Tuesday, April 23, 2019

NOTICE OF SPECIAL SESSION, WORK SESSION AND EXECUTIVE SESSION OF
THE COCONINO COUNTY BOARD OF SUPERVISORS AND THE BOARD OF
DIRECTORS OF THE FLOOD CONTROL DISTRICT

PURSUANT TO A.R.S. § 38-431.02

9:00 a.m. – Work Session
Executive Session immediately following
1:15 p.m. – Work Session continues

First Floor Board Room
219 E. Cherry Ave., Flagstaff, AZ

The Board may change the order of the agenda at the time of convening the meeting or at any
time during the meeting. Members of the Board of Supervisors will attend either in person or by
telephone conference call. Work sessions and regular meetings are open to the public. Persons
with a disability may request a reasonable accommodation by contacting the Clerk of the Board
of Supervisors Office at 928-679-7144. Requests should be made as early as possible to allow
time to arrange the accommodation.

Notice of Option to Recess in Executive Session

Pursuant to A.R.S. § 38-431.02, notice is hereby given to the members of the Board of Supervisors
and to the general public that, at this meeting, the Board of Supervisors may vote to recess into
Executive Session, which will not be open to the public, with the County’s attorneys for legal
advice and discussion on any item listed on the following agenda, pursuant to A.R.S. § 38-431.03
(A) (3).

Call to the Public for items not on the Agenda

After the pledge of allegiance, the Chairman will call on members of the public to speak on any
item or area of concern not listed on the agenda. Items presented during the Call to the Public
portion of the Agenda cannot be acted on by the Board of Supervisors. Individual Supervisors
may ask questions of the public, but are prohibited by the Open Meeting law from discussing or
Considering the item among themselves until the item is officially placed on the Agenda. Individuals are limited in their presentations.

As a reminder, if you are carrying a cell phone, computer, two-way radio, or other sound device, we ask that you silence it at this time to minimize disruption of today’s meeting.

Call to Order:

Pledge of Allegiance:

Call to the Public:

Work Session – 9:00 a.m.:

1. Presentation and discussion regarding the Comprehensive Plan Implementation Report. Community Development

2. Presentation and discussion regarding the Public Works Sheep Hill Conceptual Master Plan and financial ability to support facility investment. Public Works

The Board will resolve as the Flood Control District Board of Directors.

Executive Session:

3. Discussion and consultation with attorney to review contemplated litigation and receive legal advice pursuant to A.R.S. 38-431.03(A)(3) and A.R.S. 38-431.03(A)(4). Flood Control

The Board will resolve as the Board of Supervisors.

Work Session continued – 1:15 p.m.:

4. Presentation and discussion regarding an update on current accomplishments of teacher professional development. Superintendent of Schools

5. Presentation and discussion regarding the 2019 Pre-Fire Season Update. Emergency Management

6. Presentation and discussion regarding Willow Bend Environmental Education Center and the Friends of Willow Bend Gardens regarding programs and projects as they relate to the center and the gardens at Sawmill County Park. Parks and Recreation
7. Roundtable: To be discussed. Pursuant to A.R.S. 38-431.02(H), these matters will not be acted upon.

- Reports from Supervisors; updates on new projects, district budgets, requests for services and initiatives, updated from county staff:
  
  o District 4- Supervisor Jim Parks
  o District 2- Supervisor Elizabeth Archuleta
  o District 3- Supervisor Matt Ryan
  o District 5- Supervisor Lena Fowler
  o District 1- Supervisor Art Babbott

- County Manager's Report
- Board Planning Calendar
- Events Calendar

- Chair's Report

- Update, discussion, and possible direction to staff regarding County Communications

- Update, discussion, and possible direction to staff regarding Local, State and Federal Issues

8. Presentation and discussion regarding Economic Trends in Coconino County.

Community Services

Adjourn:

CERTIFICATION OF POSTING OF NOTICE

The undersigned hereby certifies that a copy of the foregoing notice was duly posted at the Coconino County Administration Building, 219 East Cherry Avenue, Flagstaff, Arizona, on this Date: ____________________________
at ________________ am / pm (circle one) in accordance with the statement filed by the Coconino County Board of Supervisors with the Clerk of the Board. Dated this ____________ day of ____________________, 2019.

____________________________________
Lindsay Daley, Clerk of the Board
DATE: April 17, 2019

TO: Honorable Chair and Members of the Board

FROM: Jay Christelman, Community Development Director

SUBJECT: Presentation and discussion regarding the Comprehensive Plan Implementation Report.

BACKGROUND:

The Coconino County Comprehensive Plan (“the Plan”) was adopted in December of 2015. With the Plan’s adoption, the County established a total of 66 goals and 373 policies throughout the 11 Plan Elements (topic chapters) and adopted a 24-action item Implementation Plan. This executive summary and accompanying Implementation Summary report represent the second year of gathering information and analyzing implementation efforts toward achieving the vision of the 2015 Plan. The Implementation Summary report is based on Plan accomplishments and practices established through Year 2018.

PURPOSE OF THE PRESENTATION:

To provide information to the Board of Supervisors regarding Implementation of the Comprehensive Plan. This information can inform prioritization and budget discussions and can inform future updates to the Comprehensive Plan.

ALTERNATIVES:

Not conduct the work session.

FISCAL IMPACT:

None.

ATTACHMENTS:

1 - Staff Report
2 – Executive Summary
3 - APPENDICIES
4 - PPT PRESENTATION
April 4, 2019

To: Coconino County Board of Supervisors  
From: Department of Community Development  
Subject: Comprehensive Plan Implementation Report Executive Summary

BACKGROUND

The Coconino County Comprehensive Plan (“the Plan”) was adopted in December of 2015. With the Plan’s adoption, the County established a total of 66 goals and 373 policies throughout the 11 Plan Elements (topic chapters), and adopted a 24-action item Implementation Plan. This executive summary and accompanying Implementation Summary report represent the second year of gathering information and analyzing implementation efforts toward achieving the vision of the 2015 Plan. The Implementation Summary report is based on Plan accomplishments and practices established through Year 2018.

REPORTING

Planning staff conducted outreach and offered educational presentations to specific County departments with direct responsibility for implementing the Plan. Each participating department responded with a summary of accomplishments, programs, and practices that demonstrate Plan implementation. A remaining goal is reaching out to more County departments over time to invite participation in this reporting process, as this Implementation Summary is not exhaustive, and general awareness of the Plan could be increased.

Programs, achievements, and established practices from the following departments and partner agencies are detailed within the Implementation Summary report:

- Community Development
- Community Services
- Emergency Management
- Facilities Management
- Parks and Recreation
- Sheriff’s Office
- Arizona Game and Fish
- Forest Restoration
- IT and GIS
- Health District
- Public Works
IMPLEMENTATION SUMMARY

The attached Implementation Summary report represents a broad-level overview of how participating departments and agencies have been implementing the goals, policies, and action items within the Plan. Planning staff analyzed the overall number of items to be implemented and how various projects, programs, and practices are addressing many of these items. Within the Implementation Summary report, there are sections that focus on the “Living Plan” cycle of reporting and implementing, as well as overall progress metrics, County priorities and special projects, individual and joint accomplishments categorized by Plan Element/topic, and remaining opportunities for implementing action items not yet addressed.

The full reports submitted by each individual department are also included, with staffing and funding recommendations offered for consideration during this time of County budget planning.

METRICS

Within the Implementation Summary report is an analysis of overall progress toward implementing the Plan. Each Plan Element includes multiple goals and policies related to specific topics (ie: Water Resources, Public Safety, Energy, etc.). Planning staff scrutinized each participating department’s report and determined which policies were being addressed through intentional communication, strategic planning, regulatory changes, or process modifications. The percentages represented within the Implementation Progress page show significant momentum toward realizing the vision of the Coconino County Comprehensive Plan – ranging from 77-100% in each Plan Element and 86% overall.

RECOMMENDATION

This report is informational only and requires no formal action. Staff would appreciate guidance on determining if Attachment A is suitable for broad dispersion to County staff and partners, as well as to the Public. The Board of Supervisors may consider the staffing and budgetary recommendations from individual departments as noted within Attachment B.

Respectfully submitted,

Jess McNeely, AICP, Assistant Director / Planning and Zoning Manager

Attachments

- Attachment A: Implementation Summary Report
- Attachment B: Reports from Departments/Agencies
Reports from Departments/Agencies

FACILITIES MANAGEMENT

Facilities Management actively monitors and manages energy usage in County facilities, by trending energy data, monitoring building occupancy, usage and operations. The Facilities Management Department engages in a contiguous cycle of benchmarking and implementing energy-efficient measures in County buildings through Energy Management Systems (EMS), solar renewable energy activities, water conservation and reduction. FMD is supporting and setting up the necessary infrastructure to reduce single use water bottles in County Facilities, with the goal of eliminating downstream waste: plastic bottles. Concrete steps are taken to reduce other waste contaminants by properly separating and establishing a battery recycling program through active management at County facilities.

FMD proactively explores reusing existing facilities to meet the County’s operational needs in line with best sustainability practices. In 2017 the County purchased a warehouse building and re-developed it as a state-of-the-art Medical Examiner facility to provide services for county residents. The Facilities Master plan calls out increased efforts and attention in redevelopment and partnership opportunities throughout Coconino County. The County procures 1/3 of its electricity from solar panels installed on its own sites generating renewable energy through cost effective measures.

PARKS AND RECREATION

2018

Frontiere Property Conservation Easement

In September 2017, the Central Arizona Land Trust (CALT) entered into a Cooperative Partner agreement for the Army Compatible Use Bullet Program (ACUBP). As the fiscal agent, CALT works with Camp Navajo/Army National Guard to acquire permanent land protections surrounding Camp Navajo. The acquisition of land rights on key parcels supports compatible land uses proximate to Camp Navajo to ensure the continuation of the military mission and the expansion of operations within the installation. The Frontiere Property parcels are of interest due to their adjacency to Camp Navajo. The Frontiere parcels, which are adjacent to Roger’s Lake Natural area extend the County’s footprint in this area by 240 acres.

Staff have been working through CALT to possibly sell a conservation easement to Camp Navajo under the ACUB program. As partner to the Camp Navajo, CALT takes on the responsibility for perpetual monitoring and defense of the conservation easement.

Joint Land Use Study

Staff have attended stakeholder and committee meetings relative to the Joint Land Use Study. As proprietors of the Frontiere parcels and Rogers Lake Natural area, Coconino County and the Parks and Recreation Department are important partners in this study and its outcome.

Bike Park Phase II

Coconino County Parks and Recreation was awarded a Land and Water Conservation Fund Grant for the construction of Phase II of the Bike Park. Working with County partner Flagstaff Biking Organization, this grant saw the expansion of the popular Bike Park and will provide a future restroom for park users thereby encouraging longer park visits, as well as greater user experience and comfort.

Disc Golf Course Partnership

The Flagstaff Disc Golf Club (FDGC) approached Coconino County Parks and Recreation in early 2017 with the desire to fund and construct an 18-hole disc golf course at Fort Tuthill County Park. The course was constructed with sponsorship funds obtained by FDGC and opened to the public in late summer of 2018.

The partnership has FDGC raising funds to perform repairs and replacements needs on the course and coordinate volunteer clean-up days. The Parks and Recreation Department is responsible for routine maintenance and managing the course. A disc Golf course was identified on the 2013 Fort Tuthill County Park Master Plan.

Flagstaff Snow Play & Water Off-sets

Flagstaff Snow Park entered into its third season at Fort Tuthill County Park with ability to fabricate snow. With reliable snow and a wet winter, Flagstaff Snow Park provided safe snow play and some relief to Highway 180 by selling over 50,000 tickets during the 2018/2019 season.

As an off-set for making snow with potable water, 2% of the County’s earnings from this partner will go towards a ‘green fund’. Green funds will go towards the implementation of off-setting measures at Fort Tuthill County Park. In addition to the ‘green fund’, the department is convening a water advisory committee to identify water saving and other sustainability measures to help off-set the use of potable water for this and other recreation activities at Fort Tuthill County Park.

Rogers Lake Natural Area Interpretive Signs

Through an Arizona State Parks grant, the Parks and Recreation Department was able to design and fabricate several interpretive signs depicting the natural and cultural history of Rogers Lake Natural Area. The sign frames are being constructed in-house and will be installed in the spring/summer of 2019.

Fort Tuthill County Park Post Forest Thinning Activities

In 2017, the Parks and Recreation Department conducted a forest thinning project at Fort Tuthill County Park to increase forest health, to improve public safety and to reduce wildfire
risk. The project was a collaborative effort between Coconino County, Arizona Department of Forestry & Fire Management, Greater Flagstaff Forests Partnership, U.S. Forest Service, The Nature Conservancy, Arizona Game & Fish Department, Northern Arizona University Ecological Restoration Institute, and the City of Flagstaff.

Following the thinning, the department hosted a public firewood give-away. In the fall of 2018, seasoned wood was distributed to individuals and families in the Wood for Warmth and similar programs. During the late fall 2018 and early winter of 2019, prescribed burns took place as part of the thinning clean-up. Results of the thinning and subsequent burns should be evident this summer.

**Copeland Trail Forest Access**
Reconstruction of a forest access trail off Copeland Lane in Timberline was completed in winter 2018. This highly utilized forest access eroded resulting from the 2010 Shultz Floods. This was a collaborative project between the Public Works Department who managed the construction of the trail and Parks and Recreation who is now responsible for maintaining it.

**Pumphouse Wash Trail Access Point**
Coconino County Parks and Recreation acquired a small parcel off Tolani Road in Kachina Village. The parcel, purchased with County Parks and Open Space tax funds, will become a trail access point just above the O'Neil Springs and onto a trail along the uplands of the Pumphouse wetlands. The project will formalize access, the trail and add miles to County's growing trail system.

**Forest Health Information Signs**
This project involved the installation of an educational kiosk complementing the 2017 thinning project at Fort Tuthill County Park. The signs provide park visitors an opportunity to learn about the ecological benefits of active forest management. The project was realized in collaboration with the Greater Flagstaff Forests Partnership (GFFP) and funding from the Fire Adapted Communities Learning Network whom GFFP is a member of nearly 20 core members nationally. Multiple local GFFP partners were involved in designing the signs including the Arizona Department of Forestry and Fire Management and the Ecological Restoration Institute.

**Land Donation at Kachina Village**
The department received a donation of .68 acres adjacent to the southern boundary of Raymond County Park. The land must be used for parks and recreation purposes such as an access trail and possibly a ramada. In addition, the parcel is being considered for a parking lot expansion with appropriate egress and ingress for school buses. The Flagstaff Unified School District and Public Works Department would partner in this project. The modified parking lot would serve as a student pickup and drop-off point on days the roads are covered in snow.

**Army Compatible Use Buffer Program Conservation Easement Phase I**
In collaboration with the Central Arizona Land Trust, the department was able to place in conservation 75 acres of the Frontiere Property, adjacent to Rogers Lake Natural Area and Camp Navajo. By early winter 2019, CCPR anticipates finalizing Phase II of this transaction which would place an additional 165 acres into conservation. This purchase furthers the objectives of protecting ecologically valuable open space as well as the objectives set forth through the Joint Land Use Study.

**Flagstaff Trails Initiative**
In August 2017, the National Park Service Rivers, Trails, and Conservation Assistance Program was enlisted to initiate the Flagstaff Trails Initiative (FTI) planning process, a collaborative, multi-jurisdictional recreational trail planning effort. The core partners include the Coconino County, City of Flagstaff, Coconino National Forest, Flagstaff Area National Monuments, Flagstaff Biking Organization, and the Nature Conservancy.

The primary goal of this planning process is to develop a Flagstaff Regional Trails Plan that consolidates a variety of existing trail plans, ideas, and concepts into a single regional document that guides trail projects across multiple jurisdictions. This process will result in a Flagstaff Regional Trails Plan that identifies gaps in the current trail system, proposes future trail alignments and improvements, identifies public access points that need to be protected or established, develops alignments for trails that connect across multiple jurisdictions, prioritizes trail projects, and identifies potential funding sources for the proposed projects.

**Beaver Dam Analogues**
The Parks and Recreation Department installed three beaver dam analogues (BDAs) at Harrenburg Wash, part of Pumphouse County Natural Area, in the last few years to help slow down and spread out water. **Why create BDAs?** Because the Harrenburg Wash area is experiencing head cutting, a steep vertical drop resulting in erosion that migrates upstream over time. Head cutting is very hard to get under control, but BDAs are temporary, cost-effective features that will last for several years, helping to slow the water down and ease the erosion process. These types of features have been used for hundreds of years to slow down erosion, and Parks and Recreation is hopeful this will be the case in Harrenburg Wash. A group of students from Denver, CO, will be spending one day of their spring break in March 2019 with Parks and Recreation staff and will help build more BDAs at Harrenburg Wash.

2019

Parks and Recreation staff will continue working through the Frontiere ACUB program and participating in the Joint Land Use Study. In addition, as opportunities arise Parks and Recreation staff are eager to participate in other action items outlined in this chapter.

**KV10 Land Swap**
The Parks and Recreation Department hopes to finalize the exchange of a small Parks and Recreation managed parcel with a similar sized KV10 owned parcel. The exchange would enable contiguous ownership of the land for each entity and allow the department to further plans for the restoration of the Harrenburg wetlands and trail access.
Soldiers & Bridge Trail
Coconino County Parks and Recreation was awarded an Arizona State Parks Recreational Trails Program Grant and funds are being utilized on the Fort Tuthill Trail System to renovate three miles of Soldiers Trail, mitigate and restore two miles of the same Soldiers Trail. New trail construction consists of extending the Bridge Trail by 1/3 mile, adding 1/4 mile of new trail that connects to the Flagstaff Loop Trail and the Fort Tuthill Bike Park, and adding 1/2 mile of new downhill/low trails.

Extending the Bridge Trail another 1/3 mile connects it with the Soldiers Trail on the park's north end and provides multiple downhill access points to the Soldiers Trail. Once complete, users will be able to connect to the Flagstaff Loop Trail, Flagstaff Urban Trail and the Fort Tuthill Bike Park from additional access points in the park, providing another trail linkage in the community. CCPR is using the grant funds to hire trail crews to do trail maintenance, mitigation, restoration and construction. CCPR will also use grant funds for signs and new trail maps. CCPR is providing in-kind matching funds through staff’s trail design and layout expertise, supervision of trail crews, and installation of trail posts.

Harrenburg Trail & Wetland Restoration
The Harrenburg wetlands in Kachina Village need restoration. Through an Arizona Game and Fish grant, the department was able to obtain a wetland study, a conceptual design and an estimated cost for the restoration. Having this document will be useful in obtaining grants for the restoration and provide a foundation from which to begin the work. This project furthers the County’s commitment to work towards active stewardship, preservation, and conservation of Coconino County’s natural resources. The project would also involve overdue Harrenburg Wash Trail maintenance and restoration.

Babbitt CO Bar Ranch Trail
Coconino County Parks and Recreation, in partnership with the Arizona Trail Association (ATA) and Babbitt Ranches signed a MOU in 2018 to develop a new, 11-mile single-track segment through Babbitt ranch lands. This trail segment will connect two points of the Arizona Trail. The agreement has the Coconino County and ATA building the trail. CCPR will contribute staff time and the ATA will organize volunteer weekend work events, volunteer vacations, and other opportunities for community members and volunteers to build and, in the future, maintain the trail.

Willow Bend Environmental Center Projects
Willow Bend Environmental Center was successful in securing a grant to construct an ADA compliant wildlife viewing platform at Sawmill County Park. CCPR staff will aid in the construction.

Navy Readiness and Environmental Protection Integration Programs (REPI)
In collaboration with the Trust for Public Land and the Miller Family, the department anticipates acquiring and placing in conservation 80 acres adjacent to Rogers Lake Natural Area. This purchase furthers the objectives of protecting ecologically valuable open space, low-impact recreational opportunities as well as the objectives set forth through the Joint Land Use Study. In addition, the Navy has provided an appraised conservation value for 220 acres at Fort Tuthill County Park. Depending on Board direction, it is possible this land could also be placed in conservation through the REPI program.

Recommendations and Requests to the Board of Supervisors

Staffing Needs
In resolving the County Parks and Open Space funded staff, the Parks and Recreation Department has left the Natural Resources Manager position vacant yet unfunded. As continued opportunities present themselves and to position the County for future implementation of the goals and policies outlined in this chapter, consideration of reopening this position may be warranted. The duties of this position include but are not limited to natural resource-based planning (trails, open space, parks); open space management planning, implementation and evaluation; regional trails and open space liaison; acquisitions; easements; and, public outreach and education. In addition, as trails, parks and open space amenities are added to the County's park inventory, the need for entry level maintenance staff increases.

Budgetary Needs
Funds for the Harrenburg Wetland Restoration are needed to complete the project. Staff is confident that a grant can be secured, however, in the event a grant is not awarded or if a grant were to require a match, County funding may be needed. In addition, funds will be needed to implement recommendations originating from the Water Advisory Committee as well the development, however small, of the donated parcel next to Raymond County Park.
2018 REPORT
What is the Coconino County Comprehensive Plan and how is it used?

The Comprehensive Plan is regularly consulted when making important land use decisions such as approving zone changes or permits, identifying areas needing infrastructure improvements or environmental protection, or developing priorities for community services and public safety. It is supported by Area Plans, the Agstaff Regional Plan, the Zoning and Subdivision Ordinances, among other plans of area agencies. County departments and officials, agencies, and constituent groups are responsible for working to achieve the vision of the Comprehensive Plan. It serves as a roadmap for the county’s future, laying out a vision based on community values, growth and development, conservation and environmental quality; as well as community partnerships.
MEASURING SUCCESS

Coordinated by Community Development staff planners, this Implementation Summary invites County departments and partner agencies to share how they are actively addressing goals, policies, and action items within the Comprehensive Plan, and to showcase their special initiatives as well as daily work through this lens.

Implementation is not necessarily synonymous with full compliance or completion of projects, however significant progress has been made in the form of intentional communication, strategic planning, regulations, and process modifications that help to manifest the vision and intent of the Comprehensive Plan.

View and Download

The Comprehensive Plan and Companion Guide listing goals, policies, and action items are available online at: www.coconino.az.gov/1948/Long-Range-Planning
JOINT LAND USE STUDY

This report addresses compatibility issues such as urban development and growth, dark sky maintenance, economic diversity, and environmental regulations. It recommends strategies for development around Camp Navajo in Bellemont and the Naval Observatory five miles west of Flagstaff. The JLUS is to be adopted as a minor amendment to the Comprehensive Plan.

AREA PLAN UPDATES

The Bellemont Area Plan has been updated, with public hearings and final adoption planned for the Summer of 2019. The next Area Plan update is focused on Donny Park/Timberline/Fernwood, with the possibility of splitting the community into sub-areas or separate Area Plans. This process will include an evaluation of growth potential.

The Comprehensive Plan's main objectives are to:

- Conserve and promote stable, safe, attractive, rural communities where residents share a sense of pride.
- Safeguard and enhance the choices residents expect for living, working, recreation, and circulation.
- Coordinate strategies for economic development, transportation, and affordable housing so that we can better link the places where people work and live.
- Protect our unique natural and cultural resources, ecosystems, and habitats.

SUBDIVISION ORDINANCE UPDATE

In 2018, Community Development completed drafting the Subdivision Ordinance which requires Integrated Conservation Design and incentivizes well-designed subdivisions over lot-splitting. The Department sought and received public and professional input on the draft, and anticipates completing the public hearing and adoption process in Spring 2019.

ZONING ORDINANCE UPDATE

Initiated in June of 2017, the primary focus of this update is on modernizing the code by consolidating existing and introducing new land uses in each zone, such as introducing mixed-use residential development into commercial zones and adding campgrounds in residential zones. Definitions have been updated and performance standards for special uses have been created with less reliance on conditional use permits. Next steps will focus on energy and lighting.

PRE-APPLICATION MEETINGS

The County offers free, informal meetings for applicants in need of zoning and other permits for development projects. County departments and area agencies are invited to attend to give feedback related to dark skies, wildlife, resource and energy conservation, public safety and health, as well as community character while citing goals and policies of the Comprehensive Plan and applicable Area Plans.

FOREST RESTORATION

The County is working toward increasing forest restoration efforts through education and policy advocacy at each level of government, collaborations with area agencies and local industry groups, and working with the Forest Service to improve stewardship practices. Industry development, seeking grants, and exploring uses for the timber are top priorities, along with Firewise Planning projects in and around Flagstaff and outlying communities.

E.D.C.M. UPDATE

The County updated the Engineering Design and Construction Manual to include references to GIS technology and Traffic Impact Analyses, as well as clarifications to road development standards while encouraging privately-maintained roads.

PARKS & REC MASTER PLAN UPDATE

The County initiated a public information gathering process as Parks and Recreation staff visited numerous communities throughout the county to discuss desires for recreational opportunities and facilities.

NEW POSITIONS

- Economic Development Manager
- Urban Wildlife Planner
- Forest Restoration Director
Plan Elements:
ACCOMPLISHMENTS AND ESTABLISHED PRACTICES

Sustainability and Resiliency

Sustainability and Resiliency

Utilities Management: installation of water bottle refilling stations in County buildings, warehouse redevelopment as new state-of-the-art Medical Examiner facility, recycling efforts, lighting upgrades, waterless urinals, reducing irrigation, programmable thermostats, heating pads in exchange for space heaters to conserve energy, nearly $1 million saved from energy efficiency improvements and usage reduction. Sheriff’s Office: solar panels over parking areas, electronics and battery recycling. Community Development: The sustainable building Program (SBP) continues to serve as a resource with certification options and recognition for sustainable developments with informational flyers and sustainable Building Tour (to date nearly 200 structures have been certified with thousands of others consulting with the SBP). Green MLS and green realtor designations, construction site diversion partnerships; animal-keeping section of the Zoning Ordinance, pre-application meetings, Small Home/Cabin Building Technology, Creativity and Innovation Program discussion, 2018 Building Code adoption discussion with light straw-clay and straw-bale construction, as well as tiny house appendices.

Natural Environment

Natural Environment

Risks and Recreation Department: Frontiere Property conservation easement, Beaver Dam Analogues as erosion control at Harrenburg Wash. Forest Restoration: A local industry group was created to discuss ways the County can assist with improving business opportunities and practices while accelerating forest restoration, advocacy and education for policy changes at all levels of government to support forest restoration efforts; partnering with US Forest Service and Public Works on forest road usage and maintenance, attending FRI kaholder meetings, thinning project on county land adjacent Coconino Center for the Arts and Sechrist School as well as at Fort Tuthill. Community Development: pre-application review process ensures as much protection and conservation as possible with the AZ Game and Fish Urban Wildlife Planner participating as well as attending site visits with staff forting permit applications, weed mitigation in the Zoning Ordinance as part of the landscaping section.

Water Resources

Water Resources

Plan Elements: ACCOMPLISHMENTS AND ESTABLISHED PRACTICES

AND USE AND GROWTH

and GIS: supports community-based design, planning, and permit activity through ParcelViewer, ArcGIS Portal, SmartGov, and other web applications; flood plain mapping resulting in a reduction of flood insurance premium rates for county residents; maps, data development, and analysis for the John Land Use Study (JLUS), Bellemont Area Plan, Zoning Ordinance, Subdivision Ordinance; supporting emergency management operations and e-911. Community Development: participating in the JLUS, analyzing and updating the Zoning Ordinance to include additional conditional uses being permitted by-right with performance standards; the Subdivision Ordinance is being updated to include integrated development design; Bellemont Area Plan updates with help from County partners and a citizen committee; free resources and certifications through the Sustainable Building Program; the County is a STAR Community Rating system participant; emergency services and other departments’ and partners’ input at pre-application meetings for development projects. Board of Supervisors: determines approval of zone changes and other significant land use requests; signed Resolution discouraging uranium mining in the and Canyon watershed.

COMMUNITY CHARACTER

Community Development: pre-application meetings include a discussion of design standards (such as for building aesthetics and signage) when the project is within an associated Plan boundary; a Design Review Overlay application is then considered by the Planning and Zoning Commission at a public hearing; the Bellemont Area Plan update includes the creation of design standards for their community. Activity centers are identified within Area Plans and commercial developments is encouraged to be built within those centers. Use in more remote areas; the cell tower section of the Zoning Ordinance requests photo simulations and viewed analysis. Coconino County: is a dark-sky county with an extensive lighting section of the Zoning Ordinance to guide residential and commercial development; three different Lighting Zones are established in relation to observatory locations.

CONOMIC DEVELOPMENT

and GIS: Geographic Information Systems (GIS) applications support economic development and Smart Growth. Emergency Management: projects and programs are being developed that will mitigate the impacts of a disaster and help keep businesses open to ensure the survival and success of our community. Community Development: the updating of the Zoning Ordinance includes the consolidation of uses and expanded zoning districts; mixed use development is introduced in commercial zones with higher density uses near activity centers. Coconino County: hosted the Colorado Plateau Economic Development Symposium which identifies needs of the regional economy and encourages collaboration.
Plan Elements: ACCOMPLISHMENTS AND ESTABLISHED PRACTICES

Parks, Open Space, Trails, and Recreation

| Community Development | Comprehensive Plan Implementation Report |

**Sports and Recreation Department:** Fort Tuthill improvements include the second phase of the bike park, a disc golf course, snow play enhancements, and forest health signage. Copeland Trail forest access was restored in Doney Park. In Kachina Village, the department focused on Pump House Wash Trail connectivity and land donation to Raymond. Signage was added at Rogers Lake. The department participates in the Flagstaff Trails Initiative, a multi-jurisdictional planning effort. Future plans include a Kachina Age Improvement District (KVID) land swap, Fort Tuthill renovation of Soldiers and Bridge Trail, Babbitt ranch lands connectivity with Arizona Trail, and a Sawmill County Park wing platform. **Community Development:** The Flagstaff Regional Plan 2030 includes goals and policies related to preservation and creation of open spaces and greenways.

**Community Services**

**Community Services Department:** Population Health Monitoring, WIC services (food vouchers, breastfeeding counseling), Prescription Drug Overdose and Opioid Crisis Response, health screenings (oral), vaccinations, education (tobacco and smoke-free programs), injury prevention trainings and materials (cribs, car seats, bicycle repair stations), and inspections of establishments, camps, schools, pools. Community Services Department: analysis and development of the annual Community Needs Assessment Report, bus passes and dical transportation, Basic Business Empowerment program in Page and Williams, meals for seniors. Coconino County: Super Service Saturday events and High Country Babe partnership for animal sheltering services.

**Energy**

**Utilities Management:** solar provides 1/3 of the County's electricity. Coconino County: Navajo Generating Station transitioning; Perrin Wind Farm continues operations. **Community Development:** preliminary utility-scale energy ordinance discussions have occurred; the Sustainable Building Program offers resources on Energy Star and LEED design. Other technologies: solar and wind energy are permitted uses in all zones. **Forest Restoration:** discussing and encouraging biomass energy efforts (from low-value timber using).
PUBLIC SAFETY

Conino County: established partnerships with local (fire districts, medical response, law enforcement), state, tribal, and federal agencies for public health, wildfires, mass evacuation and sheltering, hazardous materials, and other emergency preparation and exercises; maintenance of the County's Emergency Operation Plan; Tinder Fire support. Communication efforts include social media, reverse 911 emergency notifications and 911 addressing in the Bellemont community, news releases, and community meetings led by multiple departments within the County on a variety of public safety issues.

Arizif's Office: responds to over 86,000 calls for service each year; individualized and culturally relevant services and programs for inmates to maintain contact with and transition back into their community; body cameras for officers achieve transparency and accountability; Situational Awareness, Active Shooter Response, Stop the Bleed emergency first aid, Health First Aid, volunteers for Search and Rescue, Community Emergency Response Teams (CERT); Neighborhood Watch, school and youth programs, Woods Watch, Ready-Go for emergency preparedness, Arizona Interagency Radio System and improved wireless and broadband coverage, and maintaining a data and records management system.

Emergency Management: Highway 180 Winter Severity Crew Plan and partnerships with City of Flagstaff and Summit Fire District; Community Wildfire Protection Plans, family reunification plan with FUSD in the event of an emergency; involvement in: NAZ School Emergency Preparedness and Response Consortium, Facilities Management Building and Campus Security Project, State Homeland Security Grant Program; developer and administrator of City of Williams Post Wildfire Response Plan, and County Hazard Mitigation Plan and recovery Emergency Operations Center communications and trainings. Future plans include increasing social media and community outreach around preparedness and disaster-related information with more technological options (such as remote meetings), and developing several committees in the future such as the Emergency Management Advisory committee and the County Regional Training Advisory Committee.

IRCULATION

Public Works: A survey of all paved County roads has been performed, complete with a digital database. Improvement projects included Mormon Lake Road, Burris Lane Drainage, Bellemont interchange, Copeland Trail, Townsend-Winona Road, Slayton Ranch Road, Mountainaire access road, and Spring Valley Road. During the past year, Public Works spent $1.8 million to conduct chip sealing and other preservation projects on paved County Roads, funded by Prop 407; cinders are used on roadways when possible; 15,000 tons of salt; Future plans include the utility relocation phase of the Bellemont Access and Safety Project (slated for 2018), with the construction phase scheduled for 2020.

Community Development: Pre-application meetings take multimodal transportation into consideration for cars, bikes, and pedestrians with street design and site layout, connecting natural areas and trails where possible, as well as wildlife corridor identification and accommodation with Arizona Game and Fish. A County staff planner participates on the Flagstaff Pedestrian Advisory Committee. Flagstaff Municipal Airport has expanded its services; conditional use permits can allow for airstrips and helipads in appropriate locations.
EMAINING OPPORTUNITIES

Along with the Comprehensive Plan, a list of 24 action items was adopted. These tasks present the desires expressed by the citizens of the county to develop ongoing programs or carry out specific projects. The majority of action items have either been accomplished, are actively being pursued, or have become current practices of County departments and agencies. The following 8 action items remain as opportunities for the County to explore:

PROJECT SPECIFIC:

Develop new area plans for areas of growth with priority for the I-40 corridor, east and west.

Define and identify essential community gateways. Develop policies and design guidelines for gateways and scenic corridors to enhance the value and amenity of these areas. Partner with state and federal programs in identifying funding sources for planning and development.

Develop a TDR (Transfer of Development Rights) ordinance for the County.

Develop a utility-scale energy ordinance to give developers more clear direction on the appropriate siting of utility-scale projects.

ONGOING PROGRAM:

Develop a cooperative position for a plant community liaison to facilitate efforts with state and/or federal agencies to assess, maintain, and restore healthy plant communities through coordinated education, outreach, and management.
Mission

A land of vast and endless beauty, home to many cultures. With energy and enthusiasm we commit to:

- Conscientiously serve our community and provide our citizens with accessible local government;
- Provide the most effective and efficient delivery of services;
- Be sensitive to the needs of all citizens in our changing world;
- Challenge, recognize and support our employees because they are the backbone of the County;
- Protect, preserve and care for our environment.

In our second century of public service, we envision our citizens and staff proud of their government and its accomplishments. We look forward to the future, confident that working together in an atmosphere of cooperation and trust, we will meet each new challenge with creativity and integrity.

Vision

In partnership with our residents, Coconino County is a dynamic community connected by shared values of sustainability, cultural appreciation, environmental stewardship and a spirit of progressiveness. We are a strong, diverse organization that is flexible, responsive and innovative.
DATE: April 17, 2019

TO: Honorable Chair and Members of the Board

FROM: Lucinda Andreani, Public Works Director

SUBJECT: Presentation and discussion regarding the Public Works Sheep Hill Conceptual Master Plan and financial ability to support facility investment.

BACKGROUND:

The Coconino County Public Works Sheep Hill Facility is about 40 years old and is deficient in a number of critical areas including basic life/safety, ADA accessibility, site circulation, operational necessities and adequate staff work space. The FY2017 Budget provided $100,000 for development of a Conceptual Master Plan. On November 14th, 2017 the Board approved a contract with APMI Architects to complete a Conceptual Master Plan for the Sheep Hill Facility. To date the Task I Needs Assessment has been completed and findings were presented to the Board on February 13th, 2018; Task II Prioritization and Option was completed and presented to the Board on April 17th, 2018.

PURPOSE OF THE PRESENTATION:

The purpose of the presentation is to present a recap on the first two phases of the process, and then information on the initial elements of the third and final phase of the Sheep Hill Conceptual Master Plan to the Board. This includes:

• A brief review of the process to date
• Presentation and discussion of Task III - Conceptual Master Plan and Implementation Plan, including the key considerations for the master plan
• Presentation of options for funding the investment needed
• Staff Recommendation
• Next Steps

ALTERNATIVES:

The following alternatives are available to the Board of Supervisors:

• Participation in the discussion outlined above.
• Cancel or reschedule the presentation.
FISCAL IMPACT:

There is no fiscal impact associated with this update, it is to secure direction.

ATTACHMENTS:

1 - Staff Report
2 - POWERPOINT
Sheep Hill
Conceptual Master Plan

Coconino County Board of Supervisors
April 23, 2019
Addressing Facility Issues = Risk Management Plan

- Staff believes *not* investing in our facilities in a planned way creates more financial risk to meeting Prop. 403 promises given life/safety liability issues and likelihood of catastrophic facility failures (roofs) and systems (electrical, plumbing, etc.) failures.

- Proposition 403 funding and likely additional federal infrastructure funds create an opportunity now to invest in addressing life/safety issues, long overdue renovation and longer-term needs.
The Sheep Hill facility is approximately 80 acres and is located within the City of Flagstaff.

The facility is about 40 years old and is deficient in meeting current standards for a range of operational, functional and life/safety needs.

The facility consists of 4 staff occupied buildings at ~56,000 sf; and 3 equipment storage buildings totaling ~12,000 sf and several other support facilities including fuel island, equipment racks, storage, tire yard and material storage areas exist to support operations.
The Sheep Hill facility is home to ~125 full-time team members.

Vehicle and heavy equipment maintenance for the entire County is conducted at Sheep Hill.

A Mine Safety and Health Administration (MSHA) certified mining operation exists at Sheep Hill, which is critical to road maintenance operations.
Sheep Hill Master Plan: Process Recap

- The Board approved funding for completion of a Master Plan for Sheep Hill in 2017.
- Public Works contracted with APMI Architects to complete the Conceptual Master Plan, which began in 2017.
- Completed Task I - Needs Assessment, presented findings to the Board in February 2018.
- Completed Task II - Prioritize Needs and Explore Options, presented findings to the Board in April 2018.
The Sheep Hill Master Plan Process Recap

The Master Plan Process includes the following Phases:

- Task I: Needs Assessment
- Task II: Prioritize Needs and Explore Options
- Task III: Conceptual Master Plan and Implementation Plan
Task 1 – Needs Assessment

Task I: Needs Assessment:
Life/Safety & Critical Issues

- Fire alarm/Fire suppression
- Emergency egress
- Unsafe site circulation
- ADA/accessibility
- Poor lighting
- Poor ventilation
- Limited site and building security
Example:

**Critical Life/Safety Issues**

- The current fire/emergency alarm system consists of a designated staff using the phone system to call in a public announcement.
- The only large conference rooms available are on the second floor of B3 with no ADA access.
- Accessing the fuel island requires County staff and external users including large commercial vehicles and busses to navigate through the entire facility including heavy equipment operations and the MSHA mine.
Task 1 – Needs Assessment:

Operational Efficiencies

- Need for Cinder Barns at Sheep Hill and at Williams Yard
- Separation of public vs. operations
- Lack of efficient equipment systems
- Organization/consolidation of functions to increase efficiency and work flow
Cinder Barns

- Public Works relies on cinders for traction control in winter operations in-lieu of road salt.
- Formerly cinder were heated with truck exhaust to minimize freezing. This is no longer allowed due to regulatory changes.
- Cinder barns are used to keep material dry and greatly enhance the ability to spread cinder, reduce down time and wear and tear on equipment.
Current Site Circulation
Task 1 – Needs Assessment

Task I: Needs Assessment:
Facility Performance

- Does NOT meet current codes and standards
- Modernization to achieve better environment & energy efficiency
- Lacks capacity to provide facilities for other County entities (EM, Training, Conference & “Swing” Space)
**Task 1 – Needs Assessment**

**Task 1: Needs Assessment – Summary of Findings**

- The Sheep Hill facility is generally deficient in meeting current codes, standards and requirements for life/safety and ADA
- The facility is deficient in adequate space to meet current and anticipated functional and operational needs for the Public Works Department
- Site circulation is hazardous
- Opportunity exists to support other County functions such as EM, training, conference and “swing” space
Task 2 – Prioritize Needs

Task 2: Prioritize Needs & Explore Options - completed

- Evaluate the findings of the Task 1
- Develop preliminary options for addressing identified needs
- Prioritize the needs and develop short & long range strategies for implementation
- Prepare preliminary, high level cost estimates for proposed options
Task 2 – Prioritize Needs

Task 2: Prioritize Needs & Explore Options – Priorities Include:

- Life/safety and accessibility for existing facilities
- Modernize equipment
- Address site circulation issues
- Renovate existing facilities to address critical life/safety issues & meet current and anticipated space, operational and functional needs
- Provide space for other County entities and functional needs such as Emergency Management (EM), Emergency Operations Center (EOC), training, meeting and flex/swing space
Reality...

This 40 year old facility and its systems have exceeded their expected lifespan creating critical safety issues, lowered operational effectiveness & lack of efficiencies (productivity & energy)
Task 3: Conceptual Master Plan & Implementation Plan - Underway

Develop a Conceptual Master Plan & Implementation Plan to:

- Translate prioritized needs into a Capital Improvement Plan that addresses Life/Safety, ADA and aged-out systems at Sheep Hill and outlying facilities as well as operational needs with cost estimates and Implementation Plan
- Create a 10 year Repair & Replacement Plan that addresses deferred, smaller scale facility needs for all PW facilities
Keys Facts Influencing the Master Plan

- FY20 investment in Cinder Barns strongly recommended.
- Main Facility (B3 – Admin, shops, Fleet Offices) needs major investment - $7M to $10M to address safety risks, new roof, update aged-out mechanical systems and equipment, and provide improved office space that meets County Facility Standards.
- B2, oldest building, is not worth investing in given age and structural issues; B1 is not far behind so consolidating into another building needs evaluation (Sign Shop and Facilities).
- Public Works needs additional space – considered a new building but likely can accommodate with expansion.
Keys Facts Influencing the Master Plan

- Site circulation really needs to be addressed for safety and operational issues, but can be phased.
- Need facilities in Munds Park & to replace equipment barn in Kachina Village.
- Additional equipment storage barns to protect investments in equipment.
- Strong desire to establish a permanent, dedicated Emergency Operations Center.
- Advantages to relocating Emergency Mgt. offices to Public Works.
- Must begin investing in Repair and Replacement on an annual basis - +$200,000/year – now have formal R&R Plan.
Recently Completed Sheep Hill Projects

Life/Safety

- Emergency exit sign replacement
- Electrical panel upgrades
- Interior & exterior lighting improvements

Operational

- New Engineering Division offices
- Interim Roof Repairs - B3
- Road Maintenance Division partial office renovation
- B4 parking lot enlargement project
Moving Forward: Options for Further Analysis
Improvement Project Options

Needed Sheep Hill Facility Improvement Projects:

- New Cinder Barn (in FY2020 Budget)
- Bldg. B3 Renovation
- Bldg. B3 – Small Expansion
- Renovation of Bldg B5 for use by Sign Shop and Facilities divisions
- Demolition of Bldg B1 & B2 to allow for relocation of fuel island and wash bay
- Renovation of other existing support buildings
- Possible new construction of additional equipment storage barn
- Possible renovation to relocate EM and facilitate permanent EOC, which would also serve as County Training Center
Conceptual Site Plan
Sheep Hill
Conceptual Master Plan
Investment Options
Investment Options

Two Investment Options

1. Pay incrementally as funds allow

2. Finance and complete renovation & construction in timely fashion to secure benefits
Pay Incrementally

KEY CONSIDERATIONS

• Longer time to achieve reduced liability associated with life/safety issues, which translates to higher financial risk and risk for team members and the public
• Longer duration for completion of renovation and construction
• Longer time to realize operational benefits
• Longer time to realize reduction in utility costs and energy consumption
• Increases construction cost when spread over a longer term, increased risk that interest rates or construction material costs and fuel costs will make investments unattainable or far more expensive than projected
KEY CONSIDERATIONS - continued

• More potential impact on currently planned investments in road improvements & equipment (other one-time funding opportunities)
• Less equitable – costs are born by fewer over a shorter period
• Longer time to achieve improved work environment, which negatively impacts job retention and satisfaction
Financing Option

KEY CONSIDERATIONS

• Shorter time to reduce liability associated with life/safety issues, which translates to lower financial and risk for team members and the public
• Shorter duration to complete renovation and construction
• Shorter time to realize operational benefits
• Shorter time to realize reduction in utility & energy costs – this partially offsets financing costs
• Reduces construction cost over the term and reduces risk that interest rates or construction material costs or fuel costs will make investments unattainable or far more expensive than projected – this also reduces the cost of financing
KEY CONSIDERATIONS - continued

• Less impact on currently planned investments in road improvements & equipment (other one-time funding opportunities)

• More equitable – spreads costs over longer term and thus more generations are investing in the facilities necessary to provide PW services

• Shorter time to achieve improved work environment which increases team member retention and job satisfaction occurs
Funding Available to Finance

- Current projected revenues and budgeted expenses will allow for an additional $15M in investments for facility improvements
- Investments will not impact planned CIP, Pavement Preservation, or equipment purchases
- Includes $200K+/year for facilities operations and R&R
- Debt service is fully funded (see 10-year plan)
- Maintains strong fund balance and reserves of approx. $4M
Staff Recommendations

- Staff believes *not* investing in our facilities in a planned way creates more financial risk to meeting Prop. 403 promises given life/safety liability issues and likelihood of catastrophic facility failures (roofs) and systems (electrical, plumbing, etc.) failures.

- Proposition 403 funding and likely additional federal infrastructure funds create an opportunity now to invest in addressing life/safety issues, long overdue renovation and longer-term needs.
Next Steps

1. Conduct a tour of the Public Works Sheep Hill Facility with Board and stakeholders
2. Refine Scenarios and Financials for addressing the facility issues
3. Review proposed FY2020 improvements during upcoming budget process meetings
4. Present Conceptual Master Plan to Board in Fall 2019
Questions, Discussion & Direction
DATE: April 17, 2019

TO: Honorable Chair and Members of the Board

FROM: Lucinda Andreani, Deputy County Manager/ Director of Public Works

SUBJECT: Discussion and consultation with attorney to review contemplated litigation and receive legal advice pursuant to A.R.S. 38-431.03(A)(3) and A.R.S. 38-431.03(A)(4).

BACKGROUND:

Information to be presented during executive session.
DATE: April 17, 2019

TO: Honorable Chair and Members of the Board

FROM: Risha VanderWey, Coconino County Superintendent of Schools

SUBJECT: Presentation and discussion regarding an update on current accomplishments of teacher professional development.

BACKGROUND:

The authorization of the Every Student Succeeds Act (ESSA) is shifting the landscape of educator professional development. ESSA states that professional development needs to be sustained, intensive, job-embedded, collaborative, data-driven and classroom focused. Essa emphasizes that professional development be focused on topics that improve student learning outcomes such as: student agency, early childhood multi-tiered systems of support, universal design for learning, evidence based instruction, standards-based instruction, the whole school, whole community, whole child model, school improvement, data-driven instruction, disability awareness, behavior management, children with special health care needs, school safety, gifted learners, education career action planning, and other professional development needs as identified by local comprehensive needs assessments.

The Coconino County Education Service Agency has utilized one-time teacher professional development reserve funds from Secure Rural Schools to provide the following services.

The Office of Innovation and Development is committed to collaborating with all schools in Coconino County to increase student academic achievement, quality teaching, and to support schools with providing high quality special education services. The CCESA’s action plan provides needed professional development and support to educators and special education providers aimed at meeting the needs of all learners to ensure that all students have equitable access to a quality education and equitable access to excellent educators.

Professional Development: Provided 57 professional development courses to 1053 educators, through both the Fee for Service program and through a partnership with WestEd. Educators from 12 different districts in Coconino County have attended the trainings along with educators from 24 other districts outside of Coconino County.

• 95% of course participants showed statistically significant gains in science pedagogical content knowledge
• 74% of course participants showed statistically significant gains in math content knowledge
• 75% of students had statistically significant gains in content achievement in STEM subjects

Early Childhood: Applied for and secured the Building Bridges Between PreK and Kindergarten grant through ACF of Flagstaff. This project will provide 35 PreK and K educators in the county with foundation literacy professional development, an opportunity for PreK and K educators to discuss how to better prepare/support PreK students in the transition to K, and an opportunity for parents to learn how to better prepare/support their PreK students with the K transition.

Special Education (SPED) Work:

• Launched Coconino County Sped Director Monthly Professional Development Sessions on Topics- Compliance, Presence Learning, RSA Voc. Rehabilitation, Trauma, Suicide Prevention, etc.
  o 56 SPED directors/educators attended
  o 7 SPED professional development sessions to date
  o 10 schools receiving SPED Services

• 21 contracts for actual services provided
• On-site Special Education coaching and mentoring at 5 county schools

Professional Grants Written/Submitted June 2018 – March 15, 2019
1. Arizona Commission of the Arts grant - CCESA, joins with the Flagstaff Symphony Orchestra in providing Carnegie Hall’s Weill Music Education Institute Link Up program to county students in grades 4 and 5. Awarded, $2,500.00
2. ACF Building Bridges Between Pre-K and K-12 grant strives to strengthen kindergarten readiness in families and in preschools by preparing educators to teach foundational literacy skills, supporting families in developing language-based play, improving school to family services by engaging parents in family education, and developing partnerships to improve the alignment between PreK and kindergarten. Awarded, $1450.00
3. Title III English Language Learners Grant, English Language Learner (ELL) Consortium – Awarded - $28,000.00
4. U.S. Department of Education Technical Assistance and Dissemination Grant to scale up and evaluate a model designed to increase the number of underrepresented students who perform at high levels of academic achievement through gifted and talented education programs. Awarded - $30,000.00
5. Arizona Model Demonstration Grant to Improve Academic Outcomes of Students with Intellectual Disabilities in Second Grade (CFDA 84.326M)- the goal of the proposed project is to rigorously demonstrate the effectiveness of a Model Language Arts program, designed to improve the language arts skills of grades k-3 students with intellectual disabilities and subsequent challenges in other academic areas. – Submitted - PENDING $337,800
6. Discovery Research K-12 NSF -The STEM School Professional Learning Advancing Capacity in Evaluation (STEM School PLACE) proposal is an Exploratory project in the Teaching Strand. The goal of this study is to develop an understanding of the connection between how professional learning for school leaders in evidence-based, integrated STEM instructional practices and K-8 schools’ ability to improve their identified outcomes in STEM. – Pending Submission on October 16, 2018 - $550,000.00
7. Spencer Foundation - Improving Science Teaching in Rural Communities: Using Co-Design to Refine a Model of Community-Based Three-Dimensional Science Learning-
LOI submitted on 10/2/18 - Received invitation in December 2018 to submit a full proposal. The office was one of 42 candidates selected out of 392 applicants. Full proposal submitted on 2/20/19. Pending

PURPOSE OF THE PRESENTATION:

The Superintendent of Schools would like the Board of Supervisors to acknowledge the current accomplishments of teacher professional development. This is an informational work session to inform the Board of Supervisors of the professional development accomplishments, the impact on student academic outcomes, early childhood literacy, special education services, and grants.

ALTERNATIVES:

The Board could choose not to hear the presentation and/or reschedule at another time. This is for discussion only.

FISCAL IMPACT:

One-time teacher professional development reserve fund from Secure Rural Schools.

ATTACHMENTS:

1 - Staff Report
2 - PRESENTATION - UPDATED
3 - FY19 BY THE NUMBERS
4 - FY 19 IMPACTS
5 - FY 19 OUTCOMES
6 - SECOND QUARTER UPDATE
Current Accomplishments

Office of Innovation & Development

July 2018 – March 2019
Good teachers form the foundation of good schools, and improving teachers’ skills and knowledge is one of the most important investments of time and money that local, state, and national leaders make in education.
## Professional Development Accomplishments

<table>
<thead>
<tr>
<th></th>
<th>FY 19 7/18 – 3/19 8 Months</th>
<th>FY 18 12 Months</th>
<th>FY 17 12 Months</th>
</tr>
</thead>
<tbody>
<tr>
<td># of Professional Development Face-to-face Sessions</td>
<td>67</td>
<td>123</td>
<td>64</td>
</tr>
<tr>
<td># of Professional Development Hours Online</td>
<td>60</td>
<td>3.5</td>
<td>10</td>
</tr>
<tr>
<td># of Courses Facilitated</td>
<td>80</td>
<td>124</td>
<td>65</td>
</tr>
<tr>
<td># of Educators Participating (F-F &amp; online) *</td>
<td>1143</td>
<td>2998</td>
<td>2414</td>
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<tr>
<td># of Hours for Course Planning</td>
<td>938</td>
<td>1722</td>
<td>896</td>
</tr>
<tr>
<td># Hours Daily Coaching</td>
<td>442</td>
<td>Not Tracked</td>
<td>Not Tracked</td>
</tr>
</tbody>
</table>

* Number reflects teachers taking multiple courses.
When teachers succeed, students thrive...

- 82% of teachers showed statistically significant gains in content knowledge
- 81% of students showed statistically significant gains in content achievement
- 95% average increase of teacher pedagogical content knowledge
When teachers succeed, students thrive…

76% of teachers showed statistically significant gains in content knowledge.

46% Average increase of teacher pedagogical content knowledge.

64% Of students showed statistically significant gains in content achievement.
When teachers succeed, students thrive...

- **76%** of teachers showed statistically significant gains in content knowledge.
- **75%** of students showed statistically significant gains in content achievement.
- **60%** average increase of teacher pedagogical content knowledge.
“I notice that the more I can get the students involved and invested in taking control of the teaching and learning, the better it is for all members of the learning community. It is clear that true equity is being achieved and that accessibility for growth is available for all.”

“I feel like I may be finally seeing a change in my own behavior in the classroom. It seems like most of my interactions with students had previously focused on behavior. Now when I am interacting with students I am looking and listening for evidence of understanding.”

“I am noticing a stronger sense of community within my classroom. In fact, my student teacher said it seemed like a whole new group of children has arrived in our room. We, she and I, can see that they are engaging with one another in meaningful ways. They are kind to one another, they are asking purposeful questions, they are listening and giving meaningful feedback.”
Early Childhood Literacy: Building Bridges Between PreK & Kindergarten

- 35% Average Gain in Teacher Content Knowledge
- 100% of Teachers Showed Significantly Statistically
  Gains in Content Knowledge
# Special Education Services

<table>
<thead>
<tr>
<th></th>
<th>FY 19 8 Months</th>
<th>FY 18 12 Months</th>
<th>FY 17 12 Months</th>
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</thead>
<tbody>
<tr>
<td>SPED Director Professional Development</td>
<td>6</td>
<td>n/a</td>
<td>n/a</td>
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<tr>
<td># of Contracts with Schools</td>
<td>21</td>
<td>15</td>
<td>11</td>
</tr>
<tr>
<td># of Districts/Schools Served</td>
<td>9</td>
<td>9</td>
<td>12</td>
</tr>
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</table>
## Grants

<table>
<thead>
<tr>
<th>AWARDED</th>
<th>PENDING</th>
<th>IN PROCESS</th>
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</thead>
<tbody>
<tr>
<td>AZ Commission of Arts - $2,500</td>
<td>DRK12 - $550,00</td>
<td>NSF ITEST</td>
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<tr>
<td>ACF - $1,450.00</td>
<td>Spencer FDN.- $1,000,00</td>
<td>WT FDN.</td>
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<tr>
<td>Title III ELL- $28,000</td>
<td>Improving academic outcomes of students with disabilities- $337,800</td>
<td>ACF</td>
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<tr>
<td>US Dept. of Educ.- $30,000</td>
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<td>AZ Commission of Arts</td>
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<td>IES Partnership</td>
</tr>
</tbody>
</table>
Trends

1) 77% of Coconino County schools with educators participating in CCESA math PD since 2015 have shown growth in overall AZ Merit Math pass rates from 2015 to 2018.

2) 69% of Coconino County schools with educators participating in CCESA science/STEM PD since 2015 have shown growth in overall Science AIMS pass rates from 2015 to 2018.

3) 50% of Coconino County schools with educators participating in CCESA math PD since 2015 have shown at least a 5% increase in overall AZ Merit Math pass rates from 2015 to 2018.

4) 64% of Coconino County schools with educators participating in CCESA science/STEM PD since 2015 have shown at least 5% increase in overall Science AIMS pass rates from 2015 to 2018.
Leveraged County Funds to...

- Write and obtain grants to provide professional development
- Fund professional development coordinators to expand scope of grants to better meet the needs of educators (SAIL and Building Bridges PreK-K)
- Hire a special education director to expand services (PD, Mental Health, Crisis Intervention) to county schools
- Establish and manage an educator resource library providing schools with equipment, literature and STEM curriculum materials, etc. that are not available at their site
- Provide site-based coaching for leaders, teachers and special education directors
- Conduct stakeholder needs assessment sessions with county school administrators to direct future professional development and grant applications (ongoing)
Impacts of Secure Rural School Funding- $500,000.00

Individual Teachers Participating in Our Trainings Countywide: 936
Students Impacted throughout Coconino County: 10,040
Districts/charters served this year: 21
Dollars Awarded thus far—with $1,887,800 in Grants Pending: 61,950.00

A Stronger County
By teaching educators how to do their jobs better, we prepare them to serve our County and its young people with more gusto. And this benefits everyone.

Grand Canyon
Page
Fredonia
Tuba City
Parks
Flagstaff
Williams
Charters

Professional Development trainings given in FY19: 67
Hours of Online Professional Development: 60
Ongoing professional development sessions for Special Education initiatives: 7
Special education services rendered at 9 schools throughout the County: 21
Thank You

- Questions
Individual Teachers Participating in Our Trainings Countywide

936

Students Impacted throughout Coconino County

10,040

Districts/charters served this year

21

Dollars Awarded thus far – with $1,887,800 in GrantsPending

61,950.00

Professional Development trainings given in FY19

67

Hours of Online Professional Development

60

Ongoing professional development sessions for Special Education initiatives

7

Special education services rendered at 9 schools throughout the County

21

A Stronger County

By teaching educators how to do their jobs better, we prepare them to serve our County and its young people with more gusto.

And this profits everyone.
FY 19 Impacts | The Office of Innovation & Development
Coconino County Education Service Agency

95%

Showed an average percent increase of participant pedagogical content knowledge in science

Teachers feel more confident about assessing, teaching, and helping students – especially those who are struggling:

“As a 3rd grade teacher, I will use the assessments on my struggling students and then feel more comfortable providing meaningful intervention.” – October 2018, Teaching Reading Effectively

“I feel more prepared to begin my school year and establish/enforce routines.” – July 2018, Building Community in Your Classroom

Teachers leave our trainings knowing more about the topics they teach:

“I have more background knowledge about the elements I am already teaching ~ so cool!” – October 2018, Teaching Reading Effectively

“So many new strategies to use to build community and collaboration!” – July 2018, Building Community in Your Classroom

74%

of participants showed statistically significant gains in content knowledge in math

As teachers expand their repertoire of teaching tools, they do a better job conveying information to students…

75%

of students had statistically significant gains in content achievement in STEM

…and when we combine best practices with deeper content knowledge, the impact on students is evident:

teacher training paves the way to success in the classroom.

We combine quality with relevance...

3/10 of teachers who gave feedback to CCESA trainers are looking for more support from their schools…

“Come to our school.”
– THE Snowflake, September 2018

“Get admin session on how to support teachers who want to do this in their schools.”
– HS Math Functions and Statistical Models, Spring 2017

“Come to schools.”
“This training for all teachers at my school.”
– Ed & Google Lessons, July 2018

“Come to my district.”
“Go to schools.”
“Visit school, give mini presentation.”
“Come visit schools and present.”
– HS Math Functions and Statistical Models, Spring 2017

…and they’ve asked us to help fill the gap.

mangapaget 4/19
When teachers *succeed*, students *thrive*.

*Data from the last five years*

**STEM**

- 76% of teachers showed statistically significant gains in content knowledge
- 75% of students showed statistically significant gains in content achievement
- 60% average increase of teacher pedagogical content knowledge

**Math**

- 76% of teachers showed statistically significant gains in content knowledge
- 46% average increase of teacher pedagogical content knowledge
- 64% of students showed statistically significant gains in content achievement

**Science**

- 82% of teachers showed statistically significant gains in content knowledge
- 81% of students showed statistically significant gains in content achievement

**CCESA**

- 97% of respondents report overall course quality as “above average” or “outstanding”
- 98% of respondents agree or strongly agree that course content is relevant to them
- 9,284,711.03 dollars awarded in grants and returned to Coconino County since 2011

When teachers succeed, students thrive.
Current Accomplishments  
June 30, 2018 – March 15, 2019  
Office of Innovation and Development Scope of Work  

Professional Development June 2018 – March 15, 2019  
- Provided 473.5 hours of face-to-face professional development to educators  
- Provided 60 hours of online professional development  
- 936 educators participated in professional development trainings  
- Facilitated 67 course sessions  
- Impacted 10,040 students  

Focus Areas:  
- Science, Technology, Engineering, Math (STEM) Professional Development  
- Early Childhood - Building Bridges Between PreK and K  
- Literacy  
- Student Agency/Formative Assessment  
- Special Education  
- Project Based Learning  
- English Language Arts  
- Standards Based Grading  

Special Education (SPED) Work  
- Launched Coconino County Sped Director Monthly Professional Development Sessions  
  - Topics - Compliance, Presence Learning, RSA Voc. Rehabilitation, Trauma, Suicide Prevention, etc.  
  - 56 SPED directors/educators attended  
  - 7 SPED professional development sessions to date  
  - 10 schools receiving SPED Services  
- 21 contracts for actual services provided  
- On-site Special Education coaching and mentoring at 5 county schools  

Professional Development Resource Library  
- Professional Development Resource Library – online reservation system  
  - Teacher Resources  
    - Books  
    - Science/Math Equipment  
- Began Collaborative Resource Library with STEM City and NAU CSTL  

Professional Grants Written/Submitted June 2018 – March 15, 2019  
1. Arizona Commission of the Arts grant - CCESA, joins with the Flagstaff Symphony Orchestra in providing Carnegie Hall’s Weill Music Education Institute Link Up program to county students in grades 4 and 5. Awarded, $2,500.00  
2. ACF Building Bridges Between Pre-K and K-12 grant strives to strengthen kindergarten readiness in families and in preschools by preparing educators to teach foundational literacy skills, supporting families in developing language-based play, improving school to family services by engaging parents in family education, and developing partnerships to improve the alignment between PreK and kindergarten. Awarded, $1,450.00  
3. Title III English Language Learners Grant, English Language Learner (ELL) Consortium – Awarded - $28,000.0  
4. U.S. Department of Education Technical Assistance and Dissemination Grant to scale up and evaluate a model designed to increase the number of underrepresented students who perform at high levels of academic achievement through gifted and talented education programs. Awarded - $30,000.00  
5. Arizona Model Demonstration Grant to Improve Academic Outcomes of Students with Intellectual Disabilities in Second Grade (CFDA 84.326M)- the goal of the proposed project is to rigorously demonstrate the effectiveness...
Current Accomplishments
June 30, 2018 – March 15, 2019
Office of Innovation and Development Scope of Work

of a Model Language Arts program, designed to improve the language arts skills of grades k-3 students with intellectual disabilities and subsequent challenges in other academic areas. – Submitted - PENDING $337,800

6. Discovery Research K-12 NSF –The STEM School Professional Learning Advancing Capacity in Evaluation (STEM School PLACE) proposal is an Exploratory project in the Teaching Strand. The goal of this study is to develop an understanding of the connection between how professional learning for school leaders in evidence-based, integrated STEM instructional practices and K-8 schools' ability to improve their identified outcomes in STEM. – Pending Submission on October 16, 2018 - $550,000.00

7. Spencer Foundation - Improving Science Teaching in Rural Communities: Using Co-Design to Refine a Model of Community-Based Three-Dimensional Science Learning- LOI submitted on 10/2/18 - Received invitation in December 2018 to submit a full proposal. The office was one of 42 candidates selected out of 392 applicants. Full proposal submitted on 2/20/19. Pending

Grant Proposal Timeline for year Developed (see above for proposals submitted to date)

- Submit Dept. of Education Innovation Grant – July 2019
- Submit Dept of Education IES Grant – August 2019
- Submit NSF ITES /STEM + C Grant – Rolling 2019

Youth Leadership in Action

- Intern Developed a Student Resource/Educator Webpage
- Intern participated in ACF Professional Development Grant Interviews (story)

2018-2019 Professional Development Catalog Released

Professional Development Newsletters:

- Weekly Student Agency In Learning News letters to 80 County Educators
- Monthly Professional Development Newsletters (SPED, Early Childhood, School Culture)

Student Agency in Learning (SAIL) WestEd Collaborative (grant pays for teachers to participate at no cost in 70-hour course)

- 80 county teachers participating
- 63.5 hours of instructional time to date
- Story on Impact to date

The Acceleration Zone Project (Early Childhood Literacy and PD)

Application Accepted to the Read On Arizona Collaborative - the Acceleration Zone Project seeks to build the capacity of educators who are interested in leading the charge for effective, equitable, and accelerated early literacy results in their communities.

Cross-County Professional Development Fee for Service Work

- Due to work with Arizona Dept. of Education – The CCESA Office of I and D are being asked to provide “fee for service” professional development in the areas of literacy and STEM education.
  - Navajo County
  - Yavapai County
  - Mohave County
  - Apache County

IMPACTS: See Attached Info graphs for impacts on Teacher growth, student achievement, number served, etc.

cmango-paget 4/19
DATE: April 17, 2019

TO: Honorable Chair and Members of the Board

FROM: Todd Whitney, Emergency Management Director

SUBJECT: Presentation and discussion regarding the 2019 Pre-Fire Season Update.

BACKGROUND:
Emergency Management and regional partners present preparedness levels to the Board of Supervisors.

PURPOSE OF THE PRESENTATION:
Emergency Management and regional partners present preparedness levels to the Board of Supervisors.

ALTERNATIVES:
The Board could choose not to hear the presentation.

FISCAL IMPACT:
No direct fiscal impact.

ATTACHMENTS:
1 - Staff Report
2 - POWERPOINT
3 - APS POWERPOINT
2019 Pre-Fire Season
Outlook
April 23rd, 2019
Todd Whitney, Director
Emergency Management
Today’s Presenters

- National Weather Service - Brian Klimowski
- CCSO - Sheriff Driscoll
- US Forest Service
  - Coconino - James Pettit, Kaibab - Art Gonzales
- Arizona State Forestry - Aaron Green
- Highlands FD - Chief Foreman
- Arizona Public Service
Spring / Summer Outlook

Brian A. Klimowski
Meteorologist in Charge

National Weather Service
Flagstaff, AZ
We Always Have a Fire Season

- Question is...how long / severe will it be?
- Much depends on specific weather in April, May and June.
- Heavy Winter precipitation generally has positive impacts (fewer large timber fires), but carries other implications.
  - More abundant ‘fine’ fuel
  - Possible late onset of Monsoon
Abundant Precipitation
This Fall and Winter

- Outstanding precipitation this Fall and Winter (through April 5)
- Most all locations of Coconino County have recorded above normal precipitation.
- The weather pattern has changed, and now we’re drying

<table>
<thead>
<tr>
<th>Location</th>
<th>Since Oct 1</th>
<th>Since Jan 1</th>
</tr>
</thead>
<tbody>
<tr>
<td>Williams:</td>
<td>21.1” (173%)</td>
<td>16.2” (235%)</td>
</tr>
<tr>
<td>Flagstaff:</td>
<td>17.4” (149%)</td>
<td>11.5” (179%)</td>
</tr>
<tr>
<td>Grand Canyon:</td>
<td>9.7” (111%)</td>
<td>6.8” (146%)</td>
</tr>
<tr>
<td>Page:</td>
<td>6.7” (103%)</td>
<td>2.3” (96%)</td>
</tr>
</tbody>
</table>
Recent Years with Similar Heavy Precipitation (Dec – Mar):

<table>
<thead>
<tr>
<th>Year</th>
<th>FLG Precip</th>
<th>Fires</th>
</tr>
</thead>
<tbody>
<tr>
<td>2018-19</td>
<td>(12.4”)</td>
<td>???????</td>
</tr>
<tr>
<td>2004-05</td>
<td>(17.9”)</td>
<td>Cave Creek Complex (low elevation)</td>
</tr>
<tr>
<td>2007-08</td>
<td>(10.9”)</td>
<td></td>
</tr>
<tr>
<td>2009-10</td>
<td>(11.8”)</td>
<td>Schultz Fire, Eagle Rock Fire</td>
</tr>
<tr>
<td>2014-15</td>
<td>(11.5”)</td>
<td></td>
</tr>
<tr>
<td>2016-17</td>
<td>(13.1”)</td>
<td>Sawmill Fire (low elevation)</td>
</tr>
</tbody>
</table>
No significant signal for warmer / drier, or wetter / colder (through June).
Current Indications and Outlook

- Current indications leaning toward a near normal ‘large fire’ season.
  - Abundant precipitation, good snowpack across AZ.
  - No precipitation from mid March into early April. Breezy conditions, with significant drying in forests.
  - Current weather pattern is active, encouraging wetter conditions.
  - Length / intensity of fire season will depend on specific weather in May and June. Seasonal outlook does not favor wet or dry conditions.
  - Possible late onset of monsoon due to wet Winter.
Implement strategies and tactics that commit responders only to operations where and when they can be successful, and under conditions where important values actually at risk are protected with the least exposure necessary while maintaining relationships with the people we serve.
Wildland Fire Dispatch

- Coconino National Forest
- BIA Navajo and Hopi Agencies
- Flagstaff and Verde Valley Monuments
- PFAC and the Greater Flagstaff Area
Fire Prevention Strategies

- Education
- Patrols
- Severity
- Restrictions
Wildfire Detection

- Lookout Towers
- Aerial Detection
- FTS Cameras
- Public
Engines and Crews (USFS)

- Engines (12)
- Crews (3)
- Water Tenders (4)
- Dozers (2)
- Misc. Overhead
- 178 Total Firefighters
National Ground Resources

- 60 Interagency IMT
- 113 Interagency Hotshot Crews
- 10,000 Firefighters
- 900 Engines
- Partners
- International
18 Large/Very Large Fixed-Winged Air tankers

5-7 SEAT’s in the SW in 2018

28 Type 1 Helicopters, 34 Type 2 Helicopters

15 Exclusive Use Helicopters in the SW

Fixed Winged Fleet
Questions ?
State and Local Resources

- Arizona Department of Forestry and Fire Management
- Flagstaff Fire Department/ Summit FD
- Highlands Fire District
- Ponderosa Fire District
- Camp Navajo Fire District
- Pinewood Fire District
- Mormon Lake Fire District/ Williams FD
- Tusayan Fire Department
Highlands FD

- Contract Fire Department Service for Parks and Recreation Department / Fort Tuthill
Emergency Management

- Wildfire Defense Ordinance
- Planning efforts underway - mass evacuation.
- Collaboration with Public Health Emergency Preparedness
- Enhanced Training and exercises
Focused on Community Safety

• High Fire Risk Protocols
  – What they are
  – What it means for Coconino County

• Defensible Space Around Poles (DSAP)
  – Proactively creates space around poles to prevent wildfire ignitions

• Year-Round Activity
  – Vegetation management program
  – Full-time Fire Mitigation Specialist
DATE: April 17, 2019

TO: Honorable Chair and Members of the Board

FROM: Cynthia Nemeth-Briehn, Parks and Recreation Director

SUBJECT: Presentation and discussion regarding Willow Bend Environmental Education Center and the Friends of Willow Bend Gardens regarding programs and projects as they relate to the center and the gardens at Sawmill County Park.

BACKGROUND:

Willow Bend Environmental Education Center (WBEEC) has been a longtime County partner and provider of environmental education programming and events. Programming occurs at area schools, natural areas, inside the Center (a County-owned facility) and the adjacent gardens of Sawmill Multicultural Art and Nature County Park.

The Friends of Willow Bend Gardens (FWBG) is a group of volunteers who focus their attention on the gardens area of Sawmill Multicultural Art and Nature County Park. Their efforts have led to many improvements throughout the gardens such as the Pollinator, Heirloom, and Humming Bird Gardens, the main entrance to the Environmental Education Center, and Wildflower Meadow, for example. Through their enthusiasm for the natural world, the Friends of Willow Bend Gardens have provided invaluable support to the Parks and Recreation Department. Volunteers regularly maintain and improve upon the gardens which benefit WBEEC programming and as well as park visitors’ experience.

During this Work Session, both WBEEC and FWBG will give an update on their respective programs. The Friends of Willow Bend Gardens have also included their 2018 Accomplishments and Plans for 2019 report as an attachment.

PURPOSE OF THE PRESENTATION:

The purpose of the presentation is to provide an update on two entities whose work takes place at Sawmill Multicultural Art and Nature County Park. The entities are Willow Bend Environmental Education Center and The Friends of Willow Bend Gardens.
ALTERNATIVES:

The Board could opt to have this presentation take place another time.

FISCAL IMPACT:

N/A - Information purposes only.

ATTACHMENTS:

1 – Staff Report
2 – Presentation
3 - Friends of Willow Bend Gardens Annual Report
Willow Bend Environmental Education Center

Fiscal Year 2018 – Review
(July 2017-June 2018)
Overview

• Willow Bend Environmental Education Center – Overview
• Mission
• Community Programs
• Youth and School Programs
• Programs and Impact
• Financials
• Yearly Highlights and Achievements
• Questions
Willow Bend Environmental Education Center

Willow Bend Environmental Education Center was founded as a 501 (c) (3) non-profit organization in 1979 by Jim David, a schoolteacher, and Jim Alam, a supervisor with the Coconino Natural Resource Conservation District (CNRCD). Since then it has served as Coconino County’s only year round full time environmental education center.
Mission

“to provide education outreach services that build environmental awareness and an ethic of responsible stewardship of our natural and cultural resources”
What Who and How

- Staff – 3 full time
- Board (2 separate boards - non-profit board and Coconino Conservation District oversight)
- Volunteers (long term, short term)
- Interns (Academic Credit)
- Partners
- Funders
Community

• **Center Programs and Events:**
  - Family Science: Bald Eagles, Reptiles and more
  - Science Saturday, Every first Saturday themed events. Includes experts, hands on activities.
  - Adult Workshops: Wildlife tracking, salve making and more.
  - Annual Center events: Sustainable Building, and more

• **Community Events:**
  - Festival of Science
  - Earth Day
  - STEM night

• **Tours:**
  - Recycling Center
  - Picture Canyon
  - Downtown Geology
  - County Park Gardens
School and Youth

• Science in a Box: over 40 programs
• Field Trips: currently 7 field trips
• Teacher Workshops
• Special Programs (5 Point)
• Youth groups and at risk youth
Programs and Impact

Summary of K-12 Programs: (includes class-based programs, field trips, and special guest presentations):

Number of School Programs: 365
Number of students reached through programs: 9,275
Programs and Impact

Summary of Community Programs:
(Agent Workshops, Family Science, Science Saturdays, Community Events and more):

Number of Community Programs presented: 140
Number of community members and visitors reached by Willow Bend: 9,007
Programs and Impact

K-12 Programs, Workshops, Center and Community Events and Programs, Center “walk-ins” and Guided Tours: 18,282
Financials

Income FY 2018

<table>
<thead>
<tr>
<th>Income</th>
<th>Amount</th>
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<tbody>
<tr>
<td>Events and Fundraisers</td>
<td>$3,792</td>
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<tr>
<td>Contributions</td>
<td>$21,400</td>
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<tr>
<td>In Kind</td>
<td>$26,885</td>
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<tr>
<td>Grants</td>
<td>$51,770</td>
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<tr>
<td>Programs</td>
<td>$58,332</td>
</tr>
<tr>
<td>Total</td>
<td>$162,179</td>
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Financials

Expenses FY2018

<table>
<thead>
<tr>
<th>Expense</th>
<th>Amount</th>
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</thead>
<tbody>
<tr>
<td>Fundraising</td>
<td>$7,560</td>
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<tr>
<td>Administrative and Reporting</td>
<td>$24,793</td>
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<tr>
<td>Programs</td>
<td>$127,237</td>
</tr>
<tr>
<td>Total</td>
<td>$159,591</td>
</tr>
</tbody>
</table>
Yearly Highlights and Achievements

• Picture Canyon partnership
• Frances Short Pond Program (Heritage and AZ Community Foundation Grants)
• Science Saturdays
• New full time staff member
• Garden Restoration
• Organization of the Year Award!
Current and Future Programs

- Sawmill Park Heritage Grant
- Trails For Youth – AZ State Parks Grant
- Climate Change Pilot Program and Wind for Schools Partnership
- Climate Youth Summit
- Picture Canyon Expanded Program
- Restored Forest Fees Funding (Coconino County Superintendent of Schools)
- Adult Workshop Expansion
- Garden Restoration
- Continued and New Partnerships
Questions?
Friends of Willow Bend Gardens

Progress Report
and
Thank you!
Google Earth Overview — Boundary from County Parcel Map.
The mission of Friends of Willow Bend Gardens is to restore, revitalize, improve, and maintain the gardens at Willow Bend, in order to provide a delightful community amenity and to support and enhance the programs and activities of the Willow Bend Environmental Education Center.
Make a Difference Day — October, 2017
Community Initiatives Grant,  
Coconino County Board of Supervisors $4,966.00

Non-cash donations

- Bird feeders, bird seed, and suet: Jay's Bird Barn
- Compost, limestone blocks, and delivery: NAU Facilities
- Over 600 native plants propagated by volunteer Laura Davis
- 36 plants donated by NAU graduate student
- 32 milkweeds from NAU Arizona Milkweeds for Monarchs
- Lumber for garden shed: Coconino County Parks and Recreation
- Other shed materials: Hope Construction
- Shed hardware: Full Circle Charities
Volunteers

Total Volunteer Hours Logged = 1,690*

Groups included:
American Conservation Experience (ACE)
Making Things Right: Step Up Juvenile Justice Program
NAU MBA Students
NAU Grand Canyon Semester students
Satya Sai International Organization.

*This total does not include hours contributed by:
Laura Davis
Eric and Jane Polingyouma
Norm Lowe – installed fixtures to enable use of water collected from the roof.
Special Volunteer Days

5–26–2018: Enhance Wildlife Habitat Day
The Hummingbird Garden
Parks and Recreation | Willow Bend Environmental Education Center and Friends of Willow Bend...
Native Heirloom Garden
Plans for 2019

- Enhance the entrance area with benches and shade.
- Create Creative Play areas: Entrance and Forest Garden.
- Restore Ephemeral Wetland; weed and plant natives.
- Plant perennials by the shrubs in the Meadow Gardens.
- Create open edges between pathways and gardens.
- Replant 3rd Pollinator Garden (Eagle Scout project).
- Label and interpret the Medicinal Plant Garden.
- Create interpretive content for County and WB websites.
- Continue stabilizing rim areas.
- Maintain improvements: weeding, pruning, grooming.
- Eradicate invasive elm, clover, ragweed, non-natives.
Restoration of the Habitat Gardens at
Sawmill Multicultural Art and Nature County Park

2018 Accomplishments and Plans for 2019

Contents

p. 2 The Friends of Willow Bend Gardens; Brief Summary of 2018
p. 3 Funding; Volunteers; Special Volunteer Days; Programs Presented
p. 4 Notes; Map of the Gardens

2018 Accomplishments and Plans for 2019

p. 5 Monarch Waystation
p. 6 Lizard Garden
p. 7 Native Perennials Garden
p. 8 Entrance Garden
p. 9 Wildflower Meadows
p. 10 Hummingbird Garden
p. 11 Small Pollinator Garden
p. 12 Large Pollinator Garden
p. 13 Native Heirloom Garden
p. 14 Kitchen Garden; Water Collection Tanks; Michael M. Moore Medicinal Plant Garden
p. 15 Forest Garden
p. 16 Pond Garden
p. 17 Seasonal Wetland
p. 18 Garden Shed
p. 19 Streetside Plantings
Who are the Friends of Willow Bend Gardens?

The Friends of Willow Bend Gardens is an all-volunteer organization. Its primary purpose is to support the Willow Bend Environmental Education Center by restoring the habitat demonstration gardens used in its programs. Volunteers are of many different backgrounds, from Master Gardeners to students at NAU, CCC, and area high schools. Groups—from service organizations to community restitution programs—contribute a substantial number of hours as well. For all of us, time in the gardens offers the satisfaction of doing something positive for the community and the delight of being outside listening to the birds, seeing the gardens flourish, and sharing our discoveries of blooming flowers and strange insects.

Encounters with garden visitors have shown that our work also benefits local residents and out-of-town visitors. People with all sorts of interests visit the gardens: birders appear at dawn and dusk, local workers enjoy sack lunches in the fresh air, and students read by the waterfall. Seniors come for a stroll, friends meet in the ramada, and parents watch their children explore. Occasionally, former employees of the sawmill drop by and share their stories. Groups of hikers often meet in the gardens before taking the trail to Sinclair Wash, and rest in the ramada afterwards.

In an area of increasing high-density development, the gardens offer a portal into the natural world. According to the Trust for Public Land, “Parks are the key to good public health and to the environmental health of cities.” Studies reveal that parks within walking distance of neighborhoods not only enhance physical fitness, they can also reduce violent crime, counter stress and social isolation, improve concentration for children with attention deficit disorder, enhance relaxation, and promote self-esteem and resilience.

Summary

2018 was a very successful year for the Friends of Willow Bend Gardens. We enjoyed enthusiastic community support with almost 1,700 hours contributed by volunteers as well as funding provided from several sources. Abundant summer rains helped establish about 700 new plantings, over 600 of them propagated by one of our volunteers in the NAU greenhouse. Our efforts enhanced Willow Bend Environmental Education Center’s programming through improvements in the gardens and also by our ongoing, on-site interpretation as well as our presentation of four garden-based educational events.

Funding and Donations

<table>
<thead>
<tr>
<th>Source</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Community Initiatives Grant, Coconino County Board of Supervisors</td>
<td>$4,966.00</td>
</tr>
<tr>
<td>Coconino Master Gardeners Association</td>
<td>392.00</td>
</tr>
<tr>
<td>Peter Hilliard/Epiphany Episcopal Church Children’s Collection</td>
<td>395.83</td>
</tr>
<tr>
<td>Garden Portion of Heritage Fund Grant, Arizona Game and Fish</td>
<td>2,500.00</td>
</tr>
</tbody>
</table>

Total Received: $8,253.83
Total Spent: $5,971.26
Amount in Reserve for 2019: $2,282.57

Non-cash donations
- Bird feeders and ongoing supplies of birdseed and suet: Jay’s Bird Barn
- Compost, limestone blocks, and delivery: NAU Facilities Department
- Over 600 plants propagated by volunteer Laura Davis in the NAU Greenhouse
- 36 plants donated by an NAU graduate student from her research project
- 32 milkweeds contributed by the NAU Arizona Milkweeds for Monarchs Program
- Lumber for new garden shed: Coconino County Parks and Recreation Department
- Shed materials: Hope Construction
- Shed hardware: Full Circle Charities.

Volunteers

Total Volunteer Hours Logged = 1,690*

Groups included:
- American Conservation Experience (ACE) – year-round adults and summer high school volunteers
- Making Things Right: Step Up Juvenile Justice Program
- NAU MBA Students
- NAU Grand Canyon Semester students
- Satya Sai International Organization.

*This total does not include hours contributed by:
- Laura Davis – propagated plants; planted and tended the Michael M. Moore Medicinal Plant Garden
- Eric and Jane Polingyouma – helped plant the Native Heirloom Garden and visited it frequently
- Norm Lowe – installed fixtures and purchased pump to use water collected from the center’s roof.

Special Volunteer Days

5–26–2018: Enhance Wildlife Habitat Day – 8 volunteers installed bird feeders and drippers and bat and butterfly houses. They also weeded the Pollinator Gardens.
7–27, 7–28, 7–29, 8–24, 8–25: Planting Days – 10 volunteers planted approximately 600 plants.

Programs Presented

6–30–2018: The Science of Natural Plant Dyes – Botanical Print Workshop

We also interacted with many locals and out-of-town visitors, mostly by identifying plants, insects, and birds, providing gardening advice, and giving directions.
This year, Willow Bend staff found the original "Habitat Garden Guide," produced soon after the dedication of the gardens in 2003. This guide helped volunteers understand the intent and purpose of each of the six original gardens: Lizard, Pond, Forest, Wildflower, Hummingbird, and Three Sisters.

Several habitat gardens have been added over the past fifteen years. Each garden or new feature has a number on the map on this page. The account of the gardens that follows the map describes the condition of each at the outset of 2018, a description of our work to improve them during the year, and our plans for maintenance and/or further improvements in 2019.

In addition to the work done on the interpretive gardens, volunteers pruned, weeded, and planted the margins of the overall garden area. Within the stone circle associated with the new arch, volunteers amended the soil and planted wildflowers suited to that sunny, exposed spot. Just north of it, volunteers created terraces on the steeply sloping rim of the peninsula and planted about thirty native grasses and perennial forbs donated by an NAU graduate student. Below the fence between the gardens and the law enforcement parking lot, volunteers weeded the slope between the cottonwood trees and planted several dozen native grasses and perennial forbs. We plan to continue grooming and improving these areas in 2019.
1. **Monarch Waystation**

2018: Eagle Scout James Dorn continued to care for the Monarch Waystation he created in 2017, on the slope below Willow Bend. Because the previous winter lacked significant precipitation, James visited often from March through July, to water and weed the slope. He added and monitored 10 new milkweeds from the NAU Arizona Milkweeds for Monarchs Program. He also built and installed a wooden bench for visitors. This summer, volunteers noticed monarch butterflies in the gardens for the first time since we began!

2019: Volunteers will care for this garden after James graduates from high school, keeping it watered until the summer rains begin.
2. The Lizard Garden

From the original guide to the gardens: The south slope of the hill is hot and dry, and is similar to what is found at the southern base of Mt. Elden.

The Lizard Garden was overgrown with non-native species and no longer provided suitable habitat for lizards. Few native species survived. Volunteer Kathy Flaccus led groups of volunteers on work days to weed and prune this garden. They added a cluster of hedgehog cactus as well as other native plants adapted to hot, dry conditions.

ACE volunteers created a kids' trail for scrambling to the top of the berm.

2019: Plans include continued weeding and pruning as well as adding several species of plants to increase diversity. The irrigation system to this particular garden delivers water to the site but was damaged by an invasive Siberian elm. We would like to eradicate all Siberian elms throughout the gardens and repair this section of the irrigation system.
3. Native Perennials Garden

This garden on the west side of the path to the EE Center entrance was originally intended to represent the Great Basin biome, but it does not provide conditions like those of the Great Basin. It became a very unstable slope, densely overgrown with only a few species of plants that were native or typical of the Great Basin. Friends of Willow Bend Gardens re-conceived this garden as the Native Perennials Garden, a showcase of local flowering plants characteristic of similar habitats in the Flagstaff area that face north/northeast and are sheltered from the wind.

In August, Eagle Scout candidate Bryce Fennell led fellow Scouts, family, and other volunteers in weeding and reinforcing the berm and planting dozens of native plants.

Friends of Willow Bend Gardens volunteers followed up in late autumn by pruning overhanging shrubs, re-stabilizing the berm with more substantial hardscaping, weeding, and deadheading. We added a permanent metal sign designating the gardens as wildlife habitat certified by the National Wildlife Association.

2019: When spring of 2019 arrives, the Native Perennials Garden promises to offer a flowery and attractive western approach to the EE Center. We will weed this slope several times during the coming year and continue to stabilize it as needed.
4. Entrance Garden

This site was overgrown with invasive, thorny shrubs including Woods’ rose and New Mexico locust. A giant rabbitbrush had sprouted next to the Environmental Education Center and was partially blocking the entrance. Volunteers—including members of the Satya Sai International Organization on their annual retreat at NAU—dug out the rabbitbrush and weeded shoots of Woods’ rose and locust from the space several times. On the advice of The Arboretum’s horticulturalist Gayle Nance, we planted four large outdoor pots with plants characteristic of the Lizard, Forest, Wetland, and Wildflower Meadows.

2019: Once the layout of features planned for the nearby Arizona Game and Fish Watchable Wildlife Experience has been determined, we plan to install two stone benches for visitors and add in-ground plantings. We will continue to weed the site.
5. and 6. Wildflower Meadows

Grassy expanses in the Flagstaff area have the potential to sustain as much as eight times the biodiversity of forested areas. But because the two sections of meadow at Willow Bend are heavily used for environmental education activities, the soil is compacted and only a few native and non-native invasive plants survive. Volunteers removed invasive clover and excessive ragweed and yarrow, then heavily seeded the meadows with native forbs and grasses during the rainy season to foster a more lush and diverse flora. In addition, ACE volunteers dug up and moved a birdfeeder pole that was cemented beside the trail to Sinclair Wash to Garden 6, where it may be viewed from inside the center at any time of year.

This picture dates from before we treated the Wildflower Meadows. We didn’t take “after” pictures because the seeds hadn’t sprouted and there wasn’t yet much to see.

2019: We expect good results from our weeding and seeding efforts in the coming spring and summer but also expect more weeding will be necessary in 2019 to defeat the clover and ragweed. We intend to plant clusters of native perennials in small areas near the shrubs and sundial, where they will be protected from foot traffic.
7. Hummingbird Garden

A snowberry shrub had exuded toxins into the soil of the Hummingbird Garden, eliminating all native plants except for a few persistent ones that are not attractive to hummingbirds. Years of attempting to discourage the snowberry with weed cloth had not been successful, and so garden volunteers completely reconceived, rebuilt, and replanted this garden. Our first step was to remove all stone edging, plants, signs, and a few flagstones from the space.

From June 26 – 29, Oregon-based master stone artisan Alan Ash led a wall-building workshop. Twelve participants from around the country built a 96’ long, 1-1/2’ wide retaining wall of white Kaibab Limestone and Arizona Red (Moenkopi) sandstone.

Eagle Scout candidate Peter Hilliard and his fellow Scouts then filled the retaining wall with topsoil and planted several dozen hummingbird-friendly native perennials, mostly plants propagated by volunteer Laura Davis. Abundant summer rains successfully established the new plants. Adult volunteers followed up by adding groups of geologically-interesting “nurse rocks” and a pole for a hummingbird feeder.

2019: Because the soil is now fresh, loose, and free of weed seeds, we expect this garden to be relatively easy to maintain by weeding. It will require supplementary watering in early summer.
8. Small Pollinator Garden

This was the first garden volunteers worked on in the spring of 2018. Years of a leaky pipe combined with the prolific seeding of a few native plants had resulted in a dense mass of American vetch, common yarrow, and two or three species of ragwort. Volunteers weeded the area repeatedly, pruned back the shrubs, pulled out suckers from the nearby cottonwood trees, and repaired the stone border. They amended the soil, planted about 40 native plants, and mulched the site. The garden now has much greater diversity to attract a wider range of pollinators.

2019: This garden will require frequent weeding to constrain the plants mentioned above. We plan to create an 8- to 10-inch border of bare soil between the garden and the surrounding paths to discourage encroachment by dandelions and ragweed.
9. Large Pollinator Garden

Friends of Willow Bend Gardens weeded and mulched this garden in 2017. However, by the end of 2018, it was again badly overgrown and had little diversity in plants.

![Early 2017](image1) ![Late 2017](image2)

2019: Eagle Scout candidate Connor Perkins has chosen this garden for his Scout project. In 2019, Connor will organize his team of fellow Scouts, families, and other volunteers. They will remove all desirable native plants and keep them in pots in a protected area, then weed the site, amend the soil, plant native pollinator-friendly perennials propagated by volunteer Laura Davis, re-plant the stored native perennials, and mulch the garden with coir.

As a final touch, either Connor or our volunteer group will consult NAU Entomology graduate student Lindsie McCabe about installing pollinator-friendly features—possibly an “Air Bee n’ Bee” (insect hotel).
10. Native Heirloom Garden

This was the third year of the resurrected “Three Sisters Garden” described in the long-lost gardens guide. The original Three Sisters Garden had entirely disappeared by 2015. In 2016, volunteers Bob Baer and Hopi elder Eric Polingyouma cleared the site, amended the soil, and planted seeds, but had meager success in raising indigenous food plants.

In 2017, Bob, Eric, and other volunteers cleared a new site with better exposure, amended and cultivated the soil, and planted and tended food plants propagated by Laura Davis from seeds provided by Eric. The yield was much better than in the previous year. In 2018, the team repeated the process and volunteers also buried two terracotta ollas filled with water to maintain soil moisture at depth.

The results in 2018 were spectacular. Indigenous peoples’ cultivars of sunflower, corn, beans, amaranth, squash, and tomatillos thrived and for the first time, a strain of traditional Hopi cotton produced mature bolls. The garden was colorful and showy, attracting lots of favorable attention from visitors. On the October 6 Science Saturday, the Friends of Willow Bend Gardens displayed the produce and provided information to the public about contributions of indigenous farmers that enhance modern cuisine worldwide.

2019: Bob Baer, Eric Polingyouma, and Laura Davis will repeat their successful strategies in the coming year.
11. Kitchen Garden and Rooftop Water Collection System

Volunteer Bob Baer worked with at-risk youth from the County Step Up Juvenile Justice Program to prepare the soil and plant kitchen crops next to the back door of the EE Center. Step Up participants could visit the garden and have the satisfaction of seeing their efforts transformed into fresh and nourishing foods.

2019: With approval of the new Step Up coordinator, Bob will work with these youth on this garden again.

Across the doorstep from the Kitchen Garden, volunteer Norm Lowe made modifications so that the two large water-collection tanks on the eastern corners of the EE Center may be used by volunteers to water the gardens. He installed gauges, standpipes, and faucets and connected the two tanks to one another so they can be switched when one or the other is empty. Norm also purchased a small pump to provide enough pressure to water all parts of the gardens from this spot.

2019: Water collected from the EE Center rooftop will be used to water the Native Heirloom and Michael M. Moore Medicinal Plant Gardens. Seasonal overflow will be directed to the pond or to a swale garden planned for the area across from the wildflower meadow to the south.

12. Michael M. Moore Medicinal Plant Garden

Volunteer Laura Davis is under contract with the Southwest School of Botanical Medicine to serve as the Curator of the Michael M. Moore Medicinal Plant Garden. Laura propagated dozens of native plants with medicinal properties for the MMM Medicinal Plant Garden this year. She also rescued and transplanted a considerable number of plants from the garden’s former location at Olivia White Hospice, where a new roundabout was to take their place by fall of 2018. For safety, ACE volunteers fitted flagstones from the site of the Hummingbird Garden into a gap in the flagstone path through the MMM Medicinal Plant Garden.

2019: Southwest School of Botanical Medicine Curator Laura Davis and volunteers will weed, groom, and tend for this garden. Laura also plans to install an arbor and plant medicinal vines to climb it. In addition, she will begin developing an interpretive guide and program for the MMM Medicinal Plant Garden.
13. Forest Garden

In late summer, volunteers decided to find out what might be concealed in the thickets of locust, willow, cottonwood, and wild rose that had overtaken the west side of the Forest Garden. In removing most of these shoots—often extracting them with our “Pullerbear”—volunteers found remnants of an appealing garden including an arrangement of enormous boulders and a few long-forgotten native plants. We also removed bags of old clothes, sleeping gear, and pieces of rotting wood. We planted scores of natives in this garden to bloom throughout the season, and vining woodbines at the bases of ponderosas and the fence. We planted three large pots with native plants characteristic of the local forest, to protect them from foot traffic and bloom earlier than the plants we put in the ground. We made a winding trail for young explorers from the main path to the avenue of leafy trees alongside of Environmental Education Center, and left a large area on the Forest Garden’s east side open for EE Center staff to use for outdoor educational activities.

2019: Volunteers will maintain the Forest Garden by weeding and grooming it. We will also work with Willow Bend environmental educators to enhance the east side of the garden for their programs.
14. Pond Garden

The Pond has deteriorated since its original construction. Only a few native aquatic plants remain. The pond sustains just a few insect larvae and no amphibians. Shrubs and willow shoots were obscuring it from view. Boulders introduced in recent years have reduced water volume, resulting in a pH imbalance and abundance of algae. Weeds and decomposing plant debris further degrade the potential of the pond as wildlife habitat. Mechanical features (pump, etc.) are in bad condition. The pond liner is exposed and deteriorating.

2019: Friends of Willow Bend Gardens are consulting with aquatic ecologist David Ward of the US Geological Survey Grand Canyon Monitoring and Research Center. David has built a number of successful ponds in the Flagstaff area, in which he raises native fish for his research and restoration projects. With David’s help, Friends of Willow Bend Gardens is developing a proposal to create a safe, attractive pond with a thriving ecosystem of aquatic plants, insects, amphibians, and fish, encircled by pollinator-friendly native riparian plants. We will present this proposal to the Coconino County Parks and Recreation Department and Coconino County Board of Supervisors, with the intention of completing the work in 2019.
15. Seasonal (Ephemeral) Wetland

The wetland was overwhelmed by native rabbitbrush and willows. There is little diversity of other plants. Volunteers pruned or removed the invasive shrubs, de-thatched the grassy areas, and pruned the Bebb willows to improve their health and appearance. We cut down the coyote willows to observe the pond’s present condition and allow the public to view and enjoy the pond.

2019: Volunteers will continue grooming the seasonal wetland. If the plan to renovate the pond is approved, we expect some disturbance to occur in the wetland and will restore and improve it. Volunteer Laura Davis is propagating native ephemeral wetland plants to aid in restoring the area.
16. Garden Shed

In 2017, Willow Bend staff identified the need for a shed to hold gardening tools and supplies that were being stored in the Environmental Education Center. Volunteers Barry Brenneman and Bob Baer met with Parks and Recreation staff to agree on the site, design, and materials for a shed. They obtained donations of supplies and materials and built the shed in a matter of weeks. Garden volunteers moved long-handled tools, a set of shelves, sacks of soil amendments, and several carrier tubs of hand tools, gloves, birdfeeders, and birdseed from the EE Center into the shed, freeing up considerable space in the center. We also cleared away everything that was stored along the center’s back wall, moved the woodpile to a safer place along the fence, and staged a community giveaway of a 10’ x 15’ heap of old tools, outdated cabinets, and other surplus items.

2019: Barry and Bob will install a metal grate as an entrance ramp, as well as shelves and baskets for storing all tools up off the floor of the shed. They have obtained the necessary materials and will complete the work in spring of 2019.
17. Streetside Plantings

Shrubs planted in the area between the Willow Bend parking lot and Sawmill Road were overgrown and encroaching on the Willow Bend sign and parking spaces. Some shrubs had invaded the area as seedlings. In March, Friends of Willow Bend Gardens purchased high-quality pruning shears, loppers, and saws with a grant from the Coconino Master Gardeners Association. In April, volunteer Bill Akens of Morning Dew Landscaping supervised sixteen volunteers already trained in pruning as they trimmed, and in some cases, removed the shrubs in the area. Their work revealed a number of perennial flowering plants as well as the sandstone sign for the Willow Bend Environmental Education Center, creating an attractive first impression and access to more parking spaces for visitors to the center and gardens.

2019: The shrubs will require further pruning in spring as well as ongoing maintenance. A few are thickened and distorted and may need to be removed.
DATE: April 17, 2019

TO: Honorable Chair and Members of the Board

FROM: Eric Peterson, Public Affairs Director

SUBJECT: Roundtable: To be discussed. Pursuant to A.R.S. 38-431.02(H), these matters will not be acted upon.

- Reports from Supervisors; updates on new projects, district budgets, requests for services and initiatives, updated from county staff:
  - District 4- Supervisor Jim Parks
  - District 2- Supervisor Elizabeth Archuleta
  - District 3- Supervisor Matt Ryan
  - District 5- Supervisor Lena Fowler
  - District 1- Supervisor Art Babbott

- County Manager's Report
- Board Planning Calendar
- Events Calendar

- Chair's Report

- Update, discussion, and possible direction to staff regarding County Communications

- Update, discussion, and possible direction to staff regarding Local, State and Federal Issues
DATE: April 17, 2019

TO: Honorable Chair and Members of the Board

FROM: Norma Gallegos, Interim Community Services Director

SUBJECT: Presentation and discussion regarding Economic Trends in Coconino County.

BACKGROUND:

The last Economic Trends and Poverty presentation to the Board of Supervisors by Community Services was in October, 2015. Thomas Combrink, Senior Research Specialist with The Arizona Rural Policy Institute (NAU), presented his analysis.

PURPOSE OF THE PRESENTATION:

To provide an overview of economic trends and poverty in Coconino County.

ALTERNATIVES:

The Board may decide not to have the presentation or may decide to have it at another time.

FISCAL IMPACT:

There is no fiscal impact in having the presentation.

ATTACHMENTS:

Staff Report
1 - POWERPOINT
2 - ARIZONA SCORECARD
3 - COCONINO SCORECARD
4 - FLAGSTAFF SCORECARD
5 - FINANCIAL COMPARISON
6 - SMALL BUSINESS KEY FINDINGS
7 – POVERTY REPORT CARD
Coconino County
Economic Trends and Poverty

Norma Gallegos
Interim Director, Community Services
April 23, 2019
## U.S. Census housing data (ACF 2013-2017 Quick Facts, Fact Finder*, and Prosperity Now!)

<table>
<thead>
<tr>
<th></th>
<th>Doney Park</th>
<th>Flagstaff</th>
<th>Page</th>
<th>Tuba City</th>
<th>Coconino</th>
<th>Arizona (25')</th>
<th>U.S.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Population (v2017)</td>
<td>5,522*</td>
<td>71,795</td>
<td>7,553</td>
<td>9,022*</td>
<td>140,776</td>
<td>7,016,270</td>
<td>325M</td>
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<tr>
<td>Persons in Poverty Rate</td>
<td>7.6%</td>
<td>21.7%</td>
<td>17.4%</td>
<td>31.1%</td>
<td>18.4%</td>
<td>14.9%</td>
<td>12.3%</td>
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<tr>
<td>Median Age (Yrs)</td>
<td>39.5*</td>
<td>25.1*</td>
<td>28.3*</td>
<td>29.6*</td>
<td>30.6*</td>
<td>37.2*</td>
<td>37.8*</td>
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<tr>
<td>Per Capita Income ($)</td>
<td>30,985</td>
<td>25,738</td>
<td>20,693</td>
<td>16,294</td>
<td>25,722</td>
<td>27,964</td>
<td>31,177</td>
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<tr>
<td>Median Hshld Income($)</td>
<td>82,483</td>
<td>51,758</td>
<td>60,135</td>
<td>48,293</td>
<td>53,523</td>
<td>53,510</td>
<td>57,652</td>
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<tr>
<td>Owner Occupied Rate</td>
<td>83.4%</td>
<td>45.4%</td>
<td>59.6%</td>
<td>60.1%</td>
<td>59.3%</td>
<td>63.1%</td>
<td>63.8%</td>
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<tr>
<td>Median Occupied Units</td>
<td>$328.0K</td>
<td>$296.7K</td>
<td>$147.3K</td>
<td>$56.8K</td>
<td>$241.4K</td>
<td>$193.2K</td>
<td>$193.5K</td>
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<td>Median Monthly Owner Costs (w/ Mortgage)</td>
<td>$1,555</td>
<td>$1,572</td>
<td>$1,299</td>
<td>$774</td>
<td>$1,490</td>
<td>$1,354</td>
<td>$1,515</td>
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<tr>
<td>Median Gross Rent</td>
<td>$1,658</td>
<td>$1,138</td>
<td>$920</td>
<td>$652</td>
<td>$1,079</td>
<td>$972</td>
<td>$982</td>
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<tr>
<td>4yr College Degree Rate¹</td>
<td>32.6%</td>
<td>44.3%</td>
<td>20.7%</td>
<td>19.6%</td>
<td>34.2%</td>
<td>29.4% (31)</td>
<td>32.0%</td>
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<tr>
<td>Unemployment Rate¹</td>
<td>n/a</td>
<td>9.0%</td>
<td>n/a</td>
<td>n/a</td>
<td>8.7%</td>
<td>4.5% (44)</td>
<td>4.0%</td>
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<tr>
<td>Underemployment Rate¹</td>
<td>n/a</td>
<td>n/a</td>
<td>n/a</td>
<td>n/a</td>
<td>n/a</td>
<td>9.3% (45)</td>
<td>7.8%</td>
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<tr>
<td>Micro-Biz Owner Rate¹</td>
<td>n/a</td>
<td>n/a</td>
<td>n/a</td>
<td>n/a</td>
<td>n/a</td>
<td>16.8% (34)</td>
<td>18.2%</td>
</tr>
</tbody>
</table>

(Source: U.S. Census Bureau ACF 2013-2017 & Prosperity Now)
Presentation outline

- **Poverty in Coconino County** – Thomas Combrink (NAU)
  - Compared to other counties and Arizona state
  - Compared by age, sex, race, education, employment

  - Poverty, unemployment, median income, rent

- **Coconino County Economic Overview** – Scott Neuman
  - Prosperity Now financial security assessment
  - AOEO Employment and business sector assessment
  - Proven community economic development strategies
Poverty in Coconino County

Thomas Combrink
Senior Researcher
The Alliance Bank Economic Policy Institute
Poverty rates reduced slightly faster in the County

**Poverty Rates 2015 and 2017 (ACS 5 Year Series)**

- **2011-2015**
  - Arizona: 18.2%
  - Coconino County: 22.7%

- **2013-2017**
  - Arizona: 17.0%
  - Coconino County: 21.0%
Increased only in La Paz and Cochise counties

Percentage change in poverty level 2015 to 2017
Poverty level decreased in all Northern Arizona counties

Percent of the population living in poverty in Northern Arizona Counties 2015 compared to 2017

<table>
<thead>
<tr>
<th>County</th>
<th>2011-2015</th>
<th>2013-2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Apache</td>
<td>36.6%</td>
<td>35.9%</td>
</tr>
<tr>
<td>Navajo</td>
<td>30.6%</td>
<td>29.1%</td>
</tr>
<tr>
<td>Coconino</td>
<td>22.7%</td>
<td>21.0%</td>
</tr>
<tr>
<td>Mohave</td>
<td>19.8%</td>
<td>18.6%</td>
</tr>
<tr>
<td>Yavapai</td>
<td>16.0%</td>
<td>14.7%</td>
</tr>
</tbody>
</table>

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Two county age cohorts show more poverty than the state

Percentage of persons in poverty by age cohort
Arizona and Coconino County comparison

- <18 years in poverty: 24.0% (Arizona), 23.2% (Coconino County)
- 18 to 64 years in poverty: 16.3% (Arizona), 22.2% (Coconino County)
- 65+ years in poverty: 9.0% (Arizona), 10.5% (Coconino County)
More males and females in poverty in the county than in the state

Gender by percentage of population in poverty by age cohort Arizona and Coconino County comparison
Most races have a higher percentage of poverty in the county than the state.

Race by percentage of population in poverty
Arizona by Coconino County comparison

- **White**: 14.8% Arizona, 16.6% Coconino County
- **Black/African American**: 22.6% Arizona, 25.1% Coconino County
- **American Indian**: 35.7% Arizona, 30.0% Coconino County
- **Asian**: 13.1% Arizona, 26.3% Coconino County
- **Native Hawaiian/Pacific Islander**: 21.7% Arizona, 31.8% Coconino County
- **Some other race**: 26.9% Arizona, 25.5% Coconino County
Latinos have a higher rate of poverty in the county than the state

Percentage of Hispanic or Latino origin in poverty
Arizona by Coconino County comparison

- Arizona: 25.1%
- Coconino County: 27.3%
County has higher levels of poverty for all levels of education than the state

Percent of the population (over 25 years of age) in poverty by educational attainment

- Less than high school graduate: 29.7% (Arizona), 34.7% (Coconino County)
- High school graduate (includes equivalency): 16.5% (Arizona), 19.5% (Coconino County)
- Some college, associate's degree: 11.0% (Arizona), 14.4% (Coconino County)
- Bachelor's degree or higher: 5.4% (Arizona), 6.6% (Coconino County)
Poverty is higher for both the employed and unemployed in the County

Percent of the population in poverty by employment status Arizona and Coconino County comparison

<table>
<thead>
<tr>
<th></th>
<th>Arizona</th>
<th>Coconino County</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employed</td>
<td>8.5%</td>
<td>14.0%</td>
</tr>
<tr>
<td>Unemployed</td>
<td>35.7%</td>
<td>43.2%</td>
</tr>
</tbody>
</table>
Poverty in the County is higher for both full-time and part-time employees

Work experience for those in poverty Arizona and Coconino County comparison

- **Worked full-time**
  - Arizona: 3.9%
  - Coconino County: 4.9%

- **Worked part-time**
  - Arizona: 20.2%
  - Coconino County: 30.7%
Thank You

Questions?
Poverty report card highlighted trends

James I. Bowie, Ph.D.
Coordinator,
Laboratory for Applied Social Research
Northern Arizona University
Data are from the U.S. Census Bureau's American Community Survey 1-Year Estimates for 2010 through 2017. The American Community Survey interviews a sample of residents and its results therefore fall within the margins of error specified in each graph. Dollar amounts have been adjusted for inflation into 2017 dollars. James I. Bowie, Northern Arizona University Laboratory for Applied Social Research.
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James I. Bowie, Northern Arizona University Laboratory for Applied Social Research.
Rent as a percentage of income

Data are from the U.S. Census Bureau's American Community Survey 1-Year Estimates for 2010 through 2017. The American Community Survey interviews a sample of residents and its results therefore fall within the margins of error specified in each graph. Dollar amounts have been adjusted for inflation into 2017 dollars. James I. Bowie, Northern Arizona University Laboratory for Applied Social Research.
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Arizona outcomes & policy report
Prosperity Now state scorecard key findings

24.9% of AZ jobs are low-wage jobs
4.54 times as much annual income is made by the richest 20% of AZ households vs. the poorest 20%
17.8% of households have zero or negative net worth
28.0% of households live in asset poverty
16.8% of Arizona’s labor force owns a microenterprise

Arizona policy...
protects against payday lending, and
- has a $15 min. wage by 2024, but...
- doesn’t fund IDAs
- doesn’t have a progressive tax rate
- doesn’t have a refundable EITC at least 15% of the federal credit, and
- doesn’t protect against high-cost installment and car-title loans

*AZ ranks 25 out of 50 states & DC, per 52 financial security outcomes.
*AZ has adopted 10 of 28 policies recommended by Prosperity Now.

Source: Prosperity Now Scorecard
## Financial assets & income comparison (Source: Prosperity Now)

<table>
<thead>
<tr>
<th>Outcome</th>
<th>Flagstaff</th>
<th>Coconino</th>
<th>Arizona</th>
<th>U.S.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Asset Poverty Rate(^1)</td>
<td>31.8%</td>
<td>27.1%</td>
<td>29.5%</td>
<td>25.5%</td>
</tr>
<tr>
<td>Zero Net Worth Households(^2)</td>
<td>24.1%</td>
<td>19.7%</td>
<td>20.5%</td>
<td>16.9%</td>
</tr>
<tr>
<td>Income Inequality(^3)</td>
<td>5.6 : 1</td>
<td>5.3 : 1</td>
<td>4.6 : 1</td>
<td>4.9 : 1</td>
</tr>
<tr>
<td>Income Poverty by Race(^4)</td>
<td>4 : 1</td>
<td>2.6 : 1</td>
<td>1.9 : 1</td>
<td>2 : 1</td>
</tr>
<tr>
<td>Liquid Asset Poverty Rate(^5)</td>
<td>37.3%</td>
<td>37.8%</td>
<td>41.8%</td>
<td>36.8%</td>
</tr>
<tr>
<td>Unbanked Households(^6)</td>
<td>9.3%</td>
<td>6.5%</td>
<td>8.3%</td>
<td>7.0%</td>
</tr>
<tr>
<td>Underbanked Households(^7)</td>
<td>18.6%</td>
<td>18.7%</td>
<td>18.5%</td>
<td>19.9%</td>
</tr>
</tbody>
</table>

\(^1\)Percent of households w/o sufficient net worth to subsist at poverty level for 3-months w/o income. Data: 2013. Source: PN estimates w/ SIPP & ACS.

\(^2\)Percent of households w/ zero or negative net worth. Data: 2013. Source: Prosperity Now Estimates Using SIPP and ACS.

\(^3\)Ratio of annual household income of top income quintile to the bottom income quintile. Data: 2012-2016. Source: ACS.

\(^4\)Ratio of the income poverty rate of White, non-Hispanic households to households of color (Black or African-American; American Indian and Native Alaskan; Asian; Native Hawaiian and other Pacific Islander; Hispanic or Latino). Data: 2012-2016. Source: American Community Survey.

\(^5\)Percent of households w/o sufficient liquid assets to subsist at poverty level for 3-months w/o income. Data: 2013. Source: PN estimates w/ SIPP & ACS.

\(^6\)Percentage of households w/o checking nor savings account. Data: 2015. Source: Prosperity Now estimates using FDIC & ACS

\(^7\)Percent of households w/ checking and/or savings account and have used non-banks for money orders, check-cashing, remittances, payday loans, rent-to-own, pawn shops / refund anticipation loans (RALs) in past 12 months. Data: 2015 Source: PN estimates using FDIC &ACS.
Asset poverty rates
27.1% of Coconino households are asset poor

<table>
<thead>
<tr>
<th>Location</th>
<th>Poverty Rate</th>
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<tbody>
<tr>
<td>Arizona</td>
<td>28.0%</td>
</tr>
<tr>
<td>Coconino County, AZ</td>
<td>27.1%</td>
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<tr>
<td>Doney Park, AZ</td>
<td>21.2%</td>
</tr>
<tr>
<td>Flagstaff, AZ</td>
<td>31.8%</td>
</tr>
<tr>
<td>Page, AZ</td>
<td>28.9%</td>
</tr>
<tr>
<td>Tuba City, AZ</td>
<td>40.0%</td>
</tr>
<tr>
<td>Williams, AZ</td>
<td>30.1%</td>
</tr>
</tbody>
</table>

Percentage of households without sufficient net worth to subsist at the poverty level for three months in the absence of income. Data year: 2014. Source: Survey of Income and Program Participation, per Prosperity Now.
### Households with zero net worth

17.8% of Coconino households have zero or negative net worth

<table>
<thead>
<tr>
<th>Location</th>
<th>Net Worth</th>
</tr>
</thead>
<tbody>
<tr>
<td>Arizona</td>
<td>17.8%</td>
</tr>
<tr>
<td>Coconino County, AZ</td>
<td>19.7%</td>
</tr>
<tr>
<td>Doney Park, AZ</td>
<td>13.7%</td>
</tr>
<tr>
<td>Flagstaff, AZ</td>
<td>24.1%</td>
</tr>
<tr>
<td>Page, AZ</td>
<td>19.9%</td>
</tr>
<tr>
<td>Tuba City, AZ</td>
<td>25.9%</td>
</tr>
<tr>
<td>Williams, AZ</td>
<td>18.7%</td>
</tr>
</tbody>
</table>

Affordability of homes

Median home values in Coconino are 4.5 times greater than median household income

Median housing value divided by median family income. Data year: 2017.
Source: American Community Survey, per Prosperity Now.
### Housing cost burden – renters

53.8% of Coconino renters are cost-burdened.

<table>
<thead>
<tr>
<th>Location</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Arizona</td>
<td>48.3%</td>
</tr>
<tr>
<td>Coconino County, AZ</td>
<td>53.8%</td>
</tr>
<tr>
<td>Doney Park, AZ</td>
<td>30.1%</td>
</tr>
<tr>
<td>Flagstaff, AZ</td>
<td>58.6%</td>
</tr>
<tr>
<td>Page, AZ</td>
<td>42.0%</td>
</tr>
<tr>
<td>Tuba City, AZ</td>
<td>18.1%</td>
</tr>
<tr>
<td>Williams, AZ</td>
<td>62.6%</td>
</tr>
</tbody>
</table>

Percentage of renter-occupied units spending 30% or more of household income on rent and utilities. Data year: 2017. Source: American Community Survey, per Prosperity Now.
• 2010 to 2017 Coconino’s population grew by 6,341 and 1% per year future growth is projected with one-third from migration.
• Coconino’s unemployment rate is higher than Arizona’s.
• Coconino’s jobless rate is 0.6% for bachelor’s degree or higher holders vs. 19.7% for those not finishing high school.
• Coconino’s percentage of postsecondary education degrees is much higher than Arizona’s.
• 2001 to 2017 employment rates rose in Education and Health Services; Leisure and Hospitality; and Manufacturing, but fell in Government; Trade, Transportation, and Utilities; and Mining and Construction.
• Modest job growth is projected for several industries.

Source: Arizona Office of Economic Opportunity (OEO) labor and economic highlights for Coconino County.
Unemployment rate by educational attainment (ages 25 – 64)

Source: Produced by the Arizona Office of Economic Opportunity using 2017 ACS 1-Year Estimates (B23006) in cooperation with the US Census Bureau
## Coconino industry nonfarm employment share (’01-’17 annual ave.)

<table>
<thead>
<tr>
<th>Industry</th>
<th>Employment Share 2001</th>
<th>Employment Share 2017</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Education and Health Services</td>
<td>10.9%</td>
<td>14.3%</td>
<td>3.3%</td>
</tr>
<tr>
<td>Leisure and Hospitality</td>
<td>19.1%</td>
<td>22.1%</td>
<td>3.0%</td>
</tr>
<tr>
<td>Manufacturing</td>
<td>4.8%</td>
<td>6.4%</td>
<td>1.6%</td>
</tr>
<tr>
<td>Professional and Business Services</td>
<td>4.4%</td>
<td>4.8%</td>
<td>0.3%</td>
</tr>
<tr>
<td>Other Services</td>
<td>2.7%</td>
<td>2.7%</td>
<td>-0.1%</td>
</tr>
<tr>
<td>Information</td>
<td>0.9%</td>
<td>0.7%</td>
<td>-0.1%</td>
</tr>
<tr>
<td>Financial Activities</td>
<td>2.6%</td>
<td>2.1%</td>
<td>-0.5%</td>
</tr>
<tr>
<td>Mining and Construction</td>
<td>4.6%</td>
<td>3.6%</td>
<td>-1.0%</td>
</tr>
<tr>
<td>Trade, Transportation, and Utilities</td>
<td>15.5%</td>
<td>14.1%</td>
<td>-1.4%</td>
</tr>
<tr>
<td>Government</td>
<td>34.5%</td>
<td>29.3%</td>
<td>-5.2%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>100.0%</strong></td>
<td><strong>100.0%</strong></td>
<td><strong>0.0%</strong></td>
</tr>
</tbody>
</table>

Source: Produced by the Arizona Office of Economic Opportunity using CES data in cooperation with the US Department of Labor, Bureau of Labor Statistics.
Coconino percent over-the-year job gain/loss by sector (August 2018)

# Coconino industry employment projections (2017-2019)

<table>
<thead>
<tr>
<th>Industry Code</th>
<th>Industry Title</th>
<th>2017</th>
<th>2019</th>
<th>Numeric</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>000000</td>
<td>Total All Industries</td>
<td>70,107</td>
<td>72,350</td>
<td>2,243</td>
<td>3.2%</td>
</tr>
<tr>
<td>000067</td>
<td>Self-Employed and Unpaid Family Workers, All Jobs</td>
<td>3,864</td>
<td>4,035</td>
<td>171</td>
<td>4.4%</td>
</tr>
<tr>
<td>000990</td>
<td>Unclassified Payroll Employment</td>
<td>471</td>
<td>483</td>
<td>12</td>
<td>2.5%</td>
</tr>
<tr>
<td>110000</td>
<td>Agriculture, Forestry, Fishing and Hunting</td>
<td>2,334</td>
<td>2,407</td>
<td>73</td>
<td>3.1%</td>
</tr>
<tr>
<td>210000</td>
<td>Mining</td>
<td>31</td>
<td>30</td>
<td>-1</td>
<td>-3.2%</td>
</tr>
<tr>
<td>220000</td>
<td>Utilities</td>
<td>766</td>
<td>676</td>
<td>-90</td>
<td>-11.7%</td>
</tr>
<tr>
<td>230000</td>
<td>Construction</td>
<td>2,487</td>
<td>2,627</td>
<td>140</td>
<td>5.6%</td>
</tr>
<tr>
<td>310000</td>
<td>Manufacturing</td>
<td>4,247</td>
<td>4,303</td>
<td>56</td>
<td>1.3%</td>
</tr>
<tr>
<td>420000</td>
<td>Wholesale Trade</td>
<td>894</td>
<td>846</td>
<td>-48</td>
<td>-5.4%</td>
</tr>
<tr>
<td>440000</td>
<td>Retail Trade</td>
<td>6,931</td>
<td>6,938</td>
<td>7</td>
<td>0.1%</td>
</tr>
<tr>
<td>480000</td>
<td>Transportation and Warehousing</td>
<td>1,562</td>
<td>1,605</td>
<td>43</td>
<td>2.8%</td>
</tr>
<tr>
<td>510000</td>
<td>Information</td>
<td>620</td>
<td>649</td>
<td>29</td>
<td>4.7%</td>
</tr>
<tr>
<td>520000</td>
<td>Finance and Insurance</td>
<td>669</td>
<td>662</td>
<td>-7</td>
<td>-1.0%</td>
</tr>
<tr>
<td>530000</td>
<td>Real Estate and Rental and Leasing</td>
<td>714</td>
<td>733</td>
<td>19</td>
<td>2.7%</td>
</tr>
<tr>
<td>540000</td>
<td>Professional, Scientific, and Technical Services</td>
<td>1,524</td>
<td>1,639</td>
<td>115</td>
<td>7.5%</td>
</tr>
<tr>
<td>550000</td>
<td>Management of Companies and Enterprises</td>
<td>181</td>
<td>191</td>
<td>10</td>
<td>5.5%</td>
</tr>
<tr>
<td>560000</td>
<td>Administrative and Support and Waste Management and Remediation Services</td>
<td>1,697</td>
<td>1,741</td>
<td>44</td>
<td>2.6%</td>
</tr>
<tr>
<td>610000</td>
<td>Educational Services</td>
<td>7,656</td>
<td>7,717</td>
<td>61</td>
<td>0.8%</td>
</tr>
<tr>
<td>620000</td>
<td>Health Care and Social Assistance</td>
<td>10,084</td>
<td>10,483</td>
<td>399</td>
<td>4.0%</td>
</tr>
<tr>
<td>710000</td>
<td>Arts, Entertainment, and Recreation</td>
<td>3,248</td>
<td>3,669</td>
<td>421</td>
<td>13.0%</td>
</tr>
<tr>
<td>720000</td>
<td>Accommodation and Food Services</td>
<td>13,499</td>
<td>14,202</td>
<td>703</td>
<td>5.2%</td>
</tr>
<tr>
<td>810000</td>
<td>Other Services (Except Government)</td>
<td>2,278</td>
<td>2,307</td>
<td>29</td>
<td>1.3%</td>
</tr>
<tr>
<td>900000</td>
<td>Government</td>
<td>4,350</td>
<td>4,407</td>
<td>57</td>
<td>1.3%</td>
</tr>
</tbody>
</table>

(Source: Arizona Office of Economic Opportunity 2017-2019 Industry Projections)
Proven urban / rural empowerment strategies

• Real poverty alleviation with asset-based wealth creation (Assets and the Poor, 1991; AFIA ,1998)
• People & place based “economic gardening” and community development (Handmade in America)
• Sustainability (triple bottom-line)
• Local community philanthropy and leadership address youth out-migration trends (azhtc)
• Buy local emphasis ($68 of every $100 local biz purchase stays local vs. $43 for non-local biz)

Source: CCCS’ CED Webinar for AZDES
Toward sustainably prosperous communities

Basic Business Empowerment (BBE)

Northern Arizona Native American Culture Trail (NANACT)

Arizona HomeTown Competitiveness (AZHTC)

Individual Development Accounts (IDA -Biz & $2L)

Source: CCCS’ CED Webinar for AZDES
Micro-enterprise development
12-week (36-hour) trainings

• Need: 70% biz interest, only 10% start (two-thirds are kids of biz owners), 80% fail w/o know-how & help

• Gap: Good curriculum & training collaboration can yield 80% success shift

• Focus: Financial literacy & biz plan (product/service, price, profit, promo, people, place, protection, passion ...)

• Results: 11+ yrs helping 300+ BBE participants to jumpstart CED
Micro-enterprise start-up & expansion capital

- Need: Capital/funding $$$
- Gap: Banks not offering micro-financing for biz
- Focus: AFIA-IDA 2:1 or 3:1 match grants for low-income / low-asset participants saving earned or biz income monthly for biz start-up / expansion or career enhancing post-secondary education
- Results: IDA and micro-finance assistance available
Rural economic gardening

- USDOL Women’s Bureau grant to tap visitors’ expenditure of $687M/yr.
- Cost efficient adaptation of HandMade in America CED model (now $140M)
- Facilitated cost-effective stone-soup collaboration for web & network dev.
- Increased opportunity for native youth to stay and embrace their culture
- Concept proven, but hand-off to partner failed

Northern Arizona Native American Culture Trail (NANACT)
Prosperity communities -
engagement & development

- BBE + AZRDC AZHTC mini-academy + USDA-SET assisted Northern AZ Regional Rural Econ. Dev. collaborative led to BOS funding of AZHTC Pilot in Page & Tuba City

- Four pillar focus on developing local leaders, entrepreneurship, youth engagement, and giving

- Proved this synergistic, economic gardening, “can do” collaborative strategy, but continuing funding evaporated
Arizona ranks 25th on the prosperity of its residents compared to the 50 states and the District of Columbia. This rank is based on states' performance on economic measures for all residents but also accounts for racial disparities in outcomes. Relative to other states, Arizona's performance is below average for residents overall, but the gap between White residents and residents of color is narrower. However, these disparities, no matter how extreme, have negative implications for the prosperity of Arizona. For example, the homeownership rate of White households is 71% compared to 55% for Latino, 52% for Native, and 34% for Black households.

The Prosperity Now Scorecard features 28 policies that attempt to improve financial security outcomes. The Scorecard assesses whether your state has or has not adopted each of these policies. Arizona has adopted 10 policies.

### Outcome Highlights

- **24.9%** of jobs in Arizona are low-wage jobs
- **4.54** The richest 20% of households in Arizona make times as much income annually than the poorest 20%
- **17.8%** of Arizona households have zero or negative net worth
- **28.0%** of Arizona households live in asset poverty

### Policy Highlights

- Does state provide funding for IDAs?
- Does state have a progressive effective tax rate?
- Has state enacted an EITC that is refundable and at least 15% of the federal credit?
- Does state protect against high-cost installment loans?

### About the Prosperity Now Scorecard

The *Prosperity Now Scorecard* is a comprehensive resource featuring data on family financial health, racial economic inequality, and policy recommendations to help put all U.S. households on a path to prosperity. The Scorecard equips advocates, policymakers and practitioners with national, state, county and city data to jump-start a conversation about solutions and policies that put households on stronger financial footing across five issue areas: Financial Assets & Income, Businesses & Jobs, Homeownership & Housing, Health Care and Education.
## OUTCOME MEASURES

The Scorecard ranks states on 52 outcome measures from best to worst: #1 is the most desirable, #51 is the least desirable. The Outcome Rank is calculated by averaging the rank all of the state’s measures and demonstrates how outcomes for all residents compare to residents of other states and DC. The Outcome Rank accounts for 60% of a state’s Scorecard Rank.

### Financial Assets & Income

<table>
<thead>
<tr>
<th>OUTCOME MEASURE</th>
<th>STATE DATA</th>
<th>US DATA</th>
<th>STATE RANK</th>
</tr>
</thead>
<tbody>
<tr>
<td>Liquid Asset Poverty Rate</td>
<td>44.3%</td>
<td>40.0%</td>
<td>24</td>
</tr>
<tr>
<td>Asset Poverty Rate</td>
<td>28.0%</td>
<td>25.3%</td>
<td>22</td>
</tr>
<tr>
<td>Net Worth</td>
<td>$68,140</td>
<td>$79,826</td>
<td>—</td>
</tr>
<tr>
<td>Households with Zero Net Worth</td>
<td>17.8%</td>
<td>16.5%</td>
<td>—</td>
</tr>
<tr>
<td>Saved for Emergencies</td>
<td>62.3%</td>
<td>57.8%</td>
<td>16</td>
</tr>
<tr>
<td>Income Poverty Rate</td>
<td>13.6%</td>
<td>13.0%</td>
<td>35</td>
</tr>
<tr>
<td>Income Inequality</td>
<td>4.5x as high for top 20%</td>
<td>4.9x as high for top 20%</td>
<td>23</td>
</tr>
<tr>
<td>Income Volatility</td>
<td>21.4%</td>
<td>20.1%</td>
<td>32</td>
</tr>
<tr>
<td>Unbanked Households</td>
<td>5.4%</td>
<td>6.5%</td>
<td>23</td>
</tr>
<tr>
<td>Underbanked Households</td>
<td>18.7%</td>
<td>18.7%</td>
<td>27</td>
</tr>
<tr>
<td>Households with Savings Accounts</td>
<td>72.9%</td>
<td>71.4%</td>
<td>27</td>
</tr>
<tr>
<td>Consumers with Prime Credit</td>
<td>50.5%</td>
<td>51.9%</td>
<td>36</td>
</tr>
<tr>
<td>Access to Revolving Credit</td>
<td>73.6%</td>
<td>73.1%</td>
<td>31</td>
</tr>
<tr>
<td>Borrowers Over 75% Credit Card Limit</td>
<td>27.4%</td>
<td>25.4%</td>
<td>35</td>
</tr>
<tr>
<td>Severely Delinquent Borrowers</td>
<td>16.5%</td>
<td>14.8%</td>
<td>36</td>
</tr>
<tr>
<td>Consumers with Collections</td>
<td>19.7%</td>
<td>21.2%</td>
<td>24</td>
</tr>
<tr>
<td>Bankruptcy Rate</td>
<td>2.3</td>
<td>2.3</td>
<td>30</td>
</tr>
<tr>
<td>Fell Behind on Bills</td>
<td>13.9%</td>
<td>13.2%</td>
<td>29</td>
</tr>
</tbody>
</table>

### Businesses & Jobs

<table>
<thead>
<tr>
<th>OUTCOME MEASURE</th>
<th>STATE DATA</th>
<th>US DATA</th>
<th>STATE RANK</th>
</tr>
</thead>
<tbody>
<tr>
<td>Microenterprise Ownership Rate</td>
<td>16.8%</td>
<td>18.2%</td>
<td>34</td>
</tr>
<tr>
<td>Business Ownership by Gender</td>
<td>1 - is nearly identical</td>
<td>1.3x as high for men</td>
<td>1</td>
</tr>
<tr>
<td>Business Value by Gender</td>
<td>2.8x as high for men</td>
<td>3x as high for men</td>
<td>18</td>
</tr>
<tr>
<td>Unemployment Rate</td>
<td>4.6%</td>
<td>4.0%</td>
<td>44</td>
</tr>
<tr>
<td>Underemployment Rate</td>
<td>9.3%</td>
<td>7.8%</td>
<td>45</td>
</tr>
<tr>
<td>Low-Wage Jobs</td>
<td>24.9%</td>
<td>22.5%</td>
<td>31</td>
</tr>
<tr>
<td>Average Annual Pay</td>
<td>$52,290</td>
<td>$55,390</td>
<td>25</td>
</tr>
<tr>
<td>Employers Offering Health Insurance</td>
<td>49.4%</td>
<td>46.9%</td>
<td>20</td>
</tr>
</tbody>
</table>
## Homeownership & Housing

<table>
<thead>
<tr>
<th>OUTCOME MEASURE</th>
<th>STATE DATA</th>
<th>US DATA</th>
<th>STATE RANK</th>
</tr>
</thead>
<tbody>
<tr>
<td>Homeownership Rate</td>
<td>64.7%</td>
<td>63.9%</td>
<td>37</td>
</tr>
<tr>
<td>Affordability of Homes (value/income)</td>
<td>3.8x higher than median income</td>
<td>3.6x higher than median income</td>
<td>35</td>
</tr>
<tr>
<td>Housing Cost Burden - Renters</td>
<td>48.3%</td>
<td>49.5%</td>
<td>34</td>
</tr>
<tr>
<td>Housing Cost Burden - Homeowners</td>
<td>28.2%</td>
<td>27.5%</td>
<td>37</td>
</tr>
<tr>
<td>Delinquent Mortgage Loans</td>
<td>0.60%</td>
<td>1.30%</td>
<td>8</td>
</tr>
<tr>
<td>Foreclosure Rate</td>
<td>0.35%</td>
<td>1.05%</td>
<td>3</td>
</tr>
<tr>
<td>High-Cost Mortgage Loans</td>
<td>14.6%</td>
<td>7.6%</td>
<td>50</td>
</tr>
</tbody>
</table>

## Health Care

<table>
<thead>
<tr>
<th>OUTCOME MEASURE</th>
<th>STATE DATA</th>
<th>US DATA</th>
<th>STATE RANK</th>
</tr>
</thead>
<tbody>
<tr>
<td>Uninsured Rate</td>
<td>12.0%</td>
<td>10.2%</td>
<td>41</td>
</tr>
<tr>
<td>Uninsured Low-Income Children</td>
<td>10.2%</td>
<td>6.9%</td>
<td>44</td>
</tr>
<tr>
<td>Employer-Provided Insurance Coverage</td>
<td>55.2%</td>
<td>59.1%</td>
<td>42</td>
</tr>
<tr>
<td>Employee Share of Premium</td>
<td>32.6%</td>
<td>27.9%</td>
<td>48</td>
</tr>
<tr>
<td>Forgoing Doctor Visit Due to Cost</td>
<td>14.1%</td>
<td>13.5%</td>
<td>37</td>
</tr>
<tr>
<td>Poor or Fair Health Status</td>
<td>19.2%</td>
<td>18.4%</td>
<td>37</td>
</tr>
</tbody>
</table>

## Education

<table>
<thead>
<tr>
<th>OUTCOME MEASURE</th>
<th>STATE DATA</th>
<th>US DATA</th>
<th>STATE RANK</th>
</tr>
</thead>
<tbody>
<tr>
<td>Early Childhood Education Enrollment</td>
<td>39.7%</td>
<td>48.0%</td>
<td>43</td>
</tr>
<tr>
<td>Math Proficiency - 8th Grade</td>
<td>33.5%</td>
<td>34.3%</td>
<td>27</td>
</tr>
<tr>
<td>Reading Proficiency - 8th Grade</td>
<td>30.5%</td>
<td>36.1%</td>
<td>38</td>
</tr>
<tr>
<td>Four-Year College Degree</td>
<td>29.4%</td>
<td>32.0%</td>
<td>31</td>
</tr>
<tr>
<td>High School Graduation Rate</td>
<td>79.5%</td>
<td>84.1%</td>
<td>43</td>
</tr>
<tr>
<td>Disconnected Youth</td>
<td>12.6%</td>
<td>11.6%</td>
<td>38</td>
</tr>
<tr>
<td>Borrowers with Student Loan Debt</td>
<td>21.1%</td>
<td>21.9%</td>
<td>17</td>
</tr>
<tr>
<td>Median Student Loan Debt</td>
<td>$16,990</td>
<td>$18,366</td>
<td>19</td>
</tr>
<tr>
<td>Severely Delinquent Student Loan Debt</td>
<td>18.5%</td>
<td>15.2%</td>
<td>40</td>
</tr>
</tbody>
</table>

For a complete description of Scorecard measures and sources, including how the ranks were assigned, go to [https://scorecard.prosperitynow.org](https://scorecard.prosperitynow.org).

— Indicates that no data is available, or data is suppressed due to a margin of error that is greater than 50% of the estimate.
RACIAL OUTCOMES

The Scorecard disaggregates data by race for 26 outcomes. The Racial Disparity rank is calculated by averaging the gaps in outcomes for White residents and residents of color for each measure. This average disparity is then ranked against the other states and DC. A Racial Disparity Rank of 51 means that the disparity is the largest compared to all states and DC. A lower rank indicates that the disparity is narrower than in other parts of the country, but even in these states, racial economic inequality remains problematic for the state’s overall economic prosperity and resilience. The Racial Disparity rank accounts for 40% of a state’s Scorecard rank.

### Financial Assets & Income

<table>
<thead>
<tr>
<th>OUTCOME MEASURE</th>
<th>WHITE, NH*</th>
<th>PEOPLE OF COLOR</th>
<th>BLACK</th>
<th>AMERICAN INDIAN</th>
<th>ASIAN</th>
<th>NHPI**</th>
<th>LATINO</th>
</tr>
</thead>
<tbody>
<tr>
<td>Asset Poverty Rate</td>
<td>25.5%</td>
<td>32.9%</td>
<td>—</td>
<td>—</td>
<td>—</td>
<td>—</td>
<td>29.8%</td>
</tr>
<tr>
<td>Fell Behind on Bills</td>
<td>10.8%</td>
<td>19.4%</td>
<td>—</td>
<td>—</td>
<td>—</td>
<td>—</td>
<td>17.7%</td>
</tr>
<tr>
<td>Households with Savings Accounts</td>
<td>80.3%</td>
<td>59.8%</td>
<td>—</td>
<td>—</td>
<td>—</td>
<td>—</td>
<td>55.4%</td>
</tr>
<tr>
<td>Households with Zero Net Worth</td>
<td>17.0%</td>
<td>19.4%</td>
<td>—</td>
<td>—</td>
<td>—</td>
<td>—</td>
<td>19.4%</td>
</tr>
<tr>
<td>Income Poverty Rate</td>
<td>10.3%</td>
<td>19.7%</td>
<td>22.3%</td>
<td>35.0%</td>
<td>12.5%</td>
<td>15.2%</td>
<td>18.9%</td>
</tr>
<tr>
<td>Income Volatility</td>
<td>20.2%</td>
<td>23.4%</td>
<td>—</td>
<td>—</td>
<td>—</td>
<td>—</td>
<td>23.8%</td>
</tr>
<tr>
<td>Liquid Asset Poverty Rate</td>
<td>37.1%</td>
<td>58.5%</td>
<td>—</td>
<td>—</td>
<td>—</td>
<td>—</td>
<td>60.5%</td>
</tr>
<tr>
<td>Net Worth</td>
<td>$104,920</td>
<td>—</td>
<td>—</td>
<td>—</td>
<td>—</td>
<td>—</td>
<td>—</td>
</tr>
<tr>
<td>Saved for Emergencies</td>
<td>67.0%</td>
<td>54.3%</td>
<td>—</td>
<td>—</td>
<td>—</td>
<td>—</td>
<td>51.8%</td>
</tr>
<tr>
<td>Unbanked Households</td>
<td>2.0%</td>
<td>11.4%</td>
<td>—</td>
<td>—</td>
<td>—</td>
<td>—</td>
<td>11.7%</td>
</tr>
<tr>
<td>Underbanked Households</td>
<td>12.7%</td>
<td>29.5%</td>
<td>—</td>
<td>—</td>
<td>—</td>
<td>—</td>
<td>27.0%</td>
</tr>
</tbody>
</table>

### Businesses & Jobs

<table>
<thead>
<tr>
<th>OUTCOME MEASURE</th>
<th>WHITE, NH*</th>
<th>PEOPLE OF COLOR</th>
<th>BLACK</th>
<th>AMERICAN INDIAN</th>
<th>ASIAN</th>
<th>NHPI**</th>
<th>LATINO</th>
</tr>
</thead>
<tbody>
<tr>
<td>Business Ownership</td>
<td>18.6%</td>
<td>11.7%</td>
<td>11.1%</td>
<td>25.8%</td>
<td>25.3%</td>
<td>9.3%</td>
<td>9.4%</td>
</tr>
<tr>
<td>Business Value</td>
<td>$502,444</td>
<td>$134,817</td>
<td>$84,902</td>
<td>$102,623</td>
<td>$312,576</td>
<td>$56,046</td>
<td>$110,332</td>
</tr>
<tr>
<td>Unemployment Rate</td>
<td>3.7%</td>
<td>5.7%</td>
<td>—</td>
<td>—</td>
<td>—</td>
<td>—</td>
<td>5.7%</td>
</tr>
</tbody>
</table>

### Homeownership & Housing

<table>
<thead>
<tr>
<th>OUTCOME MEASURE</th>
<th>WHITE, NH*</th>
<th>PEOPLE OF COLOR</th>
<th>BLACK</th>
<th>AMERICAN INDIAN</th>
<th>ASIAN</th>
<th>NHPI**</th>
<th>LATINO</th>
</tr>
</thead>
<tbody>
<tr>
<td>Affordability of Homes</td>
<td>3.58</td>
<td>—</td>
<td>4.99</td>
<td>6.41</td>
<td>2.94</td>
<td>4.44</td>
<td>4.76</td>
</tr>
<tr>
<td>Homeownership Rate</td>
<td>71.2%</td>
<td>52.6%</td>
<td>33.6%</td>
<td>52.1%</td>
<td>63.1%</td>
<td>36.2%</td>
<td>54.9%</td>
</tr>
<tr>
<td>Housing Cost Burden - Homeowners</td>
<td>28.4%</td>
<td>30.3%</td>
<td>30.9%</td>
<td>24.9%</td>
<td>28.6%</td>
<td>—</td>
<td>31.4%</td>
</tr>
<tr>
<td>Housing Cost Burden - Renters</td>
<td>46.5%</td>
<td>50.8%</td>
<td>57.6%</td>
<td>43.3%</td>
<td>41.6%</td>
<td>60.8%</td>
<td>50.3%</td>
</tr>
</tbody>
</table>

### Health Care

<table>
<thead>
<tr>
<th>OUTCOME MEASURE</th>
<th>WHITE, NH*</th>
<th>PEOPLE OF COLOR</th>
<th>BLACK</th>
<th>AMERICAN INDIAN</th>
<th>ASIAN</th>
<th>NHPI**</th>
<th>LATINO</th>
</tr>
</thead>
<tbody>
<tr>
<td>Forgoing Doctor Visit Due to Cost</td>
<td>11.4%</td>
<td>—</td>
<td>13.8%</td>
<td>14.2%</td>
<td>—</td>
<td>—</td>
<td>19.8%</td>
</tr>
<tr>
<td>Poor or Fair Health Status</td>
<td>17.0%</td>
<td>—</td>
<td>21.0%</td>
<td>28.0%</td>
<td>—</td>
<td>—</td>
<td>23.0%</td>
</tr>
<tr>
<td>Uninsured Rate</td>
<td>8.2%</td>
<td>16.2%</td>
<td>9.4%</td>
<td>22.4%</td>
<td>5.8%</td>
<td>10.4%</td>
<td>17.2%</td>
</tr>
</tbody>
</table>

### Education

<table>
<thead>
<tr>
<th>OUTCOME MEASURE</th>
<th>WHITE, NH*</th>
<th>PEOPLE OF COLOR</th>
<th>BLACK</th>
<th>AMERICAN INDIAN</th>
<th>ASIAN</th>
<th>NHPI**</th>
<th>LATINO</th>
</tr>
</thead>
<tbody>
<tr>
<td>Disconnected Youth</td>
<td>10.4%</td>
<td>14.2%</td>
<td>14.9%</td>
<td>28.9%</td>
<td>7.5%</td>
<td>14.7%</td>
<td>13.0%</td>
</tr>
<tr>
<td>Four-Year College Degree</td>
<td>35.8%</td>
<td>17.6%</td>
<td>24.4%</td>
<td>9.7%</td>
<td>56.8%</td>
<td>18.3%</td>
<td>13.0%</td>
</tr>
<tr>
<td>High School Graduation Rate</td>
<td>84.0%</td>
<td>—</td>
<td>75.5%</td>
<td>67.7%</td>
<td>—</td>
<td>—</td>
<td>76.4%</td>
</tr>
<tr>
<td>Math Proficiency - 8th Grade</td>
<td>48.2%</td>
<td>—</td>
<td>20.8%</td>
<td>17.2%</td>
<td>71.0%</td>
<td>—</td>
<td>20.1%</td>
</tr>
<tr>
<td>Reading Proficiency - 8th Grade</td>
<td>42.9%</td>
<td>—</td>
<td>18.9%</td>
<td>19.5%</td>
<td>52.5%</td>
<td>—</td>
<td>20.1%</td>
</tr>
</tbody>
</table>

* White, Non-Hispanic  ** Native Hawaiian or Other Pacific Islander
POLICY MEASURES

The Scorecard includes 28 policies organized into 18 groups. States are assessed based on whether they have adopted each policy; a ✔ indicates the state has adopted the policy; a ✗ indicates the state has not. Policy adoption is assessed on policies enacted during calendar year 2018.

### Financial Assets & Income

<table>
<thead>
<tr>
<th>Policy Measure</th>
<th>Adopted Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>Debt Collection Protections</td>
<td>✗</td>
</tr>
<tr>
<td>Predatory Small-Dollar Lending Protections</td>
<td>✔</td>
</tr>
<tr>
<td>Retirement Security</td>
<td>✗</td>
</tr>
<tr>
<td>Savings Penalties in Public Benefit Programs</td>
<td>✔</td>
</tr>
<tr>
<td>State EITCs</td>
<td>✗</td>
</tr>
<tr>
<td>Tax Fairness</td>
<td>✔</td>
</tr>
<tr>
<td>Tax Prep Regulations</td>
<td>✔</td>
</tr>
<tr>
<td>Individual Development Accounts</td>
<td>✗</td>
</tr>
</tbody>
</table>

#### 3 OF 13 POLICIES ADOPTED

### Businesses & Jobs

<table>
<thead>
<tr>
<th>Policy Measure</th>
<th>Adopted Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>Minimum Wage</td>
<td>✔</td>
</tr>
<tr>
<td>Paid Leave</td>
<td>✔</td>
</tr>
</tbody>
</table>

#### 3 OF 4 POLICIES ADOPTED

### Homeownership & Housing

<table>
<thead>
<tr>
<th>Policy Measure</th>
<th>Adopted Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>First-Time Homebuyer Assistance</td>
<td>✔</td>
</tr>
<tr>
<td>Property Tax Relief</td>
<td>✗</td>
</tr>
<tr>
<td>Protection from Discrimination for Low-Income Renters</td>
<td>✗</td>
</tr>
<tr>
<td>Resident Ownership, Titling and Zoning of Manufactured Homes</td>
<td>✗</td>
</tr>
</tbody>
</table>

#### 2 OF 7 POLICIES ADOPTED

### Health Care

<table>
<thead>
<tr>
<th>Policy Measure</th>
<th>Adopted Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>Medicaid Expansion</td>
<td>✔</td>
</tr>
</tbody>
</table>

#### 1 OF 1 POLICIES ADOPTED

### Education

<table>
<thead>
<tr>
<th>Policy Measure</th>
<th>Adopted Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>Children’s Savings Accounts</td>
<td>✗</td>
</tr>
<tr>
<td>In-State Tuition for Undocumented Students</td>
<td>✗</td>
</tr>
<tr>
<td>Targeted Financial Aid for Postsecondary Education</td>
<td>✔</td>
</tr>
</tbody>
</table>

#### 1 OF 3 POLICIES ADOPTED
**ARIZONA**

**DEMOGRAPHICS**

- **POPULATION**: 7,016,270
- **HOUSEHOLDS**: 2,552,972

**HOUSEHOLD INCOME QUINTILES**

<table>
<thead>
<tr>
<th>Quintile</th>
<th>Income Range</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lowest Quintile</td>
<td>$0 to $24,271</td>
</tr>
<tr>
<td>2nd Quintile</td>
<td>$24,272 to $45,071</td>
</tr>
<tr>
<td>3rd Quintile</td>
<td>$45,072 to $70,522</td>
</tr>
<tr>
<td>4th Quintile</td>
<td>$70,523 to $110,272</td>
</tr>
<tr>
<td>Highest Quintile</td>
<td>Over $110,272</td>
</tr>
</tbody>
</table>

**MEDIAN HOUSEHOLD INCOME**: $56,581

**RACE AND ETHNICITY (% OF POPULATION)**

<table>
<thead>
<tr>
<th>Ethnicity</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>White</td>
<td>55.0%</td>
</tr>
<tr>
<td>Black</td>
<td>4.0%</td>
</tr>
<tr>
<td>Asian</td>
<td>3.0%</td>
</tr>
<tr>
<td>Latino</td>
<td>31.0%</td>
</tr>
<tr>
<td>Native</td>
<td>4.0%</td>
</tr>
<tr>
<td>NHPI</td>
<td>n/a</td>
</tr>
<tr>
<td>Two or More</td>
<td>2.0%</td>
</tr>
<tr>
<td>Other</td>
<td>n/a</td>
</tr>
</tbody>
</table>

**AGE (% OF THE POPULATION)**

<table>
<thead>
<tr>
<th>Age</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Under 18</td>
<td>23.0%</td>
</tr>
<tr>
<td>18 to 24</td>
<td>10.0%</td>
</tr>
<tr>
<td>25 to 44</td>
<td>26.0%</td>
</tr>
<tr>
<td>45 to 64</td>
<td>24.0%</td>
</tr>
<tr>
<td>65 and Over</td>
<td>17.0%</td>
</tr>
</tbody>
</table>

**PEOPLE WITH A DISABILITY**: 13.0%

---

**PROSPERITY NOW COMMUNITY**

Prosperity Now is committed to continuing our support of and partnerships with our movement of committed advocates and practitioners seeking to create a clear path to financial stability, wealth and prosperity. The Prosperity Now Community expands our reach, creates strong connections between those in our community and mobilizes advocates to create lasting social change.

The Prosperity Now Community facilitates learning, creates connections and inspires action to create and improve programs and policies that foster opportunity, especially for those who have not had it before. Our unwavering commitment to creating prosperity includes efforts on a wide range of issues, such as consumer protections, equity in the tax code, increasing affordable housing and removing barriers to saving and building wealth.

To Join the Community, visit prosperitynow.org/get-involved

**COMMUNITY CHAMPIONS IN ARIZONA**

United Way of Tucson and Southern Arizona — Tucson, AZ

**ABOUT PROSPERITY NOW**

Prosperity Now (formerly CFED) believes that everyone deserves a chance to prosper. Since 1979, we have helped make it possible for millions of people, especially people of color and those of limited incomes, to achieve financial security, stability and, ultimately, prosperity. We offer a unique combination of scalable practical solutions, in-depth research and proven policy solutions, all aimed at building wealth for those who need it most.
The Prosperity Now Scorecard equips advocates, policymakers, practitioners, and others with data on how residents in states, counties, and cities are faring when it comes to their financial health and whether opportunities to prosper are equitable. These data jump-start a conversation about solutions and policies to put all households on stronger financial footing.

## Financial Assets & Income

<table>
<thead>
<tr>
<th>OUTCOME MEASURE</th>
<th>PLACE DATA</th>
<th>STATE DATA</th>
<th>US DATA</th>
</tr>
</thead>
<tbody>
<tr>
<td>Asset Poverty Rate</td>
<td>27.1%</td>
<td>29.5%</td>
<td>25.5%</td>
</tr>
<tr>
<td>Income Inequality</td>
<td>5.3x higher for top 20%</td>
<td>4.6x higher for top 20%</td>
<td>4.9x higher for top 20%</td>
</tr>
<tr>
<td>Income Poverty Rate</td>
<td>14.5%</td>
<td>14.8%</td>
<td>13.4%</td>
</tr>
<tr>
<td>Income Poverty by Race</td>
<td>2.6x higher for HHs of color</td>
<td>1.9x higher for HHs of color</td>
<td>2x higher for HHs of color</td>
</tr>
<tr>
<td>Liquid Asset Poverty Rate</td>
<td>37.8%</td>
<td>41.8%</td>
<td>36.8%</td>
</tr>
<tr>
<td>Unbanked Households</td>
<td>6.5%</td>
<td>8.3%</td>
<td>7.0%</td>
</tr>
<tr>
<td>Underbanked Households</td>
<td>18.7%</td>
<td>18.5%</td>
<td>19.9%</td>
</tr>
<tr>
<td>Households with Zero Net Worth</td>
<td>19.7%</td>
<td>20.5%</td>
<td>16.9%</td>
</tr>
</tbody>
</table>

## Businesses & Jobs

<table>
<thead>
<tr>
<th>OUTCOME MEASURE</th>
<th>PLACE DATA</th>
<th>STATE DATA</th>
<th>US DATA</th>
</tr>
</thead>
<tbody>
<tr>
<td>Business Value by Race</td>
<td>2.3x higher for white bus. owners</td>
<td>3.1x higher for white bus. owners</td>
<td>2.9x higher for white bus. owners</td>
</tr>
<tr>
<td>Business Value by Gender</td>
<td>5x higher for men</td>
<td>2.8x higher for men</td>
<td>3x higher for men</td>
</tr>
<tr>
<td>Unemployment Rate</td>
<td>8.7%</td>
<td>5.1%</td>
<td>4.9%</td>
</tr>
<tr>
<td>Unemployment Rate by Race</td>
<td>—</td>
<td>1.7x higher for workers of color</td>
<td>1.6x higher for workers of color</td>
</tr>
</tbody>
</table>

## Homeownership & Housing

<table>
<thead>
<tr>
<th>OUTCOME MEASURE</th>
<th>PLACE DATA</th>
<th>STATE DATA</th>
<th>US DATA</th>
</tr>
</thead>
<tbody>
<tr>
<td>Affordability of Homes (value/income)</td>
<td>4.5x higher than median income</td>
<td>3.8x higher than median income</td>
<td>3.6x higher than median income</td>
</tr>
<tr>
<td>Housing Cost Burden - Homeowners</td>
<td>32.4%</td>
<td>28.5%</td>
<td>28.3%</td>
</tr>
<tr>
<td>Housing Cost Burden - Renters</td>
<td>53.8%</td>
<td>47.8%</td>
<td>49.7%</td>
</tr>
<tr>
<td>Homeownership Rate</td>
<td>59.1%</td>
<td>63.2%</td>
<td>63.1%</td>
</tr>
<tr>
<td>Homeownership by Race</td>
<td>1.2x higher for white HHs</td>
<td>1.4x higher for white HHs</td>
<td>1.6x higher for white HHs</td>
</tr>
</tbody>
</table>

## Health Care

<table>
<thead>
<tr>
<th>OUTCOME MEASURE</th>
<th>PLACE DATA</th>
<th>STATE DATA</th>
<th>US DATA</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employer-Provided Insurance Coverage</td>
<td>52.4%</td>
<td>53.2%</td>
<td>58.6%</td>
</tr>
<tr>
<td>Uninsured</td>
<td>18.1%</td>
<td>11.9%</td>
<td>10.0%</td>
</tr>
<tr>
<td>Uninsured by Race</td>
<td>2x higher for people of color</td>
<td>2.3x higher for people of color</td>
<td>2.1x higher for people of color</td>
</tr>
<tr>
<td>Uninsured by Gender</td>
<td>1.2x higher for men</td>
<td>1.3x higher for men</td>
<td>1.2x higher for men</td>
</tr>
<tr>
<td>Uninsured Low-Income Children</td>
<td>18.3%</td>
<td>9.5%</td>
<td>6.1%</td>
</tr>
</tbody>
</table>

## Education

<table>
<thead>
<tr>
<th>OUTCOME MEASURE</th>
<th>PLACE DATA</th>
<th>STATE DATA</th>
<th>US DATA</th>
</tr>
</thead>
<tbody>
<tr>
<td>Four-Year College Degree</td>
<td>34.2%</td>
<td>28.9%</td>
<td>31.3%</td>
</tr>
<tr>
<td>Four-Year Degree By Race</td>
<td>3.1x higher for white adults</td>
<td>2.1x higher for white adults</td>
<td>1.5x higher for white adults</td>
</tr>
<tr>
<td>Four-Year Degree By Gender</td>
<td>1.1x higher for men</td>
<td>equal for men and women</td>
<td>equal for men and women</td>
</tr>
<tr>
<td>Early Childhood Education Enrollment</td>
<td>44.3%</td>
<td>39.6%</td>
<td>48.0%</td>
</tr>
</tbody>
</table>

In order to generate more robust estimates at the local level, specifically estimates disaggregated by race, many local estimates are derived using five-year data averages. For more information on how local estimates are calculated, visit scorecard.prosperitynow.org/methodology.
## COCONINO COUNTY

### DEMOGRAPHICS

<table>
<thead>
<tr>
<th>Category</th>
<th>Data</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Population</strong></td>
<td>138,064</td>
</tr>
<tr>
<td><strong>Households</strong></td>
<td>47,366</td>
</tr>
</tbody>
</table>

### HOUSEHOLD INCOME QUINTILES

- **Lowest Quintile**: $0 to $19,110
- **2nd Quintile**: $19,111 to $39,512
- **3rd Quintile**: $39,513 to $64,018
- **4th Quintile**: $64,019 to $101,371
- **Highest Quintile**: Over $101,371

**Median Household Income**: $51,106

### RACE AND ETHNICITY (% OF POPULATION)

- **White**: 54.6%
- **Black**: 1.3%
- **Asian**: 1.7%
- **Latino**: 13.7%
- **Native**: 26.0%
- **NHPI**: 0.1%
- **Two or More**: 2.4%
- **Other**: 0.2%

### AGE (% OF THE POPULATION)

- **Under 18**: 21.8%
- **18 to 24**: 20.0%
- **25 to 44**: 24.2%
- **45 to 64**: 23.1%
- **65 and Over**: 10.9%

### PEOPLE WITH A DISABILITY

- **11.5%**

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The Prosperity Now Community facilitates learning, creates connections and inspires action to create and improve programs and policies that foster opportunity, especially for those who have not had it before. Our unwavering commitment to creating prosperity includes efforts on a wide range of issues, such as consumer protections, equity in the tax code, increasing affordable housing and removing barriers to saving and building wealth.

To Join the Community, visit [prosperitynow.org/get-involved](http://prosperitynow.org/get-involved)

### COMMUNITY CHAMPIONS IN ARIZONA

United Way of Tucson and Southern Arizona — Tucson, AZ

### ABOUT PROSPERITY NOW

Prosperity Now (formerly CFED) believes that everyone deserves a chance to prosper. Since 1979, we have helped make it possible for millions of people, especially people of color and those of limited incomes, to achieve financial security, stability and, ultimately, prosperity. We offer a unique combination of scalable practical solutions, in-depth research and proven policy solutions, all aimed at building wealth for those who need it most.
The *Prosperity Now Scorecard* equips advocates, policymakers, practitioners and others with data on how residents in states, counties and cities are faring when it comes to their financial health and whether opportunities to prosper are equitable. These data jump-start a conversation about solutions and policies to put all households on stronger financial footing.

### Financial Assets & Income

<table>
<thead>
<tr>
<th>OUTCOME MEASURE</th>
<th>PLACE DATA</th>
<th>STATE DATA</th>
<th>US DATA</th>
</tr>
</thead>
<tbody>
<tr>
<td>Asset Poverty Rate</td>
<td>31.8%</td>
<td>29.5%</td>
<td>25.5%</td>
</tr>
<tr>
<td>Income Inequality</td>
<td>5.6x higher for top 20%</td>
<td>4.6x higher for top 20%</td>
<td>4.9x higher for top 20%</td>
</tr>
<tr>
<td>Income Poverty Rate</td>
<td>12.3%</td>
<td>14.8%</td>
<td>13.4%</td>
</tr>
<tr>
<td>Income Poverty by Race</td>
<td>4x higher for HHs of color</td>
<td>1.9x higher for HHs of color</td>
<td>2x higher for HHs of color</td>
</tr>
<tr>
<td>Liquid Asset Poverty Rate</td>
<td>37.3%</td>
<td>41.8%</td>
<td>36.8%</td>
</tr>
<tr>
<td>Unbanked Households</td>
<td>9.3%</td>
<td>8.3%</td>
<td>7.0%</td>
</tr>
<tr>
<td>Underbanked Households</td>
<td>18.6%</td>
<td>18.5%</td>
<td>19.9%</td>
</tr>
<tr>
<td>Households with Zero Net Worth</td>
<td>24.1%</td>
<td>20.5%</td>
<td>16.9%</td>
</tr>
</tbody>
</table>

### Businesses & Jobs

<table>
<thead>
<tr>
<th>OUTCOME MEASURE</th>
<th>PLACE DATA</th>
<th>STATE DATA</th>
<th>US DATA</th>
</tr>
</thead>
<tbody>
<tr>
<td>Business Value by Race</td>
<td>2x higher for white bus. owners</td>
<td>3.1x higher for white bus. owners</td>
<td>2.9x higher for white bus. owners</td>
</tr>
<tr>
<td>Business Value by Gender</td>
<td>5.5x higher for men</td>
<td>2.8x higher for men</td>
<td>3x higher for men</td>
</tr>
<tr>
<td>Unemployment Rate</td>
<td>9.0%</td>
<td>5.1%</td>
<td>4.9%</td>
</tr>
<tr>
<td>Unemployment Rate by Race</td>
<td>2.4x higher for workers of color</td>
<td>1.7x higher for workers of color</td>
<td>1.6x higher for workers of color</td>
</tr>
</tbody>
</table>

### Homeownership & Housing

<table>
<thead>
<tr>
<th>OUTCOME MEASURE</th>
<th>PLACE DATA</th>
<th>STATE DATA</th>
<th>US DATA</th>
</tr>
</thead>
<tbody>
<tr>
<td>Affordability of Homes (value/income)</td>
<td>5.5x higher than median income</td>
<td>3.8x higher than median income</td>
<td>3.6x higher than median income</td>
</tr>
<tr>
<td>Housing Cost Burden - Homeowners</td>
<td>27.3%</td>
<td>28.5%</td>
<td>28.3%</td>
</tr>
<tr>
<td>Housing Cost Burden - Renters</td>
<td>58.6%</td>
<td>47.8%</td>
<td>49.7%</td>
</tr>
<tr>
<td>Homeownership Rate</td>
<td>45.0%</td>
<td>63.2%</td>
<td>63.1%</td>
</tr>
<tr>
<td>Homeownership by Race</td>
<td>1.7x higher for white HHs</td>
<td>1.4x higher for white HHs</td>
<td>1.6x higher for white HHs</td>
</tr>
</tbody>
</table>

### Health Care

<table>
<thead>
<tr>
<th>OUTCOME MEASURE</th>
<th>PLACE DATA</th>
<th>STATE DATA</th>
<th>US DATA</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employer-Provided Insurance Coverage</td>
<td>57.0%</td>
<td>53.2%</td>
<td>58.6%</td>
</tr>
<tr>
<td>Uninsured Rate</td>
<td>16.4%</td>
<td>11.9%</td>
<td>10.0%</td>
</tr>
<tr>
<td>Uninsured by Race</td>
<td>2.2x higher for people of color</td>
<td>2.3x higher for people of color</td>
<td>2.1x higher for people of color</td>
</tr>
<tr>
<td>Uninsured by Gender</td>
<td>1.2x higher for men</td>
<td>1.3x higher for men</td>
<td>1.2x higher for men</td>
</tr>
<tr>
<td>Uninsured Low-Income Children</td>
<td>22.4%</td>
<td>9.5%</td>
<td>6.1%</td>
</tr>
</tbody>
</table>

### Education

<table>
<thead>
<tr>
<th>OUTCOME MEASURE</th>
<th>PLACE DATA</th>
<th>STATE DATA</th>
<th>US DATA</th>
</tr>
</thead>
<tbody>
<tr>
<td>Four-Year College Degree</td>
<td>44.3%</td>
<td>28.9%</td>
<td>31.3%</td>
</tr>
<tr>
<td>Four-Year Degree By Race</td>
<td>2.6x higher for white adults</td>
<td>2.1x higher for white adults</td>
<td>1.5x higher for white adults</td>
</tr>
<tr>
<td>Four-Year Degree By Gender</td>
<td>1.1x higher for men</td>
<td>1.1x higher for men</td>
<td>equal for men and women</td>
</tr>
<tr>
<td>Early Childhood Education Enrollment</td>
<td>47.9%</td>
<td>39.6%</td>
<td>48.0%</td>
</tr>
</tbody>
</table>

In order to generate more robust estimates at the local level, specifically estimates disaggregated by race, many local estimates are derived using five-year data averages. For more information on how local estimates are calculated, visit [scorecard.prosperitynow.org/methodology](http://scorecard.prosperitynow.org/methodology).
PROSPERITY NOW SCORECARD

FLAGSTAFF

DEMOGRAPHICS

POPULATION 69,270

HOUSEHOLDS 23,467

HOUSEHOLD INCOME QUINTILES

<table>
<thead>
<tr>
<th>Quintile</th>
<th>Income Range</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lowest</td>
<td>$0 to $18,797</td>
</tr>
<tr>
<td>2nd</td>
<td>$18,798 to $39,251</td>
</tr>
<tr>
<td>3rd</td>
<td>$39,252 to $64,155</td>
</tr>
<tr>
<td>4th</td>
<td>$64,156 to $104,532</td>
</tr>
<tr>
<td>Highest</td>
<td>Over $104,532</td>
</tr>
</tbody>
</table>

MEDIAN HOUSEHOLD INCOME $50,677

RACE AND ETHNICITY (% OF POPULATION)

<table>
<thead>
<tr>
<th>Race/Group</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>White</td>
<td>63.4%</td>
</tr>
<tr>
<td>Black</td>
<td>2.2%</td>
</tr>
<tr>
<td>Asian</td>
<td>2.7%</td>
</tr>
<tr>
<td>Latino</td>
<td>19.3%</td>
</tr>
<tr>
<td>Native</td>
<td>9.3%</td>
</tr>
<tr>
<td>NHPI</td>
<td>0.2%</td>
</tr>
<tr>
<td>Two or More</td>
<td>2.8%</td>
</tr>
<tr>
<td>Other</td>
<td>0.1%</td>
</tr>
</tbody>
</table>

AGE (% OF THE POPULATION)

<table>
<thead>
<tr>
<th>Age Group</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Under 18</td>
<td>18.8%</td>
</tr>
<tr>
<td>18 to 24</td>
<td>31.0%</td>
</tr>
<tr>
<td>25 to 44</td>
<td>24.9%</td>
</tr>
<tr>
<td>45 to 64</td>
<td>17.5%</td>
</tr>
<tr>
<td>65 and Over</td>
<td>8.0%</td>
</tr>
</tbody>
</table>

PEOPLE WITH A DISABILITY 8.3%

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The Scorecard is a comprehensive portrait of the financial health and well-being of U.S. households, and equips advocates, policymakers, practitioners, and other stakeholders with the tools and data necessary to support their programmatic and policy initiatives. This report compares the relative outcome performance of up to six locations to that of the United States.

## FINANCIAL ASSETS & INCOME

### Income Inequality

The richest 20% of households in Arizona make 4.5x as much income annually compared to the poorest 20%

<table>
<thead>
<tr>
<th>Location</th>
<th>Income Inequality</th>
</tr>
</thead>
<tbody>
<tr>
<td>Arizona</td>
<td>4.54</td>
</tr>
<tr>
<td>Coconino County, AZ</td>
<td>5.30</td>
</tr>
<tr>
<td>Doney Park, AZ</td>
<td>2.80</td>
</tr>
<tr>
<td>Flagstaff, AZ</td>
<td>5.60</td>
</tr>
<tr>
<td>Page, AZ</td>
<td>4.30</td>
</tr>
<tr>
<td>Tuba City, AZ</td>
<td>6.00</td>
</tr>
<tr>
<td>Williams, AZ</td>
<td>5.00</td>
</tr>
</tbody>
</table>

### Liquid Asset Poverty Rate

44.3% of Arizona households are liquid asset poor

<table>
<thead>
<tr>
<th>Location</th>
<th>Liquid Asset Poverty Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Arizona</td>
<td>44.3%</td>
</tr>
<tr>
<td>Coconino County, AZ</td>
<td>37.9%</td>
</tr>
<tr>
<td>Doney Park, AZ</td>
<td>26.0%</td>
</tr>
<tr>
<td>Flagstaff, AZ</td>
<td>37.3%</td>
</tr>
<tr>
<td>Page, AZ</td>
<td>36.7%</td>
</tr>
<tr>
<td>Tuba City, AZ</td>
<td>50.5%</td>
</tr>
<tr>
<td>Williams, AZ</td>
<td>41.9%</td>
</tr>
</tbody>
</table>

### Asset Poverty Rate

28.0% of Arizona households are asset poor

<table>
<thead>
<tr>
<th>Location</th>
<th>Asset Poverty Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Arizona</td>
<td>28.0%</td>
</tr>
<tr>
<td>Coconino County, AZ</td>
<td>27.1%</td>
</tr>
<tr>
<td>Doney Park, AZ</td>
<td>21.2%</td>
</tr>
<tr>
<td>Flagstaff, AZ</td>
<td>31.8%</td>
</tr>
<tr>
<td>Page, AZ</td>
<td>28.9%</td>
</tr>
<tr>
<td>Tuba City, AZ</td>
<td>40.0%</td>
</tr>
<tr>
<td>Williams, AZ</td>
<td>30.1%</td>
</tr>
</tbody>
</table>

### Households with Zero Net Worth

17.8% of Arizona households have zero or negative net worth

<table>
<thead>
<tr>
<th>Location</th>
<th>Households with Zero Net Worth</th>
</tr>
</thead>
<tbody>
<tr>
<td>Arizona</td>
<td>17.8%</td>
</tr>
<tr>
<td>Coconino County, AZ</td>
<td>19.7%</td>
</tr>
<tr>
<td>Doney Park, AZ</td>
<td>13.7%</td>
</tr>
<tr>
<td>Flagstaff, AZ</td>
<td>24.1%</td>
</tr>
<tr>
<td>Page, AZ</td>
<td>19.9%</td>
</tr>
<tr>
<td>Tuba City, AZ</td>
<td>25.9%</td>
</tr>
</tbody>
</table>
Unbanked Households

5.4% of Arizona households are unbanked

- Arizona: 5.4%
- Coconino County, AZ: 6.5%
- Doney Park, AZ: 5.9%
- Flagstaff, AZ: 9.3%
- Page, AZ: 8.7%
- Tuba City, AZ: 12.8%
- Williams, AZ: 9.2%

Underbanked Households

18.7% of Arizona households are underbanked

- Arizona: 18.7%
- Coconino County, AZ: 18.7%
- Doney Park, AZ: 16.2%
- Flagstaff, AZ: 18.6%
- Page, AZ: 18.3%
- Tuba City, AZ: 24.0%
- Williams, AZ: 18.0%
Entrepreneurship is a proven pathway for Americans from all walks of life to build income, independence and financial security for themselves, their families, their employees and their communities. Rural entrepreneurs start businesses at higher rates than their urban counterparts and have higher five-year business survival rates, and these businesses play a particularly vital role in rural America, creating roughly two-thirds of new jobs and supporting the economic and social wellbeing of their communities. Despite the importance of local businesses to rural communities, little research has been done to try to understand the unique strengths and challenges faced by rural small business owners, which is critical in light of the fact that rural communities have struggled to recover economically from the Great Recession.

To better understand the state of rural small businesses, Small Business Majority conducted a three-pronged research project to explore the unique needs and challenges of small business owners in rural communities. We held focus groups with small business owners in rural communities in Georgia, Mississippi, New Mexico and Texas, and we held roundtable discussions with key stakeholders including Small Business Development Centers (SBDCs), chambers of commerce, economic development organizations and local officials within these rural small business ecosystems in the same four states. We supplemented these qualitative findings with a national poll of rural (defined by U.S. Census codes) small business owners across America.

Our research identified that rural entrepreneurs are optimistic about economic conditions in their areas, but they face unique barriers, including a lack of awareness of resources available to them and challenges accessing local business support programs when they are aware of them. Rural small business owners also face challenges in accessing financing options, finding and retaining a talented workforce, and a lack of proximity to broadband service, healthcare providers and other goods and services.

Key Findings

**Rural small business owners are optimistic about economic conditions:** Rural small business owners surveyed in the scientific opinion poll were asked to rate the current economic conditions for small businesses like theirs in their community today on a scale of zero to ten. Sixty-eight percent rated their local economy as a 6 or better.

**Access to capital is particularly challenging for rural entrepreneurs:** Small business owners in focus groups and stakeholder roundtables identified access to capital as a major challenge for rural small business owners. Four in 10 poll respondents also reported accessing capital is a personal problem for them.

**Figure 1: Rural small business owners are optimistic about economic conditions**

[Image showing percentage distribution of ratings from 0-4 (negative) to 6 or better (positive), with 68% rated as 6 or better.]
Rural entrepreneurs need more education and solutions in accessing capital: Results from the poll, small business focus groups and stakeholder roundtables identified some discrepancies regarding awareness of local technical assistance providers and education around small business financing. According to the poll, 73% reported they are very or somewhat confident they know all the loan and capital options available in their community; however, 59% also agreed they need more information on the types of capital sources that their business might benefit from.

Rural employers struggle greatly to maintain a qualified workforce: Across all focus groups, participants stressed that good employees are difficult to find and they can’t compete for more educated or experienced employees. The poll found more evidence to support these beliefs, with 73% of respondents saying a lack of economic opportunity forces people to leave their community.

Healthcare costs and lack of providers are a significant concern of rural entrepreneurs: Roundtable participants identified healthcare costs and availability of providers as a major concern, with most respondents reporting that their only option for care required traveling more than 30 minutes. What’s more, almost 1 in 3 rural small business owners (32%) rated healthcare costs as one of the top issues facing their business. Other identified barriers include high state and federal tax burdens, poor infrastructure and inadequate broadband access and distance from other goods and services.

EXAMINING THE UNIQUE OPPORTUNITIES AND NEEDS OF RURAL SMALL BUSINESSES
Entrepreneurship is a proven pathway for Americans from all walks of life to build income, independence and financial security for themselves, their families, their employees and their communities. Rural entrepreneurs start businesses at higher rates than their urban counterparts and have higher five-year business survival rates, and these businesses play a particularly vital role in rural America, creating roughly two-thirds of new jobs and supporting the economic and social wellbeing of their communities.1 Nationwide, small business owners generate more local economic benefit than larger corporations, a fact that holds true for rural entrepreneurs as well.

Despite the importance of local businesses to rural communities, little research has been done to try to understand the unique strengths and challenges faced by rural small business owners. Understanding how to better stimulate and support rural entrepreneurship can help policymakers, philanthropic organizations and economic development organizations implement new policies and programs that would promote more economic growth. Rural communities have struggled to recover economically from the Great Recession, lagging behind their urban and suburban counterparts. Indeed, a 2016 report from the U.S. Department of Agriculture found that while the national unemployment rate has returned to pre-recession levels, it is still well below pre-2008 levels in rural areas. Stimulating rural entrepreneurial activity could help reverse these trends and create more economic opportunity for rural residents. To better understand the state of rural small businesses, Small Business Majority conducted a three-pronged research project to explore the unique needs and challenges of small business owners in rural communities (for the purposes of this study, small businesses were defined as fewer than 100 employees). We held focus groups with small business owners in rural communities in Georgia, Mississippi, New Mexico and Texas, and we held roundtable discussions with key stakeholders including Small Business Development Centers (SBDCs), chambers of commerce, economic development organizations and local officials within these rural small business ecosystems. We supplemented these qualitative findings with a national poll of rural (defined by U.S. Census codes) small business owners across America. Our general knowledge of small business owners nationwide helped us in identifying which findings were unique to rural small business owners.

What we learned from our polling and discussions with rural small business owners and other community stakeholders is small businesses play a key role in all facets of life within rural communities. Small business owners in rural towns are civically active and their successes and challenges are very aligned with the strengths and weaknesses of their communities. While these entrepreneurs represent great potential, they often face different challenges than those in metropolitan areas, including geographic isolation, spotty broadband services, ailing infrastructure, a reluctance among major companies, banks and healthcare providers to serve the area, difficulties in hiring and retaining qualified workers and barriers in accessing capital to build their businesses. Still, they see themselves as the backbone of the community, invest heavily in their towns and are interested in shaping local and state policy.

This summary outlines key opportunities and challenges facing small business owners in rural communities. For more information about rural small business ecosystems, demographics, general views on business ownership, more detailed findings and policy recommendations to meet the needs of rural entrepreneurs, please see the full version of this report.

KEY FINDINGS

Rural small business owners are optimistic about economic conditions
Rural small business owners surveyed in the national survey were asked to rate the current economic conditions for small businesses like theirs in their community today on a scale of zero to ten. Sixty-eight percent rated their local economy as a 6 or better, indicating generally positive economic outlooks among these business owners. A majority of respondents (56%) said the current economic climate in their community is better than the economic climate of five years ago.

Access to capital is particularly challenging for rural entrepreneurs
Small business owners in focus groups and stakeholder roundtables identified access to capital as a major challenge for rural small business owners, while the poll results indicated it was more of a moderate issue for rural entrepreneurs. Roughly 1 in 5 rural small business owners surveyed in our national survey rated access to capital as one of the top three challenges to maintaining or growing their business in their community. Four in 10 poll respondents reported accessing capital is a personal problem for them.

Rural entrepreneurs need more information and assistance in navigating access to capital; identify various solutions
Results from the poll, small business focus groups and stakeholder roundtables identified some discrepancies regarding awareness of local technical assistance providers and education around small business financing. According to the poll, 73% of respondents reported they are very or somewhat confident they know all the loan and capital options available in their community. However, a significant majority of 59% also agreed they need more information on the types of capital sources out there that their business might benefit from. Community stakeholders were generally aware of a wide variety of state and local programs to provide resources to small business owners around funding, but did feel there is a lack of awareness of these programs among the rural entrepreneurs they serve.

Rural employers struggle greatly to maintain a qualified workforce
Across all focus groups, participants stressed that good employees are difficult to find and they can’t compete for more educated or experienced employees. The poll found more evidence to support these beliefs, with 73% of respondents saying a lack of economic opportunity forces people to leave their community and more than 1 in 4 rural small business owners surveyed (26%) said they have been trying to hire more employees but are unable to find qualified workers. We also heard from focus group participants and poll respondents that finding candidates with the right level of professionalism and education was a barrier. **Healthcare costs and lack of providers are a significant concern of rural entrepreneurs** Small business owners and their employees nationwide routinely struggle with access to affordable health coverage, and this challenge is especially acute for rural small businesses. The poll found 7 in 10 poll respondents agreed that the ability to offer a comprehensive benefits package to employees was a barrier to retaining current employees. What’s more, almost 1 in 3 rural small business owners (32%) rated healthcare costs as one of the top three challenges facing their business. This sentiment was further emphasized in the feedback we received in our roundtable discussions. In the Clint, Texas focus group, for example, every single participant said they go without insurance and instead pay for their care out of pocket. The remoteness of many of these communities means they also have very limited access to healthcare, with most focus group participants reporting they have to travel at least 30 minutes to access emergency care or routine services. © 2019 Small Business Majority 3 February 12, 2019

**Taxes concern rural entrepreneurs, desire additional tax relief** Participants in the small business owner focus groups were asked to provide feedback on the availability of and experience with local or federal tax incentives to help their small business. While asked specifically about incentive programs, responses focused on the burden of local, state and federal taxes for small businesses, which many said are too high. This sentiment was reflected in the poll, which 40% of respondents chose as one of the top three challenges facing their business. Generally, we found skepticism among focus group participants about incentive programs, with many saying they are hard to utilize and often not worth the amount of time needed to receive them. There was mixed awareness about available incentives for small business, and a general feeling that it is much easier for big businesses to navigate tax incentives.

**Lack of broadband and physical infrastructure is hindering rural small businesses** Participants noted a number of infrastructure needs that constrain their small businesses. Chief among these is the availability of reliable broadband. Roughly 1 in 10 poll respondents (11%) rated lack of reliable broadband as one of the top three challenges facing their business. Stakeholders also reported that lack of reliable broadband is a major challenge for the small businesses in their areas. Participants from groups like local chambers of commerce or economic development entities noted that broadband access is a major barrier to recruiting out-of-state or international firms to their rural communities, and a lack of access to reliable internet in residential areas prohibits the ability of individuals to take on freelance or independent work out of their homes. Multiple people added that lack of access to high-speed quality internet hurts efforts from technical assistance providers to establish programs for local entrepreneurs. Other small business owners noted issues with physical infrastructure, such as water systems, roads and bridges, which in many cases are beyond repair and cause challenges for transportation.

**RESEARCH METHODOLOGY**
The results and recommendations in this report are based on polling of rural small business owners nationally and qualitative feedback gathered through 21 informal “focus group” style discussions with small business owners and stakeholders including leaders of local SBDCs and business support organizations, local city officials and representatives from chambers of commerce, led by Small Business Majority staff. To design the study, we drew on our own considerable expertise as well as feedback from the Robert Wood Johnson Foundation. Local partners like the Rio Grande Council of Governments, the Harlingen Area Chamber of Commerce, the County of El Paso Economic Development Office and others also contributed significantly to the design of the roundtables and discussion groups. In identifying the rural communities to work with, we relied on the expertise, knowledge and established connections of these partners to identify areas sufficiently removed from metropolitan zones.

The national survey was a non-probability, online panel sample of 530 rural small business owners, conducted by Greenberg Quinlan Rosner from September 17 to September 25, 2018. The poll was restricted to small businesses with 1-100 employees, with a cap of 25% on sole proprietors. Respondents live in U.S. Census rural-designated areas, as identified by Census Federal Information Processing Standard Publication (FIPS) codes. Please see the full report for a more detailed explanation of the methodology, include the poll toplines.

TO READ THE FULL REPORT, PLEASE VISIT: HTTPS://SMALLBUSINESSMAJORITY.ORG/RURAL-SMALL-BUSINESS
Residents in poverty

Unemployment rate

Median income (in thousands of 2017 dollars)

Rent as a percentage of income

Data are from the U.S. Census Bureau's American Community Survey 1-Year Estimates for 2010 through 2017. The American Community Survey interviews a sample of residents and its results therefore fall within the margins of error specified in each graph. Dollar amounts have been adjusted for inflation into 2017 dollars. Infographic by James I. Bowie, Northern Arizona University Laboratory for Applied Social Research.
**Percentage of adults who are high school graduates**

- **Flagstaff**: 90.3%, 90.7%, 91.7%, 90.7%, 89.2%, 87.4%, 89.5%, 89.5%, 89.2%, 94.4%, 92.6%, 91.2%
- **Coconino**: 85.7%, 86.9%, 87.7%, 87.5%, 86.4%, 86.8%, 86.9%, 87.1%, 87.5%, 87.5%, 88.0%
- **USA**: 85.6%, 86.9%, 85.9%, 88.4%, 86.6%, 86.9%, 87.1%, 87.5%, 88.0%

2017 margin of error: Coconino +/- 1.7%, Flagstaff +/- 1.9%, USA +/- 0.1%

**Percentage of adults who are college graduates**

- **Flagstaff**: 41.6%, 43.0%, 40.0%, 43.1%, 44.7%, 45.5%, 49.6%
- **Coconino**: 31.3%, 32.0%, 29.8%, 34.3%, 32.1%, 33.1%, 35.4%, 37.3%
- **USA**: 28.2%, 28.6%, 29.1%, 29.6%, 30.1%, 30.6%, 31.3%, 32.0%

2017 margin of error: Coconino +/- 3.1%, Flagstaff +/- 4.7%, USA +/- 0.1%

**Median rent (in 2017 dollars)**

- **Flagstaff**: $1,350, $1,041, $1,150, $1,072, $1,183, $1,149, $1,300
- **Coconino**: $961, $949, $944, $952, $967, $992, $1,002
- **USA**: $1,077, $997, $1,045, $1,114, $1,003, $1,003, $1,012

2017 margin of error: Coconino +/- $82, Flagstaff +/- $55, USA +/- $2

**Income inequality**

- **USA**: 0.4690, 0.4750, 0.4816, 0.5276, 0.4970, 0.4908, 0.4822, 0.4822
- **Flagstaff**: 0.4420, 0.4292, 0.4607, 0.4757, 0.4811, 0.4814, 0.4824, 0.4908
- **Coconino**: 0.4400, 0.4567, 0.4625, 0.4619, 0.4830, 0.4525, 0.4399

0=maximum equality, 1=maximum inequality. 2017 margin of error: Coconino +/- 0.0382, Flagstaff +/- 0.0301, USA +/- 0.0006

**No health insurance**

- **Coconino**: 11.3%, 11.8%, 10.2%
- **Flagstaff**: 9.9%, 11.5%, 8.7%
- **USA**: 9.4%, 8.6%, 8.2%

2017 margin of error: Coconino +/- 1.6%, Flagstaff +/- 2.3%, USA +/- 0.1%

**Receiving food stamps**

- **USA**: 12.8%, 12.4%, 11.7%
- **Coconino**: 10.5%, 9.8%, 10.3%
- **Flagstaff**: 6.9%, 7.7%, 6.0%

2017 margin of error: Coconino +/- 1.8%, Flagstaff +/- 2.5%, USA +/- 0.1%