

**FY 2002 ANNUAL REPORT**



**ARIZONA DEPARTMENT OF COMMERCE**



# ARIZONA DEPARTMENT OF COMMERCE

JANE DEE HULL  
GOVERNOR

MARGIE A. EMMERMANN  
DIRECTOR

Dear Governor Hull,

When you appointed me director of the Arizona Department of Commerce at the beginning of FY 2002, the recession was taking hold across our state. The budget shortfall you predicted worsened and our pledge to “do the right things rather than just something” challenged us to do all things with fewer resources and increased ingenuity.

I am pleased and proud to report that the Arizona Department of Commerce not only survived multiple budget cuts, the Agency produced results that even in healthy fiscal circumstances would have to be considered extraordinary. In fact, Commerce received the 2002 Large Organization of the Year Award from the Arizona Association of Economic Development.

Some of our accomplishments are listed here. For a county-by-county break-out and a more detailed accounting of our activities, please review the pages that follow.

To begin, I directed a strategic Agency reorganization that aligned limited Agency resources to deliver the greatest value to stakeholders. I created a Management Team of deputy directors responsible for **Planning, Research & Policy; Community Development; Global Business Development; Workforce Development; and Administration of Commerce**. These directors provided a voice for each key area of operation and broke down internal silos. The new structure also eliminated duplication of efforts, improved coordination with partners, and increased productivity despite decreasing resources.

The newly formed division of Planning, Research and Policy undertook a five-phase project – the **Statewide Economic Study** – leading to a long-term, statewide economic development plan. Working diligently with recognized experts, Arizona now has a comprehensive accounting of the diverse regional economies of the state, as well as the beginnings of a road map to a more prosperous future.

At your direction, Commerce led a successful, multi-jurisdictional effort to attract the **International Genomics Consortium** and, in the process, established a world class, non-profit operation that is drawing some of the best minds in the life sciences to Arizona.

**The Arizona Military Airports Regional Compatibility Project** has been designated by the National Governor’s Association and the Pentagon as a national model for multi-jurisdictional cooperation. Arizona military bases provide an annual economic impact of \$5.7 billion. As Congress prepares for another round of base closings, Arizona must balance critical military missions with local development pressures. Currently focused on encroachment around Luke AFB, Commerce is the only state agency with the technical expertise to coordinate this effort involving all or part of nine incorporated towns and four sections of unincorporated communities, the state, and Maricopa County.

The **Greater Arizona Development Authority (GADA)** saw its bond rating upgraded by Moody’s Investors from A2 to A1. The improvement applies both to \$36 million in outstanding debt and to the \$3.1 million revenue bond deal GADA issued on December 5, 2001 to finance a recreation project for the city of Flagstaff.

**Community Development** assisted in creation of more than 1,500 new businesses and more than 8,000 new jobs throughout the state by facilitating reinvestment of more than \$1.4 million. Additionally, we awarded grant and reimbursement funding through the Growing Smarter Planning Grant Program to eight Arizona communities and two counties with monies provided in partnership with Arizona Public Service and the Arizona Department of Transportation.

**Global Business Development** assisted 20,590 Arizona residents and 6,428 contacts from outside Arizona interested in starting or expanding small businesses, and opened a field office in Flagstaff to help Northern Arizona communities retain, attract and grow businesses. We also established the Office of Innovation, Technology and Entrepreneurship to enhance the operating environment in Arizona by pursuing solutions to the need for capital formation, supply chain development, and improved technology transfer.

**Workforce Development**, in partnership with rural and urban employers, launched Arizona Workforce Connection - a streamlined workforce development system representing \$260 million in state and federal workforce development funds. We awarded and administered \$10,865,665 in Job Training grants, training approximately 15,706 new and existing employees. And, in response to the "Rodeo-Chediski" fires secured a \$2.3 million National Emergency Grant (NEG) from the U.S. Department of Labor to address the workforce crisis in affected areas.

**Administration** generated and posted on the intranet the Commerce Travel Web to eliminate duplicative trips and inform each division of the activities of the others, launched an electronic purchasing system, began consolidating all databases and updating the Agency contact management system. The division revamped the Agency website - [www.azcommerce.com](http://www.azcommerce.com) - and streamlined information access to the public via such services as: the Virtual Rep which walks small business owners through every phase of start-up including licensing and permitting; the Directory of Minority- and Women-owned Business Enterprises which provides free listings and online access to registration; E-Film Services to facilitate movie, commercial, and photographic production; and Countries at a Glance to serve small and medium size companies in researching foreign markets.

The new fiscal year and the second half of calendar year 2002 saw continued gains in our drive to promote economic prosperity, enhance the quality of life for all Arizonans and practice good government.

Thank you for the opportunity to be of service.

Sincerely,



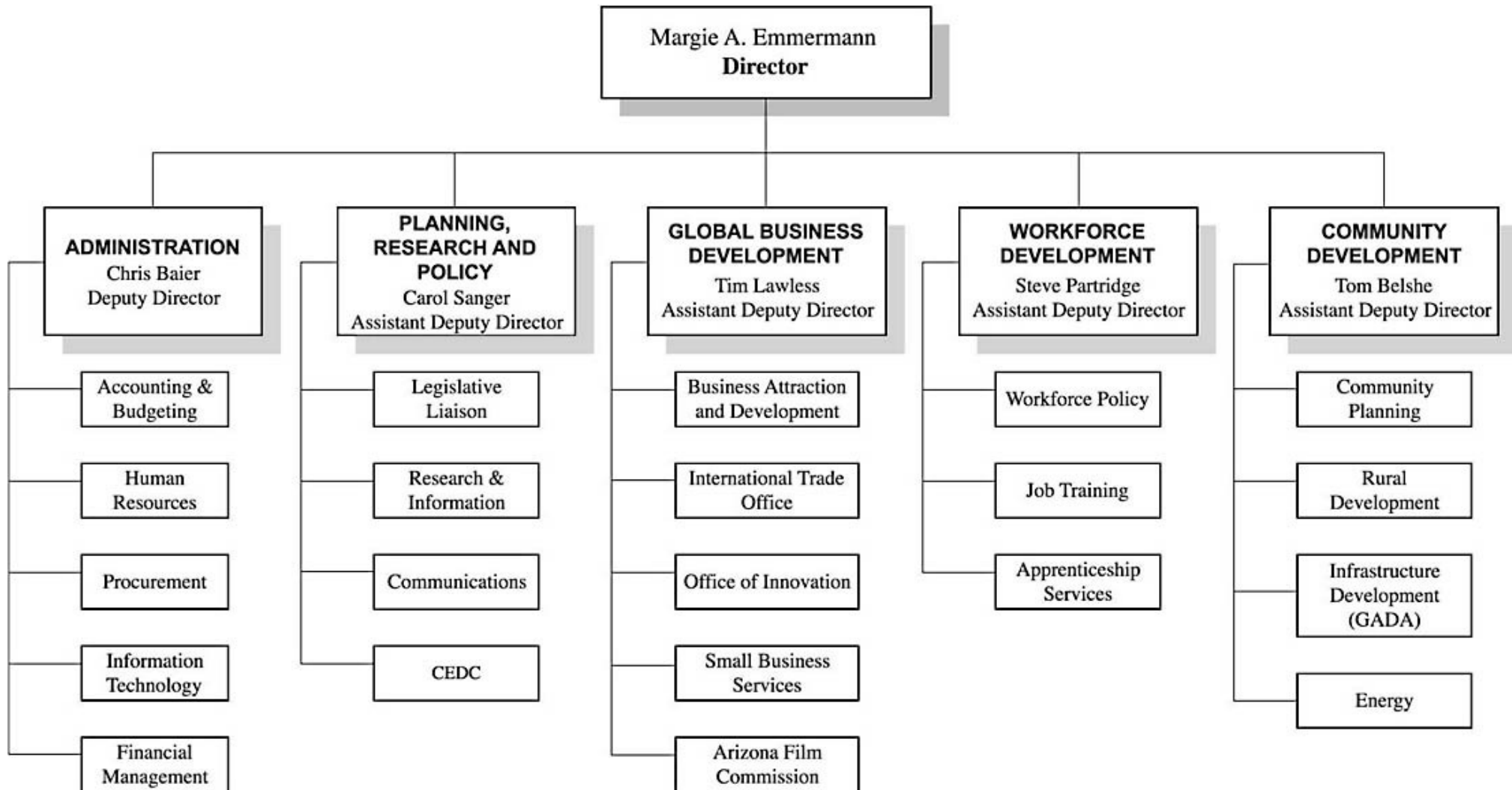
Margie A. Emmermann  
Director

# TABLE OF CONTENTS

<b>Organizational Chart</b>	<b>2</b>
<b>ADOC Divisions</b>	
Administration	3
Community Development	3
Energy Department	
Greater Arizona Development Authority	
Rural Development	
Global Business Development	6
Arizona Film Commission	
Business Attraction and Development	
International	
Small Business Services	
Workforce Development	7
Planning, Research and Policy	7
Economic Information and Research	
Communications	
Commerce and Economic Development	
<b>Legislative Report</b>	
Economic Development	9
Commerce and Economic Development Commission	9
Community Planning	9
Energy Department	9
Greater Arizona Development Authority	10
Workforce Development	10
Miscellaneous	10
<b>ADOC Accomplishments</b>	
Statewide	11
Apache County	17
Cochise County	18
Coconino County	20
Gila County	23
Graham County	25
Greenlee County	26
La Paz County	27
Maricopa County	28
Mohave County	33
Navajo County	35
Pima County	37
Pinal County	40
Santa Cruz County	43
Yavapai County	45
Yuma County	48
<b>Partners in Progress</b>	<b>53</b>

# ADOC ORGANIZATIONAL CHART

## Arizona Department of Commerce ORGANIZATIONAL CHART FY2002 (103 FTE)



# ADOC DIVISIONS

## Administration

The Administration Division supports the planning and operational needs of the Agency by providing administrative guidance, support, and technical assistance to executive management and the programs of the Community, Workforce, and Global Business Development Divisions, as well as the Policy, Research and Planning Office. These services include planning and budgeting, accounting, human resources, procurement, information technology, financial management, and special projects. The Division's goal is to provide timely, quality, reliable administrative services to all programs in the agency in support of their contribution to the overall Commerce mission.

In FY 02, Commerce's Housing Division was "spun off" to become the Governor's Office of Housing Development, resulting in the loss of significant federal administrative dollars. The Agency streamlined its administrative functions by reducing staff and accelerating the incorporation of technology into everyday processes. At the end of FY 02, the Agency launched an electronic purchasing system and began a process to consolidate all of its databases and update the Agency contact management system. The Information Technology section was especially instrumental in enhancing some of Commerce's current business services with innovative web applications.

### Arizona Virtual Representative

An interactive, on-line resource center, which provides customers with 24-hour access to small business programs and services. As a result of "walking through the website," potential small business owners are provided with a customized letter of instruction including licensing information and referrals to start a new business.

### Arizona Directory of Minority- or Women-Owned Businesses

An online directory, searchable by product, service, or industry.

### E-Film Services

Services include highway permits and state land permits that are obtainable by potential filmmakers and clients on-line. There is also an electronic version of the Arizona Production Guide on the website.

### Commerce Travel Web

Used by all Commerce employees to access and search where other staff members in the Agency are traveling, on any given day.

## Community Development

### Community Planning

Helps towns, cities, counties, and tribal communities with land use planning, public involvement, and the complexities of zoning through hands-on training and technical assistance. A fundamental philosophy of the Office is to foster community capacity-building, enabling local leaders to make informed decisions affecting their community's future. The Office is the state's leading resource for Growing Smarter information and is focusing efforts on successful implementation of Growing Smarter statewide.

Growing Smarter Oversight Council, created by Executive Order, is charged with monitoring implementation of the Growing Smarter acts, developing a way to measure and assess their effectiveness and suggesting improvements. Releases 1<sup>st</sup> Annual Report - The Annual Report covers progress made in 2001 and the goals established for 2002. The Community Planning Office is the dedicated resource staff for this council.

The Arizona Military Airports Regional Compatibility Project is a statewide effort to identify permanent resolutions to encroachment issues around active military airports through collaborative effort and

strong implementation. The first area being addressed is Western Maricopa County/Luke Air Force Base. Community Planning Office is the lead on this project.

### **Energy Department**

The Energy Office encourages, through grants, publications, education, and training, energy efficiency in commercial and residential buildings, and renewable-energy usage. Our weatherization program reduces utility bills and improves comfort for low-income residents. We also provide energy information and policy advice to the Commerce Department, the Executive Office, and the Legislature.

[Rebuild America](#) is a U.S. Department of Energy program, administered through the Energy Office, that assists businesses and communities reduce energy use in buildings. In partnership with the Governor's Office of Housing Development, Low Income Housing Tax Credit program, Energy Office staff incorporated energy standards and inspections in the Tax Credit Program utilizing Rebuild America funding.

[Municipal Energy Management \(MEM Program\)](#) provides technical assistance, energy project identification, utility tracking software, and matching grants for demonstration projects to assist Arizona communities, counties, Indian tribes and improvement districts, with population under 70,000, to reduce energy operating costs.

[Energy Efficient Schools](#) program provides training and technical assistance to state wide schools districts to assist in lowering utility expenses.

[State Facilities Program \(Maricopa County\)](#) provides utility management assistance through training and technical assistance offered to state facility management staff with the goal of identifying actions that may be taken to decrease electricity consumption, for buildings and offices owned by State agencies.

[Residential-Market Technical Transfer](#) provides training and technical assistance to Arizona's largest private sector employer, the residential building industry.

- The EPA Energy Star program requires a home must be 30% more efficient than the 1995 Model Energy Code. This savings equates to an energy cost savings for homebuyers of \$400 a year. Of the 34,000 Energy Star homes built nationally in 2001, there were more than 8,000 constructed in Arizona (Maricopa and Pima Counties).

### **Greater Arizona Development Authority (GADA)**

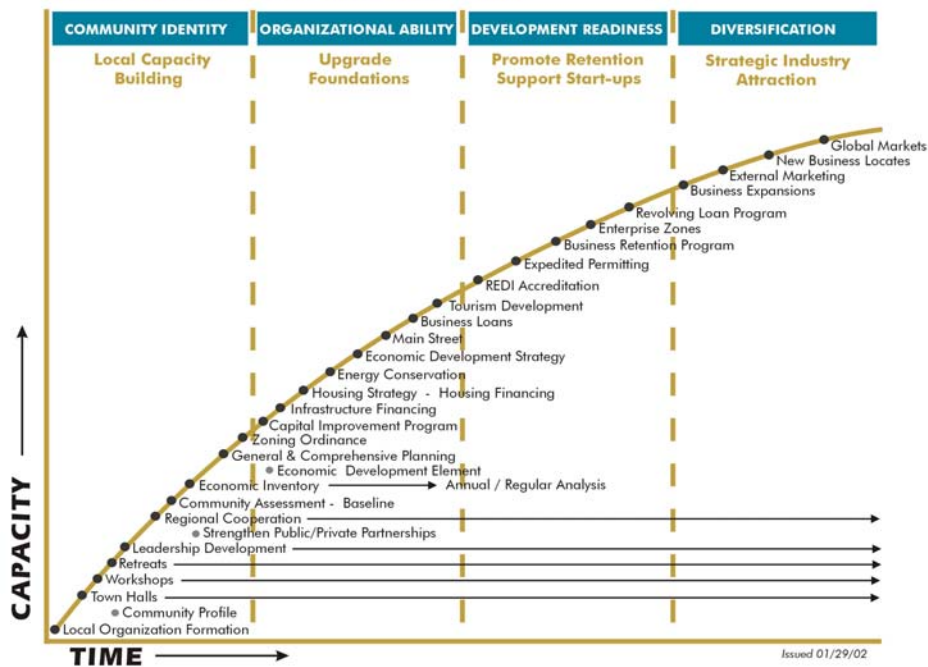
Created by the Legislature to assist local communities and tribal governments in the development and financing of public infrastructure projects by providing technical and financial assistance to these communities. The purpose of Greater Arizona Development Authority's (GADA) technical assistance program is to accelerate project development by improving the quality of information available to communities through internal and external consulting resources and expertise. GADA provides financial assistance by pooling several loans made to communities into one bond issue. Communities with a low investment grade rating or no rating will derive the most benefit from participating in the GADA. GADA is one of the few bond banks in the United States designed to finance projects other than those related to water/waste water. In most states, no such mechanism exists to finance these other infrastructure needs.

### **Rural Assistance for Planning and Infrastructure Development (RAPID)**

Rural Assistance for Planning and Infrastructure Development was organized in Fall 2001. It is an informal group of state, federal, and other entities that can provide assistance to rural Arizona cities and towns in the areas of planning and infrastructure development. The impetus of RAPID is two-fold: 1) To assist participating communities in recognizing the foundational building blocks of a thriving community, and 2) to present them with a myriad of planning and infrastructure-related resources through one point of access.

As the RAPID team considers a community's needs, a guiding tool is the Community Utilization Matrix, seen below. This matrix illustrates that the development of a community begins with planning, progresses with investment in infrastructure, and continues with economic development. Through RAPID, participating communities are able to draw on the perspectives of professionals specializing in the four areas of this continuum.

## Community Utilization Matrix Arizona Department of Commerce



### Rural Development

Strives to promote local self-sufficiency, encourages communities to take full advantage of all available resources and provides customized support utilizing a broad scope of resources to assist local leaders and organizations in sustainable economic development. Its programs are:

#### Rural Economic Development Initiative Program (REDI)

The Arizona REDI program provides direct assistance to rural communities in organizing an economic development program or effort, and evaluating community resources. The REDI program provides both technical and matching grant assistance to twenty-eight REDI accredited rural communities in Arizona.

#### Arizona Main Street Program

Assisting Arizona Communities in revitalizing their Downtown Business Districts:

- Facilitate meetings and work program retreats
- Develop and train Main Street Boards and Committees
- Technical assistance for program implementation
- Offer design assistance to business owners

#### Business Retention and Expansion (BR&E) Program

Business Retention and Expansion services include helping organize local resources, developing programs for community support, identifying and implementing outreach activities. In addition, staff is available to facilitate strategic planning sessions and retreats.

- Helps develop a program to retain and encourage expansion of existing businesses
- Places significant emphasis on creating a business environment for stable, successful companies
- It also provides resources to aid in the design and implementation of a locally defined and community-based BR&E program

# Global Business Development

## Arizona Film Commission

The Arizona Film Commission attracts film and television production from around the world for the purpose of economic development statewide. It achieves this through two arms of endeavor: aggressive sales and customer-driven service. Sales promote Film In Arizona through comprehensive marketing strategies. Service delivers filmmaker support by translating scripted requirements into practical location solutions and by facilitating production needs for location filming.

## Business Attraction and Development

The Business Development and Attraction Division provides a single point of contact for statewide site selection and business resource assistance. Four Business Development Managers concentrate on industry sectors that create high quality jobs and are vital to Arizona's economic prosperity: Aerospace, Information Technology and Communications; Biosciences and Environmental Technology. Two managers are liaisons to the rural sectors of the state and maintain offices in Flagstaff and Tucson.

The Division markets Arizona nationally and internationally as a place to do business through trade shows, advertising, targeted direct mail and prospecting trips. Business Development Managers have the expertise in rural and industry sectors to provide prospects with the resources they need to decide on Arizona as a business location.

For existing business, managers work with the economic development community to expand industry through strategic industry initiatives, consulting on workforce issues, supplier linkages, business incentives and other operating environment issues, which help businesses grow.

## International

The International Trade Division helps Arizona business respond to international opportunities and therefore create and retain jobs for Arizonans through exporting and the attraction of foreign investment.

## Small Business Services

The Office of Small Business Services has strived for and succeeded in positioning itself as the centralized location for information for small business resources in the state.

### Arizona Business Connection

The Arizona Business Connection serves as a centralized "one call gets it all" location for business start up and expansion assistance, answering an average of 900 callers who are not able to access the information on-line or who choose direct communication.

The Arizona Business Connection also has a number of services on-line that provide the following services:

- Virtual Rep: Free, impartial and centralized start-up assistance that simplifies access to information. FY 02 this webpage received 16,137 hits, 14,000 of were assisted online and 1,562 that generated customized letters of response and assistance.
- Procurement Opportunities: Links to procurement opportunities from the state, cities, Native American groups, and counties.
- Calendar of Events: The State's only centralized calendar of events for small business service providers, chambers of commerce, associations and membership organizations.

Minority and Women-Owned Businesses: The office of Minority and Women-Owned Business Services collaborates with various business organizations to promote entrepreneurship among minorities and women in Arizona. The office partnered with the State Procurement Office to host the first Procurement Fair in Southern Arizona, the Opening doors fair in Glendale, the Us

Women's Chamber of Commerce Procurement fair, the Grand Canyon Minority Business Development Council, and the Purchasing Maze.

A directory created by this office has grown from 400 listings last year to almost 3,600, making it the largest of its. This free tool for buyers from the private and public sector gets around 1,000 search hits a month and one month alone generated more than 4,305 hits.

## Workforce Development

Workforce Development designs and implements policies and supports the implementation of a system to effectively and efficiently prepare Arizona workers for an ever-changing economy. The Workforce Development division is making significant strides towards unifying a fractionalized, statewide workforce development program and service delivery system through direction to the Governor's Council on Workforce Policy, a business-led board representing urban and rural regions and public and private sectors.

Each member of the Governor's Council on Workforce Policy receives a fully paid membership to the Arizona Association for Economic Development (AAED), Arizona's professional organization representing the collective views, interest and needs of those involved in Arizona's economic growth. This connection between workforce and economic development will help lead Arizona into the future.

On behalf of the Council, Workforce Development is establishing, coordinating and promoting the Arizona Workforce Connection, the state's streamlined workforce development system. Arizona Workforce Connection represents \$260 million of state and federal workforce development services and programs – and is being marketed to employers through outreach strategies including the development of a website, a toll free hotline and direct mail advertising. In addition, marketing materials have been developed for use with employers statewide.

In addition, Workforce Development provides the business community with training resources such as job training grants, Registered Apprenticeship and the IT Training Tax Credit.

Job Training Program: The Job Training Program supports the design and delivery of training plans that meet unique industry standards and challenges. Businesses can apply for grants that return up to 75% of allowable training costs for net new employees in jobs that meet wage criteria and up to 50% of allowable training costs of training incumbent workers. As of June 30, 2002, 45 companies statewide received job training grants totaling \$11,162,368.

Registered Apprenticeship: Registered Apprenticeship is a program that combines supervised, structured, on-the-job training with related classroom instruction. As of June 30, 2002, there were 126 registered programs with 2,300 participating employers serving more than 2,900 apprentices statewide.

Information Technology Tax Credit:

Information Technology Tax Credit is a state-funded tax credit for job specific training of employees to enhance their skills in the area of Information Technology. Eighteen companies statewide received tax credits on their 2001 tax returns totaling \$51,995.

## Planning, Research And Policy

### Economic Information and Research

The Office of Economic Research and Information serves as the State's clearinghouse for economic information and manages strategic research related to Arizona's economy. The Office also provides information and analyses of trends, opportunities, best practices, market issues and department/program impacts.

### **Communications**

Public information officers generate coverage of Commerce accomplishments and respond to media inquires. Communications also: provides graphic support services for all agency programs and projects; produces monthly internal newsletters; approves all web content; develops PowerPoint presentations; writes, edits/reviews all collateral materials including brochures, signage, and reports; and provides speech writing services to the Commerce Director.

### **Commerce and Economic Development (CEDC)**

The Commerce and Economic Development Commission provides the oversight for the development of Arizona's long range economic plan and supports that plan by seeding strategic investment in projects around the state.

# LEGISLATIVE REPORT

The following bills were enacted during the 45<sup>th</sup> Arizona Legislature, 2<sup>nd</sup> Regular Session, 2002.

## Economic Development

### **BIOTECHNOLOGY RESEARCH APPROPRIATIONS - S1270, Chapter 186 & H2711, Chapter 320**

Total appropriation is \$30 million. S1270 allocates \$500,000 a year for ten years to help fund the Arizona Bioscience and Biomedical Institutes, a nonprofit medical research foundation. ABBI must match the state funds dollar for dollar and must commission an audit of expenditures each year. These funds come from the Disease Control Research Commissions existing monies. H2711 appropriates \$5 million per year for five years (fiscal 2003 through 2007) to the Commission to give to a nonprofit medical research foundation specializing in biotechnology, ABBI. These monies come from the existing Tobacco Education Fund.

### **APPROPRIATIONS; COMMUNITY AIRPORT GRANTS - S1372, Chapter 22**

During fiscal year 2002-3, \$500,000 from the economic strength project fund is diverted into a special account for airport grants to communities that receive federal money for small-community air service development.

### **ENTERPRISE ZONES - H2181, Chapter 237**

Clarifies statute to address issues raised by the Attorney General's Office, strengthens the program's administrative procedures and helps target the program more closely toward its purpose as an economic development tax incentive.

## Commerce and Economic Development Commission

### **COMMERCE AND ECONOMIC DEVELOPMENT COMMISSION - H2274, Chapter 243**

Eliminates the authority of the CEDC to administer the Small Business Enterprise and Research program. Expands gubernatorial appointments to the commission to eight from five effective Jan. 1, 2003. Clarifies requirements for assistance projects in excess of \$1 million.

### **STATE LOTTERY CONTINUATION - HCR2012**

Places the reauthorization for the Arizona Lottery on the general election ballot in 2002. The CEDC receives revenues from 2 lottery scratch tickets. The questions before voters will be whether to amend the law to extend the sunset date of the state Lottery to July 1, 2012.

## Community Planning

### **GROWING SMARTER; PLANNING AND ZONING - H2601, Chapter 148**

Makes several changes to Growing Smarter statutes. The time for adopting new or revised general plans for municipalities with a population of more than 75,000 and counties with a population of more than 125,000 is extended to Dec. 31, 2002, from Dec. 31, 2001. Plans must include an analysis of how water demands caused by growth will be met.

## Energy Department

### **RENEWABLE RESOURCE STUDY COMMITTEE - H2693, Chapter 299**

Establishes a renewable energy resource study committee, consisting of lawmakers, utility industry representatives, a representative of agricultural improvement districts, and others to evaluate existing state and federal policies that hinder or encourage the use of renewable resources; evaluate the costs and benefits of renewable energy in the context of generating and distribution systems; and examine strategies for use of renewable energy by Native Americans, including the potential for job creation. A committee report is due by the end of 2003.

### **CLEAN AIR FUND; TRANSFER; ADEQ - H2099, Chapter 260**

Arizona Clean Air Fund programs are transferred to the Department of Environmental Quality from the ADOC.

### **AIR QUALITY FUND; CONTROL MEASURES - H2560, Chapter 296**

Effective July 1, 2003, the Arizona Clean Air Fund is repealed, redirecting certain fees into the Air Quality Fund, which is divvied-up as follows: 5% voluntary lawn and garden emissions reduction program; 15% voluntary vehicle repair and retrofit program; 30% diesel vehicle low emissions incentive grant program; 10% voluntary accelerated purchase of tier 2 and tier 3 non-road equipment. 15% grants to counties with a population greater than 400,000 persons for travel reduction ordinance programs and voluntary no drive day programs. These programs begin July 1, 2003.

## **Greater Arizona Development Authority**

### **GREATER ARIZONA DEVELOPMENT AUTHORITY; ASSISTANCE - H2362, Chapter 128**

Exempts small cities and towns (under 50,000 population) and counties (under 200,000 population) from Greater Arizona Development Authority's voter authorization requirement. This allows Greater Arizona Development Authority to assist small communities utilizing any finance mechanism allowed under state law, helping to save local communities substantial costs associated with bonding. *Please note: HB2362 does not remove voter authorization requirements for general obligation and revenue bonding.* The bill also allows Greater Arizona Development Authority to accept financial assistance applications on a monthly basis and to use its Technical Assistance Loan Fund for interim finance purposes, which helps keep community projects on track. *The community must pay any interim assistance back.*

## **Workforce Development**

### **JOB TRAINING PROGRAMS; ADMINISTRATION - H2265, Chapter 264**

Authorizes the Governor's Council on Workforce Policy to assume the duties of the Arizona Job Training Council, helping to tie the job-training program more closely to the state's overall workforce development efforts. Beyond additional reporting requirements, the bill also allows for a flexible qualifying wage rate and allows unused portions of the rural and small business set-asides to be made available to any qualified applicant after June 15 of each fiscal year.

## **Miscellaneous**

### **ARIZONA WINE COMMISSION: MEMBERSHIP - H2003, Chapter 11**

Makes some changes to the membership of the wine commission. Most notably, the ADOC representative is replaced by an agent of the Agriculture Department.

### **INDUSTRIAL DEVELOPMENT BONDS; RENTAL PROPERTY - S1204, Chapter 199**

Makes permanent the current allocation schedule for industrial development bonds (ADOC Director's discretion remains at 10%). Requires the Arizona Housing Commission to create a temporary committee consisting of stakeholder representatives of industrial development authority financing for single family and multi-family housing allocations. The Committee will look at the allocation system and make recommendations for improvements by December 1, 2002.

# ADOC ACCOMPLISHMENTS

## STATEWIDE

### Administration

Average number of days to process and pay a vendor invoice	2.88 days
Percent of Agency employees ranking the services provided by the Administration Division as “Good” or “Excellent”	75%
Administrative costs as a percent of the overall Agency budget	3%
Number of new electronic applications developed and implemented that reduced administrative workload and/or processing time	2
Percentage of network up time	99%

### Community Development

- Assisted in creation of more than 1,500 new businesses and more than 8,000 new jobs throughout the state by facilitating reinvestment of more than 1.4 million dollars.
- Conducted a statewide survey to identify business retention and expansion programs currently underway in rural communities to identify gaps and opportunities and develop strategies to maximize efforts while avoiding duplication of services.
- Developed the *Energy Conservation Design Criteria for New School Construction and Deficiency Projects*, which has been adopted by the School Facilities Board for use with Students FIRST funds.
- Hosted the Energy Management Conference, attracting more than 180 energy professionals and facility managers from throughout the state. The Governor’s Award for Energy Efficiency was awarded at the event, recognizing local government, educational institutions, and state government agencies for outstanding energy conservation projects.
- Enabled the development, design, setup, and ongoing operation of the statewide solar energy website at [www.azsolarcenter.com](http://www.azsolarcenter.com), managed by the non-profit Arizona Solar Center through technical support and funding.
- Introduced the first Spanish edition of the Entrepreneur’s Edge, an annual, comprehensive guide offering advice and explaining resources and tools available to Arizona entrepreneurs.
- Completed an interactive, kiosk-style mobile theater exhibit on solar energy development from a \$50,000 grant received from the U.S. DOE Million Solar Roofs Program. Approximately 10,000 Arizonans have used one or more of the exhibit’s interactive programs.
- Moody’s Investors Services upgraded Greater Arizona Development Authority’s bond rating from A2 to A1. The improvement applies both to \$36 million in outstanding debt and to the \$3.1 million revenue bond deal Greater Arizona Development Authority issued on December 5, 2001 to finance a recreation project for the city of Flagstaff.
- Conducted strategic planning and board training for more than 100 non-profit organizations throughout rural Arizona.

- Provided 23 days of training to more than 500 attendees from the building trades industry on energy-efficient construction measures to reduce the annual heating and cooling costs for home owners, in partnership with Arizona utilities and the home building industry.
- Provided business training and technical assistance to 25 business owners. The presentation was done in partnership with ASU and the Department of Tourism and explored critical tools necessary to build a business.
- Administered grants and cooperative agreements awarded by U.S. Department of Energy to provide financial assistance for statewide projects totaling \$928,936.
  - Codes and Standards Award to the Energy Office to assist communities statewide that are interested in developing energy codes.
  - FEMP Award (Federal Energy Management Program) to the Energy Office to provide residential efficiency training to military housing management personnel.
  - Cooperative Agreement issued to the Energy Office from the Rebuild America program for a Peer Exchange program.

- Applied for US Department of Energy funding for several projects with local and statewide benefits, including:

The Arizona Energy Efficient Schools Program	\$138,486 requested with a \$36,000 match
Weatherization Utility Tracking Program	\$47,260 requested with a \$50,200 match
State "Industries of the Future" Partnership	\$200,000 requested with a \$67,660 match
"Solar in Arizona"	\$48,808 requested with no match

- Applied for a \$52,140 grant from the US Department of Energy to assess the feasibility of bio energy opportunities in Eastern Arizona Counties, in partnership with the Environmental Economic Communities Organization.
- Received a \$138,000 federal grant to market Arizona environmental technologies in Sri Lanka.
- Collaborated for the second year with the Arizona Lottery on "Where the Money Goes," a promotional and educational campaign emphasizing the economic development benefits to rural AZ.
- Compiled and provided online information and new developments that impact Arizona through state energy policy formation and implementation, energy data compilation, and economic analysis related to energy markets:
  - *Energy Policy Update*, Published Monthly, approximately 675 subscribers.
  - *Energy Briefs Newsletter*, Published Quarterly, approximately 800 subscribers.
  - *Arizona Built Directory* lists more than 300 Arizona companies and their energy-related products and services.
  - *Arizona Energy Data Quarterly Report*. Energy use in Arizona: Petroleum, Natural Gas, Coal and historical data compiled from 1995 to 2001.
- Featured in an issue of the National Association of Development Organizations (NADO) newsletter as a national example of a creative, well-run bonding authority.
- Provided engineering support and assistance to the Arizona Corporation Commission on issues relating to energy conservation and renewable energy.
- Published and distributed a resource listing of local Business Retention & Expansion personnel in Arizona's rural communities.

- Enabled 23 Main Street communities to attend the National Town Meeting on Main Street. This meeting showcased the information and tools from around the nation through which attendees can revitalize their communities
- Provided recommendations concerning energy, utility generation history and forecasting, and alternative energy resources to the Governor's Office, the Legislature, and State Agencies.
- Conducted staff visits to construction sites for multi-family dwellings in Apache, Cochise, Coconino, Graham, Greenlee, La Paz, Maricopa, Mohave, Navajo, Pima, Pinal, Santa Cruz, and Yuma counties to ensure energy codes and standards were achieved.
- Jointly funded, in partnership with the School Facility Board office, an engineer to review proposals directly with schools districts and assure that the established energy criteria is met. In addition, staff worked to implement energy savings in existing schools as well as improved energy efficiency in new school construction.
- Involved in several school construction projects in partnership with the School Facility Board and Governor's Office. Reviewed mechanical plans and prepared conceptual plans for Sunrise Elementary School and Paradise Valley Unified School District, and provided technical assistance to City of Phoenix planning engineers in establishing statewide uniformity on ventilation codes.
- Grant development and administration of the Diesel Conversion or Replacement Alternative Fuel Vehicle Grant Program from the Clean Air Fund.
- Provided technical assistance and training to the 10 statewide agencies that implement the Low-Income Weatherization Program, and administered \$1.67 million (federal funds) along with \$1.23 million in utility Demand Side Management funds to weatherize 695 homes, with a savings value of \$3 million.
- Assisted more than 20 communities with populations under 70,000 to identify energy conservation projects, resulting in \$90,000 in grants.
- Administered the Alternative Fuel Program grant/contract monitoring, oversight and payment processing.
- Met with eight tribes from the Arizona Commission on Indian Affairs to discuss tribal nations' needs related to community and business development.

## Global Business Development

- Assisted 20,590 Arizona residents and 6,428 contacts from outside Arizona interested in starting or expanding a small business.
- Streamlined electronic permitting for filming on state and federal highways and on state trust lands.
- Helped lead a delegation to the Czech Republic, Hungary and Poland. The delegation was headed by City of Phoenix Vice Mayor Claude Maddox, and included representatives of the Mayor, City Council, and City Manager's office, as well as the city's economic development department. Designed to promote Arizona and Phoenix to Central European companies, the trip showcased Arizona's competitiveness in North America and its suitability for companies seeking to locate or expand operations in this region.
- Represented the state to more than 100 site selection consultants throughout the year on prospecting missions.
- Created and designed a multi-use database of computerized resources for Arizona Production Association and industry use.
- Convened 60 entrepreneurs, venture capitalists and technology leaders to plan the strategic focus of the Agency's newly established Office of Innovation, Technology and Entrepreneurship, focusing on the short- and long-term gaps in venture capital investment in the state and enhancing community awareness of emerging industries and technologies.

- Received a U.S. Environmental Protection Agency Jobs Through Recycling grant for rural recycling, which will help establish recycling businesses in rural and tribal areas of the state.
- Opened an office in Flagstaff to help Northern Arizona communities to retain, attract and grow businesses.
- Received an ADEQ grant to update the economic impact of recycling, which supports 839 business establishments and employs 10,603 Arizonans.
- Attracted 92 imported film projects totaling more than \$30.8 million in economic impact in FY 02. Location filming generated 872 production days, primarily in rural Arizona.
  - 7 feature films: “Confessions Of A Dangerous Mind,” “The Banger Sisters,” “Destiny,” “The Brothel,” “Girl Factory,” “Limbo,” and “Waitin’ To Live.”
  - 14 television projects: The BBC mini-series “Auf Weidersehen, Pet” for foreign broadcast, the PBS screen adaptation of Tony Hillerman’s “Skinwalkers,” Eco Challenge “Face Off,” “Six Gun Salute To John Wayne” and others.
  - 1 music video: Brittany Spears, music for the soundtrack of her feature film.
  - 61 commercial, industrial and still photography shoots: Products included AFLAC, Verizon Wireless, Mazda, Cadillac, Chrysler, McDonalds – France, Coors Lite, Suzuki for Puerto Rico, FedEx, Mercedes, Ford Explorer for Dubai, American Greetings, Kenworth trucks, Geico Insurance, Nexium, MasterCard, Dodge Trucks, BMW, Barbasol, Kia, Hyundai, Chevrolet, Ping, Pontiac, Holiday Inn, Nordstrom’s, Phillip Morris for England, and others.
  - 9 Documentaries: “Top Speed” for IMAX, “Scared Planet” for IMAX, “Making Sense Of Place,” “Forbidden Place,” “Best Of Show 2001,” and others.
- Promoted and coordinated the formal recognition of the Arizona Sonora Film Partnership by Governors Hull and Lopez-Nogales at the Arizona Mexico Commission’s Plenary Session in Hermosillo. Coordinated a reciprocity agreement among the City of Phoenix, City of Tucson, ADOT, Maricopa County, Pima County and the Tucson Airport Authority for procurement certification of disadvantaged business enterprises (DBEs). These groups will develop a centralized procurement online directory promoting Arizona’s minority, women and disadvantaged businesses throughout the world to corporate and government buyers.
- Provided assistance to more than 80 companies, 6 of which announced relocation or expansion, creating 510 new jobs with a capital investment of \$38 million. These businesses will divert 94,000 tons of material from Arizona’s landfills annually.
- Hosted foreign government delegations from: Wuhan, China and Shizuoka (Japan Buyer’s delegation from H&Y Corporation); New Zealand; Korean newspaper reporters; Canada; Australia; Ireland; Great Britain; Scotland; Sinaloa, Mexico; France; Hong Kong and Japan; a trade delegation from Bordeaux, France; 2 members of the Belarussian Parliament; and a 90-member trade delegation from the German state of Baden-Wurtemberg.
- Represented Greater Phoenix Economic Council and the City of Phoenix at the G-BOC trade show in Osaka, Japan – a trade and investment event. Three Arizona companies exhibited, representing Maricopa, Yavapai and Pima counties.
- Strengthened business and trade through contact with a visit by the Governor of Okayama who led a 100-member trade and governmental delegation from Okayama Prefecture in Japan on a visit to Arizona.
- Conducted trade missions to Malaysia to set up meetings for Arizona companies interested in doing business in Malaysia, and to Maldives to promote Arizona environmental technologies.
- Coached approximately 45 Arizona companies on “Doing Business in Central Europe” at a seminar in Phoenix.

- Hosted two Japanese companies, who ADOC had been in contact with for some time, who now plan to set up manufacturing operations in Arizona. The two projects represent initial investment of approximately \$13 million and the creation of about 80 jobs.
- Promoted Arizona minority and women-owned businesses throughout the world to corporate and government buyers with the addition of more than 100 Native American businesses to the online database.
- Coordinated and facilitated focus groups with the Grand Canyon Minority Development Council and the United Latino Business Coalition regarding state procurement rule changes.
- Arizona's four foreign trade office Directors converged in the state visiting companies and making speeches in Pima and Maricopa counties in an outreach/assistance/promotion and introduction effort. All four made presentations at the annual Global Links luncheon, organized by the City of Phoenix Sister Cities organization.
- Recruited companies and set up appointments for Governor Hull's trade mission to Guadalajara.
- Represented Arizona at a national conference of more than 1,500 site selection consultants in Dallas, an international bioindustry conference in Canada, and in 2 international recycling conferences in Washington and California.
- Promoted Arizona through the sixth annual "Film in Arizona Screenwriting Competition," requiring 85% of the scripted locations to be in Arizona.
- Showcased Arizona at a trade show and industry promotional event in Los Angeles, partnering with rural film offices.
- Promoted Arizona to the commercial market through a direct mail campaign, "More Roads Of Arizona," in partnership with rural/rural Film Office partners.
- Provided technical assistance to the Grand Canyon Forests Foundation on a biomass feasibility study for a power plant using small diameter timber in Northern Arizona to improve forest health and re-establish a sustainable forestry industry.
- Hosted a visit from the Prime Minister of Namibia along with the Deputy Minister for Fisheries and members of the Prime Minister's staff. A schedule arranged by International Trade included meetings with SRP, The University of Phoenix, State Parks, the Office of Tourism, members of the local African and African-American community and the Desert Sweet aquaculture operation in Gila Bend.
- Hosted the Opening Doors procurement fair (in Tucson), marking the first time this annual event has been presented to southern Arizona businesses. Businesses were educated about how to become vendors to the state of Arizona.
- Provided business introductions, contacts and research for 5 Arizona companies during a visit to the Singapore Air Show.

## Workforce Development

- Two grants were awarded on behalf of the Governor's Council on Workforce Policy to target underemployed and low-wage workers who need better skills to qualify for higher-paying jobs in see Cochise and Pima Counties.
- Awarded grants to the City of Tucson Office of Economic Development, Cochise Community College, Goodwill Industries of Southern Arizona, Inc., Maricopa Community Colleges, and Pima County Community Services Department to help launch local programs that target underemployed and low-wage workers who need better skills to qualify for higher-paying jobs.

- Awarded 18 companies \$51,995 through a state-funded tax credit for job specific training of employees to enhance skills in the area of Information Technology. One company received a tax credit in the amount of \$6,147.
- Job Training Annual Report Results
  - 6 rural businesses
  - 17 small business employing fewer than 100 employees (2 of these companies are also included in the 6 rural companies)
  - 22 large businesses

Total awarded:	\$10,865,665
Companies with fewer than 100 employees	\$1,238,037 (11%)
Rural companies	\$494,883 (.5%)
Total number forecast to go through training	15,706
Net new	\$4,437,717
Total net new forecast	2,175
Total net new to date	244
Incumbent	\$6,427,948
Total incumbent forecast	13,530
Total incumbent to date	6,737
Overall forecasted average wage	\$39,901
Net New forecasted average wage	\$35,977
Incumbent forecasted average wage	\$42,517

## Planning, Research and Policy

- Governor Hull met with Mexico President Fox and his cabinet, focusing on the importance of the CANAMEX trade corridor. The Governor also garnered a commitment from President Fox to work with Arizona on CyberPort, a visionary model to improve enforcement and efficiencies of Arizona's southern border ports. Commerce Director Margie Emmermann led a joint session with officials from Mexico's Secretariat for Economic Promotion to identify areas for collaboration on regional development. Arizona's trade with Mexico exceeded \$3.5 billion in 2001.
- Allocated Arizona's 2002 share of private activity bonds, totaling \$398 million, to several projects throughout the state, including \$79.6 million for student loans.

# ADOC ACCOMPLISHMENTS

## APACHE COUNTY

### Community Development

- Awarded a \$2,500 grant to a regional public/private partnership to exhibit at the 2002 Winter Olympics, which allowed the partnership to leverage an additional \$12,500 to promote cultural heritage tourism to Olympic visitors.
- Weatherized 695 homes at a cost of \$1.67 million with a savings value of 3 million dollars. 32 of these homes were in Apache County.
- Completed a formal review of Eagar's draft general plan to ensure compliance with Growing Smarter statues and plan effectiveness.
- Provided technical assistance to St. Johns Community Development staff to establish the process for updating the general plan and participated on the consultant selection team.
- Conducted staff visits to construction sites for multi-family dwellings in Apache County to ensure energy codes and standards were achieved.

### Global Business Development

- Assisted in the location of FloCO2 to St. Johns, creating 10 new jobs in the area. Also assisted in the location of Environmental Forest Solutions to Show Low, creating 60 jobs for the area.
- Co-sponsored an Arizona Recycling Coalition for companies in the Show Low area to discuss recycling issues, options, and available programs.
- Helped 90 Apache county residents interested in starting or expanding a small business.
- Arizona Film Commission

Location	Project	Type
Canyon de Chelly	"Dinotopia"	TV series
Chinle	"Sacred Planet"	Documentary

### Planning, Research and Policy

- The Arizona Statewide Economic Study 2002 identified federal government (civilian) and tourism as the key exporting industries in Apache County through the 1990s.
- The first economic impact analysis on Arizona's State Parks revealed visitation in Apache County in FY 01 resulted in 78 jobs and more than \$2.1 million in total income.

# ADOC ACCOMPLISHMENTS

## COCHISE COUNTY

### Community Development

- Weatherized 695 homes at a cost of 1.67 million dollars with a savings value of 3 million dollars. 37 of these homes were in Cochise County.
- Hosted the Energy Management Conference, attracting more than 180 energy professionals and facility managers from throughout the state. In the local government category, Sierra Vista received 3 Governor's Award for Energy Efficiency awards. The Energy Advocate of The Year award went to John Taylor, City of Sierra Vista Public Works Operations Manager.
- Completed formal statutory review of Douglas' draft general plan.
- Created a Statewide Design Guidelines program from which Willcox drew to develop their Entrance Signage program.
- Developed and facilitated a strategic planning session and workshop for County Board of Supervisors, Planning Commission, Board of Adjustment, and staff. The county also receives Growing Smarter technical assistance.
- Facilitated Board of Adjustment workshop and Planning Commission workshop with Benson City Council. Provided general plan Request For Proposals development and consultant selection criteria assistance.
- Presented 3 rural entrepreneurship workshops held in Payson, Bisbee, and Lake Havasu, in partnership with Arizona State University.
- Trained Willcox Main Street board members and managers on the Main Street Approach and roles and responsibilities, followed by an extensive strategic planning session. Willcox is one of 19 recognized Main Street communities in Arizona.
- Conducted staff visits to construction sites for multi-family dwellings in Cochise County to ensure energy codes and standards were achieved.

### Global Business Development

- Promoted Cochise County to 3 business prospects considering site selection.
- Assisted in locating 2 high tech companies to Sierra Vista (AAI Corporation and Maxim Systems, Inc.), bringing 85 jobs to the area.
- Worked with Cochise College to create an Economic Development program.
- Presented a training session on the recycling markets and economic development to county recycling coordinators.
- Helped 313 Apache county residents interested in starting or expanding a small business.
- During FY 02, 8 companies from Maricopa, Pima and Cochise counties, with whom we had worked in the Mexico market, reported total sales of more than \$9 million.
- Arizona Film Commission

Location	Project	Type
Benson	Kenworth Trucks	Still

Bisbee	"Blind Durham"	Still
Willcox	"Limbo"	Feature film

## Workforce Development

- Awarded Cochise Community College a \$37,521 grant to develop workers who can identify and implement positive behaviors in the workplace.
- Awarded a job training grant of \$243,964 to Apache Nitrogen Products, Inc. in Benson to train 69 current employees in safety and handling procedures of ammonium nitrate, a mining industry explosive and a component of agricultural fertilizer. The average salary of these employees is \$40,331.
- Job Training Annual Report Results

Total awarded	\$243,964
Net New	\$0
Incumbent	\$243,964
Total # to be trained	69
Net New	0
Incumbent	69
Overall forecasted average wage	\$40,331
Net New forecasted average wage	\$0
Incumbent forecasted average wage	\$40.331

## Planning, Research and Policy

- The first economic impact analysis on Arizona's State Parks reflected that in FY 01, park visitation in Cochise County resulted in more than 700 total jobs and more than \$20 million in total income.
- The Statewide Economic Study 2002 identified federal government (military and civilian), computer systems design and scientific research and development as the key exporting industries in Cochise County through the 1990s.

# ADOC ACCOMPLISHMENTS

## COCONINO COUNTY

### Community Development

- Developed a community town hall with county staff, the district supervisor, and APS in the Forest Lakes area to provide residents the opportunity to openly discuss the future of Forest Lakes, identify important community issues, and to develop goals, strategies, and actions to guide community resources and efforts for coming years.
- Completed formal review of the Regional Joint Land Use Plan in Flagstaff.
- Performed an energy audit of municipal facilities in Williams to formulate an energy plan and for use in an application for a Municipal Energy Management Program (MEMP) grant.
- Fredonia received \$4,875 and Flagstaff received \$20,000 for Municipal Energy Management Program conservation projects.
- Weatherized 695 homes at a cost of 1.67 million dollars with a savings value of 3 million dollars. 23 of these homes were in Coconino County.
- Exhibited the mobile theater on solar energy development and use in Arizona at the Coconino County Fair in Flagstaff.
- Made possible a workforce database for recruiting and re-training employees in Flagstaff.
- Awarded Coconino County a \$55,000 grant for technical assistance in updating the County's general plan.
- Newly created Statewide Design Guidelines were applied to Page's Pedestrian Alley and Williams' Community Center.
- Provided 15 façade renderings to private property owners in Williams, Casa Grande, Florence, Show Low, and Globe to aid in architectural restoration.
- The Governor's Award for Energy Efficiency, Educational Institutions category was awarded to the Star School in Flagstaff, Madison School District.
- Conducted staff visits to construction sites for multi-family dwellings in Coconino County to ensure energy codes and standards were achieved.
- Conducted training for Flagstaff and Sedona Main Street board members and managers. Flagstaff and Sedona are 2 of 19 recognized Main Street communities in Arizona.
- Greater Arizona Development Authority Bonds & Grants

Flagstaff	Estimated Gross Interest and Costs of Issuance Savings: \$195,000	General Obligation Bonds	Parks and Open Space
Flagstaff et al	\$150,000	Technical Assistance	Comprehensive community telecommunication assessments in Flagstaff, Parker, Sierra Vista, the White Mountain region and Graham County
Fredonia	\$12,500	Technical Assistance	Development of an engineered utility/water systems plan

Sedona	\$70,000	Technical Assistance	Architectural design of a community recreation center
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## Global Business Development

- Helped 280 Coconino county residents interested in starting or expanding a small business.
- Participated in a strategic planning session for the Williams Chamber of Commerce.
- Assisted in the expansion of Ralston Purina by 25 new jobs.
- Hosted a trade delegation from Sri Lanka of over 25 participants representing 25 companies. Meetings were held with companies from Maricopa, Pima, Yavapai and Coconino counties.
- Networked with rural economic development officials statewide at the Arizona Association for Economic Development conference in Page, which addressed statewide issues. Was honored with award for Large Economic Development Organization of the Year.
- Worked with City of Williams and Williams' Chamber of Commerce to assist with economic development. Also met with Williams' Mayor, City Council, Economic Development Committee, Forrest Service Personal, and the Grand Canyon Forrest Foundation on small diameter timber opportunities.
- Promoted Flagstaff to 3 businesses seeking information on potential sites.
- Arizona Film Commission

Location	Project	Type
Cameron	Toyota Sequoia	Commercial
Flagstaff	Kia	Commercial
Flagstaff	Hyundai	Commercial
Flagstaff	"Top Speed"	Documentary
Flagstaff	<i>Glamour Magazine</i>	Fashion shoot
Flagstaff	Pontiac Montana	Still
Flagstaff	Ping (golf clubs)	Still
Flagstaff	"The Race"	TV series
Flagstaff	untitled	Documentary
Little Colorado River Gorge	Aflac Insurance	Commercial
Little Colorado River Gorge	Dodge Trucks	Commercial
Marble Canyon	Verizon	Commercial
Page	"Best of 2001"	Documentary
Page	Nexium	Commercial
Page	Britney Spears	Music video
Page	Philip Morris (England)	Still
Page	unidentified	Fashion shoot
Page	"Auf Weidersehen, Pet" (Britain)	TV Special
Page	untitled	Documentary
Page	unidentified	Still
Seligman	Marlboro	Still
Tuba City	Kia	Commercial
Tuba City	Toyota Sequoia	Commercial
Tuba City	Aflac Insurance	Commercial
Tuba City	"Sacred Planet"	Documentary
Williams	Ford Explorer	Commercial
Williams	<i>Glamour Magazine</i>	Fashion shoot

## Workforce Development

- 2 Coconino companies received tax credits totaling \$1,763.

## Planning, Research and Policy

- Awarded Flagstaff a \$250,000 grant to assist in the extension of Dodge Avenue to ensure access to the expanded portion of the Flagstaff Mall.
- The first economic impact analysis on Arizona's State Parks reflected that in FY 01, park visitation in Coconino County resulted in more than 900 total jobs and more than \$25 million in total income.
- The Statewide Economic Study 2002 identified State (Northern Arizona University) and federal government (civilian), tourism, and medical equipment and supplies as the key exporting industries in Coconino County through the 1990s.

# ADOC ACCOMPLISHMENTS

## GILA COUNTY

### Community Development

- Conducted a town council strategic planning retreat focused on planning, communication and other issues for Miami City Council members, department heads and other staff.
- Awarded Globe a \$10,000 grant for technical assistance in updating the County's general plan.
- Accredited the Payson Rural Economic Development Initiative (REDI), making it eligible for technical and financial support aimed at attracting capital investment and new industry as well as preserving existing businesses. There are currently 14 REDI accredited communities in Arizona.
- Weatherized 695 homes at a cost of 1.67 million dollars with a savings value of 3 million dollars. 30 of these homes were in Gila County.
- Provided training and technical assistance to Globe and Miami for Municipal Energy Management Programs conservation projects.
- Funded the development of brochures to promote Northern Gila County and to provide information in the *Rim Country Lifestyle* and *Visitor Guides*, and the purchasing office equipment.
- Presented 3 rural entrepreneurship workshops in Payson, Bisbee and Lake Havasu, in partnership with Arizona State University.
- Provided 15 façade renderings to private property owners in Williams, Casa Grande, Florence, Show Low, and Globe to aid in architectural restoration.
- Provided recommendations on the revitalization of Payson's Main Street, a Certified Main Street Community. Offered design assistance for Payson's Streetscape design.
- Trained Globe Main Street board members and managers on the Main Street Approach and roles and responsibilities, followed by an extensive strategic planning session. Globe is one of 19 recognized Main Street communities in Arizona.
- Strategized with Miami's City Manager possible Municipal Energy Management Program projects, including a retrofit of streetlights.
- Greater Arizona Development Authority Bonds & Grants

Miami	\$12,500	Technical Assistance	Wastewater system evaluation and improvements.
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### Global Business Development

- Helped 143 Gila county residents interested in starting or expanding a small business.
- Promoted Globe to a business investigating locations.
- Arizona Film Commission

Location	Project	Type
Globe/Miami	Hyundai	Commercial
Globe/Miami	MasterCard	Still
San Carlos Apache Nation	Eco Challenge Race "Face Off"	TV special

## Planning, Research and Policy

- The first economic impact analysis on Arizona's State Parks reflected that, in FY 01, park visitation in Gila County resulted in 123 total jobs and more than \$3.4 million in total income.
- The Arizona Statewide Economic Study 2002 identified copper mining, smelting and support activities, entertainment and recreation, tourism and basic chemical manufacturing as the key exporting industries in Gila County through the 1990s.

# ADOC ACCOMPLISHMENTS

## GRAHAM COUNTY

### Community Development

- Weatherized 695 homes at a cost of 1.67 million dollars with a savings value of 3 million dollars. 28 of these homes were in Graham County.
- Safford received training and technical assistance for a Municipal Energy Management Program conservation project.
- Provided technical assistance to help Safford achieve Rural Economic Development Initiative accreditation.
- Provided technical assistance to Community Development staff in establishing the process for updating Graham County's general plan.
- Conducted staff visits to construction sites for multi-family dwellings in Graham County to ensure energy codes and standards were achieved.
- Applied for a \$52,140 grant from the US Department of Energy to assess the feasibility of bio energy opportunities in Eastern Arizona Counties, in partnership with Environmental Economic Communities Organization.

### Global Business Development

- Helped 54 Graham county residents interested in starting or expanding a small business.
- Arizona Film Commission

Location	Project	Type
Safford	Mazda	Commercial

### Workforce Development

- Established an Apprenticeship program in the Town of Thatcher.

### Planning, Research and Policy

- The first economic impact analysis on Arizona's State Parks reflected that park visitation in Graham County in FY 01 resulted in 141 total jobs and more than \$4.1 million in total income.
- The Arizona Statewide Economic Study 2002 identified State government (prisons) and agriculture as the key exporting industries in Graham County through the 1990s.

# ADOC ACCOMPLISHMENTS

## GREENLEE COUNTY

### Community Development

- Hosted 3 members of the Duncan City Council and the City Manager to discuss resources and services available to the community.
- Conducted visits to construction sites for multi-family dwellings in Greenlee County to ensure energy codes and standards were achieved.
- Educated Greenlee County Board of Supervisors about the benefits of increased participation in ADOC's community development programs and services, particularly in conjunction with the update of the county's general plan.
- Weatherized 695 homes at a cost of \$1.67 million with a savings value of \$3 million. 2 of these homes were in Greenlee County.

### Global Business Development

- Helped 20 Greenlee county residents interested in starting or expanding a small business.

### Planning, Research and Policy

- The Arizona Statewide Economic Study 2002 identified copper mining and farming as the key exporting industries in Greenlee County through the 1990s.

# ADOC ACCOMPLISHMENTS

## LA PAZ COUNTY

### Community Development

- Awarded Cave Creek a \$20,000 grant and Quartzsite a \$30,000 grant for technical assistance in updating the communities' general plans.
- Awarded a public/private partnership for a \$100,000 grant to weatherize the Vianney Villas, Section 8 Housing Complex, saving \$193 per unit per year in energy costs for 50 low-income older adult households.
- Weatherized 695 homes at a cost of 1.67 million dollars with a savings value of 3 million dollars. 2 of these homes were in La Paz County.
- Provided technical assistance to the county's Community Development staff in establishing the process for updating the general plan.
- Trained Parker Main Street board members and managers on the Main Street Approach and roles and responsibilities, followed by an extensive strategic planning session. Parker is one of 19 recognized Main Street communities in Arizona.
- Conducted staff visits to construction sites for multi-family dwellings in La Paz County to ensure energy codes and standards were achieved.
- Completed formal review of Buckeye's draft general plan to help ensure compliance and plan effectiveness.

### Global Business Development

- Helped 29 LA Paz county residents interested in starting or expanding a small business.

### Planning, Research and Policy

- The first economic impact analysis on Arizona's State Parks reflected that park visitation in La Paz County in FY 01 resulted in almost 200 total jobs and more than \$5 million in total income.
- The Arizona Statewide Economic Study 2002 identified agriculture and tourism as the key exporting industries in La Paz County through the 1990s.

# ADOC ACCOMPLISHMENTS

## MARICOPA COUNTY

### Community Development

- Launched a comprehensive land use plan project regarding Luke Air Force Base.
- The Governor's Award for Energy Efficiency, Local Government category, presented the City of Mesa with four awards; Chandler, Phoenix, and Wickenburg each received one award. Winners of the Educational Institutions category included Agua Fria Union High School District receiving 2 awards, along with an award presented to the Arizona State University West. For the State Agency category, the Arizona Department of Emergency and Military Affairs received 3 awards.
- Weatherized 695 homes at a cost of 1.67 million dollars with a savings value of 3 million dollars. 267 of these homes were in Maricopa County.
- Tolleson received a \$76,125 grant from ADOC's Economic Strength Project Program towards the reconstruction of a portion of Buckeye Road in conjunction with a new beverage bottle manufacturing plant being built by Western Container. ADOC administers the program in conjunction with the Arizona Department of Transportation. Grants are approved by the State Board of Transportation.
- Avondale received \$10,000, Litchfield Park received \$2,657, and training and technical assistance was provided to Gila Bend and Wickenburg for Municipal Energy for Management conservation projects.
- Awarded Cave Creek a \$20,000 grant and Youngtown a \$20,000 grant for technical assistance in updating the communities' general plans.
- Awarded Phoenix an \$18,500 grant to complete 15 air handler diagnostics/audits to determine operating efficiency of air conditioning equipment of government buildings.
- Received a \$45,000 grant from the Million Solar Roofs Program, U.S. Department of Energy, to develop a barrier reduction program promoting solar energy in planned communities, and to develop educational materials for publications, websites and lectures.
- Reserved \$6.75 million in private activity bond volume cap for Milky Way Dairy in Gilbert for solid waste treatment. Pinal County Industrial Development Authority issued the bond authorization for this project.
- Developed and facilitated a workshop focusing on communication, roles and responsibilities, and planning issues for the Goodyear Planning Commission, city council, and Board of Adjustment.
- Developed and facilitated 2 workshops on communication and planning issues for Avondale city officials; the first with the Planning Commission and the second with the Board of Adjustment.
- Participated on the general plan consultant selection team for El Mirage and conducted a Planning Commission workshop.
- Conducted a Planning Commission workshop and Board of Adjustment workshop in Scottsdale.
- Conducted a Planning Commission workshop and a Board of Adjustment workshop, with both attended by Paradise Valley town council and staff. Provided considerable general plan development assistance in the area of Request for Proposals development, consultant selection, and public participation program development and implementation.
- Displayed the mobile theater exhibit on solar energy development and use at the Arizona State Capital, the Arizona Historical Museum, the Arizona Science Museum, Maricopa County Fair, City of Scottsdale Building Permit Office, and the Mustang Library in Scottsdale.

- Conducted staff visits to construction sites for multi-family dwellings in Maricopa to ensure energy codes and standards were achieved.
- Promoted photovoltaic installation standards, which resulted in adoption of these standards by 17 members of the Maricopa Association of Governments.
- Awarded Alternative Fuel Awards to 3 Compressed Natural Gas fueling stations in Maricopa County.
- Awarded School District Awards to the Paradise Valley Unified School District in the form of 3 Compressed Natural Gas buses.
- Participated on the Citizens Advisory Committee for Landfill and Transfer Station Siting in the City of Phoenix.
- Helped Queen Creek’s steering committee identify strategies for downtown redevelopment and implementation of the general plan.
- Created Statewide Design Guidelines adopted by Buckeye’s Design Guidelines.
- Completed formal statutory review of community draft general plans for Buckeye, Carefree, Cave Creek, Chandler, Fountain Hills, Gilbert, Glendale, Litchfield Park, Peoria, Phoenix, Queen Creek, Tempe and Scottsdale.
- Partnered with Pinnacle West on an application for a \$1.197 million grant from the US Department of Energy (U.S. Department of Energy) to develop infrastructure and determine the feasibility of hydrogen-fueled vehicles.
- Partnered with Pinnacle West and Arizona State University to apply for an \$186,004 grant from US DOE to research fuel cell based uninterruptible power sources (UPS) for digital equipment.
- Provided training and technical assistance through the Management Program to conduct a review and analysis of Gila Bend’s utilities.
- Of the 34,000 EPA Energy Star homes built nationally in 2001, more than 8,000 were constructed in Maricopa and Pima Counties.
- More than 2,400 homes, with a 40% to 50% higher efficiency level, were built in Maricopa and Pima Counties last year, that guaranteed an annual heating and cooling cost of \$0.30 per square foot.
- Implemented Arizona’s “Smart Energy Usage Plan” in State offices during the peak-demand periods of 2:00 p.m. to 8:00 p.m. The 2002 plan was initiated through the Governor’s Executive Order 2001-8.
- For the first time, 3 state agencies and 2 educational institutions were recognized for Exceptional Accomplishment in the implementation of the Governor’s *Smart Energy Usage* plan.
- Conducted training and information sessions with State facility managers, universities and colleges on analyzing utility costs and usage. Since July 2001 state facilities managed by the Department of Administration have saved more than \$161,000 as a result of the training.
- Greater Arizona Development Authority Bonds & Grants

Avondale	\$37,500	Technical Assistance	Development Fee Methodology Study
Queen Creek	\$17,500	Technical Assistance	Development of a Wastewater Master Plan

## Global Business Development

- Assisted 36 companies to expand or locate in the Greater Phoenix area, creating 5,857 new jobs, with an average salary of \$43,641, and a capital investment of \$223,900,000.

- Assisted in site selection with more than 200 companies interested in locating or expanding in the Greater Phoenix Region, including:
  - The Antigua Group, Inc., an apparel embroidery company expanding in Peoria and adding new 250 jobs with average annual salaries of \$32,000 and capital investment plans of \$9 million.
  - Concrete Reinforcements, a manufacturer of wire mesh, expanding in Surprise, adding 75 new jobs with average annual salaries of \$43,000, and planned capital investment of \$3 million.
  - Designer Genes, Inc., a biotech company, moved to Phoenix, bringing 75 jobs and \$12 million in capital investment.
  - Kinematics, a machine shop, moved to Phoenix from California, bringing 15 jobs with average annual salaries of \$24,960 and planned capital investment of \$3 million.
  - DHL data operations center, moving to a 90,000 sq. ft. facility in Scottsdale, will employ 350 people at an average salary of \$85,000.
  - Painted Rock Dairy, bringing 75 jobs to Gila Bend.
- Co-sponsored "Purchasing Maze 3," Arizona's largest procurement fair, held in Phoenix. More than 1,000 government and corporate buyers and small business owners attended.
- Educated 50 employees displaced from Honeywell, Intel and other area businesses about "Starting a Small Business."
- Assisted 15,716 Maricopa county residents interested in starting or expanding a small business.
- Coached approximately 45 Arizona companies on "Doing Business in Central Europe."
- Represented Greater Phoenix Economic Council and the City of Phoenix from an investment perspective at the G-BOC trade show in Osaka, Japan – a joint trade and investment event. Arizona companies representing Maricopa, Yavapai and Pima counties exhibited.
- Hosted visits by trade delegations from Kazakhstan, France, Sri Lanka (representing 25 companies), the Prime Minister of Namibia and members of the National Assembly of Belarus, and government delegations from Hong Kong and Japan. Representatives from a number of German states also visited Phoenix to discuss centers of technological excellence and possible partnerships with Arizona.
- During FY 02, 8 companies from Maricopa, Pima and Cochise counties, with whom we had worked in the Mexico market, reported total sales of more than \$9 million.
- Arizona's four foreign trade office Directors converged in the state visiting companies and making speeches in Pima and Maricopa counties in an outreach/assistance/promotion and introduction effort. All four made presentations at the annual Global Links luncheon, organized by the City of Phoenix Sister Cities organization.
- Assisted a Maricopa company in obtaining an assembly contract with a Taiwan company, with the potential for \$1 million plus in revenues per year.
- Assisted a Maricopa company in dealing with Taiwan agents to collect on an outstanding debt of \$150,000. To date they have collected all but \$15,000.

▪ Arizona Film Commission

Location	Project	Type
Cave Creek	Dodge Trucks	Still
Fountain Hills	Fed Ex	Commercial
Gila Bend	unidentified	Other

Phoenix	Coors Light (Puerto Rico)	Commercial
Phoenix	Oakland A's	Commercial
Phoenix	Barbasol	Commercial
Phoenix	Hyundai	Commercial
Phoenix	USA Cable	Commercial
Phoenix	Fed Ex	Commercial
Phoenix	Geico Insurance	Commercial
Phoenix	unnamed	Documentary
Phoenix	"Making Sense of Place -- Phoenix: The Urban Desert"	Documentary
Phoenix	Ping (golf clubs)	Still
Phoenix	Kenworth Trucks	Still
Phoenix	GM Vehicles	Still
Phoenix	Dodge Trucks	Still
Phoenix	"The Banger Sisters"	Telefeature
Phoenix	"Scavenger Hunt"	TV test series
Phoenix	"Forbidden Places" Travel Channel - Luxury Boxes at Bank One Ball Park	TV series
Phoenix	"Food Finds" episode	TV series
Phoenix	"Small Shots"	TV series
Phoenix (Pioneer Village)	"A workman approved . . ."	TV series
Phoenix	Dodge, Durango & Dakota	Still
Phoenix	Fashion	Still
Scottsdale	(Japanese Investment Firm)	Commercial
Scottsdale	untitled	Documentary
Scottsdale	Fashion shoot	Still
Scottsdale	"Six Gun Salute to John Wayne"	TV series
Tempe	Todd McFarland Toys	Industrial
Wickenburg	Marlboro	Still
Wickenburg	Marlboro	Still

## Workforce Development

- Nine Maricopa companies received Information Technology Tax Credits totaling \$27,015.
- Through ADOC, Maricopa Community Colleges received a \$64,598 grant from the Governor's Council on Workforce Policy to upgrade the skills of machinery maintenance mechanics working for firms based in the southwest metro-Phoenix area.
- Awarded Job Training grants to Phoenix companies Black Hawk Metal Products, TriWest, Cavalry Investments, Consultant Engineering, Inc., Chem Research, and Red Rock Stamping Company to train new and current employees.
- Registered 3 new Apprenticeship programs: City of Mesa Electric Utility, Red Rock Stamping Company, and Tri-city Mechanical/Comfort Systems USA.

### Job Training Annual Report Results

Total awarded	\$7,338,019
Net New	\$2,543,194
Incumbent	\$4,794,825
Total # to be trained	13,868.5
Net New	1579.5
Incumbent	12,289

Overall forecasted average wage	\$40,925
Net New forecasted average wage	\$36,567
Incumbent forecasted average wage	\$44,366

## Planning, Research and Policy

- The Arizona Statewide Economic Study 2002 identified high tech manufacturing, business services, tourism, and wholesale and retail trade as the key exporting industries in Maricopa County through the 1990s.

# ADOC ACCOMPLISHMENTS

## MOHAVE COUNTY

### Community Development

- Weatherized 695 homes at a cost of 1.67 million dollars with a savings value of 3 million dollars. 26 of these homes were in Mohave County.
- Completed formal review of Lake Havasu City's draft general plan update and the county's draft general plan to ensure compliance and plan effectiveness.
- Kingman City Council voted to use a major portion of \$479,631 in Community Development Block Grant funds for rehabilitation of low- to moderate-income residents. The city will allocate \$280,797 for the housing program and use 18% of the total (\$86,334) for administration of the grant funds.
- Assisted Lake Havasu City with a Fast Track Program to help attract additional business and services along with software and training for economic impact.
- Coached applicants in Kingman regarding applications for technical and financial assistance grants.
- Conducted staff visits to construction sites for multi-family dwellings in Mohave County to ensure energy standards and inspections were accomplished.
- Provided technical assistance in establishing the process for updating Colorado City's general plan.
- Provided training and technical assistance to Bullhead City for a Municipal Energy in Management conservation project.
- Presented 3 rural entrepreneurship workshops in Payson, Bisbee and Lake Havasu, partnering with Lake Havasu City and Arizona State University.

Greater Arizona Development Authority Bonds & Grants

Colorado City	\$15,000	Technical Assistance	Feasibility Study of Acquiring New Water Sources
Fort Mohave Tribal Utilities Authority	\$17,500	Technical Assistance	Development of a 208 Plan

### Global Business Development

- Relocated Ferrule Production Corporation I, a fiber optics supplier company, from San Diego to Lake Havasu City, bringing 30 jobs with average annual salaries of \$24,960, and planned capital investment of \$4 million.
- Promoted Kingman to Tri-Arc (a ladder manufacturer), Cascade Tissues, and a Midwest cabinet manufacturer, each seeking site selection.
- Educated 120 members of Colorado City's business community about the opportunities and services offered by ADOC.
- Participated in Strategic Planning session for Bullhead City, which included the City Council and the Chamber of Commerce Chamber board of directors.
- Helped 564 Mohave county residents interested in starting or expanding a small business.
- Arizona Film Commission

Location	Project	Type
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Hoover Dam	“Waitin’ to Live”	Feature
Hualapai Nation	Holiday Inn	Commercial
Hualapai Nation	Ping (golf clubs)	Still
Kingman	Barbasol	Commercial
Kingman	GMC	Commercial
Kingman	Background Plates – Idemitsu Zepro	Commercial
Kingman	Holiday Inn	Commercial
Kingman	Marlboro	Still
Kingman	Marlboro	Still

## Planning, Research and Policy

- The first economic impact analysis on Arizona’s State Parks reflected that park visitation in Mohave County in FY 01 resulted in almost 2000 total jobs and more than \$55 million in total income.
- The Arizona Statewide Economic Study 2002 identifies tourism, manufacturing and construction and other growth related industries as the key exporting industries in Mohave County through the 1990s.

# ADOC ACCOMPLISHMENTS

## NAVAJO COUNTY

### Community Development

- Winslow received a \$27,520 grant from the Growing Smarter Planning Grant Program for Technical assistance to update the community's general plan.
- Weatherized 695 homes at a cost of 1.67 million dollars with a savings value of 3 million dollars. 36 of these homes were in Navajo County.
- Provided technical assistance to the Holbrook Community Development staff in establishing the process for updating the general plan and to the Pinetop-Lakeside Community Development staff on zoning ordinance issues.
- Provided resource information and helped business owners and organizations find assistance to rejuvenate business and attract more retail sales to the Pinetop-Lakeside area following the Rodeo Chediski fires.
- Promoted Show Low's Main Street activities through a monthly 30-minute TV program on a local access cable channel. Show Low is one of 19 recognized Main Street communities.
- Pinetop-Lakeside received training and technical assistance for Municipal Energy Management Program conservation projects.
- Conducted staff visits to construction sites for multi-family dwellings in Navajo to ensure energy codes and standards were achieved.
- Strategized with the Snowflake's City Manager, staff, and private financial advisors regarding Snowflake's economic development participation in 2003's round of Financial Assistance.
- Assisted with the design of Holbrook's Railroad District and Show Low's Streetscape.
- Provided 15 façade renderings to private property owners in Williams, Casa Grande, Florence, Show Low, and Globe to assist with historical rehabilitation plans and for presentation to lending institutions.
- Met with the Kayenta Township manager and a private developer to discuss the use of a self-imposed sales tax to support proposed financing through Greater Arizona Development Authority's Financial Assistance program. Funds would be used to build an office building to house 1 federal and 2 state agencies, along with private businesses.
- Met with economic development staff from Pascua Yaqui Nation regarding the services available through the Rural Economic Development Initiative. The tribe's economic development program is relatively new and ADOC is working to help identify and access state resources.

Greater Arizona Development Authority Bonds & Grants

Holbrook	\$10,000	Technical Assistance	Master plan for Water, Wastewater, and Street Improvements North of I-40
Holbrook	\$250,000	Loan Agreement	Wastewater Treatment Facility – Estimated Gross Interest and Costs of Issuance Savings in the amount of \$31,520
Pinetop-Lakeside	\$9,425	Technical Assistance	Water Resource Element of General Plan
Taylor	\$20,000	Technical Assistance	Targeted Industry Analysis for the

			Town of Taylor Air Park
Yuwehloo Pahki Community, Hopi Tribe	\$20,000	Technical Assistance	Engineering Services for Roadway Design

## Global Business Development

- Assisted in the site selection process for relocation of Alaskan Camper Company, a camper manufacturer, to Winslow, bringing 100 jobs and planned capital investment of \$1.52 million.
- Assisted in the location of International Research and Development Corporation, bringing 20 new jobs to Snowflake and the White Mountain region.
- Provided technical assistance to the Grand Canyon Forests Foundation on a biomass feasibility study for a power plant using small diameter timber in Northern Arizona in an effort to improve forest health and re-establish a sustainable forestry industry.
- Met with Vice Chairman and Members of Council for the Hopi tribe to discuss programs and incentives available to assist in making their vacant building in Winslow attractive to prospective businesses..
- Participated in the Economic Development portion of Winslow's retreat and strategic planning session.
- Helped 189 Navajo County residents interested in starting or expanding a small business.
- Promoted business expansion and relocation by bringing 2 clients to Winslow and 1 to Snowflake.
- Arizona Film Commission

Location	Project	Type
Fort Apache Nation	Pontiac Montana	Still
Kayenta	Kia	Commercial
Monument Valley	McDonald's (France)	Commercial
Monument Valley	"Top Speed"	Documentary
Monument Valley	"Best of 2001 Show"	Documentary
Monument Valley	"Sacred Planet"	Documentary
Monument Valley	Bank of America	Still
Monument Valley	Jeep	Still
Monument Valley	GM Montana	Still
Monument Valley	Dinotopia	TV Series

## Planning, Research and Policy

- The first economic impact analysis on Arizona's State Parks reflected that park visitation in Navajo County in FY 01 resulted in almost 300 total jobs and more than \$8 million in total income.
- The Arizona Statewide Economic Study 2002 identifies federal and civilian government, coal mining, sawmills and paper mills, and electric power generation and transmission as the key exporting industries in Navajo County through the 1990s.

# ADOC ACCOMPLISHMENTS

## PIMA COUNTY

### Community Development

- Received a \$200,000 grant from US DOE, in partnership with the City of Tucson, to teach energy conservation, which will offer training to builders, the homebuilding trades, real estate industry and homebuyers on energy efficient new home construction.
- Received a \$75,000 grant, in partnership with the Tucson School District, to install photovoltaic systems in 6 schools.
- Received a \$25,000 grant from the US Department of Energy, in partnership with the Pima Association of Governments, for the Tucson Regional Clean Cities Program.
- Weatherized 695 homes at a cost of 1.67 million dollars with a savings value of 3 million dollars. 75 of these homes were in Pima County.
- Reserved \$23 million in private activity bond volume cap for Waste Management for solid waste collection and processing equipment, landfill development, methane gas recovery and other solid waste projects. The City of Tucson Industrial Development Authority issued the bond authorization for these projects.
- Facilitated, in partnership with the Governor's Office of Housing, an interactive workshop session using a three-dimensional city-model format at the Arizona Affordable Housing Conference in Tucson.
- Exhibited the mobile theater exhibit on solar energy development and use in Arizona at the Tucson Hot Topics-Cool Solutions Conference.
- Of the 34,000 EPA Energy Star homes built nationally in 2001, more than 8,000 were constructed in Maricopa and Pima Counties.
- During FY 02, 8 companies from Maricopa, Pima and Cochise counties, with whom we had worked in the Mexico market, reported total sales of more than \$9 million.
- Participated in Oro Valley's general plan consultant selection team and was appointed by the mayor to the general plan Technical Advisory Committee. Also developed and conducted a Planning Commission workshop.
- Facilitated the Northern Pima County Chamber of Commerce's strategic planning retreat, assisting with the identification of goals and action steps related to marketing, governmental affairs, membership retention, funding and other operational issues.
- Worked with Marana town officials to pursue development of the Marana Airport to attract large aerospace projects. Also worked with the Pasqua Yaqui tribe to identify economic development opportunities on tribal lands.
- Provided Growing Smarter general plan technical assistance to the community of Sahuarita.
- Completed formal review and comment on Pima County's draft general plan.
- Conducted staff visits to construction sites for multi-family dwellings in Pima County to ensure energy codes and standards were achieved.
- Alternative Fuel Awards were awarded to Compressed Natural Gas fueling stations in Tucson and Marana.

- School District Awards were presented to the Tucson Unified School District in the form of 2 Compressed Natural Gas buses.

- Greater Arizona Development Authority Bonds & Grants

Marana DWID	\$15,000	Technical Assistance	Hydro geologic services to identify a suitable location for a new well.
San Xavier District, Tohono O'odham Nation	\$7,500	Technical Assistance	Development of a Capital Improvement Plan

## Global Business Development

- Tucson's Office of Economic Development received \$89,995 to serve Pima, Santa Cruz, and Cochise Counties with the High Tech/High Wage (HTHW) Expansion project, preparing existing workers who lack the necessary education and technology skills to attain employment in high tech/high wage careers.
- Assisted 7 new or expanding companies in the Tucson region, creating 1,389 new jobs with a capital investment of \$38,000,000.
- Promoted Casa Grande to 10 prospective businesses from out of state interested in relocation. Seven of these, a warehousing and distribution company, 3 high tech manufacturing companies, a metal fabrication plant and 2 plastics companies, did locate to Casa Grande, bringing significant employment opportunities.
- During FY 02, 8 companies from Maricopa, Pima and Cochise counties, with whom we had worked in the Mexico market, reported total sales of more than \$9 million.
- During FY02, following sales resulted in Asia as a result of ADOC assistance:
  - A Pima company obtained sales of \$250,000
  - A Pima company obtained a \$650,000 testing program and user contracts in Taiwan and Singapore
  - A Pima company to procure a \$40 million FMS repair program in Taiwan
  - A Pima County company sold \$500,000, and it is currently working on a \$10 million project.
- Coached 130 people in Tucson, many who were displaced from jobs or were at risk of being downsized, on "Starting a Small Business," in conjunction with ADOC's Small Business Connection, Arizona Small Business Association and Pima Community College's Small Business Development Center.
- Participated in a Procurement Seminar for minority and women-owned businesses in Southern Arizona, attended by more than 130 participants.
- Participated in Southwest Public Recycling Association Annual Recycling Market Development Conference in Tucson.
- Helped 1,681 Pima county residents interested in starting or expanding a small business.
- 3 Arizona companies, representing Maricopa, Yavapai and Pima counties, exhibited at the G-BOC trade show in Osaka, Japan, a trade and investment event.
- Arizona's 4 foreign trade office Directors converged in the state visiting companies and making speeches in Pima and Maricopa counties in an outreach/assistance/promotion and introduction effort. All four made presentations at the annual Global Links luncheon, organized by the City of Phoenix Sister Cities organization.
- Hosted a delegation from Kazakhstan who visited Maricopa and Pima counties. A trade delegation from Sri Lanka – composed of representatives from 25 companies – met with companies from Maricopa, Pima, Yavapai and Coconino counties.

- Arizona Film Commission

Location	Project	Type
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Tucson	Coors Light (Puerto Rico)	Commercial
Tucson	Casino del Sol	Commercial
Tucson	American Red Cross	Commercial
Tucson	Brakemasters	Commercial
Tucson	"Limbo"	Feature
Tucson	"Native Wisdom"	Feature
Tucson	"Confessions of a Dangerous Mind"	Feature
Tucson	Mercedes Benz	Industrial
Tucson	Mercedes Benz	Industrial
Tucson	Cyacom International	Industrial
Tucson	Big Sky Collision	Industrial
Tucson	Cyacom Intl.	Industrial
Tucson	BMW North America	Industrial
Tucson	XP	Other
Tucson	Kenworth Trucks	Still
Tucson	GM Vehicles	Still
Tucson	Rocawear clothing by Jay-Z	Still
Tucson	"Six Guns Salute to John Wayne"	TV Series
Tucson	"A Mountain"	Documentary
Tucson	"Just Like You"	TV Series
Tucson	"Taming the Swarm"	Documentary
Tucson	HIP/AZ	Other

## Workforce Development

- 18 companies statewide received Information Technology Tax Credits on their 2001 tax returns totaling \$51,995. Four Pima companies received tax credits totaling \$7,143.
- Awarded Pima County Community Services Department a \$250,879 grant to train low-income existing workers for positions as certified nursing assistants and licensed practical nurses.
- Awarded job training grants to 3 Tucson businesses: Enterprise Network Technologies (\$41,714), La Paloma Family Services (\$18,428), Paragon Space Development Corporation (\$7,880).
- Job Training Annual Report Results

Total awarded	\$3,227,012
Net New	\$1,876,959
Incumbent	\$1,350,053
Total # to be trained	1667
Net New	568
Incumbent	1099
Overall forecasted average wage	\$39,182
Net New forecasted average wage	\$36,882
Incumbent forecasted average wage	\$40,562

## Planning, Research and Policy

- The first economic impact analysis on Arizona's State Parks reflected that park visitation in Pima County in FY 01 resulted in 544 total jobs and more than \$16.5 million in total income.
- The Arizona Statewide Economic Study 2002 identified aerospace, state government (University of Arizona), administrative support, copper mining, tourism, and the military as the key exporting industries in Pima County through the 1990s.

# ADOC ACCOMPLISHMENTS

## PINAL COUNTY

### Community Development

- Awarded grants for Growing Smarter compliance to Apache Junction (\$20,000), Coolidge (\$13,400), Superior (\$30,000) and Kearny (\$10,000).
- Awarded Pinal County a \$133,875 grant from ADOC's Economic Strength Project Program towards the reconstruction of a portion of Houston Avenue to improve access to the 24 new and expanding businesses located along the road. ADOC administers the program in conjunction with the Arizona Department of Transportation. Grants are approved by the State Board of Transportation.
- Coolidge voters passed a bond initiative in March to fund a \$3.5 million Public Safety Facility through Greater Arizona Development Authority.
- Provided Coolidge \$7,343 in financial assistance for a Municipal Energy Management Program conservation project for weatherization.
- Weatherized 695 homes at a cost of 1.67 million dollars with a savings value of 3 million dollars. 35 of these homes were in Pinal County.
- Florence is the first community to participate in the new ADOC pilot "RAPID," taking advantage of the multitude of resources available to consult on several aspects of development, redevelopment and planning for the future.
- Reserved \$6.75 million in private activity bond volume cap for Milky Way Dairy in Gilbert for solid waste treatment. Pinal County Industrial Development Authority issued the bond authorization for this project.
- Received a Cooperative Agreement from the Rebuild America program to provide energy saving and conservation technical assistance to Nogales.
- Assisted Casa Grande with a direct marketing campaign highlighting available buildings in Casa Grande, and the creation of a comprehensive fact book to attract companies to the area.
- Developed a statewide Community and Economic Development Strategy, in partnership with the Central Arizona Association of Governments, to become part of Arizona's application for a "Partnership Planning Grant" from the US Economic Development Administration. Grants average \$80,000 annually and are used to help local communities in business expansion and retention, labor and workforce studies and other planning activities.
- Participated as members of the comprehensive plan technical advisory committee to update Pinal County's general plan and provide on-going assistance for compliance with Growing Smarter laws. Also developed
- Trained Casa Grande and Kearney Main Street board members and manager on best practices for downtown rehabilitation. Casa Grande and Kearney are among the 19 recognized Main Street communities in Arizona.
- Partnered with town officials to identify resources and opportunities for planning and implementation of downtown revitalization for Kearney.
- Participated as a member of the general plan technical advisory committee to update Eloy's and Florence's general plans, and completed formal review of the Eloy draft general plan to ensure compliance and plan effectiveness.

- Completed formal statutory review of Casa Grande’s draft general plan.
- Conducted staff visits to construction sites for multi-family dwellings in Pinal County to ensure energy codes and standards were achieved.
- Provided design assistance to the development of Casa Grande’s Erdman Park.
- Provided 15 façade renderings to private property owners in Williams, Casa Grande, Florence, Show Low, and Globe to aid in architectural restoration.
- Greater Arizona Development Authority Bonds & Grants

Eloy	\$15,000	Technical Assistance	Impact Fee Analysis
Kearney	\$24,710	Technical Assistance	Engineering services to develop and design additional potable water wells
Pinal Sanitary District	\$15,000	Technical Assistance	District Boundary Expansion
Queen Creek	\$17,500	Technical Assistance	Development of a wastewater master plan
Superior	\$17,450	Technical Assistance	Downtown Redevelopment Feasibility Study

## Global Business Development

- Assisted in site selection for Gold Circuit, a computer monitor recycling company, which established operations in the former Hunter Douglas building in Casa Grande, bringing 30 jobs with average annual salaries of \$21,565 and planned capital investment of \$3 million.
- Assisted Otto Industries, Inc. with site selection for a new manufacturing facility in Eloy. The company, a privately owned, multi-national plastics injection molding company, is headquartered in Holland with a presence in 35 countries, has become the second largest Arizona-based public company (after Avnet). The new facility will provide 50 jobs and represents \$10 million in capital investment.
- Helped 383 Pinal county residents interested in starting or expanding a small business.
- Arizona Film Commission

Location	Project	Type
Apache Junction	“Girl Factory”	Feature
Apache Junction	“Skinwalkers”	TV Special
Apache Junction	Jeep	Still
Apache Junction	Cruise America	Still
Apache Junction	Eco Challenge race “Face Off”	TV Special
Apache Junction	International Truck & Engine	Still
Apache Junction	Nordstrom	Still
Casa Grande	“Lights Over Phoenix”	Feature
Florence	“Skinwalkers”	TV Special
Superior	Cruise America	Commercial
Superior	“Skinwalkers”	TV Special

## Workforce Development

- As of June 30, 2002, there were 126 Registered Apprenticeship programs with 2,300 participating employers serving more than 2,900 apprentices statewide.
- Job Training Annual Report Results

Total awarded	\$17,564
Net New	\$17,564
Incumbent	\$0
Total # to be trained	28

Net New	28
Incumbent	0
Overall forecasted average wage	\$21,694
Net New forecasted average wage	\$21,694
Incumbent forecasted average wage	\$0

## Planning, Research and Policy

- Florence is the first community to participate in the new ADOC pilot “RAPID” (Rural Assistance for Planning and Infrastructure Development) program.
- Reserved \$6.75 million in private activity bond volume cap for Milky Way Dairy in Gilbert for solid waste treatment. Pinal County Industrial Development Authority issued the bond authorization for this project.
- The first economic impact analysis on Arizona’s State Parks revealed that park visitation in Pinal County in FY 01 resulted in more than 450 total jobs and more than \$13 million in total income.
- The Arizona Statewide Economic Study 2002 identified copper mining and smelting, farming, and state government (prisons) as the key exporting industries in Pinal County through the 1990s.

# ADOC ACCOMPLISHMENTS

## SANTA CRUZ COUNTY

### Community Development

- Awarded Santa Cruz County a \$23,000 grant for Growing Smarter plan compliance from the Community Planning Office to be used for technical assistance in updating the County's general plan.
- Weatherized 695 homes at a cost of 1.67 million dollars with a savings value of 3 million dollars. 3 of these homes were in Santa Cruz County.
- Developed and facilitated a 2-day retreat attended by the Santa Cruz County Board of Supervisors, other county officials, and department heads to help increase understanding of the county's mission and resources and build the foundation for improved communication among appointed and elected officials and county staff.
- Provided Nogales with training and technical assistance for a Municipal Energy Management Program conservation project.
- Conducted staff visits to construction sites for multi-family dwellings in Santa Cruz County to ensure energy codes and standards were achieved.
- Trained Nogales Main Street board members and managers on the Main Street Approach and roles and responsibilities, followed by an extensive strategic planning session. Nogales is one of 19 recognized Main Street communities in Arizona.
- Greater Arizona Development Authority Bonds & Grants

Santa Cruz	\$35,000	Technical Assistance	Development Fee Methodology Study
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### Global Business Development

- Visited available facilities in Nogales and presented State programs to various manufacturing clients. The ICT Group Customer Service Center did choose to expand in Nogales, bringing 500 new jobs.
- Visited Tucson BusinessLINC to present supply chain program involving Nogales.
- Promoted Nogales to 4 prospective businesses seeking site selection assistance.
- Helped 89 Santa Cruz county residents interested in starting or expanding a small business.
- Arizona Film Commission

Location	Project	Type
Nogales	"Confessions Of A Dangerous Mind"	Feature
Patagonia	Chrysler	Commercial
Patagonia	Chevrolet	Still

### Workforce Development

- Awarded Tucson's Office of Economic Development \$89,995 to serve Pima, Santa Cruz, and Cochise Counties with the High Tech/High Wage (HTHW) Expansion project, preparing existing workers who lack the necessary education and technology skills to attain employment in high tech/high wage careers.

### Planning, Research and Policy

- The first economic impact analysis on Arizona's State Parks revealed park visitation in Santa Cruz County FY 01 resulted in more than 170 total jobs and \$4.9 million in total income.

- The Arizona Statewide Economic Study 2002 identified wholesale and retail trade and federal government (civilian) as the key exporting industries in Santa Cruz County through the 1990s.

# ADOC ACCOMPLISHMENTS

## YAVAPAI COUNTY

### Community Development

- Awarded the Yavapai Apache Nation a \$10,000 grant to fund a feasibility study, business plan, and engineering report for a fee fishing facility.
- Weatherized 695 homes at a cost of 1.67 million dollars with a savings value of 3 million dollars. 50 of these homes were in Yavapai County.
- Camp Verde received \$20,000 for a lighting retrofit project and Chino Valley received training and technical assistance; both were Municipal Energy Management conservation projects.
- Awarded Camp Verde a \$20,000 grant for a lighting retrofit project.
- Awarded Prescott a \$1,500 grant for a telecommunications survey to determine local demand and future needs for broadband and other telecom services. Prescott and Prescott Valley are 2 of 14 REDI accredited communities in Arizona.
- Conducted an economic development workshop for town council, Planning Commission, Board of Adjustment, staff resources members, and the general public of Jerome.
- Helped with funding a Labor Force Study in the Verde Valley.
- Developed and facilitated workshops on communication and planning issues for Camp Verde's Planning Commission and Board of Adjustment.
- Developed and facilitated a workshop focused on communication and planning issues for Prescott Valley's Planning Commission. Also completed formal statutory review of the draft general plan.
- Completed formal statutory review of Sedona's draft general plan.
- Discussed technical assistance for the development of a technology park with Prescott's city staff and representatives from Embry Riddle Aeronautical University.
- Trained Prescott Valley's Building Board of Appeals on roles and responsibilities, communication and public relations, and tips for successful public hearings.
- Reviewed financial assistance for a redevelopment project with Prescott Valley's Town Manager, Finance Director and other city staff.
- Assisted the Highland Center for Environmental Education in the development of the solar component at their new education facility located outside of Prescott.
- Exhibited the mobile theater exhibit on solar energy development and use at the Camp Verde Home Show.
- Trained Cottonwood and Sedona Main Street board members and managers on the Main Street Approach and roles and responsibilities, followed by an extensive strategic planning session. Cottonwood and Sedona are 2 of 19 recognized Main Street communities in Arizona.
- Executed a contract with the Yavapai-Apache Nation for participation in the REDI program, enabling the tribe to apply for REDI grant funding. The tribe is expected to seek REDI assistance to provide the matching funds required in a federal grant application for a local feasibility study.

- Greater Arizona Development Authority Bonds & Grants

Clarkdale	\$20,000	Technical Assistance	Wastewater Improvement District Assessment Methodology
Cottonwood	\$2,500,000	Public Safety Building	Estimated Gross Interests and Costs of Issuance Savings in the amount of \$223,645
Prescott	\$20,000	Technical Assistance	Feasibility Study for Elks Theater renovation
Prescott Valley	\$50,000	Technical Assistance	Central Business Core Redevelopment Plan
Sedona	\$70,000	Technical Assistance	Architectural design of a community recreation center

## Global Business Development

- ADOC represented the Greater Phoenix Economic Council and the City of Phoenix from an investment perspective at the G-BOC trade show in Osaka, Japan. Three Arizona companies representing Maricopa, Yavapai and Pima counties, exhibited at this joint trade and investment event.
- A trade delegation from Sri Lanka, including representatives from 25 companies, met with companies from Maricopa, Pima, Yavapai and Coconino counties.
- Presented ADOC economic development programs to the Cottonwood's Federation of Economic Development.
- Addressed the Yavapai County chapter of SCORE about permitting and licensing for business startups.
- Helped 847 Yavapai county residents interested in starting or expanding a small business.
- Participated in Prescott and Prescott Valley Economic Development conference and strategic planning session.
- Participated in a daylong planning session with the Verde Valley Economic Development Foundation.
- Presented a training session in Prescott on recycling markets and economic development to recycling coordinators.
- Visited Prescott and Prescott Valley for community overview.
- Conducted staff visits to construction sites for multi-family dwellings in Yuma County to ensure energy codes and standards were achieved.
- Arizona Film Commission

Locations	Project	Type
Camp Verde	"Auf Weidersehen, Pet" (British)	TV Special
Cottonwood	"The Brothel"	Feature
Jerome	"The Brothel"	Feature
Prescott	Men's Fashion	Still
Sedona	"The Brothel"	Feature
Sedona	Fed Ex	Commercial
Sedona	American Greetings	Commercial
Sedona	GM Vehicles	Still
Sedona	Pontiac Montana	Still
Sedona	The Tog Shop (women's fashion)	Still
Sedona	Glamour Magazine (fashion shoot)	Still
Sedona	untitled	TV Series
Sedona	Jeff Faaney's Food Network Show	TV Series
Sedona	"A workman approved . . . "	TV Series
Sedona	Nordstrom	Still

## Workforce Development

- A Yavapai company received an Information Technology Tax Credit, administered by ADOC, in the amount of \$80.
- Job Training Annual Report Results

Total awarded	\$39,106
Net New	\$0
Incumbent	\$39,106
Total # to be trained	73
Net New	0
Incumbent	73
Overall forecasted average wage	\$38,050
Net New forecasted average wage	\$0
Incumbent forecasted average wage	\$38,050

## Planning, Research and Policy

- The first economic impact analysis on Arizona's State Parks revealed park visitation in Yavapai County in FY 01 resulted in almost 1000 total jobs and more than \$29.2 million in total income.
- The Arizona Statewide Economic Study 2002 identified tourism, mining and construction and other growth related industries as the key exporting industries in Yavapai County through the 1990s.

# ADOC ACCOMPLISHMENTS

## YUMA COUNTY

### Community Development

- Weatherized 695 homes at a cost of 1.67 million dollars with a savings value of 3 million dollars. 49 of these homes were in Yuma County.
- Awarded Pickens Fuel Corporation of Yuma with a \$150,000 grant for the installation of a Compressed Natural Gas fueling station.
- Assisted Yuma and Yuma County in a Target Research Report and Marketing Assessment.
- Awarded Yuma a \$5,125 grant to retrofit 47 traffic intersections with green LED lamps, and to provide training and technical assistance to the Quechann Indian tribe for Municipal Energy Management Program conservation projects.
- Assisted with the creation of an informative marketing brochure to attract businesses to San Luis.
- Developed and facilitated a communication and planning issues workshop for the County Planning Commission, Board of Adjustment and surrounding communities.
- Completed formal statutory review of the San Luis and Somerton draft general plans.
- Conducted staff visits to construction sites for multi-family dwellings in Yuma County to ensure energy standards and inspections were achieved.
- Alternative Fuel Awards was presented to Pickens Fuel Corp. for a Compressed Natural Gas fueling station in Yuma.
- Greater Arizona Development Authority Bonds & Grants

Somerton	\$35,000	Technical Assistance	Architectural design for new public safety facility
Yuma	\$75,000	Technical Assistance	Architectural design of Carver Park Neighborhood/Teen Center

### Global Business Development

- Assisted in locating 4 new projects to the Yuma area: Visteon, PMD Analytical Laboratories, Sarah Farms II and New Star, creating 85 quality jobs.
- Promoted Yuma to 10 business prospects considering site selection.
- Worked with Greater Yuma Economic Council, the county board of supervisors and city council on projects related to manufacturing, railroads, port authority issues, and intermodal systems with Union Pacific Railroad.
- Scheduled a tour of the intermodal facility in Tucson for the Mayor of Yuma and Greater Yuma Economic Development Council, followed by a meeting with the Union Pacific Railroad to get the proposed intermodal facility in Yuma.
- Helped 192 Yuma county residents interested in starting or expanding a small business.
- Arizona Film Commission

Location	Project	Type
Yuma	untitled	Documentary

## Planning, Research and Policy

- Awarded Somerton a \$40,000 grant towards the construction of Bingham Avenue to facilitate access to the new Family Dollar retail store.
- The first economic impact analysis on Arizona's State Parks revealed in park visitation in Yuma County in FY 01 resulted in almost 300 total jobs and more than \$8.5 million in total income.
- The Arizona Statewide Economic Study 2002 identified agriculture, federal government (civilian) and manufacturing as the key exporting industries in Yuma County through the 1990s.

# PARTNERS IN PROGRESS

## Community Development

Resource Staff, Growing Smarter Oversight Council  
Member, Arizona State Board of Geographic and Historic Names  
Project Manager, Arizona Military Airports Regional Compatibility Project  
Member, Yuma County Joint Land Use TAC  
Staff, Rural Arizona Project Infrastructure Development (RAPID) Committee  
Staff, Community Telecom Assessment (CTA) group  
Member, Power Plant and Line Siting Committee  
Representative, Western Interstate Energy Board

## Global Business Development

Member, Governor's Film and Television Advisory Board  
Member, Scottsdale Community College Advisory Board for film program  
Member, The Partnership of Arizona Rural and City Film Offices  
Member, Arizona Mexico Commission  
Member, Arizona Sonora Film Partnership  
Serves on Maricopa Council of Government's Solid Waste Advisory Committee  
Board Member, Environmental Leadership through Mentoring  
Member, Sandia Labs/Tucson Steering Committee  
Member, REDI Community Resource Team  
Board Member, Environmental Technology Industry Cluster  
Staff, Space Commission  
Member, International Committee at the Greater Phoenix Chamber of Commerce  
Advisory Board Member, The US-Africa Small Business Network  
Member, The Arizona District Export Council  
Member, Arizona Association for Economic Development (AAED)  
Member, AZSoft.net  
Member, Arizona Telecommunications and Information Council (ATIC)  
Member, CoreNet  
Member, U.S. Women's Chamber of Commerce  
President, Arizona Association for Economic Development  
Board Member, Arizona Recycling Coalition  
Board Member, Arizona Chapter of the U.S. Green Building Council  
Board Member, City of Phoenix Landfill Siting Study  
Board Member, Maricopa Association of Governments, Solid Waste Advisory Committee  
Board Member, Arizona Environmental Leadership through Mentoring  
Board Member, Tucson Empowerment Zone, Governance Board  
Board Member, Southern Arizona Technical Council  
Board Member, Cochise County Economic Development Initiative Taskforce

## Workforce Development

Staff, Arizona Apprenticeship Advisory Committee  
Staff, Arizona Job Training Council  
Staff, Governor's Council on Workforce Policy  
Member, State Board of Education, Career and Technical Education Advisory Committee

## Planning, Research and Policy

Statutory Member, Population Technical Advisory Committee  
Statutory Member, State Data  
Member, Arizona Geographic Information Council  
Member, Arizona Portal Advisory Committee  
Staff, Leadership Council of Statewide Economic Study