

COUNTY SUPERVISORS ASSOCIATION ANNUAL REPORT

FY 2023-2024

CSA's Purpose

The CSA provides a non-partisan forum for county supervisors to address key issues facing local constituents, share vital information, and foster intergovernmental collaboration with state and federal policy-makers.

Core Goals

- Protect and enhance county authorities and resources to promote efficient, responsive constituent services.
- Develop high-quality information to support state and local decision-making.
- Empower county leadership with data-driven advocacy and policy solutions.

Executive Committee Membership



President

Hon. Stephen Q.
Miller
Pinal County



**President
Elect**

Hon. Lynne Pancrazi
Yuma County



**First Vice
President**

Hon. Alton Shepherd
Apache County



**Second Vice
President**

Hon. Rex Scott
Pima County



**Third Vice
President**

Hon. Mary Mallory
Yavapai County



**Immediate Past
President**

Hon. Jason Whiting
Navajo County

Core Capabilities



Advocacy

Intergovernmental Engagement

Research and Analysis

CSA leveraged by:

- County Supervisors
- County Managers
- Legislative Affairs
- Data & Analytics
- Affiliate Organizations

Strategies

- Analyze & brief county officials on emerging state and federal policies
- Advance a proactive policy agenda
- Support partnerships between state & local leaders
- Identify, prioritize, and develop information to assist state & local decision-makers
- Support supervisors & county staff via outreach, education, and specialized support
- Retain and develop a talented, knowledgeable workforce
- Maintain a fiscally efficient, service-oriented organization

CSA Professional Staff

Craig Sullivan
Executive Director

Penny Adams
Finance & County
Services Director

Jacob Emmett
Legislative Liaison

Vanessa Fielder
Research & Analytics
Director

Brandon Nee
Strategic Initiatives
Director

Zoe Averill
Research & Budget
Analyst

Yvonne Ortega
Executive Assistant &
Special Projects



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Select Outcomes, Information Products, and Support Services

Advocacy & Policy Development

19th CSA Legislative Policy Summit, hosted by Coconino County

Adopted 9 coalition priorities:

- Eliminate Dept. of Juvenile Corrections (ADJC) Cost Shift
- Address Challenges to Probation Funding
- Reauthorize Flexibility Language
- Res JR1-23: CSA & AACo Address Automatic Recount Timeline. **Solution became Laws 2024, Chapters 1 & 2**
- Res 2-23: Supporting the State-County Partnership
- Res 3-23: Increase State Support for Courts
- Res 4-23: Expand Access to Broadband
- Res 5-23: Increase Transportation Investment
- Res 6-23: Protect Investments in Public Safety Pensions

14 county-submitted proposals analyzed, resulting in:

8 measures adopted by CSA

- 1 measure signed into law
- 1 resolution adopted
- 2 support letters to state agencies
- 1 CSA workgroup established
- 3 withdrawn after stakeholder meetings

County financial priorities:

- Protected the county GF from new state costs shifts during \$1.4 billion state deficit
- ADJC Cost Shift, continued **\$6.7 million**
- State probation officer salary solution: no on-going state GF solution given deficit. Secured one-time federal backfill **\$10.1 million one-time**
- Flexibility Language, policy adopted

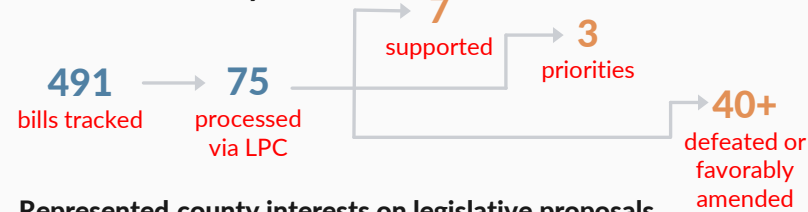
Engaged, briefed lawmakers and staff on county issues, including:

- Facilitated/prepared content for CSA leadership communications with the Governor and Senate/House Majority/Minority leadership
- Regularly communicated with Governor's office policy staff
- Regularly briefed House/Senate Majority/Minority leadership staff
- Hosted "County 101" briefing for legislative research staff
- Provided staff support for supervisors participating in AACo Legislative Policy Committee (LPC)
- Regularly briefed members of the Legislature
- Testified before multiple Senate and House committees

Engaged state agencies to promote county interests, including:

- Administrative Office of the Courts
- AZ Departments of Transportation, Housing, Economic Security, Administration, Health Services, State Land and Environmental Quality
- AZ Commerce Authority
- PSPRS Board of Trustees
- AZ Board of Regents

Reactive Advocacy



Represented county interests on legislative proposals, including proposals related to:

- "Auto recount" timeline solution
- Election administration and "vote centers"
- Requirements for local "call to the public"
- Requiring response timelines for public records requests
- Legislative intervention in local settlement agreements
- Board timelines for legislative vacancy appointments
- Tax lien sales process reform
- Expansion of consumer fireworks
- Exemptions for permits/licenses for juvenile businessowners
- Preemptions on wastewater permitting, updates of ADEQ's solid waste fees, expansion of "cottage food"
- Property tax refunds for expenses incurred to mitigate specified nuisances
- Type 03 school district fix, changes to theme park district creation
- Requiring supermajority approval to pass bonds, or a supermajority vote to raise revenues
- By-right zoning for religious institutions, shot clocks for "applications for development," exemptions from inspection, permitting, and zoning for Tiny Homes, county lot splits
- Reopening of the Correctional Officers Retirement Plan
- Civil evaluation and commitment processes

CSA appointments/committees:

- Governor's Water Policy Council; Interagency & Community Broadband Advisory Council
- AZ Supreme Court Commission on Technology
- PSPRS Board of Trustees & Advisory Committee
- CSA President serves on AZ Commerce Authority Board
- CSA President serves on AACo LPC
- AZ Criminal Justice Commission
- Constable Ethics, Standards and Training Board

Provided legislative briefings to the following:

- County Supervisors Association Board of Directors
- County Managers/Administrators Association
- AZ County Planners Association
- AZ County Finance Officers Organization
- AZ City/County Management Association
- AZ County Dir. of Environmental Health Services Assoc.
- AZ Civil Deputy Attorneys Association
- AZ Local Health Officials Association

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Select Outcomes, Information Products, and Support Services

Research & Data Initiative

Public Safety Retention & Recruitment Study:

As a part of the stakeholder working group established by Laws 2022, Ch. 351, CSA facilitated an \$800,000 grant through the Arizona Board of Regents (ABOR) Community Grant to study retention and recruitment for law enforcement officers and fire fighters across the state.

CSA served as the liaison between the working group and the university researchers. In that role, CSA met regularly with each research team, distributed surveys, coordinated data requests, provided guidance on research plans and interfaced with various stakeholders. Additionally, CSA staff served as the chair of the Total Compensation working group subcommittee, helping guide and facilitate the development of policy recommendations based on research findings.

Final Report was published in January 2024, which includes 6 different reports to inform local decisions.

Detention Personnel Retention & Recruitment Study:

In partnership with the Arizona Sheriffs' Association, CSA secured a \$300,000 grant from ABOR to study workforce challenges in county jail facilities.

CSA & ASA staff will help guide and facilitate various research projects conducted by ASU and UA. Research will be conducted from June 2024 to Spring 2025, with final research reports anticipated in **July 2025**.

Local Government Procurement Model Study:

In partnership with the League of Arizona Cities & Towns, CSA secured a \$300,000 grant from ABOR to examine procurement tools and models that could be implemented to measurably reduce costs and improve processes for local governments.

Research will include interviews and surveys of procurement professionals in Arizona, identifying metrics for cost efficiency and risk management, and analyzing nationwide best practices/case studies.

Initial research reports anticipated in **August 2025**.

Expenditure Limit Resource Guide Expanded:

In addition to existing resources to support county decisions around expenditure limit exemptions, CSA expanded the [Expenditure Limit Resource Guide](#) to be a comprehensive overview of constitutional expenditure limits, their history & available resources for counties.

[Expenditure Limit Primer](#)

[Expenditure Limit Overview](#)

[History of County Expenditure Limit Adjustments](#)

[Statutory & Constitutional History](#)

[Relevant Attorney General Opinions](#)

[Consolidated Resources: Expenditure Limit Elections](#)

[Consolidated Resources: Annual Expenditure Limitation Report](#)

County Data Initiative:

Easily accessible high-quality data is key to identifying, understanding, and advocating on behalf of county interests and priorities.

CSA actively maintains and expands data tools and datasets available to counties to support local decisions and county advocacy efforts.

4.1M
datapoints

230+
visualizations

775+
metrics

COUNTY SUPERVISORS ASSOCIATION OF ARIZONA
COUNTY ENCYCLOPEDIA

<http://www.countysupervisors.org/encyclopedia/>

The County Encyclopedia includes visualizations of county-level metrics that typically span 10-40 years of historical data, are charted over time and allow for comparisons across all 15 counties or across sub-groups of counties.

The Encyclopedia covers four major categories of information:

[General Info.](#)

[Revenues](#)

[Expenditures](#)

[Demographics](#)

[Probation Dashboard](#)

<https://www.countysupervisors.org/csa-probation-dashboard/>

CSA launched a new tool to utilize available data related to the probation function of the Superior Court. The Probation Dashboard visualizes monthly and annual data published by the Administrative Office of the Courts related to probation staffing, caseloads, and funding metrics to inform state and local discussions around the probation function.

[Revenue Dashboard](#)

<http://www.countysupervisors.org/csa-revenue-dashboard/>

Quickly identify trends in major county revenue streams: local sales taxes, state shared TPT, vehicle license tax and HURF revenues

[Employment Dashboard](#)

<http://www.countysupervisors.org/csa-employment-dashboard/>

Explore long- and short-term trends in employment by county and industry

Surveys Conducted:

- FY 2025 County Salary Adjustment Survey
- Local Government Permitting & Inspection Staff
- Vacancy Appointment Survey
- FY 2025 Criminal Justice Expenditure Survey

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Select Outcomes, Information Products, and Support Services

Supporting BEAD Deployment

As a part of the Bipartisan Infrastructure Law, Arizona received a **\$993.1 million Broadband Equity Access and Deployment Program (BEAD) grant** from the National Telecommunications and Information Administration.

CSA has served in an intergovernmental role to connect counties with the Arizona State Broadband Office as they plan for how the state will use the grant to deploy broadband to all unserved and underserved households in Arizona.

FY 2024 BEAD Engagement & Advocacy:

Appointed county staff to and served on Governor's Interagency and Community Broadband Advisory Council.

- Participated in monthly meetings of 6 working groups to represent county perspective/interests.

Reviewed and consolidated county input on:

- BEAD Five-Year Action Plan
- BEAD Initial Proposal, Volume I & II
- Proposed Challenge Process
- State Outreach & Engagement Plan

Engaged state and federal agencies on issues related to overlapping federal broadband programs:

- RDOF Amnesty FCC Comment
- RDOF Letter to Arizona Congressional Delegation
- Met with NTIA and FCC staff
- Introduced & secured adoption of resolution at NACo

Briefed county supervisors and professional staff on state challenge process, areas of particular concern.

Coordinated ongoing webinars and roundtables between ACA, county supervisors, and staff.

Local Government Broadband Permitting:

Convened county and municipal public works and permitting staff to discuss challenges and solutions in permitting broadband infrastructure projects.

Conducted survey of county and municipal permitting practices, staffing levels and ability to absorb additional permit applications as a result of BEAD.

Engaged with stakeholders on permitting workforce development issues.

Research & Information Documents

Documents/General Information:

- County 101: Roles & Responsibilities of County Government
- 2024 Legislative Summary
- 2024 Session Wrap-up Webinar
- 2024 Legislative Membership At A Glance
- 2024 Legislative Timeline
- FY 2025 County Budget Priorities
- FY 2025 County Budget Priorities: Relief Options
- CSA FY 2025 Budget & 2024 Legislative Priorities
- CSA Board of Directors Membership Poster
- CSA Board of Directors Contact Sheet
- 2023-2024 CSA County Government Internship Program
- 2024 Congressional Membership At A Glance

State/County Financial Analysis:

- 2024 County Budget & Audit Guide
- FY 2025 Annual Revenue & Expenditure Report
- FY 2025 JLBC Baseline v. Executive Budget Recommendation
- FY 2025 Budget as Passed
- FY 2025 Budget as Introduced
- ADJC Cost Shift History & Overview
- Presentation to 2050 Criminal Justice Services & Infrastructure Symposium:
 - FY 2025 County Criminal Justice System Expenditures
- County Jail Funding Authorities Overview
- Select Existing Transparency Requirements & Limitations on County Revenues & Expenditures
- Key County Findings from Public Safety Retention & Recruitment Studies
- Impact of proposed Maricopa County division on state shared TPT distribution
- Impact of proposed tribal TPT distribution on counties
- Impact of SB 1495 personal property exemption; increase

Public Safety Pension Engagement

CSA continued to engage PSPRS, stakeholders and legislative leaders on issues related to public safety pensions. Select activities included:

- Providing input to continue implementing changes to funding policies – adopted by PSPRS
- Supporting the agency's reauthorization
- Monitoring/reporting on PSPRS activities, decisions
- Participating in Advisory Committee

Select Analysis:

- Proposed CORP Reopening Memo to County Administration
- Analysis of CORP retention rates – 2018 cohort
- Cancer Insurance Retiree Eligibility Memo to County Administration
- Overview of Employer Concerns with Initial CIPP Retiree Expansion Proposal
- County Results of FY 2025 PSPRS Actuarial Valuations

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Informing County Leaders

CSA hosted **over 132 county meetings** to support its membership

Prepared content and facilitated briefings for the following:

- 9 CSA Board of Directors meetings
- 8 CSA Executive Committee meetings
- 10 County Managers Association meetings
- 9 CSA Legislative Policy Committee meetings
- 14 County Outreach Presentations to counties
- 8 Medium County Caucus meetings
- 7 Small County Caucus meetings

Guest presentations included:

- The Honorable Adrian Fontes, Az Secretary of State
- The Honorable Kris Mayes, Az Attorney General
- The Honorable Kimberly Yee, Az State Treasurer
- The Honorable Ken Bennett, Az State Senate, Dist. 1
- The Honorable Brian Fernandez, Az State Senate, Dist. 23
- The Honorable Tim Dunn, Az State Representative, Dist. 25
- Ben Stewart, Office of U.S. Senator Krysten Sinema
- Victoria Okula, Office of U.S. Senator Krysten Sinema
- Alan Maguire, PSPRS Board of Trustees
- Robyn Sahid, Arizona State Land Department
- Scott Jarrett, Director of Elections, Maricopa County/ Election Officials of Arizona
- Carmen Heredia, AZ Health Care Cost Containment System
- Ken Polasko, AZ Board of Regents
- Stefan Shepherd, JLBC
- Mike Townsend, PSPRS
- Ellen B. Stechel, The Center for an Arizona Carbon-Neutral Economy at ASC
- Lucinda Andreani, Coconino County Flood Control District

Communication

Further communication and outreach:

- CSA Legislative Update, weekly e-newsletter
- Regular Action Alerts & Session Updates (as needed)
- Web platform www.countysupervisors.org
- Established sponsorship partnerships with 33 businesses
- Facilitated "County Government Month" & procured proclamation from the Governor

Ongoing social media presence with regular postings:

- 1,183 X Followers, formally known as Twitter
- 228 Facebook Followers
- 114 LinkedIn Followers

Resolutions and Letters

Provided counties with letters, proclamations and resolutions regarding:

County legislative and budget priorities:

- **Resolution No. JR1-23:** Joint Resolution of CSA and AACo endeavoring to work as part of a coalition with state leadership to identify, enact, and implement solutions that will allow certainty in meeting statutory election deadlines.
- **Resolution No. 2-23:** Affirming CSA's Dedication to Providing Quality Analysis and Feedback to Inform State Policy Deliberations Affecting Limited Local Tax Dollars and Constituent Services, and Respectfully Requesting a Collaborative Partnership Between State and County Governments for the Benefit of Our Shared Constituents
- **Resolution No. 3-23:** Calling on the State and Administrative Office of the Courts to Work Collaboratively to Examine Policies that Increase State Support for the Court System, to Improve the Efficient Deployment of Taxpayer Resources, and to Identify a Long-term Funding Solution for the Court System
- **Resolution No. 4-23:** Urging State Leaders to Leverage Historic Federal Resources, Regional and Tribal Partnerships to Complete Critical Infrastructure Necessary for Statewide Access to Broadband
- **Resolution No. 5-23:** Urging the State to Maximize the Draw-down of Federal Resources to Arizona and Provide for Long term Funding Solutions to Support State and Local Transportation Infrastructure
- **Resolution No. 6-23:** Urging the PSPRS Board of Trustees to Continue Making Responsible Changes to the Debt Repayment Plan and Requesting that State Lawmakers Exercise Restraint in Enacting Policies that Increase Costs or Modify Contributions to the System

CSA Initiated the following letters:

- Requesting the elimination of ADJC cost shift - Gov. Hobbs and Az Legislature
- Requesting action on state funded probation officers - Gov. Hobbs and Az Legislature
- Supporting Community Grants Initiative - ABOR
- Supporting the state resumption of child care assistance funding - DES
- Requesting additional Housing Trust Fund disbursements to fund local rental assistant programs - Az Dept. of Housing
- Requesting support for the Arizona Commerce Authority (ACA) - Az Legislature
- Urging a solution to auto recount issues - Gov. Hobbs, Sec. Fontes, Az Legislative Leadership
- Urging action on FCC's Rural Digital Opportunity Fund (RDOF) - Az Congressional Delegation, Gov. Hobbs

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Select Outcomes, Information Products, and Support Services

NACo Engagement

- Facilitated/supported member participation in NACo leadership and steering committees
- Advocated appointment of 45 members to NACo committees/caucuses/task forces
- Supported membership at NACo Legislative and Annual Conference
- Supported membership with the NACo credentials process
- Arizona Caucus Meeting Co-hosted with AACo, NACo Annual Legislative Conference
- Hosted Arizona Delegation Dinner at NACo Annual Conference
- Supported CSA NACo Board Representative Supervisor Rudy Molera (Santa Cruz) and At large NACo Board Representative Supervisor Lena Fowler (Coconino)
- Supported CSA WIR Board Representative Richard Lunt (Greenlee) and Patrice Horstman (Coconino)
- Nominated Apache County Supervisor Alton Joe Shepherd (Apache) for NACo County Leadership Institute
- Executive Director serves as Western Interstate Region, Ex Officio (WIR Board of Directors)
- Participated in NACo- NCCAE Presidents and Executives Leadership Seminar
- Facilitated/supported county support for NACo/WIR National Center for Public Lands Counties

