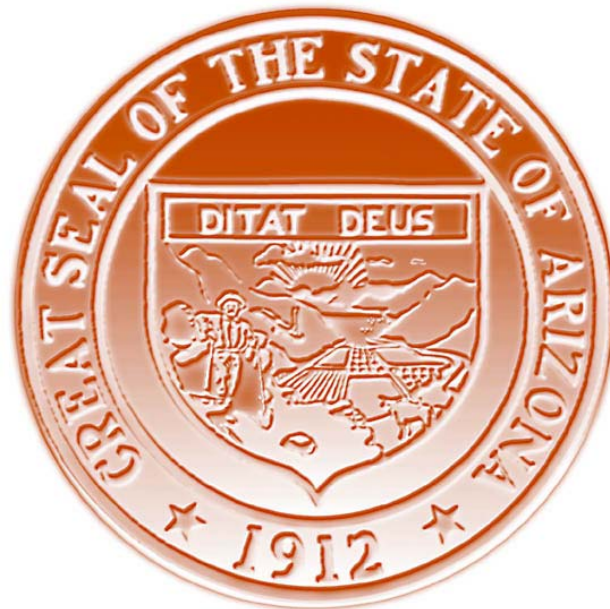

ARIZONA DATA ESTIMATES AND PROJECTIONS TASK FORCE



**FINAL REPORT AND
RECOMMENDATIONS FOR
POPULATION AND LABOR FORCE
ESTIMATES
DATA IMPROVEMENT**

Submitted December 12, 2007



FINAL REPORT AND RECOMMENDATIONS ARIZONA DATA ESTIMATES AND PROJECTIONS TASK FORCE

ARIZONA IS EXPECTED TO CONTINUE TO BE ONE OF THE FASTEST GROWING STATES IN THE NATION. ACCURATE POPULATION AND LABOR FORCE ESTIMATES AND PROJECTIONS ARE ONE OF THE CORNERSTONES OF RESPONSIBLE PLANNING FOR THIS GROWTH.

Arizona has been one of the fastest growing states in the nation over the last 40 years, with no slowdown in sight. Growth of this magnitude is extraordinarily complex and involves State and local governments, the development community, the many industries that propel Arizona's economy, and the citizens of Arizona. It requires a comprehensive review of population needs, transportation, economic development, water, natural resources and open space issues. Because few other states have faced such rapid growth, we have no proven models to follow. Population and labor force estimates and projections are one of the cornerstones of thoughtful planning in both the public and private sectors.

The Arizona Data Estimates and Projections Task Force (ADEPT) was created by Executive Order 2006-4 on February 8, 2006 and was tasked with the following functions:

- a. Evaluate best practices by other states for developing accurate population and employment estimates and projections.
- b. Access population estimates and projection models currently used by entities in Arizona.
- c. Evaluate expanding current employment estimates to include estimates of income and labor capacity and creating employment projections consistent with the population projections.
- d. Evaluate best practices in other states for access to and utilization of labor market information.
- e. Make recommendations to enhance the estimates and projections process.
- f. Make recommendations to enhance access to and utilization of labor market information.

The full ADEPT Committee is comprised of Directors or Designees of the Arizona Department of Commerce, Arizona Department of Economic Security, Arizona Department of Housing, Arizona Department of Health Services, and the Arizona Department of Transportation and includes public members with expertise in demographic estimates and projections, workforce and economic development, regulatory affairs, strategic planning, transportation, taxation, econometric model building, water and environmental affairs, healthcare, state and local government programs, and housing..

In addition, the ADEPT Committee created a Technical Advisory Committee to complete meeting agendas, discuss plans of action, review proposals from consultants, and to make Initial Recommendations for the full ADEPT Committee.

ADEPT PROGRESS IN 2006

The ADEPT Committee first met in July 2006 and had five monthly meetings before year end 2006. The monthly meetings focused on explaining to ADEPT Members many of the population estimates processes and existing issues. Both implicitly and explicitly, the focus of discussions centered on the processes and qualities of data produced for and by Department of Economic Security. Initial recommendations were drafted by ADEPT and provided to the Governor for review at the end of 2006. These initial recommendations included taking steps to improve data quality, improve the estimates and projections process, make organizational changes to the Population Statistics Unit and improve Labor Market Information data collection and reporting.

During and since 2006, DES has made a significant contribution to improving the population estimates process by hiring a nationally recognized university demographer to consult and recommend improvements to the data collection and estimates processes. In addition, DES has developed a new policy of transparency of its population estimates that greatly facilitate discussions of both the numbers and related estimation methodologies.

ADEPT WORK AND CONCLUSION IN 2007

Building on the work done in the first half of 2006, the ADEPT Committee met six times in 2007, including its final scheduled meeting on December 12. The purposes of these meetings was largely to discuss best practices in other states and recommendations. A consultant to ADEPT, the Council for Community Development and Economic Research (C2ER) was funded by Department of Commerce's Commerce Economic Development Commission (CEDC) to review) for the purposes of doing a review of "Best Practices" in other states and to make recommendations. Their report, "Counting on Arizona's Future" is available as a reference to these recommendations.

Most of the ADEPT Final Recommendations are largely, although not entirely, based on the recommendations from the C2ER report and the findings from the interim report drafted by ADEPT at the end of 2006. The Recommendations have been reviewed by the ADEPT members from the Councils of Government, the state's major universities, the League of Cities and Towns, and state agencies.

Of particular importance is the timing of implementation of the Recommendations.

In your letter of July 18, 2007 you recognized that the Research Administration unit at DES, which has had responsibility for population and labor force data, is currently housed in a social services agency which, at its core, has a different primary mission and that DES does not have resources or staffing to sufficiently engage stakeholders

who help develop and use economic data. In addition, the Office of Economic Information and Research (EIR) at the Arizona Department of Commerce (ADOC) plays an equally critical role – that of analyzing and interpreting the data developed by DES (and others) – into *information* that provides a context for decision making. EIR is also an integral part of an agency with the primary mission of tracking, developing and monitoring Arizona's economy, and that has established outreach programs and relationships amongst those who help develop and use such data and information.

That letter requested DES and ADOC to pursue a plan to merge the current DES Research Administration into ADOC by January 1, 2008. DES and ADOC have been working continuously to work through the legal, administrative and financial aspects of this change to supervision. Specifically, the following steps were requested and the following comments can be made at this date about meeting those request.

1. Develop a timeline and budget for this plan. In addition to Department of Commerce and Department of Economic Security, you should form a working group of the senior staff in the new Research Administration. In addition, OSPB, Department of Administration, the Attorney General's Office, and other state agencies that can contribute to the smooth transfer of personnel and responsibilities should be part of this working group.

DES and ADOC have worked continuously together and with other agencies since July to achieve a transfer of DES Research Administration to ADOC. Great credit should be given to DES for providing a highly organized team to effect this transfer. However, this transfer is not cost free and discussions about funding sources have taken longer than anticipated. A transfer of personnel is still expected by December 31, 2007 is still anticipated.

2. Develop language for a new Executive Order to implement the key recommendations of the Arizona Data Estimates and Projections Taskforce by October 1, 2007. Recommendations by the ADEPT group should be reviewed by the appropriate Executive Budget Staff prior to finalization.

The suggested new Executive Order language to modify Executive Order 95-2 will be submitted to you by the end of January 2008.

3. Develop and implement a new State Demographer function at Department of Commerce by January 1, 2008. I would expect the new State Demographer to assume a key role in the new Research Administration at Department of Commerce.

The new State Demographer position will be ready for national search by January 2008.

4. Develop and implement an Interagency Services Agreement (ISA) between Department of Economic Security that will transition the work and the appropriate

personnel associated with the current DES Research Administration by January 1, 2008. In addition, consultation and amendments to federal funding contracts and data security arrangements should be satisfactorily concluded by this time.

Federal agencies have been notified and have given their approval of the transfer of the Department of Labor contracts. The ISA covering the Populations Statistics and Labor Market Information contracts and duties will be closed in December 2007.

5. Prepare a staffing plan for enhancing the Department of Commerce research and analysis capacity that can be part of budget recommendations included in the FY 2009 budget proposals to the legislature. Elimination of jobs are not intended to be part of the transfer plan.

No jobs will be lost in this transfer. ADOC is preparing a new staffing plan with the managers of Research Administration to address the requirements of the ADEPT Committee that will start in January 2008.

CONCLUSION

The ADEPT committee has been a valuable resource in identifying areas of improvement in developing sound and reliable population and labor force estimates. During the year and a half the ADEPT committee has been meeting steps have been taken to improve communications, make estimates more transparent, and find ways to keep stakeholders involved in the process. These final recommendations are one step in a continuing process of collaboration that will provide Arizona with timely and accurate economic information that can be used by decision makers in their efforts to make Arizona a first class place to work and live.

Counting on Arizona's Future: D R A F T Recommendations by the Arizona Data Estimates and Projections Task Force (ADEPT)

Executive Summary

In February 2006, Governor Janet Napolitano issued Executive Order 2006-04 creating the Arizona Data Estimates and Population Task Force (ADEPT). Co-staffed by the Arizona Department of Economic Security and the Arizona Department of Commerce, ADEPT members include representatives from state and local agencies, Arizona Councils of Government, universities and local governments. ADEPT's goals include:

- Evaluating best practices by other states for developing accurate population and employment estimates and projections.
- Assessing population estimates and projections models currently used by entities in Arizona.
- Evaluating current employment estimates to include estimates of income and labor capacity and creating employment projections consistent with the population projections.
- Evaluating best practices by other states for access to utilization of labor market information.
- Making recommendations to enhance the estimates and projections process.
- Making recommendations to enhance access to utilization of labor market information.

Based on the input from stakeholders and insights gained from out-of-state interviews, a consulting team composed of the Council for Community and Economic Research (C2ER) and Decision Demographics prepared a report on the first four goals above and worked closely with ADEPT to provide some of the base information necessary for ADEPT to make appropriate recommendations. These recommendations are consistent with ADEPT's final two goals above and build on the preliminary report produced by ADEPT in December 2006.

Key Categories

The recommendations for enhancement of Arizona's data estimates and projections programs focus on four main categories:

- Governance: Long-term improvements to the State's data estimates and projections programs will depend on strengthening the linkage between policy development and analysis with the data gathering, management, and reporting efforts. These improvements can be achieved through proposed changes in the governance of those programs as offered in Recommendations 1-3 below.
- Policy and Procedures: Arizona's leadership could more effectively engage stakeholders involved in gathering and using population and employment data to help address some of the challenges to providing the highest quality

estimates and projections. These improvements could occur through the implementation of Recommendations 4-7 below.

- Program Management: The work required to carry Arizona forward to plan and implement quality growth management requires expertise in data management and analysis. Arizona has elements of this capacity in place already, but these efforts could be enhanced and better coordinated through an expanded professional team as suggested in recommendations 8-10 below.
- Data Collection and Technical Process: Ultimately, quality data estimates and projections rely on sound data inputs and methodologies. Key improvements could be made to Arizona's data gathering activities, data administration, and available reporting tools and techniques as offered in Recommendations 11-28 below.

Partnerships for Success

The success of the population and labor force estimates and projections programs is dependent on the partnerships of data providers, peer and expert support for reviewing and improving the methodologies employed, and the comment and feedback from data users and decision makers in the public and private sector. Throughout the discussions of the Task Force, it became apparent the success of the programs in general and the implementation of any and all of the following recommendations are predicated on a positive and supportive partnership among many agencies, levels of government, and the private sector.

Individual recommendations may require explicit actions and support from many of the partner groups. Rather than individually list each group after each recommendation, the following are key partnership groups in the final success of the demographic and employment/labor force programs. These groups include:

- Governor's Office and the Growth Cabinet,
- Arizona Legislature and the Joint Legislative Budget Committee (JLBC),
- Department of Economic Security (DES), Department of Commerce (DOC), and other state agencies (Department of Education, Department of Correction, Department of Housing, Department of Health Services, Department of Transportation's Motor Vehicles Division, and the Office of Manufactured Housing),
- Arizona Futures Commission (or other appropriate Commission or Board) and Arizona Futures Advisory Council for Technical Solutions (AZ-FACTS),
- Councils of Governments (COGs),
- Arizona county, city and town governments,
- Tribal Nations,
- Universities and community colleges,
- New data providers (such as municipal water and wastewater utilities, electric utilities, and County Assessors)
- Economic development and private business community, and

- Several federal agencies, including the U.S. Dept of Labor and the Census Bureau.

Recommendations

Governance

Recommendation #1: Broaden the mission for Arizona's demographic and economic data-gathering efforts to incorporate a mandate for data collection, research, and analysis that supports state socioeconomic policymaking.

- Purpose: Make the linkage between foundational data and high profile policy decisions more clear to policy makers.
- Action: Executive Order and adequate state funding from the legislature.

Recommendation #2: Align existing and expanded policy analysis, data management, and data collection activities with the Arizona Department of Commerce.

- Purpose: Raise the profile of the data estimates and projections programs, by continuing to improve the relevance, accuracy and timeliness of demographic and labor force information.
- Action: This recommendation has several key elements:
 - The Director of the Department of Economic Security (DES) would enter into an interagency service agreement (ISA) with the Director of the Arizona Department of Commerce (AZ DOC) assigning responsibility for the population and employment estimates and projections activities to AZ DOC.
 - The DES and ADOC would work with the U.S. Department of Labor (DOL) to redesignate certain DOL grants for Labor Market and Bureau of Labor Statistics work to AZ DOC.
 - By Executive Order, the Governor would create the **Arizona Futures Office** as a unit of AZ DOC to manage these DES-transferred activities as well as an expanded policy analysis and technical outreach activity.
 - The Governor and the Director of AZ DOC would also authorize the creation of an appointed commission, or the enhancement of an existing commission, to manage Arizona Futures activities to ensure sufficient autonomy to pursue appropriate socioeconomic data collection, management, and research in the most objective manner possible.
 - The Commission, tentatively named the AZ Futures Commission, could also be a part of an existing policy group. The AZ Futures Commission (with up to 20 members), representing key state, regional and local stakeholders, would provide policy leadership and direction, oversight and management of the data estimates, projections, and policy analysis activities. The Commission would be charged with developing and implementing policies related to:
 - organizational strategic and operating planning;

- establishing a research agenda as part of annual planning and budgeting process; and
- defining product deliverables based on annual strategic plan goals and contractual obligations.

Recommendation #3: Appoint the Arizona Futures Advisory Council for Technical Solutions (AZ FACTS) to provide technical direction to the Futures Office and to support the appropriate policy oversight group (such as the AZ Futures Commission).

- Purpose: Provide a mechanism to ensure the soundness and accuracy of the data and methodology used to produce estimates and projections, while insulate the analytic activities and programs from political influence.
- Action: AZ FACTS would replace the current Population Technical Advisory Committee (POPTAC) to serve as a technical advisory group whose members would have specified technical credentials and would be appointed for limited terms. AZ FACTS would focus on recommending improvements to the quality of data and analytic techniques of the Futures Office.

Policy and Procedures

Recommendation #4: Continue efforts to increase transparency in population estimates process by providing open access to data and methods.

- Purpose: Bring clarity and transparency to the estimating process.
- Action: Conduct a “quality-style” process review to achieve greater efficiencies in the process, and publicize a revised timeline for population deliverables.

Recommendation #5: Develop a “user challenge process” for population estimates and projections.

- Purpose: Ensure that the state’s estimates and projections are as accurate and credible as possible, by instituting a formal and well-defined challenge process.
- Action: Define a review process that involves explicitly identifying the data required from a municipality or organization invoking a challenge, provides the collateral materials necessary to help those municipalities or organizations, and provides information that might assist the state in making appropriate challenges to Census estimates.

Recommendation #6: Develop criteria for recommending making state investments in special data projects, data management needs or new data partnership opportunities.

- Purpose: Create a mechanism for evaluating the soundness and feasibility of various ideas and provide that information in a formal way to the Governor, the Legislature, and other stakeholders or policy makers within the framework of state public investment criteria.

- Action: The Arizona Futures governing body should develop a set of criteria for considering the worthiness of new project opportunities.

Recommendation #7: Prepare a detailed analysis and prioritized timeline for each of these recommendations from the ADEPT Committee.

- Purpose: Understand the implications of the recommendations and ensure the most important recommendations are implemented as soon as possible.
- Action: Prepare a detailed analysis and prioritized timeline, including estimated start and end dates, for each of the recommendations listed. Include importance to the population, employment or labor force programs, possible issues that might be encountered, estimated resources required (in staff time, consultant time and budget), etc. Also include a justification for priorities given.

Program Management

Recommendation #8: Provide sufficient funding and staff resources to support the broader mandate for policy analysis, economic research, and demographic information.

- Purpose: Meet the growing need for timely and accurate demographic and labor force/employment estimates and projections to better understand the changes and growth within the state.
- Action:
 - Ensure adequate resources and personnel for analytic, policy analysis, research and information sharing activities. Including hiring a staff director for the AZ Futures Office, and ensure that the grade and salary of these positions is sufficient to attract the most highly qualified candidates nationally.
 - Obtain/hire the highest quality staff to support four key functions. The specific staffing and breakdown of responsibilities will be developed in cooperation with the AZ Futures Commission (or similar policy oversight group). The four key areas of analytical and communication work may include the following:
 - Demographics
 - Include a State Demographer to take the lead role in performing the state's demographic activities
 - Ensure appropriate resources available to raise the profile of the state's population estimates and projections programs with credible and reliable information
 - Economics
 - Include a Chief Economist to manage and produce the state's employment estimates and projections
 - Raise the profile of the state's employment estimates and projections programs and integrate these functions more closely with broader economic analysis and forecasting activities

- Policy analysis and research
 - Include a Policy Research Director to manage the research necessary to produce reports and studies that would inform state policy discussions and debates
 - Increase the profile of the Arizona Futures unit by conducting and/or managing research and issue studies of key state policy priorities and/or initiatives as set forth by the Arizona Futures Commission
- Communication and outreach
 - Include a Technical Outreach Director to develop a strategic stakeholder communication plan and to manage the dissemination of reports and studies, as well as coordinate all training and education programs
 - Broaden the use of the data and research being developed by Arizona Futures as well as improve the quality of inputs provided to the data collections agencies

Recommendation #9: Conduct comprehensive training and technical assistance programs for data providers and other stakeholders.

- Purpose: Help create consistency in the gathering and reporting of local area statistics relating to population and demographics, such as the building starts and completions monitoring process, for example, to ensure better population estimates data.
- Action: Work with stakeholders, especially with local government leaders, councils of government, and private builders, to develop an improved process to monitor, record and report population and demographics information on a timely basis.

Recommendation #10: Support immediate implementation of the Local Employment Dynamics (LED) and the Longitudinal Employer-Household Dynamics (LEHD) data programs.

- Purpose: Make detailed local population and employment information available to users.
- Action: Provide continued staff support for agreement with the US Census Bureau to integrate state Unemployment Insurance wage records with relevant Census records as part of the LED program.

Data Collection and Technical Process Issues

Recommendation #11: Establish a standardized process for managing current and archived data as well as producing estimates and projections.

- Purpose: Ensure that the state has a comprehensive archive of relevant data and an appropriate system for managing new and archived data.
- Action: Implement in-house improvements to the existing estimates and projections data collection and maintenance efforts by indefinitely preserving all input and output data in a highly organized archive.

Recommendation #12: Do continuous analysis of input data and estimates and projections results at state, county, and local levels.

- Purpose: Strengthen the quality of the on-going products produced by the state.
- Action: Implement in-house improvements to the existing estimates and projections data analysis and review efforts by ongoing review of data to identify inconsistencies and improve results. Solicit input from AZ-FACTS for suggested analyses.

Recommendation #13: Expand engagement with the Councils of Government to gather relevant data from counties and localities to support population and employment estimates and projections.

- Purpose: Assist local agencies, particularly the rural COGs, to gather complete and accurate population data as well as improve access to available business information.
- Action: Identify at least one staff person at each of the COGs to serve as an intermediary on behalf of Arizona Futures in getting accurate and complete data in a timely fashion.

Population-Related Data Issues

Recommendation #14: Establish formal information sharing agreements with other state agencies to provide access to their administrative records.

- Purpose: Improve the quality of the data inputs that go into population estimates and projections.
- Action: The Governor would mandate through Executive Order that state agencies cooperate with AZ Futures by providing access to their administrative records. The state demographer will continuously explore new and/or more accurate data sources.

Recommendation #15: Collaborate with Census and monitor the Bureau's population estimates work through the Federal-State Cooperative Program for Estimates (FSCPE).

- Purpose: Ensure that the state receives more accurate population estimates from the Census Bureau.
- Action: The state demographer would more closely review and comment on Census estimates, work with localities to coordinate communications with Census, and make an annual report on the Census and state estimates.

Recommendation #16: Explore the possibility of providing state funding to enhance the accuracy of the American Community Survey in Arizona.

- Purpose: Improve Census products by directly and explicitly asking Census to consider expanding its sample size in Arizona's smaller cities and towns, especially those fast-growing communities that are changing rapidly.

- Action: The states should initiate a request for a proposal from the Census Bureau for an over-sample of small and rural areas in Arizona to improve the accuracy of ACS estimates.

Recommendation #17: To the extent possible, standardize the data collection and reporting processes for local area housing units.

- Purpose: Make sure that the state receives consistent, statewide housing data and enhance the ability to compare data across places.
- Action: The state demographer should work with the local governments and COGs to develop a consistent approach to report building starts and/or completions.

Recommendation #18: Investigate whether County Tax Assessors can report housing units per parcel in a common format, and require a deadline for the addition of new housing units to tax rolls.

- Purpose: Incorporate information from Arizona County Assessors to aid local governments in their housing counts.
- Action: The state demographer would communicate with county assessors to determine their willingness to modify their reporting format.

Recommendation #19: Investigate the percentage of building permits reported but never completed.

- Purpose: Strengthen the quality of building completion and permitting inputs.
- Action: The demographer would conduct a study comparing the number of permits with the number of final completions in communities that do not currently certify housing completions.

Recommendation #20: Explore the possibility of working with state and local utilities to obtain customer connection and usage data at least annually for population estimating purposes.

- Purpose: Improve the data regarding seasonal residence and housing completions.
- Action: The state demographer should work with the three major utility membership organizations to determine best practices in state-utility collaborations and generate seasonal usage reports.

Recommendation #21: Examine alternative data sources to improve estimates of the number of international and domestic migrants.

- Purpose: To capture international and domestic migration more completely in the state's population estimates and projections.
- Action: Track and evaluate the migration data produced by the Census, the American Community Survey, and the IRS. Consider co-sponsoring a comprehensive analysis of migration and immigration at the state and county levels.

Population-Related Estimates and Projections Methods

Recommendation #22: Require population estimates input data to use the most recent decennial census as the benchmark year, and require state agencies to provide useable, consistent statistics.

- Purpose: Ensure future consistency and help with the alignment of future data and should be included as a component of an Executive Order.
- Action: Determine data availability and make recommendations for consistent, timely information in mutually acceptable formats. Create the data archive system recommended earlier, and make it available to users.

Recommendation #23: Explore how the American Community Survey might be used as an additional input beginning in 2011, dependent on review of accuracy.

- Purpose: Evaluate the manner in which the American Community Survey can be used to strengthen Arizona's population estimates and projections.
- Action: The state demographer should conduct a review of the ACS data relative to the 2010 decennial census results.

Recommendation #24: Implement a careful and in-depth 2010-based evaluation and benchmarking of all data programs, especially population programs.

- Purpose: Prepare the state for the new data produced following the 2010 Census.
- Action: Analyze the variances of the estimated population and housing from the 2010 Census. Analyze the effectiveness of each dataset relative to the population estimates and projections process. Identify possible modifications for the future estimates and projections process.

Recommendation #25: Redesign the current population projections model.

- Purpose: Provide greater confidence among key stakeholders in the population projections.
- Action: Develop a new model that incorporates evolving economic and employment trends, as well as highest state of the practice demographic modeling.

Recommendation #26: Repeat projections process every 3 years for official release.

- Purpose: Provide projections with a regularity that reflects the state's rapid growth.
- Action: Develop formal projections every three years. Maintain on-going analysis of the changes and growth of the state's population patterns.

Employment-Related Data Issues

Recommendation #27: Require Arizona employers to provide physical addresses and employment information for each business establishment.

- Purpose: Improve the geographic accuracy of employment estimates
- Action: Submit legislation requiring companies to provide worksite reports for each of their establishments in state reports employment and payroll.

Recommendation #28: Assign staff to develop “account relationships” with large employers that have multiple worksites or that operate in certain targeted industries (e.g., professional employment organizations, clusters of interest).

- Purpose: Implement the most effective method for gaining the cooperation of employers in order to secure the high quality employment data.
- Action: Identify and implement resource needs necessary to begin developing relationships with industries.

Tom Belshe: Co-Chair

League of Arizona Cities and Towns
1820 W. Washington St.
Phoenix, AZ 85007
602-258-5786 Fax 602-253-3874
tbelshe@mg.state.az.us

Anna Maria Chavez: Co-Chair

Office of Governor Janet Napolitano
1700 W. Washington, 9th Floor
Phoenix, AZ 85007
602-542-1293 Fax 602-542-7602
Achavez@az.gov

William Towler

County of Coconino
2697 N. Sandstone Way
Flagstaff, AZ 86004
928-779-6854 Fax 928-779-6687
jflannery@coconino.az.gov

John Morales

Yuma Private Industry Council
3834 W. 16th Street
Yuma, AZ 85364
928-329-0990 Fax 928-783-0886
jmorales@ypic.com

Rita Walton

Maricopa Association of Governments
302 N. 1st Avenue, Suite 300
Phoenix, AZ 85003
602-254-3000
rwalton@mag.maricopa.gov

Tom Rex

Arizona State University
1550 N. Stapley, #89
Mesa, AZ 85203
480-965-5476 Fax 480-965-5458
Tom.rex@asu.edu

Ronald Gunderson

Northern Arizona University
CBA – Box 15066
Flagstaff, AZ 860011
928-523-7358 Fax 928-523-7331
Ronald.gunderson@nau.edu

Curtis Shaw

Maricopa Workforce Connections
234 N. Central Avenue
Phoenix, AZ 85004
602-372-4884 Fax 602-506-8789
cshaw@mail.maricop.gov

Chris Hall

Office of Strategic Planning & Budget
1700 W. Washington, 5th Floor
Phoenix, AZ 85007
602-542-6404

Dennis Smith

Maricopa Association of Governments
302 N. 1st Avenue, Suite 300
Phoenix, AZ 85003
602-254-6308 Fax 602-254-6309
dsmith@mag.maricopa.gov

Maxine Leather

Central Arizona Association of
Governments
271 Main Street
Superior, AZ 85273
520-689-5004 Fax 520-689-5020
mleather@caagcentral.org

David Taylor

Department of Urban Planning & Design
P.O. Box 27210
Tucson, AZ 85726-7210
520-791-4505 Fax 520-791-4130
David.taylor@tucsonaz.gov

Jan Leshner

Director
Arizona Department of Commerce
1700 W. Washington, Ste. 600
Phoenix, AZ 85007
602-771-1222 Fax 602-771-1160
JanL@AZcommerce.com

Susan Gerard

Director
Arizona Department of Health Services
150 N. 18th Avenue, Suite 550
Phoenix, AZ 85007
602-542-1025 Fax 602-542-1062
gerards@azdhs.gov

Lisa Danka

Assistant Deputy Director
Arizona Department of Commerce
1700 W. Washington, Ste. 600
Phoenix, AZ 85007
602-771-1165 Fax 602-771-1168
LisaD@AZcommerce.com

Richard Travis

Deputy Director
Arizona Department of Transportation
206 S. 17th Avenue, Mail Drop 100A
Phoenix, AZ 85007
602-712-7550
rtravis@azdot.gov

Tracy Wareing

Director
Arizona Department of Economic
Security
1717 W. Jefferson, Site Code 010A
Phoenix, AZ 85007
602-542-5678
twareing@azdes.gov

Susie Parel-Duranceau

Mohave-LaPaz Local Workforce
Investment Board
700 W. Beale St., P.O. Box 7000
Kingman, AZ 86402-7000
928-753-0723 Fax 928-753-0776
Susie.Parel-Duranceau@co.mohave.az.us

Mary Gill

Deputy Director
Arizona Department of Economic
Security
1717 W. Jefferson, Site Code 010A
Phoenix, AZ 85007
602-542-3873
marygill@azdes.gov

Richard Gaar

SouthEastern Arizona Governments
Organization
118 Arizona St.
Bisbee, AZ 85603
520-432-5301 Fax 520-432-5858
rgaar@seago.org

Sheila Harris

Director
Arizona Department of Housing
1700 W. Washington, 2nd Floor
Phoenix, AZ 85007
602-771-1000 Fax 602-771-1002
sheilah@housingaz.com

Alberta Charney

University of Arizona
5253 E. 6th Street
520-621-2291 Fax 520-621-2150
acharney@eller.arizona.edu

Richard Porter

Arizona Department of Health Services
150 N. 18th Avenue, Suite 550
Phoenix, AZ 85007
602-542-7330 Fax 602-364-0082
porter@azdhs.gov

Dale Buskirk

Arizona Department of Transportation
206 S. 17th Avenue, Mail Drop 100 A
Phoenix, AZ 85007
602-712-8143
Dbuskirk@azdot.gov

Darcy Renfro

Office of the Governor
1700 W. Washington, 8th Floor
Phoenix, AZ 85007
602-542-1564 Fax 602-542-7601
drenfro@az.gov

Kent Ennis: Staff Co-Director

Senior Director Research
Arizona Department of Commerce
1700 W. Washington, Ste. 600
Phoenix, AZ 85007
602-771-1164 Fax 602-771-1161
KentE@AZcommerce.com

Dennis Doby: Staff Co-Director

Assistant Research Administrator
Arizona Department of Economic
Security
1717 W. Jefferson, Site Code 010A
Phoenix, AZ 85007
602-542-3617
DDoby@azdes.gov

Tom Belshe: Co-Chair

League of Arizona Cities and Towns
1820 W. Washington St.
Phoenix, AZ 85007
602-258-5786 Fax 602-253-3874
tbelshe@mg.state.az.us

Anna Maria Chavez: Co-Chair

Office of Governor Janet Napolitano
1700 W. Washington, 9th Floor
Phoenix, AZ 85007
602-542-1293 Fax 602-542-7602
Achavez@az.gov

Tracy Wareing

Director
Arizona Department of Economic
Security
1717 W. Jefferson, Site Code 010A
Phoenix, AZ 85007
602-542-5678
twareing@azdes.gov

David Taylor

Department of Urban Planning & Design
P.O. Box 27210
Tucson, AZ 85726-7210
520-791-4505 Fax 520-791-4130
David.taylor@tucsonaz.gov

Mary Gill

Deputy Director
Arizona Department of Economic
Security
1717 W. Jefferson, Site Code 010A
Phoenix, AZ 85007
602-542-3873
marygill@azdes.gov

Alberta Charney

University of Arizona
5253 E. 6th Street
520-621-2291 Fax 520-621-2150
acharney@eller.arizona.edu

Maxine Leather

Central Arizona Association of
Governments
271 Main Street
Superior, AZ 85273
520-689-5004 Fax 520-689-5020
mleather@caagcentral.org

Richard Gaar

SouthEastern Arizona Governments
Organization
118 Arizona St.
Bisbee, AZ 85603
520-432-5301 Fax 520-432-5858
rgaar@seago.org

Ronald Gunderson

Northern Arizona University
CBA – Box 15066
Flagstaff, AZ 860011
928-523-7358 Fax 928-523-7331
Ronald.gunderson@nau.edu

Tom Rex

Arizona State University
1550 N. Stapley, #89
Mesa, AZ 85203
480-965-5476 Fax 480-965-5458
Tom.rex@asu.edu

Dennis Smith

Maricopa Association of Governments
302 N. 1st Avenue, Suite 300
Phoenix, AZ 85003
602-254-6308 Fax 602-254-6309
dsmith@mag.maricopa.gov

Kent Ennis: Staff Co-Director

Senior Director Research
Arizona Department of Commerce
1700 W. Washington, Ste. 600
Phoenix, AZ 85007
602-771-1164 Fax 602-771-1161
KentE@AZcommerce.com

Dennis Doby: Staff Co-Director

Assistant Research Administrator
Arizona Department of Economic
Security
1717 W. Jefferson, Site Code 010A
Phoenix, AZ 85007
602-542-3617
DDoby@azdes.gov