

**Virtual
2020**

**NEWLY ELECTED
OFFICIALS
TRAINING**

Tom Belshe
Executive Director

December 1-3, 2020
Via Zoom Webinar

League of Arizona
Cities AND Towns

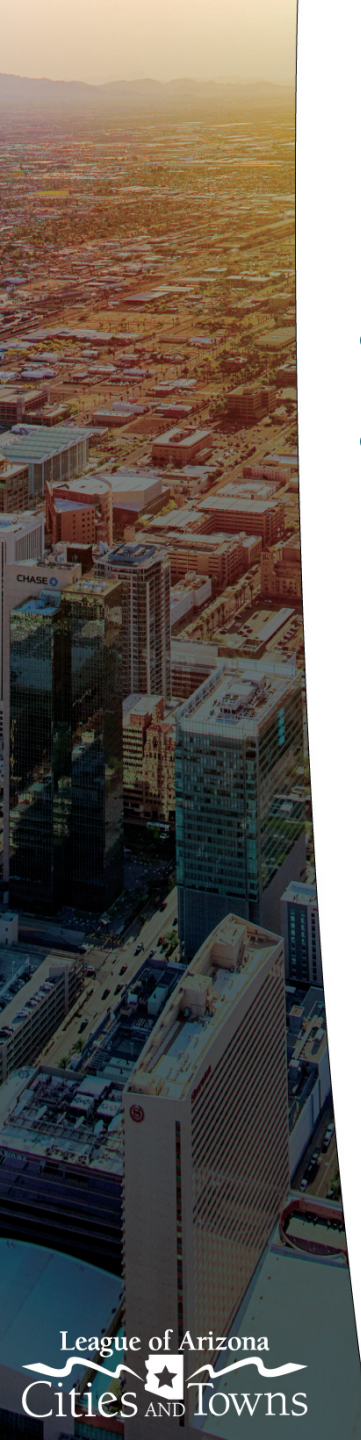
American Government

- Purpose and role
- Societal organization and public services
- Dignity of public service
- Where cities and towns fit in



City History

- Cities predate statehood
- Created for
 - Transportation
 - Security
 - Efficient services and resources
 - Commerce
 - Community



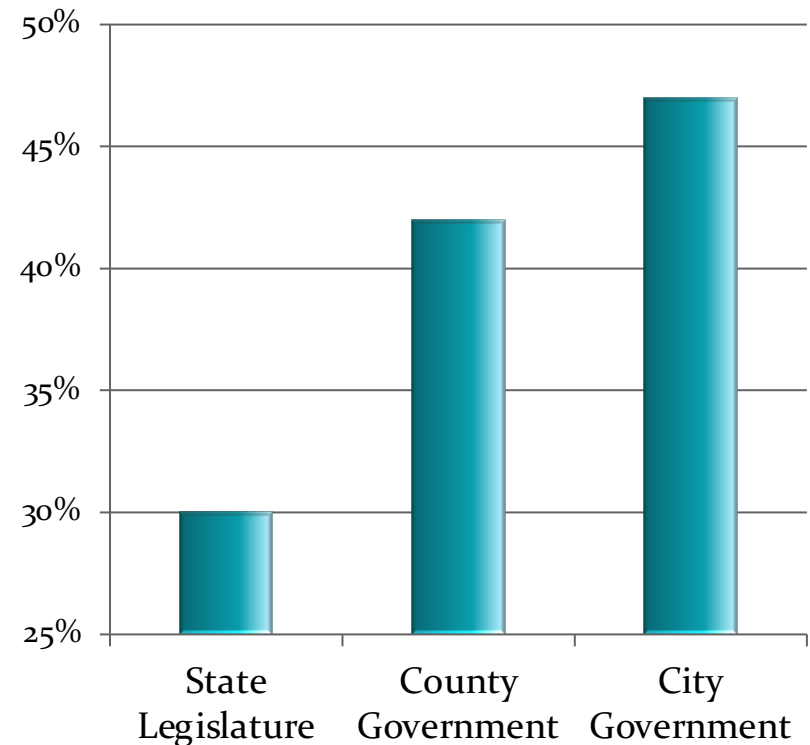
League of Arizona
Cities AND Towns

-
- A word cloud of Arizona cities. The cities are arranged in a dense, overlapping pattern. The most prominent cities, shown in the largest font, are Phoenix, Tucson, and Flagstaff. Other large cities include Mesa, Chandler, and Glendale. Smaller cities like Scottsdale, Tempe, and Gilbert are also visible. The colors of the text range from dark blue to light blue, with some cities appearing in a lighter, almost white shade. The overall shape of the word cloud is roughly rectangular, with the text filling the space from top to bottom and left to right.

Arizona's Mayors and City Councils



Public Approval Rating



Arizona City Government

- Included in original Arizona Constitution
- Arizona Revised Statutes: Title 9 and others
- General Purpose governments
- Difference between city or town?
- Charter cities; general law





Charter Cities

- Authorized in AZ Constitution
- Function like local Constitutions
- Voter-Approved
- Self governing on local matters
- Unlike “Dillon’s Rule” states



General Law Cities and Towns

- Default to ARS for governance

Cities vs. Counties vs. Other Local Governments

Do you take it for granted when...

- You turn on the water?
- You call 911?
- You go to the park or library?



“Get It Done” level of government

A High Quality of Life

- Safe neighborhoods
- Local and regional parks and recreation facilities
- Clean water and air
- High quality streets and roads
- Modern housing stock
- Convenient commerce and shopping



An aerial photograph of a city skyline at sunset, with the sun low on the horizon, casting a warm orange glow over the buildings and streets. The city is densely packed with various structures, including skyscrapers and residential buildings.

Cities and Towns...

- Adopt 10-year General Plan
- Required to have balanced budget
- Comply with state statute
- Subject to Open Meeting Law
- Subject to Conflict of Interest law
- May have term limits, local decision
- City officials are subject to recall
- Local ordinances are subject to referendum
- Created to serve local constituents

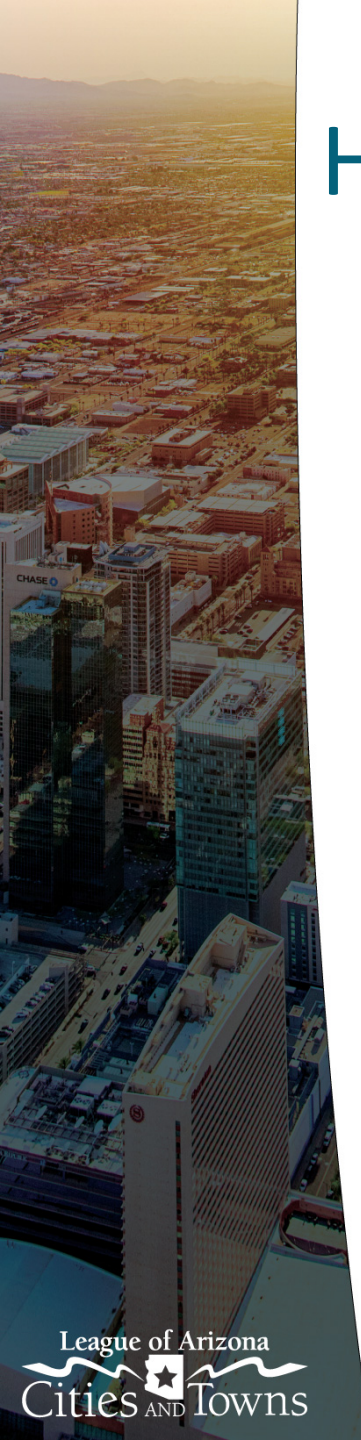
An aerial photograph of a city skyline at sunset, showing various buildings and a hazy horizon. The image is positioned on the left side of the slide, partially overlapping the text area.

How are cities governed?

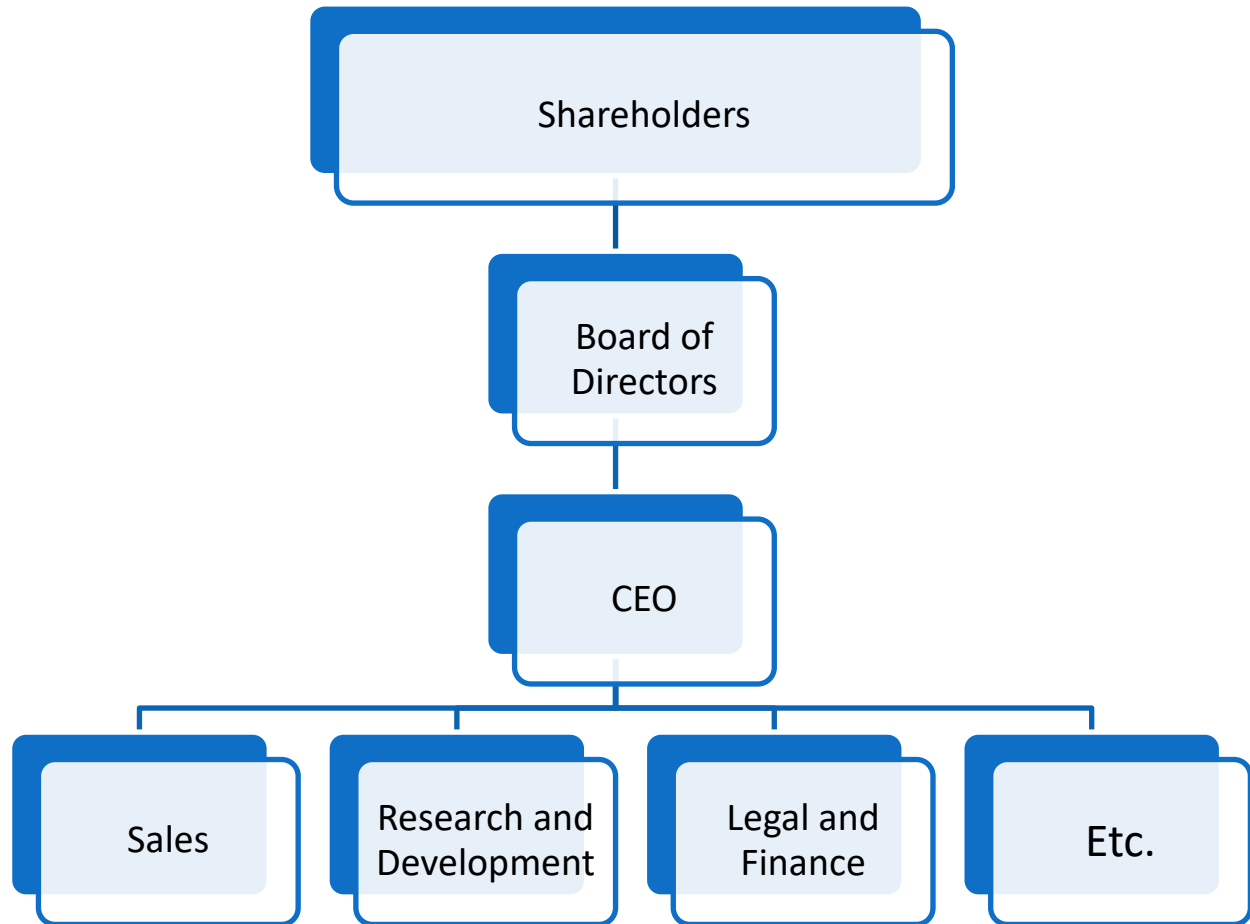
- Elected Mayor and Council
 - At large or by districts
- Organized under Council-Manager form
 - Council is the policymaking body
 - Mayor is the chair/facilitator but has equal vote with other council members
 - City is managed by professional staff led by city manager

How are cities governed? (cont.)

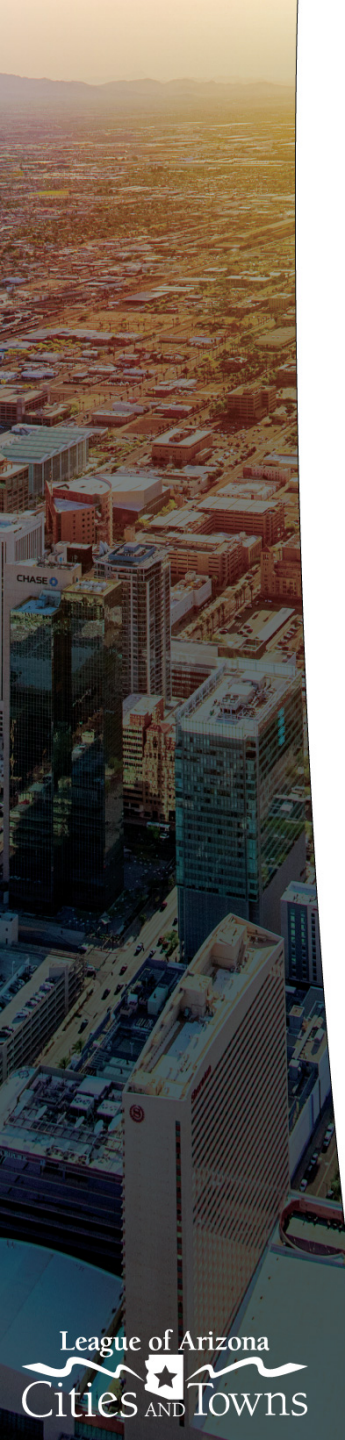
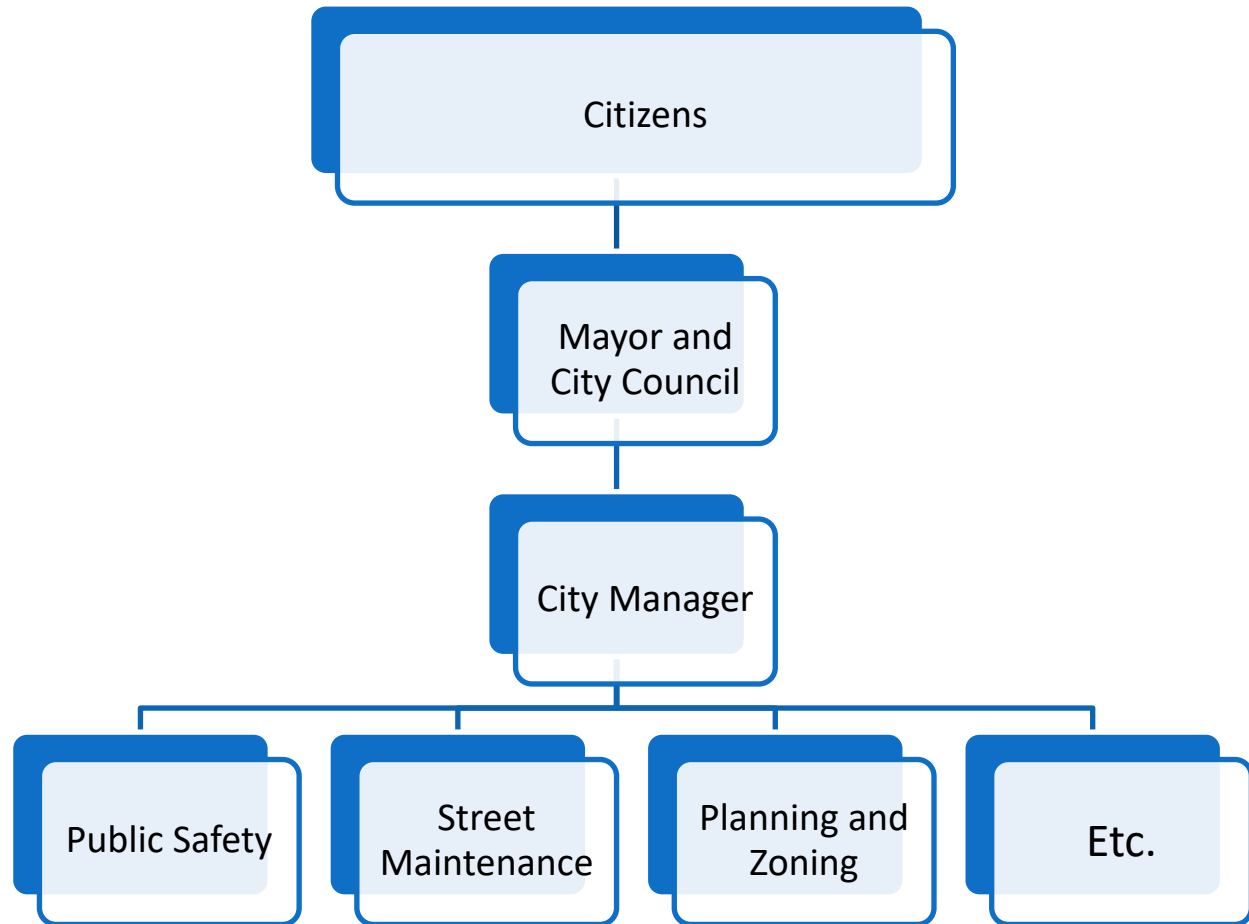
- Cities are managed under professional, businesslike standards, not political influence
- Mayors and City Council members are focused on serving their local community
- Locally accountable



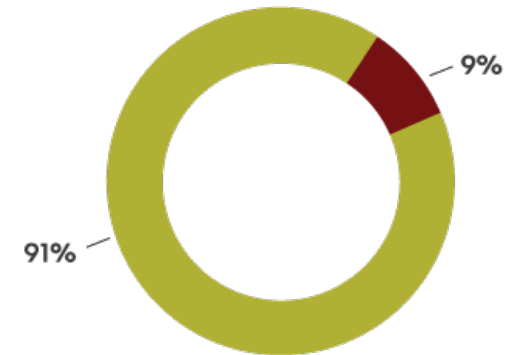
Corporate Structure



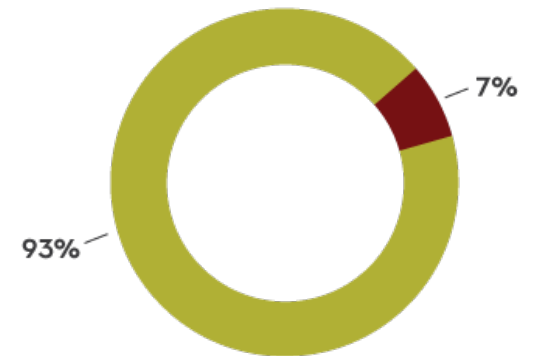
City Government Structure



Our Economy



State-wide Gross Sales Tax
Generated within Cities



State-wide Gross Income Tax
Generated within Cities

City Revenues

Total General Fund Revenue

On average, cities and towns receive almost 40% of their revenues from state shared sources-income tax, sales tax, HURF and VLT.

43% Local Sales & Franchise Taxes

7% Local Property Tax

9% Licenses, Permits,
User Fees
& Grants

2% Fines & Forfeitures

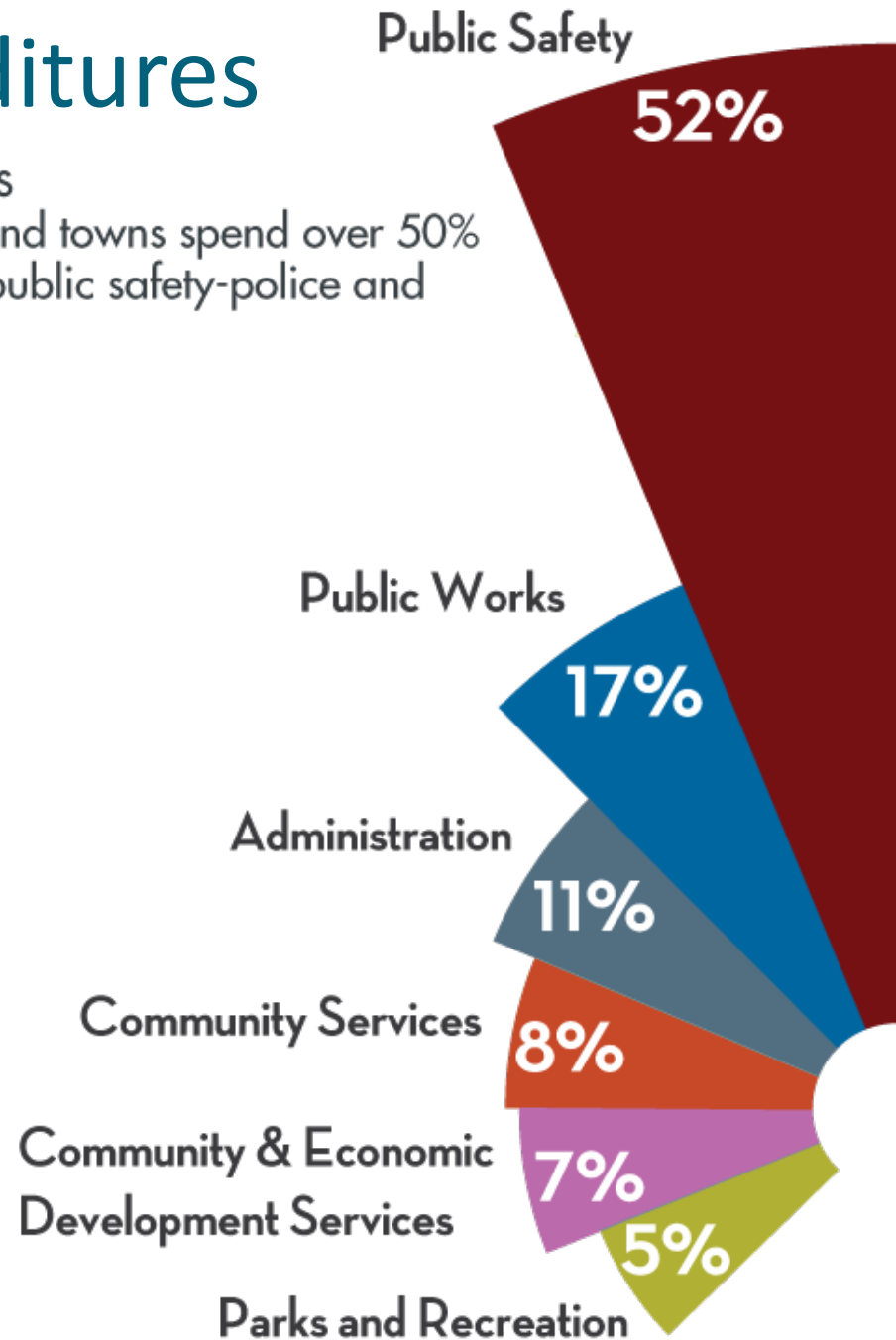
39% State Shared Revenue



City Expenditures

Total Expenditures

On average, cities and towns spend over 50% of their budgets on public safety-police and fire departments.



Arizona Municipalities

- 91 Cities and towns
- More than half have a population under 10,000



79% of Arizonans live in one of the state's 91 incorporated cities and towns.

Each City Is Unique

- The people create cities
- Each city meets the needs of their own community
- Different service needs; different service levels
- Choice of where people live reflects their values
- Cities are “self-correcting”
- Not “one size fits all”

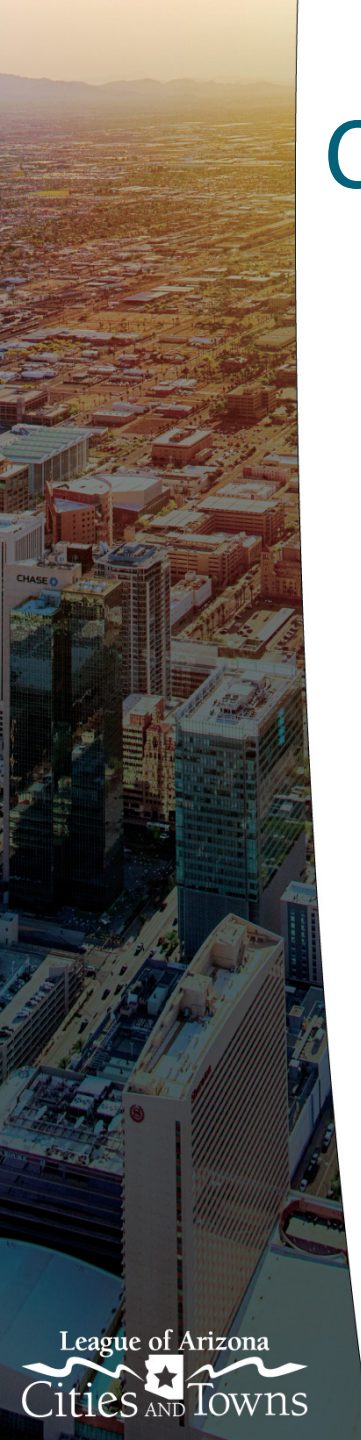


City of Phoenix



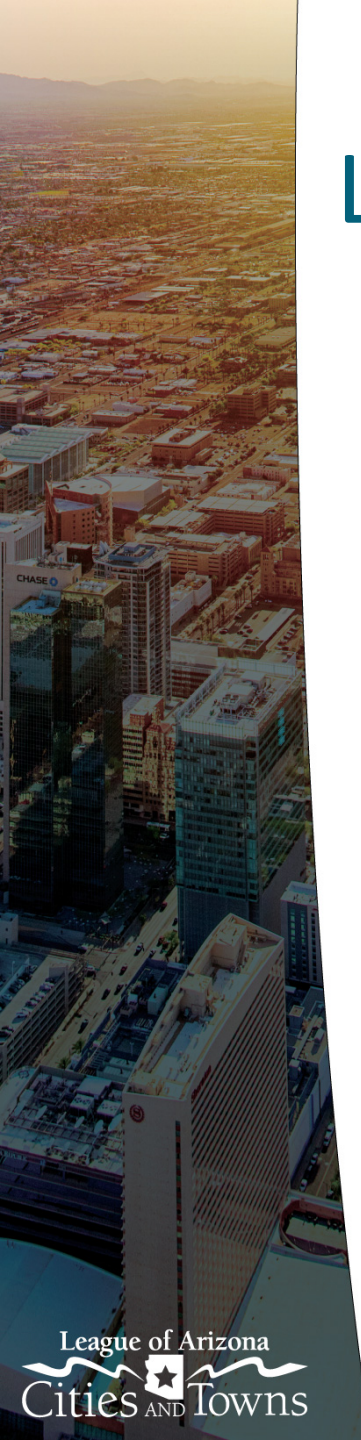
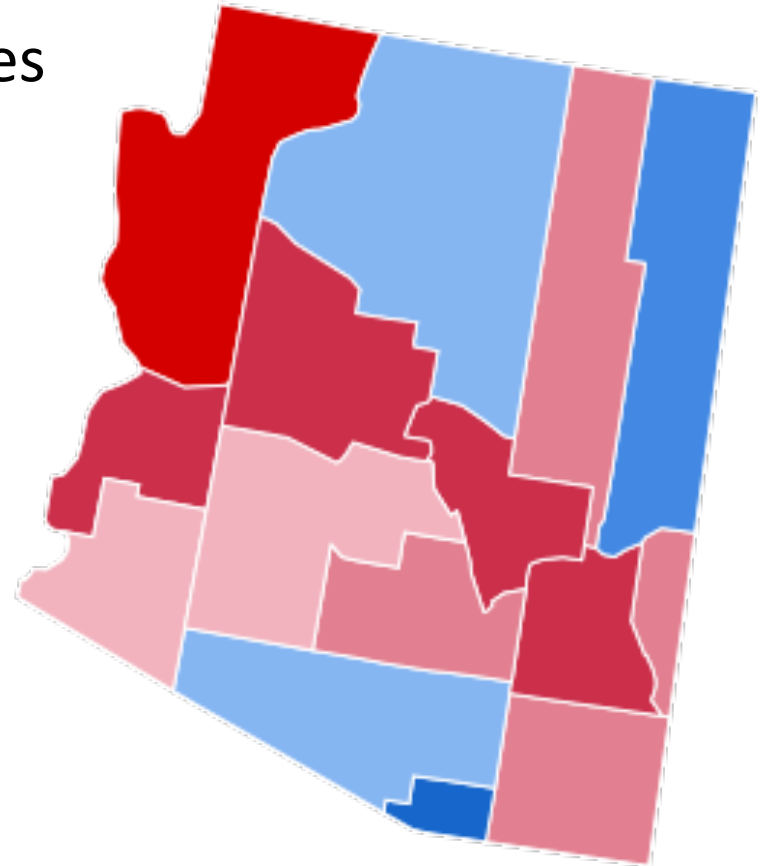
City Government Principles

- Representative system; not direct democracy
- Conducting the public's business
 - Council rules and decorum
 - Modeling behavior
- Getting things done, compromise
- Public figure
- Open government



Limitations on Local Authority

- People—elections, recall, referendum, and initiative
- Constitution and statutes
- SB 1487
- Courts
- Charter



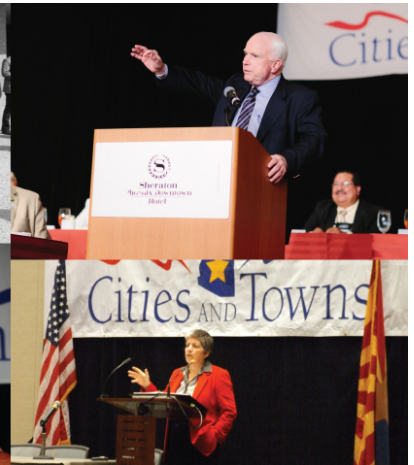
The League is...



A voluntary, nonpartisan, nonprofit association comprised of incorporated cities and towns in the state.

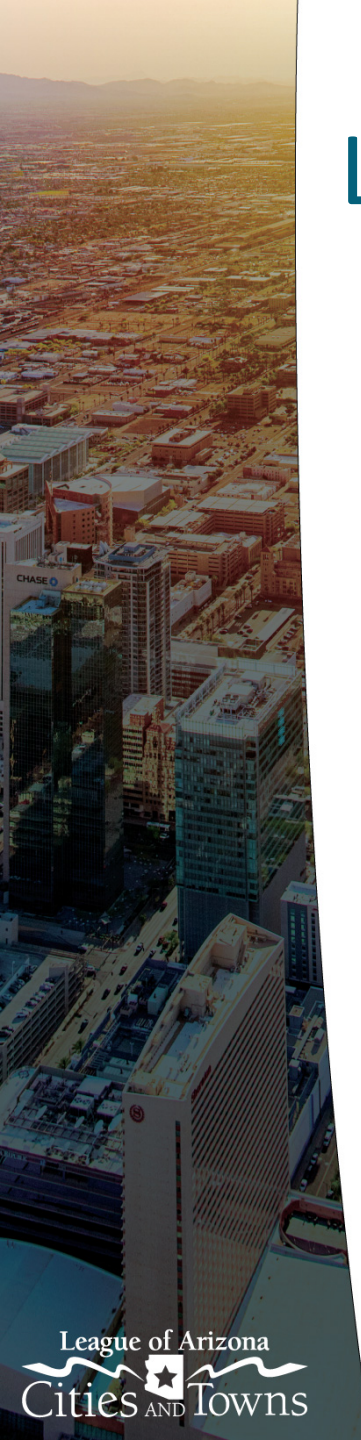
League History

- Formed in 1937 under the name, “Arizona Municipal League.”
- Similar organizations in 48 other states.
- Founded on principles of home rule and local decision-making.
- Promoted legislation to authorize self-insurance for cities and towns: AMRRP.



League Today

- Core Principles
 - Maintain Local Control
 - Protect Shared Revenue
- Unified, consistent voice for the interests of Arizona incorporated municipalities.
- Provide consistently valuable training programs and coordinated services that benefit all cities, both large and small.
- Establish consistent implementation of state statutes.



League Services

Legislative Advocacy

The primary function of the League is to represent the interests of cities and towns before the State Legislature and Executive Branch



League Services Cont.

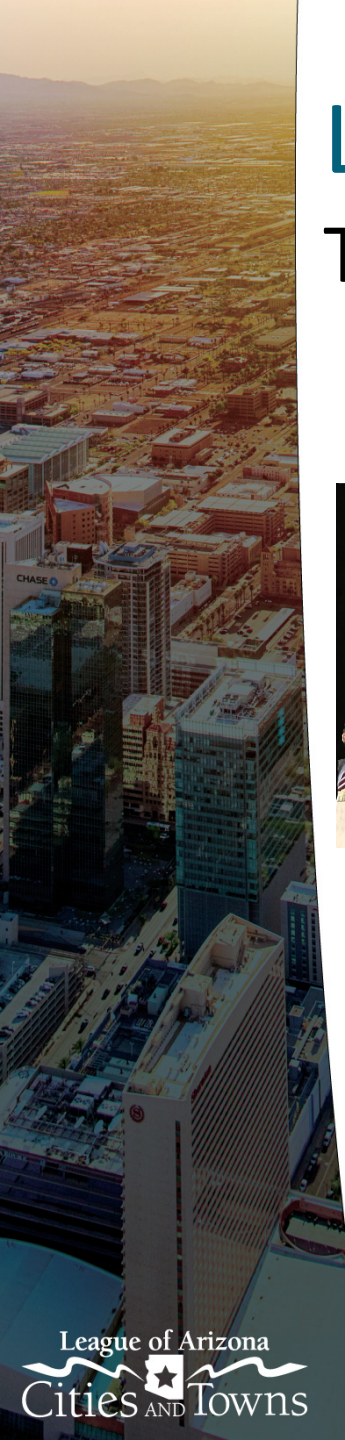
Training, Education, Publications

- Training Classes, League Conference
- Publications for elected and staff



Support and Value Added Services

- Model Ordinances
- Legal Advice
- Model City Tax Code
- Research Projects
- Shared Service Programs





Lead:

Boldly and proactively drive policy on behalf of Arizona's cities and towns.

Deliver:

Maximize organizational effectiveness.

Promote:

Raise visibility of the critical role of local government.

Educate:

Model and inspire excellent and effective city and town leadership.

Engage:

Seek inclusiveness and provide meaningful engagement opportunities to all members.

Empower:

Develop and champion high-quality solutions to help cities and towns thrive.

Empowered cities and towns,
united for a strong Arizona

Mission Statement:

The League of Arizona Cities and Towns advocates for the protection of local authority and the resources integral to municipal governance through targeted communications, topical trainings and professional development, data-driven decision-making, and strengthened relationships with government, business and community partners.

Lead:

Boldly and proactively drive policy on behalf of Arizona's cities and towns.

- Continuously enhance our ability to anticipate important municipal policy issues and to adapt to changing political and social environments
- Proactively work with legislators to propose legislation that addresses issues impacting cities and towns
- Increase awareness, understanding, respect and support for the office and duties of local elected officials
- Increase support for the local government at the state legislature by acknowledging legislators who support League priorities
- Encourage and facilitate member contributions to legislative policy development

Promote:

Raise visibility of the critical role of local government.

- Capitalize on the public's trust in local elected officials to shape narrative about cities and towns through increased and targeted use of social, print and earned media
- Create partnerships with like-minded civic groups
- Expand our capacity to identify and distribute positive content from our cities and towns
- Empower members to be leaders on municipal issues and advocate for League policies and positions
- Find new and appropriate opportunities to bolster promotional efforts of League members and staff
- Facilitate opportunities for members to serve on state and national boards, committees, associations and organizations

Educate:

Model and inspire excellent and effective city and town leadership.

- Increase member awareness of the League's robust educational offerings
- Continue to evolve and deliver best-in-class conferences, in-house trainings and online educational opportunities for members
- Facilitate professional development including statutory compliance awareness with the professional development associations for city and town managers, finance directors, clerks and attorneys
- Create additional opportunities for cities and towns to share and learn about best practices, policy trends and legal developments

Empower:

Develop and champion high-quality solutions to help cities and towns thrive.

- Expand capacity to collect, share and provide visualization of data on city and town issues and trends to demonstrate the vital role of municipal government
- Continue to strengthen the League's role as the technical assistance leader for member cities, and be the acknowledged source of verifiable information on municipal issues
- Use enhanced data to continually improve technical publications
- Identify and create new resources to address the evolving needs of cities and towns

Engage:

Seek inclusiveness and provide meaningful engagement opportunities to all members.

- Evaluate League structures and practices to increase member participation and build a strong continuity in League leadership
- Create opportunities for cities and towns to strengthen our partnerships with:
 - Legislators and legislative staff
 - State government leadership and agencies
 - National organizations supporting municipal government
 - Corporations and corporate advocacy groups
 - Employee retirement organizations
 - Neighborhood groups
- Coordinate effort to provide tools and resources for mayors and councilmembers seeking legislative office

Deliver:

Maximize organizational effectiveness.

- Review programs and initiatives to ensure equitable access and value by members
- Ensure the ongoing fiscal health of the organization
- Position and organize members of the League Executive Committee to serve as advocates for League positions, programs and offerings
- Advance the League's infrastructure, systems and technology to support operational needs and to deliver an excellent member experience
- Maintain a culture that values member needs, transparency, strategic focus and organizational responsiveness
- Foster a collaborative and equitable work environment, investing to attract and retrain highly qualified staff

League of Arizona

Cities AND Towns

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