

**NOTICE OF COMBINED PUBLIC HEARING AND SPECIAL MEETING
OF TOWN OF DUNCAN COMMON COUNCIL**

Pursuant to A.R.S. § 38-431.02, notice is hereby given to the members of the Town of Duncan Town Council and to the general public that the Duncan Common Council will hold a Public Hearing open to the public at Duncan Town Hall on Thursday, June 11, 2026, at 4:00 p.m. and a Special Meeting open to the public at Duncan Town Hall on Thursday, June 11, 2026, to immediately follow adjournment of Public Hearing.

Pursuant to Title II of the Americans with Disabilities Act (ADA) the Town of Duncan does not discriminate on the basis of disability in the administration of its programs or services. Individuals with a disability who require accommodations, including auxiliary aids of services for effective communication, should contact the Town of Duncan ADA Compliance Coordinator at least 24 hours in advance at (928) 359-2791, Monday-Thursday, 8-5, to make known their needs and preferences.

**Public Hearing Agenda
Duncan Common Council
Thursday, June 11, 2026; 4:00 p.m.
Duncan Town Hall, 506 SE Old West Highway
Duncan, Arizona 85534**

Call to Order – Public Hearing: Council will convene into a Public Hearing pursuant to A.R.S. §42-17101 et. seq.

- 1. Public Hearing:** Council will hold a public hearing on the Fiscal Year 2026-2027 Proposed Annual Budget and Property Tax Levy. The council will open the public hearing, receive comments from the public, and close the public hearing.
Discussion Only Common Council

- 2. Adjournment of Public Hearing:**
Discussion and Action Common Council

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**Special Meeting Agenda
Duncan Common Council
Thursday, June 11, 2026
to immediately follow adjournment of Public Hearing
Duncan Town Hall, 506 SE Old West Highway
Duncan, Arizona 85534**

Call to Order:

Roll Call:

Pledge of Allegiance:

Prayer:

1. **Call to Public:** Those wishing to address the Council should fill out a "Request to Address the Council" form and present it to the Town Clerk prior to the beginning of the meeting. The mayor will recognize the person wishing to speak during the Call to the Public item shown on the agenda. Time permitting, each presentation will be given approximately three (3) minutes. No action or Council discussion will result from the public comments or matters not listed on the agenda.
2. **Consent Agenda:** All items on the consent agenda are considered to be routine matters and will be enacted by one motion of the Council. There will be no separate discussion of these items unless a Councilmember or member of the public requests, in which event the item will be removed from the consent agenda and considered in its normal sequence on the agenda.
 - a. **Approval of May 14, 2026, Regular Meeting Minutes.**
 - b. **Approval of May 2026 Financial Reports.**
3. **Sheriff's Report:**
4. **Summary of Current Events:** The Mayor, Council Members and the Town Manager may present a brief summary of current events pursuant to A.R.S. § 38-431.02(K). The Council will not discuss or take action on any current event summary.
 - a. **Mayor's Report:**
 - b. **Council Member's Report:**
 - c. **Town Manager's Report**

5. **Resolution 26-04 Adoption of the Budget FY 2027:**
Discussion and Action..... . Common Council
6. **Ordinance 26-03 Adopting the Property Tax Levy:**
Discussion and Action Common Council
7. **Resolution 26-05 Authorizing the Submission of a Grant Application to the Tohono O’Odham Nation 12% Gaming Revenue Distribution Program for Educational Signage at the Hunter Estates Pond Recreation Area; Authorizing the Town Manager to Execute all Necessary Documents; and Providing for Related Matters:**
Discussion and Action Common Council
8. **Duncan Valley Foundation Corp - Economic Development of Duncan Valley:**
Discussion Only Marshall Lehman
9. **Discussion of Date and Time of Next Meeting:**
Discussion Only..... . Common Council
10. **Discussion of Items for Next Meeting:**
Discussion Only..... . Common Council
11. **Adjournment:**
Discussion and Action..... . Common Council

Members of the Duncan Common Council may attend either in person or by telephone, video, or internet conference.

Click <https://us02web.zoom.us/j/88266820458?pwd=vpqkRtghql4eUwUIHFA9sAxQaENXYc.1> to start or join a scheduled Zoom meeting.

Copies of the Agendas may be requested at the Town of Duncan (928) 359-2791.

Meeting Minutes

Pages 4-125

**Regular Meeting Minutes
Duncan Common Council
Thursday, May 14, 2026; 4:00 p.m.
Duncan Town Hall, 506 SE Old West Highway
Duncan, Arizona 85534**

Mayor Blake called the regular meeting of the Duncan Common Council to order at **4:00 p.m.**

Present: Mayor Blake; Vice Mayor Smith; Council Member Show

Absent: Council Member Wearne A quorum was established.

The Pledge of Allegiance was recited. Mayor Blake led the prayer.

1. Swearing in of Council Member Roni Swann:

RONI SWANN WAS OFFICIALLY SWORN IN AS A NEW COUNCIL MEMBER FOR THE TOWN OF DUNCAN BY TERRY HINTON. TERRY ADMINISTERED THE OATH OF OFFICE, INCLUDING SUPPORT OF THE U.S. AND ARIZONA CONSTITUTIONS AND FAITHFUL DISCHARGE OF COUNCIL MEMBER DUTIES.

- 2. Call to Public:** Councilmember Show introduced Amanda Calloway, a representative of the Greenlee County Cowbells, who presented a scholarship to a young woman named Skyla. Amanda: This is the first year a homeschool student has won the scholarship, and the first year two girls have won. Skyla will receive \$1,500 total, paid in two installments of \$750, contingent on continued enrollment in school.

3. Consent Agenda:

- a. **Approval of April 9, 2026, Combined Public Hearing and Regular Meeting Minutes.**
- b. **Approval of April 2026 Financial Reports.** General funds put it in about \$82,000; HURF is one month away from being in the black; sewer is in the black at \$4,800; water utilities are up by \$3,900. The town expects to add close to a couple hundred thousand dollars to the fund balance by year end.

MOTION TO APPROVE THE CONSENT AGENDA AS PRESENTED WAS MADE BY MAYOR BLAKE AND SECONDED BY COUNCIL MEMBER SHOW. THE MOTION CARRIED UNANIMOUSLY.

- 4. Sheriff's Report:** Sheriff Ellison provided a comprehensive update on law enforcement activities in Greenlee County.

The Sheriff's Facebook page reached 659,000 viewers last month; Meta has offered to place commercials on the page. Plans are underway to partner with local small businesses for Facebook advertising. Over 300 cars were stopped on US 191 last month; approximately 90% of those stopped were not county residents (from Lordsburg, Deming, Safford, Thatcher). Traffic has slowed noticeably. The office is now fully staffed for the first time in 40 years — patrol, jail, and secretarial positions are all filled. Four additional grant-funded positions are being pursued. Over \$1.7 million in grants have been secured. Active investigations include four child pornography cases (flagged through ICAC/ATTCK system) and several sexual assault cases. A predator-baiting detail was conducted in Safford; no local predators were identified in that operation. Benson recently caught 15–20 predators through similar baiting operations. Deputies now operate on a sector-based patrol system with mandatory check-ins ("ringing the bell") to ensure accountability.

5. Summary of Current Events:

- a. **Mayor's Report:** Mayor Blake: Met with the governor's staff in Washington, D.C. Representative Ciscomani confirmed that the East Avenue project was selected for the next round of congressionally directed spending (\$1.7 million requested). Duncan is the only organization to receive three consecutive selections. Senator Kelly's staff was also notified.

- b. **Council Members Report: Vice Mayor Smith:** The library has been receiving \$100/month from the internet provider arrangement. Summer reading programs are planned, including a poolside reading event. The library building has been resealed to prevent air conditioning loss.
Vice Mayor Smith: Personally announced progress on restarting a personal building project after eight years.
Council Member Show: nothing to report.
Council Member Swann: nothing to report at this time.

c. **Town Manager's Report:**

Chip sealing is complete on Ocotillo; Campbell and Chaparral will be done Monday and Tuesday (double chip seal). Plans to return in September to seal Mesquite and Skyline.
Pool is nearly ready to open; 14 lifeguards have been hired and trained.
Fourth of July event planning is underway. The Village of Virden will participate with a pancake breakfast, patriotic program, and free dinner. The town will provide grills and hot dogs.
USDA grant culvert work is progressing on Chaparral and Campbell; three large culverts planned near the school. Match funding is secured.
High Street and Main Street improvements are on track to go out for bid in February 2027, with construction potentially starting in 2027–2028. Engineers have been slow, causing cost increases.
Orthophosphate treatment system (required by ADEQ) will be installed at the tank near the cemetery shop. RDI has completed boring under the road and is starting the pipeline. A bid for orthophosphate treatment is expected at the next meeting.
WIFA grant for water line replacement is progressing; approximately \$160,000 in pipe still needs to be purchased.
State Parks grant work is ongoing; new turf and sprinklers are planned for Centennial Park.
A new fishing park (Lake Hunter) is being planned at Hunter Estates — approximately 2–3 acres, with a walking path, gazebos, and fish stocking (bass, catfish, bluegill, trout in winter). State Parks will cover most of the \$16,000/year stocking cost; the town's share would be approximately \$6,000.
Mr. Williams has built a six-plex on York Street and plans additional six-plexes along the lot to increase housing supply.
Dollar General confirmed it is moving forward with construction near the library.
A new part-time parks employee (Leslie Farrell) has been hired. A previous parks employee resigned after multiple attempts to retain her.
Town Manager: Complimented town crew for exceptional preparation work ahead of chip sealing; county crews also praised the road conditions.

A proposed annexation map was presented and discussed informally.

Town Manager: Presented a blue-highlighted map showing a proposed first phase of annexation, extending to state trust land. An engineer must draw a formal map to be submitted to the state and county.

Town Manager: Residents in the proposed area are experiencing well problems and may need to connect to town water. Septic tank failures could also be a motivating factor for annexation.

Council members: Raised concerns about the cotton gin property and a potential gold refining operation (Pyramid Mining / Mineral Acquisitions LLC out of Albuquerque), which may oppose annexation due to sales tax implications on gold refining within town limits.

Town Manager: Noted that opponents are only one vote; the map can be adjusted if needed.

Suggested contacting Les Billingsley to determine current ownership of the cotton gin property.

Town Manager: Annexation map is a proposal only; formal engineering and state/county submission process must follow. Potential opposition from gold refining interests noted; further outreach needed.

6. Approve the 2026 General Plan:

The 2026 General Plan (valid thru 2031) was presented for approval following a public hearing with no public comments received. No comments were received during the public hearing or afterward. Staff recommended approval. The plan is described as thorough and well-prepared.

Town Manager: Grants are being pursued to revise the town code and zoning code; the same consultant (Tina) may be engaged for that work.

MOTION TO APPROVE THE 2026 GENERAL PLAN WAS MADE BY MAYOR BLAKE AND SECONDED BY VICE MAYOR SMITH. THE MOTION CARRIED UNANIMOUSLY.

7. IGA Between the Greenlee County Board of Supervisors and The Town of Duncan (For the Provision of Labor and Equipment 2026 Chip Sealing Project):

Town Manager: The dollar amount in the IGA reflects projected costs for the current chip sealing work. A separate IGA will be created for the September phase.

Council members noted that county crews (David Munoz and team) are doing excellent work.

VICE MAYOR SMITH MOTIONED TO APPROVE THE IGA BETWEEN THE GREENLEE COUNTY BOARD OF SUPERVISORS AND THE TOWN OF DUNCAN FOR THE PROVISION OF LABOR AND EQUIPMENT. COUNCIL MEMBER SHOW SECONDED. THE MOTION CARRIED UNANIMOUSLY.

8. IGA Between the State of Arizona through ADOT and The Town of Duncan for Main & High Street:

Town Manager: Paving will be funded through the TA/CDS grant; sidewalks on both sides of both streets will be funded through the Safe Routes to Schools grant. The project is expected to go out for bid in February 2027.

Town Manager: The IGA is required before grant funds can be spent. Engineers assigned to the project have been slow, causing delays and cost increases.

MAYOR BLAKE MOVED TO APPROVE THE IGA BETWEEN THE STATE OF ARIZONA AND THE TOWN OF DUNCAN FOR MAIN AND HIGH STREET. SECONDED BY VICE MAYOR SMITH. THE MOTION CARRIED UNANIMOUSLY.

9. FY 2027 Tentative Budget:

Town Manager: The base operating budget is \$1,561,269, up from last year's \$1,430,000. Total budget including grants is \$17,061,269. The expenditure limitation is \$3,524,194, well above the proposed budget.

Town Manager: Property tax rate decreased from \$0.86 to \$0.4711 per \$100 assessed value due to increased property valuations; total tax collected remains approximately the same.

Town Manager: A 5% employee raise is factored into the budget. Health insurance is transitioning to a High Deductible Health Plan (HDHP) with a Health Savings Account (HSA) to reduce costs and lower utilization. This change is already reflected in the budget figures.

Town Manager: HURF funds (~\$80,000) are designated for road projects; approximately \$40,000 in public works funds for equipment.

Town Manager: Audit for fiscal year 2022 is nearly complete. Delays have prevented accurate fund balance reporting for water, sewer, and HURF accounts. The auditor (Matt) has agreed to send staff to assist with remaining data needs.

Town Manager: Once FY2022 audit is complete, FY2023 and subsequent years are expected to follow more quickly.

MAYOR BLAKE MOVED TO APPROVE THE FISCAL YEAR 2027 TENTATIVE BUDGET FOR \$17,061,269. COUNCIL MEMBER SHOW SECONDED. THE MOTION CARRIED UNANIMOUSLY.

10. Discussion of Date and Time of Next Meeting: JUNE 11, 2026 at 4:00 pm

11. Discussion of Items for Next Meeting: Final budget, orthophosphate, HAS/HDHP details.

12. Adjournment:

AT 5:01 P.M. MOTION TO ADJOURN WAS MADE BY COUNCIL MEMBER SHOW AND SECONDED BY VICE MAYOR SMITH. THE MOTION CARRIED UNANIMOUSLY.



LOYALTY OATH OF OFFICE

TOWN OF DUNCAN

"A Nice Place to Come Home To"

STATE OF ARIZONA)
County of Greenlee) ss.
Town of Duncan)

I, Roni Swann do solemnly swear that I will support the Constitution of the United States and the Constitution and Laws of the State of Arizona; that I will bear true faith and allegiance to the same and defend them against all enemies whatsoever, and that I will faithfully and impartially discharge the duties of the office of Council Member in and for the Town of Duncan, Greenlee County Arizona, according to the best of my ability, so help me God.


Signature

Subscribed and sworn to before me in the Town of Duncan, Greenlee County, State of Arizona this 14th day of May, 2026.

My Commission Expires:

July 30, 2027


Notary Public, Arizona



[illegible]

Bowman
550 S. Oak Avenue Phone (928) 426-3888
Tulsa, AZ 85848 www.bowman.com

EXISTING DUNCAN CITY BOUNDARY
PROPOSED ANNEXATION BOUNDARY

DUNCAN GENERAL PLAN 2026



April 2026



Duncan Town Hall
506 SE Old West Highway
Duncan, Arizona
85534

April 2026

Town of Duncan General Plan Update Project Team

Acknowledgements

The Duncan General Plan Update represents the vision to preserve the Town's unique historic small-town character while growing the economy and future of the Town and its residents. Thanks to thoughtful efforts of its General Plan Advisory Committee, input provided by its citizens, the Town Council, federal, state and local agencies, this General Plan Update represents the future of Duncan.



Town Council

Mayor Alex Blake
Vice Mayor Valerie Smith
Councilmember Jill Wearne
Terry Hinton, Town Manager, Town Clerk
Alyssa Traughber- Duncan Assistant City Clerk

General Plan Advisory Committee Members

Alex Blake	Nicole Boyd
Brenda Chacon	Mary Ann Mendoza
Donna Show	

Duncan Town City Staff

Terry Hinton – Town Manager
Terry Hinton – Duncan City Clerk
Alyssa Traughber - Duncan Assistant City Clerk



Consultant Team

Jessica Sarkissian AICP, LEED AP - Upfront Planning & Entitlements LLC
Parker Lewis - Upfront Planning & Entitlements LLC
Alara Mardinly - Upfront Planning & Entitlement LLC

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CHAPTER 1

INTRODUCTION

Introduction

The Town of Duncan General Plan is a living document meant to be a steward for the Town policy makers to uphold the Town's vision as well as generate sustainable future growth and economic sustainability. The growth will require decisions to balance the needs of a growing Town in a thoughtful way and this General Plan update will serve as the base for which the vision, goals and policy framework identified during the community outreach process will direct that growth.



Historical Context

The Town of Duncan is located along the Gila River, at the elevation of 3,535 feet, in southern Greenlee County, Arizona. The Town lies in the central portion of a long, narrow valley extending from east of Virden, New Mexico, and then northward through Duncan and towards the confluence of the San Francisco River. The valley is approximately 30 miles long and varies from two to four miles wide.

The Arizona-New Mexico state line bisects the valley between Duncan and Virden. Tucson lies approximately two and one-half hours and 168 miles to the southwest. Phoenix, the State Capitol, lies three and one-half hours and 205 miles to the west. Most economic needs are served by Lordsburg, New Mexico, and Safford, Arizona. Each is 38 miles from Duncan.



Early in Duncan's history, its location along the Gila River made it a refuge for Native American settlement and life. Pre-historic cultures such as the Anasazi inhabited the area until around 1000 to 1290 C.E. before the population was likely forced to leave or perish due to severe droughts. In the modern era, the area has been the site of artifact findings including pottery, arrowheads, and burial sites.

In the late 1800s, stage and freight stations as well as military outposts began appearing along the Gila River as settlers came from the East. In the 1870s the Town of Purdy was established on the north bank of the river and served as a way station on a railhead that connected Clifton

with Silver Town, New Mexico. Years later, as more people began working and living in the area, the town was moved to the south bank of the river and renamed “Duncan” after Duncan Smith who managed the Arizona Copper Company.

The settlement of the west and the opening of the copper mines in Clifton/Morenci (30 miles north) pulled many people into the area. The Duncan Valley became the heart of the cattle and farming area and exported meat and milk products, vegetables, and wheat throughout the copper mining area of southeastern Arizona. Irrigation and farming were well established when the Duncan Post Office was created in 1883.



Duncan was incorporated on July 5, 1938. The Town annexed the Hunter Estates area, north of the Gila River, in 1974. The Babbitt Heights area was subdivided in 1980 and the Duncan Heights were annexed in 1983. The LOS Church area was also annexed in 1983.

After rail was established, the area bloomed as both an important shipping route as well as fertile land ripe for cultivation. Into the 1970s though, the arrival of the new Interstate 10 to the south caused the rail shipping industry to decline in the area. Duncan has remained a small farming and ranching community and, more recently, has invested heavily in reinvigorating its downtown and becoming a rural destination to attract tourists the Southwest.



Demographics

Duncan has remained a small town for the duration of its history. The population peaked around 1930 with 1,090 residents. The population decreased in the years following and then again experienced growth between 1990 and 2000, reaching around 800 residents. Since World War II, Duncan's population has fluctuated greatly with the employment levels of the copper mines in the Clifton/Morenci area.

According to the American Community Survey (ACS) demographic estimate, the Town of Duncan had a population of approximately 1,063 people. Most residents are female at 58% and 42% male. The population is majority white alone, at approximately 60%. The next largest ethnic group are Hispanics at around 33%. The median age is 35 years, with people aged 10-19 making up the largest single age group.

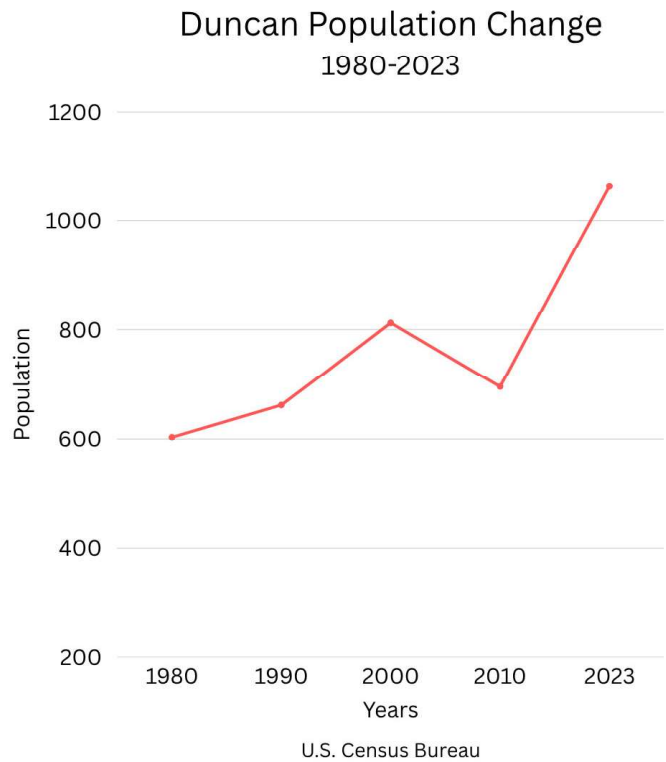


Figure 1. Duncan Population Change

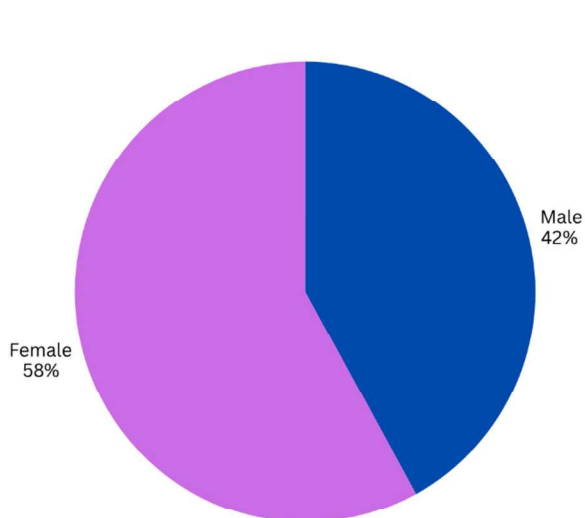


Figure 2. Duncan Sex Demographics

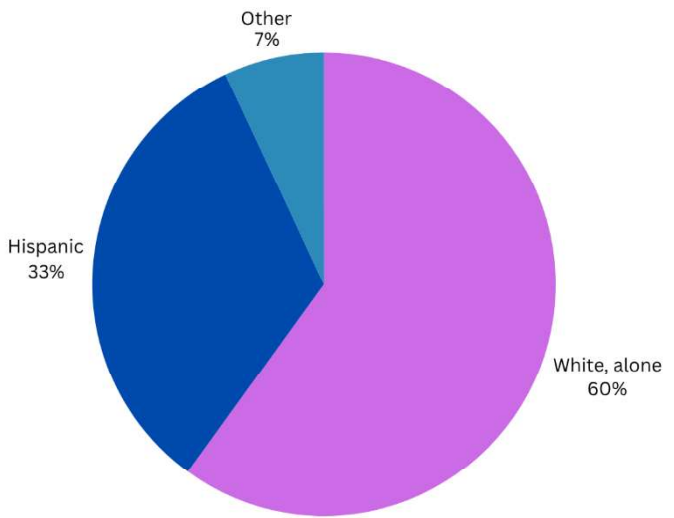


Figure 3. Duncan Racial Demographics

General Plan Public Planning Process

The Town of Duncan began the General Plan Update process in 2025 through early 2026. Public involvement in the planning process was important to this small Town of Duncan to ensure ownership with the residents of this close-knit community. ARS § 9-461.06 requires municipalities to adopt written public engagement procedures that provide early and continuous public participation in the development and major amendment of general plans from all geographic, ethnic and economic areas of the municipality. The procedures shall provide for:

- The broad dissemination of proposals and alternatives
- The opportunity for written comments
- Public hearings after effective public notice
- Open discussions, communications programs and information services
- Consideration of public comments

ARS §9-461.06 also requires municipalities to consult with, advise and provide an opportunity for official comment by public officials and agencies, the county, school districts, associations of governments, public land management agencies, other appropriate government jurisdictions, public utility companies, civic, educational, professional and other organizations, property owners and citizens to secure maximum coordination of plans and to indicate properly located sites for all public purposes on the General Plan.

In compliance with ARS §9-461.06, the Town of Duncan General Plan Public Participation Plan (PPP) was adopted in September 2025. The Town has engaged to the General Plan Process update in a variety of ways to engage residents, visitors and employees or the Town regarding the General Plan update and receive public comment through public events, online surveys, public meetings, and interactive events in order to get the best participation from the people of Duncan.

The Town of Duncan Background and Current Conditions Report summarizes the challenges impacting development within the Town of Duncan and the new General Plan Study Area. This report also assessed demographic and socio-economic trends.

The Community Vision and the Background and Existing conditions report guided the preparation of the Vision, goals, policies and implementation strategies in this General Plan.



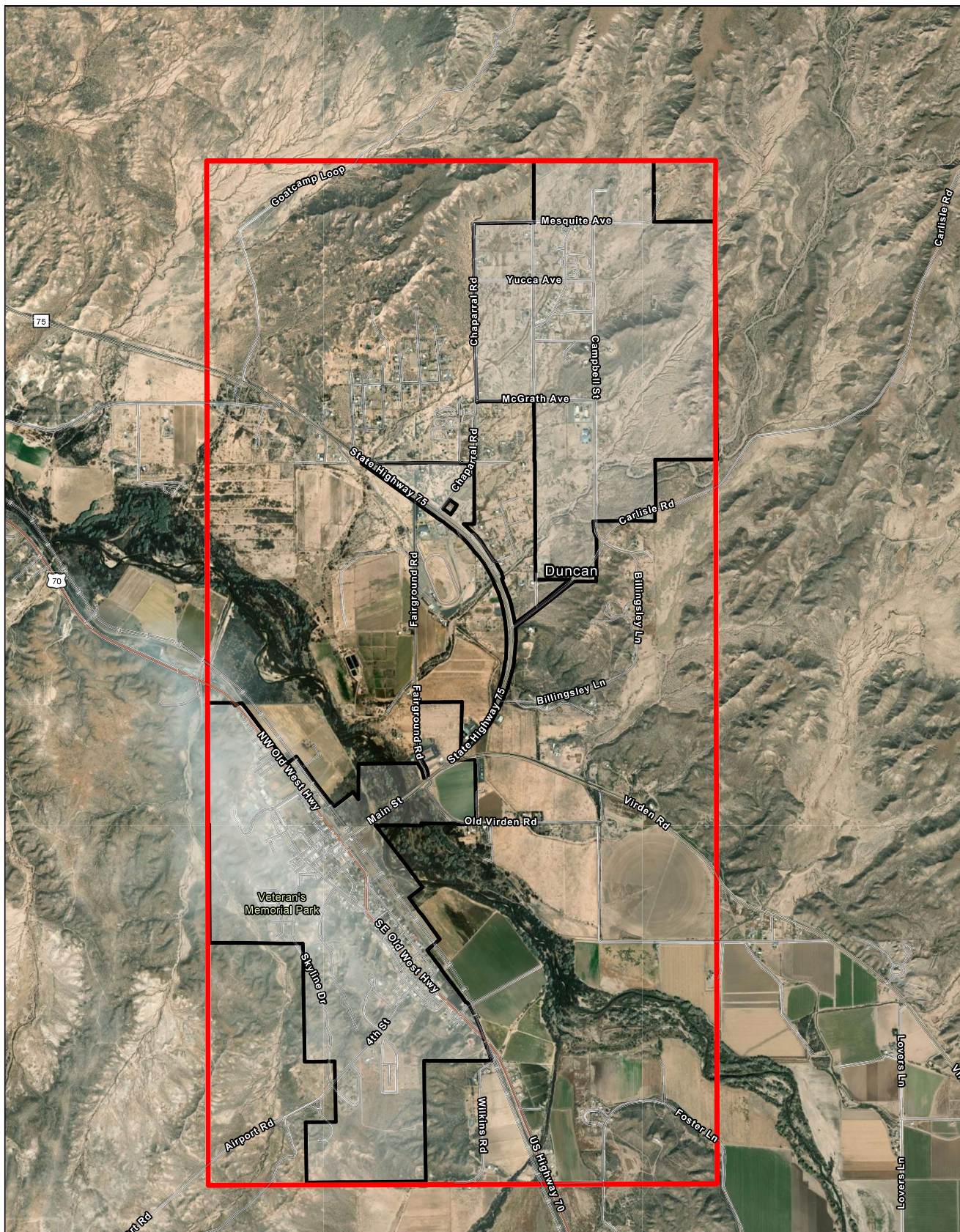
General Plan Documents

1. **The Public Participation Plan** adopted by the Mayor and Council at early stages of the General Plan process, outlined the community engagement efforts in compliance with the ARS §461.06.
2. **The Community Vision Report** summarizes the input received at the various community meetings, workshops and visioning efforts.
3. **The Background and Existing Conditions Report** contains all existing information about the current status of the Town and background information. This report assesses the current state of conditions in the Town and identifies the physical, regulatory, demographic, infrastructure and fiscal realities impacting development within the Town.
4. **The General Plan** is the policy document guiding growth and development within the Town of Duncan. Each chapter element includes goals, policies and implementation strategies. This document also includes an administrative and implementation chapter to direct how to implement, monitor and amend the General Plan. According to ARS § 461.05, The General Plan for the Town of Duncan, with a population under 10,000, must include: a statement of community goals and policies, a land use element and a circulation element. The previous General Plan included several more elements which will continue to be part of this new plan.
5. **General Plan Maps** include all the maps prepared during the general plan process as part of the Background and Existing Conditions Report and the General Plan chapter elements.

The Town of Duncan General Plan Vision Statement

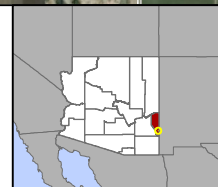
The Town of Duncan General Plan Vision is based community members comments, ideas and suggestions during the pubic visioning process and encompasses a vision of a small town community partnered with thoughtful growth.

“The Town of Duncan strives to provide a safe, family friendly community that supports economic growth and quality affordable housing while maintaining the small town feel with the historic downtown character.”



 General Plan Study Area

 Town Limits



UPFRONT
Planning & Entitlements, LLC



CHAPTER 2

LAND USE ELEMENT



The **Land Use Element** is one of the elements required under the Arizona Revised Statutes. The following items are required to be addressed:

- A) Designates the proposed general distribution and location and extent of such uses of land for housing, business, industry, agriculture, recreation, education, public buildings and grounds, open space and other categories of public and private uses of land as may be appropriate to the municipality.
- B) Includes a statement of the standards of population density and building intensity recommended for the various land use categories covered by the plan.
- C) Identifies specific programs and policies that the municipality may use to promote infill or compact form development activity and locations where those development patterns should be encouraged.
- D) Includes consideration of air quality and access to incident solar energy for all general categories of land use.
- E) Includes policies that address maintaining a broad variety of land uses including the range of uses existing in the municipality when the plan is adopted, readopted or amended.

F) Includes sources of currently identified aggregates from maps that are available from state agencies, policies to preserve currently identified aggregates sufficient for future development and policies to avoid incompatible land uses, except that this subdivision shall not be construed to affect any permitted underground storage facility or limit any person's right to obtain a permit for an underground storage facility pursuant to Arizona Revised Statute Title 45, chapter 3.1.

The *Land Use Element* specifically addresses items A, B and E in detail. The Goals, Objectives and Policies of the *Environmental Planning Element* of the General Plan address items C and D, respectively.

Duncan General Plan Land Use Map

Land Use Map Purpose

The land uses, as indicated on the **Duncan General Plan Land Use Map**, designate the proposed general distribution, location and extent of such uses of land as residential housing, commercial, industrial, open space and recreation and public uses. Densities and intensities of uses indicated on the map are discussed within the *Land Use Element*.

The land use map and the *Land Use Element* both function as a guide for all implementation strategies for development including zoning. However, they do not have the effect of rezoning any property. The map gives an indication of the existing and possible future land uses within a given area. It indicates a range of densities, which already exist or may be possible in the future in a certain area. It also indicates the intensities of commercial and industrial uses, for both existing and future development. It is required under the Arizona Revised Statutes §9-462.01. F that when rezoning a particular property, the rezone must be consistent with and “conform” to adopted General Plan goals and policies.

However, a particular land use projection by the land use map does not automatically guarantee a specific zoning will be approved on a specific site. The Town Council can consider timing of the rezoning request in terms of available infrastructure and access when determining the proper zoning. The land use map is also not static in that it may be amended by the Town Council when it determines that conditions warrant.



5.14.2026
Meeting Minutes
generated 6

Land Use Categories

The Duncan General Plan Land Use Map designates land uses within the General Plan Study Area as either Agricultural, Residential, Commercial or Public.

Residential Land uses are broken into two separate categories that are characterized in terms of density, and which specify a number range of **dwelling units per net acre (du/ac)**.

For the purposes of this General Plan:

$$\text{Net Density} = \frac{\text{Gross Acreage}}{\text{ROW} + \text{Public Parks \& Schools} + \text{Commercial and Industrial}}$$

The five (5) land use categories are as follows:

Agriculture– 1 dwelling unit per acre or less; This residential category focuses on large lot rural homes and a rural agricultural lifestyle. This land use supports agriculture and very low density single-family residential development that maintains a rural character. This land use also supports low intensity rural commercial uses as an accessory to the agricultural component. Districts may include but are not limited to: Duncan Residential Zone (DR).



Low Density Residential– approximately 1-2 dwelling units per acre; This land use area provides a rural lifestyle with transition to nearby suburban development. This land category allows low density residential development with transitional elements that protect the character of lower-density established residential areas. Districts may include but are not limited to: Duncan Residential Zone (DR).

Medium Density Residential– approximately 2-8 dwelling units per acre; This land use area includes residential areas that allow up to 8 dwelling units per acre of land density and intends to provide for a more suburban residential development and medium density attached housing. This land use also allows higher density apartments as appropriate for workforce housing as well as commercial opportunities along Main Street which utilize the residences. Districts may include but are not limited to: Duncan Residential Zone (DR).

The density of housing is always a fundamental decision in Town design. Public costs of services and private development costs are closely linked with residential densities. Density provides a

benchmark from which the amount and type of public services that must be furnished can be measured.

The overwhelming majority of housing stock in the Town of Duncan is comprised of single family detached homes, while County areas within the plan area are mostly manufactured homes. Both areas have residential densities primarily within the Low and Medium Density residential categories. The residential land use categories on the map, however, do not indicate a specific dwelling type (i.e. single family detached, single family attached, manufactured homes, mobile homes, apartments)). The specific types of dwellings are determined by the uses permitted in each zoning district. However, the number of dwelling units per acre does give an indication of the type of residential development density that may occur. For example: Low Density Residential Areas are generally going to be characterized by single family homes while Medium-Density Residential Areas are generally going to be characterized by mostly higher density single family homes, duplexes, triplexes and apartment complexes.

Affordability and single-family home ownership have become a large constraint for many reasons throughout the Town, the state and country. The goal of this element is also to provide opportunities for creative solutions and opportunities to offer a variety of housing options to provide safe and secure housing for all demographics and people who wish to reside in Duncan.



Commercial: These are low to mid intensity commercial areas typically disbursed throughout various areas at major crossroads and along the highway. This land use category should provide for goods and services that serve the local residents of Duncan. This would generally include offices and low-intensity small scale retail and tourism uses. These uses may also support traveler-oriented establishments such as: hotels, motels, and full-service automotive gas stations. Typical zoning

categories may include but are not limited to: Commercial Zone (C).

Public land uses include public uses such as government buildings and properties, school sites, the County Fairgrounds and other similar uses. The typical zoning category for the public land use is but is not limited to: Public Zone (P)





Population Growth

The Town of Duncan and the surrounding areas within the Duncan General Plan Study Area have experienced slow steady growth. Currently the Town of Duncan population is 879 with a median age of 35.2. The population has experienced fluctuations due to economic changes and weather events with flooding, however there has been a steady increase since the 2010's.

Figure 1: Duncan, Arizona Population (US Census)

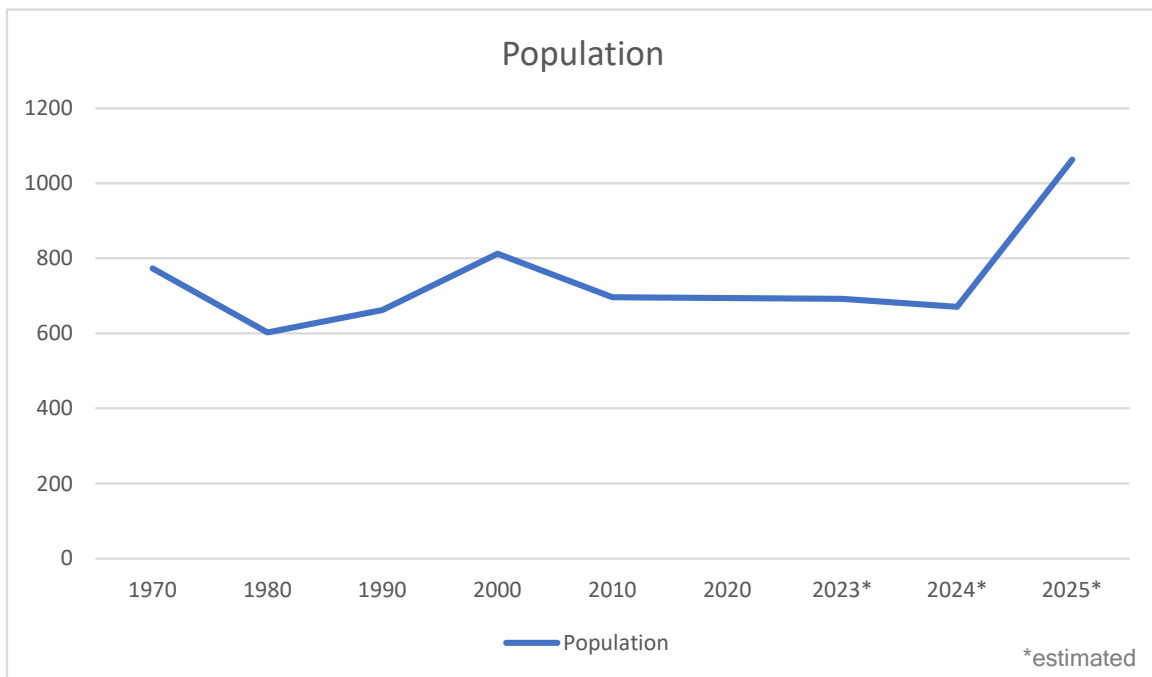


Table 1 shows the population of Duncan, Greenlee County and the State of Arizona based on the year 2000, 2010 and 2023 Census counts. Duncan has seen a slight decrease in population since 2023, however has seen a steady increase once again.

TABLE 1: POPULATION	2000	2010	2023(est)
Duncan	812	695	692
Greenlee County	8,547	8,440	9,593
State of Arizona	5,130,632	6,401,569	7,285,370

Source: Arizona Department of Revenue & Arizona Tax Research Foundation

Population Projections

The Arizona Population Statistics provided by the Census Bureau and Arizona Office of Economic Opportunity prepares the accepted population projections for counties and municipalities within the State of Arizona. It should be noted that no assumptions have been made as to how the population growth rate may be affected should the Town annex any populated areas during the next 20 years or attribute for new large developments.

Table 2 shows the medium series population projections for Greenlee County. The overall area is expected to experience slow and steady growth for the foreseeable future, reaching around 10,000 residents in 2032. An estimated increase of 947 persons is expected in Greenlee County in the next 20 years.

Year	Greenlee County Projected Population
2026	9,784
2027	9,808
2028	9,841
2029	9,877
2030	9,915
2031	9,957
2032	10,002
2033	10,050
2034	10,099
2035	10,150
2036	10,204
2037	10,260
2038	10,316
2039	10,375
2040	10,435
2041	10,492
2042	10,546
2043	10,598
2044	10,648
2045	10,695
2046	10,741
2047	10,785

2048	10,827
2049	10,868
2050	10,908

Sources: 2022-2060 State and County Population Projections, Greenlee County Medium Series, Arizona Population Statistics, Arizona Office of Economic Opportunity

A Balance of Land Uses

Table 3: Land Use Allocation in the Duncan General Plan Study Area

LAND USE CATEGORY	ACRES	% OF TOTAL AREA
Agriculture	1531	26.5%
Residential	4113	71.3%
Commercial	45	< 1%
Public	82	1.4%
Total General Plan Study Area	5,771	100%

Residential Land Use Projections

The residential land uses represent **4,113 acres** or **71.3%** of the land area within the Duncan General Plan Study Area. Duncan has traditionally developed in a rather low-density manner with large lots in many areas. As a result, the plan devotes a majority of the land uses to future residential development.

Non-Residential Land Use Projections

In order to determine a balance of non-residential land uses needed to support future residential growth, we have designated certain percentages of the land in the Duncan General Plan Study Area for agriculture, commercial and public uses.

The agriculture land uses represent **1,531 acres** or **26.5%** of the land area within the Duncan General Plan Study Area.

The commercial land uses represent **45 acres** or **< 1%** of the land area within the Duncan General Plan Study Area.

The public/ land uses represent **82 acres** or **1.4%** of the land area within the Duncan General Plan Study Area.

The **Duncan General Plan Land Use Map** attempts to provide a reasonable overall balance of land uses to meet the future needs of area residents as the population continues to grow as well as

maintaining the small town and agricultural history and commerce that exists today. Once again, the land use map is not static in that it may be amended by the Town Council when it determines that conditions warrant. The land use map should only be amended when there is clear evidence of changes in assumptions, conditions or dynamics exist. The *Town Code of Duncan* provides further details for implementing the land use plan through Town Code to help guide short-term and long-term growth and development within the study area as a whole.



LAND USE GOALS, OBJECTIVES AND POLICIES

GOAL 1: To adopt appropriate growth management systems which provide for a mixture of residential, commercial, industrial, recreational and public land uses which preserve and protect property, provide economic opportunity, and encourage sound development and redevelopment.

Objective 1: Provide projected residential, commercial, and industrial development ability to connect to public utility services.

Policies:

1. The Town should identify specific development areas for commercial, industrial, and residential land use close to public utilities and services.

2. The Town should adopt/revise adequate land use and development regulations which will encourage the needed land use types and quality development.
3. The Town should continually work on training of staff or a volunteers and continuing education opportunities through another agency such as Greenlee County.

GOAL 2: Provide strategic organized growth in Duncan for continued opportunities for all residents, employers and visitors.

Objective 1: Encourage a compatible mix of land uses, which allows accessibility to goods and services without extensive travel.

Policies:

1. Encourage a variety of commercial and employment opportunities for local and regional residents.
2. Encourage denser development adjacent to existing infrastructure or within infill areas.
3. Seek out calibrated areas for annexation to grow the Town with an equal level of services provided to income to the Town.
4. Work with land owners on existing underutilized residential lots to improve the site or provide opportunities to update the site for new residents.

Objective 2: Ensure new development provides opportunities to support public employees such as: police, fire, teachers and Town and county employees to live near where they work.

Policies:

1. Encourage a diversity of quality housing types for a variety of demographics and income levels.
2. Work with builders to provide thoughtful solutions for higher density residential while also providing quality developments.
3. Identify lots within the downtown that may be underutilized or redeveloped with higher density homes

Objective 3: Provide commercial opportunities for locally owned business while also providing areas for larger commercial uses with good transportation access.

Policies:

1. Look for retail, restaurants, and entertainment uses that strengthen the local economic base.
2. Encourage the development and preservation of locally-owned businesses and historic buildings.
3. Encourage preservation of the character and function of historic established neighborhoods and parts of the community.

GOAL 3: Encourage a Mix of Housing Types and Affordability

Objective 1: Work with residential builders to encourage options for a mix of housing types in the densities between to single family residential and apartments.

Policies:

1. Update the zoning ordinance to allow ADUs (Accessory Dwelling Units) in every zoning category.
2. Provide housing density examples to enable better representation of available density types for every zoning category.

GOAL 4: Work with neighbors to understand the communities needs and encourage developments that meet the needs of the Town of Duncan.

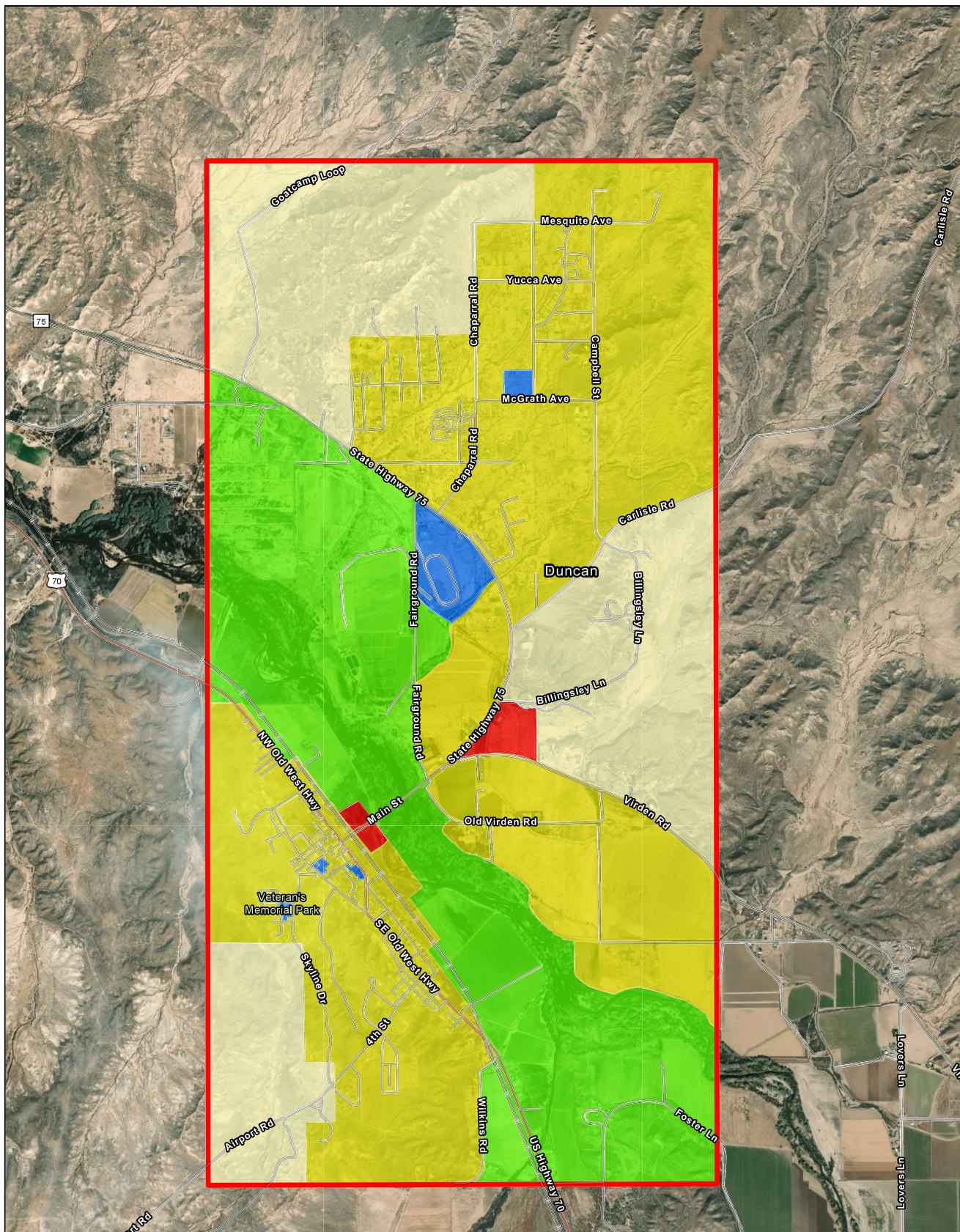
Objective 1: Work to provide education open houses for residents to learn about the development process and funding options for their own home improvements.

Policies:

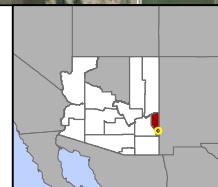
1. Update the Town development application processes to be more user friendly.
2. Provide flow charts online to better demonstrate the process to encourage development within the Town.
3. Look to establish community liaisons to help homeowners manage and understand funding options for home improvements and renovations.

Land Use Implementation Strategies	
Goal	Strategy
To adopt appropriate growth management systems which provide for a mixture of residential, commercial, industrial, recreational and public land uses which preserve and protect property, provide economic opportunity, and encourage sound development and redevelopment.	The Town should identify specific development areas for commercial, industrial, and residential land use requiring public utilities and services.
	The Town should adopt/revise adequate land use and development regulations which will encourage the needed land use types and quality development.
	The Town should continually work on training of staff or a volunteers and continuing education opportunities through another agency such as Greenlee County.
Provide strategic organized growth in Duncan for continued opportunities for all residents, employers and visitors.	Encourage a variety of commercial and employment opportunities for local and regional residents.
	Encourage denser development adjacent to existing infrastructure or within infill areas
	Seek out calibrated areas for annexation to grow the Town with an equal level of services provided to income to the Town.
	Work with land owners on existing underutilized residential lots to improve the site or provide opportunities to update the site for new residents
	Encourage a diversity of quality housing types for a variety of demographics and income levels.
	Work with builders to provide thoughtful solutions for higher density residential while also providing quality developments.
	Identify lots within the downtown that may be underutilized or able redeveloped with higher density homes

	Look for retail, restaurants, and entertainment uses that strengthen the local economic base.
	Encourage the development and preservation of locally-owned businesses and historic buildings.
	Encourage preservation of the character and function of historic established neighborhoods and parts of the community.
Encourage a Mix of Housing Types and Affordability	Update the zoning ordinance to allow ADUs (Accessory Dwelling Units) in every zoning category
	Provide housing density examples to enable better representation of available density types for every zoning category.
Work with neighbors to understand the communities needs and encourage developments that meet the needs of the Town of Duncan.	Update the Town development application processes to be more user friendly.
	Create flow charts online to better demonstrate the process to encourage development within the Town.
	Look to establish community liaisons to help homeowners manage and understand funding options for home improvements and renovations.



- | | |
|-------------------------|----------------------------|
| General Plan Study Area | Medium Density Residential |
| Future Land Use | Public |
| Agriculture | |
| Commercial | |
| Low Density Residential | |



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Project T25007973
December 08, 2025



CHAPTER 3

STREETS & CIRCULATION



The **Streets & Transportation Element** provides a policy framework for a comprehensive circulation system that incorporates all modes of transportation including pedestrians, bicyclists, trains and automobiles in a safe and efficient manner. The Circulation element balances development and land use with future transportation demands. This element presents existing transportation conditions and identifies a variety of issues important to the community in the future. An examination of future conditions correlates the future development with transportation system needs and provides an approach for dealing with those needs in a manner that is both financially feasible and generally acceptable to the community.

Existing Conditions

Duncan is located in Greenlee County in southeastern Arizona along the Old West Highway (Rte. 60) and Arizona State Route 75 (SR 75), just over 160 miles northeast of Tucson and approximately 150 miles northwest of Las Cruces. U.S. Highway 70 provides a primary east-west link for the Town. Highway 70 East connects Duncan to Lordsburg, New Mexico, where connections can be made to I-10 and points further east. Highway 70 West connects Duncan to

Safford and Globe, Arizona, where access is ultimately provided via U.S. 89 to Maricopa County and the City of Phoenix. Arizona Highway 75 connects Duncan north to Clifton, where connections are made to points north via U.S. Highway 191. Connections can also be made outside Clifton east into New Mexico via Arizona Highway 78.



Roadways

Roads serve as the foundation of the regional transportation network, accommodating motor vehicles, trucks, transit users, pedestrians, and bicyclists. Roads are the main component of the transportation network throughout the Duncan area, and the primary public space in which residents travel daily. The efficiency, safety, and condition of the region's road and bridge network is essential to the functionality of the other transportation modes and to the economic prosperity and quality of life in the General Plan study area.

Roadways are classified based on the type of traffic they are intended to serve. For example, arterials move people for long distances at higher speeds within a Town or between cities. Collector streets are lower speed and shorter distances than arterials and connect travelers to the arterials. Local streets are very low speed, extend for short distances, and provide direct access to residential and commercial properties. This categorization is referred to as functional classification. Functional classifications have an inverse relationship between access and mobility. The Town classifies roads within the jurisdiction as to their traffic volumes and future needs.



Railroad

Class III carrier Arizona Eastern Railway (AZER) provides rail service through the study area via railroad tracks that run southwest to northeast. The railroad follows Rte. 70 through downtown Duncan, then follows SR 75 as the rail continues north. There are two railroad crossings in Duncan: One at the intersection of Hwy 70 and Main Street, and the other near the intersection of Hwy 70 and Wilkins Road.

AZER that operates 206 miles (332 km) of railroad between Clifton, Arizona, and Miami, Arizona, in the United States. This includes trackage rights over the Union Pacific Railroad between Lordsburg, New Mexico, and Bowie, Arizona. The railroad serves the copper mining region of southeastern Arizona, and the agricultural Gila River Valley. The railroad offers a transload location for lumber, building materials and other consumer commodities at Globe, Arizona, and can handle railcars weighing up to 286,000lbs. The Town of Duncan is one of the many municipalities connected to the Arizona Eastern Railway and it remains an important freight route.

Greyhound Bus Route

Greyhound Lines, Inc. is an American operator of intertown bus services. Greyhound operates the largest intertown bus network in the United States. Based in Dallas, Texas, Greyhound is a subsidiary of FlixBus SE, owner of FlixBus. Greyhound operates 1,700 coaches and serves 230 stations and 1,700 destinations. Greyhound serves the Town of Duncan with a station located at Hotel Duncan. Greyhound provides daily trips to and from the Town.



Bicycle & Pedestrian Circulation

It is important for every individual to be able to move efficiently throughout the Town; this includes pedestrians and cyclists as well. Improvements which aid the movement of pedestrians and cyclists can include bike lanes, sidewalks, paved roadway shoulders, multi-use trails, activated crosswalks with lights, and other opportunities in the future. The Town is hoping to reopen a previous pedestrian-friendly birdwatching trail on Hwy 70. The Town encourages private landowners to work the Town to create trail easements, which can be maintained more regularly and opened for use by the public. Future roadway designs and plans should incorporate future pedestrian and bicycle connections.

The streets and circulation element objective is to fill in the missing mile between transportation systems such as the ones above to ensure all residents, tourists and workers are able to arrive at their destinations in a safe and efficient manner.



STREETS AND CIRCULATION GOALS, OBJECTIVES AND POLICIES

GOAL 1: Develop and maintain an adequate transportation system for residential and commercial access as well as transit access for the community.

Objective 1: Rehabilitate and maintain all public streets and roads to appropriate Town standards.

Policies:

1. The Town should identify and inventory all public and private streets within the municipal limits.

2. The Town should adopt standards for the development and maintenance of its streets and roads.
3. The Town should develop a street program which will adequately maintain all public streets.
4. The Town should develop a public transportation service via van or bus.
5. Review development projects and lot splits to provide access and/ or easements to adjacent parcels for future development.

Objective 2: Provide adequate and reliable public transit for the elderly and handicapped population of the Town.

Policies:

1. The Town should continue to support a special needs public transit system for the community.
2. The Town should continue to update existing buildings to implement Americans with Disabilities Act standards for accessibility to those with special needs and mobility issues.

Objective 3: Provide adequate and reliable infrastructure to ensure the safety of residents during flooding.

Policies:

1. The Town should look to design and implement a safe second river crossing to enable all residents to exit the Town if necessary.
2. The Town should plan for improvements surrounding the intersection of Hwy 70 and the railroad, preventing future flooding.
3. The Town should propose drainage improvement projects to improve safety during flooding, particularly in the East Avenue and High Street intersection area.

Objective 4: Improve cyclist and pedestrian safety on Town roadways.

Policies:

1. The Town should prioritize sidewalk improvements.
2. The Town should increase lighting along roadways and sidewalks to provide safety from automobiles.
3. The Town should work towards traffic calming on East Avenue and High Street to create a safer environment for the community.

Streets & Circulation Implementation Strategies	
Goal	Strategy
Develop and maintain an adequate transportation system for residential and commercial access as well as transit access for the special needs population.	The Town should identify and inventory all public and private streets within the municipal limits
	The Town should adopt standards for the development and maintenance of its streets and roads
	The Town should develop a street program which will adequately maintain all public streets.
	The Town should develop a public transportation service via van or bus.
	Review development projects and lot splits to provide access and/ or easements to adjacent parcels for future development.
Provide adequate and reliable public transit for the elderly and handicapped population of the Town	The Town should continue to support a special needs public transit system for the community
	The Town should continue to update existing buildings to implement Americans with Disabilities Act standards for accessibility to those with special needs and mobility issues.
Provide a second river crossing, allowing for ease of movement in and out of Town, in particular during severe flooding.	The Town should provide a second river crossing to enable all residents to exit the Town if necessary.
	The Town should plan for improvements surrounding the intersection of Hwy 70 and the railroad, preventing future backups.
	The Town should propose drainage improvement projects to improve safety during flooding, particularly in the East Ave and High Street intersection area.
Improve cyclist and pedestrian safety on Town roadways.	The Town should prioritize sidewalk improvements.
	The Town should increase lighting along roadways and sidewalks to provide safety from automobiles.
	The Town should work towards traffic calming on East Avenue and High Street to create a safer environment for the community.

CHAPTER 4

PARKS AND OPEN SPACE ELEMENT



The **Parks and Open Space Element** is one of the elements required by the Arizona Revised Statutes 9-461.05. The following items must be addressed:

- A. A comprehensive inventory of open space areas, recreational resources, and designations of access points to open space areas and resources.
- B. An analysis of forecasted needs, policies for managing and protecting open space areas and resources and implementation strategies to acquire additional open space areas and further establish recreational resources.
- C. Policies and implementation strategies designed to promote a regional system of integrated open space and recreational resources and consideration of any existing regional open space plans.

Current Conditions

Table 1 is an inventory of existing park facilities by park type, size, location, and amenities within the Duncan General Plan Study Area. Three parks are currently in operation and available to the public in the Town of Duncan: Centennial Park, Veterans Park, and Packer Park.

Table 1: Existing Park Facilities

PARK NAME	PARK TYPE	SIZE	AMENITIES
Centennial Park	Neighborhood	0.758 acres	Playground, picnic kiosks, restrooms, bandstand, ebird.org Hot Spot, long-distance cycling campsite
Veterans Park	Neighborhood	2.14 acres	Playground, shaded picnic plaza,
Packer Park	Neighborhood	0.81 acres	Shady picnic tables next to the Post Office, War Memorial Honor Walk

Greenlee County Fairgrounds

The fairgrounds, located at 1258 Fairgrounds Road, include a seasonal horse racing track and community meeting facilities. Greenlee County operates the fairgrounds. The annual Greenlee County Fair is typically held on the third weekend of September each year.



Greenlee County Fairgrounds have mastered the fine art of balancing fun and safety for the whole family by staffing events with on-site first-aid, first responders on duty, and emergency medical personnel on duty. In recent years, operations have expanded from only three to five rides on the ground to 14 to 16 rides, eight games, and three concessions.

Local and regional performers, participants, and visitors offer excitement and entertainment. Greenlee County Fair & Racing offers a rodeo arena, boarding stables, and racetrack. Attendees can watch the Greenlee County mud drags and rodeo. Afterwards, guests can continue spending time with their horses in small-town country parades or take them for a ride on local trails. Local organizations such as the Junior Livestock Association Show and Auction, Junior Rodeo Finals, and many food booths showcase at the fair as well.

In addition to the yearly fair, the grounds are an excellent venue for weddings, dances, and a variety of other community events. Baseball and softball fields can also be utilized for sporting events and are also in the processes of being updated for future users and benefits the Duncan community.

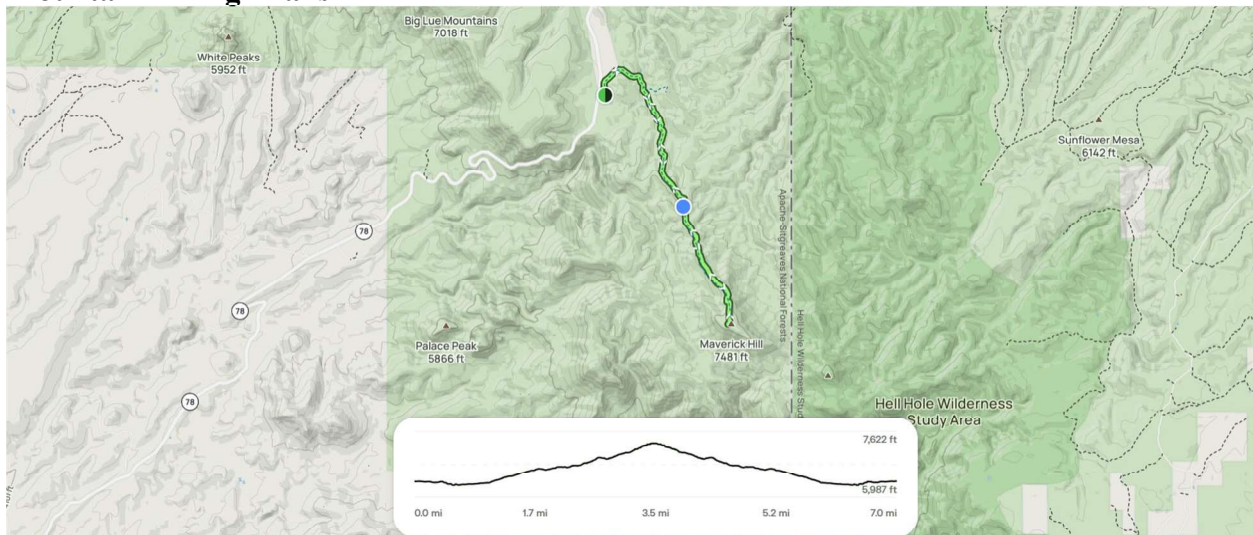


Greenlee Country Club



The Greenlee Country Club is located north of Duncan at 510 Country Club Road and includes a golf course, driving range, and putting greens. This is a private facility but is open to the general public. The 9-hole "Greenlee" course at the Greenlee Golf and Country Club facility features 3,192 yards of golf from the longest tees for a par of 36. Established in 1950, this beloved course has been a favorite among locals for over 70 years.

Mountain Biking Trails



The Maverick Hill Trail (#568) is a 7.0-mile out-and-back trail near the Town. This mountain biking trail is a moderately challenging route, averaging a 3 h 40 min completion time. Naturalists can also enjoy backpacking, camping, and hiking, on this pet-friendly trail.



Road Biking

The Town of Duncan welcomes many long-range cyclists. Adventure Cycling Association Southern Tier route recommends stopping in Duncan to refresh food and water supplies on the way to Silver City, NM. Cyclists can use Duncan facilities at Centennial Park to camp or enjoy a night at the Simpson Hotel.

The Town was previously a part of the Javelina Chase, a biking event active from 2013-2019. The 72-mile course concluded at the Greenlee County Fairgrounds in Duncan. Expecting over 200 attendees, the event was postponed in Spring 2020 and has been on hiatus since, but the Town would like to reopen the event.

Existing Open Space and Trail System

Currently, the Town contains several birdwatching trails and parks, such as the one-mile Gila River Birding & Wildlife Trail. The trail is a short walk from downtown Duncan, offering easy access to a wealth of bird life. Agricultural, riparian, and residential habitats overlap here and attract a rich diversity of birds. Duncan's Centennial Park, located just across the street from the Duncan Birding Trail on Hwy 70, offers a convenient vantagepoint for birdwatching as well. The Stagecoach Loop is located farther southwest of downtown Duncan, passing through an agricultural area near the Gila River. Other trails ideal for birdwatching nearby Duncan include the Lower Gila Box, Hwy 70 Pond, Railroad Wash Rd, and the Virden Bridge on Hwy 92.



Future Planned Improvements for Parks, Recreation, Open Space and Trail Facilities

Active improvement projects on Centennial Park and Veterans Parks are currently underway. Both parks are receiving sidewalk upgrades, replacement playground structures, and parking lot enhancements including repaving, repainting, and installation of curb stops. Centennial Park will also receive a new CMU wall to separate it from the surrounding neighborhood. A pickleball court, volleyball court, and shade structure will be installed in Veteran Park.

Greenlee County has completed and continues to execute upgrades to the fairgrounds. In recent years, there have been improvements to the rodeo arena, kitchens and food service areas underneath the grandstands, public restrooms, the livestock barn, and the dance floor. Additional planned amenities and facility upgrades encompass the rodeo arena, baseball and softball fields, and a play area including a splash pad, pickleball courts, a shaded playground, a basketball court, sand volleyball courts, a walking path, and ample shade.

The Town is in discussions to provide a potential catch-and-release fishing lake and surrounding park on the northeast side of Duncan. The recreation area would span around 11 acres of open space.

PARKS AND OPEN SPACE GOALS, OBJECTIVES AND POLICIES

GOAL 1: Provide the necessary recreational opportunities to meet the needs of the citizens of Duncan.

Objective 1: Maintain existing park, recreation, and open space quality for all members of the community.

Policies:

1. The Town should collaborate with the senior center to incorporate activities focused on seniors.
2. The Town should look into offering afterschool programs for children.
3. The Town should ensure library activities such as seed banking and geocaching continue.

Objective 2: Enhance birdwatching opportunities.

Policies:

1. The Town should encourage coordination with private landowners to reopen and maintain trails.

Objective 3: Create a recreation center for residents.

Policies:

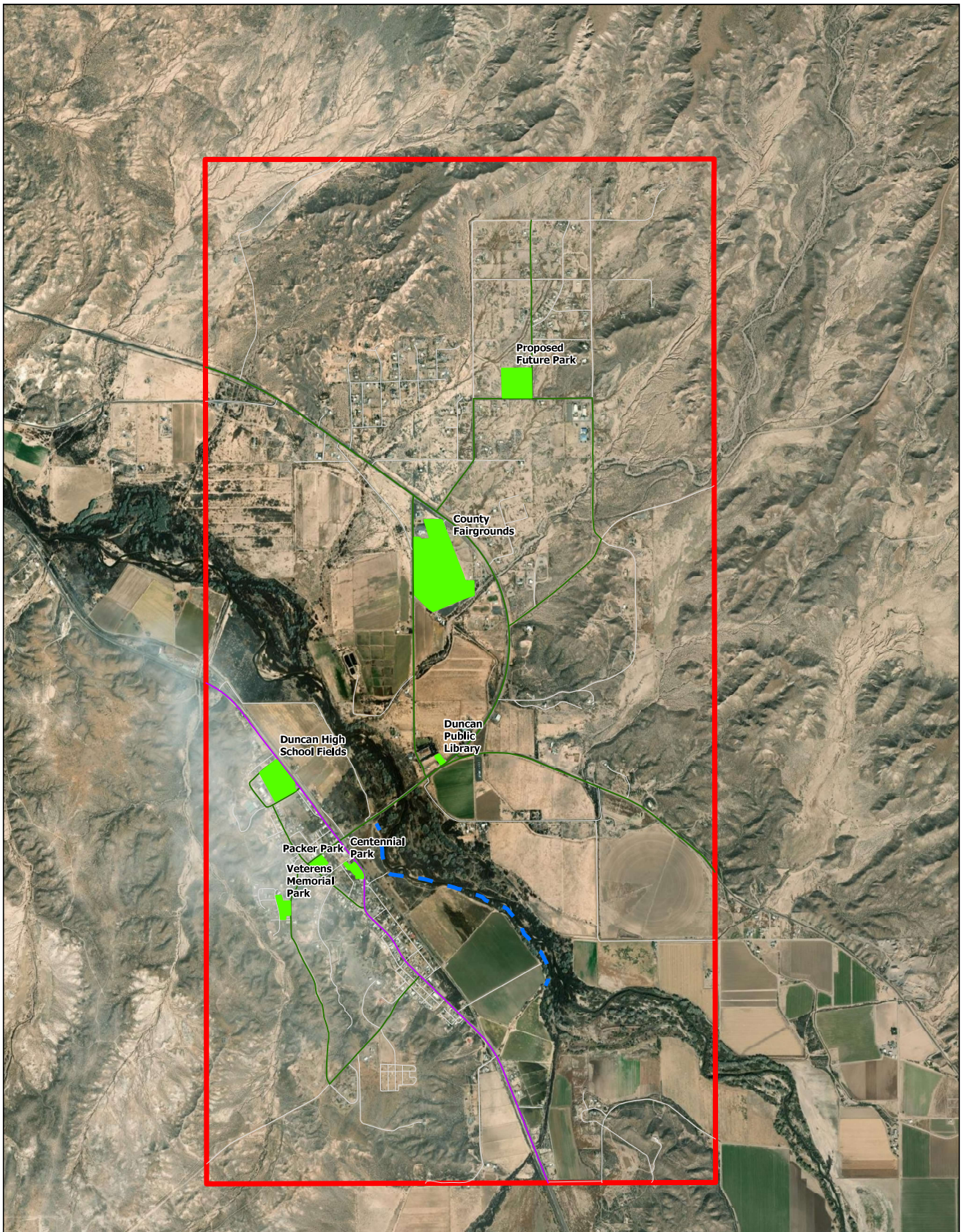
1. The Town should investigate opportunities for properties that may be converted into a recreation space through public-private partnerships and infill development.

Objective 4: The Town should seek partnership with volunteer community-led projects.

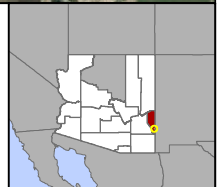
Policies:

1. The Town should work with local artists and youth groups to create a graffiti wall.
2. The Town should create a community garden to provide free food, education, and a sense of togetherness to residents.

Parks and Open Space Implementation Strategies	
Goal	Strategy
Maintain existing park, recreation, and open space quality for all members of the community.	The Town should collaborate with the senior center to incorporate activities focused on seniors.
	The Town should look into offering afterschool programs for children.
	The Town should ensure library activities such as seed banking and geocaching continue.
Enhance birdwatching opportunities.	The Town should encourage coordination with private landowners to reopen and maintain trails.
Create a recreation center for residents.	The Town should investigate opportunities for properties that may be converted into a recreation space through public-private partnerships and infill development
Encourage community-led projects.	The Town should work with local artists and youth groups to create a graffiti wall.
	The Town should create a community garden to provide free food, education, and a sense of togetherness to residents.



- General Plan Study Area - - - Proposed Birding Trail
- Open Space
- Arterial
- Collector
- Local



UPFRONT
Planning & Entitlements, LLC



Project T25007973
November 04, 2025



**Duncan Open Space
Duncan, Arizona**

CHAPTER 5

PUBLIC FACILITIES ELEMENT



Essential in all community planning is an evaluation of the **Public Facilities**, which include plans for police, fire, emergency services, sewage, refuse disposal, drainage, local utilities and facilities. The element is used to determine the current community facilities and potential future need for growth of the community. Town Hall is located along SE Old Highway 70 and provides the offices for the Town as well as the Town Council Chambers.

Library

The Duncan Public Library serves the Duncan Valley, providing children and adults with reading materials, movies, magazines, and more. Duncan is a member of Libby which provides a large catalogue of online materials for reading and writing when users register with their library card.

Duncan also provides computers, coworking space, a seed library, free GED testing and a summer reading program.



Police Services

The Town of Duncan does not have a municipal police department and is instead served by the Greenlee County Sheriff's Department. Greenlee County Sheriff's Department has an annex office in Duncan which has part-time staffing.

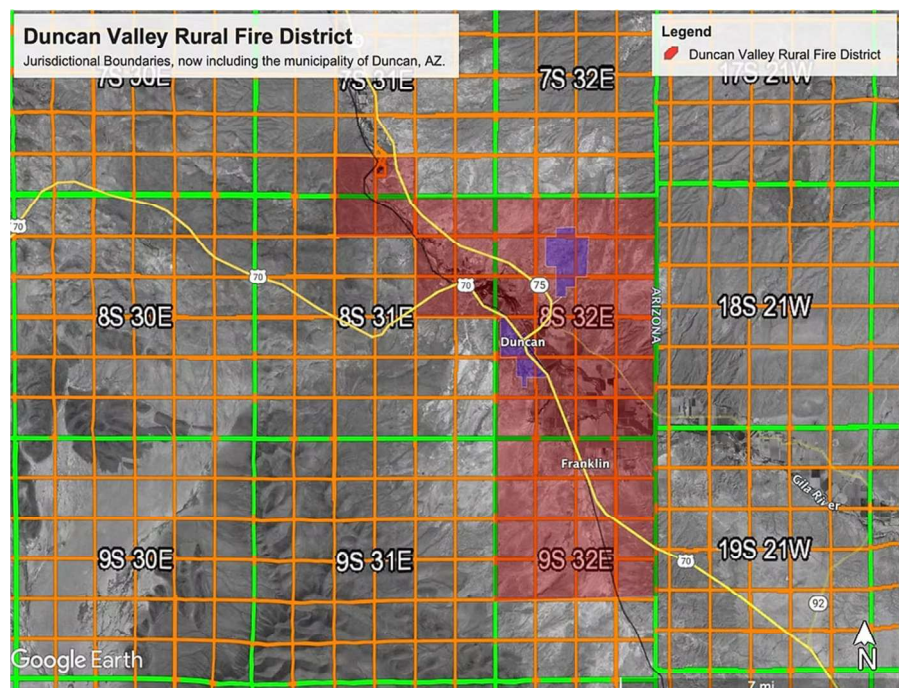
The main office of the Greenlee County Sheriff's Department is in the Town of Clifton. The Sheriff's Office provides contract law enforcement services, ensuring the safety and security of the county's residents. Their mission is to deliver responsive and effective service, earning and maintaining the public's trust and confidence.



Fire Service

Duncan Valley Rural Fire District provides fire safety and emergency services to the Town of Duncan and the surrounding Duncan Valley. The provided map shows the current boundaries of the Duncan Valley Rural Fire District. If a property owner in the Duncan Valley is not currently within the fire district, the property owner can request to be annexed into the fire district through the Duncan Valley Rural Fire District that will go through the Board of Supervisors.

Duncan Fire District reviews building permits and annexations online and in-person. In addition, they provide training to volunteers seeking to become fire fighters and emergency response personnel. The Fire District can also install Knox Box's on commercial properties upon request, which provide emergency access keys to fire emergency responders.



Water and Wastewater



Water in the Town of Duncan is sourced from wells. The majority of residences within Town limits receive water through the Town of Duncan. Rates for new water service and meter installation, cost per gallon, and bulk water can be found on the Town website.

Sewer service is provided through the Town of Duncan and all existing and new residences must connect to the sewer system if it is available. Hunter Estates does not have sewer available at this time and is connected to septic systems. Rates for new sewer service installation for single-family, multi-family, condominium, and commercial units is available on the Town website along with the fee for a mandatory inspection.

Trash Collection



The Town of Duncan contracts with Vista Recycling for trash collection, which is conducted through the Town of Duncan and billed to customers as part of the water/sewer bill. Residents are able to rent a 99-gallon trash container on a per-month basis. Discounted rates are available for senior residents. Customers may also contract directly with Vista Recycling for a 300-gallon container.

PUBLIC FACILITIES GOALS, OBJECTIVES AND POLICIES

GOAL 1: To provide adequate and well-managed utilities

Objective 1.0: Provide adequate, cost effective, and uniform public utilities and services to the community.

Policies:

1. The Town should review its service standards and rate structure annually, both the costs and fees for operation and maintenance, as well as extension of services.
2. The Town should develop an annual and five-year capital improvement and maintenance program for its public utilities.
3. The Town should use its ability to provide public services and facilities as an incentive for economic development.
4. Where feasible, the Town should provide utility services outside the Town limits where customers are willing to commit to annexation.
5. Work with the County and ADWR to ensure municipal water is able to meet potable water standards and provide safe drinking water to the residents of Douglas

GOAL 2: To maintain police and fire services for public safety

Objective 1.0: Support existing relationships with Greenlee County Sheriff's Department and Duncan Valley Rural Fire District

Policies:

1. Look to maintain staffing at the Sheriff's annex office.
2. Maintain relationship with Duncan Valley Rural Fire District and highlight employment opportunities within the Fire District
3. Encourage infrastructure improvements to maintain access for emergency vehicles

GOAL 3: Create opportunities for improved amenities and services

Objective 1.0 Rehabilitate Town Hall building and find location for new Post Office

Policies:

1. Find funding opportunities for the rehabilitation of Town Hall
2. Encourage public-private partnerships when finding a location for a new post office which could include coworking or office space.

3. Identify favorably located properties or land to be redeveloped for public amenity purposes.

Objective 2.0 Create a community center and rehabilitate the AFW Legion building

Policies:

1. Find funding opportunities for the rehabilitation of the AFW Legion building.
2. Find funding opportunities for the creation of a community center for recreational activities.
3. Identify favorably located properties or land to be redeveloped for public amenity purposes

Objective 3.0 Expand and support current public amenities

Policies:

1. Expand and maintain the recreational fields at the Duncan Elementary School.
2. Expand and maintain the current library building
3. Identify funding sources for improvements made to buildings and land providing public amenities
4. Use grant funds to connect Hunter Estates residences to the sewer system

Public Facilities Implementation Strategies	
Goal	Strategy
To provide adequate and well-managed utilities	Provide adequate, cost effective, and uniform public utilities and services to the community.
To maintain police and fire services for public safety	Support existing relationships with Greenlee County Sheriff's Department and Duncan Valley Rural Fire District
Create opportunities for improved amenities and services	Rehabilitate Town Hall building and find location for new Post Office
	Create a community center and rehabilitate the AFW Legion building
	Expand and support current public amenities

CHAPTER 6

COST OF DEVELOPMENT ELEMENT



The Cost of Development Element should be used in conjunction with the other elements of the Duncan General Plan to guide the physical development of the Town. This element includes policies and strategies that the Town may use to require development to pay its “fair share” compensation toward the maintenance and cost of additional public service needs generated by new development. The Cost of Development Element identifies:

- A. Various mechanisms that can be used to fund additional public services necessary to serve new development, including, but not limited to: bonding, special taxing districts, development fees, in lieu fees, facility construction, dedications, and service privatization.
- B. Policies to ensure that any mechanisms adopted by the Town of Duncan under this element result in a beneficial use to the development and bear a reasonable relationship to the burden imposed on the Town to provide the additional public services.

Maintenance and Upkeep

The Cost of Development element further discusses what new development and improvements will cost the Town. Development also has long term costs with the maintenance and upkeep of those development projects which the Town may or may not take on once complete. This element

hopes to better provides options and direction through policy and implementation strategies for the Town to better manage those and determine which items they are willing to take over for developers and which they will need to establish private associations for the private entities to make and maintain.

Consideration should be given to future policies, code and ordinance updates to ensure the Town is not inadvertently overburdened with private development maintenance which benefits a select few. Associations to manage those direct beneficiaries should be encouraged to ensure those land owners directly pay for their usage and benefit.

Funding Mechanisms

In order to achieve Duncan's goal of meeting the needs of our growing community, the Town must continue to expand and improve public infrastructure and services. It is important that the Town establish specific policies, plans and strategies that can be implemented to address financial needs and achieve our community goals.



Town facilities and services are funded through a combination of federal grants, local taxes, sales tax and direct federal funding into the general fund. Sales tax revenue tends to be unpredictable due to fluctuating economic conditions such as employment rates, stock market changes, and tourism levels.

A significant amount of funding for the Town of Duncan comes from the Special Revenue Fund. Historically, instead of the local governments collecting monies for road improvements, it was agreed amongst the State of Arizona and local governments that the State would collect Highway User Revenue Funds and share with local governments. Due to State of Arizona budget shortfalls, the distribution of these funds to local governments has been significantly reduced so the State would not have to increase its taxation of the taxpayers in the State and leave such a burden to the local governments.



The Town of Duncan has a property tax on its residents and also depends on State Shared revenues to fund its operations and capital improvements. The reduction in State shared revenues has significantly reduced the Town's capital improvements program.

Under Arizona statutes, there are a number of options available to Duncan to fund infrastructure and public facilities that are

necessary to service new development. An overview of these mechanisms is listed below but are not limited to:

Community Facilities Districts

Community Facility Districts (CFD) may be formed by cities or towns, but not counties. They may be used for specific public improvements including roadways, water and sewer, pedestrian ways, landscaping, lighting systems, traffic control, public buildings, parks, and public recreational facilities. Community Facility Districts must rely on the revenue generated by the property tax generated in the district and cannot turn to the Town's general fund if there is a shortfall in revenue. This source of funding is often used when a large commercial development is anticipated that will generate sufficient revenues to fund the public infrastructure funded by the CFD.



Improvement Districts

Improvement Districts may be formed by towns for projects that provide specific community benefit such as roadways, water, sewer, streetlights and parking facilities. While counties may form an improvement district to establish and maintain a park or recreation area for the benefit of the property within the district, the statutory list of improvements financed and constructed by a municipal improvement district does not include recreational facilities.

Development Agreements

Development agreements are permitted under A.R.S. 9-500.5 for municipalities. Development agreements permit contractual arrangements between the Town and property owner(s) regulating the permitted uses, density, maximum height, and other aspects of the land subject to the agreement. Advantages of development agreements are that they are voluntary and, therefore, mutually agreeable to all parties involved in the negotiations. Also, they can enable the Town to attain planning goals at minimal or no costs.



Development Impact Fees

The Arizona State law requires projects to be financed by development impact fees prior to their levy and collection, and that the monies collected are actually committed within five years to a project of “direct benefit” to the development which paid the fees. The amount of development impact fees must bear a reasonable relationship to the burden imposed upon the municipality to provide additional necessary public services to the development. A development should receive a direct beneficial use from the results of the fees.

Dedications

A dedication is a conveyance of land by a private owner in the nature of a gift or grant and the acceptance of that land by a public entity. Streets in a subdivided development are usually acquired through a dedication to the public of the property comprising the streets. Other dedications may include land for parks, a birding trail and recreational facilities, school sites, bike paths, or local transit facilities.



General Obligation Bonds

General obligation bonds are a flexible financing option for the Town, spreading the benefits and burdens of the fund uniformly throughout the community and can be used for almost any capital purpose. This often includes cost intensive capital improvements such as roads, parks, and sewer facilities and equipment.

General obligation bonds are somewhat restrictive however, because voter approval is required to authorize the issuance of bonds. This can be time consuming and costly. Additionally, because costs are spread uniformly throughout the community, infrastructure to support new development may be unfairly subsidized by existing development.

Motor Vehicle In-Lieu Revenue

Motor vehicle license taxes collected by the state are shared with the Town based upon its population in relationship to the total incorporated population of the county. Historically, this revenue source has been highly erratic and susceptible to economic change, and legislature whim.

Permit Fees

Revenues from permits include fees collected from building permits, zoning fees and a variety of other programs. Normally these are not earmarked but fund operations. These fees generally do not cover the costs of the services provided.

Revenue Bonds

Revenue bonds are issued by a municipality and backed by a dedicated revenue stream. Improvements to existing sewer facilities are often made utilizing revenue bonds because there is a steady revenue stream from the utility users to attract bond buyers. Revenue bonds do not require voter approval and the constitutional debt cap do not apply to the issuance of revenue bonds. Municipalities with population of 75,000 or less may issue revenue bonds for utilities and recreational facilities, which include swimming pools, parks, playgrounds, municipal golf courses, and ball parks.

State-Shared Sales Tax and Income Tax Revenues

Revenue includes the state sales tax and income tax collection, which are shared with cities and towns, based upon population. Cities and towns share in a portion of the 5.6-percent sales tax collected by the state. Fifty percent is retained by the state, 40 percent is designated for schools and the remaining 10 percent is allocated to cities and towns.

Specialty Industry Tax

Specialty industry taxes, such as bed taxes have been used to fund a variety of public services and facilities around the State of Arizona. Cities do not need legislative authorization or voter approval to enact a specialty industry tax, while counties must have legislative authorization. Advantages to a specialty industry tax are that the local residents do not pay the tax and voter ratification is not required. Duncan currently has a 2% on bars, restaurants, cocktail lounges, and similar establishments where food and beverages are served, commonly referred as the restaurant and bar tax. The Town assesses a 3% bed tax on lodging uses.



Transaction Privilege (Sales) Tax

The Arizona transaction privilege tax is commonly referred to as a “sales tax”; however, the tax is on the privilege of doing business in Arizona and is not a true sales tax. This tax is levied on the seller, not the purchaser. The seller may pass the burden of the tax on to the purchaser; however, the seller is ultimately liable to Arizona for the tax. Aside from the state tax rate, the Town may impose a transaction privilege or sales tax within its jurisdiction to fund the costs of a variety of public services. The Town currently has a sales tax of 2.0%.

Transportation Revenues

Transportation revenues include Highway User Revenue Fund (HURF - Gas tax). A state constitutional restriction on use of the HURF required the funds to be used solely for street and highway purposes.

HURF revenues are distributed based on population and cities and towns participation in the lottery. The State of Arizona retained a significantly higher portion of these revenues to fund its transportation operations without raising taxation. This action left a reduction in revenues to the local governments.

User Fees



User fees are assessed for the specific use of a service or activity. An example is a fee charged for admission to a pool, park or fees charged for recreation facilities and programs. A user fee can be employed to defray a portion or the entire cost of a project. The advantage of a user fee is that the person using the specific service incurs the charge. In Duncan user fees are most associated with recreational activities.

Other Funding Options

Enterprise Funds

Enterprise Funds include fees collected for Town water, sewer, and sanitation services that are used to fund certain infrastructure expansion and capital improvements.

Property Tax

A property tax is a tax levied on land and improvements on a specific parcel of land. For many communities, it is their primary source of revenue. The Town of Duncan receives minimal amounts of its revenue from property taxes.

Current Conditions

The Town of Duncan relies primarily on sales tax, urban revenue sharing, general grant funds, refuse fees, auto Lieu fees and HURF funds to fund operations. The total General Fund budget for fiscal year 2026 is \$16,932,218, slightly up from the previous year.

Local revenues include the 2.0% sales tax, 3% percent room tax, 2%-percent restaurant and bar tax, utility franchise fees, business license fees, building permit and inspection fees. These fees represent revenue of \$871,350 or 5% of the General Fund revenue sources for Duncan. Urban Revenue Sharing and the local privilege tax (sales tax) are Duncan's largest sources of revenue.

State-shared revenue sources include the state sales tax, income tax, and auto lieu tax, which are shared with cities and towns based upon a formula which relates the Town's population to the total state population. The State Department of Revenue collects, distributes sales and income tax funds, and provides revenue forecasts to cities and towns for these income sources. Duncan receives a

portion of the auto lieu tax collected by the County based upon its relationship to the total incorporated portion of the County. In fiscal year 2026 the state-shared revenue was budgeted at \$292,375.

A number of special revenue funds in the Town's budget are used for a wide variety of purposes. The Arizona Department of Revenue also collects and distributes transportation revenues including the highway user revenue tax (HURF - gas tax) and local transportation assistance funds (LTAF - State Lottery). A state constitutional restriction on the use of the HURF and LTAF requires the funds to be solely used for street and highway purposes. HURF revenues are distributed based on population and cities and towns participation in the State Lottery. The LTAF revenue sharing was capped in 1989 by the state legislature resulting in no growth in this source of revenue. The fiscal year 2026 budget estimated \$80,869 in state-shared HURF revenue. Duncan uses HURF and the lottery funds for various street maintenance purposes and street and sidewalk improvements.

Other special revenue funds include Grant Funds for various CDBG projects, capital improvements such as the railroad depot, and trails and park improvements, the Improvement District Bond Repayment Fund, Benefits Reserve Fund, and the Transit System Fund. Grant Funds for budget year 2026 are estimated to be \$15,500,000 which help support Town operations.

Duncan's Enterprise Funds are comprised of Water Funds, Wastewater Funds and the Sanitation Fund. The Water and Wastewater Operating Funds revenues are primarily from residential and commercial water and sewer service fees as well as water meter connection fees. The Town also collects water expansion fees to help fund various water system expansion projects. Finally, the Sanitation Fund collects revenues from fees that all water customers pay on a monthly basis. The fees are used for personnel, supplies and service and capital expenses associated with sanitation services.

Capital improvements have been funded largely through Grant Funds awarded.

COST OF DEVELOPMENT GOALS, OBJECTIVES AND POLICIES

GOAL 1: Ensure that development pays its “fair-share” of the costs for the impact on existing public infrastructure and any new required public service facilities, generated by new development.

Objective 1: Ensure that Town services, facilities, equipment and infrastructure properly serve the community and optimizes existing facilities for future needs.

Policies:

1. Maintain adequate levels of Town facilities and services for existing and new development.
2. Identify way to provide opportunities for reinvestment, infill and to enhance the services provided with the Town.
3. Identify and use a variety of sources to finance necessary Town services, facilities, equipment and infrastructure that meet community needs.
4. Adopt a Town Capital Budget program annually as well as a five-year program.
5. Direct development to areas where infrastructure is already in place or planned.
6. Encourage private dedication of open space; parks and park sites in consider conjunction with development.
7. Require infrastructure improvement or development with any zoning approval where required.

Objective 2: Ensure new development pays its fair share of municipal costs necessary to support impacts created by new development.

1. Continue to require new development pay for its fair, proportionate share of service and infrastructure costs through development agreements, development impact fees, community facilities districts and other appropriate methods.
2. Periodically review the need for development impact fees to ensure that the Town collects sufficient monies to construct additional infrastructure needed to serve new development in Duncan.

Objective 3: Cooperate with other governmental and public entities or private entities as a strategy to reduce and share certain costs of development.

Policies:

1. Coordinate with Greenlee County with regard to sharing infrastructure improvement costs and maintenance.
2. Actively coordinate with local school districts and institutions of higher learning in the planning, construction and rehabilitation of joint use of park facilities.
3. Work with regional partners for shared funding for wildlife overpasses/ corridors, trail and trailhead improvements and creation.

GOAL 2: Assess the functionality, suitability of the existing Town public facilities and infrastructure.

Objective 1: Explore financing strategies and alternative resources for upgrading existing roads and infrastructure necessary to support the existing community quality of life as well as provide opportunities for new growth.

Policies:

1. Review the existing Town services and create a plan to itemize level of importance for infrastructure improvement plans for capital improvements.

GOAL 3: Explore cost-sharing opportunities for Duncan with private developments and land owners.

Objective 1.0: Seek out partnerships for the positive growth of the Town.

Policies:

1. Build a stronger economic development strategy and partnership with the Chamber of Commerce to support growth and development collaborations.
2. Evaluate public/ private partnerships and development agreements.

Cost of Development Implementation Strategies	
Goal	Strategy
Ensure that development pays its “fair-share” of the costs for the impact on existing public infrastructure and any new required public service facilities, generated by new development.	Coordinate with Greenlee County with regard to sharing infrastructure improvement costs and maintenance.
	Actively coordinate with local school districts and institutions of higher learning in the planning, construction and rehabilitation of joint use of park facilities.
	Work with regional partners for shared funding for wildlife overpasses/ corridors, trail and trailhead improvements and creation.
Assess the functionality, suitability of the existing Town public facilities and infrastructure.	Review the existing Town services and create a plan to itemize level of importance for infrastructure improvement plans for capital improvements.
Explore cost-sharing opportunities for Duncan with private developments and land owners.	Build a stronger economic development strategy and partnership with the Chamber of Commerce to support growth and development collaborations.
	Evaluate public/ private partnerships and development agreements.

CHAPTER 7

ENVIRONMENTAL PLANNING & HAZARD MITIGATION ELEMENT



The **Environmental Planning & Hazard Mitigation Element** is one of the elements required by the Arizona Revised Statutes. This element is required to contain analysis, policies, and strategies to address air quality, water quality, and natural resources under the General Plan. The policies and implementation strategies under this element are written to have community-wide applicability to maintain the natural resources and environment of the Town of Duncan.

Flooding

Due to Duncan's location adjacent to the Gila River, the Town is susceptible to flooding. There have been multiple major floods over the last 100 years. In December 1978, heavy rainfall caused Gila River water to rise to seven feet in the Town, destroying 75 homes. In October 1983, Tropical Storm Octave caused devastating flooding throughout southeast Arizona, resulting in many of the Town's residents choosing to relocate. In December 1992 and January 1993, runoff from melting snowbanks flooded the town, flooding five businesses and six homes with up to two feet of water. In February 2005, a section of the dike system broke, flooding the highway and area near Duncan.

High School. In August 2022, monsoons caused a breach in levees along the Gila River, resulting in evacuations for residents.

The most influential of the aforementioned floods was in October 1983. In the years following the storm, the population in Duncan declined, and economic growth halted. Many homes were declared a total loss, forcing residents to relocate while expensive repairs were completed. With housing in short supply in Duncan and the surrounding towns, many chose to leave Greenlee County altogether. Several businesses were so badly damaged they were unable to rebound from the flooding. Preventing future flooding on this scale is imperative to the health and safety of the residents of Duncan as well as the Town itself.

Air Quality

The air quality in Duncan falls under the “fair” category; The air quality is acceptable for most individuals, but some with sensitivities may experience some symptoms from long-term exposure. The top air contaminants found in the Town are particulate matter and fine particulate matter. This is mostly due to emissions from automobiles.



Water Sources

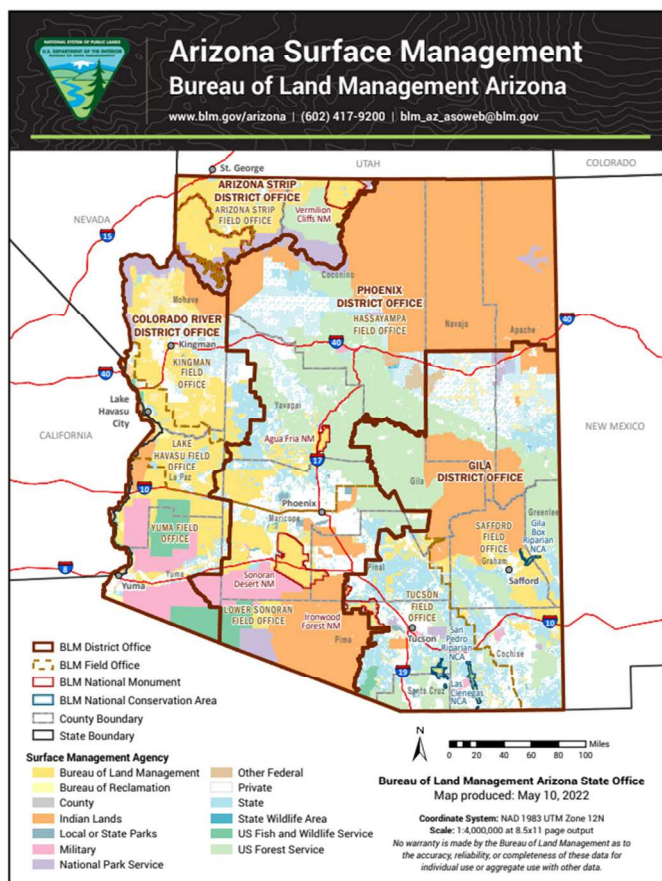
The Gila River is a 649-mile-long tributary of the Colorado River, flowing through New Mexico and Arizona in the United States. The river drains an arid watershed of nearly 60,000 square miles that lies mostly within the U.S., but also extends into northern Sonora, Mexico.

The Gila River has its source in western New Mexico, in Sierra County on the western slopes of the Continental Divide in the Black Range. It flows southwest through the Gila National Forest, the Gila Wilderness, and Gila Cliff Dwellings National Monument, then westward into Arizona, past the town of Safford. After flowing along the southern slope of the Gila Mountains in Graham County through a series of canyons, the Gila is impounded by Coolidge Dam in San Carlos Lake south of Peridot.

The river emerges from the mountains into the valley southeast of Phoenix, Arizona, where it crosses the Gila River Indian Reservation as an intermittent stream due to large irrigation diversions, primarily at the Hayden Ashurst Diversion Dam. Far west of Phoenix,

the river bends sharply southward along the Gila Bend Mountains, then it swings westward again near the town of Gila Bend. It flows southwestward between the Gila Mountains to the south and the Laguna and Muggins ranges to the north in Yuma County, and finally it empties into the Colorado at Yuma, Arizona. The Gila has a tributary called the San Francisco that joins the river above the Town of Stafford and stretches for approximately 159 miles.

The source of groundwater for the Duncan area is the Gila River aquifer. It provides the Town with drinking water and the surrounding agricultural areas with supplemental irrigation water. The depth to water in the alluvium along the floodplain ranges from 8 to over 60 feet below the land surface. A review of U.S.G.S records for the Gila River Basin indicates that groundwater resources should be adequate well into the foreseeable future.



Natural Environment Resources

Duncan is in the Gila River valley, four miles west of the Arizona–New Mexico border. The town limits are on both sides of the Gila River, but the primary portion of the town and the entire downtown area lie on the south side of the river. The total land area of the Town is 2.15 square miles. Duncan is accessible by three main roadways: U.S. Route 70, State Route 75, and the Virden Highway. Duncan is about 167 miles northeast from Tucson, 205 miles from Phoenix and 130 miles north from the United States–Mexico border.

The regional context may vary depending on the time of the year, but Duncan is characterized by its location along the Gila River, surrounded by scenic mountains, historic mining sites, and cottonwood trees.

Duncan sits at around 3,600 feet elevation with mild variations, lower than the nearby mountain ranges to the north and Mount Graham to the west. Duncan is located in a natural basin between mountain formations, near the Madrean Sky Islands. The area is rich in minerals, with historical gold, silver mines, copper, lead, and iron mines dotting the landscape, both at the surface and underground.

Duncan has a semi-arid climate with large diurnal temperature fluctuations. The summers see fewer extreme temperatures than the Phoenix valley, but highs still reach 95 -100° F. However, nights in the summer are much milder with lows in the 50°s and 60°s. The winter months bring

cooler temperatures, with highs around 60° F and lows in the 20°'s and 30°'s. Duncan has a dry climate with minimal rainfall that usually occurs during the monsoon season between June and December. The average annual rainfall is 11.8 inches; however, the Town's location along the Gila River makes it vulnerable to flooding that can result from snowmelt in the mountains.



Plants and Animals

Flora

The vegetative communities found in the Duncan area are predominately grasslands and desert shrubland consisting of shrubs, yucca, cacti, herbs, and some trees. Areas near the Gila River provide an excellent example of a Desert Riparian Community where scattered cottonwood, willow, sycamore, and mesquite trees grow in dense thickets of arrow weed. In some permanently wet or salty areas, salt grass, seepweed, chamiza, water-tolerant grasses, and tules grow. The alluvial plains away from the river's edge support a complex and varied association of plants including mesquite, creosote bush, black gramma, bush muhly, mescat acacia, and a number of flowering annuals.

Fauna

More than 240 species of birds can be found in and around Duncan. Sandhill Crane, great horned owls, bald eagles, northern cardinals, red-tailed hawks, cliff wrens, and great blue herons can be spotted at varying points in the year. Bighorn sheep, javelina, white-tail and mule deer, and beavers reside in the Gila Box Riparian National Conservation Area.

Soils

There are five (5) soil types within the Duncan area. There are Pima Silty Clay Loam, Torrifluvents-Riverwash Complex, Glendale-Gila Complex, Tres Hermanos-Continental-Nickel Complex, and Calciorthids and Torriorthents.

The Pima Silty Clay Loam soils are found adjacent to the river within the outside the floodplain. This soil unit is well suited for both irrigated crops and pasture. It is also suitable for homesite development, but consideration should be given to shrink-well potential and low soil strength.

The Torrifluvents-Riverwash Complex is located primarily within the floodplain and extends into the Whitfield Wash. It is very permeable soil with stratified layers of sand and gravel.

The Glendale-Gila Complex is found in the Hunter Estates area. It is deep and well-drained soil with moderate permeability. It is well suited for both irrigated croplands and homesite development.

The Calciorthids and torriorthents have severe building limitations due to their slow permeability, high shrink-swell potential, low soil strength, and steep slope. These soils are confined primarily to slopes in the southwest section of Duncan.

The Tres Hermanos-Continental-Nickel Complex soils are located in the hilly areas to the southeast of Duncan. Associated limitations for home site development are steepness of slope and shrink-swell potential.

Historical Resources

Preservation plays an important role in the historic sites that can still be found in Duncan. By working with town government, community leaders and area residents, the Duncan Preservation Society (previously the P.R.I.D.E. Society) has been instrumental in preserving the history and physical structure of



many notable buildings in the Town. These structures are detailed in Table 1 below. With more than 20 historic homes, buildings, points of interest and other historically significant locations from the 1800s to early 1900s, Duncan boasts an impressive historic culture of preservation. Emphasizing preservation and continuing to advocate for these historic resources is central to maintaining the environment and character of the Town of Duncan. These qualities of the built and natural environment combine to form Duncan's own unique image. Integrated planning and foresight can be used to protect and enhance the distinctive qualities that make up Duncan's identity and ensure it is maintained for the future. Following is a list of historical structures of interest in Duncan, Arizona

Table 1: Historic Structures

Name	Details
Benjamin F. Billingsley House	built in 1900 and located in 202 Main St. The Billingsley House is a one-story, slightly asymmetrical Queen Anne house with a steeply pitched, truncated hip roof. There is a corbelled brick chimney projecting from the south roof slope. Benjamin F. Billingsley was a prosperous dry goods merchant in Duncan from 1895 to 1940. NRHP August 25, 1983, Ref: #83002998.
Simpson Hotel (former Hotel Hobbs)	built in 1914 and located in 116 Main Street
Freiheit Building	built in 1913 and located in Spezia Square Park on Railroad Ave. (Old US 70)
Country Store	built in 1909 and located in 105 Railroad Ave. (Old US 70)
Duncan Restaurant	built in 1909 and located in 107 Railroad Ave. (Old US 70)
Duncan Theater	built in 1921 and located in Railroad Ave. (Old US 70)
River Front Lounge (former Bonnie Heather Bar/Pool Hall)	built in 1925 and located in Railroad Ave. (Old US 70)
Bonnie Heather Inn	built in 1920 and located in 105 Main Street
First Duncan School Building	built in 1908 and located in 100 High St. Originally the school had a second floor. Now the American Legion, minus the second floor, which was removed, is housed in the building.
Duncan Bus Station	Now the Duncan Hotel, was built in 1920 and located in 302 Old US 70
Lonesome Dove Mercantile	built in 1860 and located in 404 North Ave.
Saint Mary's Catholic Church	built in 1936 and located in 111 3rd Street
Bank of Duncan	built in 1908 and located in 118 Main Street
Duncan Opera House	built in 1920 and located in 218 Hill Street

S & L Enterprises	built in 1896 and located in 108 Main Street
Bart Tipton's Saloon (former Ford Motors, Peterson's Garage)	Bart Tipton's Saloon (former Ford Motors, Peterson's Garage)
Greenlee County Building	built in 1890 and located in 115 Madison Street
House on 211 Railroad Ave.	built in 1920
Germaine store	built in 1900 and located in 417 North Ave
Knights of Pythias building	built in 1900 and located in 449 (216) Main Street. This building housed the Duncan Lodge num. 27 of the Knights of Pythias
Duncan Church of Christ	built in 1914 and located in 328 East Ave,
Duncan Stage Stop	built in 1890 and located in Madison Street
Antique town clock	located in Spezia Square Park on Railroad Ave. (Old US 70)
1950 Chevrolet 6400 2-ton fire truck	located on the corner of Main and Railroad Ave.



Hazard Mitigation

The area of hazard mitigation of the utmost importance to the Town of Duncan is flood control. Duncan has flooded multiple times in the last 100 years, often causing devastating damage. Currently, the only protection the Town possesses against flooding from the Gila River are earth dikes, which have been intermittently maintained and inspected by Town officials. The 2016

Duncan Floodplain Analysis Report suggests two strategies to mitigate uncontrolled flooding: implementing a levee, restoring the Gila River, or a combination of both. Implementing a levee would aid in physically blocking excess water from spilling over and entering the Town. Restoring the Gila River would focus on removing vegetation overgrowth. Around 60% of salt cedar and cotton-wood trees growing in the river bed would be removed or trimmed. This would allow the river to increase in capacity, retaining larger volumes of water and preventing spillage and flooding in the Town.



ENVIRONMENTAL PLANNING AND HAZARD MITIGATION
GOALS, OBJECTIVES AND POLICIES

GOAL 1: To adopt a Hazard Mitigation Plan for the Town of Duncan that satisfies the legislated requirements set forth by the Disaster Mitigation Act of 2000.

Objective 1: The Planning and Zoning Commission should serve as the Town of Duncan planning team.

Policies:

- 1: The Planning and Zoning Commission should encourage leaders of the community to become involved.
- 2: The Planning and Zoning Commission should educate the public about all hazards that could potentially impact the community and the need for mitigation.

Objective 2: The Planning and Zoning Commission should identify any hazards, natural or anthropogenic.

Policies:

- 1: The Planning and Zoning Commission should make a comprehensive list of potential hazards for each category
- 2: The Planning and Zoning Commission should develop a plan in the event of any of these identified hazards.

Objective 3: The Town should annually review and update their general plan and zoning ordinances to limit development in hazard areas and require building to standards that will prevent or reduce damage.

Policies:

- 1: The Planning and Zoning Commission and the Duncan Town Council should annually review the Hazard Mitigation Plan, the General Comprehensive Plan, and Chapter 15 of the Zoning Ordinances to ensure that development is limited in hazard areas.
- 2: The Planning and Zoning Commission should review each request for new development or buildings to ensure they are in accordance with Chapter 15 of the Code Book and the Hazard Mitigation Plan.

Objective 4: The Town should adopt policies which serve the natural environment and prevent flooding.

Policies:

1. The Town should encourage the planting of native trees and groundcover plants to prevent losses to storms and flooding.
2. The Town should work with Greenlee County officials and the US Army Corps of Engineers to dredge the Gila River.

Objective 5: Protect and reinvest in the historical resources of the Town.

Policies:

- 1 The Town should strive to identify and preserve all significant historical resources and sites within the Town.
- 2 The Town should identify and promote opportunities for adaptive reuse of underutilized historic structures.
- 3 The Town should identify grants and other financial assistance programs to help rehabilitate and make habitable historic and significantly important buildings.
- 4 The Town should create new reuse and historic building design requirements to allow historic properties to be updated without requiring negative impacts to the historic façade.
- 5 The Town should investigate reducing or eliminating requirements for improvements that cannot be met on historic buildings due to the building's design and structure in order to make the building useable.
- 6 The Town should continue to collaborate with the Duncan Preservation Society.

Environmental Planning and Hazard Mitigation Implementation Strategies	
Goal	Strategy
The Planning and Zoning Commission should serve as the Town of Duncan planning team.	The Planning and Zoning Commission should encourage leaders of the community to become involved.
	The Planning and Zoning Commission should educate the public about all hazards that could potentially impact the community and the need for mitigation.
The Planning and Zoning Commission should identify any hazards, natural or anthropogenic.	The Planning and Zoning Commission should make a comprehensive list of potential hazards for each category.
	The Planning and Zoning Commission should develop a plan in the event of any of these identified hazards.
The Town should annually review and update their general plan and zoning ordinances to limit development in hazard areas and require building to standards that will prevent or reduce damage.	The Planning and Zoning Commission and the Duncan Town Council should annually review the Hazard Mitigation Plan, the General Comprehensive Plan, and Chapter 15 of the Zoning Ordinances to ensure that development is limited in the hazard areas
	The Planning and Zoning Commission should review each request for new development or buildings to ensure they are in accordance with Chapter 15 of the Code Book and the Hazard Mitigation Plan.
The Town should adopt policies which serve the natural environment and prevent flooding.	The Town should encourage the planting of native trees and groundcover plants to prevent losses to storms and flooding.
	The Town should work with Greenlee County officials and the US Army Corps of Engineers to dredge the Gila River.

Protect and reinvest in the historical resources of the Town.	The Town should strive to identify and preserve all significant historical resources and sites within the Town.
	The Town should identify and promote opportunities for adaptive reuse of underutilized historic structures.
	The Town should identify grants and other financial assistance programs to help rehabilitate and make habitable historic and significantly important buildings.
	The Town should Create new reuse and historic building design requirements to allow historic properties to be updated without requiring negative impacts to the historic façade.
	The Town should investigate reducing or eliminating requirements for improvements that cannot be met on historic buildings due to the building's design and structure in order to make the building useable.
	The Town should continue to collaborate with the Duncan Preservation Society.

CHAPTER 8

ECONOMIC DEVELOPMENT ELEMENT



The **Economic Development Element** ties everything together in the General Plan by utilizing the strengths and goals of the Town to continue its growth and economic success. There is ample opportunity to strengthen the Duncan economy and create opportunities for future investment and development in line with its classic small-town character.

Serving as a strategic framework, the Economic Development Element provides direction for Town officials, developers, businesses, and the public in evaluating projects and policies that affect the community's economic and fiscal well-being. Despite not being a required component of the General Plan Update, it remains a critical element for achieving the Town's long-term vision of sustainable growth. This element maintains strong connections with the Land Use, Circulation, Growth Areas, and Cost of Development Elements and underscores the importance of growing the local employment base, diversifying job opportunities, and fostering educational and career advancement.

Duncan recognizes the economic contributions made by existing businesses and facilities already operating and seeks to expand upon and support these economic assets while also diversifying the local consumer and employment opportunities. Further support of these existing businesses is highlighted herein, as well as the goals for creating new economic opportunities within Duncan.

Employment

The Duncan economy employed 257 people in 2022 with only a 1.6% unemployment rate and an average household income of \$67,100. Education, Health Care, and Social Assistance services are the highest employers, employing 98 residents followed by the second highest employer Agriculture, Forestry, Fishing, Hunting & Mining employing 41 people and Construction employing 29 people. From 2010 to 2022 there was a steady employment rate (257 persons) as well as a marked decrease in unemployment from 16.3% to 1.6%.

2022 Duncan Employment by Industry		
Industry	Employed Duncan Residents	Percentage
Education, healthcare & social assistance	98	40.2%
Agriculture, forestry, fishing, hunting, mining	41	16.8%
Construction	29	11.9%
Arts, entertainment, food & recreation services	17	7.0%
Public administration	14	5.7%
Finance, insurance & real estate	13	5.3%
Transportation, warehousing, & utilities	13	5.3%
Professional, scientific, & administrative services	10	4.1%
Retail trade	9	3.7%
Information	0	0%
Manufacturing	0	0%
Wholesale trade	0	0%
Other services	0	0%

Source: American Community Survey, Arizona Commerce Authority, 2022.

Education dominates the Duncan economy, with over 40% of the civilian workforce being employed through the Duncan Unified School District. Mining and construction are also strong pillars of the Duncan economy employing 17% and 12% of the population, respectively.

LABOR FORCE			
	2010	2020	2022
Civilian Labor Force	307	257	257
Unemployed	15	42	4
Unemployment Rate	4.9%	16.3%	1.6%

Source: Office of Economic Opportunity, Arizona Commerce Authority, 2022

Workforce

The percentage of residents with a Bachelor's or more advanced degree is 24.1%, with some college or an Associate's degree accounts for 23.9%, high school or equivalent with no college is 34.2% and residents with less than a high school education make up for 17.7% of the Duncan population.

The workforce education attainment shows that just over 50% (51.9%) of residents have primarily attained a high school diploma or less. 48% of residents have attempted some college, obtained an Associate's degree, or completed a Bachelor's program or beyond. This makes for a largely even split between college-educated and high-school education residents.

WORKFORCE EDUCATION ATTAINMENT		
	COUNT	SHARE
Less than high school	83	17.7%
High school or equivalent, no college	160	34.2%
Some college or Associate degree	112	23.9%
Bachelor's degree or advanced degree	113	24.1%

Source: American Community Survey, Arizona Commerce Authority in cooperation with other sources, 2022

Economic Development Opportunities

Duncan has a strong economic base of civil servant jobs focused around education which serve the local residents. There is also a significant number of mining and construction jobs within and adjacent to the Town. In order to continue to grow and provide a stronger revenue stream for the Town to update and expand their own services, Duncan needs to reach employers and businesses who serve a greater regional area and capitalize on the close proximity to Tucson and greater Greenlee County. The Town is already attracting students from nearby Virden, New Mexico and

by creating a stronger economic base there is opportunity to attract tourism and shopping revenue from New Mexico as well. By targeting key employers, evaluating incentives and investing in housing construction, the Town can successfully work to attract more employment and tax revenue opportunities.

Existing Highlighted Businesses



Chaparrall Mini Mart

Chaparrall Mini Mart and Hotel is a convenience store, gas station and motel located along Old West Highway in Duncan. The owner of Chaparrall, Meghan Wagley, was awarded the Gila Valley Small Business Woman of the Year in 2018 in recognition of her dedication to the service of Duncan residents and her success as a business owner. Chaparrall is a destination for essential items in Duncan.

Greenlee Golf and Country Club

Greenlee Golf and Country Club was founded in 1950 and has been offering year-round, nine-hole layout golfing experiences for over 70 years. Open to the public, the golf course serves as a great recreational experience for Duncan residents and greater Greenlee County.



Humble Pie

Humble Pie is a take-out focused restaurant known for its friendly service and use of quality, fresh ingredients. Located along Main Street, Humble Pie is a family favorite in Duncan and, as written in the Arizona Highways article featuring the business, attracts patrons from across Arizona and into New Mexico. The owners of Humble Pie have been mastering their craft for over 30 years and they have many loyal customers to show for it.

The Simpson Hotel

The Simpson Hotel is a classic feature of the Duncan townscape, first opening its doors in 1914 as the Hotel Hobbs. The Hotel was soon after sold to Thomas Simpson where it received its iconic name and painted façade. By the 1940s the Hotel was owned by Second and Nadine Francese who helmed the business in its heyday as Duncan welcomed mining, agricultural, railway, and teaching professionals.

After the new Interstate 10 drew traffic away from Duncan and to the south, business slowed. Still, after flooding and years of renovations the Simpson Hotel reopened in 2007 as a Bed and Breakfast.

Today, the Hotel is a popular stop for travelers exploring southeastern Arizona and southern New Mexico.



The Stage Shop Mini Mart

The Stage Shop is the best, and currently only, place in town to refill on gasoline and diesel. The mini mart offers great deals on convenience store items, as well as featuring fun drinks such as slushies during the summer months.

The Ranch House Restaurant

The Ranch House, founded in 2010 is Duncan's premier dining experience. The menu is inspired by Mexican dishes with something for everyone. Ingredients are locally and sustainably sourced and the service is world-class with raving reviews from loyal customers and travelers passing through Duncan. The Ranch House is open 7 days a week and provides dine-in and takeout options.



Economic Opportunities

SEAGO

The Town of Duncan is a member of the Southeastern Arizona Governments Organization (SEAGO) which was created in 1991 as an Economic Development Administration (EDD). EDD's help lead the locally based, regionally driven economic development planning process that leverages the involvement of the public, private, and non-profit sectors.

Duncan, and Greenlee County at large, are part of the Mining Region designated by SEAGO. As a mining region, Duncan's economic vitality is largely dependent upon mining in Greenlee County.

SEAGO has identified redevelopment of the Business District as a top priority. Suggestions include retrofitting better lighting, installing electric car battery recharge stations, bringing businesses into compliance with ADA regulations, and rehabilitating Town-owned structures in the business district.

	Project Name	Project Description	Costs	CEDS-Related Focus Area	Local Ranking	Regional Ranking
Duncan, Greenlee County	Expand Critical Infrastructure	Water, Sewer, and Broadband extended to inner and outer city limits; Connect infrastructure to commercial and residential areas	\$1.9M	Focus Area 2	1	12
	Road, Sidewalk, and Cycle Lane Infrastructure	Improve roads and sidewalks to new and existing commercial and housing areas; expand traffic signage and rehabilitate roads	\$1.3M	Focus Area 2	2	28
	Redevelopment of Business District	Retrofitting better lighting; Electric Car Battery Recharge Station; ADA Friendly Businesses; Rehabilitate Town-owned Structures in Commercial District	\$860K	Focus Area 1, 2 & 3	3	24
	Water Tank Storage	Update Water Tank Storage Capacity for businesses and home owners; current capacity does not meet fire protection service and is underserved in many parts of Duncan	\$789K	Focus Area 2	4	14
	Park Retrofitting, Updating, and Promoting	Retrofitting two parks with ADA-friendly bathrooms, Ramadas and picnic areas; repositioning the Mesa "360 view" as a recreation magnet for trail hikers and cyclists;	\$900K	Focus Area 2	5	42
	Study of Wastewater Treatment Plant	Study the existing and future capacity of the wastewater treatment plant.	\$300K	Focus Area 2	6	21
	Conversion of Stressed Agriculture Assets	Educate and support river-corridor landowners, whose livelihoods are threatened by water rights adjudication and litigation, in converting their properties to nature-tourism destinations; expand facilities and signage, online marketing and other outreach for the Duncan area's nature tourism assets	\$80K	Focus Area 1	7	11

Southeastern Arizona Government Organization Comprehensive Economic Development Strategy, 2021 (p. 52)

Mining

Many residents, full-time and part-time, are employed at the Morenci Mine operated by Freeport-McMoRan. The mine has been continuously operating since 1939 when it was owned and operated by Phelps Dodge & Company. In the time since it opened, it has transitioned from an underground mine to an open-pit operation and has greatly expanded its daily and annual production. Morenci mine employs around 4,000 workers



Safford Mine, located in Graham County, began operating in 2007 and was the first new large-scale copper mining project in Arizona in more than 30 years. Safford mine is located approximately 53 miles west of Duncan.

Joint Technological Education District

Duncan Unified School District is partnered with Gila Institute for Technology (GIFT) to facilitate career and technical education opportunities for high schoolers and high-school aged children. GIFT is a Career and Technical Education District (CTED) GIFT serves southeastern Arizona including Graham and Greenlee counties in order to prepare students for advanced degree training and success in the workforce.

Duncan Unified School District also offers a wide array of Career and Technical Education (CTE) courses that allow students to find and stoke their passion, as well as establish strong practical skills they can take with them into the workforce. Some CTE courses offered include: Agricultural Science, Carpentry, Culinary Arts, Accounting, Business Management, Early Childhood Education, Welding and Marketing.

Agriculture

Duncan is in the heart of Greenlee County's principal agricultural area, the verdant and fertile Duncan Valley. Some 10,000 acres of Duncan Valley are under irrigation and produce about 5,000 bales of cotton annually. Other crops are grains, potatoes, melons and chilies. Cattle continue to play an important role in the economy, both on dairy farms and cattle ranches.

Capitalizing on Agribusiness and Agritourism would create valuable new opportunities for growth, diversification, and community development. By promoting activities such as farm tours, local produce markets, and hands-on agricultural experiences, agritourism could attract visitors from nearby towns and states, increasing spending at local businesses like restaurants, shops, and lodging. Agribusiness ventures, such as value-added food production, sustainable farming, or

specialty crops, would provide new jobs and encourage entrepreneurship within the community. Together, these industries would help strengthen Duncan's economic resilience, preserve its agricultural heritage, and foster a stronger connection between residents, visitors, and the land.

Tourism

The Town of Duncan offers a wealth of tourism opportunities that highlight its natural beauty, rich history, and welcoming community. As a stop along a major cross-country bicycling route (Adventure Cycling Southern Tier), Duncan attracts cyclists from across the nation, providing opportunities for local businesses to cater to visitors with lodging, dining, and recreational amenities. The town's scenic bird-watching trails draw nature enthusiasts eager to explore its diverse wildlife and tranquil landscapes, making Duncan a hidden gem for eco-tourism. In addition, investing in the restoration of historical buildings would encourage even more visitors to Duncan to experience its small-town charm and a glimpse into Arizona's frontier past. Together, these features position Duncan as an ideal destination for travelers seeking authentic rural experiences and genuine Southwestern hospitality.

Downtown Business District

Duncan has a unique opportunity to bring a new life to its historic downtown by creating a downtown business district. This kind of district can help to encourage a Town identity to take form and breathe life back into both the character and economy of the area.

Many historical buildings along Main Street and in the downtown area have experienced deterioration due to weathering floods and lack of resources. By allowing for innovative and creative zoning and development strategies, resources could be toward redeveloping and restoring these buildings. With respect to Duncan's small size, even a few restored buildings could bring much-needed foot traffic to the downtown to support the local economy. In the Duncan Economic Opportunity Study conducted by Local First Arizona in 2021 found that most people reported they would shop locally if given the opportunity and business owners said they received a lot of support when people found them, but most people did not know they were there. By creating more excitement around the downtown, the likelihood of residents finding the good they need increases, as well as the success of the business owners.

In addition, working to complete the infrastructure update goals set out in the SEAGO would help to modernize the downtown and make it more accessible to the aging population of Duncan. Using redevelopment as an opportunity to come into compliance with ADA regulations will afford elderly residents more independence, physically and economically. Better lighting and electric vehicle charging stations will allow for travelers and residents to stay and enjoy what Duncan has to offer.



Commercial

Duncan has a great need for local commercial developments to support both the population and the local economy. For grocery needs, residents often drive out of the Town of Duncan to Clifton or Safford. A Family Dollar opened in Duncan which has increased access to groceries and fresh produce; however, residents have expressed desire for a locally-owned grocery store to begin operation in the Town in order to slow economic leakage.

Greyhound Bus

The Town of Duncan has a long-standing bus connection through Greyhound Bus that stops at the Hotel Duncan. A Greyhound bus connection provides a vital economic lifeline by linking residents, visitors, and workers to major Southwestern hubs from Deming and El Paso to Phoenix. Improving Duncan's tourist appeal could lead travelers who pass through Duncan on the Greyhound bus wanting to come back to visit again. By strengthening regional mobility and reducing transportation barriers, a Greyhound stop helps sustain Duncan's economic resilience and enhances its role as a gateway between rural communities and larger metropolitan centers.



ECONOMIC DEVELOPMENT GOALS, OBJECTIVES AND POLICIES

GOAL 1: To increase employment, retail sales, and other economic growth opportunities.

Objective 1: Retain and attract retail commercial and industrial firms.

Policies:

1. The Town should pursue its economic development goal through the efforts of an economic organization.
2. The Town should clearly define one or more areas of the community where new development should occur.
3. The Town should pursue a program of public facility improvement and maintenance for utilities and roads which will be required for new development. This program may require a commitment from other public utility providers such as the Duncan Valley Electric Cooperative, Greenlee County, and the Arizona Department of Transportation.
4. The Town should continue to support and/or co-sponsor civic events, festivals, and fairs which could be attended by local residents and tourists. Increased effort should be made toward cooperative promoting, with nearby jurisdiction, of regional attractions including areas within New Mexico.
5. The Town should encourage local merchants and property owners to rehabilitate and maintain their buildings, homes, and vacant lands in a visually attractive and safe condition

GOAL 2: Provide a diverse and skilled workforce.

Objective 1.0: Prepare the future workforce for success by offering diverse educational opportunities.

Policies:

- 2.1.1: Encourage and strengthen partnerships with local schools and institutions such as GIFT to engage students and create a high level of workforce skills.
- 2.1.2: Encourage regional educational cooperation between post-secondary, trade and technical schools.
- 2.1.3: Create Town conditions that support teacher retention such as affordability and adequate resourcing.

GOAL 3: Strengthen the downtown core.

Objective 1: Prioritize redevelopment, revitalization and infill efforts as part of the economic development strategy.

- 3.1.1: Formalize and work with the Duncan Chamber of Commerce to provide a program with opportunities for existing businesses to grow and improve their space.
- 3.1.2: Partner with the Duncan Chamber of Commerce to provide a program with opportunities for existing businesses to grow and improve their space.
- 3.1.3: Help with providing a list of funding opportunities for businesses who locate or operate in the downtown area to be able to maintain their historic character while updating to today's building requirements.
- 3.1.4: Encourage county and Town departments to maintain offices and spaces in the downtown area.
- 3.1.5: Update code and policies to better accommodate reuse, infill and difficult to improve parcels in the downtown area.

GOAL 4: Create an economic development plan and secure regional connections

Objective 1: Make Duncan more attractive for employers and employees.

Policies:

- 4.1.1: Work with Local First Arizona to create an economic development plan and make connections with regional business owners and economic development leaders.
- 4.1.2: Create strong professional connections between the Town of Duncan and regional communities to encourage mutual economic support.
- 4.1.3: Formalize and activate the Duncan Chamber of Commerce and potentially the Greenlee County Chamber of Commerce to advocate for economic prosperity in the Town

Economic Development Implementation Strategies	
Goal	Strategy
To increase employment, retail sales, and other economic growth opportunities	Retain and attract retail, commercial and industrial firms.
	Encourage the development of affordable housing to support a growing customer base and house the future workforce.
Provide a diverse and skilled workforce.	Encourage and strengthen partnerships with local schools and institutions such as GIFT to engage students and create a high level of workforce skills.
	Encourage regional educational cooperation between post-secondary, trade and technical schools.
	Create Town conditions that support teacher retention such as affordability and adequate resourcing.
Strengthen the downtown core.	Formalize and work with the Duncan Chamber of Commerce to provide a program with opportunities for existing businesses to grow and improve their space.
	Help with providing a list of funding opportunities for businesses who locate or operate in the downtown area to be able to maintain their historic character while updating to today's building requirements.
	Update code and policies to better accommodate reuse, infill and difficult to improve parcels in the downtown area.
Create an economic development plan and secure regional connections	Work with Local First Arizona to create an economic development plan and make connections with regional business owners and economic development leaders
	Create professional connections between the Town of Duncan and regional communities to encourage mutual economic support
	Formalize and activate the Duncan Chamber of Commerce and potentially the Greenlee County Chamber of Commerce to advocate for economic prosperity in the Town.

CHAPTER 9

IMPLEMENTATION



Under Arizona State law many actions on private land development, such as rezonings, subdivisions, public agency projects and other decisions must be consistent with the Town General Plan. As new projects come before the Town, this document will outline the goals and policies to be applied in guiding Town Staff and decision makers moving forward.

General Plan Framework

The General Plan is comprised of the vision statement, goals, policies and implementation strategies and is the foundation that will guide and support the Town's decision-making in all aspects related to growth and development. The General Plan sets the foundation from which all other studies, policies, guides and documents should orient from and revert back to for support.

The main items within the General Plan are comprised of the following:

- **Elements:** the chapters of the General Plan per the Arizona Revised Statutes requirements.
- **Community Vision:** a concise statement of the desired future Town supported by element goals.
- **Goals:** general statements expressing the desired objectives of the community of Duncan in order to help achieve their community vision of the Town which are listed for every Element.
- **Policies:** action statements supporting a goal, providing an ideal for decision making and guiding Town programs and strategies in the implementation strategies to get to the Town vision.
- **Implementation Strategies:** specific tasks to carry out the policies of the General Plan to achieve or implement its goals located at the end of each element and details responsible parties.

Implementation

The Town of Duncan General Plan guides decision-making about growth and development for the Town as it continues to grow and change over time. For the plan to stay relevant over time, it should be reviewed and updated periodically on an as-needed basis to respond to changes in economic, physical, environmental, or social conditions. Additionally, it may be amended in accordance with the terms of this General Plan.

Plan Amendments

General Plan Amendments provide an opportunity to address changing trends, new development styles, inconsistencies in the Plan, or land use-related adjustments which may be needed. Furthermore, plan amendments allow for an opportunity to review how the implementation of the Land Use Plan, Growth Area Plan and General Plan Elements work together to be supported by development proposals. Anyone can request an amendment to the Town's General Plan. Minor Amendments can be considered at any time of the year. Major Amendments will be heard once per calendar year.

Amendments to the General Plan may be initiated in two ways:

- (1) by the Town Council as a comprehensive update, re-adoption of the General Plan or amendment to a portion of the General Plan; or
- (2) by third party as an application filed for a General Plan Amendment.

General Plan amendments will be reviewed and processed in accordance with State law and Town ordinances and administrative procedures, and will occur only after careful staff review. Adoption by the Town Council will occur if the findings of fact support the proposed revisions. Three types of modifications to the General Plan may occur: **Major, Minor or Administrative Technical Revisions.**

Major Amendments

Major Amendments are changes to the Duncan General Plan which meet any of the following:

- Any change of 10 or more contiguous acres in the downtown core area.
- Any change from one residential land use classification to another residential classification of 50 acres or more contiguous acres.
- Any change from a residential land use classification to a nonresidential land use classification of 40 or more contiguous acres.
- Any proposed realignment or deletion of an Arterial or Principal roadway.
- Text changes which add a new General Plan element chapter or alter Policy.

Minor Amendments

Minor Amendments are changes to the Duncan General Plan that meet the following criteria:

- Any change of less than 10 contiguous acres in the downtown core area.
- Any change from one residential land use classification to another residential classification of 20-50 acres.
- Any change from a residential land use classification to a nonresidential land use classification of 10-39 contiguous acres.
- Changes mandated by any new state laws.
- Text changes, additions or deletions which are more than corrections/ clarifications and less than adding a new element chapter.
- Any proposed realignment of a Collector roadway (proposed additions or realignments of roadways with a classification lower than Collector do not require a General Plan Amendments.)

Major and Minor Amendments must address the following amendment approval criteria.

1. The identified site is appropriate for the proposed land use.
2. The amendment must be in line with the overall vision of the Town per the General Plan.
3. The amendment will not adversely impact a portion of, or the entire Town by:
 - a. Reducing the jobs per capita in the Town;
 - b. The amendment will not overtax existing infrastructure systems and public services;
 - c. The amendment will not negatively impact the existing community character of the immediate area;
 - d. The amendment will not increase the exposure of residents to aviation generated noise, and/or flight operations;
 - e. The amendment will not diminish the quality of the air, water or cultural resources; or
 - f. The amendment will not significantly decrease the quantity or quality of recreational amenities such as open space, parks and trails

The burden of proof to demonstrate that the amendment helps implement the Duncan General Plan Vision and the applicable goals and policies lies with the party requesting the amendment

Minor amendments and rezoning cases may be reviewed together and heard sequentially at the same hearing; however, the rezoning case must wait until the referendum period is also over for the minor general plan amendment before being heard by the Town Council. Major amendments and rezoning cases can be reviewed together; however, the rezoning case will not be heard by the Town Council until the referendum period for the Major General Plan is completed.

Anything less than the acreages listed herein are considered administrative amendments to the general plan map and do not require a major or minor amendment process.

Administrative Technical Revisions

Administrative Technical Revisions may be made administratively because they are not considered amendments to the General Plan goals and vision. Revisions may include map changes to reflect developments permitted by General Plan policy, factual changes to the databases/statistics used in preparation of the General Plan and corrections that do not change the meaning of policies and actions as adopted by the Town Council such as text clarifications or corrections to match the existing general plan or zoning code. These revisions will be processed on an ongoing basis.

Land Use Designations	Minor Amendment	Major Amendment
<i>Requested Change</i>		
Downtown Core Area - Any change of 10 contiguous acres or more		X
Downtown Core Area - Any change of under 10 contiguous acres or more	X	
Any change of 50 contiguous acres or more from one residential land use to another residential land use		X
Any change of 20-50 contiguous acres from one residential land use to another residential land use	X	
Any change of 40 contiguous acres or more from a residential land use to a nonresidential land use		X
Any change of 10-39 contiguous acres or more from a residential land use to a nonresidential land use	X	
Text changes which add a new GP Element		X
Any proposed realignment or deletion of an Arterial or Principal Roadway		X
Changes mandated by new state or federal law.	X	
Text changes, additions, deletions which are corrections and/ or clarifications	X	
Any proposed realignment of a Collector Roadway (proposed additions or realignments of roadways with a classification lower than a Collector do not require General Plan Amendments).	X	

Adoption

The General Plan is effective from the date the plan is initially adopted, until it is readopted or until a new plan is adopted and becomes effective. The following is the process for adoption:

1. Prior to the first public hearing conducted by the Town Council, the General Plan will be distributed for the formal 60-day agency review process.

According to A.R.S. §9-461.06D, the general plan amendment is noticed, as required by law, and a copy submitted for review and further comment to:

- The Greenlee County planning agency
 - Each county or municipality that is contiguous to the corporate limits of the municipality or its area of extraterritorial jurisdiction.
 - The Arizona Commerce authority or any other state agency that is subsequently designated as the general planning agency for this state.
 - The Department of Water Resources for review and comment.
 - If the General Plan amendment is applicable to territory in the vicinity of an airport, military airport or ancillary military facility as defined in A.R.S. §28-8461, the military airport or airport
 - If the General Plan amendment is applicable to property in the high noise or accident potential zone of an airport, military airport or ancillary military facility as defined in section A.R.S. §28-8461, the airport or facility.
 - Any person or entity that requests in writing to receive a review copy of the proposal.
2. State, regional and local agencies as well as stakeholders, landowners, and the general public have the opportunity to review and submit comments.
 3. The Town of Duncan then reviews all comments and makes recommendations for changes to the draft plan prior to the commencement of the formal review process.
 4. The Manager and the appointed General Plan Advisory Committee review the draft plan before submitting to the Town Council for the first public hearing review.
 5. The Town Council conducts another public hearing to take action on the General Plan. The Town Council can adopt the General Plan and subsequently amend or extend the adopted plan.
 6. Prior to the adoption of the General Plan, the Town Council may change or alter any portion of the Plan.
 7. The Town Council may accept or reject that recommendation.

Collaboration and Facilitation

Although the General Plan is organized into separate elements, not one element stands alone. The document works to interlace chapter elements and tie the together to provide a more cohesive and collaborative document for all Town departments to utilize in determining the Town's direction. The Town Manager should periodically review the Town development code and other regulations and recommend amendments that implement these strategies.

Implementing the General Plan requires a balance between competing goals and there are often trade-offs between community goals, as not all goals can be attained concurrently. Where competition between element goals may result in seemingly incompatible policy direction, Town decision-makers shall determine the priorities of competing needs and act based on that determination.

Zoning Code and Subdivision regulations should be updated to further engage the General Plan implementation strategies and coordinate the compatibility of land uses with each other and available public facilities and services.

Rezoning and development should be compatible with the intended future land use pattern shown in the Plan and be consistent with the vision, goals, policies, and help engage implementation strategies where possible.

It is important to note that the Town of Duncan General Plan does not change existing zoning or subdivision regulations and acts as a policy guiding document for which the Town to use as a resource for guiding development and land use decisions.

Monitoring the Plan Implementation

The Town Manager is responsible for monitoring the General Plan and the consideration for Town-initiated refinements at least once per year. The Manager shall provide an annual report to the Town Council on the General Plan and its implementation measurements taken and anticipated in the coming year. A comprehensive update to the General Plan should occur at a minimum every 10 years. The update process should re-evaluate the goals, policies and implementation measures. Changes are recommended to ensure that the Plan stays up-to-date and effective with implementing the plan.

**AGREEMENT BETWEEN
THE GREENLEE COUNTY BOARD OF SUPERVISORS
AND
THE TOWN OF DUNCAN
(For the provision of Labor and Equipment
2026 Chip Sealing Project)**

This is an Agreement ("Agreement") between the Greenlee County Board of Supervisors ("County") and the Town of Duncan (Town) for use of equipment and labor services for the repair, resurfacing and/or maintenance of roads in the Town of Duncan.

RECITALS

WHEREAS, the Town of Duncan desires to use Greenlee County equipment and personnel in road maintenance projects;

WHEREAS, Arizona Revised Statutes (A.R.S.) § 11-201 allows the Board of Supervisors to make and enter into such contracts;

WHEREAS, Arizona Revised Statutes (A.R.S.) § 9-441.02 allows the municipalities to make and enter into such contracts;

AGREEMENT

NOW, THEREFORE, the parties agree as follows:

1. Term

1.1 The term of this Agreement shall begin upon the approval to the agreement by the parties to this agreement and shall end upon the completion of the Resurfacing of the Roads listed in Section 1.2 of this agreement.

1.2 **ROADS:**

- Chaparral Road from State Highway 75 to the intersection of Chaparral Road and Danials Ave.
- McGrath Ave. from the intersection of Chaparral Road to Campbell Ave. at the Duncan Elementary School.
- Ocotillo Ave from McGrath Ave to Mesquite Ave.
- Campbell Street from McGrath Ave to Mesquite Ave.
- Chaparral Road from McGrath Ave to Mesquite Ave.

1.3 The framework of this Agreement may be utilized for projects in the future upon agreement of the parties to the scope of work, costs and other particulars of any such future projects.

2. Duties of the County

- 2.1 The County shall provide labor and equipment to the Town at the following rates:
- 2.2 County employees assigned to this chip sealing project shall be charged at to the Town at their current rate of pay, the average of which is \$27.40 per hour plus the costs of fringe benefits and other employee-related expenses.
- 2.3 Unless otherwise indicated, equipment shall be charged to the Town of Duncan at the current FEMA reimbursement rates per hour and may include but is not necessarily limited to the following:
- 2-Large Dump Truck(s) – \$74.83/hr
 - ~~2-Small Dump Truck(s) – \$55.98/hr~~ (Do not anticipate using these on Duncan portion of the Project)
 - Grader(s) – N/A
 - 1-Roller(s) - \$48.69/hr (rental rate)
 - 1-Chip Spreader - \$129.98/hr
 - 2-Sweeper(s) - \$95.85/hr
 - 1-Loader – \$95.09/hr
 - Although not anticipated, any other equipment in the County's possession that would be used in the ordinary course of road resurfacing. Such other equipment will likewise be charged at the current FEMA rate.
- 2.4 It is anticipated that the project shall last no more than two (2), ten-hour working days and that Greenlee County's estimated costs for labor and equipment is as follows:
- Labor: \$9,735.00 (Ave wage x 13 employees x 20 hrs (\$7,203.00) plus approximately 35% for EREs)
 - Equipment: \$12,302.40 (Total of all equipment listed above x 20 hrs)
- 2.5 The county will procure oil and other raw materials sufficient to complete the agreed upon projects and provide them to Town at County's cost. The estimated cost of such products is as follows:
- Oil Products: Prime, CRS-2P, and a CSS-1h, and 1:1 Fog Coat
 - \$33,285.37
 - 3/8 Fractured Chips
 - \$17,321.73
- 2.6 Notwithstanding these estimates, the county reserves the right to charge the actual cost of labor and equipment if the project exceeds the estimated time to complete the project.

3. Duties of the Town:

- 3.1 Town agrees to notify County no later than 30 days prior to the date that County Equipment and Personnel will be needed.
- 3.2 Reimburse the County for all charges for all materials, supplies, equipment and personnel utilized by Town for the road project at the rates set forth in Section 2 above.
- 3.3 Be the responsible party for all grant related responsibilities including but not necessarily limited to all reporting and record keeping with respect to this project for purposes of fulfilling grant requirements.

4. Total Projected Cost of Project:

- 4.1 The Parties agree that the **projected** cost for chip sealing the roads or portions of roads for the Town of Duncan as listed in Section 1.2 above, inclusive of estimated labor, equipment, oil and chips is **\$71,112.50**.
- 4.2 The Parties anticipate that this project is to be paid from grant funds that Town has obtained and that reimbursement to County for the projected amount of **\$65,564.94** will be paid by Town from these funds. However, should total project costs exceed the grant funds available, Town shall still reimburse County for all costs incurred.
- 4.3 The Parties agree that \$6,557.00 (10% of projected total cost) shall be held in reserve for unanticipated cost overruns, change orders or other unanticipated costs. Additionally, should actual costs be less than the projected costs outlined above, funds not incurred as anticipated will be added to the reserve. Payment to either party for additional costs incurred from this anticipated reserve shall be agreed to by the parties in writing and signed by the party's respective project representatives.
- 4.4 County will use its best efforts to keep project costs within the anticipated estimates provided above, barring any unplanned circumstances beyond the county's control occasioned by the conditions on or surrounding the roads or portions of roads subject to this agreement or any other event beyond the county's control.

5. Assumption of Liability:

- 5.1 In consideration of the use of county labor and equipment to construct the chip seal surface, upon completion of the chip seal resurfacing project, the Town will accept full responsibility for maintaining the roadways listed in Section 1.2 above and any and all liability that may result from maintenance or lack thereof of the listed roadways.

- 5.2 In addition to assuming all maintenance responsibilities, the Town will also assume all responsibility for any and all liability that may arise from the roadways listed in Section 1.2. The Town's assumption of all liability, risk, and responsibility shall include any and all liability arising from road design, road construction or road maintenance, and from any other cause without limit.

6. Additional Provisions:

- 6.1 No party shall discriminate against any Greenlee County or Town employee, client or any other individual in any way because of that person's age, race, creed, color, religion, sex, disability or national origin in the course of carrying out duties pursuant to this Agreement.
- 6.2 All parties shall comply with all applicable provisions of the Americans with Disabilities Act (Public Law 101-336, 42 U.S.C. 12101-12213) and all applicable federal regulations under the Act, including 28 CFR Parts 35 and 36.
- 6.3 As this project is undertaken pursuant to grant funds obtained by Town, all employees from either party shall be covered by Town's worker's compensation coverage while working on roads or sections of roads owned by Town.
- 6.4 This Agreement is subject to cancellation for conflict of interest pursuant to A.R.S. § 38-511, the pertinent provisions of which are incorporated herein by reference.
- 6.5 Nothing in the provisions of this Agreement is intended to create duties or obligations to or rights in third parties not parties to this Agreement or affect the legal liability of any party to the Agreement by imposing any standard of care different from the standard of care imposed by law.
- 6.6 Either party may terminate this Agreement at any earlier time by providing written notice to the other party at least thirty (30) days prior to the termination date.
- 6.7 Town shall indemnify, defend, save and hold harmless the County, its departments, and its officers, officials, agents, and employees (hereinafter referred to as "Indemnatee") from and against any and all claims, actions, liabilities, damages, losses, or expenses (including court costs, attorneys' fees, and costs of claim processing, investigation and litigation) (hereinafter referred to as "Claims") for bodily injury or personal injury (including death), or loss or damage to tangible or intangible property caused, or alleged to be caused, in whole or in part, by the negligent or willful acts or omissions of Town or any of its owners, officers, directors, agents, employees or subcontractors. This indemnity includes any claim or amount arising out of or recovered under the Workers' Compensation Law or arising out of the failure of such Town to conform to any federal, state or local law, statute, ordinance, rule, regulation or court decree. It is

the specific intention of the parties that the Indemnatee shall, in all instances, except for Claims arising solely from the negligent or willful acts or omissions of the Indemnatee, be indemnified by Town from and against any and all claims. It is agreed that Town will be responsible for primary loss investigation, defense and judgment costs where this indemnification is applicable. In consideration of the award of this contract, the Town agrees to waive all rights of subrogation against the County, its officers, officials, agents and employees for losses arising from the work performed by the Town.

- 6.8 County shall indemnify, defend, save and hold harmless the Town, its departments, and its officers, officials, agents, and employees (hereinafter referred to as "Indemnatee") from and against any and all claims, actions, liabilities, damages, losses, or expenses (including court costs, attorneys' fees, and costs of claim processing, investigation and litigation) (hereinafter referred to as "Claims") for bodily injury or personal injury (including death), or loss or damage to tangible or intangible property caused, or alleged to be caused, in whole or in part, by the negligent or willful acts or omissions of County or any of its owners, officers, directors, agents, employees or subcontractors. This indemnity includes any claim or amount arising out of or recovered under the Workers' Compensation Law or arising out of the failure of such County to conform to any federal, state or local law, statute, ordinance, rule, regulation or court decree. It is the specific intention of the parties that the Indemnatee shall, in all instances, except for Claims arising solely from the negligent or willful acts or omissions of the Indemnatee, be indemnified by County from and against any and all claims. It is agreed that County will be responsible for primary loss investigation, defense and judgment costs where this indemnification is applicable.
- 6.9 It is agreed that the Parties to this Agreement have participated fully in the negotiation and preparation of the Agreement. Any rule of construction to the effect that ambiguities are to be resolved against the drafting Party shall not apply in interpreting this Agreement. The Parties acknowledge they have been advised by counsel or have had the opportunity to be advised by counsel, in the negotiation and execution of the Agreement.

7. Notices:

All notices to the County relative to this Agreement shall be addressed to:

Greenlee County Board of Supervisors
Attn: Derek D. Rapier, County Administrator
P.O. Box 908
Clifton, AZ 85533

All notices to the Town relative to this Agreement shall be addressed to:

Town of Duncan
Attn: Terry Hinton, Town Manager
506 Old West Highway
Duncan, AZ 85534

8. Authorized Representatives:

For purposes of authorizing billing against project reserve funds, the parties respective representatives are:

County: David Manuz, Roads Supervisor
Town: Terry Hinton, Town Manager

9. This agreement shall be fully executed upon acceptance at separate meetings of the parties respective governing bodies and signatures by the Chairman and Mayor. This agreement may be executed at different times and locations.

IN WITNESS WHEREOF, the parties hereby have executed this Agreement:

By: _____
David Gomez, Chair
Greenlee County Board of Supervisors

By:  _____
Alex Blake, Mayor
Town of Duncan

ATTEST

APPROVED AS TO FORM:

By: _____
Clerk, Board of Supervisors
Greenlee County

By: _____
Gary Grithith
Greenlee County Attorney

By:  _____
Attorney for Town of Duncan

ADOT CAR No.: IGA 26-0011617-I
AG Contract No.: P0012026000281
Project Location/Name: Town of Duncan
Various Locations
Type of Work: System Wide Resurfacing
Federal-aid No.: DUN-0(201)T
ADOT Project No.: T0462 01D/01R/01C
TIP/STIP No.: DUN 26-01
ALN: 20.287 - Surface Transportation
Block Grant Program
Budget Source Item No.: 105827

INTERGOVERNMENTAL AGREEMENT

BETWEEN
THE STATE OF ARIZONA
AND
THE TOWN OF DUNCAN

THIS AGREEMENT ("Agreement") is entered into this date Ma 14 2026, pursuant to the Arizona Revised Statutes ("A.R.S.") §§ 11-951 through 11-954, as amended, between the STATE OF ARIZONA, acting by and through its DEPARTMENT OF TRANSPORTATION (the "State" or "ADOT") and the TOWN OF DUNCAN, acting by and through its MAYOR and TOWN COUNCIL (the "Town" or "Local Agency"). The State and the Local Agency are each individually referred to as a "Party" and are collectively referred to as the "Parties."

I. RECITALS

1. The State is empowered by A.R.S. § 28-401 to enter into this Agreement and has delegated to the undersigned the authority to execute this Agreement on behalf of the State.
2. The Local Agency is empowered by A.R.S. § 9-240 to enter into this Agreement and has by resolution, if required, a copy of which is attached and made a part of, resolved to enter into this Agreement and has authorized the undersigned to execute this Agreement on behalf of the Local Agency.
3. The work/improvements proposed in this Agreement, include construction of approximately 4,060 feet of sidewalks along Main Street and High Street to comply with American with Disabilities Act (ADA) standards, (the "Project"). The Project cost, shown in Exhibit A, is estimated at \$2,345,698, which includes federal aid and the Local Agency's match. The design of the Project was addressed in IGA 23-0009257-I. The Local Agency will perform the right of way activities under the stewardship and oversight of ADOT. The State will advertise, bid and award, and administer the construction phase of the Project.
4. The interest of the State in this Project is the acquisition of federal funds for the use and benefit of the Local Agency and authorization of such federal funds for the Project pursuant to federal law and regulations. The State shall be the designated agent for the Local Agency

for the Project, if the Project is approved by Federal Highway Administration (FHWA) and funds for the Project are available.

5. The foregoing Recitals and all Exhibits referred to herein and attached shall be incorporated into this Agreement.

In consideration of the mutual terms expressed herein, the Parties agree as follows:

II. SCOPE OF WORK

1. The Parties agree:
 - a. The Project will be completed, accepted, and paid for in accordance with the requirements of the Project plans and specifications.
 - b. The final cost estimate may exceed the initial estimate identified in Exhibit A, and in such case, the Local Agency is responsible for and agrees to pay, the difference prior to bid advertisement.
 - c. The final Project amount may exceed the initial estimate(s) identified in Exhibit A, and in such case, the Local Agency is responsible for, and agrees to pay, any and all actual costs exceeding the initial estimate. If the final Project amount is less than the initial estimate, the difference between the final bid amount and the initial estimate will be de-obligated or otherwise released from the Project. De-obligated federal aid will be returned to the State. The Local Agency acknowledges it remains responsible for actual costs and agrees to pay according to the terms of this Agreement.
 - d. The Local Agency and ADOT will each separately file a Notice of Intent (NOI) under the Construction General Permit (CGP) with the Arizona Department of Environmental Quality (ADEQ) before construction begins, if applicable to the Project.
2. The State will:
 - a. Execute this Agreement, and if the Project is approved by FHWA and funds for the Project are available, be the Local Agency's designated agent for the Project.
 - b. After this Agreement is executed, and prior to performing or authorizing any work on the Project, invoice the Local Agency for the Local Agency's share of the Project Development Administration (PDA) costs, estimated at \$1,710, and the Local Agency's share of right of way acquisition costs, estimated at \$11,000. If PDA costs exceed the estimate during the development of design, notify the Local Agency, obtain concurrence prior to continuing with the development of design, and invoice as determined by ADOT and the Local Agency for additional costs to complete PDA for the Project. If right of way acquisition costs exceed the estimate prior to completion of design, invoice the Local Agency for Project costs exceeding right of way acquisition. After the Project costs are finalized invoice or reimburse the Local Agency for the difference between actual costs and the amount the Local Agency has paid for PDA and right of way acquisition.

- c. After completion of design and prior to bid advertisement, invoice the Local Agency for the actual PDA costs, as applicable, and the Local Agency's share of the Project construction costs, estimated at \$127,948. After the Project costs for construction are finalized, the State will either invoice or reimburse the Local Agency for the difference between estimated and actual costs. De-obligate or otherwise release any remaining federal funds from the scoping/design phase of the Project.
 - d. After receipt of the actual PDA costs, if applicable, and the Local Agency's estimated share of the Project construction costs, including the difference between the final and the initial construction cost estimates, if applicable, submit all required documentation to FHWA with the recommendation that the maximum federal funds programmed for construction of this Project be approved. Should costs exceed the maximum federal funds available, it is understood and agreed that the Local Agency will be responsible for any overage.
 - e. After receipt of FHWA authorization, proceed to advertise for, receive and open bids, award and enter into a contract with the firm for the construction of the Project. If the bid amounts exceed the construction cost estimate, obtain the Local Agency's concurrence and invoice the Local Agency for the difference between the construction cost estimate and the bid amount prior to awarding the contract.
 - f. Notify the Local Agency of completion and final acceptance of the Project. At such time, file a Notice of Termination (NOT) with ADEQ transferring CGP responsibilities to the Local Agency, and provide a copy to the Local Agency indicating that the State's maintenance responsibility of the Project is terminated, as applicable.
 - g. Notify the Local Agency of completion and final acceptance of the Project; coordinate with the Local Agency and turn over full responsibility of the Project improvements.
 - h. Not be obligated to maintain the Project, should the Local Agency fail to budget or provide for proper and perpetual maintenance as set forth in this Agreement.
3. The Local Agency will:
- a. Designate the State as the Local Agency's authorized agent for the Project.
 - b. Within 30 days of receipt of an invoice from the State, pay the initial PDA costs, estimated at \$1,710 and the Local Agency's share of right of way acquisition costs, estimated at \$11,000. Agree to be responsible for actual PDA costs, if during the development of design, PDA costs exceed the initial estimate. Be responsible for the difference between the estimated and actual PDA and right of way acquisition costs of the Project.
 - c. After completion of design, within 30 days of receipt of an invoice from the State and prior to bid advertisement, pay to the State any outstanding PDA costs, the Local Agency's share of the Project construction costs, estimated at \$127,948, and if applicable, the difference between the final and initial construction cost estimates. Be

responsible for and pay the difference between the estimated construction cost and Project bid amount prior to award. After Project completion, be responsible for and pay any outstanding Project costs, within 30 days of receipt of an invoice.

- d. Be responsible for all costs incurred in performing and accomplishing the work as set forth under this Agreement, that are not covered by federal funding. Should costs be deemed ineligible or exceed the maximum federal funds available, it is understood and agreed that the Local Agency is responsible for these costs; payment for these costs shall be made within 30 days of receipt of an invoice from the State.
- e. Certify that all necessary rights of way have been or will be acquired prior to advertisement for bid and also certify that all obstructions or unauthorized encroachments of whatever nature, either above or below the surface of the Project area, shall be removed from the proposed right of way, or will be removed prior to the start of construction, in accordance with The Uniform Relocation Assistance and Real Property Acquisition Policies Act of 1970 as amended; 49 CFR 24.102 Basic Acquisition Policies; 49 CFR 24.4 Assurances, Monitoring and Corrective Action, parts (a) & (b) and ADOT Right of Way Procedures Manual: 8.02 Responsibilities, 8.03 Prime Functions, 9.06 Monitoring Process and 9.07 Certification of Compliance. Coordinate with the appropriate State's Right of Way personnel during any right of way process performed by the Local Agency, if applicable.
- f. As applicable, the Local Agency shall certify that it has adequate resources to discharge the Local Agency's real property related responsibilities and ensures that its Title 23-funded projects are carried out using the FHWA approved and certified ADOT Right of Way Procedures Manual and that it will comply with current FHWA requirements whether or not the requirements are included in the FHWA approved ADOT Right of Way Procedures Manual (23 CFR 710.201). Additionally the Local Agency shall certify that all real estate related activities requiring licensure are performed by licensed individuals as defined by the Arizona Department of Real Estate (A.R.S. §§ 32-2121 & 32-2122).
- g. Not permit or allow any encroachments on or private use of the right of way, except those authorized by permit. In the event of any unauthorized encroachment or improper use, the Local Agency shall take all necessary steps to remove or prevent any such encroachment or use. Provide a copy of encroachment permits issued within the Project limits to the State.
- h. Automatically grant to the State, by execution of this Agreement, its agents and/or contractors, without cost, the temporary right to enter the Local Agency's rights of way, as required, to conduct any and all construction and preconstruction related activities for the Project, on, to and over said Local Agency's rights of way. This temporary right will expire with completion of the Project.
- i. Investigate and document utilities within the Project limits; submit findings to ADOT determining prior rights or no prior rights; approve a location within the final right of way to re-establish the prior rights location for those utilities with prior rights.
- j. Be obligated to incur any expenditure should unforeseen conditions or circumstances increase Project costs. Be responsible for the cost of any Local Agency requested

changes to the scope of work of the Project, such changes will require State and FHWA approval. Be responsible for any contractor claims for additional compensation caused by Project delay attributable to the Local Agency. Payment for these costs will be made to the State within 30 days of receipt of an invoice from the State.

- k. After notification of final acceptance by the State, assume and maintain full responsibility of the Project, including Storm Water Pollution Prevention Plans (SWPPP) inspections, maintenance, and required documentation, until final stabilization is reached. Provide the NOI number to the State and the Contractor, accept CGP responsibilities at time of transfer, and file a NOT with ADEQ when final stabilization is reached, as applicable.
- l. After completion and final acceptance of the Project, agree to maintain and assume full responsibility of the Project and all Project components.

III. MISCELLANEOUS PROVISIONS

- 1. Effective Date. This Agreement shall become effective upon signing and dating of all Parties.
- 2. Amendments. Any change or modification to the Project will only occur with the mutual written consent of both Parties.
- 3. Duration. The terms, conditions and provisions of this Agreement shall remain in full force and effect until completion of the Project and all related deposits and/or reimbursements are made. Any and all obligations of maintenance hereunder shall remain perpetual and shall survive any termination hereof and the assignment or assumption of this Agreement or the Project by another competent jurisdiction or entity.
- 4. Cancellation. This Agreement may be canceled at any time up to 30 days before the award of the Project contract, so long as the canceling Party provides at least 30 days' prior written notice to the other Party. It is understood and agreed that, in the event the Local Agency terminates this Agreement, the Local Agency shall be responsible for all costs incurred by the State up to the time of termination. It is further understood and agreed that in the event the Local Agency terminates this Agreement, the State shall in no way be obligated to complete or maintain the Project.
- 5. Indemnification. The Local Agency shall indemnify, defend, and hold harmless the State, any of its departments, agencies, boards, commissions, officers or employees (collectively referred to in this paragraph as the "State") from any and all claims, demands, suits, actions, proceedings, loss, cost and damages of every kind and description, including reasonable attorneys' fees and/or litigation expenses (collectively referred to in this paragraph as the "Claims"), which may be brought or made against or incurred by the State on account of loss of or damage to any property or for injuries to or death of any person, to the extent caused by, arising out of, or contributed to, by reasons of any alleged act, omission, professional error, fault, mistake, or negligence of the Local Agency, its employees, officers, directors, agents, representatives, or contractors, their employees, agents, or representatives in connection with or incident to the performance of this Agreement. The Local Agency's obligations under this paragraph shall not extend to any Claims to the extent caused by the negligence of the State, except the obligation does apply to any negligence of the Local

Agency which may be legally imputed to the State by virtue of the State's ownership or possession of land. The Local Agency's obligations under this paragraph shall survive the termination of this Agreement.

6. Third-Party Indemnification. The State shall include Section 107.13 of the 2021 version of the Arizona Department of Transportation Standard Specifications for Road and Bridge Construction, incorporated into this Agreement by reference, in the State's contract with any and all contractors, of which the Local Agency shall be specifically named as a third-party beneficiary. This provision may not be amended without the approval of the Local Agency.
7. Programmed Federal Funds. The cost of right of way acquisition, construction and construction engineering work under this Agreement is to be covered by the federal funds programmed for this Project, up to the maximum available. The Local Agency acknowledges that actual Project costs may exceed the maximum available amount of federal funds, or that certain costs may not be accepted by FHWA as eligible for federal funds. Therefore, the Local Agency agrees to pay the difference between actual costs of the Project and the federal funds received.
8. Termination of Federal Funding. Should the federal funding related to this Project be terminated or reduced by the federal government, or Congress rescinds, fails to renew, or otherwise reduces apportionments or obligation authority, the State shall in no way be obligated for funding or liable for any past, current or future expenses under this Agreement.
9. Indirect Costs. The cost of the Project under this Agreement includes indirect costs approved by FHWA, as applicable.
10. Federal Funding Accountability and Transparency Act. The Parties warrant compliance with the Federal Funding Accountability and Transparency Act of 2006 and associated 2008 Amendments (the "Act"). Additionally, in a timely manner, the Local Agency will provide information that is requested by the State to enable the State to comply with the requirements of the Act, as may be applicable.
11. Single Audit. The Local Agency acknowledges compliance with federal laws and regulations and may be subject to the CODE OF FEDERAL REGULATIONS, TITLE 2, PART 200 (also known as The Uniform Grant Guidance). Entities that expend \$1,000,000 or more (on or after 10/01/24) of federal assistance (federal funds, federal grants, or federal awards) must comply by having an independent audit in accordance with 2 CFR Part 200 Subpart F (§§200.500 through 200.521).
12. Governing Law. This Agreement shall be governed by and construed in accordance with Arizona laws.
13. Conflicts of Interest. This Agreement may be canceled in accordance with A.R.S. § 38-511.
14. Inspection and Audit. The Local Agency shall retain all books, accounts, reports, files and other records relating to this Agreement which shall be subject at all reasonable times to inspection and audit by the State for five years after completion of the Project. Such records

shall be produced by the Local Agency, electronically or at the State office as set forth in this Agreement, at the request of ADOT.

15. Title VI. The Local Agency acknowledges and will comply with Title VI of the Civil Rights Act Of 1964.
16. Non-Discrimination. This Agreement is subject to all applicable provisions of the Americans with Disabilities Act (Public Law 101-336, 42 U.S.C. 12101-12213) and all applicable federal regulations under the Act, including 28 CFR Parts 35 and 36. The Parties to this Agreement shall comply with Executive Order Number 2009-09, as amended by Executive Order 2023-01, issued by the Governor of the State of Arizona and incorporated in this Agreement by reference regarding "Non-Discrimination."
17. Non-Availability of Funds. Every obligation of the State under this Agreement is conditioned upon the availability of funds appropriated or allocated for the fulfillment of such obligations. If funds are not allocated and available for the continuance of this Agreement, this Agreement may be terminated by the State at the end of the period for which the funds are available. No liability shall accrue to the State in the event this provision is exercised, and the State shall not be obligated or liable for any future payments as a result of termination under this paragraph.
18. Arbitration. In the event of any controversy, which may arise out of this Agreement, the Parties agree to abide by arbitration as is set forth for public works contracts if required by A.R.S. § 12-1518.
19. E-Verify. The Parties shall comply with the applicable requirements of A.R.S. § 41-4401.
20. Contractor Certifications. The Parties shall certify that all contractors comply with the applicable requirements of A.R.S. §§ 35-393.01 and 35-394.
21. Other Applicable Laws. The Parties shall comply with all applicable laws, rules, regulations and ordinances, as may be amended.
22. Notices. All notices or demands upon any Party to this Agreement shall be in writing and shall be delivered electronically, in person, or sent by mail, addressed as follows:

For Agreement Administration:

Arizona Department of Transportation
 Joint Project Agreement Group
 205 S. 17th Avenue, Mail Drop 637E
 Phoenix, AZ 85007
JPABranch@azdot.gov

Town of Duncan
 Attn: Terry Hinton
 506 SE Old West Highway
 Duncan, AZ 85534
 928.359.2791
thinton@townofduncan.org

For Project Administration:

Arizona Department of Transportation
 Project Management Group
 205 S. 17th Avenue, Mail Drop 614E
 Phoenix, AZ 85007
PMG@azdot.gov

Town of Duncan
 Attn: Terry Hinton
 506 SE Old West Highway
 Duncan, AZ 85534
 928.359.2791

thinton@townofduncan.org

For Financial Administration:

Arizona Department of Transportation
Project Management Group
205 S. 17th Avenue, Mail Drop 614E
Phoenix, AZ 85007
PMG@azdot.gov

Town of Duncan
Attn: Terry Hinton
506 SE Old West Highway
Duncan, AZ 85534
928.359.2791
thinton@townofduncan.org

23. Revisions to Contacts. Any revisions to the names and addresses above may be updated administratively by either Party with written notice to the other Party.
24. Legal Counsel Approval. In accordance with A.R.S. § 11-952 (D), the written determination of each Party's legal counsel providing that the Parties are authorized under the laws of this State to enter into this Agreement and that the Agreement is in proper form as set forth below.
25. Electronic Signatures. This Agreement may be signed in an electronic format including DocuSign.
-

Remainder of this page is intentionally left blank.

(Signatures begin on the next page)

IN WITNESS WHEREOF, the Parties have executed this Agreement to be effective upon the full completion of signing and dating by all Parties to this Agreement.

TOWN OF DUNCAN

By  Date 5/14/26
TITUS ALEXANDER BLAKE
Mayor

ATTEST:

By  Date 8/14/26
TERRY HINTON
Town Clerk

I have reviewed the above referenced Intergovernmental Agreement between the State of Arizona, acting by and through its Department of Transportation, and the Town of Duncan, an agreement among public agencies which, has been reviewed pursuant to A.R.S. §§ 11-951 through 11-954 and A.R.S. § 9-240 and declare this Agreement to be in proper form and within the powers and authority granted to the Town under the laws of the State of Arizona.

No opinion is expressed as to the authority of the State to enter into this Agreement.
Approved as to Form:

By  Date 5/15/26
TINA VANNUCCI
Town Attorney

ARIZONA DEPARTMENT OF TRANSPORTATION

By _____ Date _____

MATT MOUL, PE

Project Delivery and Operations

Division Director

This Agreement between public agencies, the State of Arizona and the Town of Duncan, has been reviewed pursuant to A.R.S. §§ 11-951 through 11-954 and A.R.S. § 28-401, by the undersigned Assistant Attorney General who has determined that it is in the proper form and is within the powers and authority granted to the State of Arizona. No opinion is expressed as to the authority of the remaining Parties, other than the State or its agencies, to enter into said Agreement.

By _____ Date _____

Assistant Attorney General

EXHIBIT A**Cost Estimate****T0462 01D/01R/01C**

The Project costs are estimated as follows:

ADOT Project Development Administration (PDA) Cost:**

Federal-aid funds @ 94.3%	\$ 28,290
Local Agency's match @ 5.7%	1,710
Subtotal – PDA	\$ 30,000

Right of Way:

Federal-aid funds @ 94.3%	\$ 60,000
Local Agency's match @ 5.7%	3,627
Local Agency's costs @ 100%	7,373
Subtotal – Right of Way	\$ 71,000

Construction:*

Federal-aid funds @ 94.3%	\$ 2,116,750
Local Agency's match @ 5.7%	127,948
Subtotal – Construction	\$ 2,244,698

Estimated TOTAL Project Cost **\$ 2,345,698**

Total Estimated Local Agency Funds **\$ 140,658**
Total Federal Funds **\$ 2,205,040**

* (Includes a minimum 20% construction engineering (CE) and administration cost (this percentage is subject to change, any change will require concurrence from the Local Agency) and 5% Project contingencies)

**AZ SMART Funds of \$30,000 have been awarded for this Project and was addressed in IGA 23-0009257-I. Additional PDS will be added to the Project per this IGA and the Local Agency will be invoiced as identified above for the PDA, \$1,710, estimated right of way, \$11,000 and construction costs, \$127,948 for this agreement.

Official Budget Forms
Tentative Town of Duncan Budget
Fiscal year 2027

Tentative Town of Duncan Budget

Table of Contents

Fiscal year 2027

Resolution for the adoption of the budget

Schedule A—Summary Schedule of estimated revenues and expenditures/expenses

Schedule B—Tax levy and tax rate information

Schedule C—Revenues other than property taxes

Schedule D—Other financing sources/(uses) and interfund transfers

Schedule E—Expenditures/expenses by fund

Schedule F—Expenditures/expenses by department (as applicable)

Schedule G—Full-time employees and personnel compensation

RESOLUTION 26-04

Town of Duncan

Resolution for the adoption of the budget

Fiscal year 2027

WHEREAS, in accordance with the provisions of Title 42, Ch. 17, Art. 1-5, Arizona Revised Statutes (A.R.S.), the Town Council did, on May 14, 2026, make an estimate of the different amounts required to meet the public expenditures/expenses for the ensuing year, also an estimate of revenues from sources other than direct taxation, and the amount to be raised by taxation upon real and personal property of the Town of Duncan, and

WHEREAS, in accordance with said chapter of said title, and following due public notice, the Council met on June 11, 2026, at which meeting any taxpayer was privileged to appear and be heard in favor of or against any of the proposed expenditures/expenses or tax levies, and

WHEREAS, it appears that publication has been duly made as required by law, of said estimates together with a notice that the Town Council would meet on June 11, 2026, at the office of the Council for the purpose of hearing taxpayers and making tax levies as set forth in said estimates, and

WHEREAS, it appears that the sums to be raised by taxation, as specified therein, do not in the aggregate exceed that amount as computed in A.R.S. §42-17051(A), therefore be it

RESOLVED, that the said estimates of revenues and expenditures/expenses shown on the accompanying schedules, as now increased, reduced, or changed, are hereby adopted as the budget of the Town of Duncan for the fiscal year 2027.

Passed by the Duncan Town Council, this 11th day of June, 2026.

APPROVED:

Mayor

ATTEST:

Clerk

Tentative Town of Duncan Budget
Summary Schedule of estimated revenues and expenditures/expenses
Fiscal year 2027

Fiscal year	S c h		Funds							
			General Fund	Special Revenue Fund	Debt Service Fund	Capital Projects Fund	Permanent Fund	Enterprise Funds Available	Internal Service Funds	Total all funds
2026	Adopted/adjusted budgeted expenditures/expenses*	E 1	884,849	15,580,869	0	0	0	465,000	0	16,930,718
2026	Actual expenditures/expenses**	E 2	845,094	2,392,307	0	0	0	374,119	0	3,611,520
2027	Beginning fund balance/(deficit) or net position/(deficit) at July 1***		0	0	0	0	0	0	0	0
2027	Primary property tax levy	B 4	15,000							15,000
2027	Secondary property tax levy	B 5								0
2027	Estimated revenues other than property taxes	C 6	985,135	15,582,634	0	0	0	478,500	0	17,046,269
2027	Other financing sources	D 7	0	0	0	0	0	0	0	0
2027	Other financing (uses)	D 8	0	0	0	0	0	0	0	0
2027	Interfund transfers in	D 9	0	0	0	0	0	0	0	0
2027	Interfund Transfers (out)	D 10	0	0	0	0	0	0	0	0
2027	Line 11: Reduction for fund balance reserved for future budget year expenditures									
	Maintained for future debt retirement									0
	Maintained for future capital projects									0
	Maintained for future financial stability									0
	Maintained for future retirement contributions									0
										0
2027	Total financial resources available		1,000,135	15,582,634	0	0	0	478,500	0	17,061,269
2027	Budgeted expenditures/expenses	E 13	1,000,135	15,582,634	0	0	0	478,500	0	17,061,269

Expenditure limitation comparison

1 Budgeted expenditures/expenses
2 Add/subtract: estimated net reconciling items
3 Budgeted expenditures/expenses adjusted for reconciling items
4 Less: estimated exclusions
5 Amount subject to the expenditure limitation
6 EEC expenditure limitation or voter-approved alternative expenditure limitation

2026	2027
\$ 16,930,718	\$ 17,061,269
16,930,718	17,061,269
15,500,000	15,500,000
\$ 1,430,718	\$ 1,561,269
\$ 2,515,069	\$ 2,624,194

☐ The city/town does not levy property taxes and does not have special assessment districts for which property taxes are levied. Therefore, Schedule B has been omitted.

- * Includes expenditure/expense adjustments approved in the current year from Schedule E.
- ** Includes actual amounts as of the date the proposed budget was prepared, adjusted for estimated activity for the remainder of the fiscal year.
- *** Amounts on this line represent beginning fund balance/(deficit) or net position/(deficit) amounts except for nonspendable amounts (e.g., prepaids and inventories) or amounts legally or contractually required to be maintained intact (e.g., principal of a permanent fund). See the Instructions tab, cell C17 for more information about the amounts that should and should not be included on this line.

Tentative Town of Duncan Budget
Tax levy and tax rate information
Fiscal year 2027

	<u>2026</u>	<u>2027</u>
1. Maximum allowable primary property tax levy. A.R.S. §42-17051(A)	\$ <u>24,723</u>	\$ <u>31,841</u>
2. Amount received from primary property taxation in the current year in excess of the sum of that year's maximum allowable primary property tax levy. A.R.S. §42-17102(A)(18)	\$ _____	
3. Property tax levy amounts		
A. Primary property taxes	\$ <u>15,000</u>	\$ <u>15,000</u>
Property tax judgment _____	_____	_____
B. Secondary property taxes	_____	_____
Property tax judgment _____	_____	_____
C. Total property tax levy amounts	\$ <u>15,000</u>	\$ <u>15,000</u>
4. Property taxes collected*		
A. Primary property taxes		
(1) Current year's levy	\$ <u>15,000</u>	
(2) Prior years' levies	_____	
(3) Total primary property taxes	\$ <u>15,000</u>	
B. Secondary property taxes		
(1) Current year's levy	\$ _____	
(2) Prior years' levies	_____	
(3) Total secondary property taxes	\$ _____	
C. Total property taxes collected	\$ <u>15,000</u>	
5. Property tax rates		
A. City/Town tax rate		
(1) Primary property tax rate	<u>0.8600</u>	<u>0.4711</u>
Property tax judgment _____	_____	_____
(2) Secondary property tax rate	_____	_____
Property tax judgment _____	_____	_____
(3) Total city/town tax rate	<u>0.8600</u>	<u>0.4711</u>
B. Special assessment district tax rates		
Secondary property tax rates—As of the date the proposed budget was prepared, the city/town was operating _____ special assessment districts for which secondary property taxes are levied. For information pertaining to these special assessment districts and their tax rates, please contact the city/town.		

* Includes actual property taxes collected as of the date the proposed budget was prepared, plus estimated property tax collections for the remainder of the fiscal year.

**Tentative Town of Duncan Budget
Revenues other than property taxes
Fiscal Year 2027**

Source of revenues	Estimated revenues 2026	Actual revenues* 2026	Estimated revenues 2027
General Fund			
Local taxes			
City Sales Tax	\$ 250,000	\$ 406,973	\$ 350,000
Licenses and permits			
Franchise Fees	22,000	18,463	22,000
Business License	1,500	2,133	1,500
Liceses & Permits	10,000	326	5,000
Dog Tags	100	40	100
Intergovernmental			
State Sales Tax	101,314	100,122	100,866
Urban Revenue Sharing	292,375	292,375	315,714
Auto Lieu	68,011	66,042	67,905
Charges for services			
Cemetery Fees	11,000	1,350	5,000
Pool Fees/Lessons/Rent	15,000	6,798	10,000
Refuse Fees	88,000	92,829	95,000
Sale/Rental of Property	6,000	11,589	6,000
Fines and forfeits			
Dog Impound	50		50
Interest on investments			
In-lieu property taxes			
Contributions			
Voluntary contributions			
Miscellaneous			
Miscellaneous	5,000	4,296	5,000
Swimming Pool Damages			
Insurance Dividend			
Contributions	1,000	1,000	1,000
Total General Fund	\$ 871,350	\$ 1,004,336	\$ 985,135

* Includes actual revenues recognized on the modified accrual or accrual basis as of the date the proposed budget was prepared, plus estimated revenues for the remainder of the fiscal year.

**Tentative Town of Duncan Budget
Revenues other than property taxes
Fiscal Year 2027**

Source of revenues	Estimated revenues 2026	Actual revenues* 2026	Estimated revenues 2027
Special revenue funds			
HURF	\$ 75,644	\$ 86,813	\$ 82,634
General Grant Funds	15,100,000	650,000	15,500,000
	\$ 15,175,644	\$ 736,813	\$ 15,582,634
	\$	\$	\$
	\$	\$	\$
	\$	\$	\$
	\$	\$	\$
	\$	\$	\$
	\$	\$	\$
	\$	\$	\$
	\$	\$	\$
	\$	\$	\$
	\$	\$	\$
	\$	\$	\$
	\$	\$	\$
	\$	\$	\$
	\$	\$	\$
	\$	\$	\$
Total special revenue funds	\$ 15,175,644	\$ 736,813	\$ 15,582,634

**Tentative Town of Duncan Budget
Revenues other than property taxes
Fiscal Year 2027**

Source of revenues	Estimated revenues 2026	Actual revenues* 2026	Estimated revenues 2027
--------------------	----------------------------	--------------------------	----------------------------

* Includes actual revenues recognized on the modified accrual or accrual basis as of the date the proposed budget was prepared, plus estimated revenues for the remainder of the fiscal year.

Debt service funds

	\$	\$	\$
	\$	\$	\$
	\$	\$	\$
	\$	\$	\$
	\$	\$	\$
	\$	\$	\$
	\$	\$	\$
	\$	\$	\$
Total debt service funds	\$	\$	\$

Capital projects funds

	\$	\$	\$
	\$	\$	\$
	\$	\$	\$
	\$	\$	\$
	\$	\$	\$
	\$	\$	\$

**Tentative Town of Duncan Budget
Revenues other than property taxes
Fiscal Year 2027**

Source of revenues	Estimated revenues 2026	Actual revenues* 2026	Estimated revenues 2027
	\$	\$	\$
Total capital projects funds	\$	\$	\$

* Includes actual revenues recognized on the modified accrual or accrual basis as of the date the proposed budget was prepared, plus estimated revenues for the remainder of the fiscal year.

Permanent funds

	\$	\$	\$
	\$	\$	\$
	\$	\$	\$
	\$	\$	\$
	\$	\$	\$
	\$	\$	\$
	\$	\$	\$
Total permanent funds	\$	\$	\$

Enterprise funds

Sewer	\$ 118,424	\$ 126,979	\$ 159,500
Water	251,473	228,820	319,000
	\$ 369,897	\$ 355,799	\$ 478,500
	\$	\$	\$
	\$	\$	\$
	\$	\$	\$
	\$	\$	\$

**Tentative Town of Duncan Budget
Revenues other than property taxes
Fiscal Year 2027**

Source of revenues	Estimated revenues 2026	Actual revenues* 2026	Estimated revenues 2027
_____	\$ _____	\$ _____	\$ _____
_____	_____	_____	_____
_____	_____	_____	_____
_____	\$ _____	\$ _____	\$ _____
Total enterprise funds	\$ <u>369,897</u>	\$ <u>355,799</u>	\$ <u>478,500</u>

* Includes actual revenues recognized on the modified accrual or accrual basis as of the date the proposed budget was prepared, plus estimated revenues for the remainder of the fiscal year.

Internal service funds

_____	\$ _____	\$ _____	\$ _____
_____	_____	_____	_____
_____	_____	_____	_____
_____	\$ _____	\$ _____	\$ _____
_____	\$ _____	\$ _____	\$ _____
_____	_____	_____	_____
_____	_____	_____	_____
_____	\$ _____	\$ _____	\$ _____
_____	\$ _____	\$ _____	\$ _____
_____	_____	_____	_____
_____	_____	_____	_____
_____	\$ _____	\$ _____	\$ _____
_____	\$ _____	\$ _____	\$ _____
_____	_____	_____	_____
_____	\$ _____	\$ _____	\$ _____
Total internal service funds	\$ _____	\$ _____	\$ _____
Total all funds	\$ <u>16,416,891</u>	\$ <u>2,096,948</u>	\$ <u>17,046,269</u>

* Includes actual revenues recognized on the modified accrual or accrual basis as of the date the proposed budget was prepared, plus estimated revenues for the remainder of the fiscal year.

Tentative Town of Duncan Budget
Other financing sources/(uses) and interfund transfers
Fiscal year 2027

Fund	Other financing 2027		Interfund transfers 2027	
	Sources	(Uses)	In	(Out)
General Fund				
	\$ _____	\$ _____	\$ _____	\$ _____
	_____	_____	_____	_____
	_____	_____	_____	_____
	_____	_____	_____	_____
Total General Fund	\$ _____	\$ _____	\$ _____	\$ _____
Special revenue funds				
	\$ _____	\$ _____	\$ _____	\$ _____
	_____	_____	_____	_____
	_____	_____	_____	_____
	_____	_____	_____	_____
Total special revenue funds	\$ _____	\$ _____	\$ _____	\$ _____
Debt service funds				
	\$ _____	\$ _____	\$ _____	\$ _____
	_____	_____	_____	_____
	_____	_____	_____	_____
	_____	_____	_____	_____
Total debt service funds	\$ _____	\$ _____	\$ _____	\$ _____
Capital projects funds				
	\$ _____	\$ _____	\$ _____	\$ _____
	_____	_____	_____	_____
	_____	_____	_____	_____
	_____	_____	_____	_____
Total capital projects funds	\$ _____	\$ _____	\$ _____	\$ _____
Permanent funds				
	\$ _____	\$ _____	\$ _____	\$ _____
	_____	_____	_____	_____
	_____	_____	_____	_____
	_____	_____	_____	_____
Total permanent funds	\$ _____	\$ _____	\$ _____	\$ _____
Enterprise funds				
	\$ _____	\$ _____	\$ _____	\$ _____
	_____	_____	_____	_____
	_____	_____	_____	_____
	_____	_____	_____	_____
Total enterprise funds	\$ _____	\$ _____	\$ _____	\$ _____
Internal service funds				
	\$ _____	\$ _____	\$ _____	\$ _____
	_____	_____	_____	_____
	_____	_____	_____	_____

Tentative Town of Duncan Budget
Other financing sources/(uses) and interfund transfers
Fiscal year 2027

Fund	Other financing 2027		Interfund transfers 2027	
	Sources	(Uses)	In	(Out)
Total Internal Service Funds	\$	\$	\$	\$
Total all funds	\$	\$	\$	\$

**Tentative Town of Duncan Budget
Expenditures/expenses by fund
Fiscal year 2027**

	Adopted budgeted expenditures/ expenses 2026	Expenditure/ expense adjustments approved 2026	Actual expenditures/ expenses* 2026	Budgeted expenditures/ expenses 2027
Fund/Department				
General Fund				
Cemetery	\$ 1,000	\$	\$ 107	\$ 1,000
Mayor & Council	26,925		16,804	27,425
Town Clerk	178,578		162,701	179,766
Financial Administration	296,208		295,654	312,186
Police Contract	60,000		60,000	60,000
Animal Control	2,500			2,500
Public Works	147,970		146,520	223,784
Parks	33,000		28,042	34,000
Sanitation	81,067		77,911	96,067
Swimming Pool	55,101		54,423	59,407
Town Properties	2,500		2,932	4,000
Total General Fund	\$ 884,849	\$	\$ 845,094	\$ 1,000,135
Special revenue funds				
HURF	\$ 80,869	\$	\$ 72,000	\$ 82,634
General Grant Funds	15,500,000		2,320,307	15,500,000
Total special revenue funds	\$ 15,580,869	\$	\$ 2,392,307	\$ 15,582,634
Debt service funds				
Contingency	\$	\$	\$	\$
Total debt service funds	\$	\$	\$	\$
Capital projects funds				
Contingency	\$	\$	\$	\$
Total capital projects funds	\$	\$	\$	\$
Permanent funds				
Contingency	\$	\$	\$	\$
Total permanent funds	\$	\$	\$	\$
Enterprise funds				
Sewer	\$ 158,500	\$	\$ 122,253	\$ 159,500
Water	306,500		251,866	319,000
Total enterprise funds	\$ 465,000	\$	\$ 374,119	\$ 478,500
Internal service funds				
Contingency	\$	\$	\$	\$
Total internal service funds	\$	\$	\$	\$
Total all funds	\$ 16,930,718	\$	\$ 3,611,520	\$ 17,061,269

* Includes actual expenditures/expenses recognized on the modified accrual or accrual basis as of the date the proposed budget was prepared, plus estimated expenditures/expenses for the remainder of the fiscal year.

**Tentative Town of Duncan Budget
Expenditures/expenses by department
Fiscal year 2027**

Department/Fund	Adopted budgeted expenditures/ expenses 2026	Expenditure/ expense adjustments approved 2026	Actual expenditures/ expenses* 2026	Budgeted expenditures/ expenses 2027
City clerk:				
General Fund	\$	\$	\$	\$
List other funds				
Department total	\$	\$	\$	\$
List department:				
General Fund	\$	\$	\$	\$
List other funds				
Department total	\$	\$	\$	\$
List department:				
General Fund	\$	\$	\$	\$
List other funds				
Department total	\$	\$	\$	\$

* Includes actual expenditures/expenses recognized on the modified accrual or accrual basis as of the date the proposed budget was prepared, plus estimated expenditures/expenses for the remainder of the fiscal year.

Tentative Town of Duncan Budget
Full-time employees and personnel compensation
Fiscal year 2027

	Full-time equivalent (FTE)	Employee salaries and hourly costs	Retirement costs	Healthcare costs	Other benefit costs	Total estimated personnel compensation
Fund	2027	2027	2027	2027	2027	2027
General Fund	7	\$ 314,255	\$ 29,978	\$ 47,152	\$	\$ 391,385
Special revenue funds						
HURF		\$	\$	\$	\$	\$
Total special revenue funds		\$	\$	\$	\$	\$
Debt service funds						
		\$	\$	\$	\$	\$
Total debt service funds		\$	\$	\$	\$	\$
Capital projects funds						
		\$	\$	\$	\$	\$
Total capital projects funds		\$	\$	\$	\$	\$
Permanent funds						
		\$	\$	\$	\$	\$
Total permanent funds		\$	\$	\$	\$	\$
Enterprise funds						
Sewer	2	\$ 65,777	\$ 4,955	\$ 13,257	\$	\$ 83,989
Water	2	77,035	14,101	15,806		106,942
Total enterprise funds	3	\$ 142,812	\$ 19,056	\$ 29,063	\$	\$ 190,931
Internal service funds						
		\$	\$	\$	\$	\$
Total internal service fund		\$	\$	\$	\$	\$
Total all funds	10	\$ 457,067	\$ 49,034	\$ 76,215	\$	\$ 582,316

Regular Town Council Meeting Attendance
May 14, 2026

	Name	Description	Phone #
1	ERIC ELLISON	SHERIFF	911
2	Amanda Calloway	Town's person (cowballe)	
3	Shylee Strain	town's person	
4	Sarah Strain	town's person	
5	Alice Strain	town's person	
6	Roni Swann		
7			
8			
9			
10			
11			
12			
13			
14			
15			
16			
17			
18			
19			
20			
21			
22			
23			
24			
25			

TOWN OF DUNCAN
FUND SUMMARY
FOR THE 11 MONTHS ENDING MAY 31, 2026

GENERAL FUND

	PERIOD ACTUAL	YTD ACTUAL	BUDGET	VARIANCE	PCNT
<u>REVENUE</u>					
TAXES	19,348.96	351,881.78	265,000.00	(86,881.78)	132.8
LICENSES AND PERMITS	1,518.59	20,097.62	33,600.00	13,502.38	59.8
INTERGOVERNMENTAL REVENUE	38,823.00	436,746.24	461,700.00	24,953.76	94.6
FEES AND CHARGES	11,695.05	110,975.42	120,000.00	9,024.58	92.5
FINES AND FORFEITURES	.00	.00	50.00	50.00	.0
REFUNDS AND REBATES	.00	(150.00)	.00	150.00	.0
MISCELLANEOUS	512.20	23,037.68	6,000.00	(17,037.68)	384.0
UNEXPECTED REVENUE	.00	66.40	.00	(66.40)	.0
	<u>71,897.80</u>	<u>942,655.14</u>	<u>886,350.00</u>	<u>(56,305.14)</u>	<u>106.4</u>
<u>EXPENDITURES</u>					
CEMETERY	.00	23.74	1,000.00	976.26	2.4
MAYOR & COUNCIL	708.79	13,708.12	26,925.40	13,217.28	50.9
TOWN CLERK	18,399.00	155,082.62	178,578.00	23,495.38	86.8
FINANCIAL ADMINISTRATION	31,141.06	262,551.29	296,208.20	33,656.91	88.6
POLICE DEPARTMENT	5,000.00	55,000.00	60,000.00	5,000.00	91.7
ANIMAL CONTROL	.00	.00	2,500.00	2,500.00	.0
PUBLIC WORKS/ROADS	16,966.38	141,844.16	147,970.40	6,126.24	95.9
PARKS	3,459.48	26,947.72	33,000.00	6,052.28	81.7
SANITATION/REFUSE	7,654.46	84,498.93	81,067.00	(3,431.93)	104.2
SWIMMING POOL	7,739.90	50,747.00	55,101.00	4,354.00	92.1
TOWN PROPERTIES	97.26	3,441.16	4,000.00	558.84	86.0
	<u>91,166.33</u>	<u>793,844.74</u>	<u>886,350.00</u>	<u>92,505.26</u>	<u>89.6</u>
	<u>(19,268.53)</u>	<u>148,810.40</u>	<u>.00</u>	<u>(148,810.40)</u>	<u>.0</u>

TOWN OF DUNCAN
FUND SUMMARY
FOR THE 11 MONTHS ENDING MAY 31, 2026

HIGHWAY USERS FUND

	PERIOD ACTUAL	YTD ACTUAL	BUDGET	VARIANCE	PCNT
<u>REVENUE</u>					
REVENUE	7,950.93	74,437.11	80,869.00	6,431.89	92.1
	7,950.93	74,437.11	80,869.00	6,431.89	92.1
<u>EXPENDITURES</u>					
EXPENDITURES	6,831.80	73,873.56	80,869.15	6,995.59	91.4
	6,831.80	73,873.56	80,869.15	6,995.59	91.4
	1,119.13	563.55	(.15)	(563.70)	37570

TOWN OF DUNCAN
FUND SUMMARY
FOR THE 11 MONTHS ENDING MAY 31, 2026

SEWER UTILITY FUND

	PERIOD ACTUAL	YTD ACTUAL	BUDGET	VARIANCE	PCNT
<u>REVENUE</u>					
OPERATING REVENUE	11,637.30	109,175.79	149,000.00	39,824.21	73.3
NON-OPERATING REVENUE	225.00	8,806.27	9,500.00	693.73	92.7
	<u>11,862.30</u>	<u>117,982.06</u>	<u>158,500.00</u>	<u>40,517.94</u>	<u>74.4</u>
<u>EXPENDITURES</u>					
EXPENDITURES	15,717.31	116,938.76	158,500.40	41,561.64	73.8
	<u>15,717.31</u>	<u>116,938.76</u>	<u>158,500.40</u>	<u>41,561.64</u>	<u>73.8</u>
	<u>(3,855.01)</u>	<u>1,043.30</u>	<u>(.40)</u>	<u>(1,043.70)</u>	<u>26082</u>

TOWN OF DUNCAN
FUND SUMMARY
FOR THE 11 MONTHS ENDING MAY 31, 2026

GENERAL GRANT FUNDS

	PERIOD ACTUAL	YTD ACTUAL	BUDGET	VARIANCE	PCNT
<u>REVENUE</u>					
SOURCE 66	.00	2,246,927.15	15,500,000.00	13,253,072.85	14.5
	.00	2,246,927.15	15,500,000.00	13,253,072.85	14.5
<u>EXPENDITURES</u>					
DEPARTMENT 800	61,992.31	2,057,043.04	15,500,000.00	13,442,956.96	13.3
	61,992.31	2,057,043.04	15,500,000.00	13,442,956.96	13.3
	(61,992.31)	189,884.11	.00	(189,884.11)	.0

TOWN OF DUNCAN
FUND SUMMARY
FOR THE 11 MONTHS ENDING MAY 31, 2026

WATER UTILITY FUND

	PERIOD ACTUAL	YTD ACTUAL	BUDGET	VARIANCE	PCNT
<u>REVENUE</u>					
SOURCE 60	487.06	28,418.07	13,500.00	(14,918.07)	210.5
OPERATING REVENUE	19,702.54	208,088.38	285,000.00	76,911.62	73.0
NON-OPERATING REVENUE	212.50	8,093.77	8,000.00	(93.77)	101.2
	<u>20,402.10</u>	<u>244,600.22</u>	<u>306,500.00</u>	<u>61,899.78</u>	<u>79.8</u>
<u>EXPENDITURES</u>					
EXPENDITURES	<u>22,314.61</u>	<u>242,607.23</u>	<u>306,500.10</u>	<u>63,892.87</u>	<u>79.2</u>
	<u>22,314.61</u>	<u>242,607.23</u>	<u>306,500.10</u>	<u>63,892.87</u>	<u>79.2</u>
	<u>(1,912.51)</u>	<u>1,992.99</u>	<u>(.10)</u>	<u>(1,993.09)</u>	<u>19929</u>

Report Criteria:

Report type: GL detail

Check.Type = {<>} "Adjustment"

GL Period	Check Issue Date	Check Number	Vendor Number	Payee	Invoice Number	Invoice Sequence	Invoice GL Account	Invoice Amount	Check Amount	Description
24978										
05/26	05/07/2026	24978	290	CASELLE	INV-19009	1	01-874-240	1,211.90	1,211.90	COMPUTER SOFTWARE MAINTENANCE
05/26	05/07/2026	24978	290	CASELLE	INV-19009	2	07-800-240	80.79	80.79	COMPUTER SOFTWARE MAINTENANCE
05/26	05/07/2026	24978	290	CASELLE	INV-19009	3	27-800-240	565.55	565.55	COMPUTER SOFTWARE MAINTENANCE
Total 24978:									1,858.24	
24979										
05/26	05/07/2026	24979	308	CMI QUICK COPY	55098	1	01-872-530	98.14	98.14	Name plates for council room
Total 24979:									98.14	
24980										
05/26	05/07/2026	24980	330	DUNCAN VALLEY ELECT	2507-043026	1	07-800-480	1,854.62	1,854.62	monthly sewer plant utilities
05/26	05/07/2026	24980	330	DUNCAN VALLEY ELECT	2507-043026	2	01-880-480	136.38	136.38	new shop/public works utilities
05/26	05/07/2026	24980	330	DUNCAN VALLEY ELECT	2507-043026	3	01-881-480	1,868.19	1,868.19	monthly city parks/street lights utilities
05/26	05/07/2026	24980	330	DUNCAN VALLEY ELECT	2507-043026	4	27-800-480	892.10	892.10	monthly southside water/ocotillo well utilities
05/26	05/07/2026	24980	330	DUNCAN VALLEY ELECT	2507-043026	5	01-891-480	97.26	97.26	monthly senior center utilities
05/26	05/07/2026	24980	330	DUNCAN VALLEY ELECT	2507-043026	6	01-874-480	286.09	286.09	monthly town hall utilities
05/26	05/07/2026	24980	330	DUNCAN VALLEY ELECT	2507-043026	7	01-884-480	397.05	397.05	monthly swimming pool utilities
Total 24980:									5,531.69	
24981										
05/26	05/07/2026	24981	1578	Fitzgibbons Law Offices, P	1379	1	01-874-360	560.00	560.00	legal service fees for misc matters
Total 24981:									560.00	
24982										
05/26	05/07/2026	24982	1586	Gila Valley Feed & Hardwa	157087-1579	1	27-800-220	110.94	110.94	SUPPLIES TO REPAIR WATER LEAKS
Total 24982:									110.94	
24983										
05/26	05/07/2026	24983	145	GREENLEE COUNTY	238	1	01-877-350	5,000.00	5,000.00	Law Enforcement Agreement

GL Period	Check Issue Date	Check Number	Vendor Number	Payee	Invoice Number	Invoice Sequence	Invoice GL Account	Invoice Amount	Check Amount	Description
Total 24983:									5,000.00	
24984	05/26	05/07/2026	24984	1297	JOSHUA MANER	2-569	1	01-874-320	704.00	IT Support
Total 24984:									704.00	
24985	05/26	05/07/2026	24985	1602	LACEY DIRT WORKS c/o	INV00208	1	18-800-720	5,305.00	250 TONS AB DELIVERED FOR HUNTER ROAD PROJECT
Total 24985:									5,305.00	
24986	05/26	05/07/2026	24986	1711	PEAC SOLUTIONS	41939552	1	01-872-380	326.52	printe/copier lease service fee
Total 24986:									326.52	
24987	05/26	05/07/2026	24987	530	SAFFORD BUILDERS SU	828318	1	18-800-803	327.37	ELECTRICAL SUPPLIES FOR BOOSTER HUNTER PROJECT
Total 24987:									327.37	
24988	05/26	05/07/2026	24988	1774	WEST VALLEY TRAILERS	50426	1	18-800-801	5,900.00	EQUIPMENT TRAILER PURCHASE
Total 24988:									5,900.00	
24989	05/26	05/14/2026	24989	550	AZ MUNI RISK RETENTIO	40001353-05	1	01-874-460	9,352.00	LIABILITY INSURANCE PREMIUM
05/26	05/14/2026	24989	550	AZ MUNI RISK RETENTIO	40001353-05	2	07-800-460	668.00	668.00	LIABILITY INSURANCE PREMIUM
05/26	05/14/2026	24989	550	AZ MUNI RISK RETENTIO	40001353-05	3	27-800-460	2,672.00	2,672.00	LIABILITY INSURANCE PREMIUM
Total 24989:									12,692.00	
24990	05/26	05/14/2026	24990	308	CMI QUICK COPY	55126	1	18-800-333	572.21	PARK GUIDELINES SIGNS
Total 24990:									572.21	

GL Period	Check Issue Date	Check Number	Vendor Number	Payee	Invoice Number	Invoice Sequence	Invoice GL Account	Invoice Amount	Check Amount	Description
24991										
05/26	05/14/2026	24991	330	DUNCAN VALLEY ELECT	57942	1	01-880-300	606.94	606.94	street light repair(Catholic chrch, 418 E Ave, 423 SE Old W Hwy)
Total 24991:									606.94	
24992										
05/26	05/14/2026	24992	950	EMPIRE SOUTHWEST	EMPS74521	1	01-880-240	33.01	33.01	OILCAT HYDO 10 FOR ROLLER
05/26	05/14/2026	24992	950	EMPIRE SOUTHWEST	EMPS74521	2	07-800-230	4.72	4.72	OILCAT HYDO 10 FOR ROLLER
05/26	05/14/2026	24992	950	EMPIRE SOUTHWEST	EMPS74521	3	27-800-230	56.58	56.58	OILCAT HYDO 10 FOR ROLLER
Total 24992:									94.31	
24993										
05/26	05/14/2026	24993	1612	PAMELA BIGELOW	05112026	1	01-880-530	30.00	30.00	reimbursement for Veteran's park gate
05/26	05/14/2026	24993	1612	PAMELA BIGELOW	05112026	2	01-871-930	107.46	107.46	reimbursement for july 4th items
Total 24993:									137.46	
24994										
05/26	05/14/2026	24994	1692	SHORT COMPANY	15619	1	01-880-240	959.00	959.00	DIESELFUEL FOR TRUCKS
05/26	05/14/2026	24994	1692	SHORT COMPANY	15619	2	07-800-230	137.00	137.00	DIESEL FUEL FOR TRUCKS
05/26	05/14/2026	24994	1692	SHORT COMPANY	15619	3	27-800-230	1,644.00	1,644.00	DIESEL FUEL FOR TRUCKS
Total 24994:									2,740.00	
24995										
05/26	05/14/2026	24995	1611	TERRY HINTON	051126	1	01-880-430	130.50	130.50	mileage reimbursement for trailer pick up
Total 24995:									130.50	
24996										
05/26	05/14/2026	24996	1778	TSG Eescavating	2244	1	18-800-327	700.00	700.00	crane hours for placing culvert
Total 24996:									700.00	
24998										
05/26	05/21/2026	24998	1779	ARIZONA DEPARTMENT	LA20260001	1	18-800-750	11,000.00	11,000.00	IGA Right of Way Costs for Main & High St roadwork
Total 24998:									11,000.00	

GL Period	Check Issue Date	Check Number	Vendor Number	Payee	Invoice Number	Invoice Sequence	Invoice GL Account	Invoice Amount	Check Amount	Description
25007										
05/26	05/21/2026	25007	1313	Smart Document Solutions	56140	1	01-872-380	191.61	191.61	copy costs per lease agreement
Total 25007:									191.61	
5152601										
05/26	05/15/2026	5152601	1590	BANKCARD CENTER	2256-043026	1	01-874-240	49.35	49.35	monthly service fee for internet platform
05/26	05/15/2026	5152601	1590	BANKCARD CENTER	2256-043026	2	07-800-240	3.29	3.29	monthly service fee for internet platform
05/26	05/15/2026	5152601	1590	BANKCARD CENTER	2256-043026	3	27-800-240	23.03	23.03	monthly service fee for internet platform
05/26	05/15/2026	5152601	1590	BANKCARD CENTER	2256-043026	4	90-315000	99.00	99.00	employee monthly service fee for telemed
05/26	05/15/2026	5152601	1590	BANKCARD CENTER	2256-043026	5	27-800-360	1,209.43	1,209.43	monthly water testing fees
05/26	05/15/2026	5152601	1590	BANKCARD CENTER	2256-043026	6	07-800-360	625.57	625.57	monthly wastewater testing fees
05/26	05/15/2026	5152601	1590	BANKCARD CENTER	2256-043026	7	01-874-480	237.62	237.62	monthly service fee for internet
05/26	05/15/2026	5152601	1590	BANKCARD CENTER	2256-043026	8	01-874-410	356.83	356.83	monthly service fee for telephone
05/26	05/15/2026	5152601	1590	BANKCARD CENTER	2256-043026	9	01-881-480	117.88	117.88	monthly service fee for internet for centennial park cameras
05/26	05/15/2026	5152601	1590	BANKCARD CENTER	2256-043026	10	01-874-410	5.41	5.41	monthly service fee for faxline
05/26	05/15/2026	5152601	1590	BANKCARD CENTER	2256-043026	11	27-800-510	20.00	20.00	monthly service fee for LTE monitoring services
05/26	05/15/2026	5152601	1590	BANKCARD CENTER	2256-043026	12	18-800-334	2,560.00	2,560.00	general plan task 3 completion
05/26	05/15/2026	5152601	1590	BANKCARD CENTER	2256-043026	13	01-874-220	148.49	148.49	supplies for office
05/26	05/15/2026	5152601	1590	BANKCARD CENTER	2256-043026	14	01-880-530	87.56	87.56	monthly service fee for after hours emergency phone
05/26	05/15/2026	5152601	1590	BANKCARD CENTER	2256-043026	15	90-318000	648.60	648.60	monthly fees for employee deduction elections
05/26	05/15/2026	5152601	1590	BANKCARD CENTER	2256-043026	16	01-874-330	100.07	100.07	public notice pub hear 26/27 proposed budget tax levy
05/26	05/15/2026	5152601	1590	BANKCARD CENTER	2256-043026	17	18-800-798	350.00	350.00	site review for lighted sign
05/26	05/15/2026	5152601	1590	BANKCARD CENTER	2256-043026	18	01-874-340	200.00	200.00	monthly pest control
05/26	05/15/2026	5152601	1590	BANKCARD CENTER	2256-043026	19	01-884-480	60.00	60.00	pest control for pool
05/26	05/15/2026	5152601	1590	BANKCARD CENTER	2256-043026	20	01-872-510	16.90	16.90	monthly fee for TM state news
05/26	05/15/2026	5152601	1590	BANKCARD CENTER	2256-043026	21	01-883-350	7,610.84	7,610.84	monthly service fee for town trash collection
05/26	05/15/2026	5152601	1590	BANKCARD CENTER	2256-043026	22	27-800-320	2,628.57	2,628.57	monthly service fee for water testing
05/26	05/15/2026	5152601	1590	BANKCARD CENTER	2256-043026	23	07-800-320	821.43	821.43	monthly service fee for wastewater testing
05/26	05/15/2026	5152601	1590	BANKCARD CENTER	2256-043026	24	01-874-240	91.64	91.64	annual service fee for internet office subscription
05/26	05/15/2026	5152601	1590	BANKCARD CENTER	2256-043026	25	07-800-240	6.11	6.11	annual service fee for internet office subscription
05/26	05/15/2026	5152601	1590	BANKCARD CENTER	2256-043026	26	27-800-240	42.77	42.77	annual service fee for internet office subscription
05/26	05/15/2026	5152601	1590	BANKCARD CENTER	2256-043026	27	18-800-334	2,240.00	2,240.00	general plan task 5 public hearing completed
05/26	05/15/2026	5152601	1590	BANKCARD CENTER	2256-043026	28	01-874-530	269.17	269.17	camera for council room
05/26	05/15/2026	5152601	1590	BANKCARD CENTER	2256-043026	29	90-318000	99.80	99.80	monthly employee legal shield election deduction
05/26	05/15/2026	5152601	1590	BANKCARD CENTER	2256-043026	30	01-881-480	120.00	120.00	monthly service fee veterans park internet for cameras
05/26	05/15/2026	5152601	1590	BANKCARD CENTER	2256-043026	31	07-800-340	79.76	79.76	pergola canopy shae covers
05/26	05/15/2026	5152601	1590	BANKCARD CENTER	2256-043026	32	27-800-261	192.00	192.00	grip lock ties
05/26	05/15/2026	5152601	1590	BANKCARD CENTER	2256-043026	33	27-800-530	257.29	257.29	5' type 23 ITRON cords
05/26	05/15/2026	5152601	1590	BANKCARD CENTER	2256-043026	34	18-800-801	1,719.36	1,719.36	parts for crane repair

GL Period	Check Issue Date	Check Number	Vendor Number	Payee	Invoice Number	Invoice Sequence	Invoice GL Account	Invoice Amount	Check Amount	Description
05/26	05/15/2026	5152601	1590	BANKCARD CENTER	2256-043026	35	27-800-220	562.04	562.04	polyester heavy duty lifting sling
05/26	05/15/2026	5152601	1590	BANKCARD CENTER	2256-043026	36	01-881-480	1,353.41	1,353.41	drinking fountain for park
05/26	05/15/2026	5152601	1590	BANKCARD CENTER	2256-043026	37	01-883-220	43.62	43.62	heavy duty surge protector power strip
05/26	05/15/2026	5152601	1590	BANKCARD CENTER	2256-043026	38	01-880-250	434.58	434.58	heavy duty suction hose for sucker truck
Total 5152601:									25,491.42	
Grand Totals:									112,665.80	

Summary by General Ledger Account Number

GL Account	Debit	Credit	Proof
01-871-930	107.46	.00	107.46
01-872-380	518.13	.00	518.13
01-872-510	16.90	.00	16.90
01-872-530	98.14	.00	98.14
01-874-220	148.49	.00	148.49
01-874-240	1,352.89	.00	1,352.89
01-874-320	1,342.13	.00	1,342.13
01-874-330	100.07	.00	100.07
01-874-340	200.00	.00	200.00
01-874-360	560.00	.00	560.00
01-874-410	362.24	.00	362.24
01-874-460	9,352.00	.00	9,352.00
01-874-480	523.71	.00	523.71
01-874-530	734.17	.00	734.17
01-877-350	5,000.00	.00	5,000.00
01-880-240	992.01	.00	992.01
01-880-250	434.58	.00	434.58
01-880-300	672.89	.00	672.89
01-880-430	130.50	.00	130.50
01-880-480	136.38	.00	136.38
01-880-530	117.56	.00	117.56
01-881-480	3,459.48	.00	3,459.48
01-883-220	43.62	.00	43.62
01-883-350	7,610.84	.00	7,610.84
01-884-210	100.00	.00	100.00

GL Account	Debit	Credit	Proof
01-884-480	457.05	.00	457.05
01-891-480	97.26	.00	97.26
07-800-230	141.72	.00	141.72
07-800-240	90.19	.00	90.19
07-800-320	821.43	.00	821.43
07-800-340	79.76	.00	79.76
07-800-360	625.57	.00	625.57
07-800-460	668.00	.00	668.00
07-800-480	1,854.62	.00	1,854.62
18-800-327	700.00	.00	700.00
18-800-333	572.21	.00	572.21
18-800-334	4,800.00	.00	4,800.00
18-800-720	28,301.37	.00	28,301.37
18-800-750	11,000.00	.00	11,000.00
18-800-798	8,672.00	.00	8,672.00
18-800-801	7,619.36	.00	7,619.36
18-800-803	327.37	.00	327.37
27-800-220	672.98	.00	672.98
27-800-230	1,700.58	.00	1,700.58
27-800-240	631.35	.00	631.35
27-800-261	192.00	.00	192.00
27-800-320	2,628.57	.00	2,628.57
27-800-360	1,209.43	.00	1,209.43
27-800-460	2,672.00	.00	2,672.00
27-800-480	892.10	.00	892.10
27-800-510	20.00	.00	20.00
27-800-530	257.29	.00	257.29
90301000	.00	112,665.80-	112,665.80-
90-315000	99.00	.00	99.00
90-318000	748.40	.00	748.40
Grand Totals:	112,665.80	112,665.80-	.00

Dated: _____

Mayor: _____

City Council: _____

City Recorder: _____

Report Criteria:

Report type: GL detail

Check.Type = {<>} "Adjustment"

Official Budget Forms
Final Town of Duncan Budget
Fiscal year 2027

Final Town of Duncan Budget

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Fiscal year 2027

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Schedule G—Full-time employees and personnel compensation

RESOLUTION 26-04

Town of Duncan

Resolution for the adoption of the budget

Fiscal year 2027

WHEREAS, in accordance with the provisions of Title 42, Ch. 17, Art. 1-5, Arizona Revised Statutes (A.R.S.), the Town Council did, on May 14, 2026, make an estimate of the different amounts required to meet the public expenditures/expenses for the ensuing year, also an estimate of revenues from sources other than direct taxation, and the amount to be raised by taxation upon real and personal property of the Town of Duncan, and

WHEREAS, in accordance with said chapter of said title, and following due public notice, the Council met on June 11, 2026, at which meeting any taxpayer was privileged to appear and be heard in favor of or against any of the proposed expenditures/expenses or tax levies, and

WHEREAS, it appears that publication has been duly made as required by law, of said estimates together with a notice that the Town Council would meet on June 11, 2026, at the office of the Council for the purpose of hearing taxpayers and making tax levies as set forth in said estimates, and

WHEREAS, it appears that the sums to be raised by taxation, as specified therein, do not in the aggregate exceed that amount as computed in A.R.S. §42-17051(A), therefore be it

RESOLVED, that the said estimates of revenues and expenditures/expenses shown on the accompanying schedules, as now increased, reduced, or changed, are hereby adopted as the budget of the Town of Duncan for the fiscal year 2027.

Passed by the Duncan Town Council, this 11th day of June, 2026.

APPROVED:

Mayor

ATTEST:

Clerk

Final Town of Duncan Budget
Summary Schedule of estimated revenues and expenditures/expenses
Fiscal year 2027

Fiscal year		S c h		Funds							
				General Fund	Special Revenue Fund	Debt Service Fund	Capital Projects Fund	Permanent Fund	Enterprise Funds Available	Internal Service Funds	Total all funds
2026	Adopted/adjusted budgeted expenditures/expenses*	E	1	884,849	15,580,869	0	0	0	465,000	0	16,930,718
2026	Actual expenditures/expenses**	E	2	845,094	2,392,307	0	0	0	374,119	0	3,611,520
2027	Beginning fund balance/(deficit) or net position/(deficit) at July 1***		3	0	0	0	0	0	0	0	0
2027	Primary property tax levy	B	4	15,000							15,000
2027	Secondary property tax levy	B	5								0
2027	Estimated revenues other than property taxes	C	6	985,135	15,582,634	0	0	0	478,500	0	17,046,269
2027	Other financing sources	D	7	0	0	0	0	0	0	0	0
2027	Other financing (uses)	D	8	0	0	0	0	0	0	0	0
2027	Interfund transfers in	D	9	0	0	0	0	0	0	0	0
2027	Interfund Transfers (out)	D	10	0	0	0	0	0	0	0	0
2027	Line 11: Reduction for fund balance reserved for future budget year expenditures		11								
	Maintained for future debt retirement										0
	Maintained for future capital projects										0
	Maintained for future financial stability										0
	Maintained for future retirement contributions										0
2027	Total financial resources available		12	1,000,135	15,582,634	0	0	0	478,500	0	17,061,269
2027	Budgeted expenditures/expenses	E	13	1,000,135	15,582,634	0	0	0	478,500	0	17,061,269

Expenditure limitation comparison

1	Budgeted expenditures/expenses
2	Add/subtract: estimated net reconciling items
3	Budgeted expenditures/expenses adjusted for reconciling items
4	Less: estimated exclusions
5	Amount subject to the expenditure limitation
6	EEC expenditure limitation or voter-approved alternative expenditure limitation

	2026	2027
1	\$ 16,930,718	\$ 17,061,269
2		
3	16,930,718	17,061,269
4	15,500,000	15,500,000
5	\$ 1,430,718	\$ 1,561,269
6	\$ 2,515,069	\$ 2,624,194

☐ The city/town does not levy property taxes and does not have special assessment districts for which property taxes are levied. Therefore, Schedule B has been omitted.

* Includes expenditure/expense adjustments approved in the current year from Schedule E.

** Includes actual amounts as of the date the proposed budget was prepared, adjusted for estimated activity for the remainder of the fiscal year.

*** Amounts on this line represent beginning fund balance/(deficit) or net position/(deficit) amounts except for nonspendable amounts (e.g., prepaids and inventories) or amounts legally or contractually required to be maintained intact (e.g., principal of a permanent fund). See the Instructions tab, cell C17 for more information about the amounts that should and should not be included on this line.

**Final Town of Duncan Budget
Tax levy and tax rate information
Fiscal year 2027**

	<u>2026</u>	<u>2027</u>
1. Maximum allowable primary property tax levy. A.R.S. §42-17051(A)	\$ <u>24,723</u>	\$ <u>31,841</u>
2. Amount received from primary property taxation in the current year in excess of the sum of that year's maximum allowable primary property tax levy. A.R.S. §42-17102(A)(18)	\$ _____	
3. Property tax levy amounts		
A. Primary property taxes	\$ <u>15,000</u>	\$ <u>15,000</u>
Property tax judgment	_____	_____
B. Secondary property taxes	_____	_____
Property tax judgment	_____	_____
C. Total property tax levy amounts	\$ <u>15,000</u>	\$ <u>15,000</u>
4. Property taxes collected*		
A. Primary property taxes		
(1) Current year's levy	\$ <u>15,000</u>	
(2) Prior years' levies	_____	
(3) Total primary property taxes	\$ <u>15,000</u>	
B. Secondary property taxes		
(1) Current year's levy	\$ _____	
(2) Prior years' levies	_____	
(3) Total secondary property taxes	\$ _____	
C. Total property taxes collected	\$ <u>15,000</u>	
5. Property tax rates		
A. City/Town tax rate		
(1) Primary property tax rate	_____ 0.8600	_____ 0.4711
Property tax judgment	_____	_____
(2) Secondary property tax rate	_____	_____
Property tax judgment	_____	_____
(3) Total city/town tax rate	_____ 0.8600	_____ 0.4711
B. Special assessment district tax rates		
Secondary property tax rates—As of the date the proposed budget was prepared, the city/town was operating _____ special assessment districts for which secondary property taxes are levied. For information pertaining to these special assessment districts and their tax rates, please contact the city/town.		

* Includes actual property taxes collected as of the date the proposed budget was prepared, plus estimated property tax collections for the remainder of the fiscal year.

**Final Town of Duncan Budget
Revenues other than property taxes
Fiscal Year 2027**

Source of revenues	Estimated revenues 2026	Actual revenues* 2026	Estimated revenues 2027
General Fund			
Local taxes			
City Sales Tax	\$ 250,000	\$ 406,973	\$ 350,000
Licenses and permits			
Franchise Fees	22,000	18,463	22,000
Business License	1,500	2,133	1,500
Licenses & Permits	10,000	326	5,000
Dog Tags	100	40	100
Intergovernmental			
State Sales Tax	101,314	100,122	100,866
Urban Revenue Sharing	292,375	292,375	315,714
Auto Lieu	68,011	66,042	67,905
Charges for services			
Cemetery Fees	11,000	1,350	5,000
Pool Fees/Lessons/Rent	15,000	6,798	10,000
Refuse Fees	88,000	92,829	95,000
Sale/Rental of Property	6,000	11,589	6,000
Fines and forfeits			
Dog Impound	50		50
Interest on investments			
In-lieu property taxes			
Contributions			
Voluntary contributions			
Miscellaneous			
Miscellaneous	5,000	4,296	5,000
Swimming Pool Damages			
Insurance Dividend			
Contributions	1,000	1,000	1,000
Total General Fund	\$ 871,350	\$ 1,004,336	\$ 985,135

* Includes actual revenues recognized on the modified accrual or accrual basis as of the date the proposed budget was prepared, plus estimated revenues for the remainder of the fiscal year.

[illegible]

Official City/Town Budget Forms

**Final Town of Duncan Budget
Revenues other than property taxes
Fiscal Year 2027**

Source of revenues	Estimated revenues 2026	Actual revenues* 2026	Estimated revenues 2027
Debt service funds			
	\$	\$	\$
	\$	\$	\$
	\$	\$	\$
	\$	\$	\$
	\$	\$	\$
	\$	\$	\$
	\$	\$	\$
Total debt service funds	\$	\$	\$
Capital projects funds			
	\$	\$	\$
	\$	\$	\$
	\$	\$	\$
	\$	\$	\$
	\$	\$	\$
	\$	\$	\$
	\$	\$	\$
	\$	\$	\$
Total capital projects funds	\$	\$	\$

* Includes actual revenues recognized on the modified accrual or accrual basis as of the date the proposed budget was prepared, plus estimated revenues for the remainder of the fiscal year.

Source of revenues	Estimated revenues 2026	Actual revenues* 2026	Estimated revenues 2027
Permanent funds			
	\$	\$	\$
	\$	\$	\$
	\$	\$	\$
	\$	\$	\$
	\$	\$	\$
	\$	\$	\$
	\$	\$	\$
	\$	\$	\$
Total permanent funds	\$	\$	\$
Enterprise funds			
Sewer	\$ 118,424	\$ 126,979	\$ 159,500
Water	251,473	228,820	319,000
	\$ 369,897	\$ 355,799	\$ 478,500
	\$	\$	\$
	\$	\$	\$
	\$	\$	\$
	\$	\$	\$
	\$	\$	\$
	\$	\$	\$
Total enterprise funds	\$ 369,897	\$ 355,799	\$ 478,500

Official City/Town Budget Forms

Source of revenues	Estimated revenues 2026	Actual revenues* 2026	Estimated revenues 2027
Internal service funds			
	\$	\$	\$
	\$	\$	\$
	\$	\$	\$
	\$	\$	\$
	\$	\$	\$
	\$	\$	\$
	\$	\$	\$
	\$	\$	\$
	\$	\$	\$
Total internal service funds	\$	\$	\$
Total all funds	\$ 16,416,891	\$ 2,096,948	\$ 17,046,269

Official City/Town Budget Forms

Final Town of Duncan Budget
Other financing sources/(uses) and interfund transfers
Fiscal year 2027

Fund	Other financing 2027		Interfund transfers 2027	
	Sources	(Uses)	In	(Out)
General Fund				
	\$	\$	\$	\$
Total General Fund	\$	\$	\$	\$
Special revenue funds				
	\$	\$	\$	\$
Total special revenue funds	\$	\$	\$	\$
Debt service funds				
	\$	\$	\$	\$
Total debt service funds	\$	\$	\$	\$
Capital projects funds				
	\$	\$	\$	\$
Total capital projects funds	\$	\$	\$	\$
Permanent funds				
	\$	\$	\$	\$
Total permanent funds	\$	\$	\$	\$
Enterprise funds				
	\$	\$	\$	\$
Total enterprise funds	\$	\$	\$	\$
Internal service funds				
	\$	\$	\$	\$
Total Internal Service Funds	\$	\$	\$	\$
Total all funds	\$	\$	\$	\$

**Final Town of Duncan Budget
Expenditures/expenses by fund
Fiscal year 2027**

Fund/Department	Adopted budgeted expenditures/ expenses 2026	Expenditure/ expense adjustments approved 2026	Actual expenditures/ expenses* 2026	Budgeted expenditures/ expenses 2027
General Fund				
Cemetery	\$ 1,000	\$	\$ 107	\$ 1,000
Mayor & Council	26,925		16,804	27,425
Town Clerk	178,578		162,701	179,766
Financial Administration	296,208		295,654	312,186
Police Contract	60,000		60,000	60,000
Animal Control	2,500			2,500
Public Works	147,970		146,520	223,784
Parks	33,000		28,042	34,000
Sanitation	81,067		77,911	96,067
Swimming Pool	55,101		54,423	59,407
Town Properties	2,500		2,932	4,000
Total General Fund	\$ 884,849	\$	\$ 845,094	\$ 1,000,135
Special revenue funds				
HURF	\$ 80,869	\$	\$ 72,000	\$ 82,634
General Grant Funds	15,500,000		2,320,307	15,500,000
Total special revenue funds	\$ 15,580,869	\$	\$ 2,392,307	\$ 15,582,634
Debt service funds				
Contingency	\$	\$	\$	\$
Total debt service funds	\$	\$	\$	\$
Capital projects funds				
Contingency	\$	\$	\$	\$
Total capital projects funds	\$	\$	\$	\$
Permanent funds				
Contingency	\$	\$	\$	\$
Total permanent funds	\$	\$	\$	\$
Enterprise funds				
Sewer	\$ 158,500	\$	\$ 122,253	\$ 159,500
Water	306,500		251,866	319,000
Total enterprise funds	\$ 465,000	\$	\$ 374,119	\$ 478,500
Internal service funds				
Contingency	\$	\$	\$	\$
Total internal service funds	\$	\$	\$	\$
Total all funds	\$ 16,930,718	\$	\$ 3,611,520	\$ 17,061,269

* Includes actual expenditures/expenses recognized on the modified accrual or accrual basis as of the date the proposed budget was prepared, plus estimated expenditures/expenses for the remainder of the fiscal year.

**Final Town of Duncan Budget
Expenditures/expenses by department
Fiscal year 2027**

Department/Fund	Adopted budgeted expenditures/ expenses 2026	Expenditure/ expense adjustments approved 2026	Actual expenditures/ expenses* 2026	Budgeted expenditures/ expenses 2027
City clerk:				
General Fund	\$ _____	\$ _____	\$ _____	\$ _____
List other funds	_____	_____	_____	_____
_____	_____	_____	_____	_____
_____	_____	_____	_____	_____
_____	_____	_____	_____	_____
_____	_____	_____	_____	_____
_____	_____	_____	_____	_____
_____	_____	_____	_____	_____
_____	_____	_____	_____	_____
_____	_____	_____	_____	_____
_____	_____	_____	_____	_____
Department total	\$ _____	\$ _____	\$ _____	\$ _____
List department:				
General Fund	\$ _____	\$ _____	\$ _____	\$ _____
List other funds	_____	_____	_____	_____
_____	_____	_____	_____	_____
_____	_____	_____	_____	_____
_____	_____	_____	_____	_____
_____	_____	_____	_____	_____
_____	_____	_____	_____	_____
_____	_____	_____	_____	_____
_____	_____	_____	_____	_____
_____	_____	_____	_____	_____
_____	_____	_____	_____	_____
Department total	\$ _____	\$ _____	\$ _____	\$ _____
List department:				
General Fund	\$ _____	\$ _____	\$ _____	\$ _____
List other funds	_____	_____	_____	_____
_____	_____	_____	_____	_____
_____	_____	_____	_____	_____
_____	_____	_____	_____	_____
_____	_____	_____	_____	_____
_____	_____	_____	_____	_____
_____	_____	_____	_____	_____
_____	_____	_____	_____	_____
_____	_____	_____	_____	_____
Department total	\$ _____	\$ _____	\$ _____	\$ _____

* Includes actual expenditures/expenses recognized on the modified accrual or accrual basis as of the date the proposed budget was prepared, plus estimated expenditures/expenses for the remainder of the fiscal year.

Final Town of Duncan Budget
Full-time employees and personnel compensation
Fiscal year 2027

Fund	Full-time equivalent (FTE)	Employee salaries and hourly costs	Retirement costs	Healthcare costs	Other benefit costs	Total estimated personnel compensation
	2027	2027	2027	2027	2027	2027
General Fund	7	\$ 314,255	\$ 29,978	\$ 47,152	\$	\$ 391,385
Special revenue funds						
HURF		\$	\$	\$	\$	\$
Total special revenue funds		\$	\$	\$	\$	\$
Debt service funds						
		\$	\$	\$	\$	\$
Total debt service funds		\$	\$	\$	\$	\$
Capital projects funds						
		\$	\$	\$	\$	\$
Total capital projects funds		\$	\$	\$	\$	\$
Permanent funds						
		\$	\$	\$	\$	\$
Total permanent funds		\$	\$	\$	\$	\$
Enterprise funds						
Sewer	2	\$ 65,777	\$ 4,955	\$ 13,257	\$	\$ 83,989
Water	2	77,035	14,101	15,806		106,942
Total enterprise funds	3	\$ 142,812	\$ 19,056	\$ 29,063	\$	\$ 190,931
Internal service funds						
		\$	\$	\$	\$	\$
Total internal service fund		\$	\$	\$	\$	\$
Total all funds	10	\$ 457,067	\$ 49,034	\$ 76,215	\$	\$ 582,316

ORDINANCE NO. 26-03

AN ORDINANCE LEVYING UPON THE ASSESSED VALUATION OF THE PROPERTY WITHIN THE TOWN OF DUNCAN ARIZONA, SUBJECT TO TAXATION A CERTAIN SUM UPON EACH ONE HUNDRED DOLLARS (\$100.00) OF ASSESSED VALUATION SUFFICIENT TO RAISE THE AMOUNT ESTIMATED TO BE REQUIRED IN THE ANNUAL BUDGET, LESS THE AMOUNT ESTIMATED TO BE RECEIVED FROM OTHER SOURCES OF REVENUE; PROVIDING FUNDS FOR GENERAL MUNICIPAL EXPENSES, ALL FOR THE FISCAL YEAR ENDING THE 30TH DAY OF JUNE, 2027.

WHEREAS, by the provisions of State law, the ordinance levying taxes for fiscal year 2026-2027 is required to be finally adopted not later than the third Monday in August; and

WHEREAS, the County of Greenlee is the assessing and collecting authority for the Town of Duncan, the Clerk is hereby directed to transmit a certified copy of this ordinance to the County Assessor and the Board of Supervisors of the County of Greenlee, Arizona.

NOW, THEREFORE, BE IT ORDAINED by the Town Council of the Town of Duncan, Arizona, as follows:

SECTION 1: There is hereby levied on each one hundred dollars (\$100.00) of the assessed value of all property, both real and personal within the corporate limits of the Town of Duncan, except such property as may be by law exempt from taxation, a primary property tax rate of **\$.4711** for the fiscal year ending on the 30th day of June 2027. If this tax rate exceeds the maximum levy allowed by law, the Board of Supervisors of the County of Greenlee is hereby authorized to reduce the levy to the maximum allowable by law after providing notice to the Town.

SECTION 2: It is the intent of the Town Council of the Town of Duncan, Arizona, to levy the primary property tax for operations for the Town of Duncan for fiscal year 2026-2027 will equal \$15,000.

SECTION 3: Failure by the county officials of Greenlee County, Arizona, to properly return the delinquent list, any irregularity in assessments or omissions in the same, or any irregularity in any proceedings shall not invalidate such proceedings or invalidate any title conveyed by any tax deed; failure or neglect of any officer or officers to timely perform any of the duties assigned to him or to them shall not invalidate any proceedings or any deed or sale pursuant thereto, the validity of the assessment or levy of taxes or of the judgment of sale by which the collection of the same may be enforced shall not affect the lien of the Town of Duncan upon such property for the delinquent taxes unpaid thereon; overcharge as to part of the taxes or of costs shall not invalidate any proceedings for the collection of taxes or the foreclosure of the lien thereon or a sale of the property under such foreclosure; and all acts of officers de facto shall be valid as if performed by officers de jure.

SECTION 4: All ordinances and parts of ordinances in conflict herewith are hereby repealed.

SECTION 5: This ordinance shall be in full force and effect from and after its passage by the Council and approval by the mayor.

PASSED AND ADOPTED by the Town Council of the Town of Duncan, Arizona, this 11th day of June, 2026.

APPROVED:

Alex Blake
Mayor

ATTEST:

APPROVED AS TO FORM:

Town Clerk

Town Attorney

CERTIFICATION

I HEREBY CERTIFY that the above and foregoing Ordinance No. 26-03 as duly passed and adopted by the Town Council of the Town of Duncan, at a Special Meeting on the 11th day of June, 2026, and that a quorum was present thereat.

TERRY HINTON,
TOWN CLERK

TOWN OF DUNCAN, ARIZONA
TOWN COUNCIL

RESOLUTION NO. 2026-05

**A RESOLUTION OF THE TOWN COUNCIL OF THE TOWN OF DUNCAN,
ARIZONA, AUTHORIZING THE SUBMISSION OF A GRANT APPLICATION
TO THE TOHONO O'ODHAM NATION 12% GAMING REVENUE
DISTRIBUTION PROGRAM FOR EDUCATIONAL SIGNAGE AT THE
HUNTER ESTATES POND RECREATION AREA; AUTHORIZING THE
TOWN MANAGER TO EXECUTE ALL NECESSARY DOCUMENTS;
AND PROVIDING FOR RELATED MATTERS**

WHEREAS, the Town of Duncan is a municipal corporation duly organized and existing under the laws of the State of Arizona with authority to seek and receive grant funding for public purposes; and

WHEREAS, the Tohono O'odham Nation administers a 12% Gaming Revenue Distribution Program pursuant to Arizona Revised Statute §5-601-02, making funds available to Arizona cities, towns, counties, and non-profit organizations for projects benefiting the general public within defined priority areas; and

WHEREAS, the Town of Duncan is developing the Hunter Estates Pond Recreation Area, a new 10-acre public park in the Hunter Estates Colonias area that includes a 3-acre pond, fishing access stocked by the Arizona Game and Fish Department, trails, parking, and gazebos developed in partnership with Arizona State Parks' Recreational Trails Program; and

WHEREAS, the proposed Pond Recreation Area will serve as a critical recreational and educational asset for residents of one of Duncan's most economically underserved neighborhoods, a federally designated Colonias area, with particular benefit to children, families, and low-income households; and

WHEREAS, educational and interpretive signage throughout the park — covering fish, plant, and wildlife species of the region, environmental stewardship principles, and recognition of the Tohono O'odham Nation's support — is needed to fully realize the park's educational and cultural mission; and

WHEREAS, the total cost of the educational signage program is \$15,000, which the Town of Duncan proposes to fund through a grant application to the Tohono O'odham Nation 12% Gaming Revenue Distribution Program; and

WHEREAS, the Town Council has reviewed the proposed grant application and finds that it serves a public purpose consistent with the Town's infrastructure and quality-of-life priorities and with the Tohono O'odham Nation's stated priority areas of Cultural & Environmental Development and Protection, Education, and Economic Development;

NOW, THEREFORE, BE IT RESOLVED by the Town Council of the Town of Duncan, Arizona, as follows:

SECTION 1. The Town Council hereby authorizes and approves the submission of a grant application to the Tohono O'odham Nation 12% Gaming Revenue Distribution Program requesting \$15,000 for the design, fabrication, and installation of educational and interpretive signage at the Hunter Estates Pond Recreation Area.

SECTION 2. The Town Manager, Terry Hinton, is hereby authorized and directed to execute the grant application, any resulting Grant-in-Aid Agreement with the Tohono O'odham Nation, and all other documents necessary to apply for, accept, and administer the grant consistent with the requirements of A.R.S. §5-601-02 and the Nation's grant program guidelines.

SECTION 3. The Town of Duncan agrees to negotiate and execute any resulting Grant-in-Aid Agreement no later than November 13, 2026, consistent with program requirements.

SECTION 4. This Resolution shall take effect immediately upon its adoption by the Town Council.

PASSED AND ADOPTED by the Town Council of the Town of Duncan, Arizona, at a regular meeting duly called and held on the 11th day of June, 2026.

Alex Blake, Mayor, Town of Duncan

ATTEST:

Town Clerk, Town of Duncan

APPROVED AS TO FORM:

Town Attorney, Town of Duncan