



# ADMINISTRATIVE COUNCIL PACKET

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**MEMO TO:** ADMINISTRATIVE COUNCIL  
**FROM:** RANDY HEISS, EXECUTIVE DIRECTOR  
**DATE:** APRIL 27, 2023  
**SUBJECT:** ADMINISTRATIVE COUNCIL MEETING

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Please see the details below for the Administrative Council meeting date, time, and location.

**Thursday, May 4, 2023 at 9:00 a.m.**

**In-Person:**

**Cochise College Benson Center**  
**[1025 Highway 90, Benson, Arizona](#)**

**Via Zoom:**

**<https://us02web.zoom.us/j/81619994839>**

We plan to hold this meeting with no restrictions on in-person attendance. Administrative Council members who are unable to attend in-person may attend via Zoom. ***The address shown above is a hyperlink to a Google Map showing the meeting location.*** If you are unable to attend, please send an alternate to ensure that we will have a quorum for the meeting.

The Administrative Council Packet will be sent to members through e-mail (via a link to the packet posted on the SEAGO website) to save postage and copying costs. ***We will not be mailing a hard copy of the packet unless you request one.***

If you have any questions, please call me at (520) 432-5301 Extension 202. You can also send an e-mail to [rheiss@seago.org](mailto:rheiss@seago.org).



# ADMINISTRATIVE COUNCIL AGENDA

9:00 A.M. THURSDAY, MAY 4, 2023  
IN-PERSON AND VIA ZOOM (see Cover Letter for Zoom details)  
1025 HIGHWAY 90, BENSON, ARIZONA

<b>I. CALL TO ORDER/PLEDGE OF ALLEGIANCE / INTRODUCTIONS</b>	Vice Chair Robinson	
<b>II. MEMBER ENTITIES' DISCUSSION</b> (Common Critical Issues)	Vice Chair Robinson	
<b>III. CALL TO THE PUBLIC</b>	Vice Chair Robinson	
<b>IV. PRESENTATION</b> - Available funding opportunities - ADEQ Southeastern Arizona Community Liaison	Melissa Hayes	
<b>V. ACTION ITEMS</b>		<u>Page No.</u>
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a. Approval of the February 9, 2023 Minutes	Vice Chair Robinson	1
2. Election of Officers	Randy Heiss	6
3. Fiscal Year 2024 Budget Items		
a. Sustainability of Fund Balance (discussion only)	Randy Heiss	7
b. Discussion and possible action to recommend approval of the FY 2024 Assessment Schedule	Randy Heiss	9
c. Discussion and possible action to recommend approval of the proposed FY 2024 SEAGO Budget	Dina Curtiss	11
4. Discussion and possible action to recommend the reappointment of Private Sector Representatives for Graham, Greenlee and Santa Cruz Counties to the Executive Board	Randy Heiss	13
5. Discussion and possible action to recommend approval of an agreement between HR KNOW LLC. and SEAGO for Human Resources Consulting Services	Randy Heiss	15
6. Discussion and possible action to recommend approval of an Intergovernmental Agreement between the City of Bisbee and SEAGO for paving services	Randy Heiss	25

7.	Discussion and possible action to recommend approval of the 2024 - 2028 Area Plan on Aging	Laura Villa	32
8.	Discussion and possible action to recommend approval of the proposed FY 2024 AAA Subaward Recommendations	Laura Villa	36
9.	Discussion and possible action to recommend approval of the FY 2024 - FY 2025 ADOT Work Plan	Chris Vertrees	40

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B.	Strategic Planning Retreat Report	Randy Heiss	60
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F.	AAA Updates	Laura Villa	87
G.	Transportation Program Updates	Chris Vertrees	92

**VII. RTAC REPORT**

Kevin Adam N/A

**VIII. STAFF ANNOUNCEMENTS / CURRENT EVENTS**

Vice Chair Robinson N/A

**IX. FUTURE AGENDA ITEMS**

Vice Chair Robinson N/A

**X. ADJOURNMENT**

Vice Chair Robinson N/A

**DIRECTION MAY BE GIVEN TO SEAGO STAFF ON ANY ITEM ON THE AGENDA.**

Individuals with disabilities who require special accommodations or who have limited English proficiency and wish to have an interpreter may contact Diane Becerra at (520) 432-5301, extension 207 at least 72 hours before the meeting time to request such accommodations.

Individuals wishing to participate in the meeting telephonically may do so by contacting Diane Becerra at (520) 432-5301 extension 207. Contact must be made at least 48 hours before the meeting in order to obtain the call-in information. Please note that the option to participate telephonically may not be available unless requested as instructed above.

Si necesita acomodaciones especiales o un intérprete para esta conferencia, debe ponerse en contacto con Diane Becerra al número (520) 432-5301, extensión 207, por lo menos setenta y dos (72) horas antes de la conferencia.

**Draft MINUTES OF  
THE ADMINISTRATIVE COUNCIL MEETING  
9:00 A.M., THURSDAY, FEBRUARY 9, 2023  
VIA ZOOM  
COCHISE COLLEGE BENSON  
1025 HWY 80, BENSON, ARIZONA**

OFFICERS PRESENT: Brown, Heath – Town of Thatcher (Treasurer) **(In-Person)**  
Rapier, Derek – Greenlee County **(Zoom)**

MEMBERS PRESENT: Batty, Vernon – Town of Pima **(In-Person)**  
Bigman, Barney – San Carlos Apache Tribe **(Zoom)**  
Blaschke, Caleb – City of Willcox **(Zoom)**  
Cassella, John – City of Safford **(In-Person)**  
Dickie, Ed – City of Nogales **(In-Person)**  
Fulton, Stephanie, Town of Huachuca City **(In-Person)**  
McLachlan, Matt – City of Sierra Vista **(Zoom)**  
Hinton, Terry – Town of Duncan **(Zoom)**  
Perez, Rudy – Town of Clifton **(Zoom)**  
Urquijo, Ana – City of Douglas **(Zoom)**  
Vivian, Vicki – City of Benson **(In-Person)**  
Welker, Dustin – Graham County **(In-Person)**

STAFF PRESENT: Curtiss, Dina – Accounting Manager **(In-Person)**  
Dennis, Keith – Community Development Program Manager **(In-Person)**  
Heiss, Randy – Executive Director **(In-Person)**  
Merideth, John – GIS Analyst **(Zoom)**  
Peterson, Stephen – Economic Development Program Manager **(In-Person)**  
Vertrees, Chris – Transportation Program Administrator **(In-Person)**  
Laura Villa – AAA Program Director **(In-Person)**

GUESTS: Adam, Kevin – RTAC **(Zoom)**  
Fickett, Patty – San Simon Fire District **(Zoom)**  
Kissinger, John – City of Nogales **(In-Person)**

**I. CALL TO ORDER/PLEDGE OF ALLEGIANCE / INTRODUCTIONS**

Secretary Brown called the meeting to order at 9:13 a.m. Those physically present introduced themselves and at the request of Secretary Brown, Randy Heiss read the names of those attending electronically into the record.

**II. MEMBER ENTITIES' DISCUSSION**

**Ed Dickie, City of Nogales** reported on the progress of the repairs to the International Outfall Interceptor – the sewer line that conveys wastewater from Nogales, Sonora to the wastewater treatment plant in Rio Rico. **John Cassella, City of Safford** reported that the City was considering a rate study to inform updates to the City's utility rates due to increases in costs experienced over the past several years. **Stephanie Fulton, Town of Huachuca City** reported on behalf of Suzanne Harvey, City Manager, regarding the Town's CDBG project, upgrades to the broadband infrastructure serving the Town, and the Town's new community garden and walking path. **Matt McLachlan, City of Sierra Vista** reported on a number of planning processes underway within the City including updating the City's strategic plan, the City's General Plan update that will go before the voters next year, and its CDBG consolidated plan. **Caleb Blaschke, City of Willcox** reported that the City would be updating its strategic plan the following day with a focus on housing, street infrastructure, and

water issues. **Rudy Perez, Town of Clifton** reported that the City has kicked off its CDBG funded comprehensive pavement assessment study that is projected for completion at the end of March. **Terry Hinton, Town of Duncan** reported the Town is working with ADEQ on a plan to interconnect the Town's two water systems and is in the process of changing out the Town's old water meters to new meters that can be read automatically. **Derek Rapier, Greenlee County** reported that the County's focus has been on how to provide more housing options, identifying water resources to serve the new residences, and expanding broadband in the County. **Vicki Vivian, City of Benson** reported they are working toward completion of their City Hall annex, and that the yellow billed cuckoo has come up in the environmental review for two grants the City is working on. **Barney Bigman, San Carlos Apache Tribe** reported that the Tribe is in the process of updating its long-range transportation plan for the Tribal Reservation and is working with Bureau of Indian Affairs to co-locate with the Tribe's Transportation Division.

### III. CALL TO THE PUBLIC

No one from the public requested to speak.

### IV. ACTION ITEMS

1. Consent Agenda
  - a. Approval of the November 3, 2022, minutes
  - b. Nomination(s) to the Advisory Council on Aging

*Note: Consent items were addressed separately as follows:*

a. Secretary Brown called for a motion to approve the November 3, 2022 minutes. Ed Dickie made the motion; second by Vicki Vivian.

**MOTION:** Ed Dickie  
**SECOND:** Vicki Vivian  
**ACTION:** Unanimous

b. Laura Villa briefed the Council on the qualifications of Ms. Susan M Lange to represent the Town of Patagonia and Ms. Eva T McElroy to represent the City of Sierra Vista on the ACOA and offered to answer any questions. Secretary Brown called on for a motion to approve the nominations as recommended by Ms. Villa. Ed Dickie made the motion; second by Matt McLachlan.

**MOTION:** Ed Dickie  
**SECOND:** Matt McLachlan  
**ACTION:** Unanimous

2. Discussion and possible action to recommend the Executive Board authorize staff to publish Request for Proposals for a Compensation Study

Randy Heiss informed the Administrative Council that SEAGO's compensation plan had not been updated since 2005. Since that time, SEAGO has worked its way through the grade and range structure in the current plan. In addition, the COVID pandemic increased mobility in the workforce and intensified competition between employers. As a result, over time, SEAGO's compensation plan has become increasingly uncompetitive when compared to other COGs, MPOs and many of our member entities. SEAGO has also added positions to the classification plan that didn't exist in the original version without the benefit of knowing what a similar position would pay the southeastern Arizona job market. These conditions have resulted in turnover of SEAGO employees and along with that, the training and experience SEAGO has invested in them. Randy mentioned that he would prefer to procure a consultant under cooperative purchasing as that would be a more efficient way to get a compensation study done, and had looked at the State cooperative purchasing

contracts to find a qualified consultant perform study, but was unable to find an HR consultant listed for that purpose. Randy asked if any of the member entities have recently used a consultant to do this for them, and if so, if the consultant was procured with cooperative purchasing in mind. John Kissinger responded that the City of Nogales has used Public Sector Personnel Consultants for many years but they had used an RFQ process for professional services to do so. Randy stated that he would continue to explore cooperative purchasing but that he expected the costs to exceed the \$20,000 threshold in SEAGO's purchasing policy requiring Board authorization and that is the purpose of this item.

Ed Dickie made a motion to recommend that the Executive Board authorize SEAGO to issue a request for proposals for a compensation study; second by John Cassella.

Matt McLachlan asked what percentage of SEAGO employee compensation is covered by grants and if there is capacity within those grants to increase compensation. Randy responded that nearly 100% of SEAGO salaries are paid out of grants or agreements with State agencies. Any increases in compensation are estimated for each program during the budget process. Matt referenced the last paragraph of Randy's memo requesting authorization to enter into a contract with the most qualified consultant and asked if there would be a stipulation to bring the contract back to the Board for approval. Randy stated that if that was the intent of the motion, he would be happy to bring approval of the contract back to the Board for authorization at the May meeting.

**MOTION:** Ed Dickie  
**SECOND:** John Cassella  
**ACTION:** Unanimous

*Note: Although the stipulation to bring the approval of the contract back to the Board for authorization was not included in the motion, staff intends to honor the intent of the Administrative Council.*

3. Discussion and possible action to recommend approval of Resolution No. 2023-01 serving notice of SEAGO's intention to de-designate as a planning agency under Section 208 of the Clean Water Act

Randy Heiss gave a lengthy presentation on the many reasons to de-designate as an areawide planning agency under Section 208 of the Clean Water Act. He stated that once SEAGO de-designates, SEAGO's water quality management plan (WQMP) could become irrelevant and ADEQ would be responsible for administering the program for the SEAGO region. He further stated that the State's WQMP had not been updated since 1979 and its Continuing Planning Process since 1993. Matt McLachlan stated that the City of Sierra Vista was in the process of updating its wastewater master plan to remove several stand-alone wastewater treatment facilities and direct flows to its Environmental Operations Park instead. He asked how the process would be handled under the State's plan and expressed a preference to remain under SEAGO's WQMP. Randy stated that he could not answer the question due to ADEQ's reticence to articulate its vision for the 208 Program.

After considerable discussion, a motion was made by John Kissinger, on behalf of Ed Dickie to recommend approval of Resolution No. 2023-01 to the Executive Board. After further discussion, the motion was seconded by John Cassella.

Caleb Blaschke stated that the City of Willcox was seeking EPA funding for a number of infrastructure projects and asked if de-designation would impact the City's eligibility for funding. Ana Urquijo stated that the City of Douglas was looking at changes to its water and wastewater service areas and expressed that she was uncomfortable with the unknown conditions of operating under the State's WQMP. Randy stated there would be a meeting of the Statewide Water Quality Management Working Group the following week and he would forward the meeting information to the Administrative Council so those with questions about ADEQ's process under their 1979 plan could be addressed by ADEQ staff. He suggested that the motion and second could be withdrawn and another motion introduced to table the item so that the members' questions could be answered before making a decision. Mr. Kissinger and Mr. Cassella withdrew their motion and second to the motion. A motion was then made by John Cassella to table the item; seconded by John Kissinger.

**MOTION:** John Cassella  
**SECOND:** John Kissinger  
**ACTION:** Unanimous

*Note: Randy Heiss explained that Kevin Adam was in between meetings at the Capitol and had a short window of time to deliver his RTAC report at this time. He asked Secretary Brown if it would be permissible to deviate from the agenda so Kevin could deliver his report. Hearing no objections, Secretary Brown asked Kevin Adam to give his report. Kevin Adam presented the RTAC report and answered questions. Secretary Brown then returned to the remaining action items on the agenda.*

4. Discussion and possible action to recommend approval of the SEAGO 2023 – 2027 TIP Amendment #4

Chris Vertrees reported that the Transportation Advisory Committee had approved the 2023 – 2027 TIP Amendment #4 at their regular meeting on January 19<sup>th</sup>. The TIP Amendment involves an HSIP project for Santa Cruz County that is programmed for construction in FY2023 for \$424,350 in Federal funds. The bids for the project greatly exceeded the amount programmed. The shortfall for Santa Cruz County is \$348,903. SEAGO has \$125,000 in unused FY23 STBG that can be used to offset Santa Cruz County's costs. If approved, an additional \$125,000 in Federal funding combined with \$7,556 local funding would be added to the TIP with Santa Cruz County responsible for the remaining balance of \$223,903 to complete the project.

John Cassella made a motion to recommend approval of SEAGO 2023 – 2027 TIP Amendment #4; second by Vicki Vivian.

**MOTION:** John Cassella  
**SECOND:** Vicki Vivian  
**ACTION:** Unanimous

**V. INFORMATION ITEMS**

A. Future Meeting Dates

Randy Heiss mentioned that the next meeting of the Administrative Council will be held May 4, 2023. He also mentioned that there would be a need for the Administrative – Executive Committees to meet March 30<sup>th</sup> telephonically to conduct program related, time sensitive business between regular meetings of the Administrative Council and Executive Board. The business would involve approval of the 2024 – 2028 Draft TIP for public comment and the approval of the FY 2024 - 2025 Work Program with ADOT. He asked the officers to please mark their calendars.

B. Quarterly Finance Report

Dina Curtis provided an update on SEAGO's finances and responded to questions.

C. Community Development Report

Keith Dennis provided an update on Community Development Programs and responded to questions.

D. SEAGO Economic Development District Report

Stephen Peterson provided an update on Economic Development and responded to questions.

E. AAA Updates

Laura Villa provided an update on AAA programs and responded to questions.

F. Transportation Program Updates

Chris Vertrees provided an update on Transportation Programs and responded to questions.

**VI. RTAC REPORT**

Kevin Adam provided his report earlier in the meeting as noted in these minutes.

**VII. STAFF ANNOUNCEMENTS / CURRENT EVENTS**

Randy Heiss mentioned SEAGO had partnered with the Arizona Eastern Railroad on an application to the Federal Rail Administration to improve the resiliency of the AZER rail line by replacement of trestles constructed with wood with steel trestles and the addition of water tanker cars that could be used for wildland fire fighting on the San Carlos Reservation. SEAGO is anticipating announcement of grant awards in April 2023. Randy also mentioned that SEAGO had entered into an agreement with Willcox Theater and Arts to assist with the administration an EDA grant. The assistance would consist of conducting procurement activities to Federal standards, wage rate monitoring of the selected contractor(s) to ensure compliance with the Davis-Bacon Act, and providing general technical assistance with the grant administration.

**VIII. FUTURE AGENDA ITEMS**

Randy stated that he intends to present items necessary for approval of the FY 2024 budget, possible de-designation as an areawide planning agency under Section 208 of the Clean Water Act and/or an assessment or updated fee schedule for the 208 Program, and approval of the Area Plan on Aging at the May Administrative Council meeting.

**IX. ADJOURNMENT**

Secretary Brown called for adjournment of the meeting at 11:08 a.m.



# ADMINISTRATIVE COUNCIL PACKET

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**MEMO TO:** ADMINISTRATIVE COUNCIL  
**FROM:** RANDY HEISS, EXECUTIVE DIRECTOR  
**DATE:** APRIL 27, 2023  
**SUBJECT:** ELECTION OF OFFICERS

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As you may recall, the Bylaws were amended in August 2021 to provide for the election of one Administrative Council officer to represent each county in the region and establish a rotation schedule among the officers to allow each county representative the opportunity to serve as Chair every four years. These changes are embodied in Article VII, Section C, of the Bylaws. As a result of these changes:

- There will be four officers elected – a Chair; a Vice-Chair; a Secretary; and a Treasurer. For the most part, the officer positions ensure there is someone available to chair the Administrative Council meetings. These officers also comprise the Administrative Committee who are authorized to make recommendations on time sensitive, program related business in between regular meetings.
- The Chair position is now rotated between counties. In FY 2023, the first election of officers under the amended Bylaws, the Chair elected was from Cochise County, the Vice-Chair from Santa Cruz, the Secretary from Graham and the Treasurer from Greenlee County.
- In FY 2024, the rotation prescribed in the Bylaws will elevate the Santa Cruz County officer to the Chair position, the Graham officer to Vice-Chair, the Greenlee officer to Secretary, and the Cochise County officer will drop to the bottom of the rotation to the Treasurer position as follows:

Chair: Santa Cruz County officer (currently Ron Robinson, Manager, Town of Patagonia)

Vice-Chair: Graham County officer (currently Heath Brown, Manager, Town of Thatcher)

Secretary: Greenlee County officer (currently Derek Rapier, Administrator, Greenlee County)

Treasurer: Cochise County officer (currently Dan Coxworth, Community Development Director, Cochise Co.)

In the election of your FY 2024 officers, the individuals elected last year (as listed above) can be retained to represent their respective counties, an entirely new group of officers may be elected, or a combination of new officers and existing officers may be elected to represent the four counties. However, regardless of the individuals serving in these positions, the rotation of the Chair, Vice-Chair, Secretary, and Treasurer will continue as described above.

As of today's date, I have a nomination to retain Dan Coxworth as the Cochise County officer, and a nomination to retain Heath Brown as the Graham County officer. Ron Robinson has indicated he will continue representing Santa Cruz County if no one else steps forward, and Derek Rapier has stated that he too will continue serving in the Greenlee County officer position if needed. These nominations do not preclude other nominations for the Cochise, Graham, Greenlee and Santa Cruz County officers. I'll look forward to answering any questions you may have at your meeting.

**Attachments:** None.

**Action Requested:**  Information Only  Action Requested Below:

**A motion to elect a slate of officers of the Administrative Council for Fiscal Year 2024.**



# ADMINISTRATIVE COUNCIL PACKET

**MEMO TO: ADMINISTRATIVE COUNCIL**  
**FROM: RANDY HEISS, EXECUTIVE DIRECTOR**  
**DATE: APRIL 27, 2023**  
**SUBJECT: SUSTAINABILITY OF SEAGO'S FUND BALANCE**

The purpose of this memorandum is to enable the Administrative Council and Executive Board to better understand the uses of fund balance (if any) in prior years, the amount of fund balance currently available, and to provide a projection of how long uses of fund balance may be sustained. This information is intended to guide decisions as to how much of the fund balance should be used in balancing the annual budget if or when such use is requested. The table below provides an overview of the increases (or uses) of fund balance over the last fourteen fiscal years:

End of Year Fund Balances <sup>1</sup>			
Fiscal Year Ending	Beginning Balance	Ending Balance	Fund Balance Surplus or (Use)
6/30/2009	\$ 1,681,043	\$ 1,921,455	\$ 240,412
6/30/2010	\$ 1,921,455	\$ 1,877,819	(\$ 43,636)
6/30/2011 (Restated <sup>2</sup> )	\$ 1,451,014	\$ 1,297,124	(\$ 153,890 <sup>3</sup> )
6/30/2012	\$ 1,297,124	\$ 1,298,000	\$ 876
6/30/2013	\$ 1,298,000	\$ 1,136,413	(\$ 161,587 <sup>4</sup> )
6/30/2014	\$ 1,136,413	\$ 1,319,039	\$ 182,626
6/30/2015	\$ 1,319,039	\$ 1,382,732	\$ 63,693
6/30/2016	\$ 1,382,732	\$ 1,414,782	\$ 32,050
6/30/2017	\$ 1,414,782	\$ 1,636,984	\$ 222,202 <sup>5</sup>
6/30/2018	\$ 1,636,984	\$ 1,548,482	(\$ 88,502 <sup>6</sup> )
6/30/2019	\$ 1,548,482	\$ 1,589,976	\$ 41,494
6/30/2020	\$ 1,589,976	\$ 1,858,937	\$ 268,961
6/30/2021 (Restated <sup>7</sup> )	\$ 2,065,716	\$ 2,121,522	\$ 55,806
6/30/2022	\$ 2,121,522	\$ 2,122,490	\$ 968

The fund balance policy established by the Executive Board on February 27, 2015 sets the minimum unrestricted fund balance in the General Fund at 50% of the prior fiscal year's total operating expenditures. In FY 2022, operating expenditures were **\$2,371,544**. Fifty percent of FY 2022's operating expenditures is **\$1,185,772**. The amount of fund balance available at the end of FY 2022 (\$2,122,490) amounts to approximately **179%** of the minimum amount required by our fund balance policy (\$1,185,772). Under this scenario, there would conceptually be **\$936,718** available

<sup>1</sup> All figures are from audited financial statements for said years.  
<sup>2</sup> In FY 11, the Arizona Department of Housing eliminated SEAGO from the Save My Home Program and recovered \$426,804 on deposit with SEAGO so that this funding could be used for foreclosure prevention assistance in the State's urbanized counties.  
<sup>3</sup> Approximately \$152,000 of this amount was from the purchase of the SEAGO Highway 92 office building and associated property.  
<sup>4</sup> Due to expenditures for improvements to the SEAGO office building plus amounts approved for program use in the FY 13 budget.  
<sup>5</sup> FY 18 Legacy Foundation grant funds were received in May 2017 and posted as FY 17 revenues instead of deferred revenue for work to be performed in FY 18. Actual FY 17 fund balance surplus would have been \$22,202.  
<sup>6</sup> Had the Legacy Foundation funds received in FY 17 been posted as deferred revenue for use in FY 18, there would have been a fund balance surplus of approximately \$111,498 (see footnote 5 above).  
<sup>7</sup> Pursuant to Note 11 to the FY 2021 audited financial statements: "Beginning fund balance and net position, respectively, was increased by 206,779 to properly account for the understatement of accounts receivable in prior periods."

for use in future budget years before the minimum level of fund balance will be reached.

The table below provides an overview of how long it would take to reduce the existing fund balance of \$2,122,490 to \$1,185,772 (the current minimum required) under a number of different deficit spending scenarios:

Impact of Fund Balance Use	
Annual Use of Fund Balance	Number of Years
\$ 5,000 per year	187
\$ 10,000 per year	94
\$ 15,000 per year	62
\$ 20,000 per year	47
\$ 25,000 per year	37
\$ 30,000 per year	31
\$ 35,000 per year	27
\$ 40,000 per year	23
\$ 45,000 per year	21
\$ 50,000 per year	19

As shown in the table above, SEAGO would be able to operate for a considerable period of time with moderate use of fund balance and still maintain an operating reserve of \$1,185,772. However, because almost all of SEAGO's programs operate on a cost reimbursement basis, limited unrestricted revenue is generated in a given year that can be used to cover any program deficits that may occur. As a Council of Governments, SEAGO has no taxation authority, and other than the annual assessment charged to our member entities, CDBG project administration fees, and a few limited programs within the AAA, SEAGO has no predictable source of unrestricted revenue. Therefore, at this time, there is no use of fund balance that could be considered 'sustainable' in the purest sense of the term.

As a result, SEAGO intends to adhere to the following guidelines to sustain the existing fund balance for as long as possible:

- 1) Track the use of fund balance annually in order to monitor the level of fund balance available for future years.
- 2) Present annual budgets that minimize the use of fund balance to the extent practicable.
- 3) Clearly identify any proposed use of fund balance in the annual budget approval process so that the Administrative Council and Executive Board have the option to control the amount of fund balance used.
- 4) Operate programs within their approved budgets and evaluate accordingly.
- 5) Continue seeking new grants and funding sources, and/or developing new programs and services that generate revenue to replenish any fund balance used.
- 6) Expense depreciation of buildings and improvements to the benefiting programs and use those funds to replenish fund balance that was used to purchase and improve these assets.

Attachments: None

Action Requested:

Information Only

Action Requested Below:



# ADMINISTRATIVE COUNCIL PACKET

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**MEMO TO:** ADMINISTRATIVE COUNCIL  
**FROM:** RANDY HEISS, EXECUTIVE DIRECTOR  
**DATE:** APRIL 27, 2023  
**SUBJECT:** FISCAL YEAR 2024 ASSESSMENTS

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The proposed Assessment Schedule for Fiscal Year 2024 is attached for your review and recommendation. And once again, we are proud to report that there are no anticipated increases in the per capita amounts used to calculate the dues charged to SEAGO member entities (see Column b).

We are not expecting changes to the EDA planning assessment (see Column c). This assessment enables SEAGO to raise and commit matching funds required for our annual EDA planning grant. If EDA notifies us of an increase in our match requirement, we may need to choose whether to cover the increase with a one-time use of fund balance or update the member entity assessments accordingly.

On March 27<sup>th</sup> the RTAC Board approved the organization's FY 2024 budget leaving the assessment unchanged from last fiscal year at 11.3 cents per capita (see Column d).

While there are no changes impacting the total FY 2024 assessment (shown in Column e), over the coming months, we intend to begin exploring possible assessments to address potential expansion of programs and services driven by member entities' priorities identified in our Strategic Planning retreat on February 9<sup>th</sup> and 10<sup>th</sup>. The next five-year strategic plan should be ready for adoption at your August meeting which will formalize these priorities. After adoption and if desired, additional columns can be added to the FY 2025 assessment schedule for services such as a regional grants coordinator, grant search engine subscriptions, or developing housing program strategies to address the shortage of affordable housing choices across the region.

I'll do my best to answer any questions you may have at our meeting.

Attachments: FY 2024 Assessment Schedule.

Action Requested:                     Information Only                     Action Requested Below:

**A motion to recommend approval of the Fiscal Year 2024 Assessment Schedule to the Executive Board.**

**FY 2024 ASSESSMENT SCHEDULE**

**SouthEastern Arizona Governments Organization  
Draft Dues and Assessment Schedule  
Fiscal Year 2024**

SEAGO Member	2020 CENSUS (a)	SEAGO Member Dues (b)	ED Planning Assessment (c)	RTAC Assessment (d)	Total FY2024 Estimated Assessment (e)	Members' Percent of Total FY2024 Assessment (f)	Total FY2023 SEAGO Assessment (g)	Total FY2010 SEAGO Assessment (h)
Benson	5,355	\$1,457	\$1,130	\$220	\$2,807	3.48%	\$2,807	\$2,055
Bisbee	4,923	\$1,546	\$1,038	\$202	\$2,787	3.45%	\$2,787	\$2,305
Douglas	16,534	\$3,720	\$3,488	\$680	\$7,888	9.78%	\$7,888	\$7,078
Huachuca City	1,626	\$650	\$343	\$0	\$993	1.23%	\$993	\$747
Sierra Vista	45,308	\$3,398	\$2,028	\$0	\$5,426	6.73%	\$5,426	\$17,798
Tombstone	1,308	\$916	\$276	\$54	\$1,245	1.54%	\$1,245	\$579
Willcox	3,213	\$1,009	\$678	\$132	\$1,819	2.25%	\$1,819	\$1,529
Cochise County*	47,180	\$3,539	\$7,690	\$973	\$12,202	15.13%	\$12,202	\$21,406
Pima	2,847	\$894	\$601	\$117	\$1,612	2.00%	\$1,612	\$954
Safford	10,129	\$2,532	\$2,137	\$417	\$5,085	6.30%	\$5,085	\$3,859
Thatcher	5,231	\$1,424	\$1,103	\$215	\$2,742	3.40%	\$2,742	\$1,992
San Carlos Apache Tribe	4,720	\$1,482	\$996	\$194	\$2,672	3.31%	\$2,672	\$2,365
Graham County*	15,606	\$3,511	\$3,292	\$642	\$7,445	9.23%	\$7,445	\$5,882
Clifton	3,933	\$1,235	\$830	\$162	\$2,226	2.76%	\$2,226	\$1,281
Duncan	694	\$486	\$146	\$29	\$661	0.82%	\$661	\$290
Greenlee County*	4,936	\$1,550	\$489	\$203	\$2,242	2.78%	\$2,242	\$1,836
Nogales	19,770	\$4,448	\$3,210	\$813	\$8,471	10.50%	\$8,471	\$8,486
Patagonia	804	\$563	\$170	\$33	\$765	0.95%	\$765	\$370
Santa Cruz County*	27,095	\$4,742	\$5,715	\$1,114	\$11,571	14.35%	\$11,571	\$10,275
<b>SEAGO Region Totals</b>	<b>221,212</b>	<b>\$39,101</b>	<b>\$35,357</b>	<b>\$6,200</b>	<b>\$80,659</b>	<b>100.00%</b>	<b>\$80,659</b>	<b>\$91,089</b>

\*Unincorporated area only

**Notes to Assessments:**

- (a) Calculations are based on the 2020 Census populations for each member entity. Census 2020 population figures will be used until the mid-decade population estimates are available.
- (b) In this column, SEAGO Member Dues are based on population blocks with the larger entities paying less per capita, and the smaller entities who generally need more services paying more per capita. **No change from FY2023.**
- (c) The assessment provides matching funds for the EDA planning grant and related economic development activities. Calculations are based on a per capita rate, with entities who have economic development staff paying less per capita and the remaining entities paying more. **No change from FY 2023.**
- (d) RTAC assessment is based on the non-urbanized population of the region and the new rate of 11.3 cents per capita (increased from 9.8 CPC) as approved by the RTAC Board. **Represents an increase of \$1,556 over FY 2022.**
- (e) The total for this column will depend on any final adjustments to the calculations of individual program assessment columns and decisions to use fund balance rather than assessments to cover anticipated expenses. However, no changes are anticipated for FY 2024.
- (f) This column displays the percentage of the total FY 2024 assessment each member's assessment represents.
- (g) Information is provided to compare total FY2024 to the total FY2023 assessment.
- (h) Information is provided so comparisons can be drawn between total FY2024 assessment and total FY2010 assessment.



# ADMINISTRATIVE COUNCIL PACKET

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**MEMO TO:** ADMINISTRATIVE COUNCIL  
**THROUGH:** RANDY HEISS, EXECUTIVE DIRECTOR  
**FROM:** DINA CURTISS, ACCOUNTING MANAGER  
**DATE:** APRIL 27, 2023  
**SUBJECT:** FISCAL YEAR 2024 BUDGET

---

Attached is SEAGO's budget worksheet for Fiscal Year 2024 for your consideration. The assumptions used in developing the FY 2024 budget are as follows:

- SEAGO member assessments remain unchanged from FY 2023.
- Congress will continue funding current programs at or above current levels.
- A \$150,000 contingency line item from the fund balance has been included in this year's budget for unanticipated expenses or events that may come up in FY 2024. The Administrative and Executive Committees will be informed of the need to use contingency funds as far in advance as possible.

The proposed FY 2024 budget worksheet provides a detailed overview of each program's budget. Program Managers have participated in the development of their program budget(s), and successful budget implementation will depend on diligent monitoring of revenue and expenditures by each Program Manager.

I will be happy to answer any questions you may have regarding the proposed budget at our meeting.

**Attachments:** Proposed SEAGO FY 2024 Budget

**Action Requested:**  Information Only  Action Requested Below:

**A motion to recommend approval of the Fiscal Year 2024 Budget to the Executive Board.**

**SEAGO FY24 Budget Worksheet**

**Revenue**

	GF	CA	AR	CDBG	ED	ED BROADBAND	AAA	SPR	RMM	RMM TRNG	5311	FTA	Nogales FTS	RPAP	WIFA	TOTAL
AAA Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		\$ -		\$ -
Federal Funds	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Federal Grant	-	-	-	-	75,000	2,646	-	-	-	-	-	160,000	89,585	125,000	-	452,231
Federal thru State Funds	-	-	-	20,000	-	-	-	145,000	135,000	70,000	20,000	-	-	-	10,000	400,000
Assessment Funds	-	-	80,659	-	-	-	-	-	-	-	-	-	-	-	-	80,659
State Respite	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Senior Medicare Patrol	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
State Funds	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
State OMB	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
MIPPA	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
State Independent Living	-	-	-	-	-	-	143,849	-	-	-	-	-	-	-	-	143,849
Interest	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Local Funds	-	-	-	213,000	-	-	-	-	-	-	-	-	-	-	-	213,000
In Kind Revenue	-	-	-	-	-	75,000	90,008	36,250	23,750	17,500	-	32,000	5,415	7,125	-	287,048
Title III B	-	-	-	-	-	-	179,931	-	-	-	-	-	-	-	-	179,931
Title III C-1/C-1 ADM	-	-	-	-	-	-	273,630	-	-	-	-	-	-	-	-	273,630
Title III C-2	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Title III D	-	-	-	-	-	-	27,061	-	-	-	-	-	-	-	-	27,061
Title III E ADM	-	-	-	-	-	-	22,332	-	-	-	-	-	-	-	-	22,332
Title III E Caregiver	-	-	-	-	-	-	86,443	-	-	-	-	-	-	-	-	86,443
SSBG Services	-	-	-	-	-	-	141,368	-	-	-	-	-	-	-	-	141,368
State Health Insurance	-	-	-	-	-	-	25,063	-	-	-	-	-	-	-	-	25,063
Title VII/OMB/ELDER AB	-	-	-	-	-	-	24,195	-	-	-	-	-	-	-	-	24,195
NSIP/CILC	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Lottery Funds	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
ADRC Access Vac Adm	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
State Direct Care Workers	-	-	-	-	-	-	95,195	-	-	-	-	-	-	-	-	95,195
ARPA Funds	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Unrealized Gain/Loss on Inv	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Assessment Transfer	-	-	(35,357)	-	35,357	-	-	-	-	-	-	-	-	-	-	-
Transfer to/from fund balance	150,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	150,000
<b>Total Revenue</b>	<b>\$ 150,000</b>	<b>\$ -</b>	<b>\$ 45,302</b>	<b>\$ 233,000</b>	<b>\$ 110,357</b>	<b>\$ 77,646</b>	<b>\$ 1,109,075</b>	<b>\$ 181,250</b>	<b>\$ 158,750</b>	<b>\$ 87,500</b>	<b>\$ 20,000</b>	<b>\$ 192,000</b>	<b>\$ 95,000</b>	<b>\$ 132,125</b>	<b>\$ 10,000</b>	<b>\$ 2,602,005</b>

**Expenses**

Salary/Wages	\$ -	\$ 114,317	\$ 17,206	\$ 121,276	\$ 64,631	\$ 1,680	\$ 441,937	\$ 79,260	\$ 70,816	\$ 37,560	\$ 7,468	\$ 14,370	\$ 59,787	\$ 28,317	\$ 4,889	\$ 1,063,514
ERE	-	36,803	6,334	40,547	22,614	628	172,525	26,455	25,139	13,416	2,456	4,812	9,419	10,806	1,939	373,892
Total Labor Expenses	\$ -	\$ 151,120	\$ 23,541	\$ 161,822	\$ 87,245	\$ 2,308	\$ 614,461	\$ 105,715	\$ 95,955	\$ 50,977	\$ 9,924	\$ 19,182	\$ 69,206	\$ 39,123	\$ 6,828	\$ 1,437,406
Operating Expenditures	\$ -	\$ 18,500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 18,500
Audit	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Contract Services	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Outside Services	-	31,000	1,445	22,182	-	-	133,990	1,500	13,800	-	5,650	130,000	7,525	72,638	-	419,730
Depreciation	-	7,000	-	1,500	1,000	-	6,000	1,000	-	-	851	-	-	-	-	17,351
Supplies	-	5,000	860	1,000	600	-	15,000	1,500	1,321	2,733	-	1,662	1,900	2,500	672	34,748
Postage	-	2,000	100	1,000	-	-	1,000	50	-	-	-	-	-	-	-	4,150
Copy	-	500	100	500	200	-	5,000	300	200	200	-	500	-	-	-	7,500
Travel	-	1,500	3,800	5,000	2,885	-	42,555	4,769	4,000	4,577	1,500	5,538	3,000	6,000	2,500	87,624
Phone	-	2,500	200	2,500	750	-	6,500	1,200	750	400	-	500	500	-	-	15,800
Internet Charges	-	2,500	-	1,500	750	-	3,000	500	500	250	-	100	500	-	-	9,600
Utilities	-	1,600	-	2,000	500	-	1,600	300	500	150	-	-	500	-	-	7,150
Equipment Maintenance	-	500	-	-	-	-	1,000	-	-	-	-	-	-	-	-	1,500
Equipment Lease	-	-	-	-	-	-	2,000	-	-	-	-	-	-	-	-	2,000
Equipment Purchase	-	6,000	-	500	-	-	6,000	-	-	-	-	-	-	-	-	12,500
Advertising	-	-	-	500	-	-	2,000	-	500	-	-	-	-	-	-	3,000
Contingency	150,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	150,000
Dues/Subscriptions	-	500	8,000	1,000	1,500	-	20,000	15,000	1,000	250	750	-	-	-	-	48,000
Insurance	-	3,500	-	1,500	500	-	6,000	500	800	1,600	-	-	-	-	-	14,400
Conferences/Workshops	-	1,500	5,000	3,000	1,000	-	10,000	500	2,000	1,000	-	-	-	-	-	24,000
Total Operating Expenditures	\$ 150,000	\$ 84,100	\$ 19,505	\$ 43,682	\$ 9,685	\$ -	\$ 261,645	\$ 27,119	\$ 25,371	\$ 11,160	\$ 8,751	\$ 138,300	\$ 13,925	\$ 81,138	\$ 3,172	\$ 877,552
Other	\$ -	\$ (235,220)	\$ 2,257	\$ 27,496	\$ 13,428	\$ 339	\$ 142,961	\$ 12,166	\$ 13,675	\$ 7,864	\$ 1,326	\$ 2,518	\$ 6,453	\$ 4,739	\$ -	\$ (0)
Indirect Costs Control	-	(235,220)	2,257	27,496	13,428	339	142,961	12,166	13,675	7,864	1,326	2,518	6,453	4,739	-	0
In Kind Expenses	-	-	-	-	-	75,000	90,008	36,250	23,750	17,500	-	32,000	5,415	7,125	-	287,048
Total Other	\$ -	\$ (235,220)	\$ 2,257	\$ 27,496	\$ 13,428	\$ 75,339	\$ 232,969	\$ 48,416	\$ 37,425	\$ 25,364	\$ 1,326	\$ 34,518	\$ 11,868	\$ 11,864	\$ -	\$ 287,048
<b>Total Expenses</b>	<b>\$ 150,000</b>	<b>\$ -</b>	<b>\$ 45,302</b>	<b>\$ 233,000</b>	<b>\$ 110,357</b>	<b>\$ 77,646</b>	<b>\$ 1,109,075</b>	<b>\$ 181,250</b>	<b>\$ 158,750</b>	<b>\$ 87,500</b>	<b>\$ 20,000</b>	<b>\$ 192,000</b>	<b>\$ 95,000</b>	<b>\$ 132,125</b>	<b>\$ 10,000</b>	<b>\$ 2,602,005</b>
<b>Balance</b>	<b>\$ 0.00</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>



# ADMINISTRATIVE COUNCIL PACKET

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**MEMO TO:** ADMINISTRATIVE COUNCIL  
**FROM:** RANDY HEISS, EXECUTIVE DIRECTOR  
**DATE:** APRIL 27, 2023  
**SUBJECT:** GRAHAM, GREENLEE, AND SANTA CRUZ COUNTY PRIVATE  
SECTOR REPRESENTATIVES ON THE EXECUTIVE BOARD

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As you are aware, our Executive Board must include private sector representation as a requirement of the Economic Development Administration. Per SEAGO's Bylaws, Private Sector Representatives (PSRs) are appointed from the nominations submitted by the Member Entity Representatives from each county area, and must represent a low income or minority group, or representative organization, or represent the principal economic interests in the region, such as, but not limited to business, industry, finance, utilities, education, the professions, agriculture, or labor.

Pursuant to SEAGO's Bylaws, PSRs serve two-year terms of office and are eligible to serve up to two (2) terms at the pleasure of the Executive Board. The PSRs for Graham, Greenlee and Santa Cruz counties were appointed at the May 21, 2021 Executive Board meeting so their first terms of office are set to expire.

**The Graham County PSR** is Mr. Edmund Lopez and he remains interested in representing Graham County for a second two-year term. Mr. Lopez is bi-lingual and currently serves as the Community Service Coordinator for the Safford Stake. He is President of the Mt. Graham Safe House Board and is a past President of the Safford Lions Club. Mr. Lopez also serves on the Boards for the Boys and Girls Club of the Gila Valley, the Graham County Historical Society, and the Gila Valley Veterans Services Board. After serving 12 years in the US Army, he worked in hospital administration for 21 years and retail for 22 years. Mr. Lopez is a retired manager of the Basha's store in Thatcher and remains on the American Legion Honor Guard.

**The Greenlee County PSR** is Mr. Steve Ahmann and he too remains interested in continuing for another two-year term of office. Mr. Ahmann has a long and impressive work and public service history that includes service in the U.S. Army as combat engineer (1966-1969), and later, as an Ecologist-Natural and Cultural Resources Manager (1992-1997); Owner-operator of a Horticulture/Floriculture retail business (1969-1973), Landscaping, Irrigation, Pest Control Contractor (1978-1987); and Secondary and University Educator, biology, physics, chemistry, mathematics, department chairperson (1987-2014). Mr. Ahmann has earned degrees in Business Administration (AA), Biology (BA), Environmental Planning (BA), and a Master's Degree in Physical Science. Steve has served, and continues to serve on numerous Greenlee County councils, boards and commissions such as the local Chamber of Commerce (past), Tourism Council (present), Board Member for Shepherd of the Hills Community Church (present) SECAB Board Member (past), Arizona Community Foundation Board Member (present), Cooperative Extension Advisory Board (present), Gila Watershed Partnership, and Greenlee County Birding Tourism coordinator (present).

**The Santa Cruz County PSR** is Mr. David Budd, and as with his Graham and Greenlee counterparts, Mr. Budd is honored to continue serving in this position for a final two-year term. While he considers himself "semi-retired," Mr. Budd has remained active in two dimensions of business enterprise relevant to the economic development of Santa Cruz County. One is in the Real Estate industry, as his company, Village Properties, continues to renovate and lease older properties, thus improving the housing stock of the area. The other is the growth of his LLC that develops educational material in the fields of history and science, targeted at the high school level, by tapping the experience and resources of those with significant skills who've relocated to the Patagonia area.

In summary, the PSRs for Graham, Greenlee and Santa Cruz Counties appear exceptionally qualified and willing to continue their service as private sector representatives in their respective counties, and I would respectfully suggest you recommend to the Executive Board that they be reappointed to a second and final two-year term of office.

I will look forward to answering any questions at the meeting.

**Attachments:** None.

**Action Requested:**             Information Only             Action Requested Below:

**A motion to recommend to the Executive Board the reappointment of Mr. Ed Lopez to represent Graham County, Mr. Stephen Ahmann to represent Greenlee County, and Mr. David Budd to represent Santa Cruz County as Private Sector Representatives on the Executive Board.**



# ADMINISTRATIVE COUNCIL PACKET

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**MEMO TO:** ADMINISTRATIVE COUNCIL  
**FROM:** RANDY HEISS, EXECUTIVE DIRECTOR  
**DATE:** APRIL 27, 2023  
**SUBJECT:** AGREEMENT FOR HUMAN RESOURCES CONSULTING SERVICES

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As discussed at your February meeting, SEAGO's Compensation Plan has not been updated since it was adopted in 2005 and our salary grade and range structure has become increasingly uncompetitive when compared to other COGs, MPOs, and many of our member entities. In addition, we've added positions to our classification plan without knowing what a similar position earns in the southeastern Arizona labor market. As a result, we continue to lose employees and experience considerable difficulty recruiting qualified professionals to replace those who have left the organization.

At that time, we believed the cost of such a study could exceed the \$20,000 threshold in SEAGO's procurement policy requiring prior Executive Board approval to go to bid. Therefore, in an effort to increase our wage competitiveness, I requested you consider recommending that the Executive Board authorize SEAGO to issue a solicitation for a compensation study. While the Administrative Council did recommend the request to the Executive Board, that recommendation came with a stipulation to bring the contract for services back before the Board for approval.

After publishing the solicitation for consulting services, SEAGO received only one proposal to perform the compensation study by the deadline of April 24<sup>th</sup>. The consulting firm – HR KNOW LLC – is located in Tucson and appears well qualified to perform the study at a cost of \$28,200. I have attached a copy of the firm's proposal for your review.

At this time, I am requesting your recommendation to the Executive Board to authorize me to enter into an agreement for Human Resources Consulting Services with HR KNOW LLC to perform a compensation study for SEAGO.

I'll look forward to answering any questions you may have at your meeting.

**Attachments:** HR KNOW Proposal; Agreement\_Human Resources Consulting\_Compensation Study\_5.19.2023

**Action Requested:**  Information Only  Action Requested Below:

**A motion to recommend that the Executive Board authorize the Executive Director to enter into an agreement for Human Resources Consulting Services with HR KNOW LLC to perform a compensation study for SEAGO.**

# HR KNOW STATEMENT OF SERVICES

Dear Mr. Randy Heiss,

HR Know, LLC is pleased to respond to SEAGO's Request for Quotation for Classification and Compensation Plan Update.

We are passionate about your mission and the opportunity to collaborate with your team, and we are committed to providing exceptional and timely service in the specialty areas of Classification, Compensation & Total Rewards.

## 5.1.1. Business/Organization – [KEY ORGANIZATIONAL FACTS]

HR Know is an independent consulting firm that works with a broad spectrum of organizations providing advanced and effective solutions in total rewards and employment analytics.

- Location: Tucson, AZ
- President & Founder: Igor Shegolev, MSHRM, SPHR
- 371 E. Hidden Quail Dr, Tucson, AZ 85704
- Key Contact: [igor.shegolev@hrknow.com](mailto:igor.shegolev@hrknow.com); (520) 260 - 6466
- Industry: Business consulting, compensation analysis & design, employment analytics, classification studies
- Clientele: Serving clients from public and private sectors across the United States and overseas, such as Northern Arizona Council of Governments, Town of Marana (AZ), Town of Sahuarita (AZ), City of Tucson (AZ), Town of Oro Valley (AZ), Mariposa Community Health Center (AZ), THEO Executive Consulting (TX), NOVA Home Loans (Multi-State), NCL (CA), Tucson Medical Center (AZ), City of Hope National Medical Center (CA), Tetakawi (AZ-Mexico), ACLU (NE), Radiology Ltd. (AZ), Santa Cruz Hospital (AZ), Aureus Staffing (NE), American Board of Radiology (AZ), and many others.

### History of Firm

- HR Know, LLC is headquartered in Tucson, AZ and was founded by Igor Shegolev, MSHRM, SPHR, as a Sole Proprietorship in 1999, in 2015 the firm was incorporated as a Limited Liability Corporation.
- For 23 years, HR Know has been providing ongoing and project-based support to public agencies in the areas of compensation, classification, employment analytics; and offering a wide range of services and expertise in all aspects of total rewards management.
- Igor Shegolev is an HR practitioner with over 34 years of extensive experience in managing all aspects of total rewards and employment analytics and is a Distinguished Faculty of the University of Phoenix. During the last 20 years Igor held executive jobs in non-profit and government agencies.

## 5.1.2. Experience, Capabilities, and Governmental Client References

### Methodology

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We have helped numerous non-profit and government organizations across Arizona, Colorado, California, Texas, and beyond resolve market imbalances, pay inequities, pay compression, pay dispersion, and compensation plan structural issues. We have also built hundreds of pay structures, pay systems, policies, and processes. We ensure all developments are on time, on budget, and performed with the highest quality standards. We also pledge our full transparency in anticipated costs and fees associated with our services.

In studying the relevant labor market, for compensation, we review all job descriptions and advise on FLSA designation, format, and consistency. We then select and utilize the best sources of salary data, identifying surveys and comparators that are most reliable for the size, business model, and region of each client we serve.

We apply a robust market analysis methodology, including job analysis and selection of the best matches among market benchmarks for each job classification we study. Market data is then collected and aggregated to determine appropriate market ranges (i.e., 25th, 50th, and 75th percentiles, weighted averages, deviations, etc.).

Our analyses and findings are then used to develop the best solutions, tailored to each client's needs, including pay structure design. Finally, we test and calibrate each system/solution to ensure effectiveness and sustainability.

### Timeframe

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HR Know fully understands the scope of services described and we are dedicated to fulfilling all objectives effectively and in a timely manner. We organize our efforts efficiently and work concurrently on different parts of the project. The total time to complete all tasks is estimated to be **prior to July 1<sup>st</sup>**. HR Know will provide an additional six (6) months of follow-up, calibration, and adjustments free of charge to ensure flawless implementation and communication of the project recommendations.

### Clients Served (not a complete list)

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- Northern Arizona Council of Governments
  - National Charity League
- United Way of Southern Arizona
  - Humane Society
- Catholic Community Services
  - City of Tucson
  - Town of Marana
  - Town of Sahuarita
  - Town of Oro Valley
- Santa Cruz Valley Hospital
- Tucson Airport Authority
- Safari Club International
  - Green Valley Hospital
  - Nova Home Loans

## References

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### Northern Arizona Council of Governments

Chris Fetzer – Executive Director | (928) 774-1895 | Chris.Fetzer@nacog.org

119 East Aspen Avenue, Flagstaff, AZ 86001 | (On-going Services Since Feb 2021)

**Description of Services:** Responsible for all aspects of compensation management design, development, and administration (developing and maintaining pay structures, conducting market studies, job analysis and evaluations, creating new jobs, conducting research, and designing pay policies and practices)

### City of Tucson

Elsa Quijada – Human Resources Director | (520) 791-4241 | elsa.quijada@tucsonaz.gov

255 W. Alameda, Tucson, Arizona 85701 | (On-going since Feb 2021) | 4,000+ FTEs

**Description of Projects:** Continuous engagements since Feb 2021. Comprehensive market analysis for 250+ classifications, comprehensive job evaluation system re-design, job evaluations with new system, revisions for 500+ job descriptions, pay structure design, grade assignments, individual pay assignments, pay calculator design, and analysis/recommendations on pay policies and practices.

### Town of Marana

Curry C. Hale – Human Resources Director | (520) 382-1920 | chale@maranaaz.gov

11555 West Civic Center Dr, Marana, AZ 85653 | On-going since 2017 | 400+ FTEs

**Description of Projects:** Multiple engagements since 2017. Recently engaged in a comprehensive job classification review, internal equity review, pay structure adjustment, market analysis for 160+ classifications and individual pay assignment based on newly created wage penetration model.

### Town of Oro Valley

Andrew Votava – Human Resources Director | (520) 229-4750 | avotava@orovalleyaz.gov

11000 N. La Cañada Dr., Oro Valley, AZ 85737 | (On-going since Jan 2022) | 200+ FTEs

**Description of Projects:** Recently engaged in a wage market study for 100+ classifications, grade assignment, analysis of pay individual pay assignments and internal equity, variable pay practices, and development of custom pay calculator tools. Additional service for market analysis of benefits practices including health benefits, paid leave policies (PTO, Sick, Vacation, Holidays, etc.).

## Biographies & Resumes

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**Igor Shegolev, MSHRM, SPHR, President, Founder, and Principal Consultant of HR Know**, is an HR practitioner with over 30 years of extensive experience in managing all aspects of total rewards and employment analytics. During the last 20 years Igor held managerial and executive jobs in compensation and HR at Ascension Health, Pima County, and State of Arizona. He holds a master's degree in Education (1986) and a master's degree in Business with concentration in HR Management-MB-HRM (1996, Troy University, AL). During the last 15 years Mr. Shegolev was teaching graduate business courses at Troy University and University of Phoenix. He published multiple articles and studies, including international economic study, published by Ernst & Young. Mr. Shegolev serves on various committees of the Society of Human Resources Professionals and was a member of the Board of Tucson Federal Healthcare Credit Union. Mr. Shegolev was recognized by multiple awards including highest University of Phoenix award "University of Phoenix Distinguished Faculty".

**James Brennan, Senior Consultant** specializing in Classification & Compensation is a total rewards expert with over 40 years of experience in design, authoritative advice, and counseling on personnel management and reward methods to clients in almost every industry, ranging from governments and major conglomerates to small public service agencies and nonprofit associations. From 2001 until 2015, he was Senior Associate of Economic Research Institute (ERI) and Product Manager of its SalaryExpert.com unit. Mr. Brennan is an author of multiple books and has published hundreds of articles in professional journals and business newspapers. His book, *The Performance Management Workbook*, published by Prentice Hall, was nominated for the Human Resource Book of the Year Award. Mr. Brennan has served on executive compensation committees for numerous governance boards and testified as expert witness in over 40 court cases. He is a Founding Member of the Editorial Advisory Board of *The Personnel Journal* and served for many years as its Compensation Editor. Mr. Brennan has participated in hundreds of consulting projects.

**Boris Shegolev, SHRM-CP, Compensation Consultant** specializing in Compensation, Classification, & HRIS he is a SHRM Certified Compensation Professional with a bachelor's degree in Psychology from University of Arizona and over 10 years of compensation management and HR consulting experience. He brings to HR Know his ability to collaborate with diverse cross-functional teams and has a passion and natural curiosity for data, design, analytics, and research. Some of his latest work projects have ranged from FLSA determination, job analysis, job description development, wage market research and analysis, pay equity reviews, pay communication, and pay administration training.

**Lauri Restad-Hamilton, SHRM-SCP, Project Manager**, complements the HR Know team through over 25 years of diverse leadership and project management experience with emphasis on Operations and Human Resources. She is an impassioned advocate whose planning, implementation, quality review and negotiation talents assist the team in supporting clients through project management that highlights client business initiatives. Laurie also holds a special interest for data analysis and reporting and studied Business Administration with Project Management at the University of Phoenix.

### 5.1.3. Proposed Fees Page as follows: Appendix A

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**Appendix A  
Vendor Submission Form  
Request for Quotations – Compensation Study**

Date of Pricing Doc: 4/5/2023  
 Vendor Firm Name: HR Know, LLC  
 Authorized POC: Igor Shegolev, MSHRM, SPHR, President & Founder  
 Vendor POC Phone: (520) 260-6466  
 Vendor POC Email: igor.shegolev@hrknow.com

Vendor agrees to furnish the following materials and/or services according to the following pricing schedule:

Line Item	Description	Unit of Measure	Price
01	Review of SEAGO Classification and Compensation Plan;	LT 8 hrs	\$ No Charge
02	Review of SEAGO job descriptions for all active and inactive positions	LT 24 hrs	\$ 3,600
03	Gather labor market information; perform a comparative analysis	LT 152 hrs	\$ 22,800
04	Update the Salary Range Structure	LT 12 hrs	\$ 1,800
	<b>Total Price</b>		<b>\$ 28,200</b>

Freight: N/A  
 Estimated Taxes: N/A  
 Tax Rate: N/A

Required Delivery By: July 1, 2023

The Vendor agrees to hold pricing valid for 45 days from the date of the document unless otherwise annotated. Additionally, if no other payment terms are specified, it is agreed that Net 30 payment terms apply.

Valid for: 45 days  
 Payment Terms: Net 30 days  
 Discounted Terms: \_\_\_\_\_

The undersigned personnel are authorized to release the information contained within their submittal and has the authority to contractually bind and enter into agreements for their firm. All information submitted by the Firm shall conform to the requirements outlined by the solicitation.

Authorized Signature: Igor Shegolev 4/5/2023



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## AGREEMENT FOR HUMAN RESOURCES CONSULTING SERVICES

This Agreement made and entered into on **May 19, 2023**, by and between HR KNOW LLC., hereinafter referred to as the '**CONSULTANT**', and SouthEastern Arizona Governments Organization, Inc., hereinafter referred to as '**SEAGO**'.

**WHEREAS**, SEAGO's Classification and Compensation Plan was last updated in 2005; and

**WHEREAS**, since 2005, the Salary Range Structure of the Compensation Plan has become increasingly uncompetitive when compared to other Councils of Governments, Metropolitan Planning Organizations, and many public sector employers in southeastern Arizona; and

**WHEREAS**, SEAGO's outdated Compensation Plan puts the organization at a competitive disadvantage that leads to excessive employee turnover and causes considerable difficulty recruiting qualified professionals to replace those who have left the organization; and

**WHEREAS**, on or about April 3, 2023, SEAGO issued a Request for Quotations ("RFQ") for the services of a qualified Human Resources consultant to perform a comprehensive review of the positions within SEAGO's Classification Plan, complete a comparative analysis of job responsibilities and salaries paid by like-sized organizations and provide salary grade recommendations for each active and inactive position; and,

**WHEREAS**, SEAGO received a timely response to the above referenced RFQ from the CONSULTANT, has determined that the CONSULTANT is well qualified, has the capacity to perform the requested services, and both SEAGO and the CONSULTANT desire to enter into and execute a written agreement involving these services and to agree upon the terms thereof.

**NOW THEREFORE**, The CONSULTANT, as an independent contractor, and not as an agent of SEAGO, agrees to provide the services specified in Section 3.0 of the above referenced RFQ and the parties hereby further agree as follows:

### **1. General**

The CONSULTANT shall provide the services specified within Section 3.0 of the above-referenced RFQ. In performing the specified services, the CONSULTANT shall consult with SEAGO as needed to ensure the work product meets the expectations of SEAGO and the intent of the RFQ.

**2. Term of Agreement**

The term of this Agreement shall be for the period beginning **May 19, 2023**, and ending **January 19, 2024**. SEAGO assumes no liability for work performed or costs incurred prior to the Agreement beginning date or subsequent to the completion date.

**3. Extension of Agreement**

This Agreement may be extended if determined necessary for the vendor to complete the required services. The decision to extend this Agreement will be at the sole discretion of the SEAGO Executive Director based on the best interest of SEAGO.

**4. Payments and Compensation**

Compensation shall not exceed the Total Price indicated in Appendix A, Vendor Submission Form and submitted with the CONSULTANT'S proposal. The CONSULTANT shall bill SEAGO for the services rendered on a monthly basis based on the percent of each Line Item completed in Appendix A. SEAGO shall pay the invoices submitted within 30 days of receipt. Before issuing payment, SEAGO must have a form W9 on file completed by the CONSULTANT.

**5. Changes in Services**

Changes in the scope, character, or complexity of the services to be provided may be negotiated if it is mutually agreed such changes are desirable and necessary. Such changes must be authorized in writing by SEAGO prior to the performance of the work.

**6. Assignment**

This Agreement may not be assigned by the CONSULTANT to another individual or firm without prior written consent of SEAGO.

**7. Inability to Complete Services**

If the CONSULTANT is unable to complete the services due to circumstances beyond its control and through no fault of the CONSULTANT, the CONSULTANT may cancel this Agreement by giving SEAGO thirty (30) days written notice. In the event of such cancellation, SEAGO shall be liable to the CONSULTANT only for the work performed up to and including the date of the notice and shall pay for services completed based on a percentage completed of each item in Appendix A submitted by the CONSULTANT with its proposal.

**8. Compliance with Laws**

The CONSULTANT shall comply with all federal, state, and local laws, ordinances, rules, and regulations applicable to the performance of this Agreement and the services hereunder, and shall comply with applicable laws and regulations governing safety and health.

The CONSULTANT shall procure all permits and licenses; pay all charges, fees, and taxes; and give all notices necessary and incidental to the due and lawful prosecution of the work.

**9. Jurisdiction**

This Agreement and all work hereunder shall be subject to the laws, rules, regulations, and decrees of the State of Arizona. In the event of a dispute, the parties agree to use arbitration insofar as required by A.R.S. §12-1518. Any litigation shall be commenced and prosecuted in an appropriate court of competent jurisdiction within the State of Arizona.

**10. Responsibility, Claims, and Liabilities**

The CONSULTANT hereby agrees to hold SEAGO or any of its officers or employees harmless from all sums SEAGO or any of its officers or employees may be obligated to pay by reason of any liability imposed upon any of them for damages arising out of the CONSULTANT'S performance of professional services for SEAGO; or caused by any error, negligence, omission, or act of the CONSULTANT or any person employed by it or others for whose acts the CONSULTANT is legally liable. The above sums shall include, in the event of any legal action, court costs, litigation expenses, and reasonable attorney fees.

**11. Failure to Perform**

Failure to perform any and all of the services required by this Agreement shall be deemed a substantial breach thereof and give SEAGO cause to cancel this Agreement on fifteen (15) days written notice to the CONSULTANT. In the event of cancellation for breach of this Agreement, the CONSULTANT shall not be entitled to damages, and agrees not to sue SEAGO for damages therefor.

**12. Cancellation of Agreement**

SEAGO or the CONSULTANT may, by thirty (30) days written notice, have the right to terminate this Agreement.

**13. Amendments**

The RFQ and the proposal from the CONSULTANT with appropriate addenda and terms, are hereby incorporated herein by reference, as if fully set forth in this Agreement.

This Agreement, its exhibits, appendices, attachments, the RFQ, and the actual proposal submitted by the CONSULTANT, including any amendment to the Agreement, shall constitute the entire Agreement between the parties. In the event a conflict exists between this Agreement and the CONSULTANT'S proposal, the conflict will be resolved consistent with this Agreement and the RFQ.

**14. Certifications**

The individual signing this Agreement certifies he/she is authorized to enter into this Agreement on behalf of the CONSULTANT and to make the following certifications:

The individual signing this Agreement certifies the CONSULTANT, and any individuals to be assigned to perform services under this Agreement on its behalf, do not have a record of substandard work and have not been debarred or suspended from doing work with any Federal, state, or local government. (If the CONSULTANT or any individual assigned to the perform services under this Agreement has been found in violation of any professional

standards, this information must be disclosed.)

The individual signing this Agreement certifies the CONSULTANT does carry professional liability insurance or is otherwise adequately self-insured.

The individual signing this Agreement certifies the CONSULTANT complies with all applicable federal and state statutes, executive orders, regulations, and other requirements relating to civil rights and nondiscrimination in employment.

**IN WITNESS WHEREOF**, SEAGO and the CONSULTANT do hereby execute this Agreement as of the date of execution written above.

\_\_\_\_\_  
(SEAGO)

BY: Randy Heiss

TITLE: Executive Director

DATE: \_\_\_\_\_

\_\_\_\_\_  
(HR KNOW LLC.)

BY: Igor Shegolev

TITLE: President

DATE: \_\_\_\_\_

TIN: \_\_\_\_\_



# ADMINISTRATIVE COUNCIL PACKET

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**MEMO TO:** ADMINISTRATIVE COUNCIL  
**FROM:** RANDY HEISS, EXECUTIVE DIRECTOR  
**DATE:** APRIL 27, 2023  
**SUBJECT:** INTERGOVERNMENTAL AGREEMENT WITH CITY OF BISBEE FOR  
PAVING SERVICES

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As you may recall, the SEAGO AAA took occupancy of their new facility June 6, 2022 and a Grand Opening of the new office was held August 19, 2022. While the City of Bisbee did allow SEAGO to occupy the building, an official Certificate of Occupancy has not been issued for the building as there remains one outstanding item on the AAA Office project to complete – paving the parking area to meet the City of Bisbee’s parking requirements.

Over the last two years, the costs of asphalt spiked due to the price of oil. In addition, construction costs were high due to general contractors having a difficult time recruiting and retaining sufficient staff to complete projects. As a result, we decided to wait for the price of oil and construction costs to moderate before proceeding with the paving.

In the meantime, the AAA discovered there was unused funding carried over from fiscal year 2022 that could be used for a special project upon approval of ADES. We submitted a request to use \$60,000 of the carryover funds to complete the paving project and were recently informed by ADES that our request was approved.

As an alternative to going through the process of seeking bids from contractors to perform the paving work, we approached the City of Bisbee to determine if they had the capacity to assist us with their personnel and equipment to pave the AAA parking area. After discussing the needs and developing a scope of work, the City agreed to perform the paving services under an intergovernmental agreement between the City and SEAGO upon approval of the City Council. On April 18, 2023, the Bisbee City Council unanimously approved the IGA by a vote of 6 ayes and 0 Nays (one Councilmember absent) .

Under the IGA, SEAGO will compensate the City at a rate equal to the current hourly rate plus any Employee Related Expenses (EREs) of any City employees working on the project, plus overhead costs (i.e. administrative costs) that may be in effect at the time, plus the costs of mobilization, materials, fuel, equipment use and other costs that may be related to paving a parking area capable of meeting the City’s parking requirements. At this point the City estimates that the project calls for 95 tons of asphalt at \$120 per ton for a cost of approximately \$11,400. Once the work is completed, the City will provide the hours and cost of administrative overhead, personnel, equipment, fuel and other materials such as striping and parking stops. We anticipate the project can easily be completed within the \$60,000 available, and if not, we will complete the project with monies from our fund balance. In no case will the project create a violation of A.R.S. § 34-201.

I’ll look forward to answering any questions you may have at the meeting.

**Attachments:** Intergovernmental Agreement\_SEAGO\_COB\_Paving\_Services\_DRAFT\_4.10.2023\_FINAL

**Action Requested:**  Information Only  Action Requested Below:

**A motion to recommend that the Executive Board approve the Intergovernmental Agreement between the City of Bisbee and SEAGO for Paving Services.**

INTERGOVERNMENTAL AGREEMENT  
between  
THE CITY OF BISBEE  
and  
SOUTHEASTERN ARIZONA GOVERNMENTS ORGANIZATION  
for  
PAVING SERVICES

THIS INTERGOVERNMENTAL AGREEMENT (the “AGREEMENT”), is made and entered into this \_\_\_ day of \_\_\_\_\_, 2023, by and between the City of Bisbee, an Arizona municipal corporation, hereinafter referred to as the “CITY” and the SouthEastern Arizona Governments Organization, the regional Council of Governments for Cochise, Graham, Greenlee and Santa Cruz Counties, hereinafter referred to as “SEAGO.” CITY and SEAGO may hereinafter be referred to individually as a “Party” or collectively as the “Parties.”

SECTION 1:           RECITALS

WHEREAS, the Parties are authorized and empowered to enter into this AGREEMENT pursuant to Arizona Revised Statutes (“A.R.S.”) §§ 11-951 and 11-952 and their respective city charters, codes or such other governing authority.

WHEREAS, the CITY public works department possesses the necessary equipment and employs trained personnel to perform grading and paving for the CITY’s capital improvement projects and infrastructure development needs; and

WHEREAS, the CITY public works department has adequate capacity to meet or exceed the anticipated and budgeted demand for capital improvement and infrastructure development projects within the CITY in the immediate future; and

WHEREAS, SEAGO is in need of paving services to meet the CITY’s parking requirements at its property at 1403 Highway 92, in Bisbee, Arizona (the “Property”); and

WHEREAS, it is in the best interest of the taxpayers to minimize costs and maximize efficiencies in procurement, contracting, and delivery of paving services to meet the CITY’s parking requirements at the Property; and

WHEREAS, SEAGO wishes to contract with the CITY for said paving services and the CITY is willing to consider providing said paving services to SEAGO upon approval of this AGREEMENT by the Mayor and Council.

NOW, THEREFORE, pursuant to A.R.S. § 11-952, authorizing contracts and agreements between public agencies or public procurement units for cooperative actions, and in consideration of the mutual promises contained in this AGREEMENT, and of the mutual benefits to result therefrom, the Parties agree as follows:

SECTION 2: TERM

The term of this AGREEMENT shall be from May 1, 2023 to June 30, 2023, unless terminated in accordance with SECTION 5 of this AGREEMENT.

SECTION 3: PURPOSE

The purpose of this AGREEMENT is to provide paving services to enable SEAGO to meet the CITY's parking requirements as described in SECTION 1 of this AGREEMENT.

SECTION 4: FINANCING

SEAGO shall compensate the CITY for the services provided under this AGREEMENT at a rate equal to the current hourly rate plus any Employee Related Expenses (EREs) of any CITY employees performing said services, plus overhead costs (i.e. administrative costs) that may be in effect at the time the services are rendered, plus the costs of mobilization, materials, fuel, equipment use and other costs that may be related to meeting the CITY's parking requirements. SEAGO understands and agrees that the hourly rates, EREs and overhead costs (if any) are subject to change at any time upon written notice to SEAGO from the CITY. Changes to these rates shall be considered administrative in nature and shall be processed in accordance with SECTION 14 of this AGREEMENT.

SECTION 5: TERMINATION

Either Party may terminate this AGREEMENT without cause upon providing fifteen (15) days' written notice to the other Party. In the event either Party is in breach of this AGREEMENT, this AGREEMENT may be terminated after providing written notice with five (5) days to correct or remedy the breach. If said breach is not remedied, this AGREEMENT shall terminate at the expiration of the five (5) day period. The CITY will not be responsible to provide services after the date of termination. SEAGO will not be responsible for any payments after the date of termination unless attributable to services provided prior to the date of termination. This AGREEMENT may also be cancelled pursuant to the provisions of A.R.S. § 38-511.

SECTION 6: RESPONSIBILITY

Each Party agrees to assume responsibility for the conduct of its employees, officials, and agents and for all claims, demands, suits, damages, and loss which result from the negligence or intentional torts of such Party or its agents, officials, and employees in the performance of this AGREEMENT. The extent of the foregoing liabilities shall be limited to, and determined by, the respective fault of the Parties in comparison with others, including, but not limited to the other Party who may have contributed to, or in part caused any such claim to arise.

SECTION 7: ADMINISTRATION OF AGREEMENT

Each Party shall designate a representative or representatives, notice of the same to be provided to the other Party, who shall be jointly responsible for developing procedures to be utilized in fulfilling this AGREEMENT and providing other administrative services as necessary.

SECTION 8: DISPUTE RESOLUTION

Any disputes arising under this AGREEMENT shall be referred to the City Manager and SEAGO Executive Director for joint resolution. Disputes that cannot be resolved at this level shall result in written notice of termination pursuant to SECTION 5 of this AGREEMENT.

SECTION 9: SEAGO RESPONSIBILITIES

SEAGO shall work with its member entities to develop a scope of work for the services to be provided under this AGREEMENT. SEAGO shall provide the scope of work and any other project-related data to the CITY and request a cost estimate for the services. Upon acceptance, SEAGO shall issue a Notice to Proceed to the CITY. SEAGO shall be responsible to pay all costs attributable to any services rendered by the CITY under this AGREEMENT, and shall pay any such invoices within thirty (30) days of receipt of an invoice from the CITY.

SEAGO shall assume responsibility for any other areas agreed upon by the Parties and specified by written amendment to this AGREEMENT.

SECTION 10: CITY RESPONSIBILITIES

The CITY shall maintain the staff and equipment sufficient to meet or exceed the performance of the services under this AGREEMENT. The CITY shall devote the same level of care and professional standards to SEAGO's project and services that it devotes to its own projects and services.

The CITY shall provide monthly invoices to SEAGO for the actual costs of providing the services under this AGREEMENT, along with any documentation supporting the costs invoiced.

SECTION 11: NOTICES

Unless otherwise specified herein, any notice or communication required or permitted under this AGREEMENT shall be in writing and sent to the address given below for the Party to be notified.

City of Bisbee  
76 Erie Street  
Bisbee, AZ 85603  
ATTN: City Manager

SouthEastern Arizona Governments Organization  
1403 West Highway 92  
Bisbee, AZ 85603  
ATTN: Executive Director

SECTION 12: ASSIGNMENT

Neither Party shall assign the rights or duties under this AGREEMENT to a third-party without the written consent of the other Party. Any such assignment in violation of this AGREEMENT will be grounds for termination of the AGREEMENT.

SECTION 13: APPROVAL BY PARTIES

Before this AGREEMENT shall become effective and binding upon the Parties, the appropriate governing authorities of each Party must approve it. In the event that such appropriate authority fails or refuses to approve this AGREEMENT, it shall be null and void with no effect whatsoever.

SECTION 14: REVISIONS

Procedural and administrative changes to this AGREEMENT may be made upon mutual written agreement of the City Manager and SEAGO Executive Director.

SECTION 15: CONDUCT OF OPERATIONS

The CITY and SEAGO agree to be responsible for the conduct of its operations and performance of contract obligations and the actions of its own personnel while performing services under this AGREEMENT, and each Party shall be solely responsible for supervision, daily direction, control of payment of salary (including withholding for payment of taxes and social security), workers' compensation and disability benefits. In addition, both Parties agree to maintain adequate professional and general liability insurance coverage at all times while this AGREEMENT is in effect.

SECTION 16: INDEMNIFICATION

To the fullest extent permitted by law, each Party to this AGREEMENT agrees (as indemnitor) to indemnify, defend and hold harmless the other Party (as indemnitee) from and against any and all claims, losses, liability, costs or expenses (including reasonable attorneys' fees) arising out bodily injury of any person (including death) or property damage, but only to the extent that such claims which result in vicarious or derivative liability to the indemnitee, are caused by the act, omission or negligence, misconduct, or other fault of the indemnitor, its officers, officials, agents, employees or volunteers.

SECTION 17: NON-DISCRIMINATION

To the extent applicable, the Parties shall comply with all laws and regulations, including, but not limited to, Title VII of the Civil Rights Act of 1964, as amended, the Age Discrimination in Employment Act, and State Executive Order 75-5 which mandated all persons, regardless of race, religion, handicap, color, age, sex, political affiliation or national origin shall have equal access to employment opportunities. The Parties shall comply with the Rehabilitation Act of 1973, as amended, which prohibits discrimination in the employment or advancement in employment of qualified persons because of physical or mental handicap, with all federal

regulations regarding equal employment opportunity, with relevant orders issued by the U.S. Secretary of Labor and with all applicable provisions of the Americans with Disabilities Act, Public Act 101-336, 42 U.S.C. Sections 12101-12213, and all applicable Federal Regulations under the Act, including 28 C.F.R. Parts 35 & 36.

SECTION 18: MANDATORY PROVISIONS

All provisions required by law to be incorporated into this AGREEMENT shall be a part of this AGREEMENT as if fully written out herein.

SECTION 19: RIGHTS OF PARTIES

The provisions of this AGREEMENT are intended only to define the respective rights and obligations of the Parties. Nothing expressed herein shall create any rights or duties of any nature or kind in favor of any third-party.

SECTION 20: SEVERABILITY

The provisions of this AGREEMENT are severable to the extent any provision or application held to be invalid shall not affect any other provision or application of the AGREEMENT, which may remain in effect without the invalid provision, or application.

SECTION 21: GOVERNING LAW

This AGREEMENT shall be construed under the laws of the State of Arizona and shall incorporate by reference all laws governing intergovernmental agreements and mandatory contract provisions of state agencies required by statute or executive order. All statutes and regulations referenced in this AGREEMENT are incorporated herein as if fully stated in their entirety in the AGREEMENT. Each Party agrees to comply with and be responsible for the provisions, the statutes, and the regulations set out in this AGREEMENT.

[Signatures on following pages.]

IN WITNESS WHEREOF, two (2) identical counterparts of this AGREEMENT, each of which shall for all purposes be deemed an original thereof, have been duly executed by the Parties hereinabove named on the date and year first above written.

Approved by the SouthEastern Arizona Governments Organization Executive Board at its meeting on the 19<sup>th</sup> day of May 2023.

\_\_\_\_\_  
DAVID GOMEZ  
Chair, Executive Board

\_\_\_\_\_  
Date

Approved by the City of Bisbee City Council at its meeting on the \_\_\_\_ day of \_\_\_\_\_ 2023.

\_\_\_\_\_  
KENNETH BUDGE  
Mayor

\_\_\_\_\_  
Date

ATTEST:

\_\_\_\_\_  
ASHLEE CORONADO  
City Clerk

Pursuant to A.R.S. § 11-952(D), this AGREEMENT has been reviewed by legal counsel for each Party to determine it is in proper form and is within the power and authority granted under the laws of the State of Arizona to the respective client agency.

APPROVED AS TO FORM:

APPROVED AS TO FORM:

\_\_\_\_\_  
JOSEPH ESTES  
City Attorney, City of Bisbee

\_\_\_\_\_  
<ENTER NAME>  
Legal Counsel for SEAGO



# ADMINISTRATIVE COUNCIL PACKET

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**MEMO TO:** ADMINISTRATIVE COUNCIL

**THROUGH:** RANDY HEISS, EXECUTIVE DIRECTOR

**FROM:** LAURA VILLA, AAA PROGRAM DIRECTOR

**DATE:** APRIL 27, 2023

**SUBJECT:** AREA PLAN ON AGING SFY 2024 THROUGH SFY 2028

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**Background:** An Area Plan is the document submitted by an Area Agency on Aging to the State Agency on Aging to receive awards or contracts from the State Agency's (Department of Economic Security-Division of Adult and Aging Services) grant provided under the Older Americans Act. The plan is the blueprint by which the Area Agency develops and administers a comprehensive and coordinated system of services and serves as the advocate and focal point for older people in the Planning and Service Area.

**Process:** The process to update the SEAGO Area Plan On Aging (APOA) began in June 2022. The planning process normally consists of robust Public Outreach, Data Collection and Analysis, Proposed Actions, Advisory Council on Aging review and recommendations, and Administrative Council and Executive Board approval.

**Public Outreach:** Starting in August 2022, the SEAGO Area Agency on Aging began announcing the Area Plan process on our website and social media platforms. Because the Double R Media Net publishes information from the AAA as a public service (free of charge), the public in Graham and Greenlee Counties had additional opportunities to comment on the updated Plan. Announcements about the APOA were published on February 23, 2023, March 6, and 9 2023. Public Hearings were held in person in the four-county region.

**Data Collection/Analysis:** To determine the most urgent needs of the elderly and disabled across the region, the AAA performed a needs assessment that included data collection and analysis of needs identified through public surveys, the 2020 Census, and demographic data for the area, as well as key informant questionnaires, and the historic utilization data of AAA services. SEAGO contracted with U.S Economic Research (USER) to assist with regional needs assessment distribution and data analysis.

**Needs Assessment Surveys:** When DES-DAAS initially released the Area Plan Alert to the Area Agencies on Aging, SEAGO-AAA immediately began reviewing the plan based on the State Area Plan on Aging, and distributing needs assessment surveys to the communities. With Covid-19 restrictions lifted, we placed drop boxes at strategic public locations throughout the region to collect the completed forms. We also used survey monkey to get the surveys out electronically. SEAGO staff, case managers, home-delivered meal providers, and ACOA members helped provide questionnaires to those who were homebound and helped individuals fill them out. Surveys were also posted on our social media platforms and website for individuals to complete electronically. In addition, the AAA mailed out surveys to clients in the region who receive services through our agency if requested. By targeting individuals who are case managed, the views of individuals 60 years of age or older with the greatest social and economic need, with particular attention to older individuals who are a low-income minority, older individuals residing in rural areas, older individuals with severe disabilities, older individuals with limited English speaking abilities and any individuals with Alzheimer's disease or related dementias were considered. By December 2, 2022, we had collected **432** needs assessments.

**Key Informant Questionnaires:** A Survey Monkey was created, and the Key Informant Survey sent out to all service providers who provide services or are an entity that works closely with older adults in one way or another. **Twenty-six** responses were taken into consideration, and a summary of the results includes data from one of the questions: *How has the clientele changed over the past 3 to 5 years-* results: **26% increased isolation; 18% increase in number of clients; 15% of clients aging and needing more supports; and 10% increase in need to interact with technology.** More information can be found in the Area Plan report.

**Service Utilization:** Service utilization for case-managed services is reviewed monthly to ensure that services are used and that case managers authorize service levels as budgeted. Where productivity and utilization have declined, a more in-depth review was made to determine whether the service in question is still relevant or whether a change in the service delivery process is needed. In recent years the utilization data has helped determine areas in which funding allocations for services should be reduced and areas in which these allocations should be increased in response to demand for services.

**Analysis:** The survey results indicated that the most important serious issue faced by seniors in southeast Arizona is **telemarketing or in-home sales**. This was rated a severe problem by 26.6% of survey respondents across the region and was the number one serious problem in two counties and the top five for our area. The second most crucial issue of seniors in Southeast Arizona is **affordable dental care**. This was rated a severe problem by 25.9% of survey respondents across southeast Arizona.

Based on survey respondents across the region, other significant concerns include **maintenance of the yard 24.1%, maintenance and repair of the home 20.0%, and ability to benefit from technology 19.3%.** See the chart below.

**ACOA Review:** The SEAGO Advisory Council on Aging (ACOA) reviewed the minimum goals and objectives that the state unit on aging and the Area Agencies on Aging had agreed to include in their plans. The ACOA reviewed a first draft in their January 2023 meeting and again on April 20, 2023. During this meeting, the ACOA commented on the proposed outcomes, objectives, and plans. Information was also presented on the Needs Assessment report during this meeting. Comments from the ACOA have been addressed in the plan.

**Action to be Taken to Address Identified Needs:** The table below summarizes the steps to be taken to address the needs identified in the needs assessment process:

Comment or Issue	Source	Action to be taken
Telemarketing or in-home sales	Needs Assessment Surveys	The first step in addressing this issue is to assist our most vulnerable population in registering their number on the <b>National Do Not Call Registry</b> . While this will not resolve the issue with SEAEAT, we will promote awareness by engaging all those partners to help address the issue in their communities
Affordable Dental Care	Needs Assessment Surveys	Work towards building a stronger partnership with the community centers throughout the region, such as Chiricahua, Mariposa Community Center, Mt. Graham Regional Medical Center, and Canyonlands Healthcare, towards helping raise awareness of available dental services by utilizing the sliding fee scale available through their networks. Increase education on available resources through the available healthcare plans with help from the SHIP-SMP.
Maintenance of the yard	Needs Assessment Surveys	Post Covid-19, AAA will contact the <b>Knights of Columbus</b> to discuss a partnership to help our most vulnerable population access their volunteer service. The AAA will pay for materials via the FCSP program.

Maintenance and repair of the home	Needs Assessment Surveys	Same as above and a continuation of the partnership once established with Servants at Work (SAWs) to assist with installing wheelchair ramps. It will help them recruit a stronger volunteer base. Collaboration with local government who incentivize their employees as volunteers to partner with SAWS and help install ramp kits for those who qualify.
Ability to benefit from technology (internet, social media, telehealth, etc.)	Needs Assessment Surveys	During the next two years, AAA will help promote and assist our most vulnerable population who qualifies under the Affordable Internet Connectivity (AICP) program by the Federal Communications Commission. We will continue to encourage the use of the AAA mobile app that was created to help our communities stay engaged and have access to their local resources. The AAA will remain connected with the SEAGO Economic Development team and learn about the infrastructure plan to address broadband expansion in our region. Encourage our communities to participate in questionnaires and provide feedback whenever required.
Affordable Assistive devices	Affordable Assistive devices	With the integration of Case Management in Cochise and Santa Cruz county, we feel that we will be able to accomplish the goal of providing caregivers with adaptive aids if they do not qualify under the Arizona Family Caregiver reimbursement program. We will continue to promote its available resources and assist when possible.

If you would like to review the SEAGO APOA in its entirety, please click the following link:  
<http://www.keepandshare.com/doc12/view.php?id=256399&da=y>

I will happily answer any questions you may have at our meeting.

**Attachments:** [SFY 2024–2028 Area Plan on Aging final draft](#), Key Informant Survey infographic.

**Action Requested:**                     Information Only                     Action Requested Below:

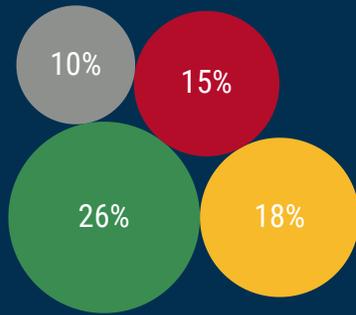
**A motion to recommend approval of the SFY 2024 – 2028 Area Plan on Aging to the Executive Board.**

# Key Informant Survey



2023

## How has Clientele Changed over the Past 3 to 5 years?

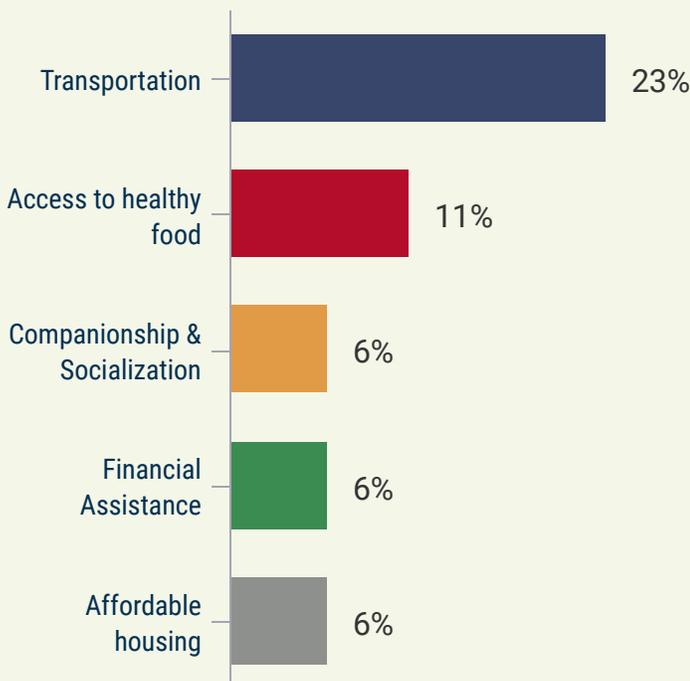


- ★ Increased Isolation
- ★ Clients aging and need more supports
- ★ increased need to interact with technology
- ★ Increased Number of clients

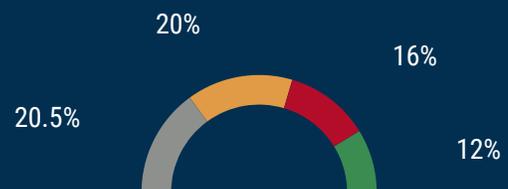
## Overall Key Survey Importance Ranking

Rank	Service
1	Housekeeping
2	Congregate Meals
3	Home Nursing
4	Transportation
5	Home Delivered Meals
6	Attendant Care
7	Case Management
8	Caregiver-Adaptive Aids/Home repair
9	In home Respite
10	Caregiver-Training
11	Caregiver -Case Management
12	The Aging Mastery Program
13	A Matter Of Balance Classes
14	Long Term Care Ombudsman (Advocacy for Residents)
15	Chronic Disease Self-Management Classes
16	Assistance with Medicare & Insurance

## What unmet needs have you seen emerging in the past few years?



## What changes in the community (county) have affected your older/disabled clientele?



- Inflation-Rising costs of food, gas, and housing
- Easier access to transportation
- Need to interact with technology to access services
- Increased isolation due to COVID-19 restrictions



# ADMINISTRATIVE COUNCIL PACKET

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**MEMO TO:** ADMINISTRATIVE COUNCIL  
**THROUGH:** RANDY HEISS, EXECUTIVE DIRECTOR  
**FROM:** LAURA VILLA, AAA PROGRAM DIRECTOR  
**DATE:** APRIL 27, 2023  
**SUBJECT:** FY 2023 AAA SUBAWARD RECOMMENDATIONS

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On March 27, 2019, the SEAGO AAA solicited applications from service providers for Congregate Meals, Home Delivered Meals, Housekeeping, Attendant Care, Home Nursing, In-Home Respite, Legal Assistance, Transportation, and Case Management. Subaward agreements were issued to providers in Fiscal Year 2020, with options to renew subawards for up to an additional 4 years, as expressed in the RFA. Subaward renewals were issued in Fiscal Years 2021, 2022 and 2023. Fiscal Year 2024 will be the final year for renewal of these subawards, the amounts of which will be based on the recommendations developed by staff and approved by the Administrative Council and Executive Board.

The Executive Board must consider our tentative subaward recommendations at their meeting on May 19<sup>th</sup> so that subaward agreements can be in place and services commenced by July 1<sup>st</sup>. Based on the anticipated funding levels available from the Arizona Department of Economic Security, Division of Adult and Aging Service (ADES-DAAS) for the AAA services listed above, we have developed the attached AAA funding levels by county area and potential subaward recommendations for Fiscal Year 2024.

These recommendations do not include additional funding under the American Rescue Plan Act (ARPA). It's also important to remember that these are only the initial funding levels and they may be increased (or decreased) based on subaward negotiations, utilization levels, and future alerts from ADES.

I will attempt to answer any questions you may have at the meeting.

**Attachment:** Fiscal Year 2024 Subaward Recommendations

**Action Requested:**       Information Only       Action Requested Below

**A motion to recommend approval of the Fiscal Year 2024 AAA subaward recommendations to the Executive Board.**

**SEAGO AAA Fiscal Year 2024 Subaward Recommendations**

**Case Management**

Available Funding Graham and Greenlee: \$ 60,000

Provider	Service	Service Area	Contract Amount
<b>Graham County</b>			
Southeastern Arizona Community Unique Services	Case Management	Graham County - All	\$ 30,000
<b>Greenlee County</b>			
Greenlee County Health Department	Case Management	Greenlee County - All	\$ 30,000

**Home Care Cluster**

Available Funding By County:  
 Cochise: \$ 448,258  
 Graham: \$ 144,635  
 Greenlee: \$ 73,000  
 Santa Cruz: \$ 205,000

Provider	Service	Service Area	Contract Amount
<b>Cochise County</b>			
Accent Care	Housekeeping	Cochise County - All	\$ 7,000
	Attendant Care		\$ 180,000
	Attendant Care-ARP		\$ -
	Attendant Care-SSBG		\$ 47,000
	In-home Respite		\$ 56,387
Lutheran Social Services	Housekeeping	Cochise County - All	\$ 7,000
	Attendant Care		\$ 76,871
	Attendant Care-ARP		\$ 30,000
	Attendant Care-SSBG		\$ 20,000
	In-home Respite		\$ 24,000
<b>Graham County</b>			
Accent Care	Housekeeping	Graham County - All	\$ 2,000
	Attendant Care		\$ 15,000
	In-home Respite		\$ 5,000
Southeastern Arizona Community Unique Services	Housekeeping	Graham County - All	\$ 7,000
	Attendant Care		\$ 70,000
	Attendant Care-ARP		\$ -
	Attendant Care-SSBG		\$ 21,635
	In-home Respite		\$ 9,000
	Home Repair	Graham/Greenlee	\$ 8,000
	Adaptive Aids	Graham/Greenlee	\$ 7,000
<b>Greenlee County</b>			
Greenlee County Health Department	Housekeeping	Greenlee County - All	\$ 5,000
	Attendant Care		\$ 50,000
	Attendant Care-ARP		\$ -
	Attendant Care-SSBG		\$ 4,000
	In-home Respite		\$ 5,000
	Home Nursing		\$ 9,000

Home Care Cluster (continued)			
Provider	Service	Service Area	Contract Amount
<b>Santa Cruz County</b>			
Accent Care	Housekeeping	Santa Cruz County - All	\$ 6,000
	Attendant Care		\$ 30,000
	Attendant Care-ARP		\$ -
	Attendant Care-SSBG		
	In-home Respite		\$ 2,000
Consumer Direct	Housekeeping	Santa Cruz County - All	\$ 7,000
	Attendant Care		\$ 60,000
	Attendant Care-ARP		\$ -
	Attendant Care-SSBG		\$ 7,500
	In-home Respite		\$ 2,000
Lutheran Social Services	Housekeeping	Santa Cruz County - All	\$ 7,000
	Attendant Care		\$ 48,000
	Attendant Care-ARP		\$ -
	Attendant Care-SSBG		\$ 18,000
	In-home Respite		\$ 500
<b>Meals Programs</b>			
Available Funding By County:			
			Cochise: \$ 251,000
			Graham: \$ 175,000
			Greenlee: \$ 70,000
			Santa Cruz: \$ 170,000
Provider	Service	Service Area	Contract Amount
<b>Cochise County</b>			
City of Tombstone	Congregate Meals	Tombstone	\$ 40,000
	Congregate Meals-ARP		\$ -
Douglas ARC	Congregate Meals	Douglas	\$ 11,000
	Congregate Meals-ARP		\$ -
	Home Delivered Meals	SE Cochise County	\$ 200,000
	HDM-ARP		\$ -
Mom's Meals	HDM-ARP	Benson, Sierra Vista	\$ -
	Home Delivered Meals	Rural Cochise County	\$ -
<b>Graham County</b>			
Mom's Meals	Home Delivered Meals	Rural Graham County	\$ -
	HDM-ARP		\$ -
Southeastern Arizona Community Unique Services	Congregate Meals	Safford	\$ 30,000
	Congregate Meals-ARP		\$ -
	Home Delivered Meals	Graham	\$ 120,000
	HDM-SSBG Funds		\$ 25,000

Meals Programs (continued)			
Provider	Service	Service Area	Contract Amount
<b>Greenlee County</b>			
Mom's Meals	Home Delivered Meals	Rural Greenlee County	\$ -
	HDM-ARP		\$ -
Southeastern Arizona Community Unique Services	Congregate Meals	Clifton and Duncan	\$ 20,000
	Congregate Meals-ARP		\$ -
	Home Delivered Meals	Greenlee	\$ 50,000
	HDM-ARP		\$ -
<b>Santa Cruz County</b>			
Mom's Meals	Home Delivered Meals	Rural Santa Cruz County	\$ -
	HDM-ARP		\$ -
Santa Cruz Council on Aging	Congregate Meals	Nogales	\$ 95,000
	Congregate Meals-ARP		\$ -
Senior Citizens of Patagonia	Congregate Meals	Patagonia	\$ 75,000
	Congregate Meals-ARP		\$ -
<b>Transportation</b>			
			Cochise: \$ 120,000
			Graham: \$ 28,000
			Greenlee: \$ 40,000
			Santa Cruz: \$ 20,000
Provider	Service	Service Area	Contract Amount
<b>Cochise County</b>			
City of Benson	Transportation	Benson Area	\$ 20,000
City of Bisbee	Transportation	Bisbee Area	\$ 25,000
City of Douglas	Transportation	Douglas - Cochise Cnty	\$ 25,000
City of Willcox	Transportation	Willcox Area	\$ 25,000
Volunteer Interfaith Caregiver Program (VICAP)	Transportation	Cochise County -All	\$ 25,000
<b>Graham County</b>			
Easter Seals Blake Foundation	Transportation	Graham County	\$ 28,000
<b>Greenlee County</b>			
Easter Seals Blake Foundation	Transportation	Greenlee - Clifton	\$ 20,000
		Greenlee - Duncan	\$ 20,000
<b>Santa Cruz County</b>			
Valley Assistance Services-Tentative	Transportation	Santa Cruz County	\$ 20,000
<b>Unobligated Funds</b>			
			Available Funding All Counties: \$ 222,047
Provider	Service	Service Area	Contract Amount
WAIVED	Legal Services	Cochise, Graham,	\$ -
TBD	Housekeeping	Cochise, Graham,	\$ 10,253
		Greenlee and Santa Cruz Counties	
TBD	Transportation	Cochise, Graham,	\$ 137
		Greenlee and Santa Cruz Counties	\$ -
			\$ -
TBD	CNG-HDM	All Counties	\$ 211,657
			\$ -
<b>Grand Total - All</b>			<b>\$ 2,026,940</b>



# ADMINISTRATIVE COUNCIL PACKET

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**MEMO TO:** ADMINISTRATIVE COUNCIL  
**THROUGH:** RANDY HEISS, EXECUTIVE DIRECTOR  
**FROM:** CHRIS VERTREES, TRANSPORTATION PROGRAM ADMINISTRATOR  
**DATE:** APRIL 27, 2023  
**SUBJECT:** SEAGO ANNUAL WORK PROGRAM AND BUDGET (FY24/25)

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SEAGO's Annual Work Program is due to ADOT on May 22, 2023. The following are changes to the FY 24/25 Work Program in comparison to our FY22/23 Work Program:

## Work Element 1: Public Involvement

- Under Element 1.3 (Consultation) the following was added: The COG must exercise the State's tribal consultation and coordination protocol to ensure compliance with the ADOT Department-Wide Native Nation/Tribal Government Consultation policy. ***The purpose is to ensure that to the fullest extent possible and to the best of the agency's ability, integrate the input generated from tribal consultation into the agency's decision-making processes to achieve mutually acceptable solutions.***

## Work Element 2: Highway Performance Monitoring System (HPMS) Data

- In our previous Work Program (WP), ADOT assumed responsibility for statewide traffic data collection. In our FY24/25 WP added the following language: ***"ADOT requests the COG and its member agencies to conduct traffic data collection to supplement the State's needs. ADOT heavily relies on local and regional participation to ensure federal HPMS compliance, particularly on roadways functionally classified above local such as Minor Arterials, Major Collectors, and Urban Minor Collectors."***

## Work Element 3: Data Collection

- No changes

## Work Element 4: Transportation Improvement Program

- No changes

## Work Element 5: Regional Planning Coordination

- Work Task 5.5 (Nogales Area Transit Feasibility Study): This element includes the Scope of Work for the Nogales Area Transit Feasibility Study that was awarded by ADOT in March 2023.

## Work Element 6: Section 5311, Rural Public Transportation Program

- No changes

**Work Element 7:**

- This Work Element requires that direct expenses associated with travel and training (including conferences) must have prior written approval via an approved WP.

**SEAGO Annual Work Program Budget**

- We have a two year budget. Year 1 is more detailed. Year 2 reflects base programs that are expected to continue. Year 2 will be reviewed and updated next March/April to include any carry-over funding and new grants awards.
- The HPMS, Data Collection, Transportation Improvement Program, and Regional Planning Coordination budget line items were unchanged from last year.
- Our FTA Section 5311 was unchanged from last year.
- The Regional Transit Emergency Coordination Plan line item has been removed. The project will be completed by June 30, 2023.
- The Nogales Area Transit Feasibility Study has been added as a line item in the Work Program Budget.
- The Santa Cruz County Regional Transportation Authority Feasibility Study Phase1 was delayed in FY22 due to COVID-19. Public meetings will occur this summer. Estimated carry over is \$7,500. ***These funds have been added as carry-over to our Public Involvement line item.***
- The balance of our Pavement Assessment and Asset Management Plan has been continued as a line item in the Work Program Budget. SEAGO has estimated that \$100,000 will be available for the project in FY24.
- SEAGO has estimated that will have \$12,500 unused FY22/23 SPR funds. That carry over has been added to Pavement Assessment project to offset the changes to State mileage rates.

I will be glad to answer any questions that you may have involving our Annual work Program and/or Budget.

**Attachment:** •SEAGO FY 24/25 Annual Work Program; SEAGO Annual Work Program Budget (FY 24/25)

**Action Requested:**       Information Only                       Action Requested Below

**A motion to recommend approval of SEAGO’s FY24/25 Annual Work Program and Budget to the Executive Board.**

# Southeastern Arizona Governments Organization (SEAGO)

## Two-Year Work Program

### State Fiscal Years 2024 - 2025

July 1, 2023 – June 30, 2025

## I. Work Program Purpose

Biennially the Arizona Department of Transportation Multimodal Planning Division (ADOT MPD) prepares a Work Program (WP) for each Council of Government (COG) including required elements to be undertaken with federal funds distributed by ADOT in accordance with the Work Program Agreement terms and conditions. The WP Agreement requires each COG to comply with all applicable Federal and State requirements. This WP describes transportation planning activities to be conducted by the COG between July 1, 2023 and June 30, 2025.

## II. Work Program Approval Schedule

ACTIVITY/EVENT	DATE	RESPONSIBILITY
Begin Working on Draft WP	December-January	COG & ADOT
ADOT Provides First WP Draft to COG	March 22	ADOT
WP Comments to ADOT Regional Planner	April 21	COG
Regional Council Approval of WP (Optional)	May 22	COG
Final WP Due to Regional Planner	May 22	COG
SPR / STBG Funding Authorization Request Letters to <a href="mailto:MPDAuthorization@azdot.gov">MPDAuthorization@azdot.gov</a>	May 22	COG
Final Invoice for WP ending June 30	July 30	COG

## III. Work Elements – Transportation Planning

### Work Element 1: Public Involvement

#### 1.1 Public Involvement Plan:

The COG will develop a public involvement plan that will guide outreach activities to stakeholders including agency staff, elected officials, the public, transportation providers and human service agencies, and other interested parties. In compliance with Federal and State regulations, the public involvement plan will address outreach for COG activities that occur throughout the fiscal year. Activities include development and amendment of the COG TIP and ADOT STIP, participation in ADOT planning studies such as the statewide long-range plan, and transportation coordination planning activities, including support for regional coordination councils that meet the FTA requirements.

#### 1.2 Public Involvement Activities:

Public involvement activities will include the following:

- Conduct public involvement activities, as defined by the public involvement plan, as appropriate and feasible based on the development of the Plan.

- Demonstrate compliance with public involvement activities (such as providing a reasonable opportunity to comment by the public) during the development of the Transportation Improvement Program (TIP).

### 1.3 Consultation:

Consultation activities will include the following:

- Activities will include consultation with non-metropolitan elected officials and appointed officials with responsibility for transportation, public meetings, appropriate notification, and other elements.
- Follow guidelines set forth in ADOT policy document Consultation with Non – Metropolitan Local Officials found at: <https://azdot.gov/sites/default/files/2019/05/tcro-policy-update.pdf>.
- For areas that do not meet the National Ambient Air Quality Standards, coordinate with ADOT Air Quality staff to comply with interagency consultation requirements.
- The COG must exercise the State’s tribal consultation and coordination protocol. The purpose for this provision is to ensure compliance with the [ADOT Department-Wide Native Nation/Tribal Government Consultation policy](#) and Arizona Revised Statute Section 41-2051, Subsection C - Responsibilities of state agencies located at: <https://www.azleg.gov/viewdocument/?docName=https://www.azleg.gov/ars/41/02051.htm>. An ADOT Tribal Transportation Consultation Online Training Course and Handbook are available on the Arizona Tribal Transportation website at: <https://aztribaltransportation.org/training>.

### 1.4 Web Site:

Maintain the COG Web site with current and accurate data. The Web site will include, at a minimum, the following:

- Organizational chart;
- Name, title, and contact information for each staff member;
- Membership lists for the Technical Advisory Committee, Regional Council/Executive Board, and any other COG committees. The lists will include the name, title, and contact information for each member;
- Dates, locations, agendas, and minutes for the meetings of each committee. Agendas shall be posted a minimum of 24 hours before the scheduled meeting. Minutes shall be posted within 5 days of approval;
- Transportation Improvement Program, to include all subsequent amendments. Within 30 days of approval TIP amendments must be posted in compliance with federal regulations (23 CFR 450);
- Transportation coordination planning activities to include meeting schedules, agendas and minutes, provider information and current plans;
- Public involvement activities;
- Files or links to relevant planning studies conducted by the COG, ADOT, or member agencies; and
- Ensure that accurate data on public transit and human service agency transportation programs and services, whether operated by public, private for-profit, or private non-profit entities, is collected, maintained, and posted for use by stakeholder agencies.

## Work Element 2: Highway Performance Monitoring System (HPMS) Data

### 2.1 HPMS Traffic Data Collection and Reporting

The Highway Performance Monitoring System (HPMS) is a national level requirement of all states to provide data on all federally functionally classified roadways. The requirements include data on the extent, condition, performance, use and operating characteristics of the nation's roads and highways. The HPMS contains administrative and extent of system information on all public roads, while information on other characteristics is represented in HPMS as a mix of universe and sample data for arterial and collector functional systems. (<https://www.fhwa.dot.gov/policyinformation/hpms.cfm>)

Logical Groups	Minimum Count Cycle <sup>1</sup>	Volume Only vs. Classification Counts <sup>2</sup>
Principal Arterial & NHS Connectors <sup>3</sup>	3-year	Classification Counts Needed on all NHS
Minor Arterial, most Collectors, & Ramps	6-year	Volume Counts Only (except on Sample Panels)
Local and Rural Minor Collectors	Unstated <sup>4</sup>	Volume Counts Only
Sample Panels <sup>5</sup>	According to functional system	Volume and Classification

Source: HPMS Field Manual, December 2016, Chapter 4, Item 21-27 (pages 4-51 through 4-60).

Notes:

<sup>1</sup> Collecting traffic counts more frequently than the above stated minimum count cycle requirements is permissible and particularly encouraged in high growth and other select areas.

<sup>2</sup> Vehicle Classification counts provide more detailed distribution of total traffic volumes into vehicle type categories. Classification Counts for HPMS should be grouped into FHWA's 13 vehicle classification categories.

<sup>3</sup> In Arizona, all Principal Arterials are on the National Highways System (NHS). NHS Connectors can exist off the Principal Arterial network to connect the primary NHS to other nationally significant intermodal facilities. A listing or map of NHS Connector locations can be provided upon request to ADOT.

<sup>4</sup> Page 5-7 of the HPMS Field Manual, under the Count Cycle heading, implies a 6-year cycle for rural minor collectors and non-functionally classified road. Pages 5-3 and 4-52 fail to specifically state a cycle. Other traffic estimation methods are expected on these roads in supplementing field counts to comply with new MIRE data reporting requirements, which call for yearly AADT estimations on all paved roads starting in 2026.

<sup>5</sup> HPMS Sample Panels are a representative selection of road sections from the total network of functionally classified roads where more detailed data reporting is required for HPMS. Full bidirectional 15-minute bin vehicle classification traffic counts are required at Sample Panel locations which then facilitates reporting of additional traffic statistics (peak hour and directional factors, as well as truck traffic). Volume only counts, required on all functionally classified roads, inform annual changes to the selection of Sample Panels. A listing or map of Sample Panel locations can be provided upon request to ADOT.

ADOT acknowledges and accepts the responsibility for data accuracy and timely reporting of Highway Performance Monitoring System (HPMS) data under State Statute and Federal Regulations and Policy. This does not limit the necessary COG participation in either the data collection process or meeting reporting requirements requested by the State. Consistent with 23 USC 134 and 23 CFR 450 et seq., participation is needed in the interest of potentially increasing the distribution of FHWA funding to the State, promoting consistency between transportation improvements and State and local planned growth, meeting traffic safety reporting requirements, and enhancing the integration of connectivity of the transportation system across and between modes, providing successful, cohesive, long-range transportation plans.

ADOT requests the COG and its member agencies to conduct traffic data collection to supplement the State's needs. ADOT heavily relies on local and regional participation to ensure federal HPMS compliance, particularly on roadways functionally classified above local such as Minor Arterials, Major Collectors, and Urban Minor Collectors. Locally managed data collection efforts are not only preferred, but highly encouraged in promoting the importance of data management and data quality by the road owner/maintainer. However, where member agencies are not positioned to collect traffic data, counts should be collected at the COG's level to supplement member agencies' efforts. In addition to these three categories, ADOT requests that all collected traffic count data be submitted for all other roadways, regardless of the functional classification or the federal aid eligibility. Local road information is used to provide more accurate traffic data estimates for the Model Inventory of Roadway Elements (MIRE) data reporting, statewide VMT calculations and modeling services to regional planning partners, ADOT groups, and the Federal Highway Administration.

The COG shall coordinate with ADOT to facilitate the collection of traffic count data as described on the ADOT Multimodal Planning Division Traffic Monitoring Section website: <https://azdot.gov/planning/transportation-analysis/traffic-monitoring>. To facilitate meeting the federal reporting deadlines, available data should be reported in the MS2 Transportation Count Data System (TCDS) on at least a monthly basis in the form of raw data from traffic counting devices. Submission of the raw traffic count data is needed by February 1st of each calendar year for inclusion in that year's HPMS submission. Reporting shall be a collaborative effort among ADOT, COGs, MPOs, TMAs, and member local public agencies. To facilitate this requirement, ADOT shall:

- schedule training sessions,
- assist with integrating data from continuous counters to TCDS and Traffic Movement Count (TMC) modules,
- offer assistance in the form of short term counts and possible permanent counter installation, and
- provide ad-hoc support and system enhancements as needed (aztrafficdata@azdot.gov).

Any COG or LPA-collected traffic data for purposes of uploading to our Traffic Count Data System (TCDS) database, must meet the following requirements:

- Traffic volumes should be collected directionally and aggregated to 15-minute bins that allow for calculation of peak hour and directional factors.
- All short-term traffic counts must be at least 48-hour duration. Traffic counts must also be collected on days that are representative of typical traffic volumes so counts can effectively be calculated to an accurate estimate of annualized ADT volumes during the year-end traffic data processing and HPMS assembly.
- A comprehensive set of updated traffic count data shall be collected at a frequency no less than the minimum count cycle stated in the above table (i.e., a 3-year cycle for principal arterials and a 6-year cycle for minor arterials and collectors).
- ADOT shall coordinate with local agencies wherever and whenever there are sample panel counts taken on non-state owned HPMS sample panel sections. The COG and member agencies shall participate and cooperate in coordinating with ADOT (or their contractor) on these sample panel section counting efforts and in securing any local agency required permits.
- Local traffic counting programs already in existence at the COG or local level are urged to continue. Where updated traffic count results are already available or planned to be available, this provision strongly encourages the COG to share that data so ADOT can minimize the potential for redundant costs/efforts.

- COGs shall encourage LPAs to submit traffic count field notes or other information about the collected traffic counts and shall be maintained and provided to ADOT staff or its contractors when requested by ADOT or its contractors.

## 2.1.2 Traffic Reporting Requirements Using the MS2 TCDS Module

Since 2010, ADOT has provided each COG with a publicly viewable web-based Traffic Count Data System (TCDS) module to support improved data sharing and management of HPMS traffic data items. The ADOT TCDS portal is viewable at <https://adot.ms2soft.com>. Corresponding local agency sites are viewable from a similar web address where “adot” is replaced with the abbreviated COG name (i.e., <https://nacog.ms2soft.com>). Raw traffic counts are processed by ADOT inside the TCDS application to derive and/or apply seasonal factors to compute annualized ADTs, vehicle class distribution, and other traffic statistics. Traffic information is used for the annual HPMS submittal by ADOT to FHWA, as well as for statewide traffic analysis and planning.

If a COG or LPA collects traffic data for use by ADOT, the COG and/or LPA will agree to perform the following tasks related to reporting of traffic count data using the respective COG TCDS module:

- Traffic data collected by or for COG member agencies must be loaded to the web based MS2 TCDS application where it can be reviewed, processed, and analyzed by ADOT.
- Where a contractor is used to collect traffic count data (rather than public agency staff), contracts should specify that counts be delivered/uploaded by the contractor to the MS2 TCDS. Sample contract language is available from ADOT, that includes the following requirement to the contractor:
- All traffic count data must be uploaded into the MS2 Traffic Count Data System (TCDS) repository in a format that is compatible with that system. Traffic count locations (blue squares) must exist on the MS2 TCDS prior to loading traffic counts. Traffic data files uploaded to the MS2 TCDS must be named with the Location ID corresponding to respective count stations on the MS2 TCDS.
- Short-term traffic counts should be loaded continuously throughout the calendar year as the counts are collected. The previous calendar year’s traffic collection efforts should be uploaded no later than by February 1st of the next year. For example: by February 1st, 2023, all the traffic data collected within the COG in the calendar year 2022 should be uploaded onto TCDS and be available to ADOT for processing to the HPMS data report.
- If permanent/continuous count data is being collected on non-state system roadways, the LPA and/or COG should work with ADOT to link count stations to the MS2 TCDS module where continuous counts can be leveraged in understanding traffic distributions and in developing updated seasonal and annual growth factors.
- All collected traffic count data is needed irrespective of the functional classification or the federal aid eligibility of the roadway segment and, therefore, should be shared/loaded to the MS2 TCDS.
- Customizable quality control parameters (built into the TCDS system) should be reviewed to facilitate data quality.
- COG, LPA, and private contractor users of the MS2 TCDS should coordinate with the ADOT Data and Information Group ([aztrafficdata@azdot.gov](mailto:aztrafficdata@azdot.gov)) regarding administration of the MS2 TCDS and best practices regarding things like site naming convention and upload procedures. Training may be provided by ADOT staff and/or its contractor as needed.

Where helpful to agencies, COGs may coordinate with the ADOT Transportation Analysis Group to receive training on traffic data collection and application of the TCDS web tools. Training workshops may be provided by ADOT staff and/or its contractor in person or through internet webinars as needed.

## **2.2 Internal Traffic Count Program**

- SEAGO will continue the development of its internal traffic count program. The purpose of the program is to collect data to our member agencies that lack traffic counting resources. The program will generate demand response data that will assist SEAGO and our member agencies in decision making by local and state officials.
- SEAGO will purchase the counting equipment to implement the program in compliance with SEAGO and ADOT equipment procurement requirements.
- SEAGO will ensure staff utilizing the equipment is appropriately trained by the vendor.
- SEAGO will conduct traffic counts in support of local and regional planning efforts.
- SEAGO will comply with Work Element 2.1.2 (using the TCDS Module) when collecting and uploading data into TCDS.
- Unmanned Aircraft Systems (UAS) – SEAGO will pursue training to develop a UAS project that will support regional traffic count efforts.

## **2.3 Geographic Information System (GIS) Program**

- SEAGO will continue the development of its Geographic Information System (GIS) program. The purpose of the program is to provide GIS services to our member agencies that lack GIS resources. The program will generate GIS mapping for SEAGO planning studies, regional crash data, transit route/service locations, asset management inventories, and road/ROW ownership, and road maintenance management data.
- SEAGO will renew annual ESRI licensing fees through this element.

## **2.4 Travel**

Expected travel under this work element includes:

- Travel to ADOT, LTAP, or regional traffic count data training.
- Travel to ADOT and/or MS2 TCDS Training.
- Travel to traffic count collection locations to set and recover traffic count equipment.
- Travel to ADOT, COG, MPO, Local GIS workshops and meetings.
- Travel to Executive Board and Administrative Council Meetings for review and approval of traffic count and GIS planning activities.
- Travel to local agencies to provide GIS technical assistance.

## **Work Element 3: Functional Classification and Data Reporting**

### **3.1 Federal Functional Classification:**

- If a functional classification change is needed, the COG or LPA agrees to log into the AZGeo web portal and establish an AZGeo user account if one does not yet exist. The URL for registration is:

<https://survey123.arcgis.com/share/796b062799c746c788b81e67d71a704a>.

- After logging in, use this URL -(<https://azgeo.az.gov/adot/WeLoveYourInput.aspx?q%3Dadot-func-class-redirect%23ajax/FCmap.html&sa=D&source=docs&ust=1646353437651282&usg=AOvVaw0Mkik8Rh449WIFWa2A7NI6#ajax/FCmap.html>) to bring up the map. Use the zoom controls to zoom-in to the record(s) of interest. Use the slider bar to distinguish the existing functional classification against the proposed change(s), if any.
- Follow the tutorial here to submit a Functional Classification Change: <https://storymaps.arcgis.com/stories/99aa5800937a4f7ab383d5ea89deba14>
- Continue to check back to the administrative link (sdonaldson@azdot.gov) and correspond through the 4-step web form as necessary to push the request through the system.
- Please note that this process is being finalized as part of a current process improvement. The full implementation is paperless, although the request (and corresponding approval/disapproval) can always be printed out and filed.
- Note: for any FC changes, a valid traffic count is preferred in order to be considered. If a new facility is being classified, then the surrounding roads will need a valid traffic count.

### 3.2 Data for Population Projections and Estimates

Ensure that population data from the COG region is collected according to requirements of the Arizona Office of Economic Opportunity.

- Actively participate in the Arizona Office of Economic Opportunity Council for Technical Solutions; and
- Work with local jurisdictions to ensure that data required for the preparation of population estimates and projections are collected and submitted to the Arizona Office of Economic Opportunity by the prescribed due date.

### 3.3 Air Quality Standards

23 U.S. Code § 135 - Statewide and nonmetropolitan transportation planning, section (b) (2) states that a State shall - develop the transportation portion of the State Implementation Plan as required by the Clean Air Act (42 U.S.C. 7401 et seq.) This requires the need to collect information from nonattainment areas (Nogales, Douglas/Paul Spur, Bullhead City, Payson) as follows, when requested by ADEQ or ADOT:

- Listing of public roads maintained by local governments, including paved roads, unpaved roads and maintenance activities and travel that occur on those facilities. Including: Total lane miles are paved (or will be paved, by year), total lane miles of unpaved roads (any dust palliatives, stabilization/watering, chip sealing activities on road, by year), total daily traffic (VMT) on all roads, by year, planned construction or improvement activity on all roads, by year, disclosure of known regionally significant private road ways built or planned, by year (Note: All regionally significant projects must be included in the TIP, regardless of funding source).

40 CFR PART 93, Determining conformity of Federal Actions to State or Federal Implementation Plans: § 93.109 - Criteria and procedures for determining conformity of transportation plans, programs, and projects, §93.110 - Criteria and procedures: Latest planning assumptions, § 93.111 - Criteria and procedures: Latest emissions model, § 93.112 - Criteria and procedures: Consultation, § 93.116 - CO, PM10, PM2.5 hot-spots, and § 93.118 and/or § 93.119 - Emissions budget and/or Interim emissions.

- Coordinate with ADOT Air Quality staff to participate on interagency consultation conference calls or meetings involving ADOT, ADEQ, EPA, FHWA and FTA to review all input planning assumptions, methodologies, and analysis years during a required regional and/or project level conformity analysis for the nonattainment areas.

Timely implementation of Transportation Control Measures, §93.113(d), § 93.117 PM10 and PM2.5 control measures.

- Coordinate with ADOT Air Quality Staff to annually submit by April 1 a report for the committed control measures by the jurisdictions in the Rural PM10/PM2.5 nonattainment areas as requested. Activities to report may include application of a dust palliative (magnesium chloride), street sweeping and the paving/chip sealing of dirt roads and shoulders, will vary by nonattainment area.

Congestion Mitigation and Air Quality Improvement Program (CMAQ), 23 U.S. Code § 149:

- When requested, assist ADOT staff with the review and scoring of Congestion Mitigation and Air Quality project funding applications for the Nogales PM 2.5/10 nonattainment area.

### **3.4 Travel**

Expected travel under this work element includes:

- Travel to local agencies to collect building permit, annexation, and group quarter data.
- Travel to ADOT and regional meetings to support CMAQ planning efforts.
- Travel to ADOT, COG, and MPO workshops and meetings involving Functional Classification.
- Travel to Executive Board, Administrative Council, City Council, County Board of Supervisor or Planning Commission meetings for review and approval of CMAQ and Functional Classification planning activities.
- Travel to local agencies to provide functional classification change planning technical support.

## **Work Element 4: Transportation Improvement Program**

### **4.1 Transportation Improvement Program (TIP):**

The COG shall establish and maintain a TIP in accordance with the requirements of Title 23 USC 134 and 23 CFR 450.324 and the below requirements from ADOT:

- The TIP shall cover a period of no less than four years, be updated (a new TIP prepared and submitted to ADOT) at least every four years, approved by the COG Regional Council, and submitted to ADOT MPD by July 1<sup>st</sup> of the year the TIP is being updated;
  - If the TIP covers more than four years, ADOT, FHWA, and FTA will consider the projects (beyond four years) as informational;
  - The TIP may be updated—and is encouraged to be submitted to ADOT—more frequently than every four years, but the cycle of the TIP must be compatible with STIP development and approval process;
- Maintain an E-STIP account;
- All TIP projects and TIP Amendments must be entered into E-STIP;
- Provide guidance to local jurisdictions regarding their role in TIP development;
- Review and refine programming evaluation criteria in coordination with the COG's TIP cycle;
- Document the complete decision-making process employed in producing the TIP;

- Monitor approved projects through completion by providing technical assistance to local jurisdictions, and working cooperatively with ADOT Local Government staff and District Engineer(s);
- Conduct a public involvement process in accordance with Work Element 1; and
- Follow guidelines set forth by the ADOT Financial Management Services regarding Obligation Authority and expiring funds.
- Based on roadway federal functional classification, verify that projects identified for the TIP are eligible for federal funding.

## **4.2 Travel**

Expected travel under this work element includes:

- Travel to Executive Board and Administrative Council Meetings for review and approval of requested TIP amendments.
- Travel to Executive Board and Administrative Council Meetings for review and approval of our FY21 and FY22 Draft TIP for Public Comment.
- Travel to City Councils and County Board of Supervisors meetings to support project planning activities.
- Travel to ADOT sponsored TIP and E-STIP Training.
- Travel to local agencies to provide project planning/application development technical assistance.

## **Work Element 5: Regional Planning Coordination**

### **5.1 Transportation Technical Advisory Committee:**

Maintain a Transportation Technical Advisory Committee (TAC) composed of representatives of local jurisdictions and Tribal Nations for the purpose of carrying out regional planning activities. Conduct regular meetings; provide ADOT with all agendas and documentation of discussions and decisions. A member of the ADOT Planning staff will serve as a voting member of the TAC.

### **5.2 COG Technical Support:**

- Represent the COG region at ADOT meetings on issues related to State System roadways and public transit within the region;
- Serve on Technical Advisory Committees for state, regional, tribal, and local transportation studies within the region;
- Provide technical input on local, regional, and tribal issues; review local, regional, and tribal plans and provide comment;
- Communicate regularly with the ADOT MPD Regional Planner and District Engineer(s) in regards to planning activities;
- Coordinate with stakeholders to encourage participation in ADOT planning studies relevant to the region; and
- Approve projects for submission to the AZ SMART Fund and other ADOT programs as applicable.

### **5.3 ADOT Five-Year Facilities Construction Program:**

Work with ADOT and the TAC to prioritize and recommend improvements to roadways on the State Highway System to be considered for inclusion in the ADOT Five-Year Facilities Construction Program.

- Provide ADOT District Administrator(s) with a prioritized list of recommended improvements within their specified timeframe; and
- Provide input to ADOT District Administrator(s) on issues related to the connections between local roads and the State Highway System.
- COG staff shall participate in the ADOT Planning to Programming Project Nomination process “Engineering District Workshops” to assist with regional prioritization of State System projects. The workshops are designed to provide COG, District, ADOT Technical Group and local elected official input regarding project nominations for the Tentative 5-Year Construction Program updated yearly.

#### **5.4 SEAGO Region Road Pavement Assessment Project**

This project will utilize new artificial intelligence road assessment technologies to conduct pavement assessments, road condition inventories, as well as traffic sign inventories, and sign condition assessments for SEAGO member jurisdictions.

SEAGO will utilize a vendor to provide the road assessment applications that convert a cellphone into a data collection device and analyze/manage/map the road condition metadata collected. SEAGO staff will perform the ground work of driving local roadways and collecting roadway data. The following is the Scope of Work that is listed in priority order of expected completion:

- Install required data collection apps and train on equipment;
- Collect roadway data;
- Upload data to vendor database; Vendor artificial intelligence road assessment technologies will analyze road condition data, map road condition data on a GIS database, and assign a road condition rating score for each road segment identified;
- Review database with each participating agency and train each agency on the use of the database;
- Develop final project report that will include at the minimum roadway inventory, sign inventory, infrastructure conditions, pavement conditions, and street infrastructure priorities.

#### **5.5 Nogales Area Transit Feasibility Study (Phase 1)**

The Nogales Area Transit Feasibility Study would evaluate the feasibility of public bus service for Nogales and the unincorporated community of Rio Rico. It is anticipated that the Feasibility Study will consist of the following four (4) tasks.

##### **Task 1: Assessment of Existing Conditions:**

The purpose of this task is to determine current conditions within the study area. Demographics, socio-economic information, location of key trip generators, and planned development will shape the service alternatives provided through the study.

1.1 Review existing documents to identify ongoing and planned development within the study area. These documents include but are not limited to:

- Southeastern Arizona Regional Transportation Coordination Plan-2023;
- City of Nogales General Plan-2020;
- SEAGO – Nogales Transit Needs Survey Report – 2022
- Santa Cruz County Long Range Transportation Plan – 2021
- Nogales Transit Feasibility Study – 2006

1.2 Review travel patterns between Nogales, Rio Rico, and the I-19 transportation corridor.

1.3 Analyze and document existing demographic and socio-economic data.

1.4 Identify key travel destinations.

**Deliverable: Technical memorandum #1 – Assessment of Existing Conditions.**

**Task 2: Inventory existing services and identify potential service operators.**

During this task, a clear picture of mobility options within the study area will be developed. In addition, coordination with existing public transit providers will help identify a potential operator for a potential transit service.

2.1 Review the Southeastern Arizona Regional Transportation Coordination Plan 2023 for an inventory of existing service providers in Santa Cruz county. Confirm and/or update this inventory as necessary.

2.2 Work with local transit operators to determine service needs and current connectivity within the county. Identify a potential operator for an intercity transit service.

**Deliverable: Technical memorandum #2 – Summary of Existing Transportation Services**

**Task 3: Public Involvement**

Public involvement for this study will engage diverse and traditionally underrepresented communities via traditional avenues (city announcements, library fliers, newspapers, etc.); social media; and outreach through local organizations, faith-based and cultural organizations, and other key stakeholder groups.

3.1 Develop and implement a Public Involvement Plan (PIP) including public meetings, creation of a Technical Advisory Committee, and promotional activities. The PIP will guide public involvement throughout the project.

3.2 Coordinate outreach efforts, which will include two series of public meetings. The first series of meetings (during Task 2) will solicit community input regarding the need for a 5311 transit program. The second (following completion of Task 4) will present the service alternatives for public review. At least one meeting in each series will be held within each of the two primary communities (Nogales and Rio Rico). Promote and facilitate each meeting through traditional information channels as well as social and “new” media.

3.3 Prepare and administer a community survey to assess community mobility needs, current intercity travel patterns and modes, and potential use of a new intercity transit service.

3.4 Conduct outreach to key stakeholders, such as elected officials, social services, educational institutions, healthcare providers, and key employers. Such outreach is particularly important as it captures information about groups within the community which may not otherwise participate in the study process. Utilize tactics such as interviews, surveys, and/or roundtable discussions to gather input from stakeholders.

**Deliverables: Technical memorandum #3 – Public Involvement Plan (PIP); Technical memorandum #4 – Community Survey Analysis; Technical memorandum #5 – Summary of Stakeholder Outreach.**

**Task 4: Develop service options.**

Drawing on the data developed during Phase 1, Task 4 will include creation of multiple service alternatives specific to a 5311 bus program. Once the preliminary service concepts have been developed, they will be expanded to identify funding needs, operational requirements, and service parameters.

4.1 Identify multiple scenarios including routing, terminus points, and intermediate stops. Evaluate potential locations for route origination. Develop parameters for each service option, including but not limited to: hours of operation, service frequency, service schedules, vehicle service hours and vehicle service miles, operating cost, and vehicle requirements. Additional analysis should include coordination with relevant transit agencies on connections/transfers to existing service and the capacity of existing transit facilities to meet forecast demand.

4.2 Identify capital needs: Facilities (e.g., bus shelters and Park & Rides), luggage racks, access to WiFi, and other amenities which are deemed necessary, recommended to effectively capture ridership, or otherwise make the program eligible for Federal Transit Administration (FTA) Section 5311f Intercity Bus Program funding. Evaluate adequacy of existing transit facilities to support the proposed service options and, if necessary, identify additional capital investments.

4.3 Evaluate operating, maintenance and capital costs associated with each feasible service alternative.

4.4 Identify fare structure needed to support the proposed service options. Calculate fare revenue projections for each option.

4.5 Identify if alternative transportation options, such as a volunteer vanpool program, are feasible as an alternative where applicable, including operating costs, capital needs, coordination needs, and ridership projections. Provide strategies for improved service coordination and more effective utilization of resources available through health and human service agencies for transportation.

4.6 Identify funding options for operating and capital costs associated with each service option.

***Deliverable: Technical memorandum #6– Service Alternatives.***

## **5.5 Travel**

Expected travel under this work element includes:

- Travel to Executive Board and Administrative Council Meetings for review and approval of study planning documents.
- Travel for SEAGO TAC Meeting;
- Travel to COG/MPO Planners and Directors meetings;
- Travel to RTAC meetings;
- Travel to State Transportation Board Meetings;
- Travel for study data collection and public outreach;
- Travel to City Councils and County Board of Supervisors meetings to support project planning activities;
- Travel to conferences and ADOT training;
- Travel to collect pavement condition data;
- Travel to collect Nogales survey data.

## **IV. Work Elements – Public Transportation / Transit**

### **Work Element 6: Section 5311, Rural Public Transportation Program**

This work element is funded with administrative funds from the FTA Section 5311 program. These funds may be used to:

- Plan for future transportation needs, and develop integration and coordination among diverse transportation modes and providers;
- Assist sub-recipients with complying with federal requirements;
- Develop applications in coordination with grant applicants; and

- Monitor local project activities relating to what areas are being served, budget management, capital projects, ridership, and other relevant program activities.

Allowable administrative costs include salaries, overhead expenses, supplies, and office equipment used to administer the program. Allowable technical assistance costs may include program planning, program development, development of vehicle and equipment specifications, management development, and coordination of public transportation programs (public and private for-profit and nonprofit). Travel costs are eligible and will be reimbursed in accordance with State travel policies.

### **6.1 Grantee application assistance**

- Provide technical assistance, as needed; to applicants for the development of applications (i.e. provide socioeconomic data, census data and assist with identifying partners for consolidation and/or potential expansion of service within a region);

### **6.2 Participate in the annual evaluation process**

- Upon request, COGs will participate in the evaluation process, which includes ranking the applicants according to the evaluation criteria contained in the Section 5311 Guidebook.

### **6.3 Planning and Coordination**

- Include an analysis of Intercity Travel needs for the region.
- Work with ADOT and the TAC to prioritize and recommend transit service and facility improvements in the region;
- Participate in planning or operational studies, as needed, such as when changes in service within the region are considered;
- Collaborate with sub-recipients to develop safety, security and emergency management plans;
- Collaborate with sub-recipients to develop capital improvements with other public, private and non-profit agencies/stakeholders in the region.
- Collaborate with and/or share with ADOT Program Managers regarding needs in the region.

### **6.4 Build capacity among subrecipients to comply with federal requirements.**

- Maintain knowledge of current federal requirements, through attending in person and webinar trainings, following changes through the FTA website, and participating in activities such as site visits.
- Monitor local project activity through participating on advisory boards, reviewing reports, reviewing notices and printed material for clarity and compliance with FTA requirements, and routine communication with subrecipients.
- Assist sub-recipients with complying with federal requirements.
- Support the provision of training to sub-recipients as needed.

### **6.5 Travel**

Expected travel under this work element includes:

- Travel to Executive Board and Administrative Council Meetings for review and approval of study planning documents;
- Travel for public transportation technical advisory committees;

- Travel to ADOT Section 5311 training and meetings;
- Travel for 5311 program public outreach activities;
- Travel to City Councils, County Board of Supervisors, and Advisory Committees to support grant applications and regional planning activities;
- Travel to conferences and ADOT training;
- Travel to local agencies to provide project planning/application development technical assistance.

## V. Work Elements – Travel, Training, and Direct Expenses

### Work Element 7: Travel, Training, and Direct Expenses

- Direct expenses associated with travel and training (including conferences) must have prior written approval via an approved WP, WP Amendment, or email approval from ADOT and FHWA for the following special circumstances:
  - Out of state travel and/or
  - Single-occurrence travel over a \$5,000 threshold.
- For the mentioned travel circumstances, the WP or email should clearly identify the activity and describe how the activity ties to the delivery of the transportation planning process.
- Itemized receipts for travel-related expenses, except for meals and incidentals, will be required for all reimbursement requests. Receipts for meals and incidentals are required to be retained for 5 years by the requesting agency for audit purposes. When in travel status, only actual expenses are reimbursable, within maximum reimbursement limits as described and established by the rates for travel: A.R.S. 38-621 through 38-627, Reimbursement for Expenses; State of Arizona Accounting Manual (SAAM), Section 50.65, Vendor Travel, Section 50.95 Reimbursement Rates available at <https://gao.az.gov/publications/saam>. Failure of COG staff or their TAC/Board/Council representatives to follow the SAAM may result in a reimbursement request being rejected. The SAAM does not allow *Per Diem*.
- ADOT and FHWA have the right to decline travel/conference activities if the activity does not seem “necessary and reasonable” to carry out the transportation planning process.
- Capital expenditures for the purchase of equipment are allowable as direct costs, provided that items with a unit cost of \$5,000 or more have the prior written approval of FHWA or ADOT.
- Please refer to State of Arizona Accounting Manual (SAAM) 5026 for a list of travel-related expenses that are incidentals, the reimbursement of which will reduce the amount available for meals, and other travel related expenses, the reimbursement of which does not reduce the amount available for meals. For some of these items, SAAM 5026 establishes limits and other conditions that pertain to certain types of incidental expenses. Accommodation of travelers with special needs is covered in SAAM 5070. Additional information concerning incidentals is provided in SAAM 5025.
- Lodging reimbursements related to non-state events (i.e. conferences, conventions, and meetings) may not exceed the least expensive single room rate published in the conference brochure (or other official publication of the event, such as its website or solicitation correspondence) for the conference designated lodging; this may not necessarily be the host hotel. More information regarding the reimbursement policy for conferences, conventions, and meetings is covered in SAAM 5040.

## VI. Budget Table

Insert one Budget Table for each Fiscal Year. A Budget Table template may be provided upon request from ADOT.

Any “carryforward” PL, SPR, and STBG balances (unspent and/or unobligated funds) must be identified within the WP and WP Budget Table, or such funds may be reallocated at ADOT’s discretion.

**No Out of State Travel is planned for SEAGO Transportation staff in FY24.**

## **Work Program and Budget Approval**

The COG may not incur any costs for work outlined in the WP or any subsequent amendments prior to receiving written approval from ADOT, FHWA, and FTA. By signing this document, the COG agrees to carry out the work described in this Work Program in accordance with their Work Program Agreement. Any revisions to the Work Program shall be completed according to Section 2.0 of the Work Program Agreement.

### **Southeastern Arizona Governments Organization (SEAGO)**

\_\_\_\_\_ **Date**  
**Executive Director**

\_\_\_\_\_ **Date**  
**Regional Council Chairperson (Optional)**

### **Arizona Department of Transportation, Multimodal Planning Division (ADOT MPD)**

\_\_\_\_\_ **Date**  
**ADOT MPD Director**





# ADMINISTRATIVE COUNCIL PACKET

**MEMO TO:** ADMINISTRATIVE COUNCIL  
**FROM:** RANDY HEISS, EXECUTIVE DIRECTOR  
**DATE:** APRIL 27, 2023  
**SUBJECT:** FUTURE MEETING DATES

The Administrative Council normally meets at 9:00 a.m. on the first Thursday of February\*, May, August and November at the Cochise College Benson Center, located at 1025 Highway 90 in Benson, Arizona. The Executive Board normally meets at 10:00 a.m. on the Fridays two weeks following the Administrative Council meetings unless there is a holiday, or unless the Board sets an alternative date. The location of each Executive Board meeting is determined by the jurisdiction hosting the meeting, and therefore varies.

Administrative Council	Executive Board
August 3, 2023	August 18, 2023 - Greenlee County
November 2, 2023	November 17, 2023 – Santa Cruz County
February 8, 2024*	February 23, 2024 - Cochise County*
May 2, 2024	May 17, 2024 - Graham County

*\*Moved to avoid possible conflict with the ACMA Winter Conference.*

Also, please find the tentative schedule for our combined telephonic Administrative and Executive Committee meetings in the upcoming 12 months below:

Combined Administrative and Executive Committee Meetings (telephonic)
June 1, 2023 – 9:00 a.m.
October 5, 2023 – 9:00 a.m.
November 30, 2023 – 9:00 a.m.
April 4, 2024 – 9:00 a.m.

**Attachments:** None.

**Action Requested:**             Information Only             Action Requested Below:



# ADMINISTRATIVE COUNCIL PACKET

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**MEMO TO:** ADMINISTRATIVE COUNCIL  
**FROM:** RANDY HEISS, EXECUTIVE DIRECTOR  
**DATE:** APRIL 27, 2023  
**SUBJECT:** STRATEGIC PLANNING RETREAT REPORT

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As you know, our Strategic Planning Retreat was held at Cochise College Benson Center following our February 9, 2023 Administrative Council meeting. All Administrative Council and Executive Board members were invited to join us for lunch and the subsequent retreat activities.

Immediately following lunch, facilitated discussions were led by our facilitator, Melanie Greene. Participants reconvened for a second day on February 10<sup>th</sup> to continue to identify program expansion opportunities, ways to improve SEAGO's public perception, discuss the Executive Director transition, and outline priorities of participants from each of the four counties in the SEAGO region.

The ideas and priorities of the participants were recorded in a spreadsheet and integrated into the chart of objectives for each program previously developed by staff. These objectives, strategies and tactics will be woven into the FY 2024 – FY 2028 SEAGO Strategic Plan for consideration at your August meetings.

Melanie has provided the attached report of our February 2023 Strategic Planning Retreat and resulting chart of objectives, strategies and tactics. We ask that you take some time to review the chart of objectives and provide your feedback at our meeting so that it can be finalized for adoption in August.

**Attachments:** SEAGO 2023 Board and Council Strategic Planning Report

**Action Requested:**             Information Only             Action Requested Below:

## ***Executive Board and Administrative Council***

### ***Strategic Planning and Project Prioritization – FY2024 - FY2028***

#### ***Summary Brief***

##### **Introduction**

Every two years, the Executive Board and the Administrative Council of SEAGO meet to set the direction for the SEAGO Administrative Council, Executive Board, Executive Director, and staff with respect to improving the agency's relevance, sustainability, performance, and stakeholder engagement. This effort culminates in the development and/or update of a Five-Year Strategic Plan.

The current Strategic Plan was updated in 2017 and again in 2020 which is posted to the SEAGO website as the [2021-2025 SEAGO Five-Year Strategic Plan](#).

##### **Process**

In years past, SEAGO leadership met with Board and Council members to establish unmet needs and determine priorities with regard to departments and their projects. Program managers were present at these retreats and offered input into the process.

For the current Plan update, the Executive Director sought a more in-depth approach that would allow the Board and Council, first, to determine what their constituent County was in need of and, second, to be more familiar with current and future projects that were already in place or that are in line to be implemented over the next five years.

This richer and more robust process began with a full day staff retreat in mid-June 2022 whereby all SEAGO staff from each department participated in a planning retreat to:

- Strengthen awareness of organizational inter-departmental functions
- Solidify departmental projects, priorities, and resource needs
- Provide perspective among and between departments on member entity and community impact
- Structure a matrix of short- and long-term program objectives in support of the organization and member communities.

Melanie Greene, a temporary employee with SEAGO's transportation department facilitated the session.

On February 9, 2023, the Executive Board and Administrative Council met for a two-day Strategic Planning session to first, determine needs on an individual county level, review staff objectives and strategies, and develop an integrated outline that directs the organization's efforts over the next five years. Again, Ms. Greene facilitated the session.

The first day of the Strategic Planning session was a four-hour afternoon effort to review the outcomes from the previous strategic planning work and to determine what each County felt important in terms of projects or needs.

Randy Heiss, the SEAGO Executive Director presented information on the success of the organization in meeting the goals, objectives, and tactics of the previous strategic planning session. He also outlined which tactics were still underway, and why a few of the objective tactics were not implemented.

Tables for each County were set up with members sitting at their prospective table to discuss what efforts could benefit from SEAGO guidance and/or support. Members were tasked with prioritizing and recording these projects, programs, and/or support services and reporting out to the larger group.

All participants were encouraged to make inquiries in an open forum to create clarity, discuss SEAGO's capacity to engage in these prioritized efforts, and to form consensus on each County's priorities. Staff members were present at both the roundtable discussions and were available for questions regarding organizational processes and the logistics required for some of the projects identified by members.

Before adjourning, members also discussed organizational priorities. These included:

- Executive Director transition options and recommendations
- Public perception
- Technical assistance and project support
- Priorities for short and long terms

The second day's format began in the morning and included a review of priorities from the staff's point of view, the projects they were working on and projects they foresaw being implemented within the next five years.

A brief review of the Staff retreat process in June of 2022 was provided by Executive Director Heiss.

Presentations on departmental objectives and tactics were made by each department including Chris Vertrees, Transportation; Laura Villa, Area Agency on Aging; Keith Dennis and Stephen Peterson, Community and Economic Development; and Dina Curtis and Randy Heiss, Administration.

Board and Council members responded to these reports with questions, requests for clarity, and recommendations for additional priorities. Board and Council members were then asked to join the program managers at tables by program (Administration, Transportation, Community and Economic Development, and AAA) based on their interests. Each table was tasked to integrate Board, Council, and staff priorities into a cohesive list of priorities for each department. Board and Council members were encouraged to visit more than one program table if their interests crossed departments.

Program managers then presented revised objectives and priorities that integrated Board Council priorities determined on day one.

Mr. Heiss closed the meeting with a series of next steps that included the formalization of integrated objectives and tactics for Board/Council review in May/June; the development of a full Five-Year Strategic Plan update, and its approval in late summer.

After the retreat, Mr. Heiss, with staff input, developed a working objectives and tactics matrix that integrated Board/Council and staff priorities. The matrix indicates where member priorities are addressed in the departmental sections of the spreadsheet, indicating successful integration and staff awareness of priorities. The following information is also available in greater detail in the attached spreadsheet matrix which includes:

## Executive Board and Administrative Council Objectives

**These objectives and tactics are also found in the integration of Board/Council and Staff Objectives as shown in the attached matrix.**

- Objective 1 - Considerations for expansion of programming and/or level of effort in support of member generated projects
  - Increase staff capacity for existing programs
  - Grant information coordinator to provide application review and grant writing training
  - Grant search engine subscription to be shared with member entities
  - Shared professional services – IGAs with member entities
  - Relationship facilitation between members and federal/state entities
  - Provide ACA updates to members regarding business relocation announcements and resource opportunities.
- Objective 2 - SEAGO Public Perception
  - SEAGO leadership work sessions with City Councils and Boards of Supervisors on an annual basis
  - Monthly press releases highlighting SEAGO efforts
  - Links to member entities on SEAGO website (done) and links to SEAGO on member websites
  - Bi-annual survey of constituencies regarding SEAGO awareness and impact
  - Member entities highlight SEAGO collaborations
- Objective 3 – Executive Director Transition
  - Create benchmark evaluative conditions to identify needs based on current performance (weaknesses, strengths, gaps, opportunities).
- Objective 4 – Graham and Greenlee Counties Priorities
  - Further investigate issues, develop potential responses, and implement strategies for water, housing, transportation infrastructure, access to grants, economic development, recreation and tourism, blight and beautification, broadband access and improvement, law and order, communications/regionalism, homelessness, aging issues, wastewater, and water reuse.
- Objective 5 – Santa Cruz County Priorities
  - Further investigate issues, develop potential responses, and implement strategies for TSP center and connectivity of the new Port of Entry, affordable housing opportunities and strategies, public transit in collaboration with City, County, Port Authority and SEAGO, economic development promoting business opportunities, flood management, waste water treatment of MX wastewater, effective communications between countries on the expected use of crossings during holidays and other high use conditions.
- Objective 6 – Cochise County Priorities
  - Further investigate issues, develop potential responses, and implement strategies for infrastructure, water security, economic development, transportation, and administration creating a shared regional vision with regional advocacy.

## **GOAL 1 – IDENTIFY, PROVIDE AND ENHANCE SERVICES AND RESOURCES TO ADDRESS THE SUSTAINABILITY OF OUR COMMUNITIES AND CONSTITUENTS**

### **Administration Objectives – with Board/Council priorities integrated**

- Objective 1 – Preserve Institutional Knowledge, Trust, and Commitment to Excellence
  - Executive Director Transition
  - Document Administrative Tasks and Responsibilities
- Objective 2 – Enhance Administrative Services
  - Monthly Financial reports
  - Upgrade financial software
  - Current billing
  - Member entity services expansion
- Objective 3 – Improve Operational Efficiencies
  - Improve core competencies
  - Enhance HR Services
  - Expand IT Capacity
  - Increase Administration Capacity
- Objective 4 – Position SEAGO for future
  - Plan, finance, and construct improvements and facilities on Hwy 92 property

### **Area Agency on Aging – with Board/Council priorities integrated**

- Objective 1 – Fill Program Vacancies
  - Complete Case Management Transition
  - Recruit, orient and train for Health and Nutrition Program Coordinator
- Objective 2 – Increase Measures to Gauge Level of Need for Services
  - Educate Staff
  - Increase outputs through events, workshops, presentations, and media outlets
  - Develop new partnerships in each service area

### **Community and Economic Development – with Board/Council priorities integrated**

- Objective 1 – Develop inclusive housing program including home ownership support, housing rehabilitation, and new construction
  - Provide housing land use technical assistance to member entities
  - Develop region-wide owner-occupied housing rehab program
  - Reestablish SEAGO as a Community Housing Development Organization
- Objective 2 – Support Member Entity efforts towards infrastructure development
  - Identify resources available for blight reduction
  - Provide technical assistance for water and wastewater projects
  - Implement Brownfields Assessment if grant awarded
- Objective 3 – Expand Broadband Infrastructure and Digital Navigator services
  - Leverage Technical Assistance grants

- Provide Technical Assistance to community libraries and other anchor institutions for the Implementing the Affordable Connectivity Pilot Program
- Apply for Broadband Construction Funding
- Objective 4 – Support regional entrepreneurship and workforce incubation programs
  - Create a regional incubator coalition
  - Identify funding sources to perform a bi-national workforce program study
  - Support growth and capacity building among manufacturing mechatronics, cybersecurity, natural resource preservation, renewable energy, housing, transportation, and health services.

**Transportation – with Board/Council priorities integrated**

- Objective 1 – Expand and complete the SEAGO regional road pavement assessment
  - Collect data
  - Traffic Counts
  - Safety identification
  - Project report
- Objective 2 – Expand public transportation service in Santa Cruz County
  - Acquire planning funds – applied
  - Conduct feasibility study
  - Develop implementation plan
- Objective 3 – Analyze current business processes to integrate new technologies to streamline data collection and reporting
  - Identify potential digitization
  - Create templates
  - Implement collection portals
- Objective 4 – Support local agency transportation infrastructure funding efforts
  - Identify opportunities
  - Provide technical assistance for grant development

**GOAL 2 – BUILD AWARENESS OF SEAGO AND THE VALUE OF OUR SERVICES**

- All Departments Objective 1 – Improve the visibility of SEAGO through partnerships
  - Promote news and announcements about program initiatives, events, and accomplishments.
  - Monthly press releases
  - Member entities highlight SEAGO collaborations within jurisdictions
  - Link member entities to SEAGO website and SEAGO on member websites
  - Bi-annual survey
  - Increase promotions to local business, health care, and Chambers of Commerce
- AAA Objective 2 – Increase community awareness throughout the region
  - Expand presence and participation in community events
  - Increase education and outreach to stakeholders

## **Conclusion**

The planning and prioritization efforts of staff, Executive Board and Administrative Council resulted in an in-depth, carefully considered strategy for the organization over the next five years. While SEAGO will be experiencing a leadership transition during this time; department heads have a clear picture of member needs in each county allowing them to manage outputs and outcomes with greater efficiency, higher impact, and less oversight.

The strategies identified have integrated Executive Board and Administrative Council input and rely on available resources via member assessments and grant funding opportunities that must be garnered to assure success. With greater emphasis on providing technical assistance to member entities for identified projects and priorities, SEAGO staff are tasked to assure that every resource is fully utilized, efficiently managed, and effectively maximized.

Staff and leadership are expected to focus efforts on achieving the goals, objectives, and tactics identified in the strategic plan; monitoring and reporting progress, and implementing changes as needed and directed by the Board and Council.

The updated five-year plan will be presented for final approval in the fall of 2023 for Executive Board and Administrative Council approval.

**EXECUTIVE BOARD AND ADMINISTRATIVE COUNCIL**

**Objective 1: Considerations for Expansion of Programming and/or level of effort in support of Member Generated Projects**

Strategy / Tactics	Performance Measure	Partners & Stakeholders	Within 45 Days	Within 6 Months	Within 9 Months	Within 1 Year	Within 18 Months	Within 2 Years	Required Resources
A. Increase staff capacity for existing programs - See Administration Goal 1, Objective 3, D.	Increased permanent or temporary staffing in selected programs	SEAGO member entities				X →			Funding via grants, assessments, or direct payment for individual services
B. Grant information Coordinator to provide application review, grant writing training - See Administration Goal 1, Objective 2, Tactic D. i), b).	Documented Technical Assistance provision to Members	SEAGO member entities				X			
C. Grant Search Engine Subscription - shared with member entities - See Administration Goal 1, Objective 2, Tactic D. i), a).	Subscription purchase and use data			X					
D. Shared professional services i.e. Engineer, Archt. - NIC. Addressed in previous version of strategic plan but not utilized; need may be addressed via IGAs between individual member entities.	List of staff resources and equipment available from members for other members to borrow, rent, or otherwise utilize.				X				
E. Relationship Facilitation between members and federal/state entities - See Administration Goal 1, Objective 2 Tactic D. ii).	Number of meetings facilitated		League of Cities and Counties, Federal and State representatives staff		X →				
F. Provide ACA updates to members regarding business relocation announcements and resource opportunities - See Community and Economic Development, Goal 1, Objective 4, Tactic C., i).	Timely sharing of ACA announcements via email to members	ACA	X →						

**Objective 2: SEAGO Public Perception**

Strategy / Tactics	Performance Measure	Partners & Stakeholders	Within 45 Days	Within 6 Months	Within 9 Months	Within 1 Year	Within 18 Months	Within 2 Years	Required Resources
A. SEAGO leadership work sessions with City Councils and Boards of Supervisors on an annual basis - See Administration Goal 1, Objective 2 Tactic D. ii); Area Agency on Aging, Goal 2, Objective 2, Tactic B., iv).	Meeting agendas for each member entity annually	SEAGO member entities; local news media				X			Meeting schedules, travel costs
B. Monthly press releases and/or "did you know" ads via print and social media highlighting SEAGO efforts in partnerships with member communities - Added to Goal 2 of existing strategic plan with limited success unless submitted as paid advertising (! \$\$\$ !).	Monthly press release in one or more member communities					X →			Staff time and media/ad fees
C. Links to member entities on SEAGO website and links to SEAGO on member websites. - Addressed in Goal 2 of existing strategic plan with limited success. Links to member entity demographic, economic and socioeconomic data have been posted to SEAGO's website for 6 years. Links to SEAGO on member entity websites requires follow-through on part of member entities.	85% of member entities participate in shared link efforts				X				IT time and member coordination
D. Bi-annual survey of constituencies regarding SEAGO awareness and impact - Added to Goal 2 of existing SEAGO strategic plan.	Survey data results and analysis						X →		Staff time, survey tool development costs, analyses costs, reporting costs
E. Member entities highlight SEAGO collaborations within jurisdiction - Added to Goal 2 of existing SEAGO strategic plan; requires follow-through on part of member entities.	At least one Website and media mentions or Council/Board meeting agenda per year, from each member entity that includes SEAGO recognition				X →				Member cooperation and time

**EXECUTIVE BOARD AND ADMINISTRATIVE COUNCIL (continued)**

**Objective 3: ED Transition**

Strategy / Tactics	Performance Measure	Partners & Stakeholders	Within 45 Days	Within 6 Months	Within 9 Months	Within 1 Year	Within 18 Months	Within 2 Years	Required Resources
A. Create benchmark evaluative conditions to identify needs based on current performance (weaknesses, strengths, gaps, opportunities) - See Administration Goal 1, Objective 1, Tactic C. ii), b).	Benchmark analysis report	Recruitment Committee; Executive Board	X						

**Objective 4: Graham and Greenlee Counties Priorities for region**

Strategy / Tactics	Performance Measure	Partners & Stakeholders	Within 45 Days	Within 6 Months	Within 9 Months	Within 1 Year	Within 18 Months	Within 2 Years	Required Resources
<b>A. Further investigate issues, develop potential responses, and implement strategies for:</b>	Studies, reports, and/or plans	Member Entities							Grant funds or direct contributions from member entities, staff technical assistance, grant writing, outside expertise
i) Water - See Administration Goal 1, Objective 2 Tactic D. ii).									
ii) Housing - See Community and Economic Development, Goal 1, Objective 1, Tactic C.									
iii) Transportation Infrastructure - See Transportation, Goal 1, Objective 4.									
iv) Access to Grants - See Administration Goal 1, Objective 2, Tactic D. i), a) and b).									
v) Economic Development - See Community and Economic Development Goal 1									
vi) Recreation and Tourism - See Community and Economic Development, Goal 1, Objective 4, Tactic C., v).									
vii) Blight and Beautification - See Community and Economic Development, Goal 1, Objective 2, Tactic A.									
viii) Broadband access and improvement - See Community and Economic Development, Goal 1, Objective 3.									
ix) Law & Order - See Administration Goal 1, Objective 2 Tactic D. ii).									
x) Communications/Regionalism -See Administration Objective 2 Tactic D. ii).									
xi) Homelessness - See Community and Economic Development, Objective 1, Tactic C.									
xii) Aging Issues - See Area Agency on Aging Goal 1									
xiii) Wastewater and water reuse - See Administration Goal 1, Objective 2 Tactic D. ii).									

**Objective 5: Santa Cruz County Priorities for region**

Strategy / Tactics	Performance Measure	Partners & Stakeholders	Within 45 Days	Within 6 Months	Within 9 Months	Within 1 Year	Within 18 Months	Within 2 Years	Required Resources
<b>A. Further investigate issues, develop potential responses, and implement strategies for:</b>	Studies, reports, and/or plans	Member Entities							Grant funds or direct contributions from member entities, staff technical assistance, grant writing, outside expertise
i) Feasibility study for TSP center and connectivity of the new Port of Entry - See Transportation, Goal 1, Objective 2, Tactics C. and D.									
ii) Affordable Housing opportunities and strategies - See Community and Economic Development, Goal 1, Objective 1, Tactic C.									

**EXECUTIVE BOARD AND ADMINISTRATIVE COUNCIL (continued)**

<b>Objective 5 (continued):</b>		<b>Santa Cruz County Priorities for region</b>							
iii) Public Transit in collaborative environment with City, County, Port Authority, and SEAGO - <i>See Transportation, Goal 1, Objective 2, Tactics C. and D.</i>	Studies, reports, and/or plans	Member Entities							Grant funds or direct contributions from member entities, staff technical assistance, grant writing, outside expertise
iv) Economic Development that promotes business opportunities to capture shoppers presently shopping in Tucson and north - <i>See Community and Economic Development, Goal 1, Objective 4, Tactic C., v).</i>									
v) Flood management: Storm water flooding coming from MX. Collaboration with bi-national organizations to influence use and reuse of water and develop flood management plan - <i>See Administration Goal 1, Objective 2, Tactic D. ii).</i>									
vi) Waste water treatment of MX wastewater - <i>See Administration Goal 1, Objective 2, Tactic D. ii).</i>									
vii) Effective communications between countries on expected use of crossings during holidays and other high use conditions - <i>See Administration Goal 1, Objective 2 Tactic D. ii).</i>									

**Objective 6:**

<b>Objective 6:</b>		<b>Cochise County Priorities for region</b>							
<b>Strategy / Tactics</b>	<b>Performance Measure</b>	<b>Partners &amp; Stakeholders</b>	<b>Within 45 Days</b>	<b>Within 6 Months</b>	<b>Within 9 Months</b>	<b>Within 1 Year</b>	<b>Within 18 Months</b>	<b>Within 2 Years</b>	<b>Required Resources</b>
<b>A. Further investigate issues, develop potential responses, and implement strategies for:</b>	Studies, reports, and/or plans	Member Entities							Grant funds or direct contributions from member entities, staff technical assistance, grant writing, outside expertise
i) Infrastructure - <i>See Community and Economic Development, Goal 1, Objective 2, Tactic B and Transportation, Goal 1, Objective 4.</i>									
ii) Water Security - <i>See Administration Goal 1, Objective 2 Tactic D. ii).</i>									
iii) Economic Development									
a. Identify and attract developers and businesses - <i>See Community and Economic Development, Goal 1, Objective 4., Tactic C.</i>									
b. Workforce Dev. - <i>See Community - Economic Development, Goal 1, Objective 4., Tactic B.</i>									
c. Quality and different product types for housing of middle income - <i>See Community and Economic Development, Goal 1, Objective 2, Tactic A.</i>									
d. Strengthen neighborhoods; remove blight - <i>See Community and Economic Development, Objective 2, Tactic A.</i>									
iv) Transportation - multimodal, walkable downtowns - <i>See Transportation, Goal 1 Objective 4.</i>									
v) Administration									
a. Creating a shared regional vision, establishing talking points that are widely communicated - <i>See Administration Goal 1, Objective 2 Tactic D. ii).</i>									
b. Regional advocacy - <i>See Administration Goal 1, Objective 2 Tactic D. ii).</i>									

**ADMINISTRATION - GOAL 1**

**Goal 1: Identify, provide, and enhance services and resources to address the sustainability of our communities and constituents**

**Objective 1: Preserve Institutional Knowledge, Trust & Commitment to Excellence (Executive Director Recruitment)**

Strategy / Tactics	Performance Measure	Partners & Stakeholders	Within 45 Days	Within 6 Months	Within 9 Months	Within 1 Year	Within 18 Months	Within 2 Years	Required Resources
<b>A. Meet with Executive Board/Committee; receive initial direction on recruitment procedure</b>	Meeting(s) of Executive Board/Committee held; initial direction received	Executive Board/Member Entities	X						Meeting space, Board quorum), Human assets
<b>B. Establish Recruitment Committee</b>	Three at-large Executive Board members committed to serving; 2023 Executive Committee established; Recruitment Committee established	Executive Board/Member Entities	X						Commitments from EB members
i) Review/update ED job description as needed			X						
ii) Send invitation to serve on Recruitment Committee and ED job description to EB			X						
iii) Receive/confirm commitments from three at-large Board members			X						
iv) Hold elections of EB officers to establish 2023 Executive Committee			X						
<b>C. Recruit Executive Director</b>					X				
i) Internal Recruitment Option	Invitation sent; candidates vetted; interview questions prepared; interviews scheduled/held; contract prepared; internal applicant hired	Internal applicants; Recruitment Committee; Executive Board		X					Partners & Stakeholders; time; meeting space
a) Send invitation to apply to all SEAGO employees/receive resumes			X						
b) Review of internal applicants by Recruitment Committee (if needed)			X						
c) Prepare interview questions; schedule interviews with internal candidates (Q1 CY2023)			X						
d) Prepare offer and employment contract/hire internal applicant, OR explore external recruitment option				X					
ii) External Recruitment Option	Competitive salary range established; job announcement prepared and published; applications/resumes received and reviewed; shortlist created; interviews held; contract prepared; preferred candidate hired	Media; External applicants; Recruitment Committee; Executive Board			X				Time; budget resources; Partners & Stakeholders; Qualified external applicants; resumes; meeting space
a) Prepare/publish job announcement				X					
b) Create benchmark evaluative conditions to identify needs based on current performance (weaknesses, strengths, gaps, opportunities)				X					
c) Review of external applicants by Recruitment Committee; create short list (Q2 CY2023)				X					
d) Schedule Executive Board interviews with external candidates (Q3 CY2023)						X			
e) Prepare offer and employment contract/hire preferred candidate (Q3 CY2023)					X				
<b>D. Document Administrative Tasks and Responsibilities</b>	Chart of tasks/duties identifying essential, trainable, delegable, outsourceable; Outlook reminders set up; Vendors identified and procured as needed	SEAGO departments (for delegation of tasks); Vendors (for outsourcing of tasks)			X				Time; budget resources for outsourcing (if needed); Partners & Stakeholders
i) Parse out essential, trainable, delegable, outsourceable			X						
ii) Create Chart of Tasks				X					
iii) Deliver Chart of Tasks to next Executive Director and set up Outlook reminders						X			

ADMINISTRATION - GOAL 1 (continued)									
Objective 2: Enhance Administrative Services									
Strategy / Tactics	Performance Measure	Partners & Stakeholders	Within 90 Days	Within 6 Months	Within 9 Months	Within 1 Year	Within 18 Months	Within 2 Years	Required Resources
<b>A. Deliver Timely (monthly), Accurate Financial Reports</b>	Administrative Assistant trained; tasks delegated; reconciliations performed; accurate reports generated within 45 days of period end; Program Managers trained	Administrative Assistant; External CPA; Program Managers; Abila tech support				X			Time; budget resources; Partners & Stakeholders; staff support; training manuals/materials; CPA expertise
i) Train Administrative Assistant on monthly tasks that can be delegated				X					
ii) Seek advice and assistance from external CPA on monthly reconciliations needed to generate accurate reports						X			
iii) Produce reports and train Program Managers on how to utilize							X		
<b>B. Upgrade Financial Reporting Software</b>	Research performed; modules identified; funds budgeted; modules purchased and activated	Abila tech support; IT staff; External CPA; Program Managers						X	Time; budget resources; Partners & Stakeholders; tech support; crystal reports
i) Research most beneficial modules and costs						X			
ii) Include costs of upgrades in budget							X		
iii) Purchase and activate modules								X	
<b>C. Keep Program Billing Current</b>	Interviews held; problems identified; solutions applied; prior monthly billing produced by 15th of following month; cash flow improved	Staff, program managers, funding agencies; providers					X		Partners & Stakeholders
i) Interview Program Managers, staff, funding agencies and providers; identify problems				X					
ii) Identify solutions and strategies						X			
iii) Implement solutions; produce timely billings							X		
<b>D. Expand Member Entity Services</b>	Costs identified; options selected; assessments developed and approved; funds budgeted; subscription purchased; and/or Coordinator hired or procured; grant opportunities identified and pursued; member entity needs funded	Grant seeking software vendors, grant coordinator applicants or consultants, Member Entities, Administration staff; funding agencies					X		Time; budget resources; Partners & Stakeholders; grant seeking software; qualified applicants or consultants
i) Provide options for grant seeking, training and writing services						X			
a) Research costs of shared grant search engine subscription; develop equitable member entity assessment							X		
b) Research costs of Grant Information Coordinator; develop equitable member entity assessment						X			
ii) Increase Administrative capacity to provide resources for general member entity advocacy, relationship facilitation, leadership work sessions, advocacy for water policy, and other member entity priorities	See Objective 3, Tactic D below	See Objective 3, Tactic D below		X	→				See Objective 3, Tactic D below
Objective 3: Improve Operational Efficiencies									
Strategy / Tactics	Performance Measure	Partners & Stakeholders	Within 90 Days	Within 6 Months	Within 9 Months	Within 1 Year	Within 18 Months	Within 2 Years	Required Resources
<b>A. Improve Core Competencies</b>	Resources budgeted; degrees and certifications earned; informal training delivered; improved efficiency and productivity; improved supervisory, leadership and personnel management practices; reduced turnover	Staff, Universities, Program Managers, Professional Development organizations.						X	Time; budget resources; family support (caregivers); Partners & Stakeholders
i) Promote post-secondary education (CPA, Fund Accounting, MPA)				X					
ii) Mandate leadership, supervisory and personnel management training for new Program Managers						X			
iii) Implement time management training for program staff									
<b>B. Enhance HR Services</b>	Improved on-boarding protocols established, improved evaluation tools used	HR/Professional development organizations; Program Managers; staff					X		Time; budget resources; Partners & Stakeholders; updated forms, and practices
i) Improve on-boarding practices						X			
ii) Improve evaluation tools					X				

ADMINISTRATION - GOAL 1 (continued)									
Objective 3: (continued)			Improve Operational Efficiencies						
Strategy / Tactics	Performance Measure	Partners & Stakeholders	Within 90 Days	Within 6 Months	Within 1 Year	Within 18 Months	Within 2 Years	5 Years or More	Required Resources
<b>B. Enhance HR Services (continued)</b>	Exit interviews conducted / employee satisfaction data collected; employee recognition practices established	HR/Professional development organizations; Program Managers; staff					X		Time; budget resources; Partners & Stakeholders; updated forms, and practices
iii) Standardize exit interviews						X			
iv) Implement employee recognition						X			
<b>C. Expand IT Capacity</b>								X	
i) Develop troubleshooting checklist for common problems/issues	Checklist created; funds budgeted; computers updated or replaced / memory expanded; IT support enhanced, software purchased, paperless processes standardized	TechSoup, Member entity IT partnership			X				Time; budget resources; Partners & Stakeholders
ii) Upgrade equipment				X					
iii) Procure IT support						X			
iv) Implement paperless solutions (Google Docs; SharePoint; DocuSign)							X		
<b>D. Increase Administration Capacity</b>				X					
i) Examine duties of existing staff in view of their strengths and weaknesses	Program needs identified; staff strengths and weaknesses examined; job responsibilities reallocated; OR funds budgeted; recruitment documents updated; recruiting activities completed; new employee trained; Executive Director's administration time reduced and available for member entity priorities	Staff, program managers, media, applicants	X						Time; budget resources; Partners & Stakeholders; updated recruitment materials
ii) re-allocate job responsibilities to better align with staff strengths if feasible; OR			X						
iii) update Community Coordinator job description and job announcement; post, advertise, recruit, train new employee			X						
Objective 4:			Position SEAGO for Future						
Strategy / Tactics	Performance Measure	Partners & Stakeholders	Within 90 Days	Within 6 Months	Within 1 Year	Within 18 Months	Within 2 Years	5 Years or More	Required Resources
<b>A. Develop conceptual site use plan for undeveloped portion of SEAGO Highway 92 property</b>	Application for assistance initiated, grant awarded; OR, Cooperative purchasing explored; firm procured; OR, RFP published, proposals evaluated; architectural firm procured	Drachmann Institute; OR, Member entities or State cooperatives; Administrative Council and Executive Board; Architectural firms; Program Managers					X		Time; budget resources; Partners & Stakeholders; competitive proposals
i) Apply for assistance from Drachmann Institute, OR						X			
ii) Seek proposals for landscape architectural firms						X			
a) Explore cooperative purchasing opportunities, OR						X			
b) Develop/publish RFP; evaluate proposals; select most qualified firm						X			
<b>B. Select preferred site plan; identify development costs</b>	Site plan selected; development costs identified	Administrative Council and Executive Board; Program Managers					X		Time; budget resources; Partners & Stakeholders; affordable site plan options
<b>C. Explore financing options for site development</b>					X				Partners & Stakeholders; Member entity approval; Bond financing; OR, Federal grant/loan funds; OR, Commercial bank loan
i) Formalize SEAGO as a separate legal entity pursuant to A.R.S. §11-952.02 Subsection B.	SEAGO formalized as separate legal entity; revenue bonds sold; OR, Federal grant/loan applied for and awarded; OR, Commercial financing approved	Member entities; bond counsel; OR, USDA or other federal agencies; OR, Commercial lenders			X				
a) Seek bond financing for site development							X		
ii) Explore federal grant and loan opportunities							X		
iii) Investigate commercial financing							X		
<b>D. Construct site improvements and facilities</b>	Contractor procured; improvements and facilities constructed	Administrative Council and Executive Board; Contractors						X	Administrative Council/Executive Board approval; competitive bids

**AREA AGENCY ON AGING - GOAL 1**

**Goal 1: Identify, provide, and enhance services and resources to address the sustainability of our communities and constituents**

<b>Objective 1: Fill Program Vacancies</b>									
<b>Strategy / Tactics</b>	<b>Performance Measure</b>	<b>Partners &amp; Stakeholders</b>	<b>Within 90 Days</b>	<b>Within 6 Months</b>	<b>Within 9 Months</b>	<b>Within 1 Year</b>	<b>Within 18 Months</b>	<b>Within 2 Years</b>	<b>Required Resources</b>
<b>A. Complete Case Management Transition</b>									
i) Continue recruitment efforts for Benson and Willcox Case Management positions	Job announcements posted; applications received; interviews held; positions filled; equipment purchased; new Case Managers onboarded and trained	Local media; Indeed; qualified applicants; AAA Director; HR staff; IT staff	X						Time; budget resources; Partners & Stakeholders
ii) Recruit permanent Douglas Case Manager			X						
iii) Train, and equip new staff				X					
iv) Secure permanent Case Management office space	Office space identified; negotiations held; formal/informal agreements entered into; space secured	Social services organizations; AAA Providers; Member Entities; Charitable organizations; Faith based organizations		X					Time; Partners & Stakeholders; legal review; available space
v) Redistribute case load between Sierra Vista, Bisbee, Douglas, Willcox, and Benson Case Managers	Case Managers share case load equitably; Waiting lists reduced	Case Managers; Case Manager Coordinator; Program Director		X					Time; Partners & Stakeholders
<b>B. Recruit, orient and train for Health and Nutrition Program Coordinator position</b>									
i) Update Job Description and Job announcement	Job announcement posted; applications received; interviews held; position filled; new Coordinator onboarded and trained	Local media; Indeed; qualified applicants; AAA Director; HR staff; IT staff	X		X				Time; budget resources; qualified applicants
ii) Publish Job Announcement; collect and review applications; create short list; interview candidates				X					
iii) Recruit, orient and train new HNP Coordinator					X				
<b>Objective 2: Increase Measures to Gauge Level of Need for Services Based on the Area Plan</b>									
<b>Strategy / Tactics</b>	<b>Performance Measure</b>	<b>Partners &amp; Stakeholders</b>	<b>Within 90 Days</b>	<b>Within 6 Months</b>	<b>Within 9 Months</b>	<b>Within 1 Year</b>	<b>Within 18 Months</b>	<b>Within 2 Years</b>	<b>Required Resources</b>
<b>A. Educate staff through attendance of conferences and informational webinars</b>									
i) Identify AAA training priorities	Training opportunities identified; AAA training matrix developed; staff trained	ADES; US Aging; other training partners; AAA staff				X			Time; budget resources; training opportunities and materials; Partners and Stakeholders
				X					
<b>B. Increase CDSMP, Caregiver Support activities, SHIP-SMP counseling, Case Management, LTC Ombudsman program, Community partnerships, events, workshops, presentations and media outlets</b>									
	I&R through website inquiry increased by 10%. Yearly program surveys	ADHS, ADES, Senior living communities, Senior centers,				X			Time; budget resources; training opportunities and materials; Partners and Stakeholders
<b>C. Increase daily social media outreach</b>									
	Social media, constant contact post reach increased by 15%	Library network, Healthcare providers, clinics, hospitals, Churches, VFW's, Salvation Army, Food banks				X			
<b>D. Each program develop one new community partnership in each service area (Graham, Greenlee, Cochise and Santa Cruz Counties) and deliver AAA presentation</b>									
	Presentations at four new locations in each services area						X		

**COMMUNITY & ECONOMIC DEVELOPMENT - GOAL 1**

**Goal 1: Identify, provide, and enhance services and resources to address the sustainability of our communities and constituents**

**Objective 1: Create a responsive Housing program that includes home ownership support services, housing rehabilitation, and new construction**

Strategy / Tactics	Performance Measure	Partners & Stakeholders	Within 90 Days	Within 6 Months	Within 9 Months	Within 1 Year	Within 18 Months	Within 2 Years	Required Resources	
<b>A. Provide Housing Land Use TA to Member Entities</b>	Research completed; challenges/opportunities identified; best practices identified; report delivered to member entities/published to SEAGO website	National planning organizations; Arizona planning organizations; member entities			X		X		Time; budget resources; Partners & Stakeholders; TA from state and national planning organizations	
i) Identify challenges, opportunities and land use best practices										
ii) Study zoning regulations and barriers impacting housing affordability and identify national best practices to:							X			
a) Accommodate infill and facilitate auxiliary housing units							X			
b) Allow for higher density development										
c) Facilitate multi family housing										
d) Provide for placement of tiny homes							X			
iii) Draft report/deliver to member entities/publish to website										
<b>B. Develop Region-Wide Owner Occupied Housing Rehabilitation Program</b>	See below	SEAGO Member Entities; ADOH; USDA; Homeowners; Contractors						X	Time; Possible Matching fund contribution; homeowner buy-in; Partners & Stakeholders; ADOH approval	
i) Apply for OOHR with CDBG Funds	Letter of Award; homeowners qualified; appropriate number of homes rehabilitated					X				
ii) Develop scalable model program for region-wide implementation using multiple funding sources (CDBG, Home, USDA, other)	Region-wide model program developed and ADOH approved						X			
iii) Implement Region-Wide OOHR Program	Program implemented; funding awarded; homes rehabilitated; safety improved; housing stock preserved							X		
<b>C. Re-establish SEAGO's Housing Program including re-establishment of SEAGO as a Community Housing Development Organization (CHDO)</b>	Research completed, report written; direction from Board received; possible HUD and ADOH Certification	Administrative Council and Executive Board; Partners, low-income and private sector stakeholders from SEAGO region; HUD and ADOH; banking and finance institutions						X	Staff time; Administrative Council/Executive Board approval; Partners & Stakeholders; Possible startup budget resources; Possible HUD and ADOH approval	
i) Evaluate other Rural Housing Programs in CA, AZ, and NM						X				
ii) Research CHDO requirements							X			
iii) Deliver report on opportunities/challenges and staff recommendations Administrative Council and Executive Board for consideration; receive direction								X		

**Objective 2: Support Member Entity Efforts Towards Infrastructure Development**

Strategy / Tactics	Performance Measure	Partners & Stakeholders	Within 90 Days	Within 6 Months	Within 9 Months	Within 1 Year	Within 18 Months	Within 2 Years	Required Resources
<b>A. Reduce blight to support infill development</b>	Member Entities designate areas for blight reduction; Alternative funding sources identified, funding applied for and awarded; CDBG or other funds used to clean up blight; Residential or non-residential structures removed from blighted areas	Funding agencies; Member Entities; property owners				X			Member Entities, ADOH/CDBG Program, other funding sources

COMMUNITY & ECONOMIC DEVELOPMENT - GOAL 1 (continued)									
Objective 2: (continued) Support Member Entity Efforts Towards Infrastructure Development									
Strategy / Tactics	Performance Measure	Partners & Stakeholders	Within 90 Days	Within 6 Months	Within 9 Months	Within 1 Year	Within 18 Months	Within 2 Years	Required Resources
<b>B. Provide Technical Assistance for Water and Wastewater Projects</b>	Funding applied for and awarded; plans and designs developed; environmental reviews completed (as applicable); projects funded	Member Entities; ADOH; WIFA; USDA; NAD Bank; RCAC				X →			WIFA, CDBG funds, USDA, NAD Bank; other funding sources; local matching funds
<b>C. Implement Brownfields Assessment Grant (if/when awarded)</b>	Notice of Award received; participating communities notified; grant activities initiated; assessments completed	Participating Member Entities; EPA; consulting firms		X →					EPA funding; Member Entities; CDBG staff time
Objective 3: Expand Broadband Infrastructure & Digital Navigator Services (in process)									
Strategy / Tactics	Performance Measure	Partners & Stakeholders	Within 90 Days	Within 6 Months	Within 9 Months	Within 1 Year	Within 18 Months	Within 2 Years	Required Resources
<b>A. Leverage awarded Technical Assistance Grant to support regional broadband expansion efforts</b>	Outreach materials developed and distributed; data gathered; working papers developed; stakeholder input gathered; study completed; broadband strategic plan developed	EDA; ACA; NDIA; NTIA; Member Entities; COGs; AAA; Transportation; Finley Engineering			X				Partners & Stakeholders; Outreach Materials; EDA funds; matching funds
i) Gather Regional Data to produce accurate maps and identify gaps in broadband coverage	Maps developed and leverageable for planning	EDA; ACA; NDIA; NTIA; Member Entities; COGs; AAA; Transportation; Finley Engineering		X					Partners & Stakeholders; Outreach Materials; EDA funds; matching funds
ii) Complete Scope of Work to produce final feasibility study and report providing guidance on closing broadband infrastructure gaps	Final Report	EDA; ACA; NDIA; NTIA; Member Entities; COGs; AAA; Transportation; Finley Engineering			X				Partners & Stakeholders; Outreach Materials; EDA funds; matching funds
<b>B. Provide Technical Assistance to community libraries and other anchor institutions that are implementing the Affordable Connectivity Pilot Program</b>	Complete 5 campaigns at 1 Library in each of the 4 SEAGO Counties at a minimum; 25 individual applications per site	Public Libraries; member entities; Connect-Arizona; ACA; NTIA; NDIA; COGs; AAA; Transportation			X				
i) Create and Provide Marketing, Training and other Onboarding Materials	Complete the creation of a web portal with ACP onboarding training, systems, and resources			X					Time; budget resources; Partners & Stakeholders; Marketing Campaign Strategy; Campaign Tracking Process
ii) Develop Systems to guide anchor institutions through the ACP onboarding process				X					
iii) Conduct workshops to train anchor institutions on how to complete ACP onboarding process			X →						
iv) Work with ISP's on providing patrons with help desk services once ACP is completed and the individuals have device and service					X				
<b>C. Apply for Broadband Construction Funding to address broadband infrastructure gaps identified in TA funded study</b>	Projects identified, final design and environmental completed, application(s) prepared and submitted, Letter of Award	ACA; NDIA; NTIA; Member Entities; Transportation; COGs; ADOT; Finley Engineering				X			Time; budget resources; Broadband strategic plan; Partners & Stakeholders; grant funds; matching funds
i) Coordinate with Broadband Coalition to target funding opportunity	Targeted opportunity identified		X						

COMMUNITY & ECONOMIC DEVELOPMENT - GOAL 1 (continued)											
Objective 3 (continued): Expand Broadband Infrastructure & Digital Navigator Services (in process)											
Strategy / Tactics	Performance Measure	Partners & Stakeholders	Within 90 Days	Within 6 Months	Within 9 Months	Within 1 Year	Within 18 Months	Within 2 Years	Required Resources		
ii) Engage funding agency and request application assistance	Scope of Work developed; budget developed and approved; required match committed	ACA; NDIA; NTIA; Member Entities; Transportation; COGs; ADOT; Finley Engineering		X					Time; budget resources; Broadband strategic plan; Partners & Stakeholders; grant funds; matching funds		
iii) Submit application to funding agency	Application submitted				X						
Objective 4: Support regional entrepreneurship and workforce incubation programs											
Strategy / Tactics	Performance Measure	Partners & Stakeholders	Within 90 Days	Within 6 Months	Within 9 Months	Within 1 Year	Within 18 Months	Within 2 Years	Required Resources		
<b>A. Create an Incubator Coalition with regional organizations currently working to build incubators</b>	Funding identified; ten coalition member commitments secured; organizational structure agreed to; bi-monthly meetings held	Atelier Tomorrow; Northern Computing; AAED; AREDF; Startup Unidos; U of A					X		Time; budget resources; funding; Partners & Stakeholders; commitments		
i) Join Economic Development groups such as AAED, Huachuca 50, and others				X							
ii) Form Coalition; secure commitments on scope of activities and roles of coalition members						X					
iii) Facilitate concept and grant development through the Coalition			Discussions held, priorities agreed to; concepts developed				X				
iv) Apply for an Incubator grant that has had 3 additional inputs from other departments			Funding secured; coalition driven campaigns and project management plan development and implementation; meetings and workshops held	Atelier Tomorrow; Northern Computing; AAED; AREDF; Startup Unidos; U of A				X			
v) Develop a Coalition Engine that includes Campaign Management, Project Management, Hosting Meetings/Workshops stations		Atelier Tomorrow; Northern Computing; AAED; AREDF; Startup Unidos; U of A					X		Time; budget resources; Partners & Stakeholders; commitments		
<b>B. Identify funding source(s) to perform a Bi-National Workforce Program study</b>	Between \$50K - 100K raised; consultant procured; scope of work delivered; technical assistance contracts developed; TA contracts signed with 5 - 10 members; IGAs/MOUs developed and entered into with coalition members to establish the Bi-National Workforce Program	Arizona Regional Economic Development Foundation; Economic Development Administration; Hispanic Chamber of Commerce; FMI; South32; Sulphur Springs Valley Electric Cooperative; Canyon Vista Medical Center; KE&G					X		Time; budget resources; Partners & Stakeholders; MOU/IGA of core coalition members; possible matching funds		
i) Form a campaign to raise private funds					X						
ii) Work with border region agencies to procure data around US citizens potentially looking to work in southeastern Arizona region							X				
iii) Propose Technical Assistance contracts with private businesses to support developing a talent pipeline for their organization								X			
<b>C. Support growth and capacity building in 8 Future Industries (Manufacturing, Mechatronics, Cybersecurity, Natural Resource Preservation, Renewable Energy, Housing, Transportation, Health Services)</b>	ACA updates delivered in a timely manner; buy-in from EAC and other economic development practitioners established; industry-specific projects integrated into the 2024 CEDS update; gaps in site selection data discerned; regionally-ranked industry targeted; site selector briefings prepared; funding opportunities identified	Economic Advisory Council; Arizona Regional Economic Development Foundation; Arizona Commerce Authority; Economic Development Agency; Sierra Vista Industrial Development Agency; Workforce Development Agencies;						X	Time; budget resources; buy-in from Partners & Stakeholders; site selection data		
i) Provide ACA updates to members regarding business relocation announcements and resource opportunities			X	→							

COMMUNITY & ECONOMIC DEVELOPMENT - GOAL 1 (continued)										
Objective 4 (continued): Support regional entrepreneurship and workforce incubation programs										
Strategy / Tactics	Performance Measure	Partners & Stakeholders	Within 90 Days	Within 6 Months	Within 9 Months	Within 1 Year	Within 18 Months	Within 2 Years	Required Resources	
ii) Identify current gaps in regional site selection process to attract investors	Buy-in from EAC and other economic development practitioners established; industry-specific projects integrated into the 2024 CEDS update; gaps in site selection data discerned; regionally-ranked industry targeted; site selector briefings prepared; funding opportunities identified	Economic Advisory Council; Arizona Regional Economic Development Foundation; Arizona Commerce Authority; Economic Development Agency; Sierra Vista Industrial Development Agency; Workforce Development Agencies;			X				Time; budget resources; buy-in from Partners & Stakeholders; site selection data	
iii) Develop Industry briefings for at least 1 of the target industries						X				
iv) Coordinate with stakeholders and provide investors with specific industry briefings & thought leadership								X		
v) Coordinate with event planners and other stakeholders to support the growth and development of trade fairs, tourism events, tech parks and innovation hubs, cultural fairs, sporting events, and 'buy local' campaigns						X				
vi) Explore corporate structures like Industrial Development Authorities as vehicles to accomplish industrial development in these key sectors								X		
vii) Acquire and leverage data sources and technology, including AI, to develop industry briefings and provide reports to stakeholders						X				
viii) Explore funding opportunities and creative finance to support deal underwriting										X

**TRANSPORTATION - GOAL 1**

**Goal 1: Identify, provide, and enhance services and resources to address the sustainability of our communities and constituents**

**Objective 1: Expand and Complete the SEAGO Regional Road Pavement Assessment Project (in process)**

Strategy / Tactics	Performance Measure	Partners & Stakeholders	Within 90 Days	Within 6 Months	Within 1 Year	Within 18 Months	Within 2 Years	Ongoing	Required Resources
Advertise, select and hire a technical assistant	These tactics have either been re-evaluated or completed since the original chart was developed.								
Data Collection Plan									
Training (internal/external)									
<b>A. Data Collection/Reporting</b>	Data collection coordinated with TAC; TAC priorities identified; minimum of 167 miles/month collected	SEAGO TAC; member agencies						X	Partners & Stakeholders; software vendor; agency input
i) Identify Data Collection Priorities with Local Agencies	Agency specific collection plans developed							X	
<b>B. Regional/Local Traffic counting (ongoing)</b>	Traffic counting program incorporated to support road assessment	SEAGO TAC; ADOT sub-contractor; ADOT Traffic Data Section						X	Partners & Stakeholders; counting equipment/software; road assessment data; SEAGO TDMS database; crash data
i) Review Road Assessment Data with TAC to develop agency specific traffic counting priorities	Region traffic count plan developed							X	
ii) Conduct traffic counting	Data collected at 15 count locations per quarter						X		
<b>C. Safety identification</b>	Identify unsafe roadways and support with crash data; Identify safety projects on local road networks	SEAGO TAC; member agencies; ADOT Safety Section					X		Partners & Stakeholders; agency input; crash data; access to ADOT's ACIS database; support of ADOT Safety staff; tools
i) Review roads with poor pavement condition data.	Crash data gathered on locations with poor conditions				X				
ii) Identification of regional safety project priorities	Regional Safety Priority Matrix developed				X				
iii) Identify potential Road Safety Assessment (RSA) Applications	Three RSA applications identified and completed					X			
iv) Submission of HSIP applications if supported by data	Submission of 2 region/local HSIP applications						X		
<b>D. Project report to ADOT</b>	Develop an ADOT reporting template; Review project for successes, challenges and gaps	SEAGO TAC; ADOT					X		Agency and ADOT MPD input
i) Develop an ADOT reporting template	Reporting Template					X			
ii) Review project for successes, challenges and gaps; correct where needed.	Project performance matrix					X			

**Objective 2: Expand public transportation service in Santa Cruz County (in process)**

Strategy / Tactics	Performance Measure	Partners & Stakeholders	Within 90 Days	Within 6 Months	Within 9 Months	Within 1 Year	Within 18 Months	Within 2 Years	Required Resources
Develop public participation plan	These tactics have either been re-evaluated or completed since the original chart was developed								
Data collection surveys									
Transit needs report									
<b>A. Apply for ADOT Transit Planning funds</b>	Identify funding sources								
<b>B. Secure planning funds</b>	Successful ADOT planning grant and/or alternative funding	See tactics below		X					County and MAG Demographic data; ADOT support

TRANSPORTATION - GOAL 1 (continued)									
Objective 2 (continued): Expand public transportation service in Santa Cruz County (in process)									
Strategy / Tactics	Performance Measure	Partners & Stakeholders	Within 90 Days	Within 6 Months	Within 9 Months	Within 1 Year	Within 18 Months	Within 2 Years	Required Resources
<b>C. Conduct feasibility study</b>	Final Feasibility Report submitted to ADOT	ADOT, City of Nogales, Port Authority, Santa Cruz County, Valley Assistance Services, Area Agency on Aging, Santa Cruz Training Program, Senior Citizens of Patagonia, Nogales-Santa Cruz County Chamber of Commerce, SEAHC, Santa Cruz Council on Aging, Mariposa Clinic, Rio Rico Community Center					X		TRCP Planning tools; phone data providers; software for electronic service; ADOT Transit Section; Study TAC and public input; SEAGO Transit Planner
i) Develop Scope of Work	SOW approved by ADOT			X					
ii) Identify Study TAC	TAC member list developed			X					
iii) Develop Public Participation Plan	Public Participation Plan developed			X					
iv) Conduct Public meetings	Two public meetings held				X				
v) Develop service options	Working Paper #1 completed					X			
vi) Identify potential service operator	Working Paper #2 completed					X			
vii) Identify preferred service option	Working Paper #3 completed					X			
viii) Draft Plan developed for TAC Review/Public Comment	Draft Feasibility Study completed					X			
<b>D. Develop implementation plan (if feasible)</b>	Plan finalized and submitted to ADOT	ADOT, City of Nogales, Port Authority, Santa Cruz County, Valley Assistance Services, Area Agency on Aging, Santa Cruz Training Program, Senior Citizens of Patagonia, Nogales-Santa Cruz County Chamber of Commerce, SEAHC, Santa Cruz Council on Aging, Mariposa Clinic, Rio Rico Community Center						X	TRCP Planning tools; phone data providers; software for electronic service; ADOT Transit Section; Study TAC and public input; SEAGO Transit Planner
i) If feasible apply for Implementation Plan Funding (Phase 2)	Successful ADOT planning grant and/or alternative funding					X			
ii) Develop Service Plan	Working Paper #1 completed						X		
iii) Develop Staffing/Capital Plan	Working Paper #2 completed						X		
iv) Develop 2 & 5 year budget	Working Paper #3 completed						X		
v) Provide ADOT 5311 application TA	5311 Application Submitted							X	
Objective 3: Analyze current business processes to integrate new technology to streamline data collection and reporting									
Strategy / Tactics	Performance Measure	Partners & Stakeholders	Within 90 Days	Within 6 Months	Within 9 Months	Within 1 Year	Within 18 Months	Within 2 Years	Required Resources
<b>A. Identify transportation processes that can be digitized</b>	Digital transition action plan created	Area Agency on Aging; SEAGO TAC; SEAGO Member Agencies; ADOT; Software vendors				X			Budget resources; existing collection tools; equipment and software; hotspots, software subscriptions; staff time
i) Develop study group with AAA/Transportation Staff to identify and update data collection/compliance	AAA Transportation forms updated			X					
<b>B. Prioritize the above processes</b>							X		
i) Identify and eliminate duplication of forms and reporting; identify forms that will be digitized	Digital priority matrix created					X			
<b>C. Create digital templates</b>	Digital collection database created						X		
<b>D. Implement collection portals</b>	Necessary software and data storage subscriptions secured							X	

TRANSPORTATION - GOAL 1 (continued)											
Objective 4: Support Local Agency Transportation Infrastructure Funding Efforts											
Strategy / Tactics	Performance Measure	Partners & Stakeholders	Within 90 Days	Within 6 Months	Within 9 Months	Within 1 Year	Within 18 Months	Within 2 Years	Required Resources		
<b>A. Identify transportation infrastructure funding opportunities</b>											
		SEAGO staff; Member Agencies; ADOT; FHWA; FTA; RTAC; and legislative staff						X	Budget resources; existing data collection tools; grant notice subscriptions; agency participation; ADOT databases; staff time		
i) Forward all transportation and transit funding opportunities to the SEAGO TAC and City Transit Managers.	Grant funding notices forwarded to TAC, Transit Managers and Agency Administrators with 24 hours of receipt		X								
ii) Register for funding notices with FHWA, FTA, RTAC, ADOT, Congress, and private foundations.	SEAGO registered for grant opportunities on at least 4 databases			X							
iii) Develop and maintain a grant opportunity matrix that identifies annual grant opportunities by date, eligibility, and application requirements.	Grant Opportunity Matrix created				X						
<b>B. Upon request, provide technical assistance in grant development</b>											
		SEAGO staff; Member Agencies; ADOT; FHWA; FTA; and RTAC						X	Budget resources; existing data collection tools; agency participation; ADOT databases; staff time		
i) Provide Letters of Support	LOS provided within 48 hours of request		X								
ii) Provide information and assistance in developing AZ SMART Fund applications to support Federal grant applications	Discuss SMART Fund opportunities during all Federal Funding Notices			X							
iii) Provide technical services support to grant applicants including, GIS mapping, traffic counting, road pavement assessment condition reports, crash data, and transit asset management data	Development of a technical services request form		X								
iv) Develop a library of best practice grant application samples to be made available to applicants	Best practice examples collected from TAC and library created			X							
v) Utilize SEAGO TIP Future Project Section to support grant applications	Future Project Section Procedures distributed to TAC										X
vi) Review and update functional classification of projects to ensure Federal funding eligibility	Applications reviewed for funding eligibility. TAC aware of FC processes		X								
vii) Review grant applications and provide comments	3 successful grant application completed annually		X								

**ALL PROGRAMS - GOAL 2**

**Goal 2: Build awareness of SEAGO and the value of our services**

<b>Objective 1: Improve the Visibility of SEAGO Through Partnerships</b>											
Strategy / Tactics	Performance Measure	Partners & Stakeholders	Within 90 Days	Within 6 Months	Within 1 Year	Within 18 Months	Within 2 Years	Ongoing	Required Resources		
<b>A. Continue promoting news and announcements about program initiatives, accomplishments and upcoming events through partnerships with local news media (ongoing)</b>	News and announcements are published at least twice per year per program in local news media, on member entity websites, social media pages or newsletters; SEAGO partnerships mentioned at member entity governing body meetings at least once per year; enhanced community awareness and visibility of SEAGO is established	SEAGO member entities; local news media; local businesses, health care providers, and Chambers of Commerce, Economic Development and business organizations	X →							Staff time and media advertising fees	
<b>B. Monthly press releases and/or "did you know" ads via print and social media highlighting SEAGO efforts in partnerships with member communities</b>					X →						
<b>C. Member entities highlight SEAGO collaborations within jurisdiction (mentions at governing body meetings; member entity websites and/or social media pages; newsletters, etc.)</b>					X →				Member entity commitment, follow-through and staff time		
<b>D. Links to member entities on SEAGO website and links to SEAGO on member websites (rekindle efforts)</b>			Links are live on 85% of member entity websites and social media pages; enhanced community awareness and visibility of SEAGO is established		X →						Member entity commitment, follow-through, IT staff time and SEAGO coordination
<b>E. Bi-annual survey of constituencies regarding SEAGO awareness and impact</b>			Survey data collected, analysis performed; member entity level of awareness of SEAGO and level of impact understood					X →		Staff time, survey tool development costs, analyses costs, reporting costs	
<b>F. Increase time spent promoting services to local businesses, health care providers, and local Chambers of Commerce to cultivate partnerships</b>			Partnership opportunities identified; enhanced community awareness and visibility of SEAGO is established				X →			Time; budget resources; Partners & Stakeholders	

**AREA AGENCY ON AGING - GOAL 2**

<b>Objective 2: Increase Community Awareness Throughout Region</b>									
Strategy / Tactics	Performance Measure	Partners & Stakeholders	Within 90 Days	Within 6 Months	Within 9 Months	Within 1 Year	Within 18 Months	Within 2 Years	Required Resources
<b>A. Expand presence and participation in community events</b>	An uptick in community presentations by increasing established programs, i.e. A Matter of Balance, Tai-Chi for Arthritis, Chronic Disease Self-Management, Peer Counseling, Medicare benefits counseling and awareness of Elder Abuse; a 20% increase in referrals; a 15% increase in units reported to DAAS; annual presentations at Member Entity governing bodies	Senior living communities, Senior centers, Library network, Healthcare providers/ doctor's offices, clinics, hospitals, Churches, VFW's, Salvation Army, Food banks, Member Entities				X			Time; budget resources; Partners & Stakeholders; Partners' social & marketing reach, brochures, flyers, website, social media
<b>B. Increase education and outreach to stakeholders</b>							X		
i) Increase Chronic Disease Self-Management presentations						X			
ii) Continue robust connections with hospitals and organizations to disseminate vital care transition resources								X	
iii) Join community coalitions and organize intergroup meetings to share educational knowledge with our partners									
iv) Present at least once per year to Member Entities' governing bodies.					X →				



# ADMINISTRATIVE COUNCIL PACKET

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**MEMO TO:** ADMINISTRATIVE COUNCIL  
**THROUGH:** RANDY HEISS, EXECUTIVE DIRECTOR  
**FROM:** DINA CURTISS, ACCOUNTING MANAGER  
**DATE:** APRIL 27, 2023  
**SUBJECT:** FINANCE REPORT

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The SEAGO Statement of Revenues and Expenditures for the quarter ending March 31, 2023 is attached for your review.

Colby & Powell will present the FY 2022 audit at the next Executive Board meeting on May 19, 2023. I'm pleased to report that there were no findings noted in the FY 2022 audit.

I will be happy to answer any questions you may have regarding the Statement of Revenues and Expenditures at our meeting.

**Attachment:** Statement of Revenues and Expenditures, Quarter Ending 03/31/2023

**Action Requested:**       Information Only       Action Requested Below

**SEAGO**

Statement of Revenues and Expenditures - R&E that ties to Budget - Unposted Transactions Included In Report

From 1/1/2023 Through 3/31/2023

(In Whole Numbers)

		<u>Cur Pd Actual</u>	<u>YTD Actual</u>	<u>Total Budget</u>	<u>% of Budget Used</u>
<b>Revenue</b>					
General Fund	101	21,967	30,786	150,000	20.52%
Agency Response	301	(4,518)	63,135	45,302	139.36%
Community Development Block Grant	302	45,400	155,923	219,500	71.03%
Economic Development	303	23,268	73,774	110,358	66.84%
Environmental Quality	306	912	912	8,500	10.73%
Public Transit	308	2,348	15,887	20,000	79.43%
State Planning & Research	309	42,071	123,714	200,150	61.81%
Area Agency on Aging	310	293,979	878,865	1,460,935	60.15%
Regional Mobility Management	311	41,572	81,741	168,750	48.43%
RMM Training	314	19,737	63,145	87,500	72.16%
End of Life - Lovell Foundation	327	0	0	166,950	0.00%
Santa Cruz Co RTA Feasibility Study	329	2,867	4,454	80,000	5.56%
Region Transit Emergency Coordination Plan	346	21,622	66,379	80,000	82.97%
Benson Route Efficiency Study IGA	348	3,309	11,331	20,000	56.65%
<b>Total Revenue</b>		<u>514,535</u>	<u>1,570,047</u>	<u>2,817,945</u>	<u>55.72%</u>
<b>Expenses</b>					
General Fund	101	278	278	150,000	0.18%
Agency Response	301	13,925	26,071	45,302	57.55%
Community Development Block Grant	302	40,886	128,406	219,500	58.49%
Economic Development	303	23,861	61,490	110,358	55.71%
Environmental Quality	306	912	912	8,500	10.73%
Public Transit	308	2,348	15,887	20,000	79.43%
State Planning & Research	309	42,071	123,714	200,150	61.81%
Area Agency on Aging	310	293,703	869,011	1,460,935	59.48%
Regional Mobility Management	311	41,572	81,741	168,750	48.43%
RMM Training	314	19,737	63,145	87,500	72.16%
End of Life - Lovell Foundation	327	0	1,220	166,950	0.73%
Santa Cruz Co RTA Feasibility Study	329	2,867	4,455	80,000	5.56%
Region Transit Emergency Coordination Plan	346	21,622	66,379	80,000	82.97%
Benson Route Efficiency Study IGA	348	0	8,878	20,000	44.38%
<b>Total Expenses</b>		<u>503,782</u>	<u>1,451,587</u>	<u>2,817,945</u>	<u>51.51%</u>
<b>Balance</b>		<u>10,753</u>	<u>118,459</u>	<u>0</u>	<u>0.00%</u>



# ADMINISTRATIVE COUNCIL PACKET

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**MEMO TO:** ADMINISTRATIVE COUNCIL  
**THROUGH:** RANDY HEISS, EXECUTIVE DIRECTOR  
**FROM:** KEITH DENNIS, COMMUNITY DEVELOPMENT PROGRAM MANAGER  
**DATE:** APRIL 27, 2023  
**SUBJECT:** COMMUNITY DEVELOPMENT PROGRAM UPDATES

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## Regional Account Updates

We are approaching the end of the public participation process for this year's CDBG Regional Account cycle. Cochise County, Duncan, Nogales and Pima will be awarded this year. Late spring is when ADOH usually announces final award funding numbers, and we will provide updates as this information becomes available. In 2024 Bisbee, Duncan, Patagonia and Thatcher will be awarded Regional Account CDBG.

## Colonias Set-Aside Updates

At this time, work on the Patagonia McKeown Avenue street and drainage project is approaching completion. Bisbee's Owner-Occupied Housing Rehabilitation is going out for bids in May.

2024 is the next Colonias Set-Aside funding round. It is never too early to begin planning for either source of funds. SEAGO Community Development stands ready to assist or member communities in building shovel-ready projects for competitive CDBG funds.

## Community Development Staff Update

In January, we added a new member to our CDBG program team. Ms. Robin Dumas is SEAGO's newest Senior Planning Specialist, and brings considerable procurement, community organizing and project management experience, as well as an evident dedication to making a difference in the community.

## Brownfields Update

We are due to learn this month whether or not we are awarded a Brownfields Assessment grant for Santa Cruz, Graham and Greenlee Counties. We will update our member entities as soon as we know the status. There will be future agenda items and presentations related to this if we are awarded.

**Attachments:** None

**Action Requested:**  Information Only  Action Requested Below



# ADMINISTRATIVE COUNCIL PACKET

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**MEMO TO:** ADMINISTRATIVE COUNCIL  
**THROUGH:** RANDY HEISS, EXECUTIVE DIRECTOR  
**FROM:** STEPHEN PETERSON, ECONOMIC DEVELOPMENT PROGRAM MANAGER  
**DATE:** APRIL 27, 2023  
**SUBJECT:** RECENT ECONOMIC DEVELOPMENT ACTIVITY

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The purpose of this memorandum is to advise the Administrative Council of recent activity in the SEAGO Economic Development District (EDD).

## Recent Activity

### 1. Broadband

**Background:** Telecommunications Technology such as broadband internet, continues to be a priority for all four counties of the region as a substantial way to improve resiliency. The tools in this case are the strategic planning capacity SEAGO is able to provide to the region's stakeholders currently involved in broadband expansion and adoption, and the feasibility study conducted for all four of the region's counties.

**Current Status:** We have received the first draft of Finley Engineering's feasibility study for our remaining 3 counties. Over the next month we will schedule meetings for groups interested in learning about these findings, including local providers. This study will support engaged internet service providers and local governments in developing a sharper resolution in planning efforts for the engineering, permitting and construction phases of regionally-prioritized projects.

### 2. Economic Development Planning

**Background:** Economic Development Planning activities include a range of technical assistance services, e.g. providing data, reports, network introductions, economic development best practices, and grant writing assistance. These planning efforts are in alignment with SEAGO's CEDS, the strategic document informing regional focus and priorities.

**Current Status:** We have established a draft bid document for Willcox Theater & Arts. We are routinely in contact with EDA's engineer for the project to ensure we are in compliance with EDA's construction provisions and standard terms and conditions. The project has received regional and state attention, including directly from the Governor's office during a recent open discussion with state-wide stakeholders.

### 3. Economic Advisory Council

**Background:** The EAC is a continuation of the CEDS Committee and will act as a community coalition to foster economic development collaboration with regionally strategic initiatives. The EAC is a platform, and acts as a hub of information to share resources and updates on economic development initiatives throughout the region.

**Current Status:** The next EAC meeting is scheduled for June 13, at 2:00 PM. Stakeholders will report project updates in Q2 of 2023.

### 4. New Initiatives

EDA has started to release its newest programs, one of which will be a Tech Hub designation; you can find out more through its [Statute](#). This designation and its accompanying funding allocation would establish regional capacity to implement new and ongoing public and private projects. After having explored this topic with stakeholders in Santa Cruz, Douglas, Pima, and Cochise County, there's a consensus forming that this designation would support regional economic development in specific ways that support infrastructure, innovation, entrepreneurship, workforce and technology.

**Action Requested:**             Information Only             Action Requested Below:



# ADMINISTRATIVE COUNCIL PACKET

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**MEMO TO:** ADMINISTRATIVE COUNCIL  
**THROUGH:** RANDY HEISS, EXECUTIVE DIRECTOR  
**FROM:** LAURA VILLA, AREA AGENCY ON AGING PROGRAM DIRECTOR  
**DATE:** MAY 4, 2023  
**SUBJECT:** AAA PROGRAM UPDATES

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**Legislative Priorities** - On March 2, 2023, the Area Agency on Aging Director, along with Chris Vertrees of SEAGO, interacted with Legislators to make them aware of the importance of supporting the AAAs and maintaining the service levels over the next year. AZAging has requested that the \$2 million appropriated in FY 2023 continue to be appropriated to Area Agencies on Aging in FY 2024 as on-going funding. In not doing so, the AAAs would be required to reduce and close services for clients in great need. During our visits, we were able to connect with: **Representatives David Livingston and Lupe Diaz and Senators David Gowan and David Farnsworth**

I encourage and ask that you raise your voice as an advocate of the Area Agency on Aging; the Legislative session is ongoing and may possibly run as late as until July. We have time to reach out and make our voices heard. Help share the Home Community-Based Service Legislative Position Statement FY 2024 and SFY22 Annual Report with your local, state, and federal government representatives. Help provide examples of how the AAA services have impacted your community needs. Please share their story if you know someone getting home-delivered meals, attendant care, case management, etc. As a government entity, it is important to understand that by receiving Older Americans Act funding and state funding, we help local governments reduce the amount of funding in investing in Home and Community Based Services in your communities; your advocacy is highly important.

**READI Meals Program:** The READI Meals Program is moving forward. In March, we submitted a Congressionally Directed Spending request to Senator Kelly and Senator Sinema's offices. The proposal was for \$300,000 which will be used to hire a consultant to complete the necessary safety documents to move the project forward.

**Case Management:**

Case Manager recruitment efforts continue. There is still a vacancy for a case manager to oversee the SEAGO-AAA in Benson/Willcox area. There are two potential candidates that we hope to interview by the end of this month. However, we were able to fill the Bisbee case manager position once again:

**Amanda Riley** comes to SEAGO-AAA with a career in law enforcement as a police officer for almost 18 years, most recently from Prescott Valley. Amanda resides in Bisbee and will take on the CMG caseload for Bisbee, Hereford, Naco, and Palominas.

**Older American Act month:**

Every May, the Administration for Community Living leads the nation's observance of Older Americans Month (OAM). The 2023 theme is ***Aging Unbound***, which offers an opportunity to explore diverse aging experiences and discuss how communities can combat stereotypes. This year, The SEAGO-Area Agency on Aging will celebrate individuals who continue to make a difference in their communities by

volunteering their time and love to others. An opportunity to nominate our hero in our communities was presented, and those selected by an assigned committee, excluding direct AAA staff, will be given recognition during the month of May at the following locations:

- May 4, 2023, Clifton Senior Center**
- May 5, 2023, Safford Senior Center**
- May 19, 2023, Santa Cruz Council on Aging, Nogales**
- May 26, 2023, Salvation Army, Sierra Vista**

**SHOUT OUT!**

The SHIP/SMP Coordinator and Ombudsman Coordinator were invited to one-on-one with DES-DAAS to discuss the (SEAEAT) SOUTHEASTERN ARIZONA ELDER ABUSE TASKFORCE. DES/WEAAD has selected SEAEAT to be a part collaborative breakout session on Elder Abuse Coalitions along with WACOG at the conference on June 15<sup>th</sup>. If you have a community contact that should be part of this task force, please encourage them to participate in the task force and help us make this task force as productive and effective as it can be for SEAZ.

This conference aims to elevate the issue of elder abuse, neglect, and exploitation in Arizona and provide education on best practices for prevention, including networking opportunities for professionals supporting older adults. The conference will include sessions with subject matter experts and national leaders addressing the three conference focus areas. Current sessions include those below.

**See It:**

- Mental Health vs. Dementia/Alzheimer’s Disease
- Cross-Sectional Care Coordination for Low-Income Populations
- Technology Scams and Savvy Scammers

**Stop It:**

- Panel: APS, Region One and AHCCCS
- Underreporting Abuse in Minority Communities (LGTBQ+, Rural, Refugees, etc.)
- Racial and Ethnic Approaches to Community Health (REACH)

**Prevent It:**

- Family Caregiver Support Programs and Services
- Elder Abuse Coalitions: How They Work Together and Develop Prevention Strategies
- Panel: Coordination of Care for Older Adults and Their Grandchild

**OTHER INFORMATION**

Please follow us at <https://www.facebook.com/seagoareaagencyonaging>

**Attachments:** [Annual report SFY22](#), Legislative Position Statement, Older Americans Month flier,

**Action Requested:**                     Information Only                     Action Requested Below:



*Arizona's Area Agencies on Aging*

## **Home and Community-Based Services**

### **Legislative Position Statement FY 2024**

Area Agencies on Aging strive to keep older adults and younger adults with physical disabilities in their homes as they age. It is estimated that 77% of people wish to remain in their own homes for as long as possible. Home and community-based services (HCBS) are critical to achieving this goal. HCBS includes adult day health, assistance with bathing and dressing, meal preparation, shopping, bedlinen changing, caregiver respite, home nursing and home delivered meals.

HCBS are the primary buffer to slow the expansion of people needing more expensive support, such as nursing home placement or other forms of institutionalization. If older adults are not able to receive the support they need at home, then they are more likely to come to the attention of Adult Protective Services (APS), often for reported self-neglect, or end up in an emergency room. No matter what emergency care they receive, it will be costlier than providing services to keep them safe in their own homes with dignity and respect. According to DES, approximately 17% of all HCBS cases were referred to Area Agencies on Aging by APS for on-going service. This link between APS and the Area Agencies on Aging is a vital connection that helps older adults get the services and support they need.

AZAging is extremely appreciative of the Arizona Legislature's commitment to supporting Area Agencies on Aging in providing funding for HCBS by appropriating \$1 million in on-going funding to address the minimum wage increases from Proposition 206. The Legislature also appropriated \$2 million in one-time funding in FY 2023 for the same purpose.

With inflation at a record high rate of 12.1% in Arizona, it is critical that we continue to invest these dollars into sustaining current levels of service throughout the state. Over the past three years, with funds provided from the Arizona State Legislature, the Area Agencies on Aging in Arizona have been able to increase the number of clients receiving home and community-based services by 32%. Fueled by population growth, increased costs of service, and nearly a decade of stagnant funding prior to FY 2022, the waiting list for these services is 1,776. Without the continuation of the \$2 million appropriated last legislative session, Area Agencies on Aging would be forced to reduce service hours or number of clients served – increasing waiting lists and need in the State.

To maintain service levels over the next year, **AZAging requests that the \$2 million appropriated in FY 2023 continue to be appropriated to Area Agencies on Aging in FY 2024 as on-going funding.**

# OLDER AMERICANS MONTH



**AGING UNBOUND: MAY 2023**

**Do you know someone 60 years or older who has made a positive impact in your community?**

**Nominate the hero in your community!**

**SEAGO - Area Agency on Aging will be celebrating Older Americans Month by honoring a community hero in the following counties:**

**Greenlee County**

**Clifton Senior Center 104 4th St Clifton, AZ  
Thursday, May 4th, 2023 at 11 AM - 1 PM**

**Graham County**

**Safford Senior Center 822 W Main Safford, AZ  
Friday, May 5th, 2023 at 11 AM - 1 PM**

**Santa Cruz County**

**Nogales Senior Center 125 E Madison Nogales, AZ  
Friday, May 19th, 2023  
Cochise County at 11 AM - 1 PM**

**Salvation Army 156 E Wilcox Drive Sierra Vista, AZ  
Friday, May 26th, 2023 at 11 AM - 1 PM**

**Help us find the hero in your community!**

**We are accepting nominations until Friday, March 17th**

**<https://zfrmz.com/OBnqzBtQ7gO5BtmnQqdP>**



**SouthEastern Arizona  
Governments Organization**

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# OLDER AMERICANS MONTH



## AGING UNBOUNDED: MAY 2023

Please complete the following form to nominate the hero in your community. Please turn in the completed form to the front desk receptionist or manager. **We are accepting nominations until Friday, March 17th**

Nominee information:

First name: \_\_\_\_\_ Last Name: \_\_\_\_\_  
Email: \_\_\_\_\_ Phone #: \_\_\_\_\_  
Address: \_\_\_\_\_

Briefly describe the nominee's personal traits (such as enthusiasm, reliability, creativity and initiative): \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

How has the nominee contributed to and impacted their community:  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Nomination submitted by:

First name: \_\_\_\_\_ Last Name: \_\_\_\_\_  
Email: \_\_\_\_\_ Phone #: \_\_\_\_\_  
Address: \_\_\_\_\_



# ADMINISTRATIVE COUNCIL PACKET

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**MEMO TO:** ADMINISTRATIVE COUNCIL  
**THROUGH:** RANDY HEISS, EXECUTIVE DIRECTOR  
**FROM:** CHRIS VERTREES, TRANSPORTATION PROGRAM ADMINISTRATOR  
**DATE:** APRIL 27, 2023  
**SUBJECT:** TRANSPORTATION PROGRAM UPDATES

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The following is a brief update regarding the Transportation and Transit planning projects that SEAGO is currently involved in:

**SEAGO Road Pavement Assessment Project.** The SEAGO Administrative Council and Executive Board approved this project in August for the amount of \$200,000 Federal (STBG). This project will utilize new artificial intelligence road assessment technologies that convert a cell phone into a data collection device that can conduct pavement assessments, pavement marking assessments, road condition inventories, as well as traffic sign inventories, and sign condition assessments for SEAGO member jurisdictions. SEAGO staff will perform the ground work of driving local roadways and collecting roadway data. The data will be sent to a vendor that will analyze the data, establish a roadway inventory, and assign condition assessments to multiple segments of roadway. The data will be made available to all of our jurisdictions through a licensed database. All public roads not on the State system will be evaluated (approximately 4,000 miles).

**Update:** *The SEAGO Data Portal has opened and invitation sent to all member agencies as requested by TAC members. If you would like access to the portal, please submit a request to John Merideth at [jmerideth@seago.org](mailto:jmerideth@seago.org) . Since May 1, 2022, SEAGO has collected over 1,200 miles of data.*

**RTAC Priority Project List:** Last year, the SEAGO TAC developed a list of list of local projects for submission by RTAC to the State Legislature for consideration in the FY23 State Budget. The list was approved by the SEAGO Administrative Council and Executive Board last August. Although not included in the final budget, they were still up for consideration as late as mid-June. RTAC requested that Greater Arizona COGs/MPOs develop a project list for FY24 budget discussions. In September, the TAC completed an application review and application ranking process. The SEAGO TAC's Project List was approved by our Admin Committee and Executive Board at our November meetings. *The project booklet is available to view at: <http://www.keepandshare.com/doc12/view.php?id=256060&da=y> .*

**According to the most recent RTAC update, HB2543 passed the House Transportation & Infrastructure Committee (9-1), it passed House Appropriations Committee (12-2), and it passed the House (50-8). On March 8, 2023, the bill was sent to Senate. It passed the Senate Transportation & Technology Committee (5-1), and it passed Senate Appropriations Committee (10-0). It is now ready for Senate Rules Committee.**

**Regional Transit Emergency Coordination Plan:** On December 30, 2020, SEAGO received notice from ADOT that it received an \$80,000 FTA Section 5305(e) Transit Planning Grant. During the initial outbreak of COVID-19, we found that many of our FTA Section 5311 and FTA Section 5310 providers lacked emergency planning tools and protocols to not only address pandemic

issues, but lacked basic procedures to address a variety of potential internal and external emergencies. The grant provides funding for the development of a Regional Transit Emergency Coordination Plan. SEAGO began work on this project in August 2021 with a series of four County-specific stakeholder meetings. Meetings were attended by 33 emergency preparedness professionals. In April, SEAGO was awarded an additional \$90,000 in funding to continue our work. SEAGO held advisory committee meetings with our regional transportation providers in July and August. Working Papers #1, #2, and #3 have been completed and are available on [www.seagomobility.org](http://www.seagomobility.org).

**Update: The Draft Study has been completed and has been made available for a 45-day public comment period. The study will be finalized on May 30, 2023. It will be submitted to ADOT by mid-June.**

**Fixed Route Public Transit in Graham County:** A public transit feasibility study is a requirement by ADOT to access FTA Section 5311 (Rural Public Transit) funding. In general, those studies are good for a 5-year period. In 2015, a Public Transit Feasibility Study was completed for Graham County. The study's useful life has expired and an update of the plan is required. A transit needs survey has been completed and data analyzed. SEAGO has used the survey data and current ridership data provided by Easter Seals Blake Foundation (ESBF) Community Transportation Project to identify high demand route originating locations. Those locations have been heat mapped through GIS. With that data, draft fixed-route options, maps and schedules have been completed. During this phase of the study, Easter Seals Blake Foundation expressed a desire to be a lead applicant for an FTA Section 5311 project. The TAC has been paused to allow ESBF the opportunity to have internal discussions involving their pursuit of an ADOT/FTA Section 5311 application.

**Update: The next window to apply for FTA Section 5311 funding will occur in January 2024. The study will resume in June. Both ESBF and the San Carlos Apache Tribe have committed to moving the project forward.**

**Nogales Area Transit Feasibility Study:** The Nogales/Rio Rico area is the largest remaining community in Arizona that does not have a Public Transit Program. To explore the demand for a transit system, SEAGO applied for a transit planning grant through ADOT last December.

**Update: On March 30, 2023, SEAGO received a \$95,000 award to conduct Phase 1 of the Study. If a strong need/demand for service is identified, we will apply for Phase 2 (Implementation Plan) in December. The goal is to have a plan in place by the January 2026 FTA Section 5311 application cycle. The study will kick-off in July with a stakeholder meeting.**

**Attachments:** None.

**Action Requested:**                     Information Only                     Action Requested Below