ARIZONA COMMERCE AUTHORITY
MUNICIPALITY TIME FRAMES ADVISORY COMMITTEE
PUBLIC MEETING MINUTES

Tuesday, December 9, 2025, at 3:00 P.M.
Arizona Commerce Authority and via Zoom
100 N. 7th Avenue, Suite 100, Phoenix, AZ 85007

I. Call to Order and Roll Call

Advisory Committee Chairman, Jackson Moll, called the December 9, 2025, meeting of the Municipality Time Frames Advisory Committee to order at 3:04 p.m. The meeting was noticed and properly posted.

Karyn MacVean, Administrator, proceeded with the roll call. A quorum of members confirmed present.

Advisory Committee Members Present:
Chad Heinrich
Alan Maguire (virtual)
Jackson Moll

Advisory Committee Members Not Present:
Kevin McCarthy
Danny Seiden

II. Consent Agenda

Approval of May 22, 2025, Committee Meeting Minutes

Jackson Moll called for a motion to approve the May 22, 2025, Committee Meeting Minutes.
Alan Maguire moved to approve the minutes from the previous meeting held on May 22, 2025. The motion was seconded by Chad Heinrich and approved without objection.

III. Committee Review and Discussion

Municipality Time Frames Data Collection Survey Results for Fiscal Year 2025

Karyn MacVean provided an overview of the FY 2025 Municipality Time Frames Data Collection Survey. She noted challenges in obtaining responses from over 30 municipalities due to competing priorities and workload. Karyn referenced a well-attended informational webinar, which generated several follow-up questions from municipalities approximately one week afterward.

Karyn explained that some municipalities initially submitted information using last year's form but later corrected their submissions. Expectations were set that municipalities should be prepared to participate again next year.

Jackson Moll commented that the webinar was a great idea, well attended, and generated strong engagement and questions. He suggested holding similar webinars in the future.

Chad Heinrich asked which portions of the data were most useful and how best practices could be identified and implemented.

Jackson Moll noted that year-over-year comparisons provide valuable insights, trends, and opportunities for further analysis.

Alan Maguire asked who the final report is distributed to. Karyn MacVean responded that it is sent to the Governor and the State Legislature. Chad noted that the Legislature is the primary audience.

Alan Maguire commented on the wide variation in permitting timelines across cities and asked whether municipalities receive the compiled results. Karyn confirmed that participants do receive the results.

Alan Maguire observed that permitting processes appeared lengthy. Chad Heinrich agreed, citing Maricopa and Pima Counties with timelines sometimes of approximately two and a half years, and suggested examining causes of delays.

At Jackson Moll's request, the survey questions were displayed and reviewed. He noted that the way categories are broken out provides interesting insights. The group agreed that while variables exist, the goal is to identify broader trends.

No additional questions were raised.

Karyn MacVean reminded the committee that the report must follow a specific structure and is due by the end of the year.

Jackson Moll confirmed that committee members and municipalities may contact Karyn MacVean with questions.

Action Item:
Alan Maguire suggested sending a thank-you letter to municipalities for participating in the survey. Jackson Moll and Chad Heinrich agreed.

V. Committee Discussion

Recommendations Related to Municipal and County Support for Economic Development Projects

Chad Heinrich suggested that recommendations be data-driven and focus on identifying trends, best practices, and ways government can reduce timelines.

Alan Maguire emphasized the importance of sharing best practices from larger cities with smaller municipalities and making the data more accessible and useful.

Chad Heinrich highlighted examples of cities achieving shorter permitting timeframes.

Jackson Moll noted that recommendations do not need to be limited to survey data. He suggested framing economic development at a regional level and potentially including a narrative or recommendation letter with the report.

Jackson Moll also mentioned differences in software systems used by municipalities and high workloads affecting timelines.

Chad Heinrich suggested training opportunities to address these issues.

Jackson Moll raised artificial intelligence as an emerging trend, noting that some communities are already implementing AI solutions.

Chad Heinrich added that it would be helpful to better understand challenges associated with large construction projects and service providers.

VI. Call to Committee Members for Future Agenda Items

No future agenda items were proposed.

VII. Call to the Public

The call to the public was made. No public comment was received.

Karyn MacVean shared that the Cities of Phoenix and Mesa have expressed interest in presenting to the committee. She will follow up via email and coordinate scheduling to ensure proper agenda inclusion.

Jackson Moll suggested allowing cities to share thoughts and feedback similar to the webinar format.

Chad Heinrich recommended sharing these presentations with local communities.

Jackson Moll and Karyn MacVean will collaborate on sending thank-you communications.

VIII. Adjournment

Alan Maguire moved to adjourn the meeting.
The motion was seconded by Chad Heinrich.
The meeting adjourned at **3:42 p.m.**