

TOWN OF FLORENCE, ARIZONA

STRATEGIC PLAN



2026 - 2031



This plan represents not just a vision, but a commitment to action.

LETTER FROM THE MAYOR

Dear Residents and Community Partners,

It is with great pride that I present the Town of Florence’s 2026-2031 Strategic Plan. This document represents months of thoughtful collaboration and will serve as our organization’s roadmap over the next several years. Aligning with our vision of making Florence a place where heritage and progress meet, this plan outlines how the Town organization will deliver excellent services to enrich life for all in Florence.

Collaboration was vitally important to the plan’s development. We gathered input from across the community, including community focus groups, sessions with the Town’s elected officials, our leadership team, along with the completion of an employee survey. Utilizing this work, we’ve outlined our most important objectives and initiatives into four broad strategic goals:

- Delivering Reliable Infrastructure
- Promoting Economic Development & Vitality
- Cultivating High Performing Government
- Strengthening Community Character & Sense of Place

These goals are the foundation of our success. This plan represents not just a vision, but a commitment to action. We will ensure its successful implementation by integrating these goals into our annual work plans and using it to inform our budget decisions.

I sincerely thank my fellow Councilmembers, Town leadership, staff, and community members whose participation brought this crucial effort to fruition. We are excited about the road ahead as we work together to build a more vibrant future.

Keith Eaton
Mayor, Town of Florence

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OUR STRATEGIC PLAN AT A GLANCE

Vision

A vision statement is an aspirational statement describing our community's ideal future.

Our vision is: Where heritage and progress meet, creating a vibrant future.

Mission

Our mission articulates our role and purpose. It ensures every team member knows how their work contributes to the Town's success.

Our mission is: Driven by community pride, we deliver exceptional services to enrich life in Florence.

Values

Our values guide behavior and help shape our culture. They define how we work together and articulate how our employees are at their best.

Our values are:

- **Teamwork:** Working collaboratively within our teams and partners, combining our diverse strengths, and communicating effectively to achieve outstanding results.
- **Customer Service:** Understanding and proactively addressing the needs of those we serve; delivering solutions with empathy and efficiency.
- **Integrity:** Demonstrating honesty, trust, and accountability, while being responsible stewards of public resources.
- **Respect:** Valuing all individuals and perspectives; treating everyone with dignity and fairness.
- **Professionalism:** Maintaining high standards in all of our interactions, both internally and externally, while actively supporting the well-being and safety of our team.

Goal Areas

In order to achieve our vision, we will concentrate our efforts in four strategic goal areas.

Each goal area includes a success statement that describes the intended outcomes, as well as a number of objectives that will be critical for successful implementation of the plan. More information about each of these goal areas is available in the following pages.

1. **Delivering Reliable Infrastructure:** Building a strong foundation for community resilience and long-term prosperity, ensuring our roads, water, and sewer services can meet current and future demand.
2. **Promoting Economic Development & Vitality:** Fostering a thriving and diverse local economy by attracting new businesses, supporting job growth, and investing in our community to create a vibrant destination.
3. **Cultivating High Performing Government:** Optimizing service delivery and retaining top talent that fosters a culture of continuous improvement and safety.
4. **Strengthening Community Character & Sense of Place:** Showcasing Florence's unique identity through intentional placemaking, community branding, and preservation efforts to enrich daily life and foster community pride.

GOAL AREA 1

Delivering Reliable Infrastructure

Building a strong foundation for community resilience and long-term prosperity, ensuring our roads, water, and sewer services can meet current and future demand.

1.1 Conduct needs assessment to prioritize critical infrastructure improvements

1.2 Expand diverse funding sources for infrastructure investment

- Strengthen relationships with legislators and other governmental partners to help secure buy-in and support for funding
- Identify and pursue funding opportunities through partnerships and other resources

1.3 Ensure reliable water and wastewater infrastructure

- Plan for treatment plant and water system upgrades
- Maintain sanitary sewer cleaning and televising program
- Meet No Discharge (N/S) Arizona Department of Environmental Quality (ADEQ) compliance directives
- Implement security upgrades at utility facilities
- Update master plan to ensure system reliability to meet projected demand

1.4 Develop comprehensive road infrastructure that improves road conditions and traffic circulation, such as but not limited to:

- Complete Attaway/Hunt Highway intersection, complete highway from Franklin to Magic Ranch, and address traffic from Attaway/Hunt Highway to 287
- Improve circulation at Plant Road, Butte
- Improve circulation from Felix/Hunt Highway/Arizona Farms in partnership with developers

1.5 Address infrastructure capacity needs to support growth

- Conduct infrastructure needs assessments
- Clarify Town policy on balancing community benefits and costs associated with new development
- In cooperation with developers, plan for water and wastewater campuses to support new development
- Plan for staffing required to operate new facilities
- Work with regional partners to expand capacity, improve safety, and support growth



GOAL AREA 2

Promoting Economic Development and Vitality

Fostering a thriving and diverse local economy by attracting new businesses, supporting job growth, and investing in our community to create a vibrant destination.

2.1 Encourage responsible growth through a welcoming business and development climate

- Create an economic development strategy
- Streamline the Town's development review process
- Establish Economic Development Committee
- Designate an Economic Development-focused position to create a robust Town economic development program
- Expand relationships with regional economic development partners

2.2 Sustain and retain current employer base

- Develop a business retention strategy
- Strengthen relationships with existing and future business owners

2.3 Promote local business opportunities

- Partner with the Chamber to highlight new and existing businesses on social media
- Create newsletter and use website to promote incentives and events for local businesses
- Create marketing support for Town economic development programs

2.4 Support development with strong planning and policy

- Pursue the vision and implement actions articulated in long-range planning and policy documents (i.e., General Plan, Façade, Rental, Parks & Trails, and Open Space)
- Complete Public Works Transportation plan



GOAL AREA 3

Cultivating High Performing Government

Optimizing service delivery and retaining top talent that fosters a culture of continuous improvement and safety.

3.1 Attract and retain an excellent workforce

- Conduct market analysis to ensure total compensation is competitive
- Offer more flexible work arrangements where feasible
- Expand workforce development opportunities and training resources
- Assess current skill gaps and needs
- Develop succession plans for hard to fill positions

3.2 Enhance internal operations

- Modernize HR policies
- Procure updated HR software
- Enhance safety protocols
- Improve workflows to increase efficiency and strengthen service delivery
- Procure updated agenda software
- Update equipment replacement policies

3.3 Improve external service delivery

- Implement strategies to improve customer service
- Modernize field service and automation
- Conduct a bi-annual resident survey to assess satisfaction

3.4 Enhance employee engagement and culture

- Assess rates of employee engagement and satisfaction (administer Polco employee survey)
- Improve internal communication through staff newsletters, Intranet, and/or internal communications campaigns
- Identify training opportunities to develop employee skills and expand professional development offerings
- Showcase employee safety and recognition programs

3.5 Maintain public safety amid anticipated growth

- Conduct a standards of cover analysis that anticipates future fire staffing and service delivery needs
- Develop a police resource allocation model to link staffing and technology investments with population growth



GOAL AREA 4

Strengthening Community Character and Sense of Place

Showcasing Florence's unique identity through intentional placemaking, community branding, and preservation efforts to enrich daily life and foster community pride.



4.1 Market Florence's unique identity

- Create a clear Town brand
- Develop and implement a communications strategy (i.e., community storytelling; messaging as one community)

4.2 Create distinct signage

- Establish entryway signs at Town gateways
- Post new recreation signage for parks, Poston Butte, and other spaces

4.3 Beautify natural spaces

- Adopt best practices and high standards for maintenance to improve visual appeal
- Improve arterial right-of-way appearances
- Research green infrastructure programs
- Explore feasibility of a public art program

4.4 Celebrate Florence through community events

- Enhance marketing for major community events
- Host events that celebrate local culture
- Engage the Chamber and other community partners to market and deliver local events
- Develop a sponsorship/partnership strategy and plan

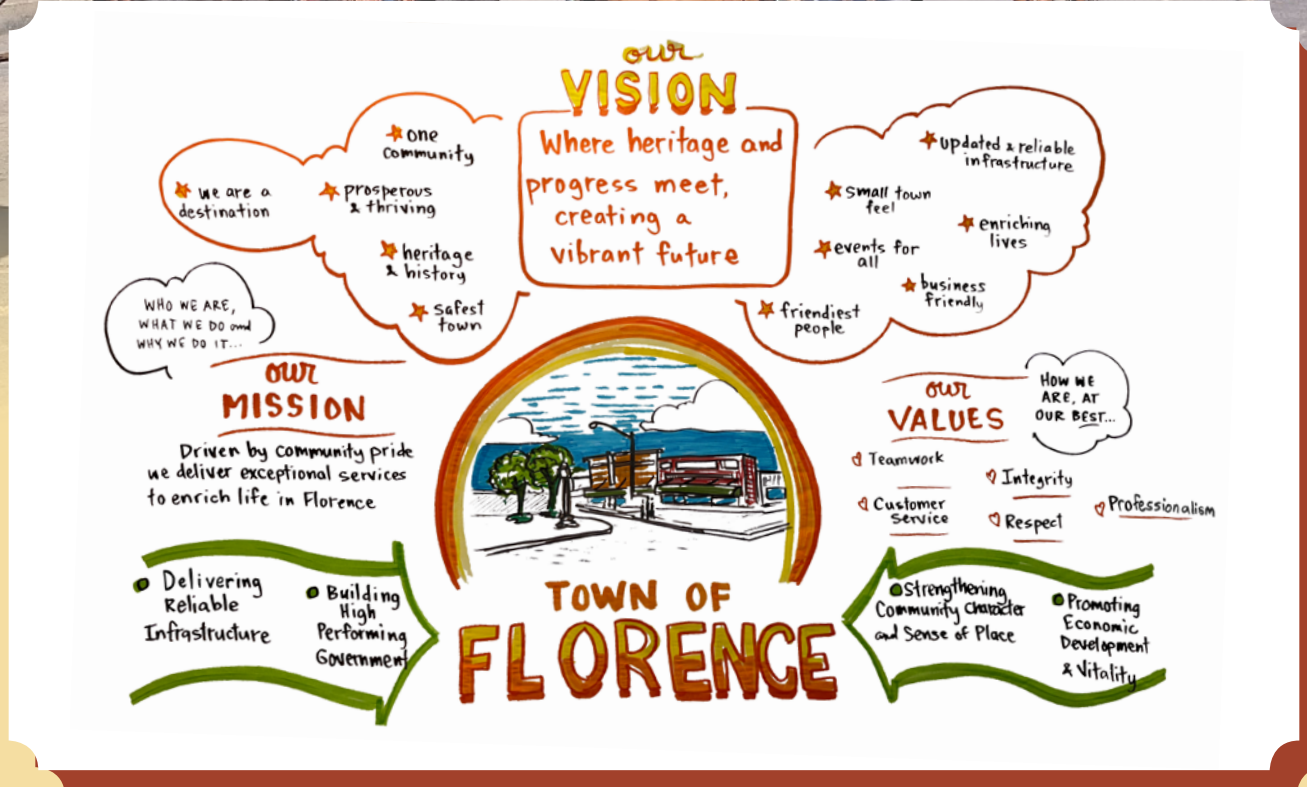
4.5 Identify land for park expansion

4.6 Honor our historic properties

- Verify correct properties have been identified as historic
- Assess Town's role and policy regarding historic properties



TOWN OF FLORENCE



Town Council

Mayor Keith Eaton | Vice Mayor Cathy Adam
 Councilmember Arthur Neal | Councilmember Nicole Buccellato | Councilmember Jose Maldonado
 Councilmember Tony Bencina | Councilmember Sherrie Bedford

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