

November 10, 2022

# EXECUTIVE COMMITTEE MEETING



**NOTICE OF A REGULAR MEETING OF THE  
LEAGUE OF ARIZONA CITIES & TOWNS  
EXECUTIVE COMMITTEE**

Thursday, November 10, 2022 at 10:00 a.m.  
League Office Building  
1820 West Washington, Phoenix

Notice is hereby given to the members of the Executive Committee and to the general public that the Executive Committee will hold a meeting open to the public on November 10, 2022 at 10:00 a.m. Members of the Executive Committee will attend either in person or by Zoom Audio/Video conferencing. The Executive Committee may vote to recess the meeting and move into Executive Session on any item on this agenda. Upon completion of Executive Session, the Executive Committee may resume the meeting, open to the public, to address the remaining items on the agenda. A copy of the agenda is available at the League office building in Suite 200 or on the League website at [www.azleague.org](http://www.azleague.org).

**Agenda**

*All items on this agenda are scheduled for discussion and possible action, unless otherwise noted.*

Call to Order; Pledge of Allegiance

1. Review and Adoption of Minutes
2. Recap of 2022 Annual Conference
3. Cities and Towns Week 2022 and Social Media Update
4. 2021-2022 Audit Report
5. Update on Advancing Arizona's Economy and ABOR's Efforts to Enhance University & Municipal Partnerships
6. Resolutions of Appreciation / Life Membership
7. County Supervisors Association Resolution Regarding New Benefits to PSPRS
8. Legislative Policy Overview and Update
9. Executive Session: Contracts Discussion and Executive Director Review
  - a. Discussion and consultation with the League's General Counsel regarding contracts that are the subject of negotiations. A.R.S. § [38-431.03\(A\)\(1\)](#), [\(A\)\(3\)](#), [\(A\)\(4\)](#).
  - b. Discussion and consideration of the annual performance review of the League's Executive Director and terms of employment pursuant to A.R.S. § [38-431.03\(A\)\(1\)](#); consideration and possible action regarding the continued employment of Tom Belshe as the League's Executive Director.
10. Adjournment

*Additional informational materials are included in the agenda packet but are not part of the agenda.*



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**EXECUTIVE COMMITTEE MEETING**  
Thursday, November 10, 2022

**Agenda Item #1      Review and Adoption of Minutes**

**Summary:**                Minutes of the previous meeting are enclosed for your review and approval.

**Responsible Person:**    President Douglas Nicholls

**Attachment:**             August 5, 2022 Executive Committee Minutes

**Action Requested:**      Approval

**MINUTES**  
**LEAGUE OF ARIZONA CITIES AND TOWNS**  
**EXECUTIVE COMMITTEE MEETING**

Friday, August 5 at 10:00 a.m.  
League of Arizona Cities and Towns  
1820 W. Washington St.  
Phoenix, Arizona

**MEMBERS**

**President**

Cathy Carlat, Mayor, Peoria

**Vice President**

Douglas Nicholls, Mayor, Yuma

Craig McFarland, Mayor, Casa Grande  
Kevin Hartke, Mayor, Chandler  
Alexis Hermosillo, Mayor, El Mirage+  
Paul Deasy, Mayor, Flagstaff +  
Brigette Peterson, Mayor, Gilbert  
Jerry Weiers, Mayor, Glendale\*  
Cal Sheehy, Mayor, Lake Havasu City+  
Thomas L. Schoaf, Mayor, Litchfield Park+  
Ed Honea, Mayor, Marana  
John Giles, Mayor, Mesa

Kate Gallego, Mayor, Phoenix\*  
Stephanie Irwin, Mayor, Pinetop-Lakeside\*  
Tom Murphy, Mayor, Sahuarita  
David Ortega, Mayor, Scottsdale  
Sandy Moriarty, Mayor, Sedona+  
Rick Mueller, Mayor, Sierra Vista  
Mila Besich, Mayor, Superior+  
Corey Woods, Mayor, Tempe  
Regina Romero, Mayor, Tucson+

\*Not in attendance

+ Attended via Zoom

President Cathy Carlat called the meeting to order at 10:00 a.m. She then led the Executive Committee in the Pledge of Allegiance.

**1. REVIEW AND ADOPTION OF MINUTES**

President Cathy Carlat requested a motion on the adoption of the minutes. Mayor Kevin Hartke of Chandler moved to approve the minutes of the May 13, 2022, Executive Committee Meeting; Mayor Tom Murphy of Sahuarita seconded the motion and the motion carried unanimously.

**2. LEGISLATIVE UPDATE**

President Cathy Carlat of Peoria introduced and welcomed Legislative Staff to provide a legislative policy overview.

Executive Director Tom Belshe reflected on the legislative session, thanked League staff for their hard work this session, and reminded members that there was a New Laws Report which summarizes new legislation for the year that was sent to cities and towns.

Legislative Director Tom Savage shared that the Legislative session concluded July 25<sup>th</sup> after 166 days. The session was mostly successful except for the veto of the measure to extend Proposition 400 and its impact on cities and towns. Many of the issues that came through the Legislative session this year are anticipated to reappear next year. League Staff have scheduled “road show” presentations to talk about high priority new laws at four different locations: Sierra Vista, Oro Valley, Taylor, and Flagstaff.

### **Short Term Rentals**

Legislative Director Tom Savage overviewed the outcome of Short-Term Rental legislation. There was a compromise reached with the industry that resulted in the passage of legislation allowing cities to establish neighborhood notifications requirements, local licenses, increased penalties, and insurance requirements. The issue of proliferation was a complicated one to address this session but remains a priority for the League. We hope the reforms from the legislation (SB 1168) will be helpful to cities and towns in regulating short term rentals in their communities.

### **Affordable Housing**

Legislative Director Tom Savage explained that in the interim, League staff will be prioritizing affordable housing and the Housing Supply study committee created by the Legislature. Two seats on the committee have been designated to cities and towns and are seated by Mayor Corey Woods of Tempe and Jean Moreno of Glendale. The committee will meet biweekly, and in September will meet weekly to travel across the state and discuss housing challenges in Arizona. A subgroup created by the League will also meet twice a month to help Mayor Woods and Jean Moreno prepare for future study committee discussions. A reoccurring concern by industry and other housing stakeholders is how much local regulation is affecting the cost of building homes. The League will be conducting surveys to help collect information needed to combat the stated concerns. The League is also working with Rounds Consulting Group to conduct a study on the true factors that impact housing development.

### **Elections**

Legislative Director Tom Savage provided an overview of the primary election results. The results of the Republican primary will mean that a number of League champions will not be returning to the Legislature next year including Rep. Pace, Rep. Bowers, Rep. Osborn. On the Democratic side, Rep. Abraham, Rep. Chavez, and Rep. Sierra did not win their primary. In total 14 incumbent lawmakers lost their elections seeking seats again or switching chamber. There are a few competitive districts to monitor including LD9.

### **Legislative Awards**

Executive Director Tom Belshe discussed The League’s Friends and Champions Awards program. Historically this program helped win votes for issues affecting cities and towns at the Legislature, but the program is no longer producing this result and it is has become difficult to decide criteria for who receives the award each year.

League staff proposed to the committee moving the awards out to the cities and towns to decide champions for their own cities. Executive Director Tom Belshe asked for feedback and discussion from the Executive Committee on this idea. Committee members agreed that they would not want to do a city

and towns level awards program and agreed the League should hold the award program one more year. A legacy awards program was proposed to honor legislators in the future.

The League will be proposing at the next meeting other programs that might be effective to get more consistent relationships at the legislature and suggested the award program should not be the primary incentive to help gain support on League priorities.

### **3. FEDERAL POLICY UPDATE**

Deputy Director René Guillen briefly gave an update on the American Rescue Plan Act. Originally the Treasury offered a one-time only 10-million-dollar standard allowance for lost revenue to cities. This has been updated recently in the Treasury's database to allow cities that did not accept that one-time allowance to take advantage of this. The second deposit of ARPA funding has been distributed to most Arizona Cities and Towns.

Deputy Director René Guillen next gave an update on the Infrastructure and Investment in Jobs Act (IIJA) by the federal government. Much of the funding available from this act is formula driven, but some of it is grant driven so cities and towns will be competing for some funds.

At the state level, the governor has assembled an internal task force focusing on the infrastructure bill and what it means for the state, county, cities and towns. The task force will be helping to oversee that funds will be used most effectively throughout the state. Cities can reach out to the taskforce for assistance ensuring that their applications comply with state transportation plans or broadband plans. Cities and towns with the highest chance of getting grant applications approved will also be able to prove that their application proposal benefits other cities, the region, and different industries and initiatives larger than just their own community.

As a reminder, \$76 million dollars will be distributed to ADOT directly over 5 years to add charging stations to the interstate system. The funding is not allowed to be used on state routes. The first draft plan submission is due in August, and RFPs will be assembled to identify who will be installing charging stations.

Regarding IIJA act funding for wildfire, two types of grants will be offered to update Community Wildfire Protection Plan or to use the funding to implement your plan if its already up to date.

Regarding IIJA act funding for broadband, nothing has been announced, but a grant will be released very soon for cities and towns to apply for funds, and a third party will be used to engage and offer assistance to cities and towns on how to apply for the grants.

### **4. LEGAL UPDATE**

General Counsel Nancy Davidson provided a legal update.

There is a working group of city attorneys from throughout the state working on the short-term rental ordinance.

The League is updating their publications based on the new state laws and recent cases.

An email was distributed to city and town attorneys regarding the DROP bill (SB 1268) about the intent and meaning of the bill. Cities should discuss this bill with their city attorneys. The bill allows employers to offer to extend DROP benefits to Tier 1 members currently enrolled in DROP for up to 24 months. Due to the Contract Clause and considerations, the bill was specifically written to provide that employers are not required to offer this extension. Additionally, employers who choose to offer this option are not required to offer it to all applicable employees; employers have discretion to offer the extension to certain job classifications, but cities will need to be careful in exercising this discretion to ensure they are complying with the law and local requirements, if any. Employers who choose to offer this extension to employees are also not required to offer the extension for the full 24 months.

General Counsel Nancy Davidson provided an update on the amicus briefs filed by the League in cases involving matters of statewide concern for Arizona cities and towns. In one such case involving the City of Flagstaff (*Mountainside v. City of Flagstaff*), the Arizona Court of Appeals ruled in favor of the City and held that a city's authority to charge utility capacity fees pursuant to A.R.S. Sections 9-511 and 9-511.01 is separate from a city's statutory authority to assess impact fees pursuant to A.R.S. Section 9-463.05. This decision will likely be appealed to the Arizona Supreme Court. In *James v. City of Peoria*, the Arizona Supreme Court was asked to decide whether a notice of claim (NOC) is invalid, under § 12-821.01, if it provides that the claimant's settlement offer will terminate less than 60 days after the NOC is served. The League filed an amicus brief in this case as well in support of Peoria. The Arizona Supreme Court held that a NOC that otherwise complies with § 12-821.01(A) is not invalid simply because it purports to set a deadline for settlement prior to the 60-day period in § 12-821.01(E).

General Counsel Nancy Davidson indicated that the packet includes a detailed list of legal developments and summaries – and she was only highlighting a few for this meeting. For example, the Attorney General recently filed a lawsuit against the Scottsdale Unified School District (SUSD) and a Governing Board member for allegedly violating open meeting law on three occasions. The lawsuit alleges SUSD's meeting agenda was purposefully structured to avoid public comment regarding the district's mask mandate. The lawsuit also claims a Board member ran afoul of open meeting law when he allegedly interrupted a parent who claimed a district employee left neo-Nazi comic books around for students to find. On August 2, 2022, the AG issued a legal opinion about “calls to the public” under open meeting law, which is possibly related to this lawsuit against SUSD.

In another case, an appointed member (and former vice chair) of the Arizona School Facilities Board was sentenced to two concurrent terms of probation and ordered to pay a fine in a conflicts-of-interest case. The former chair failed to disclose conflicts in three instances that benefited his son's construction business.

General Counsel Nancy Davidson provided an overview of recent U.S. Supreme Court decisions, including *Kennedy v. Bremerton School District* case where a public employee (football coach) was suspended for kneeling on the field after a football game while he was still “on duty.” This case will change how municipal attorneys assess issues related to Establishment Clause and the speech rights of public employees. The U.S. Supreme Court also issued a major Second Amendment case, *New York State Rifle & Pistol Assn'n, v. Buren*. The Court held 6-3 that state and local governments cannot require “proper cause” to obtain a license to carry a handgun outside the home. However, it is important to note that this decision does not impact any legal authority to prohibit weapons in “sensitive places” where weapons have historically been prohibited, such as city hall, polling places, and courthouses.

## **5. 2022 LEAGUE ANNUAL CONFERENCE UPDATE**

Deputy Director Matt Lore gave an update on the 2022 League Annual Conference to take place August 30-September 2nd at the Renaissance in Glendale, Arizona.

There will be over 40 sessions, many related to IJJA, as well as several mobile workshops, a Cardinal stadium tour, and Luke Airforce Base tour.

Deputy Director Matt Lore thanked City of Glendale and Mayor Weirs for their assistance in planning the conference, and their role in gathering significant sponsorship for the League.

Executive committee members were reminded that they will have a room reserved at the hotel.

## **6. RESOLUTION OF APPRECIATION**

President Cathy Carlat of Peoria asked for a motion to approve a resolution of appreciation for Mayor Christian Price of Maricopa for his dedicated service to local government. Vice President Douglas Nichols of Yuma moved to approve the resolution of appreciation; Mayor Brigitte Peterson of Gilbert seconded the motion and it carried unanimously.

## **7. LIFE MEMBER NOMINATION**

Past presidents of the League are traditionally granted Life Membership by the Executive Committee. President Cathy Carlat of Peoria asked for a motion to approve the nomination of Past President Christian Price as a Life Member. Mayor Kevin Hartke of Chandler moved to approve the Life Member Nomination; Mayor Brigitte Peterson of Gilbert seconded the motion and it carried unanimously.

President Cathy Carlat adjourned the Executive Committee Meeting at 10:24 a.m.



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**EXECUTIVE COMMITTEE MEETING**  
Thursday, November 10, 2022

**Agenda Item #2      Recap of 2022 League Conference**

**Summary:**                      Staff will give an overview of the 2022 League Annual Conference and plans for the 2023 Conference.

**Responsible Person:**      Matt Lore, Deputy Director

**Attachment:**                      Attendance / Financial Report  
Conference survey results

**2022 LEAGUE ANNUAL CONFERENCE  
ATTENDANCE REPORT**

**Date:** August 30 -September 2, 2022

**Location:** The Renaissance  
Glendale, Arizona

**1460** persons attended the conference. 84 of the 91 cities and towns (92%) were represented at the event. The following is a summary of those who attended.

<b>Position</b>	<b>Total Registrants</b>
Mayors	74
Vice Mayors	47
Councilmembers	257
Manager/Assistant Manager	74
Clerk/Deputy Clerk	17
Attorney/Assistant Attorney	15
Intergov	20
Other City/Town	75
Spouse/Guest (Includes 43 Name Badge Only; 14 Comps)	137
Life Member	5
COG Director	7
State Department	53
State Representatives	17
State Senators	9
Speakers	104
Sponsors	134
Other	175
Youth	240
<b>TOTAL</b>	<b>1,460</b>

## 2022 Annual Conference - The Renaissance, Glendale

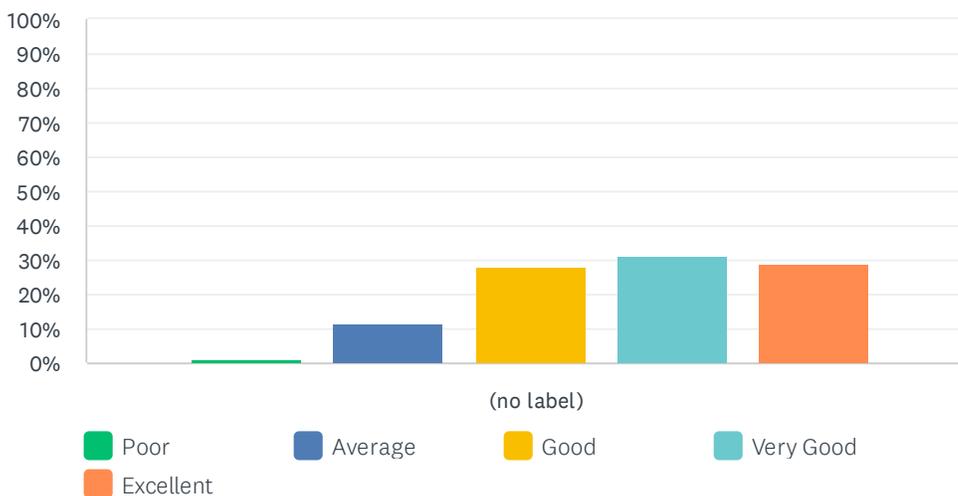
I N C O M E				
SPONSORS	Level	Contribution	Additional	Totals
Arizona Pipe Trades UA Local 469 (Torres)	Platinum	\$15,000.00		
APS	Platinum	\$10,000.00		
Arizona State University	Platinum	\$15,000.00		
Cigna	Platinum	\$15,000.00		
Johnson Controls	Platinum	\$10,000.00		
Schneider Electric	Platinum	\$15,000.00		
Southwest Gas	Platinum	\$10,000.00		
Swire Coca-Cola USA	Platinum	\$15,000.00		
AMRRP	Key Partner	\$0.00		
American Legal Publishing	Endorsed	\$0.00		
BMO Harris Bank	Endorsed	\$0.00		
H-PACT	Endorsed	\$0.00	\$3,000.00	
NLC	Endorsed	\$0.00		
Horizon Strategies	Partner	\$0.00		
Arizona Department of Administration	Gold	\$10,000.00		
Center for the Future of Arizona	Gold	\$10,000.00	\$1,000.00	
Climatec LLC	Gold	\$10,000.00		
Desert Diamond Casinos & Entertainment	Gold	\$10,000.00		
Flock Safety	Gold	\$10,000.00		
Mercy Care	Gold	\$10,000.00		
Metropolitan Life Insurance Company	Gold	\$10,000.00		
NORESCO	Gold	\$10,000.00		
PARS	Gold	\$10,000.00		
Rauch North America	Gold	\$10,000.00		
Republic Services	Gold	\$10,000.00		
Smart Rain, LLC	Gold	\$10,000.00		
SOLON Corporation	Gold	\$10,000.00		
Stifel	Gold	\$10,000.00		
TANIUM	Gold	\$10,000.00		
University of Arizona	Gold	\$10,000.00		
Verizon	Gold	\$10,000.00		
WANRack	Gold	\$10,000.00		
Waste Management	Gold	\$10,000.00		
CORE Construction	Silver	\$8,000.00		
COX Business	Silver	\$8,000.00		
EOS LINX	Silver	\$8,000.00		
Ernst & Young	Silver	\$8,000.00		
Mangat Group Inc	Silver	\$8,000.00		
American Airlines	Bronze	\$5,000.00		
AT&T	Bronze	\$5,000.00		
Banner   Aetna	Bronze	\$5,000.00		
Blue Cross Blue Shield of Arizona	Bronze	\$5,000.00		
Camelback Ranch Glendale	Bronze	\$5,000.00		
Central Arizona Project	Bronze	\$5,000.00	\$1,000.00	
Crown Castle	Bronze	\$5,000.00	\$1,300.00	
Dignity Health	Bronze	\$5,000.00		
EPCOR	Bronze	\$5,000.00		
Gammage & Burnham	Bronze	\$5,000.00		
HighGround, Inc.	Bronze	\$5,000.00		
LIUNA Laborers Local 1184	Bronze	\$5,000.00		
Resolution Copper	Bronze	\$5,000.00		
Salt River Project	Bronze	\$5,000.00		
Tucson Electric Power & Unisource Energy Services	Bronze	\$5,000.00		
Waymo	Bronze	\$5,000.00		
Brooklyn Bedding	Youth	\$1,000.00		
Midwestern University	Youth	\$1,000.00		
	<b>Total Sponsors</b>	<b>\$417,000.00</b>	<b>\$6,300.00</b>	<b>\$423,300.00</b>

<b>Registrations</b>		<b>Fee</b>	<b>Total</b>	
Member (Before 07/16/2022) [Includes 27 No-Shows]	523	\$320	\$167,360	
Member (Before 07/31/2022)	15	\$350	\$5,250	
Member (After 07/31/2022)	49	\$380	\$18,620	
Sponsor NBO	19	\$45	\$855	
Sponsor NBO Cancellations	0	\$35	\$0	
Sponsors (Before 07/16/2022)	18	\$380	\$6,840	
Sponsors (After 07/31/2022)	8	\$480	\$3,840	
Non-Member (Before 07/16/2022) [includes 44 No-Shows]	56	\$380	\$21,280	
Non-Member (Before 07/31/2022)	8	\$430	\$3,440	
Non-Member (After 07/31/2022)	52	\$480	\$24,960	
Non-Member Cancellation (Non-Refundable)	0	\$380	\$0	
Miscellaneous (Single Day)	5	\$175	\$875	
Miscellaneous (NBO)	2	\$45	\$90	
Spouse ( 92 Full Program Registration Incl. 1 No Show & 14 Comps )	77	\$170	\$13,090	
Spouse (Name Badge Only)	43	\$45	\$1,935	
Additional General Lunch Tickets Purchased	16	\$50	\$800	
Additional Tour Tickets Purchased	6	\$50	\$300	
Additional Dinner Tickets Purchased	22	\$80	\$1,760	
Member Cancellations [Non-Refundable]	5	\$320	\$1,600	
Member Cancellations [Non-Refundable]	1	\$380	\$380	
Member Cancellation Fees	39	\$30	\$1,170	
Spouse Cancellations [Non-Refundable]	1	\$170	\$170	
Ari-Son Delegates NBO (Showcase Ticket)	1	\$25	\$25	
Ari-Son Delegates NBO (Lunch & Showcase Ticket)	2	\$75	\$150	
Golf (paid only) 85 total players	38	\$80	\$3,040	
Golf Cancellation Fees	0	\$10	\$0	
Showcase Booths [includes 20 Cities with extra booths]	71	\$230	\$16,330	
Showcase Booths [with electricity]	27	\$75	\$2,025	
Showcase Booth [add extra table]	18	\$35	\$630	
Luke Air Force Base Tour (2 Comps-3 No Shows)	23	\$25	\$575	
State Farm Stadium Tour (2 Comps-3 No Shows)	25	\$25	\$625	
Youth Program (0 Comps)	240	\$70	\$16,800	
Youth Program Cancellations (3 @10.00)	3	\$10	\$30	
			<b>Total Registrations</b>	<b>\$314,845.00</b>
			<b>TOTAL REVENUE</b>	<b>\$738,145.00</b>
<b>EXPENDITURES</b>				
<b>BANQUET / HOTEL CHARGES</b>				
Renaissance Glendale Hotel				
Guest Rooms		\$19,030.48		
Food & Beverage (includes all meeting rooms, catering and AV)		\$293,280.09		
Adjustments		-\$4,248.62	\$308,061.95	
AV & Miscellandous (included in hotel bill)				
Deposit Payments: 7/2020 \$20,000; 11/20 \$25,000; 12/21 \$25,196; 9/22 \$11,758.70	\$81,954.70			
Hampton Inn room charges			\$2,356.44	
				<b>\$310,418.39</b>
<b>GOLF</b>				
TopGolf (deposit \$6,943.75; final payment \$7043.75)			\$13,987.50	
Golf bags (white drawstring with League logo)		150 @ .52	\$78.00	
Amazon gift cards (prizes - \$50 for 1st place team of six; \$25 for 2nd place team of six)			\$450.00	<b>\$14,515.50</b>
<b>SHOWCASE &amp; SPONSOR BOOTHS</b>				
CSI, etc. (25 sponsor booths; 70 showcase booths) deposit			\$7,787.00	
CSI, etc. (25 sponsor booths; 70 showcase booths) second payment			\$8,283.41	
CSI, etc. (34 sponsor booths; 74 showcase booths) final payment			\$3,759.24	<b>\$19,829.65</b>
<b>TRANSPORTATION</b>				
U-Haul 15' (Office to Renaissance)			\$90.86	
Fuel charges			\$30.65	
Arrowhead Stage Lines (shuttle and tours)			\$9,371.66	
Scudo Drivers (speaker pick up & drop off - 6 trips)		6 @ 158.72	\$952.32	<b>\$10,445.49</b>

<b>SPEAKER FEES/EXPENSES, ENTERTAINMENT</b>			
John Register (Wednesday opening session) fee including travel		\$17,000.00	
Wednesday dinner entertainment (Avalon Meetings & Entertainment)		\$4,200.00	
Mtat Lehrman, Social Prosperity Partners (Friday closing session) fee plus travel		\$5,500.00	
Lisa Soronen, State & Local Legal Center - travel reimbursement		\$805.78	
Little O's speaker gift cards (Tom S panel)	6 @ 25	\$150.00	
Amazon gift cards - thank you to speakers	148 @ \$25	\$3,700.00	<b>\$31,355.78</b>
<b>AWARDS</b>			
Keepsake Trophy - Plaques: Service Award, Legislator, Life Member, Officers		\$1,911.75	
Marco (wood frames) - 12-year Service Award (26)	26 @ \$20.37	\$529.62	
MTM Recognition - 8 year Service Award covers (40)	40 @ \$10.76	\$430.40	
Marco (wood frames) - Sponsor Awards (Key, Platinum, Gold & Endorsed - 33 minus 16 not picked up)	17 @ \$22.00	\$374.00	
DropOff - Pickup and Delivery Services		\$82.96	
Postage - mailing awards not picked up at conference		\$95.33	<b>\$3,424.06</b>
<b>PRINTING / Banners, Posters, Brochures, Flyers, etc.</b>			
Gordon Graphics (program - 700)		\$2,165.48	
PLI (600 printed key cards)		\$1,927.84	
Marco (1000 printed canvas bags)		\$8,236.47	
Marco - printed lanyards (ran out of sponsor lanyards - \$1.23 each)	~75 @ 1.23	\$92.25	
Black copy charges	1202 @ .04	\$48.12	
Color copy charges	9764 @ .10	\$976.40	
Marco Badges (plastic badge & insert)	549 @ \$.50	\$274.50	
Marco Badges (title plastic badge & insert)	674 @ \$.65	\$438.10	<b>\$14,159.16</b>
<b>SPOUSE PROGRAM &amp; TOURS</b>			
Cerreta Candy Co (Spouse Program Tour)		\$622.03	
Luke Air Force Base and State Farm Stadium Tours		\$0.00	<b>\$622.03</b>
<b>YOUTH PROGRAM</b>			
Marco Badges (title plastic badge & insert)	240 @ \$.65	\$156.00	
True Measure Solutions, LLC (Event Coordination)		\$3,500.00	
Speaker gifts cards	4 @ \$25	\$100.00	<b>\$3,756.00</b>
<b>MISCELLANEOUS</b>			
Expo Plu\$/CCI Program (conference insurance)		\$3,619.22	
Horizon Strategies		\$42,300.00	
Cvent registration fees (3.04 per registrant/per event) - Regular Registration	1284 @ \$3.04	\$3,903.36	
Cvent registration fees (3.04 per registrant/per event) - Golf	91 @ \$3.04	\$276.64	
Cvent registration fees (3.04 per registrant/per event) - Showcase	45 @ \$3.04	\$136.80	
Cvent registration fees (3.04 per registrant/per event) - Youth Program	243 @ \$3.04	\$738.72	
Cvent registration fees (3.04 per registrant/per event) - Ari-Son & Tours	62 @ \$3.04	\$188.48	
Mobile App (TripBuilderMedia)		\$4,800.00	
Miscellaneous - staff meals, snacks		\$580.13	
Aaron Hoskins - Hoskins Photography		\$2,730.00	
Miscellaneous tips & supplies (poster paper, boxes, envelopes, etc.)		\$481.71	
Social Media Scavenger Hunt prizes (\$250, \$200, \$150 gift cards)		\$600.00	
Photo Booth (Trend Booths)		\$2,171.00	
Surprise 1st Young Women's Group donation for stuffing canvas bags		\$1,200.00	<b>\$63,726.06</b>
<b>TOTAL EXPENSES</b>			<b>\$472,252.12</b>
<b>Excess Revenue Over Expenditures</b>			<b>\$265,892.88</b>

# Q1 Opening General Session

Answered: 111 Skipped: 2

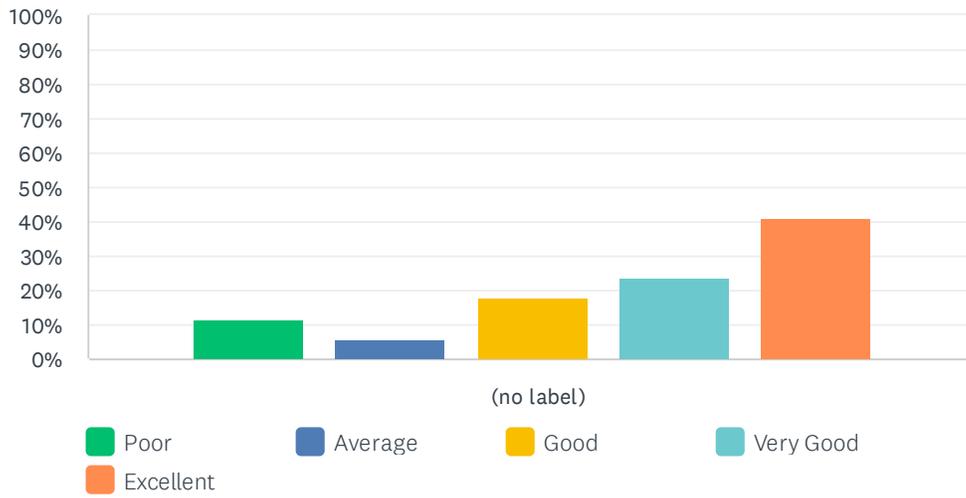


	POOR	AVERAGE	GOOD	VERY GOOD	EXCELLENT	TOTAL	WEIGHTED AVERAGE
(no label)	1.03%	11.34%	27.84%	30.93%	28.87%	97	3.75
	1	11	27	30	28		

#	PLEASE PROVIDE ANY COMMENTS ON THE SESSION HERE.	DATE
1	The opening session key note speaker was FANTASTIC!!!!	9/12/2022 4:49 PM
2	Inspiring speech	9/10/2022 4:31 PM
3	Very uplifting speaker.	9/8/2022 1:29 PM
4	If you are going to have an event you need to make sure the venue is large enough to accommodate Like having enough seating and not packed in like sardines	9/8/2022 1:17 PM
5	Great panel members and discussion	9/8/2022 11:41 AM
6	John Register and David Sander were fantastic!	9/8/2022 11:38 AM
7	Great speaker, but hard to bring the concepts of leadership together.	9/8/2022 11:35 AM
8	Seating at the beginning was a problem until the students were excused. Since the students are dismissed soon after the parade of flags, I recommend that they not save seats and simply stand in the back of the room if seating is limited.	9/8/2022 11:27 AM
9	John Register "GREAT SPEAKER" with an amazing store	9/8/2022 10:12 AM
10	Needed more seating	9/8/2022 10:10 AM
11	Not enough seating for all in attendance. Flag ceremony was great!	9/8/2022 9:52 AM
12	The presenter was lively and energetic. Not dry and boring.	9/3/2022 9:02 AM
13	Key notes speaker was hard to hear	9/2/2022 12:03 PM
14	Seating was a total fiasco. I know that seating demand lightens up once the parade of flags concludes and the youth groups are excused, but until then it was standing room only with many people not even attempting to come in at all. I believe this was caused by the front half of the room being set up with tables instead of just chairs. The table arrangement was super inefficient.	9/1/2022 10:22 PM

## Q2 Mayor's Education Roundtable

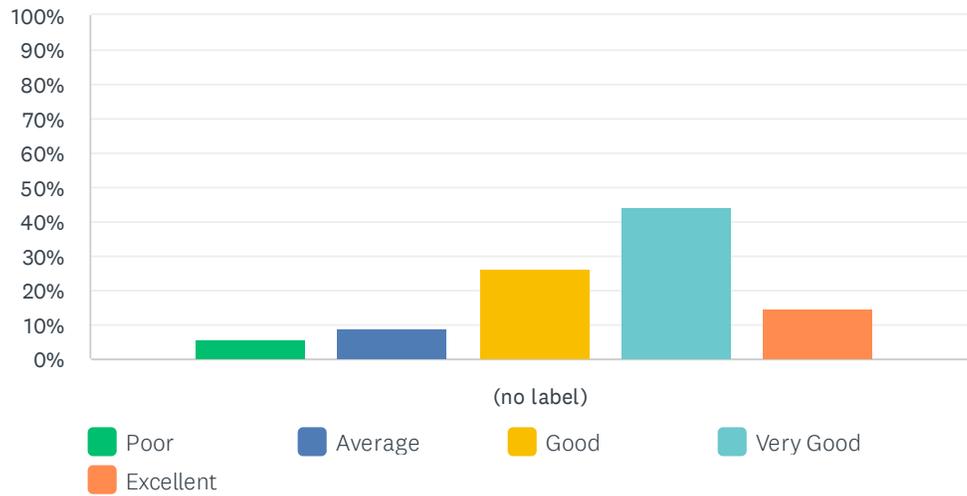
Answered: 96 Skipped: 17



	POOR	AVERAGE	GOOD	VERY GOOD	EXCELLENT	TOTAL	WEIGHTED AVERAGE
(no label)	11.76%	5.88%	17.65%	23.53%	41.18%	17	3.76
	2	1	3	4	7		

## Q3 Infrastructure Investment and Jobs Act: Overview

Answered: 84 Skipped: 29

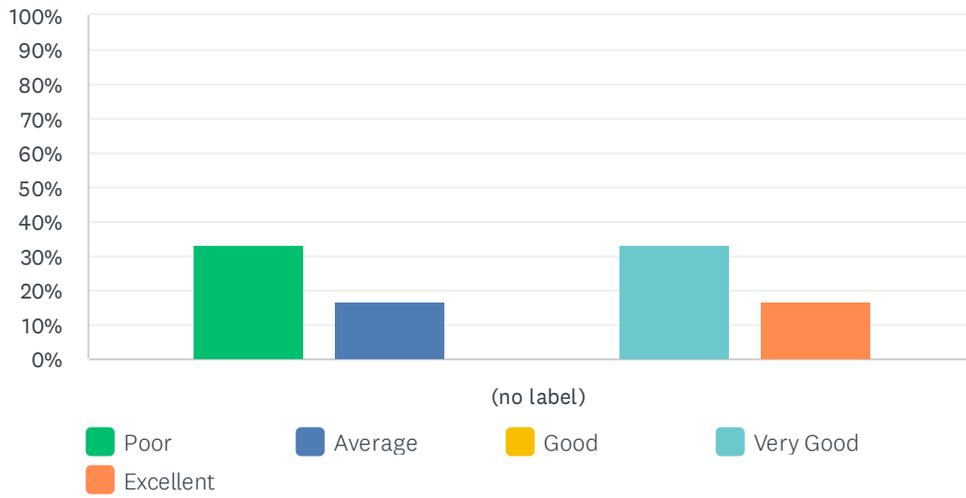


	POOR	AVERAGE	GOOD	VERY GOOD	EXCELLENT	TOTAL	WEIGHTED AVERAGE
(no label)	5.88%	8.82%	26.47%	44.12%	14.71%	34	3.53
	2	3	9	15	5		

#	PLEASE PROVIDE ANY COMMENTS ON THE SESSION HERE.	DATE
1	was not able to stay due to inadequate seating	9/8/2022 1:59 PM
2	There seemed to be a higher need for specific questions for certain communities. There would be a benefit for cities and towns to have special one-on-one discussions with these experts.	9/2/2022 12:53 PM
3	General, confusing, lack of helpful specifics	9/2/2022 12:03 PM
4	Room not large enough had to pick another session	9/2/2022 10:49 AM

## Q4 Mayor's Education Roundtable

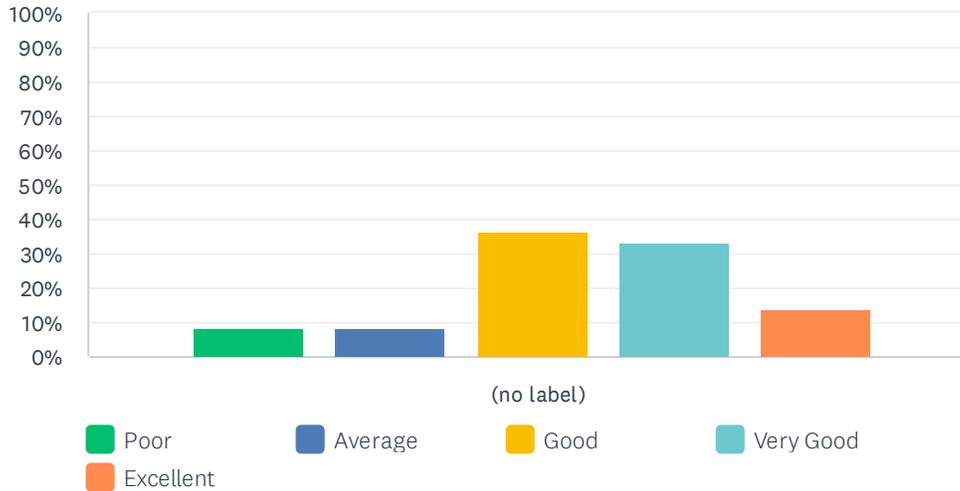
Answered: 55 Skipped: 58



	POOR	AVERAGE	GOOD	VERY GOOD	EXCELLENT	TOTAL	WEIGHTED AVERAGE
(no label)	33.33% 2	16.67% 1	0.00% 0	33.33% 2	16.67% 1	6	2.83

## Q5 Arizona is so HOT right now: The Housing Lessons in Our Communities

Answered: 90 Skipped: 23

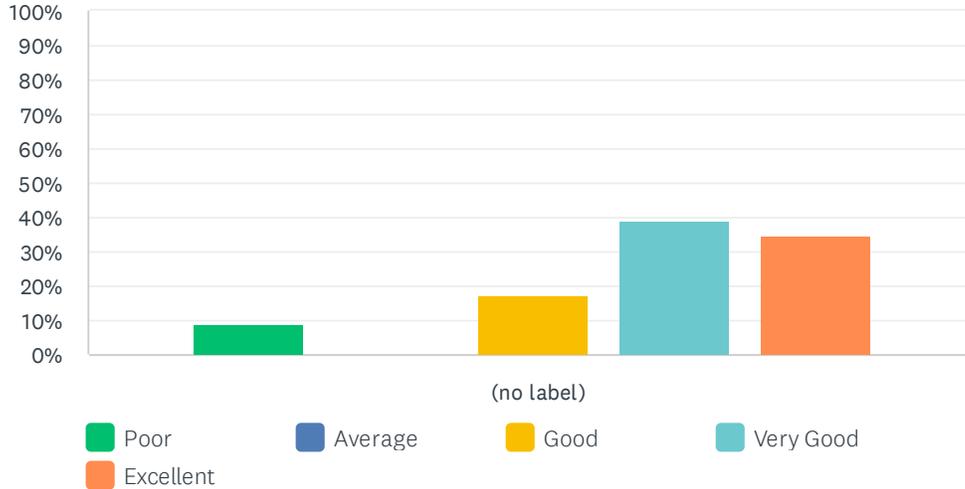


	POOR	AVERAGE	GOOD	VERY GOOD	EXCELLENT	TOTAL	WEIGHTED AVERAGE
(no label)	8.33%	8.33%	36.11%	33.33%	13.89%	36	3.36
	3	3	13	12	5		

#	PLEASE PROVIDE ANY COMMENTS ON THE SESSION HERE.	DATE
1	Rooms seemed undersized for the heavily attended sessions	9/13/2022 12:58 PM
2	I did not bother to write his name down as I found his talk worthless; he seemed to only want to talk about planting 30,000 trees around Phoenix as the solution to the high temperatures in Phoenix. What a joke.	9/8/2022 5:28 PM
3	I would have liked to hear more practical tools to help cities close the gap on reasonably-priced housing. Market-rate housing should not be the only option offered; people simply cannot afford it!	9/8/2022 11:38 AM
4	The reference to NIMBYs was spoken of in relatively negative terms and wasn't particularly helpful. Resident concerns should not be dismissed and generally have legitimate concerns.	9/8/2022 11:27 AM
5	A topic we are all dealing with in some way.	9/8/2022 10:12 AM

## Q6 911 Mental Health Calls: How Law Enforcement and Crisis Care Professionals Can Partner Together

Answered: 85 Skipped: 28

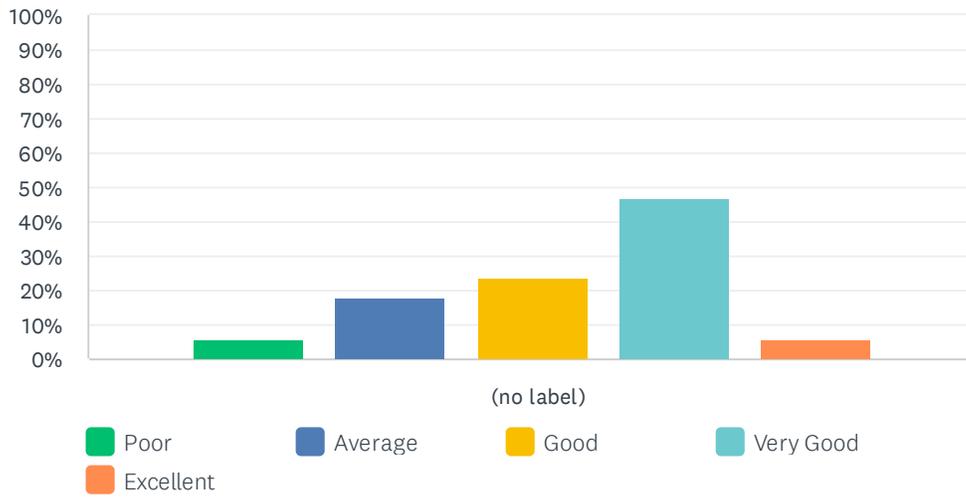


	POOR	AVERAGE	GOOD	VERY GOOD	EXCELLENT	TOTAL	WEIGHTED AVERAGE
(no label)	8.70%	0.00%	17.39%	39.13%	34.78%		
	2	0	4	9	8	23	3.91

#	PLEASE PROVIDE ANY COMMENTS ON THE SESSION HERE.	DATE
1	I thoroughly enjoyed this session, one of my take aways was the phrase "psychological first aid"	9/12/2022 12:53 PM
2	Always looking for metrics to judge effectiveness of programs. It was an impressive presentation.	9/10/2022 4:31 PM
3	Very informative thank you.	9/8/2022 1:17 PM

## Q7 It's a Dry Heat: How Extreme Heat is Impacting Arizona Communities

Answered: 82 Skipped: 31

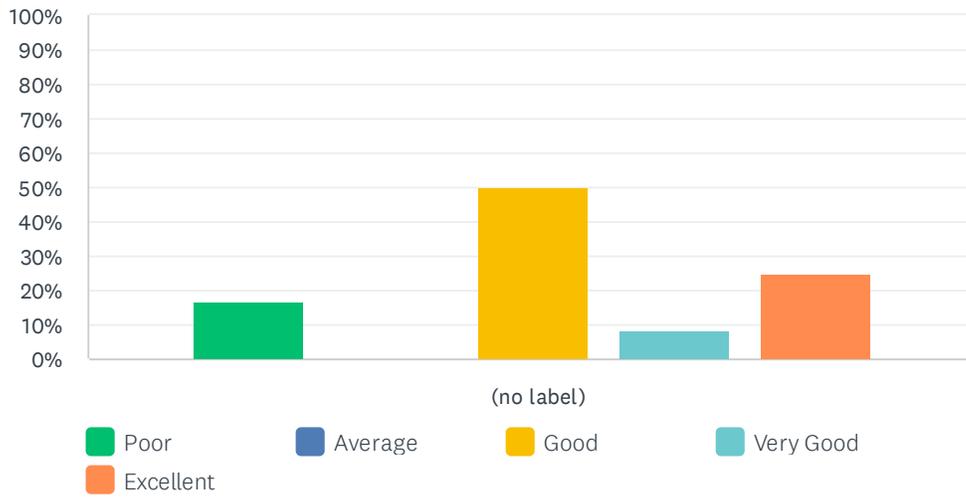


	POOR	AVERAGE	GOOD	VERY GOOD	EXCELLENT	TOTAL	WEIGHTED AVERAGE
(no label)	5.88%	17.65%	23.53%	47.06%	5.88%	17	3.29
	1	3	4	8	1		

#	PLEASE PROVIDE ANY COMMENTS ON THE SESSION HERE.	DATE
1	I was hoping for tangible actions we could implement in our community	9/6/2022 7:35 PM

## Q8 IIJA Track: Wildfire

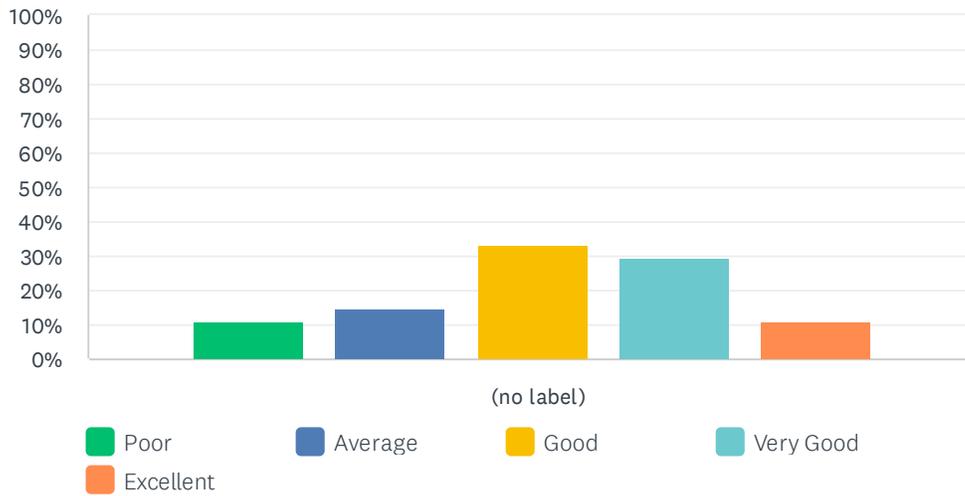
Answered: 76 Skipped: 37



	POOR	AVERAGE	GOOD	VERY GOOD	EXCELLENT	TOTAL	WEIGHTED AVERAGE
(no label)	16.67% 2	0.00% 0	50.00% 6	8.33% 1	25.00% 3	12	3.25

## Q9 Housing: Homelessness Issues in Arizona

Answered: 85 Skipped: 28

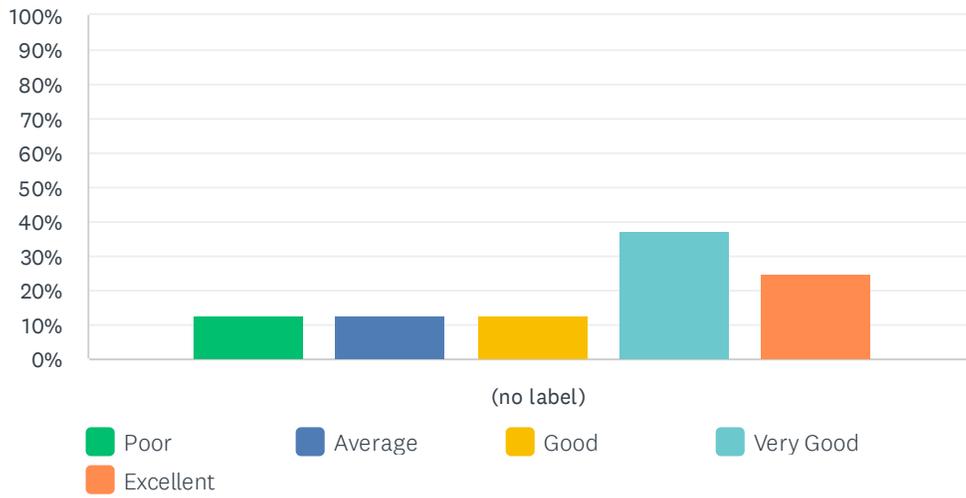


	POOR	AVERAGE	GOOD	VERY GOOD	EXCELLENT	TOTAL	WEIGHTED AVERAGE
(no label)	11.11% 3	14.81% 4	33.33% 9	29.63% 8	11.11% 3	27	3.15

#	PLEASE PROVIDE ANY COMMENTS ON THE SESSION HERE.	DATE
1	I wanted to attend this one too. But had several classes that I wanted to see and can only be on one please at a time	9/8/2022 1:17 PM
2	Solutions such as finding them housing on tax payer money is unreasonable. We need laws to protect our constituents from those with drug problems.	9/8/2022 10:02 AM
3	It was nothing new	9/2/2022 12:02 PM

## Q10 Mayor's Education Roundtable

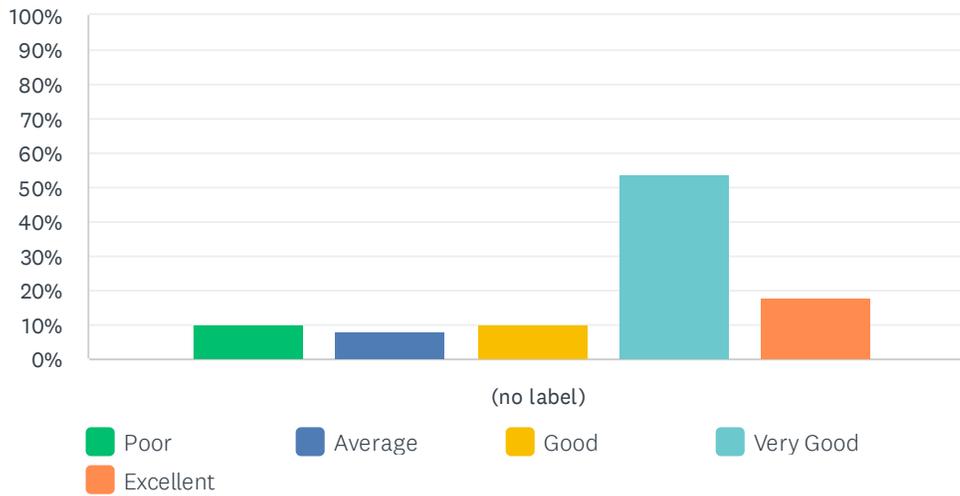
Answered: 53 Skipped: 60



	POOR	AVERAGE	GOOD	VERY GOOD	EXCELLENT	TOTAL	WEIGHTED AVERAGE
(no label)	12.50% 1	12.50% 1	12.50% 1	37.50% 3	25.00% 2	8	3.50

## Q11 What Lies Ahead: Arizona's Water Supply

Answered: 84 Skipped: 29

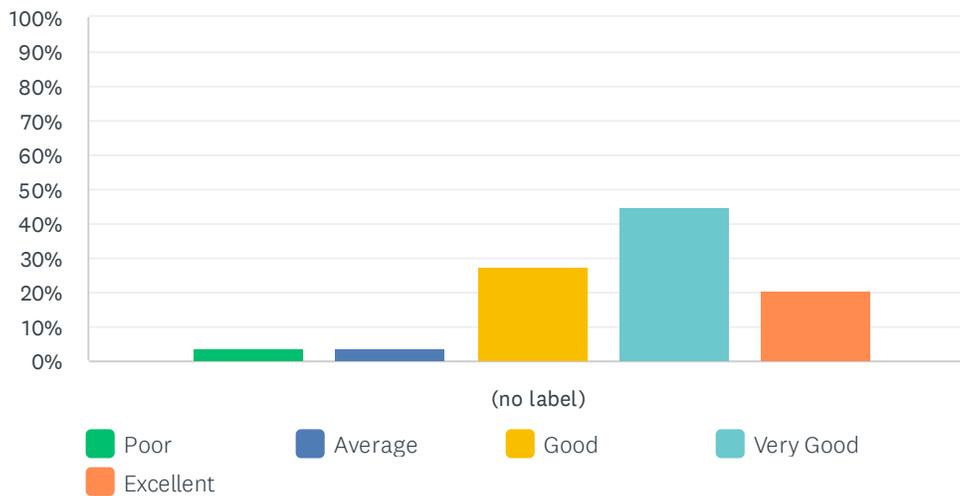


	POOR	AVERAGE	GOOD	VERY GOOD	EXCELLENT	TOTAL	WEIGHTED AVERAGE
(no label)	10.26%	7.69%	10.26%	53.85%	17.95%	39	3.62
	4	3	4	21	7		

#	PLEASE PROVIDE ANY COMMENTS ON THE SESSION HERE.	DATE
1	Rooms seemed undersized for the heavily attended sessions	9/13/2022 12:58 PM
2	There were quite a few water presentations. Would have been interesting to have a general session round table to bring the different parts together.	9/10/2022 4:31 PM
3	Do not remember taking anything away from this session.	9/8/2022 5:28 PM
4	A lot of very good information. The room was too small way too many people	9/8/2022 1:17 PM
5	Excellent update and reality check. My biggest takeaway was Dr. Sorenson's plea to invest in water infrastructure and increase water rates!	9/8/2022 11:38 AM
6	Completely disagree with one passenger's assertion that each community needs to respond to the water crisis independently. It does no good if we are not sacrificing as a collective body. The state needs to take a stronger leadership role.	9/8/2022 11:27 AM
7	would have appreciated addressing the specific issues to be resolved with the 2A status....	9/8/2022 10:59 AM
8	Always a concern in the west. More critical than ever now.	9/8/2022 10:12 AM
9	There is a definite difference in solution oriented discussion between urban and rural leaders. Is there an opportunity for AZ League of cities to address these challenges constructively? Challenge was seeing a common ground when the approaches have to be different. Maybe a track for urban dense and a track for rural communities?	9/2/2022 12:53 PM
10	Nothing that had not already been discussed	9/2/2022 12:02 PM
11	Not enough chairs had to pick another session	9/2/2022 10:49 AM

## Q12 No Rules? or New Rules? - Civil Discourse in the Public Sphere

Answered: 78 Skipped: 35

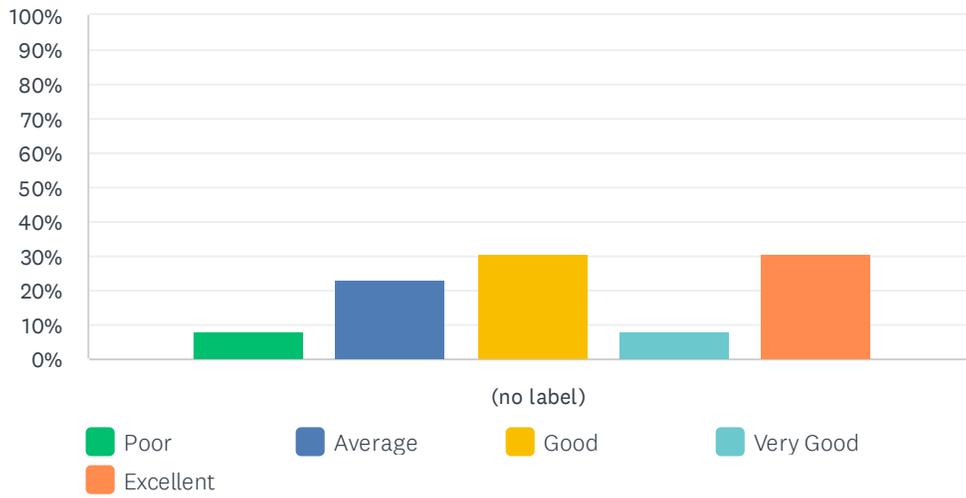


	POOR	AVERAGE	GOOD	VERY GOOD	EXCELLENT	TOTAL	WEIGHTED AVERAGE
(no label)	3.45%	3.45%	27.59%	44.83%	20.69%		
	1	1	8	13	6	29	3.76

#	PLEASE PROVIDE ANY COMMENTS ON THE SESSION HERE.	DATE
1	Would like to see this expanded into the future with more real life solutions to assist elected officials in keeping decorum throughout public meetings.	9/15/2022 11:23 AM
2	Great session, a couple of great takeaways "We're a nation that's really angry at each other, even though we agree on a lot", good reminder that the most extreme are the ones that show up to meetings and these aren't the people we should concentrate on - among other great lines in my notes	9/12/2022 12:53 PM
3	was not able to stay due to inadequate seating	9/8/2022 1:59 PM
4	This session was excellent!	9/8/2022 10:26 AM
5	Moderator and two panelists but only one panelist did most of the talking. Would have liked to hear more from Jack McCain.	9/4/2022 1:27 PM
6	The topic was something that affect everyone and all ages. Panelists stressed the importance of not spreading rhetoric and false claims posted on social media sites.	9/3/2022 9:02 AM

## Q13 Cannabis: Opportunities and Challenges

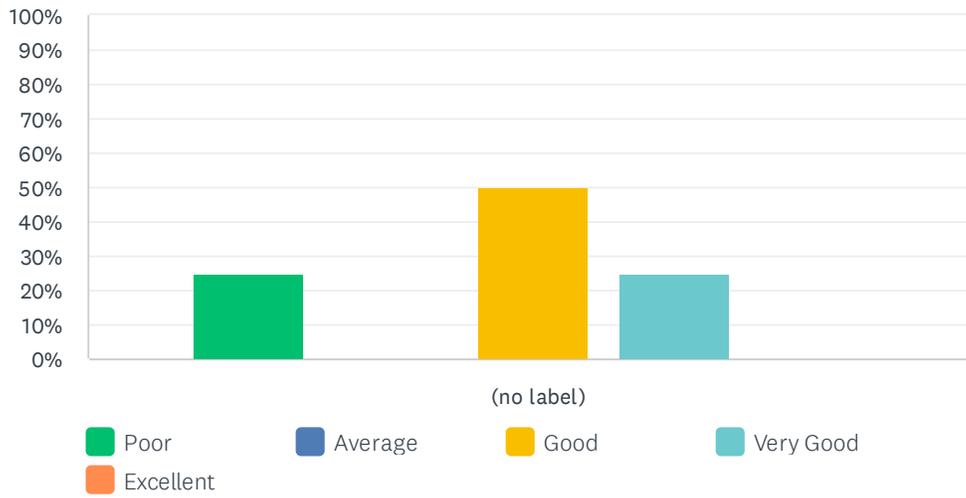
Answered: 79 Skipped: 34



	POOR	AVERAGE	GOOD	VERY GOOD	EXCELLENT	TOTAL	WEIGHTED AVERAGE
(no label)	7.69%	23.08%	30.77%	7.69%	30.77%	13	3.31
	1	3	4	1	4		

## Q14 Let's Discuss: Pension Solutions

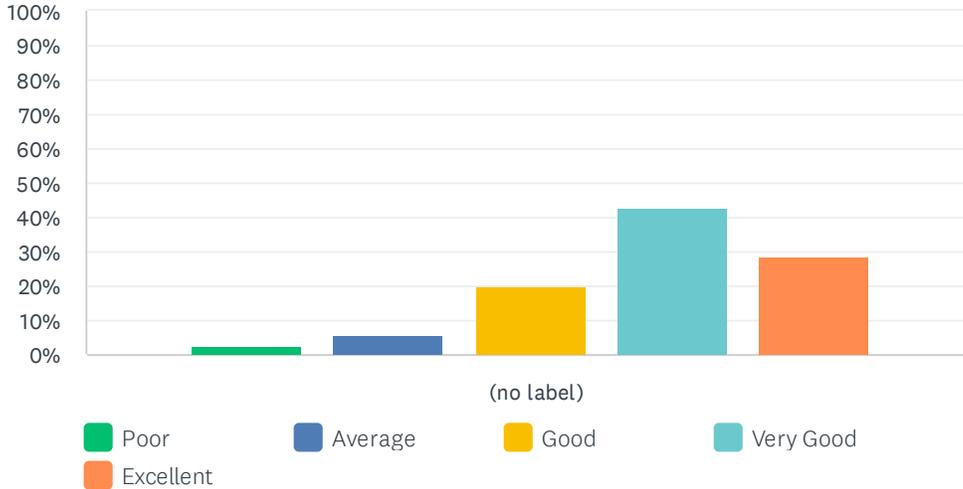
Answered: 77 Skipped: 36



	POOR	AVERAGE	GOOD	VERY GOOD	EXCELLENT	TOTAL	WEIGHTED AVERAGE
(no label)	25.00%	0.00%	50.00%	25.00%	0.00%	4	2.75
	1	0	2	1	0		

## Q15 Short Term Rentals: Recommendations for Implementing New Tools to Mitigate Impacts on Communities

Answered: 82 Skipped: 31

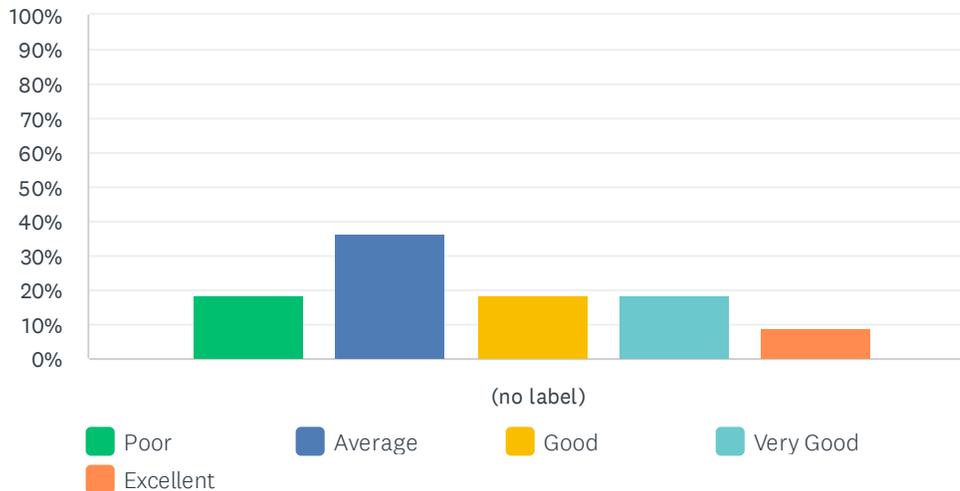


	POOR	AVERAGE	GOOD	VERY GOOD	EXCELLENT	TOTAL	WEIGHTED AVERAGE
(no label)	2.86%	5.71%	20.00%	42.86%	28.57%		
	1	2	7	15	10	35	3.89

#	PLEASE PROVIDE ANY COMMENTS ON THE SESSION HERE.	DATE
1	Really good information on how to handle and communicate the new rules in order to be effective at enforcing them	9/10/2022 4:31 PM
2	Great update on the new legislation that passed over the summer. So glad to hear the State is giving power and tools back to local cities.	9/8/2022 11:38 AM
3	Great to have an AirBNB Representative	9/8/2022 11:35 AM
4	Very helpful	9/8/2022 11:27 AM
5	A representative from a rural community would have been appropriate.	9/8/2022 10:26 AM
6	Good topic. Nice to no where we're going. Hopefully continued conversation at a State level.	9/8/2022 10:12 AM
7	Very glad to see AirBnB executives included in the conversation.	9/2/2022 12:53 PM

## Q16 Leading Women: The Multiplying Effect When Women in the Private and Public Sectors Work Together

Answered: 81 Skipped: 32

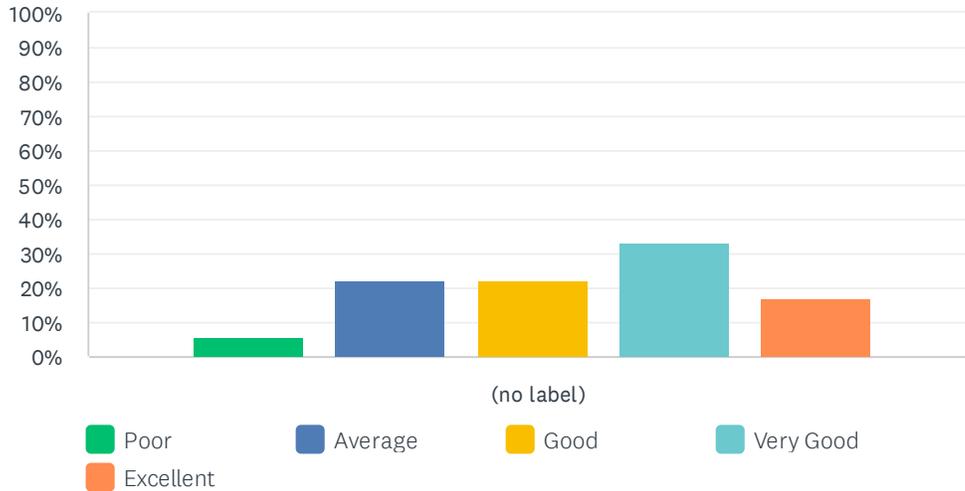


	POOR	AVERAGE	GOOD	VERY GOOD	EXCELLENT	TOTAL	WEIGHTED AVERAGE
(no label)	18.18%	36.36%	18.18%	18.18%	9.09%	22	2.64
	4	8	4	4	2		

#	PLEASE PROVIDE ANY COMMENTS ON THE SESSION HERE.	DATE
1	I keep hoping this will be more of a leadership session of bringing together electeds for united causes or mentoring to take on leadership roles in the future	9/15/2022 11:23 AM
2	I thought this session was ok. I have attended stronger sessions on Leading women in the past. There needs to be more of a variety of topic other than what was presented in this session.	9/12/2022 4:49 PM
3	was more about their lobby positions than leadership. In past years panel engaged audience much more. Very disappointed.	9/8/2022 3:43 PM
4	I thought it would be more about working together and encouraging more women to take on leadership roles. It was more about how they managed to be moms and keep working.	9/8/2022 1:29 PM
5	The previous years sessions were much more informative.	9/8/2022 10:07 AM
6	This was more of a story telling opportunity for the presenters rather than a session providing any useful information.	9/8/2022 9:58 AM
7	Didn't discuss how we can come together to work better for our communities. Discussed the multi tasking all of us face.	9/2/2022 9:34 PM
8	I know all about their dog Charlie and their kids but nothing that spoke to the subject. It seemed like a conversation between friends and the audience was just there to listen in	9/2/2022 12:06 PM
9	The women did a wonderful job	9/2/2022 12:02 PM
10	Focused too much on just lobbies, not women. Felt comments were a bit disrespectful and encouraged women to accept locker room attitudes to be " one of the guys".	9/1/2022 2:39 PM

## Q17 Small Community, Big Opportunity: Staff Recruitment and Retention in Rural Communities

Answered: 80 Skipped: 33

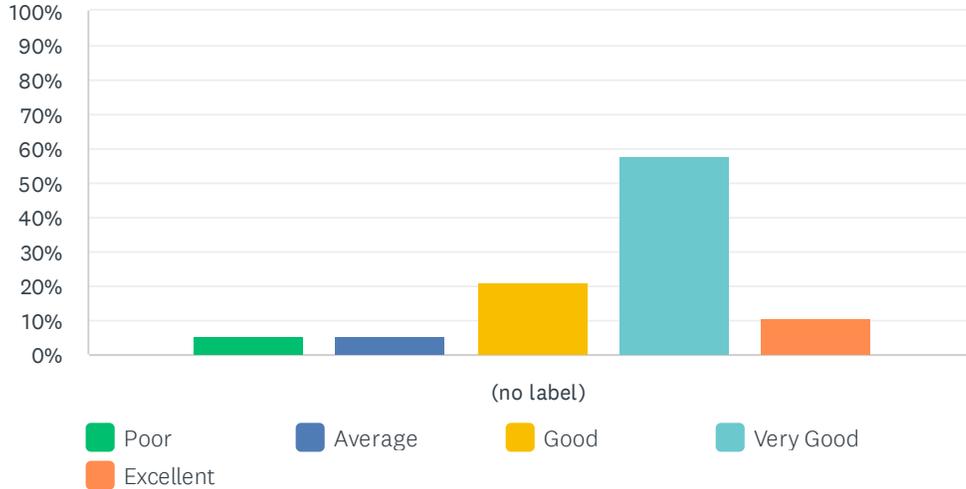


	POOR	AVERAGE	GOOD	VERY GOOD	EXCELLENT	TOTAL	WEIGHTED AVERAGE
(no label)	5.56%	22.22%	22.22%	33.33%	16.67%		
	1	4	4	6	3	18	3.33

#	PLEASE PROVIDE ANY COMMENTS ON THE SESSION HERE.	DATE
1	Fine, would have liked more specific solutions not just ideas and opinions	9/2/2022 12:03 PM

## Q18 Energy and Economic Development: We Can't Have One without the Other

Answered: 77 Skipped: 36

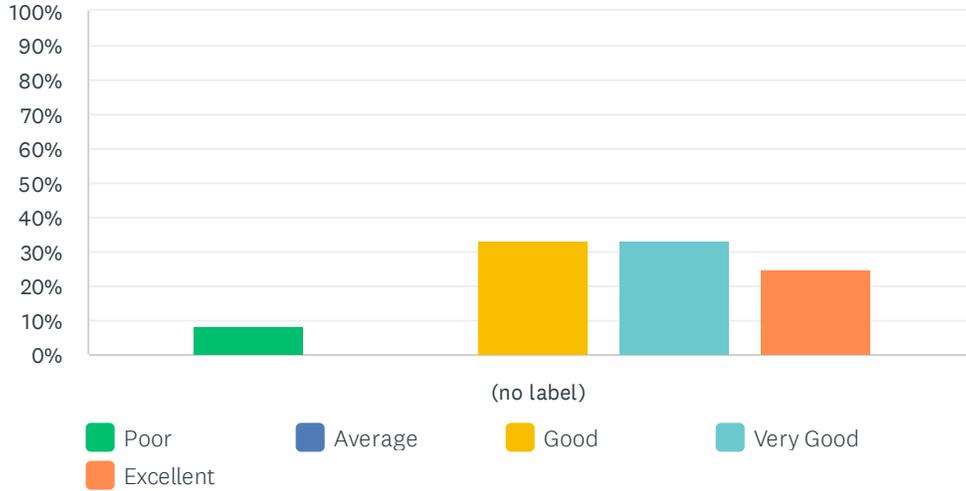


	POOR	AVERAGE	GOOD	VERY GOOD	EXCELLENT	TOTAL	WEIGHTED AVERAGE
(no label)	5.26%	5.26%	21.05%	57.89%	10.53%	19	3.63
	1	1	4	11	2		

#	PLEASE PROVIDE ANY COMMENTS ON THE SESSION HERE.	DATE
1	good conversations, in reviewing my notes it doesn't look like I took as many as I did with other sessions	9/12/2022 12:53 PM
2	Do not remember taking away anything from this session.	9/8/2022 5:28 PM
3	Too crowded please have more space	9/2/2022 12:02 PM

## Q19 Capital Pipeline: How to Utilize the CIP Dashboard to Fund Capital Projects in Your City or Town

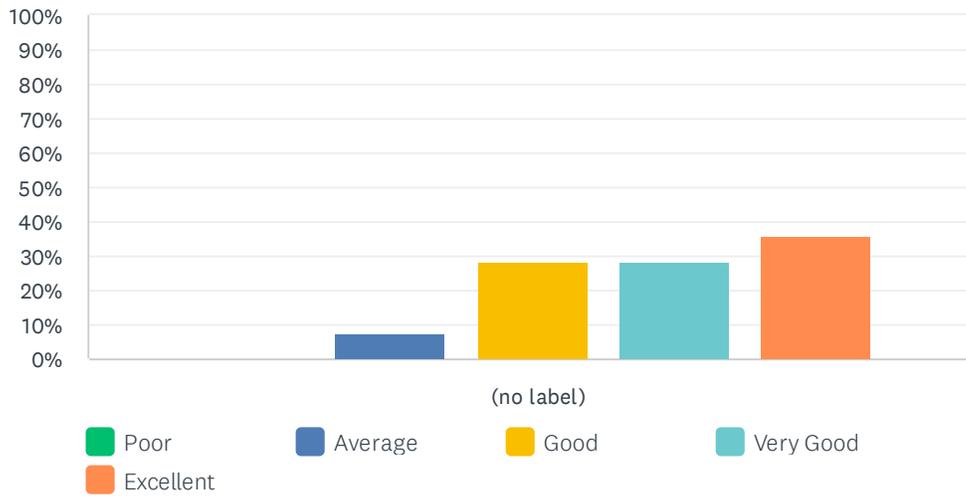
Answered: 75 Skipped: 38



	POOR	AVERAGE	GOOD	VERY GOOD	EXCELLENT	TOTAL	WEIGHTED AVERAGE
(no label)	8.33%	0.00%	33.33%	33.33%	25.00%		
	1	0	4	4	3	12	3.67

## Q20 IIJA Track: Transportation

Answered: 72 Skipped: 41

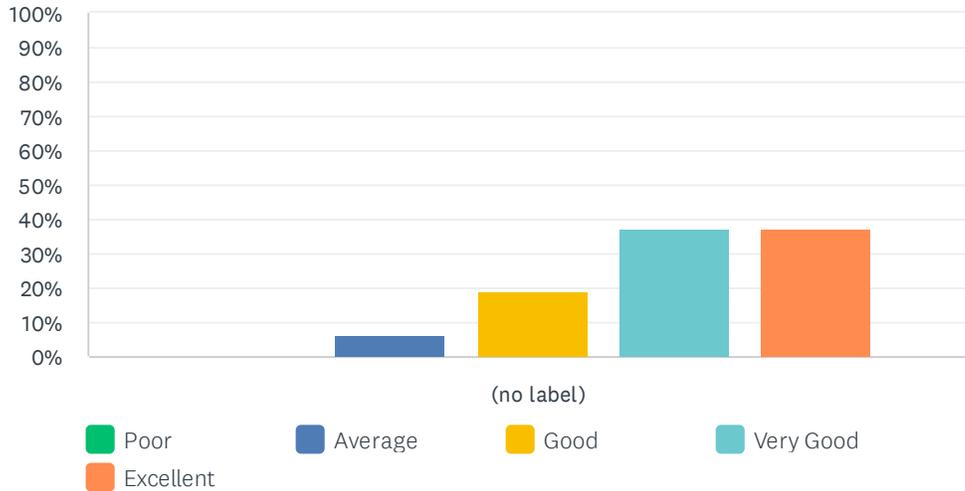


	POOR	AVERAGE	GOOD	VERY GOOD	EXCELLENT	TOTAL	WEIGHTED AVERAGE
(no label)	0.00%	7.14%	28.57%	28.57%	35.71%	14	3.93
	0	1	4	4	5		

#	PLEASE PROVIDE ANY COMMENTS ON THE SESSION HERE.	DATE
1	Please do this session in bigger setting	9/2/2022 12:04 PM

## Q21 Housing: A Primer on Zoning and Permitting for City and Town Officials

Answered: 73 Skipped: 40

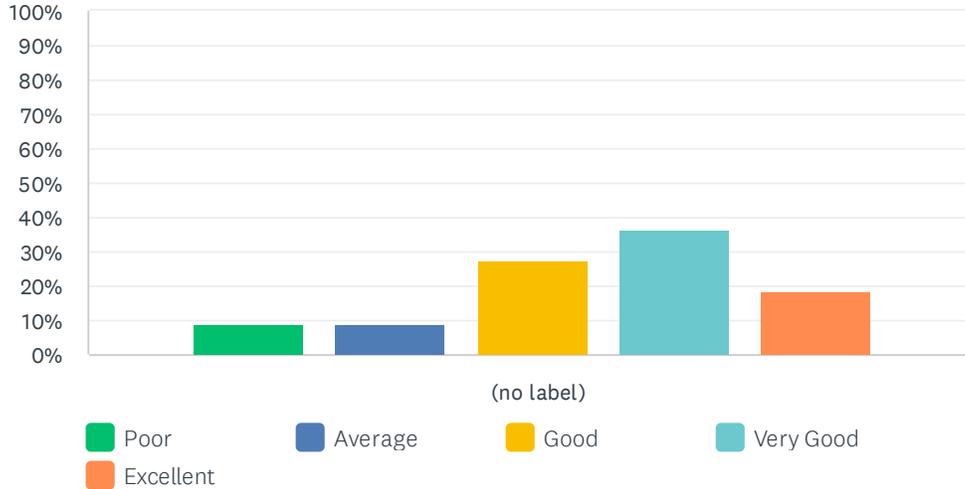


	POOR	AVERAGE	GOOD	VERY GOOD	EXCELLENT	TOTAL	WEIGHTED AVERAGE
(no label)	0.00%	6.25%	18.75%	37.50%	37.50%		
	0	1	3	6	6	16	4.06

#	PLEASE PROVIDE ANY COMMENTS ON THE SESSION HERE.	DATE
1	Don't remember learning anything new.	9/8/2022 5:29 PM
2	Good overview for officials to understand the basics of zoning and permitting.	9/8/2022 11:42 AM

## Q22 Safe Paths Forward: Ensuring Safety for our Pedestrians, Cyclists and Transit Users

Answered: 70 Skipped: 43

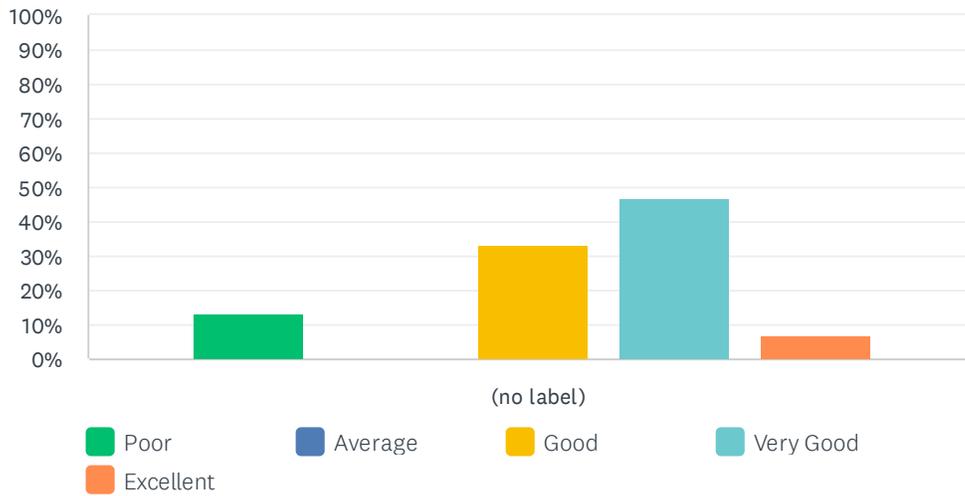


	POOR	AVERAGE	GOOD	VERY GOOD	EXCELLENT	TOTAL	WEIGHTED AVERAGE
(no label)	9.09%	9.09%	27.27%	36.36%	18.18%		
	1	1	3	4	2	11	3.45

#	PLEASE PROVIDE ANY COMMENTS ON THE SESSION HERE.	DATE
1	Another session with terrific takeaways like "People are the center of transportation, we give people choices to get where they need to go" and "out of the G7, we're the only industrialized nation that the fatalities have increased (due in part due to our roads were created after the invention of cars, EEuropean roads were designed for pedestrians"	9/12/2022 1:04 PM
2	Way too much Phoenix. The audience does not have Phoenix issues.	9/2/2022 12:06 PM

## Q23 Small and Strategic: Tools for Economic Development in Small Cities

Answered: 74 Skipped: 39

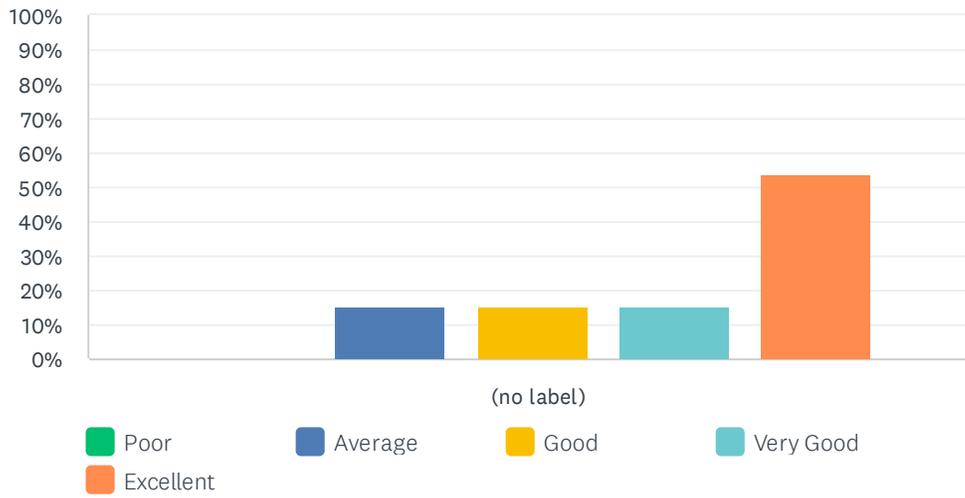


	POOR	AVERAGE	GOOD	VERY GOOD	EXCELLENT	TOTAL	WEIGHTED AVERAGE
(no label)	13.33%	0.00%	33.33%	46.67%	6.67%	15	3.33
	2	0	5	7	1		

#	PLEASE PROVIDE ANY COMMENTS ON THE SESSION HERE.	DATE
1	Panelist talked about Tucson and did not actually provide tools for small cities/towns talked more about their businesses, education and list of "I did"	9/8/2022 11:09 AM
2	Good incite on tools available	9/8/2022 10:18 AM
3	Nothing discussed was about small towns/cities, panel talked about Tucson and larger communities. Did not walk away with any useful information!	9/1/2022 8:39 AM

## Q24 The Nexus Between Energy and Water

Answered: 73 Skipped: 40

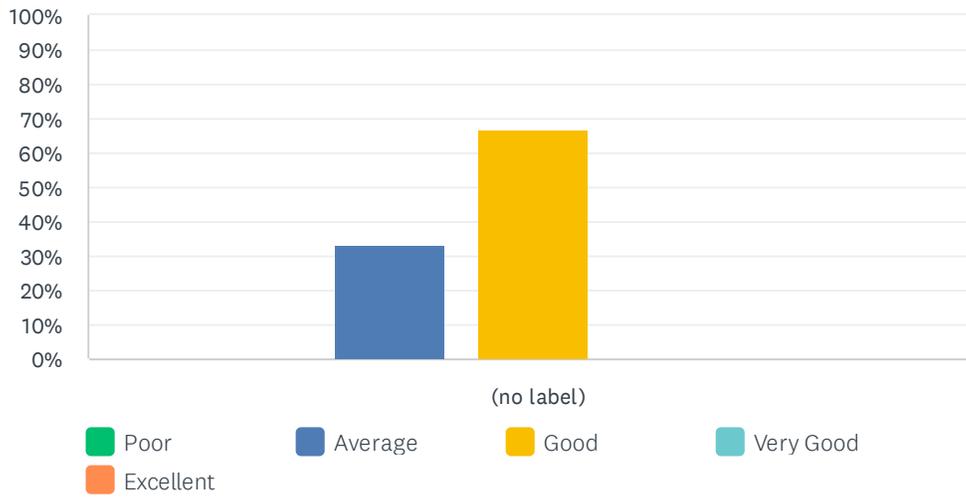


	POOR	AVERAGE	GOOD	VERY GOOD	EXCELLENT	TOTAL	WEIGHTED AVERAGE
(no label)	0.00%	15.38%	15.38%	15.38%	53.85%	13	4.08
	0	2	2	2	7		

#	PLEASE PROVIDE ANY COMMENTS ON THE SESSION HERE.	DATE
1	An all water round table would have been helpful	9/10/2022 4:39 PM
2	Problem is that the conversation was hijacked by the topic of clean energy.	9/1/2022 10:25 PM

## Q25 A Shoplifting Epidemic: The Impacts of Organized Retail Crime

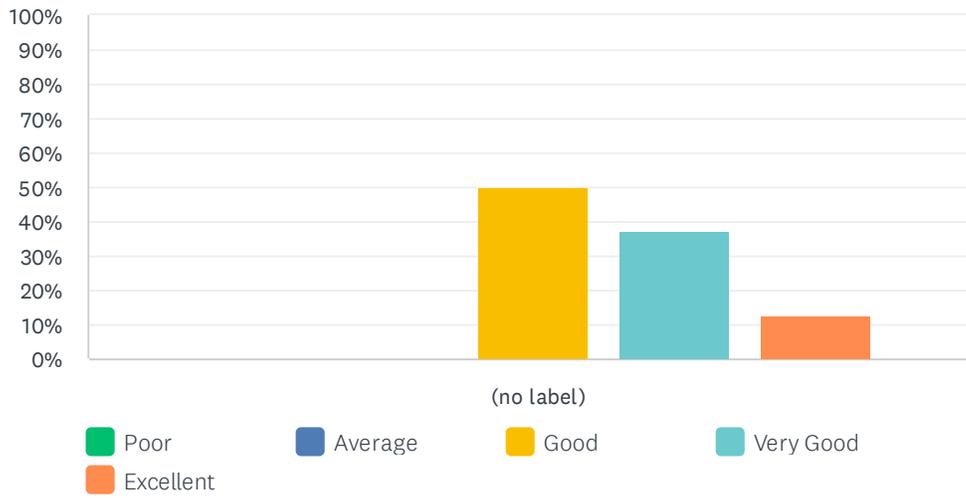
Answered: 68 Skipped: 45



	POOR	AVERAGE	GOOD	VERY GOOD	EXCELLENT	TOTAL	WEIGHTED AVERAGE
(no label)	0.00% 0	33.33% 1	66.67% 2	0.00% 0	0.00% 0	3	2.67

## Q26 Let's Discuss: High-Speed Internet Solutions

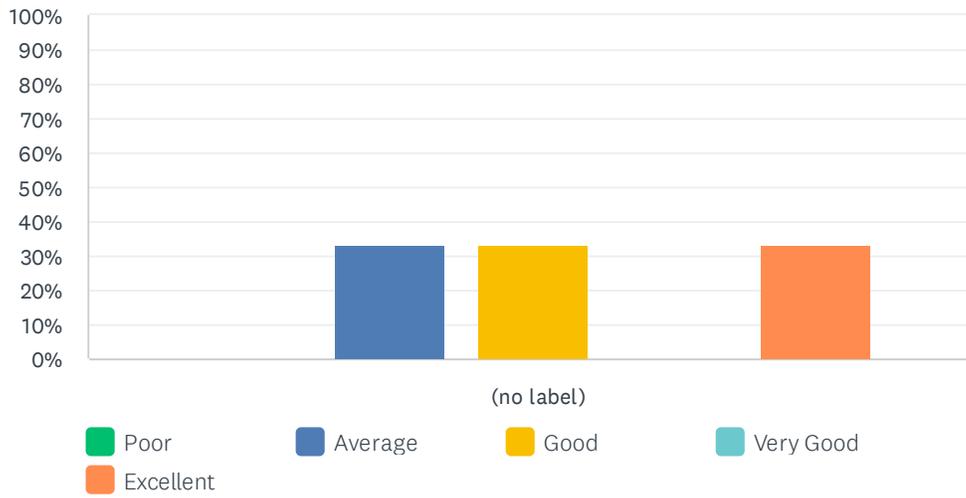
Answered: 73 Skipped: 40



	POOR	AVERAGE	GOOD	VERY GOOD	EXCELLENT	TOTAL	WEIGHTED AVERAGE
(no label)	0.00% 0	0.00% 0	50.00% 4	37.50% 3	12.50% 1	8	3.63

## Q27 IIJA Track: Multimodal - Passenger rail and airport: Planes and Trains

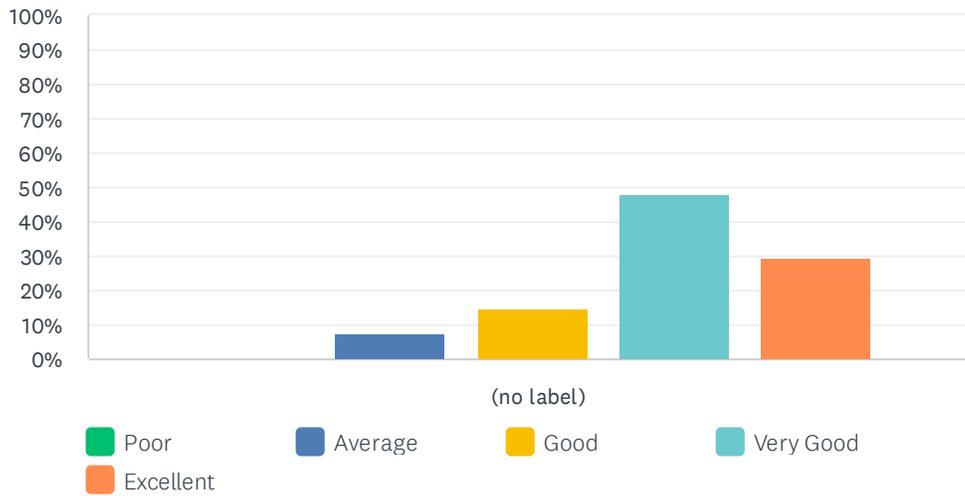
Answered: 67 Skipped: 46



	POOR	AVERAGE	GOOD	VERY GOOD	EXCELLENT	TOTAL	WEIGHTED AVERAGE
(no label)	0.00% 0	33.33% 1	33.33% 1	0.00% 0	33.33% 1	3	3.33

## Q28 Lies, Damn Lies, and Statistics: Pollsters discuss the 2022 Election

Answered: 72 Skipped: 41

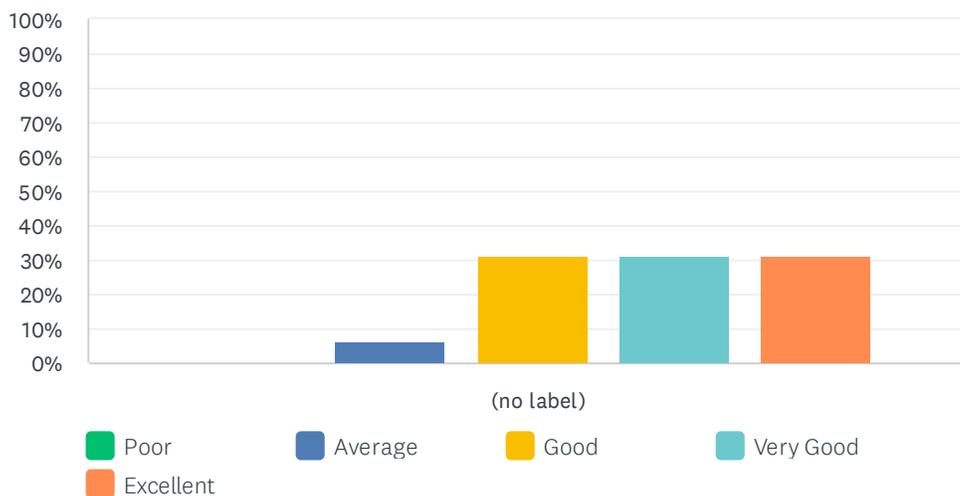


	POOR	AVERAGE	GOOD	VERY GOOD	EXCELLENT	TOTAL	WEIGHTED AVERAGE
(no label)	0.00%	7.41%	14.81%	48.15%	29.63%	27	4.00
	0	2	4	13	8		

#	PLEASE PROVIDE ANY COMMENTS ON THE SESSION HERE.	DATE
1	Again the title didn't fit the content. Not what I expected.	9/8/2022 1:30 PM
2	Interesting information about polling and best way to use it.	9/4/2022 1:28 PM

## Q29 Is the Arizona Legislature as Chaotic as it Seems?

Answered: 72 Skipped: 41

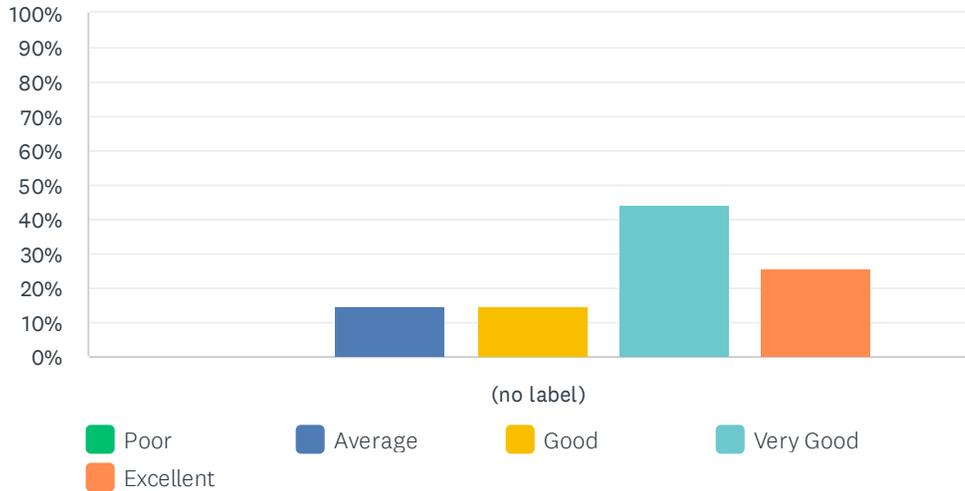


	POOR	AVERAGE	GOOD	VERY GOOD	EXCELLENT	TOTAL	WEIGHTED AVERAGE
(no label)	0.00% 0	6.25% 1	31.25% 5	31.25% 5	31.25% 5	16	3.88

#	PLEASE PROVIDE ANY COMMENTS ON THE SESSION HERE.	DATE
1	thoroughly enjoyed this, but bummed that it was at the same time as the pollsters (I always enjoy that too), I liked the honesty of the moderators like Fann saing that the leg used to be non partisan but it's not like that anymore. I was VERY bothered that one of the first people to speak during Q & A was a House Rep (running for office in 2022) that used his time to comment was irrelevant and then he seemed to blame the voter for the chaos	9/12/2022 1:04 PM
2	It was nice to hear from our panelists, but my takeaway was yes, it is chaotic and divisive more now than ever.	9/8/2022 11:42 AM

## Q30 Affordable Housing in Arizona -- Partnerships to Bring Affordable Housing to your Community

Answered: 82 Skipped: 31

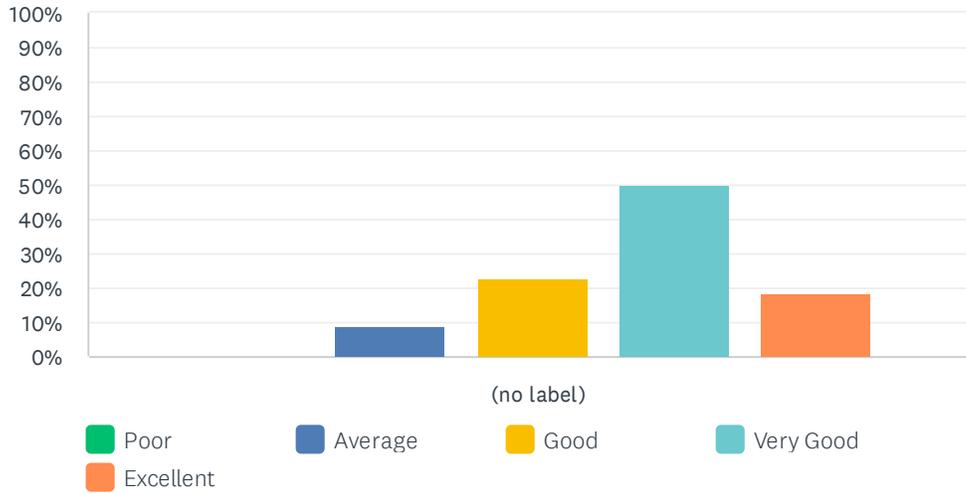


	POOR	AVERAGE	GOOD	VERY GOOD	EXCELLENT	TOTAL	WEIGHTED AVERAGE
(no label)	0.00%	14.81%	14.81%	44.44%	25.93%	27	3.81
	0	4	4	12	7		

#	PLEASE PROVIDE ANY COMMENTS ON THE SESSION HERE.	DATE
1	Provided some great information. Liked the illustrations regarding taxes. Interesting.	9/9/2022 10:39 AM
2	Focus was urban settings, needed more for rural.	9/8/2022 12:45 PM
3	Very good information for projects we are working on.	9/8/2022 10:18 AM
4	More case studies with grants/tax credits used and cost breakdowns with per acre value	9/2/2022 6:32 PM
5	Great presentation, good data!!	9/2/2022 12:04 PM

## Q31 Building and Maintaining Effective Mayor, Council and Manager Relationships

Answered: 72 Skipped: 41

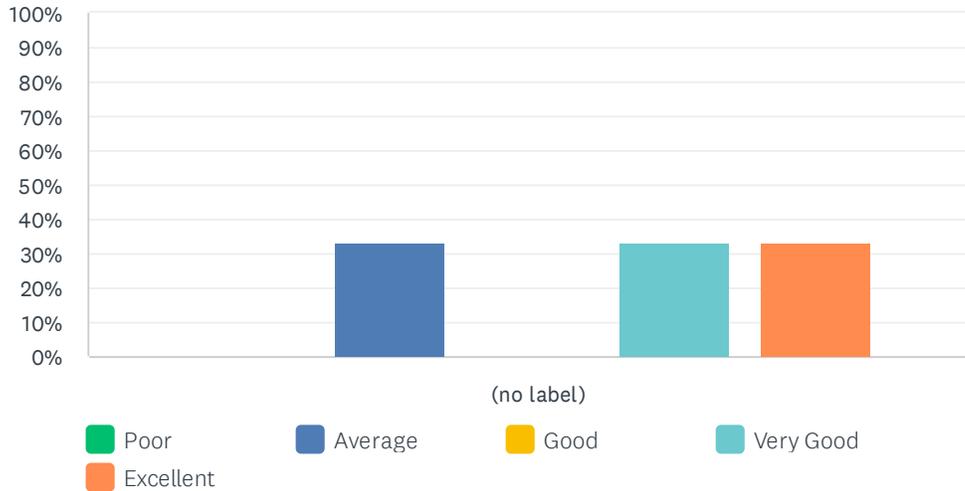


	POOR	AVERAGE	GOOD	VERY GOOD	EXCELLENT	TOTAL	WEIGHTED AVERAGE
(no label)	0.00%	9.09%	22.73%	50.00%	18.18%		
	0	2	5	11	4	22	3.77

#	PLEASE PROVIDE ANY COMMENTS ON THE SESSION HERE.	DATE
1	Bigger room for this session	9/2/2022 12:04 PM

## Q32 ALEAP Accreditation: The Intersection of Community Policing and Police Reform

Answered: 67 Skipped: 46

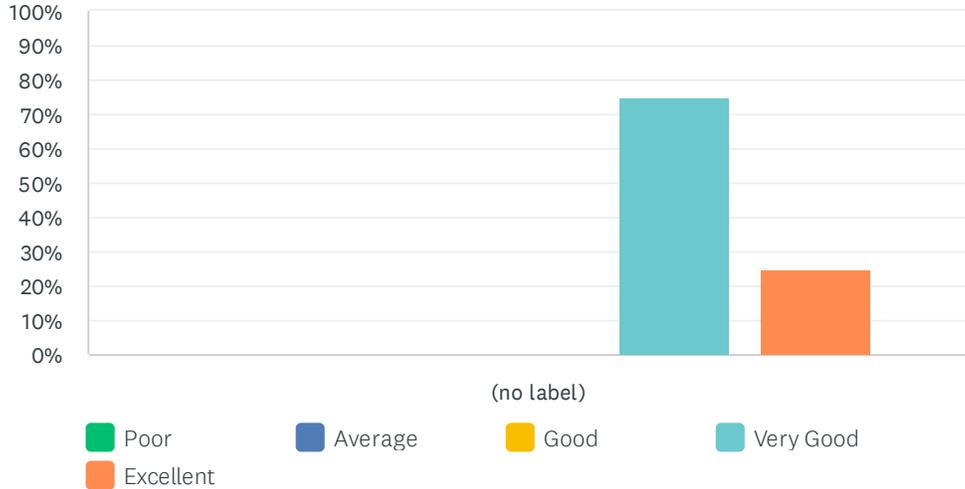


	POOR	AVERAGE	GOOD	VERY GOOD	EXCELLENT	TOTAL	WEIGHTED AVERAGE
(no label)	0.00%	33.33%	0.00%	33.33%	33.33%	3	3.67
	0	1	0	1	1		

#	PLEASE PROVIDE ANY COMMENTS ON THE SESSION HERE.	DATE
1	The speaker was talking to law enforcement...and if you were not the police, there was not much to learn.	9/8/2022 5:29 PM

## Q33 Supply Chain, Manufacturing, and More: Mining Means Sustainable, Safe, and Thriving Communities

Answered: 69 Skipped: 44

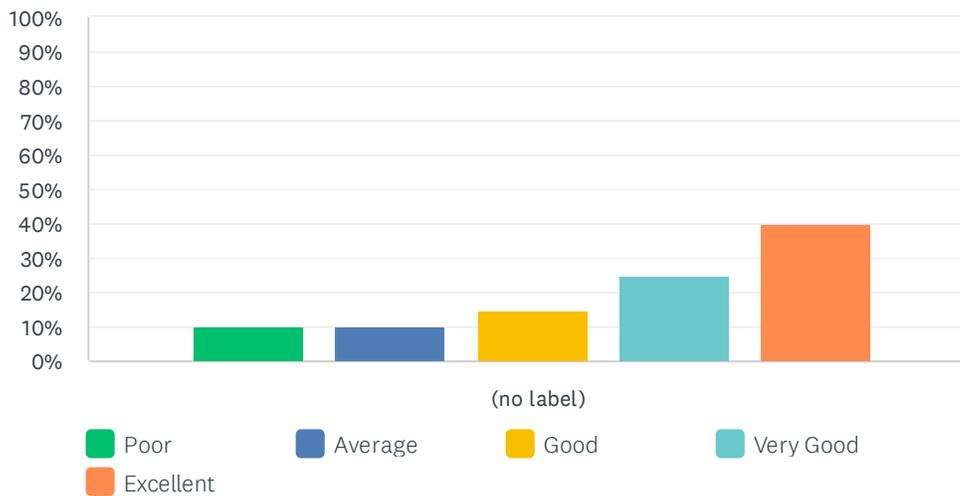


	POOR	AVERAGE	GOOD	VERY GOOD	EXCELLENT	TOTAL	WEIGHTED AVERAGE
(no label)	0.00% 0	0.00% 0	0.00% 0	75.00% 3	25.00% 1	4	4.25

#	PLEASE PROVIDE ANY COMMENTS ON THE SESSION HERE.	DATE
1	The presentation was excellent and frustrating at the same time. The push back from our fed government should be a top priority for all of our state and federal officials	9/10/2022 4:39 PM

## Q34 Local Issues Before the US Supreme Court

Answered: 74 Skipped: 39

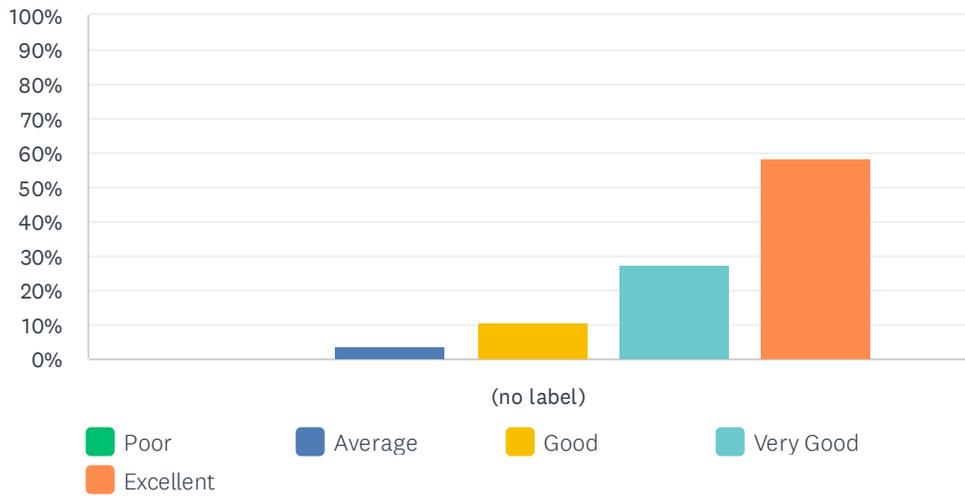


	POOR	AVERAGE	GOOD	VERY GOOD	EXCELLENT	TOTAL	WEIGHTED AVERAGE
(no label)	10.00% 2	10.00% 2	15.00% 3	25.00% 5	40.00% 8	20	3.75

#	PLEASE PROVIDE ANY COMMENTS ON THE SESSION HERE.	DATE
1	A ton of great information. Very knowledgeable speaker. Great insight and thought provoking.	9/9/2022 10:39 AM
2	First of all, the speaker did not have much to say about any AZ issues before the Supreme Court...she just talked politics. And she was talking "TO" lawyers and I you aren't a lawyer, oh well...	9/8/2022 5:29 PM
3	Speaker talked so fast and hurried through slides. Not good use of my time on this one.	9/8/2022 3:45 PM
4	Lisa Soronen is so infectiously passionate about her work. It was interesting to see her take on local and national issues.	9/8/2022 11:42 AM
5	Probably a good session. Just not for me.	9/8/2022 10:18 AM
6	The best information.	9/7/2022 10:16 AM
7	Lisa Soronen is always my favorite speaker in DC. So awesome to have her cater her presentation for us her in AZ.	9/4/2022 8:29 AM
8	Speaker was well versed but spoke so fast and loud. Was hard to follow.	9/1/2022 2:41 PM

## Q35 Reading the Tea Leaves: Pundits discuss the 2022 Election

Answered: 76 Skipped: 37

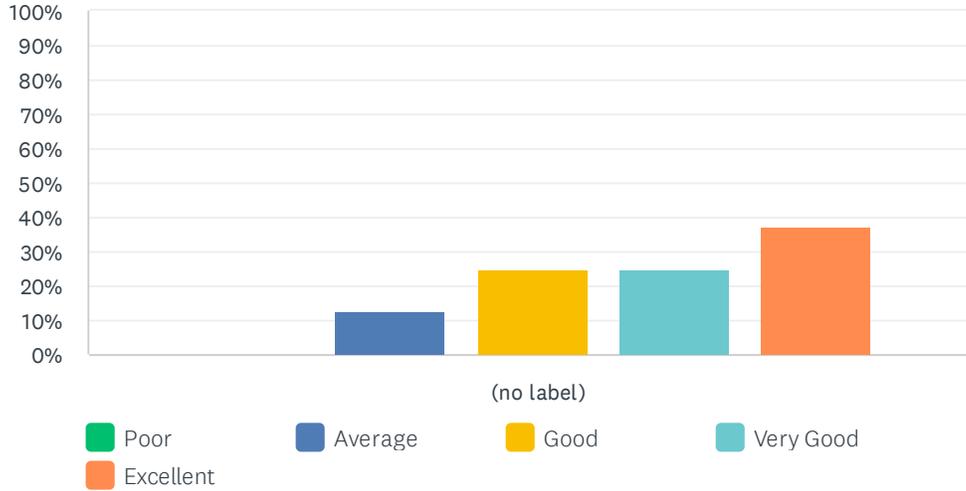


	POOR	AVERAGE	GOOD	VERY GOOD	EXCELLENT	TOTAL	WEIGHTED AVERAGE
(no label)	0.00%	3.45%	10.34%	27.59%	58.62%		
	0	1	3	8	17	29	4.41

#	PLEASE PROVIDE ANY COMMENTS ON THE SESSION HERE.	DATE
1	Waited too involve some of the panelist. Don't think it was intentional but was starting to wonder	9/27/2022 9:24 AM
2	So well done- very knowledgeable speakers	9/6/2022 7:37 PM
3	Room was too crowded!	9/5/2022 3:35 PM
4	Great balance of panelists and great discussion and insights.	9/4/2022 1:28 PM
5	So much fun!! Loved this	9/2/2022 12:04 PM
6	Provide a bigger banquet section for the session	9/2/2022 12:04 PM

## Q36 Centering Arizona Voters in our Elections to Achieve The Arizona We Want

Answered: 69 Skipped: 44

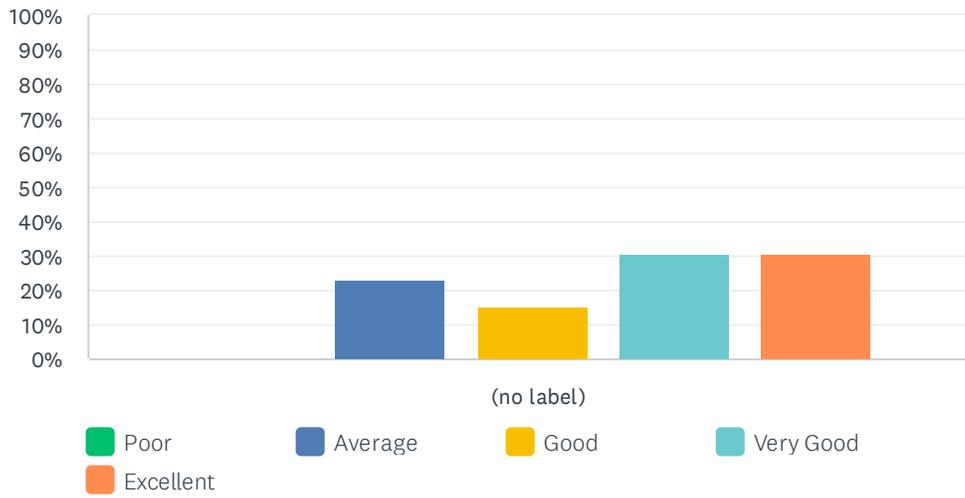


	POOR	AVERAGE	GOOD	VERY GOOD	EXCELLENT	TOTAL	WEIGHTED AVERAGE
(no label)	0.00%	12.50%	25.00%	25.00%	37.50%		
	0	1	2	2	3	8	3.88

#	PLEASE PROVIDE ANY COMMENTS ON THE SESSION HERE.	DATE
1	The information on this session seemed very biased. We don't need any more of that in our lives so I didn't attend	9/10/2022 4:39 PM

## Q37 Plug-In To the Latest Updates on Electric Vehicles

Answered: 70 Skipped: 43

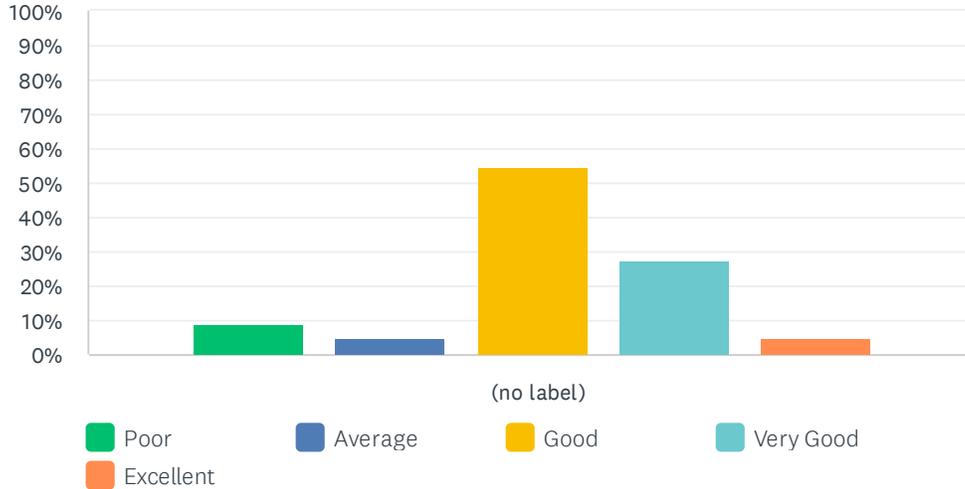


	POOR	AVERAGE	GOOD	VERY GOOD	EXCELLENT	TOTAL	WEIGHTED AVERAGE
(no label)	0.00%	23.08%	15.38%	30.77%	30.77%	13	3.69
	0	3	2	4	4		

#	PLEASE PROVIDE ANY COMMENTS ON THE SESSION HERE.	DATE
1	LOL	9/15/2022 5:23 AM
2	great to hear what builders/cities are doing elsewhere in the state, including suggesting that new home design should include 240v plug in each home (added during the building process, it costs <\$200)	9/12/2022 1:04 PM

## Q38 Sharing Services: How Small Communities Can Leverage Big Possibilities

Answered: 74 Skipped: 39

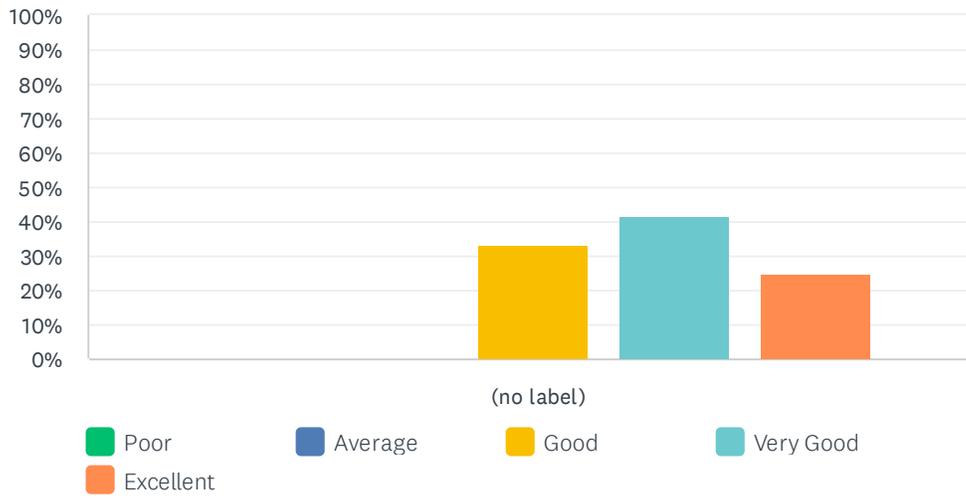


	POOR	AVERAGE	GOOD	VERY GOOD	EXCELLENT	TOTAL	WEIGHTED AVERAGE
(no label)	9.09%	4.55%	54.55%	27.27%	4.55%		
	2	1	12	6	1	22	3.14

#	PLEASE PROVIDE ANY COMMENTS ON THE SESSION HERE.	DATE
1	Facilitator did not provide quantity and the panel was not really prepared to present or answer questions. Also never a good idea to have a facilitator "expert" be Simone fired by several towns due to inability to do perform job duties because they lied in their resume.	9/8/2022 11:09 AM
2	It was nice to see sessions that are applicable to smaller communities.	9/8/2022 10:10 AM
3	The reps in the discussion seemed unprepared for the discussion. The more better ideas came from the audience comments.	9/8/2022 10:03 AM
4	Panelists didn't seem to have much to contribute to the discussion. I was like they weren't prepared to discuss the topic, and they were just assigned it that morning.	9/2/2022 6:32 PM

## Q39 IJJA Track: Broadband

Answered: 74 Skipped: 39

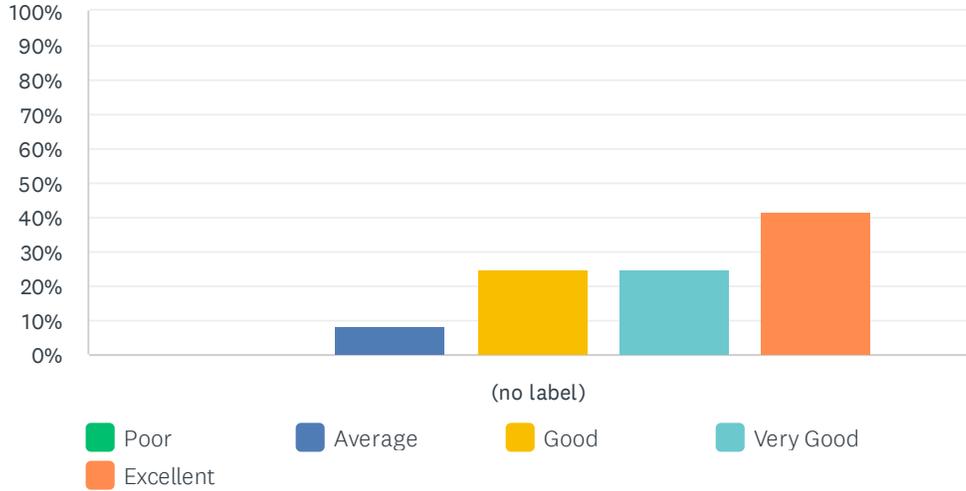


	POOR	AVERAGE	GOOD	VERY GOOD	EXCELLENT	TOTAL	WEIGHTED AVERAGE
(no label)	0.00%	0.00%	33.33%	41.67%	25.00%	12	3.92
	0	0	4	5	3		

#	PLEASE PROVIDE ANY COMMENTS ON THE SESSION HERE.	DATE
1	Impressive process by Phoenix but it didn't really discuss broadband	9/10/2022 4:39 PM
2	Mostly geared to larger cities.	9/8/2022 9:56 AM

## Q40 Flexible Planning: Managing CIP Projects in an Ever-Changing Market

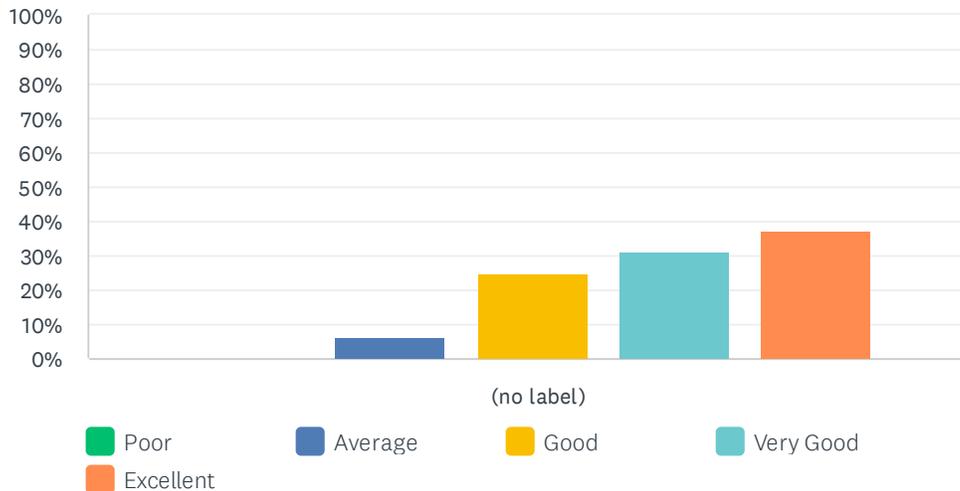
Answered: 71 Skipped: 42



	POOR	AVERAGE	GOOD	VERY GOOD	EXCELLENT	TOTAL	WEIGHTED AVERAGE
(no label)	0.00%	8.33%	25.00%	25.00%	41.67%		
	0	1	3	3	5	12	4.00

## Q41 All voters are not treated equally. Why should you care, and what you can do about it

Answered: 71 Skipped: 42

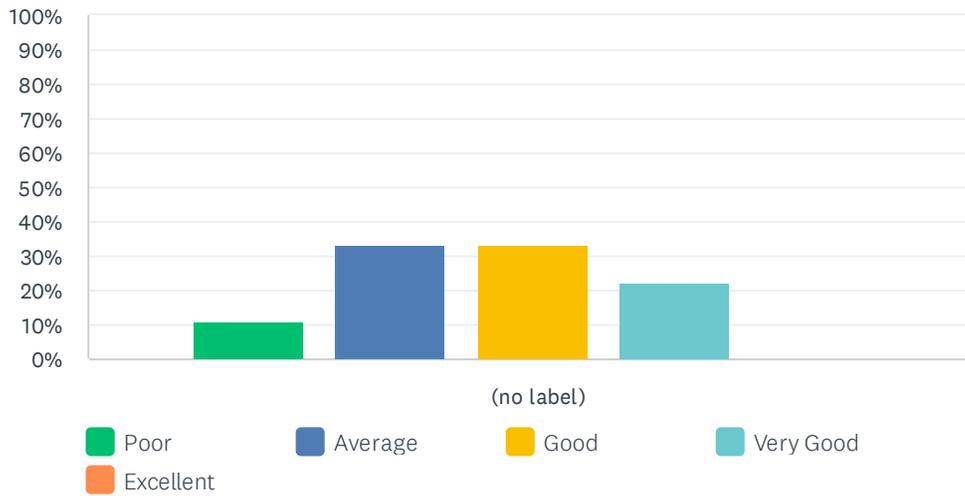


	POOR	AVERAGE	GOOD	VERY GOOD	EXCELLENT	TOTAL	WEIGHTED AVERAGE
(no label)	0.00%	6.25%	25.00%	31.25%	37.50%		
	0	1	4	5	6	16	4.00

#	PLEASE PROVIDE ANY COMMENTS ON THE SESSION HERE.	DATE
1	BS	9/15/2022 5:23 AM
2	this. was. enthralling. SO interesting. I have had a conversation with my CA friends that have tried to explain this to me and didn't understand. Seeing the slide presentation brought it into focus and I thoroughly understood. However, the concept is so foreign to us in AZ that it is VERY hard to explain it to someone. I'll be looking for the slides online to share with others.	9/12/2022 1:04 PM
3	Interesting topic	9/6/2022 7:37 PM
4	Loved this open perspective	9/2/2022 12:04 PM

## Q42 Retail Post Schires

Answered: 71 Skipped: 42

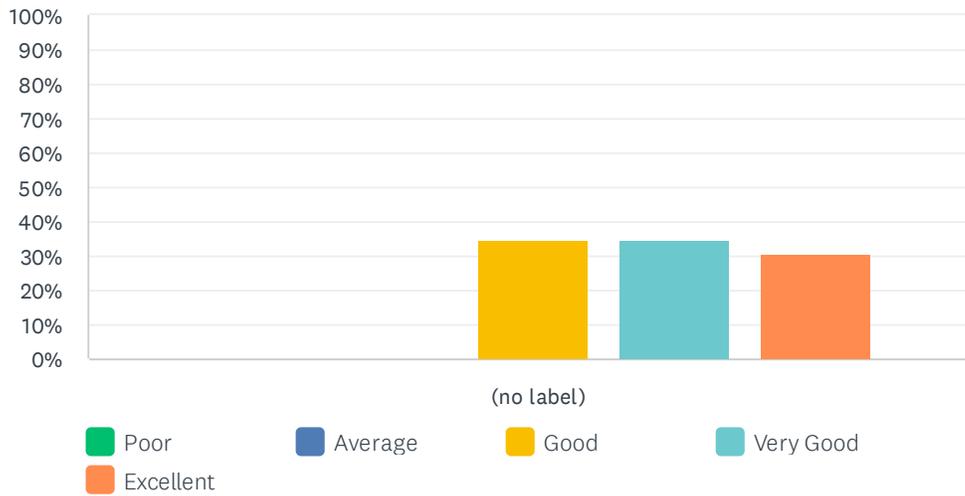


	POOR	AVERAGE	GOOD	VERY GOOD	EXCELLENT	TOTAL	WEIGHTED AVERAGE
(no label)	11.11%	33.33%	33.33%	22.22%	0.00%	9	2.67
	1	3	3	2	0		

#	PLEASE PROVIDE ANY COMMENTS ON THE SESSION HERE.	DATE
1	Unfortunately, this looks to be a grey area still subject to interpretation	9/10/2022 4:39 PM
2	This session did not include any legal input and the recommendations seemed to be based on the speaker's opinion that more litigation is needed.	9/8/2022 2:02 PM
3	I went into this session not knowing anything about the Schires case. This was interesting to learn about, but I think it could have been clarified more what it was about and not to be confused with out economic development incentives, such as for housing.	9/8/2022 11:42 AM
4	It was very difficult to hear.	9/8/2022 10:28 AM

## Q43 Dive In: The Future of Water

Answered: 75 Skipped: 38

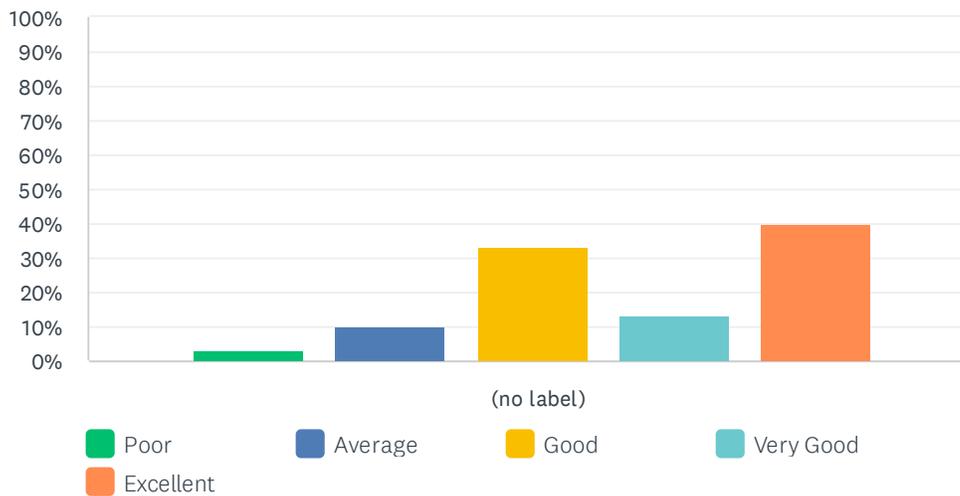


	POOR	AVERAGE	GOOD	VERY GOOD	EXCELLENT	TOTAL	WEIGHTED AVERAGE
(no label)	0.00% 0	0.00% 0	34.62% 9	34.62% 9	30.77% 8	26	3.96

#	PLEASE PROVIDE ANY COMMENTS ON THE SESSION HERE.	DATE
1	THE BEST SESSION AT THE CONFERENCE. Ylenia Aguilar with Source was fantastic and had real information that is actually useful. Too bad everyone at the conference did not get to hear here speak on this free water supply that can be found anywhere on Earth.	9/8/2022 5:29 PM
2	again no specifics here on 2A status and what the state should do	9/8/2022 11:01 AM
3	Why haven't we heard of the hydro panel before? Amazing technology that can produce water from air.	9/2/2022 12:08 PM

## Q44 Speed Networking Breakfast for Municipal Officials

Answered: 82 Skipped: 31

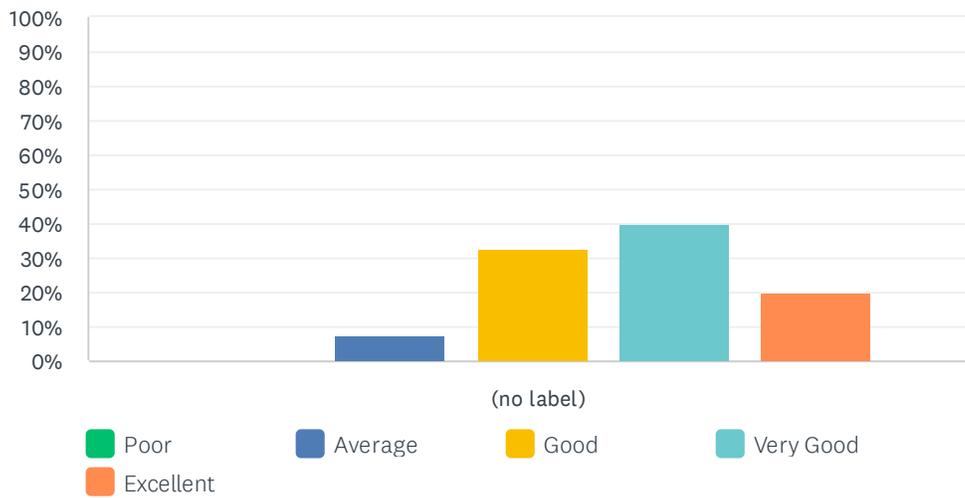


	POOR	AVERAGE	GOOD	VERY GOOD	EXCELLENT	TOTAL	WEIGHTED AVERAGE
(no label)	3.33%	10.00%	33.33%	13.33%	40.00%		
	1	3	10	4	12	30	3.77

#	PLEASE PROVIDE ANY COMMENTS ON THE SESSION HERE.	DATE
1	Was reluctant to participate but loved it	9/27/2022 9:25 AM
2	Honestly, this is one of my favorite things during the week. First, it's great to have the small tables and learn names of folks that are outside my regular turf. Listening to issues and sharing ideas amongst folks that have experienced the same is SO helpful and informative. I talked a couple of folks into waking up early to do this event and they agreed whole-heartedly that this was enjoyable	9/12/2022 1:07 PM
3	It was great meeting other council members and getting great advice	9/10/2022 4:40 PM
4	I suggest doing this earlier in the program.	9/8/2022 11:27 AM
5	good format...what about doing this on a day other than the last day	9/8/2022 11:08 AM
6	Really enjoyed this format	9/6/2022 7:37 PM
7	Would have been more useful on the first day to build connections.	9/2/2022 12:05 PM

## Q45 Closing General Session - From Conflict to Conversation

Answered: 86 Skipped: 27

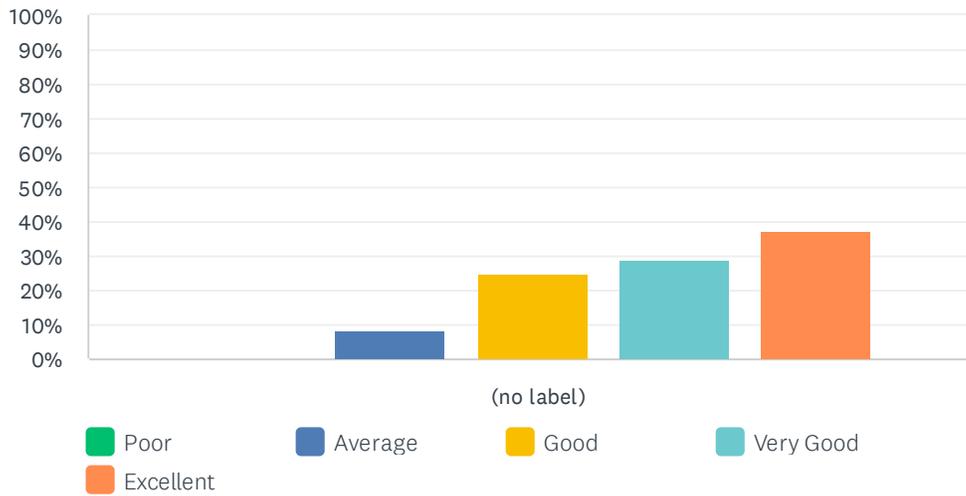


	POOR	AVERAGE	GOOD	VERY GOOD	EXCELLENT	TOTAL	WEIGHTED AVERAGE
(no label)	0.00% 0	7.50% 3	32.50% 13	40.00% 16	20.00% 8	40	3.73

#	PLEASE PROVIDE ANY COMMENTS ON THE SESSION HERE.	DATE
1	EXCELLENT CLOSING!!!	9/12/2022 4:50 PM
2	This was excellent in seeing a path to increase community engagement.	9/10/2022 4:40 PM
3	I would have like the speaker to have addressed the major issue identified, which was how to navigate the divide, manage the current reality. He described it, clearly identified it and said we were not going to discuss it? What he did cover was good.	9/8/2022 2:06 PM
4	How does this apply in the formality required in council meetings, pubic hearings, etc.	9/8/2022 11:27 AM
5	as usual a great topic and good speaker...worth hanging around for..	9/8/2022 11:08 AM
6	Fine, long. Not sure why there was conference on this day.	9/2/2022 12:05 PM

## Q46 Pre-Conference Session: Building the Arizona We Want

Answered: 82 Skipped: 31

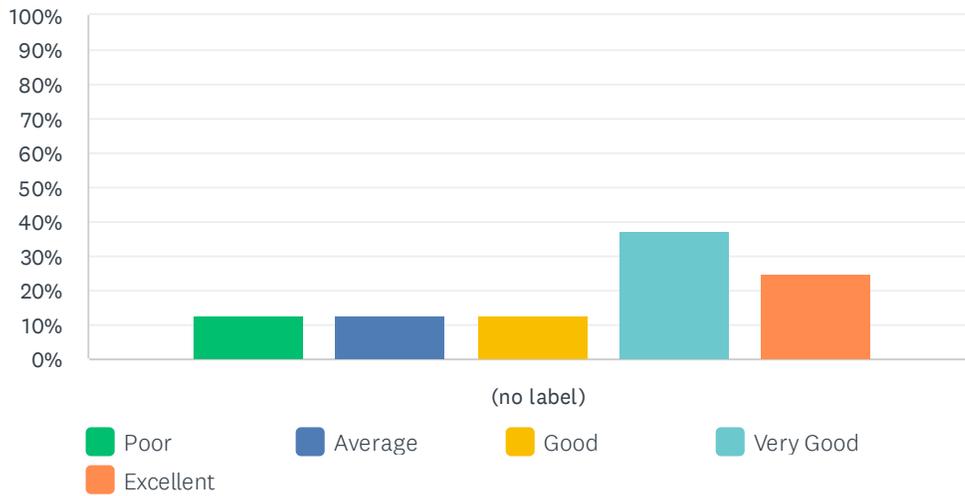


	POOR	AVERAGE	GOOD	VERY GOOD	EXCELLENT	TOTAL	WEIGHTED AVERAGE
(no label)	0.00%	8.33%	25.00%	29.17%	37.50%	24	3.96
	0	2	6	7	9		

#	PLEASE PROVIDE ANY COMMENTS HERE.	DATE
1	This session should have been added to the regular meeting. I think more people would have attended.	9/8/2022 11:43 AM
2	Seemed more Germaine to state elected officials than local governments.	9/8/2022 11:27 AM

## Q47 Golf Event at TopGolf Glendale

Answered: 70 Skipped: 43

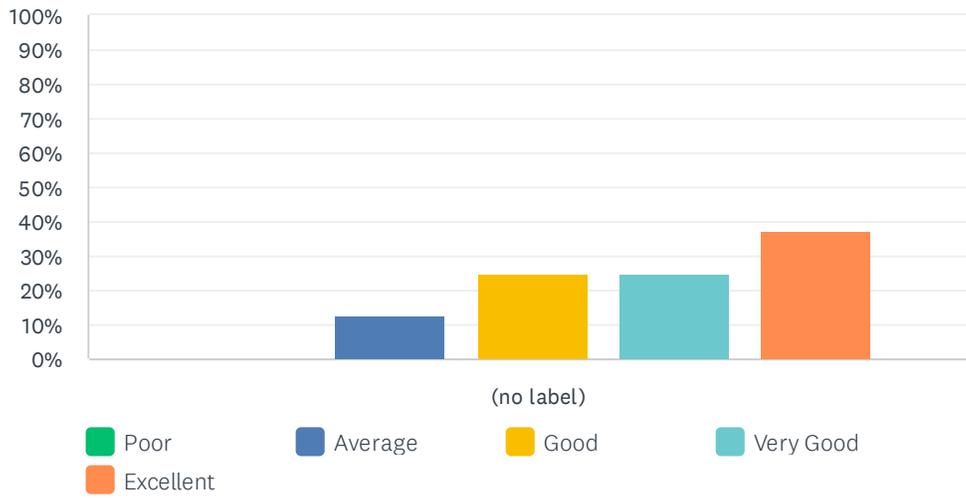


	POOR	AVERAGE	GOOD	VERY GOOD	EXCELLENT	TOTAL	WEIGHTED AVERAGE
(no label)	12.50%	12.50%	12.50%	37.50%	25.00%	8	3.50
	1	1	1	3	2		

#	PLEASE PROVIDE ANY COMMENTS HERE.	DATE
1	It was nice to have an accessible event for those who would not otherwise join at a traditional golfing event. It did seem a little disorganized as an event, though.	9/8/2022 2:34 PM
2	would rather not had the event compared to actual golf outing	9/8/2022 1:39 PM
3	Was unable to attend, more people would be able to attend if it's done the first evening instead of the morning	9/2/2022 6:34 PM

## Q48 Spouse/Guest Tour: Tour of Cerreta Candy Company

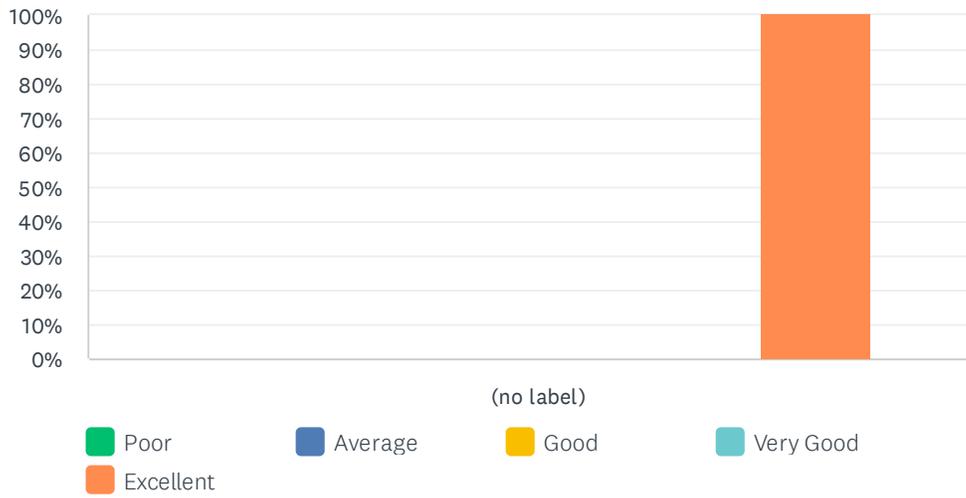
Answered: 73 Skipped: 40



	POOR	AVERAGE	GOOD	VERY GOOD	EXCELLENT	TOTAL	WEIGHTED AVERAGE
(no label)	0.00% 0	12.50% 1	25.00% 2	25.00% 2	37.50% 3	8	3.88

## Q49 Tour of Luke Air Force Base and F-35A Lighting II Fighter Jet

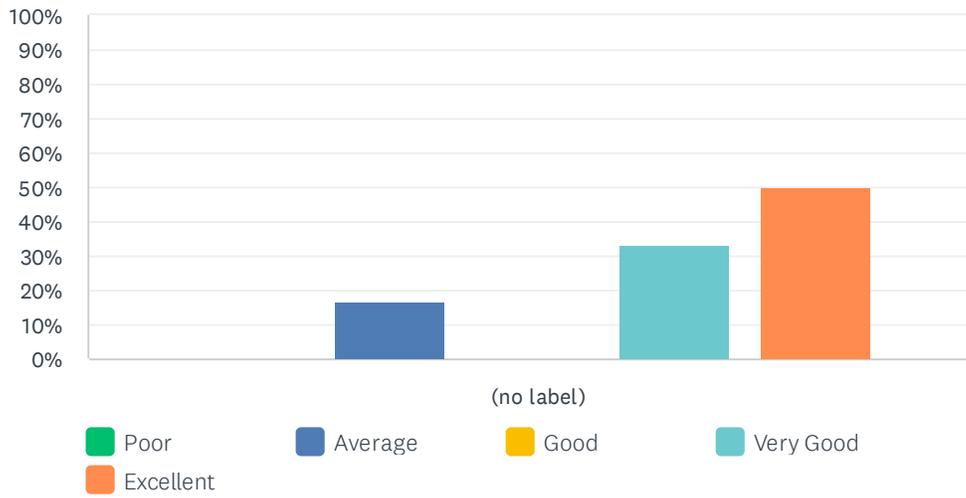
Answered: 72 Skipped: 41



	POOR	AVERAGE	GOOD	VERY GOOD	EXCELLENT	TOTAL	WEIGHTED AVERAGE
(no label)	0.00% 0	0.00% 0	0.00% 0	0.00% 0	100.00% 4	4	5.00

## Q50 Tour of Cardinals Stadium

Answered: 73 Skipped: 40

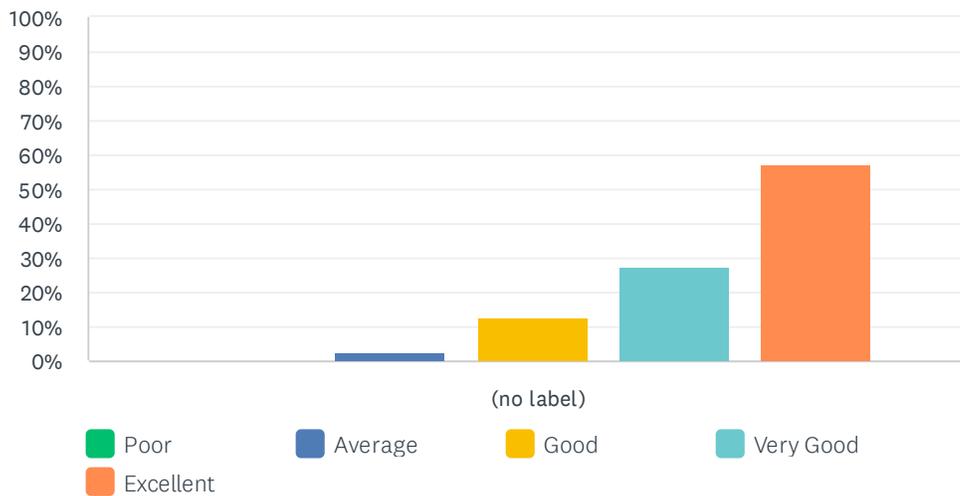


	POOR	AVERAGE	GOOD	VERY GOOD	EXCELLENT	TOTAL	WEIGHTED AVERAGE
(no label)	0.00%	16.67%	0.00%	33.33%	50.00%	6	4.17
	0	1	0	2	3		

#	PLEASE PROVIDE ANY COMMENTS HERE.	DATE
1	Youth said is was great!! They were hoping to see any cardinals players.	9/12/2022 4:51 PM
2	Very hot and no water available.	9/2/2022 11:39 AM

## Q51 Showcase of Cities and Towns Event

Answered: 90 Skipped: 23

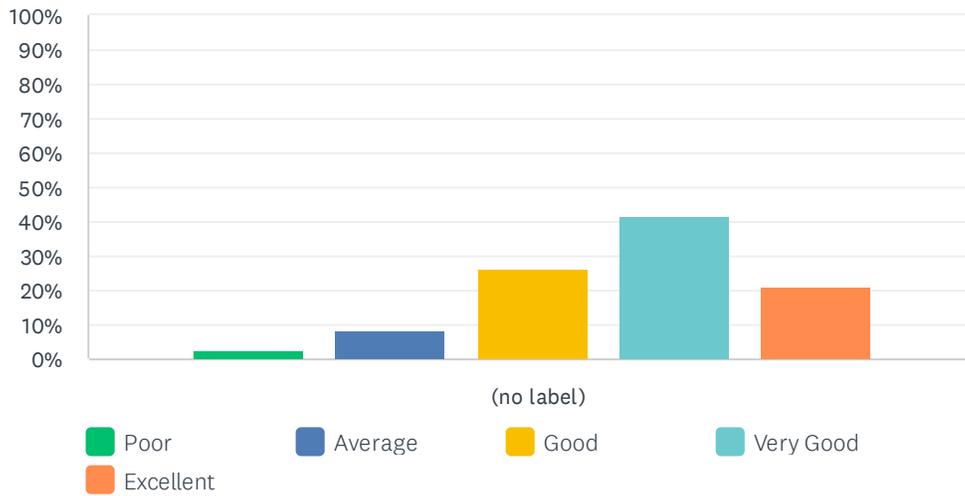


	POOR	AVERAGE	GOOD	VERY GOOD	EXCELLENT	TOTAL	WEIGHTED AVERAGE
(no label)	0.00% 0	2.50% 2	12.50% 10	27.50% 22	57.50% 46	80	4.40

#	PLEASE PROVIDE ANY COMMENTS HERE.	DATE
1	SO FUN!!! Love that is was spread out and there was room to walk and visit with others.	9/12/2022 4:51 PM
2	Very fun	9/10/2022 4:40 PM
3	I did more networking at this event than any other single day. Thank you for this opportunity.	9/8/2022 5:31 PM
4	wonderful	9/8/2022 1:39 PM
5	Was not expecting this event. It was very fun and the food was delicious.	9/8/2022 11:43 AM
6	There seem to be people there that did not participate in the conference as a whole and I thought counterproductive.	9/8/2022 11:27 AM
7	Loved the layout this year. Was more opened and the flow of people was much better, less congested	9/8/2022 11:10 AM
8	plenty of room and lots of tables and chairs...maybe not have the dinner early so people can mingle a bit more and hang around longer?	9/8/2022 11:10 AM
9	Booths were way too close to each other, the space in the middle for dining was fantastic.	9/8/2022 10:11 AM
10	More room, better catering than last year	9/8/2022 10:04 AM
11	Need more tables or seating for the dinner portion of the event.	9/8/2022 10:00 AM
12	Love seeing the representation across the state. Great venue to hold this event.	9/4/2022 1:29 PM
13	Always fun. It would be nice to have a chicken entree for those of us who can't eat beef or pork. A choice of a grilled/fried chicken or turkey patty would be a nice change.	9/3/2022 9:11 AM
14	I loved the layout!	9/2/2022 7:34 PM
15	Didn't seem as big as previous years	9/2/2022 12:21 PM
16	Great	9/2/2022 12:06 PM

## Q52 Tuesday - Welcome Reception

Answered: 87 Skipped: 26

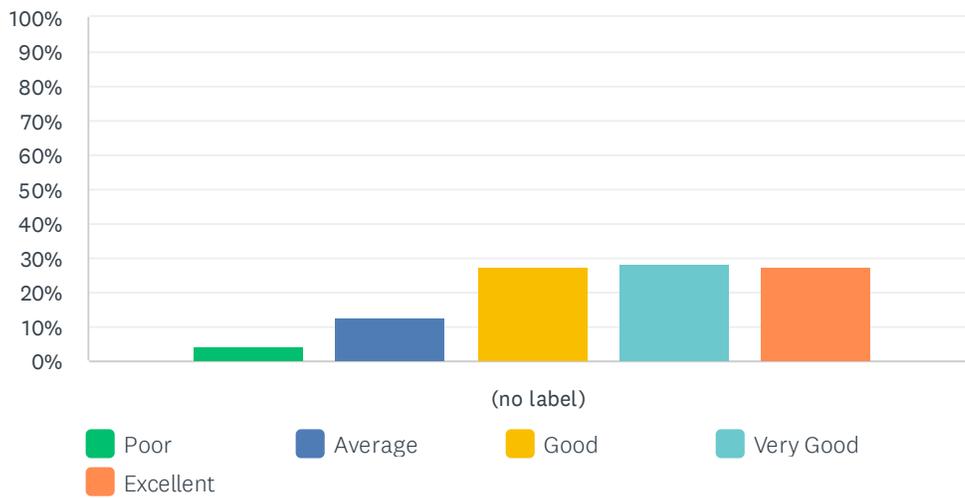


	POOR	AVERAGE	GOOD	VERY GOOD	EXCELLENT	TOTAL	WEIGHTED AVERAGE
(no label)	2.78%	8.33%	26.39%	41.67%	20.83%	72	3.69
	2	6	19	30	15		

#	PLEASE PROVIDE ANY COMMENTS HERE.	DATE
1	I would have likes more substance from APS. As we see the tragedy unfolding in Germany and other European countries who gave up reliable power for unreliable power. I don't want Arizona to follow that path. Plus, it is unconscionable that we would put middle income and poor people into a situation of unaffordable power.	9/10/2022 4:44 PM
2	Thank you for having vegetarian options!	9/8/2022 11:44 AM
3	Food was terrible. In general the food was below average.	9/8/2022 11:27 AM
4	Food was sub par, steak extremely tough	9/8/2022 9:58 AM
5	Facilities are too small.	9/2/2022 12:07 PM
6	Not enough food and food choice was ok	9/2/2022 12:07 PM

## Q53 Wednesday - Dinner, President's Update, and Entertainment

Answered: 88 Skipped: 25

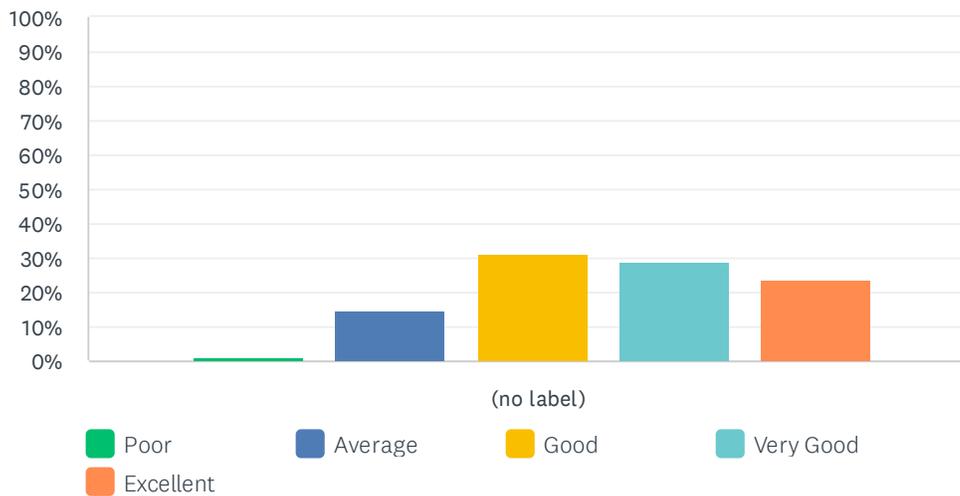


	POOR	AVERAGE	GOOD	VERY GOOD	EXCELLENT	TOTAL	WEIGHTED AVERAGE
(no label)	4.29%	12.86%	27.14%	28.57%	27.14%	70	3.61
	3	9	19	20	19		

#	PLEASE PROVIDE ANY COMMENTS HERE.	DATE
1	Food was underwhelming.	9/8/2022 9:09 PM
2	FOOD WAS TERRIBLE!!!!!!ALL MEALS	9/8/2022 2:31 PM
3	Great band! Delicious food, especially the vegetarian options.	9/8/2022 11:44 AM
4	Something that is more informative or inspiring.	9/8/2022 11:27 AM
5	Dinner was horrible and as you know most of us left our plates full and found dinner somewhere else	9/8/2022 11:12 AM
6	Music was heard to understand.	9/8/2022 9:56 AM
7	Didn't seem prepared for a vegetarian meal	9/2/2022 12:10 PM
8	Meal was not great everyone's steak was over cooked and the vegetarian meal was not good it was just a scoop of rice	9/2/2022 12:07 PM
9	The food was so bad.	9/2/2022 12:06 PM

## Q54 Thursday - Legislative and Service Award Luncheon

Answered: 91 Skipped: 22

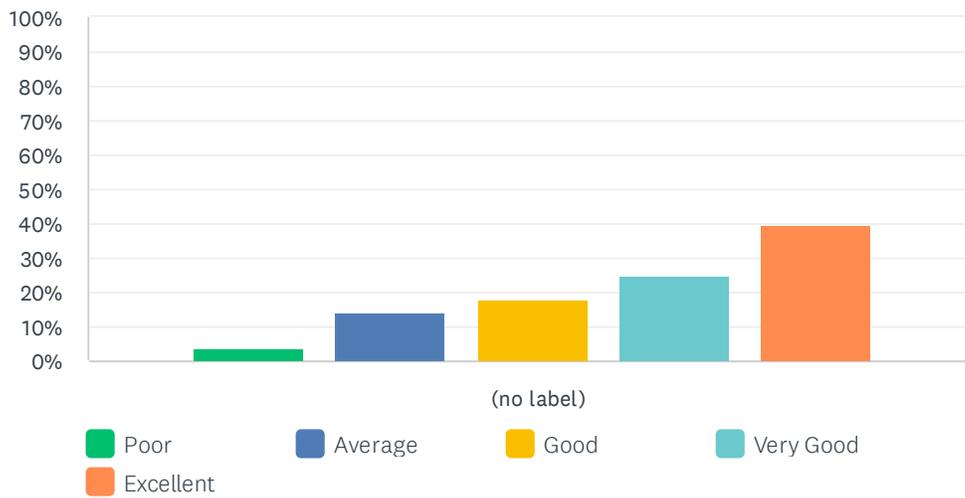


	POOR	AVERAGE	GOOD	VERY GOOD	EXCELLENT	TOTAL	WEIGHTED AVERAGE
(no label)	1.25%	15.00%	31.25%	28.75%	23.75%	80	3.59
	1	12	25	23	19		

#	PLEASE PROVIDE ANY COMMENTS HERE.	DATE
1	Would have liked to see the memorial recognition/video of Mayor Lord and Mayor Barney as part of this luncheon.	9/12/2022 4:52 PM
2	Did not appreciate the guest speaker. Thought it was in poor taste bringing Senator Kelly in to speak to a very divided audience. Should have been a non elected individual during an election year. I think this guys just a puppet but I am sure the Mesa mayor loves him. I am not the only one who was unhappy if you didn't have an opportunity to view the audience.	9/12/2022 2:53 PM
3	Mark Kelly doesn't realize he is putting us all in debtors prison. Reduce regulations rather than looking for ways to spend more money we don't have.	9/10/2022 4:44 PM
4	Food average	9/8/2022 9:09 PM
5	I have attended every event since 2014 and now just completing my 8th year on the Sedona City Council. I was disappointed to know that in order to be recognized for 8 years of service, we would have to wait until next year to receive recognition. In the case of Mayor Sandy who is completing her 4th term on council this november, she was not recognized last week and will not be returning next year. I think that a great opportunity was missed and perhaps this policy can be reviewed with possible changes made.	9/8/2022 12:56 PM
6	Thank you for having vegetarian options!	9/8/2022 11:44 AM
7	Its too long. Need a different way to recognize.	9/8/2022 10:52 AM
8	Chicken breast was dry. Rice was good. Dessert was excellent!	9/3/2022 9:12 AM
9	Senator Kelly needs to be reminded that municipal governance is NON-PARTISAN, felt it was a campaign speech and not very informative or helpful	9/2/2022 6:36 PM
10	Again not prepared with a vegetarian meal.	9/2/2022 12:10 PM
11	Vegetarian meal was the same as night before	9/2/2022 12:07 PM
12	Nice event, gross food.	9/2/2022 12:06 PM

## Q55 Friday - Speed Networking Breakfast for Municipal Officials

Answered: 80 Skipped: 33

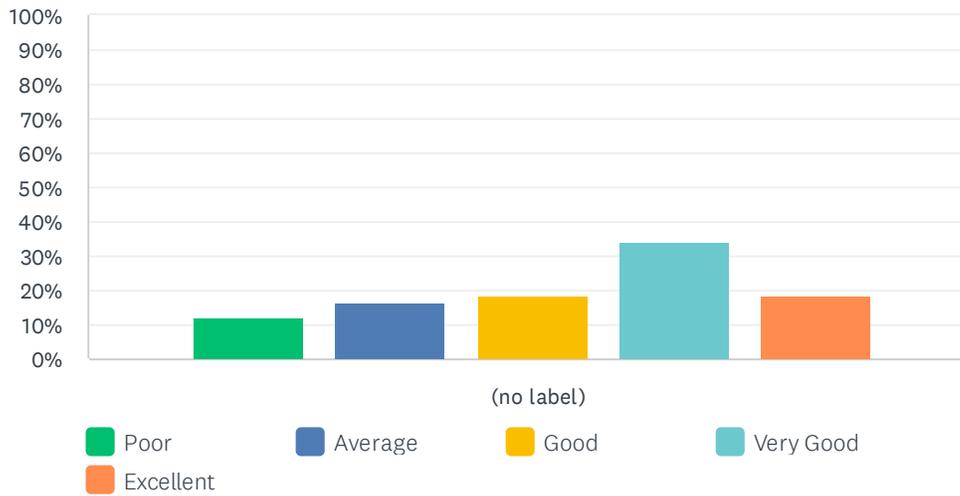


	POOR	AVERAGE	GOOD	VERY GOOD	EXCELLENT	TOTAL	WEIGHTED AVERAGE
(no label)	3.57%	14.29%	17.86%	25.00%	39.29%		
	1	4	5	7	11	28	3.82

#	PLEASE PROVIDE ANY COMMENTS HERE.	DATE
1	Honestly, this is one of my favorite things during the week. First, it's great to have the small tables and learn names of folks that are outside my regular turf. Listening to issues and sharing ideas amongst folks that have experienced the same is SO helpful and informative. I talked a couple of folks into waking up early to do this event and they agreed whole-heartedly that this was enjoyable	9/12/2022 1:07 PM
2	It should be programmed sooner.	9/8/2022 11:27 AM
3	maybe do earlier in conference to foster relationship building?	9/8/2022 11:10 AM

### Q56 Please rate your overall satisfaction with resort accommodations.

Answered: 91 Skipped: 22



	POOR	AVERAGE	GOOD	VERY GOOD	EXCELLENT	TOTAL	WEIGHTED AVERAGE
(no label)	12.09%	16.48%	18.68%	34.07%	18.68%	91	3.31
	11	15	17	31	17		

#	OTHER (PLEASE SPECIFY)	DATE
1	here.:This is by far, the worst AZ League Annual Conference I have ever attended. Whoever chose to hold the conference at this hotel and location should be fired. I can't say enough bad things about this piss poor conference. The hotel rooms are small and lack any kind of view. The venue was to small and understaffed. The traffic was atrocious. The food at the events lacked taste and flavor. What a horrible, horrible event. I will never attend another League Conference, if it's located in Glendale. Pathetic showing...	10/17/2022 10:54 AM
2	Beyond expectations	9/15/2022 5:25 AM
3	LOVED the rooms and how close they were to the event. The hotel was fantastic!! Highly recommend we have it there again.	9/12/2022 4:53 PM
4	The desk folks were messed up from the jump. They lied to our group about our rooms and got caught in the lies. As it was some of our folks had to stay at other hotels. Place was very outdated. The parking garage worked well. It wasn't far from the rooms to the conference if you were lucky enough to get a room at hotel.	9/12/2022 2:57 PM
5	I did not stay at the hotel, so can only speak to the convention center portion..... well, the convention center and bar :)	9/12/2022 1:08 PM
6	The air conditioning was the only issue of note.	9/8/2022 6:57 PM
7	We were not placed at The Renaissance and the Hampton Inn was too far to walk in this AZ heat and the bus schedule was not always convenient.	9/8/2022 5:38 PM
8	was easy to get to/from sessions and good access to hotel room.	9/8/2022 3:51 PM
9	The hotel was extremely warm and the rooms did not seem able to cool down.	9/8/2022 2:40 PM
10	Resort was nice but would like a bigger place to accomodate more people. Had to stay at a different hotel and travel back and forth in the heat.	9/8/2022 2:38 PM
11	DONT BOOK WITH A RESORT THAT CANT HANDLE US ALL I STAYED AT THE HAMPTON INN BY HILTON IT WAS THE WORST PLACE I HAVE STAYEDED	9/8/2022 2:32 PM

## 2022 League Annual Conference Survey

12	It is difficult to not have everyone at the same hotel.	9/8/2022 2:09 PM
13	lack of resort service made it challenging soemtimes	9/8/2022 1:41 PM
14	The resort is very nice and beautiful interior. I also liked the close proximity to Westgate for additional food options and entertainment.	9/8/2022 11:45 AM
15	Resort was too small for the size of the conference. Also, an issue with the concert on the day of arrival for many of the attendees at the stadium.	9/8/2022 11:41 AM
16	Food was mediocre. Lodged across the street.	9/8/2022 11:38 AM
17	Only because I was housed across the street	9/8/2022 11:02 AM
18	Too small. We need to be able to have everyone in the same location.	9/8/2022 10:53 AM
19	Facility not large enough to house all attendees.	9/8/2022 10:41 AM
20	It was difficult being in multiple hotels.	9/8/2022 10:27 AM
21	I didn't stay	9/8/2022 10:26 AM
22	Host Hotel was very accommodating. Staff very good.	9/8/2022 10:23 AM
23	Needed larger stages, more seating, and shorter drink lines	9/8/2022 10:14 AM
24	I was extremely disappointed in the service at the Renaissance. It took 21 emails between myself and the sales team to secure our 3 rooms. The morning of the 30th I went in person to confirm once more with the front desk. At that time they mentioned nothing to me about any issue with our rooms, and I let them know we may have a late check in. They knew at that point that they had oversold their hotel and would be moving people. Why they didnt say anything then was beyond me. After that they attempted to say that we didnt check in on time and so our rooms had been released, I told the manager I had come to the front desk that morning and they never said anything to me. I was LIED to by not 1 but 3 representatives of the hotel. They stated our reservations were for 08-29 thru 09-03. I produced the confirmation sheets that were sent on 3 different occasions to the sales team. This was a huge disappointment after so much effort on my part working with obvious unprofessional people. It left me looking unprepared and unorganized to my guests. We will not be returning to the renaissance for any additional conferences, it was too much of a hassle dealing with them. I hope that in the future a location might be found that can accommodate a group of this size, it makes for a much better experience for all.	9/8/2022 10:08 AM
25	Venue needs to accommodate all of attendees.	9/8/2022 10:05 AM
26	Meeting rooms seemed fine. Overall the venue was too small. Not pleasant having to walk or catch the shuttle.	9/8/2022 9:59 AM
27	Having the conference center and hotel rooms in one building is greatly appreciated given the weather!	9/8/2022 9:54 AM
28	Did not stay at resort	9/6/2022 7:40 PM
29	Stayed in the Hilton	9/2/2022 12:11 PM
30	I was at the overflow hotel- they need a crosswalk!!	9/2/2022 12:07 PM
31	Had to stay in other hotel, wasn't able to network with others because of it.	9/2/2022 12:05 PM
32	Not big enough. Staff very nice	9/2/2022 11:40 AM

## Q57 Please let us know what worked well and what we can do to improve the League Annual Conference for next year.

Answered: 52 Skipped: 61

#	RESPONSES	DATE
1	The app helped	9/27/2022 9:26 AM
2	Best conference ever Times, meals, extra tours. Excellent job!	9/15/2022 5:25 AM
3	Don't book a place if they can't house everyone in attendance.	9/13/2022 7:33 AM
4	More options / availability to get water.	9/12/2022 4:53 PM
5	Parking garage.	9/12/2022 2:57 PM
6	I think a water round table for all would have been helpful	9/10/2022 4:44 PM
7	We had some challenges managing the itinerary between the app, the website, and the various printouts.	9/10/2022 12:22 PM
8	When held in the Valley, please have a more central location. I paid to attend but would not drive to this location after the first night. Traffic terrible. It would have been easier to drive back and forth to Tucson each day.	9/9/2022 3:42 PM
9	It went well.	9/9/2022 11:16 AM
10	Shuttle service was unacceptable. Exact times at each hotel need to be provided in advance. Otherwise you are waiting up to an hour. It was horrible.	9/8/2022 9:11 PM
11	I felt there was not enough seating outside of the sessions for those who could not stand long. I also would like to have seen more hand sanitizing stations. One per each event/room entrance. It was one of the best I have attended. Well done.	9/8/2022 6:57 PM
12	When we register, you should also hand out a blank rating form with session names, time, location and speakers on it so we can jot down notes...who we spoke to, what the speakers spoke about, our rating of the session, so we can give you honest feedback...without having to rely on memory a week or more after the fact.	9/8/2022 5:38 PM
13	I found that I enjoy workshops that have a panel discussion vs. one speaker. Would like to recommend having a workshop that includes youth speakers. Perhaps have a group of 4-5 in an afternoon session on Wednesday so they can share about their experience and expectations of youth councils/commissions. This could be done during their showcase time. Overall, this conference is well worth my time away from my regular job. Thank you!	9/8/2022 3:51 PM
14	Having the League reserve all conference rooms and hotel rooms worked really well. I appreciated that! Having the conference in the Phoenix metro area is difficult, though, as those who are based in the metro area have a hard time justifying being able to reserve a room within the metro area. If the conference is being held in the metro area, having the conference in a more central location (like the Biltmore or downtown Phoenix) would be much easier for everyone to get to.	9/8/2022 2:40 PM
15	BOOK ONLY WITH RESORTS THAT CAN HANDLE ALL OF US	9/8/2022 2:32 PM
16	Many of the breakout session rooms were not sized to accommodate the number of participants. People were standing out into the hallways. This caused me to leave several sessions I was interested in.	9/8/2022 2:09 PM
17	would have preferred a venue that all parties could have stayed at as we had to spread out over several hotels to accommodate everyone	9/8/2022 1:41 PM
18	Lunch and Dinner were not good quality	9/8/2022 11:47 AM
19	Host it in the cooler months!	9/8/2022 11:45 AM

## 2022 League Annual Conference Survey

20	More seating in opening session, some duplicate sessions may be good so that those want to attend two of the sessions at the same time. Great job to the team -it is difficult to put together a large scale conference and it went off without a hitch.	9/8/2022 11:41 AM
21	Please assign meal tables (You can do this). Hold in a facility that can lodge everyone. Hold sessions like "Mayor 101", "Council member 101", "Roberts Rules of Order 101", "Working with county, state, and federal legislatures", "Performance reviews for managers, magistrates, etc.", "How to communicate with constituents", "League Services", "What you should know about your municipal court", "Revenue sources for cities & towns", "Use of social media", etc..	9/8/2022 11:38 AM
22	Need better sessions that we will walk away with knowledge, tools and excitement from. Leaving in the middle of a session because it just isn't as advertised, has a panel or facilitator out of touch with the masses or the subject.	9/8/2022 11:14 AM
23	Find a facility that has enough rooms for all that would like to stay there.	9/8/2022 10:41 AM
24	Having attended 11 conferences this was one of the best.	9/8/2022 10:23 AM
25	The food wasn't as good as past conference dinners.	9/8/2022 10:09 AM
26	In some of the breakout sessions and opening session it was standing room only. A lot of space was wasted with tables at the front of the rooms rather than just rows of chairs. People left sessions due to a lack of seating. Better breakfast options/ have actual breakfast events. Dietary restrictions need to be dealt with better. We were given one card to indicate our dietary restrictions and the staff took that card at the first dinner so each event after that was challenging.	9/8/2022 10:04 AM
27	Larger venue.	9/8/2022 9:59 AM
28	My only negative was that for me, this was a super-spreader event. I tested positive for Covid-19 on Tuesday after getting exposed at the event.	9/8/2022 9:56 AM
29	As is most of the time, there are way too many panelist on each concurrent session. They end up only going 1 inch deep when if they had more time, could dive much deeper into specifics. Also, moderators at times speak way too much.	9/8/2022 9:55 AM
30	Limit the amount of walking from hotel rooms to conference center in 100 degree weather!	9/8/2022 9:54 AM
31	The location of the conference was fabulous. I think it should always be held in PHX. The location allowed for close accommodations other than the host hotel.	9/7/2022 10:19 AM
32	I attended the youth council portion with my staff and students and found it difficult to hear several speakers. I make it a point to bring our full youth council and would like to see more attention in this area Overall really enjoyed the conference	9/6/2022 7:40 PM
33	Push app out sooner and get attendees to indicate sessions they are interested in early. Then assign meeting rooms accordingly, so large rooms go to larger interest topics.	9/5/2022 3:38 PM
34	The app worked well, lots of good topics to choose from, good amount of breaks between panels, and a great, collaborative atmosphere.	9/4/2022 1:31 PM
35	When topic includes "arizona water" please make sure it's addressing all of az not just those directly affected by Colorado river. Other than that, it was a great conference. Great job, guys!	9/4/2022 8:32 AM
36	It would be nice to have a session on diversity in organizations. Continue having sessions on elections.	9/3/2022 9:18 AM
37	Needed more networking seating areas in lobby, hallways	9/2/2022 9:37 PM
38	There was limited seating in between sessions and some of us have mobility challenges - perhaps a reserved room/tables for lounging would accommodate those who can't be on their feet for 2 hours and who did not stay at the hotel onsite. 😊	9/2/2022 6:56 PM
39	More guidance for first-time attendees, if they don't have an experienced attendee in their circle they miss a lot of what's actually going on when. A schedule doesn't tell me the who's and how's of what's going on.	9/2/2022 6:39 PM
40	Room wifi was weak. Ac was weak	9/2/2022 3:14 PM
41	Add additional detail to the app map including restroom locations, hospitality and business	9/2/2022 1:00 PM

## 2022 League Annual Conference Survey

center. Leaving the conference on the first day was challenging due to the concert traffic. There was some concurrent sessions which I would have loved to attend but could not, will information or recordings be shared? How are the tracks decided and could there be thoughtful way to cross share information if you can attend only one of the offered sessions? The food offered was very good!

42	Please have ice water stations with the coffee/tea stations	9/2/2022 12:45 PM
43	Run the sessions more than once. If two (or more) that I am interested in conflict, I have to miss it. Hard choices sometimes. If they ran twice there would be another opportunity to see them.	9/2/2022 12:29 PM
44	Maybe a track for rural or small towns or include more rural perspectives in panel discussions	9/2/2022 12:14 PM
45	Please have the conference where all attendees can get rooms in a conference center. I jaywalked more times than I can count.	9/2/2022 12:11 PM
46	Book the conference in convention centers that have adequate number of rooms.	9/2/2022 12:08 PM
47	Please don't serve the same meal back to back dinners	9/2/2022 12:08 PM
48	This was really long. Too long. I am used to conference presentations that show how others solved a problem so you can learn and try to replicate. This was mostly ideas, thoughts and opinions which is fine, but not as actionable.	9/2/2022 12:07 PM
49	More youthful topics	9/2/2022 12:05 PM
50	We need a resort that keep the whole intire attendies at the same location. If the resort TY can't handle it look for a different venue/resort. We pay good money for this conference. From the food to the accommodations it was the worst conference in my 12 years of attending	9/2/2022 7:52 AM
51	Seating at the opening session / parade of flags was not well-thought out this year. Use of tables in that room for that session was a mistake. Great conference all the way around, and League Staff are to be commended for the incredible lift.	9/1/2022 10:29 PM
52	Liked the ease of getting to and from session rooms	9/1/2022 2:44 PM



**EXECUTIVE COMMITTEE MEETING**  
Thursday, November 10, 2022

**Agenda Item #3      Cities and Towns Week 2022 and Social Media Update**

**Summary:**                      Update on 2022 Arizona Cities and Towns Week and League social media activities.

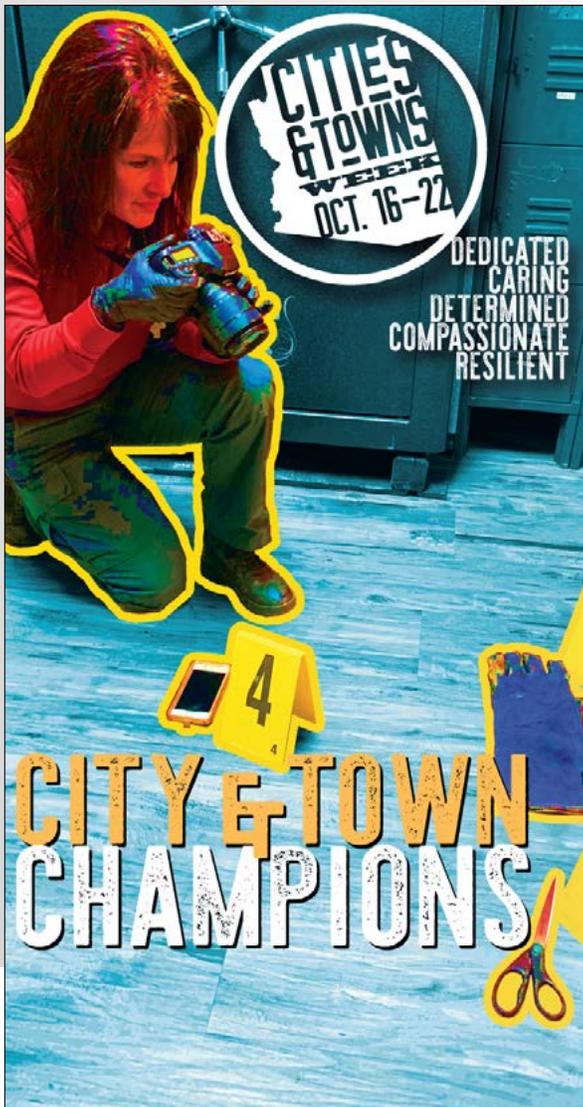
**Responsible Person:**      Matt Lore, Deputy Director

**Attachment:**                 2022 Cities & Towns Week  
2022 League Report



## 2022 Arizona Cities and Towns Week

The League celebrated the 21st Annual Arizona Cities & Towns Week, October 16 – 22. This week is set aside each year to provide citizens with important information about the services and programs provided by their city/town, and to introduce the elected officials and employees that deliver them.





### 2022 Cities & Towns Week Suggested Events

*How to use: Celebrate Cities and Towns Week in your city or town! Your city or town's participation can be as comprehensive or as limited as you choose; commemorating the week does not require much time or many resources. You can also use the Cities and Towns Week message in an event that is already scheduled for your city/town. Below is a list of suggested events your city or town may choose to host. If you have any ideas, suggestions or questions, please do not hesitate to contact the League.*

- Host a city or town hall open house. Set up information tables for each department that is represented.
- Organize a group of citizens to volunteer for a service day working on neighborhood beautification projects or assisting a citizen who may need help with yard work or home maintenance.
- Invite the community to go on a tour of the Mayor's Office.
- Organize tours through departments that may be perceived as less interesting to illustrate to the community how vital they really are!
- Invite city or town workers to discuss their jobs at a local school.
- Organize a community-wide cleanup of a public park.
- Coordinate a story hour at the library. Invite youth to attend and have a special guest reader, like a firefighter, city manager or even the mayor.
- Host a contest for students! Some ideas: draw your favorite thing about our city/town, write an essay about being "mayor for a day," create a video about your community.
- Arrange for your city or town hall to host a "Youth Mentoring Day" and have city or town workers shadowed to illustrate the impacts their jobs.



### 2022 Cities & Towns Week Message Points

**How to Use:** Included below are some important message points about Arizona Cities & Towns Week. Feel free to share these with elected officials or spokespersons who may be discussing your city or town's participation in the week.

- Arizona Cities & Towns Week is celebrating its 21st year.
- Cities and Towns Week is set aside each year to provide citizens with important information about the services and programs provided by their city/town, and to introduce the employees that deliver them.
- Cities and towns work 24 hours, 7 days a week, 365 days a year to provide services to their citizens. If cities and towns were not constantly working, it would have a huge impact from the moment we would wake up and turn on the water, to driving home on paved streets with working traffic signals.
- Arizona cities and towns ensure safety, protection, well-being, convenience and enrichment for all citizens to live, work and play in their communities.
- Cities and Towns Week is a week that recognizes our municipal employees, volunteers and elected officials who continually work to make sure these services are delivered seamlessly.
- Citizens can find out about the important services and programs municipalities offer at [www.azleague.org](http://www.azleague.org).

@AZCities | #AZCityWeek

### AZ Cities & Towns Week Municipal Toolkit

To celebrate the 21st Annual Cities & Towns Week and assist the cities and towns in participating, the League once again created an online toolkit, which featured a variety of tools, including sample press releases, social media messaging, and event ideas.



### 2022 Cities & Towns Week: Social Media

#### TWITTER

- October 16-22 is AZ Cities & Towns Week! What is your favorite thing about our city? #AZCityWeek
- They say a city never sleeps. Thanks to Arizona's cities & towns, that has never been so true. #AZCityWeek Day in and out, sun up to sun down – Arizona's cities and towns are working for you.
- #AZCityWeek Arizona Cities & Towns Week is marking its 21st year. Help us celebrate!
- AZ Cities Fun Fact: 79% of Arizonans live in an incorporated city or town. <http://azcitieswork.com/economic-impact/> #AZCitiesWork #AZCityWeek
- Did you know? Your local planning & zoning dept. is responsible for directing growth in your city or town. #AZCityWeek
- Municipal water quality specialists make sure your town's water meets every state and federal standard, so you know it's safe. #AZCityWeek
- Cities & towns plan, budget, build & maintain roads so you can get to school or work, safely, every day. <https://www.youtube.com/watch?v=g6LSQvVY7S0> #AZCityWeek
- Cities & Towns ensure safety, protection, well-being, convenience and enrichment for all citizens to live, work & play. #AZCityWeek
- Cities and towns keep business at work, libraries open, traffic lights blinking, clean water flowing and much more. #AZCityWeek
- Economic Development in your city is possible when state and local governments work together to develop conditions for the best economic impact. #AZCityWeek
- Your town library and librarians provide information and knowledge just a book away. #AZCityWeek



## 2022 Cities and Towns Week Theme Calendar

### SUNDAY | October 16 Community & Culture Services

Highlight your library, museum, cultural center and city/town arts programs!

### MONDAY | October 17 Administrative Team

Showcase your city's leadership and administrative team – city managers, town clerks, attorneys, finance and budget and all those whose leadership help make your town run!

### TUESDAY | October 18 Public Safety

Use today to share about the firefighters, police officers and other public safety officials who keep your town a safe place to live!

### WEDNESDAY | October 19 Parks & Recreation

Cities & Towns know how to play! Feature your city parks and recreation programs today!

### THURSDAY | October 20 Economic Development

Showcase the people who help your city grow! Use today to share about economic development projects, talk about your economic development team, and highlight important businesses in your community.

### FRIDAY | October 21 Public Works

Let your citizens know just how much public works means to your city or town. Highlight streets, sewer, water, sanitation, recycling and public works personnel who keep your city clean and running smoothly.

### SATURDAY | October 22 Mayor & Council

Focus on the elected officials in your town today!



### AZ Cities & Towns Week Theme Calendar

Each day of Arizona Cities and Towns Week, the League highlighted a different department or area of a city. This engaged our municipalities to post around a central theme each day of the week and drew attention to the many amazing individuals working in Arizona's cities and towns.

The League also created visuals that highlighted real city and town heroes and distributed these over social media throughout the week.

# 2022 Arizona Cities and Towns Week

**Proclamations**  
 Many cities and towns issued proclamations to let their citizens know they were participating in Arizona Cities & Towns Week.



**PROCLAMATION**

WHEREAS, Arizona Cities and Towns Week is celebrating its 21<sup>st</sup> year; and

WHEREAS, Arizona Cities and Towns Week is set aside each year to provide citizens with important information about the services and programs provided by the City of Douglas, and to recognize our municipal employees, volunteers, and elected officials who continually work to make sure these services are delivered effectively; and

WHEREAS, Arizona Cities and Towns Week 24 hours, 7 days a week, 365 days a year to provide vital city services such as fire, police, and emergency medical response to ensure safe communities; and

WHEREAS, Arizona Cities and Towns also provide services and programs that enhance quality of life for residents such as parks, utilities, street maintenance, sanitation, libraries, and recreational programs; and

WHEREAS, it is one of the responsibilities of the City of Douglas officials to provide open accessible government through frequent and transparent communication with citizens using various avenues and means; and

WHEREAS, through participation and cooperation, citizens, community leaders, local businesses and municipal staff can work together to ensure that services provided by the City of Douglas remain exceptional elements of the quality of life in our community;

NOW, THEREFORE, BE IT RESOLVED THAT I, Donald C. Hull, Mayor and on behalf of the City of Douglas Council do hereby proclaim October 16-22, 2022, as

*Arizona Cities and Towns Week*



*Donald C. Hull*  
 Donald C. Hull, Mayor

*Abby*  
 Abby Edwards, City Clerk

425 10<sup>th</sup> Street Douglas, AZ 85607 | 520.417.7000 | www.douglas.gov

**Proclamation**

WHEREAS, the citizens of the Town of Payson rely on the Town to experience a high quality of life in our community; and

WHEREAS, cities and towns in Arizona work 24 hours a day, seven days a week to deliver vital city services such as fire, police and emergency medical response to ensure safe communities; and

WHEREAS, cities and towns in Arizona also provide services and programs that enhance the quality of life for residents such as parks, utilities, street maintenance, sanitation, libraries, and recreational programs; and

WHEREAS, it is important for the Town of Payson to continue to provide the excellent delivery of services and programs that our citizens have come to expect in our community; and

WHEREAS, it is one of the responsibilities of Town of Payson officials to ensure open and accessible government through frequent communication with citizens using various avenues and means; and

WHEREAS, through participation and cooperation, citizens, community leaders, local businesses and municipal staff can work together to ensure that services provided by the Town of Payson can remain exceptional elements of the quality of life of our community; and

WHEREAS, the Town of Payson joins with the League of Arizona Cities and Towns and fellow municipalities across the State of Arizona in celebrating Arizona Cities & Towns Week.

NOW, THEREFORE, I, Thomas Morrissey, Mayor of the Town of Payson, do recognize:

**October 16 through October 22, 2022**

**Arizona Cities and Towns Week**

IN WITNESS WHEREOF, I have set my hand and caused the Seal of the Town of Payson, Arizona, to be affixed, this 13<sup>th</sup> day of October, 2022.

Mayor: \_\_\_\_\_

Attest: \_\_\_\_\_



**PROCLAMATION**

Arizona Cities and Towns Week 2022

WHEREAS, the citizens of the City of Douglas rely on the City to experience the highest quality of life in our community; and

WHEREAS, Arizona Cities and Towns Week is set aside each year to provide citizens with important information about the services and programs provided by the City of Douglas, and to recognize our municipal employees, volunteers, and elected officials who continually work to make sure these services are delivered effectively; and

WHEREAS, Arizona Cities and Towns Week 24 hours, 7 days a week, 365 days a year to provide vital city services such as fire, police, and emergency medical response to ensure safe communities; and

WHEREAS, Arizona Cities and Towns also provide services and programs that enhance quality of life for residents such as parks, utilities, street maintenance, sanitation, libraries, and recreational programs; and

WHEREAS, it is one of the responsibilities of the City of Douglas officials to provide open accessible government through frequent and transparent communication with citizens using various avenues and means; and

WHEREAS, through participation and cooperation, citizens, community leaders, local businesses and municipal staff can work together to ensure that services provided by the City of Douglas remain exceptional elements of the quality of life in our community;

NOW, THEREFORE, BE IT RESOLVED THAT I, David L. Brown, Mayor and on behalf of the City of Douglas Council do hereby proclaim October 16-22, 2022, as



*David L. Brown*  
 David L. Brown, Mayor

**PROCLAMATION**

CITY OF BISBEE EMPLOYEES APPRECIATION WEEK  
 ARIZONA CITIES AND TOWNS 2022

WHEREAS, CITY EMPLOYEES MAKE A SIGNIFICANT CONTRIBUTION TO ENSURE THE CHARTERED COURSE FOR BISBEE IS MAINTAINED; AND

WHEREAS, CITY EMPLOYEES ARE PUBLIC SERVANTS WHO PROVIDE THE QUALITY OF LIFE TO OUR CITIZENS; AND

WHEREAS, THE IMPORTANCE OF PUBLIC SERVICE PROVIDED BY PUBLIC EMPLOYEES AND VOLUNTEERS IS TO OUR CITIZENS IS UNMATCHED; AND

WHEREAS, IT IS APPROPRIATE TO RECOGNIZE THE WEEK OF OCTOBER 16-22, 2022 AS "CITY EMPLOYEES APPRECIATION WEEK" TO HONOR AND RECOGNIZE ALL PUBLIC EMPLOYEES AND VOLUNTEERS FOR THEIR CONTRIBUTION TO THE IMPORTANCE OF PUBLIC SERVICE; AND

WHEREAS, DURING THIS WEEK OF RECOGNITION, WE RECOGNIZE THE HARD-WORKING MEN AND WOMEN OF THE CITY OF BISBEE AND GIVE THEM OUR THANKS AND RECOGNIZE THEIR COMMITMENT TO PROVIDING THE HIGHEST MOST EFFICIENT LEVEL OF SERVICE; AND

WHEREAS, THE CITY OF BISBEE IS HONORED TO JOIN THE ARIZONA CITIES AND TOWNS IN OUR RESPECT FOR OUR APPRECIATION OF AND GRATITUDE TO ALL PUBLIC EMPLOYEES FOR THEIR CONTINUED DEDICATION; AND

NOW BE IT RESOLVED THAT I, KEN BUDGET, MAYOR OF THE CITY OF BISBEE DO HEREBY JOIN WITH THE LEAGUE OF ARIZONA CITIES AND TOWNS AND FELLOW MUNICIPALITIES ACROSS THE STATE OF ARIZONA IN CELEBRATING OCTOBER 16-22, 2022 "CITY EMPLOYEES APPRECIATION WEEK"

*Ken Budget*  
 Ken Budget, Mayor

ATTEST:  
*Ashlee Coronado*  
 Ashlee Coronado, City Clerk




**PROCLAMATION – CITIES AND TOWNS WEEK**  
 OCTOBER 16 – 22, 2022

WHEREAS, THE CITIZENS OF TOWN OF ANIMAS RELY ON THE TOWN OF ANIMAS TO EXPERIENCE A HIGH QUALITY OF LIFE IN OUR COMMUNITY; AND

WHEREAS, CITIES AND TOWNS IN ARIZONA WORK 24 HOURS A DAY, SEVEN DAYS A WEEK TO DELIVER VITAL CITY SERVICES SUCH AS FIRE, POLICE, AND EMERGENCY MEDICAL RESPONSE TO ENSURE SAFE COMMUNITIES; AND

WHEREAS, CITIES AND TOWNS IN ARIZONA ALSO PROVIDE SERVICES AND PROGRAMS THAT ENHANCE THE QUALITY OF LIFE FOR RESIDENTS SUCH AS PARKS, UTILITIES, STREET MAINTENANCE, SANITATION, LIBRARIES, AND RECREATIONAL PROGRAMS; AND

WHEREAS, IT IS IMPORTANT FOR THE TOWN OF ANIMAS TO CONTINUE TO PROVIDE THE EXCELLENT DELIVERY OF SERVICES AND PROGRAMS THAT OUR CITIZENS HAVE COME TO EXPECT IN OUR COMMUNITY; AND

WHEREAS, IT IS ONE OF THE RESPONSIBILITIES OF TOWN OF ANIMAS OFFICIALS TO ENSURE OPEN AND ACCESSIBLE GOVERNMENT THROUGH FREQUENT COMMUNICATION WITH CITIZENS USING VARIOUS AVENUES AND MEANS; AND

WHEREAS, THROUGH PARTICIPATION AND COOPERATION, CITIZENS, COMMUNITY LEADERS, LOCAL BUSINESSES AND MUNICIPAL STAFF CAN WORK TOGETHER TO ENSURE THAT SERVICES PROVIDED BY TOWN OF ANIMAS CAN REMAIN EXCEPTIONAL ELEMENTS OF THE QUALITY OF LIFE OF OUR COMMUNITY;

NOW THEREFORE BE IT RESOLVED THAT I, JEFF BROWN, VICE MAYOR OF THE TOWN OF ANIMAS, DO HEREBY PROCLAIM OCTOBER 16-22, 2022, ARIZONA CITIES AND TOWNS WEEK.

DATED THIS 14<sup>TH</sup> DAY OF OCTOBER, 2022.

*Jeff Brown*  
 Jeff Brown, Vice Mayor

ATTEST:  
*Anna Dennis*  
 Anna Dennis, Town Clerk



**TOWN OF QUEEN CREEK | OFFICE OF THE MAYOR**

**PROCLAMATION**

WHEREAS, the residents of Queen Creek rely on the Town to experience a high quality of life in our community; and

WHEREAS, cities and towns in Arizona work 24 hours a day, seven days a week to deliver vital city services such as Police, Fire and Emergency Medical Response to ensure safe communities; and

WHEREAS, cities and towns in Arizona also provide services and programs that enhance the quality of life for residents such as parks, utilities, street maintenance, public safety, libraries, community centers and recreational programs; and

WHEREAS, it is important for the Town of Queen Creek to continue to provide the excellent delivery of services and programs that our residents have come to expect in our community; and

WHEREAS, it is one of the responsibilities of Town Officials to ensure open and accessible government through frequent communication with citizens using various avenues and means; and

WHEREAS, through participation and cooperation, residents, community leaders, local businesses and municipal staff can work together to ensure that services provided by the Town of Queen Creek can remain exceptional elements of the quality of life of our community;

NOW THEREFORE, BE IT RESOLVED THAT I, Jeff Brown, Vice Mayor of the Town of Queen Creek, do hereby proclaim October 16 - 22, 2022 as

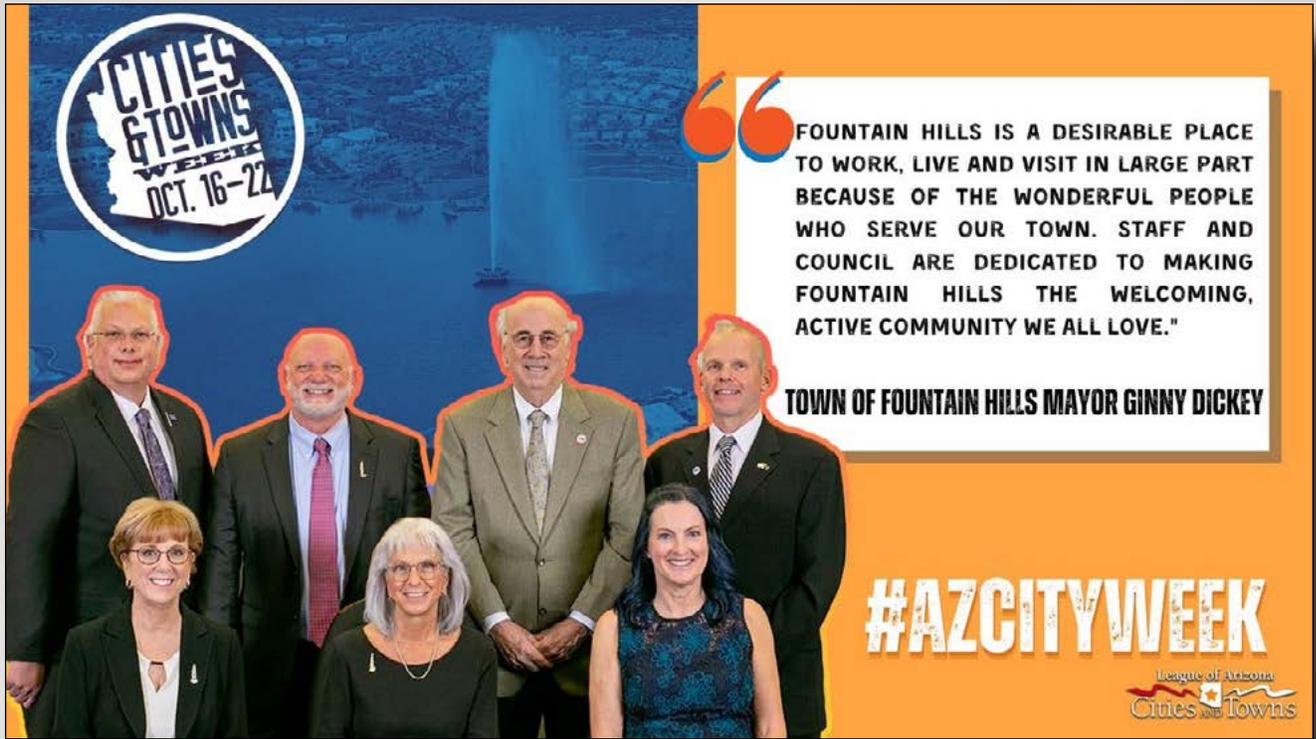
**Arizona Cities and Towns Week**

In Queen Creek, and join with the League of Arizona Cities and Towns and fellow municipalities across the State of Arizona.

WITNESS MY HAND this 5<sup>th</sup> day of October, 2022.

*Jeff Brown*  
 Jeff Brown, Vice Mayor

*Maria Gonzalez*  
 Maria Gonzalez, Town Clerk



**Social Media**

Many cities and towns promoted the week over social media and interacted with the League through our social media accounts.

**Social Media**



# 2022 Arizona Cities and Towns Week

**townoffountainhills** Follow

Know your town at [www.fountainhillsaz.gov](http://www.fountainhillsaz.gov)

14 likes

townoffountainhills They say a city never sleeps. Thanks to Arizona's cities & towns, that has never been so true. #AZCityWeek Day in and out, sun up to sun down – Arizona's cities and towns are working for you.

#ourtown #fountainhillsaz #workingforyou

3 days ago

**cityofcgc** Following

20 likes

cityofcgc October 16-22 is AZ Cities & Towns Week. Over the course of the week, we will be highlighting the services and programs provided by the City and introducing the employees that deliver them. @azcities

#AZCityWeek #CasaGrandeAZ

2 days ago

**clarkdaleaz**

94 likes

clarkdaleaz Oct. 16-22 is AZ Cities & Towns Week! What is your favorite thing about Clarkdale? #AZCityWeek

View all 8 comments

**cityofsomertonaz**

4 likes

cityofsomertonaz #AzCityWeek

Join us as we celebrate Cities and Towns Week by highlighting our administrative team!

Thank you to our amazing administrative team in all departments for helping our city run smoothly.

From the City Manager's office, our City clerk, attorney, to finance department all working together to better serve our community.

#Administration #CityManager #CityClerk #Attorney #FinanceDepartment #SomertonAz @azcities

## Social Media

# [2022 League Report]



League of Arizona  
Cities AND Towns

DEDICATED  
CARING  
DETERMINED  
COMPASSIONATE  
RESILIENT

ECONOMIC DEVELOPMENT

# CITY & TOWN CHAMPIONS



## 2022 Arizona Cities and Towns Week

The League celebrated the 21st Annual Arizona Cities & Towns Week, October 16 – 22. This week is set aside each year to provide citizens with important information about the services and programs provided by their city/town, and to introduce the elected officials and employees that deliver them.



## 2022 Cities & Towns Week Suggested Events

**How to use:** Celebrate Cities and Towns Week in your city or town! Your city or town's participation can be as comprehensive or as limited as you choose; commemorating the week does not require much time or many resources. You can also use the Cities and Towns Week message in an event that is already scheduled for your city/town. Below is a list of suggested events your city or town may choose to host. If you have any ideas, suggestions or questions, please do not hesitate to contact the League.

- Host a city or town hall open house. Set up information tables for each department that is represented.
- Organize a group of citizens to volunteer for a service day working on neighborhood beautification projects or assisting a citizen who may need help with yard work or home maintenance.
- Invite the community to go on a tour of the Mayor's Office.
- Organize tours through departments that may be perceived as less interesting to illustrate to the community how vital they really are!
- Invite city or town workers to discuss their jobs at a local school.
- Organize a community-wide cleanup of a public park.
- Coordinate a story hour at the library. Invite youth to attend and have a special guest reader, like a firefighter, city manager or even the mayor.
- Host a contest for students! Some ideas: draw your favorite thing about our city/town, write an essay about being "mayor for a day," create a video about your community.
- Arrange for your city or town hall to host a "Youth Mentoring Day" and have city or town workers shadowed to illustrate the impacts their jobs.



## 2022 Cities & Towns Week Message Points

**How to Use:** Included below are some important message points about Arizona Cities & Towns Week. Feel free to share these with elected officials or spokespeople who may be discussing your city or town's participation in the week.

- Arizona Cities & Towns Week is celebrating its 21st year.
- Cities and Towns Week is set aside each year to provide citizens with important information about the services and programs provided by their city/town, and to introduce the employees that deliver them.
- Cities and towns work 24 hours, 7 days a week, 365 days a year to provide services to their citizens. If cities and towns were not constantly working, it would have a huge impact from the moment we would wake up and turn on the water, to driving home on paved streets with working traffic signals.
- Arizona cities and towns ensure safety, protection, well-being, convenience and enrichment for all citizens to live, work and play in their communities.
- Cities and Towns Week is a week that recognizes our municipal employees, volunteers and elected officials who continually work to make sure these services are delivered seamlessly.
- Citizens can find out about the important services and programs municipalities offer at [www.azleague.org](http://www.azleague.org).

@AZCities | #AZCityWeek



## 2022 Cities & Towns Week: Social Media

### TWITTER

- October 16-22 is AZ Cities & Towns Week! What is your favorite thing about our city? #AZCityWeek
- They say a city never sleeps. Thanks to Arizona's cities & towns, that has never been so true. #AZCityWeek Day in and out, sun up to sun down – Arizona's cities and towns are working for you.
- #AZCityWeek Arizona Cities & Towns Week is marking its 21st year. Help us celebrate!
- AZ Cities Fun Fact: 79% of Arizonans live in an incorporated city or town. <http://azcitieswork.com/economic-impact/> #AZCitiesWork #AZCityWeek
- Did you know? Your local planning & zoning dept. is responsible for directing growth in your city or town. #AZCityWeek
- Municipal water quality specialists make sure your town's water meets every state and federal standard, so you know it's safe. #AZCityWeek
- Cities & towns plan, budget, build & maintain roads so you can get to school or work, safely, every day. <https://www.youtube.com/watch?v=g6LSQyVY7S0> #AZCityWeek
- Cities & Towns ensure safety, protection, well-being, convenience and enrichment for all citizens to live, work & play. #AZCityWeek
- Cities and towns keep business at work, libraries open, traffic lights blinking, clean water flowing and much more. #AZCityWeek
- Economic Development in your city is possible when state and local governments work together to develop conditions for the best economic impact. #AZCityWeek
- town library and librarians provide information and knowledge just a book away.

**AZ Cities & Towns Week Municipal Toolkit**  
 To celebrate the 21st Annual Cities & Towns Week and assist the cities and towns in participating, the League once again created an online toolkit, which featured a variety of tools, including sample press releases, social media messaging, and event ideas.

# AZ Cities & Towns Week Theme Calendar

Each day of Arizona Cities and Towns Week, the League highlighted a different department or area of a city. This engaged our municipalities to post around a central theme each day of the week and drew attention to the many amazing individuals working in Arizona's cities and towns.

The League also created visuals that highlighted real city and town heroes and distributed these over social media throughout the week.



**2022 Cities and Towns Week Theme Calendar**

**SUNDAY | October 16** **Community & Culture Services**  
Highlight your library, museum, cultural center and city/town arts programs!

**MONDAY | October 17** **Administrative Team**  
Showcase your city's leadership and administrative team – city managers, town clerks, attorneys, finance and budget and all those whose leadership help make your town run!

**TUESDAY | October 18** **Public Safety**  
Use today to share about the firefighters, police officers and other public safety officials who keep your town a safe place to live!

**WEDNESDAY | October 19** **Parks & Recreation**  
Cities & Towns know how to play! Feature your city parks and recreation programs today!

**THURSDAY | October 20** **Economic Development**  
Showcase the people who help your city grow! Use today to share about economic development projects, talk about your economic development team, and highlight important businesses in your community.

**FRIDAY | October 21** **Public Works**  
Let your citizens know just how much public works means to your city or town. Highlight streets, sewer, water, sanitation, recycling and public works personnel who keep your city clean and running smoothly.

**SATURDAY | October 22** **Mayor & Council**  
Focus on the elected officials in your town today!



**Proclamations**  
Many cities and towns issued proclamations to let their citizens know they were participating in Arizona Cities & Towns Week.



**PROCLAMATION - CITIES AND TOWNS WEEK**  
OCTOBER 16 - 22, 2022

WHEREAS, THE CITIZENS OF TOWN OF MIAMI RELY ON THE TOWN OF MIAMI TO EXPERIENCE A HIGH QUALITY OF LIFE IN OUR COMMUNITY; AND

WHEREAS, CITIES AND TOWNS IN ARIZONA WORK 24 HOURS A DAY, SEVEN DAYS A WEEK TO DELIVER VITAL CITY SERVICES SUCH AS FIRE, POLICE AND EMERGENCY MEDICAL RESPONSE TO ENSURE SAFE COMMUNITIES; AND

WHEREAS, CITIES AND TOWNS IN ARIZONA ALSO PROVIDE SERVICES AND PROGRAMS THAT ENHANCE THE QUALITY OF LIFE FOR RESIDENTS SUCH AS PARKS, UTILITIES, STREET MAINTENANCE, SANITATION AND RECYCLING SERVICES, LIBRARIES, COMMUNITY CENTERS AND RECREATIONAL PROGRAMS; AND

WHEREAS, IT IS IMPORTANT FOR THE TOWN OF MIAMI TO CONTINUE TO PROVIDE THE EXCELLENT DELIVERY OF SERVICES AND PROGRAMS THAT OUR CITIZENS HAVE COME TO EXPECT IN OUR COMMUNITY; AND

WHEREAS, IT IS ONE OF THE RESPONSIBILITIES OF TOWN OF MIAMI OFFICIALS TO ENSURE OPEN AND ACCESSIBLE GOVERNMENT THROUGH FREQUENT COMMUNICATION WITH CITIZENS USING VARIOUS AVENUES AND MEANS; AND

WHEREAS, THROUGH PARTICIPATION AND COOPERATION, CITIZENS, COMMUNITY LEADERS, LOCAL BUSINESSES AND MUNICIPAL STAFF CAN WORK TOGETHER TO ENSURE THAT SERVICES PROVIDED BY TOWN OF MIAMI CAN REMAIN EXCEPTIONAL ELEMENTS OF THE QUALITY OF LIFE OF OUR COMMUNITY.

NOW THEREFORE BE IT RESOLVED THAT THE TOWN OF MIAMI JOINS WITH THE LEAGUE OF ARIZONA CITIES AND TOWNS AND FELLOW MUNICIPALITIES ACROSS THE STATE OF ARIZONA IN DECLARING OCTOBER 16-22, 2022, ARIZONA CITIES & TOWNS WEEK.

DATED THIS 10<sup>TH</sup> DAY OF OCTOBER, 2022.

*Sammy Gonzales*  
Sammy Gonzales, Mayor

ATTEST:  
*Karen Norris*  
Karen Norris, Town Clerk



**PROCLAMATION**

WHEREAS, Arizona Cities and Towns week is celebrating its 21<sup>st</sup> year; and

WHEREAS, Arizona Cities and Towns Week is set aside each year to provide citizens with important information about the services and programs provided by the City of Douglas, and to recognize our municipal employees, volunteers, and elected officials who continually work to make sure these services are delivered seamlessly; and

WHEREAS, Arizona Cities and Towns work 24 hours, 7 days a week, 365 days a year to provide vital city services such as fire, police, and emergency medical response to ensure safe communities; and

WHEREAS, Arizona Cities and Towns also provide services and programs that enhance quality of life for residents such as parks, water, wastewater, street maintenance, sanitation, libraries, and recreational programs; and

WHEREAS, it is one of the responsibilities of the City of Douglas officials to provide open and accessible government through frequent and transparent communication with citizens using various avenues and means; and

WHEREAS, through participation and cooperation, citizens, community leaders, local businesses and municipal staff can work together to ensure that services provided by the City of Douglas remain exceptional elements of the quality of life in our community.

NOW, THEREFORE, BE IT RESOLVED THAT I, Donald C. Huh, Mayor and on behalf of the City of Douglas, Council do hereby proclaim October 16-22, 2022, as

**Arizona Cities and Towns Week**

IN WITNESS WHEREOF, I have hereunto set my hand and caused the Seal of the City of Douglas to be affixed this 12<sup>th</sup> day of October 2022.

*Donald C. Huh*  
Donald C. Huh, Mayor

DONE of the City of Douglas on this twelfth day of October in the year two thousand and twenty-two, and of the Independence of the United States of America the two hundred and forty-sixth.

Attest:  
*Ahna Kridande*  
Ahna Kridande, City Clerk

425 10<sup>th</sup> Street, Douglas, AZ 85607 | 520.417.7302 | www.douglasaz.gov

**Proclamation**

WHEREAS, the citizens of the Town of Payson rely on the Town to experience a high quality of life in our community; and

WHEREAS, cities and towns in Arizona work 24 hours a day, seven days a week to deliver vital city services such as fire, police and emergency medical response to ensure safe communities; and

WHEREAS, cities and towns in Arizona also provide services and programs that enhance the quality of life for residents such as parks, utilities, street maintenance, sanitation, libraries, and recreational programs; and

WHEREAS, it is important for the Town of Payson to continue to provide the excellent delivery of services and programs that our citizens have come to expect in our community; and

WHEREAS, through participation and cooperation, citizens, community leaders, local businesses and municipal staff can work together to ensure that services provided by the Town of Payson can remain exceptional elements of the quality of life of our community; and

WHEREAS, the Town of Payson joins with the League of Arizona Cities and Towns and fellow municipalities across the State of Arizona in celebrating Arizona Cities & Towns Week.

NOW, THEREFORE, I, Thomas Morrissey, Mayor of the Town of Payson, do recognize:

**October 16 through October 22, 2022**

as

**Arizona Cities and Towns Week**

IN WITNESS THEREOF, I have set my hand and caused the Seal of the Town of Payson, Arizona, to be affixed, this 13<sup>th</sup> day of October 2022.

Mayor: \_\_\_\_\_ Attest: \_\_\_\_\_



**PROCLAMATION**  
CITY OF BISBEE EMPLOYEE APPRECIATION WEEK  
ARIZONA CITIES AND TOWNS 2022

WHEREAS, CITY EMPLOYEES MAKE A SIGNIFICANT CONTRIBUTION TO ENSURE THE CHARTERED COURSE FOR BISBEE IS IMPLEMENTED; AND

WHEREAS, CITY EMPLOYEES ARE DEDICATED PUBLIC SERVANTS WHO PERFORM THEIR DUTIES WITH PROFESSIONALISM AND A COMMITMENT TO THOSE THEY SERVE; AND

WHEREAS, THE IMPORTANCE OF PUBLIC SERVICE PROVIDED BY PUBLIC EMPLOYEES AND VOLUNTEERS IS TOO OFTEN FORGOTTEN OR IGNORED; AND

WHEREAS, IT IS APPROPRIATE TO DESIGNATE THE WEEK OF OCTOBER 16-22, 2022 AS "CITY EMPLOYEE RECOGNITION WEEK" TO HONOR AND RECOGNIZE ALL PUBLIC EMPLOYEES AND REMIND THE CITIZENS OF BISBEE OF THE IMPORTANCE OF PUBLIC SERVICE; AND

WHEREAS, DURING THIS WEEK OF RECOGNITION, WE RECOGNIZE THE HARD-WORKING MEN AND WOMEN OF THE CITY OF BISBEE AND GIVE THEM OUR THANKS AND RECOGNIZE THEIR COMMITMENT PROVIDING THE HIGHEST MOST EFFICIENT LEVEL OF SERVICE; AND

WHEREAS, THE CITY OF BISBEE IS HONORED TO JOIN THE ARIZONA CITIES AND TOWNS IN EXTENDING OUR APPRECIATION AND GRATITUDE TO ALL PUBLIC EMPLOYEES FOR THEIR CONTINUED DEDICATION; AND

NOW THEREFORE BE IT RESOLVED THAT I, KEN BUDGE, MAYOR OF THE CITY OF BISBEE DO HEREBY JOIN WITH THE LEAGUE OF ARIZONA CITIES AND TOWNS AND FELLOW MUNICIPALITIES ACROSS THE STATE OF ARIZONA IN DECLARING OCTOBER 16-22, 2022 "CITY EMPLOYEE RECOGNITION WEEK".

ATTEST:  
*Ashlee Coronado*  
ASHLEE CORONADO, CITY CLERK

*Ken Budge*  
KEN BUDGE, MAYOR



**TOWN OF QUEEN CREEK | OFFICE OF THE MAYOR**  
**PROCLAMATION**

WHEREAS, the residents of Queen Creek rely on the Town to experience a high quality of life in our community; and

WHEREAS, cities and towns in Arizona work 24 hours a day, seven days a week to deliver vital city services such as Police, Fire and Emergency Medical Response to ensure safe communities; and

WHEREAS, cities and towns in Arizona also provide services and programs that enhance the quality of life for residents such as parks, utilities, street maintenance, public safety, libraries, community centers and recreational programs; and

WHEREAS, it is important for the Town of Queen Creek to continue to provide the excellent delivery of services and programs that our residents have come to expect in our community; and

WHEREAS, it is one of the responsibilities of Town Officials to ensure open and accessible government through frequent communication with citizens using various avenues and means; and

WHEREAS, through participation and cooperation, residents, community leaders, local businesses and municipal staff can work together to ensure that services provided by the Town of Queen Creek can remain exceptional elements of the quality of life of our community.

NOW THEREFORE, BE IT RESOLVED, that I, Jeff Brown, Vice Mayor of Queen Creek do hereby proclaim October 16 - 22, 2022 as

**Arizona Cities and Towns Week**

In Queen Creek, and join with the League of Arizona Cities and Towns and fellow municipalities across the State of Arizona.

WITNESS MY HAND this 5<sup>th</sup> day of October, 2022.

*Jeff Brown*  
Jeff Brown, Vice Mayor

*Maria Gonzalez*  
Maria Gonzalez, Town Clerk



**PROCLAMATION**  
Arizona Cities and Towns Week 2022

WHEREAS, the citizens of the Town of Guadalupe rely on the Town to experience a high quality of life in our community; and

WHEREAS, cities and towns in Arizona work 24 hours a day, seven days a week to deliver vital town services such as fire, police, and emergency medical response to ensure safe communities; and

WHEREAS, cities and towns in Arizona also provide services and programs that enhance the quality of life for residents such as parks, utilities, street maintenance, sanitation and recycling services, libraries, community centers, and recreational programs; and

WHEREAS, it is important for Guadalupe to continue to provide the excellent delivery of services and programs that our citizens have come to expect in our community; and

WHEREAS, it is one of the responsibilities of Town officials to ensure open and accessible government through frequent communication with citizens using various avenues and means; and

WHEREAS, through participation and cooperation, citizens, community leaders, local businesses, and municipal staff can work together to ensure that services provided by the Town can remain exceptional elements of the quality of life of our community.

NOW THEREFORE, BE IT RESOLVED THAT THE TOWN OF GUADALUPE JOINS WITH THE LEAGUE OF ARIZONA CITIES AND TOWNS AND FELLOW MUNICIPALITIES ACROSS THE STATE OF ARIZONA IN DECLARING OCTOBER 16-22, 2022, ARIZONA CITIES & TOWNS WEEK.

*Valerie Molina*  
Valerie Molina, Mayor



**Social Media**  
 Many cities and towns promoted the week over social media and interacted with the League through our social media accounts.



14 likes

townoffountainhills They say a city never sleeps. Thanks to Arizona's cities & towns, that has never been so true. #AZCityWeek Day in and out, sun up to sun down - Arizona's cities and towns are working for you.

#ourtown #fountainhillsaz #workingforyou

3 days ago



20 likes

cityofcgc October 16-22 is AZ Cities & Towns Week. Over the course of the week, we will be highlighting the services and programs provided by the City and introducing the employees that deliver them. @azcities

#AZCityWeek #CasaGrandeAZ



cityofsomertonaz During the regular council meeting yesterday, Tuesday, October 18th, 2022, Mayor Gerardo "Jerry" Anaya and Council Members joined the League of Arizona Cities and Towns and fellow municipalities across the State of Arizona in declaring October 16-22, 2022, as Arizona Cities & Towns Week.

Join us as we celebrate Cities and Towns Week by highlighting all departments in the City of Somerton.

#AZCityWeek #SomertonAZ @azcities

2 minutes ago

Social Media Cont.

League of Arizona



[www.azleague.org](http://www.azleague.org)

# HIGHGROUND

## PUBLIC AFFAIRS CONSULTANTS

Public Affairs • Strategic Planning • Lobbying • Coalition Development  
Campaign Management • Grassroots Coordination • Public Opinion Polling

League 2022 Digital Communications Update

1

The League is committed to building awareness around the positive roles and impacts that cities and towns have in driving Arizona's economy. The League is developing exceptional tools and strategies that advance the prosperity of cities and towns, and part of this initiative is promoting the accomplishments of its members through digital avenues.

- + Accessibility to tools and information
- + Activating the League community
- + Inspiring thought leadership
- + Personalized, thoughtful messaging
- + Leading the conversation
- + Consistent flow of authentic content

2

# Digital Communications Update

- The @AZCities Twitter account has grown into a trusted resource for legislative updates and policy positions but is commonly used as a platform to share information about League events, upcoming opportunities for members, and to showcase the accomplishments of our member municipalities.
- The League twitter account has a significant advantage over other League accounts.

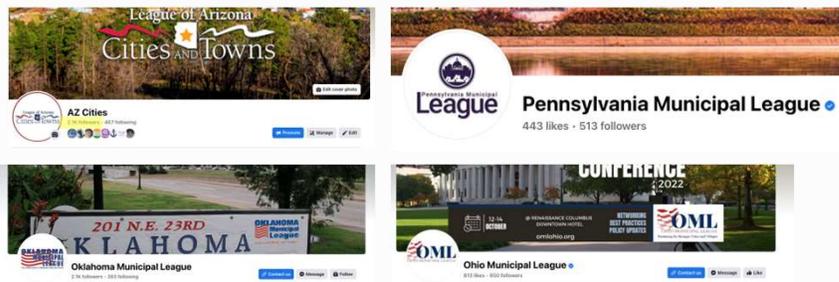


**HIGHGROUND**  
PUBLIC AFFAIRS CONSULTANTS

3

# Digital Communications Update

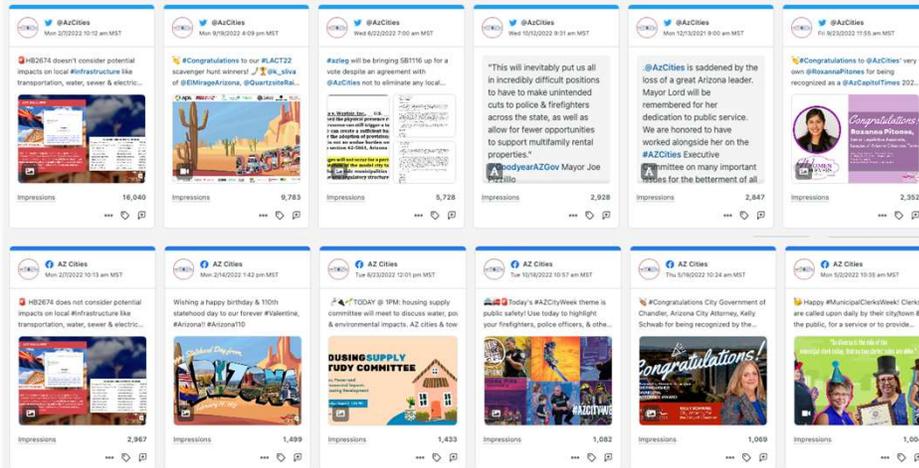
- The @AZCities Facebook account generates engagement by sharing the unique services provided by municipal employees and applauding their many accomplishments.
- Followers and engagement surpasses other league organizations.



**HIGHGROUND**  
PUBLIC AFFAIRS CONSULTANTS

4

# Top Performing Posts of 2022

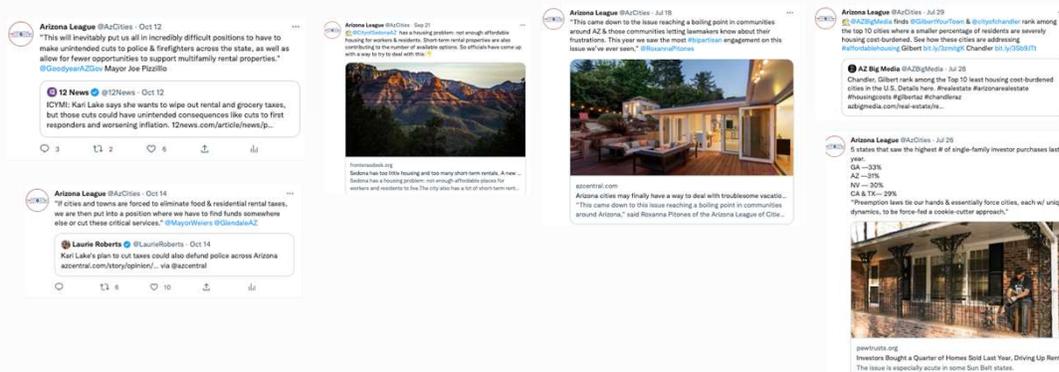


**HIGHGROUND**  
PUBLIC AFFAIRS CONSULTANTS

5

# Advocacy Efforts

- Support local governments via promotion & issue advocacy: messaging strategy that strategically targets the local government audience segment. The League serves as the outlet and provides assets for governments to share and engage with the policy updates that could impact them.

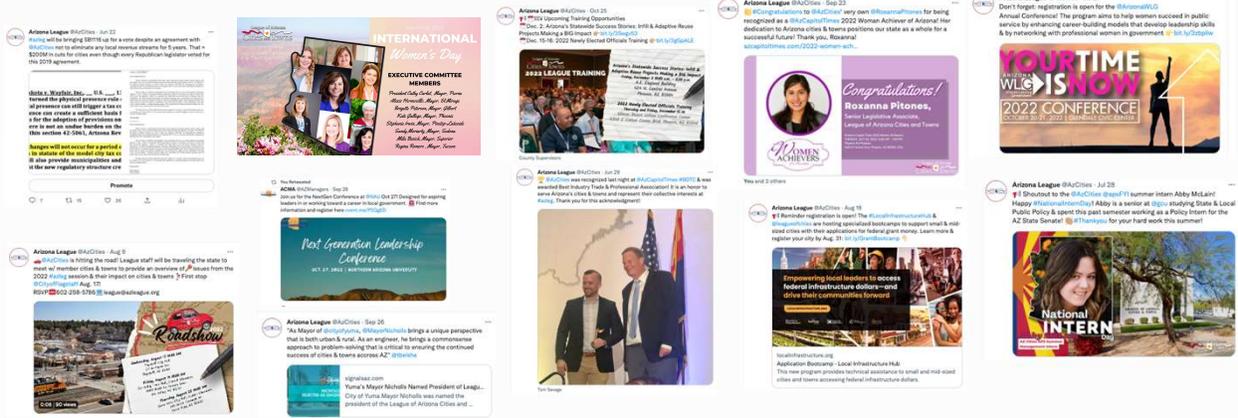


**HIGHGROUND**  
PUBLIC AFFAIRS CONSULTANTS

6

# Advocacy Efforts

- Amplify awareness of partners, programs, internal leadership and member success: *a space to magnify League leadership, enhance the League's brand perception and cross promote partner programs & public facing acknowledgements*



**HIGHGROUND**  
PUBLIC AFFAIRS CONSULTANTS

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# Advocacy Efforts

- Increase civic awareness surrounding important roles cities/towns play in creating a great state: *this includes participating in social media holidays, service recognitions and municipal acknowledgements*



**HIGHGROUND**  
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# Affordable Housing Efforts: @AZNeighbors

- Launched new community focused accounts used in combination with cross posting and support from League accounts to establish digital footprint for issues directly impacting Arizona neighborhoods.
  - Substantiate and define Arizona’s housing crisis
  - Create an echo chamber by amplifying solutions from cities & towns
  - Housing Study Committee



9

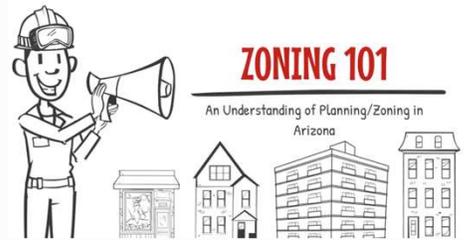
# Affordable Housing Efforts: @AZNeighbors



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# Affordable Housing Efforts: Videos

**Campaigns & Elections** 2022 Best Online Video for Public Affairs – Economic Policy



**HIGHGROUND**  
PUBLIC AFFAIRS CONSULTANTS

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# Affordable Housing Efforts: Advertisements

- Targeted advertisements to Arizona communities impacted by the housing shortage and in proximity to a study committee meeting. (Facebook, Twitter and Nextdoor)

Ad Reach: 13,369



Ad Reach: 10,502



nextdoor Ad Reach: 24,823



12

# VALR: Voter Approved Local Revenue

**Campaigns & Elections** 2022 Public Affairs Campaign of the Year *Finalist*

Armed with data from the economic survey and polling results the League put into effect talking points that put the consequences into perspective and orchestrate a coordinated digital storm of press coverage, free media opportunities and a social media campaign. As part of the social media campaign we launched a video series that served as a visual explainer depicting the complexities of state budgets, revenues and taxes that aided our ability to express the severity of the issue.



To make the messaging more consumable we coined the phrase "VALR" short for Voter Approved Local Revenue. The first video demonstrates the history of why cities and towns across Arizona so heavily rely on these voter approved local revenues to fund public safety which make up 50-70% of their budgets.

[Click to watch "Voter Approved Local Revenue 101"](#)



Video 2: highlights infrastructure investments cities and towns are able to make because of VALR that in turn attracts quality economic development and job opportunities to Arizona communities.

[Click to watch "Voter Approved Local Revenue: Economic Development"](#)



Video 3: using Finance Advisory Committee testimonies we revealed the true value of local governments and the considerable risk cutting state revenue poses to Arizona's economic development. The voices chosen for this video helped to strategically position the topic as a bipartisan issue.

[Click to watch "Arizona Economists Agree"](#)

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# LACT 22 Digital Strategy

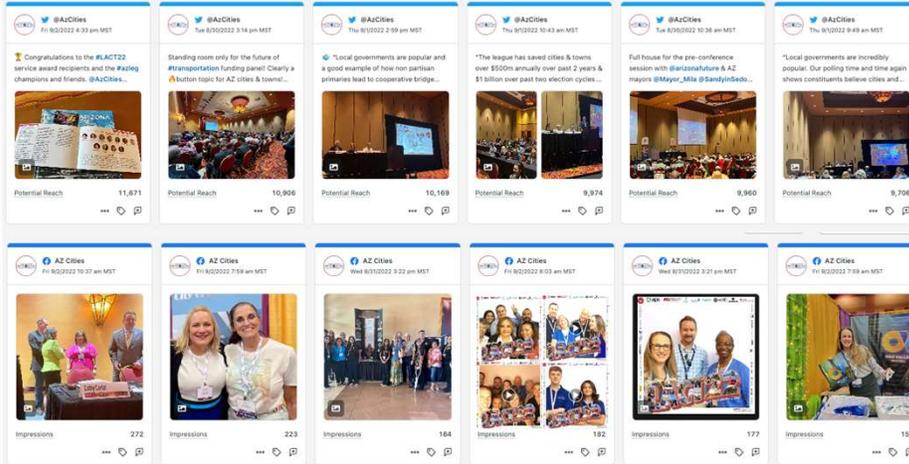
- Implemented new strategies to make it easier to engage digitally during LACT 22.
  - LACT 22 Social Media Scavenger Hunt
  - Branded Photobooth Activation: featured sponsors logos on a digital postcard for attendees to capture an animated asset to share via social media, email or text.
  - There were **341 submissions** to the photobooth
  - More active live tweeting and session coverage



**HIGHGROUND**  
PUBLIC AFFAIRS CONSULTANTS

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# LACT 22 Post Performance



**HIGHGROUND**  
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# LACT 22 Municipal Engagement

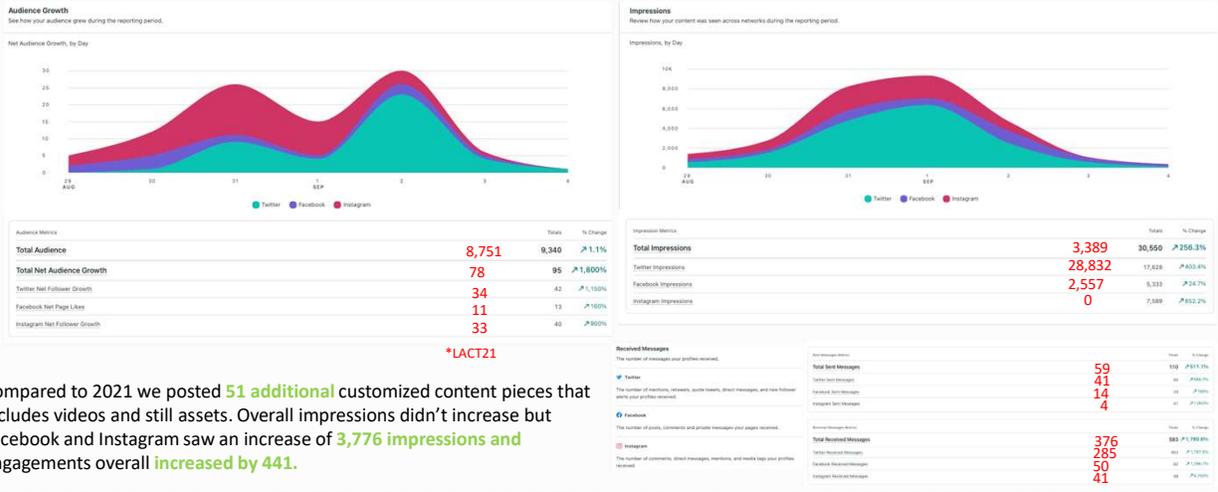
- Large uptick in diverse municipal engagement at the conference.
- New voices from council, youth council and smaller cities and towns were active this year.



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# LACT 22 Snapshot & Comparison

- Bigger follower growth
- More messages = More engaged interactions
- Less impressions but more quality content



Compared to 2021 we posted **51 additional** customized content pieces that includes videos and still assets. Overall impressions didn't increase but Facebook and Instagram saw an increase of **3,776 impressions and engagements overall increased by 441.**

**HIGHGROUND**  
PUBLIC AFFAIRS CONSULTANTS

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# #AZCityWeek

- Showcase of member municipalities with a cohesive branded effort using photos submitted from cities and towns.



**Compared to 2021:**  
+284 impressions  
+59 more engagements



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# #AZCityWeek

- More interactions this year via cities posting a combination of their own unique content and the provided assets on their channels and engaging with the League posts and hashtag.
- Cities got creative and developed a wide variety of thoughtful ways to showcase the unique services, awards and members that are in their communities.
- Increased activity in smaller cities and towns.





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**EXECUTIVE COMMITTEE MEETING**

Thursday, November 10, 2022

**Agenda Item #4            2021-2022 Audit Report**

**Summary:**                    The report from the annual audit of the League of Arizona Cities and Towns is presented for your review and approval.

The Property Corporation of Cities and Towns is a separate nonprofit organization which owns and operates the League building. However, rather than prepare a separate audit for the Property Corporation, our auditors have recommended that it be included in the League's financial statement. The audit report you have implements that recommendation.

**Responsible Person:**    Tom Belshe, Executive Director

**Attachment:**                Audit Report for FY ended June 30, 2022

**Action Requested:**        Approval of Audit Report



Board of Directors  
League of Arizona Cities and Towns  
Phoenix, Arizona

We have audited the financial statements of the governmental activities, the major fund, and the aggregate remaining fund information of the League of Arizona Cities and Towns (League) as of and for the year ended June 30, 2022, and have issued our report thereon dated September 29, 2022. We have previously communicated to you information about our responsibilities under auditing standards generally accepted in the United States of America and *Government Auditing Standards*, as well as certain information related to the planned scope and timing of our audit in our engagement letter dated July 13, 2022. Professional standards also require that we communicate to you the following information related to our audit.

### **Significant audit findings or issues**

#### ***Qualitative aspects of accounting practices***

##### *Accounting policies*

Management is responsible for the selection and use of appropriate accounting policies. The significant accounting policies used by the League are described in Note 1 to the financial statements.

The League changed accounting policies related to Leases by adopting Statement of Governmental Accounting Standards Board (GASB Statement) No. 87, *Leases*, in the current fiscal year ending June 30, 2022. The cumulative effect of the accounting change was not significant to the League's financial statements.

We noted no transactions entered into by the entity during the year for which there is a lack of authoritative guidance or consensus. All significant transactions have been recognized in the financial statements in the proper period.

##### *Accounting estimates*

Accounting estimates are an integral part of the financial statements prepared by management and are based on management's knowledge and experience about past and current events and assumptions about future events. Certain accounting estimates are particularly sensitive because of their significance to the financial statements and because of the possibility that future events affecting them may differ significantly from those expected. The most sensitive estimates affecting the financial statements were:

- Management's estimate of the useful lives and remaining useful lives of capital assets is based on the League's previous experience and current condition of capital assets. We evaluated the key factors and assumptions used to develop the useful lives and remaining useful lives in determining that it is reasonable in relation to the financial statements taken as a whole.
- Management's estimate of compensated absences is based on employees who have currently vested and those who are expected to vest. We evaluated the key factors and assumptions used to develop compensated absences balance in determining that it is reasonable in relation to the financial statements taken as a whole.
- Management's estimate of the pension liability is based on actuarial assumptions prepared by a third-party actuary. We evaluated the key factors and assumptions used to develop the pension liability in determining it is reasonable in relation to the financial statements taken as a whole.

***Financial statement disclosures***

Certain financial statement disclosures are particularly sensitive because of their significance to financial statement users. There were no particularly sensitive financial statement disclosures.

The financial statement disclosures are neutral, consistent, and clear.

***Significant unusual transactions***

We identified no significant unusual transactions.

***Difficulties encountered in performing the audit***

We encountered no significant difficulties in dealing with management in performing and completing our audit.

***Uncorrected misstatements***

Professional standards require us to accumulate all misstatements identified during the audit, other than those that are clearly trivial, and communicate them to the appropriate level of management. The attached schedule summarizes uncorrected misstatements of the financial statements. Management has determined that their effects are immaterial, both individually and in the aggregate, to the financial statements taken as a whole.

Uncorrected misstatements or the matters underlying uncorrected misstatements could potentially cause future-period financial statements to be materially misstated, even if management has concluded that the uncorrected misstatements are immaterial to the financial statements under audit.

***Corrected misstatements***

None of the misstatements detected as a result of audit procedures and corrected by management were material, either individually or in the aggregate, to the financial statements taken as a whole.

***Disagreements with management***

For purposes of this communication, a disagreement with management is a disagreement on a financial accounting, reporting, or auditing matter, whether or not resolved to our satisfaction, that could be significant to the financial statements or the auditors' report. No such disagreements arose during our audit.

***Management representations***

We have requested certain representations from management that are included in the management representation letter dated September 29, 2022.

***Management consultations with other independent accountants***

In some cases, management may decide to consult with other accountants about auditing and accounting matters, similar to obtaining a "second opinion" on certain situations. If a consultation involves application of an accounting principle to the entity's financial statements or a determination of the type of auditors' opinion that may be expressed on those statements, our professional standards require the consulting accountant to check with us to determine that the consultant has all the relevant facts. To our knowledge, there were no such consultations with other accountants.

***Significant issues discussed with management prior to engagement***

We generally discuss a variety of matters, including the application of accounting principles and auditing standards, with management each year prior to engagement as the entity's auditors. However, these discussions occurred in the normal course of our professional relationship and our responses were not a condition to our engagement.

**Other information included in annual reports**

With respect to the required supplementary information (RSI) accompanying the financial statements, we made certain inquiries of management about the methods of preparing the RSI, including whether the RSI has been measured and presented in accordance with prescribed guidelines, whether the methods of measurement and preparation have been changed from the prior period and the reasons for any such changes, and whether there were any significant assumptions or interpretations underlying the measurement or presentation of the RSI. We compared the RSI for consistency with management's responses to the foregoing inquiries, the basic financial statements, and other knowledge obtained during the audit of the basic financial statements. Because these limited procedures do not provide sufficient evidence, we did not express an opinion or provide any assurance on the RSI.

Our auditors' opinion, the audited financial statements, and the notes to financial statements should only be used in their entirety. Inclusion of the audited financial statements in a document you prepare, such as an annual report, should be done only with our prior approval and review of the document. You are responsible to provide us the opportunity to review such documents before issuance.

\* \* \*

This communication is intended solely for the information and use of the board of directors and management of League of Arizona Cities and Towns and is not intended to be, and should not be, used by anyone other than these specified parties.



**CliftonLarsonAllen LLP**

Phoenix, Arizona  
September 29, 2022

**Summary of Uncorrected Misstatements**

Description	Debit	Credit
<b>PAJE #1</b>		
To record the OPEB Liability related to ASRS.		
OPEB Asset	\$ 62,314	\$ -
OPEB Liability	-	2,609
Unrestricted Net Position	-	6,378
Deferred Inflows of Resources	-	52,931
Deferred Outflows of Resources	10,864	-
OPEB Expense	-	11,260
	<b>\$ 73,178</b>	<b>\$ 73,178</b>
<b>Adjusting Journal Entries JE # 2</b>		
To record right to use asset and lease liability.		
Right to Use Asset	\$ 5,336	\$ -
Accumulated Amortization on Right to Use Asset	-	1,617
Short-Term Lease Liability	-	1,583
Long-Term Lease Liability	-	2,262
Amortization Expense	1,617	-
Principal	-	1,769
Interest	278	-
	<b>\$ 7,231</b>	<b>\$ 7,231</b>

**LEAGUE OF ARIZONA CITIES AND TOWNS**

**FINANCIAL STATEMENTS AND  
SUPPLEMENTARY INFORMATION**

**YEAR ENDED JUNE 30, 2022**



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## **FINANCIAL SECTION**

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## INDEPENDENT AUDITORS' REPORT

Board of Directors  
League of Arizona Cities and Towns  
Phoenix, Arizona

### Report on the Audit of the Financial Statements

#### ***Opinions***

We have audited the accompanying financial statements of the governmental activities, the major fund, and the aggregate remaining fund information of the League of Arizona Cities and Towns (League), as of and for the year ended June 30, 2022, and the related notes to the financial statements, which collectively comprise the League's basic financial statements as listed in the table of contents.

In our opinion, the financial statements referred to above present fairly, in all material respects, the respective financial position of the governmental activities, the major fund, and the aggregate remaining fund information of the League, as of June 30, 2022, and the respective changes in financial position, and, where applicable, cash flows thereof and the budgetary comparison for the General Fund for the year then ended in accordance with accounting principles generally accepted in the United States of America.

#### ***Basis for Opinions***

We conducted our audit in accordance with auditing standards generally accepted in the United States of America (GAAS) and the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States. Our responsibilities under those standards are further described in the Auditors' Responsibilities for the Audit of the Financial Statements section of our report. We are required to be independent of the League and to meet our other ethical responsibilities, in accordance with the relevant ethical requirements relating to our audit. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinions.

#### ***Responsibilities of Management for the Financial Statements***

Management is responsible for the preparation and fair presentation of the financial statements in accordance with accounting principles generally accepted in the United States of America, and for the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is required to evaluate whether there are conditions or events, considered in the aggregate, that raise substantial doubt about the League's ability to continue as a going concern for twelve months beyond the financial statement date, including any currently known information that may raise substantial doubt shortly thereafter.

***Auditors' Responsibilities for the Audit of the Financial Statements***

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditors' report that includes our opinions. Reasonable assurance is a high level of assurance but is not absolute assurance and therefore is not a guarantee that an audit conducted in accordance with GAAS and *Government Auditing Standards* will always detect a material misstatement when it exists. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control. Misstatements are considered material if there is a substantial likelihood that, individually or in the aggregate, they would influence the judgment made by a reasonable user based on the financial statements.

In performing an audit in accordance with GAAS and *Government Auditing Standards*, we:

- Exercise professional judgment and maintain professional skepticism throughout the audit.
- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, and design and perform audit procedures responsive to those risks. Such procedures include examining, on a test basis, evidence regarding the amounts and disclosures in the financial statements.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the League's internal control. Accordingly, no such opinion is expressed.
- Evaluate the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluate the overall presentation of the financial statements.
- Conclude whether, in our judgment, there are conditions or events, considered in the aggregate, that raise substantial doubt about the League's ability to continue as a going concern for a reasonable period of time.

We are required to communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit, significant audit findings, and certain internal control related matters that we identified during the audit.

***Required Supplementary Information***

Accounting principles generally accepted in the United States of America require that the management's discussion and analysis and the schedule of the League's proportionate share of the net pension liability and contributions be presented to supplement the basic financial statements. Such information is the responsibility of management and, although not a part of the basic financial statements, is required by the Governmental Accounting Standards Board who considers it to be an essential part of financial reporting for placing the basic financial statements in an appropriate operational, economic, or historical context. We have applied certain limited procedures to the required supplementary information in accordance with GAAS, which consisted of inquiries of management about the methods of preparing the information and comparing the information for consistency with management's responses to our inquiries, the basic financial statements, and other knowledge we obtained during our audit of the basic financial statements. We do not express an opinion or provide any assurance on the information because the limited procedures do not provide us with sufficient evidence to express an opinion or provide any assurance.

***Other Reporting Required by Government Auditing Standards***

In accordance with *Government Auditing Standards*, we have also issued our report dated September 29, 2022, on our consideration of the League's internal control over financial reporting and on our tests of its compliance with certain provisions of laws, regulations, contracts, and grant agreements and other matters. The purpose of that report is solely to describe the scope of our testing of internal control over financial reporting and compliance and the results of that testing, and not to provide an opinion on the effectiveness of the League's internal control over financial reporting or on compliance. That report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering the League's internal control over financial reporting and compliance.



**CliftonLarsonAllen LLP**

Phoenix, Arizona  
September 29, 2022

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**REQUIRED SUPPLEMENTARY INFORMATION**

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**LEAGUE OF ARIZONA CITIES AND TOWNS  
MANAGEMENT'S DISCUSSION AND ANALYSIS  
YEAR ENDED JUNE 30, 2022**

We, the League of Arizona Cities and Towns (the League), are pleased to provide an overview of our financial activities for the fiscal year ended June 30, 2022. The intended purpose of the Management Discussion and Analysis (MD&A) is to provide an introduction to the basic financial statements and notes, that provides an objective and easy to read analysis of our financial activities based on currently known facts, decisions, and conditions, by providing an easily readable summary of operating results and reasons for changes, which will help to determine if our financial position improved or deteriorated over the past year. This report addresses current operational activities, the sources, uses, and changes in resources, adherence to budget, service levels, limitations, and significant economic factors.

**FINANCIAL HIGHLIGHTS**

- ◆ While the League does not have any governmental authority, it is an instrumentality of the incorporated cities and towns, created and operated for their benefit. It is governed by elected city and town officials and its only members are the cities and towns of Arizona. Therefore, the League reports under Government Accounting Standards based on the composition of the board.
- ◆ The assets and deferred outflows of resources of the League of Arizona Cities and Towns exceeded its liabilities and deferred inflows of resources at the close of the most recent fiscal year by \$809,701 (net position). Of this amount, \$325,445 is invested in capital assets while unrestricted net position had a surplus balance of \$484,256.
- ◆ As of the close of the current fiscal year, the League of Arizona Cities and Towns' general fund reported an ending fund balance of \$2,186,650, an increase of \$105,326 in comparison with the prior year.
- ◆ At the end of the current fiscal year, unassigned fund balance for the General Fund was \$2,026,373 or 64% of total General Fund expenditures.
- ◆ General Fund revenues were above budgeted revenues by \$211,763 for fiscal year 2022. Expenditures were above budget by \$212,130 in the General Fund.
- ◆ General Fund revenues exceeded expenditures by \$105,326.
- ◆ The League includes one separate legal entity in its report - The Property Corporation of Arizona Cities and Towns. Although legally separate, the "component unit" is important because the League is financially accountable. A description of the component unit is available in Note 1 on page 21. Separate Financial Statements are not available for this entity.

**OVERVIEW OF THE FINANCIAL STATEMENTS**

This discussion and analysis is intended to serve as an introduction to the League's basic financial statements. The League's financial statements are comprised of three components: 1) government-wide financial statements, 2) fund financial statements, and 3) notes to the basic financial statements. In addition to the basic financial statements, this report also includes a Report on Internal Control Over Financial Reporting and on Compliance and Other Matters Based on an Audit Performed in Accordance with *Government Auditing Standards*.

**LEAGUE OF ARIZONA CITIES AND TOWNS  
MANAGEMENT'S DISCUSSION AND ANALYSIS  
YEAR ENDED JUNE 30, 2022**

**Government-Wide Financial Statements**

The government-wide financial statements are designed to provide readers with a broad overview of the League of Arizona Cities and Towns' finances, in a manner similar to private-sector business. The statement of net position presents information on all of the League of Arizona Cities and Towns' assets, deferred outflows of resources, liabilities, and deferred inflows of resources, with the difference reported as net position. Over time, increases or decreases in net position may serve as a useful indicator of whether the financial position of the League of Arizona Cities and Towns is improving or deteriorating.

The statement of activities presents information showing how the League's net position changed during the most recent fiscal year. All changes in net position are reported as soon as the underlying event giving rise to the change occurs, regardless of the timing of related cash flows. Thus, revenues and expenses are reported in this statement for some items that will only result in cash flows in future fiscal periods (e.g., uncollected dues or fees and earned but unused vacation leave).

The governmental activities of the League of Arizona Cities and Towns include general government expenses provided to support Arizona governments. The government-wide financial statements also include the activity of the Property Corporation, reported as an internal service fund, included as a blended component unit. The government-wide financial statements can be found on pages 11 - 12 of this report.

**Fund Financial Statements**

Also presented are the traditional fund financial statements for governmental funds. The fund financial statements focus on major funds of the League, rather than fund type. A fund is a grouping of related accounts that is used to maintain control over resources that have been segregated for specific activities or objectives. The League of Arizona Cities and Towns, like other state and local governments, uses fund accounting to ensure and demonstrate compliance with finance-related legal requirements. All of the funds of the League of Arizona Cities and Towns can be divided into two categories: governmental funds and proprietary funds.

*Governmental Funds* – Governmental funds are used to account for essentially the same functions reported as governmental activities in the government-wide financial statements. However, unlike the government-wide financial statements, governmental fund financial statements focus on near-term inflows and outflows of spendable resources, as well as balances of spendable resources available at the end of the fiscal year. Such information may be useful in evaluating a government's near-term financing requirements. Since the governmental fund financial statements focus on near-term spendable resources, while the governmental activities on the government-wide financial statements have a longer term focus, a reconciliation of the differences between the two is provided with the fund financial statements. The basic governmental fund financial statements can be found on pages 13 - 17 of this report.

*Proprietary Funds* – The League of Arizona Cities and Towns maintains one type of proprietary fund. The *internal service fund* is an accounting device used to account for the activity of the Property Corporation that owns and operates the League's office space. Because these services predominantly benefit governmental rather than business-type functions, they have been included within *governmental activities* in the government-wide financial statements. The basic proprietary fund financial statements can be found on pages 18 - 20 of this report.

**LEAGUE OF ARIZONA CITIES AND TOWNS  
MANAGEMENT'S DISCUSSION AND ANALYSIS  
YEAR ENDED JUNE 30, 2022**

**Notes to Basic Financial Statements**

The notes to the basic financial statements (pages 21 - 34) provide additional information that is essential to a full understanding of the data provided in the government-wide and fund financial statements and should be read with the financial statements.

**Required Supplementary Information Other Than MD&A**

Governments have an option of including the budgetary comparison statements for the General Fund and major special revenue funds as either part of the fund financial statements within the basic financial statements or as required supplementary information after the footnotes. The League has chosen to present these budgetary statements as part of the basic financial statements.

The League reports the schedule of the League's proportionate share of the net pension liability and contributions following the notes to the financial statements on page 35.

**Government-Wide Financial Analysis**

**Net Position**

Net position may serve over time as a useful indicator of a government's financial position. Table A-1 reflects the condensed statement of net position of the League at June 30, 2022 showing that assets and deferred outflows of resources exceeded liabilities and deferred inflows of resources by \$809,701. The League does not currently have any enterprise funds that would otherwise be classified as business-type activities; all funds are considered governmental activities.

**Table A-1  
Net Position**

	Governmental Activities		Percent Change
	2022	2021	
<b>Assets</b>			
Current and Other Assets	\$ 2,945,242	\$ 2,778,403	6.0 %
Capital Assets:			
Nondepreciable	51,611	51,611	-
Depreciable (Net)	273,834	296,480	(7.6)
Total Assets	<u>3,270,687</u>	<u>3,126,494</u>	4.6
<b>Deferred Outflows of Resources</b>	417,961	391,693	6.7
<b>Liabilities</b>			
Other Liabilities	546,098	525,802	3.9
Noncurrent Liabilities:			
Due Within One Year	146,483	123,669	18.4
Due in More Than One Year	1,638,503	2,167,548	(24.4)
Total Liabilities	<u>2,331,084</u>	<u>2,817,019</u>	(17.2)
<b>Deferred Inflows of Resources</b>	<u>547,863</u>	<u>89,690</u>	510.8
<b>Net Position</b>			
Investment in Capital Assets	325,445	348,091	(6.5)
Unrestricted	484,256	263,387	83.9
Total Net Position	<u>\$ 809,701</u>	<u>\$ 611,478</u>	32.4

**LEAGUE OF ARIZONA CITIES AND TOWNS  
MANAGEMENT'S DISCUSSION AND ANALYSIS  
YEAR ENDED JUNE 30, 2022**

Noncurrent liabilities due in more than one year decreased during the current year as a result of the League's net pension liability decreasing. The decrease is due to changes in assumptions and inputs, as well as a decrease in the proportionate share.

The League of Arizona Cities and Towns' investment in capital assets (e.g., land, buildings, furniture, fixtures, and equipment), less any related debt used to acquire those assets that is still outstanding is the majority of the League's total net position. The League of Arizona Cities and Towns uses these capital assets to provide services to Arizona governments and its members; consequently, these assets are not available for future spending. The unrestricted net position can be used for ongoing League operations. The League does not have any restricted net position, other than those invested in capital assets.

**Changes in Net Position**

*Governmental Activities.* Table A-2 compares the revenue and expenses for the current and prior year.

The program revenues include charges for services and intergovernmental revenues that are clearly identifiable to an operating function of governmental activities. The League's revenues are not identified with any operating function and are therefore reported as general revenues.

**Table A-2  
Changes in Net Position**

	Governmental Activities		Percent Change
	2022	2021	
<b>REVENUES</b>			
General Revenues:			
Affiliate Group Contributions	\$ 159,450	\$ 137,950	15.6 %
Annual Conference, Seminars, and Meetings	642,266	37,140	1629.3
Membership Dues	2,226,241	1,875,056	18.7
Risk Management	166,971	164,623	1.4
Rental Revenue	25,621	24,696	3.7
Other Income	73,629	119,464	(38.4)
Total Revenues	<u>3,294,178</u>	<u>2,358,929</u>	39.6
<b>EXPENSES</b>			
General Government			
Salaries and Employee Benefits	1,958,356	1,954,613	0.2
Annual Conference, Seminars, and Travel	481,011	16,115	2884.9
Consultant and Professional Services	337,786	386,091	(12.5)
Executive Committee	2,475	98	2425.5
Insurance	15,964	15,226	4.8
Membership Dues and Subscriptions	67,423	64,406	4.7
Office Supplies, Printing, and Rentals	80,200	58,048	38.2
Postage and Shipping	3,416	5,028	(32.1)
Rent, Utilities, and Communication	52,176	54,693	(4.6)
Maintenance Services and Agreements	55,761	45,493	22.6
Depreciation	41,387	41,986	(1.4)
Total Expenses	<u>3,095,955</u>	<u>2,641,797</u>	17.2
<b>CHANGE IN NET POSITION</b>	198,223	(282,868)	(170.1)
Net Position - Beginning of Year	<u>611,478</u>	<u>894,346</u>	(31.6)
<b>NET POSITION - END OF YEAR</b>	<u>\$ 809,701</u>	<u>\$ 611,478</u>	32.4

**LEAGUE OF ARIZONA CITIES AND TOWNS  
MANAGEMENT'S DISCUSSION AND ANALYSIS  
YEAR ENDED JUNE 30, 2022**

Revenues increased \$935,249. The major increase in revenues included a \$605,126 increase in annual conference revenues. The increase was the result of the July 2021 annual conference continuing as scheduled while the conference being cancelled in prior year as a result of COVID-19. In addition, membership dues increased \$351,185. The increase in dues was a result of the Executive Committee approving the same rate as fiscal year 2020 which excluded the 15% reduction approved by the Executive Committee in May 2020. This 15% reduction caused a decrease in dues for fiscal year 2021.

Expenses increased by \$454,158 over the previous fiscal year. The increase was primarily due to the prior fiscal year's annual conference, seminars, and travel expenses decreasing as a result of COVID-19 requiring the League to cancel the July 2020 annual conference. Annual conferences, seminars, and travel expenses continued to pre-pandemic levels in the current fiscal year.

**FINANCIAL ANALYSIS OF THE LEAGUE'S FUNDS**

The focus of the League's governmental funds is to provide information on near-term inflows, outflows, and balances of resources that are available for spending. Such information is useful in assessing the League's financing requirements. In particular, unassigned fund balance may serve as a useful measure of the League's net resources available for spending at the end of the fiscal year. The League only reports one governmental fund - the General Fund. The General Fund is the chief operating fund of the League of Arizona Cities and Towns.

As of the end of the current fiscal year, the League's General Fund reported an ending fund balance of \$2,186,650, an increase of \$105,326 in comparison with the prior year. As a measure of the General Fund's liquidity, it is useful to compare the General Fund balance and total fund expenditures. The General Fund unassigned fund balance represents 64% of total General Fund expenditures.

In addition to the increase in revenues, the League reported an increase in General Fund expenditures of \$550,756. The increase was primarily due to the July 2021 annual conference taking place while previous year's conference being canceled as a result of the COVID-19 pandemic. Additionally, salaries and employee benefits also increased as a result of annual cost of living adjustments and merit increases.

**LEAGUE OF ARIZONA CITIES AND TOWNS  
MANAGEMENT'S DISCUSSION AND ANALYSIS  
YEAR ENDED JUNE 30, 2022**

**BUDGETARY HIGHLIGHTS**

The League's annual budget is the legally adopted expenditure control document of the League. Budgetary comparison statements are required for the General Fund and all major special revenue funds and may be found on page 17. This statement compares the original adopted budget, the budget if amended throughout the fiscal year, and the actual expenditures prepared on a budgetary basis. The League did not amend its budget during the fiscal year.

General Fund revenues of \$3,263,456 exceeded budgeted revenues of \$3,051,693 by \$211,763 and expenditures of \$3,158,130 were more than budgeted expenditures of \$2,946,000 by \$212,130.

The result of revenues over budget was largely due to annual conference revenues being more than budgeted revenues by \$206,421. The result of revenues over budget was due to the uncertainty of the COVID-19 pandemic's affect on the League's annual conference during the budget preparation process.

Major expenditure budget variances during the current fiscal year included annual conference and seminars exceeding budget by \$187,496 and consultant and professional services exceeding budget by \$30,166. Annual Conference and seminars exceeded budget due to uncertainties of the COVID-19 pandemic's affect on the League's annual conference. The consultant and professional services exceeded budget due to lobbying services required for cities and towns during the fiscal year.

**CAPITAL ASSET AND DEBT ADMINISTRATION**

The League's capital assets for its governmental activities as of June 30, 2022 amount to \$325,445 (net of accumulated depreciation), a decrease of 7%. For government-wide financial statement presentation, all depreciable capital assets were depreciated from acquisition date to the end of the current fiscal year. Governmental fund financial statements record capital asset purchases as expenditures, whereas the proprietary fund financial statements record capital asset purchases as assets. See Note 3.A.2. in the Notes to the Financial Statements for further information regarding capital assets.

Major capital asset events during the current fiscal year included the following:

- ◆ Computer and laptop purchases for \$10,634.
- ◆ Purchases and installation of an HVAC for \$8,107.

**LEAGUE OF ARIZONA CITIES AND TOWNS  
MANAGEMENT'S DISCUSSION AND ANALYSIS  
YEAR ENDED JUNE 30, 2022**

Table A-3 provides a breakdown of the capital assets of the League at June 30, 2022 and 2021.

**Table A-3  
Capital Assets (Net)**

	Governmental Activities		Percent Change
	2022	2021	
Land	\$ 51,611	\$ 51,611	-
Buildings and Building Improvements	253,593	280,863	(9.7)
Equipment and Furniture	20,241	15,617	29.6
Total Capital Assets	\$ 325,445	\$ 348,091	

The League did not have any outstanding bonded indebtedness.

**ECONOMIC FACTORS AND NEXT YEAR'S BUDGETS AND RATES**

The 2023 budget was constructed with minimal increases to overall expected revenues and expenses. Spending will remain conservative.

**REQUESTS FOR INFORMATION**

This financial report is designed to provide a general overview of the League's finances for all of those with an interest in the League's finances and to demonstrate accountability for the use of those funds. Questions about any of the information provided in this report, or requests for additional financial information should be addressed to:

League of Arizona Cities and Towns  
1820 West Washington Street  
Phoenix, AZ 85007

Or visit our website at:

<http://www.azleague.org>

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## **BASIC FINANCIAL STATEMENTS**

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**LEAGUE OF ARIZONA CITIES AND TOWNS  
STATEMENT OF NET POSITION  
JUNE 30, 2022**

	Governmental Activities
<b>ASSETS</b>	
Cash and Investments	\$ 2,746,718
Accounts Receivable, Net	24,593
Prepaid Items	173,931
Capital Assets:	
Nondepreciable	51,611
Depreciable Assets	273,834
Total Capital Assets	325,445
Total Assets	3,270,687
 <b>DEFERRED OUTFLOWS OF RESOURCES</b>	
Deferred Outflow of Resources Related to Pension Liability	417,961
 <b>LIABILITIES</b>	
Accounts Payable	69,768
Unearned Revenue	476,330
Long-Term Liabilities:	
Due Within One Year	146,483
Due in More Than One Year	1,638,503
Total Liabilities	2,331,084
 <b>DEFERRED INFLOWS OF RESOURCES</b>	
Deferred Inflow of Resources Related to Pension Liability	547,863
 <b>NET POSITION</b>	
Investment in Capital Assets	325,445
Unrestricted	484,256
Total Net Position	\$ 809,701

See accompanying Notes to Basic Financial Statements.

**LEAGUE OF ARIZONA CITIES AND TOWNS  
STATEMENT OF ACTIVITIES  
YEAR ENDED JUNE 30, 2022**

**FUNCTIONS/PROGRAMS**

Governmental Activities:

General Government:

Expenses:

Salaries and Employee Benefits	\$ 1,958,356
Annual Conference, Seminars, and Travel	481,011
Consultant and Professional Services	337,786
Executive Committee	2,475
Insurance	15,964
Membership Dues and Subscriptions	67,423
Office Supplies, Printing, and Rentals	80,200
Postage and Shipping	3,416
Rent, Utilities, and Communication	52,176
Maintenance Services and Agreements	55,761
Depreciation	41,387
Total Expenses	<u>3,095,955</u>

General Revenues:

Affiliate Group Contributions	159,450
Annual Conference	606,421
Membership Dues	2,226,241
Risk Management	166,971
Rental Revenue	25,621
Seminars and Meetings	35,845
Partnership Programs	41,426
Miscellaneous	25,569
Investment Income	6,634
Total General Revenues	<u>3,294,178</u>

**CHANGE IN NET POSITION** 198,223

Net Position - Beginning of Year 611,478

**NET POSITION - END OF YEAR** \$ 809,701

See accompanying Notes to Basic Financial Statements.

**LEAGUE OF ARIZONA CITIES AND TOWNS  
BALANCE SHEET  
GOVERNMENTAL FUNDS  
JUNE 30, 2022**

	<u>General Fund</u>
<b>ASSETS</b>	
Cash and Investments	\$ 2,535,190
Accounts Receivable, Net	23,083
Prepaid Items	160,277
Total Assets	<u>\$ 2,718,550</u>
 <b>LIABILITIES AND FUND BALANCE</b>	
Liabilities:	
Accounts Payable	\$ 66,478
Unearned Revenue	465,422
Total Liabilities	<u>531,900</u>
 Fund Balances:	
Nonspendable for Prepaid Items	160,277
Unassigned	2,026,373
Total Fund Balance	<u>2,186,650</u>
Total Liabilities and Fund Balance	<u>\$ 2,718,550</u>

See accompanying Notes to Basic Financial Statements.

**LEAGUE OF ARIZONA CITIES AND TOWNS  
RECONCILIATION OF THE BALANCE SHEET  
OF GOVERNMENTAL FUNDS TO  
THE STATEMENT OF NET POSITION  
JUNE 30, 2022**

Total fund balances for governmental funds \$ 2,186,650

Total net position reported for governmental activities in the statement of net position is different because:

Capital assets used in governmental funds are not financial resources and, therefore, are not reported in the governmental funds. Those assets consist of:

Governmental capital assets	\$	122,787	
Less: accumulated depreciation		<u>(103,498)</u>	
Capital assets used in governmental activities			19,289

Deferred outflows and inflows of resources related to pensions are applicable to future periods and, therefore, are not reported in the funds.

Deferred outflows of resources related to pensions		417,961	
Deferred inflows of resources related to pensions		<u>(547,863)</u>	

Long-term liabilities, including compensated absences, are not due and payable in the current period and, therefore, are not reported in the governmental funds.

Net pension liability		(1,638,503)	
Compensated absence payable		<u>(146,483)</u>	
Total long-term liabilities			(1,784,986)

Internal Service Funds are used by management to charge the costs of certain activities to individual funds. The assets and liabilities of the Internal Service Funds are included in governmental activities in the statement of net position

Internal Service Funds		<u>518,650</u>	
Total net position of governmental activities			<u>\$ 809,701</u>

**LEAGUE OF ARIZONA CITIES AND TOWNS  
STATEMENT OF REVENUES, EXPENDITURES, AND CHANGES IN FUND BALANCES  
GOVERNMENTAL FUNDS  
YEAR ENDED JUNE 30, 2022**

	<u>General Fund</u>
<b>REVENUES</b>	
Affiliate Group Contributions	\$ 159,450
Annual Conference	606,421
Membership Dues	2,226,241
Risk Management	166,971
Seminars and Meetings	35,845
Partnership Programs	41,426
Miscellaneous	20,484
Investment Income	6,618
Total Revenues	<u>3,263,456</u>
<b>EXPENDITURES</b>	
General Government	
Current:	
Salaries and Employee Benefits	2,032,682
Annual Conference, Seminars, and Travel	481,011
Consultant and Professional Services	330,166
Executive Committee	2,475
Insurance	9,261
Membership Dues and Subscriptions	67,423
Office Supplies, Printing, and Rentals	73,380
Postage and Shipping	3,416
Rent, Utilities, and Communication	130,863
Capital Outlay	27,453
Total Expenditures	<u>3,158,130</u>
<b>EXCESS OF REVENUES OVER (UNDER) EXPENDITURES</b>	105,326
Fund Balance - Beginning of Year	<u>2,081,324</u>
<b>FUND BALANCE - END OF YEAR</b>	<u><u>\$ 2,186,650</u></u>

See accompanying Notes to Basic Financial Statements.

**LEAGUE OF ARIZONA CITIES AND TOWNS  
RECONCILIATION OF THE STATEMENT OF REVENUES, EXPENDITURES, AND  
CHANGES IN FUND BALANCES OF GOVERNMENTAL FUNDS  
TO THE STATEMENT OF ACTIVITIES  
YEAR ENDED JUNE 30, 2022**

Net change in fund balances - total governmental funds \$ 105,326

Amounts reported for governmental activities in the statement of activities are different because:

Governmental funds report capital outlays as expenditures. However, in the statement of activities, assets are capitalized and the cost is allocated over their estimated useful lives and reported as depreciation expense.

Capital outlays - improvement costs	\$	10,633	
Depreciation expense		(5,595)	
Net change in capital assets		5,038	5,038

Governmental funds report pension contributions as expenditures when made. However, in the statement of activities, pension expense is the cost of benefits earned, adjusted for member contributions, the recognition of changes in deferred outflows and inflows of resources related to pensions, and the investment experience.

Pension contributions		179,720	
Pension expense		(82,580)	
		97,140	97,140

Compensated absences do not require the use of current financial resources in the governmental funds and are therefore not reported as expenditures in the governmental funds; however, the net change in compensated absences is reported as a net increase or decrease in the government-wide financial statements. (22,814)

Internal Service Funds are used by management to charge rent for the use of the facility owned by the property corporation. The net revenue of the Internal Service Fund is reported with governmental activities. 13,533

Change in net position of governmental activities \$ 198,223

**LEAGUE OF ARIZONA CITIES AND TOWNS**  
**STATEMENT OF REVENUES, EXPENDITURES, AND CHANGES IN FUND BALANCE**  
**BUDGET AND ACTUAL**  
**GENERAL FUND**  
**YEAR ENDED JUNE 30, 2022**

	Original and Final Budget	Actual	Variance
<b>REVENUES</b>			
Affiliate Group Contributions	\$ 137,950	\$ 159,450	\$ 21,500
Annual Conference	400,000	606,421	206,421
Membership Dues	2,226,243	2,226,241	(2)
Risk Management	165,000	166,971	1,971
Seminars and Meetings	40,000	35,845	(4,155)
Partnership Programs	48,500	41,426	(7,074)
Miscellaneous	14,000	20,484	6,484
Investment Income	20,000	6,618	(13,382)
Total Revenues	<u>3,051,693</u>	<u>3,263,456</u>	<u>211,763</u>
<b>EXPENDITURES</b>			
General Government			
Current:			
Salaries and Employee Benefits	2,062,000	2,032,682	29,318
Annual Conference and Seminars	274,000	461,496	(187,496)
Travel	20,000	19,515	485
Consultant and Professional Services	300,000	330,166	(30,166)
Executive Committee	6,000	2,475	3,525
Insurance	9,000	9,261	(261)
Membership Dues and Subscriptions	63,000	67,423	(4,423)
Office Supplies, Printing, and Rentals	57,000	73,380	(16,380)
Postage and Shipping	6,000	3,416	2,584
Rent, Utilities, and Communication	129,000	130,863	(1,863)
Capital Outlay	20,000	27,453	(7,453)
Total Expenditures	<u>2,946,000</u>	<u>3,158,130</u>	<u>(212,130)</u>
<b>EXCESS OF REVENUES OVER (UNDER) EXPENDITURES</b>	105,693	105,326	(367)
Fund Balance - Beginning of Year	<u>2,116,040</u>	<u>2,081,324</u>	<u>(34,716)</u>
<b>FUND BALANCE - END OF YEAR</b>	<u>\$ 2,221,733</u>	<u>\$ 2,186,650</u>	<u>\$ (35,083)</u>

See accompanying Notes to Basic Financial Statements.

**LEAGUE OF ARIZONA CITIES AND TOWNS  
STATEMENT OF NET POSITION  
PROPRIETARY FUNDS  
JUNE 30, 2022**

	<u>Governmental Activities - Internal Service Fund</u>
<b>ASSETS</b>	
Current Assets:	
Cash and Cash Equivalents	\$ 211,528
Accounts Receivable, Net	1,510
Prepaid Items	13,654
Total Current Assets	<u>226,692</u>
Capital Assets:	
Nondepreciable	51,611
Depreciable (Net)	254,545
Total Capital Assets	<u>306,156</u>
Total Assets	<u>532,848</u>
<b>LIABILITIES</b>	
Current Liabilities:	
Accounts Payable	3,290
Unearned Revenue	10,908
Total Current Liabilities	<u>14,198</u>
<b>NET POSITION</b>	
Investment in Capital Assets	306,156
Unrestricted	212,494
Total Net Position	<u><u>\$ 518,650</u></u>

See accompanying Notes to Basic Financial Statements.

**LEAGUE OF ARIZONA CITIES AND TOWNS  
STATEMENT OF REVENUES, EXPENSES, AND CHANGES IN FUND NET POSITION  
PROPRIETARY FUNDS  
YEAR ENDED JUNE 30, 2022**

	<u>Governmental Activities - Internal Service Fund</u>
<b>OPERATING REVENUES</b>	
Rental Revenue	\$ 130,621
Miscellaneous	5,085
Total Operating Revenues	<u>135,706</u>
<b>OPERATING EXPENSES</b>	
Utilities	26,313
Repairs and Maintenance Services and Agreements	55,761
Accounting and Auditing	7,620
Insurance	6,703
Depreciation	35,792
Total Operating Expenses	<u>132,189</u>
<b>OPERATING INCOME</b>	3,517
<b>NONOPERATING REVENUES (EXPENSES)</b>	
Investment Income	<u>16</u>
<b>INCOME BEFORE CAPITAL CONTRIBUTIONS</b>	3,533
Capital Contribution	<u>10,000</u>
<b>CHANGE IN NET POSITION</b>	13,533
Net Position - Beginning of Year	<u>505,117</u>
<b>NET POSITION - END OF YEAR</b>	<u><u>\$ 518,650</u></u>

See accompanying Notes to Basic Financial Statements.

**LEAGUE OF ARIZONA CITIES AND TOWNS  
STATEMENT OF CASH FLOWS  
PROPRIETARY FUNDS  
YEAR ENDED JUNE 30, 2022**

	<u>Governmental Activities - Internal Service Funds</u>
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>	
Receipts from Customers	\$ 134,709
Payments to Suppliers	(122,807)
Net Cash Flows Provided by Operating Activities	<u>11,902</u>
<b>CASH FLOWS FROM CAPITAL AND RELATED FINANCING ACTIVITIES</b>	
Purchases of Capital Assets	(8,108)
Capital Contribution	10,000
Net Cash Flows Provided by Capital and Related Financing Activities	<u>1,892</u>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>	
Investment Income	<u>16</u>
<b>NET CHANGE IN CASH AND CASH EQUIVALENTS</b>	13,810
Cash and Cash Equivalents - Beginning of Year	<u>197,718</u>
<b>CASH AND CASH EQUIVALENTS - END OF YEAR</b>	<u><u>\$ 211,528</u></u>
 <b>RECONCILIATION OF OPERATING INCOME TO NET CASH PROVIDED BY OPERATING ACTIVITIES</b>	
Operating Income	\$ 3,517
 <b>ADJUSTMENTS TO RECONCILE OPERATING INCOME TO NET CASH PROVIDED BY OPERATING ACTIVITIES</b>	
Depreciation Expense	35,792
Change in Assets/Liabilities:	
Accounts Receivable	(586)
Prepaid Items	(6,791)
Accounts Payable	(19,619)
Unearned Revenue	(411)
Net Cash Provided by Operating Activities	<u><u>\$ 11,902</u></u>

See accompanying Notes to Basic Financial Statements.

## **NOTES TO BASIC FINANCIAL STATEMENTS**

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**LEAGUE OF ARIZONA CITIES AND TOWNS  
NOTES TO BASIC FINANCIAL STATEMENTS  
JUNE 30, 2022**

**NOTE 1 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES**

The accompanying financial statements of the League of Arizona Cities and Towns (the League) have been prepared in conformity with accounting principles generally accepted in the United States of America applicable to governmental units adopted by the Governmental Accounting Standards Board (GASB). A summary of the League's more significant accounting policies follows.

**A. Reporting Entity**

The League of Arizona Cities and Towns was established in 1937, and is a voluntary association of all the incorporated cities and towns in Arizona. The League is comprised of 91 members and provides legislative framework for municipal needs and concerns and is a technical assistance resource for all of the incorporated communities in Arizona. League policy is established by all members at the annual meeting and policy direction is provided during the year by a 25-member Executive Committee composed of elected officials from cities and towns around the state.

The accompanying financial statements present the League and its component unit entity for which the League is considered to be financially accountable. Blended component units, although legally separate entities, are, in substance, part of the League's operations.

Included within the reporting entity:

The *Property Corporation of Arizona Cities and Towns* is a nonprofit corporation which was incorporated in 1970 as a 501(c)(4) by the incorporated cities and towns in the State of Arizona to construct and operate the office space for the League and other governmental units. The Corporation's officers and board of directors consist of officers and members of the Executive Committees for the League. The operations of the Property Corporation of Arizona Cities and Towns are reported as an internal service fund because the Property Corporation largely charges rent to the League and other governmental entities. The activity is included in the governmental activities on the League's financial statements and is reported as a blended component unit because the Corporation provides a financial benefit almost exclusively to the League of Arizona Cities and Towns. Separate financial statements are not prepared for the Property Corporation of Arizona Cities and Towns.

**B. Government-Wide and Fund Financial Statements**

The government-wide financial statements (i.e., the statement of net position and the statement of activities) report information on all of the nonfiduciary activities of the primary government and its component units. The effect of interfund activity has been removed from these statements. *Governmental activities*, which are normally supported by intergovernmental revenues, are reported separately from *business-type activities*, which rely to a significant extent on fees and charges for support. The League did not have any business-type activities.

**LEAGUE OF ARIZONA CITIES AND TOWNS  
NOTES TO BASIC FINANCIAL STATEMENTS  
JUNE 30, 2022**

**NOTE 1 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)**

**B. Government-Wide and Fund Financial Statements (Continued)**

The statement of activities demonstrates the degree to which the direct expenses of a given function or segment is offset by program revenues. Direct expenses are those that are clearly identifiable with a specific function or segment. *Program revenues* include 1) charges to customers or applicants who purchase, use, or directly benefit from goods, services, or privileges provided by a given function or segment and 2) grants and contributions that are restricted to meeting the operational or capital requirements of a particular function or segment. All revenues of the League are considered to be general revenues.

Separate financial statements are provided for governmental funds and proprietary funds. Major individual governmental funds are reported as separate columns in the fund financial statements.

**C. Measurement Focus, Basis of Accounting, and Financial Statement Presentation**

The government-wide and proprietary fund financial statements are reported using the *economic resources measurement focus* and the *accrual basis of accounting*. Revenues are recorded when earned and expenses are recorded when a liability is incurred, regardless of the timing of related cash flows. Monies received in advance of the revenue recognition criteria are reported as unearned revenues.

Governmental fund financial statements are reported using the *current financial resources measurement focus* and the *modified accrual basis of accounting*. Revenues are recognized as soon as they are both measurable and available. Revenues are considered to be *available* when they are collectible within the current period or soon enough thereafter to pay liabilities of the current period. For this purpose, the League considers revenues to be available if they are collected within 60 days of the end of the current fiscal period. Expenditures generally are recorded when a liability is incurred, as under accrual accounting, except expenditures related to compensated absences which are recorded only when payment is due.

Significant revenues susceptible to accrual include dues, seminars and meetings, risk management, annual conference and investment income and so have been recognized as revenues of the current fiscal period. All other revenue items are considered to be measurable and available only when cash is received by the League.

The League reports the following major governmental fund:

General Fund – the General Fund is the League’s primary operating fund. It accounts for all financial resources of the League, except those required to be accounted for in another fund.

**LEAGUE OF ARIZONA CITIES AND TOWNS  
NOTES TO BASIC FINANCIAL STATEMENTS  
JUNE 30, 2022**

**NOTE 1 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)**

**C. Measurement Focus, Basis of Accounting, and Financial Statement Presentation (Continued)**

Additionally, the League reports the following fund type:

Internal Service Fund – the Internal Service Fund accounts for the Property Corporation’s financing of operating and maintaining office space provided to the League and other governmental entities.

Proprietary funds distinguish operating revenues and expenses from nonoperating items. Operating revenues and expenses generally result from providing services and producing and delivering goods in connection with a proprietary fund’s principal ongoing operations. The principal operating revenues of the internal service fund are rental income charged to the League and other governmental entities. Operating expenses for the internal service fund include the cost of maintaining the facilities and utilities. All revenues and expenses not meeting this definition are reported as nonoperating revenues and expenses.

When both restricted and unrestricted net position are available for use, the League considers restricted resources to be used first, then unrestricted resources as they are needed.

When restricted, committed, assigned, or unassigned fund balances are available for use for governmental activities, the League considers restricted resources to have been spent first, then committed, assigned and unassigned resources as they are needed.

**D. Assets, Deferred Outflows of Resources, Liabilities, Deferred Inflows of Resources, and Net Position or Equity**

**1. Deposits and Investments**

Cash and cash equivalents are considered to be cash on hand, demand deposits, cash and investments held by the State Treasurer, and highly liquid investments with maturities of three months or less from the date of acquisition.

State statutes authorize the League to invest in obligations of the U.S. Treasury and U.S. agencies, certificates of deposit in eligible depositories, repurchase agreements, obligations of the State of Arizona or any of its counties or incorporated cities, towns or duly organized school districts, improvement districts in this state and the State Treasurer’s Local Government Investment Pool. Investments are stated at fair value.

**2. Receivables**

All receivables are shown net of an allowance for uncollectibles.

**LEAGUE OF ARIZONA CITIES AND TOWNS  
NOTES TO BASIC FINANCIAL STATEMENTS  
JUNE 30, 2022**

**NOTE 1 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)**

**D. Assets, Deferred Outflows of Resources, Liabilities, Deferred Inflows of Resources, and Net Position or Equity (Continued)**

**3. Prepaid Items**

Certain payments to vendors reflect costs applicable to future accounting periods and are recorded as prepaid items in both government-wide and fund financial statements. Expenditures/expenses are recognized in the fund and government wide financial statements when the goods or services are received.

**4. Capital Assets**

Capital assets, which include land, buildings and improvements, and furniture, fixtures and equipment, are reported in the governmental activities column in the government-wide financial statements. Capital assets are defined by the League as assets with an initial, individual cost of more than \$750 and an estimated useful life in excess of one year.

Capital assets purchased or acquired are carried at historical cost or estimated historical cost. Contributed assets are recorded at acquisition value as of the date received. Additions, improvements and other capital outlays that significantly extend the useful life of an asset are capitalized. Other costs incurred for repairs and maintenance are expensed as incurred.

Depreciation on all assets is provided on a straight-line basis over the following estimated useful lives:

Buildings and Improvements	10 to 40 Years
Furniture, Fixtures, and Equipment	3 to 10 Years

**5. Deferred Outflows of Resources**

The League reports deferred outflows of resources for pension related outflows that will be amortized in future periods. Additionally, contributions made after the measurement date for the League's pension plan are reported as deferred outflows of resources and will reduce the pension liability in the next fiscal year.

**6. Compensated Absences**

The liability for compensated absences reported in the government-wide financial statements consists of unpaid, accumulated leave balances. The liability has been calculated using the vesting method, in which leave amounts for both employees who currently are eligible to receive termination payments and other employees who are expected to become eligible in the future to receive such payments upon termination are included.

**LEAGUE OF ARIZONA CITIES AND TOWNS  
NOTES TO BASIC FINANCIAL STATEMENTS  
JUNE 30, 2022**

**NOTE 1 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)**

**D. Assets, Deferred Outflows of Resources, Liabilities, Deferred Inflows of Resources, and Net Position or Equity (Continued)**

**7. Pension Plans**

For purposes of measuring the net pension liability, deferred outflows of resources and deferred inflows of resources related to pensions, and pension expense, information about the fiduciary net position of the Arizona State Retirement System (ASRS) and additions to/deductions from ASRS's fiduciary net position have been determined on the same basis as they are reported by ASRS. For this purpose, benefit payments (including refunds of employee contributions) are recognized when due and payable in accordance with the benefit terms. Investments are reported at fair value.

**8. Deferred Inflows of Resources**

The League reports deferred inflows of resources for pension related inflows that will be amortized in future periods.

**9. Net Position**

In the government-wide financial statements, net position is reported in three categories: investment in capital assets; restricted net position; and unrestricted net position. The investment capital assets are separately reported because the League reports all of the League assets which make up a significant portion of total net position. Restricted net position accounts for the portion of net position restricted by parties outside the League. Unrestricted net position is the remaining net position not included in the previous two categories. The League reported no restricted net position.

**10. Fund Equity**

In the fund financial statements, governmental funds report nonspendable fund balance for amounts that are not available for appropriation. The League has not adopted a fund balance policy defining restricted, committed, assigned, and unassigned fund balances. The League, therefore, does not define the terms under which committed fund balances become committed or are released from such a commitment. In addition, the board has not designated an individual or group of individuals the authority to assign fund balances. The League did not report any restricted, committed, or assigned fund balances.

**E. Adoption of New Accounting Standards**

GASB Statement No. 87, *Leases* – In June 2017, the GASB issued GASB Statement No. 87, *Leases*. This standard requires the recognition of certain lease assets and liabilities for leases that previously were classified as operating leases and as inflows of resources or outflows of resources recognized based on the payment provisions of the contract. It establishes a single model for lease accounting based on the foundational principle that leases are financings of the right to use an underlying asset. Under this standard, a lessee is required to recognize a lease liability and an intangible right-to-use

**LEAGUE OF ARIZONA CITIES AND TOWNS  
NOTES TO BASIC FINANCIAL STATEMENTS  
JUNE 30, 2022**

**NOTE 1 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)**

**E. Adoption of New Accounting Standards (Continued)**

lease asset, and a lessor is required to recognize a lease receivable and a deferred inflow of resources.

The League adopted the requirements of the guidance effective July 1, 2021 and has applied the provisions of this standard to the beginning of the period of the adoption. The adoption of this standard did not have a material impact on the financial statements.

**NOTE 2 STEWARDSHIP, COMPLIANCE, AND ACCOUNTABILITY**

**A. Budgetary Information**

The League’s budget policy provides that the Executive Committee adopt and approve an annual budget. The budget is a planning and control device; it is not legally binding. The budget for the General Fund is prepared on the modified accrual basis of accounting. The League reported an overexpenditure for general government expenditures of \$212,130. Cash was available to meet the overexpenditures.

**NOTE 3 DETAILED NOTES ON ALL FUNDS**

**A. Assets**

**1. Deposits and Investments**

Deposits and investments at June 30, 2022 consist of the following:

Deposits:	
Cash in Bank	\$ 457,204
Investments:	
State Treasurer’s Investment Pool	2,289,514
Total Cash and Cash Equivalents	\$ 2,746,718

Deposits

At June 30, 2022, the carrying amount of the League’s deposits was \$457,204 and the bank balance was \$459,852 of which \$250,000 was insured by federal depository insurance and the remaining \$209,852 was uninsured and uncollateralized.

Investments

Investments consist of funds invested with the Local Government Investment Pool, an external investment pool. The League’s investment, stated at fair value, is not identified with specific investments.

**LEAGUE OF ARIZONA CITIES AND TOWNS  
NOTES TO BASIC FINANCIAL STATEMENTS  
JUNE 30, 2022**

**NOTE 3 DETAILED NOTES ON ALL FUNDS (CONTINUED)**

**A. Assets (Continued)**

**1. Deposits and Investments (Continued)**

*Interest Rate Risk* – The League does not have an investment policy that addresses interest rate risk; however, the League manages its exposure to declines in fair values by limiting its investments to the Local Government Investment Pool which has a weighted average maturity of 25 days.

*Credit Risk* – The State Board of Deposit provides oversight for the State Treasurer’s pools, and the Local Government Investment Pool Advisory Committee provides consultation and advice to the Treasurer. The fair value of a participant’s position in the pool approximates the value of that participant’s pool shares. The shares are not identified with specific investments and are not subject to custodial credit risk. The LGIP maintains a rating of AAA from Moody’s.

*Custodial Credit Risk* – For an investment, this is the risk that, in the event of the failure of the counterparty, the League will not be able to recover the value of its investments or collateral securities that are in the possession of an outside party. The League currently does not have a policy with regard to custodial credit risk. The League’s investments consist only of funds deposited with the Local Government Investment Pool which is overseen by the State Board of Deposits.

**2. Capital Assets**

Capital asset activity for the year ended June 30, 2022 was as follows:

	Beginning Balance	Increases	Decreases	Ending Balance
<b>Governmental Activities:</b>				
Capital Assets, Not Being Depreciated:				
Land	\$ 51,611	\$ -	\$ -	\$ 51,611
Capital Assets, Being Depreciated:				
Buildings and Building Improvements	815,699	8,107	-	823,806
Equipment and Furniture	150,744	10,634	-	161,378
Total Capital Assets, Being Depreciated	966,443	18,741	-	985,184
Accumulated Depreciation for:				
Buildings and Building Improvements	(534,836)	(35,377)	-	(570,213)
Equipment and Furniture	(135,127)	(6,010)	-	(141,137)
Total Accumulated Depreciation	(669,963)	(41,387)	-	(711,350)
Total Capital Assets, Being Depreciated, Net	296,480	(22,646)	-	273,834
Governmental Activities Capital Assets, Net	<u>\$ 348,091</u>	<u>\$ (22,646)</u>	<u>\$ -</u>	<u>\$ 325,445</u>

**LEAGUE OF ARIZONA CITIES AND TOWNS  
NOTES TO BASIC FINANCIAL STATEMENTS  
JUNE 30, 2022**

**NOTE 3 DETAILED NOTES ON ALL FUNDS (CONTINUED)**

**A. Assets (Continued)**

**2. Capital Assets (Continued)**

Depreciation expense was charged to functions/programs as follows:

<b>Governmental Activities:</b>	
General Government	\$ 5,595
Internal Service Fund	35,792
Total Depreciation Expense, Governmental Activities	\$ 41,387

**3. Unearned Revenue**

Resources received are recognized as unearned revenue to the extent that the earnings process has not been completed. These resources are recorded as revenue when the related obligations have been satisfied. As of June 30, 2022, the League reported \$465,422 of unearned revenue in the governmental funds and \$476,330 of unearned revenue in the governmental activities. Unearned revenue was largely composed of summer conference registration fees, sponsorship revenues, and membership dues.

**4. Long-Term Debt**

The compensated absences are paid entirely by the General Fund of the League. Changes in compensated absences for the year ended June 30, 2022 are as follows:

	Beginning of Year	Additions	Retirements	End of Year	Due within One Year
Governmental Activities:					
Compensated Absences	\$ 123,669	\$ 126,515	\$ (103,701)	\$ 146,483	\$ 146,483

**NOTE 4 OTHER INFORMATION**

**A. Risk Management**

The League of Arizona Cities and Towns is exposed to various risks of loss related to torts; theft of, damage to and destruction of assets; errors and omissions, and natural disasters.

The League carries commercial insurance for all risks of loss, including workers' compensation and employee health and accident insurance. Settled claims resulting from these risks have not exceeded commercial insurance coverage during any of the past three fiscal years and no significant reduction in insurance coverage during the last fiscal year.

**LEAGUE OF ARIZONA CITIES AND TOWNS  
NOTES TO BASIC FINANCIAL STATEMENTS  
JUNE 30, 2022**

**NOTE 4 OTHER INFORMATION (CONTINUED)**

**B. Economic Dependence**

The League receives 68% of its revenues from membership dues. The League's operations depend on continued support from this funding source.

**C. Commitments**

On May 29, 2020 and December 30, 2021, the League signed commitments with two hotels for the 2023 and 2024 Annual Conferences. At June 30, 2022, the League is liable for \$66,493 if the League cancels the agreements.

**D. Retirement Plans**

The League contributes to the Arizona State Retirement System pension plan described below. The plan is a component unit of the State of Arizona. At June 30, 2022, the League reported the following amounts related to the pension plan to which it contributes:

Statement of Net Position and Statement of Activities	Governmental Activities
Net Pension Liability	\$ 1,638,503
Deferred Outflows of Resources	417,961
Deferred Inflows of Resources	547,863
Pension Expense	82,580

**Arizona State Retirement System**

**Plan Descriptions** – League employees participate in the Arizona State Retirement System (ASRS). The ASRS administers a cost-sharing, multiple-employer defined benefit pension plan; a cost-sharing, multiple-employer defined benefit health insurance premium benefit (OPEB), and a cost-sharing, multiple-employer defined benefit long-term disability (OPEB). The Arizona State Retirement System Board governs the ASRS according to the provisions of A.R.S. Title 38, Chapter 5, Articles 2 and 2.1. The ASRS issues a publicly available financial report that includes its financial statements and required supplementary information. The report is available on its website at [www.azasrs.gov](http://www.azasrs.gov).

The OPEB is not included in the League's financial statements due to the OPEB Liability being immaterial to the League.

**LEAGUE OF ARIZONA CITIES AND TOWNS  
 NOTES TO BASIC FINANCIAL STATEMENTS  
 JUNE 30, 2022**

**NOTE 4 OTHER INFORMATION (CONTINUED)**

**D. Retirement Plans (Continued)**

**Arizona State Retirement System (Continued)**

**Benefits Provided** – The ASRS provides retirement, health insurance premium supplement, long-term disability, and survivor benefits. State statute establishes benefit terms. Retirement benefits are calculated on the basis of age, average monthly compensation, and service credit as follows:

	Before July 1, 2011	On or After July 1, 2011
Years of service and age required to receive benefit	Sum of years and age equals 80 10 years age 62 5 year age 50* any years age 65	30 years age 55 25 years age 60 10 years age 62 5 years age 50* any years age 65
Final average salary is based on	Highest 36 Months of last 120 months	Highest 60 months of last 120 months
Benefit percentage per year of service	2.1% to 2.3 %	2.1% to 2.3 %

\* With actuarially reduced benefits

Retirement benefits for members who joined the ASRS prior to September 13, 2013, are subject to automatic cost-of-living adjustments based on excess investment earnings. Members with a membership date on or after September 13, 2013, are not eligible for cost-of-living adjustments. Survivor benefits are payable upon a member's death. For retired members, the survivor benefit is determined by the retirement benefit option chosen. For all other members, the beneficiary is entitled to the member's account balance that includes the member's contributions and employer's contributions, plus interest earned.

**LEAGUE OF ARIZONA CITIES AND TOWNS  
NOTES TO BASIC FINANCIAL STATEMENTS  
JUNE 30, 2022**

**NOTE 4 OTHER INFORMATION (CONTINUED)**

**D. Retirement Plans (Continued)**

**Arizona State Retirement System (Continued)**

**Contributions** – In accordance with state statutes, annual actuarial valuations determine active member and employer contribution requirements. The combined active member and employer contribution rates are expected to finance the costs of benefits employees earn during the year, with an additional amount to finance any unfunded accrued liability. For the year ended June 30, 2022, active ASRS members were required by statute to contribute at the actuarially determined rate of 12.22% of the members' annual covered payroll, and the League was required by statute to contribute at the actuarially determined rate of 12.01% of the active members' annual covered payroll. In addition, the League was required by statute to contribute at the actuarially determined rate of 10.13% of annual covered payroll of retired members who worked for the League in positions that would typically be filled by an employee who contributes to the ASRS. The League's contributions to the pension plan for the year ended June 30, 2022, were \$179,720.

During the fiscal year ended June 30, 2022, the League paid all ASRS pension contributions out of the General Fund.

**Pension Liability** – At June 30, 2022, the League reported a liability of \$1,638,503 for its proportionate share of the ASRS' net pension liability. The net pension liability was measured as of June 30, 2021. The total pension liability used to calculate the net pension liability was determined using update procedures to roll forward the total pension liability from an actuarial valuation as of June 30, 2020, to the measurement date of June 30, 2021. The total liabilities as of June 30, 2021, reflect changes in actuarial assumptions based on the results of an actuarial experience study for the 5-year period ended June 30, 2020, including decreasing the discount rate from 7.5% to 7.0% and changing the projected salary increases from 2.7%–7.2% to 2.9%–8.4%.

The League's proportion of the net pension liability was based on the League's contributions to the plan relative to the total of all participating employers' contributions for the year ended June 30, 2021. The League's proportion measured as of June 30, 2021, was 0.01247%, which was a decrease of 0.00004 from its proportion measured as of June 30, 2020.

**LEAGUE OF ARIZONA CITIES AND TOWNS  
NOTES TO BASIC FINANCIAL STATEMENTS  
JUNE 30, 2022**

**NOTE 4 OTHER INFORMATION (CONTINUED)**

**D. Retirement Plans (Continued)**

**Arizona State Retirement System (Continued)**

**Pension Expense and Deferred Outflows/Inflows of Resources** – For the year ended June 30, 2022, the League recognized pension expense for ASRS of \$82,580. At June 30, 2022, the League reported deferred outflows of resources and deferred inflows of resources related to pensions from the following sources:

	Deferred Outflows of Resources	Deferred Inflows of Resources
Differences Between Expected and Actual Experience	\$ 24,977	\$ -
Change in Assumptions	213,264	-
Net Difference Between Projected and Actual Earnings on Pension Plan Investments	-	519,135
Changes in Proportion and Differences Between League Contributions and Proportionate Share of Contributions	-	28,728
Contributions Subsequent to the Measurement Date	179,720	-
Total	\$ 417,961	\$ 547,863

The \$179,720 reported as deferred outflows of resources related to ASRS pensions resulting from the League contributions subsequent to the measurement date will be recognized as a reduction of the net pension liability in the year ending June 30, 2023. Other amounts reported as deferred outflows of resources and deferred inflows of resources related to ASRS pensions will be recognized in pension expense as follows:

Year Ending June 30,	Amount
2023	\$ (20,192)
2024	3,911
2025	(114,443)
2026	(178,898)

**LEAGUE OF ARIZONA CITIES AND TOWNS  
NOTES TO BASIC FINANCIAL STATEMENTS  
JUNE 30, 2022**

**NOTE 4 OTHER INFORMATION (CONTINUED)**

**D. Retirement Plans (Continued)**

**Arizona State Retirement System (Continued)**

**Actuarial Assumptions** – The significant actuarial assumptions used to measure the total pension liability are as follows:

Actuarial Valuation Date	June 30, 2020
Actuarial Roll Forward Date	June 30, 2021
Actuarial Cost Method	Entry Age Normal
Discount Rate	7.0%
Projected Salary Increases	2.9 - 8.4%
Inflation	2.3%
Permanent Benefit Increase	Included
Mortality Rates	2017 SRA Scale U-MP

Actuarial assumptions used in the June 30, 2020 valuation were based on the results of an actuarial study for the five-year period ended June 30, 2020.

The long-term expected rate of return on ASRS pension plan investments was determined to be 7.0% using a building block method in which best-estimate ranges of expected future real rates of return (expected returns, net of pension plan investment expense and inflation) are developed for each major asset class. These ranges are combined to produce the long-term expected rate of return by weighting the expected future real rates of return by the target asset allocation percentage and by adding expected inflation. The target allocation and best estimates of geometric real rates of return for each major asset class are summarized in the following table:

<u>Asset Class</u>	<u>Target Allocation</u>	<u>Long-Term Expected Geometric Real Rate of Return</u>
Equity	50 %	4.90 %
Credit	20	5.20
Interest rate sensitive bonds	10	0.70
Real Estate	20	5.70
Total	<u>100 %</u>	

**LEAGUE OF ARIZONA CITIES AND TOWNS  
NOTES TO BASIC FINANCIAL STATEMENTS  
JUNE 30, 2022**

**NOTE 4 OTHER INFORMATION (CONTINUED)**

**D. Retirement Plans (Continued)**

**Arizona State Retirement System (Continued)**

**Discount Rate** – At June 30, 2021, the discount rate used to measure the ASRS total pension liability was 7.0 percent, which was a decrease of 0.5 from the discount rate used as of June 30, 2020. The projection of cash flows used to determine the discount rate assumed that contributions from participating employers will be made based on the actuarially determined rates based on the ASRS Board’s funding policy, which establishes the contractually required rate under Arizona statutes. Based on those assumptions, the pension plan’s fiduciary net position was projected to be available to make all projected future benefit payments of current plan members. Therefore, the long-term expected rate of return on pension plan investments was applied to all periods of projected benefit payments to determine the total pension liability.

**Sensitivity of the League’s Proportionate Share of the ASRS Net Pension Liability to Changes in the Discount Rate** – The following table presents the League’s proportionate share of the net pension liability calculated using the discount rate of 7.0%, as well as what the League’s proportionate share of the net pension liability would be if it were calculated using a discount rate that is 1 percentage point lower (6.0%) or 1 percentage point higher (8.0%) than the current rate.

	1% Decrease (6.0%)	Current Discount Rate (7.0%)	1% Increase (8.0%)
The League’s Proportionate Share of the Net Pension Liability	\$ 2,577,227	\$ 1,638,503	\$ 855,866

**Pension Plan Fiduciary Net Position** – Detailed information about the pension plan’s fiduciary net position is available in the separately issued ASRS financial report.

**E. Subsequent Events**

Subsequent to June 30, 2022, the League entered into a contract with a conference center to host the Newly Elected Officials training December 15 and 16, 2022. The cancellation term calls for a cancellation fee of 75% of estimated total revenues as of the date of the contract (September 2022). The estimated cancellation fee is \$10,125.

**REQUIRED SUPPLEMENTARY INFORMATION**

**LEAGUE OF ARIZONA CITIES AND TOWNS  
SCHEDULE OF THE LEAGUE'S PROPORTIONATE SHARE OF THE NET  
PENSION LIABILITY AND CONTRIBUTIONS  
ARIZONA STATE RETIREMENT SYSTEM (ASRS) PLAN  
2022 AND EIGHT YEARS PRIOR**

	Fiscal Year (Measurement Date)								
	2022 (2021)	2021 (2020)	2020 (2019)	2019 (2018)	2018 (2017)	2017 (2016)	2016 (2015)	2015 (2014)	2014 (2013)**
League's Proportion of the Net Pension Liability	0.012470%	0.012510%	0.013030%	0.013850%	0.013230%	0.013370%	0.012749%	0.011847%	0.012466%
League's Proportionate Share of the Net Pension Liability	\$ 1,638,503	\$ 2,167,548	\$ 1,896,017	\$ 1,931,588	\$ 2,060,976	\$ 2,158,052	\$ 1,985,850	\$ 1,753,013	\$ 2,072,421
League's Covered Payroll	\$ 1,451,973	\$ 1,440,064	\$ 1,423,875	\$ 1,438,882	\$ 1,279,852	\$ 1,219,254	\$ 1,217,272	\$ 1,152,870	N/A *
League's Proportionate Share of the Net Pension Liability as a Percentage of its Covered Payroll	112.85 %	150.52 %	133.16 %	134.24 %	161.03 %	177.00 %	163.14 %	152.06 %	N/A *
Plan Fiduciary Net Position as a Percentage of the Total Pension Liability	78.58 %	69.33 %	73.24 %	73.40 %	69.92 %	67.06 %	68.35 %	69.49 %	57.28 %

	Fiscal Year								
	2022	2021	2020	2019	2018	2017	2016	2015	2014
Contractually Required Contribution	\$ 179,720	\$ 163,021	\$ 156,867	\$ 150,831	\$ 143,194	\$ 128,672	\$ 129,371	\$ 127,877	\$ 114,272
Contributions in Relation to the Contractually Required Contribution	179,720	163,021	156,867	150,831	143,194	128,672	129,371	127,877	114,272
Contribution Deficiency (Excess)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
League's Covered Payroll	\$ 1,519,334	\$ 1,451,973	\$ 1,440,064	\$ 1,423,875	\$ 1,438,882	\$ 1,279,852	\$ 1,219,254	\$ 1,217,272	\$ 1,152,870
Contributions as a Percentage of Covered Payroll	11.83 %	11.23 %	10.89 %	10.59 %	9.95 %	10.05 %	10.61 %	10.51 %	9.91 %

\* Information was not available.

\*\* Information prior to the June 30, 2013 measurement date was not available.

# **GOVERNMENT AUDITING STANDARDS REPORT**

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**INDEPENDENT AUDITORS' REPORT ON INTERNAL CONTROL OVER  
FINANCIAL REPORTING AND ON COMPLIANCE AND OTHER MATTERS  
BASED ON AN AUDIT OF FINANCIAL STATEMENTS PERFORMED  
IN ACCORDANCE WITH GOVERNMENT AUDITING STANDARDS**

Board of Directors  
League of Arizona Cities and Towns  
Phoenix, Arizona

We have audited, in accordance with the auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards* issued by the Comptroller General of the United States, the financial statements of the governmental activities, each major fund, and the aggregate remaining fund information of the League of Arizona Cities and Towns (League), as of and for the year ended June 30, 2022, and the related notes to the financial statements, which collectively comprise the League's basic financial statements, and have issued our report thereon dated September 29, 2022.

**Report on Internal Control Over Financial Reporting**

In planning and performing our audit of the financial statements, we considered the League's internal control over financial reporting (internal control) as a basis for designing audit procedures that are appropriate in the circumstances for the purpose of expressing our opinions on the financial statements, but not for the purpose of expressing an opinion on the effectiveness of the League's internal control. Accordingly, we do not express an opinion on the effectiveness of the League's internal control.

A *deficiency in internal control* exists when the design or operation of a control does not allow management or employees, in the normal course of performing their assigned functions, to prevent, or detect and correct, misstatements on a timely basis. A *material weakness* is a deficiency, or a combination of deficiencies, in internal control, such that there is a reasonable possibility that a material misstatement of the League's financial statements will not be prevented, or detected and corrected on a timely basis. A *significant deficiency* is a deficiency, or a combination of deficiencies, in internal control that is less severe than a material weakness, yet important enough to merit attention by those charged with governance.

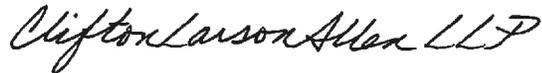
Our consideration of internal control was for the limited purpose described in the first paragraph of this section and was not designed to identify all deficiencies in internal control that might be material weaknesses or significant deficiencies. Given these limitations, during our audit we did not identify any deficiencies in internal control that we consider to be material weaknesses. However, material weaknesses may exist that were not identified.

**Report on Compliance and Other Matters**

As part of obtaining reasonable assurance about whether the League’s financial statements are free from material misstatement, we performed tests of its compliance with certain provisions of laws, regulations, contracts, and grant agreements, noncompliance with which could have a direct and material effect on the financial statements. However, providing an opinion on compliance with those provisions was not an objective of our audit and, accordingly, we do not express such an opinion. The results of our tests disclosed no instances of noncompliance or other matters that are required to be reported under *Government Auditing Standards*.

**Purpose of this Report**

The purpose of this report is solely to describe the scope of our testing of internal control and compliance and the results of that testing, and not to provide an opinion on the effectiveness of the League’s internal control or on compliance. This report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering the League’s internal control and compliance. Accordingly, this communication is not suitable for any other purpose.



**CliftonLarsonAllen LLP**

Phoenix, Arizona  
September 29, 2022



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**EXECUTIVE COMMITTEE MEETING**

Thursday, November 10, 2022

**Agenda Item #5      Update on Advancing Arizona’s Economy and ABOR’s Efforts to Enhance University & Municipal Partnerships**

**Summary:**                      Mr. Arnold will provide a summary on Arizona’s state of attainment, university & municipal partnerships, and ABOR’s efforts to enhance those partnerships.

**Responsible Person:**      John Arnold, Executive Director, Arizona Board of Regents

**Attachments:**                      Summary: Advancing Arizona’s Economy – Investment in Workforce Development  
Full Report: Advancing Arizona’s Economy – Investment in Workforce Development

# Advancing Arizona's Economy - Investment in Workforce Development

Special Report by Rounds Consulting Group, Spring 2022

Since 2008, the Arizona economy has become more diversified. Efforts made by public and private sector stakeholders to implement aggressive economic development policies and initiatives led to expansions in high value industries including manufacturing, financial activities, health care and professional and business services.

However, Arizona's education system is struggling to keep pace with the demands of our rapidly evolving economy. Arizona trails the national average in key measures of educational attainment. While the public university system has scaled up quickly to educate and train more students — especially in STEM fields vital to the New Economy — it is apparent that growth will not meet the workforce demands now required.

Arizona continues to outperform the national economy in both population and job growth. Overall, since 2020, Arizona employment has grown at three times the national rate. Despite strong economic growth in terms of volume, Arizona has yet to reach its full potential.

Arizona continues to trail the national economy in key quality measures such as per capita GDP, and unless Arizona sees significant improvements in degree production either through in-state education or through in-migration, current economic output levels are at risk.

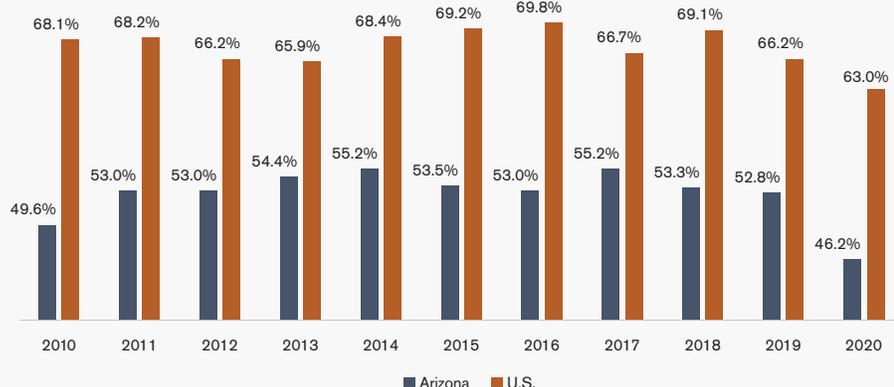
With additional targeted investment in workforce development, including post-secondary education, Arizona will be well-positioned to attract competitive industries with high pay and

opportunity for advancement. The reason is twofold — a better-educated citizenry not only earns more and generates greater economic growth, it also utilizes social services and government welfare at a much-reduced rate.

Simply by reaching the U.S. average for educational attainment, Arizona would benefit by nearly **\$5 billion in additional state and local tax revenues** over 10 years.

Furthermore, fully resolving the bachelor's degree shortage would result in a 10-year cumulative **state and local fiscal impact of \$8 billion.**

Figure 11: College enrollment rates in Arizona and the U.S.



Source: Postsecondary Attainment Report, Arizona Board of Regents, 2020; Conditions of Education: U.S. Department of Education's Center for Education Statistics, 2020.

Special report commissioned by:



# Closing the bachelor's degree gap

Special Report by Rounds Consulting Group, Spring 2022

## Annual supply and demand for bachelor's degrees in Arizona Under Current Economic Conditions

**Total Employment** 2,823,800  
**GSP per Employee** \$131,900

Annual Demand for Bachelor's Degrees	68,000
Bachelor's Degrees from Recent Graduates	22,500
Bachelor's Degrees from in-Migration	19,200
<b>Annual Shortage of Degrees</b>	<b>26,300</b>

Source: U.S. Bureau of Labor Statistics; Arizona Office of Economic Opportunity

Between now and 2030, Arizona will experience an **annual shortfall of 26,300 bachelor degrees** creating a workforce shortage that will limit Arizona's economic growth.

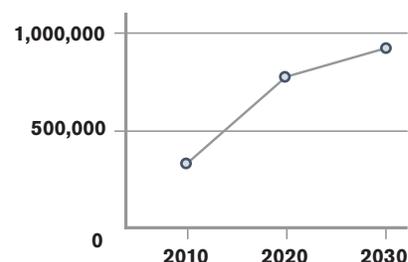
High school graduation rates, college enrollment rates, and college completion rates in Arizona need to be improved as the share of total available jobs that require at least a bachelor's degree has increased since 2010 and is expected to grow over the next ten years.

As of 2020, 46.2% of Arizona high school graduates enrolled in a college degree program. Of all Arizona high school students, only 19% ultimately complete a bachelor's degree.

From 2010-2020, the share of Arizona jobs that require a bachelor's degree or higher increased from 16.1% (or 380,900 jobs) to 26.5% (or 751,100 jobs). By 2030, it is estimated that 27.6% (or 920,800 jobs) of Arizona's jobs will require a bachelor's degree or higher.

In order to develop the workforce Arizona needs, efforts are necessary across postsecondary education — and earlier, through enhanced emphasis on skills development in high school. The consequences of inaction are equally stark. Between now and 2030, Arizona will experience an annual shortfall of 26,300 bachelor's degrees. This translates into reduced capital investment, fewer quality jobs and less economic opportunity for Arizona families.

## Number of Jobs in Arizona requiring a bachelor's degree



Source: U.S. Bureau of Labor Statistics; Arizona Office of Economic Opportunity

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Special report commissioned by:





Rounds Consulting Group, Inc.  
Economic and Policy Analysis



# Advancing Arizona's Economy - Investment in Workforce Development

Spring 2022

*Special Report Commissioned By:*





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# Executive Summary

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Since 2008, the Arizona economy has become more diversified. Efforts made by public and private sector stakeholders to implement aggressive economic development policies and initiatives led to expansions in high value industries including manufacturing, financial activities, healthcare and professional and business services.

However, Arizona's education system is struggling to keep pace with the demands of our rapidly evolving economy. Arizona trails the national average in key measures of educational attainment. While the public university system has scaled-up quickly to educate and train more students – especially in STEM fields vital to the New Economy – it is apparent that growth will not meet the workforce demands now required.

This report endeavors to review several core questions about the relationship between Arizona's economic performance and post high school education:

- **How is Arizona's economy performing vs the national economy?**
- **Can Arizona reach national performance in key economic quality measures?**
- **How limiting is the lack of in state post-high school educational attainment to Arizona's continuing economic performance?**
- **Is Arizona's continued economic performance at risk due to a lack of post-high school educational attainment?**

While each of these questions is answered in detail, the bottom line is despite strong economic growth in terms of volume, Arizona has yet to reach its full potential. Arizona continues to trail the national economy in key quality measures such as per capita GDP, and unless Arizona sees significant improvements in degree production either through in-state education or through in-migration, current economic output levels are at risk.

With additional targeted investment in workforce development, including postsecondary education, Arizona will be well-positioned to attract competitive industries with high relative pay and opportunity for advancement. As documented by this study, Arizona would reap a sizable economic return on its investment.

The reason is two-fold – a better-educated citizenry not only earns more and generates greater economic growth, it also utilizes social services and government welfare at a much-reduced rate. The fiscal impacts are staggering...

***Simply by reaching the U.S. average for educational attainment, Arizona would benefit by nearly \$5 billion in additional state and local tax revenues over ten years.***

***Furthermore, fully resolving the bachelor's degree shortage would result in a 10-year cumulative state and local fiscal impact of \$8 billion.***



The needed boosts in workforce development and educational attainment will not occur by happenstance. It will require a coordinated effort involving state and local policymakers; private employers; public and private universities, community colleges and technical schools; Arizona’s K-12 system; non-profits; and more. Each entity will need to play a specific role.

Arizona has an opportunity to become a national hub of technology, research and innovation. However, unless our state meets the workforce challenges inherent in these growing industries, Arizona’s potential will be severely constrained by labor shortages.

In order to develop the workforce Arizona needs, efforts are necessary across post-secondary education – and earlier, through enhanced emphasis on skills development and technical education in high school. The consequences of inaction are equally stark. Between now and 2030, Arizona will experience an annual shortfall of 26,300 bachelor’s degrees. That means 26,300 jobs will not develop or go unfilled. This translates into reduced capital investment, fewer quality jobs and less economic opportunity for Arizona families.

***Tomorrow’s prosperous economy and competitive workforce is dependent on investment in higher education today.***

This investment is a crucial opportunity for Arizona and it is essential that the state’s public universities, business organizations, economic development leaders and state and local policymakers work together to ensure Arizona reaches its potential – to the benefit of everyone in the state.

This analysis makes clear the crossroads ahead and the opportunity for Arizona’s future. We are called to act. As leaders of Arizona’s business organizations, we are eager to work together with the universities, policy and economic leaders to advance the future of our state.

## **Next Steps**

As previously addressed, state policymakers will need to work on the full continuum of academic achievement, from high school graduation to community college and trade schools to university degrees. While this specific report monetizes the benefits related to closing the educational attainment gaps, extra emphasis was placed on bachelor’s degrees.

It is recommended that further research be completed at the community college and trade school levels. It is also recommended that additional research be conducted on what specific proposals should be listed and then placed in a proper queue in order to close the achievement gaps that are listed and monetized in this analysis.

In other words, the intent of this review is to highlight the opportunities (and potential losses) related to closing the achievement gap. The next step is to identify the specific projects that need to be implemented so the state can benefit at the levels calculated in this report.

Note: This report was made possible with support and cooperation from the state’s business community organizations.



## Introduction and Methodology

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Arizona is currently among the national leaders across various metrics of economic growth, including population, employment and GSP. While the state is currently among the nation's leaders across various metrics of economic growth, including population, employment growth and GSP, and is widely considered a best place to live and do business, there remains work to be done in enhancing the quality of Arizona's economic growth.

This study, commissioned by Arizona's leading business organizations, is intended to provide perspective on the extent which greater educational attainment will positively impact the Arizona economy. Conversely, it demonstrates the correlation and risk of lower educational attainment and an underperforming economy.

The analysis begins by studying Arizona's economic strengths and the performance of various industries during business cycle contractions and expansions. This provides context on the industries that are the most resilient during business cycles.

Industry trends, growth projections, and market outlooks are used to determine future demand for the industries in Arizona. A review of current workforce conditions and educational requirements for each industry was conducted to determine what is required to bring the economic output to the national level.

The analysis also includes case studies on the economic successes in Salt Lake City and Austin (Appendix A), providing insight as to best practices that can be implemented in Arizona.





# Key Findings Indicate Opportunity for Improvement

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The Arizona economy has consistently been more resilient and has outperformed the national economy with the exception of the Great Recession of 2008. Despite recent economic advancements, Arizona continues to lag nationally in values of per capita personal income, per capita gross state product (GSP) and average wages. Addressing these economic deficits begins with enhancing educational attainment in Arizona, which trails national levels.

*This should be viewed as an opportunity.* The state is outperforming most others in terms of volume growth, and opportunities exist to expand the economy even further in terms of job quality. Consider:

- The demand for jobs in Arizona that require higher educational attainment has been increasing over the previous 10 years, and will continue to increase over the next decade and beyond.
- In 2019, those with a high school diploma in Arizona earned \$7,200 more than someone without a high school diploma. Those with a bachelor's degree earned \$22,500 more than someone with a high school diploma.<sup>1</sup>
- During the most recent recession, the number of jobs in Arizona that required less than a high school diploma declined by 21.8%. This compares to the 11.4% decline in jobs that require at least a high school diploma, and only a 0.2% decline in jobs that require at least a bachelor's degree.
- As of 2019, 29.5% of people in Arizona above the age of 25 report having a bachelor's degree or higher, compared to the national average of 32.1%.<sup>2</sup> This includes individuals currently employed, as well as those retired or not working by choice.
- However, from 2010-2020, the share of Arizona jobs that required a bachelor's degree or higher increased from 16.1% (or 380,900 jobs) to 26.5% (or 751,100 jobs). By 2030, it is estimated that 27.6% (or 920,800 jobs) of Arizona's jobs will require a bachelor's degree or higher.
- Thus, at the present time, Arizona is **underproducing** bachelor's degrees. Arizona will produce an estimated 68,000 annual job openings that require a bachelor's degree from 2020-2030.<sup>3</sup> Under current conditions, including migration patterns, there will be an annual shortage of 26,300 bachelor's degrees. State leaders will need to support workforce initiatives at the universities, community colleges and technical schools.
- Enhancements in the number of graduates with degrees from private education institutions in Arizona, and enhancements in the in-migration of workers with at least a bachelor's degree, will help to modestly reduce this shortage. However, Arizona will need to improve educational outcomes from within the state in order to fully meet the future workforce demand.
- At the present time, Arizona lags behind the national average in measures of economic quality including per capita personal income, per capita GSP, and average wages. These measures will improve with increases in educational attainment.

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<sup>1</sup> U.S. Census Bureau, American Community Survey, 2015-2019 5-year estimates

<sup>2</sup> U.S. Census Bureau, American Community Survey, 2015-2019 5-year estimates;

<sup>3</sup> U.S. Bureau of Labor Statistics; Rounds Consulting Group, Inc.



- In one scenario, to reach national averages in the economic quality measures, the state would need to add 623,100 jobs, 165,300 of which are base sector jobs earning an average of \$140,500.<sup>4</sup> In the same scenario, 257,300 of the 623,100 jobs would require at least a bachelor's degree.
- The increase in productivity related to enhanced GSP and employment counts would increase the state's economic output by \$83.6B and generate \$4.0B in new tax revenues for the state and local governments each year, far exceeding investment costs related to policy implementation.
- For a more modest goal, if Arizona avoids the current decaying trend and reaches the national average in the high school graduation rate, college enrollment rate and college completion rate, an additional 9,500 high school graduates, 19,500 college enrollees, and 14,800 new college graduates would be produced each year. Even this accomplishment would leave Arizona short of the degrees required to maintain current economic output.
- The advancements related to expanded educational attainment to match the national average would generate approximately \$500M in additional state and local tax revenues each year. The related economic advancements will be small at first but will grow similar to how compound interest impacts an initial investment over time. This effort can be considered "compound economic development."

## Impact of Increased Educational Attainment is Significant Over Time

The economic and fiscal benefits related to matching the nation as a whole on educational attainment includes two separate calculations. First, Arizona's performance compared to the U.S. as a whole is declining. Therefore, the state must first reverse the downward trend. The second calculation assumes the State improves its educational attainment to the national average.

For example, the high school graduation rate in Arizona was 80.2% in 2016. In 2020, this rate declined to 78.2%. The analysis assumes as a baseline that this rate would further decline to 75.0%. In contrast, the national high school graduation rate has risen since 2016, from 84.0% to 86.0% in 2019 (the latest available data). The calculations are made by comparing the further decayed educational attainment level for Arizona (i.e., 75.0% vs. the 86.0% posted by the nation as a whole. Since policy impacts are often described over a 10-year period, the \$500M fiscal impact of raising educational attainment in Arizona per year, on a cumulative basis, equals roughly \$5.0B over a decade.

As noted, in our analysis, reaching national levels of high school graduation rates and college enrollment rates will still fail to meet Arizona's growing demand for bachelor's degrees. The economic impact analysis suggests if the supply of additional bachelor's degrees advances to meet the aforementioned shortage of 26,300 per year, resolving the bachelor's degree shortage would result in a 10-year state and local fiscal impact of approximately \$8.0B.

***Regardless of the method of analysis (i.e., either matching the nation's educational attainment rate or eliminating the estimated annual shortfall in bachelor's degrees), the benefits to the state are significant and a well-designed plan to improve Arizona's position in these statistics will likely produce a very high ROI for taxpayers as well as the business community.***

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<sup>4</sup> U.S. Bureau of Economic Analysis; Rounds Consulting Group



# Economic Performance and Resiliency

## Arizona’s Performance During Business Cycles

The National Bureau of Economic Research (NBER) reports that, in the last 20 years, there have been three recession periods and two expansion periods. As defined by the NBER, a recession is a period between a peak of economic activity and its subsequent trough, whereas an expansion is a period between the trough and peak.

The earliest recession that was reviewed for this report began in March 2001 and ended in November 2001 (an 8-month recession period). This was followed by a 120-month expansion period from December 2001 until December 2007, when an 18-month recession period started, (also referred to as the Great Recession) lasting until June 2009. Following the Great Recession, an expansion period lasted for 128 months from July 2009 until February 2020, when the COVID-19 pandemic caused the most recent economic contraction.

**Table 1: U.S. Business Cycle Expansions and Contractions**

Business Cycle Reference Dates		Length of Cycle (months)			
Peak of Cycle		Bottom of Cycle		Contraction	Expansion
Month	Year	Month	Year	Peak to Bottom	Previous Bottom to Peak
March	2001	November	2001	8	120
December	2007	June	2009	18	73
February	2020	April	2020	2	128

Source: National Bureau of Economic Research

## Population Growth Cycles in Arizona Compared to the U.S.

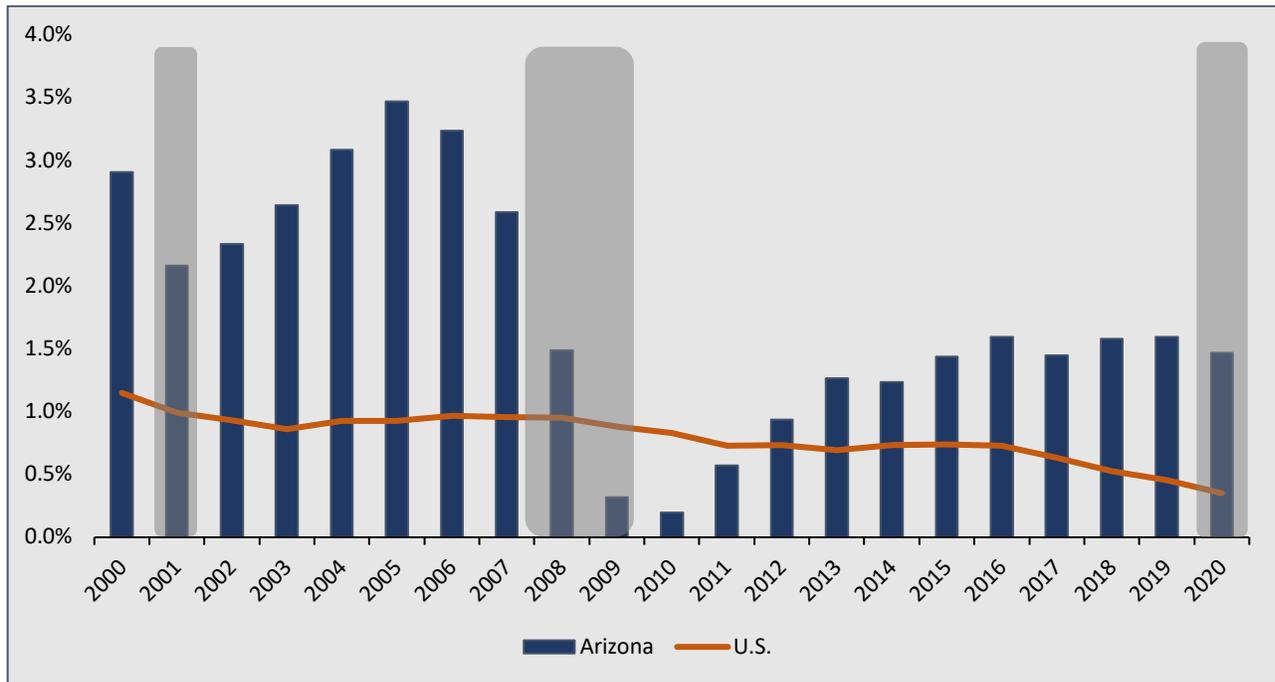
Over the previous two decades, Arizona’s population growth has exceeded the nation’s population growth. From 2000-2020, Arizona’s population grew at an average rate of 1.8% per year while the national average annual population growth rate was 0.8% over the same timeframe.

During periods of economic recession, annual population growth in Arizona regularly outpaced the U.S., apart from the years immediately following the Great Recession. For example, from 2001-2002, Arizona's population grew 2.3% compared to the national growth rate of 0.9%. However, following the Great Recession, Arizona’s population growth declined below the national average. Population in Arizona grew by 0.3% from 2008-2009 compared to a 0.9% growth nationwide during the same time frame.

Population growth in Arizona continued to lag the national level until 2012 when Arizona once again exceeded the national annual growth. This trend continued through the latest recession and is expected to continue into the future.



Figure 1: Annual Population Change in Arizona and the U.S.



Note: Gray bars represent recession periods.  
Source: Arizona Office of Economic Opportunity

## Employment Growth Cycles in Arizona Compared to the U.S.

Prior to the Great Recession, Arizona’s employment was also consistently more resilient than the national economy. Beginning in the 2001 recession, from 2001-2002, employment in Arizona grew by 0.1% while employment across the U.S. declined by 1.1%. Arizona also recovered the 27,000 jobs lost during the 2001 recession in 11 months. This was faster than the U.S., which returned to its pre-recession employment level in 37 months.

Arizona’s economy grew exceptionally well compared to the national average in terms of employment growth during the period of economic expansion from 2002-2007. Employment in Arizona grew at an average annual rate of 3.4% during this time, while national employment grew at an average annual rate of 1.1%.

However, this trend did not continue during the Great Recession. Employment in Arizona declined 7.2% (189,900 jobs) during the Great Recession (2008-2009), while national employment fell 4.3% (5.9M jobs). It took 79 months for Arizona to recover the 189,900 jobs lost during the Great Recession. This was nearly 2 years longer than the national recovery, which took 58 months.

***The struggles experienced in Arizona during the Great Recession presented an opportunity to address Arizona’s resiliency.*** After the Great Recession, policy and economic development leaders seized the opportunity to shore up the economy by implementing favorable tax regulations for business recruitment and began to heavily invest in economic development initiatives that focused on creating jobs throughout the state. This effort was successful and from 2010-2019 Arizona was among the nation’s leaders in employment growth.

During this time, employment in Arizona grew at an average growth rate of 2.5% per year, while employment in the U.S. grew at an average rate of 1.7%. While Arizona’s economic growth rate was less than the growth



experienced over the previous expansion period (2002-2007), the growth was more aggressively driven through base sector development and enhancing the state’s economic fundamentals.

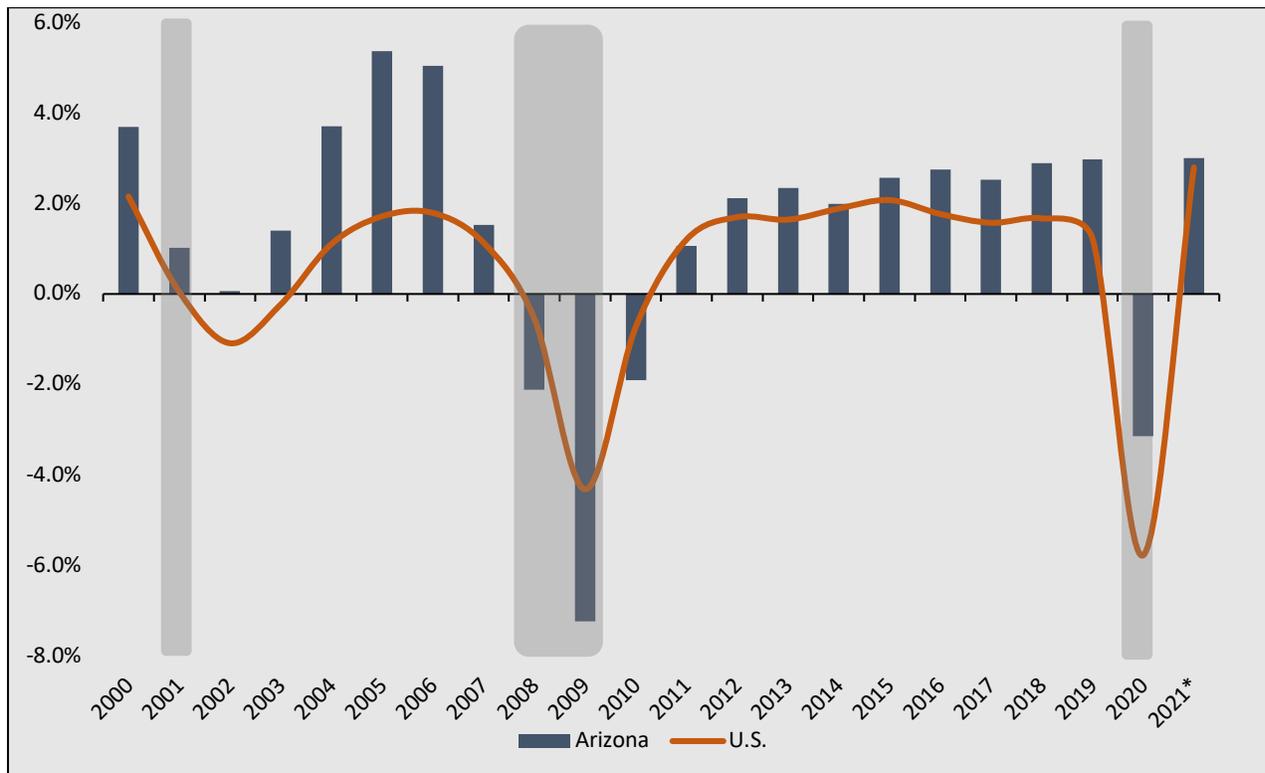
The increased focus on fundamentals stabilized the Arizona economy and increased its resiliency. The stability and resiliency were tested during the most recent recession. In 2020, the COVID-19 pandemic forced the regional, national, and global economies to close, and significantly reduced national and global economic activity.

During and following the Covid-19 recession, Arizona performed well relative to the overall U.S. economy in terms of job resiliency. This was a result of quality public policy design. ***Similar to the period following the Great Recession, state leaders are now provided with an opportunity to further enhance Arizona’s economic growth trajectory and prepare against future economic threats.***

From peak employment levels in February of 2020, national employment declined 14.7% (22.4M jobs), while Arizona employment fell 11.1% (331,500 jobs). Arizona also recovered the lost jobs of the most recent recession at a quicker pace than the U.S. as a whole. As of November 2021, Arizona has recovered 101.5% of the jobs lost during the most recent recession, while the U.S. has recovered 84.0%.

Overall, employment in Arizona performed better than the U.S. from 2000-2020, growing at an average annual rate of 1.2% compared to a national average growth rate of 0.4% per year over the same time period.

**Figure 2: Annual Change in Arizona and U.S. Employment**



Note: Gray bars represent recession periods. \*Through November 2021.  
Source: U.S. Bureau of Labor Statistics; Arizona Office of Economic Opportunity



## Economic Output in Arizona Compared to the U.S.

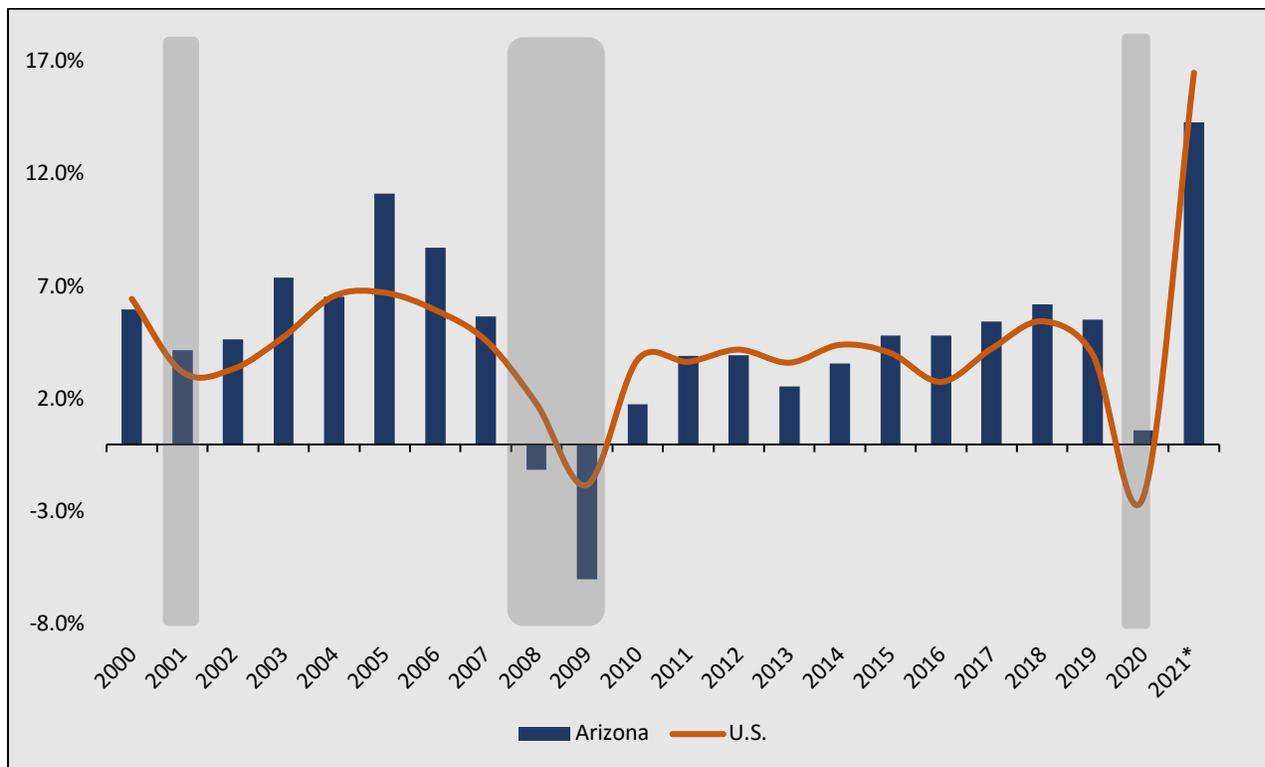
When compared to the U.S. and measured across periods of economic expansion and contraction, economic output in Arizona follows a similar pattern as employment.

Data available from the U.S. Bureau of Economic Analysis (BEA) reports that total economic production (as measured by GSP) in Arizona performed better relative to the U.S. during the 2001 recession period and worse during the Great Recession. From 2001-2002, Arizona's GSP grew 4.7% while U.S. GDP grew 3.4%. During the Great Recession, economic production declined by 6.0% in Arizona. This compares to a 1.8% decline in national economic production.

During the expansion period that followed the Great Recession, Arizona continued to strengthen its economic base while maintaining levels of GSP growth that exceeded national averages. GSP in Arizona grew at an average annual rate of 4.5% from 2010-2019, while U.S. GDP grew at an average annual rate of 4.1% over the same period.

Both Arizona and the U.S. have recovered well since the most recent recession. As of Q2 2021, GSP in Arizona has grown 14.3% compared to 2020, while national GDP has grown 16.5% compared to Q2 2020 (Figure 3). Overall, for the last two decades, Arizona has performed better than the U.S. in terms of economic production. From 2000-2020, Arizona's GSP grew at an average rate of 4.2% per year. Over the same timeframe, U.S. GDP grew at an average annual rate of 3.6%.

Figure 3: Annual Change in Arizona GSP and U.S. GDP



Note: Gray bars represent recession periods. \*Year over year growth through Q2 2021.  
Source: U.S. Bureau of Economic Analysis



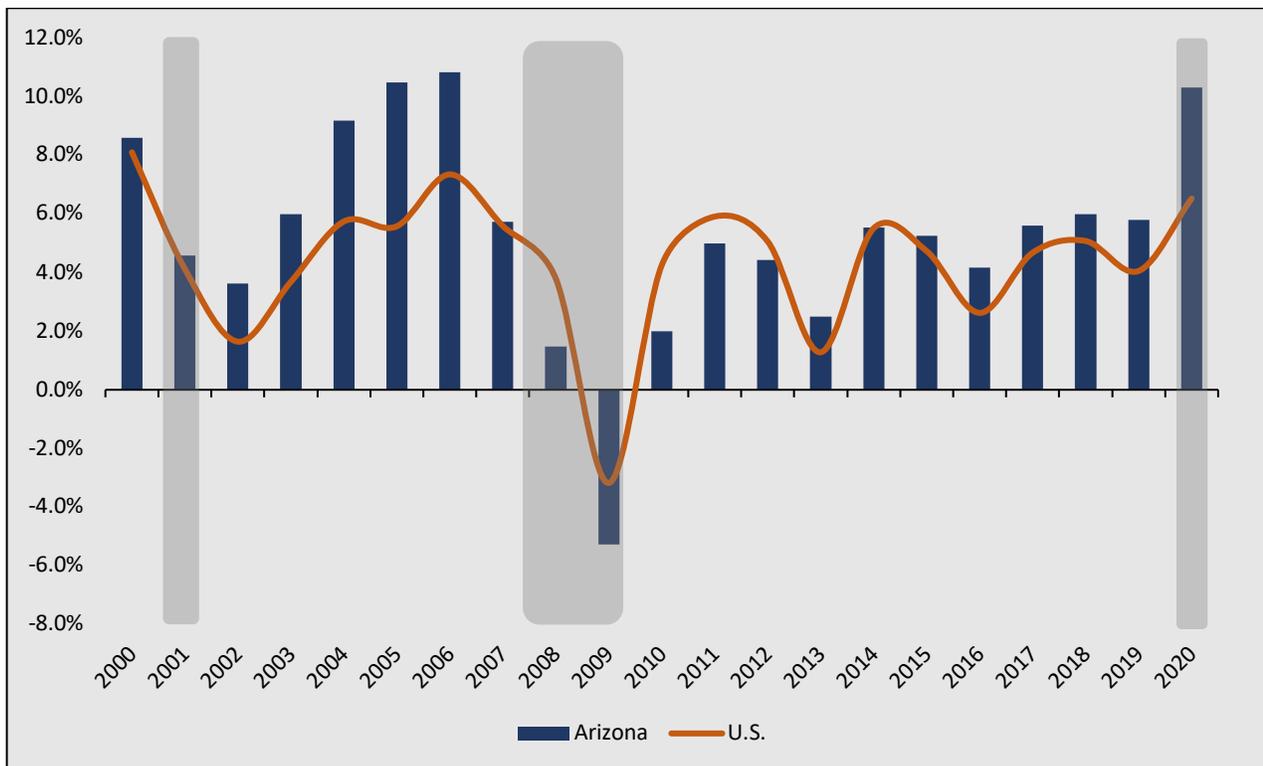
## Personal Income in Arizona Compared to the U.S.

The high levels of economic production have also led to strong personal income growth. Personal income is an economic metric that measures the total amount of income that is being produced in an economy. It includes salaries and wages, employer contributions to pension funds, and payments to welfare and social security, as well as income collected from personal assets and dividends. In other words, it measures the amount of wealth being created in the economy.

Personal income growth in Arizona follows a similar pattern as GSP and employment growth. Arizona performed well during the 2001 recession period relative to the U.S., growing at a greater rate than the U.S. in the expansion period that followed, and experienced a greater decline during the Great Recession.

Following the Great Recession, the increased economic stability throughout the state supported stronger personal income growth than the U.S. as a whole and enhanced the state's business cycle resiliency. Personal income in Arizona grew by 10.3% in 2020 compared to a 6.5% growth across the nation.

Figure 4: Annual Change in Arizona and U.S. Personal Income



Note: Gray bars represent recession periods.  
Source: U.S. Bureau of Economic Analysis



## Arizona's Performance in Measures of Quality Economic Growth

The economic growth and success experienced in Arizona since the Great Recession has come as a result of aggressive yet responsible economic development policies that focused on enhancing fundamentals that strengthen Arizona's economic base (i.e., population and employment growth, among others).

***However, the goal is not only to grow but to grow well,  
and in measures of quality economic growth there exist opportunities for  
Arizona to improve.***

For example, while personal income is a measure of wealth, per capita personal income (PCPI) is a more effective measure for evaluating quality economic growth. PCPI is often displayed as a percent of the U.S. and is used to measure the standard of living in Arizona relative to the national average.

Per capita GSP as a percent of the U.S. is used to measure Arizona's position related to economic productivity compared to national averages. The average wage as a percent of the U.S. can provide additional perspective on employment and workforce conditions in Arizona compared to national averages. When viewed over time, the quality-based economic measures can indicate whether or not the quality of life of the people living in the state is rising compared to the nation.

If the metric is trending upward over time, the standard of living for Arizona residents is improving in relative terms. If the metric is declining, the standard of living in Arizona may be stagnant, despite a strong economic performance in other metrics.

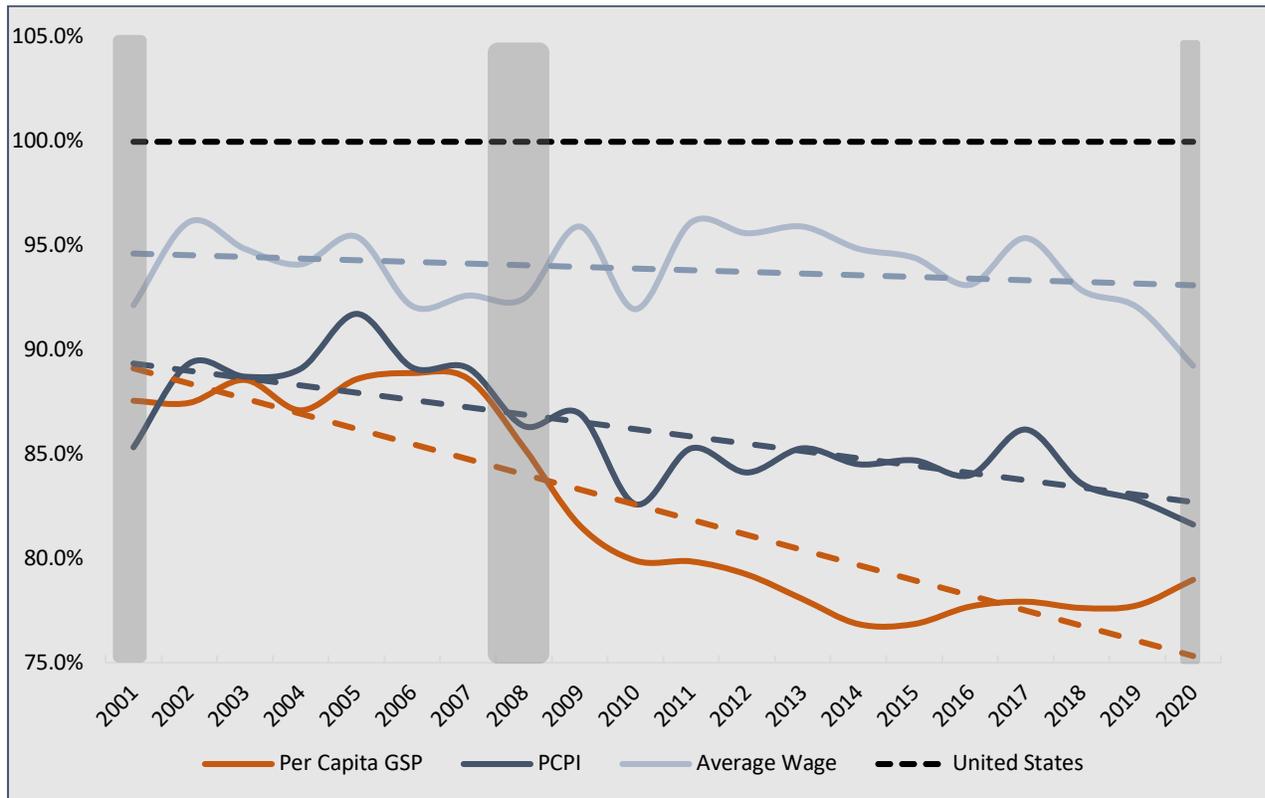
Economic vitality can certainly be captured by reviewing simple rates of growth in key economic categories such as employment and population. A review of wages, income, and the production and consumption of goods and services more thoroughly captures the quality of economic growth that is being examined. For this reason, certain economic statistics will need to be adjusted for the cost of living, among other factors.

Figure 5 displays the Arizona PCPI adjusted for cost of living, the per capita GSP, and average wages as a percent of the U.S. level. The dotted lines indicate that despite strong performance in population, employment, and total GSP growth; PCPI, per capita GSP, and average wages have declined relative to the U.S. averages.

In 2020, Arizona's PCPI was 81.6% of the U.S. level, down from 82.8% in 2019 after adjusting for the cost of living. In 2020, per capita GSP in Arizona was 79.0% of the U.S. level. The average wage level in Arizona, adjusted for cost of living, was 89.3% of the U.S. level in 2020. Average wage levels were the highest as a share of the U.S. level in 2002 when Arizona's average wage was 96.2% of the national level.



Figure 5: Arizona PCPI, Per Capita GSP, and Average Wage as a Percent of the U.S.



Note: Gray bars represent recession periods.

Source: U.S. Bureau Labor Statistics; U.S. Bureau of Economic Analysis

Overall, Arizona has increased its resiliency since the Great Recession compared to the nation as a whole, and is regarded as an economic leader. However, the performance of Arizona's PCPI, average wage level, and per capita GSP indicates that there is work to be done in terms of addressing the quality of Arizona's economic growth.

***State leaders have an immediate opportunity to positively impact key economic statistics, both in terms of the quantity of growth as well as the quality of growth.***



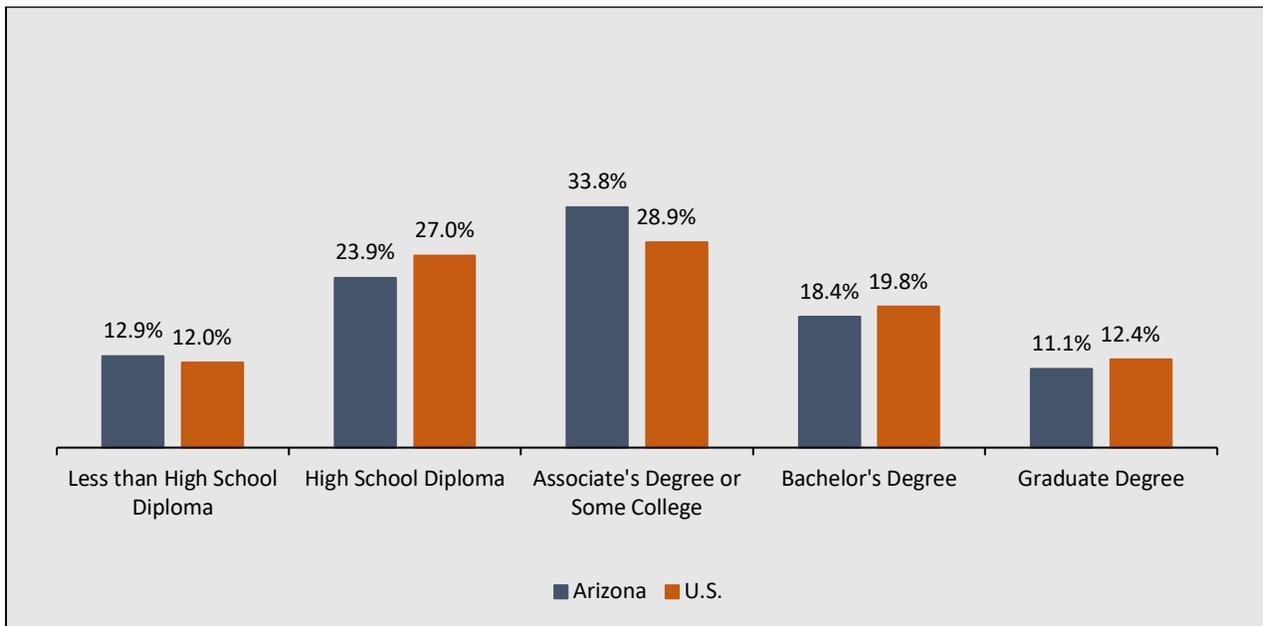
# Educational Attainment and Economic Resiliency

## Arizona's Educational Attainment Performance

The educational attainment of a state's workforce has significant impacts on economic quality and resiliency. Arizona lags national averages in educational attainment in 2019 (the most recently available data). This disparity will continue to impede the state's ability to improve economic output.

A higher percentage (12.9%) of Arizona's population has less than a high school diploma compared to the U.S. (12.0%). Additionally, 18.4% of Arizonans 25 years and over report that a bachelor's degree is their highest level of education. This compares to the national average of 19.8%.

Figure 6: Educational Attainment in Arizona and the U.S.



Note: Includes population 25 years and over.

Source: U.S. Census Bureau, American Community Survey 2015-2019 5-year estimates.

Further, Arizona's workforce educational attainment profile will potentially devolve against national averages. Arizona students complete high school, enroll in college and complete post high school degrees at significantly lower rates than national averages.

A lower level of educational attainment is a significant contributor to lower average wages and PCPI in Arizona relative to the U.S. This is because there are significant wage disparities for workers with different education levels.

According to the U.S. Census Bureau, a worker in Arizona without a high school diploma will earn approximately \$7,200 less than someone with a high school diploma (as of 2019)<sup>5</sup>. This gap is significant as Arizona's high school graduation rate (78.2%) also lags the U.S. level (86.0%).<sup>6</sup>

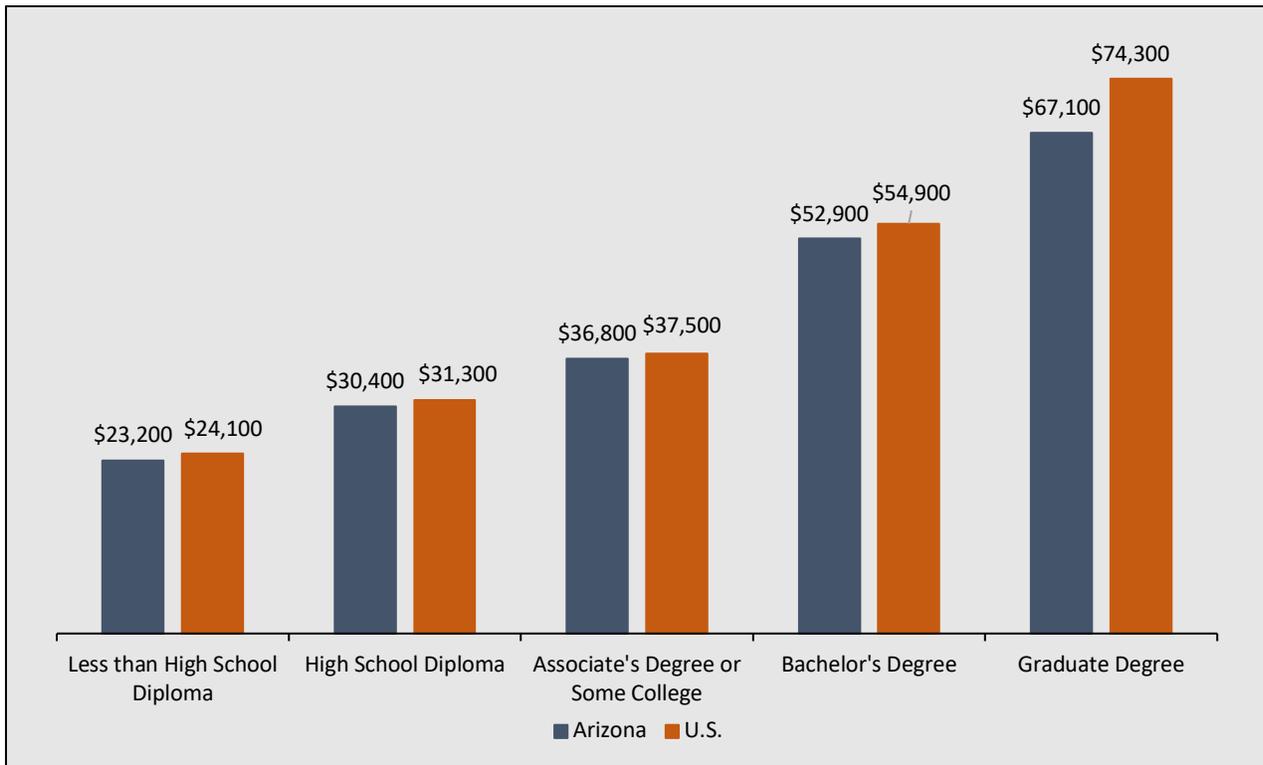
<sup>5</sup> U.S. Census Bureau, American Community Survey 2015-2019 5-year estimates

<sup>6</sup> AZ School Report Cards: Arizona Department of Education, 2020. Public High School Graduation Rates: U.S. Department of Education's National Center for Education Statistics, 2019.



Those with a bachelor’s degree or higher in Arizona earned \$16,100 more in 2019 than those with an associate degree and \$22,500 more than a worker with a high school diploma. In 2019, the U.S. Census Bureau estimated that 29.5% of the Arizona population 25 years or older had a bachelor’s or higher, compared to 32.1% of the U.S. population.<sup>7</sup>

**Figure 7: Median Wages by Educational Attainment in Arizona and the U.S.**



Note: Includes population 25 years and over.  
Source: U.S. Census Bureau, American Community Survey 2015-2019 5-year estimates.

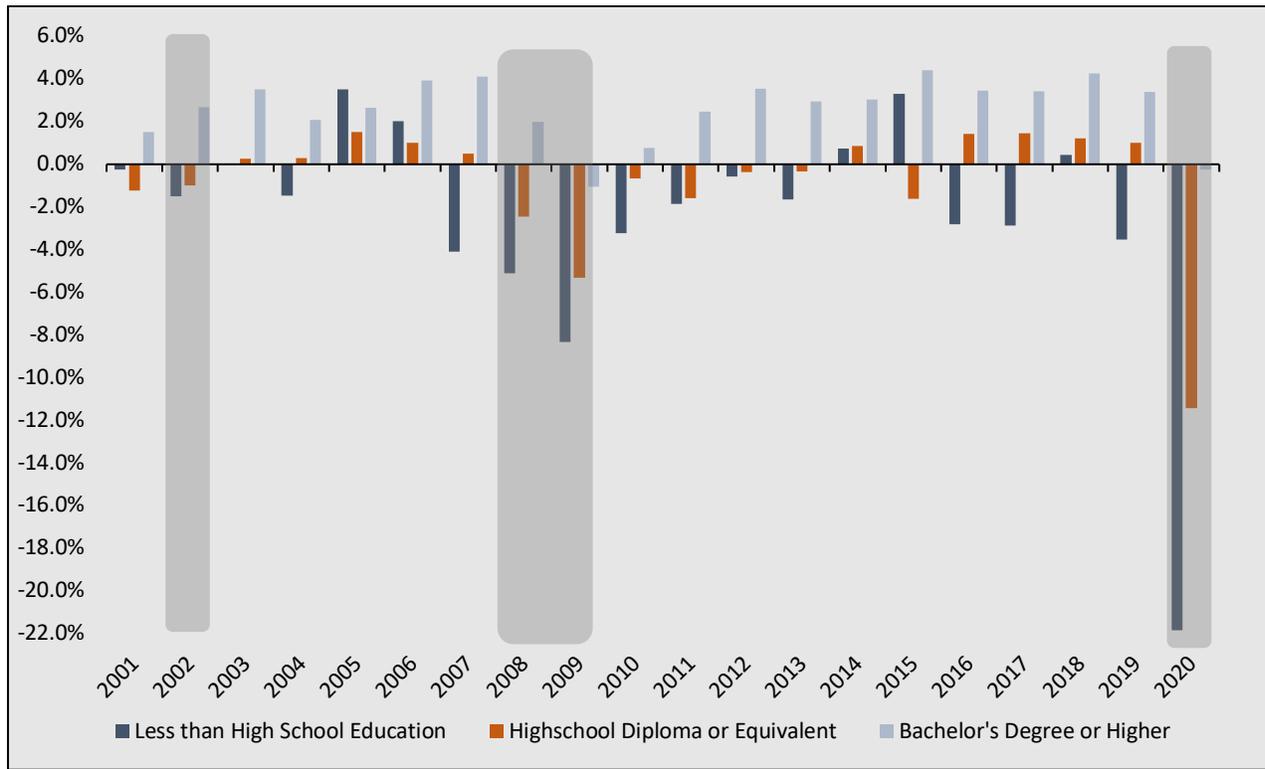
In addition to higher wages and reduced poverty, advancing educational attainment will also enhance the resiliency of the Arizona economy. For example, the jobs in Arizona that require a bachelor’s degree as the minimum requirement for entry experienced a smaller decline in employment during recession periods than the jobs that do not require a bachelor’s degree.

During the Great Recession, employment in the jobs that require, at minimum, a high school diploma declined by 5.3% compared to a 1.1% decline for jobs that required at least a bachelor’s degree. During the most recent recession, jobs that did not require any formal education declined 21.8%, jobs that required at least a high school diploma declined 11.4%, while the jobs that required at least a bachelor’s degree declined by just 0.2%.

<sup>7</sup> U.S. Census Bureau, American Community Survey 2015-2019 5-year estimates.



Figure 8: Annual Change in Employment by Educational Attainment in Arizona



Note: Gray bars represent recession periods.

Source: U.S. Bureau of Labor Statistics

## Educational Attainment and the New Economy Workforce

High school graduation rates, college enrollment rates, and college completion rates in Arizona need to be improved as the share of total available jobs that require at least a bachelor's degree have increased since 2010 and is expected to continue over the next ten years. Arizona's economic growth potential will be limited if the state cannot supply the sufficient workforce.

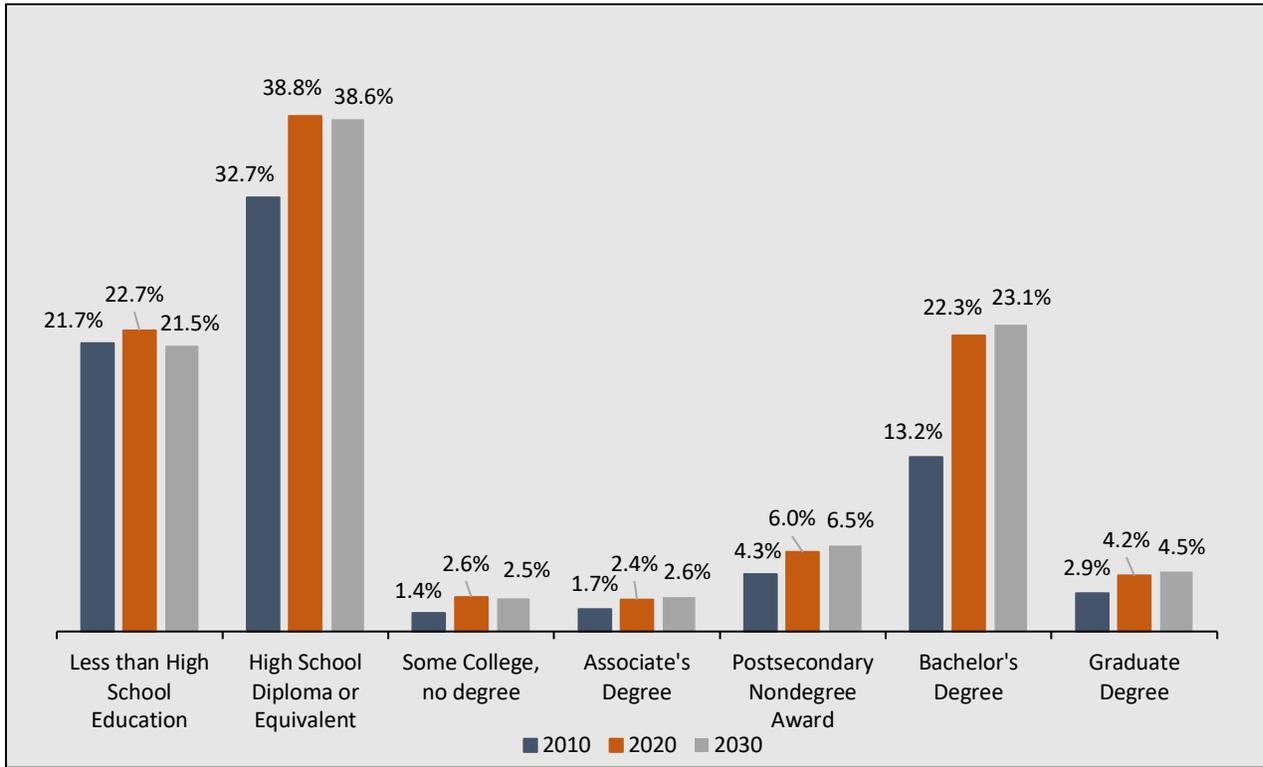
For perspective on how educational attainment relates to the future workforce needs in Arizona, consider the following. The BLS estimated that in 2020 there were approximately 751,100 jobs in Arizona that required a bachelor's degree or higher. This represented 26.5% of the state's total employment (i.e., 22.3% required a minimum of a bachelor's degree and 4.2% required a minimum of a graduate degree).

This compares to 2010, when an estimated 16.1% of all jobs in Arizona required a bachelor's degree or higher. By 2030, it is estimated that 27.6% of the jobs in Arizona will require a bachelor's degree or higher (i.e., 23.1% will require at least a bachelor's degree and 4.5% will require at least a graduate degree).

Further, the percentage of jobs that require at least a postsecondary certificate (i.e., postsecondary nondegree award) has also increased. In 2010, these jobs made up 4.3% of the total jobs in Arizona. As of 2020 they were 6.0%, and it is estimated that by 2030, they will make up 6.5% of the jobs in Arizona. These are often high-skilled trade jobs commonly found in industries such as manufacturing or construction.



**Figure 9: Share of Total Jobs in Arizona by Minimum Educational Requirement**



Note: May not sum to 100 due to rounding.

Source: U.S. Bureau of Labor Statistics; Arizona Office of Economic Opportunity

In 2020, Arizona's three public universities (i.e., Arizona State University, University of Arizona, and Northern Arizona University) produced 34,000 bachelor's degrees.<sup>8</sup> The number of bachelor's degrees awarded by Arizona's public universities has increased 4.4% each year on average. While the production of bachelor's degrees has increased, not all of the graduates are expected to remain employed in Arizona.

One year following the graduation of a bachelor's degree program, approximately 76.0% of graduates that are Arizona residents remained employed in Arizona. However, including nonresident students, only 55.0% of graduates remain employed in Arizona one full year following graduation.<sup>9</sup> Further, degree production is trending towards non-resident students. Since 2016, non-resident degrees make up nearly 75.0% of all degree growth.

Between 2020 and 2030, Arizona's three public universities will produce an estimated 40,800 bachelor's degrees annually. If 55% of these graduates remain and work in Arizona, the public universities will supply 22,500 graduates to Arizona's workforce annually.

From 2020 to 2030, the BLS estimates that there will be a total of 68,000 annual openings for jobs that require at least a bachelor's degree. This indicates that there will be an annual shortage of approximately 45,500 bachelor's degrees per year in Arizona over the next 10 years.

<sup>8</sup> ABOR Annual Report 2021.

<sup>9</sup> ABOR 2020 Alumni Wages Report.



Population in-migration projections from the state indicate that, on average, 19,200 people with at least a bachelor’s degree will be added to Arizona’s workforce each year. If this group is considered, the annual degree shortage is reduced to 26,300. This shortage assumes that over the next 10 years, Arizona’s economy continues to grow at its current pace. This leaves no opportunity for the Arizona economy to improve its position relative to the U.S. related to measures of economic quality. Instead of a potential catalyst for improvement, Arizona’s educational output is a threat to maintaining current economic performance standards.

**Table 2: Annual Supply and Demand for Bachelor's Degrees in Arizona**

	Under Current Economic Conditions	Reaching the U.S. per capita GSP Level
Total Employment	2,823,800	3,446,900
GSP per Employee	\$131,900	\$164,100
Demand for Bachelor’s Degrees	68,000	257,300
Bachelor’s Degrees from Recent Graduates	22,500	22,500
Bachelor’s Degrees from In-Migration	19,200	19,200
<b>Shortage of Degrees</b>	<b>26,300</b>	<b>215,600</b>

Source: U.S. Bureau of Labor Statistics; Arizona Office of Economic Opportunity

## Investment in Education Output

Advancing the state’s performance in the aforementioned “quality growth” categories can be monetized to provide perspective on what can be spent on improving the educational measures while still generating a positive ROI for taxpayers. This report looks at three scenarios: Reaching national levels in economic quality measures; filling the current gaps in degree demands; and finally reaching national averages in educational outputs.

**Reaching National Levels in Economic Quality Measures:** As of 2020, Arizona’s GSP was \$372.5B (in current dollars). The per capita GSP in Arizona, or the economic output generated per person, was \$51,100 in 2020. This compares to the national per capita GSP of \$63,500 during the same year.<sup>10</sup> The GSP per employee in Arizona was \$131,900 in 2020. In other words, the average employee in Arizona produced \$131,900 worth of goods and services during 2020. This is 12.4% below the national average of \$150,500 worth of goods and services produced in 2020.

Reaching the national average in economic quality measures should be a key goal for Arizona. However, this is a lofty and long-term goal. For example, in order to reach the U.S. average in per capita GSP, Arizona would need a one-time increase of 623,100 jobs. Of these, 165,300 would need to be “base sector” jobs with an average annual wage of \$140,500. The increased productivity of these new jobs would raise the GSP per employee in Arizona to \$164,100. Of the 623,100 new jobs, an estimated 257,300 would require at least a bachelor’s degree.

Arizona would need to generate an additional 215,600 bachelor’s degrees (i.e., 257,300 new jobs that require at least a bachelor’s degree minus the 22,500 bachelor’s degrees currently supplied from recent graduates and the 19,200 that move to Arizona each year that have a bachelor’s degree) in order to reach the U.S. level of per capita GSP.

It is important to remember that improvements to educational attainment are not immediately accomplished and the goal for policymakers should be to establish programs and initiatives that encourage the meaningful pursuit of higher education by Arizona residents.

<sup>10</sup> U.S. Bureau of Economic Analysis



This will primarily be accomplished by enhancing educational outcomes for Arizona students from K-12 through college as well as targeting the current workforce by providing opportunities for continued education.

**Filling Current Degree Demand Shortfalls:** As noted above, Arizona’s current economy will demand an additional supply of 26,300 bachelor’s degrees per year. Resolving the bachelor’s degree shortage results in a 10-year state and local fiscal revenue impact of approximately \$8.0B. Note: The \$8.0B figure also represents the opportunity cost of not advancing the state’s educational attainment levels in relation to bachelor’s degrees.

**Reaching National Levels of Educational Output:** As noted, advancing educational attainment will lead to significant benefits. However, quantifying these benefits can be a challenge as some benefits are difficult to measure (i.e., increased health, greater social mobility, reduced crime, etc.), while other benefits are more clearly measured (i.e., greater productivity, higher wages, etc.).

In order to best quantify the fiscal benefits of improved attainment, we developed an economic model focused on those benefits that are more easily identified. Specifically, the model identifies and quantifies the benefits of wage and productivity improvements that occur as a result of raising the high school graduation rate, college enrollment rate, and college completion rate in Arizona to the U.S. average. In Arizona, the 2020 statewide high school graduation rate was 78.2%.<sup>11</sup> Across the country, the average high school graduation rate in 2019 (latest available data) was 86.0%.<sup>12</sup>

The state’s high school graduation rate reached a high of 80.2% in 2016; however, the rate declined to 78.0% in 2017.<sup>13</sup> The rate slightly declined from 79.2% in 2019 to 78.2% in 2020, according to the Arizona Department of Education (ADOE). If Arizona can reverse this decline and raise the high school graduation rate to the U.S. average, approximately 9,500 additional students will graduate high school each year.

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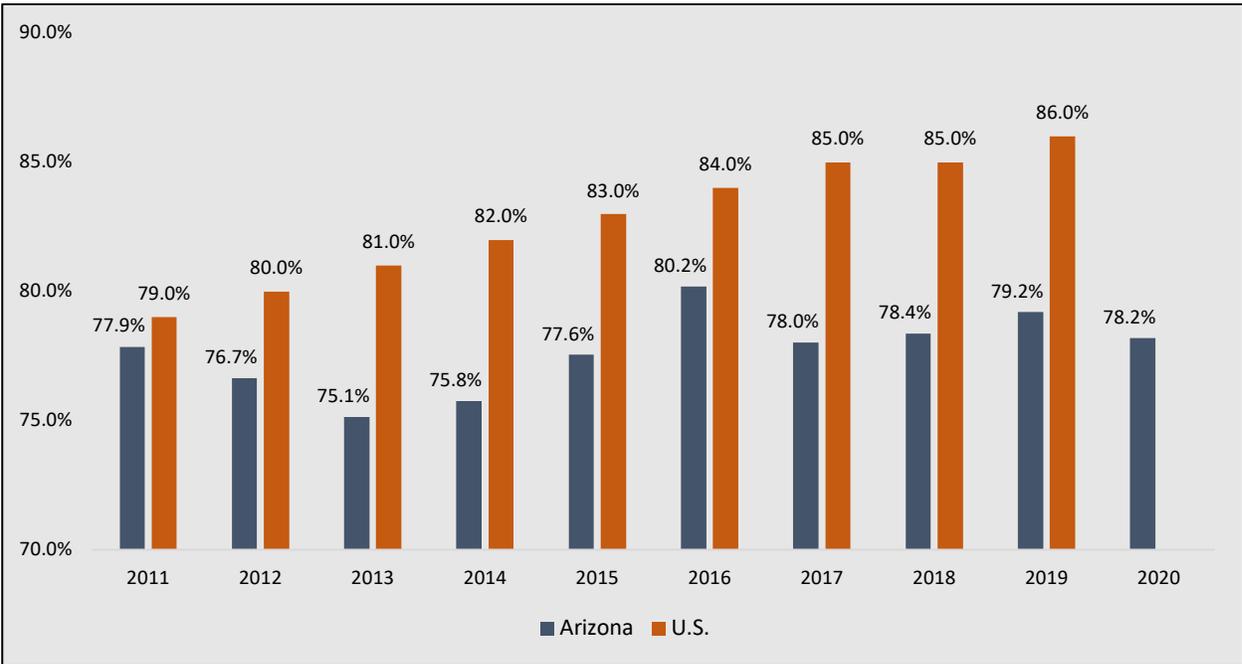
<sup>11</sup> Graduation Rates, Dropout Rates, and Enrollment Reports: Arizona Department of Education, 2020.

<sup>12</sup> Public High School Graduation Rates: U.S. Department of Education’s National Center for Education Statistics, 2019.

<sup>13</sup> Graduation Rates, Dropout Rates, and Enrollment Reports: Arizona Department of Education, 2020.



Figure 10: High School Graduation Rate in Arizona and the U.S.



Note: 2020 U.S. data not available.

Source: Graduation Rates, Dropout Rates, and Enrollment Reports: Arizona Department of Education, 2020; Public High School Graduation Rates: U.S. Department of Education's National Center for Education Statistics, 2019.

Among the 68,700 public high school students who graduated across Arizona in 2020, approximately 46.2% enrolled in a 2- or 4-year college (latest available data).<sup>14</sup> The overall college enrollment rate for the nation as a whole was 66.2% as of 2019.<sup>15</sup>

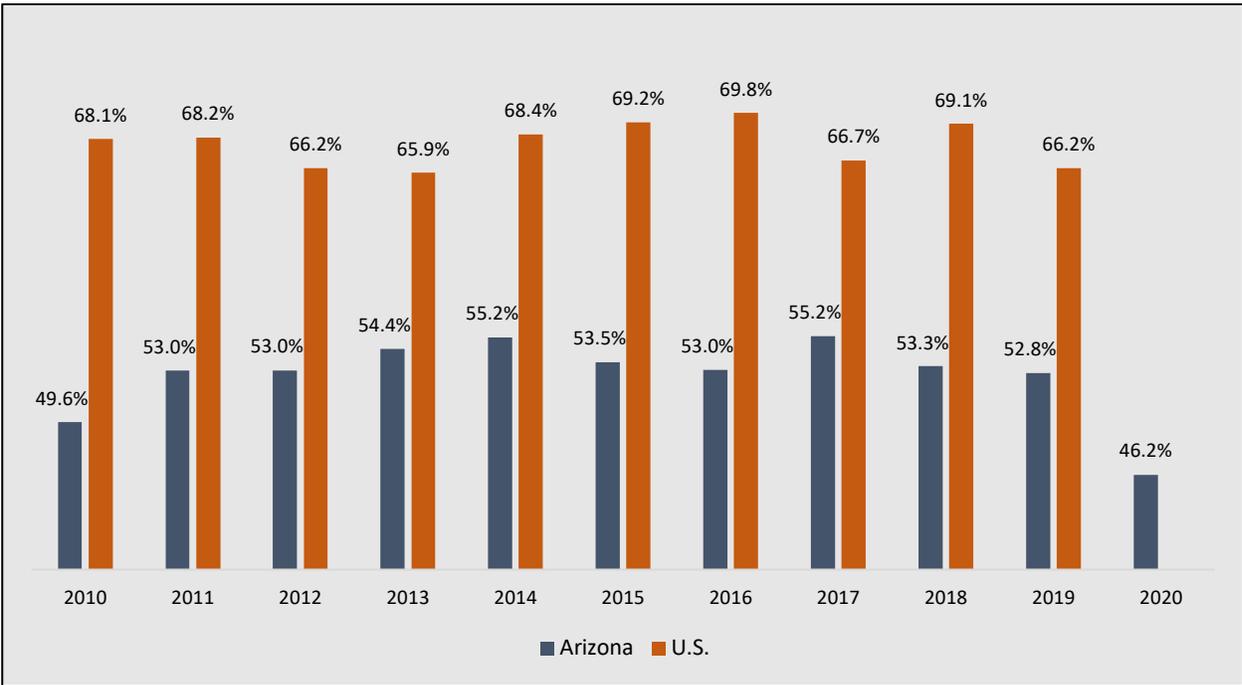
If Arizona increases the college enrollment rate to the U.S. level (i.e., 46.2% to 66.2%), an estimated 19,500 additional students will enroll in college each year. A portion of these new college enrollees will come from the new high school graduates that previously would not have graduated high school. Another portion will be high school graduates that previously would not have enrolled in college. All of these students will have a higher earnings potential by enrolling in college.

<sup>14</sup> Postsecondary Attainment Report, Arizona Board of Regents, 2020.

<sup>15</sup> Conditions of Education: U.S. Department of Education's National Center for Education Statistics, 2019.



Figure 11: College Enrollment Rates in Arizona and the U.S.



Note: 2020 U.S. data not available.

Source: Postsecondary Attainment Report, Arizona Board of Regents, 2020; Conditions of Education: U.S. Department of Education's National Center for Education Statistics, 2019.

As college enrollment increases, more students are likely to complete college and earn a degree. Completing college provides students with the knowledge and skills for specialized careers, increases other marketable skills (i.e., computer proficiency, communication skills, discipline, etc.), and provides the opportunity to earn higher incomes.

Overall, the Arizona 2-or 4-year college completion rate was 53.5% in 2021 (i.e., the percent of college enrollees that received a 2-or 4-year degree or certificate within 6 years).<sup>16</sup> The U.S. 2-or 4-year college completion rate was 62.2%.<sup>17</sup>

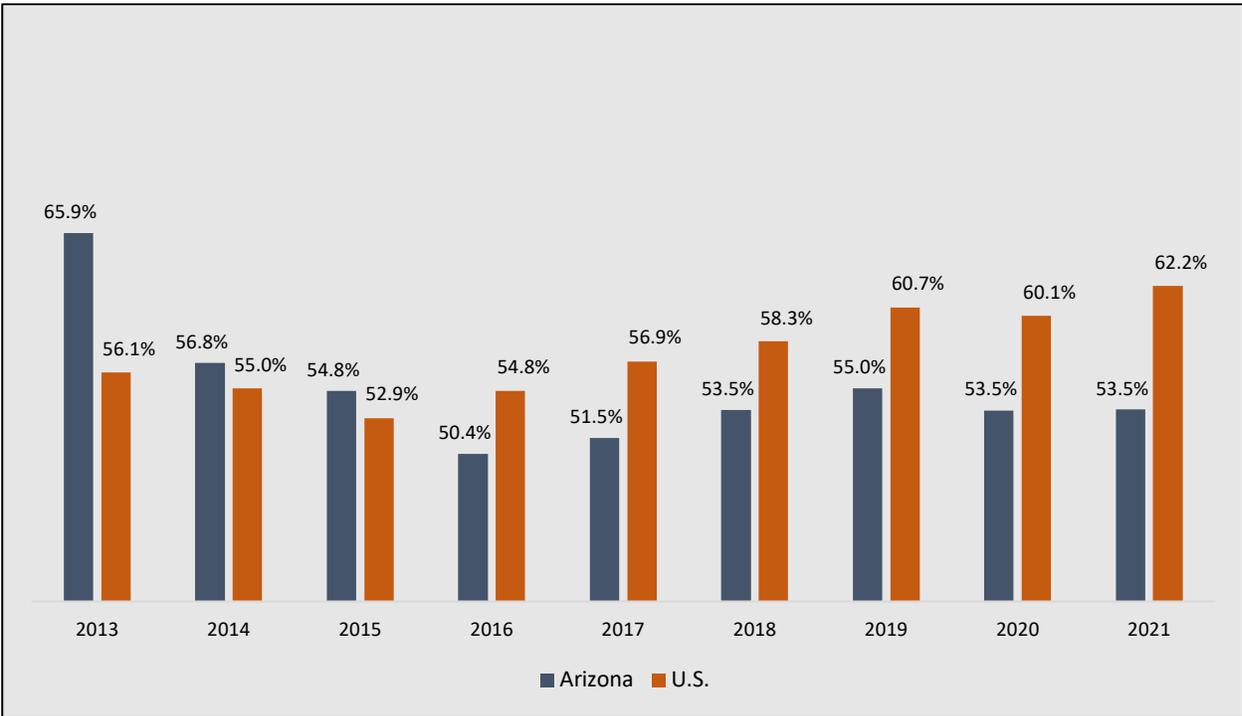
By raising the Arizona college completion rate to that of the U.S. (53.5% to 62.2%), an additional 14,800 new college graduates would be produced each year. These graduates will be made of those high school graduates that previously would not have graduated, those new college enrollees that would have not previously enrolled, as well as those that enrolled in college that would not have previously graduated.

<sup>16</sup> Completing College National and State Reports: National Student Clearinghouse, 2021.

<sup>17</sup> Completing College National and State Reports: National Student Clearinghouse, 2021.



Figure 12: College Completion Rate in Arizona and the U.S.



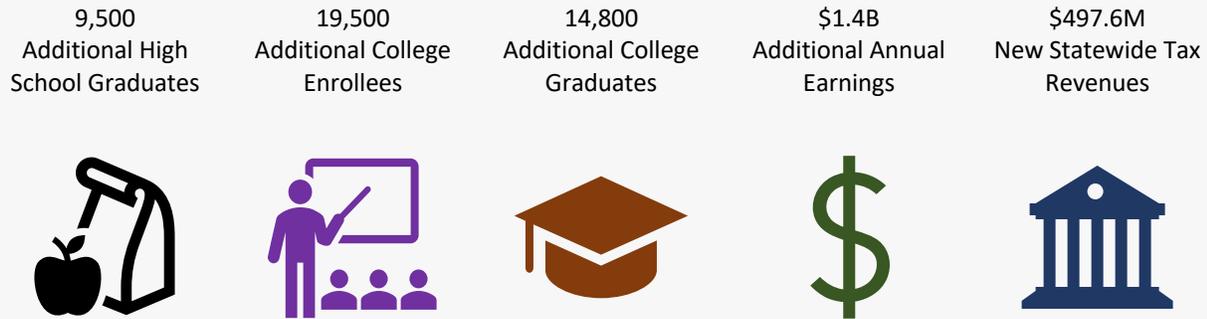
Note: Completion of a 2- or 4-year college degree within 6 years of enrollment. The 2020 Arizona completion rate was calculated by Rounds Consulting Group using data from ABOR.

Source: Postsecondary Attainment Report, Arizona Board of Regents, 2020; Rounds Consulting Group, Inc.; Completing College National and State Reports: National Student Clearinghouse, 2021.

If Arizona's educational attainment is raised to match national averages, our model estimates additional wages earned through educational advancements will produce \$1.4B in earned income annually. This increase in income will also yield an additional \$497.6M in state and local tax revenues annually, or \$5 billion over ten years.



**Figure 13: The Annual Impact of Raising Educational Attainment in Arizona to the U.S. Level**



Source: Public High School Graduation Rates: U.S. Department of Education’s National Center for Education Statistics, 2019; Graduation Rates, Dropout Rates, and Enrollment Reports: Arizona Department of Education, 2020; Postsecondary Attainment Report, Arizona Board of Regents, 2020; Conditions of Education: U.S. Department of Education’s National Center for Education Statistics, 2019; Completing College National and State Reports: National Student Clearinghouse, 2021; Arizona Department of Revenue; IMPLAN; Rounds Consulting Group, Inc.

In addition to the direct benefits listed above, advancing educational attainment and the skills of the labor force will create a domino effect that will improve state economic development. The availability of an educated and highly skilled workforce is an important consideration for businesses seeking to expand or locate in new markets. This is especially true when considering higher value-added businesses in high-growth industries such as advanced manufacturing, high-tech, health services, and finance that require a talented workforce.

Growth in these higher value-added businesses creates additional demand in supplier industries (e.g., supplier of raw materials, transportation industries, etc.) and other service industries (e.g., janitorial services, food services, etc.).

An enhanced local supplier network in turn results in a larger “multiplier effect”, resulting in a larger number of jobs being created locally and more income flowing throughout the economy.

Policymakers as well as educational and business leaders should consider these sizeable economic and fiscal impacts when designing and implementing educational programs and initiatives. The programs should be focused on preparing the Arizona workforce for employment in high-growth industries that are economically resilient.



# Workforce Resiliency by Industry in Arizona

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## Macro Review of Select Target Industries

While Arizona's economy as a whole has become increasingly resilient compared to the national economy, a deeper analysis of Arizona's major economic industries will provide direction to the economic development and educational initiatives that will be most effective in preparing the Arizona workforce to participate in high-skill and high-wage jobs. Pending this additional research, the following industry analysis was conducted to provide early guidance on possible policy initiatives for the health care, construction, professional and business services, financial activities and manufacturing industries. These industries were selected as major drivers of Arizona's future employment growth.

What is clear is that different recessions impact the target industries in different ways. During the 2001 recession period, the state reported that the healthcare industry experienced a gain in employment in Arizona of 3.0%. Employment in the manufacturing industry declined by 3.9% during this period, the largest decline among Arizona's major industries.

In 2009, the construction industry in Arizona lost 30.8% of its workforce, the largest decline of any of Arizona's major industries. Employment in the manufacturing industry declined by 11.2%. However, employment in the healthcare industry increased by 2.7% over the same time period.

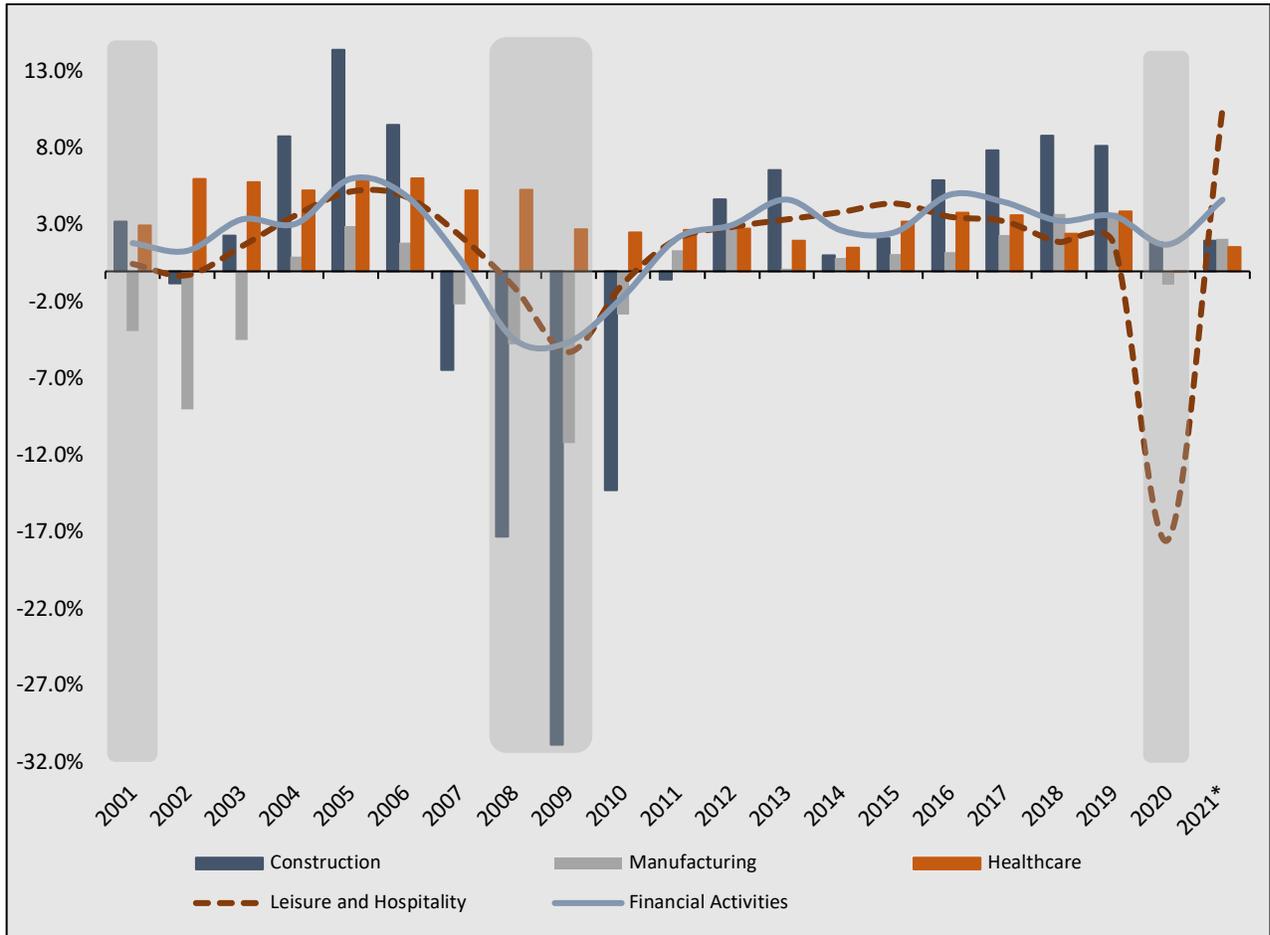
In the expansion cycle that followed the Great Recession, the manufacturing industry recovered the jobs that were lost during the recession in 31 months. The professional and business services industry did so in 7 months, and the construction industry returned to pre-recession employment after 76 months. Overall, Arizona recovered all the jobs lost during the recession 79 months following the recession.

The leisure and hospitality industry was the most impacted during the Covid-19 recession and experienced a decline in employment of 17.5% in 2020. In contrast, employment in the construction and financial activities industries experienced a 1.9% and 1.7% increase, respectively.

Figure 14 provides a visual representation of the annualized employment change for select industries over the periods of economic expansions and recessions.



Figure 14: Annual Change in Arizona Employment by Select Industry



Note: Gray bars represent recession periods. \*Through 2021  
Source: Arizona Office of Economic Opportunity

Table 3 displays the employment change as well as an analysis of the recovery of the major industries in Arizona during the periods of economic expansion and contraction. As of November 2021, Arizona has recovered 101.5% of the jobs that were lost during the most recent recession. Several industries have returned to pre-recession employment levels. The transportation and warehousing did so in 4 months, the fastest recovery of any of the major industries.

The arts, entertainment and recreation, and accommodation and food services industries experienced the largest declines in employment from February 2020 to April 2020 and are lagging in terms of employment recovery, despite Arizona as a whole recovering 101.5% of the jobs lost. The lagging employment recovery in certain industries is partly due to broader workforce supply issues across the nation, but is also due to individuals shifting careers from less stable occupations to more resilient ones.



**Table 3: Employment Change and Recovery by Industry in Arizona During Recession Periods**

Industry	Recession Mar. to Nov. 2001			Recession Dec. 2007 to June 2009			Recession Feb. 2020 to April 2020		
	Employment Change	Recovery Time	Recovery Ratio	Employment Change	Recovery Time	Recovery Ratio	Employment Change	Recovery Time*	Recovery Ratio*
Nat. Resources & Mining	-3.1%	52	10.7	-15.9%	1	1.1	-7.8%	17	2.00
Construction	-1.8%	2	12.5	-39.3%	76	0.6	-3.7%	-	0.76
Manufacturing	-7.2%	-	-0.9	-14.5%	31	1.0	-4.0%	19	1.14
Wholesale Trade	-3.4%	6	4.5	-10.1%	-	0.2	-5.0%	15	1.74
Retail Trade	-0.2%	1	109.5	-11.0%	-	0.9	-11.5%	10	1.20
Transp. & Warehousing	-2.6%	5	6.5	-6.6%	7	7.4	-2.7%	4	9.97
Information	-1.1%	2	-20.0	-5.3%	29	4.7	-13.7%	-	0.23
Financial Activities	1.5%	1	11.8	-6.6%	12	5.3	-2.0%	15	1.17
Prof. & Business Svcs.	-5.7%	1	4.9	-14.8%	7	1.8	-8.4%	17	1.09
Educational Services	8.4%	1	6.6	8.3%	1	6.3	-17.9%	14	1.13
Healthcare	2.5%	1	17.0	4.2%	1	9.1	-8.4%	17	1.10
Arts, Entertain. & Rec.	1.0%	23	22.0	-8.9%	2	4.4	-51.4%	-	0.79
Accomm. & Food Svcs.	-2.2%	3	9.6	-7.0%	9	4.0	-42.1%	-	0.88
Other Services	0.5%	1	40.5	-7.1%	-	0.1	-21.5%	-	0.91
<b>Arizona Total</b>	<b>-1.2%</b>	<b>2</b>	<b>15.9</b>	<b>-9.5%</b>	<b>17</b>	<b>2.2</b>	<b>-11.1%</b>	<b>18</b>	<b>1.01</b>

Note: The recovery time measures how quickly the industry recovered the jobs that were lost during the recession period, and the recovery ratio measures how many jobs were recovered during the expansion for each job lost during the recession period. \*Through November 2021  
 Source: Arizona Office of Economic Opportunity; Rounds Consulting Group, Inc.

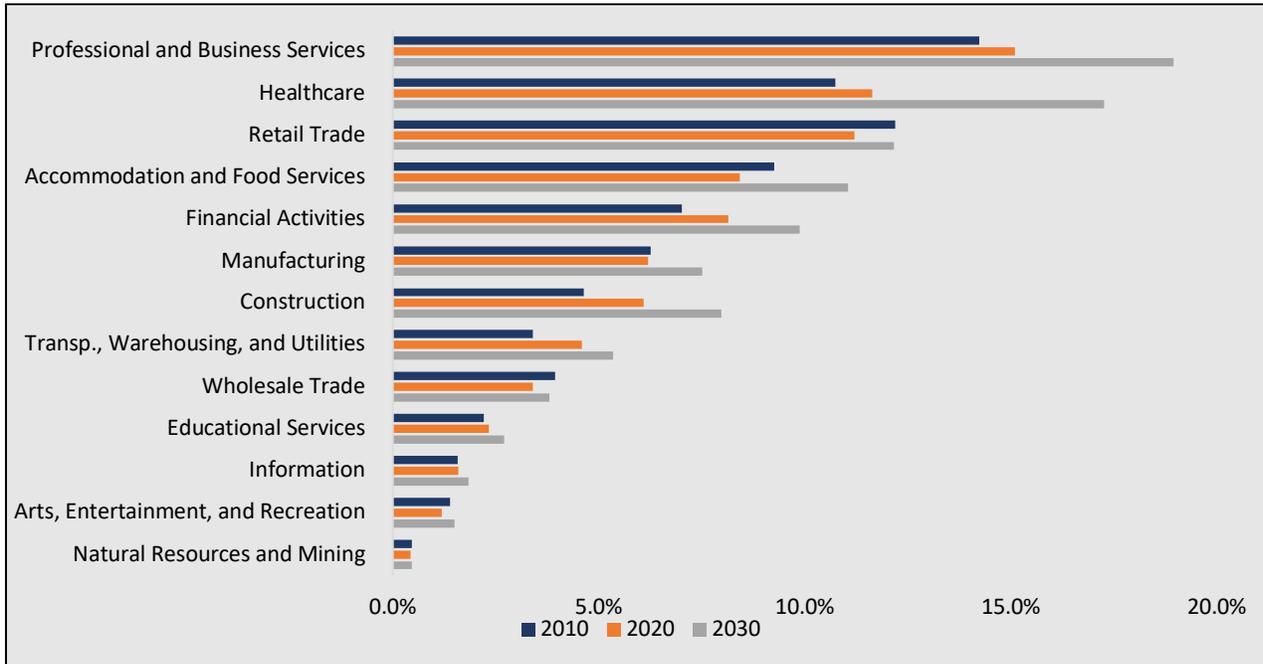
For example, Figure 15 displays the share of total employment for each of Arizona’s major industries in 2010, 2020, and the projected employment share in 2030. Arizona has reduced the share of total employment in industries that are not resilient. This also indicates that the share of employment in high-wage industries has been increasing since 2010 and is expected to continue to increase over the next 10 years.

The industries whose share is declining include the accommodation and food services, which share of total employment decreased from 9.3% in 2010 to 8.4% in 2020; the arts, entertainment and recreation industry whose share decreased from 1.4% to 1.2%, and the retail trade industry, which decreased from 12.2% to 11.2%.

Over the next 10 years, the OEO estimates a continued shift in workforce demand. The healthcare, transportation and warehousing, financial activities, and business and professional services industries will each increase the share of the Arizona workforce that is employed in those industries compared to 2020.



Figure 15: Arizona Employment Composition in 2010, 2020, and 2030



Source: Arizona Office of Economic Opportunity; Rounds Consulting Group, Inc.

As the workforce needs in Arizona continue to shift over the next decade and beyond, policymakers, educational and business leaders as well as community stakeholders need to consider which industries should be targets for workforce development efforts and additional resources. These target industries should be those that are both resilient to economic downturns and have strong projected growth.

Figure 16 displays the major industries in Arizona according to the resilience during the last recession, as measured by employment change relative to the statewide performance, and the projected demand of each industry over the next decade. The vertical dotted line on the chart represents the statewide average change in employment during the most recent recession. The horizontal dotted line represents the projected statewide average rate of growth over the next decade.

If an industry performed better than the statewide average during the most recent recession, it will appear to the right of the vertical dotted line. Conversely, if it performed worse than the average, it appears on the left. The industries that are projected to have higher growth than the statewide average appear above the horizontal dotted line, those that are projected to have weaker growth than the state appear below the dotted line.

The industries that performed better during the most recent recession and are expected to have more growth than the statewide average over the next 10 years are depicted in blue. These industries have shown to be resilient in Arizona during economic downturns. This resiliency will contribute to the strong demand in Arizona over the next decade.

For instance, over the previous recession period, employment in the healthcare industry declined 8.4%, a smaller decline than the statewide average of 11.1%. The industry is also expected to grow at a greater rate over the next 10 years than the state, with employment growing by 48.3%, compared to the state average of 23.8%.



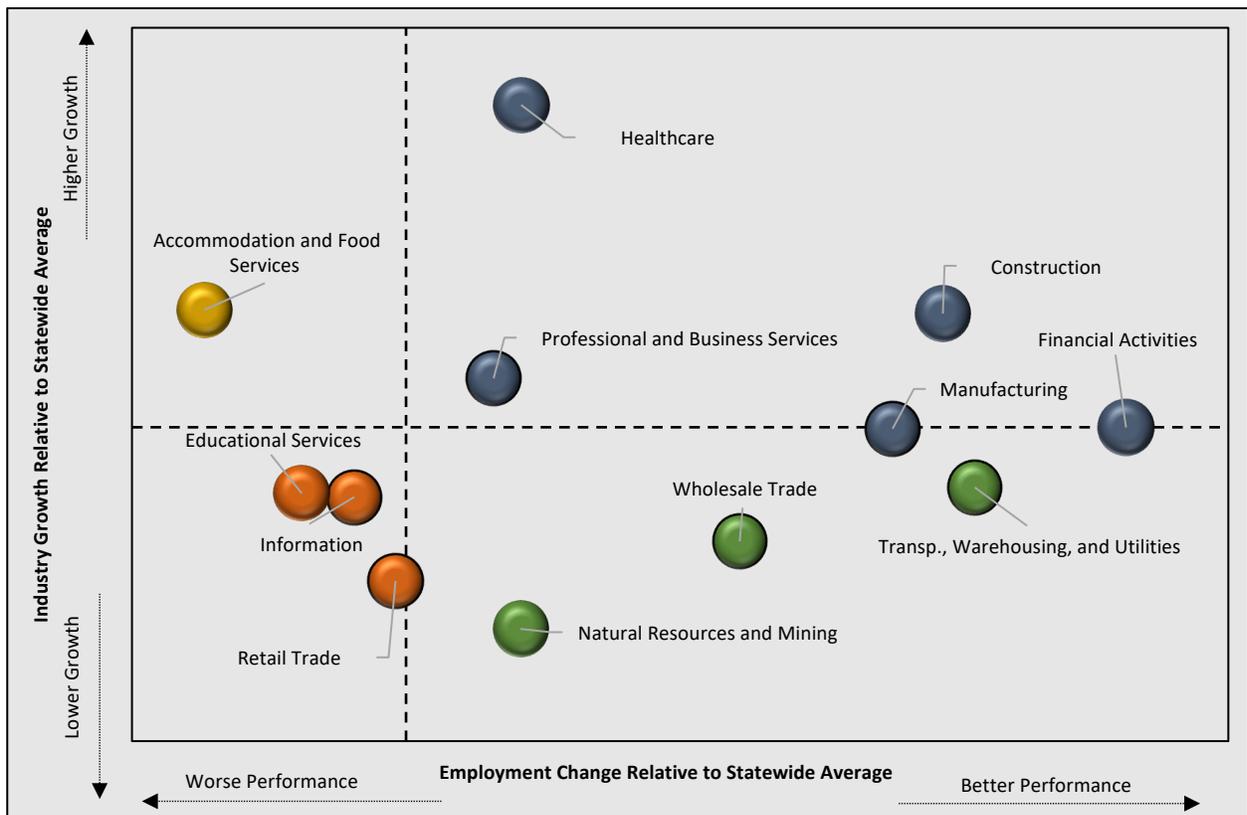
Those in **green** are industries that performed better than the state during the most recent recession, indicating that they are resilient, but these industries are not expected to grow as much as the statewide average. However, changing industry trends and other circumstances can affect the demand of these industries. A more detailed analysis may be needed in order to determine the potential impact the green industries may have on the Arizona economy going forward.

The industries in **yellow** were not as resilient as the state during the most recent recession but are expected to experience more growth than the state average. The accommodation and food services industry was in this category. It should be noted that this industry makes up a large part of Arizona’s tourism industry and is an important part of the Arizona economy.

The industries in **orange** reflect those that were not as resilient as the statewide average during the most recent recession as well as those that are not projected to grow as much as the statewide average over the next 10 years.

For the purposes of this report, those industries in **blue** are identified as the target industries (i.e., healthcare, professional and business services, construction, financial activities, and manufacturing). A more detailed analysis of the occupational demand and workforce requirements is conducted in subsequent sections to help to inform policy decisions and clarify the role that educational attainment will have on Arizona’s economic growth throughout the next decade and beyond.

**Figure 16: Employment Change and Projected Growth in Arizona by Industry**



Source: Arizona Office of Economic Opportunity; U.S. Bureau of Labor Statistics; Rounds Consulting Group, Inc.



## Workforce Requirements for Select Target Industries

The target industries for continued development are identified as those depicted in blue from Figure 16 (i.e., the healthcare, professional and business services, construction, financial activities, and manufacturing industries). The workforce demand, characteristics and educational requirements are profiled below.

Each profile will provide insight into the number of jobs that are expected to be demanded annually in these industries, the educational requirements necessary to enter the jobs, as well as the characteristics of the occupations that are projected to experience the most growth in each industry over the next 10 years.

Regarding the overall employment base, projections from the state estimate that employment in Arizona is expected to grow by 2.2% per year on average over the next 10 years. This exceeds the national average for employment growth, which is estimated to grow at an average of 0.7% per year over the next 10 years.

While Arizona has strong employment, realizing this level of growth is not a certainty. This baseline projection (i.e., 2.2% average annual growth) should be considered the benchmark, and Arizona will need to continue to enhance workforce development, beginning with enhancing educational attainment, if the state is going to meet these values.

Figure 17 displays Arizona's projected employment growth over the next 10 years. This projection can be considered the benchmark projection for the Arizona economy. However, reaching this level of growth is not a certainty. Without continued workforce development efforts and investments in education, Arizona can fall short of this projection. Ensuring a sufficient qualified workforce is a key risk of not realizing the projected growth.

*Note: To illustrate the impact of not reaching the benchmark projection, a pessimistic and worst-case growth scenario was included. Each scenario represents a loss of significant economic activity for the Arizona economy. The pessimistic scenario supposes that employment slows by 25% of the benchmark level. The worst-case scenario supposes that employment slows by 50.0%.*

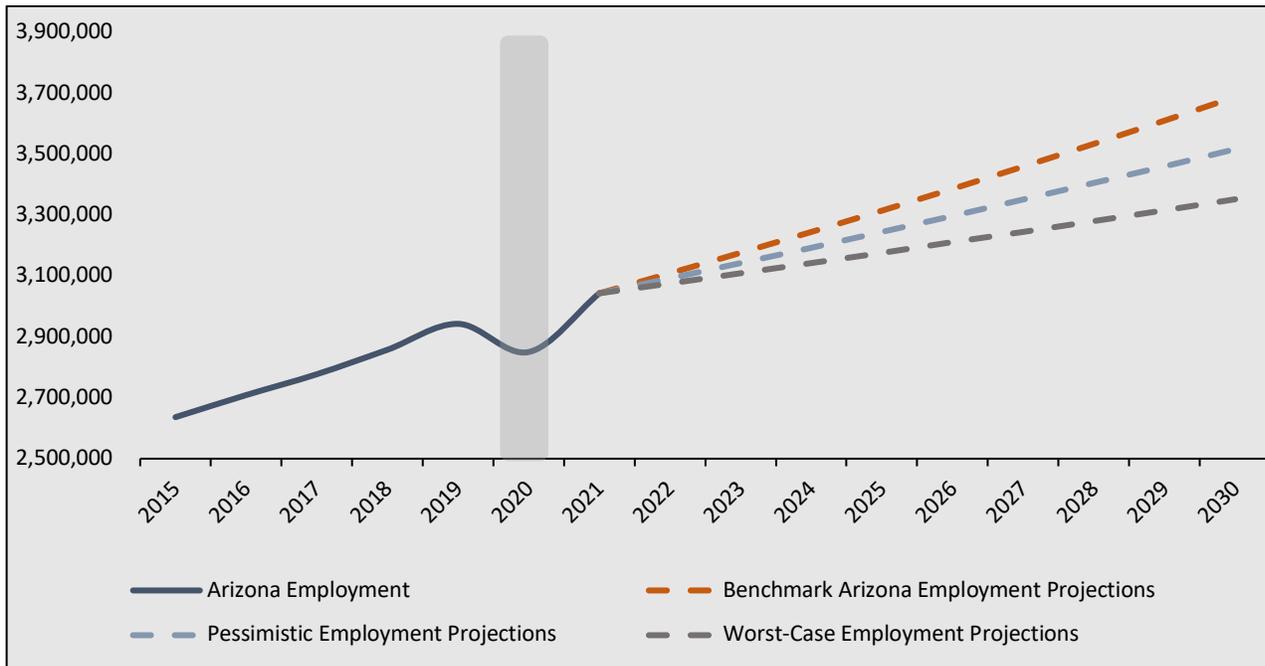
For context on how these scenarios impact the economy, consider the following. If employment growth slows by 25% and only grows at 1.6% per year on average instead of the benchmark projection of 2.2%, in 10 years there will be approximately 182,000 fewer jobs than the benchmark projection. These jobs represent a loss of \$17.6B in economic output and \$950.8M in state and local tax revenues that will not be collected each year.

The worst-case employment projection depicts a scenario in which Arizona employment grows at 1.1% per year on average over the next 10 years. Under this scenario, there would be approximately 355,500 fewer jobs, \$34.4B in lost economic output and \$1.9B in lost annual tax revenues, compared to the benchmark scenario.

It is important that policymakers and educational leaders understand that even with strong growth expectations, it will take a continued effort to meet those expectations, and there are significant economic consequences to not meeting the benchmark projection.



Figure 17: Arizona Benchmark, Pessimistic and Worst-Case Employment Projections



Note: Gray bars represent recession periods.

Source: Arizona Office of Economic Opportunity; U.S. Bureau of Labor Statistics

## Additional Detail - Healthcare Industry

A strong healthcare industry promotes both the economic and physical health of the state and should be considered a focus for workforce development due to its resiliency against employment declines and strong projected growth.

The healthcare industry performed well compared to Arizona during the most recent recession period. Employment in the healthcare industry declined 8.4%; however, as of November 2021, the industry has recovered 110.0% of the jobs that were lost. This indicates a relatively strong level of resilience compared to the state.

Additionally, the industry is expected to significantly outpace the state in employment growth over the next 10 years. The OEO estimates that employment in the healthcare industry will grow by 48.3% over the next 10 years and employ nearly 492,100 people in Arizona.

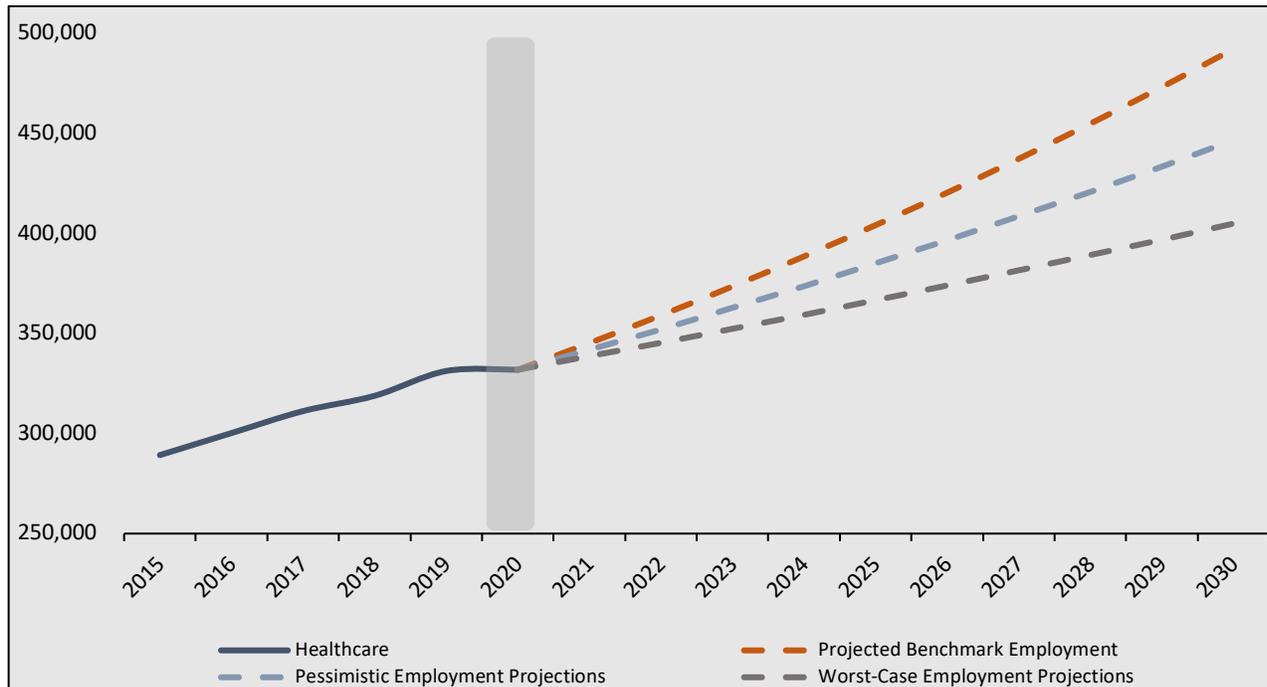
Figure 18 displays the benchmark employment projection for the healthcare industry, which estimates that industry employment will grow at an average rate of 4.0% per year over the next 10 years. It also illustrates two growth scenarios in which employment growth underperforms the benchmark rate by 25.0%, and by 50.0%.

If Arizona is unable to meet the projected employment demand and the projected growth rate (i.e., the pessimistic scenario), leading to employment growth of 3.0% per year on average, there will be 45,500 fewer healthcare jobs compared to the benchmark projections. These jobs represent \$3.4B in lost annual economic activity and \$234.7M in annual state and local tax revenues that would not be collected.



Under the worst-case scenario, employment in the healthcare industry grows at only 2.0% per year on average. This would be 87,200 fewer healthcare jobs, \$6.5B in lost economic activity and \$449.9M in annual tax revenues not collected. This demonstrates the need to continue efforts for workforce development in the healthcare industry.

**Figure 18: Arizona Healthcare Employment Projections**



Note: Gray bars represent recession periods.

Source: Arizona Office of Economic Opportunity; U.S. Bureau of Labor Statistics

The recession in 2020 demonstrated how critical a stable healthcare workforce is and also revealed an industry trend that is likely to impact future workforce needs. Workforce shortages throughout the industry have forced workers to take on new responsibilities regarding patient care.

As demand for healthcare services has increased, a shift in responsibilities within the workforce has occurred. For example, patient care responsibilities at healthcare facilities are increasingly being handled by support staff, with the physicians assuming a more managerial and supervisory role.<sup>18</sup> This trend presents an opportunity for workforce expansion.

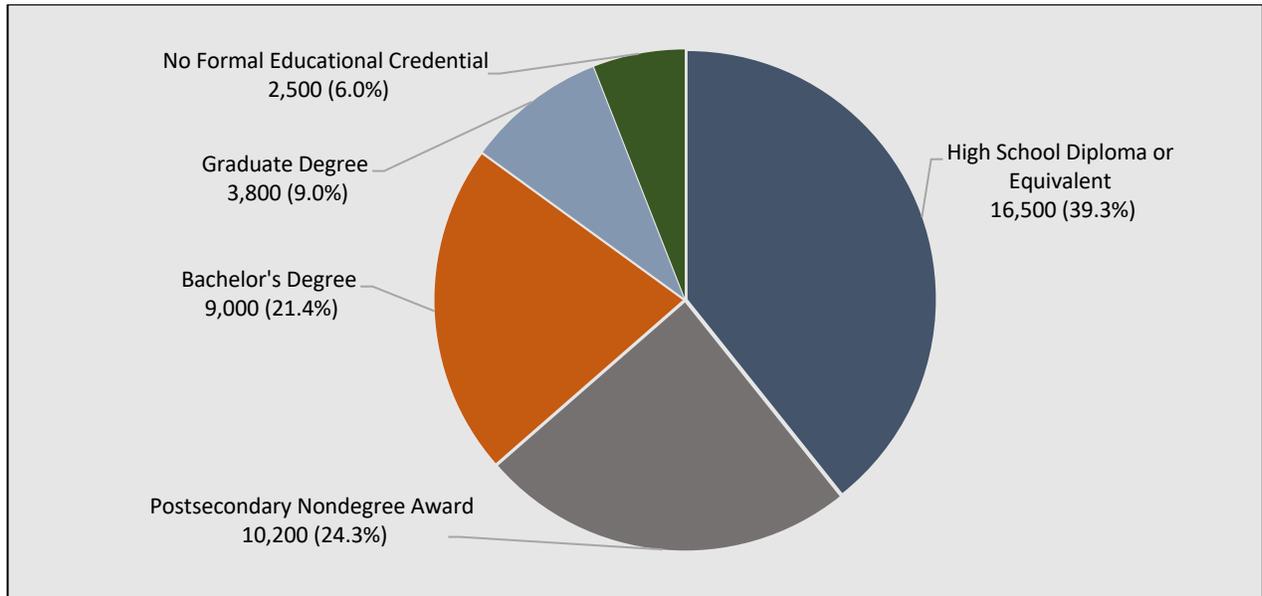
Relative to the other target industries, the healthcare industry will demand a workforce that requires a higher level of education. For example, in the base projection, 9,000 annual healthcare jobs open in Arizona that require a bachelor's degree and 3,800 jobs require a graduate degree. This represents approximately 30.4% of the 42,000 total available healthcare job openings.

Approximately 16,500 (39.3%) of the jobs will require a high school diploma, 2,500 (6.0%) jobs will require no education, and 10,200 (24.3%) jobs will require a postsecondary award (Figure 19).

<sup>18</sup> The Brookings Institute: Engelberg Center for Health Care Reform. (<https://www.brookings.edu/wp-content/uploads/2016/06/FINAL-Hitachi-Toolkit-32014-1.pdf>)



**Figure 19: Annual Arizona Job Openings in the Healthcare Industry by Education Needed**



Note: Arizona job openings are created by people exiting the labor force, transferring to another occupation, and from overall growth.  
 Source: U.S. Bureau of Labor Statistics; Arizona Office of Economic Opportunity

As previously discussed, healthcare support and technical occupations are carrying an increasing amount of patient care responsibility. These include nursing assistants, physician assistants, and medical assistants, among others. This additional work is commanding higher wages and these above average wages are driving high demand for these jobs.

This is likely to be beneficial for the industry in the long run as these jobs have a lower educational requirement relative to the jobs that previously carried the responsibility for patient care (i.e., physicians, registered nurses, nurse practitioners, etc.) but pay a higher wage than the statewide median.

Occupation Title	2020 Arizona Employment	10-Year Growth Rate	Median Wage*	Educational Attainment Needed for Entry
Physician Assistants	2,500	57.6%	\$116,000	Master's degree
Occupational Therapy Assistants	1,100	57.6%	\$67,600	Associate degree
Nurse Practitioners	4,800	54.5%	\$115,900	Master's degree
Respiratory Therapists	3,400	51.9%	\$60,200	Associate degree
Mental Health Counselors	6,200	47.8%	\$46,500	Bachelor's degree
<b>Arizona Total</b>	<b>2,835,100</b>	<b>17.6%</b>	<b>\$40,300</b>	-

\*Represents the median wage earned in Arizona for each occupation in 2020.  
 Source: Arizona Office of Economic Opportunity; U.S. Bureau of Labor Statistics



## Additional Detail - Construction Industry

While the construction industry performed poorly during the Great Recession, strong population and employment growth during the expansion period that followed has supported the industry during the most recent recession.

Employment in the construction industry declined just 3.7% during the most recent recession. Growth in the construction industry is expected to outpace that of Arizona's total employment over the next 10 years.

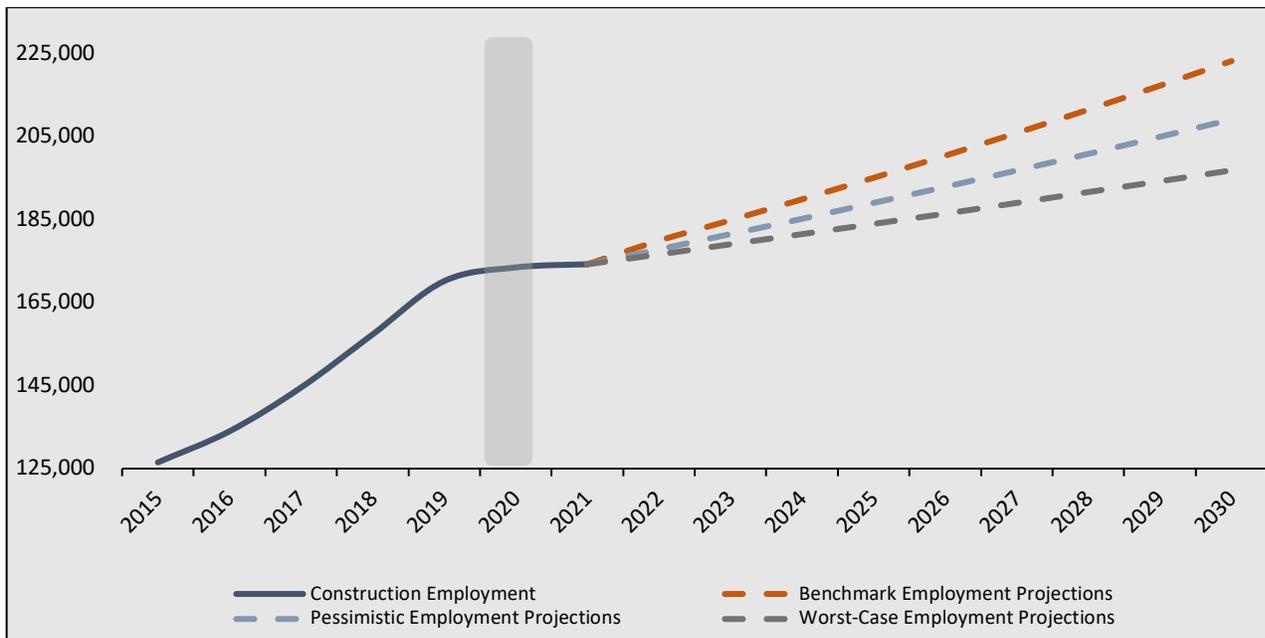
Construction employment in Arizona is projected to grow on average 2.7% per year and employ nearly 227,000 individuals in 10 years. This compares to the projected statewide average employment growth rate of 2.2% per year over the same time period.

Figure 20 illustrates the construction industry's projected employment and two different growth scenarios. A scenario in which employment growth underperforms the benchmark rate by 25.0% (i.e., an average rate of 2.0% per year), and by 50.0% (i.e., an average rate of 1.4% per year).

If Arizona is unable to meet the projected employment demand and employment growth slows to 2.0% per year on average (i.e., the pessimistic scenario), there will be 14,600 fewer construction jobs compared to the benchmark projections. The opportunity cost of these fewer jobs equals \$2.3B in lost economic activity and \$83.2M in lost state and local tax revenues each year.

Under the worst-case scenario, employment in the construction industry increases 1.4% per year on average. This equates to 28,400 fewer construction jobs, representing a loss of \$4.5B in economic activity and \$161.8M in tax revenues annually, compared to the benchmark projections.

Figure 20: Arizona Construction Industry Employment Projections



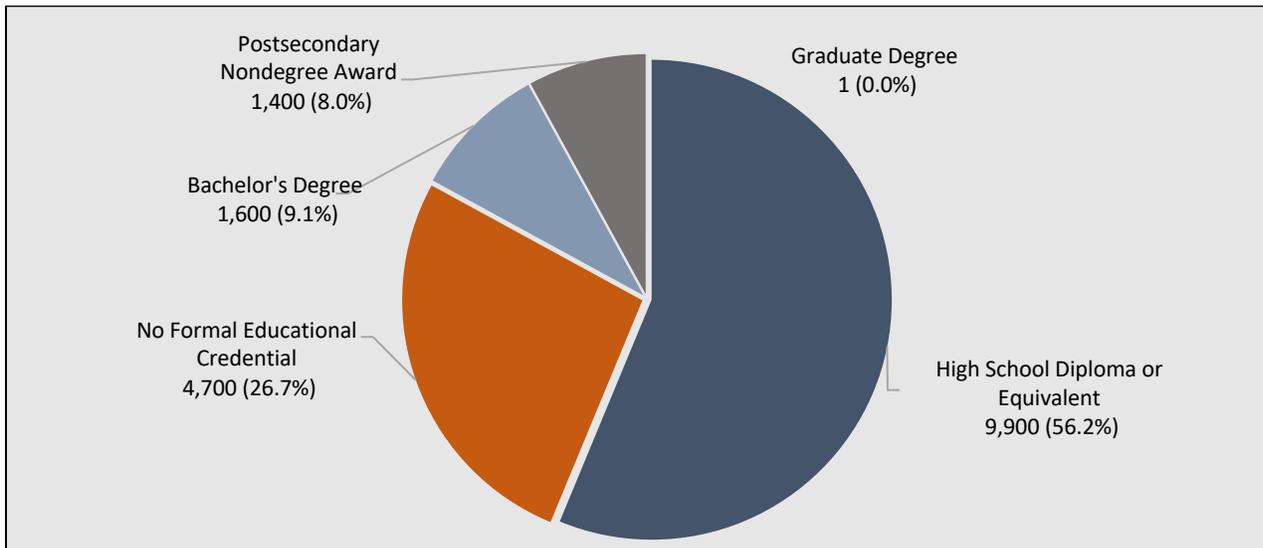
Note: Gray bars represent recession periods.

Source: Arizona Office of Economic Opportunity; U.S. Bureau of Labor Statistics



In total, there will be 17,600 construction job openings each year over the next 10 years. Approximately 26.7% (i.e., 4,700 job openings) will require no formal education credentials, 56.2% (i.e., 9,900 job openings) will require a high school diploma, and 8.0% (i.e., 1,400 job openings) will require a postsecondary award.

**Figure 21: Annual Arizona Jobs Openings in the Construction Industry by Education Needed**



Note: Arizona job openings are created by people exiting the labor force, transferring to another occupation, and from overall growth.  
Source: U.S. Bureau of Labor Statistics; Arizona Office of Economic Opportunity

The following table displays the construction occupations with the highest projected rate of growth. The solar industry is driving the demand for solar panel installers. These jobs are expected to grow by 65.5% over the next 10 years. These jobs earn a median wage of \$48,312 and require a high school diploma for entry.

Industrial truck drivers and tractor operators will also be in high demand. Employment in these jobs is expected to grow by 48.8% over the next 10 years and does not require any formal educational credential for entry. However, the median wage for these jobs is lower than the statewide median wage level.

Table 5: Construction Industry Occupations in High Demand				
Occupation Title	2020 Arizona Employment	10-Year Growth Rate	Median Wage*	Educational Attainment Needed for Entry
Solar Photovoltaic Installers	190	65.5%	\$48,312	High school diploma or equivalent
Industrial Truck/Tractor Operators	10,910	48.8%	\$36,818	No formal educational credential
Plumber Apprentice	970	32.5%	\$33,284	High school diploma or equivalent
Carpenter Apprentice	480	29.2%	\$36,007	No formal educational credential
HVAC/Refrigeration Mechanics & Installers	10,000	28.3%	\$46,437	Postsecondary nondegree award
Arizona Total	2,835,110	17.6%	\$40,257	-

\*Represents the median wage earned in Arizona for each occupation in 2020.  
Source: Arizona Office of Economic Opportunity; U.S. Bureau of Labor Statistics



## Additional Detail - Professional and Business Services Industry

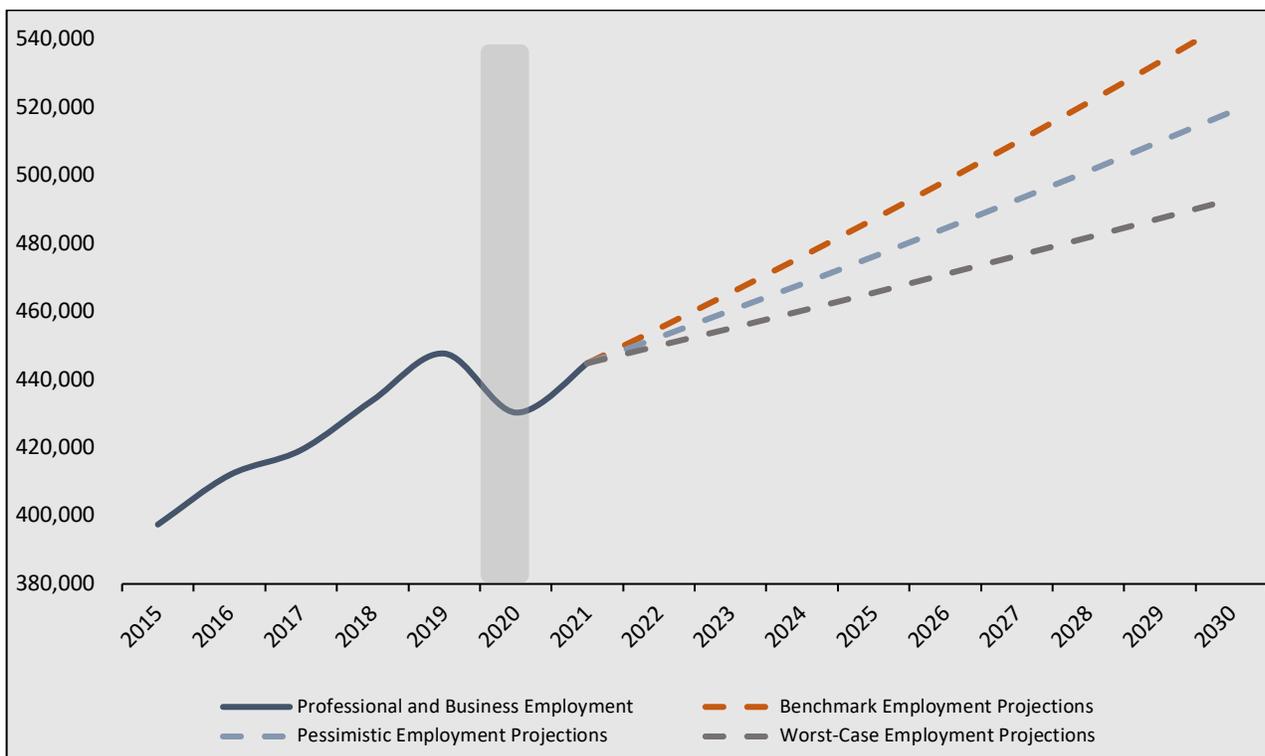
The professional and business services industry performed well relative to overall employment in Arizona during the most recent recession. Professional and business services employment declined by 8.4%, compared to an 11.1% decline in overall employment. The industry has recovered 1.09 jobs for each job lost during the most recent recession, while total employment has recovered 1.01 jobs for each job recovered in Arizona as of November 2021.

The industry is expected to grow by 25.5% over the next 10 years, or 2.3% per year on average, and employ nearly 540,100 people. This compares to the overall employment growth in Arizona of 2.2% per year, on average. Figure 22 displays the benchmark employment projection (i.e., an average growth rate of 2.2% per year) for the professional and business services industry as well as two growth scenarios in which employment growth underperforms the benchmark rate by 25.0%, (i.e., an average growth rate of 1.7% per year) and by 50.0% (i.e., an average growth rate of 1.1% per year).

If Arizona is unable to meet the projected employment demand and employment grows at 1.7% per year on average (i.e., the pessimistic scenario), there will be 29,600 fewer professional and business services jobs compared to the benchmark projections. The loss of these jobs equals a loss of \$3.3B in economic activity and \$178.0M in tax revenues.

Under the worst-case scenario, employment in the professional and business services industry grows at 1.1% per year on average. This would be 57,700 fewer jobs than the benchmark projections, representing \$6.3B in lost economic activity and \$347.0M in lost state and local tax revenues.

Figure 22: Arizona Professional and Business Services Industry Employment Projections



Note: Gray bars represent recession periods.

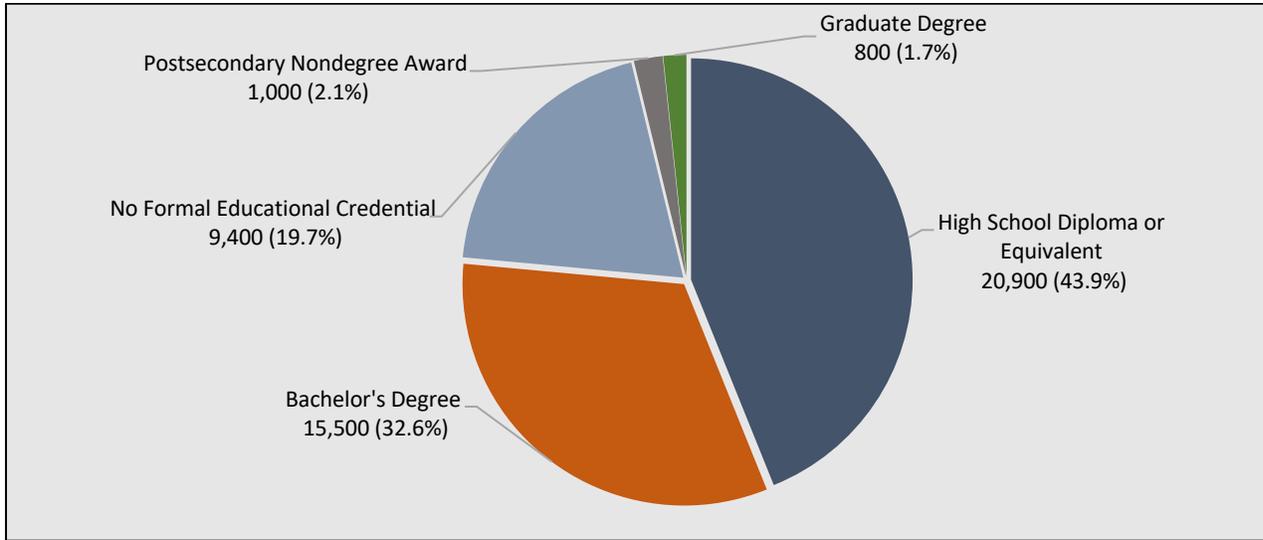
Source: Arizona Office of Economic Opportunity; U.S. Bureau of Labor Statistics



A bachelor’s degree will be required for entry to approximately 15,500, or 32.6% of the jobs that will be available annually, and a graduate degree will be necessary for a projected 800 (1.7%) annual job openings.

Jobs demanded in the professional and business services industry further include 9,400 job openings annually that do not require a formal education certificate representing 19.7% of the 47,600 total openings, and 20,900 (43.9%) jobs that require a high school diploma.

**Figure 23: Annual Arizona Job Openings in the Prof. and Business Services Industry by Education Needed**



Note: Arizona job openings are created by people exiting the labor force, transferring to another occupation, and from overall growth.  
Source: U.S. Bureau of Labor Statistics; Arizona Office of Economic Opportunity

Table 6 displays the occupations in the professional and business services industry that will be in the highest demand over the next decade. Understanding the industry needs will help guide development efforts. The demand for veterinarians in Arizona is strong, with projected employment growing by 38.4% over the next 10 years. These jobs earned a median wage of \$99,600 in 2020. Paralegals and legal assistants are expected to grow by 29.0% over the next 10 years. These jobs require an associate degree for entry and earned a median wage of \$51,600, above the statewide median of \$40,300 in 2020.

Table 6: Professional and Business Services Industry Occupations in High Demand				
Occupation Title	2020 Arizona Employment	10-Year Growth Rate	Median Wage*	Educational Attainment Needed for Entry
Veterinarians	1,400	38.4%	\$99,600	Doctoral or professional degree
Paralegals and Legal Assistants	7,500	29.0%	\$51,600	Associate degree
Computer Network Architects	4,000	23.3%	\$107,900	Bachelor’s degree
Environmental Engineers	1,300	18.8%	\$89,000	Bachelor’s degree
Computer Programmers	2,400	17.2%	\$89,700	Bachelor's degree
Arizona Total	2,835,100	17.6%	\$40,300	-

\*Represents the median wage earned in Arizona for each occupation in 2020.

Source: Arizona Office of Economic Opportunity; U.S. Bureau of Labor Statistics



## Additional Detail - Financial Activities

The financial activities industry experienced a 2.0% decline in employment during the most recent recession and approximately 1.17% of the jobs have been recovered, as of December 2021. Financial activities employment in Arizona is expected to grow by 21.4% to 282,000 jobs over the next 10 years, outpacing total employment growth statewide.

Figure 24 displays the baseline employment projection for the financial activities industry, which estimates that industry employment will grow at an average rate of 2.0% per year over the next 10 years. It also shows two growth scenarios in which employment growth underperforms the benchmark rate by 25.0%, an average rate of 1.5% per year, and by 50.0%, an average rate of 1.0% per year.

If Arizona is unable to meet the projected employment demand and employment grows at 1.5% per year on average, there will be 13,200 fewer financial activities jobs compared to the benchmark projections. The opportunity cost of the fewer jobs equals a loss of \$2.7B in economic activity and a loss of \$90.5M in tax revenues.

Under the worst-case scenario, employment in the financial activities industry grows at 1.0% per year on average. This would be 25,900 fewer jobs than the benchmark, representing a loss of \$5.2B in economic activity and \$177.6M in state and local tax revenues each year.

Figure 24: Arizona Financial Activities Employment Projections



Note: Gray bars represent recession periods.

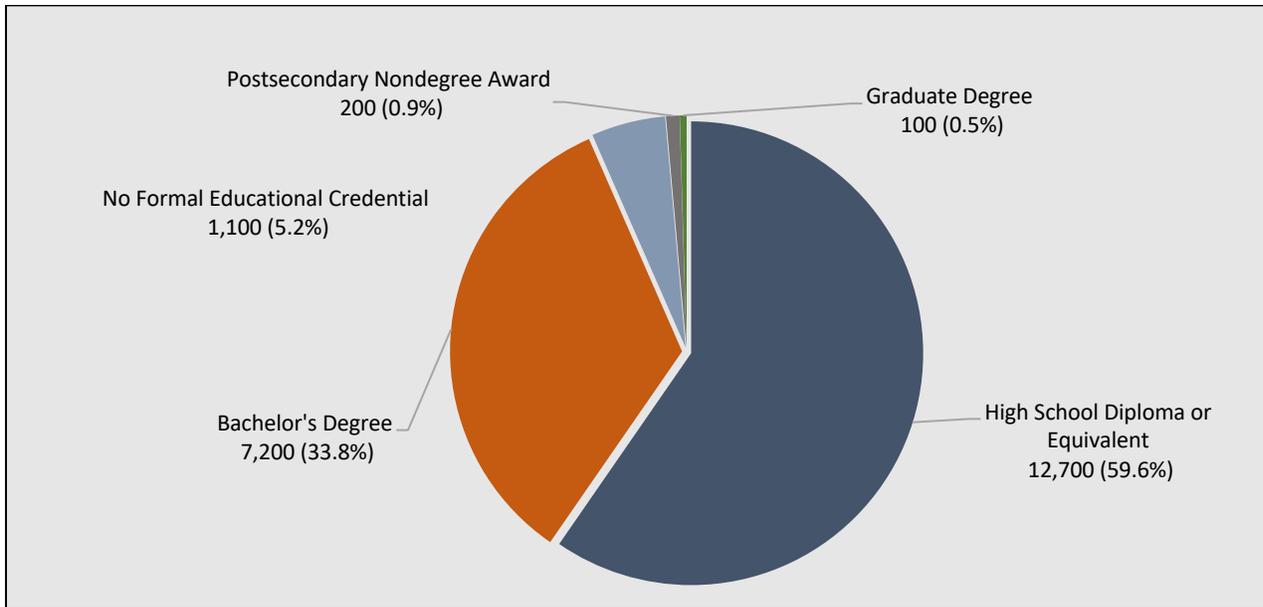
Source: Arizona Office of Economic Opportunity; U.S. Bureau of Labor Statistics



Over the next 10 years, there will be an average of 21,300 job openings per year in the financial activities industry. Of the total workforce demanded, 34.3% will require at least a bachelor’s degree for entry (i.e., 33.8% will require a bachelor’s degree and 0.5% will require a graduate degree).

This compares to the 12,700 (59.6%) jobs that will require a high school diploma, 1,100 (5.2%) annual jobs that require less than a high school diploma, and 200 (0.9%) jobs that require a postsecondary award (Figure 25).

**Figure 25: Annual Arizona Job Openings in the Financial Activities Industry by Education Needed**



Note: Arizona job openings are created by people exiting the labor force, transferring to another occupation, and from overall growth.  
Source: U.S. Bureau of Labor Statistics; Arizona Office of Economic Opportunity

Table 7 summarizes the occupations in the financial activities industry with the highest projected rates of growth. Employment for actuaries and financial managers is expected to grow by 35.1% and 33.2%, respectively. In 2020, actuaries in Arizona earned a median wage of \$101,000, while financial managers earned a median wage of \$117,000. This is compared to the Arizona median wage earned in 2020 of \$40,300.

Table 7: Financial Activities Industry Occupations in High Demand				
Occupation Title	2020 Arizona Employment	10-Year Growth Rate in Arizona	Median Wage*	Educational Attainment Needed for Entry
Actuaries	140	35.1%	\$101,000	Bachelor’s degree
Financial managers	12,300	33.2%	\$117,000	Bachelor’s degree
Insurance sales agents	7,700	32.1%	\$51,000	High school diploma or equivalent
Loan officers	6,700	28.4%	\$43,900	High school diploma or equivalent
Insurance appraisers	1,300	26.8%	\$60,800	Postsecondary nondegree award
<b>Arizona Total</b>	<b>2,835,100</b>	<b>17.6%</b>	<b>\$40,300</b>	-

\*Represents the median wage earned in Arizona for each occupation in 2020.  
Source: Arizona Office of Economic Opportunity; U.S. Bureau of Labor Statistics



## Additional Detail - Manufacturing Industry

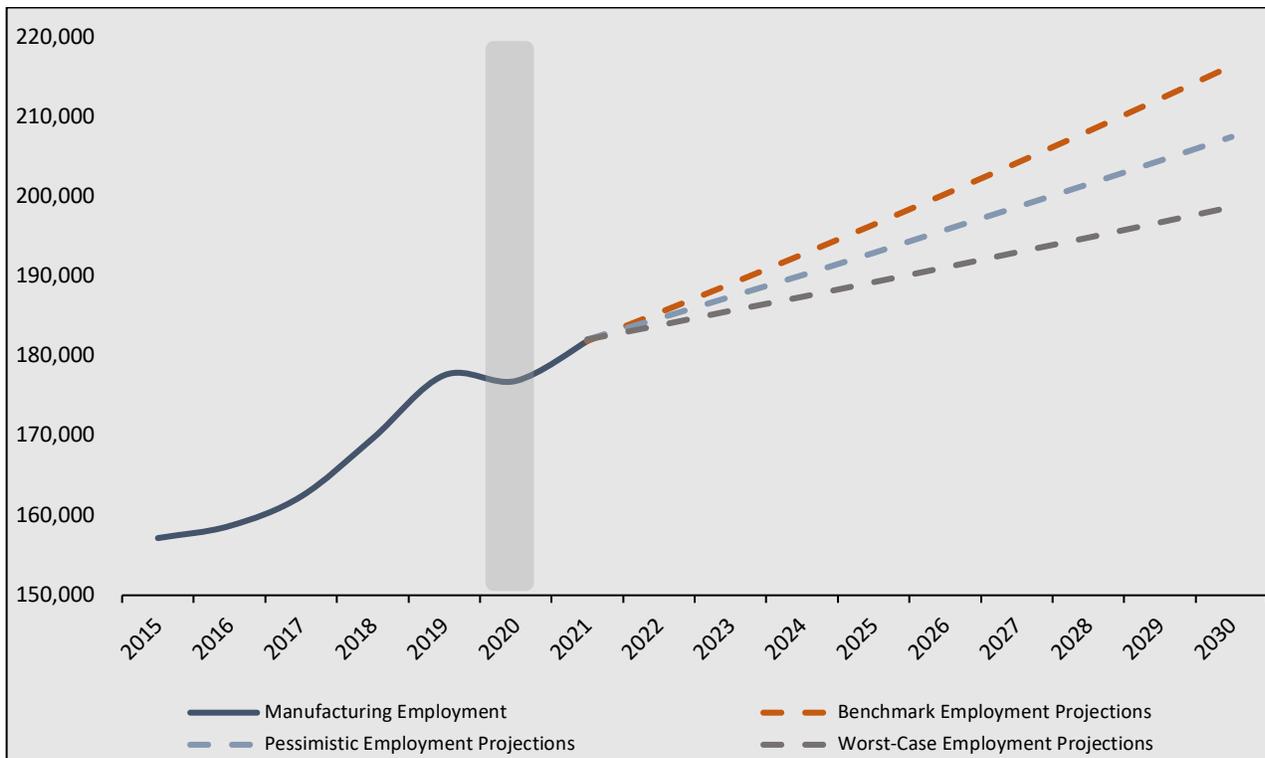
The manufacturing industry had a strong performance compared to the overall Arizona economy during the most recent recession. Manufacturing employment in Arizona declined 4.0% compared to an 11.1% decline in overall employment in Arizona. Since then, manufacturing employment has recovered 1.14 jobs for each job lost. This is a slightly higher recovery ratio than employment in Arizona as a whole, which has recovered 1.01 jobs for each job lost as of December 2021.

Figure 26 displays the benchmark employment projection for the manufacturing industry, which estimates that industry employment will grow at an average rate of 1.9% per year over the next 10 years. The chart also displays two growth scenarios in which employment growth underperforms the benchmark rate by 25.0% (i.e., the pessimistic scenario) and by 50.0% (i.e., the worst-case scenario).

If Arizona is unable to meet the projected employment demand and manufacturing employment grows at 1.4% per year on average (i.e., the pessimistic scenario), there will be 8,900 fewer jobs compared to the benchmark projections. These jobs represent a loss of \$2.9B in economic activity and \$71.7M in state and local tax revenues that would not be collected, compared to the benchmark projections.

Under the worst-case scenario, employment in the manufacturing industry grows at 1.0% per year on average. This would be 17,700 fewer jobs, equaling a loss of \$5.9B in economic activity and \$142.1M in tax revenues annually.

**Figure 26: Arizona Manufacturing Employment Projections**



Note: Gray bars represent recession periods.

Source: Arizona Office of Economic Opportunity; U.S. Bureau of Labor Statistics

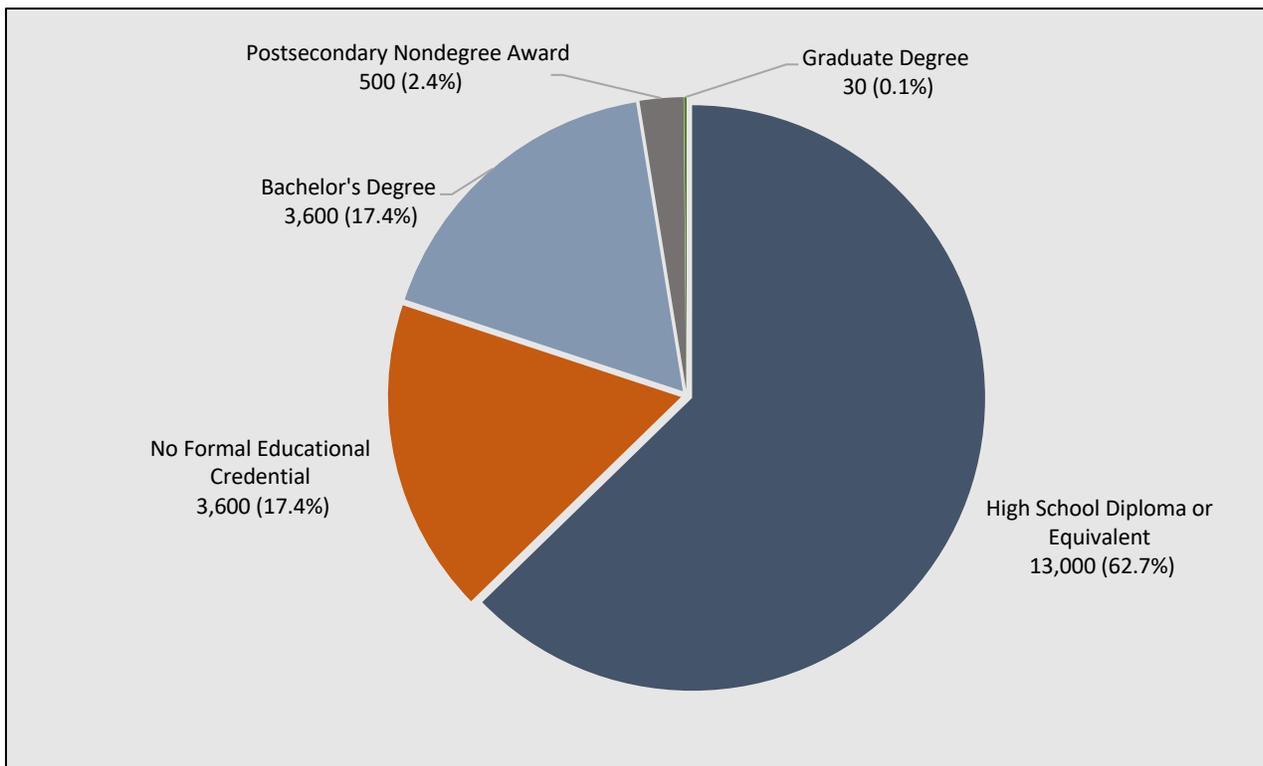


However, this is likely a conservative growth estimate. The most recent recession in 2020 exposed weaknesses in the national manufacturing industry. One such weakness was the size and complexity of the industry’s supply-chain ecosystem. To correct these weaknesses, an industry-wide shift towards localized production is likely.<sup>19</sup>

This shift will impact the Arizona economy by encouraging firms to strengthen local and regional operations, enhancing employment growth beyond current projections. These changes and industry trends will create opportunities to enhance Arizona’s competitive position related to attracting additional manufacturing businesses and advancing economic growth.

The workforce demanded by the Arizona manufacturing industry annually includes 3,600 jobs (i.e., 17.4%) that require a bachelor’s degree, 13,000 jobs (i.e., 62.7%) that require a high school diploma, 3,600 jobs (i.e., 17.4%) that have no formal education requirement, 500 jobs (i.e., 2.4%) that require a postsecondary certification, and 30 jobs (0.1%) that require a graduate degree.

**Figure 27: Annual Arizona Job Openings in the Manufacturing Industry by Education Needed**



Note: Arizona job openings are created by people exiting the labor force, transferring to another occupation, and from overall growth.  
Source: U.S. Bureau of Labor Statistics; Arizona Office of Economic Opportunity

While much of the projected job openings in the manufacturing industry do not require higher education, the jobs with the highest projected growth earn median wages that are higher than the Arizona median wage. This makes them a target for workforce development and enhancement.

Employment for computer-controlled tool programmers is projected to grow by 27.0% over the next 10 years. In 2020, those in this occupation earned a median wage of \$62,200, compared to the statewide median wage of

<sup>19</sup> Deloitte 2021 Manufacturing Industry Outlook (<https://www2.deloitte.com/content/dam/Deloitte/us/Documents/energy-resources/us-2021-manufacturing-industry-outlook.pdf>)



\$40,300. Jobs for industrial machinery mechanics are projected to grow by 22.6%. Those in this occupation earned a median wage of \$55,500 in 2020 in Arizona.

Table 8 displays the 2020 employment level, the growth rate, median wage and minimum educational requirement for entry for select jobs that are projected to experience the most growth over the next 10 years.

Table 8: Manufacturing Industry Occupations in High Demand				
Occupation Title	2020 Arizona Employment	10-Year Growth Rate	Median Wage	Educational Attainment Needed for Entry
Computer controlled tool programmers	300	27.0%	\$62,200	Postsecondary nondegree award
Industrial machinery mechanics	4,000	22.6%	\$55,500	High school diploma or equivalent
Industrial engineering technicians	1,400	21.2%	\$61,300	Associate degree
Millwrights	300	17.0%	\$72,500	High school diploma or equivalent
Industrial engineers	6,400	14.7%	\$96,000	Bachelor's degree
Arizona Total	2,835,100	17.6%	\$40,300	-

\*Represents the median wage earned in Arizona for each occupation in 2020.  
 Source: Arizona Office of Economic Opportunity; U.S. Bureau of Labor Statistics



## Conclusion

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First and foremost, Arizona has yet to reach its full potential and opportunities for further economic enhancement exist. A review of Arizona's economic performance over the last two decades reveals that the business cycle in the state has typically outperformed the rest of the U.S. during times of economic expansion and contraction.

Arizona's economy grew more than the national average during economic expansions and declined less during times of recession. This has been true for growth in population, employment, gross state product, and personal income. This relative overall stability has been the case during every recession over the last 50 years, with the exception of the Great Recession of 2008, when the economic decline was more severe in Arizona than in most other states.

Despite this resiliency, Arizona continues to lag behind the National Economy in quality economic measures and its future growth is at risk due to educational attainment levels that do not meet economic demands. Improving educational output has a clear and measurable ROI for state and local governments.

***The key to making workforce enhancement a reality is the development of a coordinated effort among the universities, business organizations, economic development offices, and state and local policymakers.***

***This call to action is based on both quantitative and qualitative analyses and includes a review of how to best provide taxpayers with a positive ROI.***

Since the flow of students in technical schools and higher education institutions is dependent on the flow of students from K-12, additional positive ROI programs in high school will be required. With focused efforts and investment in workforce development – including postsecondary education – Arizona will be well-positioned to attract competitive industries with high relative pay and opportunity for advancement. As documented by this study, Arizona would reap a sizable economic return on its investment.

### Summary of Key Statistical Findings:

- ***The creation of higher wage jobs leads to more economic stability.*** During the most recent recession, the number of jobs in Arizona that required less than a high school diploma declined by 21.8%. This compares to the 11.4% decline in jobs that require at least a high school diploma, and the 0.2% decline in jobs that require at least a bachelor's degree.
- ***Arizona is underproducing bachelor's degrees.*** State leaders will need to support workforce initiatives at the universities, community colleges, and technical schools. Arizona will have an estimated 68,000 annual job openings that require at least a bachelor's degree from 2020-2030.<sup>20</sup> Under current conditions, there will be an annual shortage of 26,300 bachelor's degrees.

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<sup>20</sup> U.S. Bureau of Labor Statistics; Rounds Consulting Group



- **Arizona is underperforming in terms of quality growth.** The demand for bachelor’s degrees will increase significantly if Arizona is able to match the U.S. in terms of per capita GSP. This would require 165,300 new base sector jobs earning in excess of \$140,500 per year. A portion of the “multiplier” jobs would also require a bachelor’s degree. In this scenario, Arizona would need 215,600 additional bachelor’s degrees in order to reach the national level of per capita GSP.<sup>21</sup>
- **The fiscal impact of not improving is significant.** The increase in productivity related to enhanced GSP and employment counts would generate \$4.0B in new tax revenues for the state and local governments each year, far exceeding investment costs related to policy implementation.



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<sup>21</sup> U.S. Bureau of Economic Analysis; Rounds Consulting Group, Inc.



## Appendix A - Case Studies

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Developing a vibrant, successful economy does not happen by chance and requires a collaborative business plan to ensure a state is competitive and has the workforce necessary for the future.

Arizona's largest metropolitan area, the Greater Phoenix Metro Area (Phoenix MSA), is a national leader in several measures of economic growth, including population and employment growth. However, when compared to competitor metro areas, the Phoenix MSA has not been as resilient during periods of economic recessions and is lagging in measures of quality economic growth.

Since the Great Recession, PCPI and per capita GDP as a percent of the U.S. level in the Phoenix MSA have stagnated, whereas the Austin and Salt Lake MSAs have experienced upward trends in each of these metrics. The upward trends of the competitor metro areas can be attributed, in part, to favorable tax policies that have attracted a significant amount of capital investment for business development as well as the availability of a talented and educated workforce.

However, these policies alone do not account for the growth and relative position of the Austin and Salt Lake City MSAs in measures of economic quality, compared to the Phoenix MSA. Similar to the ABOR New Economy Initiative, each area has successfully implemented an education or workforce initiative that has driven high rates of educational attainment and training in high-growth and resilient industries. As a result, both of these metro areas have higher wages than the Phoenix MSA.

A review of economic resiliency and performance of the Phoenix-Mesa-Chandler Metropolitan Area (Phoenix MSA) against the Salt Lake City Metropolitan Area (Salt Lake MSA) and the Austin-Round Rock Metropolitan Area (Austin MSA) demonstrates that the Phoenix MSA has performed well during periods of economic contraction and expansion when compared to competitor metro areas. However, related to measures of quality, Phoenix MSA's economy lags behind.

### Case Studies – Phoenix MSA Compared to Select Competing Metro Areas

After a small decline in employment following the 2001 recession, the Phoenix MSA experienced the most employment growth relative to its competing metro areas. However, as discussed previously, this growth was not supported by a sound economic foundation.

As a result, employment declined 7.8% from 2008-2009 during the Great Recession. This was greater than the decline in the Salt Lake MSA, which experienced a decline of 4.8%. The Austin MSA performed the strongest during the Great Recession, declining just 2.1% from 2008-2009.

From 2010 to 2020, the Austin MSA experienced the highest employment growth of the 3 areas, followed by the Salt Lake MSA. While the Phoenix MSA lagged behind the other two metro areas in employment growth, there was a higher focus on enhancing the state's economic foundation during this period.

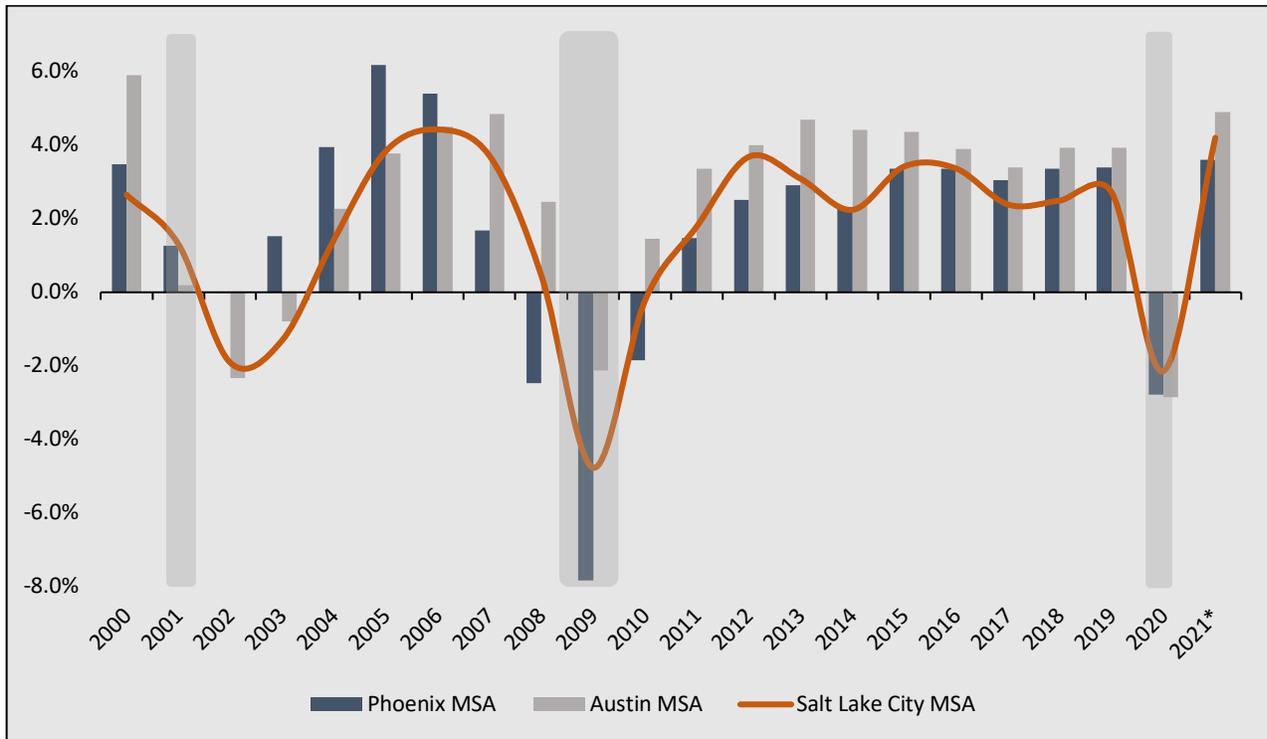
This effort was beneficial as the Phoenix MSA performed well relative to the other metros during the most recent recession. Employment declined 2.8% in the Phoenix MSA compared to 2.9% in the Austin MSA and 2.1% in the Salt Lake MSA.



As of November 2021, employment in the Phoenix MSA had grown 3.6% since 2020. This was the lowest among the metro areas. The Salt Lake MSA grew 4.2% and Austin MSA grew 4.9% during the same time period.

Overall, employment growth from 2000 to 2020 in the Phoenix MSA grew at an average annual rate of 1.5% compared to 2.3% and 1.5% in the Austin MSA and Salt Lake MSA, respectively.

Figure 28: Annual Employment Change by Metro Area



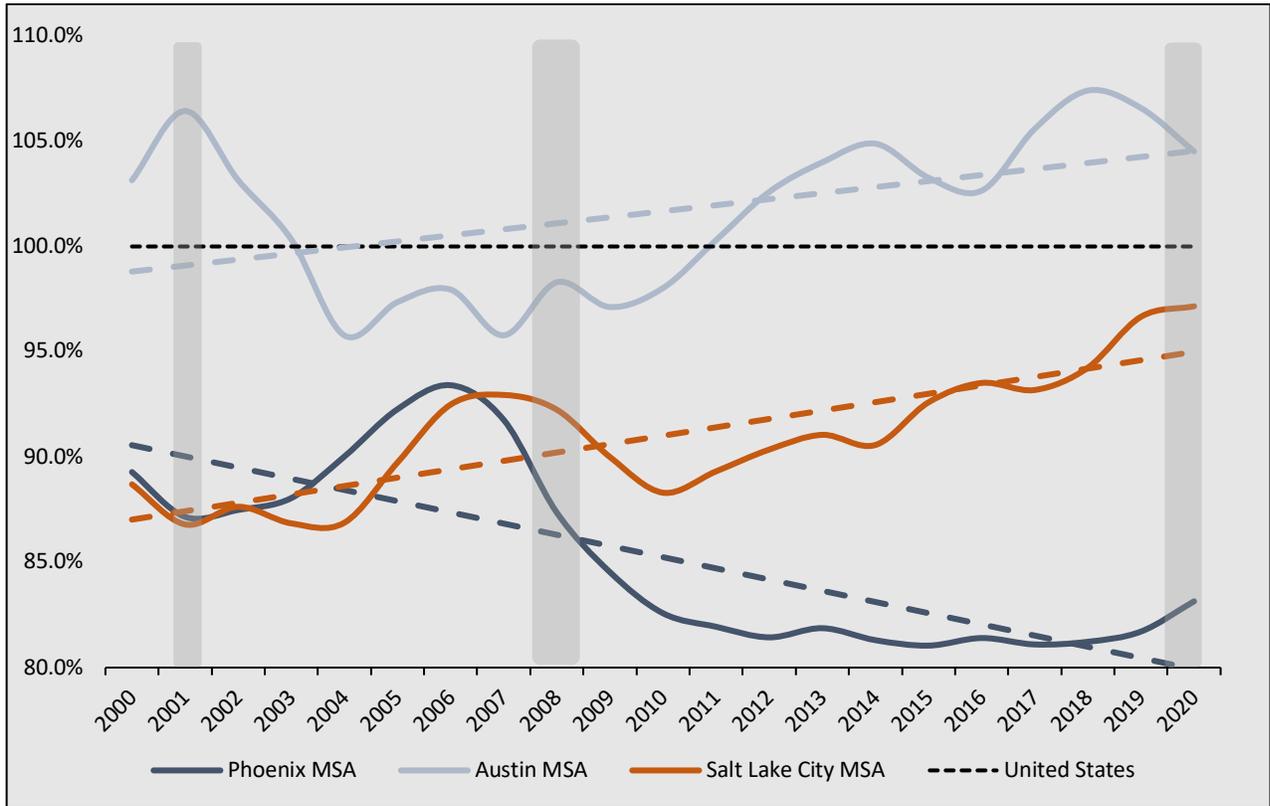
Note: Gray bars represent recession periods. \*As of November 2021.  
Source: U.S. Bureau of Labor Statistics

Quality economic growth is growth that enhances the quality of life for residents. A commonly used indicator to assess the current economic health among residents is the per capita personal income (PCPI) as a percent of the national level. If the performance of PCPI as a percent of the U.S. is increasing over time, it is an indication that the region's economy is performing well. If the trend is flat or declining, this is an indication that the economy is lagging.

The trend of PCPI in the Phoenix MSA has been declining since the Great Recession. This compares to an increasing trend for the Austin and Salt Lake MSAs.



Figure 29: PCPI as a Percent of the U.S. by Metro Area



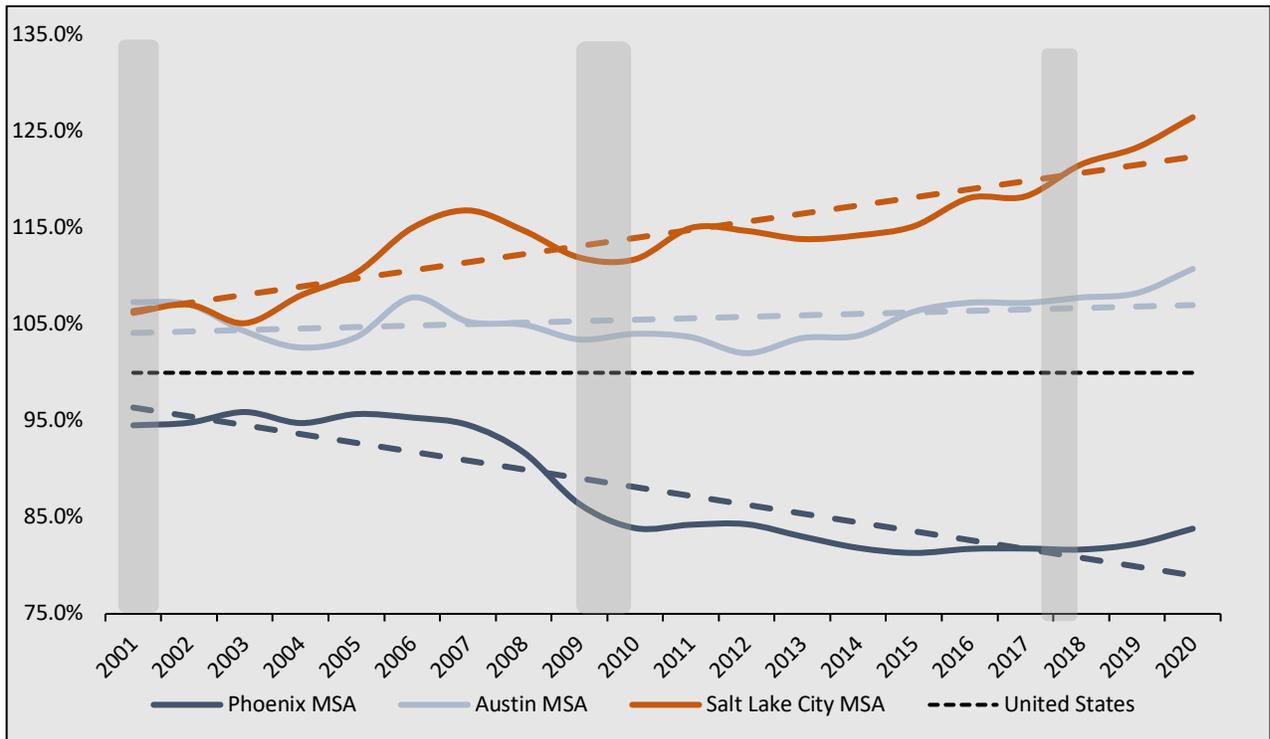
Note: Gray bars represent recession periods. PCPI is adjusted for cost of living.  
Source: U.S. Bureau of Economic Analysis; Rounds Consulting Group, Inc.

In 2020, the per capita GSP in the Phoenix MSA was 83.8% of the U.S. level. This was well below the Austin MSA and Salt Lake MSA, which each reported a per capita GSP at 126.5% and 110.8% of the U.S. level, respectively.

Of greater significance, is how the Phoenix MSA has performed over time. Since the Great Recession, per capita GSP as a percent of the U.S. in the Phoenix MSA has been trending downward from 2001-2019. Per capita GSP has remained stable in the Austin MSA and has increased in the Salt Lake MSA over the same time period.



Figure 30: Per Capita Gross State Product as a Percent of the U.S. by Metro Area



Note: Gray bars represent recession periods.

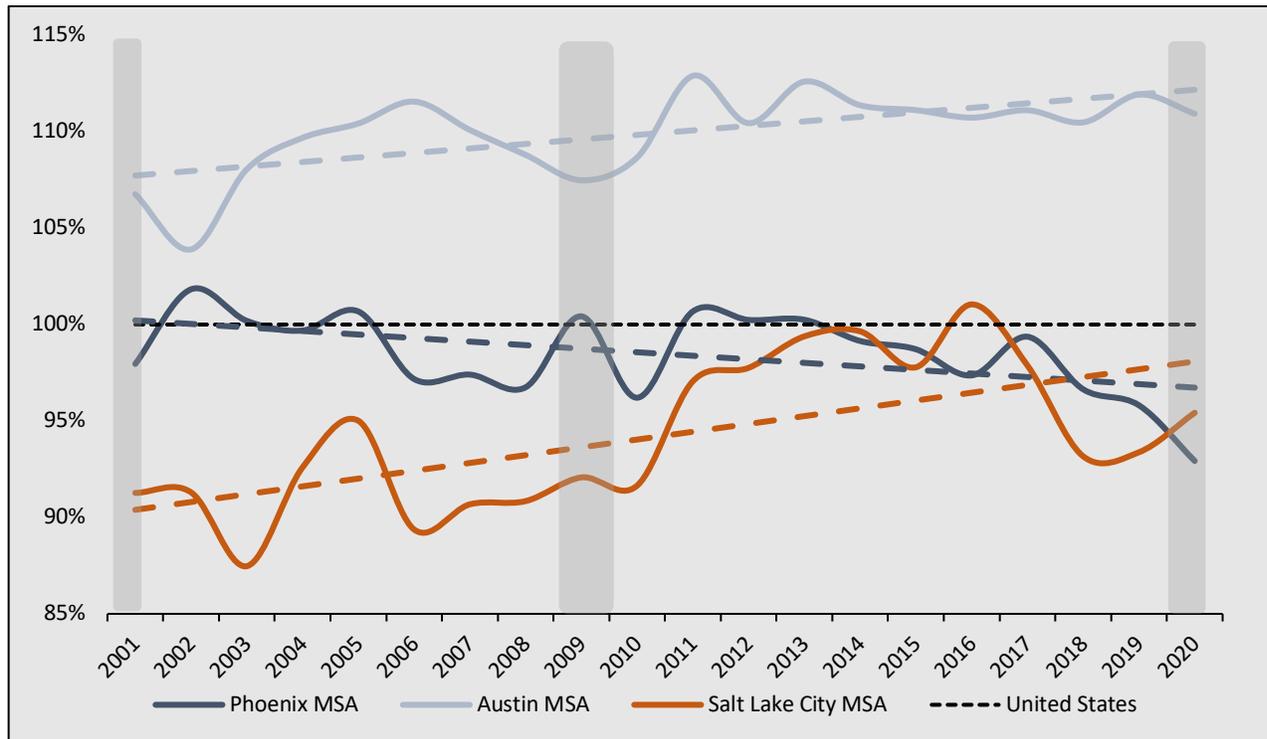
Source: U.S. Bureau Economic Analysis; Rounds Consulting Group, Inc.

An analysis of average wages provides additional context as to how despite a growing employment base, from 2001-2020 wage levels in the Phoenix MSA have declined relative to the U.S. level, when adjusted for cost of living. This is in contrast to the average wage levels in the Austin and Salt Lake MSAs, which have been trending upwards relative to the U.S. level over the same time period.

Additionally, of note is that the average wage level as a percent of the U.S. was lower at the beginning of the analysis period in the Salt Lake MSA relative to the Phoenix MSA. In 2001, the average wage level in the Phoenix MSA was 98.0% of the U.S. level. This compared to the Salt Lake MSA level which was 91.3% of the U.S. level.



Figure 31: Average Wages as a Percent of the U.S. by Metro Area



Note: Gray bars represent recession periods. Average wages are adjusted for cost of living.  
Source: U.S. Bureau of Economic Analysis; Rounds Consulting Group, Inc.

There needs to be a continued effort from policymakers and educational leaders to implement policies and programs that support an upward trend in quality metrics such as PCPI and per capita GSP in the Phoenix MSA and throughout the state.

Conducting comparative analyses can be a helpful exercise in order to identify best practices and key policies that were implemented in competitor metros that helped drive the positive economic growth in those areas.

## The Austin MSA

In recent years, the Austin MSA has secured commitments from several industry leading companies to locate or expand to the area. These include Samsung, Oracle, Google, and Tesla, among others.<sup>22</sup> These businesses will create tens of thousands of high-wage jobs in the region and continue to drive quality economic growth.

This review examines the policies, programs and initiatives that have facilitated this growth in the Austin MSA, and how to achieve similar results in the Phoenix MSA.

As previously discussed, both the Phoenix MSA and the Austin MSA have experienced significant population and employment growth over the last decade. From 2001-2020 the population in the Austin MSA has grown at an average annual rate of 3.2%. This compares to the population of the Phoenix MSA, which has grown by 2.3% per year, on average over the same time period. For perspective, the population growth among all metro areas nationwide grew by 0.9% per year, on average.

<sup>22</sup> Austin Chamber (<https://www.austinchamber.com/economic-development/business-climate/relocations-expansions#block-2>)



Despite the economic base in both metro areas exceeding the national level, the performance of the Austin MSA in measures of economic quality (i.e., PCPI, per capita GSP, and average wages) has exceeded that of the Phoenix MSA.

While there are many factors that contribute to this difference in performance over time, improving educational attainment has been critical in driving quality growth in the Austin MSA. According to the latest data from the U.S. Census Bureau, 44.8% of those living in the Austin MSA had a bachelor's degree or higher as of 2019. This compared to 31.5% of those living in the Phoenix MSA<sup>23</sup>.

A higher level of educational attainment leads to a higher quality workforce in the Austin MSA. The availability of a quality and dynamic workforce, in turn, drives business recruitment efforts that supply high-wage jobs in high-growth industries. These jobs and the subsequent increase in economic activity fuel the growth in measures of economic quality.

Community leaders and stakeholders in the Austin MSA have focused on increasing the quality of the workforce by enhancing educational attainment through targeted initiatives such as the Student Futures Project and the Direct-to-College Achievement Program (DTC70).

The Student Futures Project is a research partnership between the Ray Marshall Center, Greater Austin Chamber of Commerce, Skillpoint Alliance, and various school districts throughout the Austin MSA. The program is designed to provide insight as to what students are doing after graduating from high school and why they are making those decisions. This information can be critical in determining the most common barriers to enrollment in post-secondary education (i.e., a two-year or four-year college or trade school).

Since 2005, tens of thousands of high school seniors have participated in the program and the information gathered has helped educational leaders and policymakers identify two focus areas that have proven to improve graduation rates. These areas are completing the Texas Common Application and submitting a FAFSA application.

In order to address these target areas, the Austin MSA implemented the DTC70 program. The goal of this initiative is to enroll 70.0% of graduating high school seniors in higher education immediately following graduation. This is achieved by directly helping graduating students overcome barriers and obstacles to enrollment.<sup>24</sup>

The DTC70 initiative has been successful in increasing enrollments and is particularly beneficial for low-income students. Since 2010, direct college enrollment from students in central Texas (i.e., enrolling in higher education directly following high school graduation) increased 32.2%. Low-income students that participate in the DTC70 programs are more than three times as likely to complete a higher education program within 6-years than low-income students that do not participate in the program.<sup>25</sup>

In addition to the DTC70 program, the Austin MSA has implemented the Direct-to-Work 30 (DTW30) program. The DTW30 program specifically targets those that are not seeking direct enrollment in higher education to provide opportunities to gain a training and certification for high demand skills, followed by direct placement into the workforce in a high growth industry.

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<sup>23</sup> U.S. Census Bureau, American Community Survey 2015-2019 5-year estimates

<sup>24</sup> Austin Chamber of Commerce (<https://www.austinchamber.com/education-talent/k-12-initiatives/direct-to-college>)

<sup>25</sup> University of Texas at Austin, Ray Marshall Center, Student Futures/Chamber DTC70 Partner multi-year postsecondary enrollment outcomes 2006-2019.



## The Salt Lake MSA

Examining the economic growth of the Salt Lake MSA provides insight into how strategic education and workforce initiatives can successfully enhance quality economic growth over time.

Since 2001, the population in the Salt Lake MSA has grown at an average rate of 1.5% per year. This compares to the population in the Phoenix MSA which grew at an average annual rate of 2.3%. Employment in the Salt Lake MSA grew by 1.8% per year over the previous two decades while employment grew by 1.9% annually.

Despite their economic bases growing at a similar rate, the Salt Lake MSA has outperformed the Phoenix MSA in measures of economic quality. For each of the metrics discussed previously, the Salt Lake MSA is trending in an upward direction when compared to the U.S., over time. This indicates that PCPI, per capita GSP, and average wage levels are growing at a greater rate than the national average.

The economic performance in the Salt Lake MSA can be attributed to the successful implementation of the *Envision Utah* initiative. Envision Utah is a non-profit organization formed in 1997 that connects community, government, and business leaders with residents to engage in collaborative decision making regarding the future of the region.

This effort engaged over 400 experts and 50,000 residents to identify the elements that are most important for achieving quality growth. These elements establish a clear framework to provide context to strategic planning efforts and guide policy decisions.

The Envision Utah initiative has helped educational attainment in the Salt Lake MSA exceed that of the Phoenix MSA as well as the U.S., as of 2020. The U.S. Census Bureau estimates that 35.0% of those that are 25 years or older living in the Salt Lake MSA have a bachelor's degree or higher. This compares to 31.5% in the Phoenix MSA and 32.1% nationwide.<sup>26</sup>

In addition to educational attainment, the Envision Utah initiative has also focused efforts on identifying and preserving regional assets that are important for a high quality of life. It was determined that the outdoor recreation and tourism industries were integral parts of life.

While these industries are not significant drivers of economic resilience, they do provide numerous indirect benefits. One of these benefits is maintaining a high retention rate for university graduates in the Salt Lake MSA.

For example, in 2020, 73.7% of undergraduate students that graduated from the University of Utah in the previous year were employed in Utah.<sup>27</sup> This compares to 53.0% of undergraduate students that graduated from Arizona State University in the previous year that are employed in Arizona.<sup>28</sup>

Furthermore, as of 2020, 69.1% of those that graduated from the University of Utah with a bachelor's degree in a STEM field within the last year remained in Utah for employment.<sup>29</sup> This compares to 46.0% of those that graduated from Arizona State University with a degree in a STEM field within the last year that were employed in Arizona (2020).<sup>30</sup>

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<sup>26</sup> U.S. Census Bureau, American Community Survey 2015-2019 5-year estimates

<sup>27</sup> The University of Utah Alumni Career Outcomes (<https://careers.utah.edu/where-are-they-now/>)

<sup>28</sup> Arizona Board of Regents, 2020 Alumni Wages Report (<https://www.azregents.edu/reports-0>)

<sup>29</sup> The University of Utah Alumni Career Outcomes (<https://careers.utah.edu/where-are-they-now/>)

<sup>30</sup> Arizona Board of Regents, 2020 Alumni Wages Report (<https://www.azregents.edu/reports-0>)



As a result, the Salt Lake MSA has a large supply of highly educated workers who have a preference to remain in the region. The presence of this workforce encourages businesses in high-growth industries to locate and expand in the Salt Lake MSA and the surrounding region. The increase in business activity supports the growth of high-wage jobs which advances the performance in measures of economic quality.



## Appendix B - Job Multiplier Example

An economic impact model was developed to demonstrate how employment growth in one industry impacts employment growth in other industries. The job impact estimates by industry are based on 1,000 new high wage manufacturing jobs.

These 1,000 manufacturing jobs generate an additional 2,434 jobs throughout Arizona, for a total of 3,434 jobs. This means the example manufacturing industry has a job multiplier of 2.43 – meaning that for every 1 manufacturing job created, another 2.43 jobs are created.

The following table illustrates the industry breakdown of the secondary 2,434 jobs created from the 1,000 manufacturing jobs in Arizona.

Table 9: Job Impact by Industry	
Industry	Jobs
Primary Job Impact	1,000
Manufacturing	1,000
Secondary Job Impact	2,434
Agriculture, forestry, fishing and hunting	109
Mining, quarrying, and oil and gas extraction	38
Utilities	5
Construction	22
Manufacturing	436
Wholesale trade	18
Retail trade	362
Transportation and warehousing	157
Information	102
Finance and insurance	88
Real estate and rental and leasing	28
Professional, scientific, and technical services	35
Management of companies and enterprises	21
Administrative and support and waste management and remediation services	101
Educational services	49
Health care and social assistance	378
Arts, entertainment, and recreation	140
Accommodation and food services	89
Other services	227
Public administration	28
<b>Total Job Impact</b>	<b>3,434</b>
<b>Job Multiplier</b>	<b>2.43</b>

Source: IMPLAN; Rounds Consulting Group, Inc.



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**EXECUTIVE COMMITTEE MEETING**

Thursday, November 10, 2022

**Agenda Item #6                      Resolutions of Appreciation / Life Membership**

**Summary:**                      Resolutions of Appreciation are enclosed for action by the Executive Committee for the following:

- Mayor Sandy Moriarty of Sedona (term expires Dec 14, 2022)
- Mayor Rick Mueller, Sierra Vista (term expires Dec 31, 2022)
- Mayor Cathy Carlat of Peoria (term expires Jan 3, 2023)

Per the League Charter, the Executive Committee may designate individuals to be a Life Member of the League. By tradition, past presidents and long-term members of the League are granted Life Membership by the Executive Committee. The resolution for Past President Cathy Carlat is enclosed for action by the Executive Committee.

**Responsible Person:**      President Douglas Nicholls

**Attachments:**                Resolutions of Appreciation  
Life Member Resolution

**Action Requested:**        Approval

# **RESOLUTION OF APPRECIATION FOR SANDY MORIARTY**

A RESOLUTION EXPRESSING THE APPRECIATION OF THE EXECUTIVE COMMITTEE OF THE LEAGUE OF ARIZONA CITIES AND TOWNS TO **SANDY MORIARTY** FOR HER DEDICATED SERVICE TO LOCAL GOVERNMENT IN ARIZONA.

WHEREAS, **SANDY MORIARTY** has served the citizens of the City of Sedona as Mayor for eight years; and

WHEREAS, **SANDY MORIARTY** has provided outstanding service to the League as a member of the Executive Committee from 2019-2022; and

WHEREAS, **SANDY MORIARTY** was an active participant in League meetings and Conferences as a speaker and a presiding officer; and

WHEREAS, **SANDY MORIARTY** served on the League Resolutions Committee, and chaired League policy committees; and

WHEREAS, **SANDY MORIARTY** was actively engaged with legislators about League issues of importance to cities and towns,

NOW, THEREFORE BE IT RESOLVED, that the appreciation of the League of Arizona Cities and Towns be extended to **SANDY MORIARTY** for her dedicated service to local government in Arizona and to the League.

**RESOLUTION OF APPRECIATION FOR**  
**RICK MUELLER**

A RESOLUTION EXPRESSING THE APPRECIATION OF THE EXECUTIVE COMMITTEE OF THE LEAGUE OF ARIZONA CITIES AND TOWNS TO **RICK MUELLER** FOR HIS DEDICATED SERVICE TO LOCAL GOVERNMENT IN ARIZONA.

WHEREAS, **RICK MUELLER** has served the citizens of the City of Sierra Vista for ten years on the Council and twelve years as Mayor; and

WHEREAS, **RICK MUELLER** has provided outstanding service to the League as a member of the Executive Committee from 2011-2022; and

WHEREAS, **RICK MUELLER** was an active participant in League meetings and Conferences as a speaker and a presiding officer; and

WHEREAS, **RICK MUELLER** served on the League Resolutions Committee, the League Nominating Committee and other special League committees; and

WHEREAS, **RICK MUELLER** was actively engaged with legislators about League issues of importance to cities and towns,

NOW, THEREFORE BE IT RESOLVED, that the appreciation of the League of Arizona Cities and Towns be extended to **RICK MUELLER** for his dedicated service to local government in Arizona and to the League.

# **RESOLUTION OF APPRECIATION FOR CATHY CARLAT**

A RESOLUTION EXPRESSING THE APPRECIATION OF THE EXECUTIVE COMMITTEE OF THE LEAGUE OF ARIZONA CITIES AND TOWNS TO **CATHY CARLAT** FOR HER DEDICATED SERVICE TO LOCAL GOVERNMENT IN ARIZONA.

WHEREAS, **CATHY CARLAT** served the citizens of the City of Peoria for ten years on the Council and eight years as Mayor; and

WHEREAS, **CATHY CARLAT** has provided dedicated service to the League as a member of the Executive Committee from 2015-2022; and

WHEREAS, **CATHY CARLAT** served as an officer of the League from 2018-2022 beginning with the post of Vice President and culminating in service as President from 2020-2022; and

WHEREAS, **CATHY CARLAT** served on the League Resolutions Committee, the League Nominating Committee and other special League committees; and

WHEREAS, **CATHY CARLAT** was an active participant in League meetings and Conferences as a speaker and a presiding officer; and

WHEREAS, **CATHY CARLAT** was actively engaged with legislators about League issues of importance to cities and towns,

NOW, THEREFORE BE IT RESOLVED, that the appreciation of the League of Arizona Cities and Towns be extended to **CATHY CARLAT** for her dedicated service to local government in Arizona and to the League.

# **LIFE MEMBERSHIP RESOLUTION FOR**

## **CATHY CARLAT**

### **A RESOLUTION CONFERRING LIFE MEMBERSHIP IN THE LEAGUE OF ARIZONA CITIES AND TOWNS TO FORMER PRESIDENT CATHY CARLAT.**

WHEREAS, **CATHY CARLAT** provided outstanding leadership as President of the League from 2020-2022; and

WHEREAS, **CATHY CARLAT** began her service to the League as a member of the Executive Committee in 2015 and served as Vice President prior to assuming the office of President in 2020; and

WHEREAS, **CATHY CARLAT** served the residents of the City of Peoria for ten years on the Council and eight years as Mayor which exemplifies her dedication to local government and to her City;

NOW, THEREFORE BE IT RESOLVED that the Executive Committee bestows Life Membership in the League of Arizona Cities and Towns upon **CATHY CARLAT**.



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**EXECUTIVE COMMITTEE MEETING**  
Thursday, November 10, 2022

**Agenda Item #7**      **County Supervisors Association Resolutions Regarding New Benefits to PSPRS**

**Summary:**              A resolution regarding new benefits to PSPRS is included for action by the Executive Committee.

**Responsible Person:**   Tom Belshe, Executive Director

**Attachments:**            Resolution

**Action Requested:**      Approval



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## Resolution Number X-22

**A Resolution of the County Supervisors Association of Arizona Urging the PSPRS Board of Trustees to Continue Making Responsible Changes to the Plan and Requesting that State Lawmakers Exercise Restraint in Enacting Policies that Increase Costs in the System.**

**WHEREAS**, previous decisions by the State Legislature and Public Safety Personnel Retirement System (PSPRS) Board of Trustees regarding public safety pension plans have led to the systematic underfunding of constitutionally guaranteed pension benefits of public safety officers, corrections officers and elected officials, and

**WHEREAS**, the PSPRS pension debt increased from \$3 billion in FY 2012 to over \$12 billion in FY 2022, rapidly increasing pressure on county budgets, and

**WHEREAS**, the Legislature took subsequent action to reform the pension system to remove damaging elements of the existing plans and to control costs associated with new employees, creating a more sustainable plan into the future, and

**WHEREAS**, in May 2019, the new PSPRS actuary informed the Board of Trustees and stakeholders that the annual required contributions set by the Board had been insufficient and would cause debt payments to grow to unmanageable levels, and

**WHEREAS**, through a rigorous data driven stakeholder process, the Board of Trustees adopted a plan for addressing underlying issues with the debt repayment plan and revising the System's funding policy, and

**WHEREAS**, those changes will increase employer costs in the near-term but will ultimately curb the anticipated increases in annual contributions and save taxpayer resources, and

**WHEREAS**, to further reduce the cost to the taxpayer and pressure on local budgets, counties and other employers have evaluated alternative methods to rapidly repay the legacy debt, and

**WHEREAS**, through August 2022, 14 counties have taken action to deposit over \$825 million into their individual PSPRS and CORP plans, and

**WHEREAS**, many of those contributions were made by leveraging historically low interest rates to issue pension obligation bonds, and

**WHEREAS**, although these bonds refinanced the legacy debt at a lower cost, pension debt payments will continue to substantially impact county budgets for the next 15 years or more, and

**WHEREAS**, in total over the past three years over \$4.8 billion has been deposited by employers into PSPRS and CORP accounts, including \$2.1 billion by the State, and

**WHEREAS**, lawmakers have previously enacted payment holidays or expanded benefits when pensions have appeared well funded, and



# County Supervisors A S S O C I A T I O N o f a r i z o n a

Resolution Number X-22

Page 2

**WHEREAS**, any expansion of pension benefits are protected by Article 29, Section 1 of Arizona's Constitution and may not be reduced after they are extended, and

**WHEREAS**, enacting those policies may damage the progress made by the System and stakeholders to properly fund already promised benefits and may ultimately increase costs to the taxpayer, and

**WHEREAS**, proposed changes that drive costs or reduce contributions into the plans must be critically evaluated to protect the historic investment that state and local taxpayers have made in the System:

**NOW, THEREFORE, BE IT RESOLVED** that the County Supervisors Association of Arizona:

- Urges the PSPRS Board of Trustees to complete the phase-in of a debt repayment schedule that properly funds the System by balancing short-term costs with long-term benefits, and maintain the target funding for all plans to the Present Value of Future Benefits and
- Urges the PSPRS Board of Trustees to continue utilizing the Advisory Committee to perform data driven analysis of proposed changes with all system stakeholders, and
- Respectfully requests the Arizona State Legislature and Governor exercise restraint in enacting policies that increase costs or reduce contributions into the system without a clear, measurable benefit to taxpayers and protect the current structure created through pension reform to control costs, specifically the 50/50 contribution sharing and the requirement to fully fund any new benefits when enacted.

**APPROVED AND ADOPTED** this \_\_ day of October, 2022.



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**EXECUTIVE COMMITTEE MEETING**

Thursday, November 10, 2022

**Agenda Item #8      Legislative Policy Overview and Update**

**Summary:**

The Second Regular Session of the Fifty-Sixth Legislature will convene on January 9, 2023. Legislative staff have been finalizing language and doing research on legislative items and will provide the Executive Committee with an update and projections on the following topics:

- General Election
- New Legislative Members
- League Resolutions
- Permitting and Zoning
- Lobbying Restrictions
- Homelessness
- Local Partisan Elections
- Model City Tax Code Commission Sunset Review
- Preemptions
  - Photo radar
  - Tobacco
- Income Tax
- Residential Rental and Food Tax
- Construction Sales Tax

**Responsible Person:** Tom Savage & League Legislative Staff

**Attachments:** Partisan Election Training Outline

## Partisan Election Training Outline for League of Cities and Towns - DRAFT

### Understanding the audience

- Low turnout primary voting behavior
- Partisan breakdown of legislative districts after redistricting
- Midterm vs. General voting behavior
- Key differences between a nonpartisan and a partisan primary
- What an open election might look like

### Talking to likely voters

- Registration vs. participation
- History of participating in primary elections
- Narrow targets for increased participation
- Increasing voter registration is not a winning strategy

### Basics of campaign finance

- Establishing a committee/Getting an EIN
- Campaign finance software/Reporting deadlines
- Fundraising will be number 1 priority
- Importance of forming a finance committee

### Running a campaign

- Lining up important endorsements
- Developing a budget – and sticking to it
- Importance of a campaign timeline
- Developing relationships now before you need them
- What a healthy campaign looks like

### Handling the echo chamber

- Social media
- Precinct committee meetings
- People “behind the scenes”

### Issues you can talk about and win

- Water
- Transportation
- Public safety
- Economic development

### Issues you will be asked about

- Abortion
- Gun rights
- Illegal immigration
- 2020 Election



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**EXECUTIVE COMMITTEE MEETING**

Thursday, November 10, 2022

**Agenda Item #9                    Executive Session: Contracts Discussion and  
Executive Director Review**

**Summary:**                    The Executive Committee will meet in Executive Session for:

- a. Discussion and consultation with the League’s General Counsel regarding contracts that are the subject of negotiations. A.R.S. § [38-431.03\(A\)\(1\)](#), [\(A\)\(3\)](#), [\(A\)\(4\)](#).
- b. Discussion and consideration of the annual performance review of the League’s Executive Director and terms of employment pursuant to A.R.S. § [38-431.03\(A\)\(1\)](#); consideration and possible action regarding the continued employment of Tom Belshe as the League’s Executive Director.

**Responsible Person:**    President Douglas Nicholls

**Attachment:**                Executive session materials will be provided at the meeting.



**Additional Informational Materials  
Not Part of the Agenda**

League Budget Report  
Property Corporation Budget Report

**League of Arizona Cities & Towns**  
**FY 2022-2023 Budget vs. Actual**  
**July through September 2022**

	Jul - Sep 22	Budget	\$ Over Budget	% of Budget
<b>Ordinary Income/Expense</b>				
<b>Income</b>				
4000 · Affiliate Group Contribution	35,311.16	137,950.00	-102,638.84	25.6%
4005 · Annual Conference	702,970.00	400,000.00	302,970.00	175.7%
4010 · Dues	2,083,208.00	2,226,243.00	-143,035.00	93.6%
4020 · Miscellaneous	1,486.38	14,000.00	-12,513.62	10.6%
4016 · Partnership Programs	5,000.00	48,500.00	-43,500.00	10.3%
4030 · Risk Pool	44,974.87	165,000.00	-120,025.13	27.3%
4035 · Seminars & Meetings	3,300.00	40,000.00	-36,700.00	8.3%
4040 · Interest Income	12,364.56	20,000.00	-7,635.44	61.8%
<b>Total Income</b>	<b>2,888,614.97</b>	<b>3,051,693.00</b>	<b>-163,078.03</b>	<b>94.7%</b>
<b>Expense</b>				
5005 · Annual Conference (Expense)	456,200.83	230,000.00	226,200.83	198.3%
5010 · Benefits	139,837.42	542,000.00	-402,162.58	25.8%
5015 · Capital Outlay	2,247.99	10,000.00	-7,752.01	22.5%
5030 · Equipment Rental & Maintenance	-1,474.70	9,000.00	-10,474.70	-16.4%
5035 · Executive Committee	1,023.71	6,000.00	-4,976.29	17.1%
5050 · Insurance	-1,073.75	9,000.00	-10,073.75	-11.9%
5055 · Postage & Shipping	-33.75	6,000.00	-6,033.75	-0.6%
5057 · PR & Communications	16,500.00	51,000.00	-34,500.00	32.4%
5060 · Printing	0.00	10,000.00	-10,000.00	0.0%
5065 · Professional Services				
5065-1 · Accounting Services	19,617.45	48,000.00	-28,382.55	40.9%
5065-3 · Legal Services	1,764.00	36,000.00	-34,236.00	4.9%
5065-2 · Contract Lobbying & Consul...	64,760.00	165,000.00	-100,240.00	39.2%
<b>Total 5065 · Professional Services</b>	<b>86,141.45</b>	<b>249,000.00</b>	<b>-162,858.55</b>	<b>34.6%</b>
5070 · Rent	26,250.00	105,000.00	-78,750.00	25.0%
5071 · Salaries	364,802.76	1,520,000.00	-1,155,197.24	24.0%
5075 · Seminars and Meetings	1,430.43	44,000.00	-42,569.57	3.3%
5085 · Subscriptions & Dues	41,110.61	63,000.00	-21,889.39	65.3%
5090 · Supplies	23,785.19	38,000.00	-14,214.81	62.6%
5095 · Telecommunications	4,901.12	24,000.00	-19,098.88	20.4%
5100 · Travel	4,903.27	20,000.00	-15,096.73	24.5%
5115 · Prop Corp-Bldg Improvement Fu...	0.00	10,000.00	-10,000.00	0.0%
<b>Total Expense</b>	<b>1,166,552.58</b>	<b>2,946,000.00</b>	<b>-1,779,447.42</b>	<b>39.6%</b>
<b>Net Ordinary Income</b>	<b>1,722,062.39</b>	<b>105,693.00</b>	<b>1,616,369.39</b>	<b>1,629.3%</b>
<b>Net Income</b>	<b>1,722,062.39</b>	<b>105,693.00</b>	<b>1,616,369.39</b>	<b>1,629.3%</b>

**Property Corporation**  
**FY 2022-2023 Budget vs. Actual**  
**July through September 2022**

	Jul - Sep 22	Budget	\$ Over Budget	% of Budget
<b>Ordinary Income/Expense</b>				
<b>Income</b>				
4003 · Building Improvement Fund	0.00	10,000.00	-10,000.00	0.0%
4000 · Rental Income	40,450.50	130,930.00	-90,479.50	30.9%
4005 · Miscellaneous	0.01	1,500.00	-1,499.99	0.0%
4010 · Interest	4.16	35.00	-30.84	11.9%
<b>Total Income</b>	<b>40,454.67</b>	<b>142,465.00</b>	<b>-102,010.33</b>	<b>28.4%</b>
<b>Expense</b>				
5000 · Maintenance Services/Agreements	17,966.62	54,000.00	-36,033.38	33.3%
5015 · Utilities	6,500.01	24,000.00	-17,499.99	27.1%
5020 · Repairs and Maintenance	8,168.78	24,000.00	-15,831.22	34.0%
5025 · Operating Expenses	1,374.47	5,000.00	-3,625.53	27.5%
5030 · Accounting and Auditing	770.00	7,900.00	-7,130.00	9.7%
5035 · Insurance	-1,818.28	6,500.00	-8,318.28	-28.0%
5040 · Capital Outlay	87,795.84	70,000.00	17,795.84	125.4%
<b>Total Expense</b>	<b>120,757.44</b>	<b>191,400.00</b>	<b>-70,642.56</b>	<b>63.1%</b>
<b>Net Ordinary Income</b>	<b>-80,302.77</b>	<b>-48,935.00</b>	<b>-31,367.77</b>	<b>164.1%</b>
<b>Net Income</b>	<b>-80,302.77</b>	<b>-48,935.00</b>	<b>-31,367.77</b>	<b>164.1%</b>