent schemes and practices, bid rigging, perjury, forgery, bribery, falsification, or receiving stolen property, or any other offense indicating a lack of business integrity or business honesty which affects responsibility as a City of Somerton contractor;

C. Conviction or a civil judgment finding a violation by any person or any subsidiary or affiliate of any person under state or federal antitrust statutes;

D. Violations of contract provisions of a character which are deemed to be so serious as to justify debarment action, including, but not limited to, the following:

Commented [MS24]: Risk MGT Dept review, removed and replaced with the dept making the purchase.

Commented [MS25]: Allow for safety or emergency concerns for Mayor authorization.

Commented [MS26]: Remove WIFA & GADA from the RFQ process.

E.F. Other Items

1. Performance and Payment Bonds. The Public Works and/or Utilities Director ~~Finance Director~~ shall have the authority to require a performance bond, in such amount as the Finance Director may deem sufficient for contracts other than contracts for construction, and the Finance Director shall require performance and payment bonds for contracts for construction as required by law (in excess of \$20,000). In all cases of construction to which state law applies, any requirement for a bond shall be incorporated into the contract.

2. Exclusive Service. In the event that there is only one person or entity capable of providing a particular commodity or service, the requirement of the Town Code concerning bidding procedures shall not be applicable. However, for auditing purposes, sole-source proof shall be maintained.

3.2. Professional and Technical Services

i. The provisions of the Town Code shall not apply to professional or technical services.

ii. For Professional Services (e.g. legal, prosecutorial, auditing, etc.) that Town will issue Request for Proposals or Request for Qualifications. The individual/firm that Town contracts with for said services will be determined by a committee consisting of the Town Manager and applicable staff and approved by the Town Council. The Town will release RFPs/RFQs for any contracted professional services at least every five years.

iii. No person or firm practicing in a professional or technical field for which a license is required by state law shall be engaged by the Town unless possessing a current license in good standing.

iv. Upon engagement, the Town shall enter into a written agreement or memorandum of understanding for the performance of the services for which engaged, setting forth the scope of services and the unit or total price therefore.

4.3. Job Order Contract. Under ARS Section 6-34-601, the Public Works and/or Utilities Director ~~Finance Director~~ may authorize the solicitation for Request of Qualifications (RFQ) and/or Request for Proposals (RFP), for the selection of a qualified firm/individual with whom the Town may enter into a Job Order Contract (JOC) in accordance with Title 34 of the Arizona Revised Statutes. The method of solicitation and selection may include the consideration of contractors approved under the Mohave Contract, Arizona State Purchasing Cooperative Agreement, or other appropriate Cooperative Purchasing Agreements. Multiple contracts for Job-Order-Contracting construction services may be awarded to separate persons or firms on a final list with whom the Town may negotiate fair and reasonable contract terms. Multiple year contracts shall be executed for three years, performance reviews and fixed or unit prices may be updated annually.

5.4. Cooperative Purchasing. ~~The Town Code Staff are not required to obtain bids and quotes shall not apply to~~ purchases made by, through or with the State of Arizona, ~~or its political subdivisions~~ or established cooperative purchasing groups that require a formal bidding process for all available vendors on that contract. The Town may make purchases or award contracts for services without a formal bidding or proposal process whenever other governmental units have done so for the same item or service, if, in the opinion of the Finance Director, a separate bidding process is not likely to result in a significantly lower price for such items or services.

6.5. Grants. The provisions set forth in the Town Code or the Town of Camp Verde Financial Operations Guide may be superseded by bidding, proposal, or qualification requirements in federal and state grants.

7.6. Purchases from Mayor or Council Members. Pursuant to ARS § 38-503(C), as may be amended, the Town, through its common Council, may purchase supplies, materials, and equipment not to exceed ~~three hundred dollars~~ \$300 in cost in any single transaction or a total of ~~one thousand dollars~~ \$1,000 annually, or as may be adjusted by law from the Mayor or any member of the common Council without using competitive public bidding procedures according to an annually adopted Town policy.

8.7. Contingency Budget Use

i. Town Manager approval shall be obtained in writing for use of the Contingency line item of up to \$10,000 per separate event.

ii. Council approval with Town Manager recommendation for use of the Contingency line item for amounts over \$10,000.

iii. ~~The Finance Director may utilize the Contingency line item without Council approval to cover normal employee termination payouts once the employee termination payouts line item has been exhausted and shall report such utilization to Council in writing at or before the next meeting of the Council.~~

Commented [MS27]: This really isn't needed within our current budget and expenditures policy.

Commented [MF28]: Imagine you can delete this blank page.

RECEIVING

PURPOSE: To establish standard policies and procedures for the accurate receipting of all purchases or services received by the Town of Camp Verde.

POLICIES/PROCEDURES

- A. All items purchased by the Town shall be accompanied by a written receipt of the items.
- B. A title or deed acts as the receiving document for the purchase of vehicles, land or buildings. The sales contract acts as the invoice.
- C. Items purchased with petty cash are documented by the purchaser as being received by the purchaser's signature on the detailed receipt or with a signed, written description of the items purchased if a detailed receipt is not available. It is then placed in the petty cash drawer and marked "PAID" as proof of the use of funds.
- D. Items purchased and paid for at the time of receipt with a Town check or a Town credit card must include an itemized receipt that is signed by the purchaser. The proper account code is identified, and the receipt is forwarded to the Finance Department for payment.
- E. All other items received are documented on a packing slip, bill of lading or a vendor invoice.
 - 1. Items received are signed for and dated by the department head or their designee upon inspection by that person that all items on the receiving document are indeed delivered to the Town in good condition.
 - 2. Receiving documents for items purchased with a Purchase Order include the Purchase Order number.
 - 3. Items received via a parcel shipping company are signed for at the time of receipt from the delivery company as receipt of a number of boxes or envelopes. Upon delivery of the parcel(s) to the appropriate department, the department head or his/her designee inspects the contents of the delivery, signs and dates the accompanying packing slip or invoice and note the amount and the condition (if necessary) of the items received.
 - 4. After completing the above procedure(s), all receiving documents are forwarded to the Finance Department and attached to the invoice.
 - 5. If any item purchased exceeds \$5,000, notification shall be made to the Finance Department to flag the item for potential entry on the Capital Asset Listing. See the "Capital Asset" policy in the Town of Camp Verde ~~Policies and Procedures Guide~~ Financial Operations Guide for proper reporting procedures.

Commented [MS29]: We don't have a Policies & Procedures Guide separate from the FOG.

CONTRACTED SERVICES

PURPOSE: To establish standard policies and procedures for the accurate handling of contracted services.

POLICES/PROCEDURES:

- A. Definition – Contracted Services refers to all Vendors the town hires to perform a service-type activity while on Town property or working on Town equipment.
- B. Before a contract service provider is allowed to begin working, the department utilizing the contract service provider must verify the following:
 - 1. The vendor has completed a Form W-9. This form must be submitted to the Finance Department by the department that the vendor is contracted with. If payment is due and the required Form W-9 has not been received, the payment is subject to backup withholding of 28% pursuant to IRS requirements.
 - 2. The vendor has provided the ~~Risk Manager~~ [HR Director](#) with a copy of the required liability and worker's compensation insurance policies.
 - 3. The vendor has a current business license on file with the Town Clerk's Office.
 - 4. The vendor's trade licenses/certifications are current and valid.
 - 5. Budget appropriation exists to fund the transaction.
- C. The department utilizing the contract services provider, in conjunction with the Finance Department, is responsible for ensuring that the amounts paid do not exceed the total approved amount.

DISBURSEMENT POLICIES

SECTION

CASH DISBURSEMENTS

PURPOSE: To establish standard policies and procedures for the disbursement of funds to vendors for items or services purchased by the Town of Camp Verde, for ensuring that all services and items delivered were authorized and accounted for properly, and for maintaining accurate vendor files.

POLICIES/PROCEDURES

I. INVOICES

- A. The Cash Disbursement/AP process begins with the received invoice. Invoices shall be used for payment. Original invoices are preferred when possible.
- B. Each department is responsible for receiving and verifying each invoice along with entry into the computer accounting system. Exceptions to the actual computer entry includes bills paid by statement and a few other invoices as specified by the Finance Department. The Finance Department shall enter those invoices into the computer system.
- C. Each invoice shall be verified as: 1) not previously paid and 2) a valid expense, with materials received or services rendered by the receiving department. The Department Director shall initial each invoice as approved and include the proper coding on the invoice as well. Backup materials and the receiving document(s) shall be attached to the invoice.
- D. Staff enters the invoices into a bi-weekly batch file in the computer accounting system. When the batch is ready for payment, staff shall print a summary batch report that is to be verified and initialed by the Department Director as valid for payment. The summary report along with the invoice detail is then forwarded to the Finance Department.
- E. Batches are paid bi-weekly by the Finance Department. Received batches are reviewed by the Finance Department with any discrepancies noted and/or adjusted. All individual batches are compiled into a final batch in the computer software for payment by the Accountant. If an emergency check is required, the Finance Director may approve processing of a check outside the normal batch timelines.

II. CHECKS

- A. Blank check stock shall be kept in a locked storage cabinet in the Finance Department.
- B. Check signers include the Mayor, Vice Mayor, Finance Director, and Town Clerk (per Resolution 2008-744).
- C. Check signers may have a signature stamp. Signature stamps shall be placed in a secure location in the check signer's department, but not in the same location as the blank checks. Each check signer is responsible for the safekeeping and authorized usage of the stamp. Each department shall have a designated employee(s) authorized to use the signature stamp in the check signer's absence, and this authorization shall be made in writing.
- D. Signatures may be printed by the accounting software program as long as the signatory is reviewing each check run and approving such by initialing and dating each review.

E. Printed checks and the check register shall be documented and reviewed against the invoice detail by the Finance ~~Director~~. The checks, invoices and check register are then ~~forwarded-provided~~ to the Mayor for review and signature. If the Mayor is not available, the Vice -Mayor or Town Clerk is also approved to review and sign. The check register is to be initialed by both signatories verifying that all checks on the register have been reviewed.

F. ~~A eCheck logs shall be maintained by both the Finance Director Department and the Town Clerk to record all check runs signed and approved at each location to document the review of all normal AP disbursement processes. There shall be one check log for the Finance Director and one for the second signer of the disbursement request. This is generally completed by the Mayor but can be updated by the Vice-Mayor or the town Clerk as needed. The check log shall document the date reviewed/signed, the beginning and ending check numbers of each reviewed run and the name and initials of the person signing, stamping or reviewing. Check logs shall be reviewed for discrepancies and initialed by the Town Manager at least twice per year, in January and July, and attached to the December and June Bank Reconciliations respectively. Any missing checks or ACH payments should be reviewed and documented as to the reason for the missing information on the check logs.~~

Commented [MS30]: Updated the process.

G. Signed checks are returned to the Accountant for processing and mailing. Invoices are filed by Vendor name and fiscal year in the Finance Office.

H. Any voided checks shall be marked void ~~over the Payee and signature section~~ and filed in a reconciliation file after being reconciled with the bank reconciliation for the same period.

I. Departments shall submit all prior year invoices to the Finance Department no later than August 31. Any invoices submitted after August 31st may be included in the next fiscal year.

J. Each January, staff shall compile and reconcile a preliminary list of 1099s to be issued in accordance with IRS regulations. The Finance Director shall review and approve the preliminary determination of 1099s to be issued. Once approved, staff processes the final 1099s for distribution to vendors and the IRS.

CREDIT CARD / PURCHASING CARD (P-CARD) & BUSINESS CHARGE CARD POLICY

PURPOSE: To establish standard procedures for the use of Town credit cards and business charge cards. The purpose of the credit card is principally for use in making travel arrangements or other purchases directly from a vendor's website. Credit card may not be used to bypass the Purchase Order process or other established purchasing policies. Business charge cards are also available for certain frequently used vendors. For the purposes of this policy section, credit card, purchasing card and business charge card shall be understood to be one in the same.

I. GENERAL POLICIES

- A. The Finance Department shall track, maintain and periodically review all Purchasing card accounts.
- B. Credit card charges shall be turned in to Finance along with a corresponding ~~Credit Card Use~~ P-Card Expense form for all purchases on a ~~weekly~~ monthly basis.
- C. Any approved credit card or business charge card accounts shall be opened by the Finance Director, or his or her designee. No other individuals are authorized to open credit card or business charge card accounts.
- D. The Finance Director may raise or lower limits as appropriate within reason for each individual account. Any individual card limit above \$10,000 shall be requested by the Finance Director and approved by the Town Manager.

Commented [MS31]: Much more efficient to track monthly

II. CARD GROUPS

- A. Gas cards: Gas cards are typically issued under specific departments and are only able to purchase fuel for vehicles. Cards are held/controlled by the authorized individual of each department. Cards shall be checked out for a specified use and returned. Gas cards should not be used locally in place of the County gas supply. Gas cards typically have a \$250 limit.
- B. Travel cards: Travel cards are issued under specific departments and can be utilized for all travel related expenses including: fuel, lodging, parking fees, etc. They are generally also used for training registration. Cards are held/controlled by the authorized individual of each department. Cards are checked out for a specified use and returned. Travel cards typically have a \$1,000 limit.
- C. Department cards: Department cards have a much broader range of purchase options and are used for purchases within a single department typically of a smaller nature and generally through websites. Department cards typically have up to a \$2,000 limit.
- D. Individual cards: Individual cards are typically reserved for department heads or higher level administrative staff that typically make their own purchases or purchases specifically for their department. Individual cards typically have a limit of between \$500 and \$1,500. However, department heads that show a specific need can have a higher limit up to \$5,000.
- E. Finance cards: The Finance Department has Gas, Travel and Department cards that are available to all Town departments as needed. Cards shall be checked out from Finance and returned after use. Finance department cards have specific uses and limits as follows:

- a. Card #1 is for Finance use only, paying AP bills and all annual recurring billing arrangements. It is not used for any offsite purchases. It has a limit of \$50,000.
- b. Card #2 is used by all Town departments for large on-site purchases greater than \$1,000. It has a limit of \$50,000.
- c. Card #3 is used by all Town departments for smaller on-site purchases less than \$1,000. It has a limit of \$15,000.

III. USE OF CARD

- A. The credit card/business charge card shall be used for Town purchases only.
- B. No person other than the one who signed out the card is authorized to use it. Employees must not retain credit card information for future use. Card information shall never be saved to any website, with the exception of Finance Department cards which shall require Finance Director approval.
- C. The employee shall take all necessary precautions to keep cards and card numbers in a secure location. The Finance Department is to be notified immediately if a card is lost or stolen.

IV. DOCUMENTATION

- A. An invoice and any relevant backup information for all purchases shall be obtained any time a purchase is made using the card, including phone and internet purchases. Invoices shall be in detail to allow clear understanding of the purchased items or service. If the purchaser is unable to provide such documentation, the charges may be the responsibility of the purchaser.
- B. All purchases shall be recorded on the Credit Card Use Form ~~P-Card Expense form on a monthly basis.~~ ~~This form should be completed at the time of purchase.~~
- C. For internet orders, employees shall print a copy of the receipt/order confirmation and attach to the ~~Credit Card Use P-Card Expense F~~ form. Any originals mailed after the purchase shall be attached as well or forwarded to the Finance Department if received at a later date.
- D. If, for any reason, the employee does not have documentation for a transaction, the employee must attach a ~~Credit Card Use Form~~ detailed description of the purchase, providing including: a description of the item, vendor's name, reason for missing documentation, and the action that will be taken to ensure proper documentation in the future. In addition, the employee and the department head's signature shall be required on the form.

V. PROHIBITED CHARGES

- A. The following uses of a credit card are **prohibited**:
 - 1. Cash advances.
 - 2. Personal purchases. Employees may not charge any personal items on the Town credit cards ~~business charge cards.~~
 - 3. Any Employee meals for travel, off-site training, recognition and other similar type activities that focus on an individual or a single department or division.
 - 3-4. ~~or alcoholic~~ Alcoholic beverages purchases.
 - 4-5. Purchases that do not follow Town established procurement policies (see the PROCUREMENT section).

Any prohibited use of cards shall be reported to the Finance Director and applicable department head and/or the Town Manager.

Commented [MF32]: Teams do cover meals in situations like the emergency we had where Ken paid for people's dinner. Thoughts on adding in an exception statement that requires Town Manager approval?

Commented [MS33R32]: I don't think this statement applies to emergencies. We do allow purchases for large groups and/or groups including outside agencies. I inserted Off-site in front of training and added individual, Dept, and Division references.

VI. RECONCILIATION AND PAYMENT

- A. All invoices shall be reconciled to the monthly statement by the Finance Office.
- B. Payment shall be made promptly and before the due date to avoid any service or finance charges.
- C. Any department not responding promptly to the request for information from the Finance Department or in any way delaying the timely monthly payment of the credit card account shall be assessed the finance charges imposed by the issuing financial institution.

VII. POLICY VIOLATIONS

Failure to follow this policy may result in loss of card privileges and, for employees, may result in disciplinary action, [up to and](#) including termination of employment.

TRAVEL AND TRAINING

PURPOSE: The policy of the Town of Camp Verde is to encourage training opportunities for employees so their services rendered to the Town can be made more effective, and that employees may become, at the same time, qualified for promotion to higher-level positions. The department head, consistent with the budget and this policy, may authorize attendance at conferences, seminars, meetings, conventions and other courses that directly benefit the Town of Camp Verde.

POLICIES/PROCEDURES:

I. ELIGIBLE INDIVIDUALS

- A. Current Town employees and necessary regular volunteers
- B. Members of boards, commissions, authorities, volunteers, council and committee members who are not employees of the Town yet serve the Town as members on these boards, commissions, authorities, councils and committees.

II. GENERAL PRINCIPLES

- A. All out-of-state travel shall be approved by the Town Manager prior to scheduling.
- B. Eligible individuals may attend educational or training seminars if funds for that purpose are available and such training is directly job related or beneficial to the Town.
- C. The most economical method of transportation shall be selected in terms of expense to the Town (or grantor agency) and the eligible individual's time away from the office. If the eligible individual chooses an alternate method of transportation, reimbursement shall be capped at the cost of the least expensive option.
- D. All travel, in-state and out-of-state, is conducted according to the Town Travel and Training Policy regardless of funding source (e.g. Grant requirements do not supersede the Town requirements; however, any grant requirements that are more restrictive must be followed-).
- E. Any travel reimbursement claims shall be submitted to the Finance Department using the Training/Travel Reimbursement Form within five (5) business days after the end of the trip.
- F. Any expenses incurred for items such as alcohol, telephone calls (except when business related), in room movies, etc. shall not be covered by the Town and are the employee's responsibility. A Town issued credit card shall not be used to initially pay for these items even if the employee expected to reimburse the Town.
- G. It is appreciated by the Town when travelers are able to save the Town from certain expenses. However, this does not give the traveler the right to expect to receive financial gain for those savings- (e.g. if you stay with family you do not have the right to claim per diem for meals provided at their house).

III. PROCEDURES

- A. Employees desiring to attend schools, conferences, conventions, seminars, and other official meetings shall complete a Training/Travel Expense Advance Form and submit to their department head for approval. If the travel is out-of-state, it shall first be approved by the Town Manager prior to scheduling.
- B. Upon approval of the training/travel request, the department designee makes the necessary travel arrangements and prepays lodging and other travel costs as appropriate. All travel/training arrangements are recorded on the Training/Travel Expense Advance Form.
- C. For advances of per diem allowances, employees shall submit a complete and approved Training/Travel Expense Advance Form to the Finance Department not ~~later less~~ than ten (10) working days prior to the date that travel for such schooling or training is to commence.

IV. TRAVEL COMPENSATION GUIDELINES

- A. Tips and other gratuities for all meals are included in the per diem.
- B. The Town shall compensate expenses only when the expenses are incurred during the performance of official duties of the Town employee and for the Town's benefit.
- C. Subsistence shall not be permitted when the training received is for the direct benefit of the employee and not required by the job.
- D. An employee on Town travel status who extends the travel for his/her own convenience or enjoyment when such is not required by the Town, is not entitled to the allowance for that meal or if applicable, lodging. Any increase in travel costs, (e.g. a larger room, extra bed, per person expenses, due to an accompanying family member) shall be borne by the employee.
- E. Employees shall be responsible for any fines or traffic violations incurred while traveling on Town business in either a Town vehicle or personal vehicle.

V. LODGING

- A. Eligibility
 - 1. Employee must be on authorized travel status.
 - 2. ~~For lodging to be covered by the Town, the intended location must be outside a 75-mile radius of the Town center located at 473 S. Main Street, ie 473 S. Main St. Exemptions to the distance requirement are:~~
 - ~~A. An early morning meeting that would require the employee to leave the Town prior to 6:00 am.~~
 - ~~B. Late night travel that would present a potential danger or risk to the Town or individual after attending functions of the event.~~
 - ~~C. A location where severe weather could reasonably prevent safe travel in either direction.~~
 - 2. ~~Travel must be outside a 75-mile radius of the corporate Town limits and a multi-day event or an early morning meeting.~~
 - ~~a. Early morning meeting requirement is having to leave the Town prior to 6:00 am to arrive on time.~~
 - 3. Events starting at or after 8:00 a.m. are not eligible for lodging and per diem for the day before the event begins unless the event is located in an area outside the traveling distance of the greater Phoenix, Flagstaff, Prescott or Payson areas.
 - 4. Lodging must be at a commercial establishment to be eligible for reimbursement.
 - 5. Lodging is covered at the single room rate unless sharing a room with another Town employee.

B. Documentation

1. The commercial establishment's original receipt is required.
2. Lodging receipts shall be itemized.
3. If original lodging receipt is lost or destroyed:
 - a. A photocopy may be submitted with the statement. Treat as the Original.
 - b. The employee and the department head shall sign the photocopy.
 - c. If a photocopy is not available and cannot be obtained from the commercial establishment, then a canceled check or credit card receipt showing the payment of the lodging may be used. This situation may cause the employee to receive disciplinary action including the loss of authorized travel status.

VI. MEALS

A. Meals shall only be reimbursed on a Per Diem basis.

1. Per diem requires an overnight stay. Single day travel does not qualify for per diem.
2. Meals shall be at a commercial establishment to be eligible for per diem.
3. Receipts are not required to be submitted.
4. Traveler is not entitled to a per diem allowance for meals that are included (free) at the conference, seminar or lodging site. ~~Please remove these from your per diem request or refund to the Town afterward.~~
5. Per diem requests shall be signed by the requesting payee.
6. Town purchasing cards (credit cards) may not be used for meals.

B. Per Diem Rates for Breakfast, Lunch and Dinner will be paid based on the Federal per diem Standard Rate only.

Breakfast	\$ 13.00
Lunch	\$ 14.00
Dinner	\$ 23.00

C. Allowable Meal Times

1. Breakfast - When travel commences on or before 6:00 a.m. or returns after 10:00 a.m.
 2. Lunch - When travel commences prior to 11:30 a.m. or returns after 1:30 p.m.
 3. Dinner - When travel commences prior to 6:00 p.m. or returns after 7:00 p.m.
- Note: Travel times are determined WITHOUT considering a stop for meals.

VII. TRANSPORTATION

A. Compensation shall be made only for the method of transportation, which is in the best interest of the Town considering travel expense, vehicle condition, as well as the employee's time. When more than one employee uses the same motor vehicle, only one claim for mileage compensation shall be allowed.

B. Using Town Owned Vehicle

- ~~1. Using a Town vehicle is the preferred method for transportation.~~
- ~~2.1. The employee must obtain authorization from their department head prior to use of a Town owned vehicle.~~
- ~~3.2. A valid driver's license is required if the employee is driving a Town, personal or rental unit on Town business.~~
- ~~4.3. Each department shall reserve the general pool vehicle with the Town Clerk's Office at least 24 hours one business day before needed.~~

- 5.4. Pool vehicles require that all pertinent information be provided in the vehicle log, including name of user, beginning and ending mileage, total miles traveled, destination, purpose of travel, and fuel level. These forms are picked up from and returned to the Town Clerk's office.
5. Pool vehicles should be returned with a full fuel level from an out-of-town trip and any problems or incidents with the vehicle shall be reported to the Maintenance ~~Division~~Department SupervisorManager. The vehicle shall be returned in a clean state (all ~~soda cans~~beverages, paper and trash shall be removed).
6. ~~General Pool vehicles shall never be returned with less than 1/2 tank of gas, regardless of the length of the trip.~~
- 7.6. There is no smoking or alcohol allowed in Town vehicles.

8. ~~Passengers & Drivers - No unauthorized passengers or drivers shall be allowed to either operate or ride in Town vehicles, including the transport of family members. Transporting family members in Town vehicles shall be allowed only when the family member is accompanying an employee to a business meeting or official function. No additional expenses to the Town shall be incurred as a result of the family member traveling in a Town vehicle. The driver of a Town vehicle shall be a Town employee or official.~~

Commented [MF34]: This feels like it contradicts the statement above that we want the vehicle brought back full. Recommend we remove.

Commented [MS35R34]: Not exactly. The above statement specifically identifies Out Of Town Trips. Local quick stops in Town is technically not mentioned anywhere except this new line. I would recommend leaving it in.

C. Requirements for using personal vehicle

1. ~~Employee must obtain~~ authorization from ~~theyour~~ department head prior to use of personal vehicle.
2. A valid Arizona driver's license is required if the employee is driving a Town, personal or rental unit and on Town business.
3. Employees are responsible for ensuring personal vehicles are safe for travel.
4. Employees shall carry liability insurance coverage with a minimum coverage of \$15,000 per person and \$30,000 per accident.
 - a. If a traveler using a privately owned vehicle is involved in an accident and found to be at fault, his/her liability insurance carrier is responsible to the limits of the policy, including any deductibles. If the amount exceeds that coverage, the Town's insurance, at the time, covers the amount over the policy limits if the traveler was acting within the course and scope of their employment.
 - b. If a traveler driving a privately owned vehicle on Town business is involved in an accident, regardless of fault, the Town shall not reimburse for any physical damage to the motor vehicle.
5. Compensation Basis
 - a. Compensation is based on map mileage using official state highway maps or mapping programs. Odometer mileage may be submitted for travel to dining or multiple event locations within reason (e.g.: traveling long distances to eat at a certain restaurant rather than those within close proximity to the event is excessive and shall not be reimbursed).
 - b. Beginning address and ending location address shall be submitted for compensation.
 - c. Compensation is based on using the most direct route.
 - d. Mileage compensation shall be at the lower of the Arizona Department of Administration approved rate or the IRS standard mileage rate. When the Arizona Department of Administration and/or the IRS standard mileage rate adjust, the Town automatically adjusts its mileage rate. The mileage rate includes all travel and maintenance expenses of the vehicle.

VIII. MISCELLANEOUS TRAVEL ISSUES

A. Communication Expense

1. Business communication charges, including faxes and copies, are reimbursable if documented by receipts.
2. Business calls are reimbursable and should be noted as such on the hotel receipt. The number called should be visible. No personal calls shall be reimbursed.

B. Extending Business Trips with Vacation Time

1. With the department head's approval, traveler may extend a business trip using vacation time.
2. The Town covers the lodging, map mileage and per-diem for the period that the traveler is conducting Town business. Additional costs to extend the trip shall be borne by the traveler.

C. Local Transportation, Tolls and Parking

1. Taxi, bus, and streetcar use is classified as local transportation and can be claimed with receipts. Whenever possible, hotel-provided shuttles should be used.
2. Claims for local transportation shall not be allowed where the Town provides for other transportation (Town, personal or rental vehicle) unless it can be documented that local transportation was necessary or reasonable.
3. Bridge and road tolls are reimbursable with receipts.
4. Travelers shall use the free or discounted parking, when available, when traveling on Town business. Valet parking expenses are not reimbursable unless required for direct Town business.
5. Receipts are required for reimbursement of allowable parking fees.

D. Rental Cars

1. If travel necessitates the use of a rental car, Department Head authorization shall be obtained prior to booking the rental car.
2. The rental car shall be a mid-size or smaller vehicle unless a group traveling together requires a larger vehicle or no other vehicle is available.
3. Insurance shall not be purchased from the rental car agency as the Town's insurance policy covers rental cars.

E. Airline Travel

1. Department Head authorization shall be obtained if airline travel is requested.
2. The Town shall only fund coach seating in airline traveling. If the employee wants to upgrade the seating type, the employee shall be responsible for the difference in cost.

UNCLAIMED PROPERTY

PURPOSE: To establish standard policies and procedures for recording and handling unclaimed property.

POLICIES/PROCEDURES

- A. On a monthly basis, review all checks that are still outstanding on all bank reconciliations.
- B. If checks have not cleared after 90 days, the Finance Department will attempt to contact the individual or vendor. Checks held for pickup shall be mailed after 14 days if not picked up.
- C. If the individual/vendor cannot be reached or a mailed check is returned, the Finance Department staff shall void and stop payment on the check ~~and place a copy of it in the individual, vendor or employee's file.~~
- D. ~~Record~~ and record the voided check amount in the Unclaimed Property liability account.
- E. If the vendor, or employee, contacts Finance after the check has been voided, the Town will reissue another check and remove the amount from the Unclaimed Property liability account. ~~A~~ Place a copy of the reissued check will be placed in the vendor or employee's file.
- F. On an annual basis (on July 1), the Finance Department shall review all amounts in the Unclaimed Property liability account and identify those that have reached the period when payment must be turned over to the state. The dates used on the "Unclaimed Property Report" are July 1 through June 30. The report is due November 1.

~~G.—The Finance Department shall~~ Send the send the completed Unclaimed Property Report ~~to and payment to the~~ State by the required date. ~~Accounts Payable for payment.~~

~~H.G.~~ _____

GENERAL LEDGER POLICIES

SECTION

JOURNAL ENTRIES

PURPOSE: To maintain balanced accounts and to make necessary adjustments to resolve unbalanced accounts.

I. POLICIES/PROCEDURES

- A. A Journal Entry form is completed detailing the adjustments needing to be made. Any supporting schedules or other documentation ~~must beare~~ attached [if applicable](#). The employee preparing the journal entry shall sign and date the Journal Entry form.
- B. Journal entries shall be approved by the Finance Director prior to entry into the accounting system.
- C. Approved journal entries are entered into the accounting system monthly. Only the Finance Director shall be able to post entries into the system.

II. AUDIT ADJUSTING JOURNAL ENTRIES

- A. The Finance Director shall review to determine the validity of any audit adjusting journal entry.
- B. Upon consensus, the audit adjusting journal entry is input into accounting system and posted by the Finance Director.

TOWN FUNDS

PURPOSE: To establish policies related to the operation of Town funds.

POLICIES/PROCEDURES

I. CREATING / REMOVING FUNDS

- A. All requests to add or remove funds shall be approved by the Town Council.
- B. New funds generally are requested and approved as part of the annual budget process; however, if the need arises during the year, a request for creation of a new fund ~~should~~must be submitted to the Town Council for approval. Funds shall only be considered for removal during the budgeting process each year.
- C. Once approved, the Finance Director will create the new fund or remove the old fund in the accounting system if applicable.
- D. The Finance Director will notify~~ies~~ applicable employee(s) of the uses and non-uses of the new fund or of the disuse of the old fund if applicable.

II. OPERATING TRANSFERS

- A. Operating Transfers are authorized by the Town Council during the annual budget process.
- B. If an unbudgeted operating transfer becomes necessary or if the amount budgeted was insufficient by more than 5%, approval ~~for the transfer or the increase in amount~~ shall be obtained from the Town Council. Budgeted Operating Transfers needing to be increased by less than 5% can be authorized by the Finance Director.
- C. Operating transfers are recorded through a journal entry (refer to the Journal Entries Section).
- D. Operating transfers shall be recorded in a timely manner. Depending upon the nature and purpose, operating transfers shall be recorded at the very least quarterly.

PAYROLL POLICY

SECTION

PAYROLL

PURPOSE: To establish standard policies and procedures for the disbursement of funds to employees of the Town of Camp Verde to ensure that all work performed is authorized and accounted for properly and to maintain payroll files.

POLICIES/PROCEDURES:

I. INITIATION, STATUS CHANGES and PAYROLL WITHHOLDINGS

Original authority for placing an employee on the payroll, authority to execute any change of employee status, or authority to remove an employee from the payroll is recorded on a properly executed and approved Personnel Action Form. Personnel Action Forms shall be signed by duly authorized Town officials [including the Town Manager, HR Director, Finance Director](#). Authority for initial federal and state income tax withholdings and subsequent changes is recorded on a properly executed W-4 form and A-4 form. The original authority for court ordered withholdings shall be a copy of the court order. Deductions from an employees' check shall be supported in writing by the employee.

II. RECORDS

A. Employee Payroll Files

An Employee Payroll File is maintained for each employee in the Finance Office which includes the following information: Personnel File Information Form, W-4, A-4, copies of Personnel Action Forms, copy of Retirement Enrollment Form, payroll deduction forms, court orders, and any miscellaneous payroll information regarding the employee.

B. Employee Personnel Files

The originals of the following forms are kept in the Employee's Personnel File located in the Human Resources Department: Employment Verification Form, I-9, Personnel Action Forms, Application and Evaluations, retirement information, Personnel Manual Acknowledgement forms, Oath of Office, disciplinary information, training certifications, and other personnel related documents.

C. Employee Time Records

Employee time and pay records are maintained electronically within the accounting system.

III. PAY PERIODS

All employees are paid bi-weekly, 26 times per year, on the Wednesday following the end of each pay period. Each bi-weekly pay period shall be defined as from 12:01 a.m. Sunday of one week through 12:00 a.m. Saturday of the following week. [Shifts that start on a Saturday and continue through to the following Sunday are deemed as all worked in the previous week's payroll. Holiday Worked hours are only applied for the actual day worked, whether Saturday or Sunday if applicable.](#)

Commented [MS36]: Allow for current payroll policy for dispatch and officers.

IV. TIME ENTRY & APPROVAL

Time entry is completed electronically through the accounting system. Each employee has their own login name and individually selected password. Employees are responsible for entering their time for each pay period [and to notify their supervisor immediately if there is a missed or inaccurate time entry](#). Once employee time is entered and

submitted, it shall be approved electronically by the authorized supervisor. Exempt employees are not required to enter time on a bi-weekly basis. [Salaried employees are not required to enter in time worked into their timecard.](#)

V. VACATION, SICK OR COMP TIME

Any employee requesting time off shall first get approval from their supervisor in advance for the requested time. ~~Time-off~~Time-off requests for all employees (including exempt) are submitted electronically through the time entry system ~~or by email~~ and are then approved or denied by the employee's supervisor electronically as well. If an employee will be gone due to illness, injury or worker's compensation for 3 or more days, the Human Resources Department shall be notified promptly.

VI. CHECK RUN, SIGNING AND DISBURSEMENT

- A. Staff generates, from the computer, the payroll checks and check register.
- B. Manual checks are approved by the Finance Director and then forwarded to the Town Clerk (or Mayor or Vice Mayor if the Clerk is unavailable) for review and signature. The checks are then returned to the Finance office for distribution to employees.
- C. Check stubs and a copy of direct deposit checks along with all other relevant information used for the check run are placed in a folder for each separate pay run. Payroll checks are available for pickup on Wednesday morning. Department heads or their designated employee can pick up checks for their entire department. The employee picking up the checks shall sign the Payroll Check Sign-out Log.

VII. FISCAL YEAR END PROCEDURES

- A. When the final fiscal year end payroll crosses both fiscal years, the expenditures are allocated to each fiscal year based on the number of days in each period.
- B. Required reports are reconciled and filed each quarter and at year-end.

VIII. PAYROLL LIABILITY ACCOUNTS

The payroll liability accounts shall be reconciled [by the Finance Department](#) at least quarterly and any necessary adjustments shall be made. The Finance Director reviews these reconciliations.

BUDGET POLICY

SECTION

BUDGET POLICY

PURPOSE: To establish policies and procedures to carefully account for public funds, manage the finances wisely and plan for adequate funding of services that are desired by the public. The following budget policy provides guidance for preparing the Town of Camp Verde's annual budget (all funds) as well as adoption, implementation, and monitoring of the budget.

I. POLICIES

- A. BUDGET PHILOSOPHY. The Town of Camp Verde's budget philosophy includes funding the service delivery system using the resources provided through current revenue collection while planning for future needs through capital funding and maintenance.
- B. BALANCED BUDGET. Arizona law (Title 42 Arizona Revised Statutes) requires the Town Council to annually adopt a balanced budget. The Town of Camp Verde shall develop a balanced budget by June 30th each year, where projected revenues meet or exceed projected operational expenditures. In the event that projected revenues are not adequate to sustain the service delivery system desired by the Town's citizens, a draw on fund balance may be authorized by the Town Council in accordance with Town Code Section 3-4-5 Fund Balance Policy. In addition, the Town shall not use one-time (non-recurring) revenues to fund continuing (recurring) expenditures.
- C. CONSERVATIVE PROJECTIONS. Revenues and Expenditures will be determined through conservative projections. Current revenues will be sufficient to support current operating expenditures allowing the Town to maintain a positive operating position.
- D. USER FEES. User Fees will be adjusted as necessary to recover the full cost of services provided, except when the Town Council determines that a subsidy from the General Fund is in the public interest.

Commented [MS37]: To coincide with current policy and item C below.

E. TOWN FEE SCHEDULE

- a. Annually, the Council approves a fee schedule which accompanies the fiscal year budget. The fee schedule outlines standard maximum fees or payment rates for specific services, goods, or activities provided by or under a Town program.
- b. Once the fee schedule is set, it cannot be amended without Council approval and the proper noticing processes. However, the Town Manager is authorized to suspend the charging of fees for any particular fee listing within the current operating fiscal year, as deemed appropriate and only if doing so does not negatively impact the fiscal year's budget. Any fee suspension shall not remain active past the end of the current fiscal year.

Commented [MS38]: Moved up here from below.

- ~~D-F.~~ DIVISIONS & DEPARTMENTS. The Town is comprised of eight (8) separate Divisions. Each Division may have multiple Departments incorporated within that Division. These Divisions are recognized within the chart of accounts as follows: General Admin (1XX), Municipal Court (3XX), Public Works (4XX, but not 410), Community Development (5XX), Marshal's Office (6XX), Library (7XX), Parks & Rec (8XX) and Utilities (410, 490 and 495). ~~is~~ Wastewater (490) and Water (495) are each Departments within the Utilities Division but are tracked separately within Enterprise Funds. Budget adjustments across Divisions must be approved by Council while budget adjustments between Departments within a single Division may be approved by the Town Manager.

Commented [MS39]: Inserted to define the towns use of Departments and Divisions.

E.G. BUDGETARY LEVEL OF CONTROL. The Council's level of budgetary control in the General Fund is at the functional Division department level (see item F above). ~~as described in section B. Budget Amendment Policy, item 3. The budgetary level of control for all other funds is at the Fund level.~~

Commented [MS40]: More clearly state the level of control for Council based on Division/Department definitions.

II. PROCEDURES

A. BUDGET PROCESS

1. The Town Manager will meet with all Department Directors to discuss their his/her outlook for the coming year and give staff direction as to the financial direction of the New Year's budget.
2. Department Heads will develop the budgets for their departments based on the recommended direction of the Town Manager.
3. Department Heads will enter their completed budget requests into the computer accounting system with appropriate notes for review by the Town Manager and Finance Director. Individual meetings are held with each of the Department Heads to discuss their budget requests and to assure that the Departments' narratives are complete.
4. ~~The compiled preliminary draft preliminary operational budgets is are distributed presented to Council Members and Department Heads. in a B budget w Work s Sessions are scheduled to present each budgetary unit to Council, answer questions that may arise, make adjustments as directed to give Council an opportunity to understand the direction for the upcoming year and provide feedback to staff on the preliminary budget numbers, and obtain Council's preliminary approval of the requests. The Finance Department Finance Department division, with the Town Manager's direction, makes final adjustments to the operational budgets and completes all re other fund budgets, verifying that all information is properly included in the proposed tentative budget document.~~
5. In June, the Tentative Budget is approved by Council and the budget is advertised in the local newspapers for two consecutive weeks.
6. In July, Public Hearings on the Tentative Budget are held. If no changes have been directed, the Final Budget is adopted and implemented.

Commented [MS41]: Update for actual events.

B. BUDGET AMENDMENT POLICY

1. Once the tentative budget is adopted, the expenditure limitation amount is set for the fiscal year. The Town Council may not approve additional appropriations above that amount.
2. Throughout the fiscal year, amendments may be made to the adopted budget. All budget amendments across functional departments or various Funds as defined below in item 3, shall be approved by the Town Council. Budget amendments include, but are not limited to, transfers of appropriations between departments, transfers of appropriations from the Contingency to departments and/or funds, and transfers of appropriations between funds.
3. The Town Manager may approve budget reallocations within functional department areas as follows: Departments and Funds as referenced in the DEPARTMENTS & DIVISIONS section above without Council approval.
 - ~~a. General Government — All "1XX & 9XX" department account numbers~~
 - ~~b. Magistrate Court — All "3XX" department account numbers~~
 - ~~c. Public Works — All "400, 410 & 420" department account numbers~~
 - ~~d. Community Development — All "5XX" department account numbers~~
 - ~~e. Marshal's Office — All "6XX" department account numbers~~
 - ~~f. Library — All "7XX" department account numbers~~
 - ~~g. Parks & Rec — All "8XX" department account numbers~~
4. A budget adjustment is requested with the Budget Change/Re-Appropriation Form. The form is submitted to the Finance Director for review.

Commented [MS42]: Include Funds in this requirement

Commented [MS43]: No longer needed with definition adjustment in 1E and 1F above.

5. The Finance Director shall submit the completed Budget Change/Re-Appropriation Form to the Town Manager for amendments within a functional budget area or to the Town Council for amendments across functional department areas for Funds.
6. Approved changes to the budget shall be documented, signed and entered by the Finance Director and filed in an annual budget adjustment file.

Commented [MS44]: Include Funds in this requirement

C. BUDGET MONITORING

1. The Finance Department, along with each Department Head, monitors the budget continuously throughout the fiscal year. The Town focuses on the object-functional level (total salary expenditures, total operational expenditures, etc.) of tracking rather than focusing on the sub-line item object level ~~(each specific line item)~~. This means that instead of tracking each line item to ensure that it remains within the budget appropriation, the focus is on whether the Department as a whole operates within its total budget appropriation.
2. Revenue projections are monitored monthly and statistically projected throughout the remainder of the fiscal year to determine the need to decrease expenditure appropriations in order to maintain a balanced budget.
3. Financial reports are given to the Town Council and Department Heads quarterly detailing the status of each department and the Town as a whole. Along with these reports, the Finance Department also presents a report to Council detailing the revenue projections through the end of the fiscal year and makes recommendations as needed to decrease appropriated expenditures, as a result of any shortfall in our revenue base, which may materialize.

Commented [MS45]: Better word choice for definition

D. BUDGET CALENDAR

1. ~~In February~~ By December of each year, the Finance Director shall obtain approval of the budget calendar for the following fiscal year.

Commented [MS46]: February is now too late. Currently done in Nov or Dec.

E. CAPITAL IMPROVEMENTS PLAN

1. The Town will make all capital improvements in accordance with an adopted and funded Capital improvement program Plan (CIP). The CIP Capital Plan will provide for adequate design, construction, maintenance and replacement of the Town's capital assets over a five-year period.
2. An annually updated 5-year Capital Plan CP will be brought before Council for approval during the annual budget process.
3. The 5-year Capital Plan CP should provide adequate detail on all proposed projects and suggested funding sources.
4. The 5-year Capital Plan CP should be developed with input from Department/Department heads.
2. The Town will use intergovernmental assistance to finance only those capital improvements that is consistent with the Capital Improvement Plan and Town priorities, and who's operating and maintenance costs have been included in the budget.
3. The Town will coordinate development of the capital improvement budget with the development of the operating budget.
4. If funding new facilities, the Parks Fund and other special development impact funds may only be used if these new facilities are included in the Town's master plans.

Commented [MS47]: CIP is confusing between the fund and the plan. I am proposing that we officially label the plan as the Capital Plan (CP) to differentiate from the CIP-Capital Improvement Projects Fund.

Commented [MS48]: Just to highlight the expectation that staff will be involved in this process.

Commented [MS49]: I get why this was in the policy, but do we really want to keep this? Pretty restrictive for what real purpose?

Commented [MS50]: Replaced with new #2 above.

Commented [MS51]: I don't understand why we would want this here.

F. FUND ACCOUNTING

1. The Town utilizes fund accounting, which is a method of tracking revenues and expenditures based on restrictions being placed on the revenues, requiring that they be used for specific purposes only. Each fund

is considered a separate accounting entity. All funds except agency funds are included in the budget document. Agency funds are not required to be included in the budget document as they are monies belonging to separate entities, which the Town holds in trust for them. However, Agency funds may be included within the budget document if the Town has a compelling reason to do so. Agency funds will never be included within the totals of the Town's regular budgeted funds but instead will be reported separately.

Commented [MS52]: Added this since we do currently budget the Sanitary Districts budget within the Town budget to meet requirements for that entity.

G. GOVERNMENTAL FUNDS

1. General Fund - The General Fund is the main operating fund of the Town of Camp Verde; it accounts for the majority of the Departments and departments within the Town.
2. Special Revenue Funds - Special Revenue Funds are separate accounting records used to track revenues (and the related expenditures) that are legally restricted for specific purposes.
3. Debt Service Fund -- The Debt Service Fund is used to account for the funding allocations and the payments of general long-term debt principal, interest and related costs.
4. Capital Project Funds - Capital Project Funds are used to track the financial resources to be used for the acquisition or construction of capital assets and for larger 1-time projects that may not ultimately be capitalized.
5. All Governmental Funds are accounted for using the modified accrual basis of accounting. Revenues are recognized when they become measurable and available. Measurable means that the amount of the transaction can be determined. Available means that the funds are collectible within the current period or soon thereafter to pay liabilities of the current period. Expenditures are recognized when the related liability is incurred.

H. PROPRIETARY FUNDS

1. Enterprise Fund – Enterprise Funds are used to account for business-type activities where a fee is charged to external users for goods or services and use the full accrual basis of accounting for reporting but use the modified accrual basis of accounting for budgeting purposes.

I. FIDUCIARY FUNDS

1. Agency Fund - The Agency Fund is used to account for monies belonging to other agencies that the Town holds in a trustee capacity.
2. Fiduciary Funds - Fiduciary Funds are accounted for using the accrual basis of accounting. This method of accounting recognizes the financial effects of transactions and other events and circumstances that have cash consequences in the periods in which transactions, events, and circumstances occur, rather than only in the periods in which cash is received or paid by the government.

J. BUDGET BASIS

1. The Town maintains its financial records in accordance with Generally Accepted Accounting Principles (GAAP) for government entities. The budgets of General Government Funds are prepared on a modified accrual basis. This includes all fund types managed by the Town of Camp Verde.

FEE SCHEDULE

- ~~Annually, the Council approves a fee schedule which accompanies the fiscal year budget. The fee schedule outlines standard maximum fees or payment rates for specific services, goods, or activities provided by or under a Town program.~~

~~a. Once the fee schedule is set, it cannot be amended without Council approval and the proper noticing processes. However, the Town Manager is authorized to suspend the charging of fees as deemed appropriate and only if doing so does not negatively impact the fiscal years budget.~~

DEBT POLICY

SECTION

DEBT POLICY

PURPOSE: To establish policies and procedures to provide for the preservation and eventual enhancement of the Town's bond ratings, the maintenance of adequate debt service reserves, compliance with debt instrument covenants and provisions and required disclosures to investors, underwriters, and rating agencies. These policy guidelines will also be used when evaluating the purpose, necessity, and condition under which debt will be issued. These policies are meant to supplement the legal framework of public debt laws provided by the Arizona Constitution, State Statutes, City Charter, federal tax laws, and the Town's current bond resolutions and covenants.

The Town utilizes long-term debt to finance capital projects with long useful lives. Financing capital projects with debt provides for an "intergenerational equity", as the actual users of the capital asset pay for its cost over time, rather than one group of users paying in advance for the cost of the asset.

~~All projects funded with General Obligation Bonds or Revenue Bonds can only be undertaken after voter approval through a town-wide bond election.~~

I. POLICIES/PROCEDURES

- A. The overall debt management policy of the Town is to ensure that financial resources of Town are adequate in any general economic situation to not preclude the Town's ability to pay its debt when due.
- B. The Town will not use long-term debt to fund ~~current annual operations, or projects that can be financed from current revenues or resources. The Town will first attempt "pay as you go" capital financing.~~
- C. The Town does not intend to issue commercial paper (CP) or bond anticipation notes (BANs) for periods longer than two years or for the term of a construction project. If CP or a BAN is issued for a capital project, it will be converted to a long-term bond or redeemed at its maturity.
- D. Whenever the Town finds it necessary to issue revenue bonds, the following guidelines will be adhered to:
 1. Revenue Bonds are defined as bonds in which the debt service is payable from the revenue generated from the operation of the project being financed or a category of facilities, from other non-tax sources of the Town, or from other designated taxes such as Highway User's Revenues, excise tax, or special fees or taxes. For any bonds or lease-purchase obligations in which the debt service is paid from revenue generated by the project, that debt service is deemed to be revenue bonds and are excluded from the calculation of the annual debt service limitation.
 2. Revenue Bonds of the Town will be analyzed carefully by the Finance Department for fiscal soundness. The issuance of Revenue Bonds will be subject to the most careful review and shall be secured by covenants sufficient to protect the bondholders and the name of the Town.
 3. Revenue Bonds should be structured to provide level annual debt service over the life of the issue.
 4. Debt Service Reserve Funds should be provided when required by rating agencies, bond insurers, or existing bond covenants.
 5. Interest earnings on the reserve fund balances will be used to pay debt service on the bonds unless otherwise committed for other uses or purposes of the project.
 6. The term of any revenue bond or lease obligation issue will not exceed the useful life of the capital project, facility or equipment for which the borrowing is intended.

Commented [MS53]: Two points here: 1) GO Bonds have a legal requirement to go before voters so we don't need to reiterate it here. 2) Revenue bonds do NOT have a legal voter requirement and we have never gone to the voters for rev bond debt.

Commented [MS54]: If low-cost debt financing is available for a long-term project that benefits multiple generations (see Purpose above) then we should be able to consider debt use rather than cash use. This section is changed to simply address not funding operational expenses with long-term debt.

7. The target for the term of Revenue Bonds will typically be between twenty and thirty years. The target for the "average weighted maturities" for Revenue Bonds of the Town (except for those issued through the Arizona Water Infrastructure Finance Authority) will be twelve and one half (12 1/2) years.

- E. Improvement District (ID) and Community Facility District (CFD) Bonds shall be issued only when the formation of the district demonstrates a clear and significant purpose for the Town. It is intended that Improvement District and Community Facility District Bonds will be primarily issued for neighborhoods and business districts desiring improvements to their property such as roads, water lines, sewer lines, streetlights, and drainage. The District must provide a specific benefit to the property owner(s). The Town will review each project through active involvement of Town staff and/or selected consultants to prepare projections, review pro-forma information and business plans, perform engineering studies, and analyze minimum debt coverage and value to debt ratios, and other analyses necessary to consider the proposal against specific criteria. Both ID and CFD Bonds will be utilized only when it is expected that they will be outstanding for their full term.
- F. Refunding Bonds will be measured against a standard of the net present value debt service savings exceeding 5% of the debt service amount of the bonds being refunded, or if savings exceed \$750,000, or for the purpose of modifying restrictive covenants or to modify the existing debt structure to the benefit of the Town.
- G. The Town shall comply with all U.S. Internal Revenue Service arbitrage rebate requirements for bonded indebtedness.
- H. The Town shall comply with all requirements of Title 15.1 Arizona Revised Statutes and other legal requirements regarding the issuance of bonds and certificates of the Town or its debt issuing authority.
- I. The Town will maintain regular contact with rating agencies through meetings and visits on and off-site. The Town will secure ratings on all bonds issued if economically feasible.

II. SHORT-TERM DEBT

- A. The Town may use short-term debt to cover temporary or emergency cash flow shortages. All short-term borrowing will be subject to Council approval by ordinance or resolution.
- B. The Town may issue inter-fund loans, rather than outside debt instruments to meet short-term cash flow needs. Inter-fund loans will be permitted only if an analysis of the affected fund indicates excess funds are available and the use of these funds will not impact the fund's current operations.

III. LONG-TERM DEBT

- A. The Town will confine long-term borrowing to capital improvements that cannot be funded from current revenues.
- B. Where possible, the Town will use special assessment revenue or other self-supporting bonds instead of general obligation bonds.

C. Long-term borrowing shall be subject to Council approval by ordinance or resolution.

IV. LEASES

- A. When the acquisition of capital equipment may put a strain on current operations, lease arrangements may be utilized to finance the purchase of the equipment. These types of leases should be for 5 years or less and should be approved within the 5-year Capital Plan unless arising from an emergency situation.

B. Leases of more than \$50,000 shall be brought to Council for approval.

C. The Town Manager and/or the Finance Director shall have authority to approve and sign any and all lease documents once the purchase is approved by Council.

Commented [MS55]: Added this section to account for direction on Lease debt and allow for staff to handle the contracts rather than Council required signature.

INVESTMENT POLICIES

SECTION

INVESTMENT POLICIES

PURPOSE: To establish policies and procedures to create a guide for the investment of Town funds. The Town also desires to take advantage of resources not available to the Town through the Local Government Investment Pool.

Therefore, it is the investment policy of the Town and its designee, the Finance Director, to maintain the safety of principal, maintain liquidity to meet cash flow needs and provide competitive investment returns as identified below. The Finance Director will strive to invest with the judgment and care that prudent individuals would exercise in their own affairs.

I. POLICIES/PROCEDURES

A. GOVERNING AUTHORITY

1. The investment program of the Town shall be operated in conformance with Federal, State and other legal requirements, primarily outlined in A.R.S. §35–323.

~~B. APPROVAL OF THE INVESTMENT POLICY~~

- ~~1. The investment policy shall be formally approved and adopted by the Town Council and reviewed on or about July 1 of every odd-numbered year by the Town Council or their designee.~~

Commented [MS56]: Only actual changes will be brought to Council.

~~C.B.~~ SCOPE

1. The Town will consolidate cash and reserve balances from all funds in order to maximize investment earnings and to increase efficiencies with regard to investment management pricing, safekeeping costs and administration costs, except for cash in certain restricted and/or special funds, which are exempted from this policy.
2. Investment income will be allocated to the various funds based on their respective participation and in accordance with generally accepted accounting principles.
3. The Finance Director will follow A.R.S. §35–323 and other investment guidelines mandated by statute. Investments that need to restrict yield for purposes of the Internal Revenue Service's Arbitrage Bond Regulations (Treasury Regulation Section 1.148-1 *et seq.*) will be deposited into a separate account and invested in a manner that meets arbitrage guidelines permitted by the IRS.

~~D.C.~~ INVESTMENT POLICY OBJECTIVES

1. The primary investment objectives of the Town in order of priority are:
 - a. Safety
 - b. Liquidity
 - c. Optimal yield
 - d. Collateralization
2. These objectives are defined below:
 - a. Safety - Investments shall be undertaken in a manner that seeks to ensure the preservation of capital in the overall portfolio. The objective will be to prudently mitigate credit risk and interest rate risk. It is understood by the Town that no investment is completely free of risk.
 - 1) Credit Risk - The Town will seek to mitigate credit risk, which is defined as the risk of loss due to the failure of the security issuer or backer. Mitigating credit risk is to be accomplished by:
 - a) Limiting investments in the portfolio to the asset classes designated as acceptable in A.R.S. §35-323;

- b) Diversifying the investment portfolio so that the impact of potential losses from any one individual issuer held in the portfolio will be limited. Specific diversification parameters will be noted in Section VIII. Portfolio Criteria;
- c) Utilizing external research and advice regarding the current global economic condition and its impact on the outlook for domestic corporate credit quality.
- 2) Interest Rate Risk - The Town will seek to mitigate interest rate risk, which is defined as the risk that the market value of securities held in the portfolio will decline due to increases in market interest rates subsequent to their purchase. This mitigation will be accomplished by:
 - a) Structuring the investment portfolio so that securities mature concurrent with the anticipated cash requirements for ongoing operations, thereby avoiding, as much as possible, the need to sell securities in an adverse market environment prior to maturity;
 - b) Investing funds primarily in shorter-term securities or similar investment pools and limiting the average maturity of the portfolio in accordance with the needs of the Town;
 - c) Utilizing external research and advice regarding the current interest rate outlook and global economic condition to optimize portfolio duration strategy.
- b. Liquidity - The investment portfolio shall remain sufficiently liquid to meet anticipated cash flow requirements. This is to be accomplished by structuring the portfolio so that securities mature concurrent with anticipated cash flow needs (static liquidity). Furthermore, because all possible cash demands cannot be anticipated, the portfolio should consist of securities for which there exist active secondary markets (dynamic liquidity). Alternately, a portion of the portfolio may be placed in money market mutual funds or the Local Government Investment Pool, which offers same-day liquidity for short-term funds.
- c. Optimal Yield - Return on investment is of lesser importance compared to the safety and liquidity objectives described above. The investment portfolio shall be designed to optimize the yield the Town obtains from the portfolio taking into account the criteria of the investment policy, the dynamic liquidity needs of the Town and the current interest rate outlook/economic condition.
- d. Collateralization – Securities will be registered in the name of the Town of Camp Verde.

E.D. INVESTMENT MANAGEMENT AUTHORITY

1. Authority to manage internally or to delegate the management of the investment program of the Town to an external manager is granted to the Finance Director. If authority to manage all or a part of the investment program of the Town is delegated to an external manager, the Finance Director is responsible for:
 - a. Periodic investment portfolio reporting;
 - b. Evaluating the performance of the externally managed portfolio;
 - c. Monitoring manager compliance with the investment policy;
 - d. Conveying the investment needs of the Town to the external manager;
 - e. Developing investment strategy with the external manager.

F.E. BROKERS/DEALERS

1. When the Town is investing directly with Brokers/Dealers, investment transactions shall only be conducted with financial institutions that are licensed, as may be required by law, to do business in Arizona. Primary government securities dealers or broker-dealers, engaged in the business of selling government securities, shall be registered in compliance with section 15 or 15C of the Securities Exchange Act of 1934 and registered pursuant to A.R.S. §44-3101, as amended. In addition, investment transactions shall be conducted only with those direct issuers who meet both credit and capital requirements established by the Finance Director. It shall be the responsibility of the broker-dealer to provide the following:
 - a. Audited, most recent annual financial statements within six months of the close of the fiscal year;
 - b. Unaudited, most recent quarterly financial statements;
 - c. Proof of National Association of Security Dealers certification;
 - d. Proof of Arizona registration (as needed);
 - e. A signed letter acknowledging that they have read and agree to abide by the investment policy.

G.F. PORTFOLIO CRITERIA

1. Acceptable Asset Classes

As of [April 16, 2007/4/16/2007](#), A.R.S. §35-323A defines the acceptable asset classes available for the Town to invest in as follows:

- a. Certificates of deposit in eligible depositories.
- b. Certificates of deposit in one or more federally insured banks or savings and loan associations in accordance with the procedures prescribed in Section 35-323.01.
- c. Interest-bearing savings accounts in banks and savings and loan institutions doing business in this state whose accounts are insured by federal deposit insurance for their industry, but only if deposits in excess of the insured amount are secured by the eligible depository to the same extent and in the same manner as required under this article.
- d. Repurchase agreements with a maximum maturity of one hundred eighty days.
- e. The pooled investment funds established by the state treasurer pursuant to § 35-326.
- f. Obligations issued or guaranteed by the United States or any of the senior debt of its agencies, sponsored agencies, corporations, sponsored corporations or instrumentalities.
- g. Bonds or other evidences of indebtedness of this state or any of its counties, incorporated cities or towns or school districts.
- h. Bonds, notes or evidences of indebtedness of any county, municipal district, municipal utility or special taxing district within this state that are payable from revenues, earnings or a special tax specifically pledged for the payment of the principal and interest on the obligations, and for the payment of which a lawful sinking fund or reserve fund has been established and is being maintained, but only if no default in payment on principal or interest on the obligations to be purchased has occurred within five years of the date of investment, or, if such obligations were issued less than five years before the date of investment, no default in payment of principal or interest has occurred on the obligations to be purchased nor any other obligations of the issuer within five years of the investment.
- i. Bonds, notes or evidences of indebtedness issued by any county improvement district or municipal improvement district in this state to finance local improvements authorized by law, if the principal and interest of the obligations are payable from assessments on real property within the improvement district. An investment shall not be made if:
 - 1) The face value of all such obligations, and similar obligations outstanding, exceeds fifty per cent of the market value of the real property, and if improvements on which the bonds or the assessments for the payment of principal and interest on the bonds are liens inferior only to the liens for general ad valorem taxes.
 - 2) A default in payment of principal or interest on the obligations to be purchased has occurred within five years of the date of investment, or, if the obligations were issued less than five years before the date of investment, a default in the payment of principal or interest has occurred on the obligations to be purchased or on any other obligation of the issuer within five years of the investment.
- j. Commercial paper of prime quality that is rated "P1" by Moody's Investor Service or rated "A1" or better by Standard and Poor's rating service or their successors. All commercial paper shall be issued by corporations organized and doing business in the United States.
- k. Bonds, debentures and notes that are issued by corporations organized and doing business in the United States and that are rated "A" or better by Moody's Investor Service or Standard and Poor's rating service or their successors.
- l. All other investments are thereby prohibited from consideration for investment. Furthermore, the Town may desire to be more conservative in its investment portfolio and restrict or prohibit certain of the investments listed above.

H.G. BENCHMARK

1. The performance of an actively managed portfolio on behalf of the Town will be expected to at least match the performance of the Local Government Investment Pool during any one-year period.
2. Occasionally, based on the liquidity needs and the portfolio strategy of the Town it may be reasonable and desirable to measure portfolio performance against a total return benchmark. The Finance Director shall define such a benchmark after consultation with professionals in the field of financial management and the Town Council.

H.H. MATURITY PARAMETERS

Funds Maximum Maturity:	5 Years
Maximum Maturity for Repurchase Agreements:	180 Days
Portfolio Duration Target:	To be defined by the Finance Director in consultation with the Town Council.
Portfolio Duration Range:	+ / - 20% of the Portfolio Duration Target

H.I. CONCENTRATION AND DIVERSIFICATION

1. At the time of purchase a maximum of 5% of the market value of the portfolio may be invested in debt issued by any single entity. Debt backed by the United States Treasury or GSE's are exempt from this concentration criterion.

H.J. MINIMUM ACCEPTABLE CREDIT QUALITY

1. As indicated in the table below, all corporate portfolio holdings at the time of purchase shall have a minimum rating (*) by at least one of the Nationally Recognized Statistical Rating Organizations (NRSRO's).

	S & P	Moody's
Short Term Rating	Not lower than the Town of Camp Verde current G.O. Bond Rating or its commensurate short term rating * (see exhibit 1)	Not lower than the Town of Camp Verde current G.O. Bond Rating or its commensurate short term rating * (see exhibit 1)
Long Term Rating	One grade higher than the Town of Camp Verde current G.O. Bond Rating *	One grade higher than the Town of Camp Verde current G.O. Bond Rating *

*In no case shall the rating be lower than that required by A.R.S. §35-323, as amended.

H.K. SAFEKEEPING AND CUSTODY

1. Delivery vs. Payment - All trades of marketable securities will be executed by delivery vs. payment (DVP) to ensure that securities are deposited in an eligible financial institution prior to the release of funds.
2. Safekeeping - Securities will be held by a custodian selected by the Town and evidenced by custodial reports. The safekeeping institution shall annually provide a copy of their most recent report on internal controls (Statement of Auditing Standards No. 70, or SAS 70).

H.L. REPORTING

1. The Finance Director shall produce for the governing body of the Town or their designee a quarterly investment report.

H.M. CUSTODIAN RECONCILIATION

1. The report of investment holdings shall be reconciled within 30 days of the close of each month to the Finance Director's custodian bank. Discrepancies shall be reported to the Finance Director.

Q.N. ETHICS AND CONFLICTS OF INTEREST

1. Officers and employees involved in the investment process shall refrain from personal business activities that could conflict with the proper execution and management of the investment program or that could impair their ability to make impartial decisions. Employees and investment officials shall disclose, within ten (10) days, any material interests in financial institutions with which they conduct business. They shall further disclose any personal financial/investment positions that could be related to the performance of the investment portfolio. Employees and officers shall refrain from undertaking personal investment transactions with the same individual with which business is conducted on behalf of the Town.

P.O. POLICY CONSIDERATIONS

1. Exemption – Any investment currently held that does not meet the guidelines of this policy shall be exempted from the requirements of this policy. At maturity or liquidation, such monies shall be reinvested only as provided by this policy. Any deviation from the preceding policy shall require the prior specific written authority of the Town Council.

Q. ~~INVESTMENT TRAINING~~

- ~~1. Investment officials shall have a finance, accounting or related degree and knowledge of treasury functions. Investment training shall take place not less than once in a two-year period and receive no less than ten hours of instruction relating to investment responsibilities from an independent source such as Government Finance Officers Association, Municipal Treasurers Association, American Institute of Certified Public Accountants, Government Finance Officers Association-Arizona, Arizona Society of Public Accounting or other professional organizations.~~
- ~~2. The Chief Financial Officer/Finance Director and all investment officials of the Town shall attend at least one training session relating to their cash management and investment responsibilities within 12 months of assuming these duties for the Town. Training shall include education in investment controls, security risks, strategy risks, market risks, and compliance with state investment statutes.~~
- ~~3. A report of the training(s) attended shall be submitted to Council at the time of the bi-annual review of the Investment Policy subject to Section 3 4 4.3.~~

Commented [MS57]: I don't think this is necessary with investment advisors. While this training is obtained annually through GFOAz I don't know that it should be listed as a requirement in the policy and at the very least should not warrant a report to Council to state that the training was received.

MISCELLANEOUS POLICIES

SECTION

FRAUD POLICY

PURPOSE: To establish policies and procedures to maintain an ethical environment as a top priority for the Town of Camp Verde. The Town's Fraud Policy formalizes the expectations of personal honesty and integrity required of Town officials and employees. The Town of Camp Verde is committed to protecting its revenue, property, information, and other assets from any attempt, either by members of the public, contractors, sub-contractors, agents, intermediaries, or its own employees, to gain by deceit, financial or other benefits. This policy prohibits fraud or misuse of the Town of Camp Verde's assets and sets forth specific guidelines and responsibilities regarding appropriate actions that shall be followed for the investigation of fraud and other similar irregularities.

POLICIES/PROCEDURES

- A. The Town of Camp Verde recognizes the importance of protecting the organization, its taxpayers, its employees, and its assets against financial risks, operational breaches and unethical activities. Therefore, the management shall clearly communicate the fraud prevention policy to both internal and external customers, vendors and employees.
- B. The impact of misconduct and dishonesty may include:
 - 1. The actual financial loss incurred
 - 2. Damage to the reputation of the Town and our employees
 - 3. Negative publicity
 - 4. The cost of investigation
 - 5. Loss of employees
 - 6. Loss of public confidence
 - 7. Damaged relationships with our contractors and suppliers
 - 8. Litigation
 - 9. Damaged employee morale
- C. The Town of Camp Verde's goal is to establish and maintain an environment of fairness, ethics and honesty for our employees, our citizens, our suppliers and anyone else with whom we have a relationship. To maintain such an environment requires the active assistance of every employee and manager every day.
- D. The Town of Camp Verde is committed to the deterrence, detection and correction of misconduct and dishonesty. The discovery, reporting and documentation of such acts provides a sound foundation for the protection of innocent parties, the taking of disciplinary action against offenders up to and including dismissal where appropriate, the referral to law enforcement agencies when warranted by the facts, and the recovery of assets.
- E. **Definitions** – As used in this policy, the terms listed below shall have the following definitions:
 - 1) **Assets** – the entire property of the Town of Camp Verde. Assets include, but are not limited to, all Town vehicles, building properties, office equipment, software, cash receivables, wages and benefits, equipment, and tools.
 - 2) **Corruption** – the offering, giving, soliciting or accepting of an inducement or reward that may improperly influence the action of a person or entity.
 - 3) **Embezzlement** – any loss resulting from the misappropriation of the Town of Camp Verde's assets.
 - 4) **Employee(s)** – all Town of Camp Verde employees, independent contractors, consultants, temporary workers, and volunteers.

- 5) Fraud – the intentional deception, misappropriation of resources, or the manipulation of data to the advantage or disadvantage of a person or entity.
 - 6) Loss – the Town of Camp Verde losing possession or control of any type of asset through fraudulent activities.
 - 7) Misappropriate – to take or make use of any item without authority or right.
 - 8) Misapplication – illegal or improper use of lawfully held funds or property.
- F. Zero Tolerance Policy - The Town of Camp Verde has adopted a zero tolerance policy regarding fraud. No employee of the Town shall remove any Town of Camp Verde asset from the property, misuse any Town asset for one's personal gain, or willfully misappropriate any Town of Camp Verde asset. Any evidence supporting fraud, theft, or embezzlement of the Town of Camp Verde's assets and equipment may be subject to the following actions including, but not limited to: suspension, termination, restitution, and criminal charges. Any Town of Camp Verde employee who is aware of fraud being committed against the Town of Camp Verde by anyone shall report such activity to the Town Manager or the Ethics Hotline (aka Whistle-Blower Hotline).
- G. Prohibited Acts
1. Fraud is defined as an intentional deception, misappropriation of resources, or the manipulation of data to the advantage or disadvantage of a person or entity. Some examples of fraud include:
 - a. Falsification of expenses and invoices.
 - b. Authorizing or receiving compensation for goods not received or services not performed.
 - c. Theft of cash or any assets.
 - d. Forgery, unauthorized alteration or falsification of records.
 - e. Improprieties in the handling or reporting of money transactions.
 - f. Knowingly providing false information on job applications.
 - g. Authorizing or receiving compensation for hours not worked.
 - h. Embezzlement, bribery or conspiracy.
 - i. Misappropriation, misapplication, destruction, removal, or concealment of Town of Camp Verde property.
 - j. Misrepresentation of fact.
 - k. Computer-related activity involving unauthorized alteration, destruction, forgery, or manipulation of data or misappropriation of Town-owned software.
 - l. Any apparent violation of Federal, State, or Local laws related to dishonest activities or fraud.
- H. Detering Fraud and Corruption
1. The Town has established internal controls and policies and procedures in an effort to deter, prevent, and detect fraud and corruption. All new full time employees are subject to background investigations including a criminal background check(s). All temporary, part-time, and seasonal employees may be subject to a criminal background check based on position and possible duration or employment. The Town may also verify all applicants' employment history, education and personal references prior to making an offer of employment.
 2. All vendors, contractors, and suppliers shall be in good standing and be authorized to transact business in the Town of Camp Verde. Vendors, contractors, and suppliers may be subject to screening, including verification of the individual or company's status as a debarred party.
 3. When necessary, contractual agreements with the Town may contain a provision prohibiting fraudulent or corruptive acts and will include information about reporting fraud and corruption.
 4. ~~Town employees will receive annual fraud and corruption awareness training (ethics training).~~ New employees will receive this policy as part of their training at orientation. Employees will be required to sign an acknowledgement verifying that they received a copy of the fraud policy and attended the awareness training.

5. Each department is responsible for instituting and maintaining a system of internal control to provide reasonable assurance for the prevention and detection of fraud, misappropriations, and other irregularities. Management should be familiar with the types of improprieties that might occur within their area of responsibility and be alert for any indications of such conduct.

I. Reporting of Fraud or Corruption

1. Allegations and concerns about fraudulent or corrupt activity may come from various sources including employees, vendors, members of the public, results of internal and external audit reviews, or from any other interested parties.
2. All employees and officers have a duty to report concerns they have or information provided to them about the possible fraudulent or corrupt activity of any officer, employee, vendor, or any other party with any association with the Town. Any person who has a reasonable basis for believing fraudulent or corrupt acts have occurred has a responsibility to report the suspected act immediately.
3. Employees will be granted whistle-blower protection when acting in accordance with this policy. When informed of a suspected impropriety, neither the Town nor any person acting on behalf of the Town shall:
 - a. Dismiss or threaten to dismiss the employee,
 - b. Discipline, suspend, or threaten to discipline or suspend the employee,
 - c. Impose any penalty upon the employee, or
 - d. Intimidate or coerce the employee.Violations of the whistle-blower protection will result in discipline up to and including termination.
4. Concerns should be reported to any of the following:
 - a. Town Manager
 - b. Town Council
 - c. Human Resources Director
 - d. The employee's immediate supervisor
 - e. Anonymous Ethics Hotline (aka Whistle-Blower Hotline)

5. Reporting Procedures

a. Mayor and Town Council Responsibilities

- 1) If the Mayor or a Town Council Member has reason to suspect that a fraud has occurred, he or she shall immediately contact the Town Manager (or contact the Town Attorney or Human Resources Director if the Town Manager is involved).
- 2) The Mayor or Town Council Member shall not attempt to investigate the suspected fraud or discuss the matter with anyone other than the Town Manager (or Town Attorney or Human Resources Director if the Town Manager is involved).
- 3) The alleged fraud or audit investigation shall not be discussed with the media by any person other than through the Town Manager in consultation with the Town Attorney and the Human Resources Director.

b. Management Responsibilities

- 1) Management is responsible for being alert to, and reporting, fraudulent or related dishonest activities in their areas of responsibility.
- 2) Each manager should be familiar with the types of improprieties that might occur in his or her area and be alert for any indication that improper activity, misappropriation, or dishonest activity is, or was, in existence in his or her area.
- 3) When an improper activity is detected or suspected, management should determine whether an error or mistake has occurred or if there may be dishonest or fraudulent activity.
- 4) If management determines a suspected activity may involve fraud or related dishonest activity, they shall contact their immediate supervisor (or contact the Town Manager or Human Resources Director if the supervisor is involved).
- 5) Department Heads shall inform the Town Manager (or contact the Town Attorney or Human Resources Director if the Town Manager is involved).

- 6) Management should not attempt to conduct individual investigations, interviews, or interrogations. However, management is responsible for taking appropriate corrective actions to ensure adequate controls exist to prevent reoccurrence of improper actions.
- 7) Management should support the Town's responsibilities and cooperate fully with the Human Resources Department, other involved departments, and law enforcement agencies in the detection, reporting, and investigation of criminal acts, including the prosecution of offenders.
- 8) Management shall give full and unrestricted access to all necessary records and personnel. All Town furniture and contents, including desks and computers, are open to inspection at any time. There is no assumption of privacy.
- 9) In dealing with suspected dishonest or fraudulent activities, great care shall be taken. Therefore, management should avoid the following:
 - a) Incorrect accusations.
 - b) Alerting suspected individuals that an investigation is underway.
 - c) Treating employees unfairly.
 - d) Making statements that could lead to claims of false accusations or other offenses.
- 10) In handling dishonest or fraudulent activities, management has the responsibility to:
 - a) Make no contact (unless requested) with the suspected individual to determine facts or demand restitution. Under no circumstances should there be any reference to "what you did", "the crime", "the fraud", "the misappropriation", etc.
 - b) Avoid discussing the case, facts, suspicions, or allegations with anyone outside the Town, unless specifically directed to do so by the Town Attorney.
 - c) Avoid discussing the case with anyone inside the Town other than employees who have a need to know such as the Town Manager, Human Resources Director, Town Attorney, or law enforcement personnel.
 - d) Direct all inquiries from the suspected individual, or his or her representative, to the Town Manager or Town Attorney. All inquiries by an attorney of the suspected individual should be directed to the Town Attorney. All inquiries from the media should be directed to the Town Manager.
 - e) Take appropriate corrective and disciplinary action, up to and including dismissal, after consulting with the Human Resources Director, in conformance with the Town's Personnel Policies and Procedures or the appropriate bargaining document.
- c. Employee Responsibilities
 - 1) A suspected fraudulent incident or practice observed by, or made known to, an employee shall be reported to the employee's supervisor for reporting to the proper management official.
 - 2) When the employee believes the supervisor may be involved in the inappropriate activity, the employee shall make the report directly to the next higher level of management and/or the Town Manager (or contact the Town Attorney or Human Resources Director if the next higher level of management and/or the Town Manager is involved).
 - 3) The reporting employees shall refrain from further investigation of the incident, confrontation with the alleged violator, or further discussion of the incident with anyone, unless requested by the Town Manager, Human Resources Director, Town Attorney, or law enforcement personnel.
- d. Human Resources Department Responsibilities
 - 1) Upon assignment by the Town Manager, the Human Resources Director ~~will~~ shall promptly investigate the fraud.
 - 2) In all circumstances where there appears to be reasonable grounds for suspecting that a fraud has taken place, the Human Resources Director, in consultation with the Town Attorney, ~~will~~ shall contact the Marshal's Department.
 - 3) The Human Resources Director shall be available and receptive to receiving relevant, confidential information to the extent allowed by law.
 - 4) If evidence is uncovered showing possible dishonest or fraudulent activities, the Human Resources Director shall proceed as follows:
 - a) Discuss the findings with the appropriate management/supervisor and the department director.

- b) Advise management, if the case involves staff members, to meet with the Human Resources Director (or his/her designated representative) to determine if disciplinary actions should be taken. Any disciplinary action taken will be in accordance with the Town Personnel Rules and any applicable Memorandums of Understanding.
- c) Report to the External Auditor such activities in order to assess the effort of the illegal activity on the Town's financial statements.
- d) Coordinate with the Town's [Risk Management](#) insurer regarding notifications to insurers and filing of insurance claims.
- e) Take immediate action, in consultation with the Town Attorney, to prevent the theft, alteration, or destruction of evidentiary records. Such action shall include, but is not limited to:
 - i. Removing the records and placing them in a secure location, or limiting access to the location where the records currently exist.
 - ii. Preventing the individual suspected of committing the fraud from having access to the records.
- 5) In consultation with the Town Attorney and the Marshal's Department, the Human Resources Department may disclose particulars of the investigation with potential witnesses if such disclosure would further the investigation.
- 6) If the Human Resources Department is contacted by the media regarding an alleged fraud or audit investigation, the Human Resources Department will consult with the Town Manager and the Town Attorney, as appropriate, before responding to a media request for information or interview.
- 7) At the conclusion of the investigation, the Human Resources Department will document the results in a confidential memorandum report to the Town Manager and the Town Attorney. If the report concludes that the allegations are founded, the report will be forwarded to the Marshal's Department for subsequent transfer to the County Attorney for disposition.
- 8) Unless exceptional circumstances exist, a person under investigation for fraud is to be given notice in writing of essential particulars of the allegations following the conclusion of the audit. Where notice is given, the person against whom allegations are being made may submit a written explanation to the Human Resources Department no later than seven calendar days after notice is received.
- 9) The Human Resources Department will be required to make recommendations to the appropriate department for assistance in the prevention of future similar occurrences.
- 10) Upon completion of the investigation, including all legal and personnel actions, all records, documents, and other evidentiary material, obtained from the department under investigation will be returned by the Human Resources Department to that department.
- 6. False Allegations
 - a. False allegations of suspected fraud with the intent to disrupt or cause harm to another may be subject to disciplinary action up to and including termination of employment.
- 7. Corrective Action and Discipline
 - a. Final determination regarding action against an employee, vendor, recipient or other person found to have committed fraud or corruption will be made by the Town Manager (or Town Council if the Town Manager is involved).
 - b. Offenders at all levels of the Town will be treated equally regardless of their position or years of service with the Town. Determinations will be made based on a finding of facts in each case, actual or potential damage to the Town, cooperation by the offender and legal requirements.
 - c. Appropriate and timely action will be taken against those proven to have committed fraudulent acts. These remedial actions may include, but are not limited to:
 - 1) Disciplinary action (up to and including immediate termination of employment).
 - 2) Restitution for all losses, including investigation and legal expenses, to the fullest extent of the law.
 - 3) Forwarding information to the appropriate authorities for criminal prosecution.
 - 4) Institution of civil action to recover losses.

- 5) Where the Town of Camp Verde elects to take corrective or disciplinary action, it will proceed under the procedures in place under policy or under any collective bargaining agreement for the respective employment classification.
 - 6) The Town of Camp Verde may take corrective or disciplinary action without awaiting the resolution of criminal or civil proceedings arising from fraudulent conduct.
8. Confidentiality
 - a. All investigations will be conducted in confidence insofar as reasonably possible. The names or names of those communicating information about a fraudulent act or the name or names of those suspected of a fraudulent act will only be revealed when required by law in conjunction with the investigation or legal action.
 9. Questions or Clarifications Related To This Policy
 - a. All questions or other clarifications of this policy and its related responsibilities should be addressed to the Town Manager, who shall be responsible for the administration, revision, interpretation, and application of this policy.

CELL PHONE POLICY

PURPOSE: The purpose of this policy is to provide guidance and procedures governing the use of Town owned cellular telephones. This administrative guideline will also help ensure consistency among Town departments using cellular phones.

I. POLICIES

- A. The Town of Camp Verde issues cellular phones to officials and employees who work in areas or on assignments where standard telephones or other forms of electronic communications equipment are not readily available and where such use will benefit the Town and its citizens.
- B. Cellular phones are intended for special applications such as safety purposes or to assist in the completion of an assigned task or official responsibility. They are not intended for personal convenience.

II. UNAUTHORIZED USES OF A TOWN OWNED CELLULAR TELEPHONE

- A. Any call which could suitably be made from a standard Town telephone or other electronic communications.
- B. Any call made in relation to an official's or employee's personal affairs or personal business enterprise.
- C. Any call for the purpose of entertainment, such as 900 numbers, movie links, etc.
- D. Any usage while driving or operating machinery.

III. PROCEDURES

- A. All requests for cellular telephones require completion of Request for Cellular Telephone Form, approved in advance by the department head and the Town Manager, and then forwarded to the Finance Department.
- B. The user of the cellular telephone shall be required to complete the Cellular Telephone User Agreement prior to being issued a cellular telephone.
- C. ~~The Finance Department tracks all cellular phones issued on the Cell Sign In/Out Log shall maintain a listing of all Town issued cell phones.~~
- D. ~~All purchases of Town cellular telephones shall be through State of Arizona contract, unless a more advantageous contract is negotiated through an outside provider.~~
- E-D. All cellular telephone bills shall be sent to the Finance Department and not to a home or business address.
- F. ~~Cellular telephone bills shall be reviewed each month by the applicable department head and/or supervisor to ensure proper use of the phones.~~

IV. POLICY VIOLATIONS

Commented [MS58]: We do not use that specific form.

Commented [MS59]: This should not be the deciding factor for a cell phone provider. Coverage should be the more important component.

Commented [MS60]: Do we need to delete this or are we going to start requiring supervisors to do this?

A. Failure to follow this policy may result in loss of cellular phone privileges and, for employees may result in disciplinary action, including termination of employment.

~~B. Excessive non-work usage of a Town owned cellular telephone is reviewed by the employee's supervisor to determine whether continued access to a cellular telephone is in the Town's interest.~~

Commented [MS61]: We already state above that this is not acceptable. Why suggest that it might be OK here?

V. TERMINATED EMPLOYEES

A. Any employee issued a Town owned cellular telephone shall return it no later than the last day of employment. The employee shall be required to sign the Request for Cellular Telephone Form ~~and the Cell Sign In/Out Log~~ to indicate the phone was returned.

B. Any employee not returning Town owned cellular telephone as of their last day of employment shall be billed for the cost of the phone and any minutes used subsequent to termination.

UNIFORM ALLOWANCE POLICY

PURPOSE: The purpose of this policy is to provide guidance and procedures governing uniform related purchases.

I. POLICIES

- A. The Town has determined that there are certain employee positions and Departments that would benefit from Town provided uniforms or may be required to wear a uniform adhering to specific guidelines.
- B. Required uniforms for Marshal's Office employees shall be covered by the Marshal's Office Uniform policy.
- C. Uniforms provided specifically for identification of Town employees shall be of de minimis value and purchased through the Department's operational budget. Uniforms of this type need to document the benefit provided to the Town for the provided uniform.
- D. A uniform allowance for safety-related issues shall be made in Departments and departments where the normal course of business may put the employee in situations where normal clothing would be inappropriate or cost prohibitive.
 - 1. An annual safety "boot" allowance shall be made for the following positions that are regularly required to in hazardous locations in the field:
 - a. Maintenance Department - \$160 annually
 - i. Includes: Building & Grounds Maintenance, Foreman and Janitor positions.
 - b. Streets Department - \$160 annually
 - i. Includes: Supervisor, Foreman, Equipment Operator and Streets Worker positions.
 - c. Community Development Department - \$100 annually
 - i. Includes: Chief Building Official, Inspector positions and Code Enforcement positions.
 - d. Community Development Department - \$900 annually
 - i. Includes: Animal Control Officer
 - e. Wastewater & Water Departments - \$160 annually
 - i. Includes: Manager, Foreman and Operator positions

160 annually

II. PROCEDURES

- A. Employees who are approved for a boot allowance may purchase the approved footwear themselves and submit the detailed receipt for reimbursement. Purchases for an employee boot allowance may be made with Town funds directly, however, any amount over the maximum allowance listed above shall be paid for by the employee or reimbursed to the Town within 14 days2-weeks.
- A-B. The Animal Control Officer uniform allowance shall be paid in July or August of each fiscal year through the normal payroll process.

Commented [MS62]: How should we handle Code Enforcement?

Commented [MS63]: First run at documenting a policy to cover these types of costs. Discussion probably needs to happen here.