

**League of Arizona Cities and Towns Strategic Plan**  
Adopted by the League Executive Committee August 25, 2006  
Amended November 7, 2008

**VISION**

The League of Arizona Cities and Towns will be the unifying force for municipal governments and will effectively champion their interests to all stakeholders through the creation of productive partnerships with all levels of government, the private sector and community members. It will also develop exceptional tools and strategies that advance the prosperity of cities and towns.

**MISSION**

The League of Arizona Cities and Towns, a voluntary membership organization of the incorporated municipalities in Arizona, exists to provide vital services and tools to all its members, focusing principally on representing the interests of cities and towns before the legislature, and secondarily on providing technical and legal assistance, coordinating shared services, and producing high quality conference and educational events.

**GUIDING PRINCIPLES**

- We believe that the best and most responsive government is the one closest to the people.
- We believe that the current system of state-collected shared revenue must be maintained.
- We believe in civility and mutual respect, both within the League and in the relationship between local jurisdictions, their citizens and the state.
- We believe a unified voice best represents our shared interests.
- We believe that cities and towns have a proper role in state policy-making.

## GOALS AND OBJECTIVES

### GOAL 1: EFFECTIVE LEGISLATIVE REPRESENTATION

The League of Arizona Cities and Towns will provide leadership in representing the common interests of all our members at the state legislature.

Outcome: State legislators and the Executive Branch understand and value the critical role of cities and towns, and enact legislation that strengthens our ability to effectively serve the needs of our citizens.

- 1.1 Initiate activities that advance city-friendly legislation such as:
  - Facilitate the establishment of relationships with all legislators, the Executive Branch and Judicial Branch via local elected officials, League staff and/or Intergov staff
  - Through the League's Resolutions process, develop a pro-active legislative agenda and continue our efforts to defeat legislation that harms cities and towns
  - Provide comprehensive data about the impact of proposed legislation on cities and towns and its effect on the state
- 1.2 Coordinate the lobbying efforts of League staff and Intergov staff for maximum lobbying effectiveness
- 1.3 Develop coalitions of like-minded public and private groups to leverage legislative influence; participate effectively in workgroups developing legislation that impacts cities and towns
- 1.4 Educate legislators about the vital role of cities and towns in providing services for citizens and infrastructure for the state's economy. Become a valued source of information for state legislators.
- 1.5 Monitor agency rulemaking/implementation of legislation that impacts cities and towns
- 1.6 Work with the National League of Cities, Arizona's Congressional Delegation and other allies on federal legislation and rulemaking that impacts cities and towns
- 1.7 Provide regular communication to our members on current legislative issues and facilitate the involvement of local officials to weigh in on legislation
- 1.8 Create subcommittees on key issues as necessary
- 1.9 Facilitate an environment for development and recruitment of city-friendly legislative candidates, particularly those with council experience

### ***Legislative “Ground Rules”***

- 1. Speak with One Voice on legislative issues*
- 2. Avoid “divide and conquer”*
- 3. Resolutions should be broadly applicable and advance our municipal goals*
- 4. The League will serve as the coordinator of Intergov and staff lobbying efforts*
- 5. Develop consensus positions on legislation and stick with it until there is agreement to modify our position*
- 6. Discourage “freelancing,” but if it occurs communicate your actions to the rest of the group and do not claim to speak for other cities*

### **GOAL 2: PROVIDE HIGH-VALUE SUPPORT SERVICES**

The League of Arizona Cities and Towns will provide timely, specialized information and services of value to all municipalities in the state.

Outcome: Cities and Towns of all sizes and locations turn to the League for information, data, advice and service coordination, providing value to all our members.

- 2.1 Take the lead in coordinating specialized services used by all cities such as Municipal Tax Code, population and revenue sharing estimates, newly elected officials training.
- 2.2 Serve as a quick turnaround resource for cities and towns on operational and legal questions, model ordinances, best practices, etc.
- 2.3 Support member cities by filing amicus briefs in cases that have potential impact on many or all cities and towns
- 2.4 Initiate research projects that strengthen the position of cities and towns with the legislature and their own citizens
- 2.5 Develop relationships with reliable vendors to provide pooled programs plus discounted products and services to League members

### GOAL 3: PRODUCE TOP QUALITY PUBLICATIONS AND MEETINGS

The League of Arizona Cities and Towns delivers clear, accessible, mobilized information in a variety of formats to various audiences throughout the state.

Outcome: League publications, website, conferences and specialized programs are seen as the best source of relevant information for local and state officials, the news media and the public.

- 3.1 Maintain a library of current League publications on essential municipal topics including governance, taxation, public process, ethics, legal issues, etc.
- 3.2 Produce a top quality Annual Conference that provides opportunities to learn about important municipal issues as well as facilitating the ability of local officials to share innovations and successes with each other
- 3.3 Provide a regular series of training classes to city officials at all levels on topics of current interest
- 3.4 Maintain content-rich publications and website that deliver valuable, practical information for all local officials