

**SPECIAL MEETING 6:30 PM**  
**AUGUST 26, 2021**

**SPECIAL MEETING AGENDA  
DUNCAN COMMON COUNCIL  
THURSDAY, AUGUST 26, 2021; 6:30 PM  
DUNCAN TOWN HALL; 506 SE OLD WEST HIGHWAY**

PURSUANT TO TITLE II OF THE AMERICANS WITH DISABILITIES ACT (ADA) THE TOWN OF DUNCAN DOES NOT DISCRIMINATE ON THE BASIS OF DISABILITY IN THE ADMINISTRATION OF ITS PROGRAMS OR SERVICES.

INDIVIDUALS WITH DISABILITY WHO REQUIRE ACCOMMODATIONS, INCLUDING AUXILIARY AIDS OF SERVICES FOR EFFECTIVE COMMUNICATION, SHOULD CONTACT THE TOWN OF DUNCAN ADA COMPLIANCE COORDINATOR AT LEAST 24 HOURS IN ADVANCE AT (928) 359-2791, MONDAY – THURSDAY, 7-5, TO MAKE KNOWN THEIR NEEDS AND PREFERENCES.

**CALL TO ORDER:**

**ROLL CALL:**

**PLEDGE OF ALLEGIANCE:**

**OPENING PRAYER:**

1. **CALL TO THE PUBLIC:** THIS IS THE TIME FOR THE PUBLIC TO COMMENT. THOSE WISHING TO ADDRESS THE COUNCIL SHOULD FILL OUT A "REQUEST TO ADDRESS THE COUNCIL" FORM AND PRESENT IT TO THE CLERK PRIOR TO THE BEGINNING OF THE MEETING. THE MAYOR WILL RECOGNIZE THE PERSON WISHING TO SPEAK DURING THE CALL TO THE PUBLIC ITEM SHOWN ON THE AGENDA. EACH MEMBER OF THE PUBLIC WILL BE GIVEN THREE (3) MINUTES TO SPEAK. THE COUNCIL IS PROHIBITED FROM DISCUSSING ITEMS THAT ARE NOT ON THE AGENDA PURSUANT TO A.R.S. § 38-431-01(H). ACTIONS TAKEN AS A RESULT OF PUBLIC COMMENT WILL BE LIMITED TO DIRECTING STAFF TO STUDY THE MATTER, SCHEDULING THE MATTER FOR FURTHER CONSIDERATION AND DECISION ON A FUTURE AGENDA, OR RESPONDING TO DIRECT CRITICISM MADE BY THOSE WHO HAVE ADDRESSED A COUNCIL MEMBER.
  
2. **APPROVE CONTRACT WITH MR. CUSHMAN FOR INTERIM TOWN MANAGER SERVICES**  
DISCUSSION AND ACTION.....COMMON COUNCIL
  
3. **APPOINT INTERIM TOWN MANAGER CUSHMAN AS INTERIM TOWN CLERK**  
DISCUSSION AND ACTION.....COMMON COUNCIL
  
4. **APPOINT INTERIM TOWN MANAGER CUSHMAN AS CFO FOR 2021**  
DISCUSSION AND ACTION.....COMMON COUNCIL
  
5. **APPOINT INTERIM TOWN MANAGER CUSHMAN AS CFO FOR 2022**  
DISCUSSION AND ACTION.....COMMON COUNCIL
  
6. **APPROVE AMENDMENT TO TOWN ATTORNEY CONTRACT FOR LEGAL SERVICES**  
DISCUSSION AND ACTION.....COMMON COUNCIL

- 7. APPROVE AMENDMENT TO PAT WALKER CONTRACT FOR FINANCIAL SERVICES**  
DISCUSSION AND ACTION.....COMMON COUNCIL
- 8. UPDATE SIGNATURE AUTHORITIES FOR FINANCIAL TRANSACTIONS**  
DISCUSSION AND ACTION.....COMMON COUNCIL
- 9. DISCUSS LEAGUE OF CITIES AND TOWNS AGENDA**  
DISCUSSION AND ACTION.....COMMON COUNCIL
- 10. TOWN MANAGER'S REPORT**
- 11. ADJOURNMENT:**  
DISCUSSION AND ACTION.....COMMON COUNCIL

NOTE: PURSUANT TO A.R.S § 38-431-03(A)(3). THE COUNCIL MAY VOTE TO HOLD AN EXECUTIVE SESSION FOR THE PURPOSE OF OBTAINING LEGAL ADVICE FROM THE TOWN ATTORNEY CONCERNING ANY MATTER LISTED ON THIS AGENDA. THE INFORMATION DISCUSSED AT ANY EXECUTIVE SESSION AND THE MINUTES THEREOF ARE CONFIDENTIAL.

COPIES OF THE AGENDA MAY BE REQUESTED AT THE TOWN OF DUNCAN 928-359-2791.

I have submitted a transcript of my prepared remarks for the record.

Good evening Mayor, Vice Mayor, and Members of the Town Council of Duncan, Arizona. First, I want to thank you for the special trust and confidence that you are placing in me to serve as your Interim Town Manager and other responsibilities. It is indeed humbling to be entrusted with this great responsibility and I appreciate and welcome your sound advice and wise counsel as I implement your vision for your wonderful community of Duncan, Arizona.

We are in the middle of a serious financial management, human resources, and institutional confidence crisis. While I am not going to dwell on how we came to be in this crisis, my responsibility is to rally Town Staff, our Legal and Financial Advisors, our Community Institutions, and the Citizens to get us out of the crisis and restore confidence in your municipal government. I am excited to share with you what your Team has been up to.

First, Town Hall looks a little different. We still have a way to go but we are going to put things up on the wall that celebrate this community's history, heritage, dignity, and performance excellence. I want to acknowledge Earl who has been coming in every day at 8:00 AM to clean Town Hall.

Second, we are hiring honest, helpful, self-reliant, and competent people that care about the community, have positive helpful attitudes, and will go beyond a daily wage as they serve their community. I am pleased to report that we have appointed Patsy Dixon to be our Water Laboratory Director and Megan Bejarano, Sharron Huggins, and Brianne McGrath as our Administrative and Utility Clerks. I recalled Cindy Nichols from retirement to assist us with our operating systems and administrative processes. All of these positions are temporary and part time until we are through the crisis when we will reassess the human resources situation. There is a point that I want to make clear to Council and to the Citizens of this Community: I am solely responsible for the selection of these individuals and I am accountable to this Council for my decisions to employ these individuals.

The origins of our financial management crisis are a matter of record evident from the previous failed audits and the recent high-level financial review. We are implementing the recommendations and the best practices of professional, accountable, and ethical financial management into our daily processes. We have changed financial access protocols, secured Information Technology systems, and scheduled training that will allow our new staff to be more accountable and professional in their duties. Utility Bills are getting collected and processed.

However, I am very concerned about the Water Lab. Many individuals and organizations rely on your Water Lab to confirm compliance with State and Federal regulatory agencies. Our failure to provide their water quality reports this month will place many individuals and institutions at risk of noncompliance. Fortunately, we have contacted those regulatory

agencies about our situation and that others should not be responsible for our failures. Everyone who needs water quality analysis has been directed to other laboratories and we are working with the regulatory agencies to return to compliance on issues that have been identified several times in the past but remain unaddressed. There will be more to follow as our new Water Lab Director assesses the situation.

In closing, I do not want to end on a negative point so I will say that the situation is improving because the Citizens of this community care enough to do something. I have met with business owners, community leaders, students, veterans, and the gentlemen at the morning coffee club. All of them love this community and expect better from Town Hall. This Council is demonstrating extraordinary leadership in setting the example by taking on some of the unpleasant work and I am proud to be a part of the Duncan Team. Therefore, this concludes my report and I am subject to your questions.

Philip D. Cushman

A handwritten signature in black ink that reads "Philip D. Cushman". The signature is written in a cursive style with a large, sweeping initial "P".

Interim Town Manager  
Duncan, Arizona

# EMPLOYMENT AGREEMENT

**EMPLOYMENT AGREEMENT BETWEEN THE TOWN OF DUNCAN  
AND  
PHILIP D. CUSHMAN  
FOR INTERIM TOWN MANAGER SERVICES**

This EMPLOYMENT AGREEMENT ("Agreement") is entered into this 23<sup>rd</sup> day of August, 2021 between the Town of Duncan, Arizona, an Arizona municipal corporation (the "Town") and Philip D. Cushman ("Cushman" or "Interim Town Manager"), collectively referred to herein as the Parties, under the following terms, conditions and obligations.

**RECITALS**

- A. Interim Town Manager John Basteen tendered his resignation to the Town Council of the Town of Duncan (the "Town Council") effective August 18, 2021.
- B. The Town is in need of interim town manager services and interviewed Cushman for the position of Interim Town Manager.
- C. Cushman has agreed to serve as Interim Town Manager while the Town recruits a Town Manager.
- D. The Parties desire to enter into this Agreement to set forth the terms and conditions of Cushman's employment as Interim Town Manager for the term of this Agreement.

**AGREEMENT**

**NOW, THEREFORE**, in consideration of the foregoing recitals, which are hereby incorporated into and are deemed an integral part of this Agreement, the mutual covenants set forth below and other good and valuable consideration, the receipt and sufficiency of which are mutually acknowledged by the parties hereto, the Parties hereby agree as follows:

**1. EMPLOYMENT AND DUTIES**

**1.1** The Town hereby offers and Cushman accepts said employment subject to the terms and conditions of this Agreement.

**1.2** As Interim Town Manager, Cushman shall act as Town Manager, pursuant to Section 4-2 of the Duncan Town Code ("Town Code"), comply with applicable laws of the State of Arizona and the Code of Ethics of the International City Management Association ("ICMA") and within the best management practices and leadership principals advocated by the Arizona City Manager's Association ("ACMA") and other professional associations, and perform other legally permissible administrative and executive duties as required by his position or assigned to him by the Town Council.

**1.3** The Interim Town Manager will devote his working day to the business of the Town, it being recognized and agreed that the position of Interim Town Manager is full-time and that the other positions which he holds for monetary gain will not conflict with his duties and responsibilities.

**2. TERM**

**2.1** This Agreement commences on August 23, 2021 and shall be in effect until such time as any of the following events occurs:

**2.1.1.** The Town Council appoints a permanent Town Manager who begins his or her employment with the Town following any transition period approved by Council.

**2.1.2.** The Town Council votes to terminate Cushman as Interim Town Manager at a duly authorized public meeting by an affirmative vote of a majority of the Town Council; or

**2.1.3.** Cushman resigns from this position as described in paragraph 2.3 below.

**2.2** The Interim Town Manager serves at the pleasure of the Town Council and nothing herein shall be taken to prevent, limit or otherwise interfere with the right of the Town Council to terminate the services of the Interim Town Manager at any time, with or without cause, in accordance with the Town Code. If the Town Council desires to terminate the services of the Interim Town Manager, the Town Council shall give the Interim Town Manager ten (10) days advanced written notice unless the Parties agree otherwise. In the event this Agreement of Cushman's employment as Interim Town Manager is terminated for any reason, with or without cause, the Town shall not be required to pay Cushman any severance compensation.

**2.3** In the event the Interim Town Manager voluntarily resigns as Interim Town Manager, then he shall give the Town Council ten (10) days advanced written notice unless the Parties agree otherwise.

**2.4** From August 23, 2021 through September 24, 2021, Cushman will be physically present in Duncan for work, unless excused by Council. It is recognized that Cushman must devote a great deal of time outside normal office hours to do the business of Interim Town Manager, and to that end Cushman will be allowed reasonable compensatory time as shall be appropriate during normal office hours. Cushman shall provide a cell phone number to the Council members at which he may be reached in emergency situations.

**2.5** Upon mutual agreement of the parties, this Agreement may be extended, renewed, or shortened on the same terms and conditions.

**3. COMPENSATION AND REIMBURSABLE EXPENSES**

**3.1 Compensation:** From August 23, 2021 through September 24, 2021, when Cushman is physically working in Duncan, upon presentation of a detailed invoice showing hours worked, the Town shall pay to him \$367.60 per day. After September 24, 2021, the Town shall, upon presentation of a detailed invoice showing date, length of work, and description of work being requested by the Town Council or Town Staff, pay by the hour at a rate of \$36.76 in intervals of 1/6<sup>th</sup> of an hour.

**3.2 Reimbursable Expenses:** In addition to the salary described in Paragraph 3.1 of this Agreement, Cushman will receive the following:

**3.2.1. Lodging, Meal, and Travel Expenses:** To reduce expenses from hotels and meals, the Town will provide lodging for the Interim Town Manager while he is physically in Duncan and performing his duties. If Town-provided lodging is unavailable, then the Town will reimburse actual lodging expenses in accordance with the Federal Travel Rate for this locality; that is, lodging expenses not to exceed \$96 per day and meal expenses not to exceed \$55 per day. The Town will reimburse the Interim Town Manager for travel expenses to and from his residence in Quartzsite, Arizona. Reimbursement will include mileage at the prevailing Internal Revenue Service rate of \$0.55 per mile, meals while traveling, gasoline, and time while traveling at \$36.76 per hour and not to exceed three (7) hours per one-way trip. Any expense must be submitted with a receipt within thirty (30) days of the expenditure.



**3.2.2.** The Town recognizes that there are certain business expenses of a job-affiliated nature that are incurred by the Interim Town Manager, and hereby agrees to reimburse or to pay actual business expenses. Business expenses must be related to the Interim Town Manager's duties and in the best interest of the Town. Any expense must be submitted with a receipt within thirty (30) days of the expenditure.

**3.2.3.** The Interim Town Manager shall be reimbursed for the use of his automobile while commuting and when used for Town business based on mileage reimbursement in the same manner as other employees. Mileage will be paid at the prevailing Internal Revenue Service rate of \$0.55 per mile.

#### **4. BENEFITS**

**4.1 Vacation, Sick Leave, and Personal Day:** Cushman shall accrue Vacation, Sick Leave or Personal Days as stipulated under the Personnel Policy. Cushman is entitled to accrue all unused vacation leave, without limit, and in the event his employment is terminated, either voluntarily or involuntarily, Cushman shall be compensated for all accrued vacation time, sick time, and applicable personal days.

**4.2 Health, Disability and Life Insurance Benefits:** Cushman shall be entitled to elect to participate in any benefit plans available to other employees of the Town. The terms and conditions of Cushman's participation in such plans shall be set forth in the relevant benefit plan documents.

**4.3 Retirement:** The Town shall make contributions into the Arizona State Retirement System Plan as required by law if Cushman meets the membership criteria. The Parties agree to execute any and all documents and instruments required to effectuate the provisions of this section, provided, however, nothing contained herein shall require the Town to pay more than the amount required by law.

**4.4** In the event that Cushman does not desire or need the benefits in 4.1 , then the Town shall agree to pay the equivalent value of the benefit to Cushman upon the termination of this agreement.

#### **5. BONDING**

Town shall bear the full cost of any fidelity or other bonds required of the Interim Town Manager under any law or ordinance.

#### **6. ENTIRE AGREEMENT**

This Agreement contains the entire agreement between the Parties and shall be governed by and construed in accordance with the laws of the State of Arizona.

#### **7. CONFLICT OF INTEREST**

This Agreement may be terminated pursuant to A.R.S. Section 38-511.

#### **8. MISCELLANEOUS TERMS**

**8.1 Non-Assignment.** Services under this Agreement shall not be assigned in whole or part.

**8.2 Choice of Law.** This Agreement shall be governed and interpreted according to the laws of the State of Arizona.

**8.3 Amendments.** Any amendment, modification or variation from the terms of this Agreement shall be in writing and shall be effective only after approval of all parties signing the original Agreement.

**8.4 Severability.** Should any part of this Agreement be declared in a final decision by a court or tribunal of competent jurisdiction to be unconstitutional, invalid, or beyond the authority of either party to enter into or carry out, such decision shall not affect the validity of the remainder of this Agreement, which shall continue in full force and effect, provided that the remainder of this Agreement, absent the unexercised portion, can be reasonably interpreted to give effect to the intentions of the parties.

**8.5 Counsel Assistance; Fair Interpretation.** Cushman has either been assisted by counsel in connection with the preparation and execution of this Agreement or has chosen to forego such legal representation. The Town has been assisted by counsel of its own choosing in connection with the preparation and execution of this Agreement. This Agreement shall be construed according to the fair meaning of its language. The rule of construction that ambiguities shall be resolved against the Party who drafted a provision shall not be employed in interpreting this Agreement.

IN WITNESSETH HEREOF, the parties have hereunto set their hands.

**THE TOWN OF DUNCAN**

**INTERIM TOWN MANAGER**

\_\_\_\_\_  
Anne Thurman, Mayor

\_\_\_\_\_  
Philip D. Cushman

Approved as to Form:

\_\_\_\_\_  
Christina Estes-Werther, Pierce Coleman PLLC  
Town Attorney

CFO RESOLUTION 21-08-26

**RESOLUTION NO. 21-08-26**

**A RESOLUTION OF THE TOWN OF DUNCAN, ARIZONA MAYOR AND COMMON COUNCIL, DESIGNATING THE CHIEF FISCAL OFFICER FOR OFFICIALLY SUBMITTING THE FISCAL YEAR 2021 EXPENDITURE LIMITATION REPORT TO THE ARIZONA AUDITOR GENERAL**

**RECITALS:**

WHEREAS, A.R.S. §41-1279.07(E) requires each county, city, town, and community college district to annually provide to the Arizona Auditor General by July 31 the name of the Chief Fiscal Officer the governing body designated to officially submit the current year's annual expenditure limitation report (AELR) on the governing body's behalf; and

WHEREAS, the Town of Duncan Mayor and Council desires to designate Phillip Cushman, as the Town's Chief Fiscal Officer.

WHEREAS, Entities must submit an updated form and documentation for any changes in the individuals designated to file the AELR.

**ENACTMENTS:**

**NOW THEREFORE BE IT RESOLVED BY THE TOWN OF DUNCAN MAYOR AND COUNCIL** as follows:

SECTION 1. The recitals above are hereby incorporated as if fully set forth herein.

SECTION 2. Phillip Cushman is hereby designated as the Town's Chief Fiscal Officer for purposes of submitting the fiscal year 2021 AELR to the Arizona Auditor General on the governing body's behalf.

PASSED AND ADOPTED by the Town of Duncan, Arizona Mayor and Council, this 26th day of August, 2021.

**Attested to:**

\_\_\_\_\_  
Anne Thurman, Mayor

\_\_\_\_\_  
Phillip Cushman, Town Clerk

**Approved as to form:**

**Reviewed by:**

\_\_\_\_\_  
Phillip Cushman, Town Manager

\_\_\_\_\_  
Christina Estes Werther, Town Attorney

CFO RESOLUTION 21-08-27

**RESOLUTION NO. 21-08-27**

**A RESOLUTION OF THE TOWN OF DUNCAN, ARIZONA MAYOR AND COMMON COUNCIL, DESIGNATING THE CHIEF FISCAL OFFICER FOR OFFICIALLY SUBMITTING THE FISCAL YEAR 2022 EXPENDITURE LIMITATION REPORT TO THE ARIZONA AUDITOR GENERAL**

**RECITALS:**

WHEREAS, A.R.S. §41-1279.07(E) requires each county, city, town, and community college district to annually provide to the Arizona Auditor General by July 31 the name of the Chief Fiscal Officer the governing body designated to officially submit the current year's annual expenditure limitation report (AELR) on the governing body's behalf; and

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PASSED AND ADOPTED by the Town of Duncan, Arizona Mayor and Council, this 26th day of August, 2021.

**Attested to:**

\_\_\_\_\_  
Anne Thurman, Mayor

\_\_\_\_\_  
Phillip Cushman, Town Clerk

**Reviewed by:**

**Approved as to form:**

\_\_\_\_\_  
Phillip Cushman, Town Manager

\_\_\_\_\_  
Christina Estes Werther, Town Attorney

TOWN ATTORNEY CONTRACT



PIERCE | COLEMAN

7730 E. Greenway Road, Suite 105  
Scottsdale, Arizona 85260

2812 N. Norwalk, Suite 107  
Mesa, Arizona 85215

Justin S. Pierce  
Stephen B. Coleman  
Kylie C. TenBrook  
Aaron D. Arnson  
Trish Stuhan  
Christina Estes-Werther  
Jon M. Paladini  
Michelle N. Stinson\*  
\*Bar Admission Pending

August 25, 2021

**VIA ELECTRONIC MAIL**

Philip D. Cushman, Town Manager  
Town of Duncan  
506 Southeast Old West Highway  
Duncan, Arizona 85534

**Re: *General Municipal Law Matters***

Dear Mr. Cushman:

We are pleased that the Town of Duncan (the "Town") would like to retain Pierce Coleman PLLC for assistance with general municipal law matters as they arise from time to time. I am writing to address the terms of our representation.

**A. Scope of Engagement**

We understand the scope of our engagement will be to assist the Town in general municipal law issues as they arise and as requested by Council separate from the general legal services provided in the April 8, 2021 agreement. As discussed, our initial work will be to defend the Town concerning the recent Open Meeting Law ("OML") investigation received from the Attorney General's Office, any future OML investigations, and to assist the Town with its Code and Personnel Policy review and update.

The purpose of this letter is to confirm the terms of our engagement on behalf of the Town. The terms of our representation of the Town will be as follows:

**B. Initial Steps**

In responding to the pending OML investigation, we will work with you to gather the facts, provide direction to the Town, and ultimately defend the Town's interests. We will talk with you and provide you with relevant documents and correspondence as this matter proceeds.

ATTORNEY CONTACT:  
Christina Estes-Werther  
Direct Line: 602-772-5524  
Email: [Christina@PierceColeman.com](mailto:Christina@PierceColeman.com)

Tel.: 602-772-5506  
Fax: 877-772-1025  
Website: [www.piercecoleman.com](http://www.piercecoleman.com)



For the Code and Personnel Policy review and update, we will require input from you and the Council about the desired changes and update the documents for compliance under state and federal laws. Please let us know if you ever have any questions or concerns that you would like to discuss.

**C. Fees**

I will be the primary attorney in charge of the defense of the OML investigation and the Code and Personnel Policy revision. If necessary, I may use other attorneys and paralegals within the firm to assist in the matter as appropriate, with the goal of providing the best and most cost-effective representation to the Town. We charge discounted rates for all Risk Pool members, as follows: \$270/hour for Partners; \$240/hour for Of Counsel; \$195/hour for Associates; \$125/hour for Law Clerks, and \$90/hour for Paralegals. If you ever have any questions or concerns about fees at any time, please feel free to contact me.

**D. Disbursements**

We bill disbursements back to you on a dollar for dollar basis. We request reimbursement for photocopying costs at \$.10 per page, postage, messenger service, and delivery charges where material must be sent via certified, registered, or express mail or package carrier.

**E. Billing**

We send invoices to our clients monthly via e-mail. The billing will contain a brief summary of the nature of the work, the fees, and the costs advanced. We will do our best to send invoices for services rendered and expenses incurred on your behalf no later than two or three weeks after the completion of the month in which the work is performed.

**F. Applicable Law**

This agreement shall be interpreted according to the laws of the State of Arizona.

We very much appreciate the opportunity to serve the Town of Duncan and hope you will be pleased with the quality and efficiency of our work. We welcome your questions about this letter, our policies, our bills, and our work, so please call me directly if you ever have any questions. In order to confirm your agreement to our representation on these terms, we ask that you sign below and return this letter to us. Please keep a copy of the agreement for your files.

**G. No Advice Regarding This Fee Agreement**

Pierce Coleman is not acting as the Town's counsel with respect to this Agreement. If the Town wishes to be advised on whether it should enter into this Agreement, we recommend you consult with independent counsel of your choice.



Please let me know if you require any further information.

Sincerely,

*/s/ Christina Estes-Werther*

Christina Estes-Werther

CEW/kmc

**AGREED:**

**TOWN OF DUNCAN**

By: \_\_\_\_\_

Title: \_\_\_\_\_

Date: \_\_\_\_\_

## FINANCIAL SERVICES



August 26, 2021

Phillip Cushman, Interim Town Manager  
Town of Duncan, Arizona

Dear Mr. Cushman,

It is a pleasure that I present this scope of work to the Town of Duncan (Town) to provide part time financial assistance on day-to-day operations such as payroll and accounts payable as well as a variety of projects

### **Introduction**

With more than 40 years of experience in local government, municipal finance and operations, Pat Walker has provided a broad array of management and financial planning services to cities, towns, and special districts. Ms. Walker was with the City of Chandler, Arizona, for 23 years and served as the City's Management Services Director and Chief Financial Officer and was responsible for not only accounting and budget but at one time over 12 other divisions such as human resources, risk management, sales tax, and licensing to name a few during her tenure. In 2007, she became a municipal management and financial consultant to cities, towns, and utilities across the Country, working with municipalities and utilities performing business process and procedure reviews, internal control reviews, fee studies, human resource services, budgets, financial analysis, and planning. In 2012, she formed Pat Walker Consulting LLC (PWC) to continue her consulting in municipal management and finance services to public sector organizations.

Lars Johnson is a sub-consultant and works with Pat Walker Consulting LLC. He has eight years' experience in municipal finance in Arizona and is a CPA. He started his municipal career as an accountant with the City of Prescott and over the 8 years was promoted to the City's Budget and Tax Manager. In 2018, he became the Director of Finance at the City of Litchfield Park and in 2020 he became the Finance Director for Yavapai County. He left in 2021 and formed his own consulting firm, Lars Johnson, LLC to provide consulting in municipal financial services to cities and towns throughout Arizona.

Cristina Cartin just recently joined Pat Walker Consulting LLC but worked with Pat Walker for over three years while she was at the Town of Tusayan. Cristina worked at the Town of Tusayan for seven years as the Town Accountant covering all municipal finance services including development and monitoring of the annual budget and annual audit. Cristina also currently provides accounting services such as bi-weekly payroll and quarterly reporting, accounts payable, postings in the general ledger and monthly reconciliations in Caselle to the Town of Dewey-Humboldt. In addition, she is the CEO of Agave restaurant in Flagstaff Arizona for the past seven years.

### **Background**

PWC completed a high-level financial review of the Towns finances, process and procedures and presented this report on August 11, 2021 to the Town Council. This review presented various issues the Town needs to address to clean up the general ledger, reconcile the bank statements and make entries to accurately record entries for FY21 and begin clean-up to prepare for the FY21 audit. In addition, there are numerous lack of internal controls, segregation of duties and processes and procedures. The Town is in need of help getting things "cleaned up" and then moving on to the day-to-day processes such as payroll, accounts payable, accounts receivable, monthly reconciliations and quarterly reporting.

## Project Team

The project team is currently planned as follows:

Project Lead – Pat Walker, Pat Walker Consulting  
Senior Consultant – Lars Johnson  
Accounting Services – Cristina Cartin

Pat Walker will be the lead on this project with assistance from Cristina Cartin and Lars Johnson if Pat Walker becomes unavailable. However, in order to perform the clean-up of FY21, Pat Walker will work with Cristina. In order to improve internal control and segregation of duties, Lars may be needed to assist while Pat and Cristina work on the clean-up of the general ledger and getting the day-to-day items completed remotely and then moving forward it depends on who is hired in the office to assist, review and approve reports and JE's. This can be worked out with the Interim Town Manager.

## Project Approach

Pat Walker (PW) will take the following approach in performing the tasks to “clean up” the general ledger for FY21 and provide general accounting duties moving forward.

### *Clean Up of FY21 General Ledger*

The PWC team comprised of Pat Walker and Cristina Cartin will begin the cleanup of the FY21 general ledger starting next week. If Lars is needed in order to expedite the process, we will get approval from the Interim Town Manager. This will be done primarily remotely but there may be a need in the next few weeks to be on site.

### *General Accounting Duties*

The PWC team will remotely provide accounts payable and payroll accounting services, JE entries, end of month reports and journals for accuracy and approval. There may be times Cristina and/or Pat will need to come on site to gather documents or meet with staff. We may need Lars Johnson to review and sign off on any JE's that Cristina prepares for internal controls or since staff has been hired now, we will work towards training the staff to prepare many of the entries and reports, and reconciliations so that Cristina may be the one reviewing and approving until someone internally can do so.

### *Fees*

PWC charges \$150 an hour for Pat Walker, \$150 an hour for Lars Johnson and \$50 an hour for Cristina Cartin. PWC will only bill “up to the amount. Once scope of work is signed, Pat Walker will begin the review process next week. In order to get started, an initial amount will be set at an amount “not to exceed” of \$25,000. If additional hours are required for PWC to perform the duties outlined in this scope of work, PWC will not move forward without the written approval of the Interim Town Manager.



Pat Walker, Principal Owner of Pat Walker Consulting LLC

Agreed to:

Date:

---

Phillip Cushman, Interim Town Manager  
Town of Duncan, AZ

LEAGUE OF CITIES AND TOWNS –  
ANNUAL CONFERENCE

# LACT 21

## Annual Conference

Aug. 31 - Sept. 3 | Phoenix  
Arizona Biltmore Resort

League of Arizona  
Cities  AND Towns



**SMART  
COMMUNITIES**

LIGHTING | CURBSIDE | KIOSKS | PARKING | TRAFFIC | ANALYTICS

## **An Enhanced Consumer Experience with Real-Time Data and Proven ROI.**

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Contact Gene Carl, Cox Business Sales Manager  
(602) 690-4175 | Eugene.Carl@cox.com

**COX**  
BUSINESS® | Smart  
Communities

Cox Business services not available in all areas. Other restrictions apply. ©2021 Cox Communications, Inc. All rights reserved.



# LACT<sup>21</sup>

## **Annual Conference**

Aug. 31 - Sept. 3 | Phoenix  
Arizona Biltmore Resort

<b>Welcome</b>	<b>2</b>	<b>Friday Agenda</b>	<b>16</b>
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# WELCOME TO 2021 LEAGUE ANNUAL CONFERENCE!

As President of the League of Arizona Cities and Towns, it is my honor to welcome you to the 2021 League Annual Conference at the newly renovated and iconic Arizona Biltmore. League staff has worked closely with the Biltmore to ensure proper health and safety protocols are in place.

This past legislative session amplified the critical need for cities and towns to speak in unity to protect shared revenues and local control. The League of Arizona Cities and Towns successfully represented our common interests with unshakable dedication, while enhancing our reputation for solution-based collaboration.

These unprecedented times have not weakened our prospects of a bright future. This conference will provide engaging sessions, innovative solutions, and best practices to add to the quality of life in our respective communities.

It is an honor to serve as League President, working side by side with fellow Mayors and Councilmembers. I look forward to joining you as we engage and connect in a meaningful way.

Thank you to League staff for all of your efforts in bringing this conference together.

Sincerely,



Cathy Carlata  
President, League of Arizona Cities and Towns  
Mayor, City of Peoria



## LEAGUE LIFE MEMBERS

Carol Anderson, Kingman • Chris Bavasi, Flagstaff • James Boles, Winslow  
Doug Coleman, Apache Junction • Boyd Dunn, Chandler • Stanley Gibson, Globe  
Harry Mitchell, Tempe • Mark Mitchell, Tempe • George Renner, Glendale  
Bob Rivera, Thatcher • Gary Scaramazzo, Page • Mark Schnepf, Queen Creek  
Elaine Scroggs, Glendale • Jay Tibshraency, Chandler • Doug Von Gausig, Clarkdale

## LEAGUE EXECUTIVE COMMITTEE

### President:

Cathy Carlat, Mayor, Peoria

### Vice President:

Douglas Nicholls, Mayor, Yuma

### Treasurer:

Greg Mengarelli, Mayor, Prescott

### Committee Members:

Tom Brady, Mayor of Bullhead City • Craig McFarland, Mayor of Casa Grande  
Kevin Hartke, Mayor of Chandler • Alexis Hermosillo, Mayor of El Mirage  
Paul Deasy, Mayor of Flagstaff • Brigitte Peterson, Mayor of Gilbert  
Jerry Weiers, Mayor of Glendale • Georgia Lord, Mayor of Goodyear  
Thomas L. Schoaf, Mayor of Litchfield Park • Ed Honea, Mayor of Marana  
Christian Price, Mayor of Maricopa • John Giles, Mayor of Mesa  
Kate Gallego, Mayor of Phoenix • Gail Barney, Mayor of Queen Creek  
Tom Murphy, Mayor of Sahuarita • David Ortega, Mayor of Scottsdale  
Sandy Moriarty, Mayor of Sedona • Rick Mueller, Mayor of Sierra Vista  
Mila Besch, Mayor of Superior • Corey Woods, Mayor of Tempe  
Regina Romero, Mayor of Tucson

## CONFERENCE BADGES

You must wear your official conference badge to obtain entrance to all functions, including meals and social events.

**The dress at the conference is business casual.** This includes the receptions and dinners.

## REGISTRATION DESK LOCATION AND HOURS

Online registration is now closed. To register at the conference please go to the League Registration Desk at the Frank Lloyd Wright Ballroom.

10:00 am to 7:00 pm on Tuesday, August 31

7:00 am to 7:00 pm on Wednesday, September 1

7:00 am to 7:00 pm on Thursday, September 2

7:00 am to 10:00 am on Friday, September 3

## CLE CREDITS

Sessions with an \* next to them may be eligible for continuing legal education (CLE) credit.

## CONFERENCE MOBILE APPLICATION

This year's League Conference is available for download through Attendify. To find the conference app, visit your mobile app store, search for and download "Attendify." Once downloaded, open the Attendify App and search for "League Annual Conference." Select the "Join" icon to become part of the event.

# CONFERENCE SPONSORS

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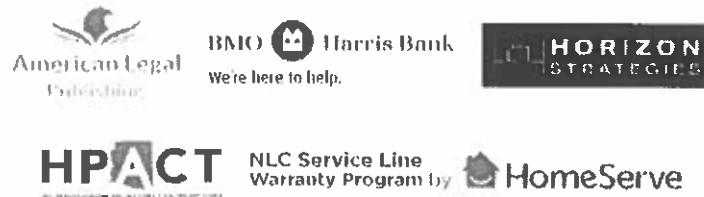
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UMB Bank • Union Pacific Railroad • Waymo

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# TUESDAY AGENDA

## **TUESDAY, AUGUST 31**

### **Golf Tournament**

8:00 a.m. – Arizona Billmore Golf Club

### **Pre-Conference Session | The Arizona We Want: An Action Agenda for Arizona's Future**

9:00 a.m. Frank Lloyd Wright Ballroom G-J

Arizonans across the vast expanse of our state, in our cities, towns and rural communities overwhelmingly agree on what matters most, creating a shared vision of success for The Arizona We Want.

Although we may differ in backgrounds and experiences, the Center for the Future of Arizona (CFA) has learned through its 2020 Gallup Arizona Survey that a majority of Arizonans – at least 70% or more – agree on seven shared public values and 42 action items to drive the state forward.

Join CFA for an informative and interactive program where these findings and more from its recent report *The Arizona We Want: The Decade Ahead* will be shared. You will:

- Hear about how Arizonans feel about life today, what they believe is important for the future, and what they are willing to do to help drive Arizona forward.
- Discover how Arizona leaders and communities are successfully using survey data to inform policy, practice and investments to ensure action that supports what Arizonans want.
- Learn how to use the Arizona Progress Meters to inform ongoing data-driven action to support your community's goals.

The report has given voice to Arizonans and the basis for an agenda for the future. Together we can continue to build The Arizona We Want.

**Event Cost: Free**

# TUESDAY AGENDA

## Resolutions Committee Meeting

1:30 p.m. McArthur Ballroom 4-7

Mayor Douglas Nicholls, Vice President of the League and Mayor of Yuma will serve as Chairman of this year's Resolutions Committee.

## Pre-Conference Session | What Drives You as a Person, an Elected Official, a Manager and Employee? Are you ready to find out?

1:30 p.m. McArthur Ballroom 1

We do not mean money, fortune, or fame, but how you like to do business, how you are as an employee and as leader. According to a recent study from Cornell University, "Having a high level of self-awareness was the strongest predictor of overall success in leadership."

Join Lindsay Perez, Ph.D. of the HumanLytics Team, in this fun and interactive session that utilizes Predictive Index to maximize self-awareness, which increases your communication, coaching, conflict resolution and influencing skills. You'll be amazed at the insights you'll receive after taking a brief, no questions asked, 6-minute survey.

The Predictive Index is a behavioral assessment tool utilized by more than 8,000 employees worldwide to measure the motivating needs of managers, employees, and prospective employees. The tool, consisting of 2 simple questions, is a fun and valuable employee and team development tool.

Regardless if you are an elected official, city or town employee or manager, you won't want to miss this fun and interactive session!



*Lindsay Perez, Ph.D. of the HumanLytics Team*

**Event Cost: \$40**

**Please Note:** Registration for this event is separate from the main conference. If you did not register for this session but would like to attend, please talk with the league registration staff.

## Arizona Municipal Risk Retention Pool (AMRRP) Annual Meeting

4:00 p.m. Grand Canyon

## Welcome Reception

5:30 p.m. Frank Lloyd Wright Ballroom

The League welcomes all conference delegates and guests to the opening reception.

# WEDNESDAY AGENDA

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# WEDNESDAY AGENDA

## WEDNESDAY, SEPTEMBER 1

### Parade of Flags Practice

7:30 a.m. – Frank Lloyd Wright Ballroom

Designated representatives who will walk with their flag will meet in the Frank Lloyd Wright Ballroom for parade practice. We strongly encourage all flag bearers to attend practice.

### Youth Program (see page 19)

7:30 a.m. – Casa Grande

### Opening General Session

9:00 a.m. – Frank Lloyd Wright Ballroom

- **Invocation**
- **Presentation of the colors**
- **Parade of Flags/Celebration of Cities and Towns** - Tom Belshé, Executive Director, League of Arizona Cities and Towns
- **Update from the National League of Cities** - Kathy Maness, Councilmember, Lexington, South Carolina, President, National League of Cities
- **Sponsor Recognition**
- **Keynote Speaker:** Dr. Rick Rigsby



#### **The Responsibility of Leaders in Times of Uncertainty**

There are certain moments in history that compel those in leadership to rise to another level. In our present landscape... a global pandemic, racial unrest and political division combine to create such a moment. And, if you're a leader... it's an opportunity of a lifetime!

It's been said that great people do things others don't. And great leaders look for moments such as these... to do what others won't. Dr. Rick Rigsby argues that

nothing—absolutely nothing—prepares one for leadership like a season of instability that produces an environment of uncertainty.

In a captivating and uplifting message, the acclaimed motivational speaker and best-selling author offers a clear assessment of current affairs and a common-sense approach to meet the challenges of a critical season. Join Dr. Rigsby and be inspired to become the leader you've always desired to be!

### Lunch on Your Own

12:00 p.m.

### Affiliate Group Meetings

#### **Arizona MPO COG Directors**

1:30 p.m. – Sedona

1:30 p.m. – CONCURRENT SESSIONS

#### **Concurrent Session – 1:30 p.m.**

##### **Trends in Housing & Real Estate – Ensuring Arizona Has Vibrant Communities**

1:30 p.m. – Frank Lloyd Wright A/B

This session will explore how cities and towns can maintain and enhance your community's essence while managing Arizona's booming housing market, navigating housing trends, balancing the needs for affordable housing, and preparing your community for the future.

##### **Cybersecurity for Cities and Towns**

1:30 p.m. – Frank Lloyd Wright C/D

It is easy to take security for granted until a breach occurs, or data is held for ransom in your city or town. Learn what the state is doing on cyber security as well as how you can engage with this issue and prevent cyber-attacks in your community, especially if your community does not have a dedicated team and a large amount of resources to tackle this issue.

# WEDNESDAY AGENDA

1:30 p.m. – CONCURRENT SESSIONS

## \* Development Incentives Post-Schires

1:30 p.m. – McArthur Ballroom 1

In February 2021, the Arizona Supreme Court issued a decision in *Schires v. Carlat* that makes it more difficult for Arizona cities and towns to compete against municipalities in other states for economic development. This panel will discuss the Schires decision, lessons learned regarding the Gift Clause, and the future of municipal incentives and development agreements in Arizona.

## \* Energy & Storage – The Opportunities Ahead

1:30 p.m. – McArthur Ballroom 4

Demands in energy, diversification of energy sources, and new technologies are opening up opportunity and challenging cities and towns to keep ahead of the industry. Learn about new ACC rules, what is ahead and, how to position your community to maximize resources.

## Arizona - The Future of the Semiconductor Industry

1:30 p.m. – McArthur Ballroom 5

Arizona's semiconductor industry continues to grow exponentially with international companies choosing to locate and expand in the state. Learn what's happening at the federal and state level to support this growth, how local communities can partner on these efforts, and how it's transforming Arizona's technology landscape.

## AMRRP: A Valuable Partner to Arizona's Cities and Towns

1:30 p.m. – Mesa

Over the years AMRRP has expanded services for AMRRP members. There are now 5 complimentary legal programs, 6 complimentary subscription services, 7 preferred pricing programs and 3 worker's compensation programs. These programs have had a positive impact for AMRRP as well as individual members. To learn more about the programs please join us as AMRRP members talk about each program, how they utilize them and how they have impacted their municipality.

2:45 p.m. – CONCURRENT SESSIONS

## Concurrent Sessions - 2:45 p.m.

### Capital Pipeline, A New Tool to Understand and Utilize Capital Projects for Arizona's Cities and Towns

2:45 p.m. – Frank Lloyd Wright A/B

Capital budgets are a blueprint for the future of a community. With the availability of Federal infrastructure funding, the future can come even sooner for those "shovel ready" projects. The League's new data partner, Capital Pipeline, will provide insight into just how Arizona cities and towns are preparing for the future and introduce a new and unique research tool for municipal leaders, contractors, and other capital improvement stakeholders to better prepare for the opportunities ahead.

### Pathways to Trade – Is there a "Silk Road" in Arizona?

2:45 p.m. – Frank Lloyd Wright C/D

This discussion will explore how regionalization of supply chains, a boom in manufacturing, new investments in border infrastructure, and enhancing our collaborations with Mexico can make your community stronger.

### Tourism Recovery in a Post-COVID World

2:45 p.m. – McArthur Ballroom 1

Tourism is a huge economic driver in Arizona, with our spectacular cities and towns as top tourism destinations nationally and internationally. Learn how the industry is working to come back stronger than ever post-pandemic, and how the state and local communities can support those efforts.

### The Economic Impact of Housing Diversity

2:45 p.m. – McArthur Ballroom 4

City and town leaders are often put in a position to interpret, without evidence, the long-term impacts of all types of housing, new development and redevelopment. Come learn how data and the realities of Arizona's housing market are impacting Arizona's economic future.

# WEDNESDAY AGENDA

4:00 p.m. – CONCURRENT SESSIONS

## Concurrent Sessions – 4:00 p.m.

### \* League Legislative Update and Look Ahead

4:00 p.m. – Frank Lloyd Wright A/B

During August, League staff traveled throughout the state to meet with our members and provide an overview of the major issues from the 2021 legislative session. For those of you that missed us on the road, this session is the final installment of that tour. Staff will provide attendees a recap of the 2021 session and discuss what is on the horizon for the 2022 legislative session.

### Arizona's Future: Electric Vehicles

4:00 p.m. – Frank Lloyd Wright C/D

Arizona continues to lead the way when it comes to the development and deployment of new technologies that enable innovation in the electric vehicle space. Learn from industry leaders on how cities and towns in every part of Arizona can be best prepared to support electric vehicles and future technologies.

### Colorado River Shortage - What it Means to Arizona

4:00 p.m. – McArthur Ballroom 1

Arizona depends on the Colorado River for more than 35% of its water supply. As the drought in the Colorado River Basin extends beyond its 20th year, we anticipate the first-ever shortage declaration on the Colorado River beginning in 2022. The shortage will result in a substantial cut to Arizona's share of the river. Attend this panel discussion to learn who will be cut and what a shortage means to Arizona's economy and quality of life.

### Supporting Emerging Women Leaders

4:00 p.m. – McArthur Ballroom 4

Arizona has always been known as a state with strong women leaders navigating tough issues. These women all have stories we can learn from.

Following the session please join us at **Wrights Bar** for continued networking.

4:00 p.m.

## Navigating an Ever-Changing Media Landscape

4:00 p.m. – McArthur Ballroom 5

Newspaper, radio, television and even social media can be useful means to reach residents, but competition for attention and lack of trust in the media present a challenging landscape. Hear from industry insiders to learn what trends drive newsrooms today and how to help your messages stand out.

## Dinner, President's Update and Entertainment

6:30 p.m. – Frank Lloyd Wright Ballroom

Speaker: **Cathy Carlat**, Mayor, Peoria, President, League of Arizona Cities and Towns

**Entertainment Provided by The Killer Dueling Pianos**

A black and white photograph of a desert landscape. In the foreground, there are rocky, scrub-covered hills. In the middle ground, a town is nestled in a valley. In the background, there are more mountains under a clear sky. The text "THURSDAY AGENDA" is overlaid on the right side of the image, with a white horizontal bar underneath it.

# THURSDAY AGENDA

# THURSDAY AGENDA

## THURSDAY, SEPTEMBER 2

### Spouse/Guest Mobile Tour

#### Tour of Musical Instrument Museum – See Page 17

8:00 a.m. – Grand Canyon

### Concurrent Sessions – 8:00 a.m.

#### Recycling and Sustainable Practices: Current Challenges and Solutions

8:00 a.m. – Frank Lloyd Wright C/D

Recycling has emerged as a top issue cities and towns across the state are grappling with. This session will explore the challenges as well as what's on the horizon, what the opportunities are, and the innovative ways municipal leaders are approaching the issue.

#### Rural Blight: A Critical Issue in Our Communities

8:00 a.m. – Casa Grande

Blight continues to be a critical issue across rural Arizona. Come learn from leaders navigating this issue, as well as the partnerships in place to make inroads on this challenge.

#### \* Who Does the City or Town Attorney Represent and How Do I Utilize My Attorney?

8:00 a.m. – Flagstaff

The panel will discuss the role of a municipal attorney and explore questions related to the attorney-client relationship, such as:

1. Who does the attorney represent?
2. What does the attorney actually do?
3. How does attorney-client privilege work?
4. What are the some of the biggest challenges faced by municipal attorneys?
5. How can we maintain a positive and effective relationship with our attorney?

9:15 a.m. – CONCURRENT SESSIONS

### 8:00 a.m. – Overcoming the Challenges of Development

8:00 a.m. – Mesa

Clarify and enhance your own community's vision around development and work with partners to overcome the challenges confronting growth.

### 9:15 a.m. – CONCURRENT SESSIONS – 9:15 a.m.

#### Keeping the Lights On – Energy & Grid Health

9:15 a.m. – Frank Lloyd Wright A/B

Our 21st century lives require 24/7 power. Given the recent reliability challenges in Texas, learn how Arizona is ensuring reliable energy delivery and why this should be top of mind for municipal leaders.

#### More Solutions than Money – Maximizing the Transportation Dollar

9:15 a.m. – Frank Lloyd Wright C/D

The demands on dollars dedicated to transportation are many; safety, economic development, data collection, efficiency, and much more. How can we stretch our dollars to deliver top quality service and reliability while keeping up with demand?

#### The Local Challenge – Homelessness and a Holistic Approach

9:15 a.m. – Casa Grande

This session will explore innovative approaches to homelessness to help individuals, families, and community groups come together to navigate this complex issue.

#### What's the Next Pandemic? Lessons Learned From 2020 and Improving Processes for the Future

9:15 a.m. – Flagstaff

If 2020 taught us anything, we know that as local leaders, we all need to be prepared for whatever comes our way. Join us as we talk about takeaways from the response to the pandemic, and opportunities for greater emergency response collaboration at the municipal, county, and state level.

# THURSDAY AGENDA

9:15 a.m.

## Tech Can Make It Better – Finding Smart City Solutions

9:15 a.m. – Mesa

Learn how to find and implement smart city solutions that can streamline processes, enhance services, and engage your citizens no matter the size of your budget.

10:30 a.m. – CONCURRENT SESSIONS

## Concurrent Sessions – 10:30 a.m.

### Tapping into the Benefits of a Council-Manager Form of Government

*This session sponsored by the Arizona City/County Management Association*

10:30 a.m. – Frank Lloyd Wright A/B

The council-manager form of government provides a solid foundation for well-run communities in Arizona. This session will explore the importance of the unique relationship between a mayor, councilmembers and their city manager. The discussion will include concrete examples of how elected officials best utilize and work with the manager's office to accomplish their goals while creating meaningful public policy to support their community's needs.

### Cybersecurity Case Study

10:30 a.m. – Frank Lloyd Wright C/D

This session will be a deep dive follow-up from Wednesday's *Cybersecurity for Cities and Towns* session. Industry experts will present real-life case studies and lead a more interactive exploration of cybersecurity risks to help cities better understand their needs and what they can do to be more prepared.

### Reading the Tea Leaves: Political Pundits Discuss Issues Impacting Arizona

10:30 a.m. – Mesa

This session will be a lively discussion from pundits on both sides of the political aisle. The conversation will focus on the current hot issues at the capitol, topics in the news and what issues are on the horizon that will impact cities and towns.

10:30 a.m. – SESSIONS

## Update on PSPRS and Tools to Help Cities Manage their plans

10:30 a.m. – Casa Grande

PSPRS will first provide an update on the overall status of PSPRS from an operational and financial standpoint, followed by a presentation from PARS on how a section 115 trust can help local governments manage their pension costs, concluding with a presentation from Stifel on how local governments are leveraging current market conditions to make significant positive impacts on their unfunded liability.

## Workforce Development - The Pipeline

10:30 a.m. – Flagstaff

Our growing communities need a diverse talent pipeline to support our current industries as well as the skills of tomorrow. Learn what leaders are doing to help ensure our workforce can meet the needs of a booming economy.

## Award Luncheon

12:00 p.m. – Frank Lloyd Wright Ballroom

President: **Douglas Nicholls**, Mayor, Yuma, Vice President, League of Arizona Cities and Towns

- Legislative Awards and Recognition
- League Service Awards

2:30 p.m. – SESSIONS

## Concurrent Sessions – 2:30 p.m.

### Short Term Rentals Discussion

2:30 p.m. – Frank Lloyd Wright A/B

Arizona is unique in its preemption of local government's ability to protect communities against the adverse impacts of Short-Term Rentals (STRs). While some neighborhoods across the state have lost their sense of community, other face affordable housing challenges exasperated by the uninterrupted proliferation of STRs. Unrelenting noise and disorderly parties contribute to significant public safety issues. In this session, learn what cities in other states are doing to minimize these impacts including what works and doesn't work for municipalities and short-term rental platforms.

# THURSDAY AGENDA

2:30 a.m. – CONCURRENT SESSIONS

## Resilient Cities & Towns: Reducing Risks and Seizing Opportunities

2:30 p.m. – Frank Lloyd Wright C/D

Cities and towns across Arizona are facing increasing challenges from aging infrastructure, drought, extreme heat, and more. In response, they are actively engaging with businesses, nonprofits, residents, and universities to craft forward-thinking solutions to reduce risks, improve efficiencies, bolster local economies, and build long-term community and regional resilience.

Join councilmembers and staff from Mesa, Sedona, and Tempe as they share varying approaches to leveraging opportunities and reducing risks, particularly in the areas of:

- Improving efficiency and cost savings;
- Creating jobs through clean energy investments and transitions; and
- Engaging all sectors in climate action planning to improve resilience and reduce human, physical, and financial risk/losses.

## The Backbone of Arizona's Economy – Supporting Small Businesses

2:30 p.m. – Casa Grande

Our local businesses have been hit hard by the pandemic and the uncertainty of a tumultuous year. Learn how government can help (or hurt) our small businesses pivot, re-tool, and reinvent themselves for success tomorrow.

## The Programs That Give Back

2:30 p.m. – Flagstaff

Exploring ways to connect the people in need with the people and groups who can help.

## 5G In Your Community

2:30 p.m. – Mesa

Join us for a candid conversation around how to empower local leaders navigating 5G on important topics like health and safety, aesthetics, and notification.

## Affiliate Group Meetings

### Arizona City Attorneys Association

2:30 p.m. - Aztec

### Greater Arizona Mayors Association (GAMA)

2:30 p.m. – Sedona

## Annual Business Meeting

4:00 p.m. – Grand Ballroom

The Annual Business Meeting is held each year at the conference to elect members to the Executive Committee and to ratify the resolutions passed at the Resolutions Committee Meeting

**President:** *Cathy Carlat, Mayor, Peoria, President, League of Arizona Cities and Towns*

**Speakers:** *Douglas Nicholls, Mayor, Yuma, Vice President, League of Arizona Cities and Towns and Chairman, League Resolutions Committee*  
*Christian Price, Mayor, Maricopa, Chairman, League Nominating Committee*

## Showcase of Cities and Towns

6:00 p.m. – McArthur Ballroom



# FRIDAY AGENDA

## FRIDAY AGENDA

**FRIDAY, SEPTEMBER 3**

### **Speed Networking Breakfast for Municipal Officials**

8:00 a.m. – Frank Lloyd Wright C/D

Join your fellow city and town elected officials and staff in a speed networking breakfast. Each participant will get one minute to share an issue that she/he is facing in their own community or on their council. Your issue can be big or small. Once you have shared your issue, everyone at the table will get one minute to share their initial impressions/reaction. Then the facilitator will announce a table change. Everyone will move to a different table based on a number sequence that avoids redundancy in the small groups. Participants can choose to use the same challenge/issue because your audience will have changed, or you may pose a new challenge to the group.

This session is designed to give you multiple ideas on to deal with an issue in your community as well as introduce you to new colleagues throughout the state.

### **Closing General Session**

9:30 a.m. – Frank Lloyd Wright E

#### **Tech Tornado! How to Stay Grounded while Big Tech and Digital Media Upend Trust and Fellowship in Our Communities.**

At first it was mean, nasty, and mostly uninformed comments from anonymous posters at the bottom of online articles. Then it was never-ending vitriol on social media between friends, acquaintances, strangers, and—sadly—family.

Now all that supercharged negativity and overheated rhetoric has made its way to the council and commission meeting. Throw a pandemic in there where we are spending more time online than ever locked in a booming echo chamber, and now we have a real mess on our hands.



What's an oath-abiding, community-loving public servant to do? Start by taking care of yourself. Then adapt and retool to tackle this quagmire with renewed energy and a deeper understanding of what you're up against.



Georgia Dow, MA - Georgia hosts several podcasts dealing with technology and psychology. She also has over 20 years of experience in teaching and counseling. With degrees in Psychology and Education, a teaching degree, a Master's degree with Distinction in Art Therapy as well as two-time Canadian Jujitsu Champion.

She specializes in treating anxiety and stress management for both children and adults. Georgia also hosts Apple Talk and her own YouTube site on dealing with Anxiety and social media.

## Conference Adjourned

# SPOUSE/GUEST TOUR

Thursday - September 2, 2021

## Tour of Musical Instrument Museum

8:00 a.m. – Grand Canyon

As one of Phoenix's top-rated attractions, the Musical Instrument Museum (MIM) is truly a unique destination. Not only is it the world's only global musical instrument museum, but Phoenix was specifically selected as the city in which MIM was built. The architecture and landscape blends into the desert environment, while guests can visit the world in MIM's Geographic Galleries. Exhibits focus on musical heritage, cultures, and instruments from 200 countries. See videos and hear music in different genres from iconic performers including country, jazz, pop, classical, and more. The guided tour will provide an overview of the world's instruments and music, including well-known musicians. You will have time to explore the galleries after the tour. End the journey in the Experience Gallery where you make some music of your own on instruments from around the world.

### Schedule of Events:

8:00 a.m.    **Breakfast at Biltmore In the Grand Canyon Room**

8:30 a.m.    **Bus departs for MIM**

11:00 a.m.   **Return to Biltmore**

**Please Note:** Registration for this event is separate from the main conference and is open to those with a full spouse/guest badge and those have pre-registered. If you did not register for this session and do not have a full spouse/guest badge but would like to attend, please talk with the League registration staff.



# YOUTH PROGRAM

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Wednesday – September 1, 2021

# YOUTH PROGRAM

## Registration Open

7:00 a.m. – League Registration Desk, Frank Lloyd Wright Foyer

Please register all youth attendees and chaperones at the League registration desk located in the Frank Lloyd Wright Foyer. Attendees are invited to set up their poster board at this time following registration.

## Parade of Flags and Opening General Session

9:00 – 10:00 a.m. | Frank Lloyd Wright Ballroom

## Youth Program Welcome and Icebreaker

10:00 – 10:30 a.m. | Casa Grande

## Mental Health Wellness

10:30 – 11:45 a.m. | Casa Grande

This has been a challenging year for everyone with the pandemic, remote learning, loss of celebrating milestones, and feeling isolated from friends and family. This workshop will highlight how to understand mental health challenges, recognize the signs and symptoms, and learn to practice self-care & how to access resources. Learn how to support yourself and your friends with the help of Katey McPherson and Michael Klinkner!

## Lunch Break

11:45 a.m. – 12:30 p.m. | Flagstaff

## Public Speaking Workshop

12:30 – 1:20 p.m. | Casa Grande

Cultivate your public speaking style through exercises that will enhance your presence! In this workshop, Mary Zatezalo will share how to advance your public speaking skills, message construction, and delivery. You'll receive practical lessons and participate in interactive activities to make you a stronger, more confident public speaker!

## Networking 101

1:30 – 2:10 p.m. | Casa Grande

Today, building a solid network and leadership skills in an academic, professional, and personal environment is an essential skill. This workshop targets leaders who want to gain a better understanding of how to best flex their personal leadership style and networking skills. Join in, have fun and leave with a fresh perspective on how to boost your network and transform your leadership style.

## Speed Networking Event

2:10 – 2:30 p.m. | Casa Grande

## Poster Board Networking

2:40 – 3:20 p.m. | Arizona Biltmore Ballroom Foyer

## Youth Program Wrap-Up

3:30 p.m. | Casa Grande

## SPECIAL THANK YOU TO OUR YOUTH PROGRAM SPONSORS:





# SERVICE AWARDS

# SERVICE AWARDS

## 36 Year Award Recipients

Adolfo Gamez, Councilmember, Tolleson

## 28 Year Award Recipients

Herb Kai, Councilmember, Marana

## 24 Year Award Recipients

Anna Cline, Councilmember, Bisbee  
Dick Powell, Councilmember, Casa Grande  
Louis C. Bracamonte, Mayor, Winkelman  
Anita Hinojos, Vice Mayor, Winkelman  
Robin Boyd, Councilmember, Winslow

## 20 Year Award Recipients

Toney D. King, Sr., Councilmember, Benson  
James "Bud" Turner, Vice Mayor, Gila Bend  
Thomas Lagunas, Councilmember, Hayden  
Enrique Lopez, Councilmember, Hayden  
Patti Comerford, Councilmember, Marana  
Steve Blair, Councilmember, Prescott  
Gail Barney, Mayor, Queen Creek  
Frederick W "Rick" Mueller, Mayor, Sierra Vista  
Richard Ortega, Vice Mayor, Safford  
Linda Laborin, Councilmember, Tolleson

## 16 Year Award Recipients

Ernie Bunch, Mayor, Cave Creek  
Georgia Lord, Mayor, Goodyear  
Jane Moore, Councilmember, Jerome  
Rudy Flores, Councilmember, Kearny  
Frank Savino, Councilmember, Parker  
Cathy Carlat, Mayor, Peoria  
Miguel Villalpando, Councilmember, Somerton  
Margaret Chittenden, Councilmember, Youngtown  
Jacob "Jack" Duran, Former Councilmember, Youngtown

## 12 Year Award Recipients

Mark R. Clark, Former Councilmember, Bullhead City  
Robin Whatley, Councilmember, Camp Verde  
Steve Erhart, Vice Mayor, Eagar  
Fernando Fernandez, Councilmember, Gila Bend  
Christopher Riggs, Mayor, Gila Bend  
Ian Hugh, Councilmember, Glendale  
Joe Pizzillo, Councilmember, Goodyear  
Gloria Cota, Councilmember, Guadalupe  
Joe Sanchez, Councilmember, Guadalupe  
Stephanie Irwin, Mayor, Pinetop-Lakeside  
Robin Benning, Councilmember, Queen Creek  
Kara Egbert, Vice Mayor, Sahuarita  
Michael Allsop, Councilmember, Show Low  
Lynn Johnson, Mayor, Snowflake  
Gerardo Anaya, Mayor, Somerton  
Clorinda Erives, Vice Mayor, Tolleson  
Cecilia McCollough, Mayor, Welton  
Leslie McClendon, Deputy Mayor, Yuma

## 8 Year Award Recipients

Gail Evans, Councilmember, Apache Junction  
Christa Rizzi, Vice Mayor, Apache Junction  
Patrick Boyle, Councilmember, Benson  
Jessie Jones-Murdock, Councilmember, Camp Verde  
Anne Thurman, Mayor, Duncan  
Jared Taylor, Former Councilmember, Gilbert  
Jerry Weiers, Mayor, Glendale  
Bobby Smith, Vice Mayor, Hayden  
Jennee Miles, Mayor, Kingman  
David Luna, Councilmember, Mesa  
Tom Murphy, Mayor, Sahuarita  
Carlos Gonzalez, Councilmember, Somerton  
Tony Raykovitz, Vice Mayor, St. Johns  
Michael Alonzo, Vice Mayor, Superior  
Mila Besich, Mayor, Superior  
Stephen Estatico, Councilmember, Superior  
Roland Winters, Councilmember, Surprise  
David Smith, Mayor, Taylor  
Jason Brubaker, Vice Mayor, Taylor  
June Miller, Councilmember, Youngtown  
Gary Knight, Councilmember, Yuma  
Douglas J. Nicholls, Mayor, Yuma

# LEGISLATIVE AWARDS 2021



# LEGISLATIVE AWARDS 2021

The League will honor the following legislators for their outstanding public service and dedication to local governance.

## CHAMPIONS



Rep. Reginald Bolding (D)



Sen. Sean Bowie (D)



Sen. Paul Boyer (R)



Rep. David Cook (R)



Rep. Diego Espinoza (D)



Rep. Joanne Osborne (R)



Sen. Tyler Pace (R)



Sen. Rebecca Rios (D)

## FRIENDS

Sen. Lela Alston (D) • Rep. Richard Andrade (D) • Rep. Jasmine Blackwater-Nygren (D) • Rep. Kelli Butler (D) • Rep. Andrés Cano (D)  
Rep. César Chávez (D) • Sen. Lupe Contreras (D) • Rep. Andrea Dalessandro (D) • Rep. Domingo DeGrazia (D) • Rep. Tim Dunn (R)  
Sen. Kirsten Engel (D) • Rep. Mitzi Epstein (D) • Sen. Karen Fann (R) • Rep. Randall Friese (D) • Rep. Charlene Fernandez (D)  
Sen. Rosanna Gabaldón (D) • Sen. Sally Ann Gonzales (D) • Rep. Alma Hernandez (D) • Rep. Daniel Hernandez (D)  
Rep. Melody Hernandez (D) • Rep. Jennifer Jermaine (D) • Rep. Aaron Lieberman (D) • Rep. Joel John (R) • Rep. Jennifer Longdon (D)  
Sen. Christine Marsh (D) • Sen. Juan Mendez (D) • Rep. Robert Meza (D) • Sen. Lisa Otondo (D) • Rep. Jennifer Pawlik (D)  
Rep. Kevin Payne (R) • Sen. Jamescita Peshlakai (D) • Rep. Beverly Pingerelli (R) • Rep. Pamela Powers Hannley (D)  
Sen. Martín Quezada (D) • Rep. Diego Rodriguez (D) • Rep. Athena Salman (D) • Rep. Judy Schwiebert (D) • Rep. Amish Shah (D)  
Sen. TJ Shope (R) • Rep. Lorenzo Sierra (D) • Rep. Stephanie Stahl Hamilton (D) • Sen. Victoria Steele (D) • Rep. Raquel Terán (D)  
Rep. Myron Tsosie (D) • Rep. Michelle Udall (R)