

COMBINED WORK SESSION / SPECIAL MEETING AGENDA

**COMBINED WORK SESSION / SPECIAL MEETING
TUESDAY
NOVEMBER 8, 2022**

**COUNCIL CHAMBERS
211 WEST ASPEN AVENUE
3:00 P.M.**

All City Council Meetings are live streamed on the city's website
(<https://www.flagstaff.az.gov/1461/Streaming-City-Council-Meetings>)

*****PUBLIC COMMENT*****

Verbal public comments may be given through a virtual public comment platform or in-person

If you want to provide a verbal comment during the Council Meeting, use the link below to join the virtual public comment room.

VIRTUAL PUBLIC COMMENT WAITING ROOM

Written comments may be submitted to publiccomment@flagstaffaz.gov. All comments submitted via email will be considered written comments and will be documented into the record as such.

1. Call to Order

NOTICE OF OPTION TO RECESS INTO EXECUTIVE SESSION

Pursuant to A.R.S. §38-431.02, notice is hereby given to the members of the City Council and to the general public that, at this work session, the City Council may vote to go into executive session, which will not be open to the public, for legal advice and discussion with the City's attorneys for legal advice on any item listed on the following agenda, pursuant to A.R.S. §38-431.03(A)(3).

2. ROLL CALL

NOTE: One or more Councilmembers may be in attendance through other technological means.

MAYOR DEASY
VICE MAYOR SWEET
COUNCILMEMBER ASLAN
COUNCILMEMBER HOUSE

COUNCILMEMBER MCCARTHY
COUNCILMEMBER SALAS
COUNCILMEMBER SHIMONI

3. Pledge of Allegiance, Mission Statement, and Land Acknowledgement

MISSION STATEMENT

The mission of the City of Flagstaff is to protect and enhance the quality of life for all.

LAND ACKNOWLEDGEMENT

The Flagstaff City Council humbly acknowledges the ancestral homelands of this area's Indigenous nations and original stewards. These lands, still inhabited by Native descendants, border mountains sacred to Indigenous peoples. We honor them, their legacies, their traditions, and their continued contributions. We celebrate their past, present, and future generations who will forever know this place as home.

4. Public Participation

Public Participation enables the public to address the council about items that are not on the prepared agenda. Public Participation appears on the agenda twice, at the beginning and at the end of the work session. You may speak at one or the other, but not both. Anyone wishing to comment at the meeting is asked to fill out a speaker card and submit it to the recording clerk. When the item comes up on the agenda, your name will be called. You may address the Council up to three times throughout the meeting, including comments made during Public Participation. Please limit your remarks to three minutes per item to allow everyone to have an opportunity to speak. At the discretion of the Chair, ten or more persons present at the meeting and wishing to speak may appoint a representative who may have no more than fifteen minutes to speak.

5. Review of Draft Agenda for the November 15, 2022 City Council Meeting

Citizens wishing to speak on agenda items not specifically called out by the City Council may submit a speaker card for their items of interest to the recording clerk.

6. Proclamation: Continental Project

7. Elevate Pre-K Annual Report

Presentation from Elevate PreK

8. City Manager Report

Information Only

9. Public Participation

10. Informational Items To/From Mayor, Council, and City Manager; future agenda item requests

11. Adjournment

SPECIAL MEETING

1. Call to Order

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attorneys for legal advice on any item listed on the following agenda, pursuant to A.R.S. §38-431.03(A)(3).

2. **Consideration and Adoption of Ordinance No. 2022-29:** An ordinance of the City Council of the City of Flagstaff, amending section 1-07-001-0005, Salaries, of the Flagstaff City Code, and establishing an effective date.

STAFF RECOMMENDED ACTION:

- 1) Read Ordinance No. 2022-29 by title only for the final time
- 2) City Clerk reads Ordinance No. 2022-29 by title only (if approved above)
- 3) Adopt Ordinance No. 2022-29

3. **Adjournment**

CERTIFICATE OF POSTING OF NOTICE

The undersigned hereby certifies that a copy of the foregoing notice was duly posted at Flagstaff City Hall on _____, at _____ a.m./p.m. in accordance with the statement filed by the City Council with the City Clerk.

Dated this _____ day of _____, 2022.

Stacy Saltzburg, MMC, City Clerk

**CITY OF FLAGSTAFF
STAFF SUMMARY REPORT**

To: The Honorable Mayor and Council
From: Stacy Saltzburg, City Clerk
Date: 11/04/2022
Meeting Date: 11/08/2022



TITLE:

Elevate Pre-K Annual Report

DESIRED OUTCOME:

Presentation from Elevate PreK

EXECUTIVE SUMMARY:

INFORMATION:

Attachments: [Presentation](#)
[Untapped Potential In AZ](#)
[Early Childhood Education and Care in Arizona](#)



**A collective impact project
addressing equitable access to
high-quality early learning.**

Rebecca Cirzan
Candelen

Beth Giacalone
Candelen

Scott Pettitt
The Wharton Foundation

Dr. Caroline Black
Northern Arizona University



Why Child Care Matters in Flagstaff
Elevate PreK Strategy Review
Year One Findings
Next Steps

Early Childhood Education and Care in Arizona

Context, Data, and Resources
for Municipal Leaders

August 2022



HOW CHILDCARE IMPACTS
ARIZONA'S WORKFORCE
PRODUCTIVITY AND THE
STATE ECONOMY



Untapped
Potential in

AZ



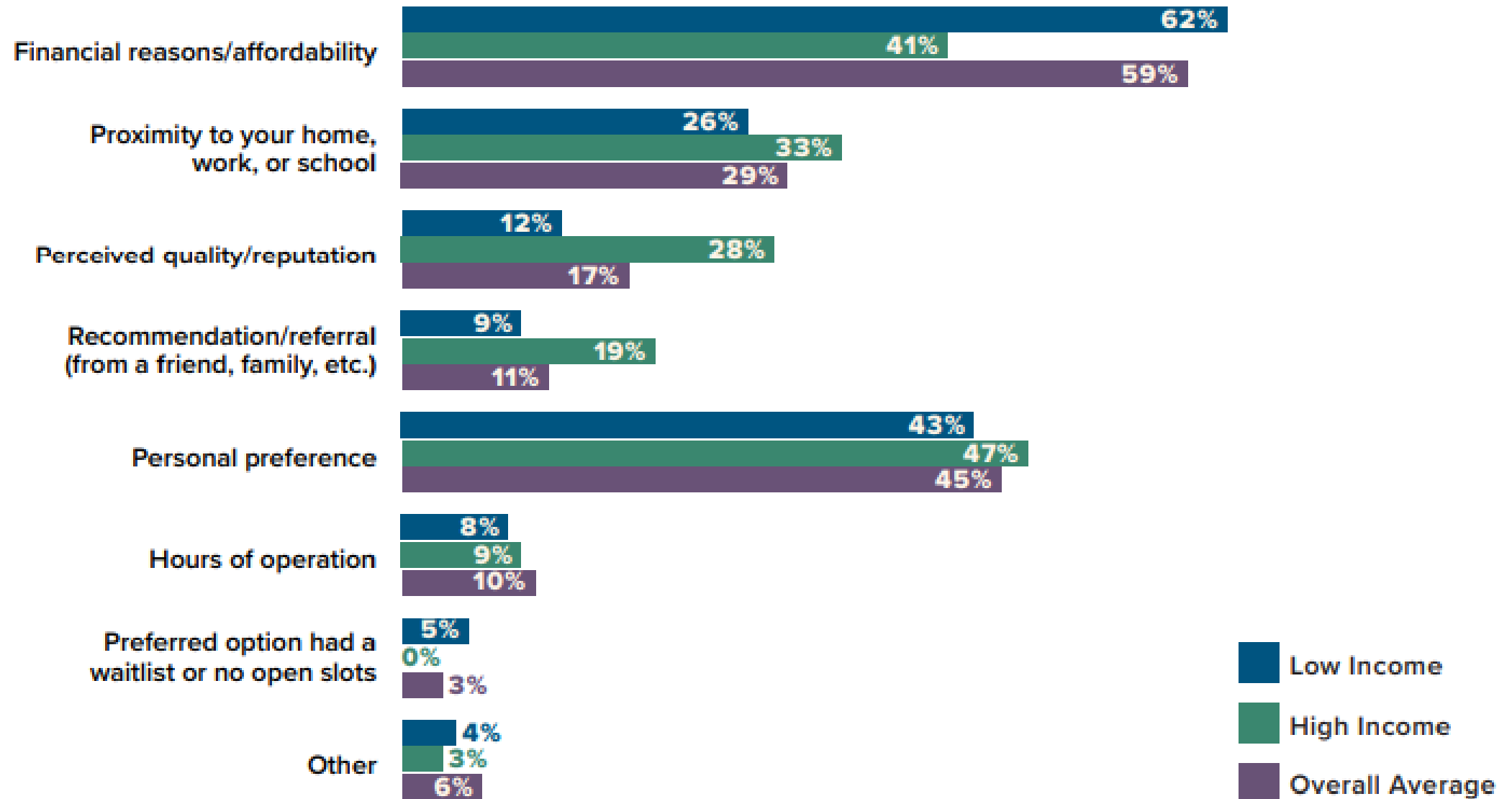
Types of Child Care

- Child Care Centers and Preschools
- Family Child Care
- Family, Friend, and Neighbor Care (FFN)

How Communities Utilize Child Care

- Focus on hours of operation, trusted adults, and education benefits
- Will use multiple types of care to meet work demands
- Cost of care is prohibitive
- The supply of quality care is inadequate
- Wide variation in supply, cost, and quality

Arizona household reason for selecting child care, by income group



Accessing Child Care

- More seats available for PreK than last year
- Less staff means less capacity
- Access does not always meet the needs for working families

Gap Between Early Childhood Care Need and Availability in Arizona Mayors Education Roundtable Municipalities

City/Town	Need (Children 5 & under with all parents in labor force)	Availability (Child care slots offered by state-recognized providers)	Gap (Children who may need care but don't have access to a nearby provider with available slots)	
			Total	Percentage
Statewide	304,180	234,280	76,740	25%
Phoenix	81,036	65,681	16,758	21%
Mesa	23,746	14,482	4,027	17%
Tucson	24,973	20,065	5,418	22%
Gilbert	12,205	13,375	1,824	15%
Tempe	6,241	7,426	746	12%
Yuma	4,595	3,727	1,454	32%
Goodyear	3,623	5,000	900	25%
Casa Grande	2,570	1,429	1,134	44%
Flagstaff	2,945	2,308	843	29%
Marana	1,909	1,119	194	10%
Sahuarita	1,362	346	725	53%
Prescott and Prescott Valley	2,410	2,157	526	22%
Nogales	813	565	485	60%
Tolleson	404	618	198	49%
Miami and Globe	488	190	330	68%

Source: Read On Arizona (data from Bipartisan Policy Center)

Affording Child Care

- The average cost of full-time preschool annually is **\$8,460**
- Families spend an average of 13% of their income on child care
- **Only 6%** of families in Arizona receive state child care assistance

Affording Child Care in Flagstaff

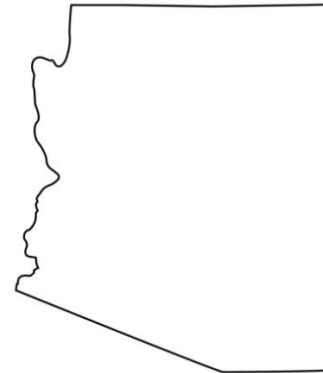


A single parent in Flagstaff making minimum wage working full time **does not** qualify for state child care assistance or Head Start.



Single parent making minimum wage, full-time employment:

\$2,666 monthly



DES maximum monthly income (new applicants):
\$2,518

Head Start maximum monthly income:
\$1,525

Access and Affordability of Child Care and its Impact on the Arizona Workforce

- Child care issues have forced **71% of parents to miss work or class** in the past three months.
- Problems with child care have forced **34% of people to change job status.**
- **Of the 22% of working parents planning to exit the workforce** in the next year, **more than a third** will do so because of child care issues.



\$1.77 billion

Childcare issues result in an estimated \$1.77 billion loss annually for Arizona's economy.

Future Economic Impact of Child Care Gap in Arizona Mayors Education Roundtable Municipalities

City/Town	Economic Impact (future value in \$)	
	Low	High
Statewide*	3,000,000,000	4,600,000,000
Phoenix	684,194,000	1,045,179,000
Mesa	164,414,000	251,160,000
Tucson	207,578,000	317,097,000
Gilbert	74,470,000	113,761,000
Tempe	30,458,000	46,527,000
Yuma	46,104,000	70,428,000
Goodyear	36,745,000	56,132,000
Casa Grande	46,299,000	70,726,000
Flagstaff	29,767,000	45,472,000
Marana	7,433,000	11,354,000
Sahuarita	27,777,000	42,432,000
Prescott and Prescott Valley	17,908,000	27,356,000
Nogales	17,740,000	27,099,000
Tolleson	8,084,000	12,349,000
Miami and Globe	12,070,000	18,438,000

Source: Read On Arizona (data from Bipartisan Policy Center)

**Impact estimates from the Bipartisan Policy Center*

Why Quality Matters in Child Care

High Quality Preschool Programs can:



- School readiness
- Educational attainment
- Labor force earnings
- Health



- Poverty
- Crime
- Welfare costs



INVESTED IN EARLY
CHILDHOOD YIELDS A
\$16 RETURN



A collective impact project elevating the lives of children,
families, and communities



HIGH QUALITY

Connect all children to
high-quality early learning.



INCREASED ACCESS

Increase access to social
services by building
relationships with families.



SUSTAINABILITY

Leverage resources to
sustain programming to
improve school readiness
and social mobility.

GOAL 1: HIGH QUALITY

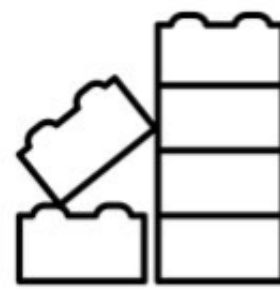
Connect all children to high-quality early learning



**FULL-DAY, YEAR-ROUND
PROGRAMMING**



**HIGHLY QUALIFIED
STAFF AND SUPPORTS**



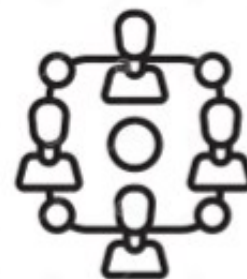
**EVIDENCE-BASED
CURRICULA**



**EVALUATION AND
MEASUREMENTS**



**FAMILY
PARTNERSHIPS**



**COLLECTIVE
IMPACT SUPPORTS**

**Pilot classrooms target families between the 101-250% of the federal poverty level who are not currently accessing preschool services.*

GOAL 2: INCREASED ACCESS

Increase access to social services by
building relationships with families



**ELEVATE PREK
RESOURCE FINDER**



**ELEVATE FAMILY
PARTNER**



WHERE FAMILIES AND
COMMUNITY INTERSECT

GOAL 3: SUSTAINABILITY



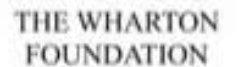
**LEVERAGE EXISTING
PROGRAMS**



**INCREASE COMMUNITY
PARTNERS**



**DEVELOP
SUSTAINABILITY PLAN**

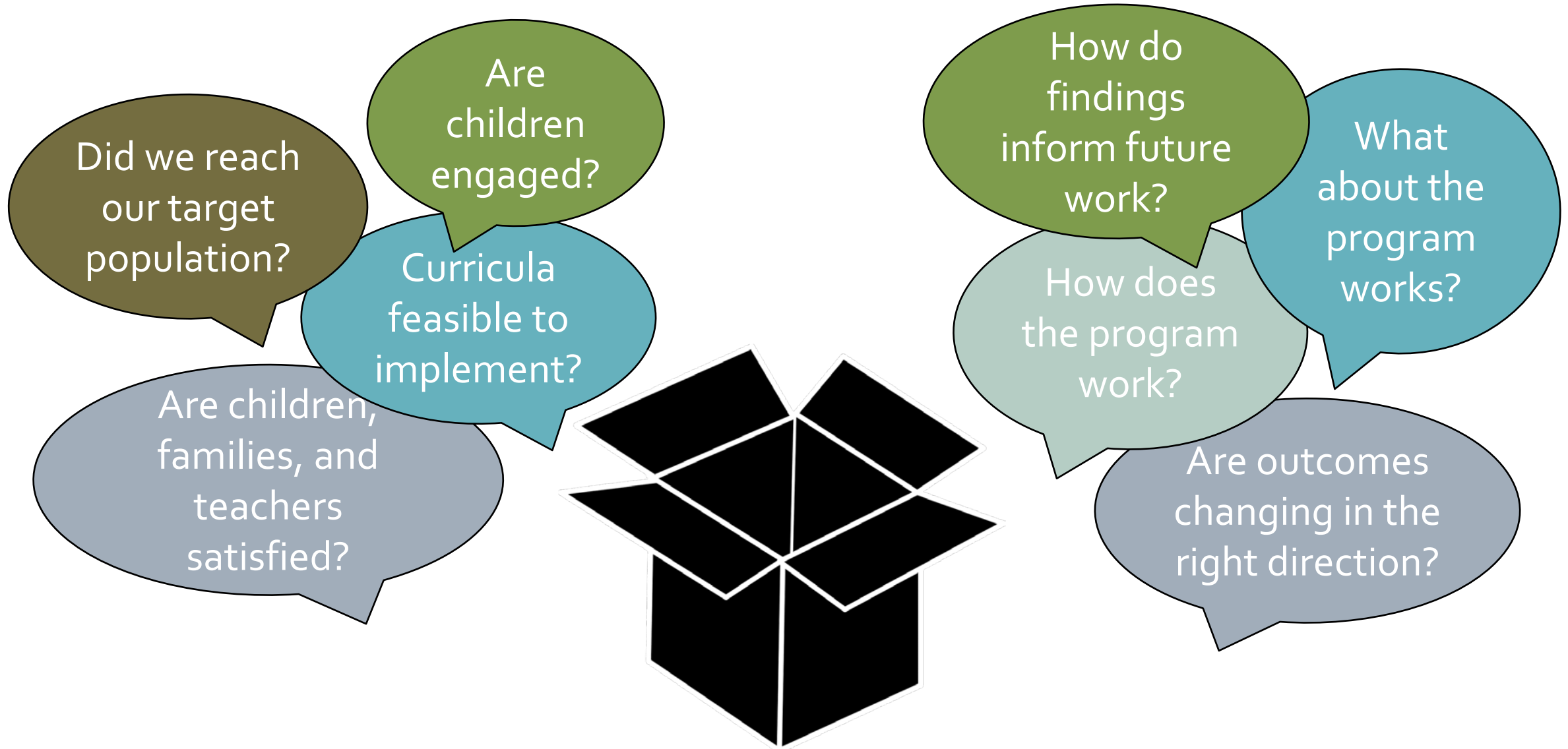


Elevate Pre-K Program Evaluation: Feasibility and Pilot Study

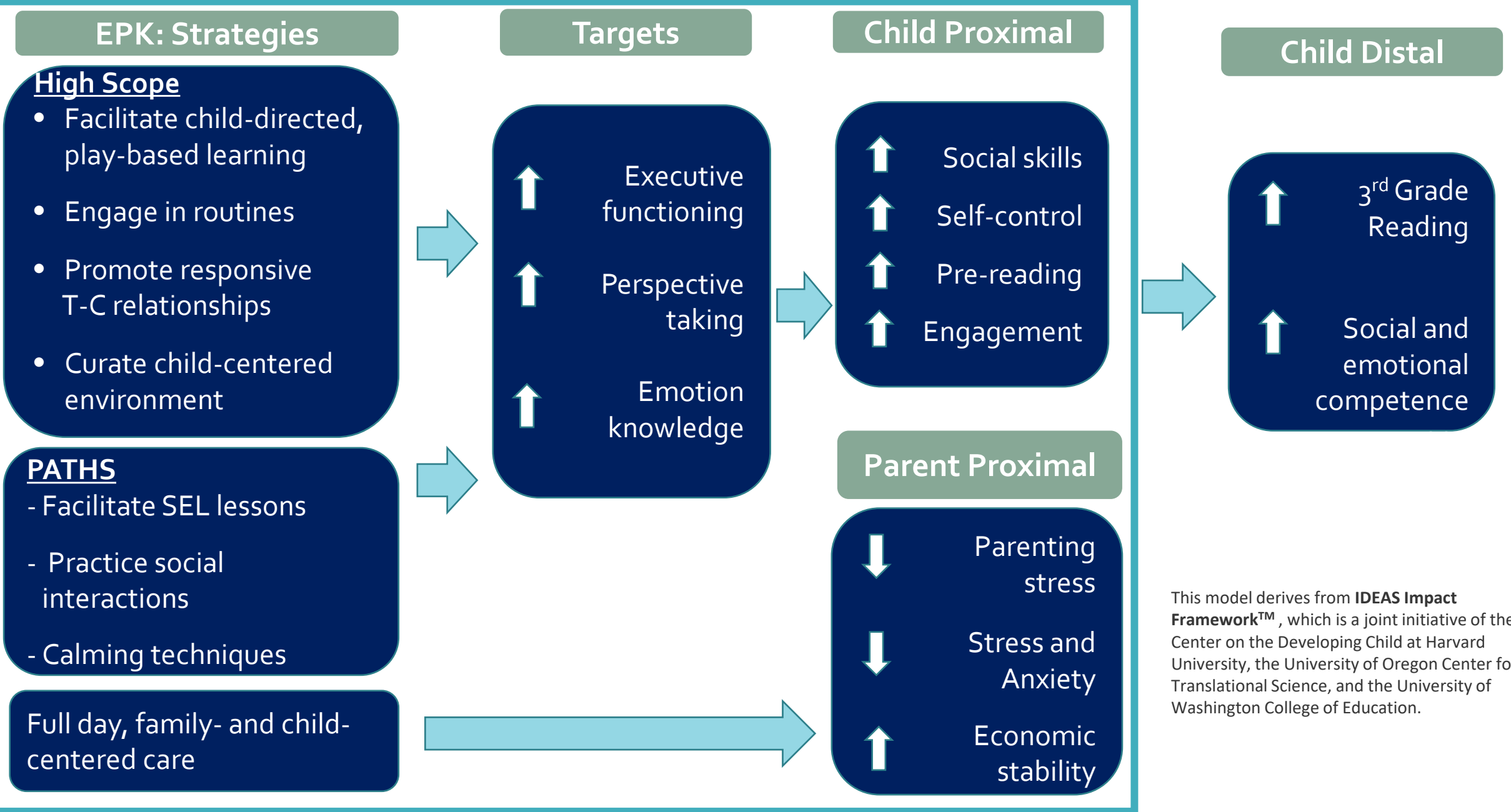


Caroline F. D. Black, PhD

Response: Start Small, Study Variability



Theory of Change: Elevate Pre-K



Are Teachers Satisfied with EPK?

Do Teachers Implement Curricula to Fidelity?

EPK Strategies

High Scope (HS)
Emergent curriculum



PATHS
Socio-emotional learning



Full day, high quality family- and child-centered care

Qualitative Data

High Scope

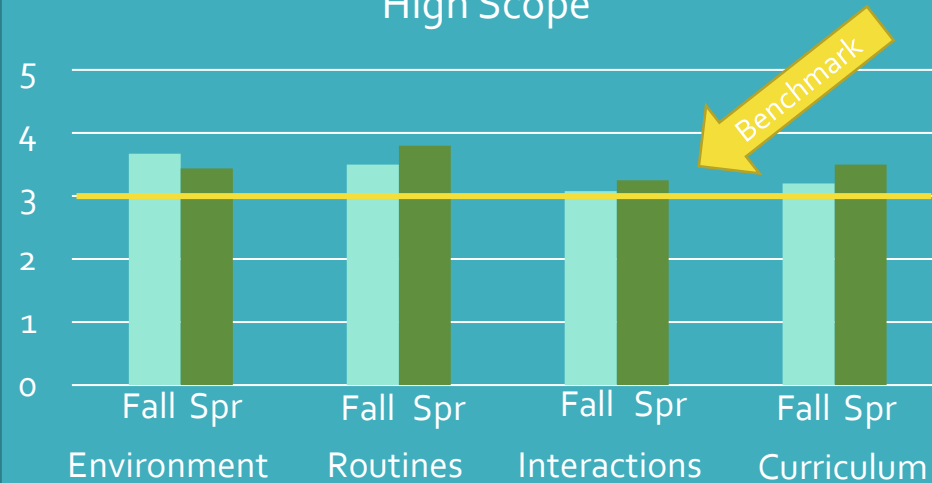
- Routines, Child Engagement, Training
“The children have had a challenging time engaging in the planning and recall....”

PATHS

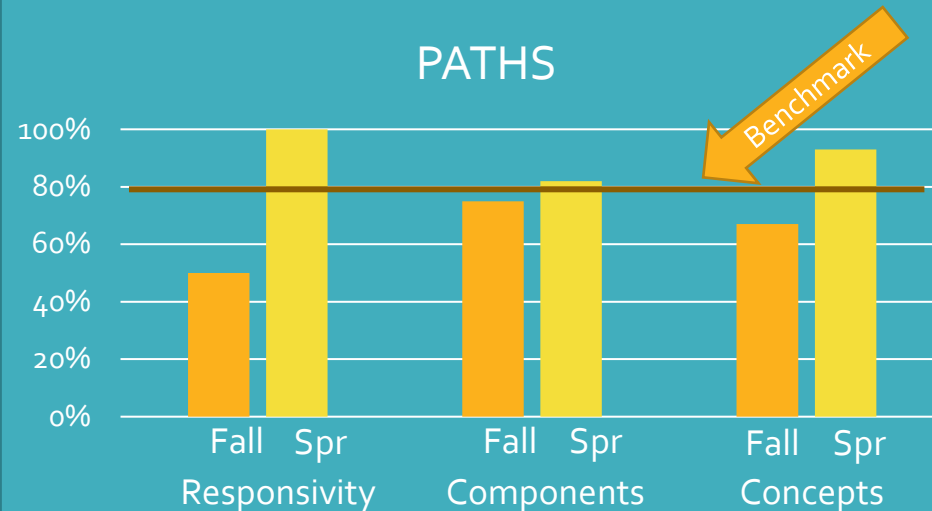
- Usable, Child Responsivity, Positive Impact
“It is both taught as written but we like to add a bit of extra to add more excitement.”
“The students were fully involved while...doing the “Turtle” to calm down... Several, if not all, of the children modeled the actions.”

Quantitative Data

High Scope



PATHS



Family Satisfaction Year 1

Focus Group and Open Surveys

EPK Strategies

High Scope (HS)
Emergent curriculum



PATHS
Socio-emotional learning



Full day, high quality family- and child-centered care



What are family perceptions of Elevate Pre-K?

- Program design + curriculum
 - (Relief)
 - (Satisfaction with SEL)
- Relationships
 - (Responsive, trusting)
 - (Peer problem behaviors)
- Home-school Partnership
 - (Connected)
 - (More and different)

Quotes/Field Notes

"I appreciate she is in school full time. It allows me a little time for self-care."

"Some (of her peer) behaviors ...took us off guard, but we appreciate the response from staff."

"She asks grandpa to do letters and numbers with her."

Desire to volunteer; donate supplies

Population Characteristics Year 1

EPK Strategies

High Scope (HS)
Emergent curriculum



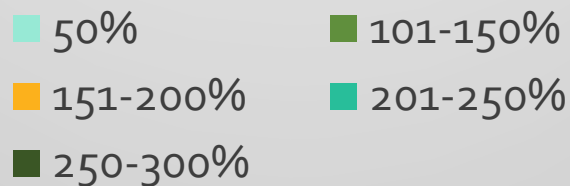
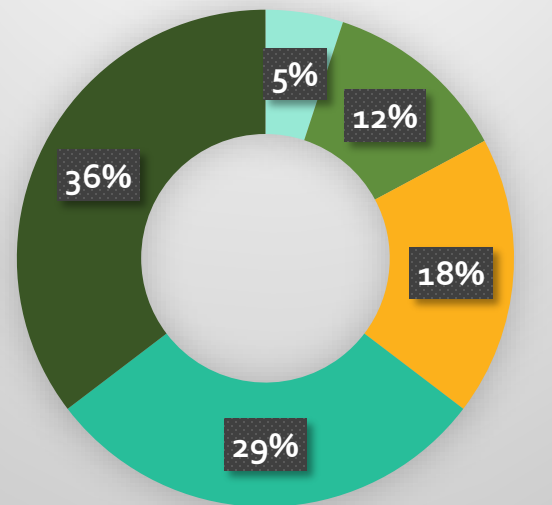
PATHS
Socio-emotional learning



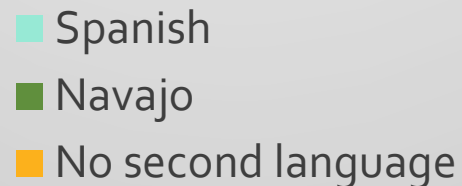
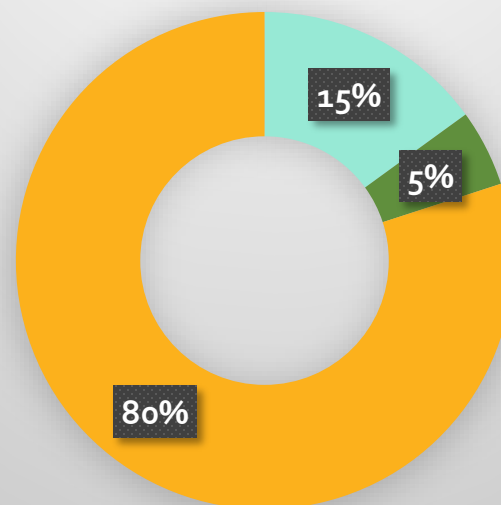
Full day, high
quality family-
and child-
centered care



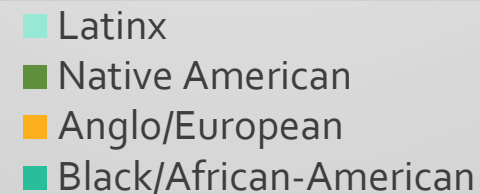
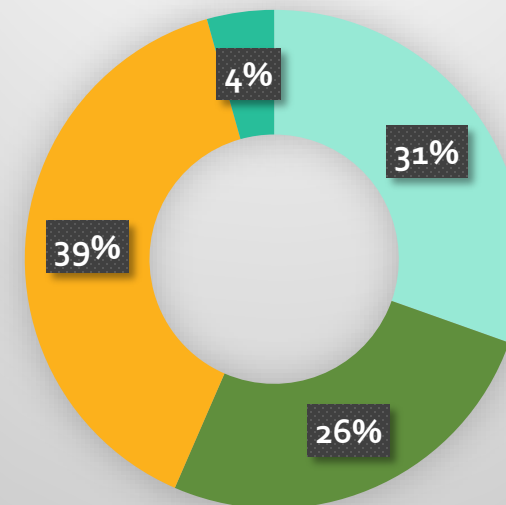
Percentage of Federal Poverty Level



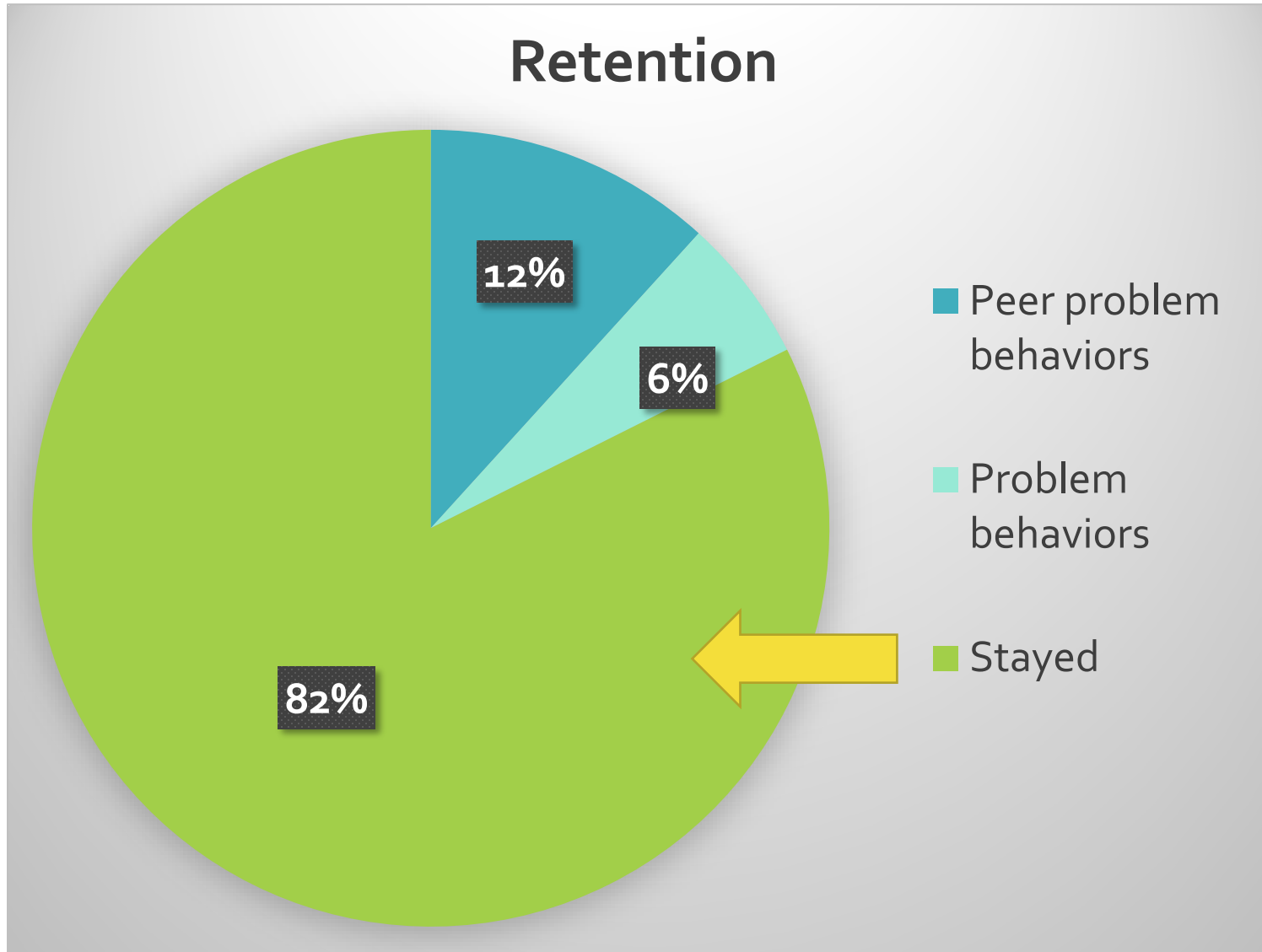
Child Second Language



Child Race-Ethnicity



Who stayed?



- More likely to be divorced or in a cohabitating relationship
- All children who dropped out identified as White.

Child Behavioral Targets

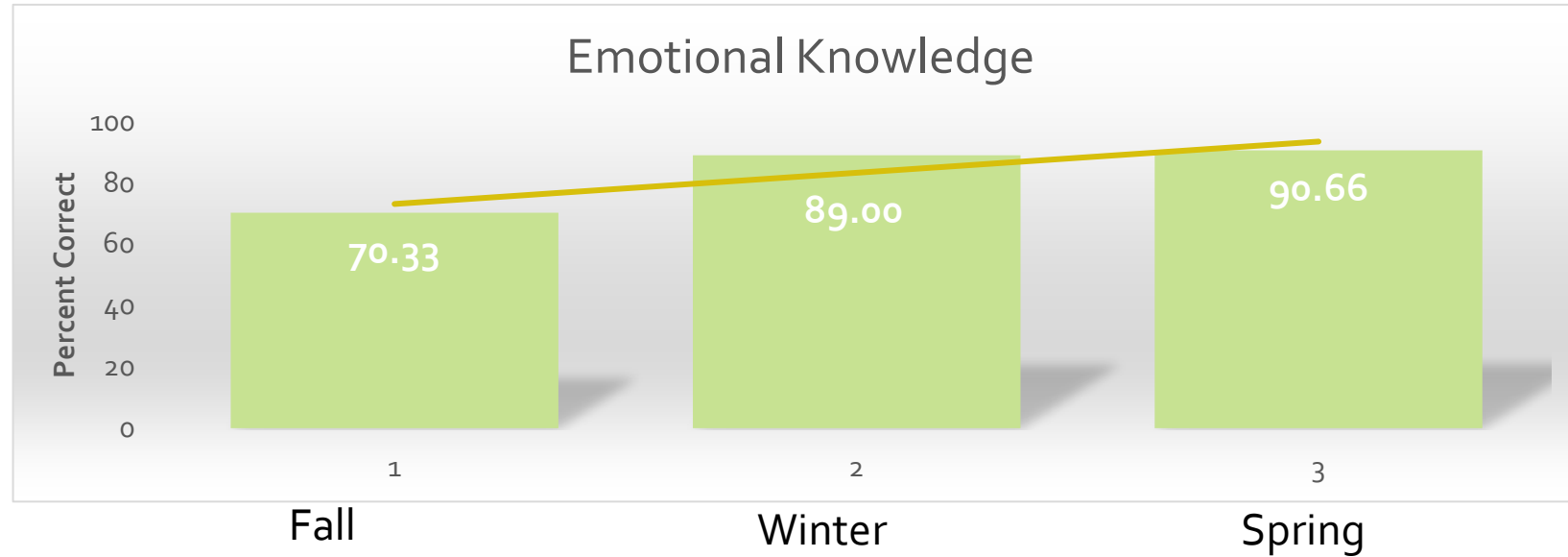
Targets



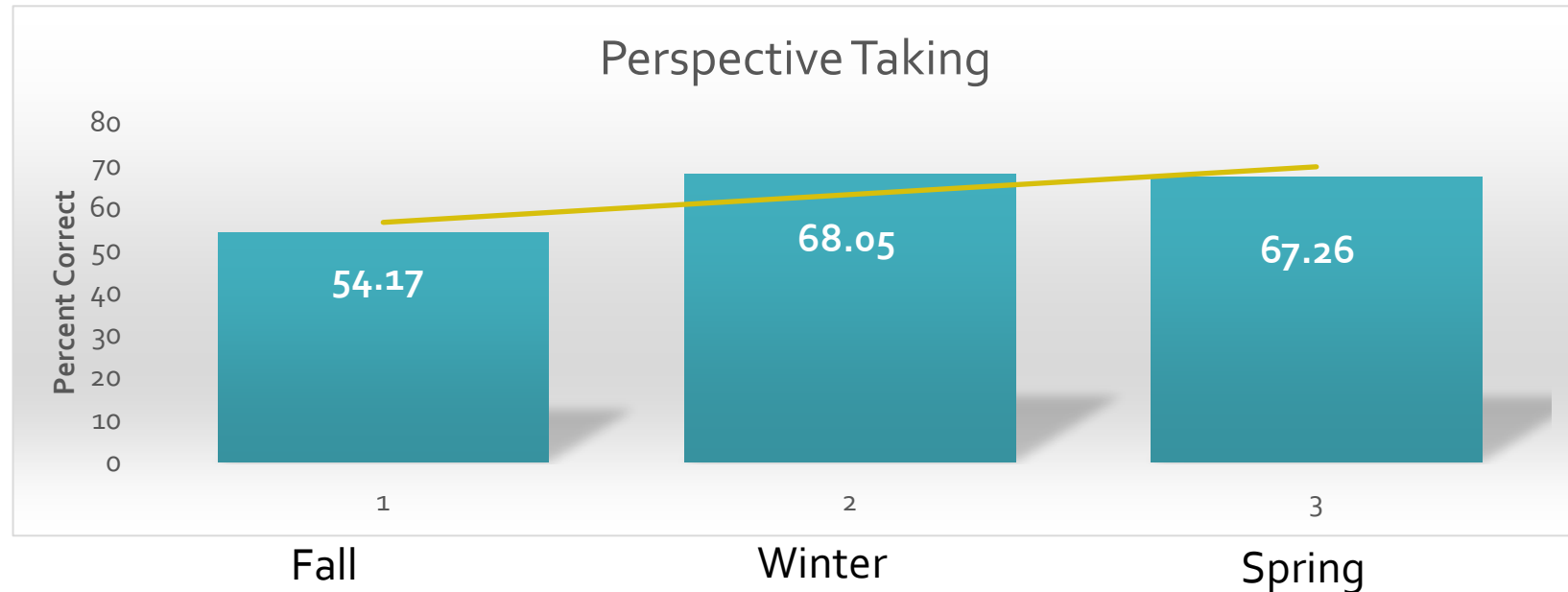
Perspective
taking



Emotion
knowledge



$ES = 0.62$
(very large)



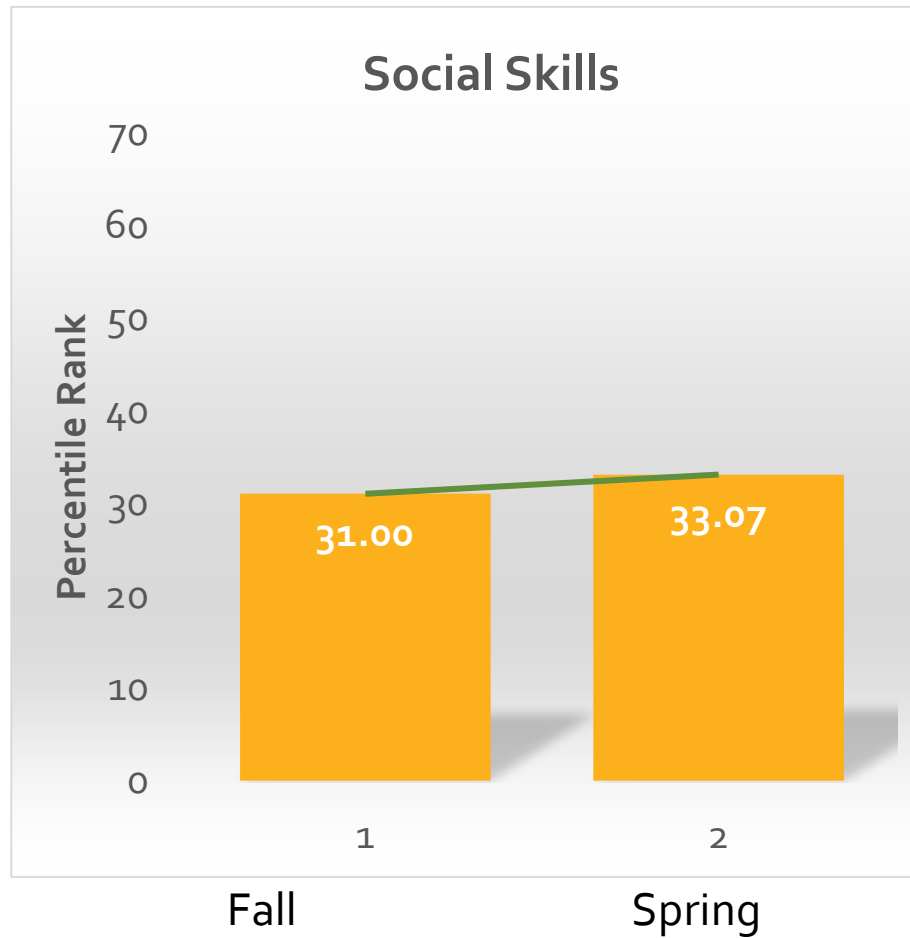
$ES = 0.24$
(large)

Child Proximal Outcomes

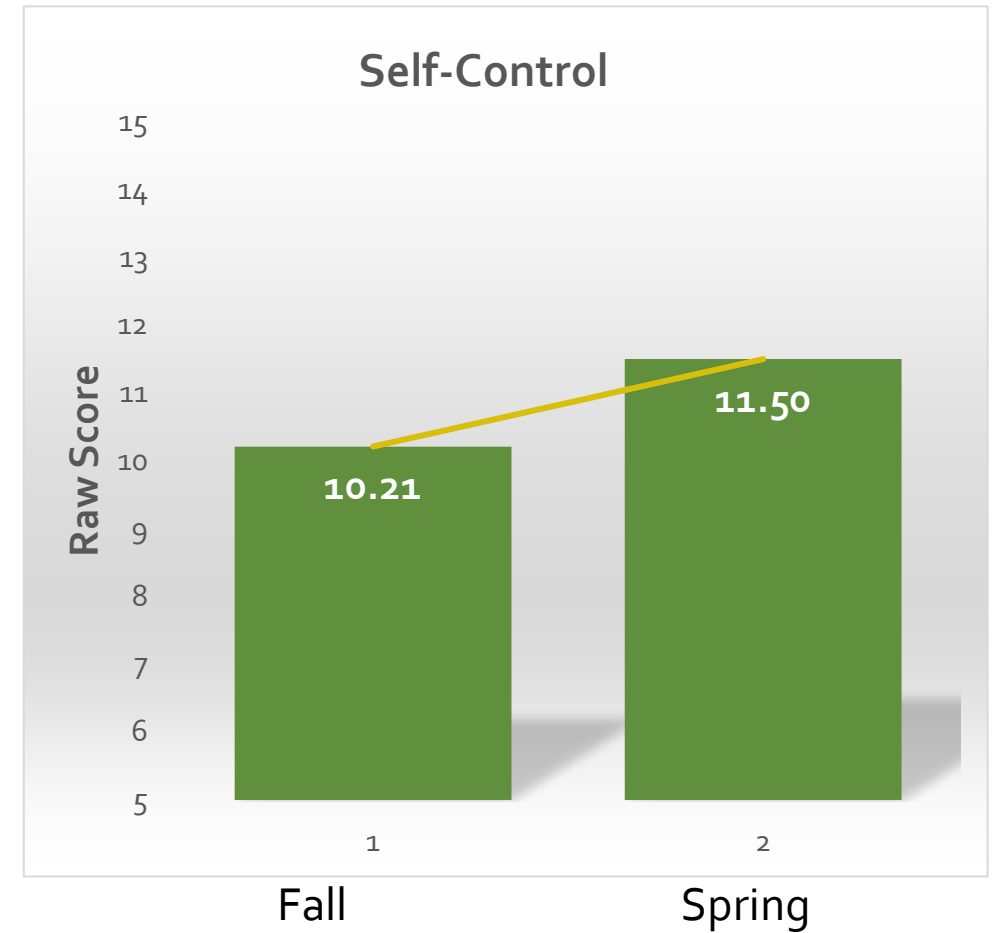
Child
Proximal

↑ Social skills
↑ Self-control

Pre-reading
Engagement



Hedge's $g = 0.11$
(very small)



Hedge's $g = 0.36$
(small)

Child Proximal Outcomes

Child Proximal

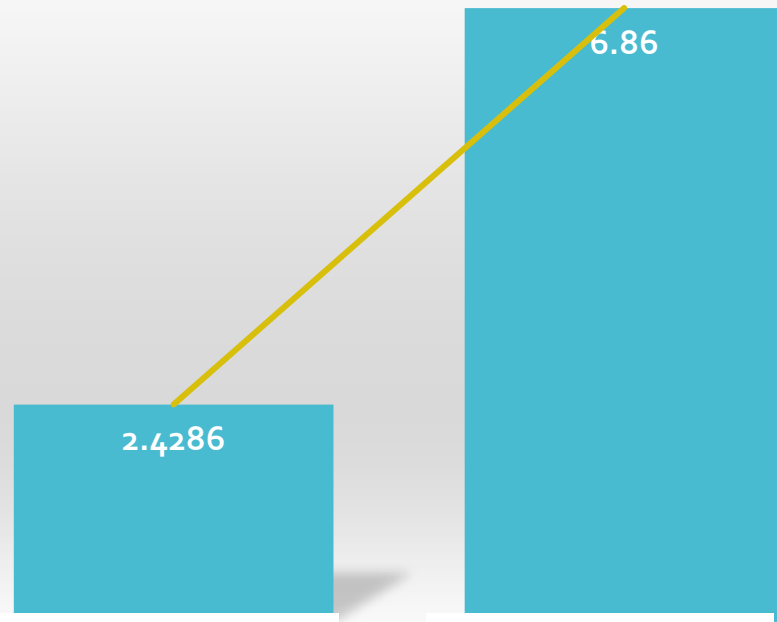
Social skills

Self-control

↑ Pre-reading

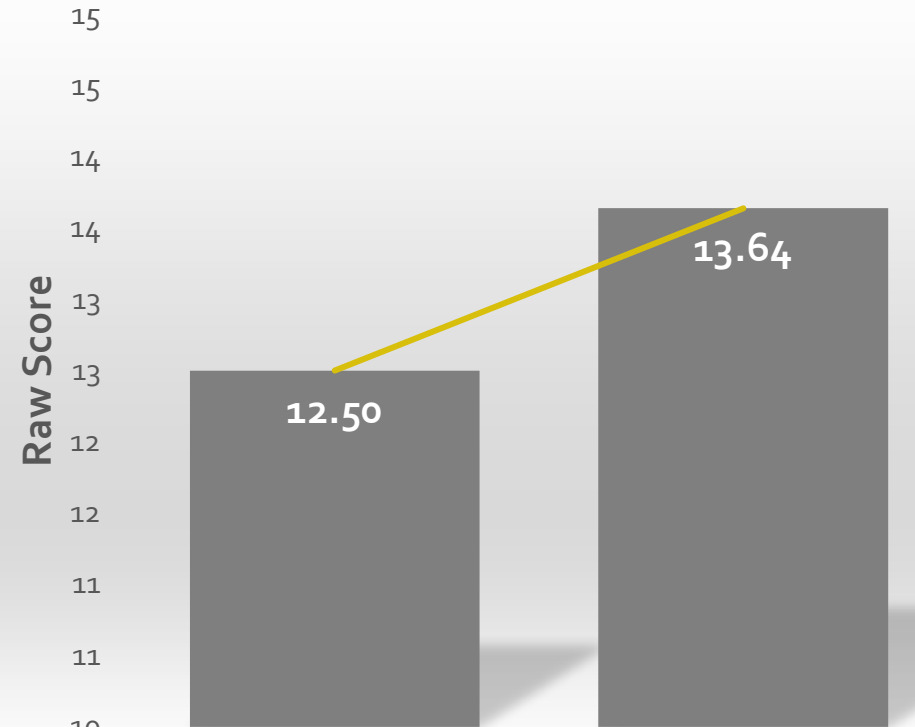
↑ Engagement

Letter-Word Identification



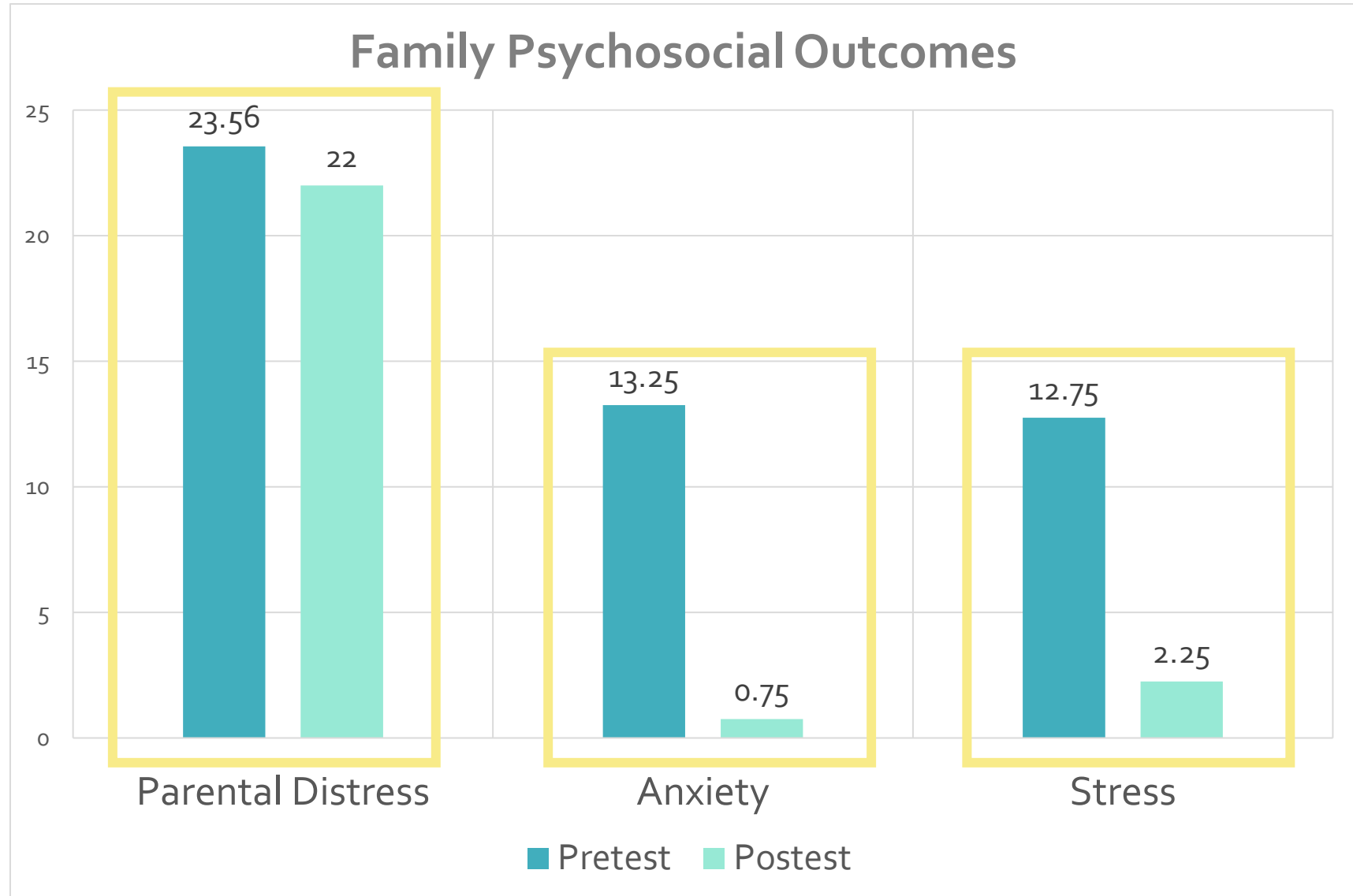
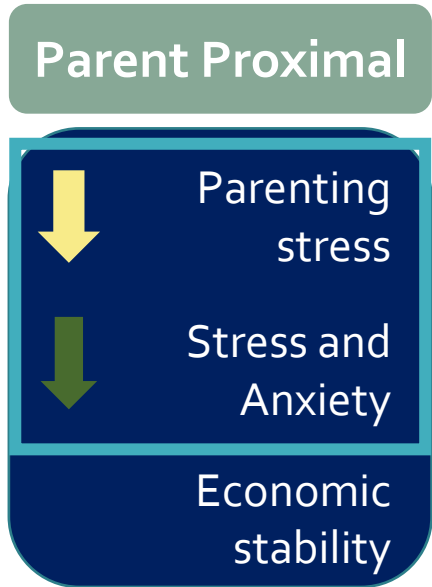
Hedge's $g = 1.83$ (very large), $p < .001$

Engagement



Hedge's $g: 0.49$ (medium), $p = 0.08$

Family Proximal Outcomes



Family Proximal Outcomes

Over the past 6 months,
did you increase the number of hours
you worked per week?

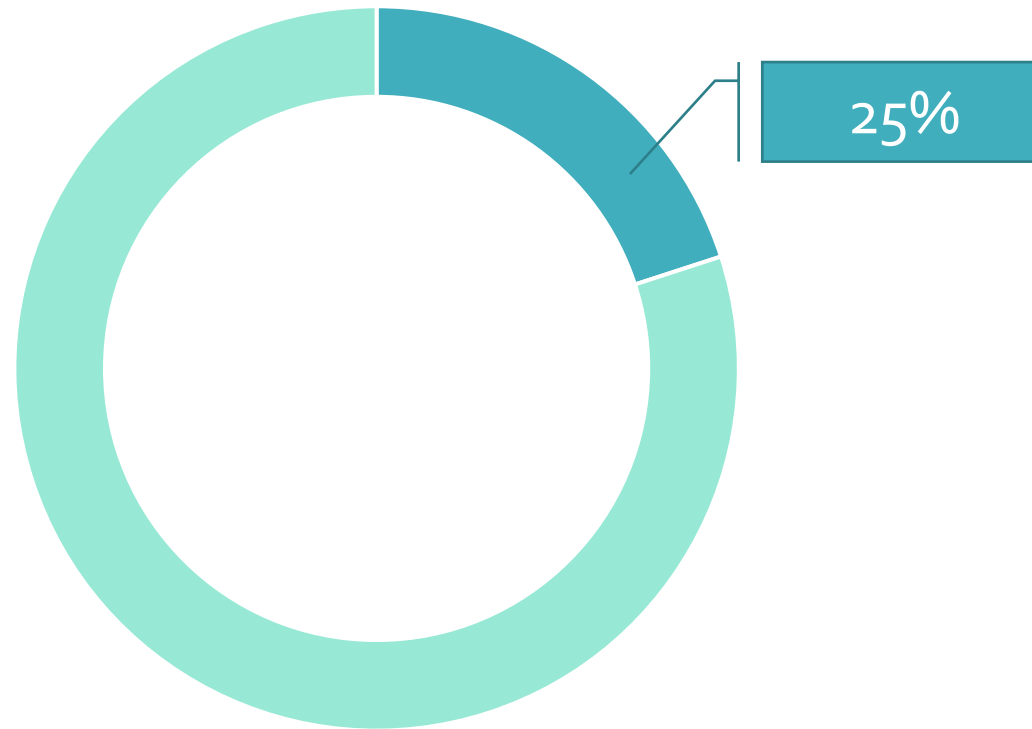
Parent Proximal

Parenting
stress

Stress and
Anxiety



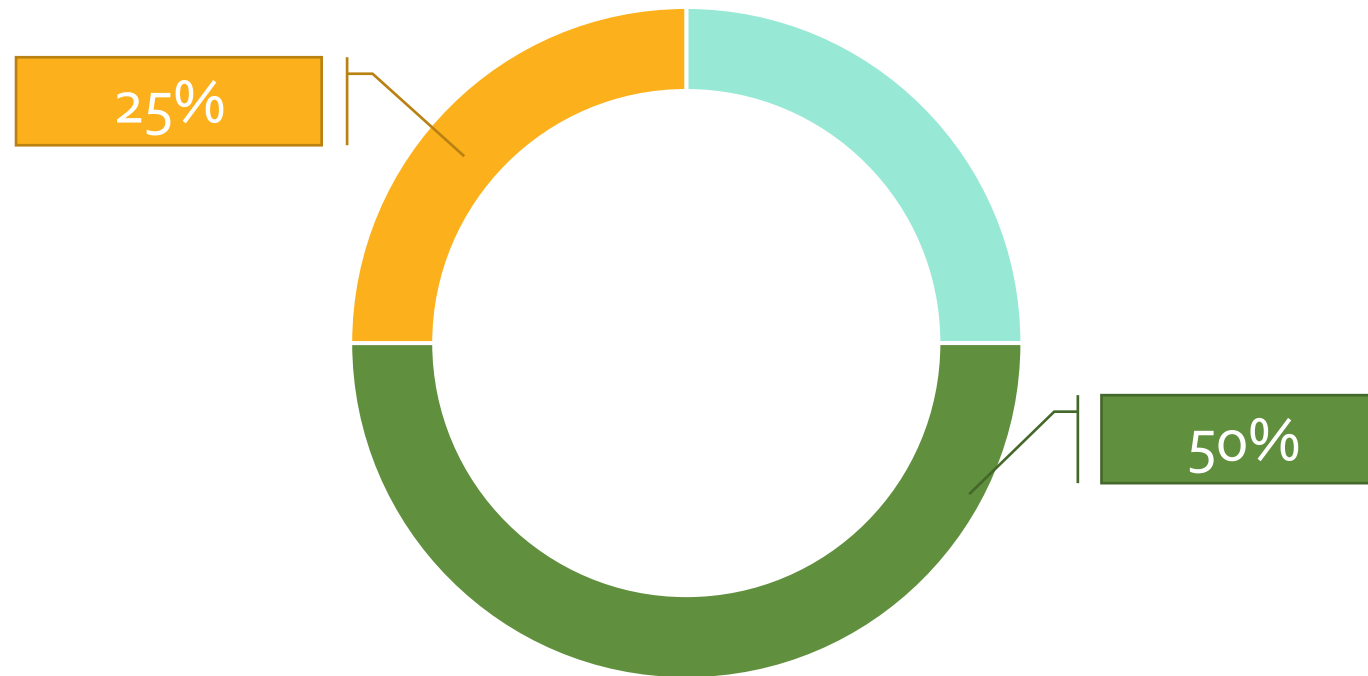
Economic
stability



■ Likely ■ Unlikely N=5

Family Proximal Outcomes

Over the past 6 months,
did you increase the number of hours
of job training, education, or professional
development?



Very unlikely Possibly Very likely N=5

Parent Proximal

Parenting
stress

Stress and
Anxiety



Economic
stability


Theory of Change: Elevate Pre-K


EPK: Strategies

High Scope

- Facilitate child-directed, play-based learning  
- Engage in routines 
- Promote responsive T-C relationships 
- Curate child-centered environment 

PATHS


- Facilitate SEL lessons 
- Practice social interactions
- Calming techniques

Full day, family- and child-centered care 

Targets

Executive functioning 

Perspective taking 

Emotion knowledge 

Child Proximal

Social skills 

Self-control 


Pre-reading 

Engagement 

Parent Proximal

Parenting stress 

Stress and Anxiety 

Economic stability 

Child Distal

 3rd Grade Reading

 Social and emotional competence

This model derives from **IDEAS Impact Framework™**, which is a joint initiative of the Center on the Developing Child at Harvard University, the University of Oregon Center for Translational Science, and the University of Washington College of Education.

What is Next?

Using data from year one to continuously improve the pilot

Continue to fundraise for the remainder of the pilot

Steps for addressing the need for **all four-year-olds to have access to high-quality early learning**

Thank you!



HOW CHILDCARE IMPACTS
ARIZONA'S WORKFORCE
PRODUCTIVITY AND THE
STATE ECONOMY



U.S. Chamber of Commerce
Foundation

Untapped
Potential in

AZ



The U.S. Chamber of Commerce Foundation is dedicated to strengthening America's long-term competitiveness. We educate the public on the conditions necessary for business and communities to thrive, how business positively impacts communities, and emerging issues and creative solutions that will shape the future.

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Untapped Potential:

How Childcare Impacts Arizona's Workforce Productivity and the State Economy

CONTENTS

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Finding and affording childcare will become an even larger issue for parents who are eager to enter the workforce.

Introduction

The U.S. Chamber of Commerce Foundation has always seen childcare as a two-generation workforce issue: essential to support the workforce of today and vital to develop our workforce of tomorrow.

Before the COVID-19 public health crisis, access to affordable, quality childcare was hard to come by for working parents trying to enter, re-enter, or stay in the workforce. The pandemic exacerbated the existing issues in America's childcare system and created an impossible situation for parents, employers, and childcare providers. Working parents struggled to balance home childcare and work as childcare providers fought to stay open and serve their communities, leaving employers wondering how and when their employees with children can return to work.

The first five years of life are critical for children to build a strong foundation upon which future learning is built, yet currently supply cannot meet demand—a problem that existed prior to the COVID-19 pandemic, which has only become more severe as a result. The challenges we face are persistent and complex but solvable, and the business community must be part of that solution.

As a result of these challenges, a stronger understanding of how childcare breakdowns impact working parents, their employers, and the state economy was necessary. The Chamber Foundation partnered with the Arizona Chamber on this report to better understand the unique needs of working parents in Arizona and examine the current childcare landscape.

Arizona is one of the ten fastest growing states in the nation and is positioned to emerge from the pandemic with a strong and vibrant economy. However, as the population increases, finding and affording childcare will become an even larger issue for parents who are eager to enter the workforce. Without suitable childcare options, many Arizonans will be forced to exit the workforce, which has negative financial impact for their household and the state's economy.

Our report estimates how often parents are missing work or educational opportunities because of insufficient childcare. With that information in hand, we model the financial impact to the Arizona economy to understand the untapped economic potential due to childcare breakdowns. The results highlight the challenges facing families with young children and clearly show the need for flexible access to high-quality, affordable care. It is essential that any proposed solution be developed by and tailored to the unique needs and distinct challenges of each community, and directly address the issues of access, affordability, and quality.

Progress is being made in Arizona, and the Chamber Foundation is committed to supporting these positive steps forward. To do so, partnerships between early education advocates and the business community are vital to ensure that Arizona's children, families, businesses, and economy are strong. The persistent childcare challenges will not be fixed overnight, and they won't be remedied by a single sector. It is our hope that this report and the data it presents provide a better understanding of the challenges being faced and create opportunities for partners to discover the solutions.

Executive Summary

There have been numerous studies highlighting the developmental benefits of high-quality childcare for young children as well as the professional benefits for their parents. Children gain a strong foundation, and their parents can pursue careers or enhance their education or vocational skills. When there are breakdowns in the childcare system, it can cause children to miss valuable opportunities and parents may experience disruptions to their work or education. Despite the myriad benefits resulting from high-quality childcare, many families are struggling to find viable options for their children. In 2019, the U.S. Chamber of Commerce Foundation conducted studies in four states—Idaho, Iowa, Mississippi, and Pennsylvania—to better understand the size of the childcare problem in those communities. The report estimated that each state lost hundreds of millions of dollars in economic activity due to breakdowns in childcare. The following year, the U.S. Chamber examined how parents, employers, and providers were responding during the pandemic to childcare choices, workplace situations, and the provision of care.

Building on that work, the U.S. Chamber of Commerce Foundation partnered with the Arizona Chamber Foundation to understand how much breakdowns in childcare are currently costing Arizona.

In this study, we looked at the causes of childcare challenges as well as motivations behind why parents select various childcare arrangements. Many employers want to facilitate greater access to childcare as a way of creating productive work environments and satisfied employees but do not know where to begin or how to expand or improve current benefits or options. To answer these questions, we sought to learn what types of childcare benefits working parents are currently receiving and which benefits they desire most from employers. Importantly, we considered the effects of the COVID-19 pandemic on childcare, which put an unprecedented burden on parents who saw schools and childcare settings closed or rendered unsafe for millions of children.

The results of our research confirm what many stakeholders have begun to realize—childcare issues prevent many Arizona parents from working or pursuing postsecondary education. As a result of childcare challenges, such as breakdowns in care, affordability, or lack of access, working parents may arrive late to work or leave early, forgo promotions, postpone school and training programs, and sometimes leave the workforce altogether.

As policymakers and business leaders consider ways to position Arizona for success, supporting childcare solutions could enable Arizona to capitalize fully on its resources.

TOPLINE FINDINGS

– **\$1.77B**

THE UNTAPPED POTENTIAL:
Childcare issues result in an estimated \$1.77 billion loss annually for Arizona's economy

– **\$348M**

Arizona loses an estimated \$348 million annually in tax revenue due to childcare issues

– **\$1.42B**

Absences and employee turnover cost Arizona employers an estimated \$1.42 billion per year

71%

71% of parents reported missing work due to childcare issues in the past 3 months

28%

In addition to the majority of households in which parents, stepparents, or guardians provide childcare, 28% of households use other family members and friends to supplement care

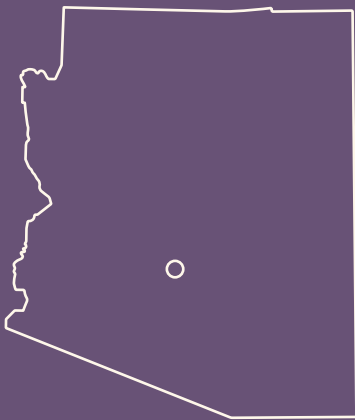
~6%

Approximately 6% of parents voluntarily left a job due to childcare issues

33%

33% needed to make adjustments to their education due to childcare issues

Arizona is one of the ten fastest growing states in the nation and is positioned to emerge from the pandemic with a strong and vibrant economy.



Population: 7.2 million

Average Household Income: \$58,945

Minimum Wage: \$12.15 per hour

Capital: Phoenix

Surveyed: 402 parents of children 5 years and younger

ARIZONA PROFILE

Recently, Governor Doug Ducey and the Department of Economic Security (DES) announced the state's Back to Work Program, which is meant to help Arizonans transition back to work after pandemic-related unemployment. This program helps unemployed individuals rejoin the workforce and provides support to individuals pursuing adult education programs as well as those in need of childcare services.¹ According to Child Care Aware, there are approximately 521,530 children under six in Arizona, each with their own childcare needs.² Furthering this challenge, 48% of Arizonans live in what the Center for American Progress (CAP) defines as a childcare desert. Childcare deserts impact families across the state, regardless of socioeconomic status. Although low-income families have more difficulty affording the high cost of childcare, access to childcare is an issue for every working parent. Arizona households are situated in childcare deserts at similar rates across the income spectrum.³ This means access to childcare is a concern for nearly every working parent.

Arizona, along with all other states, receives annual federal discretionary funds through the Child Care and Development Fund (CCDF) to subsidize childcare for eligible families. Because the pandemic exposed and amplified existing childcare challenges, to help stabilize the childcare ecosystem and to meet acute new needs, Arizona also received over \$1.3 billion in supplemental discretionary funds.⁴ The DES and the state's Child Care Administration created and continues to administer initiatives designed to "support growth and sustainability of Arizona's quality childcare system, ensuring widespread access to quality childcare across the state, providing support to low-income and working families."⁵ Targeting parents and families as well as the childcare provider community, DES is providing subsidies and grants to help with operational costs, to safely remain open or reopen, to cover paid staff absences, and to preserve access to childcare for Arizona's families. In addition, incentive funding was provided for rural communities, quality providers, and new DES-contracted providers. A program was also established to provide priority childcare for children of healthcare workers, first responders, and essential workers.⁶ Despite these pandemic-related initiatives, the impact of the childcare challenges on Arizona's working parents remains clear.

However, to fully understand the challenges facing Arizona caregivers, we need to look at the economic impact of these childcare issues on the state. When employees leave the workforce, how much income are they sacrificing? When employees leave or miss work due to childcare disruptions, how does this affect the employer? When employees put career training or postsecondary education on hold or permanently abandon them, what are the impacts? Our study explores the economic implications of these challenges and highlights the motivations behind the decisions working parents make.

¹ <https://azgovernor.gov/governor/news/2021/05/governor-ducey-announces-arizona-back-work>

² Child Care Aware of America - Arizona Fact Sheet

³ Center for American Progress - Arizona

⁴ State Use of Supplemental CCDBG Funds in the CARES Act During 2020, Bipartisan Policy Center, (February 2, 2021), accessed June 2021 at: <https://bipartisanpolicy.org/blog/state-ccdbg-2020/>; State Use of Supplemental CCDBG funds from the CRRSA, Bipartisan Policy Center, (March 17, 2021), accessed June 2021 at: <https://bipartisanpolicy.org/blog/state-use-of-supplemental-ccdbg-funds-from-the-december-2020/>; Fact Sheet: Rescue Plan Funding to Rescue the Child Care Industry so the Economy Can Recover, White House, (April 15, 2021), accessed June 2021 at: <https://www.whitehouse.gov/briefing-room/statements-releases/2021/04/15/fact-sheet-biden-harris-administration-announces-american-rescue-plan-funding-to-rescue-the-child-care-industry-so-the-economy-can-recover/>

⁵ Ducey, letter to U.S. Office of Child Care, Administration of Health and Human Services, February 25, 2021. At: https://www.acf.hhs.gov/sites/default/files/documents/occ/CRRSA_60_Day_Report_2021_Arizona.pdf

⁶ Ibid.

Survey Results

We surveyed parents with children under the age of six to gauge how childcare issues impacted their lives across employment and education. Survey respondents are reflective of Arizona’s racial demographics and are distributed across the socioeconomic spectrum. We also captured the decisions parents make regarding childcare arrangements—who they selected as providers and why. Stakeholders need to know the motivations behind parents selecting childcare providers so they can better align their efforts toward effective solutions.

Key Findings

Current Childcare Dynamics

Knowing how childcare is currently organized and the resources parents rely on for care is vital to understanding the impact that childcare issues have on the economy. To gain a complete picture, parents responded to questions about their current childcare arrangements.

- **Parents, stepparents, or guardians provide at least some childcare** for most households (73%).
- Parents primarily pick their childcare provider based on **affordability and personal preferences**.
- When it comes to cost, **families pay an average of \$581 per month for childcare**, although costs can vary dramatically by provider type and household income.
- **Sixty-six percent of families pay for childcare out of their personal budget**, with only 6% receiving state childcare provider assistance

Our research shows that households across the income spectrum primarily have a parent, stepparent, or guardian as a source of childcare (**FIGURE 01**). However, middle- and high-income groups choose childcare centers or pre-K at a higher rate than low-income parents, while low-income parents rely more heavily on the support of family or friends.

Almost two-thirds of low- and middle-income families chose their current childcare arrangement for financial reasons, which makes affordability by far the biggest driver of the childcare-provider decision. For high-income households, affordability is the second most cited reason at only 41%, trailing personal preference (**FIGURE 02**). This suggests that higher-income parents more often have a choice in the arrangement they choose compared to their lower-income neighbors.

The majority of households across income groups indicated that they expected to change their current childcare arrangement within the next 12 months, with high-income households significantly leading the pack. Arizonans indicate that their family's childcare plan requires an often-evolving approach that involves several factors, including family, friends, formal childcare centers, work environment, and the parents themselves.

While Arizonans are using several methods for acquiring childcare, they are generally paying for it by using their family's personal budget (**FIGURE 03**). Monthly childcare expenditures vary greatly for families in different income bands. Low- and middle-income households spend approximately \$420 and \$540 per month, while high-income families spend over \$920 per month. In developing solutions to this childcare challenge, policymakers and stakeholders should consider ways to support the individuals who are shouldering the burden. Higher-income groups have the resources to rely on childcare and pre-K centers for childcare, whereas lower-income households opt for other solutions, such as relying on a family member or friends for childcare. Therefore, it is important to understand and support parents in ways that best serve to bridge the childcare gap between income groups.

“Our parents had been helping us with childcare but when the pandemic started, we were uncomfortable putting them at risk as both my husband and I work with the public. We had to cut back our hours and change our schedules so one of us would always be home to take care of our child.”

—ARIZONA MOTHER OF A 2-YEAR-OLD CHILD

FIGURE 01.
Household breakdown of current childcare arrangement by income group

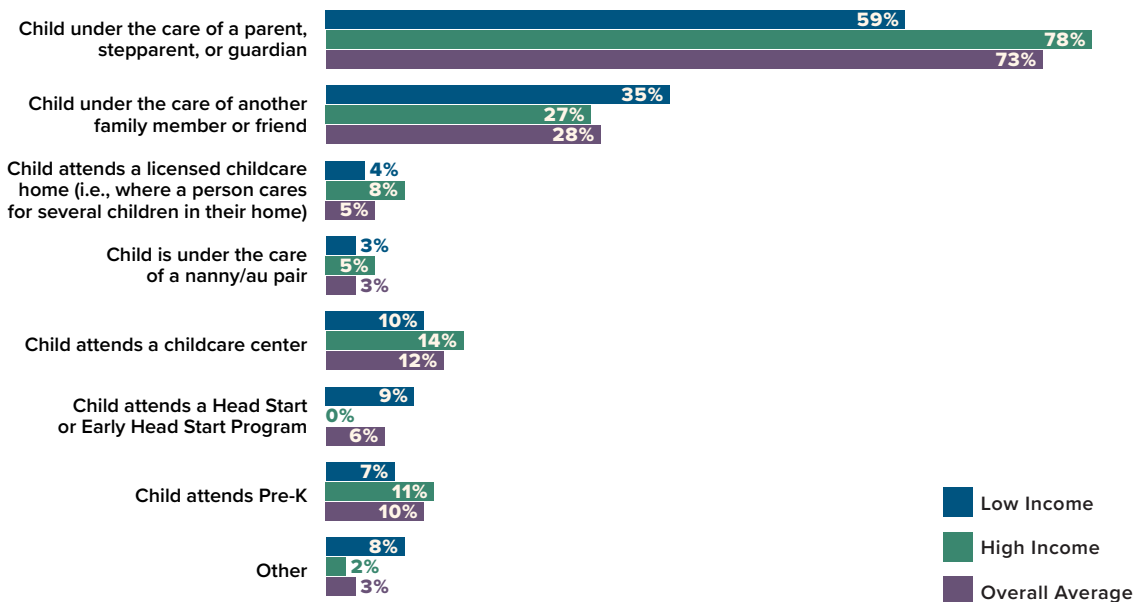


FIGURE 02.

Household breakdown of primary reason for selecting arrangement, by income group

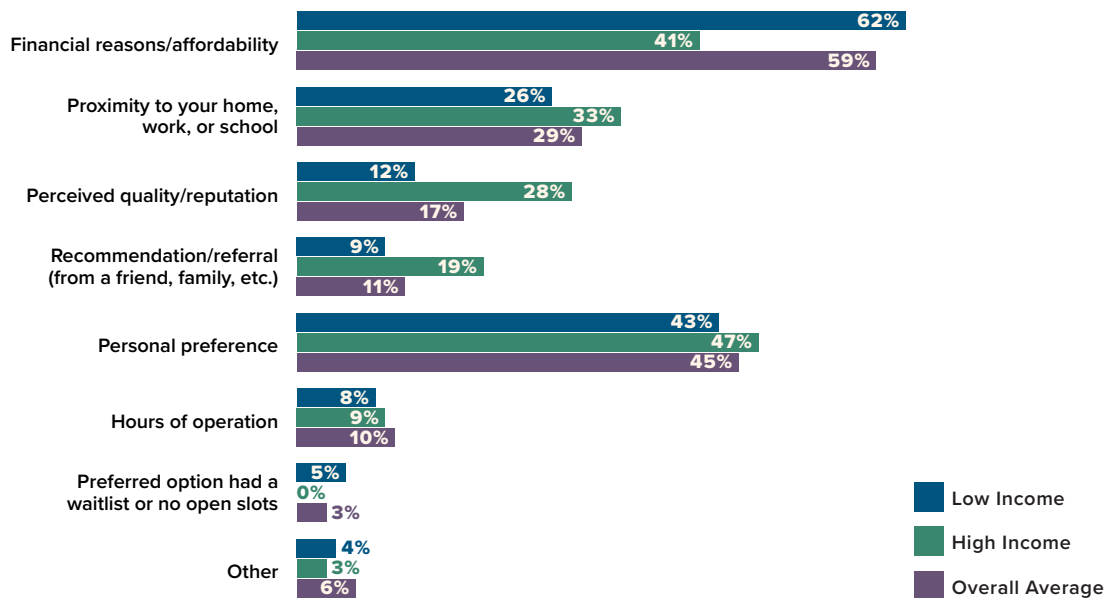
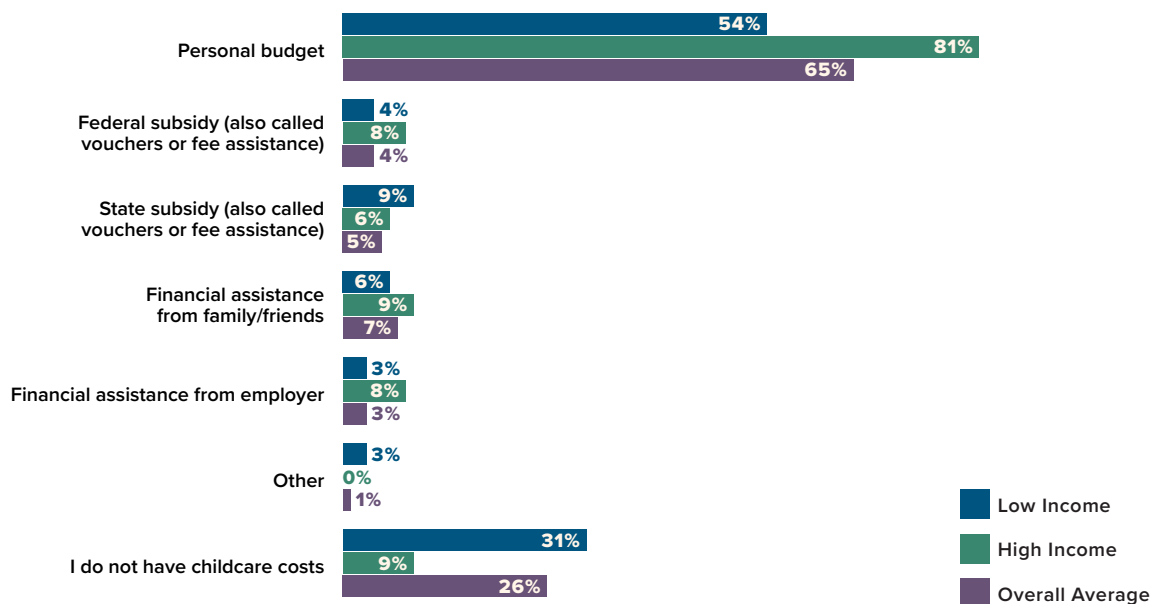


FIGURE 03.

Household breakdown of primary funding for childcare, by income group



Current Employment Dynamics

Research from CAP revealed that in each year from 2016 to 2018, more than 2 million parents of children aged five and younger—nearly 1 in 10 parents—had to quit a job, not take a job, or greatly change their job because of childcare problems.⁷ CAP also found that the nearly 700,000 working parents with children under the age of five—primarily working mothers—dropped out of the labor force in 2020. Some parents were laid off and gave up trying to find work due to caregiving responsibilities; others left the workforce to provide childcare.⁸ These problems were notable in Arizona this past year as well. CAP estimates that parents in the state had the seventh highest rate of childcare-related job disruptions in the nation.⁷

Clearly, the challenges associated with childcare can have significant impact on parents' employment. Before we explore the specific challenges facing working parents in Arizona that were uncovered in this research, consider the current employment situation of the Arizonans we surveyed.

- **Seventy-eight percent of the respondents who are currently employed are working full-time**, in comparison to 17% who are working part-time and 5% who are working students
- Full-time employed respondents **worked an average of 42.6 hours per week**, while part-time employed respondents **worked an average of 30.3 hours**
- Part-time employees are far more likely to have flexible work schedules—an employment benefit in high demand—but less likely to work salaried jobs, which highlights **the tension between job flexibility and compensation (FIGURES 04 AND 05).**

FIGURE 04.

Full-time vs. part-time job schedule

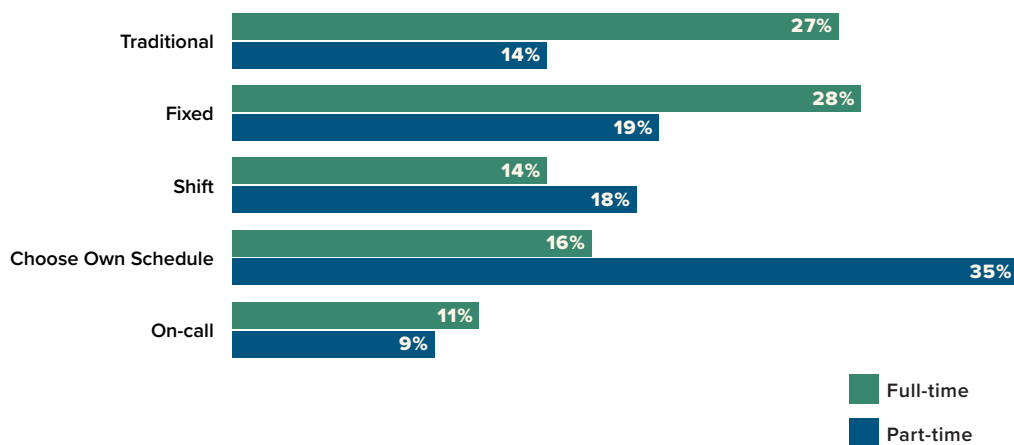
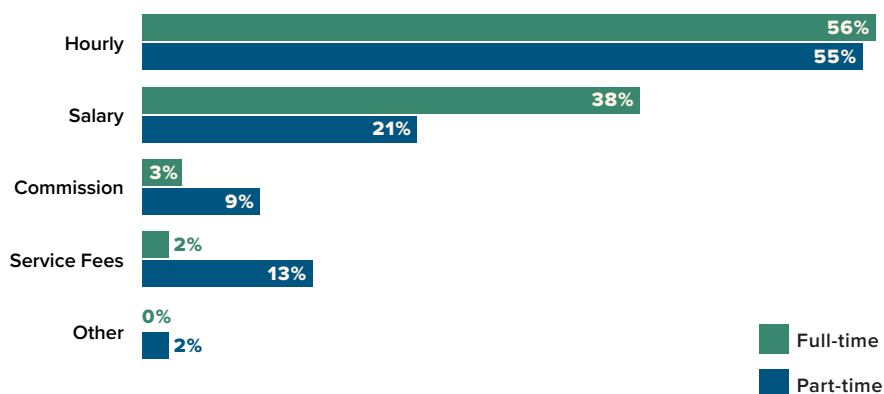


FIGURE 05.

Full-time vs. part-time job compensation



⁷ <https://www.americanprogress.org/issues/early-childhood/news/2020/02/18/480554/child-care-crisis-causes-job-disruptions-2-million-parents-year/>

⁸ <https://19thnews.org/2021/01/about-700000-parents-with-young-kids-left-the-workforce-in-2020-for-many-loss-of-child-care-was-to-blame/>

Impact of Childcare on Employment and Education

Thirty-four percent of respondents reported that they or someone in their household has left a job, not taken a job, or greatly changed jobs because of problems with childcare in the last 12 months.

- **Thirty percent of respondents have experienced changes to their own employment situation due to childcare across income groups (FIGURE 06).**

This includes parents voluntarily or involuntarily leaving their jobs, decreasing their hours from full-time to part-time, being unable to increase their hours, or being unable to accept a new position.

Even parents who have yet to experience disruptions to their employment are impacted. Perhaps because they anticipate challenges in the future, 22% of working parents said they plan to leave their job in the next 12 months, and of those, 34% will do so because of childcare issues.

Another essential piece of information is the age of the children when parents decide to voluntarily leave their jobs. Knowing this can inform targeted initiatives or policies for working parents. Around 10 million U.S. mothers living with their own school-age children were not actively working in January—1.4 million more than during the same month last year,⁹ indicating that childcare support can be a key factor to bringing U.S. mothers back to the workforce if they choose to.

According to the National Survey of Children's Health (NSCH), just over 9% of parents in the U.S. reported that childcare issues are causing significant disruptions to their employment, whereas slightly more Arizona parents (11%) are experiencing disruptions.¹⁰ The parents in our survey reported much higher rates (34%) of childcare issues significantly impacting their employment. Aside from the differences in survey design that affect the comparison of our data to the NSCH, it is also likely that rates of separation due to childcare were increased during the COVID-19 pandemic as many childcare options were no longer available to parents and increased economic turbulence caused disruptions.

Childcare issues are also posing significant challenges to parents who are enrolled in educational programs. Nearly one-third of respondents we surveyed are pursuing, or have pursued in the last 12 months, some type of school or work training program. Over this past year, many parents went from full-time to part-time in the program, dropped from a class roster, or dropped out of the program entirely.

- **Thirty-three percent of respondents have experienced disruption to their education due to childcare across income groups (FIGURE 07).**

⁹ <https://www.census.gov/library/stories/2021/03/moms-work-and-the-pandemic.html>

¹⁰ <https://www.childhealthdata.org/browse/survey/results?q=8354&r=1&r2=4>

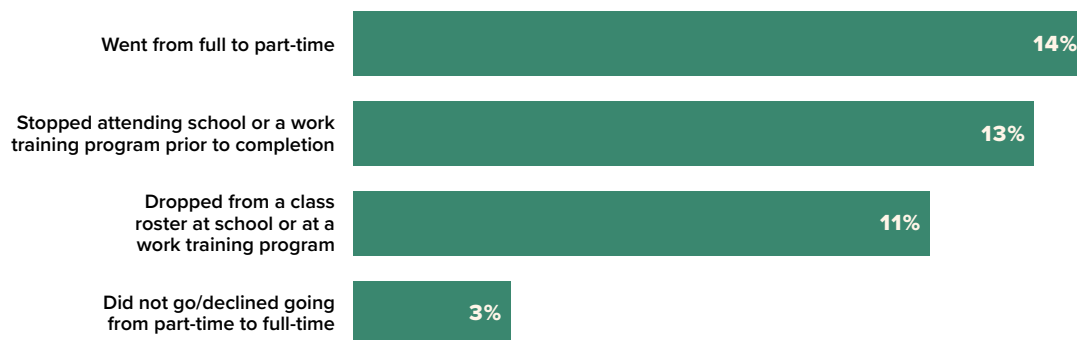
FIGURE 06.

Percentage of parents who experienced employment changes due to childcare, by income group



FIGURE 07.

Education status changes due to childcare



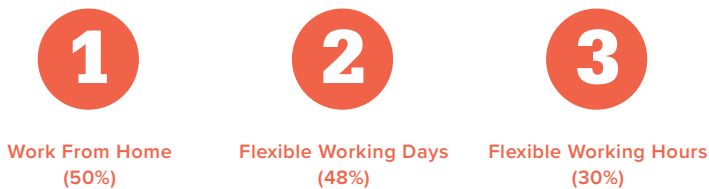
Childcare Subsidies, Benefits, and Accommodations

For many Arizona parents, childcare support comes from a wide range of sources. Some receive financial assistance from the people in their lives, others rely on government subsidies or assistance programs, while others have childcare benefits built into their compensation package. These programs offer a lifeline to families and remove a critical barrier that would otherwise keep parents from entering the workforce or pursuing education.

Slightly more than one quarter of respondents receive benefits from their employer that help them manage their childcare, though high-income households are approximately three times more likely to have their employer offer these benefits than low-income earners. Flexible work schedules (or locations) and paid leave are the most common benefits received as well as the most desired. For example, 50% of households value the ability to work from home as one of the most important child-related benefits, with flexible working days and flexible working hours as the second and third most important at 48% and 30%, respectively.

Childcare assistance or subsidies through government programs can also help parents overcome the challenges they are facing. Arizonans who care for children under the age of six primarily utilize the Child Tax Credit program and the Earned Income Tax Credit program to subsidize their childcare needs. Furthermore, respondents across income groups identified the increase to the Child Tax Credit as the single most preferred government-provided childcare benefit. These findings are consistent across income groups as well as among full-time and part-time workers.

FIGURE 08.
Benefits desired by parents, in order of highest average rank
*Parents ranked their top three choices



The Role of COVID-19 Pandemic on Childcare

Our study briefly explored the COVID-19 pandemic and the effects it has had on childcare. The pandemic exposed and amplified challenges that many parents were already managing in households across the country. Our work in 2019 highlighted the significant costs childcare issues were having on several state economies, but the pandemic has added a layer of complexity to the existing set of challenges.

Forty-two percent of respondents have changed their childcare arrangement due to COVID-19, with 61% citing health and safety as their main concern. As the country comes out of the pandemic, some challenges will naturally abate for working parents, but new solutions will be needed to fill in the lasting gaps that have been exacerbated over the past 18 months.

FIGURE 09.

Percent of parents likely to change their current childcare arrangement within the next 12 months, by income group

INCOME GROUP	PERCENT
Overall	51%
Low Income	57%
Middle Income	46%
High Income	55%

FIGURE 10.

Average total cost per month for childcare per household, by income group

\$417

Low Income

\$920

High Income

\$581

Overall Average

Economic Impact

We estimate that due to breakdowns in childcare, Arizona has \$1.77 billion of annual untapped economic potential.

Working parents often face challenges at their job due to childcare issues. Many parents are absent, arrive late, or are otherwise disrupted at work when their chosen childcare arrangement does not provide adequate care for their children. These challenges were exacerbated by COVID-19 and the changes that the pandemic brought to childcare and employment. According to our research, more working parents missed work due to childcare issues and were absent more days on average than parents before the pandemic.¹¹ In Arizona, 71% of workers missed work at least once in the last three months, and those that missed work did so for an estimated average of 14 days over the last year. If a parent is absent, this presents a financial cost to both the employer and the parent. The parent may lose wages for time missed, and the employer experiences a loss in productivity as well as the financial cost of paying overtime to other workers or even hiring and paying temporary workers to make up for the missed work. When accounting for these issues, we estimate that the direct employer cost due to absenteeism in Arizona is \$829 million per year.

“I did not apply for an ideal position because starting a new job while providing childcare would be too much.”

—ARIZONA MOTHER OF MULTIPLE CHILDREN UNDER SIX

¹¹ <https://www.uschamberfoundation.org/reports/untapped-potential-economic-impact-childcare-breakdowns-us-states>

¹² <https://cdn.americanprogress.org/wp-content/uploads/2012/11/CostofTurnover.pdf>

If a parent experiences a significant change in their childcare arrangement or life situation, this can cause them to voluntarily leave the workforce or be terminated by their employer. Our research showed that some employees had to leave their employer because of childcare issues, and some believe they were terminated because of childcare issues. As employees leave the workforce, employers face significant costs to replace them. Research indicates that it costs about one-fifth of an employee's yearly salary for them to be replaced.¹² Using this benchmark, we estimate that the turnover cost to employers in Arizona is \$594 million annually.

Costs from breakdowns in childcare are not isolated to employers and families. As people miss work or leave employment, there is an economic cost to Arizona through tax revenues. Income tax revenues will decrease, and reduced income leads to less sales and excise taxes being collected on purchased goods and services. We estimate that Arizona loses a total of \$348 million in taxes annually due to employee turnover and absenteeism.

THE UNTAPPED POTENTIAL:

\$1.77B

Childcare issues result in an estimated \$1.77 billion loss annually for Arizona's economy

FIGURE 11.

Direct employer costs

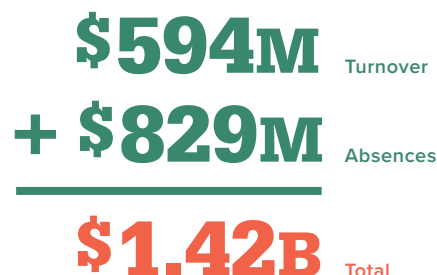


FIGURE 12.

State Tax Costs



Immediate Effects on Employment and Education

When parents experience childcare issues, there are immediate consequences with lasting impact on their lives. Parents who have breakdowns in their childcare are more likely to experience disruptions or distractions in their professional lives. Sometimes these breakdowns in childcare can lead to separation from employment (voluntary or involuntary) or other significant changes to employment. To compare national data, we asked a question that the National Survey of Children's Health (NSCH) included in its 2019 administration of the survey:

The National Survey of Children's Health (NSCH) asked¹³

“During the past 12 months, did you or anyone in the family have to voluntarily leave a job, not take a job, or greatly change your job because of problems with childcare for this child, age 0-5 years?”

As mentioned previously, 11% of Arizona parents reported childcare issues are causing significant disruptions to their employment, as reported by NSCH. The parents in our survey reported much higher rates (34%) of childcare issues significantly impacting their employment or the employment of someone in their family.

As the COVID-19 pandemic affected people's ability to have reliable childcare, increased numbers of people experienced immediate disruptions to their work, and these effects were not experienced equally by all groups. High-income households were the least likely to experience a significant change in work due to childcare, and women were much more likely than men to experience a significant change. These trends are reflected in national economic data as well. During the pandemic, the unemployment rate rose to 16.1% for women, while for men the rate reached 13.6%.¹⁴ Lower-income households were more likely to lose a job than high-income households as well.

While the NSCH question allows us to compare to national surveys, we wanted to dive deeper into how exactly childcare issues impacted parents' ability to work or pursue higher education. We asked parents how their jobs had been impacted over the past 12 months.

Overall, 30% of parents experienced significant disruptions to their employment, with 8% being let go and 6% quitting as a direct result of issues with childcare. These data indicate that working parents of young children are making career decisions based on childcare needs, which may negatively impact their future careers and financial stability.

FIGURE 13.

Percentage of Parents Who Answered “Yes” to the NSCH Question, Compared Nationally

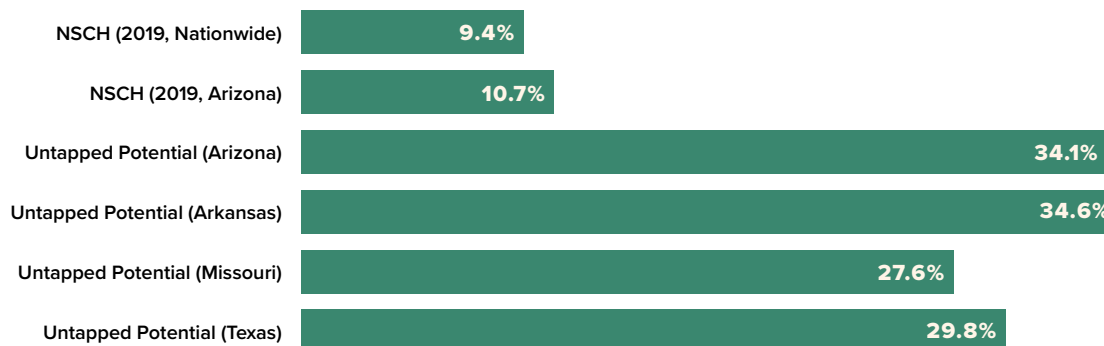


FIGURE 14.

Percentage of parents who answered “yes” to the NSCH question, by income group

HOUSEHOLD INCOME LEVEL	PERCENT
Low (<\$30k)	32%
Medium (\$30k–\$99k)	38%
High (\$100k+)	27%

FIGURE 15.

Percentage of parents who answered “yes” to the NSCH question, by gender

GENDER	PERCENT
Female	36%
Male	30%

¹³ <https://www.childhealthdata.org/browse/survey/results?q=8354&r=1>

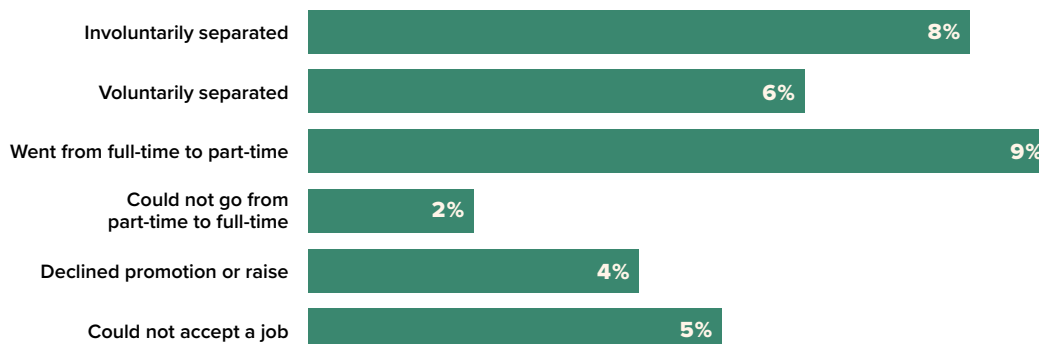
¹⁴ <https://hbr.org/2021/04/to-keep-women-in-the-workforce-men-need-to-do-more-at-home>

ACCORDING TO THE NATIONAL SURVEY OF CHILDREN'S HEALTH (NSCH)

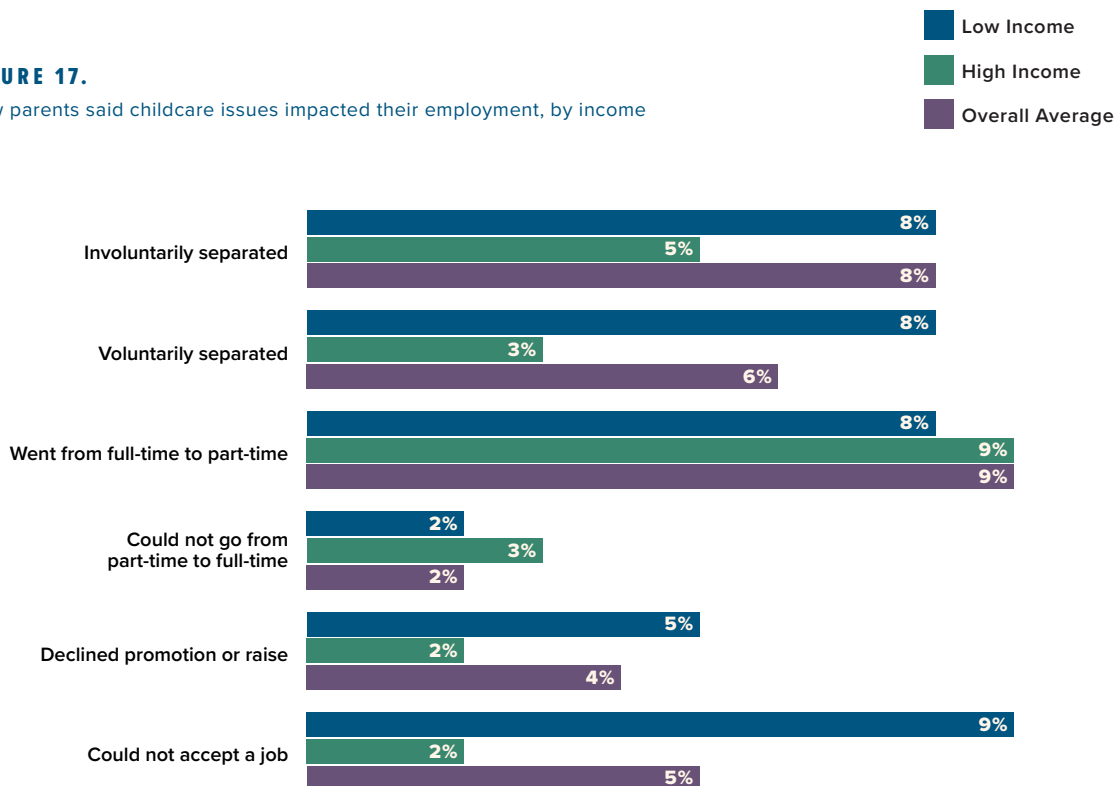
“11% of Arizona parents reported childcare issues are causing significant disruptions to their employment. The parents in our survey reported much higher rates (34%) of childcare issues significantly impacting their employment or the employment of someone in their family.”

FIGURE 16.

How parents said childcare issues impacted their employment

**FIGURE 17.**

How parents said childcare issues impacted their employment, by income



Women were much more likely to separate from their job voluntarily and cut back on time spent at work to provide childcare. They also suffered more opportunity costs as they declined promotions or did not accept jobs at the same rate as men.

Although COVID-19 did impact employment and childcare for many parents, the problem was prevalent before the pandemic, and will likely continue after the pandemic. Overall, nearly 22% of respondents are planning to leave their job in the next 12 months, and more than a third of these are planning to leave because of childcare concerns. While men and women plan to leave the workforce in similar numbers, women are far more likely to leave because of childhood concerns, with more than 40% citing childcare concerns for their reason to leave their employer. Rates of those that plan to leave the workforce were relatively consistent across the income spectrum, but high-income households were less likely to leave for childcare concerns.

Fifty-five percent of parents who voluntarily leave their jobs do so when their child(ren) is two years old or younger, indicating that childcare for infants and toddlers is the greatest need. This aligns with findings from the Arizona Early Learning Investment Commission's and Ready Nation's report, "Growing Tomorrow's Economy Means Investing in Child Care Today."¹⁵ Additionally, due to smaller teacher to child ratios, which are critical to providing a safe environment for infants and toddlers, childcare for this group is more expensive than childcare for older children.¹⁶ The expense is one important factor in why parents may choose to leave the workforce when their children are one year old or younger. This data also helps businesses understand when their employees are most vulnerable to leave the workforce, helping them tailor their childcare benefits to the working parents who need them most.

It is also important to understand how childcare issues impede the ability of parents to pursue higher education or training, because this ultimately influences their earning potential and their ability to contribute to the economy. Thirty-two percent of parents surveyed indicated that they were currently pursuing or had pursued some type of school or work training program, and approximately one-third of these said that they have needed to make significant changes due to childcare.

¹⁵ Growing Tomorrow's Economy Means Investing in Child Care Today

¹⁶ Where Does Your Child Care Dollar Go? <https://www.americanprogress.org/issues/early-childhood/reports/2018/02/14/446330/child-care-dollar-go/>

Beyond significant changes to employment and education, working parents also experience other challenges at work and school due to childcare issues. Working parents miss work, arrive late, or are otherwise disrupted at work because of childcare issues. In Arizona, 69% of working parents have missed work or class in the past three months due to childcare issues. Sixty-two percent reported being late to work at least once in the last three months, and 65% and 68% reported being disrupted at work or distracted at work, respectively. While the impact of these interruptions is difficult to measure, they clearly impede parents' ability to perform their best at work or in class, creating negative influences on the ability to advance and learn. While women in Arizona were more likely to leave the workforce for childcare issues, it appears that both men and women experienced equally high levels of interruption to their work and school in the first few months of 2021.

FIGURE 18.

How parents said childcare issues impacted their employment, by gender

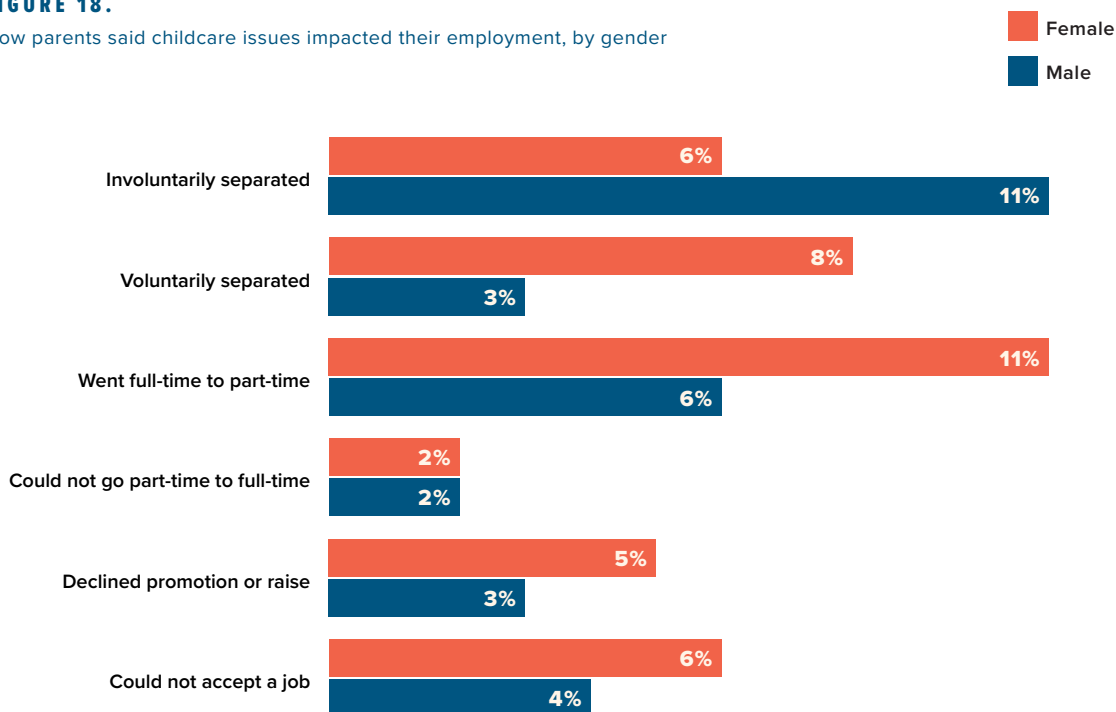


FIGURE 19.
Parents leaving employment over the next 12 months, by gender



FIGURE 20.
Percent of parents leaving employment citing childcare issues as a primary reason, by gender



FIGURE 21.
Parents leaving employment over the next 12 months, by income group



FIGURE 22.
Parents leaving employment citing childcare issues as a primary reason, by income group



FIGURE 23.

Type of education being pursued, by gender

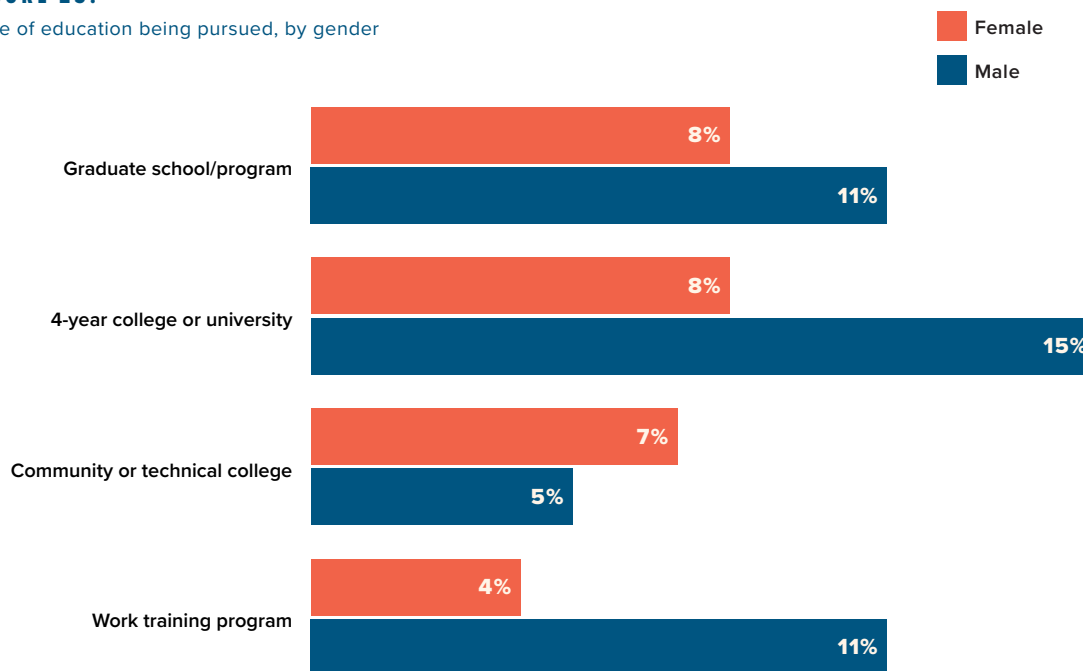
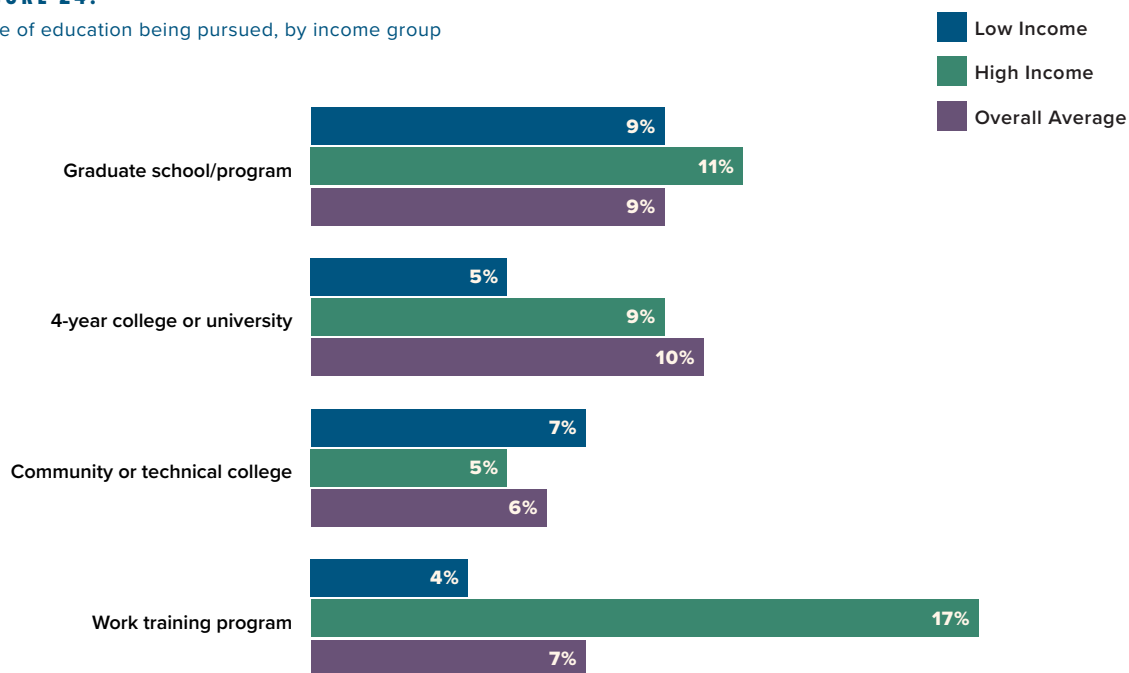


FIGURE 24.

Type of education being pursued, by income group



“I have had to drop to a part-time job because school and childcare got in the way of a full-time job. It has been a very tough year.”

- ARIZONA FATHER OF A 2-YEAR-OLD CHILD

FIGURE 25.
How parents said childcare issues impacted their postsecondary education or training program
*Parents could select more than one option

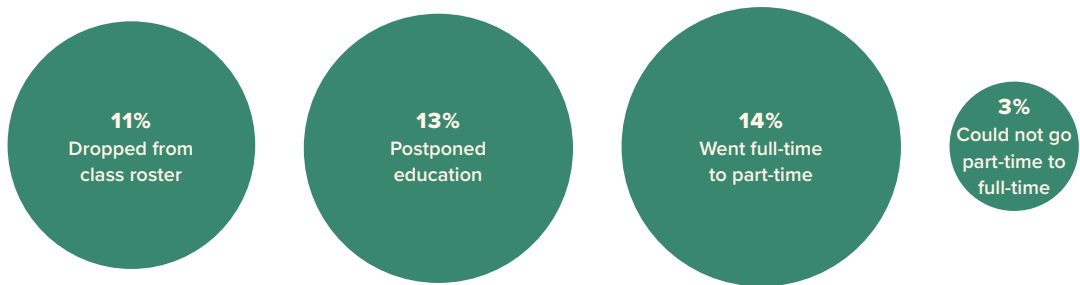


FIGURE 26.

How parents said childcare issues impacted their postsecondary education or training program, by gender

*Parents could select more than one option

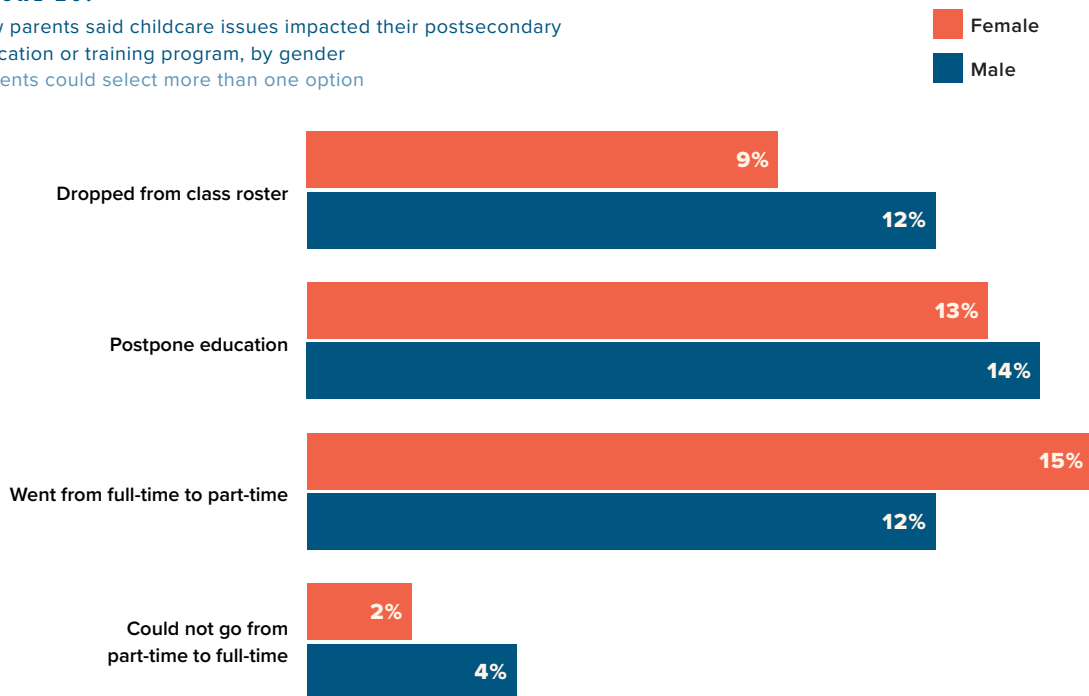


FIGURE 27.

How parents said childcare issues impacted their postsecondary education or training program, by income group

*Parents could select more than one option

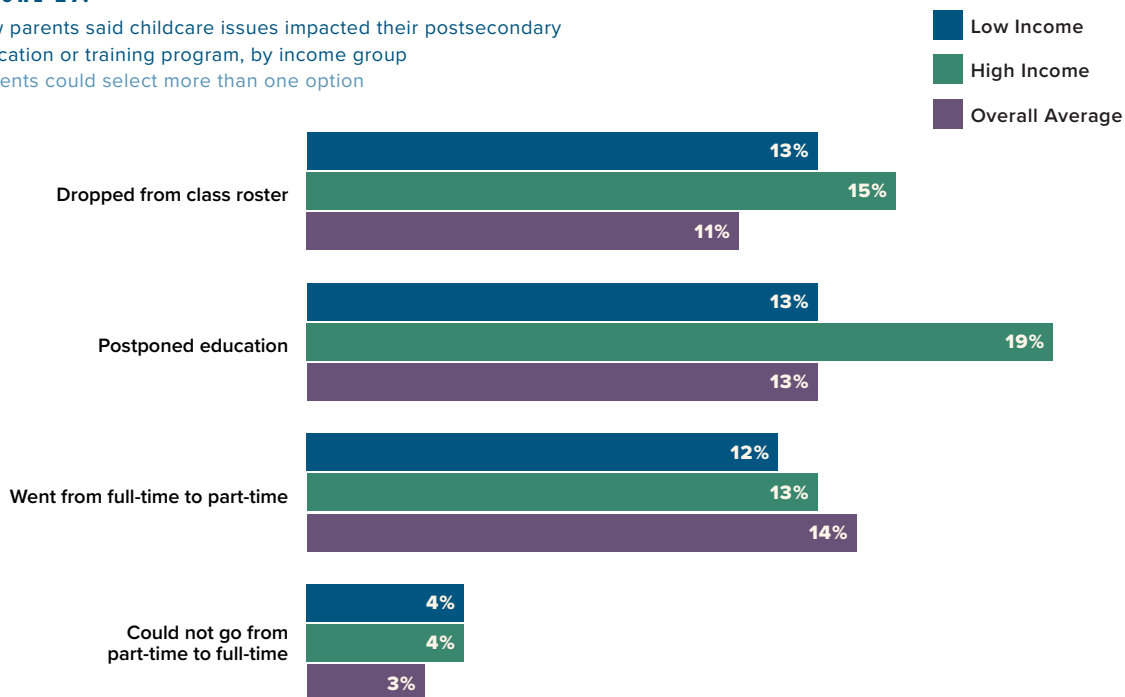


FIGURE 28.
Frequency of missing work or class in the last three months, by gender

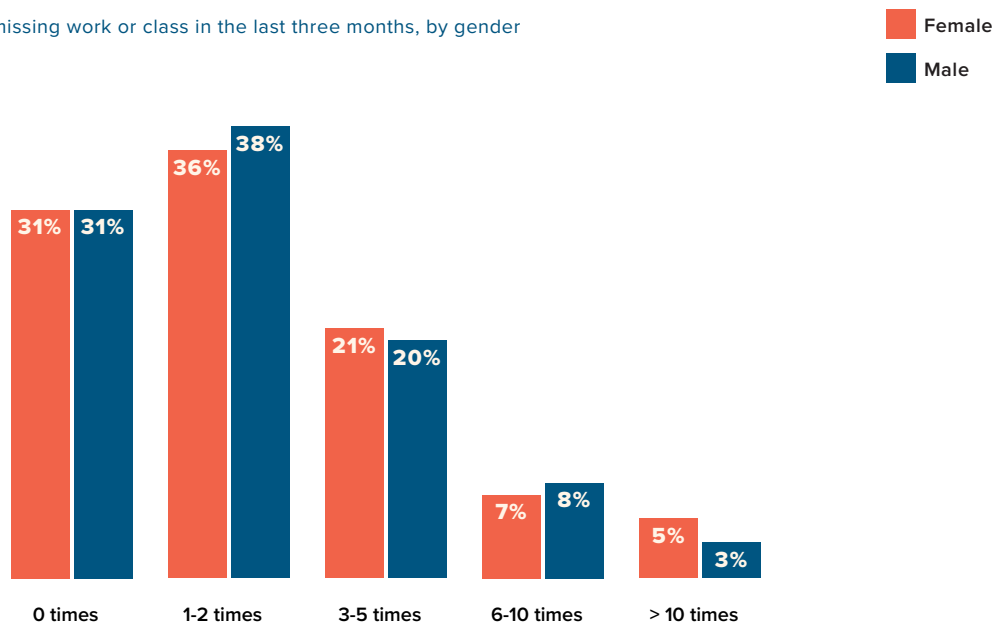


FIGURE 29.
Frequency of arriving late to work or class in the last three months, by gender

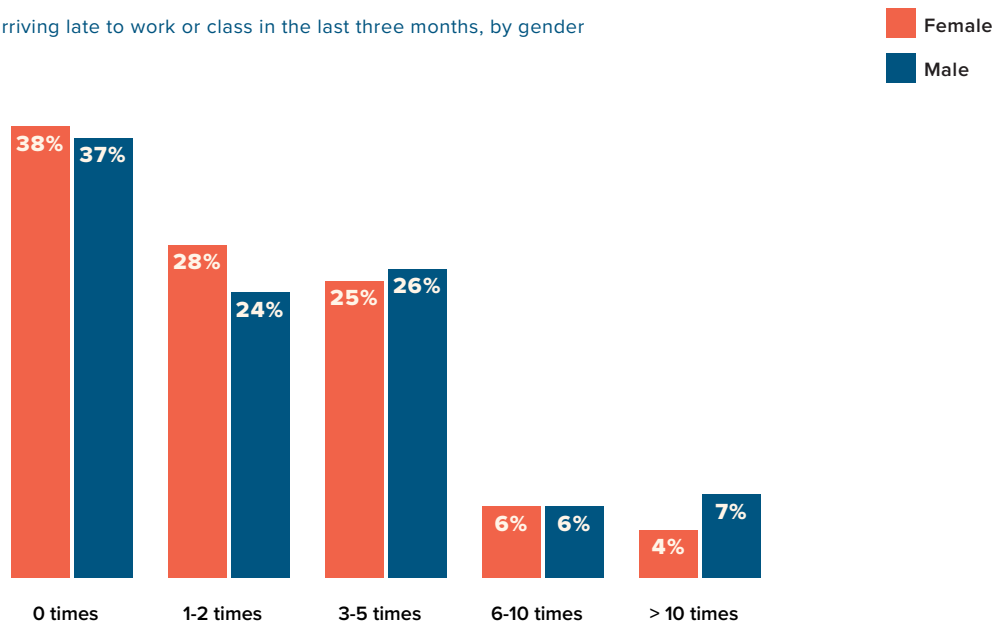


FIGURE 30.

Frequency of being disrupted at work or class in the last three months, by gender

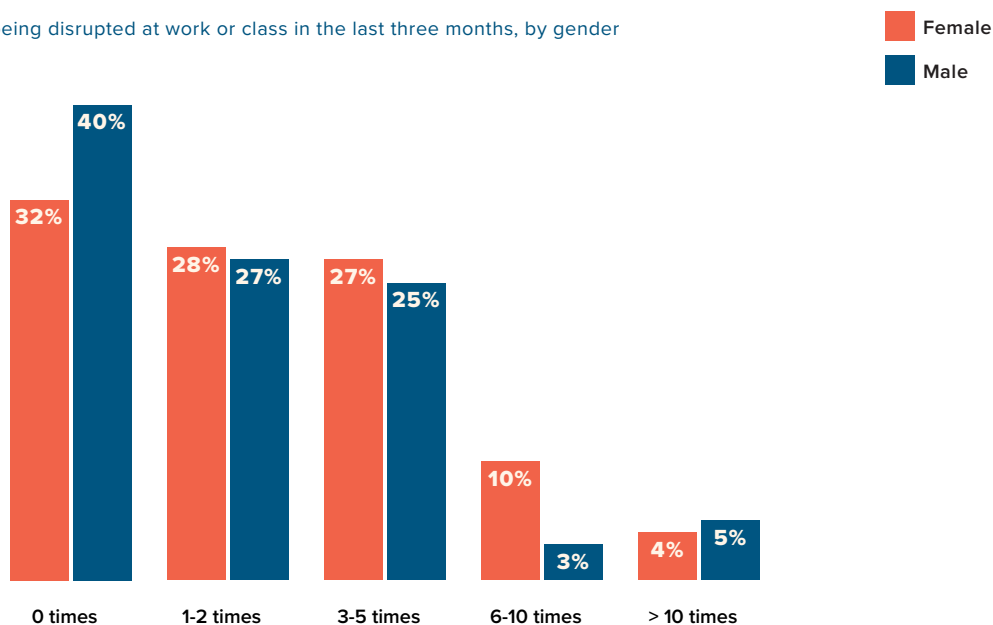
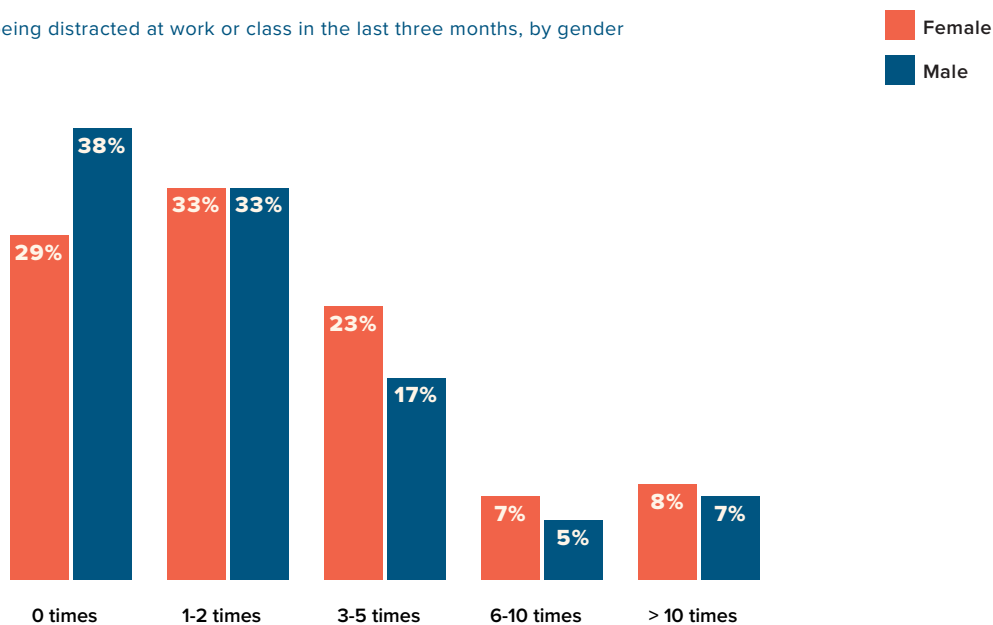


FIGURE 31.

Frequency of being distracted at work or class in the last three months, by gender



Lasting Effects on Employment and Education

Unfortunately, the effects on employment and education due to childcare are not easily remedied. When someone leaves work due to childcare, they are often out of the workforce for a significant amount of time. In Arizona, 34% of those who have left or are planning to leave the workforce due to childcare concerns plan on spending at least one year away from employment or do not know when they will return. Thirteen percent believe they will be out of the workforce for three years or more. The immediate effects of missed wages are apparent, but perhaps more important are the long-term ramifications that come with exiting the workforce like diminished future employment opportunities, increased debt accumulation, and lower retirement savings.

According to CAP, if a young worker is making \$50,000 per year and chooses to spend three years away from work to take care of a child, they will miss out on far more than \$150,000 of lost wages. It is estimated that over their lifetime, they will lose an additional \$200,000 in future wage growth, and approximately \$165,000 in lost retirement assets and benefits, leading to a total cost of more than \$500,000.¹⁷ As they return to work, they will also have experienced a decline in their skills and will find it increasingly difficult to regain similar employment if they are away from the workforce for longer periods of time.

“I had intentions of going back to work when my child turned 1 but there was no one to take care of our child so I continued to be a stay-at-home parent.”

—ARIZONA MOTHER OF A 1-YEAR-OLD CHILD

¹⁷ <https://www.americanprogress.org/issues/early-childhood/reports/2016/06/21/139731/calculating-the-hidden-cost-of-interrupting-a-career-for-child-care/>

FIGURE 32.

Time to return to work for those leaving employment

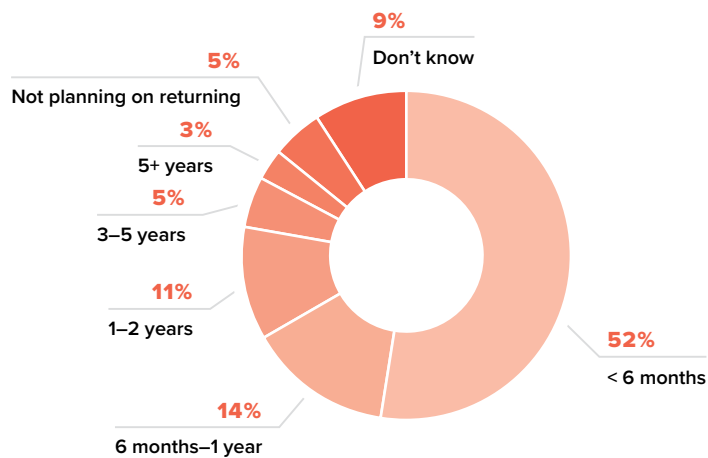
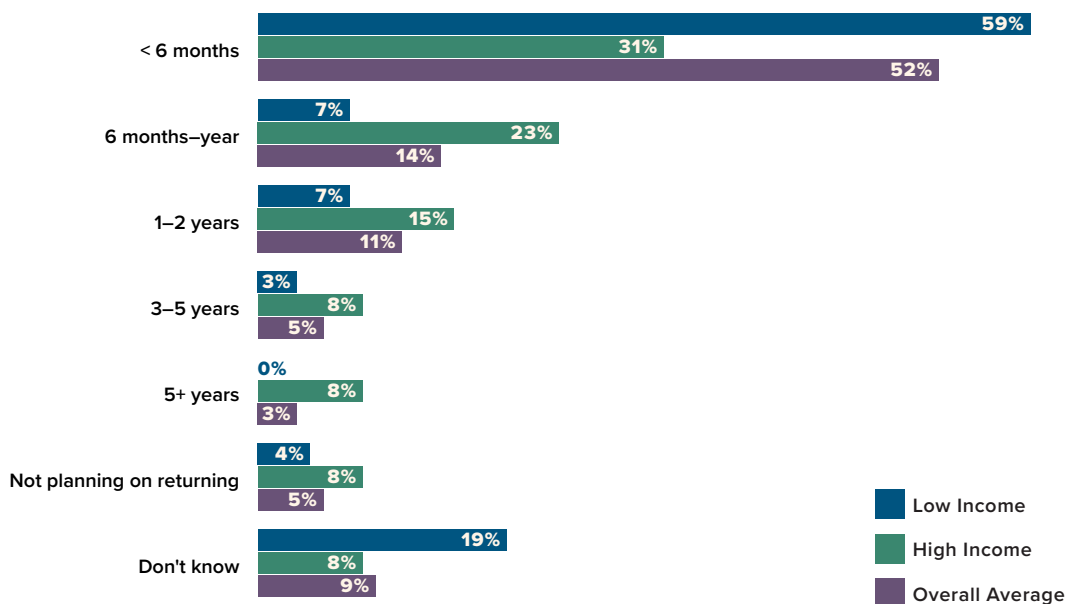


FIGURE 33.

Time to return to work for those leaving employment, by income group



In our study, women were less likely than men to return to work in under six months. According to the Census Bureau, more than 1.5 million mothers are still missing from the workforce since the beginning of the pandemic.¹⁸ Both men and women experienced record lows for labor force participation during the pandemic, but women have not rebounded at the same rate as men.

Leaving the workforce is not the only long-term issue with breakdowns in childcare. Many parents made other significant changes to their professional lives to take care of their children. As noted earlier, some parents went from full-time to part-time employment, decreasing their ability to progress professionally. Parents declined promotions, raises, and new job offers, potentially reducing their lifetime earnings and trajectory. These changes may not sound as drastic as leaving the workforce, but they come with significant financial and psychological effects. Workers who feel that their potential is not being realized because of childcare issues may experience long-term negative effects professionally and personally.

Beyond employment, parents enrolled in school or training programs experience many of the same long-term consequences as parents who choose to leave their jobs. An educated populace provides benefits to the entire economy, and on an individual level, higher education is strongly correlated with higher income. Research has shown that wage premiums for postsecondary education remain substantial and that education continues to be a good investment.¹⁹ Higher education is also correlated to better health and lower rates of unemployment.²⁰

Parents who have stopped attending education and work training programs are also facing long windows before they plan to return. If parents choose not to return to their education programs, their economic potential and ability to provide for their families may be diminished. Additionally, the longer people spend away from their education program, the less likely it is that they will return.²¹ Only 13% of students who drop out of school re-enroll, and they typically do not re-enroll at the same level of institution.²² Our research shows that less than one quarter of Arizona parents plan to re-enroll within six months. Understandably, parents are far more likely to postpone their return to school than their return to work, however this likely will have a significant impact on their lifetime earnings, ability to keep a job, and overall health.

¹⁸ <https://www.wsj.com/articles/nearly-1-5-million-mothers-are-still-missing-from-the-workforce-11619472229>

¹⁹ <https://libertystreeteconomics.newyorkfed.org/2019/06/despise-rising-costs-college-is-still-a-good-investment.html>

²⁰ Brookings Institution (April 26, 2017). *Eight economic facts on higher education*

²¹ National Student Clearinghouse Research Center (October 30, 2019) *Some College, No Degree*

²² National Student Clearinghouse Research Center (October 30, 2019) *Some College, No Degree*

FIGURE 34.

Time to return to education

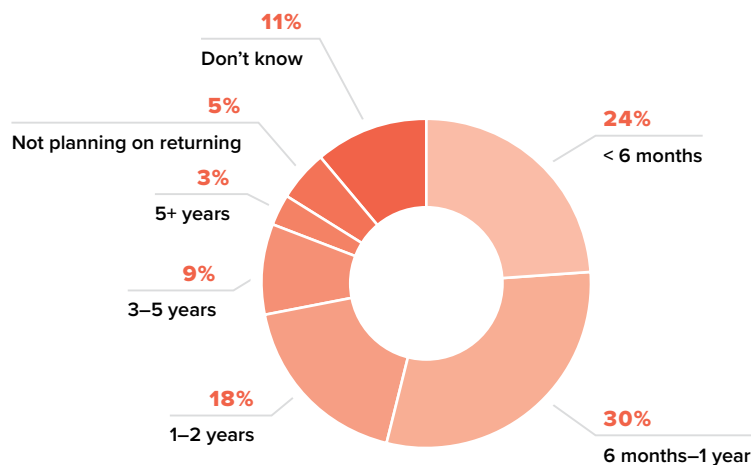
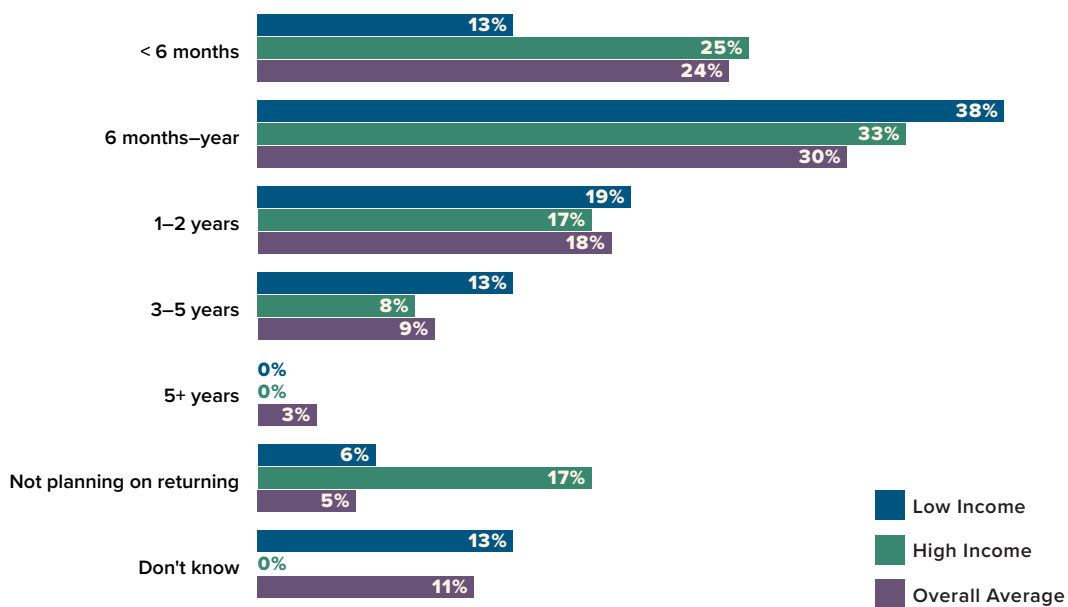


FIGURE 35.

Time to return to education, by income group



Conclusions and Implications

As mentioned, Governor Ducey is committed to bringing back Arizona's workforce with the DES. With the newly announced \$9 million of additional aid delegated to childcare providers throughout the state, as well as the \$88 million allocated for the childcare network, Arizona households have strong support to ensure improvement in childcare. With one of the most vibrant populations in the nation coupled with a diverse economy, Arizona can certainly achieve its goal of bringing Arizonans back to the workforce.

Arizona's Back to Work Program provides a variety of workforce services and childcare assistance programs. One of those services is the Arizona Child Care Workforce Retention and Recruitment Grant Program (CCWRR). This program is an example of the innovative and important methods that can be implemented to alleviate Arizona's childcare problem.

However, in order to fully bring back Arizona's workforce, it will require the governments, businesses, childcare providers, and community organizations across the state to effectively collaborate. The fact that the companies who do provide childcare benefits generally offer the benefits their employees desire is promising, because it demonstrates that Arizona employers are in tune with what their workforce needs. One company that is striving to help their employees access high-quality childcare is Intel.

Intel has partnered with a leading early childhood education provider that offers employees a tuition discount upon enrollment for full- or part-time care. Additionally, they partner with near-site childcare centers that offer priority enrollment and backup care, decreasing the amount of time off employees need to take when their typical childcare setup is not an option. While not all employers are able to provide childcare for their employees, there are things that most organizations can do to help employees with children. For example, Intel also offers flextime, job sharing, new parent programs, and modified work schedules, which allows parents to be dynamic in response to their childcare needs. This research shows that flexible working days, flexible working hours, and work from home are among the top childcare benefits that Arizona parents value. Employers that provide greater flexibility to working parents will be better able to attract, retain, and support their workforce.

It is estimated that Arizona currently has \$1.77 billion of untapped potential from turnover and absences due to lack of adequate and available high-quality childcare for all parents regardless of income level.

By listening to the needs of parents and working to find public and private solutions, Arizona will be better equipped to unlock the economic potential of parents whose employment and educational options are currently limited by their childcare circumstances. Our findings suggest that the most successful approach to solving Arizona's childcare challenges is to organize a diverse set of options that are flexible enough to fit the needs of individual families and account for specific community dynamics. The most effective childcare system will not be found in a one-size-fits-all solution, but rather a range of solutions that support the three key issues of access, affordability, and quality.



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RESEARCH SPONSORS

The research for the Untapped Potential report was conducted by the U.S. Chamber of Commerce Foundation in partnership with Arizona Chamber Foundation.

APPENDIX A: SURVEY METHODOLOGY AND RESPONDENT DEMOGRAPHICS

As with the previous studies conducted by the U.S. Chamber of Commerce in Idaho, Iowa, Mississippi, and Pennsylvania, this study was conducted in two phases. First, the U.S. Chamber of Commerce Foundation and the Arizona Chamber Foundation partnered with Cicero Group to conduct a statewide survey of households with children aged five and under who are not in Kindergarten, asking these parents a series of questions investigating the intersection of workforce participation, education, and childcare issues. This survey was conducted online. Second, Cicero Group estimated the economic impact of childcare issues based on survey results from the first phase and secondary data sources, such as U.S. Census Bureau data.

RACE	White	Hispanic or Latino	Black	Asian	American Indian / Alaskan Native	Native Hawaiian / Pacific Islander	Other
N=402	223	105	26	9	10	3	0

SEX	Female	Male
N=402	274	124

MARITAL STATUS	Married	Single	Other
N=402	274	98	30

REGION	Rural	Suburban	Urban
N=402	51	195	156

APPENDIX B: ECONOMIC IMPACT METHODOLOGY

The economic impact consists of two areas—first there is a turnover cost to employers. Second, states lose tax revenue when employees lose wages. We pulled data from The American Community Survey to calculate the total number of parents in the labor force with children under six. In Arizona, there are an estimated 420,548 parents in the labor force with children under six. We applied the responses of parents who voluntarily or involuntarily left the workforce due to childcare to this population (13%) to estimate the total number of working parents of children under six who left the workforce. Applying Boushey and Glynn's cost of turnover (21%) to the annual mean salary for these workers, we arrived at the total cost to employers due to employee turnover.²³ For absences, we applied the mean hourly wage to the number of parents who missed work. We then assumed they missed an eight-hour shift. Even for non-salaried workers who forego earnings when they miss work, we assume employers still pay a cost in either lost productivity to those absent workers, overtime pay to other workers who must cover a shift, or even hiring and paying temporary workers.

States lose tax revenues from multiple sources. When an employee loses his or her job, or foregoes wages, the state's taxes are directly and indirectly impacted. We used the tax estimates from The Institute on Taxation & Economic Policy²⁴ to determine appropriate tax rates.

²³ There Are Significant Business Costs to Replacing Employees. Heather Boushey and Sarah Jane Glynn

²⁴ Who Pays? <https://itep.org/wp-content/uploads/whopays-ITEP-2018.pdf>



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Early Childhood Education and Care in Arizona

Context, Data, and Resources
for Municipal Leaders

August 2022



The Arizona Mayors Education Roundtable

The Arizona Mayors Education Roundtable, an initiative of Helios Education Foundation and WestEd, brings together mayors of Arizona cities and towns, district superintendents, and their key staff to share data, evidence-based and promising practices, and programmatic strategies that can help address local challenges affecting students' educational and career choices.

Major funding for the Roundtable is provided by the Helios Education Foundation. Additional support is provided by the Arizona Community Foundation. The Roundtable is operated by WestEd, a nonpartisan, nonprofit, research, development, and service agency that works with education and other communities to promote excellence, achieve equity, and improve learning for children, youth, and adults. The views expressed in this resource do not necessarily reflect the official policies of the Arizona Community Foundation, Collaborative Communications Group, Helios Education Foundation, WestEd, the Roundtable, or its members.

About The Arizona PreK Alignment for Early Childhood Success Initiative

The Arizona Pre-K Alignment for Early Childhood Success Initiative brings together representatives from five Arizona cities—Flagstaff, Mesa, Phoenix, Tempe, and Tucson—and the National League of Cities. The goal of the initiative is to align regional efforts, raise awareness, support universal PreK, and develop a sustainable financing and resourcing plan for universal PreK in Arizona. Members meet regularly on issues related to early childhood education and care in Arizona, with a focus on access, equity, quality, and sustainability. Initiative members proposed the ongoing project that has led to the creation of this resource.

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INTRODUCTION

Early Childhood Programs Enable Municipalities and Their Residents to Thrive

Effective systems of early childhood education and care can help to empower families and communities. Education and care provide young children with safe environments designed to nurture their cognitive and social development. They enable parents and caretakers of young children to participate in the workforce. And, in so doing, these systems strengthen local and regional economies, unlocking an exceptional return on investment for municipal governments and their partners in the community.

Despite the importance of early childhood education and care, many families in Arizona and across the country struggle to access affordable, high-quality options that meet their needs, a struggle that the pandemic has both spotlighted and exacerbated. For parents, the lack of access to high-quality child care and education for their young children is associated with lost income and diminished professional opportunities in the short and long terms. Businesses and municipalities also bear a real cost in the form of losses related to reduced productivity and lower tax revenues, among others.

Accordingly, “families, government, and businesses have a shared stake in—and a shared responsibility for—expanding access to affordable, high-quality child care.”¹ Municipal leaders have an especially important role to play in championing the expansion of early childhood education and care systems in their communities. The National League of Cities Institute for Youth, Education, and Families has identified a range of efforts and initiatives—from relatively modest to highly involved and ambitious—municipal leaders can undertake to strengthen early childhood systems, including:²

Prioritizing Early Childhood

- Raise awareness and build support through broad public engagement.
- Lead an early childhood coalition with cross-sector representation.
- Encourage city agencies to support early childhood efforts.
- Designate an early childhood advisor or coordinator.
- Augment and leverage early childhood funding, such as through levy earmarks and attracting philanthropic and other private resources.
- Model best practices as an employer, such as by providing municipal employees with parental leave and on-site child care centers.

¹McHenry, K. and Smith, L. (2021). “Child Care is a Business Affair.” Bipartisan Policy Center. <https://bipartisanpolicy.org/report/child-care-is-a-business-affair/>

²Institute for Youth, Education and Families. (2019). “Supporting Early Childhood Success: Action Kit for Municipal Leaders.” National League of Cities.

Expanding Access to Child Care

- Provide information about child care to families and communities.
- Increase the supply of child care using block grants, tax revenues, donated space, loans, and incentives.
- Review zoning regulations for family child care to facilitate creation of new family/at-home child care programs.
- Develop creative partnerships to fill gaps.
- Address transportation barriers.
- Make child care more affordable, such as through use of general funds for child care subsidies, public-private early learning scholarships, and advocating for increased state and federal funding.

Numerous cities and towns across Arizona are taking steps like these to strengthen early childhood education and care systems so that more children and families in their communities can access the services they need.

The Arizona Mayors Education Roundtable, at the request of the Arizona Pre-K Alignment for Early Childhood Success Initiative team, has developed this resource in support of these efforts. It provides an overview of key issues related to early childhood education and care, a collection of data points on early childhood gaps and the estimated economic impact of those gaps, and a set of Roundtable member snapshots.

Taken as a whole, this resource offers a point-in-time perspective on early childhood education and care in Arizona using the most current available data, some of which predates the COVID-19 pandemic. Of course, the pandemic has had—and continues to have—a major impact on families, education and care providers, health and social services systems, and municipalities. It is important to recognize the ongoing impacts of the pandemic and the challenges inherent to collection and publication of timely data on need, demand, supply, and access to early childhood education and care. The dynamism of the situation—as municipalities respond to the changing needs and challenges of their residents and communities—resists being quantified in real time.

Advocating for Stronger Early Childhood Education and Care Systems: Essential Facts

Growing Need: By 2050, the number of young children in Arizona is projected to increase by 20 percent.³

Developmental Importance: 90 percent of a child's brain growth takes place before the age of five. "The quality of a child's experiences in the first few years of life – positive or negative – helps shape how their brain develops."⁴

Workforce Challenges: "The poverty rate for early educators in Arizona is 20.5 percent, much higher than for Arizona workers in general (10.8 percent) and 7.9 times as high as for K-8 teachers (2.6 percent)"⁵

Return on Investment: Every dollar invested in early childhood programs is estimated to generate returns ranging from \$4 to \$16 through increased high school graduation, college-going, and economic development and individual incomes, as well as decreased dependence on social safety net programs and lower crime and incarceration rates.⁶

³First Things First. (2021). Building Bright Futures: Arizona's Early Childhood Opportunities Report. Arizona Early Childhood Development and Health Board (First Things First). <https://www.firstthingsfirst.org/wp-content/uploads/2021/12/State-Needs-and-Assets-Report-2021.pdf>

⁴First Things First (n.d.). "Brain Development." Author. <https://www.firstthingsfirst.org/early-childhood-matters/brain-development/#:~:text=90%25%20of%20Brain%20Growth%20Happens%20Before%20Kindergarten&text=Incredibly%2C%20it%20doubles%20in%20size,center%20of%20the%20human%20body.>

⁵Center for the Study of Child Care Employment. (2020). "Early Childhood Workforce Index 2020: Arizona." University of California–Berkeley. <https://cscce.berkeley.edu/workforce-index-2020/states/arizona/>

⁶First Things First (n.d.). "Investing in Early Childhood." Author. <https://www.firstthingsfirst.org/early-childhood-matters/investing-in-early-childhood/>

EARLY CHILDHOOD SPOTLIGHT: **FLAGSTAFF**

In Flagstaff, 45 percent of children ages three and four attend a state-regulated child care or preschool, leaving the remaining percentage of children in the care of friends, neighbors, or a family member. Affordability is a prominent challenge for families seeking to access early childhood education and care. The high cost of living in the Flagstaff area prevents many families from affording high-quality preschool, and higher minimum wages are pushing parents out of income brackets that qualify for Head Start or voucher and scholarship programs.

In addition to financial barriers, there is a shortage of high-quality educational programming and care options. There are 2.6 children for each space of existing capacity in the Flagstaff area for three and four-year-olds, and only 26 percent of child care and preschool centers meet the definition of high-quality (either by being accredited, a Head Start program, or meeting the state's Quality Rating and Improvement System (QRIS) four-to-five-star rating). As a result, nearly half of all five-year-old children in Flagstaff do not meet reading benchmarks (compared to national norms (FUSD, 2018)). Children who did not attend preschool were more likely to score below the Letter Naming Fluency and Letter Sound Fluency target benchmarks compared to those who did attend preschool.

Elevate PreK is the City of Flagstaff's three-year collective impact pilot program focused on enhancing the quality, access, and sustainability of high-quality early childhood programs in Flagstaff. The program is designed around three goals. The first focuses on establishing a high-quality, full-day, year-round preschool program that sets a gold standard for early education that can be scaled in Flagstaff and beyond. The second goal focuses on developing a streamlined system of supports that increases access to high quality early learning for families in Flagstaff and beyond. The third goal focuses on community collaboration to develop a sustainable financial model that expands existing early learning services and supports.

Elevate PreK has received funding from the city and the county to pilot classrooms that model high-quality preschool programming. These classrooms target families between 101–250% of the federal poverty level that are currently not accessing preschool services. The goal is to serve families who do not qualify for existing child care assistance but cannot afford full tuition. The first classroom launched, in partnership with Flagstaff Unified School District, in August of 2021. The second classroom will launch in August 2022, in partnership with Quality Connections and the YMCA—pending American Rescue Plan Act (ARPA) funding.

The program has also launched the Elevate PreK Resource Finder, which provides an online platform and access to a Family Partner Specialist that can navigate a family to child care assistance options, as well as the Elevate PreK enrollment process. Additionally, Elevate PreK has established the Northern Arizona Social Peak, a service that provides relationship-based case management to families through play-based activities in non-traditional settings in the community. A committee, representing a range of social services, has formed to improve the coordination of case management for young children and families.

Elevate PreK is preparing to develop a sustainability plan for ensuring all four-year-olds have access to high-quality early learning. A formal coalition will be created, and the program will be requesting coaching to lead this group through aligning its vision for the work and building a unified approach for promoting the importance of high-quality early learning. Flagstaff has committed \$250,000 in ARPA funding towards early learning assistance, for which Elevate PreK will apply.

More information can be found at www.elevateprek.com.

Three Significant Early Childhood Issues for Arizona

AFFORDABILITY

Even when early childhood education and care options are available, in the sense that there are providers with open slots, many Arizona families cannot afford the cost. Early childhood education and care is expensive to provide—this is especially true for high-quality programs—and providers, in the face of low state investment in early childhood (see following section), necessarily pass operational costs to families. In turn, families that cannot afford tuition and fees must either withdraw their children (if fees rise to the point of being unaffordable) or forego care entirely (if fees were never affordable in the first place).

Analysis by the Economic Policy Institute shows that “by the time the pandemic hit, the average cost of child care for toddlers had topped \$8,500 a year in Arizona, while infant care averaged nearly \$11,000 annually.”⁷

It is important to note that affordability—and the myriad factors that influence it—varies among municipalities and regions in Arizona. In recognition of this, the City of Tempe included affordability analyses in an early childhood education feasibility study (see page 9).

DIMINISHED STATE FUNDING FOR EARLY CHILDHOOD PROGRAMS OR EARLY EDUCATION

One of the most significant challenges facing municipal leaders in Arizona in their efforts to strengthen early childhood education and care systems is the state’s disinvestment in early childhood. This disinvestment contributed to Arizona losing the \$20 million federal Preschool Development Grant, which it originally won in 2014, because the state could not demonstrate it had dedicated sufficient funds to early childhood programs.⁸

According to Education Forward Arizona, “Arizona has not invested in quality early learning since the cuts of the Great Recession. Some programs, including the Early Childhood Block Grant, were eliminated and never restored. Coupled with disinvestments in childcare subsidies for the working poor (down to \$7 million from \$70 million), Arizona now faces an early childhood education crisis.”⁹

The National Institute for Early Education Research ranks Arizona 39 among all states when it comes to state spending on three- to five-year-olds enrolled in quality center-based environments.¹⁰

BROADBAND INTERNET ACCESS

Access to ground-based internet connections with sufficient download and upload speeds (25Mb/3Mb) is essential to education, employment, accessing goods and services, and overall quality of life. In rural communities across the country and throughout Arizona—as well as in certain urban areas—broadband access is often limited, whether as a function of provider availability or affordability for families. In turn, this limited access can create an additional barrier for families in their efforts to secure child care for their young children. A lack of broadband access can make it difficult—or practically impossible—for families to use publicly available resources (like the Arizona Child Care Resource & Referral) to locate education and care options and providers; find information about financial supports; and communicate with organizations that provide support in navigating the early childhood education and care landscape.

⁷Polletta, M. (2021). “State Leaders’ Decade of Neglect Imperiled Fragile Child Care System. The Pandemic Nearly Made It Collapse.” Arizona Center for Investigative Reporting. <https://azcir.org/news/2021/11/04/fragile-arizona-child-care-system-faces-decade-neglect/>

⁸Education Forward Arizona. (2021). “Disinvestments in Early Education Are Hurting Children and Families.” Author. <https://educationforwardarizona.org/disinvestments-in-early-education-are-hurting-children-and-families/>

⁹Ibid.

¹⁰National Institute for Early Education Research. (2020). The State of Preschool 2020 - State Preschool Yearbook.” Author.

In 2020, nearly 53 percent of Arizonans living in rural areas did not have access to broadband. This is more than double the national rate of disconnectedness (25%).¹² In many Arizona communities, the pandemic has accelerated efforts to expand broadband access but more current data on access/connectivity rates in 2021 or 2022 were not available at the time this publication was being developed.

Table 1: 2020 Percentage of Population Without Broadband Internet Access, by County

County	Percent Overall	Percent of Urban Areas	Percent of Rural Areas
Statewide	12	5	53
Apache	73	64	76
Cochise	25	5	59
Coconino	35	10	75
Gila	22	8	40
Graham	21	2	41
Greenlee	10	1	18
La Paz	29	13	41
Maricopa	7	5	46
Mohave	20	4	60
Navajo	40	13	61
Pima	8	5	40
Pinal	30	14	62
Santa Cruz	21	5	60
Yavapai	16	4	35
Yuma	11	2	65

Source: Center for the Future of Arizona¹³

¹²Center for the Future of Arizona. (2022). "Progress Meters: Infrastructure—Broadband." Author. <https://www.arizonafuture.org/arizona-progress-meters/infrastructure/broadband/>

¹³Ibid.

EARLY CHILDHOOD SPOTLIGHT: **TUCSON/PIMA COUNTY**

Tucson's early childhood landscape is comprised of numerous partners and stakeholders, including school districts, state government agencies, Head Start, institutions of higher education, advocates, the business community, early care and education providers based in centers and homes, parents, local government, and community-based organizations.

Anchored at the United Way of Tucson and Southern Arizona, The Cradle to Career (C2C) Partnership and the First Focus on Kids (FFK) Coalition are two community efforts that serve to connect partners in Tucson's early childhood systems. C2C brings together resources, leadership, and innovation from throughout the community to ensure that every student achieves key educational milestones along their pathway from birth to adulthood. The First Focus on Kids Coalition began in 1999 with a common vision: "all young children birth to age 8 in Tucson are in safe and supportive environments that promote their cognitive, physical, social, and emotional well-being." Today, with nearly 100 partners, FFK continues to work toward that shared vision with the support and alignment of partners. The United Way of Tucson and Southern Arizona convenes the C2C Partnership and the FFK Coalition using a collective impact model.

Tucson has a long history of coming together on behalf of its youngest residents, and the community's culture of collaboration set the foundation for the most recent "win" in early childhood: the Pima Early Education Program. In early 2021, the Pima County Board of Supervisors approved a motion directing staff to budget \$10 million to assist preschool age children from low-income families to attend high-quality early learning programs. Contributions from the City of Tucson, the towns of Oro Valley and Marana, school districts, the business community, non-profits, and individuals brought the total funding for the effort to about \$13 million for the first year. The result is a multi-sector effort to fund high-quality preschool and capacity building for high-quality providers. The Pima Early Education Program Scholarship program launched in July 2021 and expects to serve approximately 1,200 children (ages three to five) from low-income households per year, thereby increasing opportunities for families to access high-quality care throughout the city and county.

KEY INDICATORS:

Early Childhood Education and Care in Arizona Mayors Education Roundtable Municipalities

This section provides summary tables with data on select indicators of early childhood education and care need, access, economic impact, and workforce. For each table, there is a brief explanation of the included data as well as relevant methodological notes.

Early Childhood Population in Arizona Mayors Education Roundtable Municipalities

The early childhood population (U.S. Census Bureau, 2015-2019 American Community Survey 5-Year Estimates) represents the number of children in each municipality who are younger than the age at which children typically enter kindergarten in Arizona (age five), as well as the proportion of that population that is living in poverty.

Table 2. Arizona Children < 5 Living in Poverty

City/Town	Total Children Under the Age of 5	Children Under the Age of 5 Living in Poverty	Children in Poverty as a Percentage of Total Under the Age of 5
Statewide	433,968	88,674	20%
Phoenix	118,196	27,467	23%
Mesa	33,887	7,800	23%
Tucson	32,691	8,068	25%
Gilbert	18,213	1,172	6%
Tempe	8,474	1,786	21%
Yuma	7,108	2,323	33%
Goodyear	4,871	374	8%
Casa Grande	3,701	933	25%
Flagstaff	3,433	320	9%
Marana	2,978	300	10%
Sahuarita	2,484	163	7%
Prescott	1,228	72	6%
Nogales	1,128	488	43%
Tolleson	580	99	17%
Miami	170	79	46%

Source: American Community Survey, 2019 5-year estimates

EARLY CHILDHOOD SPOTLIGHT: **TEMPE**

The City of Tempe supports its youngest residents and their families with early literacy, preschool, and in-school tutoring and mentoring programs. These free and low-cost initiatives are designed to create equitable access to programs that help ensure school success for all.

Tempe is proud to be the first city in Arizona to provide city-funded, high-quality preschool with Tempe PRE. Implemented in partnership with the Tempe Elementary School District, Tempe PRE is a free and low-cost full-day program for three- and four-year-old children that offers a 1:9 staff to child ratio and High Scope Curriculum delivered by certified teachers.

In 2015, Tempe leaders became aware of the challenges families face in ensuring that their children start Kindergarten ready to succeed. They embarked on a feasibility study to identify how the city could best support families in accessing high-quality early learning. The feasibility study focused on expanding high-quality preschool through a partnership with the Tempe Elementary School District, the city's Kid Zone Preschool program, and Quality First, the statewide QRIS program.

Roughly 3,075 three- and four-year-olds live in Tempe. Two school districts serve elementary students: Tempe Elementary and Kyrene. There are high levels of poverty throughout Tempe, as demonstrated by the fact that 75 percent of children in the Tempe Elementary School district, and 41 percent of the children in the Kyrene school district, qualify for free or reduced-price school lunch. Currently, 64 percent of children are not reaching reading benchmarks upon entry to kindergarten on the DIBELS Next assessment tool, and 58 percent of children are not meeting the benchmark on the AzMERIT Reading/Language Arts Assessment in third grade.

It is also true that too few children in Tempe have access to high-quality preschool and that the areas of highest poverty within Tempe have the fewest high-quality preschools available to families. Quality First is making substantial gains in increasing the level of quality in enrolled centers; however, not all centers are enrolled in the program. Since it launched in 2017, Tempe PRE has served more than 1,500 children and their families with 11 classrooms located on seven Tempe Elementary School District campuses. Staff regularly engage with Tempe PRE families through check-in chats and seasonal celebrations to ensure that our program is meeting their needs.

Preschool students transitioning into the elementary grades are supported academically through an AARP Foundation Experience Corps literacy tutoring program, in which trained tutors ages 50+ are paired with struggling readers (in kindergarten through third grade) to provide one-on-one weekly mentoring for the entire school year.

On top of this, Read On Tempe helps families build their home libraries by providing books and activities through our Helping Us Grow (HUG) program. Supports for parents are available at no cost through the Triple P Positive Parenting Program, the most evidence-based parenting education program available anywhere.

More information is available at [Tempe Pre](#) and [Read On Tempe](#).

Child Care Providers in Arizona Mayors Education Roundtable Municipalities

Derived from the Arizona Child Care Resource & Referral database of childcare options in Arizona municipalities, Table 3 shows the total number of child care centers, the number of family child care providers, and the number of accredited providers in each municipality.

Table 3: Count of Child Care Providers, by City/Town

City/Town	Child Care Centers	Family Child Care Providers	# of Accredited Providers
Statewide	2,069	477	205
Phoenix	425	62	25
Mesa	135	15	12
Tucson	287	181	69
Gilbert	98	5	7
Tempe	77	6	4
Yuma	60	29	15
Goodyear	31	2	2
Casa Grande	19	3	-
Flagstaff	44	-	2
Marana	8	3	1
Sahuarita	7	3	-
Prescott	14	-	2
Nogales	10	18	2
Tolleson	7	3	-
Miami	1	-	-

Source: *Arizona Child Care Resource & Referral*

Gap Between Early Childhood Care Need and Availability in Arizona Mayors Education Roundtable Municipalities

The gap between child care need and availability represents the number of children age five and under (U.S. Census Bureau, 2014-2018 American Community Survey 5-Year Estimates) who have all parents in the workforce and who cannot access child care within driving distance. Driving distance is defined as 3.5 miles for urban areas and 10 miles for rural areas. The care gap percentage reflects the total gap divided by the total need. The care gap does not take into account the demand for child care—the actual number of families that use or seek child care from state-recognized providers, the definition of which includes “child care centers, family child care homes, state Pre-K programs, preschools, Head Start, military-certified or registered programs, and license exempt care designated by state statutes.”

See <https://childcaregap.org/> for additional methodological information.

Table 4. Arizona Early Childhood Care Need and Availability

City/Town	Need (Children 5 & under with all parents in labor force)	Availability (Child care slots offered by state-recognized providers)	Gap (Children who may need care but don't have access to a nearby provider with available slots)	
			Total	Percentage
Statewide	304,180	234,280	76,740	25%
Phoenix	81,036	65,681	16,758	21%
Mesa	23,746	14,482	4,027	17%
Tucson	24,973	20,065	5,418	22%
Gilbert	12,205	13,375	1,824	15%
Tempe	6,241	7,426	746	12%
Yuma	4,595	3,727	1,454	32%
Goodyear	3,623	5,000	900	25%
Casa Grande	2,570	1,429	1,134	44%
Flagstaff	2,945	2,308	843	29%
Marana	1,909	1,119	194	10%
Sahuarita	1,362	346	725	53%
Prescott and Prescott Valley	2,410	2,157	526	22%
Nogales	813	565	485	60%
Tolleson	404	618	198	49%
Miami and Globe	488	190	330	68%

Source: Read On Arizona (data from Bipartisan Policy Center)

EARLY CHILDHOOD SPOTLIGHT: **PHOENIX**

The City of Phoenix is committed to increasing access to services for families with children under five in underinvested communities through educational and literacy partnerships. The City leads the Read On Phoenix (ROP) initiative, which is a partnership of community stakeholders dedicated to ensuring students have the skills necessary to read at grade level by the end of third grade. The City has supercharged efforts to increase school readiness and early childhood activities in targeted communities.

Approximately 13,000 Phoenix third graders are not reading at grade level. The pandemic has led to a “COVID-19 slide,” interrupted learning that is further widening the gap between student achievement in literacy and math, particularly in low-income communities.

In addition to the ROP initiative, Phoenix offers an array of literacy-enriched activities to support children and families that increase educational attainment, foster self-sufficiency and enhanced quality of life. For example, Family Resource Centers are co-located in parks, housing facilities, and libraries to increase access to supportive services for families with children under five. The program provides information on child development, literacy skills, health and safety, and trainings on how to engage with their children. Phoenix also offers Head Start Birth-to-Five programs that serve more than 3,400 children and families a year.

Phoenix also supports several early childhood education programs that build the foundation for academic, behavioral and social-emotional skills, such as Kindergarten Bootcamp. The program provides parents tools, information, and activities to help prepare their children for school success in a fun, educational, and interactive setting. Parents and caregivers work with their children on foundational skills that have been demonstrated to be the most important for both a successful kindergarten and school experience.

The Phoenix Great Start program provides children and families in low-income communities with free admission to educational and cultural centers before entering kindergarten. The City targets families from low-income communities to provide strong family engagement and kindergarten-readiness workshops and activities to begin supporting early literacy development with their children.

Phoenix is dedicated to bridging the gap and addressing challenges that impact early childhood and student achievement. The City is committed to increasing access to early childhood programs and encouraging families to reinforce learning beyond the school day.

Future Economic Impact of Child Care Gap in Arizona Mayors Education Roundtable Municipalities

The future economic impact of the child care gap in each municipality is the negative effect of that gap on families/households, businesses, and tax revenues. Presented as a range, with low and high estimates modeled, it is a composite of the annual impact (the one-year burden on the economy) and the compounding losses that accumulate over the subsequent 10 years. Family/household impacts include losses incurred through reduced work hours and exit from the workforce, as well as future earnings losses. Businesses impacts reflect losses such as reduced productivity, pay, and benefits to employees. Tax revenue impacts are the amount that the combined family/household and business losses would have contributed in taxes, now and in the future.

See <https://childcaregap.org/> for additional methodological information.

Table 5. Future Economic Impact of Child Care Gaps

City/Town	Economic Impact (future value in \$)	
	Low	High
Statewide*	3,000,000,000	4,600,000,000
Phoenix	684,194,000	1,045,179,000
Mesa	164,414,000	251,160,000
Tucson	207,578,000	317,097,000
Gilbert	74,470,000	113,761,000
Tempe	30,458,000	46,527,000
Yuma	46,104,000	70,428,000
Goodyear	36,745,000	56,132,000
Casa Grande	46,299,000	70,726,000
Flagstaff	29,767,000	45,472,000
Marana	7,433,000	11,354,000
Sahuarita	27,777,000	42,432,000
Prescott and Prescott Valley	17,908,000	27,356,000
Nogales	17,740,000	27,099,000
Tolleson	8,084,000	12,349,000
Miami and Globe	12,070,000	18,438,000

Source: Read On Arizona (data from Bipartisan Policy Center)

*Impact estimates from the Bipartisan Policy Center

Early Child Care Prices and Workforce Wages

The affordability of early child care options within reasonable distance of home is one of the most significant obstacles that families face in accessing the care they need. For each municipality, Table 6 presents *county-level* data (the smallest jurisdiction for which data is available) median market rate prices for early child care.

Considering the early childhood workforce challenges, and the compensation inequities facing early childhood professionals nationally and in Arizona, Table 6 also includes available median hourly wage data, again at the county level, for early childhood education and care professionals. Broadly, a lack of specific hourly wage data for all levels of experience and professional level in early childhood provides a challenge for professionalizing and supporting the workforce.

Table 6: Hourly Prices and Wages for Child Care, by County

City/Town	Median Weekly Market Rate Child Care Prices for 3–5-Year-Olds	Preschool Teachers, Except Special Education, Median Hourly Wage	Education Administrators Preschool and Child Care Center Program, Median Hourly Wage
Phoenix	\$170.00	\$14.30	\$19.07
Mesa	\$170.00	\$14.30	\$19.07
Tucson	\$167.35	\$13.83	\$21.41
Gilbert	\$170.00	\$14.30	\$19.07
Tempe	\$170.00	\$14.30	\$19.07
Yuma	\$125.00	\$15.75	\$21.62
Goodyear	\$170.00	\$14.30	\$19.07
Casa Grande	\$142.50	N/A	N/A
Flagstaff	\$151.80	\$16.76	N/A
Marana	\$167.35	\$13.83	\$21.41
Sahuarita	\$167.35	\$13.83	\$21.41
Prescott	\$151.80	\$15.44	N/A
Nogales	\$125.00	N/A	N/A
Tolleson	\$170.00	\$14.30	\$19.07
Miami	\$142.50	N/A	N/A

Source: *Arizona at Work*

EARLY CHILDHOOD SPOTLIGHT: **MESA**

The City of Mesa supports early childhood education through a variety of programs and initiatives to increase equitable access to quality early learning for Mesa families.

Mesa is a member of the National League of Cities Arizona PreK Alignment for Early Childhood Success Initiative. The goal of the initiative is to align regional efforts, raise awareness, support universal PreK, and develop a sustainable financing and resourcing plan for universal PreK in Arizona.

Four K-12 districts serve City of Mesa elementary students: Mesa Public Schools, Gilbert Public Schools, Queen Creek Unified School District, and Higley Unified School District. In 2018, the City of Mesa partnered with Mesa Public Schools and Mesa United Way to launch the Mesa K-Ready program, which focuses on kindergarten readiness and promoting the importance of early childhood learning. Mesa K-Ready offers a free program, targeted to low-income families, and uses a combination of academic lessons, fun learning activities, and family support to help Mesa parents and their three and four-year-olds prepare for kindergarten.

The City of Mesa Libraries work in partnership with the school districts to promote early literacy through family access, weekly targeted age group story times, and summer reading programs.

In Fall 2021, Mesa formed the Education and Workforce Roundtable with four strategic focus groups, one of which centers on early childhood through high school. This focus group is made up of industry leaders and meets monthly to collaborate, share expertise and resources, and advise the City Council on the highest priorities to strengthen, streamline, and align early learning needs.

EARLY CHILDHOOD DATA SNAPSHOT:

Arizona Mayors Education Roundtable Municipalities

This section provides consolidated snapshots of the data for each municipality featured in the tables in the previous section. For each set of indicators, the relevant explanations and methodological notes are repeated, so that these snapshots can be extracted for use as stand-alone fact sheets for each municipality.

Casa Grande

Early Childhood Population

The early childhood population (U.S. Census Bureau, 2015-2019 American Community Survey 5-Year Estimates) represents the number of children in each municipality who are younger than the age at which children typically enter kindergarten in Arizona (age five), as well as the proportion of that population that is living in poverty.

Source: American Community Survey

3,701

of children under the age of five

933 (25%)

of children under the age of five living in poverty

Child Care Providers

Derived from the Arizona Child Care Resource & Referral database of childcare options in Arizona municipalities, provider counts are disaggregated by type and accreditation.

Source: Arizona Child Care Resource & Referral

19

of child care centers

3

of family
child care providers

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of accredited providers

Gap Between Child Care Need and Availability

The gap between child care need and availability represents the number of children age five and under (U.S. Census Bureau, 2014-2018 American Community Survey 5-Year Estimates) who have all parents in the workforce and who cannot access child care within driving distance. Driving distance is defined as 3.5 miles for urban areas and 10 miles for rural areas. The care gap percentage reflects the total gap divided by the total need. The care gap does not take into account the demand for child care—the actual number of families that use or seek child care from state-recognized providers—and which can be locally heightened by lack of access. See <https://childcaregap.org/> for additional methodological information.

Source: Read On Arizona (data from Bipartisan Policy Center)

Need

2,570

of children age five and under with all available parents in the labor force

Availability

1,429

of child care slots offered by legally operated and state-recognized providers

Care Gap

1,134 (44%)

of children who potentially need care but whose families cannot reasonably access care

Future Economic Impact of Child Care Gap

The future economic impact of the child care gap in each municipality is the negative effect of that gap on families/households, businesses and tax revenues. Presented as a range, with low and high estimates modeled, it is a composite of the annual impact (the one-year burden on the economy) and the compounding losses that accumulate over the subsequent 10 years. Family/household impacts include losses incurred through reduced work hours and exit from the workforce, as well as future earnings losses. Businesses impacts reflect losses such as reduced productivity, pay, and benefits to employees. Tax revenue impacts represent the combined amount that family/household and business losses would have contributed to government revenues. See <https://childcaregap.org/> for additional methodological information.

Source: Read On Arizona (data from Bipartisan Policy Center)

\$70,726,000 (high)

\$46,299,000 (low)

Flagstaff

Early Childhood Population

The early childhood population (U.S. Census Bureau, 2015-2019 American Community Survey 5-Year Estimates) represents the number of children in each municipality who are younger than the age at which children typically enter kindergarten in Arizona (age five), as well as the proportion of that population that is living in poverty.

Source: American Community Survey

3,433

of children under the age of five

320 (9%)

of children under the age of five living in poverty

Child Care Providers

Derived from the Arizona Child Care Resource & Referral database of childcare options in Arizona municipalities, provider counts are disaggregated by type and accreditation.

Source: Arizona Child Care Resource & Referral

44

of child care centers

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of family
child care providers

2

of accredited providers

Gap Between Child Care Need and Availability

The gap between child care need and availability represents the number of children age five and under (U.S. Census Bureau, 2014-2018 American Community Survey 5-Year Estimates) who have all parents in the workforce and who cannot access child care within driving distance. Driving distance is defined as 3.5 miles for urban areas and 10 miles for rural areas. The care gap percentage reflects the total gap divided by the total need. The care gap does not take into account the demand for child care—the actual number of families that use or seek child care from state-recognized providers—and which can be locally heightened by lack of access. See <https://childcaregap.org/> for additional methodological information.

Source: Read On Arizona (data from Bipartisan Policy Center)

Need

2,945

of children age five and under with all available parents in the labor force

Availability

2,308

of child care slots offered by legally operated and state-recognized providers

Care Gap

843 (29%)

of children who potentially need care but whose families cannot reasonably access care

Future Economic Impact of Child Care Gap

The future economic impact of the child care gap in each municipality is the negative effect of that gap on families/households, businesses and tax revenues. Presented as a range, with low and high estimates modeled, it is a composite of the annual impact (the one-year burden on the economy) and the compounding losses that accumulate over the subsequent 10 years. Family/household impacts include losses incurred through reduced work hours and exit from the workforce, as well as future earnings losses. Businesses impacts reflect losses such as reduced productivity, pay, and benefits to employees. Tax revenue impacts represent the combined amount that family/household and business losses would have contributed to government revenues. See <https://childcaregap.org/> for additional methodological information.

Source: Read On Arizona (data from Bipartisan Policy Center)

\$45,472,000 (high)

\$29,767,000 (low)

Gilbert

Early Childhood Population

The early childhood population (U.S. Census Bureau, 2015-2019 American Community Survey 5-Year Estimates) represents the number of children in each municipality who are younger than the age at which children typically enter kindergarten in Arizona (age five), as well as the proportion of that population that is living in poverty.

Source: American Community Survey

18,213

of children under the age of five

1,172 (6%)

of children under the age of five living in poverty

Child Care Providers

Derived from the Arizona Child Care Resource & Referral database of childcare options in Arizona municipalities, provider counts are disaggregated by type and accreditation.

Source: Arizona Child Care Resource & Referral

98

of child care centers

5

of family child care providers

7

of accredited providers

Gap Between Child Care Need and Availability

The gap between child care need and availability represents the number of children age five and under (U.S. Census Bureau, 2014-2018 American Community Survey 5-Year Estimates) who have all parents in the workforce and who cannot access child care within driving distance. Driving distance is defined as 3.5 miles for urban areas and 10 miles for rural areas. The care gap percentage reflects the total gap divided by the total need. The care gap does not take into account the demand for child care—the actual number of families that use or seek child care from state-recognized providers—and which can be locally heightened by lack of access. See <https://childcaregap.org/> for additional methodological information.

Source: Read On Arizona (data from Bipartisan Policy Center)

Need

12,205

of children age five and under with all available parents in the labor force

Availability

13,375

of child care slots offered by legally operated and state-recognized providers

Care Gap

1,824 (15%)

of children who potentially need care but whose families cannot reasonably access care

Future Economic Impact of Child Care Gap

The future economic impact of the child care gap in each municipality is the negative effect of that gap on families/households, businesses and tax revenues. Presented as a range, with low and high estimates modeled, it is a composite of the annual impact (the one-year burden on the economy) and the compounding losses that accumulate over the subsequent 10 years. Family/household impacts include losses incurred through reduced work hours and exit from the workforce, as well as future earnings losses. Businesses impacts reflect losses such as reduced productivity, pay, and benefits to employees. Tax revenue impacts represent the combined amount that family/household and business losses would have contributed to government revenues. See <https://childcaregap.org/> for additional methodological information.

Source: Read On Arizona (data from Bipartisan Policy Center)

\$113,761,000 (high)

\$74,470,000 (low)

Goodyear

Early Childhood Population

The early childhood population (U.S. Census Bureau, 2015-2019 American Community Survey 5-Year Estimates) represents the number of children in each municipality who are younger than the age at which children typically enter kindergarten in Arizona (age five), as well as the proportion of that population that is living in poverty.

Source: American Community Survey

4,871

of children under the age of five

374 (8%)

of children under the age of five living in poverty

Child Care Providers

Derived from the Arizona Child Care Resource & Referral database of childcare options in Arizona municipalities, provider counts are disaggregated by type and accreditation.

Source: Arizona Child Care Resource & Referral

31

of child care centers

2

of family child care providers

2

of accredited providers

Gap Between Child Care Need and Availability

The gap between child care need and availability represents the number of children age five and under (U.S. Census Bureau, 2014-2018 American Community Survey 5-Year Estimates) who have all parents in the workforce and who cannot access child care within driving distance. Driving distance is defined as 3.5 miles for urban areas and 10 miles for rural areas. The care gap percentage reflects the total gap divided by the total need. The care gap does not take into account the demand for child care—the actual number of families that use or seek child care from state-recognized providers—and which can be locally heightened by lack of access. See <https://childcaregap.org/> for additional methodological information.

Source: Read On Arizona (data from Bipartisan Policy Center)

Need

3,623

of children age five and under with all available parents in the labor force

Availability

5,000

of child care slots offered by legally operated and state-recognized providers

Care Gap

900 (25%)

of children who potentially need care but whose families cannot reasonably access care

Future Economic Impact of Child Care Gap

The future economic impact of the child care gap in each municipality is the negative effect of that gap on families/households, businesses and tax revenues. Presented as a range, with low and high estimates modeled, it is a composite of the annual impact (the one-year burden on the economy) and the compounding losses that accumulate over the subsequent 10 years. Family/household impacts include losses incurred through reduced work hours and exit from the workforce, as well as future earnings losses. Businesses impacts reflect losses such as reduced productivity, pay, and benefits to employees. Tax revenue impacts represent the combined amount that family/household and business losses would have contributed to government revenues. See <https://childcaregap.org/> for additional methodological information.

Source: Read On Arizona (data from Bipartisan Policy Center)

\$56,132,000 (high)

\$36,745,000 (low)

Marana

Early Childhood Population

The early childhood population (U.S. Census Bureau, 2015-2019 American Community Survey 5-Year Estimates) represents the number of children in each municipality who are younger than the age at which children typically enter kindergarten in Arizona (age five), as well as the proportion of that population that is living in poverty.

Source: American Community Survey

2,978

of children under the age of five

300 (10%)

of children under the age of five living in poverty

Child Care Providers

Derived from the Arizona Child Care Resource & Referral database of childcare options in Arizona municipalities, provider counts are disaggregated by type and accreditation.

Source: Arizona Child Care Resource & Referral

8

of child care centers

3

of family
child care providers

1

of accredited providers

Gap Between Child Care Need and Availability

The gap between child care need and availability represents the number of children age five and under (U.S. Census Bureau, 2014-2018 American Community Survey 5-Year Estimates) who have all parents in the workforce and who cannot access child care within driving distance. Driving distance is defined as 3.5 miles for urban areas and 10 miles for rural areas. The care gap percentage reflects the total gap divided by the total need. The care gap does not take into account the demand for child care—the actual number of families that use or seek child care from state-recognized providers—and which can be locally heightened by lack of access. See <https://childcaregap.org/> for additional methodological information.

Source: Read On Arizona (data from Bipartisan Policy Center)

Need

1,909

of children age five and under with all available parents in the labor force

Availability

1,119

of child care slots offered by legally operated and state-recognized providers

Care Gap

194 (10%)

of children who potentially need care but whose families cannot reasonably access care

Future Economic Impact of Child Care Gap

The future economic impact of the child care gap in each municipality is the negative effect of that gap on families/households, businesses and tax revenues. Presented as a range, with low and high estimates modeled, it is a composite of the annual impact (the one-year burden on the economy) and the compounding losses that accumulate over the subsequent 10 years. Family/household impacts include losses incurred through reduced work hours and exit from the workforce, as well as future earnings losses. Businesses impacts reflect losses such as reduced productivity, pay, and benefits to employees. Tax revenue impacts represent the combined amount that family/household and business losses would have contributed to government revenues. See <https://childcaregap.org/> for additional methodological information.

Source: Read On Arizona (data from Bipartisan Policy Center)

\$11,354,000 (high)

\$7,433,000 (low)

Mesa

Early Childhood Population

The early childhood population (U.S. Census Bureau, 2015-2019 American Community Survey 5-Year Estimates) represents the number of children in each municipality who are younger than the age at which children typically enter kindergarten in Arizona (age five), as well as the proportion of that population that is living in poverty.

Source: American Community Survey

33,887

of children under the age of five

7,800 (23%)

of children under the age of five living in poverty

Child Care Providers

Derived from the Arizona Child Care Resource & Referral database of childcare options in Arizona municipalities, provider counts are disaggregated by type and accreditation.

Source: Arizona Child Care Resource & Referral

135

of child care centers

15

of family child care providers

12

of accredited providers

Gap Between Child Care Need and Availability

The gap between child care need and availability represents the number of children age five and under (U.S. Census Bureau, 2014-2018 American Community Survey 5-Year Estimates) who have all parents in the workforce and who cannot access child care within driving distance. Driving distance is defined as 3.5 miles for urban areas and 10 miles for rural areas. The care gap percentage reflects the total gap divided by the total need. The care gap does not take into account the demand for child care—the actual number of families that use or seek child care from state-recognized providers—and which can be locally heightened by lack of access. See <https://childcaregap.org/> for additional methodological information.

Source: Read On Arizona (data from Bipartisan Policy Center)

Need

23,746

of children age five and under with all available parents in the labor force

Availability

14,482

of child care slots offered by legally operated and state-recognized providers

Care Gap

4,027 (17%)

of children who potentially need care but whose families cannot reasonably access care

Future Economic Impact of Child Care Gap

The future economic impact of the child care gap in each municipality is the negative effect of that gap on families/households, businesses and tax revenues. Presented as a range, with low and high estimates modeled, it is a composite of the annual impact (the one-year burden on the economy) and the compounding losses that accumulate over the subsequent 10 years. Family/household impacts include losses incurred through reduced work hours and exit from the workforce, as well as future earnings losses. Businesses impacts reflect losses such as reduced productivity, pay, and benefits to employees. Tax revenue impacts represent the combined amount that family/household and business losses would have contributed to government revenues. See <https://childcaregap.org/> for additional methodological information.

Source: Read On Arizona (data from Bipartisan Policy Center)

\$251,160,000 (high)

\$164,414,000 (low)

Miami and Globe

Early Childhood Population

The early childhood population (U.S. Census Bureau, 2015-2019 American Community Survey 5-Year Estimates) represents the number of children in each municipality who are younger than the age at which children typically enter kindergarten in Arizona (age five), as well as the proportion of that population that is living in poverty.

Source: American Community Survey

170

of children under the age of five

79 (46%)

of children under the age of five living in poverty

Child Care Providers

Derived from the Arizona Child Care Resource & Referral database of childcare options in Arizona municipalities, provider counts are disaggregated by type and accreditation.

Source: Arizona Child Care Resource & Referral

1

of child care centers

--

of family
child care providers

--

of accredited providers

Gap Between Child Care Need and Availability

The gap between child care need and availability represents the number of children age five and under (U.S. Census Bureau, 2014-2018 American Community Survey 5-Year Estimates) who have all parents in the workforce and who cannot access child care within driving distance. Driving distance is defined as 3.5 miles for urban areas and 10 miles for rural areas. The care gap percentage reflects the total gap divided by the total need. The care gap does not take into account the demand for child care—the actual number of families that use or seek child care from state-recognized providers—and which can be locally heightened by lack of access. See <https://childcaregap.org/> for additional methodological information.

Source: Read On Arizona (data from Bipartisan Policy Center); due to area size, data reflect Miami + Globe

Need

488

of children age five and
under with all available
parents in the labor force

Availability

190

of child care slots offered
by legally operated and
state-recognized providers

Care Gap

330 (68%)

of children who poten-
tially need care but whose
families cannot reasonably
access care

Future Economic Impact of Child Care Gap

The future economic impact of the child care gap in each municipality is the negative effect of that gap on families/ households, businesses and tax revenues. Presented as a range, with low and high estimates modeled, it is a composite of the annual impact (the one-year burden on the economy) and the compounding losses that accumulate over the subsequent 10 years. Family/household impacts include losses incurred through reduced work hours and exit from the workforce, as well as future earnings losses. Businesses impacts reflect losses such as reduced productivity, pay, and benefits to employees. Tax revenue impacts represent the combined amount that family/ household and business losses would have contributed to government revenues. See <https://childcaregap.org/> for additional methodological information.

Source: Read On Arizona (data from Bipartisan Policy Center); due to area size, data reflect Miami + Globe

\$18,438,000 (high)

\$12,070,000 (low)

Nogales

Early Childhood Population

The early childhood population (U.S. Census Bureau, 2015-2019 American Community Survey 5-Year Estimates) represents the number of children in each municipality who are younger than the age at which children typically enter kindergarten in Arizona (age five), as well as the proportion of that population that is living in poverty.

Source: American Community Survey

1,128

of children under the age of five

488 (43%)

of children under the age of five living in poverty

Child Care Providers

Derived from the Arizona Child Care Resource & Referral database of childcare options in Arizona municipalities, provider counts are disaggregated by type and accreditation.

Source: Arizona Child Care Resource & Referral

10

of child care centers

18

of family child care providers

2

of accredited providers

Gap Between Child Care Need and Availability

The gap between child care need and availability represents the number of children age five and under (U.S. Census Bureau, 2014-2018 American Community Survey 5-Year Estimates) who have all parents in the workforce and who cannot access child care within driving distance. Driving distance is defined as 3.5 miles for urban areas and 10 miles for rural areas. The care gap percentage reflects the total gap divided by the total need. The care gap does not take into account the demand for child care—the actual number of families that use or seek child care from state-recognized providers—and which can be locally heightened by lack of access. See <https://childcaregap.org/> for additional methodological information.

Source: Read On Arizona (data from Bipartisan Policy Center)

Need

813

of children age five and under with all available parents in the labor force

Availability

565

of child care slots offered by legally operated and state-recognized providers

Care Gap

485 (60%)

of children who potentially need care but whose families cannot reasonably access care

Future Economic Impact of Child Care Gap

The future economic impact of the child care gap in each municipality is the negative effect of that gap on families/ households, businesses and tax revenues. Presented as a range, with low and high estimates modeled, it is a composite of the annual impact (the one-year burden on the economy) and the compounding losses that accumulate over the subsequent 10 years. Family/household impacts include losses incurred through reduced work hours and exit from the workforce, as well as future earnings losses. Businesses impacts reflect losses such as reduced productivity, pay, and benefits to employees. Tax revenue impacts represent the combined amount that family/ household and business losses would have contributed to government revenues. See <https://childcaregap.org/> for additional methodological information.

Source: Read On Arizona (data from Bipartisan Policy Center)

\$27,099,000 (high)

\$17,740,000 (low)

Phoenix

Early Childhood Population

The early childhood population (U.S. Census Bureau, 2015-2019 American Community Survey 5-Year Estimates) represents the number of children in each municipality who are younger than the age at which children typically enter kindergarten in Arizona (age five), as well as the proportion of that population that is living in poverty.

Source: American Community Survey

118,196

of children under the age of five

27,467 (23%)

of children under the age of five living in poverty

Child Care Providers

Derived from the Arizona Child Care Resource & Referral database of childcare options in Arizona municipalities, provider counts are disaggregated by type and accreditation.

Source: Arizona Child Care Resource & Referral

425

of child care centers

62

of family
child care providers

25

of accredited providers

Gap Between Child Care Need and Availability

The gap between child care need and availability represents the number of children age five and under (U.S. Census Bureau, 2014-2018 American Community Survey 5-Year Estimates) who have all parents in the workforce and who cannot access child care within driving distance. Driving distance is defined as 3.5 miles for urban areas and 10 miles for rural areas. The care gap percentage reflects the total gap divided by the total need. The care gap does not take into account the demand for child care—the actual number of families that use or seek child care from state-recognized providers—and which can be locally heightened by lack of access. See <https://childcaregap.org/> for additional methodological information.

Source: Read On Arizona (data from Bipartisan Policy Center)

Need

81,036

of children age five and under with all available parents in the labor force

Availability

65,681

of child care slots offered by legally operated and state-recognized providers

Care Gap

16,758 (21%)

of children who potentially need care but whose families cannot reasonably access care

Future Economic Impact of Child Care Gap

The future economic impact of the child care gap in each municipality is the negative effect of that gap on families/households, businesses and tax revenues. Presented as a range, with low and high estimates modeled, it is a composite of the annual impact (the one-year burden on the economy) and the compounding losses that accumulate over the subsequent 10 years. Family/household impacts include losses incurred through reduced work hours and exit from the workforce, as well as future earnings losses. Businesses impacts reflect losses such as reduced productivity, pay, and benefits to employees. Tax revenue impacts represent the combined amount that family/household and business losses would have contributed to government revenues. See <https://childcaregap.org/> for additional methodological information.

Source: Read On Arizona (data from Bipartisan Policy Center)

\$1,045,179,000 (high)

\$684,194,000 (low)

Prescott

Early Childhood Population

The early childhood population (U.S. Census Bureau, 2015-2019 American Community Survey 5-Year Estimates) represents the number of children in each municipality who are younger than the age at which children typically enter kindergarten in Arizona (age five), as well as the proportion of that population that is living in poverty.

Source: American Community Survey

1,228

of children under the age of five

72 (6%)

of children under the age of five living in poverty

Child Care Providers

Derived from the Arizona Child Care Resource & Referral database of childcare options in Arizona municipalities, provider counts are disaggregated by type and accreditation.

Source: Arizona Child Care Resource & Referral

14

of child care centers

--

of family
child care providers

2

of accredited providers

Gap Between Child Care Need and Availability

The gap between child care need and availability represents the number of children age five and under (U.S. Census Bureau, 2014-2018 American Community Survey 5-Year Estimates) who have all parents in the workforce and who cannot access child care within driving distance. Driving distance is defined as 3.5 miles for urban areas and 10 miles for rural areas. The care gap percentage reflects the total gap divided by the total need. The care gap does not take into account the demand for child care—the actual number of families that use or seek child care from state-recognized providers—and which can be locally heightened by lack of access. See <https://childcaregap.org/> for additional methodological information.

Source: Read On Arizona (data from Bipartisan Policy Center); due to area size, data reflect Prescott + Prescott Valley

Need

2,410

of children age five and under with all available parents in the labor force

Availability

2,157

of child care slots offered by legally operated and state-recognized providers

Care Gap

526 (22%)

of children who potentially need care but whose families cannot reasonably access care

Future Economic Impact of Child Care Gap

The future economic impact of the child care gap in each municipality is the negative effect of that gap on families/households, businesses and tax revenues. Presented as a range, with low and high estimates modeled, it is a composite of the annual impact (the one-year burden on the economy) and the compounding losses that accumulate over the subsequent 10 years. Family/household impacts include losses incurred through reduced work hours and exit from the workforce, as well as future earnings losses. Businesses impacts reflect losses such as reduced productivity, pay, and benefits to employees. Tax revenue impacts represent the combined amount that family/household and business losses would have contributed to government revenues. See <https://childcaregap.org/> for additional methodological information.

Source: Read On Arizona (data from Bipartisan Policy Center); due to area size, data reflect Prescott + Prescott Valley

\$27,356,000 (high)

\$17,908,000 (low)

Sahuarita

Early Childhood Population

The early childhood population (U.S. Census Bureau, 2015-2019 American Community Survey 5-Year Estimates) represents the number of children in each municipality who are younger than the age at which children typically enter kindergarten in Arizona (age five), as well as the proportion of that population that is living in poverty.

Source: American Community Survey

2,484

of children under the age of five

163 (7%)

of children under the age of five living in poverty

Child Care Providers

Derived from the Arizona Child Care Resource & Referral database of childcare options in Arizona municipalities, provider counts are disaggregated by type and accreditation.

Source: Arizona Child Care Resource & Referral

7

of child care centers

3

of family
child care providers

--

of accredited providers

Gap Between Child Care Need and Availability

The gap between child care need and availability represents the number of children age five and under (U.S. Census Bureau, 2014-2018 American Community Survey 5-Year Estimates) who have all parents in the workforce and who cannot access child care within driving distance. Driving distance is defined as 3.5 miles for urban areas and 10 miles for rural areas. The care gap percentage reflects the total gap divided by the total need. The care gap does not take into account the demand for child care—the actual number of families that use or seek child care from state-recognized providers—and which can be locally heightened by lack of access. See <https://childcaregap.org/> for additional methodological information.

Source: Read On Arizona (data from Bipartisan Policy Center)

Need

1,362

of children age five and
under with all available
parents in the labor force

Availability

346

of child care slots offered
by legally operated and
state-recognized providers

Care Gap

725 (53%)

of children who poten-
tially need care but whose
families cannot reasonably
access care

Future Economic Impact of Child Care Gap

The future economic impact of the child care gap in each municipality is the negative effect of that gap on families/ households, businesses and tax revenues. Presented as a range, with low and high estimates modeled, it is a composite of the annual impact (the one-year burden on the economy) and the compounding losses that accumulate over the subsequent 10 years. Family/household impacts include losses incurred through reduced work hours and exit from the workforce, as well as future earnings losses. Businesses impacts reflect losses such as reduced productivity, pay, and benefits to employees. Tax revenue impacts represent the combined amount that family/ household and business losses would have contributed to government revenues. See <https://childcaregap.org/> for additional methodological information.

Source: Read On Arizona (data from Bipartisan Policy Center)

\$42,432,000 (high)

\$27,777,000 (low)

Tempe

Early Childhood Population

The early childhood population (U.S. Census Bureau, 2015-2019 American Community Survey 5-Year Estimates) represents the number of children in each municipality who are younger than the age at which children typically enter kindergarten in Arizona (age five), as well as the proportion of that population that is living in poverty.

Source: American Community Survey

8,474

of children under the age of five

1,786 (21%)

of children under the age of five living in poverty

Child Care Providers

Derived from the Arizona Child Care Resource & Referral database of childcare options in Arizona municipalities, provider counts are disaggregated by type and accreditation.

Source: Arizona Child Care Resource & Referral

77

of child care centers

6

of family child care providers

4

of accredited providers

Gap Between Child Care Need and Availability

The gap between child care need and availability represents the number of children age five and under (U.S. Census Bureau, 2014-2018 American Community Survey 5-Year Estimates) who have all parents in the workforce and who cannot access child care within driving distance. Driving distance is defined as 3.5 miles for urban areas and 10 miles for rural areas. The care gap percentage reflects the total gap divided by the total need. The care gap does not take into account the demand for child care—the actual number of families that use or seek child care from state-recognized providers—and which can be locally heightened by lack of access. See <https://childcaregap.org/> for additional methodological information.

Source: Read On Arizona (data from Bipartisan Policy Center)

Need

6,241

of children age five and under with all available parents in the labor force

Availability

7,426

of child care slots offered by legally operated and state-recognized providers

Care Gap

746 (12%)

of children who potentially need care but whose families cannot reasonably access care

Future Economic Impact of Child Care Gap

The future economic impact of the child care gap in each municipality is the negative effect of that gap on families/households, businesses and tax revenues. Presented as a range, with low and high estimates modeled, it is a composite of the annual impact (the one-year burden on the economy) and the compounding losses that accumulate over the subsequent 10 years. Family/household impacts include losses incurred through reduced work hours and exit from the workforce, as well as future earnings losses. Businesses impacts reflect losses such as reduced productivity, pay, and benefits to employees. Tax revenue impacts represent the combined amount that family/household and business losses would have contributed to government revenues. See <https://childcaregap.org/> for additional methodological information.

Source: Read On Arizona (data from Bipartisan Policy Center)

\$46,527,000 (high)

\$30,458,000 (low)

Tolleson

Early Childhood Population

The early childhood population (U.S. Census Bureau, 2015-2019 American Community Survey 5-Year Estimates) represents the number of children in each municipality who are younger than the age at which children typically enter kindergarten in Arizona (age five), as well as the proportion of that population that is living in poverty.

Source: American Community Survey

580

of children under the age of five

99 (17%)

of children under the age of five living in poverty

Child Care Providers

Derived from the Arizona Child Care Resource & Referral database of childcare options in Arizona municipalities, provider counts are disaggregated by type and accreditation.

Source: Arizona Child Care Resource & Referral

7

of child care centers

3

of family child care providers

--

of accredited providers

Gap Between Child Care Need and Availability

The gap between child care need and availability represents the number of children age five and under (U.S. Census Bureau, 2014-2018 American Community Survey 5-Year Estimates) who have all parents in the workforce and who cannot access child care within driving distance. Driving distance is defined as 3.5 miles for urban areas and 10 miles for rural areas. The care gap percentage reflects the total gap divided by the total need. The care gap does not take into account the demand for child care—the actual number of families that use or seek child care from state-recognized providers—and which can be locally heightened by lack of access. See <https://childcaregap.org/> for additional methodological information.

Source: Read On Arizona (data from Bipartisan Policy Center)

Need

404

of children age five and under with all available parents in the labor force

Availability

618

of child care slots offered by legally operated and state-recognized providers

Care Gap

198 (49%)

of children who potentially need care but whose families cannot reasonably access care

Future Economic Impact of Child Care Gap

The future economic impact of the child care gap in each municipality is the negative effect of that gap on families/households, businesses and tax revenues. Presented as a range, with low and high estimates modeled, it is a composite of the annual impact (the one-year burden on the economy) and the compounding losses that accumulate over the subsequent 10 years. Family/household impacts include losses incurred through reduced work hours and exit from the workforce, as well as future earnings losses. Businesses impacts reflect losses such as reduced productivity, pay, and benefits to employees. Tax revenue impacts represent the combined amount that family/household and business losses would have contributed to government revenues. See <https://childcaregap.org/> for additional methodological information.

Source: Read On Arizona (data from Bipartisan Policy Center)

\$12,349,000 (high)

\$8,084,000 (low)

Tucson

Early Childhood Population

The early childhood population (U.S. Census Bureau, 2015-2019 American Community Survey 5-Year Estimates) represents the number of children in each municipality who are younger than the age at which children typically enter kindergarten in Arizona (age five), as well as the proportion of that population that is living in poverty.

Source: American Community Survey

32,691

of children under the age of five

8,068 (25%)

of children under the age of five living in poverty

Child Care Providers

Derived from the Arizona Child Care Resource & Referral database of childcare options in Arizona municipalities, provider counts are disaggregated by type and accreditation.

Source: Arizona Child Care Resource & Referral

287

of child care centers

181

of family
child care providers

69

of accredited providers

Gap Between Child Care Need and Availability

The gap between child care need and availability represents the number of children age five and under (U.S. Census Bureau, 2014-2018 American Community Survey 5-Year Estimates) who have all parents in the workforce and who cannot access child care within driving distance. Driving distance is defined as 3.5 miles for urban areas and 10 miles for rural areas. The care gap percentage reflects the total gap divided by the total need. The care gap does not take into account the demand for child care—the actual number of families that use or seek child care from state-recognized providers—and which can be locally heightened by lack of access. See <https://childcaregap.org/> for additional methodological information.

Source: Read On Arizona (data from Bipartisan Policy Center)

Need

24,973

of children age five and under with all available parents in the labor force

Availability

20,065

of child care slots offered by legally operated and state-recognized providers

Care Gap

5,418 (22%)

of children who potentially need care but whose families cannot reasonably access care

Future Economic Impact of Child Care Gap

The future economic impact of the child care gap in each municipality is the negative effect of that gap on families/households, businesses and tax revenues. Presented as a range, with low and high estimates modeled, it is a composite of the annual impact (the one-year burden on the economy) and the compounding losses that accumulate over the subsequent 10 years. Family/household impacts include losses incurred through reduced work hours and exit from the workforce, as well as future earnings losses. Businesses impacts reflect losses such as reduced productivity, pay, and benefits to employees. Tax revenue impacts represent the combined amount that family/household and business losses would have contributed to government revenues. See <https://childcaregap.org/> for additional methodological information.

Source: Read On Arizona (data from Bipartisan Policy Center)

\$317,097,000 (high)

\$207,578,000 (low)

Yuma

Early Childhood Population

The early childhood population (U.S. Census Bureau, 2015-2019 American Community Survey 5-Year Estimates) represents the number of children in each municipality who are younger than the age at which children typically enter kindergarten in Arizona (age five), as well as the proportion of that population that is living in poverty.

Source: American Community Survey

7,108

of children under the age of five

2,323 (33%)

of children under the age of five living in poverty

Child Care Providers

Derived from the Arizona Child Care Resource & Referral database of childcare options in Arizona municipalities, provider counts are disaggregated by type and accreditation.

Source: Arizona Child Care Resource & Referral

60

of child care centers

29

of family child care providers

15

of accredited providers

Gap Between Child Care Need and Availability

The gap between child care need and availability represents the number of children age five and under (U.S. Census Bureau, 2014-2018 American Community Survey 5-Year Estimates) who have all parents in the workforce and who cannot access child care within driving distance. Driving distance is defined as 3.5 miles for urban areas and 10 miles for rural areas. The care gap percentage reflects the total gap divided by the total need. The care gap does not take into account the demand for child care—the actual number of families that use or seek child care from state-recognized providers—and which can be locally heightened by lack of access. See <https://childcaregap.org/> for additional methodological information.

Source: Read On Arizona (data from Bipartisan Policy Center)

Need

4,595

of children age five and under with all available parents in the labor force

Availability

3,727

of child care slots offered by legally operated and state-recognized providers

Care Gap

1,454 (32%)

of children who potentially need care but whose families cannot reasonably access care

Future Economic Impact of Child Care Gap

The future economic impact of the child care gap in each municipality is the negative effect of that gap on families/households, businesses and tax revenues. Presented as a range, with low and high estimates modeled, it is a composite of the annual impact (the one-year burden on the economy) and the compounding losses that accumulate over the subsequent 10 years. Family/household impacts include losses incurred through reduced work hours and exit from the workforce, as well as future earnings losses. Businesses impacts reflect losses such as reduced productivity, pay, and benefits to employees. Tax revenue impacts represent the combined amount that family/household and business losses would have contributed to government revenues. See <https://childcaregap.org/> for additional methodological information.

Source: Read On Arizona (data from Bipartisan Policy Center)

\$70,428,000 (high)

\$46,104,000 (low)

APPENDICES

The appendices provide supplementary resources related to early childhood education and care. These resources are produced and maintained by organizations with a broad, national focus, as well as by Arizona-based and Arizona-focused entities.

Early Childhood Education and Care Data Sources

Metric	Source	Level	Available Disaggregation
Number of children under the age of 5	United States Census Data	National	<ul style="list-style-type: none"> Disaggregated by under 5 to 85 and over Total population Sex Sex ratio Median age years Age dependency ratio Old age dependency ratio Child dependency ratio Margin of error for each number and percent estimate
Number of children under the age of 5 living in poverty?	United States Census Data	National	<ul style="list-style-type: none"> Disaggregated by under 18 to 65 and over Sex Race Educational attainment Employment status Work experience All individuals at 50% to 500% below poverty level Unrelated individuals for whom poverty status is determined Margin of error for each number and percent estimate
Number of children under the age of 5 not in poverty?	United States Census Data	National	<ul style="list-style-type: none"> Disaggregated by under 18 to 65 and over Sex Race Educational attainment Employment status Work experience All individuals at 50% to 500% below poverty level Unrelated individuals for whom poverty status is determined Margin of error for each number and percent estimate
Children in poverty as a % of total?	United States Census Data	National	<ul style="list-style-type: none"> Sex Race Educational attainment Employment status Work experience All individuals at 50% to 500% below poverty level Unrelated individuals for whom poverty status is determined Margin of error for each number and percent estimate
Number of children under the age of 6 only living in male only household (no spouse present)?	United States Census Data	National	<ul style="list-style-type: none"> With own children of the household under 18 years Under 6 years only Under 6 and 6 to 17 years 6 to 17 years only No own children of the household under 18 years
Number of children under the age of 6 only living in female only household (no spouse present)?	United States Census Data	National	<ul style="list-style-type: none"> With own children of the household under 18 years Under 6 years only Under 6 and 6 to 17 years 6 to 17 years only No own children of the household under 18 years

Metric	Source	Level	Available Disaggregation
Number of Child Care Centers	Arizona Child Care Provider - Child Care Resource and Referral	State	Not Disaggregated Further
Number of Family Child Care providers	Arizona Child Care Provider - Child Care Resource and Referral	State	Not Disaggregated Further
# of Accredited Providers Available Per City	Arizona Child Care Provider - Child Care Resource and Referral	State	Not Disaggregated Further
2018 DES Child Care median weekly Market Rate Child Care Prices for 3,4, and 5-year-olds (by county)	Arizona Child Care Provider - Child Care Resource and Referral	State	<ul style="list-style-type: none"> • Disaggregated by county • Age: Under 1 year; 1 & 2 years; 3,4,5 years; school age • Child care centers • Approved homes • Certified group homes • Unregulated homes
Preschool teachers, except special education, median hourly wage (by county)	Arizona at Work - Innovative Workforce Solutions	State	<ul style="list-style-type: none"> • Disaggregated by county, not disaggregated further
Education administrators preschool and childcare center program, median hourly wage (by county)	Arizona at Work - Innovative Workforce Solutions	State	<ul style="list-style-type: none"> • Disaggregated by county, not disaggregated further

Profiles and Rankings of Early Childhood Education and Care in Arizona

[The State of Preschool 2020](#)

National Institute for Early Education Research

[2021 Kids Count Profile](#)

The Annie E. Casey Foundation

[2020 Early Childhood Workforce Index](#)

Center for the Study of Child Care Employment,
University of California, Berkeley

[Childcare Gaps in 2019](#)

The Bipartisan Policy Institute

[Early Learning Factsheet 2019: Arizona](#)

Center for American Progress

Arizona-Specific Early Childhood Informational Resources

[Arizona Child Care Resource & Referral](#)

Arizona Department of Economic Security

Arizona Child Care Resource & Referral enables users to search for, and filter according to specified criteria, early childhood providers in their city or town.

[First Things First Data Center](#)

First Things First

The First Things First Data Center enables users to access aggregate data related to the agency's investments in early childhood education and care.

[MapLit](#)

Read On Arizona

MapLIT is an interactive mapping tool the functions as a single, central resource to access key data—from census, school, health, family engagement—related to early literacy outcomes in Arizona communities.

Additional Resources for Municipal Leaders

[Digital Equity in Arizona County Profiles](#)

Connect Arizona

[Supporting Early Childhood Success: Action Kit for Municipal Leaders](#)

Institute for Youth, Education, and Families, National League of Cities

[A Science-Based Framework for Early Childhood Policy](#)

Center on the Developing Child, Harvard University

[Strengthening the Early Childhood Education Continuum](#)

Education Commission of the States

[Early Childhood Municipal Policy 101: Financing and Resourcing for Early Childhood Success](#)

Institute for Youth, Education, and Families, National League of Cities

[Messaging Briefs: High Quality, Affordable Child Care](#)

Zero to Three; National Collaborative for Infants & Toddlers

[The Economics of Early Childhood Policy](#)

RAND Corporation

[No Home Left Offline: Bridging the Broadband Affordability Gap](#)

Education Superhighway

About WestEd

WestEd is a nonpartisan, nonprofit research, development, and service agency that works with education and other communities throughout the United States and abroad to promote excellence, achieve equity, and improve learning for children, youth, and adults. WestEd has more than a dozen offices nationwide, from Massachusetts, Vermont, Georgia, and Washington, DC, to Arizona and California, with headquarters in San Francisco.



About Collaborative Communications

Collaborative is an education-focused communications and consulting firm. For over two decades, Collaborative has supported the efforts of regional and national organizations to improve education and learning, close opportunity gaps, and strengthen environments that enable students and families to thrive.



To: The Honorable Mayor and Council
From: Stacy Saltzburg, City Clerk
Date: 11/04/2022
Meeting Date: 11/08/2022



City Manager Report

Information Only

These reports will be included in the City Council packet for regularly scheduled Work Session meetings. The reports are intended to be informational, covering miscellaneous events and topics involving the City organization.

Report to be provided in advance of the meeting

Attachments: [City Manager Report](#)
[Sustainability Monthly Report](#)
[Water Services Monthly Report](#)
[Capital Improvement Monthly Report](#)
[Capital Improvement Project Map](#)

City Manager's Report

November 8, 2022

Council and Colleagues, greetings. These reports will be included in the City Council packet for regularly scheduled Council meetings. The reports are intended to be informational, covering miscellaneous events and topics involving the city organization.

Also, appended to this report are the monthly updates from City Engineering & Capital Projects, Water Services, and Sustainability. Please note that the Capital Projects Update is preceded by a map to assist you with locations.

In no particular order ...

Fire Department

- FFD conducted a wonderful and well attended graduation ceremony on Friday, November 4th. The badge pinning involved ten new Ffirefighters:

Firefighter Steve Drennan
Firefighter Blake Armstrong
Firefighter Tanner Caputo
Firefighter Breanna Dudzinski
Firefighter Cory Fischer
Firefighter Kelsey Fortnam
Firefighter Jake McQuaid
Firefighter Riley Millar
Firefighter Justin Peris
Firefighter Alex Taylor



Chief Gaillard offered some nice comments, followed by Oath of Office, Recruit Slideshow, Awards, and Closing Remarks by Deputy Chief Mark Wilson. Congratulations to the new Firefighters!



- FFD charities chose High Country Humane Society for a donation. FFD new recruits spent time helping out.



- Congratulations to Tyler Dobbs and John Jaramillo on their promotions to Engineer!
- Jessica Vigorito has joined the FFD as their Management Analyst – welcome to the FFD team Jessica! Bummer for Human Resources who lost a great employee!
- An amazing rescue: a group of individuals were stuck at the Grand Canyon Caves when the elevator malfunctioned 21 (yes, 21) stories below ground surface. The rescue team was able to create a lift system with multiple ropes and technical rescue equipment. Each member of the stranded party was placed in a harness and lifted back to the surface safely!
- A very large fire at U-Pick-It led to a full recall for Summit Fire and Medical District and FFD to staff stations with a unit. Both agencies worked into the evening to extinguish the fire. Streets on-call support Fire's efforts with one of their water tankers as the closest water source was a 45-minute turnaround. (see pictures below)





Police Department

- Five new recruits began the High Country Training Academy and will graduate on February 24, 2023. This is such great news ... having new graduates and having them trained at our local Academy!
- FPD hosted a Coffee with Cop event at White Dove Coffee for public outreach.
- Chief Musselman and Deputy Chief Lasiewicki presented information to the Commission on Diversity Awareness on FPD diversity efforts.
- Chief Musselman was invited to pass out finisher medals last weekend at the Flagstaff Marathon, which benefitted Coconino Community College. The event was sold out with over 400 runners and took place at the Flagstaff Nordic Center.



Public Works

- Signs and markings crew is installing digital speed radar signs along Linda Vista.
- On-call employees responded to a major power outage downtown that impacted six intersections, signal arrow not working at Fanning and Rte 66, 4th street and I-40 bridge guardrail repair, mattress in travel lane at Cedar and West, street sign hit and laying in the road, deceased deer in road at Butler and Indian Springs, and stop sign down at Lunch and Cummings.
- Fleet services working on preventative maintenance for public safety vehicles, preparing vehicles for winter readiness and working through parts delays.
- Facilities maintenance working on repairs and maintenance in many of the City facilities in Fire Station 4, Flagstaff Airport, USGS, Courthouse, Aquaplex, Visitor Center, Incubator, Milligan House, Jay Lively Ice Rink, Public Works and City Hall.
- Solid Waste is currently researching options to increase capacity of collection equipment at the Leroux Street parking lot and Heritage Square through possible use of onsite compaction.
- Shultz Creek Detention Basins were finalized in just 42 working days – congratulations to the Adam Miele, Public Works Senior Project Manager, and the team!
- Public Works and PROSE attended a couple of Downtown Business Alliance meetings to seek feedback about possible tree well/streetscape pilot project that has been proposed by the EUROW team.
- Evan Tyrell joined Team Flagstaff as the new Solid Waste/Fleet Section Director – welcome Evan!

A friendly Reminder

I will be out of the office from November 17th through December 5th. Heidi Hansen will be acting City Manager on November 18th and 19th and Shannon Anderson will be acting Manager for the remainder of my absence. Thank you.

That's a Wrap! Thank you.

Sustainability Division

Month in Review: **October 2022**

HOT TOPICS:

- **Make A Difference Day Event:** On Saturday, October 22nd, the FSO, Open Space, and Stormwater hosted Make A Difference Day. Fifteen volunteers worked to remove woody debris and vegetation blocking stream flow and reshape a section of the Rio de Flag. This effort will improve water flow and mitigate potential impacts from future flooding. Volunteers provided 44 hours of service, reshaped and seeded 1/10th of an acre, and removed seven yards of vegetation and debris. The Arizona Daily Sun featured the [event on Sunday, October 23rd](#)



- The United Nations Environment Program (UNEP) released its latest gap report, titled: [The Closing Window: Climate crisis calls for rapid transformation of societies](#)
 - The report reiterates that climate action has not been rapid enough, and that the window is closing to hold warming to 1.5 degrees Celsius.
 - It specifies critical and urgent actions to accelerate transformations in electricity supply, industry, transportation and buildings.

Climate Action

Community Resilience:

- The Climate Resilience Project had its first “Work Session” to practice utilizing tools for understanding and identifying climate resilience in public spaces, workplaces, and more.

Equity and Engagement:

- The climate team engaged directly with 517 people in October, including presentations on climate action to 300 students at Coconino High School.
- FSO staff members are participating in a new Equity Foundations Training course offered by the Urban Sustainability Director’s network.
- Climate Advisory Groups:
 - This month the Business Climate Advisory Group learned about decreasing dependence on cars, and then provided input on the Active Transportation Master Plan.
 - The Youth Climate Advisory Group continued their presentations on the Carbon Neutrality Plan target areas; they developed a song to teach others about Electric Mobility and Clean Electricity Trivia. Next, they will review FUSD’s Climate Action Report.
 - Members have been selected for the Climate Equity Advisory Group. Meetings will begin in November.

Building Fuel Switching and Reduced Energy Use:

- The Home Weatherization Rebate Program has distributed \$20,000 to residents to incentivize home weatherization and electrification. This amount represents 100% of the program’s ongoing funding, distributed in the first 3.5 months of the fiscal year. Supplemental funding is available this year due to funding from the American Rescue Plan Act.
- Revisions to the 2014 Sustainable Building Resolution (SBR) were presented to Council for input. Recommendations were incorporated, and the revised SBR will return to Council on 11/1 for consideration for adoption.
- FSO staff hosted a site on the Sustainable Building Tour to demonstrate home electrification retrofits on a 30-year-old home. Staff welcomed over 30 residents and shared information, best practices, and resources to support retrofit home electrification.

Carbon Dioxide Removal:

- The 4 Corners Carbon Coalition (4CCC):
 - Officially welcomed Salt Lake City and Santa Fe to the coalition.
 - Opened the application period for its [campaign soliciting carbon removal and concrete projects](#) on October 17th. 4CCC will accept project proposals until December 19th.
 - Launched its website: <https://4cornerscarbon.org/>
- FSO staff met with an NAU research group and carbon removal XPRIZE semi-finalist, coordinated cross-departmental introductions, and scheduled site visits to explore opportunities to pilot a novel and replicable approach to integrating wastewater treatment/discharge and carbon removal.

Community Stewards and Litter Prevention

- October Litter Cleanup Data:

Number of clean ups hosted by community members	11
Bags of Recycling	21
Bags of Trash	48
Volunteers Involved	338
Service Hours	662



- Engage, Empower, Elevate:** The Engage, Empower Elevate program has provided the CATS team with grant funding to employ homeless and housing-insecure individuals. These individuals help keep Flagstaff Beautiful by removing litter throughout our community.

Number of Participants	112
Individual Participant Hours	48
Service Hours Combined	331
Bags of Recyclables Collected	83
Bags of Trash Collected	196

"Thanks, I noticed the area was much cleaner since we started", comment from resident near the Murdoch Center.

Food Systems

- **Partners for Places Mini-grant:** Terra BIRDS, the Flagstaff Unified School District (FUSD), the Flagstaff Sustainability Office, Arizona Community Foundation, and Ita Hopi Lavayi received a \$20,000 Partners for Places mini-grant through the Funders Network & the Urban Sustainability Directors Network. This award will assist in planning, developing, and implementing a pilot assessment surveying green space and green schoolyard infrastructure and need across FUSD.
- FSO staff received funding to attend a **Regenerative Justice Workshop** hosted by the Urban Sustainability Directors Network in Montana focused on biomimicry practices and equity work.
- **Placemaking at the Southside Community Garden:** There are new functional artistic elements at the Southside Community Garden thanks to a collaboration between FSO Staff, BPAC, and local artist Sonja London-Hall. The new elements include a community garden sign, hanging flower baskets, and three benches. Additionally, the entrance to the garden is now defined by a gravel pathway and decorative boulders.



Materials Management

- FSO staff is working with NAU Public Health Capstone students to implement a **composting initiative at Flagstaff Junior Academy**, which will be complemented by a series of education sessions.
- FSO staff members are working with Flagstaff High School students and administrators to implement a **school-wide recycling and waste reduction program**.
- FSO staff and the Police Department hosted a **Drop-off Day** on Saturday, October 29th at the Flagstaff Police Department. Batteries, lightbulbs, medications, electronics, and sensitive documents for shredding were accepted.
- FSO, PROSE, and Solid Waste staff collected **residential leaves and pine needles** for composting at NAU's facility. This initiative was made possible by the recently renewed NAU Composting intergovernmental agreement.

Sustainability Commission

- In the October 27th Sustainability Commission meeting, the Commissioners heard presentations about the 2022 general obligation bonds, the USDA grant, and the revisions to the Carbon Neutrality Plan, and prepared for their review of Neighborhood Sustainability Grant applications.
- Next meeting: Thursday, November 17th, 2022, 4:30 pm - 6:30 pm

Upcoming Events

- 11/5, 10:00 am – 2:00 pm, Joe C. Montoya Community and Senior Center: [Fix-it Clinic](#)
- 11/8, 6 pm, Downtown Library: [Climate Conversation: Food Systems](#)
- 12/3, 10 am, Downtown Library: [Community Science & Climate Observation](#)

Social Media

- In October, our Facebook posts reached **10,882 people**. Engagement on our page was 1219 reactions, comments, shares and clicks on posts. 31 new people started following our page.
- Our top post on Facebook for **reach** (*the number of people who saw the posts at least once*) was about Drop-off Day. This post reached 4,764 people.



- Our top post on Facebook for **engagement** (*the number of times people engaged with the post through reactions, comments, shares, views, and clicks*) was about efficient, all-electric, and AFFORDABLE housing through the Starter Home Project. This post reached 3,054 people, and received 44 likes, 2 comments, and 11 shares.

Have you heard about Habitat for Humanity's new Starter Home Program?



The pilot program consists of two 500-square-foot, net zero emissions, starter homes built on City of Flagstaff land. Habitat will provide qualifying low-to-moderate income Flagstaff residents a path to homeownership with:

- ✓ 0% Interest Loans
- ✓ \$1,000 Down Payment
- ✓ Affordable Monthly Payments

For more information or to apply before November 1, 2022, visit [habitatflagstaff.org/our-homes](https://www.habitatflagstaff.org/our-homes).




Flagstaff Sustainability Office
Published by Hootsuite
October 11 at 11:03 AM

We stopped by the Starter Home Project during the Sustainable Building Tour and continue to be so excited about this initiative.

Efficient, all-electric, and AFFORDABLE. A great example of a project that lives at the center of the Venn diagram: good for climate, good for housing, and good for people.

Learn more and apply:
<https://www.habitatflagstaff.org/our-homes>

Edit

6

Like Comment Share

Write a comment...

- Our top post on Instagram was a post about our upcoming Fix-It Clinic showing volunteers fixing items. This post received 35 likes.



flgsustain 🛠️ Our volunteers can help you fix lamps, jewelry, bicycles, clothing for FREE at the Fix-it Clinic!

Join us on Saturday, November 5th from 10:00 am - 2:00 pm at the Joe C. Montoya Community and Senior Center (245 N Thorpe Rd, Flagstaff, AZ 86001).

Appointments are recommended. Walk-ins are welcome.

📍 Make an appointment: link in bio

1w

View insights

👍 🗨️ 📌

Liked by councilmemberadamshimoni and 34 others



November 2022 Update



Drinking Water



Wastewater



Reclaimed Water



Stormwater

RECRUITMENTS

Shannon Jones has been named the new Division Director, selected following a long recruitment process. His post will begin in early February. Welcome, Shannon!



RETIREMENTS



Water Services bid a fond farewell to Steve Camp, Regulatory Compliance Manager, who retired on November 3 after seven years with the City and 30 years in the state retirement system. Steve brought his skills at a time the City needed him and worked hard to develop the program based in high quality standards we know today. Steve's humor and car talk in the halls will be missed. You'll probably still spot him on the roads of Phoenix and Flagstaff. Thanks, Steve. And a Happy Retirement!

WATER COMMISSION

October Agenda:

- Coconino County Flood Control District Tax update – Andy Bertelsen & Lucinda Andreani
- Sewer Reimbursement Agreement with Coconino County – Gary Miller

November Agenda:

- Water Conservation Strategic Plan 2022 Update – Emily Melhorn

WATER DISTRIBUTION

- Water Distribution On-call crews received an emergency call out Monday, October 10, at 8:30 p.m. for a possible water main break on W. Silver Spruce Ave. Investigations revealed two breaks on a 6" cast iron water main from 1962. Repair work went into the early hours of Tuesday morning.



Emergency crews excavated and repaired several breaks along a 1962 6" cast iron main on Silver Spruce Ave.

- Another emergency call out occurred on Thursday, October 14, at 2:30 a.m. for another possible water main break on W. Silver Spruce Ave. The On-call Operator found a third break near the same excavation from Monday night. Crews shut off the water main at 7 a.m. Thursday morning, restoring service before 1:00 p.m. Crews noted the 1962 cast iron pipe has become brittle from age and should be up for replacement. The prompt response elicited a phone call from a local resident, complimenting the quick response of our crews. Go TEAM FLAGSTAFF!
- Crews also responded to a 10" cast iron main (circa 1965) break on Butler, and a 4" cast iron main (circa 1966) break on Sunset.
- Crews completed testing for a 27" water main alignment in Bow and Arrow Wash for Juniper Point construction project.
- 128 fire hydrants inspected this fiscal year, with 83 work orders (repairs) completed.

WATER PRODUCTION

- Following recent drier weather and NAU back in session, water consumption has fluctuated significantly, from 7 MGD (million gallons per day) to 9 MGD.
- All three groundwater wells (Woody Mountain #3, Woody Mountain #6, and Rio Wells) have been re-equipped and are now operational after a season of maintenance and repairs. Lightning strikes also damaged equipment.
- The Lake Mary Water Treatment Plant Sedimentation Basin project is at 90% plans. A formal construction solicitation should be out by the end of the year.
- Staff met with Arizona Department of Emergency Management (ADEMA) and the Jacobs Engineer of Record to discuss emergency repairs to the Inner Basin Pipeline and Waterline Road. This infrastructure was damaged in the Pipeline Fire event.
- Upper Lake Mary Dam investigation/excavation, as recommended by the Arizona Department of Water Resources (ADWR), confirmed there was no crack in the earthen part of the dam.

Re-equipping Rio Well



Electrical infrastructure at our Woody Mountain Booster Station getting replaced by local electrical contractor Shaum Electric after a lighting strike took out power supplying the station

Danny Hickey (in the CAT backhoe)
investigating/excavating our
Upper Lake Mary Dam with local
Geotech Firm, Western Tech



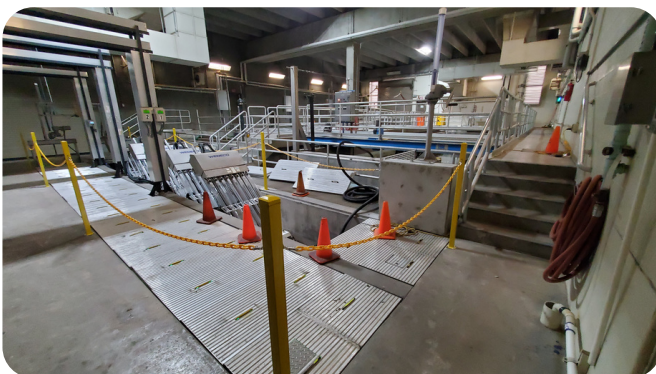
WATER RECLAMATION PLANTS

- No exceedances, both plants producing Class A+ reclaimed water.
- Staff is presenting for public outreach events on Prop 441, Infrastructure bond measure, with FlagstaffBonds2022 team.
- Trenching has begun for fiber and gate projects at both facilities.
- Staff is reviewing the Noresco report, to identify appropriate energy efficiency partner projects.
- Design is underway for new digesters at both facilities.

RIO DE FLAG

Vendor selection for the Rio de Flag WRP anoxic mixer project has been completed. The project is now moving toward construction.

Safety measures were implemented following inspection from Risk Management.



WILDCAT HILL

Proposal selected for the Wildcat Hill WRP anoxic mixer replacement, with equipment to arrive by end of October.

Staff is pursuing an opportunity to purchase a new odor control unit at a significant savings. Odor control replacement is slated under annual operational capital budget.

STORMWATER

- The Schultz Creek Sediment and Flood Detention Basins are substantially complete! Big news and a huge project that was funded and completed in record time.
- Killip School Regional Detention Basins in the final grading and stabilization stage with additional projects in the final planning stages.
- The County-led north alluvial fan projects within the Museum Fire area are substantially complete and should provide more protection to Grandview and Sunnyside neighborhoods.



Schultz Creek Flood and Sediment Detention
Basins

- The Stormwater Rate Assessment report is complete, slated for Public Meeting and Council approval on November 29. Public outreach and “road show” efforts to local organizations are underway.
- Long-needed updates to the Stormwater Credit Manual were approved by City Council on November 1.
- Frances Short Pond is receiving a new bathymetric survey by Natural Channel Design in coordination with Stormwater. The survey will determine if dredging is needed.
- Stormwater staff extends many thanks to WS Operations and PW Streets for facilitating sandbag removal and placement this fall, a substantial effort.
- Staff assisted Sustainability with a clean-up of the Rio de Flag as part of Make a Difference Day on October 22.

Museum Fire/Spruce Wash North Alluvial Fan, completed by the County. Stormwater has moved their Museum South flood gauge to accommodate the work.



Volunteers for Make a Difference Day.

ADMINISTRATION

- Staff completed workshops to update Strategic Plan at our mid-point Strategic Plan. We identified accomplishments and re-aligned objectives to fit current needs. Stay tuned!

RECLAIMED WATER

- We are waiting on the final report on reclaimed water modeling data to be able to move forward with distribution improvements.

REGULATORY COMPLIANCE

- ADEQ sampled Wildcat Hill effluent for PFAS/PFOS (forever chemicals) in June. The results showed our effluent is well below the mean and average for the rest of the state.
- ADEQ will be returning to sample the biosolids at Wildcat Hill for PFAS/PFOS
- The Pretreatment Program updated wording in City code to comply with EPA requirements on November 1.
- The MS4 Annual Report has been submitted to ADEQ and posted to the Water Services website.

WATER RESOURCES AND CONSERVATION

- Water Conservation Specialist Emily Melhorn and Communications Aide MacKenzie Chase presented to 85 NAU students in the ENV 181 Environmental Sustainability class during a field trip to Lake Mary. They learned about Flagstaff's water sources and how the City is working to ensure adequate water supply for years to come.





CITY ENGINEERING DIVISION

Monthly Projects Report **October 2022**

Honorable Mayor, Vice Mayor and Council,

The October report was completed by our Project Managers on October 31st and includes project updates for the month of October.

The attached map is a comprehensive view of the highlighted projects in our community that are assigned to the City Engineering Division, inclusive of projects that are in planning, design, and construction phases.

We have tried to reduce the extent of information provided and focused on only those projects that had substantive progress from previous months or have key milestones to share.

If you would like to receive more information on a specific project, please reach out and we'd be glad to share more detailed information.

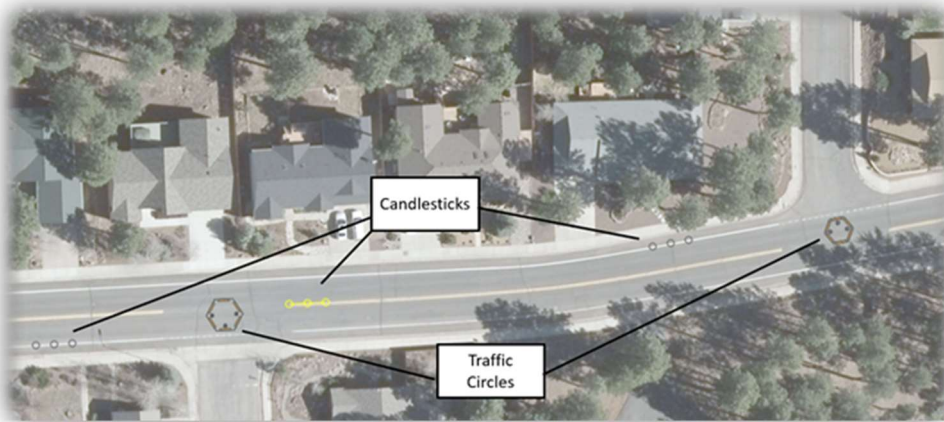
Boulder Point - Traffic Calming (DESIGN PHASE)

FUND: TRANSPORTATION TAX

Description – The Transportation Commission approved the traffic circle concept at the intersections of University Ave/Majestic Rd and University Ave/Tombaugh Way on June 1st, 2022. This design, in temporary form, lowered the 85th percentile speed on University Ave to 27 mph, down from 31 mph. This brings the speeds down to a level that are below the threshold for traffic calming based on the worksheets in the Guidebook for Residential Traffic Management. The final design will address concerns from citizens in the neighborhood regarding the traffic circle design, including vehicles traveling in the bicycle lane and sight distance issues for northbound vehicles on Majestic Rd. This project also includes raised pedestrian crosswalks at the two Woody Way intersections.

Project Update:

- A design consultant firm has been selected, Woodson Engineering / Ardurra.
- A final proposal for design services has been received.



W University Ave Traffic Circles

Fremont Blvd Restriping (DESIGN PHASE)

FUND: TRANSPORTATION TAX

Description – The Transportation Commission approved investigating traffic calming measures on Fremont Blvd on February 2nd 2022. Staff determined that restriping the road from two lanes in each direction to one lane in each direction with additional parking and bike buffers was an appropriate solution. The new draft cross section can be seen below. Citizens have recently requested a review of the striping proposal, that discussion will occur at the December 7th Transportation Commission meeting.



Fremont Blvd New Striping Configuration

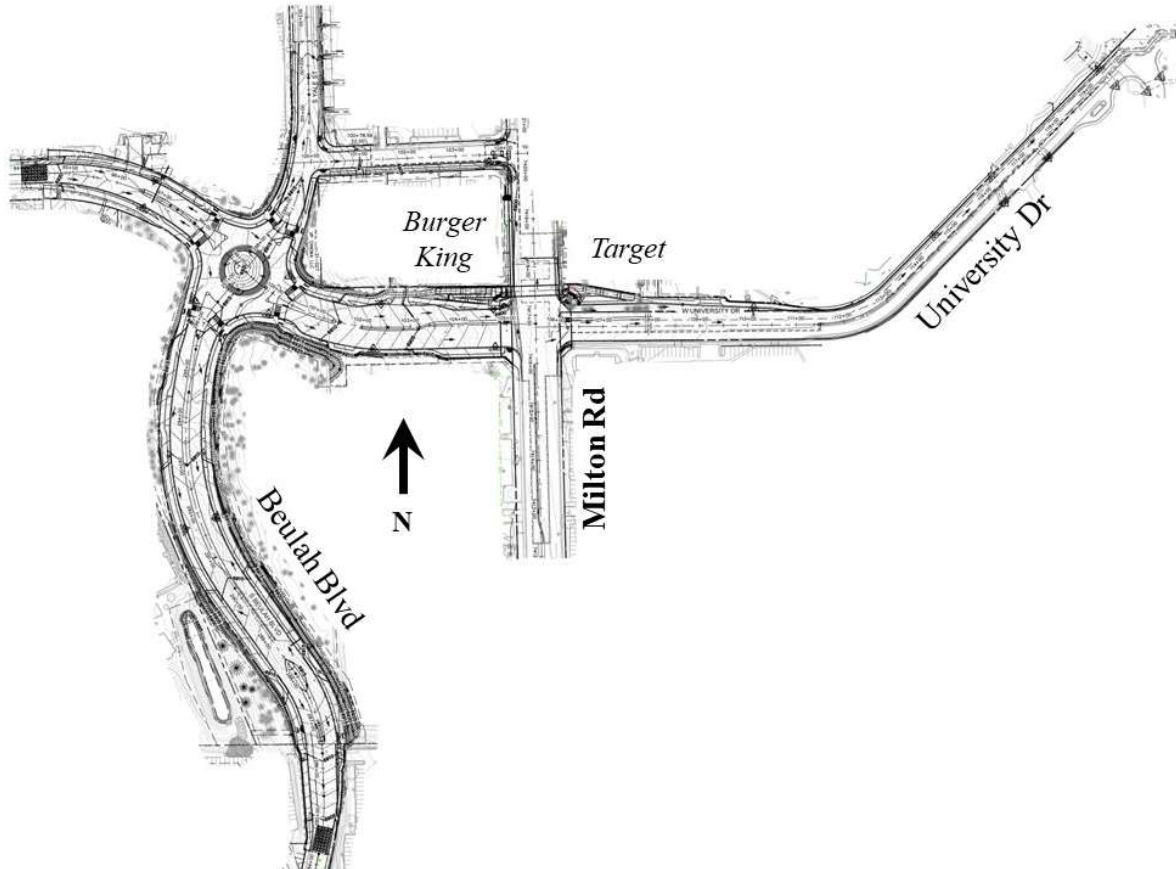
Beulah Boulevard Extension/University Drive Realignment (DESIGN PHASE)

FUND: TRANSPORTATION TAX (STREETS)

Description – This roadway improvement project extends the northern terminus of Beulah Boulevard to connect with University Avenue. Furthermore, University Avenue (west of Milton) will be realigned to match up with University Drive (east of Milton). A new roundabout will be constructed where Beulah Boulevard and University Avenue will intersect. Additionally, this project will also be constructing a new pedestrian underpass beneath Milton Road, just south of Burger King across to Target. Construction is expected to begin in spring 2023 and conclude in late 2024.

Project Update:

- Shephard-Wesnitzer, Inc. (SWI) is the design engineer.
- Eagle Mountain Construction (EMC) is the CMAR (Construction Manager at Risk) contractor.
- Value Engineering workshop with SWI, EMC, and City Staff has been completed. The agreed cost-saving measures are being integrated into the final design plans.
- Appraisals for right-of-way and easements are currently underway.
- GMP for Construction Services with Eagle Mountain Construction will be before Council on 6 December.



Extent map of new Beulah and University Roadway Project – taken from final plans.

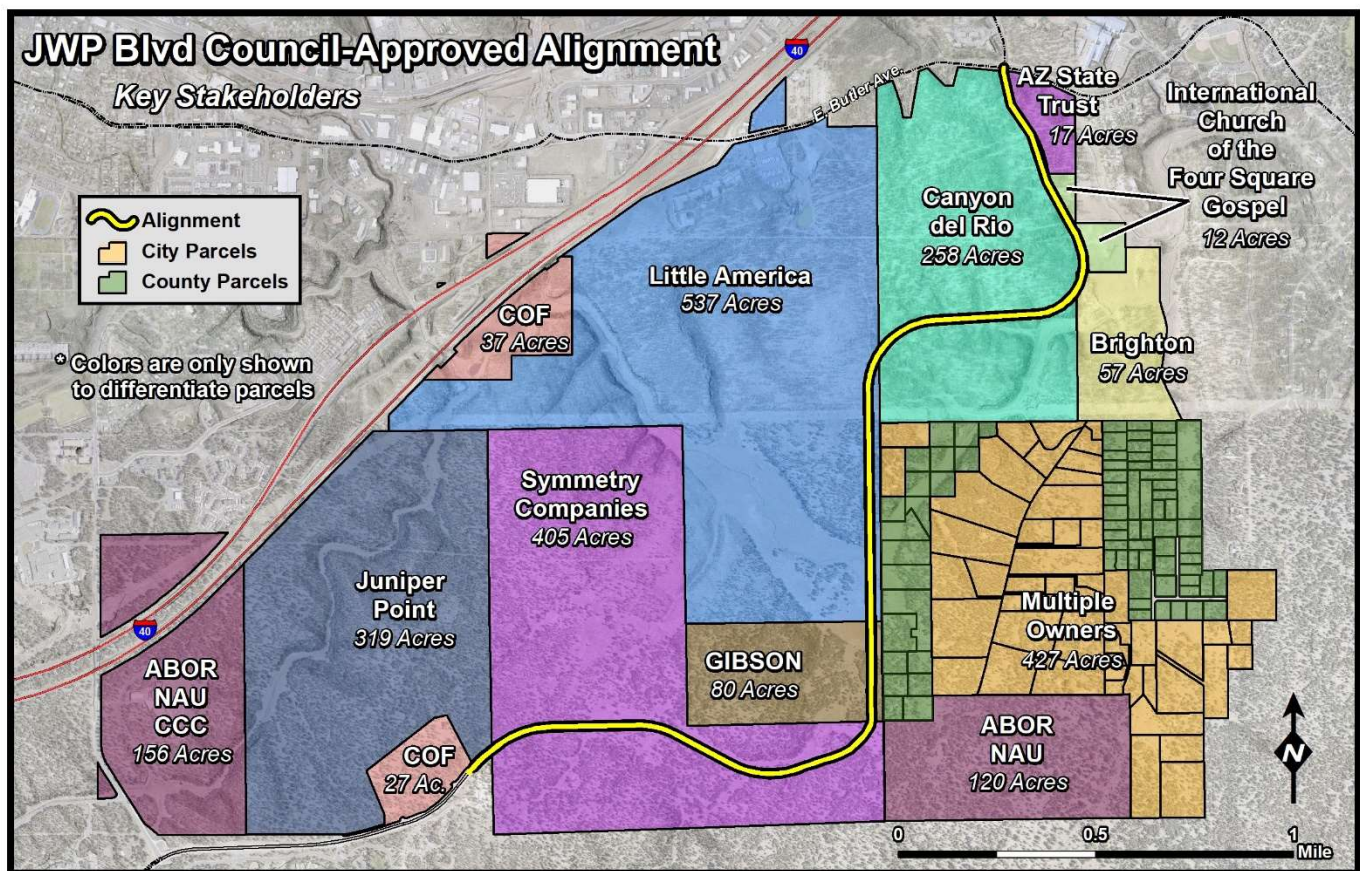
J.W. Powell Specific Plan Study (PLANNING PHASE)

FUND: GENERAL GOVERNMENT & TRANSPORTATION TAX

Description – The purpose of the John Wesley Powell Specific Plan Study (Study) is to develop a specific plan to guide the future private development of public infrastructure, utilities, and facilities. Phase 1 of the project is the conceptual design of the future public infrastructure (roads), public utilities and facilities location analysis. The conceptual design is required to meet the full City infrastructure standards including street improvements, potable water, sanitary sewer mains, storm drain systems, street lighting and associated appurtenances. Phase 1 of the Study includes a sanitary sewer system master plan for the area. A water system master plan was previously developed for the area. Phase 2 of the Study is development of the planning elements necessary to gain City Council approval of a Specific Plan.

Project Update:

- City Staff is working with Peak Engineering and their subconsultant, Swaback, to scope Change Order 5. This Change Order will come to Council in mid-December and the scope of work will be the Specific Plan.
- City Council selected the alternative alignment (shown below) as the final alignment on 7 July 2022.



Council-Approved alignment of new J.W. Powell Boulevard and Fourth Street; denoted by yellow line

Coconino Estates Improvements Phase I (CONSTRUCTION PHASE)

FUND: ROAD REPAIR & STREET SAFETY

Description – This is a utility and roadway improvements project located in the Coconino Estates neighborhood on Beal Road from Rockridge to Fort Valley, Navajo Drive from Navajo Road to Murray, Whipple Road from Navajo Drive to McMillan, and Navajo Road from Navajo Drive to Fort Valley. Improvements on the streets generally consist of replacing existing infrastructure with new, including water and sewer mains, water and sewer services, fire hydrants, storm drains, streetlights, the entire asphalt roadway, and defective select edge improvements (curb & gutter, sidewalk, etc.), except for Whipple Road which will only receive a new water main. There will also be new infrastructure added consisting of underground electric lines for streetlighting and sidewalk on both sides of the street where it does not currently exist on Beal Road, Navajo Drive south of Beal, and on Navajo Road. For additional information visit the Project website at www.coconinoestates.com.

Contractor – Eagle Mountain Construction

Project Update:

A new way of communicating project information has been started with the installation of a new project sign and banner prototype that includes a QR code for the public to scan and view more information on the Project website.

Navajo Road and Navajo Drive south of Beal (Construction Zones #1 and #2)

- Utility and roadway improvements are complete including landscape restorations.
- Navajo Road and Navajo Drive south of Beal are open to all traffic.

Beal Road east of Rio de Flag (Construction Zone #3)

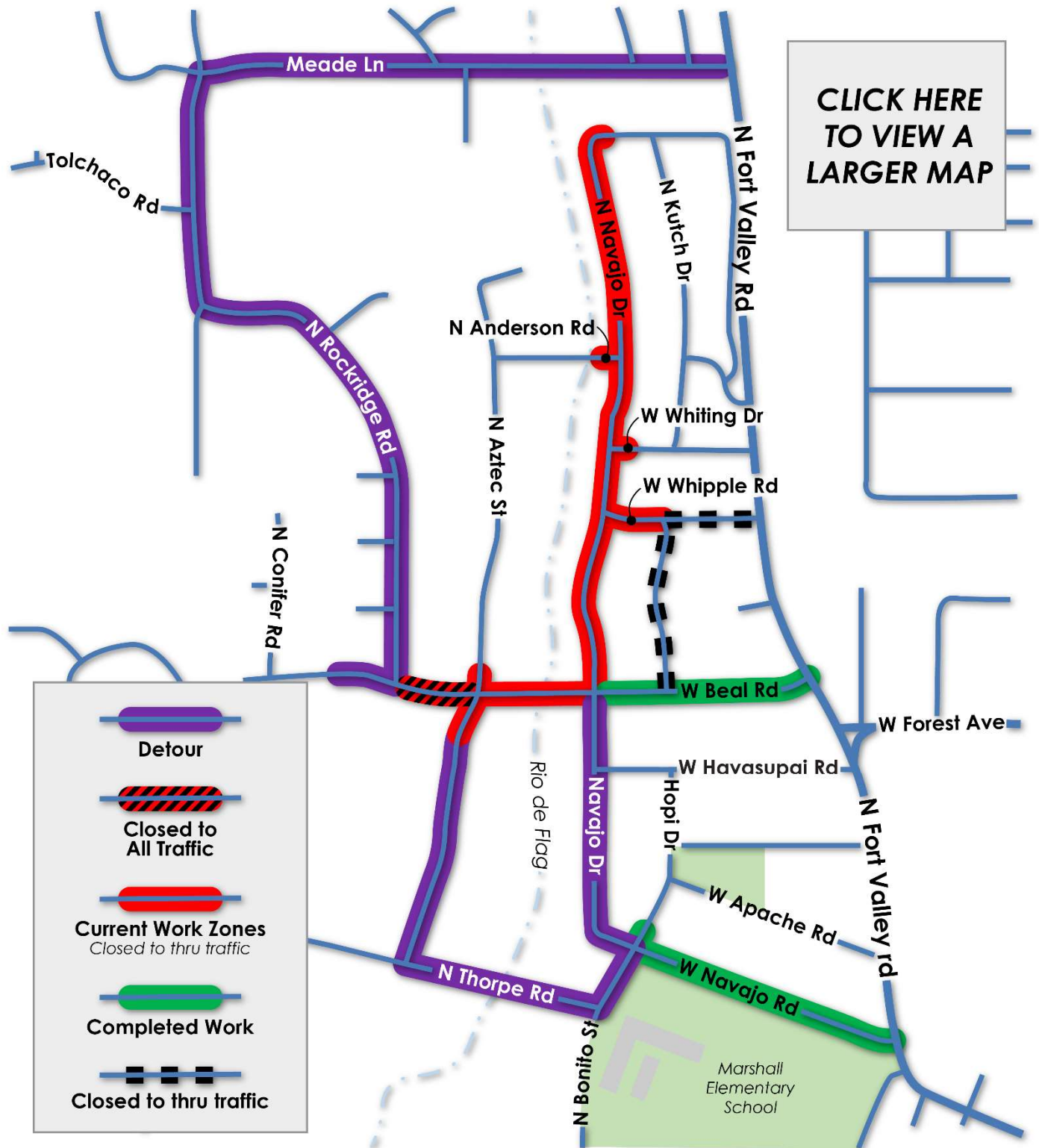
- Utility and roadway improvements are complete including landscape restorations.
- Minor striping improvements will be corrected at a later date.
- Beal is currently closed from Aztec to Navajo for construction activities in Zone #5.

Navajo Drive north of Beal (Construction Zone #4)

- Utility improvements are complete from Beal to Murray and on Whipple from Navajo to McMillan.
- Underground power lines for streetlights are complete from Beal to Murray and new streetlight installations near completion.
- Concrete curb, valley gutter, and driveway installations are complete from Beal to Murray.
- Roadway asphalt paving is complete.
- Work continues on roadway utility adjustments and landscape restorations, which are anticipated to be complete in the coming weeks.
- Navajo from Beal to Murray is closed to thru traffic.
- Whiting from Navajo to Kutch is closed to thru traffic.
- Whipple from Navajo to HWY 180 is closed to thru traffic.
- McMillan from Beal to Whipple is closed to thru traffic.

Beal Road west of Rio de Flag (Construction Zone #5)

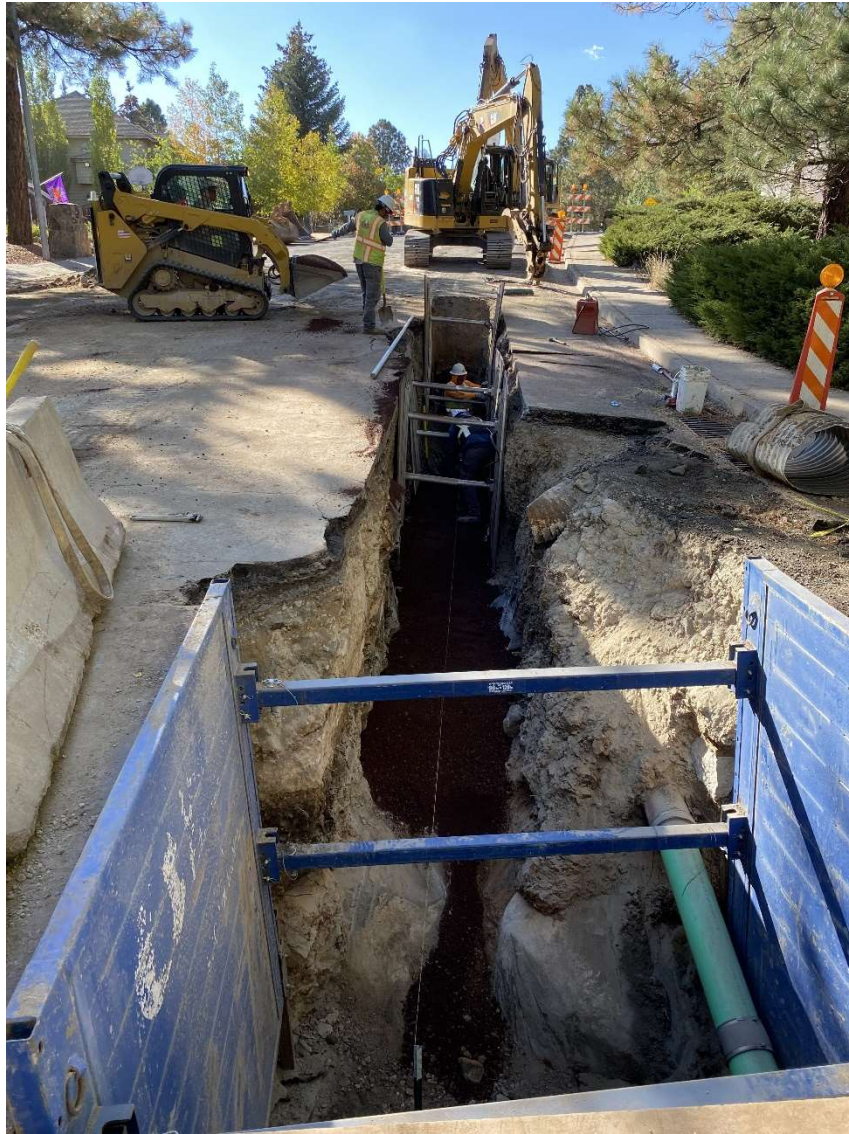
- Sewer main and sewer service installations continue from the Rio de Flag working west.
- Beal from Rockridge to Aztec to Navajo is closed to all traffic, with detours posted around the closure. All attempts will be made to allow local traffic during non-working hours and weekends in areas closed to all traffic during working hours. Due to rock excavation and franchise utility conflicts, this closure will be extended from the originally communicated October 31 to at least until November 18. This extension has been communicated to the neighborhood.
- Beal from Aztec to Navajo, is closed to thru traffic with access for residents only. Access to Aztec and Anderson properties on the north side of the Beal and Aztec intersection will be maintained through the Beal and Aztec intersection, as well as through the Navajo Drive closure to Anderson.



Project Map with current road closures and detours



Navajo Dr. north of Anderson Rd., looking north at roadway asphalt paving.



Beal Rd west of Aztec St., looking west at sewer main construction.

Coconino Estates Improvements Phase II (CONSTRUCTION PHASE)

FUND: ROAD REPAIR & STREET SAFETY & AGING WATER AND SEWER INFRASTRUCTURE REPLACEMENT PROGRAMS

Description - This is a utility and roadway improvements project located on several streets in the Coconino Estates neighborhood as seen in the map below. Improvements on the streets generally consist of replacing all existing utility and roadway infrastructure. The utility improvements include replacing the existing water and sewer mains, water and sewer services, fire hydrants, and manholes. The roadway improvements include replacing the existing asphalt roadway, replacing rolled curb with vertical curb, constructing driveway ramps at driveway entrances, and replacing select sidewalk only where it currently exists on Crescent Drive. Sidewalk will NOT be installed where it does not currently exist. For additional information visit the Project website at www.coconinoestates.com

Contractor – Standard Construction Company

Project Update:

Crescent Drive and Meade Lane

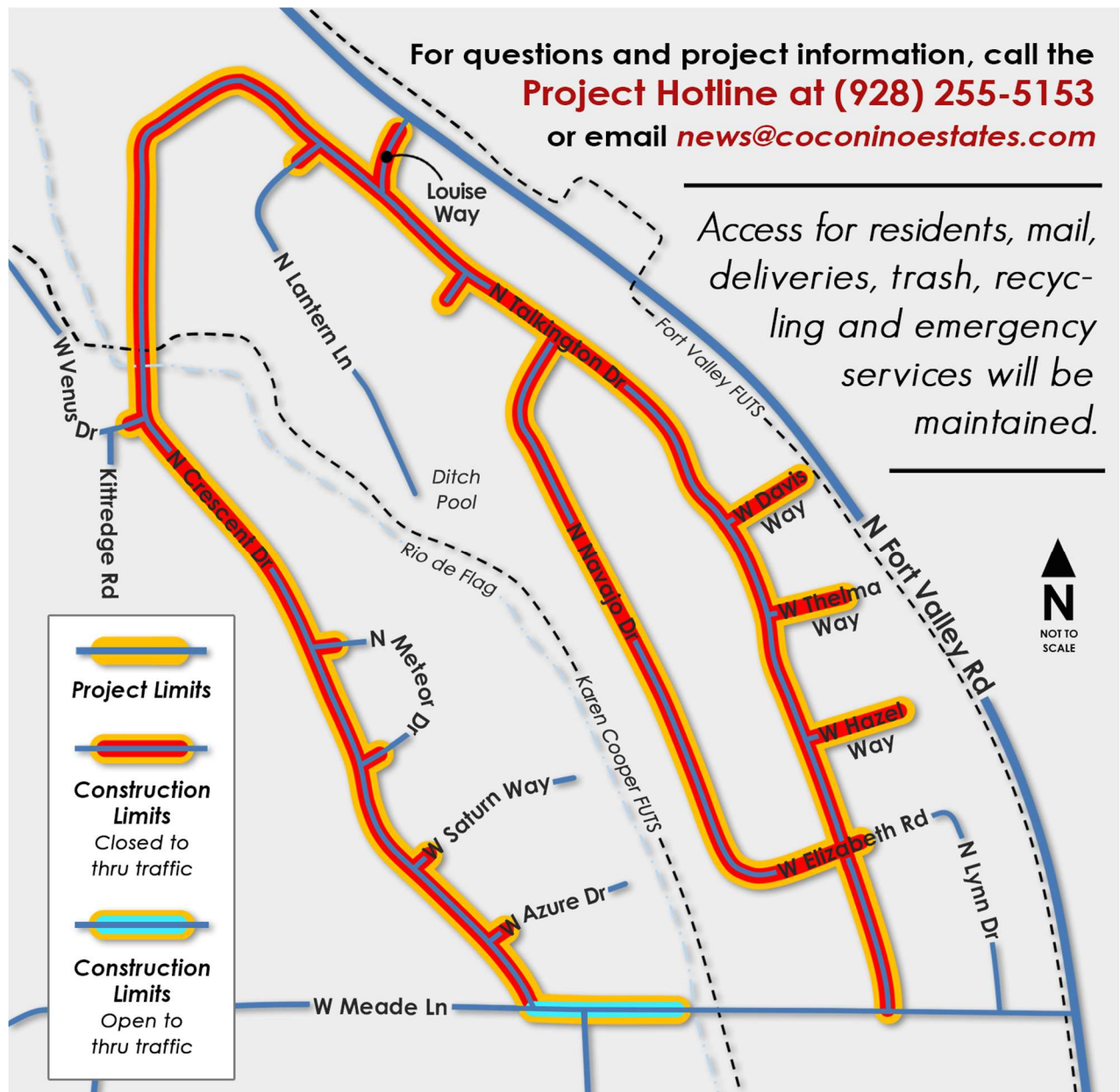
- Utility improvements are complete.
- Concrete curb installations are complete.
- Concrete driveway ramp installations will occur during the month of November.
- Roadway asphalt paving is complete on Crescent north around to the Talkington/Louise intersection and up Louise to HWY 180, with roadway utility adjustments and landscape restorations remaining.
- The traffic control and concrete barriers on HWY 180 at Louise have been removed.
- The north side Meade curb installations are complete with trench patch paving rescheduled from October 25-27 to November 7-9.
- Crescent is closed to non-residential traffic from Meade to Talkington.
- Meade is open to all traffic with the northern portion of Meade closed to non-residential traffic from Crescent to the Rio de Flag.

Navajo Drive and Elizabeth Road

- Utility improvements are complete.
- Concrete curb, driveway ramp, and valley gutter installations are complete.
- Significant subgrade stabilization is complete.
- Roadway asphalt paving was rescheduled from October 25-27 to November 7-9.
- Navajo is closed to non-residential traffic.

Talkington Drive and Side Streets

- Utility improvements are complete.
- Concrete curb, driveway ramp, and valley gutter installations are complete.
- Significant subgrade stabilization is complete.
- Roadway asphalt paving was rescheduled from October 25-27 to November 7-9.
- Talkington Drive is closed to non-residential traffic from Meade to Crescent.



Coconino Estates Improvements Phase II Project Map



Talkington/Louise intersection, looking north at roadway asphalt paving



Talkington/Elizabeth intersection, looking south at subgrade stabilization



Talkington/Louise intersection, looking north at subgrade stabilization



Navajo, looking north at roadway prepared for roadway asphalt paving

Flagstaff Downtown Mile Safety and Connectivity Improvement Project (PLANNING AND DESIGN PHASE)

FUND: TRANSPORTATION, STORMWATER, AGING INFRASTRUCTURE, BNSF RAILWAY, METROPLAN, GRANTS

Description – The Downtown Mile Project consists of a group of City and local agency projects located in Downtown Flagstaff and surrounding the BNSF Railway corridor. They include:

- The Rio de Flag Flood Control Project
- The Rio de Flag Pedestrian Tunnel
- The Lone Tree Overpass
- The Florence to Walnut Pedestrian Underpass
- The Milton Bridge Reconstruction
- The Mountain Line Downtown Connection Center (DCC)



The City has partnered with ADOT, BNSF Railway, Mountain Line, Amtrak, and the Army Corps of Engineers for the overall Downtown Mile Project to design and construct roadway, bridge, bike/pedestrian, and railroad improvements for the Flagstaff community.

In May 2022, the City applied for a Multimodal Program Discretionary Grant through the USDOT INFRA/Rural program for the Downtown Mile Safety and Connectivity Improvement Project to fund construction of the suite of projects, including a BNSF Railway corridor realignment and expansion. This grant will also facilitate completion of our Rio de Flag flood Control Project and integrate pedestrian and rail improvements with the Lone Tree Overpass Project and the future Mountain Line Downtown Connection Center.

The total project cost is estimated at \$56M and the amount of federal funding requested is \$32.5M (60%). The non-federal match (40%) is being provided from the City of Flagstaff in the amount of \$12.8M, which is funded through Proposition 419 partnership funding and allocated Transportation and Stormwater funding, and BNSF Railway is contributing \$11M in private funds. BNSF also provided expert consultant services in order to make this grant application possible.

Project Update:

- The City was notified on September 28 that we were awarded the USDOT INFRA grant.
- The Design Phase Services Contract was approved by City Council on October 18.
- On October 7, Congressmen Tom O'Halleran and Ruben Gallego, Dr. Coral Evans from Senator Mark Kelly's office, and representatives from Mountain Line and MetroPlan met with Mayor Paul Deasy, Councilmembers Khara House and Adam Shimoni and City staff to discuss the award of the INFRA grant and celebrate this event for the Flagstaff community.
- Legal and Grants Management staff coordinated development of the IGA with MetroPlan to execute receipt of a \$490,000 funding contribution that was approved for the project planning and design effort. This IGA was approved by City Council on October 18.
- On October 27, City staff met with BNSF and AMTRAK for development of a CRISI grant application between the City and BNSF to fund additional rail and AMTRAK improvements for the Flagstaff Station.

The current updates for the projects included in the Downtown Mile are as follows:

Rio de Flag Flood Control Project (Design Phase)

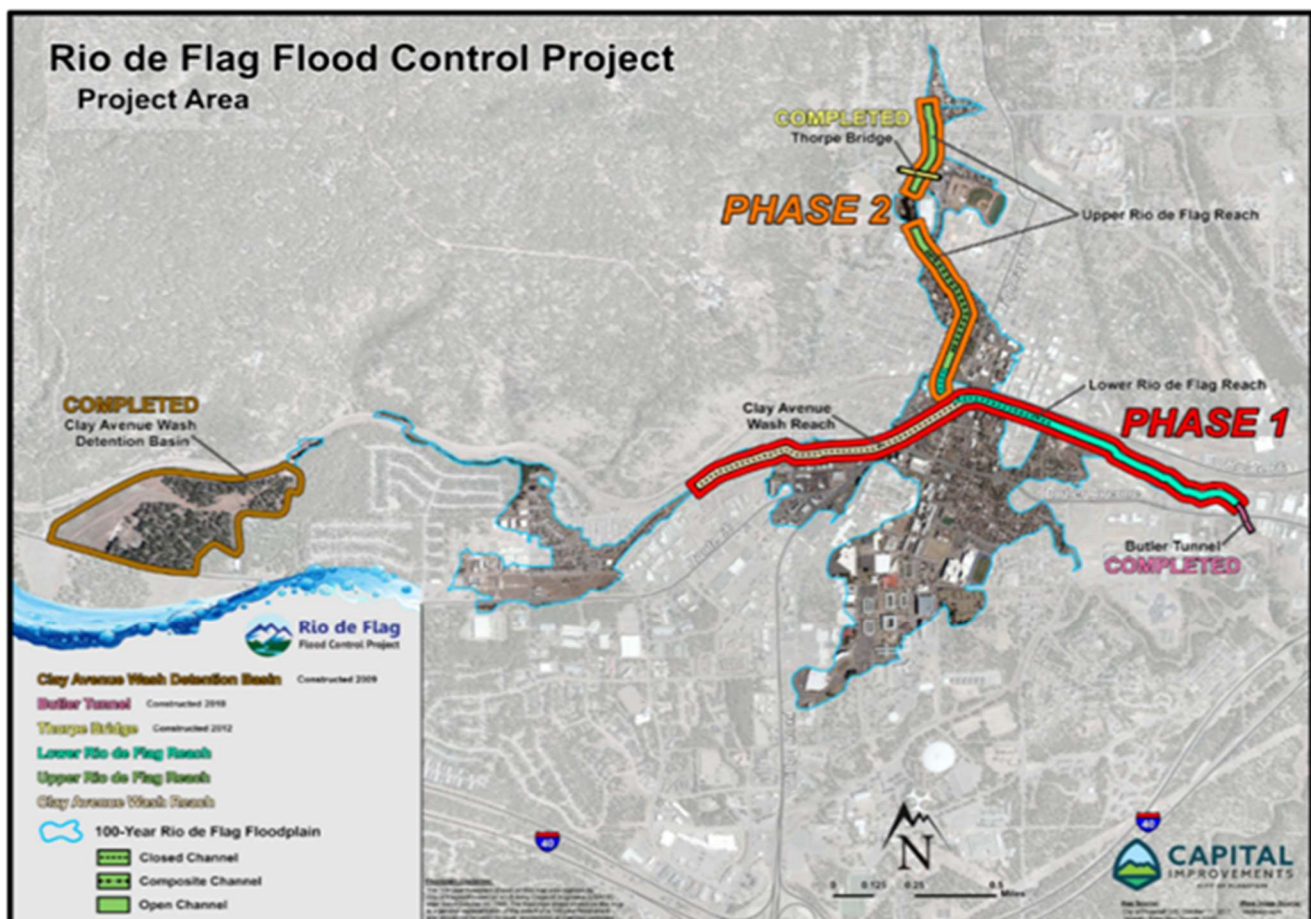
FUND: STORMWATER & AGING INFRASTRUCTURE

Description – Design consists of channel improvements along both the Rio de Flag and Clay Avenue Wash channels through central Flagstaff and includes a combination of underground concrete box culverts, open channel, and composite channel. The composite channel section has both an underground culvert to carry large volumes of water and a smaller open channel on top, which will provide an aesthetic element of flowing surface water during rainfall events. Total project length is approximately 15,000 feet.

The purpose of the Rio de Flag Flood Control Project is to remove the hazards associated with the hundred-year storm event, which include property damage, life safety concerns, and community economic impacts. From research conducted by the Army Corps, it was determined that a significant flood would damage approximately 1,500 structures valued at over \$916M and cause \$93M in economic damages, for a total impact of over \$1B.

Project Update:

- Work continued this month on refinement of the design plans and the real estate documents.
- Property appraisals are being conducted to prepare for offers.
- The draft BNSF Construction and Maintenance Agreement is under review with City and Army Corps legal staff.
- On October 28, Jason Gay, Deputy District Engineer of the US Army Corps of Engineers LA District, visited Flagstaff with the LA District's Colonel Julie Balten. Mayor Paul Deasy, Councilmember Jim McCarthy, and Councilmember Regina Salas and additional staff from the Army Corps were also in attendance. The City presented the Rio de Flag Flood Control Project to the group and discussed upcoming milestones for the project.



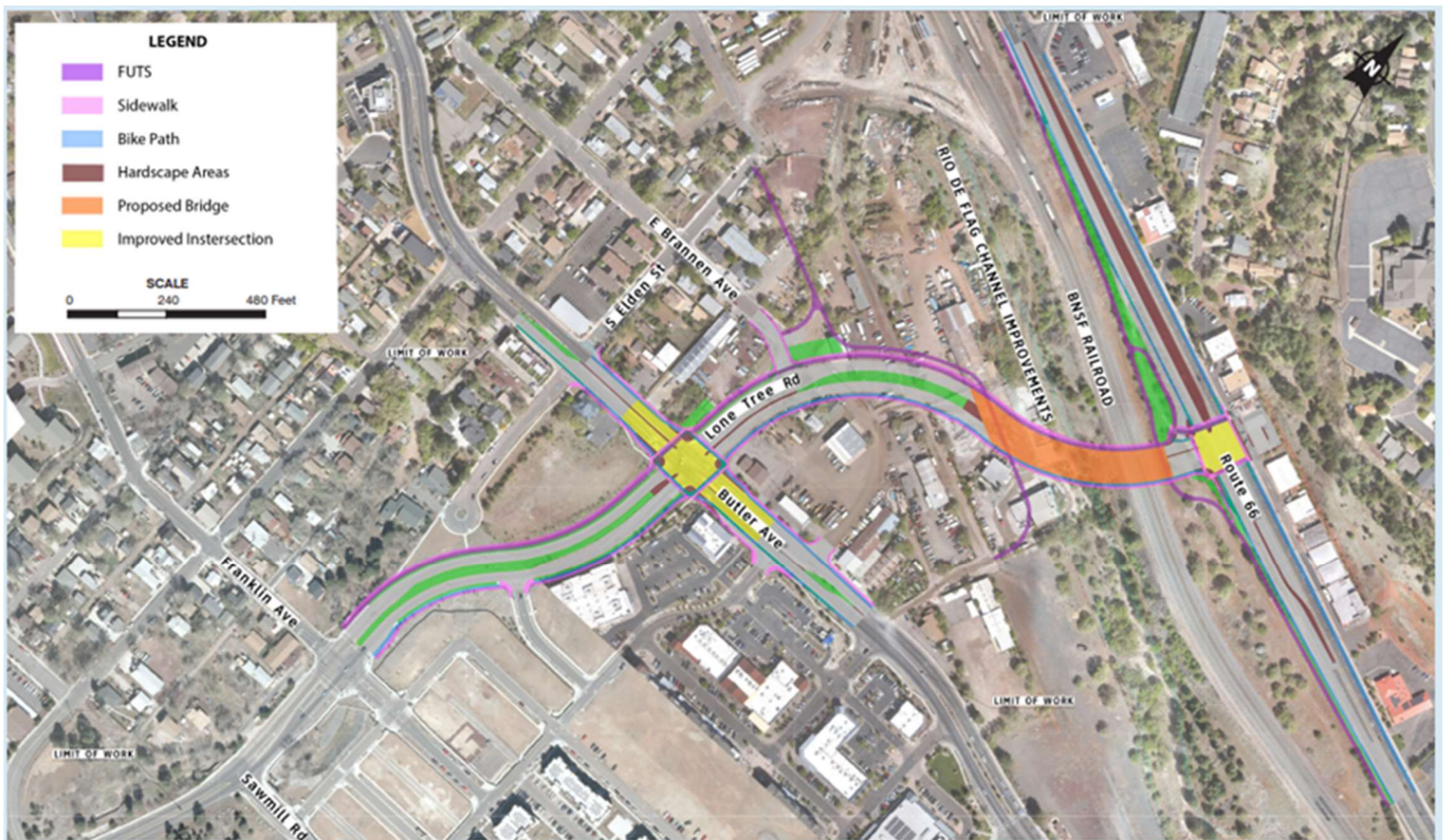
Lone Tree Overpass Project (DESIGN PHASE)

FUND: TRANSPORTATION

Description – The Lone Tree Overpass Project will provide a grade-separated crossing over the future Rio de Flag drainage and the BNSF Railway corridor from Butler Avenue to Route 66. Funding for this project is provided through voter approved bonds as designated in the 2018 Proposition 420. The project will also include improvements from Butler south to Sawmill Road, which will be funded by Proposition 419. The project will be delivered via the Design-Build process and the team includes Ames as the contractor and WSP as the prime design consultant.

Project Update:

- The 60% preliminary design plans were submitted to the City, ADOT, Mountain Line, and US Army Corps of Engineers for review.
- Work continued between BPAC and the Public Art Focus Group on development of the aesthetic and public art components for the bridge improvements.
- Additional information is posted on the project website. [Lone Tree Overpass Project](#)



Library Entrance (CONSTRUCTION PHASE)

FUND: BBB - BEAUTIFICATION

Description – Project to bring Library Entrance into ADA compliance with new handicap ramp and new overall vision for the entrance. Public art will be incorporated into project and an artist is being brought onto the design team. Project includes upgrades to landscaping, handicap-accessible parking, parking lot, and hardscape.

Project Update:

- City Council awarded the construction contract to Scholz Contracting at the July 5th City Council meeting.
- The project is currently underway and has established a temporary alternate Library Entrance that will be utilized throughout construction. The main Library entrance remains closed.
- ADA parking spaces and additional parking spaces are signed in the City Hall parking lot and a pedestrian route to the alternate Library entrance has been established.



Library Entrance Project-Rendering of selected concept plan

LMWTP Flocculation and Sediment Basin Rehabilitation (CONSTRUCTION PHASE)

FUND: DRINKING WATER

Description – The flocculation and sedimentation basin structures and equipment that have been in operation for approximately 60 years are in deteriorated condition and require replacement and rehabilitation. The project consists of constructing a new static mixer installation, rehabilitation of the flocculation/sedimentation basin structures, replacement of electrical systems, and replacement of miscellaneous valves and piping.

Project Update :

- The project will be advertised for construction bids for November and December
- Due to long material lead times, the first year of the contract will used for procurement needs and construction will commence for the two following years, 2024 and 2025.



Staff and Brown and Caldwell taking a tour of the LMWTP basins

Switzer Canyon Transmission Main Phase IV & V (Design Phase)

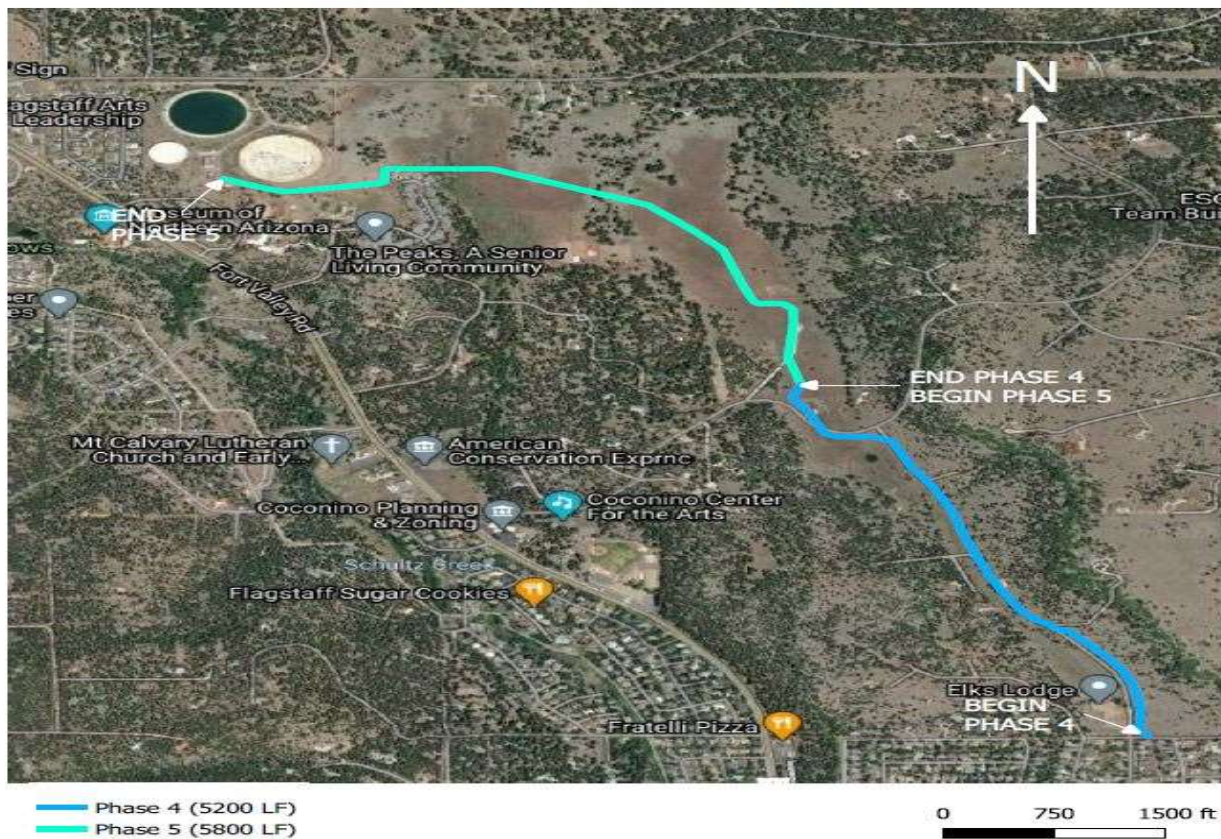
FUND: AGING INFRASTRUCTURE

- **Description** – The Project consists of installing two new water transmission mains, 24" and 16", that will complete the distribution system, zone A and B, from the Downtown area to the City Reservoirs near Elden Lookout Road. The length of Phase IV and V is approximately 11,000 feet. The project area extends outside City limits. Included in the project will be the two water mains with appurtenances and fire hydrants. Water service to county residents will not be provided in exchange for property rights. Construction of Phase IV is currently planned for Spring of 2023 to Fall of 2023. Construction of Phase V is anticipated for 2024.

Project Update:

- Completed design documents for Phase IV are expected November 2022.
- On September 6, 2022, approval was obtained to file condemnation proceedings for Phase IV property rights.
- Osprey nest will impact construction during breeding season (April 15 through July 31) for 1,400 feet of Phase IV.

**FIGURE 1 - SWITZER CANYON WATER LINE
PHASE IV & V CURRENT ALIGNMENT**



Protected Intersections at Butler/Beaver and Butler/San Francisco (Design Phase)

FUND: TRANSPORTATION TAX

Description – The Project consists of feasibility designs of protected intersections at two locations on Butler Avenue, Beaver Street and San Francisco. Protected intersections separate bicycle traffic from vehicular traffic. WSP Global, Inc. was selected as Engineering firm for 15% designs of protected intersections.

Project Update:

- WSP USA, Inc. has started work on 15% designs
- Final deliverables consist of Technical Memorandum and 15% level conceptual plans
- Expected delivery is December 2022



Beaver Street and Butler Avenue



San Francisco Street and Butler Avenue

Wildcat Hill Wastewater Treatment Plant (WHWWTP) Digester Complex (DESIGN PHASE)

FUND: WATER SERVICES-SEWER

Description – Project includes the design and construction of one 60-ft concrete anaerobic digesters with a digester control building and gas handling system. The digester control building would include new boilers, heat exchangers, digested sludge pumps, and other appurtenances to support the increased capacity of the new digester facilities. The Wildcat Hill WRP treats residual solids from both the Rio De Flag and Wildcat facilities. These new digesters will increase solids treatment train capacity to accommodate the solids produced from the treatment at both facilities.

Project Update:

- A design contract with Carollo Engineers was awarded at the October 4th Council meeting.
- Design is scheduled for 12 months with Construction starting in the Spring of 2024, and completion anticipated in the Fall of 2025.



Existing Wildcat Plant, red circles represent possible locations of the new digester

Solier Ave. Transmission Main (DESIGN PHASE)

FUND: DRINKING WATER & DEVELOPER CONTRIBUTIONS

- **Description** – The Project consists of installing approximately 5,200 linear feet of 12" PVC water transmission main, that will complete the distribution system along Soliere Ave from Elk Run St. to 4th St. The new transmission main will supply the needed secondary water source for developments along Butler Ave.

Project Update:

- Completed design documents are expected in November of 2022.
- Construction is anticipated to start in the Spring of 2023 and completed in the Fall of 2023.



Vicinity Map for new Soliere Ave. Transmission main, depicted with blue line

Private Development Projects

DEVELOPMENT ENGINEERING SECTION

The Development Engineering Section continues to review IDS projects for adherence to City of Flagstaff Engineering Standards for both Subdivisions and projects requiring Site Plan or other Zoning Code entitlements. There continue to be significant projects under review in both the residential subdivision and commercial Site Plan categories. Major projects with significant Engineering involvement include the NAH new campus, additional phases of work in the Timber Sky subdivision and surrounding area, Canyon Del Rio Subdivision, Juniper Point Subdivision and the JWP corridor.

Projects In Civil Plan Review –

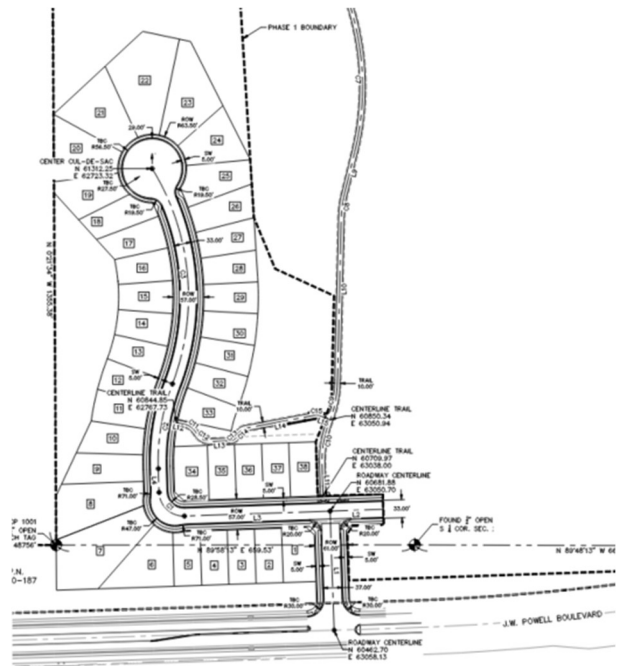
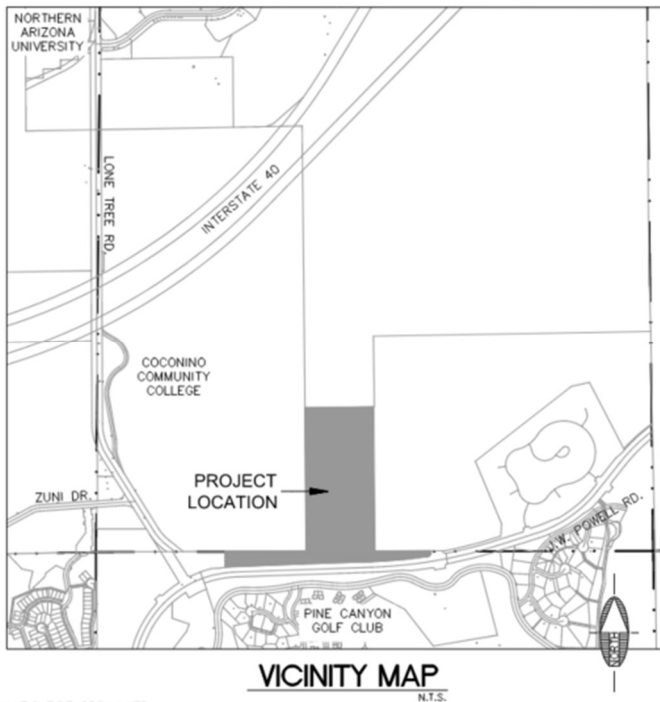
- Four Subdivision Engineering Plan Reviews
- Ten Site Plan Engineering Plan Reviews

Projects In Construction or Permitting –

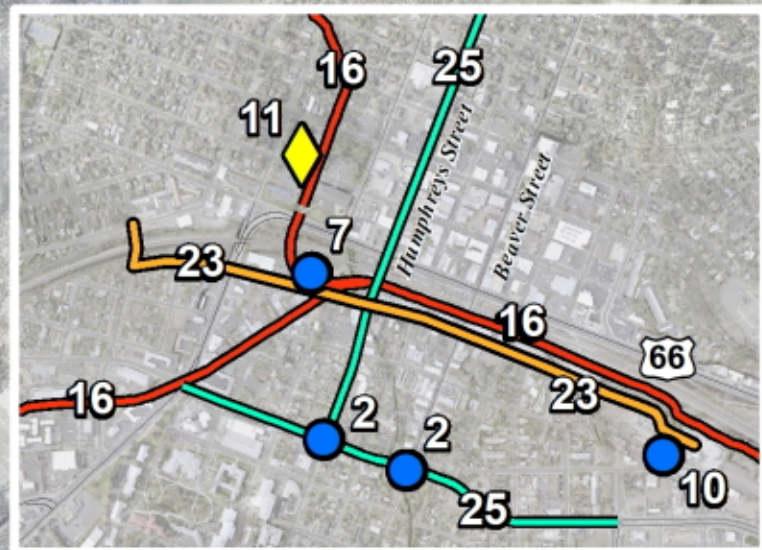
- Ten Subdivisions in Construction or awaiting permits
- Thirty-one Site Plan Projects in Construction or awaiting permits

Highlighted Project – Juniper Point Phase 1

The public infrastructure for the first phase of Juniper Point is nearing completion with most of the roadway and utilities in this phase nearing completion. The last major work item to be completed is the realignment of the existing 27" water transmission main which is needed in order to connect the subdivision sewer into existing City Infrastructure. The balance of this work is scheduled for completion by the end of November. This phase represents 38 new single family lots for which building permits are anticipated to be approved in November. The next phase of the Juniper Point subdivision is currently working through the IDS review process.



Capital Improvements Projects



● **Pre-Construction**
 ◆ **Under Construction**

October 2022

No.	Project Name	
1	J.W. Powell Specific Plan Study
2	Protected Intersections at Butler/Beaver and Butler/San Francisco	
3	LMWTP Flocculation and Sediment Rehabilitation	
4	Beulah Boulevard Extension / University Drive Realignment	
5	Coconino Estates Improvements Phase II	
6	Fremont Boulevard Restriping	
7	Mountain Line Downtown Connection Center	
8	Coconino Estates Improvements Phase I	
9	Lockett/Fourth Roundabout	
10	Lone Tree Overpass Project	
11	Library Entrance	
12	Solier Transmission Main	
13	Boulder Pointe - University Avenue Traffic Calming	
14	Switzer Canyon Transmission Main Phase IV & V	
15	Route 66 at Fanning - Landscaping	
16	Rio de Flag Flood Control Project	~~~~~
17	Steves Boulevard Wash at Soliere	
18	Wildcat Hill Wastewater Treatment Plant (WHWTP) Digester Complex	
19	Butler-Fourth Improvements	~~~~~
20	Museum Fire Flood Mitigation/Division D	~~~~~
21	Spruce Wash - Cedar to Dortha & Dortha Inlet	
22	Park Basins	
23	Downtown Mile	~~~~~
24	Woody Way	
25	Protected Bike Lane Pilot Projects (Butler Ave. & Beaver St.)	~~~~~
ATMP (Citywide) See website: www.flagstaff.az.gov/atmp		



0 1 2 Miles



CITY OF FLAGSTAFF

STAFF SUMMARY REPORT

To: The Honorable Mayor and Council
From: Shannon Anderson, Senior Deputy City Manager
Date: 11/04/2022
Meeting Date: 11/08/2022



TITLE:

Consideration and Adoption of Ordinance No. 2022-29: An ordinance of the City Council of the City of Flagstaff, amending section 1-07-001-0005, Salaries, of the Flagstaff City Code, and establishing an effective date.

STAFF RECOMMENDED ACTION:

- 1) Read Ordinance No. 2022-29 by title only for the final time
- 2) City Clerk reads Ordinance No. 2022-29 by title only (if approved above)
- 3) Adopt Ordinance No. 2022-29

Executive Summary:

The City Code 1-07-001-0005 Salaries outlines the salary and benefits for Mayor and Council members along with the process for a review of these salaries. There was a request from the majority of City Council following the adoption of 2019-39 in February 2020 to review the salaries of Mayor and Council.

The City Council appointed four members to the Citizen Commission on Council Salaries during their April 19, 2022 meeting and the five commission members from Planning and Zoning, Parks and Recreation, Tourism, Water, and Transportation Commissions were identified between June and August 2022. The newly created Citizen Commission on Council Salaries met in September and October of 2022 to consider information such as examples of work, municipal and county benchmark data, consumer price index, minimum wage, cost of living, and living wages as they crafted their recommendation.

The City's website includes a webpage dedicated to the Citizen's Commission that includes the agendas, minutes and a form for members of the public to provide feedback. A press release was sent out on October 3, 2022 to encourage the public to share their feedback either online using the form on the website or to attend the October 12, 2022 meeting.

The Commission members finalized their recommendation during the October 12, 2022 meeting to include an increase in the Mayor's salary from \$38,500 to \$54,340 and Council's salary from \$25,500 to \$44,650 following the 2022 election. Then effective December 1, 2024 an increase in the Mayor's salary from \$54,340 to \$70,180 and Council's salary from \$44,650 to \$63,800. The recommendation also includes a change to the monthly routine travel and meals stipend for the Mayor from \$150 to \$200 with a City vehicle and \$250 to \$300 without a City vehicle and for Council member from \$166 to \$200 per month.

These recommendations recognize the irregular schedule of Council members and the difficulty to fit their

responsibilities within a normal work schedule and compensates them appropriately for the time being spent fulfilling their duties and meeting community expectations. It also recognizes the role, responsibility, and impact of City Council member decisions. The recommended salary provides a sustainable wage that has the ability to attract quality and diverse candidates to fill Council vacancies. This aligns Council salaries closer to County Board of Supervisors and like community salaries while continuing the differential between Mayor and Council salaries.

Financial Impact:

The impact to salaries and the monthly routine travel and meals stipend will be accounted for in the annual budget process.

Policy Impact:

There are no other policy impacts.

Connection to PBB Priorities/Objectives, Carbon Neutrality Plan & Regional Plan:

Priority Based Budget Key Community Priorities and Objectives

These recommendations support Mayor and Council members and the City Councils works to meet all of the community priorities and objectives in effective governance, safe & healthy community, inclusive & engaged community, sustainable, innovative infrastructure, robust resilient economy, livable community and environmental stewardship.

Has There Been Previous Council Decision on This:

No.

Attachments: Ord. 2022-29
 Presentation

ORDINANCE NO. 2022-29

AN ORDINANCE OF THE CITY COUNCIL OF THE CITY OF FLAGSTAFF, AMENDING SECTION 1-07-001-0005, SALARIES, OF THE FLAGSTAFF CITY CODE, AND ESTABLISHING AN EFFECTIVE DATE

RECITALS:

WHEREAS, Section 1-07-001-0005 of the Flagstaff City Code outlines a process for periodic review and potential adjustment of the Mayor and City Council salaries; and

WHEREAS, the citizen commission is fully authorized under Section 1-07-001-0005 of the Flagstaff City Code to make a recommendation regarding salary adjustments for the Mayor and Council; and

WHEREAS, the Council desires to provide the citizen commission full authority to meet when requested by the City Council; and

WHEREAS, Council desires to update the City Code related to council salaries and the process for adjusting council salaries.

ENACTMENTS:

NOW, THEREFORE, BE IT ORDAINED BY THE COUNCIL OF THE CITY OF FLAGSTAFF AS FOLLOWS:

SECTION 1. Flagstaff City Code Title 1, Administrative, Chapter 1-07, Mayor and Council, Section 001-0005, Salaries, is hereby amended as follows:

1-07-001-0005 SALARIES:

A. Effective upon the commencement of terms of office for those persons elected to the office of Mayor or Councilmember of the City of Flagstaff in City elections of 2018 ~~2022~~ and thereafter, the salary of the Mayor shall be ~~thirty-eight thousand five hundred dollars~~ FIFTY-FOUR THOUSAND THREE HUNDRED FORTY DOLLARS (~~\$38,500.00~~ \$54,340.00) per year payable over twenty-six (26) pay periods at ~~one thousand four hundred eighty dollars and seventy-seven cents~~ TWO THOUSAND NINETY DOLLARS (~~\$1,480.77~~ \$2,090.00) per pay period; and the salary of Councilmembers shall be ~~twenty-five thousand five hundred dollars~~ FORTY-FOUR THOUSAND SIX HUNDRED FIFTY DOLLARS (~~\$25,500.00~~ \$44,650.00) per year payable at ~~nine hundred eighty dollars and seventy-seven cents~~ ONE THOUSAND SEVEN HUNDRED SEVENTEEN DOLLARS AND THIRTY-ONE CENTS (~~\$980.77~~ \$1,717.31) per pay period. EFFECTIVE DECEMBER 1, 2024, THE SALARY OF THE MAYOR SHALL BE SEVENTY THOUSAND ONE HUNDRED EIGHTY DOLLARS (\$70,180.00) PER YEAR PAYABLE OVER TWENTY-SIX (26) PAY PERIODS AT TWO THOUSAND SIX HUNDRED NINETY-NINE DOLLARS AND TWENTY-FOUR CENTS (\$2,699.24) AND THE SALARY OF COUNCILMEMBERS SHALL BE SIXTY-THREE THOUSAND EIGHT HUNDRED DOLLARS (\$63,800.00) PER YEAR PAYABLE AT TWO THOUSAND FOUR HUNDRED FIFTY-THREE DOLLARS AND EIGHTY-FIVE CENTS (\$2,453.85).

B. ~~The annual salary of the sitting Mayor and Councilmembers shall not be increased or decreased during their term in office, pursuant to State law.~~ THE ANNUAL SALARY OF THE MAYOR AND COUNCILMEMBERS SHALL BE AS DETERMINED BY ORDINANCE, BUT SHALL NOT BE INCREASED OF DECREASED DURING THE CURRENT TERM OF THE MAYOR AND COUNCILMEMBERS ENACTING SUCH ORDINANCE. Upon request from a majority of the Council, the City Manager will establish a Citizen Commission to review salaries. The Citizen Commission will consist of nine (9) members as follows:

Member of the Planning and Zoning Commission;

Member of the Parks and Recreation Commission;

Member of the Tourism Commission;

Member of the Water Commission;

Member of the Transportation Commission;

Two (2) community members who are human resource professionals; and

Two (2) community members at large.

A Citizen Commission member must be a resident of the City of Flagstaff, may not be a City employee, and may not be serving on a City Commission as a liaison or for purposes of representing another agency. The City Human Resources Director or designee will attend Citizen Commission meetings and provide staff support. Citizen Commission meetings are subject to open meeting laws and the Commission will hold a public meeting to obtain public comments prior to finalization of a Commission recommendation. The Citizen Commission shall forward its final recommendation to the City Council. The City Council shall immediately consider the recommendation of the Citizen Commission, and may adopt an ordinance raising the salaries of the Mayor and Council which shall take effect for those persons elected to the office of Mayor and Councilmember in the next succeeding election or, at the option of Council, the raise in salaries shall take effect when all current terms of office have expired.

C. A like salary shall be paid to any person appointed to fill a vacancy in the office of Mayor or Councilmember for the balance of any term.

D. Any person elected or appointed to the office of Mayor or Councilmember may, prior to commencement of their duties, elect to receive a lesser salary than herein provided if the salary provided herein imposes a hardship on that person by either disqualifying that person from receiving social security, pension, or retirement benefits or payments, or the like, or reducing the amount of such benefits or payments that person would otherwise receive. The City Manager, or his or her designee, shall determine if a hardship exemption applies in the particular circumstances.

E. In addition to the salaries above, the Mayor may choose upon commencement of each new term of office to receive ~~two hundred fifty~~ THREE HUNDRED dollars (~~\$250.00~~ \$300.00) per month to cover the expense of routine travel and meals or may elect to be provided with a car insured and maintained by City and a lesser stipend of ~~one hundred fifty~~ TWO HUNDRED dollars (~~\$150.00~~ \$200.00) per month to cover the expense of routine travel and meals. Councilmembers

shall receive one hundred sixty-six dollars (\$166.00) per month to cover the expense of routine travel and meals.

F. The Mayor and Councilmembers are eligible for employee and dependent insurance provided by the City on the same terms and conditions as any other City employee.

G. The following amounts are not salaries and may be adjusted at any time. The Mayor and Councilmembers may receive funds for non-routine travel or other expenses incurred on behalf of the City approved through the City budget process.

SECTION 2. Effective Date.

This ordinance shall become effective thirty (30) days following adoption by the City Council.

PASSED AND ADOPTED by the City Council of the City of Flagstaff this 8th day of November, 2022.

MAYOR

ATTEST:

CITY CLERK

APPROVED AS TO FORM:

CITY ATTORNEY

Commission on Council Salaries

November 1, 2022





Background

- City Code on Council Salaries 1-07-001-0005
- City Council adopted ordinance 2019-39 to reconvene the Citizen's Commission on Council Salaries upon a request from the majority of City Council rather than every four years
- Request from majority of City Council to reconvene the Citizen's Commission on Council Salaries following adoption in February 2020
- Struggled to fill additional community vacancies
 - Two community members at large
 - Two community members who are Human Resource professionals



Commission on Council Salaries

- Appointed commission vacancies on April 19, 2022
- Five City commissioners selected between June and August 2022
- Citizen's Commissioners met in September and October 2022 to consider Mayor and Council Salaries as specified in City Code 1-07-001-0005



Information Considered

- Mayor and Council examples of work
- Municipal benchmark data including population, budget and salary
- County benchmark data including population and salary
- Consumer Price Index 8.3%
- Minimum Wage
- Cost of Living
- Living Wage



Community Outreach



- Commission on Council Salaries page created on City website
- Addition of form to collect community input
- Press release to solicit input and encourage meeting participation



Salary Recommendations

Mayor

- Increase salary from \$38,500 to \$54,340 following the 2022 election
- Increase salary from \$54,340 to \$70,180 effective December 1, 2024

Councilmembers

- Increase salary from \$25,500 to \$44,650 following the 2022 election
- Increase salary from \$44,650 to \$63,800 effective December 1, 2024



Stipend Recommendations

Mayor

- Increase routine travel and meals monthly stipend from \$150 to \$200 per month with vehicle
- Increase routine travel and meals monthly stipend from \$250 to \$300 per month without vehicle

Councilmembers

- Increase routine travel and meals monthly stipend from \$166 to \$200 per month

Supporting Statements

- Recognizes irregular schedule of Council members and difficulty to fit within a normal work schedule
- Compensates for the time being spent fulfilling duties and meeting community expectations
- Recognizes the role, responsibility, and impact of City Council member decisions
- Provides a sustainable wage
- Ability to attract quality and diverse candidates to fill Council vacancies
- Aligns council salaries closer to County Board of Supervisor and like community salaries
- Continues differential between Councilmembers and Mayor



Council Questions & Discussion

