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Winter 2011

A Publication of The League of Arizona Cities and Towns

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Cities and Towns Leveraging Resources to Better Serve Citizens





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At the 2010 League Annual Conference in Glendale, Ariz., the League of Arizona Cities and Towns welcomed its new president, Mayor Bob Walkup of Tucson. Mayor Walkup was elected by the membership after having served more than two years as League vice president and more than 10 years on the organization's Executive Committee. He is currently serving his third term as mayor of Tucson.

When asked why the mayor decided to serve in local government, President Walkup explained, "In the late 1990s, Tucson and the surrounding region were facing some very serious threats to our viability as a community, the most pressing of which was our long-term water supply and the management of CAP water supplies." He continued, "I felt that I could bring solutions and consensus to the leadership mix in southern Arizona."

Mayor Walkup has done just that. During his tenure, the mayor has made numerous fundamental changes in the way the city of Tucson operates. Under his leadership, the city began utilizing its share of the Colorado River water in 2001 to supplement its potable water supply and reduce its dependence on groundwater. Mayor Walkup was also instrumental in forming the Regional Transportation Authority (RTA) and worked to gain approval of its \$2.1 billion multi-modal transportation plan.

Keeping with the theme of collaboration, President Walkup worked with Pima County to consolidate the area's economic development agencies into one regional entity, the Tucson Regional Economic Opportunities, Inc. (TREO), and was also the driving force for merging the area's regional library system funding. His efforts in economic development have contributed to a net increase of 50,000 jobs and \$10,000 per year in average worker earnings during his tenure, among many other accomplishments.

Outside of his work in Tucson, the mayor has been actively involved in the League of Arizona Cities and Towns for several years and sees many benefits to member municipalities.

"The League is both the unifying voice statewide for our cities and towns and a valuable resource to our elected officials and management staff as we work on local solutions," President Walkup said. "As an extension of those two concepts, the League can be a vehicle for making some strategic gains that will enable cities to be more effective and will enable our communities to be stronger."

League members and staff welcome Mayor Walkup and look forward to his leadership and service as president. ●





**I**f there's one thing that can be said for city and town officials, it is that they truly have the best interests of their citizens at heart, and are dedicated to providing the services their citizens want at the best possible price.

I don't know of any mayor or councilmember who likes the idea of raising taxes. After all, they have to pay them, too. But, I also don't know of any level of government that is more responsive to its constituents, and is more responsible in adhering to the principles of wise budgeting and efficient spending.

As the level of government whose only mission is to do the very best for our citizens without trying to make partisan political points, city leaders are focused on getting the most out of every tax dollar. Sometimes that involves finding partners to do necessary projects that the city government alone may not be able to afford.

This issue of *Arizona City and Town* magazine offers some examples of communities that have used collaborative tools to leverage their tax dollars and provide a win-win situation for their citizens. It's yet another example of why more than 80 percent of Arizona citizens choose to live in an incorporated city or town. Quality of life is important to families and businesses, and cities do more than any other level of government to supply basic services that impact the lives of people.

So, whether it's a private company, a neighboring city or town, the state or county government, or some combination of all of them, collaboration makes sense when it can pull resources together to make things happen that wouldn't be possible separately.

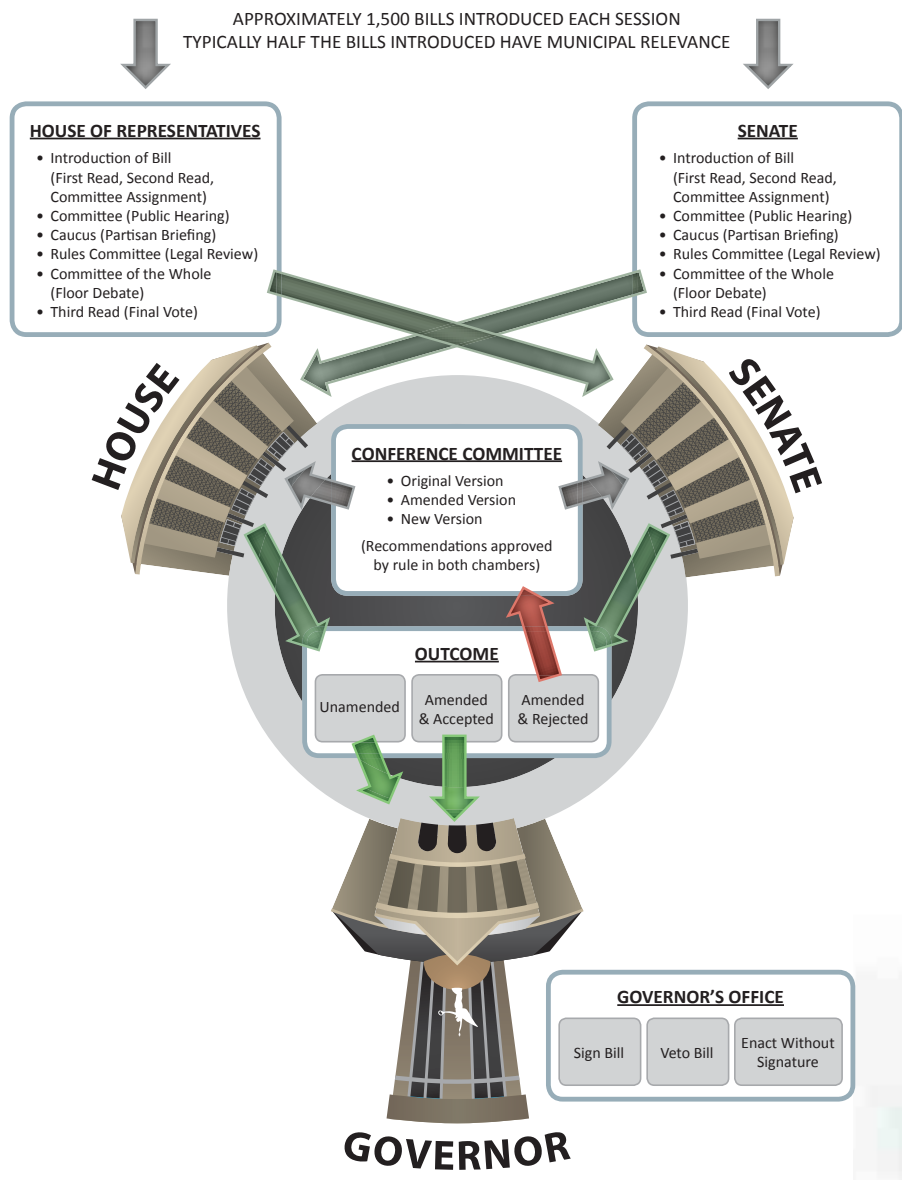
Given today's tough economic times and the prospect for a very slow recovery, these kinds of relationships make more sense than ever before. This may be a silver lining to our current difficult environment: that we learn new ways to respond to community needs by developing new relationships and new solutions.

This kind of flexibility and innovation should be encouraged, and should be embraced by taxpayers who want to know they are receiving the maximum benefit for their hard-earned tax dollars. We have a very positive story to tell and I hope you enjoy the examples you will find in the following pages.

A handwritten signature in black ink that reads "Ken Strobeck". The signature is fluid and cursive, written in a professional style.

Ken Strobeck  
Executive Director

# How a Bill Becomes a Law in Arizona



Each session state legislators introduce approximately 1,500 bills, half of which have some relevance to cities and towns. In this article we will shine some light on that process.

On the second Monday in January, the Legislature convenes. Bills start in either the House or the Senate, depending upon who sponsors the bill. Senate bills start with “1001,” House bills start with “2001” and are then numbered sequentially. Although there are some differences in how each chamber operates, the basic process is the same. There are six sequential steps that take place in each.

1. A bill is “First and Second Read” on the Floor; and then assigned to a committee based on subject matter.
2. Committee – Committees are comprised of members from each party, with the majority party having the most seats. This is the only step in the entire legislative process that is truly ‘open to the public’ for comment. If a bill fails here, the bill is “dead,” although there may be an attempt to resurrect it. If it passes, it moves on to Caucus.
3. Caucus – Each party meets to review bills and the “party position” is vetted.
4. Rules Committee - Every moving bill must go through Rules for legal review, discussing whether the bill is constitutional, germane with existing statute and in the proper format.
5. Committee of the Whole (COW) - The entire chamber comes together for a floor debate.

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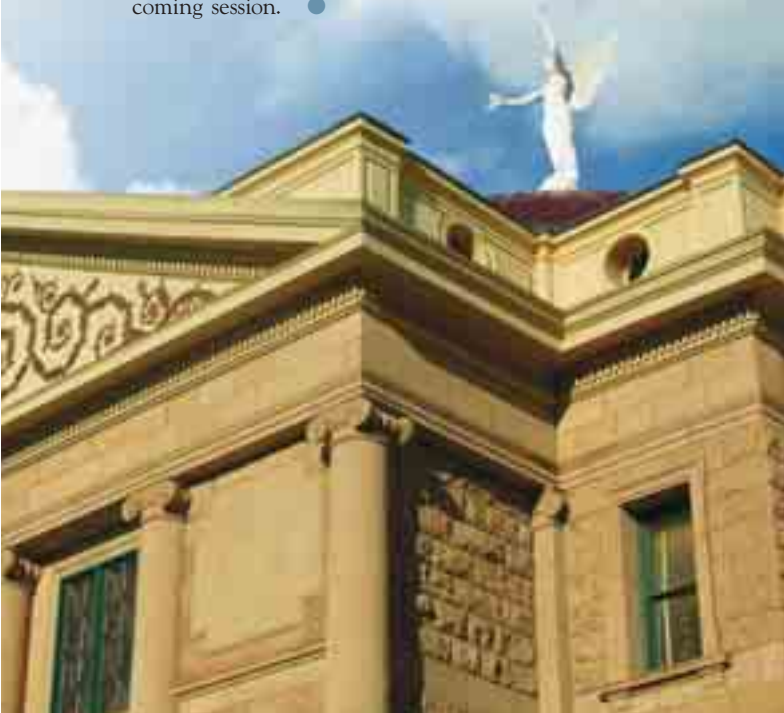
Discussions can be a few minutes or several hours. In COW they use a voice vote. If the bill passes, the next step is a floor vote called:

6. "Third Read" (or final vote within their respective chamber). This vote is electronically tallied. Like the committee process, if a bill fails on Third Read it is considered "dead" with the possibility of procedural resurrection. If it passes, the bill then goes to the other chamber and the same steps are repeated.

If an identical bill passes both chambers without any amendments, it goes straight to the governor's office. If a bill is approved in one chamber, amended in the other chamber (but that amendment is approved by the sponsoring chamber) it also advances to the governor's office. If a bill comes out of its second chamber different than it went in (through the amendment process) it will go to a Conference Committee. This committee is made up of members from both chambers who will work towards a version of the bill amenable to both chambers. If a chamber rejects the Committee's recommendation, the bill is considered "dead." If a bill is amended by a conference committee it is then final read by both chambers. If it passes final read, it is transmitted to the governor's office.

Once a bill is in the governor's office, he or she can sign it into law, veto the bill or allow the legislation to become enacted without his or her signature.

Bill language, hearing schedules, live feeds and status information are available at the Arizona State Legislature's website, [www.azleg.gov](http://www.azleg.gov). During the session League staff spends countless hours at the Legislature tracking bills. We encourage our members to stay abreast of legislative issues impacting cities and towns through our weekly Legislative Bulletin and by contacting the League at 602-258-5786 with any questions you have. We look forward to working with our members, legislators and other interests this coming session. ●



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# COLLABORATION: Cities and Towns Leveraging Resources to Better Serve Citizens

In these challenging economic times, many of Arizona's local leaders are finding new ways to leverage resources to better serve our communities. Collaboration is key; whether partnering with other governmental agencies, the private sector or our citizens, we all benefit from working together. The examples that follow are just a few illustrations of collaboration at work in Arizona.



Prescott Regional Dispatch Center

## Prescott Regional Dispatch Center

### Description:

Before the Prescott Regional Dispatch Center opened, coordination and communication was difficult among the area's numerous smaller agencies, resulting in inadequate information sharing between the region's public safety agencies. There was competition for qualified staff people as well as minimal opportunities for training, promotion and career enhancing elements. It was far more cost effective to jointly purchase and implement required technological enhancements to increase levels of service to communities and public safety agencies. In 2003, the Prescott Technical Committee was formed to look into a joint venture. In 2005, the Prescott Regional Communications Center opened.

### Project Partners:

- Central Yavapai Fire District
- Chino Valley Fire District
- Groom Creek Fire District
- Prescott Fire Department
- Prescott Police Department
- Prescott Valley Police Department
- Walker Fire Association
- Williamson Valley Fire District
- Yavapai Campus Police

### Budget:

Central Yavapai Fire District	\$204,380
Chino Valley Fire District	\$69,300
Groom Creek Fire District	\$5,000
Prescott Fire Department	\$242,660
Prescott Police Department	\$923,560
Prescott Valley Police Department	\$748,440
Walker Fire Association	\$5,000
Williamson Valley Fire District	\$5,000
Yavapai Campus Police	\$5,000

### Estimated Savings:

Actual savings are difficult to estimate; however, some of the best benefits are to the smaller agencies involved in the project. The partnership helps the city to afford upgrades and technology smaller agencies may not have access to.

### Project Contact:

Paul Laipple, Prescott Communications Director, paul.laipple@prescott-az.gov



Santan Vista Water Treatment Plant

## Santan Vista Water Treatment Plant

### Description:

The Santan Vista Water Treatment Plant demonstrates how two communities can work together to provide a vital resource to their constituents, while saving millions in taxpayer dollars by entering into a partnership for the construction and operation of the facility. The state-of-the-art water treatment plant provides each community with 12 million gallons of clean drinking water daily, enhancing both communities' long-term sustainability by providing a critical new resource for water, from the Central Arizona Project (CAP). The new plant has diversified both communities' water portfolios, reduced their reliance on ground water, added redundancy to their supply

systems and employed unique design and the latest technologies that allow for an energy-efficient treatment process.

### Project Partners:

- Gilbert
- Chandler

### Budget:

\$102 million

### Estimated Savings:

\$22 million saved in capital investment; \$600,000 per year for each municipality in operating expenses, which is expected to grow to \$1 million annually when fully built out.

### Project Contact:

Beth Lucas, Gilbert Public Information Officer, Beth.Lucas@gilbertaz.gov



Bullhead City/Fort Mojave Indian Tribe Intergovernmental Agreement

## Bullhead City/Fort Mojave Indian Tribe Intergovernmental Agreement

### Description:

This historic intergovernmental agreement (IGA) provides Bullhead City with a cost-saving option and provides the Fort Mojave Indian Tribe with additional revenue and further utilization of their facility. The IGA also opens communication between the tribe and Bullhead City, helping pave the way for future joint projects. Struggling with revenue reductions and rising costs, Bullhead City officials sought cost reduction opportunities and found one with its neighbor, the Fort Mojave Indian Tribe.

### Project Partners:

- Bullhead City
- Fort Mojave Indian Tribe



**Budget:**

The county jail currently charges \$79.46 per prisoner per day plus \$65 booking fee. With the Fort Mojave Indian Tribe IGA, the cost will be reduced to \$58 per prisoner per day plus a \$50 booking fee for those prisoners housed at the Ft. Mojave facility. The number of prisoners to be housed there is yet unknown.

**Project Contact:**

Steve Johnson, Bullhead City Public Information Officer, SJohnson@bullheadcity.com

**Cotton Express Regional Pilot Project**

**Description:**

The Pinal Central Xpress Pilot Project is a transit project funded completely through the American Recovery Reinvestment Act. This project was funded for the cities, towns, and county to research the demand and use of mass transit across Pinal County. In the early stages of the project, the demand has been evident as studies have predicted. Transit plays a key role in economic development and saves the environment. The hope behind this project is that citizens of the collective communities will turn to mass transit to help save the county from pollution, congestion, and promote highway safety.

**Project Partners:**

Coolidge  
Florence  
Casa Grande

Central Arizona College

Pinal County

Arizona Department of Transportation

**Budget:**

Pilot budget for 16 months: \$268,173

**Estimated Savings:**

Unknown at this point, however, regional connective transit can save the cities, towns, and county from having independent overhead associated with individual transit projects.

**Project Contact:**

Marcus Hoffman, Cotton Express Transit Manager, mhoffman@coolidgeaz.com



Glendale Regional Public Safety Training Center

**Glendale Regional Public Safety Training Center (GRPSTC)**

**Description:**

The Glendale Regional Public Safety Training Center (GRPSTC), a state-of-the-art public safety training facility located at 115th and Glendale Avenues, is a unique partnership between the cities of Avondale, Glendale, Peoria and Surprise and the

Maricopa County Community College

District. It is the first and only shared use public safety training center in the Valley and its varied, unique features and training amenities will set the standard for future public safety facilities in Arizona for many years to come.

**Project Partners:**

**Fire**

Glendale Fire Department  
Avondale Fire Department  
Peoria Fire Department  
Surprise Fire Department

**Police**

Glendale Police Department  
Maricopa Community College District  
Fire Science  
Law Enforcement

**Budget:**

Current budget for phase 0 & 1 is \$54,550,000

Includes \$148,000 federal grant

**Project Contact:**

Daniel Valenzuela, Glendale Firefighter/Public Information Officer, dvalenzuela@glendaleaz.com



Snowflake-Taylor Joint Police Department

**Snowflake-Taylor Joint Police Department**

**Description:**

Snowflake and Taylor are two rural Arizona communities that sit side by side in the center of Navajo County. The two towns are populated by about 10,000 people covering approximately 55 square miles. The police department services both communities as one, providing quality service for about half of the cost.

**Project Partners:**

Snowflake  
Taylor

**Budget:** \$1,581,100

**Estimated Savings:** \$1,000,000

**Project Contact:**

Jerry VanWinkle, Snowflake Chief of Police, jvanwinkle@stpd.org

**Volunteerism**

In addition to intergovernmental collaboration and public-private partnerships, many municipalities are also utilizing volunteer programs. For example, the city of Sedona developed a Volunteer Park Ranger (VPR) program, wherein VPR's assist with Parks and Recreation Department events, patrol park facilities, and spend 360 days a year in the city's uptown visitor and business district welcoming tourists, greeting bus tours and providing general information. Organized by a volunteer program manager, the Sedona program operates on a budget of approximately \$3,000 per year.

In the city of Mesa, volunteers provided 222,484 hours of service last year with a total cost savings of more than \$4.5 million,

in programs such as the city's Parks and Recreation Department, the Mesa Arts Center, museums, neighborhood programs, and the police and fire departments. Nearby in the city of Scottsdale, more than 250 people provide an average of 2,000 volunteer hours per month at the Scottsdale Granite Reef Senior Center, and assist with various activities including tax preparation, blood pressure checks and dance programs. The city of Yuma also boasts several volunteer programs and activities to serve the city's low-income areas and residents. For example, the city recently coordinated with volunteers, county government, nonprofits, churches and business to conduct a "Paint-A-Thon" project that encouraged groups to adopt homes in need of a fresh coat of paint.



Goodyear/Litchfield Park Emergency Services Collaboration

**Goodyear/Litchfield Park Emergency Services Collaboration**

**Description:**

For many years, a private fire department provided emergency services to Litchfield Park residents who subscribed for services. With the development of an IGA, the city of Goodyear now provides fire protection and emergency services to all Litchfield Park residents. Additionally, the residents benefit from the Automatic Aid Consortium, a highly efficient dispatch and response system that sends the closest and most appropriate emergency response vehicle.

**Project Partners:**

Litchfield Park  
Goodyear

**Budget:** \$500,000/year (Litchfield Park's annual compensation to City of Goodyear)

**Estimated Savings:** \$800,000/year (estimated savings from Litchfield Park not having to pay operating costs for their own fire station)

**Project Contact:**

Paul Luizzi, Interim Goodyear Fire Chief, paul.luizzi@goodyearaz.gov



Public Private Partnership - Arizona State University Taylor Place

**Public Private Partnership: Arizona State University Taylor Place**

**Description:**

Taylor Place is a mixed-use student housing

development at the center of the Arizona State University Downtown Campus. An urban infill project, Taylor Place was designed to support the emerging student population and expanding programs and is the first housing project on the downtown campus. By bringing together students, retail and public amenities, Taylor Place serves as a catalyst in supporting the city of Phoenix's goal of promoting a vibrant and sustainable downtown. Teamwork and constant communication between the city of Phoenix, Arizona State University, Capstone Development, Austin Commercial, and SmithGroup led to the project's success and condensed construction timeline.

**Project Partners:**

Phoenix  
Arizona State University  
Austin Commercial  
Capstone Development  
SmithGroup Architects

**Budget:** \$139 million

**Estimated Savings:** \$1 million

**Contact:** Marci Hendrickson, Austin Commercial, MHendrickson@austin-ind.com ●

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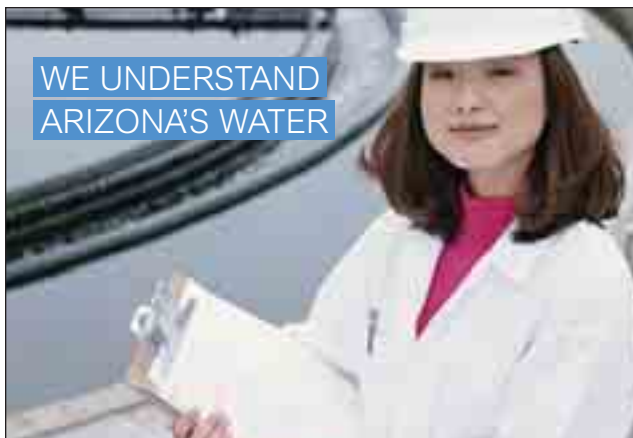
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**UNDERSTANDING A VALUABLE RESOURCE**

# The London Bridge, Lake Havasu City



London Bridge reconstruction in Arizona, circa 1969



London Bridge in Lake Havasu City

One of the best-known tourist attractions in Arizona, the London Bridge in Lake Havasu City that once stretched across the Thames River in England has attracted residents and visitors alike to the area for nearly 40 years.

The five-span arch structure, designed by Scottish engineer John Rennie, was originally dedicated in London in the summer of 1831. By the turn of the century, the bridge was said to be the busiest point in London, with an estimated 8,000 pedestrians and 900 vehicles crossing the bridge every hour. In addition to the high

volume of traffic, the bridge withstood a terrorist bombing in 1834 and German air raids in World War I and World War II, before the city of London moved to replace the bridge in 1967.

In 1968, American entrepreneur Robert P. McCulloch of McCulloch Oil purchased the bridge for \$2,460,000, a figure he arrived at by doubling the estimated cost of dismantling the bridge (\$1.2 million) and then adding \$60,000, or \$1,000 for every year of his age by the time he estimated the bridge would be reconstructed in Arizona. Workers endeavored to move the bridge by marking the individual face stones, and crating and shipping them to Arizona. Stateside, the structure was rebuilt over a reinforced concrete armature in the desert community by the Colorado River. In just a few short years, construction was completed and Rennie's London Bridge was rededicated on October 10, 1971. Today, the reconstructed bridge spans the Bridgewater Channel canal that leads from Lake Havasu to Thompson Bay. ●



Rennie's London Bridge in England, circa 1830s. Image courtesy of Nathalie Chevalier.



View of London Bridge today - the reconstructed bridge spans the Bridgewater Channel canal, leading from Lake Havasu to Thompson Bay.



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# COTTONWOOD, ARIZONA: Celebrating 50 Years

BY KYLA ALLEN, CITY OF COTTONWOOD EXECUTIVE ASSISTANT

The city of Cottonwood, once a sleepy town that travelers passed through when visiting the nearby communities of Sedona and Jerome, is now a tourist destination celebrating its 50th anniversary. Located in the heart of Arizona, nestled in a green valley near the base of Mingus Mountain, Cottonwood was one of the best kept secrets in northern Arizona.

Established in 1879 and named after a circle of Cottonwood trees used as a camp by the initial settlers, Cottonwood was initially an agricultural and grazing area supplying food to the United Verde Mining Camp and the garrison at Fort Verde. Striving to be free of the restrictions and prejudices of the nearby “company” towns, Cottonwood attracted many entrepreneurs and finally incorporated in November 1960.

With natural destinations such as the Verde River, nearby forests, state parks, national monuments and wilderness areas, plus the added attraction of Old Town Cottonwood with its historic feel along with wine tasting rooms – serving award winning wines produced right here in the Verde Valley – Cottonwood now attracts thousands of visitors each year.

When planning for its historic 50th anniversary event, the current economy presented a challenge. With determination, city staff



▲ Cottonwood Recreation Center

▶ Cottonwood Anniversary Banner



incorporated the anniversary into many of the events it already hosts each year, including the Independence Day Fireworks Extravaganza, Rhythm & Ribs, and the Walkin’ On Main Street community event. Other annual events included the Brian Mickelsen Memorial Half-Marathon, annual Easter Egg Hunt, Verde Valley Fair, Verde River Days, Farmers’ Market & Jamboree, AirFest, and the annual Chocolate Walk and Christmas Tree Lighting.

Cottonwood created a limited edition challenge coin to celebrate this five-decade milestone and focused on the signature event, Walkin’ On Main Street, as its main birthday celebration. Some of the activities included were a juried art show, a bevy of musical groups playing throughout the day, impressionists including John Wayne and Elvis Presley, a wine tent and a Bootleggers costume contest.

One of the lesser known facts about Cottonwood was that it was once the bootleg capital of Arizona. In the 1920s Cottonwood was known as the “biggest little town in Arizona.” Speakeasies lined Old Town Main Street, and underground tunnels ran below the street allowing nefarious activities to go on unseen. Though the

tunnels have long ago been sealed, many of the structures remain and the colorful history is ever present. Galleries, shops, restaurants, an olive oil tasting business, wine tasting rooms and the Cottonwood Hotel line Main Street, providing a wonderful ambience in the Old Town historic district.

The city of Cottonwood also acts as the economic heart of the Verde Valley with an array of businesses, county offices, transit system, a major hospital and numerous medical facilities, and despite the nation’s current financial climate, Cottonwood recently opened its new recreation and aquatics center. With state of the art equipment, a dance studio,



◀ Areghini Building - Cottonwood City Council Chambers

▼ Historic Civic Center





▲ Main Street in Cottonwood

◀ Verde Valley

▼ Clemenceau Museum



indoor leisure pool, community events hall, gymnasium, climbing wall, baby sitting services, and electronic game room for the entire family, this facility attracts visitors from throughout the Verde Valley and is an economic attraction for those looking to relocate. In addition to this facility, the outdoor pool was also renovated and is now an AIA officially sanctioned venue for state swim meets.

A sampling of other interests in Cottonwood includes the equestrian center, skate park, Verde Valley Fairgrounds, Riverfront Park, Dead Horse Ranch State Park and the Clemenceau Museum. The Clemenceau Heritage Museum provides a wonderful array of art and historic items including photographs and oral histories of events, people and places throughout the Verde Valley.

Cottonwood is a diverse, growing community nestled in the beautiful upper desert of Arizona.

We invite you to come and explore the many benefits Cottonwood and the Verde Valley have to offer.

To learn more about the city of Cottonwood, visit [www.cottonwoodaz.gov](http://www.cottonwoodaz.gov).



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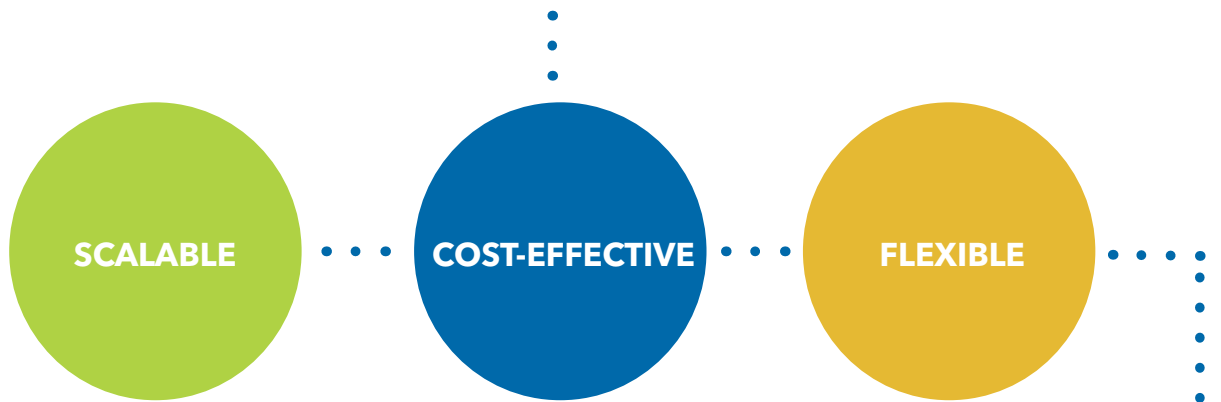
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