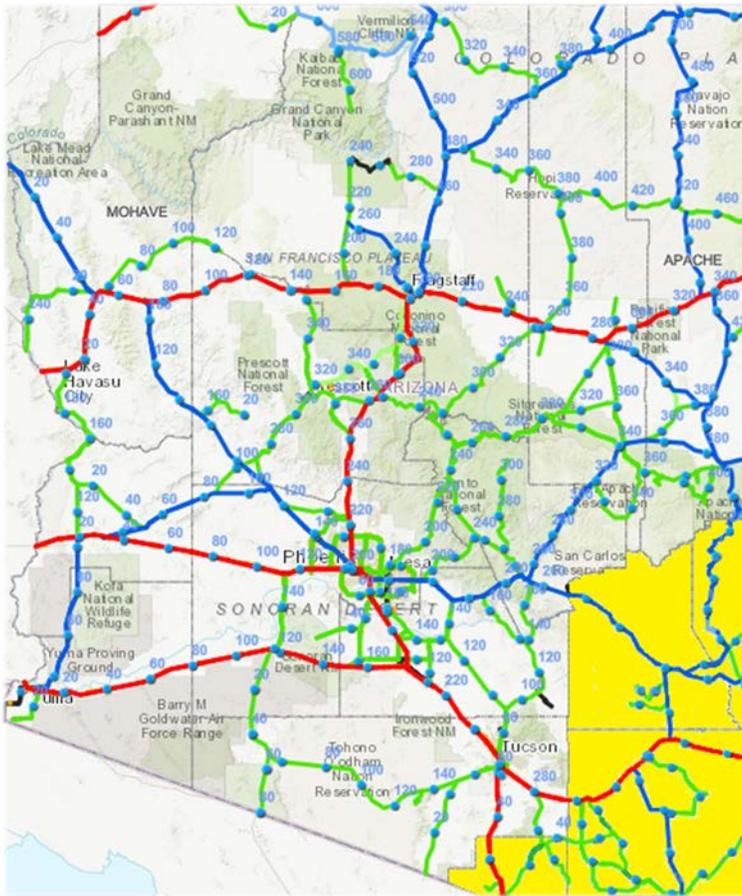


Mapping Our Region's Future

The SEAGO
Five-Year Strategic Plan
FY2024 – FY2028



July 1, 2023

Formally adopted by the SEAGO Executive Board at their regular meeting held August 18, 2023

Acknowledgements



SEAGO Main Office, 1403 Highway 92, Bisbee Arizona

This document was made possible through contributions from the following groups and individuals –

- **Members of the SEAGO Administrative Council and Executive Board** – who recognized the value of developing a strategic plan for the agency and participated in our 2023 Retreat.
- **SEAGO Staff** – the organization would be nothing more than a name without the tireless work of these dedicated team members and the expertise they contribute to the organization.
- **Melanie Greene** – of M. Greene Planning and Resource Development, who skillfully facilitated our 2023 Strategic Planning Retreat.



SEAGO Area Agency on Aging Office, 1403B Highway 92, Bisbee Arizona

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EXECUTIVE SUMMARY

Background:

The SouthEastern Arizona Governments Organization (SEAGO) is a regional planning agency serving the four counties of Cochise, Graham, Greenlee, and Santa Cruz. SEAGO was established in 1972, and for many years after its establishment, SEAGO operated without a Board-driven vision statement, mission statement, or strategic plan. Over the years, the organization had become increasingly fragmented, resulting in siloes which limited inter-program cooperation and collaboration. Under the leadership of a new Executive Director and with a goal to “Unite as one SEAGO”, in December 2009, staff initiated efforts to develop a strategic plan for the agency.

After crafting vision and mission statements at the staff level, the SEAGO Administrative Council and Executive Board held a one-day retreat in January 2011 where the draft vision and mission statements were refined. In February 2011, the Executive Board adopted the agency’s first vision and mission statements. Funding challenges brought about by the impact of the Great Recession delayed efforts to organize additional retreats to identify goals, strategies or tactics supporting the Board-adopted mission and vision for the agency. As a result, efforts were made at the staff level to begin implementing the Board-adopted vision and mission statements, until it became apparent that the same issues and dynamics created by the funding challenges the agency experienced had actually become the impetus to continue the strategic planning effort.

In recognition of the value a strategic plan could bring the agency, the Executive Board approved a small budget to hold a retreat with the Administrative Council and SEAGO staff, and in January 2015, twenty-one leaders from the region met for a two-day strategic planning retreat. The Board-adopted mission and vision statements provided the foundation for the organization’s first Five-Year Strategic Plan. The Plan was updated in 2017 at second two-day retreat held February 9 and 10, 2017. The Plan was updated again following a retreat held February 6 and 7, 2020. While another update was scheduled to be held in 2022, this retreat was deferred to February 2023 due to major program commitments.

While Program Managers had been 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, facilitated by Melanie Greene of M. Greene Planning and Resource Development, 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, and structure a matrix of short and long-term program objectives in support of the organization and member

communities. These efforts formed the groundwork for the organization’s fourth Strategic Planning Retreat held February 9 and 10, 2023.

Overview of Five-Year Strategic Plan:

The Five-Year Strategic Plan defines primary goals, objectives, tactics and measurable outcomes upon which to focus and execute during Fiscal Years 2024 – 2028. It is intended to provide guidance and set 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.

In regional planning, arrays of programs work in concert to support sustainable regional growth and provide services to local governments and their constituents. An integrated network of services provided in the region helps improve economic conditions, keeps the region competitive, and enhances quality of life. Even in a challenging economy, SEAGO and its member agencies should persist to achieve the goals set forth in the Strategic Plan and continue to build upon the successes in place today.

Vision Statements are typically a one-sentence statement describing a clear and inspirational long-term state of being resulting from the work of an organization’s programs or services. Mission Statements are typically a one-sentence statement describing the reason an organization exists and are used to help guide decisions about priorities, actions, and responsibilities.

Key Results Areas, or goals, include objectives and strategies or tactics to strengthen existing programs, establish new services or programs, and achieve the vision and mission statement set by the Board. The objectives and tactics identified to accomplish the goals should be Specific, Measurable, Achievable, Realistic, and Time-bound (SMART).

The following pages illustrate SEAGO’s vision, mission, goals, objectives and tactics. An implementation matrix is provided in **Appendix B**. The vision, mission and goals remain unchanged from the previous Plan and are highlighted below:

Vision Statement: SEAGO’s vision is to continue being an invaluable resource for leadership, information, funding, planning, technical expertise, and services.

Mission Statement: Our mission at SEAGO is to provide services that promote collaboration among Federal, State, and regional entities to enhance economic and social progress for communities in our four-county region.

Five-Year Strategic Plan Goals:

As with the Vision and Mission statements above, the following strategic goals remain unchanged from the previous version of the Plan:

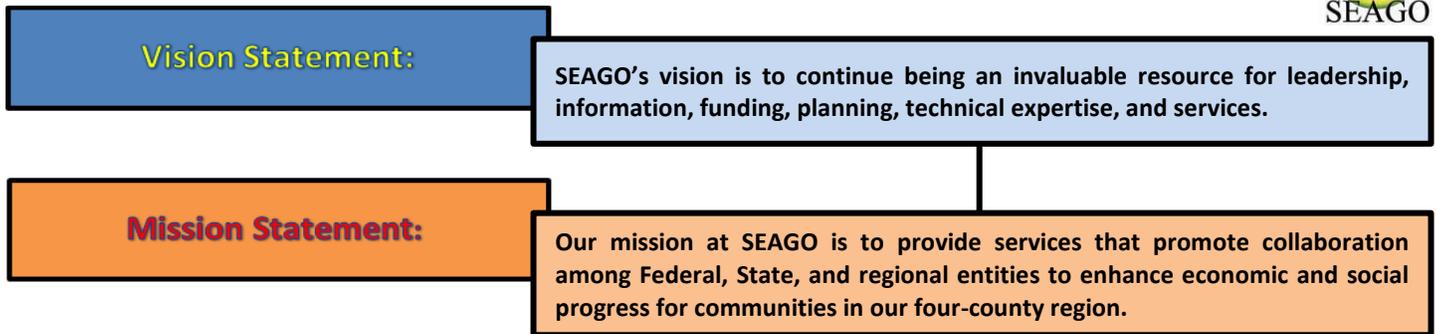
Goal 1: Identify, provide, and enhance services and resources to address the sustainability of our communities and constituents

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

SEAGO's Strategic Plan Vision, Mission, Goals and Objectives are illustrated in **Figure 1** on the following pages. Additional detail including specific tactics and tasks identified to accomplish each objective is provided in **Section IV** of the Strategic Plan as well as a detailed implementation matrix attached as **Appendix B**. However, it should be noted that over the next five years, additional tactics supporting SEAGO's Vision, Mission, and Strategic Plan Goals may be contemporaneously pursued and implemented with those set forth below.



Figure 1: SEAGO Five-Year Strategic Plan 2024 – 2028



GOAL 1



GOAL 2



PROGRAM OBJECTIVES

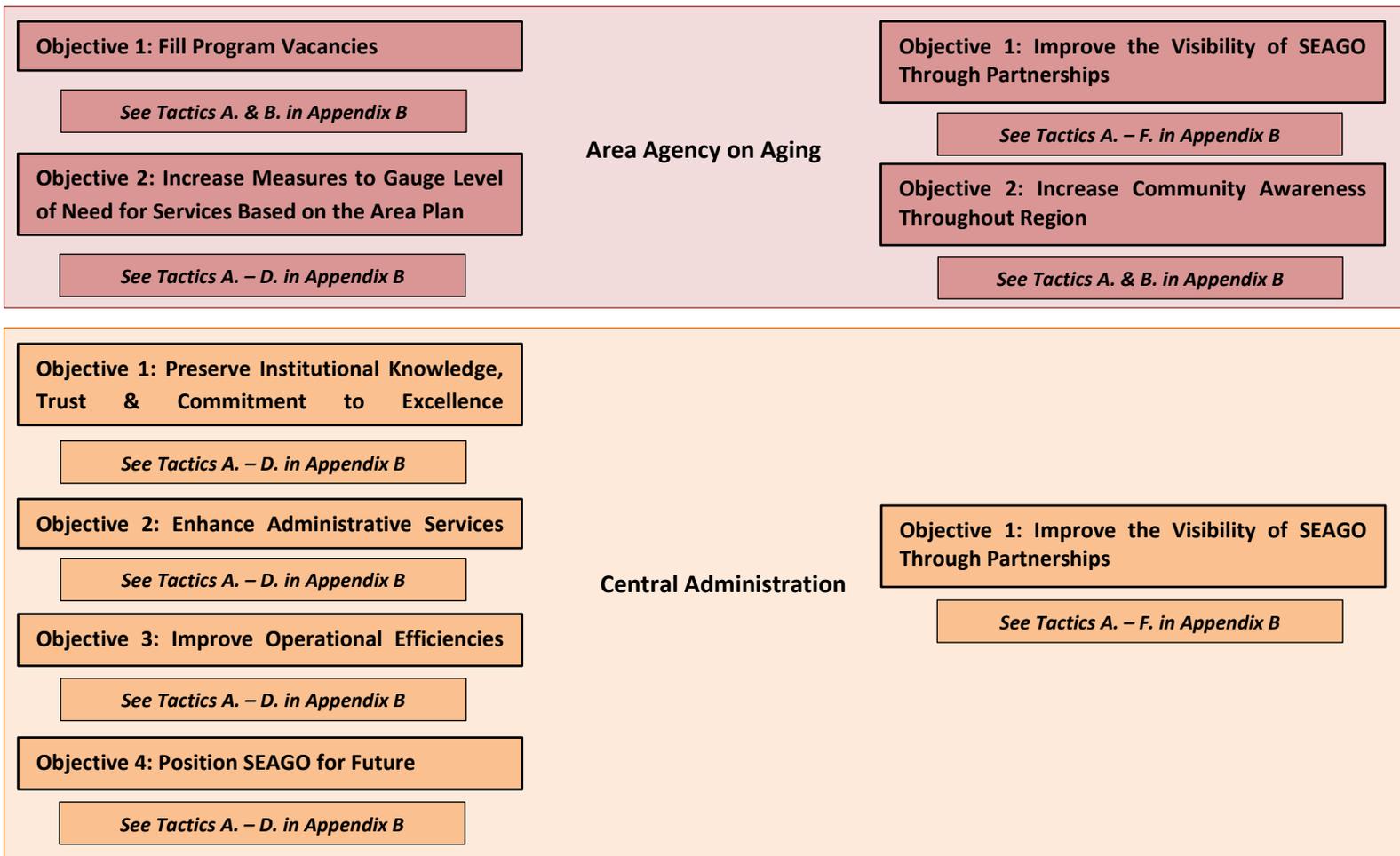
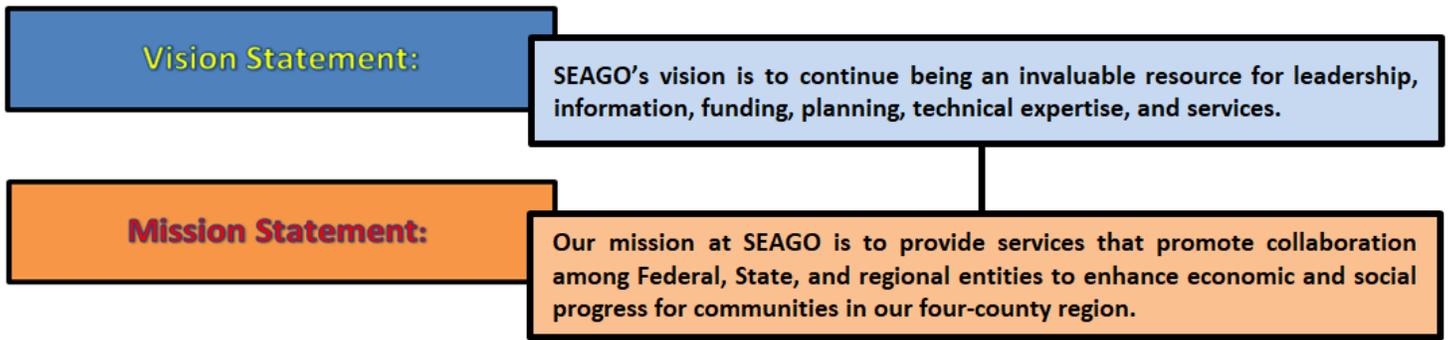




Figure 1: SEAGO Five-Year Strategic Plan 2024 – 2028 (continued)



GOAL 1



GOAL 2



PROGRAM OBJECTIVES

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

See Tactics A. – C. in Appendix B

Objective 2: Support Member Entity Efforts Towards Infrastructure Development

See Tactics A. – C. in Appendix B

Objective 3: Expand Broadband Infrastructure & Digital Navigator Services

See Tactics A. – C. in Appendix B

Objective 4: Support regional entrepreneurship and workforce incubation programs

See Tactics A. – C. in Appendix B

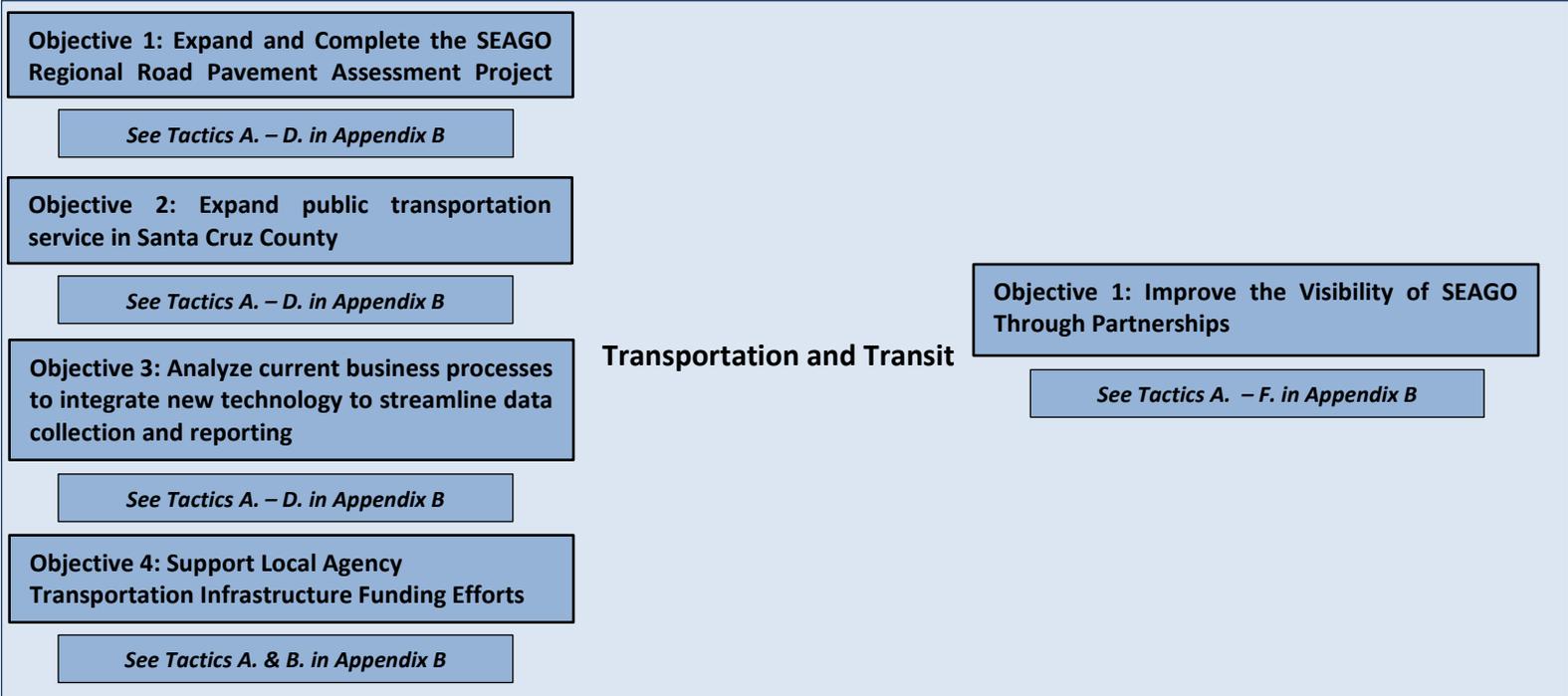
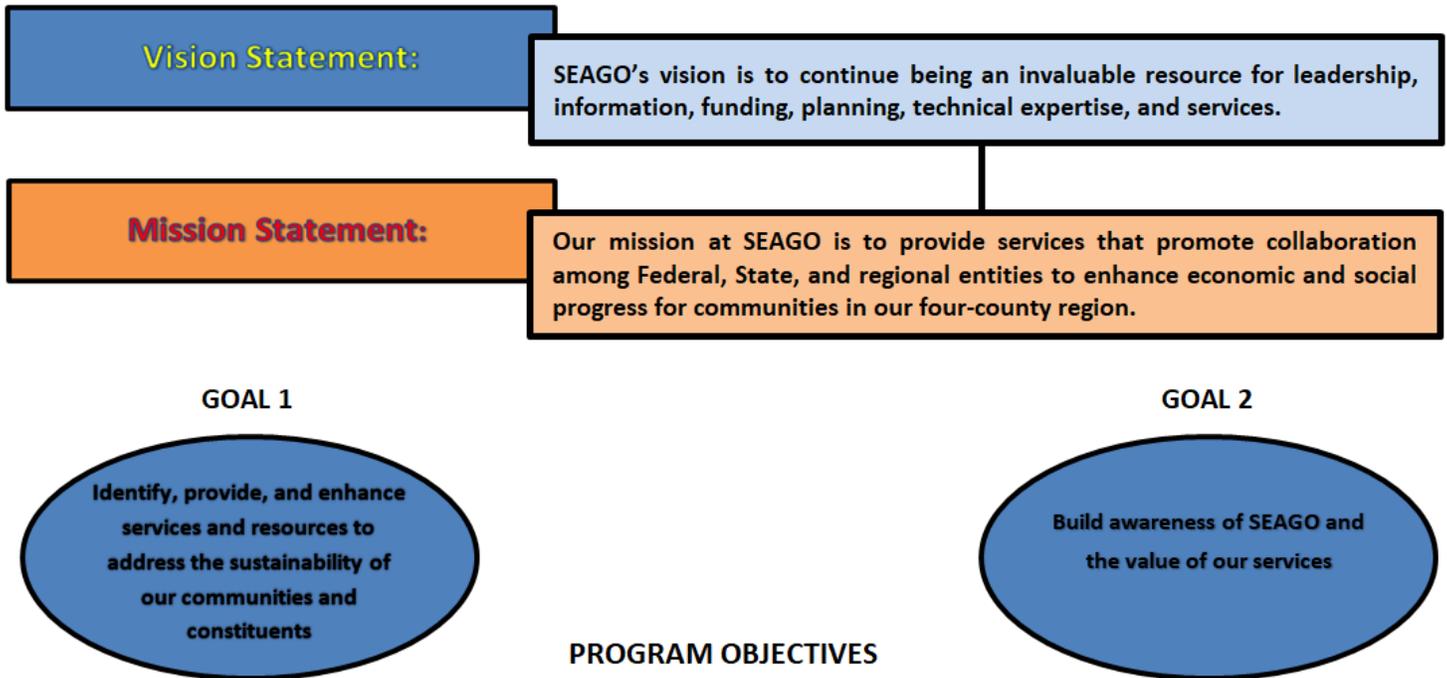
Community & Economic Development

Objective 1: Improve the Visibility of SEAGO Through Partnerships

See Tactics A. – F. in Appendix B



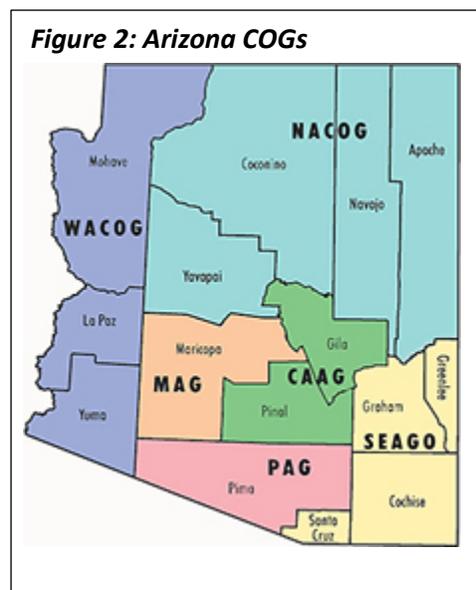
Figure 1: SEAGO Five-Year Strategic Plan 2024 – 2028 (continued)



SECTION I - IMPORTANCE OF SEAGO TO THE REGION

Overview of SEAGO:

The SouthEastern Arizona Governments Organization (SEAGO) is a regional planning agency, otherwise known as a Council of Governments. A Council of Governments (COG), or Regional Council, is a public organization encompassing a multi-jurisdictional regional community. A COG serves the local governments and the citizens in the region by dealing with issues and needs that cross city, town, county, state, and in the case of southern Arizona, even international boundaries. Mechanisms used to address these issues may include communication, planning, policymaking, coordination, advocacy, and technical assistance. **Figure 2** below illustrates the six COGs in the State of Arizona:



SEAGO was established in 1972, and later incorporated as a 501(c)3, nonprofit corporation which serves the four counties of Cochise, Graham, Greenlee, and Santa Cruz. As with other COGs, SEAGO's programs focus on issues that cross jurisdictional boundaries, such as air quality, community and economic development initiatives, transportation and mobility, aging and social service issues, and the need for affordable, accessible housing.

The Executive Board, SEAGO's Board of Directors, is responsible for formulation of policy for the Organization, adoption of an annual budget, establishment of fees and/or assessments, approving, rejecting or deferring action on any SEAGO business, and the employment and dismissal of an

Executive Director. The Executive Board meets quarterly and is comprised of one elected official from each of the 19 local government entities: Cochise County, Benson, Bisbee, Douglas, Huachuca City, Sierra Vista, Tombstone, and Willcox; Graham County, Pima, Safford, and Thatcher; Greenlee County, Clifton, and Duncan; and Santa Cruz County, Nogales, and Patagonia, as well as the San Carlos Apache Tribe. The Board also includes five private sector representatives. There is one private sector representative from Graham, Greenlee and Santa Cruz Counties, and because the population of Cochise County exceeds 100,000 it is allowed two private sector representatives on the Executive Board.

The Administrative Council is comprised of one appointed official from each of the 19 local government entities listed above. Each entity's representative on the Administrative Council is the city, town or county manager, city or town clerk, or their delegate. The Administrative Council meets two weeks before each regular meeting of the Executive Board and makes recommendations on all business to be considered by the Board.

The Administrative Committee (comprised of the officers of the Administrative Council) and the Executive Committee (comprised of the officers of the Executive Board), are empowered under the current SEAGO Bylaws to conduct program related, time sensitive business that must be accomplished in between regular meetings of the full Administrative Council and Executive Board. Because the Administrative Council and Executive Board meet only four times per year, calling special meetings of the entire Administrative Council (with 19 members) and Executive Board (with 24 members) to conduct business in between regular meetings is extremely difficult, even when several months' notice is provided. As a result, the Bylaws were amended to form these Committees in order to reduce quorum requirements so that business that could not wait until the next regular meeting can be conducted.

Importance of SEAGO Programs and Services:

SEAGO's programs represent the backbone of the agency's services and have a broad impact on the economy and quality of life for residents of our region. Funding for these programs come through contracts with various federal and state agencies. A detailed synopsis of each existing program including a program description, current amount of funding, funding sources, number of full and part-time personnel, and major partners was provided to the participants of past strategic planning retreats. An updated version is included as **Appendix C** to this plan. A summary of each program is provided in **Table 1**, beginning on Page I-3.

In Fiscal Year 2022-2023, SEAGO member entities contributed \$80,659 in membership assessments, an investment which assisted the agency in leveraging \$2,438,725 for in house programs and services, \$2,254,937 in state and federal funding for services provided through contracts with public and private providers, and an additional \$3,029,566 in a combination of non-federal cash, volunteer hours, and matching contributions. In addition to the benefit derived directly from the programs and services rendered to SEAGO member entities and their constituents, if a modest fiscal multiplier of 1.5 is applied, these monies potentially produced approximately \$11,705,831 in regional economic activity.

Table 1 – Fiscal Year 2022-2023 SEAGO Program Summary

Program Name	Service Summary	Funding Sources	Local Match	Total Annual Revenue	Annual Outputs/ Number Clients Served	Number of Personnel	Amount of Funding Leveraged
Area Agency on Aging	Health and nutrition services; Long-Term Care Ombudsman services; State Health Insurance assistance and Senior Medicare Patrol; Family Caregiver Support services, Advocacy and Program Development, Case Management (Cochise and Santa Cruz counties) and various in-home services delivered through provider contracts.	\$927,236 federal funds; \$150,945 state funds for in-house services; \$2,254,937 federal and state under subaward agreements with service providers	\$2,698,043	\$1,078,181 Plus \$2,254,937 under subaward agreements with service providers	HPR - 104 class participants, 6 nutrition sites monitored for compliance with ADES requirements; OMB - 160 assisted living and LTC facility visits, 7 complaints investigated 12 outreach events attended; HCBS – 286 hours of housekeeping for 10 clients, 42,121 hours of attendant care for 606 clients, 4,484 hours of respite for 48 clients, 89,745 home delivered meals for 789 clients and 49,496 congregate meals for 968 clients, 6,319 hours of case management for 1,276 clients. FCSP – 351 virtual outreach and education events with 16,712 participants, 77 in-person workshops with 1,292 attendees, 42 peer counseling events with 135 caregivers, 1,089 information and referral contacts SHIP - 653 client contacts and \$12,300 saved on prescription drug costs and premiums, 905 scam jam events.	11.75 FTE 13 volunteers	\$2,716,115 (\$2,698,043 local funds and \$18,072 in volunteer time [1,004 hours at \$18/hr.])
Central Administration	Oversight of SEAGO program managers and Central Administration staff assigned to finance, human resources, clerical support, procurement and information technology tasks	Indirect costs from SEAGO's programs	\$0	\$202,533	Monthly financial statements for 78 project codes under SEAGO's 5 primary programs with annual revenue of \$5,008,033 (FY2022); HR for 23 FTEs; Procurement for 5 primary programs; IT support for 23 FTEs, IT maintenance of 20 work stations and 17 laptop computers, 2 file servers and 2 networks.	2.35 FTE	ALL agency funding is dependent on accurate, transparent, compliant accounting, procurement, HR, and reliable, functional IT

Program Name	Service Summary	Funding Sources	Local Match	Total Annual Revenue	Annual Outputs/ Number Clients Served	Number of Personnel	Amount of Funding Leveraged
Community Development	Oversee grant planning, application and management Oversee Economic Development Program	\$120,000 local; \$132,500 state	\$0	\$252,500	4 CDBG RA applications and 1 Colonias application funded; 10 projects successfully administered and closed out (CDBG and WIFA); 31,149 low-moderate income beneficiaries	2 FTE	\$5,540,600
Economic Development	Coordinate economic development planning and activity in the region	\$75,000 federal (EDA Planning) \$197,144 federal (EDA Broadband) \$28,000 local (Technical Assistance contract) \$7,400 (Donation of laptops from Cox Communications)	\$35,357 (Planning) \$131,429 (Broadband; – cash and in-kind)	\$474,330	54 Planning, 15 Training, 20 Technical Assistance events; Completion of 2023 CEDS Update; Completion of Resiliency Toolkit; 1 Paid Technical Assistance Contract; 2 New Incubator Efforts; 3 New Technical Broadband Maps; 6 Laptop Donations; 1 Regional Broadband Study for all 4 counties; 3 Executive Board Resolutions supporting Economic Development.	1.5 FTE	\$202,186

Program Name	Service Summary	Funding Sources	Local Match	Total Annual Revenue	Annual Outputs/ Number Clients Served	Number of Personnel	Amount of Funding Leveraged
<p>Transportation</p>	<p>Regional transportation project planning / programming; Title VI plan development / implementation; population and HPMS data collection; mobility management, training; develop plans to coordinate human services transportation; 5310 grant training; Regional traffic counting program in progress; Regional pavement assessment in progress; RTA study in progress; Various transit planning studies in progress</p>	<p>\$130,000 Federal; \$513,000 Federal passed through State (ADOT); \$145,000 State \$12,500 State and Local</p>	<p>\$146,665 (in-kind)</p>	<p>\$947,165</p>	<p>More than 200 transit program managers, supervisors, and drivers trained statewide; provided technical assistance to 22 FTA Section 5310 and FTA Section 5311 transit agencies to secure transit funding; completed the Benson Route Efficiency Study; completed the Regional Transit Emergency Coordination Study; secured funding for the Regional Road Pavement Assessment Project; collected over 1,000 miles of pavement data, completed the Nogales Area Transit Needs Survey, completed the Graham County Transit Needs Survey; secured funding for the Nogales Area Public Transit feasibility Study.</p>	<p>5 FTE</p>	<p>More than \$200,000 in local match leveraged to secure over \$900,000 in Federal Funding; assisted in the selection/programming of over \$20,000,000 regional transportation infrastructure projects, provided technical assistance to SEAGO member agencies in the securing over \$60,000,000 in State and Federal earmark funds, SMART grant awards, and FTA transit funding.</p>

SECTION II - WHY A STRATEGIC PLAN FOR SEAGO?

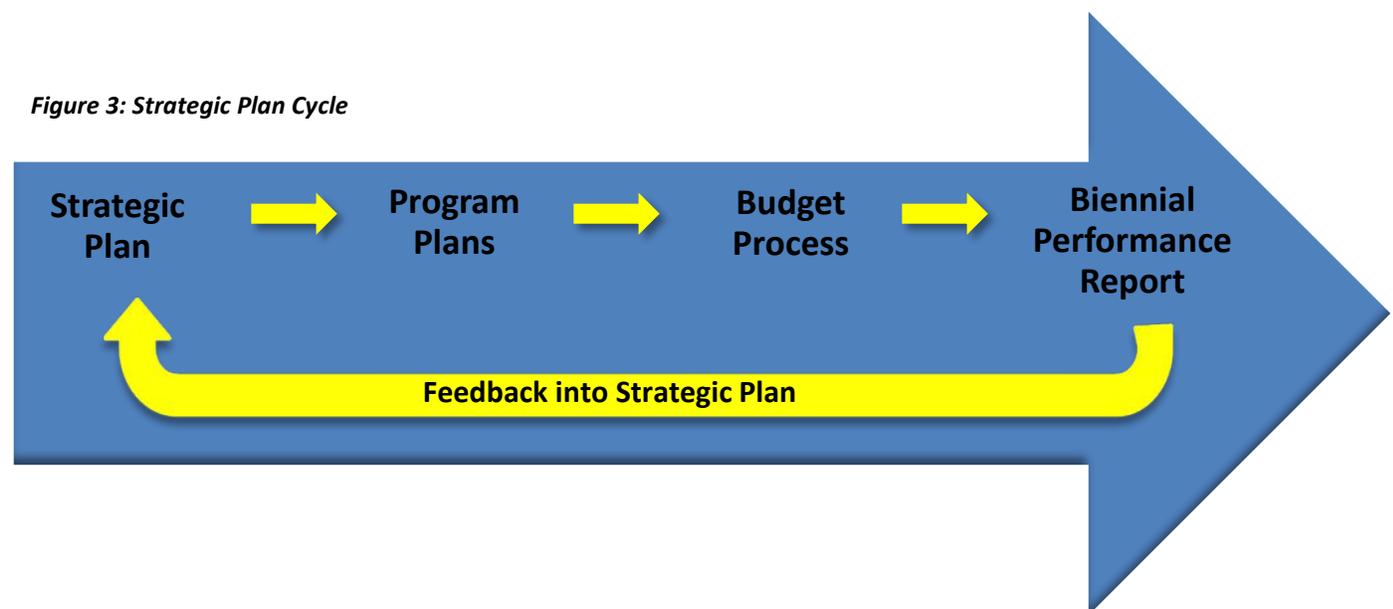
A Map to Our Future

The SEAGO Five-Year Strategic Plan is a map to guide the agency's programs and services over the next five years. The Plan serves many purposes including the following:

- Clearly defines the purpose of the organization and establishes realistic goals and objectives.
- Communicates the goals and objectives to the organization's stakeholders.
- Ensures the most effective use is made of the organization's resources by focusing those resources on the key priorities.
- Provides a base from which progress can be measured.
- Brings together everyone's best efforts and builds consensus about where the organization is going.

Although serving the purposes above, the Plan does not commit the Administrative Council and Executive Board to costs associated with each goal or tactic. This is done through the implementation plan and the budget process.

Figure 3 below illustrates how this Strategic Plan will be integrated into the budget process and drive performance:



SECTION III - STRATEGIC PLANNING PROCESS

Background:

For many years after its establishment, SEAGO operated without a Board-driven vision statement, mission statement, or strategic plan. Over the years, frequent changes in leadership and internal conflicts had caused the organization to become increasingly fractured, resulting in siloes which limited inter-program cooperation and collaboration. On December 3 and 4, 2009, with a goal to “Unite as one SEAGO”, a staff retreat facilitated by Amy St. Peter, Human Services and Special Projects Manager from the Maricopa Association of Governments was held. Staff worked through a number of facilitated exercises which identified the many strengths and challenges of the agency and initiated alignment toward a shared vision for the agency.

After the retreat, staff continued to work toward developing vision and mission statements. To create a vision statement, staff asked themselves the following questions:

- What is our hope for the future?
- What do we want to be as an organization?
- What are our collective values?

The outcome was the following draft vision statement:

“SEAGO is a well funded, independently housed, and sustainable organization that is known as a highly respected, credible source of information, funding, planning resources, technical expertise, and services. SEAGO’s staff is a highly motivated, energetic team of professionals whose efforts are vital to the federal, state, and local governments and community members. SEAGO member entities are motivated to participate in SEAGO meetings and feel honored to serve on SEAGO’s boards and committees.”

Staff then crafted a mission statement in careful response to the following questions:

- What business are we in?
- What is our product?
- Who do we serve?
- What is our market – our niche?
- What do we hope to achieve and why is it important?

The outcome was the following draft mission statement:

“The mission of SEAGO is to provide leadership, information, resources, and services that promote communication, cooperation, and collaboration among federal, state, and regional entities and enhance economic and social progress for all individuals in our four-county region.”

The vision and mission statements drafted by staff were then presented to the Administrative Council and Executive Board at a retreat held on January 13, 2011. Review and consideration of SEAGO staff's draft vision statement included the following:

- What is a good vision statement?
- The origin of the draft SEAGO vision statement.
- Review and discussion of draft vision statement.

Review and consideration of SEAGO staff's Draft Mission Statement included the following:

- What is a good mission statement?
- The origin of the draft SEAGO mission statement.
- Review and discussion of draft mission statement.

The retreat agenda also included discussion of Strategic Focus Areas and Key Results Areas but ran short of time needed to reach consensus on any concrete goals. At the end of the day, the draft vision and mission statements prepared by staff were condensed to those highlighted below:

Vision Statement: SEAGO, as a highly motivated, energetic team, commits to being a respected credible source of leadership, information, funding, planning, technical expertise, and services.

Mission Statement: SEAGO stimulates social and economic progress in our four-county region.

The final vision and mission statements were brought to the AC and EB for formal adoption in February 2011, but funding challenges brought about by the impact of the Great Recession delayed efforts to organize additional retreats to identify goals, strategies or tactics supporting the Board-adopted mission and vision for the agency. As a result, efforts were made at the staff level to begin implementing the Board-adopted vision and mission statements, including but not limited to the following:

- Improved recruitment and selection processes
- Critical revisions and updates to personnel manual
- Reduced central administration costs
- Reduced program operating costs
- Improved accounting and records management procedures
- Improved inter-program cooperation
- Resolved process concerns relating to Administrative and Executive Committee meetings
- Developed a plan for emergency use of fund balance and austerity plan during temporary funding interruptions

Staff efforts to implement the vision and mission statements continued until it became apparent that the same issues and dynamics created by the funding challenges the agency experienced during the Great Recession had become the impetus to continue the strategic planning effort.

2015 Strategic Planning Retreat:

In September 2014, the Executive Board approved a small budget to hold a retreat with the Administrative Council and SEAGO staff. In January 2015, twenty-one leaders from the region met for a two-day strategic planning retreat. The Board-adopted mission and vision statements created a path forward for the organization's Five-Year Strategic Plan, and Amy St. Peter once again facilitated the retreat and led participants through several exercises to draw insights and identify goals and strategies.



The primary goal of the retreat was to generate data and build support that would become the foundation for SEAGO's strategic plan. Other goals that participants shared focused on building relationships and mutual understanding, identifying SEAGO's value proposition, and ensuring the agency would be financially viable. Participants engaged in several facilitated exercises and the data gathered was used to develop the agency's first strategic plan – Expand, Enhance and Advance: The SEAGO Five-Year Strategic Plan FY 2016 – 2020.

2017 Strategic Planning Retreat:

Because the FY 2016 – FY 2020 Plan called for an update after two years, on February 9 and 10, 2017, twenty-three leaders from the SEAGO region met to evaluate progress made since the SEAGO Five-Year Strategic Plan was first developed and build consensus for next steps that can be taken with SEAGO's programs. An overarching theme of the retreat was the dedication shared by participants to "make the best of SEAGO even better". Overall, the participants believed in the role of the agency and the important benefits the agency offers the region.

Several ideas resulted from the participants' engagement at the retreat that were further vetted and considered for implementation. Implementation of these activities required additional resources of funding, time, and/or partners. Participants of the retreat valued SEAGO's collaborative approach and recognized that such partnerships are critical to building sustainable capacity. It was noted that

additional creativity may be needed to give SEAGO the capacity it needs to innovate and to continue being a regional asset.

The group also assessed SEAGO's programs and identified opportunities to grow the capacity and impact of these programs. The agenda included a range of activities from discussing participants' aspirations for SEAGO, to learning more about economic development, to discussing how to elevate the brand and presence of the region.

2020 Strategic Planning Retreat:

On February 6 and 7 of 2020, fifteen members of the Executive Board and Administrative Council met with seven SEAGO program leaders and staff to review and update the five-year strategic plan. Prior to the planning session, member entities were surveyed via email to answer three core questions that would reflect their view of the organization, its programs, and priorities. Members were asked the following:

1. What do you believe are the three greatest priorities (in priority order) for SEAGO in the coming three years?
2. Please number in priority order (1 through 7) the programs you believe require or merit the greatest attention and resources amongst the Administrative Council, Executive Board, leadership and staff.

Administration

Community Development – CDBG, Housing

Economic Development planning

Environmental – 208 Water Quality Management planning

Area Agency on Aging – Health and Social Services

Regional Technical Services Center – Professional services, GIS, traffic counting and other regional data collection

Transportation – Roads, streets, bridges, public transit

3. As the SEAGO representative of your member entity, what is/are your community's most pressing unmet need(s) that could benefit from SEAGO services?

While only 19 responses were submitted, answers showed clear trends in values and priorities.

The Strategic Planning retreat included a two-day agenda that:

- Reviewed and updated the Vision and Mission statements;
- Updated the Goals for the organization;
- Reviewed current programs and progress reports as they related to the 2017 Strategic Plan Update;
- Reviewed survey results;
- Discussed unmet needs as defined for each county by member entities from those counties, and;
- Extensively discussed tactics that would address newly stated goals while also addressing unmet needs in the region.

Participants of the 2020 Strategic Planning retreat reviewed the Vision and Mission statements developed and adopted by the Executive Board in 2011, and determined that they should be updated as follows:

Vision Statement: SEAGO's vision is to continue being an invaluable resource for leadership, information, funding, planning, technical expertise, and services.

Mission Statement: Our mission at SEAGO is to provide services that promote collaboration among Federal, State, and regional entities to enhance economic and social progress for communities in our four-county region.

Participants of the 2020 Strategic Planning retreat also reviewed the goals stated in the 2017 Strategic Plan as well as the Program Priorities for the organization and determined that the goals should be restated and simplified. Two goals were identified:

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

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

Small-group discussions allowed members to prioritize tactics within each program to support these goals, discuss resource availability and their roles in furthering the updated Strategic Plan.

2023 Strategic Planning Retreat:

As mentioned in the Executive Summary, 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 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 facilitated by Melanie Greene, of M. Greene Planning and Resource Development. At the staff retreat, all SEAGO staff from each department participated in discussions designed 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.

On February 9 and 10, 2023, seventeen participants from the Executive Board and Administrative Council and six SEAGO program leaders 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 respective 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. SEAGO staff were present at 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 on Day 1, 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 then made by each department including Chris Vertrees, Transportation; Laura Villa, Area Agency on Aging (AAA); Keith Dennis and Stephen Peterson, Community and Economic Development; and Dina Curtis and Randy Heiss, Administration.

Executive Board and Administrative 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.

Additional details on the updated priorities, objectives, tactics and tasks developed at this retreat are provided in **Section IV** of the Strategic Plan.

Appendix A of the Strategic Plan summarizes the considerations for expansion of programming to support member entity projects, strategies to improve SEAGO's public perception, suggestions to facilitate the Executive Director transition, and priorities identified by member entity participants from each of the four counties. In addition, each row in **Appendix A** includes text to inform how and where the Executive Board and Administrative Council's considerations, suggestions and priorities are addressed within **Appendix B** of the Strategic Plan – the matrix of goals, objectives, tactics, strategies and tasks developed as a result of the combined 2023 strategic planning efforts. **Appendix B** also includes performance measures, partners and stakeholders, timeframes for implementation and required resources for each strategy or tactic identified to advance Strategic Plan objectives.

Future Considerations:

The updated Plan will guide SEAGO over the next five years by providing overarching goals, specific tactics and measurable outcomes from which progress can be measured. It also will provide direction for budget development each year. Goals, objectives and tactics have been developed based on participants' ideas that emerged at the retreat.

The Plan is intended to be a flexible document. Over the next five years, if additional tactics supporting SEAGO's Vision, Mission, and Goals are identified, they may be contemporaneously pursued and implemented with those envisioned and discussed by retreat participants. For example, if new funding opportunities that enhance services and resources to address the sustainability of our member entities and their constituents are identified, or if new partnerships avail themselves that help build awareness of SEAGO and the value of its services, these should be enthusiastically supported in addition to those identified in the adopted Five-Year Plan.

The adopted Plan is intended to be updated every two years, based on the feedback from the biennial performance report of the goals and tactics. It is anticipated that the next retreat will be held in early 2025 and the plan updated in the months that follow.

SECTION IV – STRATEGIC PLAN

Vision and Mission

Prior to the 2023 Strategic Planning retreat, in consultation with the Administrative Council and Executive Board, it was decided that the Vision and Mission statements developed and updated in previous planning efforts would be revisited every five years. Therefore SEAGO's existing vision and mission statements will remain unchanged until the next retreat in February 2025.

The vision statement adopted by the Executive Board describes the inspirational, long-term desired change resulting from an organization's work. SEAGO is dedicated to the communities we serve, as well as the State of Arizona, both now and into the future.

Vision Statement: SEAGO's vision is to continue being an invaluable resource for leadership, information, funding, planning, technical expertise, and services.

The mission statement adopted by the Executive Board accurately describes the core reasons the organization exists and is used to help guide decisions about priorities, actions, and responsibilities.

Mission Statement: Our mission at SEAGO is to provide services that promote collaboration among Federal, State, and regional entities to enhance economic and social progress for communities in our four-county region.

The vision and mission statements are foundational in creating a path forward for the goals identified in the organization's Five-Year Strategic Plan.

Overview of Goals:

As with the Vision and Mission statements, it was determined that SEAGO's existing goals will remain unchanged and will be revisited again at the next retreat in February 2025. The two goals identified and carried forward from the 2020 retreat are shown below:

Five-Year Strategic Plan Goals:

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

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

Overview of Tactics:

As discussed in Section III, with the existing Vision and Mission statements and overarching goals as a backdrop, participants determined considerations for expansion of programming to support member entity projects, strategies to improve SEAGO's public perception, suggestions to facilitate the Executive Director transition, and priorities identified by member entity participants from each of the four counties. Participants then reviewed staff objectives and strategies, and developed mid-term, and long-term tactics to direct the organization's efforts over the next five-year strategic planning period.

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. Performance measures were also developed and are summarized in the implementation matrix provided in **Appendix B**. The following is a summary resulting from the efforts of the Administrative Council, Executive Board, and SEAGO staff, which is also available in greater detail in **Appendices A and B**:

Executive Board and Administrative Council Objectives

These objectives and tactics are also found in Appendix A and integrated into the matrix of Board/Council and Staff Objectives in the attached Appendix B.

Objective 1 – Considerations for expansion of programming and/or level of effort in support of member generated projects

Strategy / Tactics

- A. Increase staff capacity for existing programs
- B. Grant information coordinator to provide application review and grant writing training
- C. Grant search engine subscription to be shared with member entities
- D. Shared professional services – IGAs with member entities
- E. Relationship facilitation between members and federal/state entities
- F. Provide ACA updates to members regarding business relocation announcements and resource opportunities.

Objective 2 – SEAGO Public Perception

Strategy / Tactics

- A. SEAGO leadership work sessions with City Councils and Boards of Supervisors on an annual basis
- B. Monthly press releases highlighting SEAGO efforts
- C. Links to member entities on SEAGO website (done) and links to SEAGO on member websites
- D. Bi-annual survey of constituencies regarding SEAGO awareness and impact
- E. Member entities highlight SEAGO collaborations

Objective 3 – Executive Director Transition**Strategy / Tactics**

- A. Create benchmark evaluative conditions to identify needs based on current performance (weaknesses, strengths, gaps, opportunities).

Objective 4 – Graham and Greenlee Counties Priorities**Strategy / Tactics**

- A. 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**Strategy / Tactics**

- A. 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

- A. 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**Area Agency on Aging Objectives and Tactics – with Board/Council priorities integrated****Objective 1 – Fill Program Vacancies****Strategy / Tactics**

- A. Complete case management transition
- B. Recruit, orient and train for Health and Nutrition Program Coordinator

Objective 2 – Increase Measures to Gauge Level of Need for Services Based on Area Plan

Strategy / Tactics

- A. Educate staff through attendance of conferences and educational webinars
- B. Increase CDSMP, Caregiver Support activities, SHIP-SMP counseling, Case Management, LTC Ombudsman program, Community partnerships, events, workshops, presentations and media outlets
- C. Increase daily social media outreach
- D. Each program develop one new community partnership in each service area (Graham, Greenlee, Cochise and Santa Cruz Counties) and deliver AAA presentation

Central Administration Objectives and Tactics – with Board/Council priorities integrated**Objective 1 – Preserve Institutional Knowledge, Trust, and Commitment to Excellence****Strategy / Tactics**

- A. Meet with Executive Board; receive initial direction on recruitment procedure
- B. Establish Recruitment Committee
- C. Recruit Executive Director
- D. Document Administrative Tasks and Responsibilities

Objective 2 – Enhance Administrative Services**Strategy / Tactics**

- A. Deliver Timely, Accurate Financial Reports
- B. Upgrade Financial Reporting Software
- C. Keep Program Billing Current
- D. Expand Member Entity Services

Objective 3 – Improve Operational Efficiencies**Strategy / Tactics**

- A. Improve core competencies
- B. Enhance HR Services
- C. Expand IT Capacity
- D. Increase Administration Capacity

Objective 4 – Position SEAGO for Future**Strategy / Tactics**

- A. Develop conceptual site use plan for undeveloped portion of SEAGO Highway 92 property
- B. Select preferred site plan; identify development costs
- C. Explore financing options for site development
- D. Construct site improvements and facilities

Community and Economic Development Objectives and Tactics – with Board/Council priorities integrated

Objective 1 – Develop inclusive housing program including home ownership support services, housing rehabilitation, and new construction

Strategy / Tactics

- A. Provide housing land use technical assistance to member entities
- B. Develop region-wide owner-occupied housing rehabilitation program
- C. Re-establish SEAGO as a Community Housing Development Organization

Objective 2 – Support Member Entity efforts towards infrastructure development

Strategy / Tactics

- A. Reduce blight to support infill development
- B. Provide technical assistance for water and wastewater projects
- C. Implement Brownfields Assessment Grant

Objective 3 – Expand Broadband Infrastructure and Digital Navigator services

Strategy / Tactics

- A. Leverage awarded Technical Assistance Grant to support regional broadband expansion efforts
- B. Provide Technical Assistance to community libraries and other anchor institutions that are implementing the Affordable Connectivity Pilot Program
- C. Apply for Broadband Construction Funding to address broadband infrastructure gaps identified in TA funded study

Objective 4 – Support regional entrepreneurship and workforce incubation programs

Strategy / Tactics

- A. Create an Incubator Coalition with regional organizations currently working to build incubators
- B. Identify funding source(s) to perform a Bi-National Workforce Program study
- C. Support growth and capacity building in Future 8 Industries (Manufacturing, Mechatronics, Cybersecurity, Natural Resource Preservation, Renewable Energy, Housing, Transportation, Health Services)

Transportation Objectives and Tactics – with Board/Council priorities integrated

Objective 1 – Expand and complete the SEAGO regional road pavement assessment

Strategy / Tactics

- A. Data Collection/Reporting
- B. Regional/Local Traffic counting
- C. Safety identification
- D. Project report to ADOT

Objective 2 – Expand public transportation service in Santa Cruz County**Strategy / Tactics**

- A. Apply for ADOT Transit Planning funds
- B. Secure planning funds
- C. Conduct feasibility study
- D. Develop implementation plan

Objective 3 – Analyze current business processes to integrate new technologies to streamline data collection and reporting**Strategy / Tactics**

- A. Identify transportation processes that can be digitized
- B. Prioritize the above processes
- C. Create digital templates
- D. Implement collection portals

Objective 4 – Support local agency transportation infrastructure funding efforts**Strategy / Tactics**

- A. Identify transportation infrastructure funding opportunities
- B. Upon request, provide technical assistance in 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****Strategy / Tactics**

- A. Continue promoting news and announcements about program initiatives, accomplishments and upcoming events through partnerships with local news media
- B. Monthly press releases and/or "did you know" ads via print and social media highlighting SEAGO efforts in partnerships with member communities
- C. Member entities highlight SEAGO collaborations within jurisdiction (mentions at governing body meetings; member entity websites and/or social media pages; newsletters, etc.)
- D. Links to member entities on SEAGO website and links to SEAGO on member websites
- E. Bi-annual survey of constituencies regarding SEAGO awareness and impact
- F. Increase time spent promoting services to local businesses, health care providers, and local Chambers of Commerce to cultivate partnerships

AREA AGENCY ON AGING:**Objective 2 – Increase community awareness throughout the region****Strategy / Tactics**

- A. Expand presence and participation in community events
- B. Increase education and outreach to stakeholders

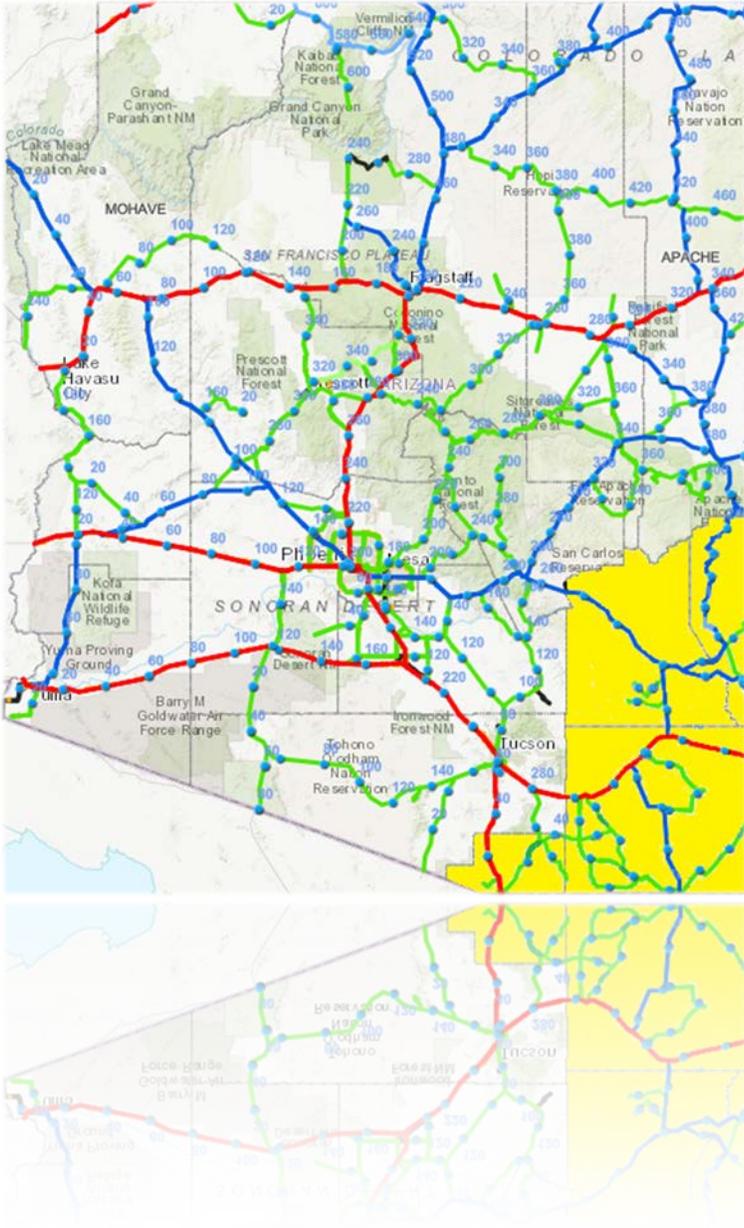
Strategic Plan Performance Measurements

The strategic plan performance measurements are noted in the strategic plan Implementation Plan Matrix attached as **Appendix B**. The matrix summarizes plan goals, objectives, tactics, tasks, performance measures, partners and stakeholders, timeframes for implementation and required resources.

Implementation/Monitoring/Update Plan

The matrix provided in **Appendix B** outlines a summary of tactics and underlying tasks for each goal, identified by short-term, mid-term, and long-term activities. Once a tactic is implemented, it will be monitored and measured. Based on the duration of the tactic and its outcome, the tactic may be institutionalized, refined, or closed out.

Results for multi-year tactics will be reported and the tactic refined, adjusted, or changed for the next fiscal year. Typically, it takes at least one-year to measure tactic results; therefore, the strategic plan will be updated every two years.



APPENDIX A

Executive Board and Administrative Council Objectives



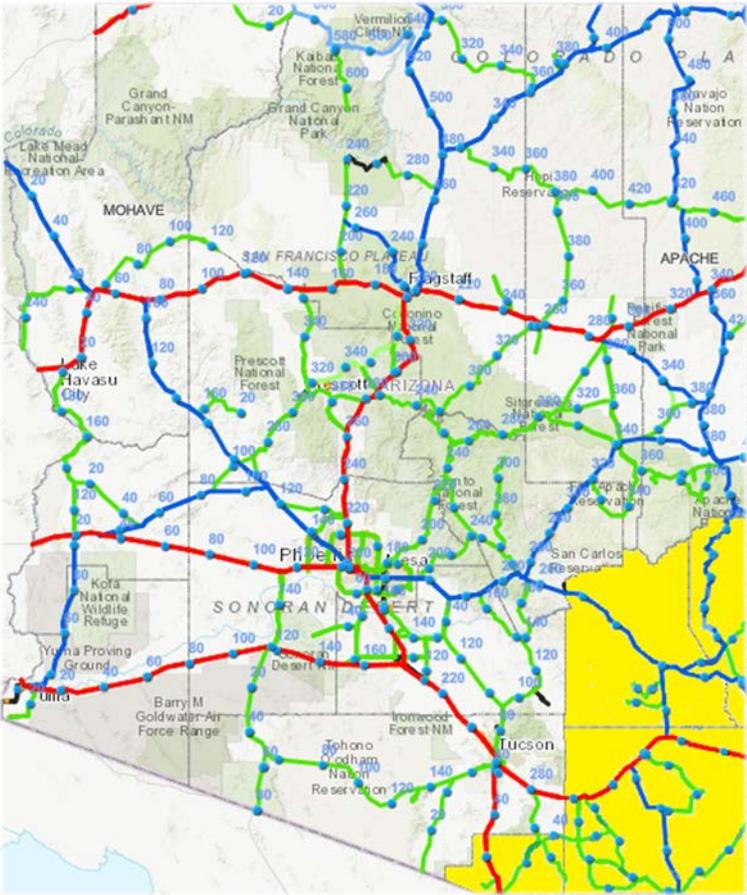
Five-Year Strategic Plan

FY2024 – FY2028

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
A. Further investigate issues, develop potential responses, and implement strategies for:	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
A. Further investigate issues, develop potential responses, and implement strategies for:	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)									
Objective 5 (continued): Santa Cruz County Priorities for region									
iii) Public Transit in collaborative environment with City, County, Port Authority, and SEAGO - See Transportation, Goal 1, Objective 2, Tactics C. and D.	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 - See Community and Economic Development, Goal 1, Objective 4, Tactic C., v).									
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 - See Administration Goal 1, Objective 2, Tactic D. ii).									
vi) Waste water treatment of MX wastewater - See Administration Goal 1, Objective 2, Tactic D. ii).									
vii) Effective communications between countries on expected use of crossings during holidays and other high use conditions - See Administration Goal 1, Objective 2 Tactic D. ii).									
Objective 6: Cochise 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
A. Further investigate issues, develop potential responses, and implement strategies for:	Studies, reports, and/or plans	Member Entities							Grant funds or direct contributions from member entities, staff technical assistance, grant writing, outside expertise
i) Infrastructure - See Community and Economic Development, Goal 1, Objective 2, Tactic B and Transportation, Goal 1, Objective 4.									
ii) Water Security - See Administration Goal 1, Objective 2 Tactic D. ii).									
iii) Economic Development									
a. Identify and attract developers and businesses - See Community and Economic Development, Goal 1, Objective 4., Tactic C.									
b. Workforce Dev. - See Community - Economic Development, Goal 1, Objective 4., Tactic B.									
c. Quality and different product types for housing of middle income - See Community and Economic Development, Goal 1, Objective 2, Tactic A.									
d. Strengthen neighborhoods; remove blight - See Community and Economic Development, Objective 2, Tactic A.									
iv) Transportation - multimodal, walkable downtowns - See Transportation, Goal 1 Objective 4.									
v) Administration									
a. Creating a shared regional vision, establishing talking points that are widely communicated - See Administration Goal 1, Objective 2 Tactic D. ii).									
b. Regional advocacy - See Administration Goal 1, Objective 2 Tactic D. ii).									



APPENDIX B

Goals, Objectives and Tactics Implementation Plan



Five-Year Strategic Plan

FY2024 – FY2028

AREA AGENCY ON AGING - GOAL 1										
Goal 1: Identify, provide, and enhance services and resources to address the sustainability of our communities and constituents										
Objective 1: Fill Program Vacancies										
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	
A. Complete Case Management Transition	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	
i) Continue recruitment efforts for Benson Case Management position			X							
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, Wilcox, 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. Recruit, orient and train for Health and Nutrition Program Coordinator position	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				Time; budget resources; qualified applicants	
i) Update Job Description and Job announcement			X							
ii) Publish Job Announcement; collect and review applications; create short list; interview candidates				X						
iii) Recruit, orient and train new HNP Coordinator					X					
Objective 2: Increase Measures to Gauge Level of Need for Services Based on the Area Plan										
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	
A. Educate staff through attendance of conferences and informational webinars	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	
i) Identify AAA training priorities					X					
B. Increase CDSMP, Caregiver Support activities, SHIP-SMP counseling, Case Management, LTC Ombudsman program, Community partnerships, events, workshops, presentations and media outlets	I&R through website inquiry increased by 10%. Yearly program surveys	ADHS, ADES, Senior living communities, Senior centers,				X				
C. Increase daily social media outreach	Social media, constant contact post reach increased by 15%	Library network, Healthcare providers, clinics, hospitals, Churches, VFW's, Salvation Army, Food banks				X				
D. Each program develop one new community partnership in each service area (Graham, Greenlee, Cochise and Santa Cruz Counties) and deliver AAA presentation	Presentations at four new locations in each services area						X			

CENTRAL 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	
A. Meet with Executive Board; receive initial direction on recruitment procedure	Meeting(s) of Executive Board/Committee held; initial direction received	Executive Board/Member Entities	X						Meeting space, Board quorum), Human assets	
B. Establish Recruitment Committee	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							
C. Recruit Executive Director					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 (Q2 CY2023)						X				
e) Prepare offer and employment contract/hire preferred candidate (Q3 CY2023)					X					
D. Document Administrative Tasks and Responsibilities	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					

CENTRAL 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
A. Deliver Timely (monthly), Accurate Financial Reports	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. Upgrade Financial Reporting Software	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	
C. Keep Program Billing Current	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			
D. Expand Member Entity Services	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
A. Improve Core Competencies	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				X					
B. Enhance HR Services	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				

CENTRAL 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. Enhance HR Services (continued)	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			
C. Expand IT Capacity	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
i) Develop troubleshooting checklist for common problems/issues					X				
ii) Upgrade equipment				X					
iii) Procure IT support						X			
iv) Implement paperless solutions (Google Docs; SharePoint; DocuSign)							X		
D. Increase Administration Capacity	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
i) Examine duties of existing staff in view of their strengths and weaknesses			X						
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
A. Develop conceptual site use plan for undeveloped portion of SEAGO Highway 92 property	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. Select preferred site plan; identify development costs	Site plan selected; development costs identified	Administrative Council and Executive Board; Program Managers					X		Time; budget resources; Partners & Stakeholders; affordable site plan options
C. Explore financing options for site development	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				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.					X				
a) Seek bond financing for site development								X	
ii) Explore federal grant and loan opportunities								X	
iii) Investigate commercial financing							X		
D. Construct site improvements and facilities	Contractor procured; improvements and facilities constructed	Administrative Council and Executive Board; Contractors						X	Administrative Council/Executive Board approval; competitive bids

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	
A. Provide Housing Land Use TA to Member Entities	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		Time; budget resources; Partners & Stakeholders; TA from state and national planning organizations	
i) Identify challenges, opportunities and land use best practices					X					
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							X			
c) Facilitate multi family housing							X			
d) Provide for placement of tiny homes							X			
iii) Draft report/deliver to member entities/publish to website							X			
B. Develop Region-Wide Owner Occupied Housing Rehabilitation Program	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		
C. Re-establish SEAGO's Housing Program including re-establishment of SEAGO as a Community Housing Development Organization (CHDO)	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	
A. Reduce blight to support infill development	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. Provide Technical Assistance for Water and Wastewater Projects	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
C. Implement Brownfields Assessment Grant	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
A. Leverage awarded Technical Assistance Grant to support regional broadband expansion efforts	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. Provide Technical Assistance to community libraries and other anchor institutions that are implementing the Affordable Connectivity Pilot Program	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				Time; budget resources; Partners & Stakeholders; Marketing Campaign Strategy; Campaign Tracking Process
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					
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			
C. Apply for Broadband Construction Funding to address broadband infrastructure gaps identified in TA funded study		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		
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	
A. Create an Incubator Coalition with regional organizations currently working to build incubators	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 SO, 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. Identify funding source(s) to perform a Bi-National Workforce Program study	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; FML; 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			
C. Support growth and capacity building in Future 8 Industries (Manufacturing, Mechatronics, Cybersecurity, Natural Resource Preservation, Renewable Energy, Housing, Transportation, Health Services)	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)									
A. Data Collection/Reporting	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. Regional/Local Traffic counting (ongoing)	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		
C. Safety identification	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		
D. Project report to ADOT	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									
A. Apply for ADOT Transit Planning funds	Identify funding sources								
B. Secure planning funds	Successful ADOT planning grant and/or alternative funding	See tactics below		X					County and MAG Demographic data; ADOT support

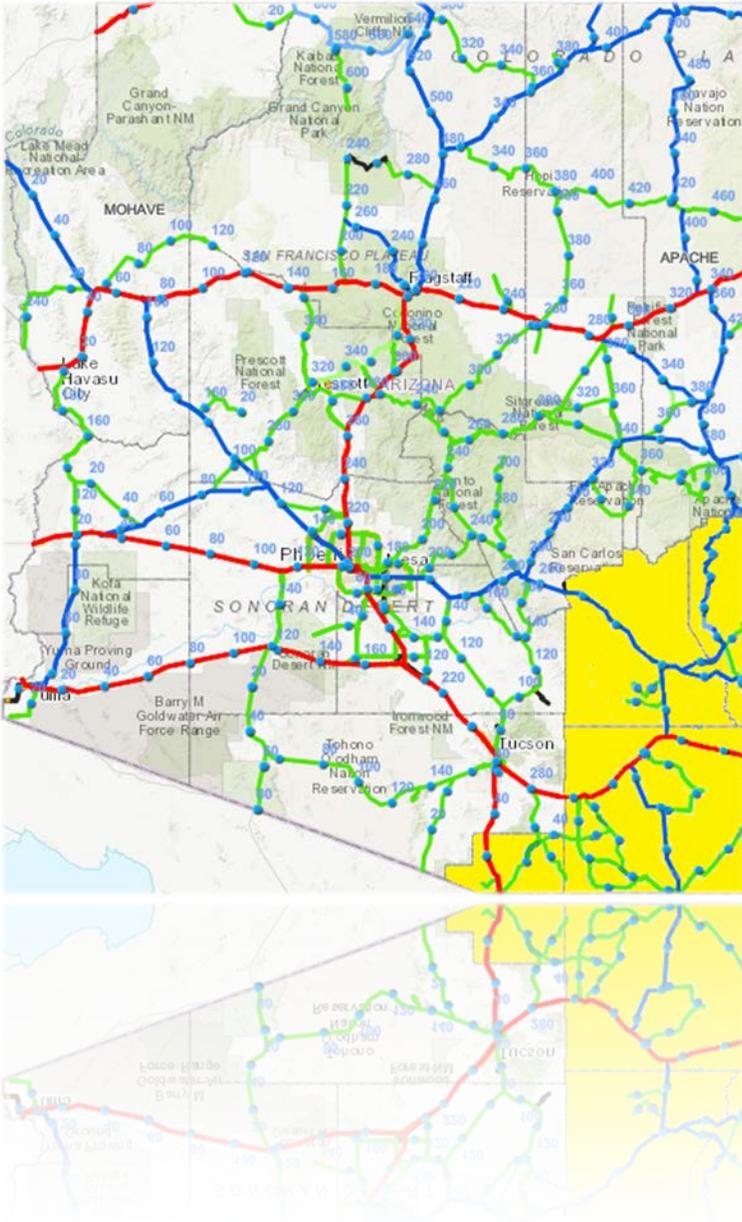
TRANSPORTATION - GOAL 1 (continued)									
Objective 2 (continued): Expand public transportation service in Santa Cruz County (in process)									
Strategy / Tactics	Performance Measure	Partners & Stakeholders	Within 90 Days	Within 6 Months	Within 9 Months	Within 1 Year	Within 18 Months	Within 2 Years	Required Resources
C. Conduct feasibility study	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			
D. Develop implementation plan (if feasible)	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
A. Identify transportation processes that can be digitized	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. Prioritize the above processes							X		
i) Identify and eliminate duplication of forms and reporting; identify forms that will be digitized	Digital priority matrix created					X			
C. Create digital templates	Digital collection database created						X		
D. Implement collection portals	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
A. Identify transportation infrastructure funding opportunities		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. Upon request, provide technical assistance in grant development		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										
Objective 1: Improve the Visibility of SEAGO Through Partnerships										
Strategy / Tactics	Performance Measure	Partners & Stakeholders	Within 90 Days	Within 6 Months	Within 1 Year	Within 18 Months	Within 2 Years	Ongoing	Required Resources	
A. Continue promoting news and announcements about program initiatives, accomplishments and upcoming events through partnerships with local news media (ongoing)	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. Monthly press releases and/or "did you know" ads via print and social media highlighting SEAGO efforts in partnerships with member communities					X →					
C. Member entities highlight SEAGO collaborations within jurisdiction (mentions at governing body meetings; member entity websites and/or social media pages; newsletters, etc.)					X →					
D. Links to member entities on SEAGO website and links to SEAGO on member websites (rekindle efforts)			Links are live on 85% of member entity websites and social media pages; enhanced community awareness and visibility of SEAGO is established	X →						
E. Bi-annual survey of constituencies regarding SEAGO awareness and impact			Survey data collected, analysis performed; member entity level of awareness of SEAGO and level of impact understood				X →			
F. Increase time spent promoting services to local businesses, health care providers, and local Chambers of Commerce to cultivate partnerships			Partnership opportunities identified; enhanced community awareness and visibility of SEAGO is established			X →				
AREA AGENCY ON AGING - GOAL 2										
Objective 2: Increase Community Awareness Throughout Region										
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	
A. Expand presence and participation in community events	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. Increase education and outreach to stakeholders							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										X
iv) Present at least once per year to Member Entities' governing bodies.					X →					

APPENDIX C

2023 Program Synopses



Five-Year Strategic Plan

FY2024 – FY2028

AREA AGENCY ON AGING PROGRAM INFORMATION

OVERVIEW: Area Agencies on Aging were established through the Older Americans Act amendments of 1973 to provide a local structure for addressing the needs and concerns of older persons. AAAs must prepare and develop an area plan on aging to concentrate resources to build greater capacity and foster the development and implementation of comprehensive and coordinated systems to serve older individuals by entering into new cooperative arrangements to provide supportive services. These services are designed to secure and maintain maximum independence and dignity in a home environment for older adults capable of self-care with appropriate supportive services; remove individual and social barriers to economic and personal independence for older adults; provide a continuum of care for vulnerable older adults; and secure the opportunity for older adults to receive managed in-home and community-based long-term care services. Services funded through the Older Americans Act and other federal and state funds are provided under contract with the Arizona Department of Economic Security Division of Aging and Adult Services (ADES-DAAS) and the SEAGO AAA.

The SEAGO Area Plan on Aging provides services to people aged 60 and over and their family members by providing information and referral, advocacy, and assistance accessing services to help older adults stay in their homes and communities. In addition to the in-house programs listed in the table below, the SEAGO AAA delivers programs and services through subaward agreements (contracts) with public and private sector service providers for Case Management, Housekeeping, Attendant Care, Home Nursing, Caregiver Respite, Legal Services (waived), Congregate and Home Delivered Meals, and Transportation. An additional \$1,486,017 AAA funds and \$2,343,304 Local match is spent in our four-county region providing these services to help older adults stay in their own homes and communities and enable older people to maintain maximum independence and dignity in the least restrictive environment.

IN-HOUSE PROGRAMS AND FUNDING			
Program	Source(s)	Amount	Match (if any)
Administration	Federal	\$ 142,235	N/A
	Federal	\$ 18,044	N/A
	State	\$ 47,412	N/A
	State	\$ 6,015	N/A
	SSBG	\$ 58,674	N/A
Ombudsman Program	Federal	\$ 34,525	N/A
	State	\$ 56,000	N/A
Health and Nutrition Program	Federal	\$ 41,126	N/A
	State	\$ 1,455	N/A
State Health Insurance Assistance Program	Federal	\$ 62,546	N/A
	State	\$ 12,991	N/A
Family Caregiver Support Program (Caregiver Outreach and Training, Information & Referral and Home Safety program)	Federal	\$ 110,922	N/A
Advocacy and Program Development	Federal	\$ 113,540	N/A
	State	\$ 27,072	N/A
Case Management	Federal	\$ 327,489	N/A
	SSBG	\$ 18,135	N/A
TOTALS		\$ 1,078,181	N/A

PROVIDER OPERATED PROGRAMS AND FUNDING			
Program	Source(s)	Amount	Match (if any)
Case Management	Federal, State, SSBG, SSBG-one time source	\$ 115,096	\$ 85,984
Congregate Meals	Federal, State, SSBG, SSBG-one time source	\$ 255,110	\$ 358,621
Home Delivered Meals	Federal, State, SSBG, SSBG-one time source	\$ 671,920	\$ 354,739
Attendant Care	Federal, State, SSBG, SSBG-one time source	\$ 793,275	\$ 1,500
Housekeeping	Federal, State, SSBG, SSBG-one time source	\$ 13,505	N/A
Home Nursing	Federal, State, SSBG	\$ 9,000	\$ 19,136
Respite Care	Federal, State, SSBG, SSBG-one time source	\$ 126,601	N/A
Transportation	Federal, State, SSBG, SSBG-one time source	\$ 270,430	\$1,878,063
TOTALS		\$2,254,937	\$2,698,043
AAA STAFFING			
Program Staff		FTE	PTE
Administration (including Main Office Support)		3	.5
Ombudsman Program		.75	0
Health and Nutrition Program		1	0
State Health Insurance Assistance Program		1	0
Family Caregiver Support Program		1	0
Case Management (1 Santa Cruz; 4 Cochise [1 vacant])		4	0
TOTALS		10.75	.5
Program Volunteers (all combined)		Annual Volunteer Hours (all combined)	
13		1,004 hrs. \$ 18,072 (calculated @ \$18/hr)	
MAJOR PARTNERS			
Agency	Services		
Arizona Department of Economic Security	Primary Funding Partner		
Cochise County (Service Delivery Partner)	Case Management through Oct. 2022		
Greenlee County (Service Delivery Partner)	Case Management Attendant Care Housekeeping Home Nursing Respite Care		
Southeastern Arizona Community Unique Services (Service Delivery Partner)	Case Management (Graham County) Congregate and Home Delivered Meals (Graham and Greenlee Counties) Attendant Care (Graham County) Housekeeping (Graham County) Respite Care (Graham County) Adaptive Aids and Home Repair		

MAJOR PARTNERS (continued)	
Agency	Services
Accent Care (Service Delivery Partner)	Attendant Care (Cochise, Graham and Santa Cruz Counties) Housekeeping (Cochise, Graham and Santa Cruz Counties) Respite Care (Cochise, Graham and Santa Cruz Counties)
Lutheran Social Services (Service Delivery Partner)	Attendant Care (Cochise and Santa Cruz Counties) Housekeeping (Cochise and Santa Cruz Counties) Respite Care (Cochise and Santa Cruz Counties)
Consumer Direct (Service Delivery Partner)	Attendant Care (Santa Cruz County) Housekeeping (Santa Cruz County) Respite Care (Santa Cruz County)
City of Tombstone (Service Delivery Partner)	Congregate Meals (Tombstone area)
Douglas ARC (Service Delivery Partner)	Congregate Meals (Douglas area) Home Delivered Meals (southeast Cochise County)
Mom's Meals (Service Delivery Partner)	Home Delivered Meals (Rural Cochise, Graham, Greenlee and Santa Cruz Counties)
Santa Cruz Council on Aging (Service Delivery Partner)	Congregate Meals (Nogales area)
Senior Citizens of Patagonia (Service Delivery Partner)	Congregate Meals (Patagonia area)
City of Benson (Service Delivery Partner)	Transportation (Benson area)
City of Bisbee (Service Delivery Partner)	Transportation (Bisbee area)
City of Douglas (Service Delivery Partner)	Transportation (Cochise County)
Volunteer Interfaith Caregiver Program (Service Delivery Partner)	Transportation (Cochise County)
Easter Seals Blake Foundation (Service Delivery Partner)	Transportation (Graham and Greenlee Counties)
Valley Assistance Services (VAS)	Transportation (Santa Cruz County)

Additional One-Time Funding:

MIPPA	\$ 18,290
ACCESS VACCINES	\$ 84,829
ARPA	\$ 943,460
Direct Care Worker Incentive	\$ 202,464
Public Workforce	\$ 57,820
Total	\$1,306,863

CENTRAL ADMINISTRATION PROGRAM INFORMATION

OVERVIEW: Funding for Central Administration (CA) is derived from the programs SEAGO operates. The Administration Program consists of five (5) primary functions – Finance, Human Resources, Clerical Support, Procurement, and Information Technology. In general, Finance processes accounts payable, accounts receivable, cash receipts, and payroll; prepares various program billings, allocations, journal entries, payroll tax returns, and reports; performs bank reconciliations; maintains general ledger, asset and depreciation schedules and accounting files. Human Resources performs recruitment, orients new employees, prepares all necessary forms, enrollment paperwork, and maintains employee personnel files and other typical HR functions. Clerical support consists of processing incoming/outgoing mail; maintaining the SEAGO answering system; assisting arriving guests; ordering office supplies; posting notices and agendas of upcoming meetings, assembling and distributing meeting packets, transcribing minutes of meetings; and general records management. Procurement generally assists in the procurement of goods and services for SEAGO programs; issues purchase orders; administers formal bidding processes; evaluates and recommends proposals for contract awards; and maintains procurement files. IT monitors the IT system; ensures redundant data backup systems are in place and running; maintains computers and user accounts on the network; responds to user issues and problems; and maintains SEAGO website.

PROGRAMS AND FUNDING			
Program	Source(s)	Amount	Match (if any)
Central Administration	Federal, State, Local	\$ 202,533	N/A
TOTALS		\$ 202,533	\$ 0
PROGRAM STAFFING			
Program Staff		FTE	PTE
Administration		2	.35
MAJOR PARTNERS			
Agency	Role		
Arizona Department of Economic Security	Major Funding Partner (Area Agency on Aging programs)		
Arizona Department of Transportation	Major Funding Partner (Transportation programs)		
SEAGO Member Entitles	Major Funding Partners (CDBG contracts and membership dues)		
US Department of Commerce - EDA	Mid-level Funding Partner (Economic Development program)		
Federal Transit Administration	Mid-level Funding Partner (Access and Mobility Partnership Grant)		
Arizona Department of Housing	Mid-level Funding Partner (CDBG program)		
United Way of Graham and Greenlee Counties	Historic Funding Partner (various studies in Graham and Greenlee Counties – possible future funding opportunities)		
Legacy Foundation of Southeastern Arizona	Historic Funding Partner (Various large and small grants – possible future funding opportunities)		
Water Infrastructure Finance Authority	Mid-level Funding Partner (CDBG program)		
Administrative Council and Executive Board	Major strategic planning, policy oversight and governance Partners		
US Environmental Protection Agency, Office of Brownfields & Land Revitalization	Mid-level Funding Partner (CDBG program - FY 2024)		

COMMUNITY DEVELOPMENT PROGRAM INFORMATION

OVERVIEW: The Community Development Block Grant (CDBG) program provides technical assistance in the preparation of grant applications (TAAP) and contracts with member entities needing assistance to administer their CDBG Regional Account (RA) projects. The non-competitive RA funding is allocated and rotated between communities pursuant to a Method of Distribution (MOD) prepared by SEAGO and approved by member entities. CDBG project administration includes financial management of the grant, procurement of professional design services, construction contractors and/or materials, preparing the project Environmental Review Record, performing Labor Standards monitoring for construction projects, maintenance of project files, and frequent reporting to Arizona Department of Housing. The CDBG program also assists member entities with application and project administration for competitive CDBG funds including the State Special Projects (SSP) Account and the Colonias Set-Aside Account. With the expertise in Labor Standards monitoring and procurement, the CDBG program also contracts with the Water Infrastructure Finance Authority of Arizona to perform these services for WIFA funded projects in the SEAGO region.

PROGRAMS AND FUNDING			
Program	Source(s)	Amount	Match (if any)
Regional Account (1%)	State (ADOH)	\$20,000	N/A
Regional Account Project Administration Contracts	Local	\$120,000	Varies
Technical Assistance and Application Preparation	State (ADOH)	\$10,500	None
Colonias Set-Aside CDBG Contracts (bi-annual)	State (ADOH)	\$64,000	Varies
State Special Projects Contracts (to date)	State (ADOH)	\$28,000	21%
WIFA (to date)	State (WIFA)	\$10,000	Varies
TOTALS		\$252,500	Varies
PROGRAM STAFFING			
Program Staff		FTE	PTE
Community Development		2	
MAJOR PARTNERS			
Agency	Role		
SEAGO Member Entities (Project Administration Contracts)	Primary Funding Partner		
Arizona Department of Housing	Secondary Funding Partner		
Water Infrastructure Finance Authority of Arizona (WIFA)	Secondary Funding Partner		
Foundations (LFSAZ, CFSAZ, ACF)	Potential Funding Partner		
Freeport MacMoRan Community Investment Fund	Minor Funding Partner		
US Environmental Protection Agency, Office of Brownfields & Land Revitalization	New Funding Partner (FY 2024)		

ECONOMIC DEVELOPMENT PROGRAM INFORMATION

OVERVIEW: The U.S. Department of Commerce, Economic Development Administration’s Economic Development Planning Assistance program provides Partnership Planning grants to organizations serving designated Economic Development Districts (EDDs) throughout the Nation. These grants enable planning organizations to manage and coordinate the development and implementation of a Comprehensive Economic Development Strategy (CEDS) to stimulate and guide the economic development efforts of a community or region. Effective planning creates a road map for community growth and development with a focused approach towards creating higher-skill, higher-wage jobs. The Planning Program provides a foundation for EDA’s Public Works and Economic Adjustment Assistance grants, which are designed to stimulate economic growth in distressed regions by providing funding for infrastructure improvements that can be demonstrated to create private sector and other Federal, state, and local investments and implement long term development strategies.

As an EDD, SEAGO’s Economic Development program facilitates the planning process beginning with an assessment of the region’s economic conditions and the development of a CEDS to guide resource allocation and project development. The key value of this process is that it is locally determined and involves participation from all the diverse interests in the community, which is critical to facilitating regional economic development efforts. Planning activities must be part of a continuous process involving the active participation of Private Sector Representatives, public officials and private citizens, and include: analyzing local economies; defining economic development goals; determining project opportunities; and formulating and implementing an economic development program that includes systematic efforts to reduce unemployment and increase incomes. Because of its Economic Development program, SEAGO has been successful in leveraging funding to perform various studies throughout the region as described in the table below.

PROGRAMS AND FUNDING			
Program	Source(s)	Amount	Match (if any)
EDA Planning Partnership Grant	Federal (EDA)	\$ 75,000	\$ 35,357
Broadband Technical Assistance	Federal (EDA)	\$197,144	\$131,429
Willcox Theater & Arts	Local	\$28,000	\$ 0
Cox Equipment Laptop Donation	Local	\$7,400	\$ 0
TOTALS		\$ 307,544	\$166,786
PROGRAM STAFFING			
Program Staff		FTE	PTE
EDA Planning Partnership Grant		1	.5
MAJOR PARTNERS			
Agency	Role		
US Department of Commerce Economic Development Admin.	Primary Funding Partner (Planning Partnership Grant)		
US Department of Agriculture Rural Development	Secondary Funding Partner		
SEAGO Member Entity Matching funds (EDA Assessment)	Matching Funding Partner		
Cox Communications	Economic Development Collaboration		
Sierra Vista Industrial Development Authority	Economic Development Collaboration		
Chicanos Por La Causa	Economic Development Collaboration		
Arizona Regional Economic Development Foundation(AREDF)	Economic Development collaboration		
Local First Arizona	Economic Development Collaboration		

MAJOR PARTNERS (continued)	
Agency	Role
Arizona Rural Development Council	Economic Development Collaboration
National Association of Development Organizations	Economic Development Collaboration
Arizona State University	Economic Development Collaboration
Maricopa Association of Governments	Economic Development Collaboration
Arizona Commerce Authority	Economic Development Collaboration
College of Eastern Arizona Small Business Development Center	Economic Development Collaboration
Cochise College Small Business Development Center	Economic Development Collaboration

TRANSPORTATION PROGRAM INFORMATION

OVERVIEW: Programs currently administered within the Transportation Program include the ADOT Work Program, Traffic Count Program, Regional Mobility Management Program, Regional Mobility Management Training Program, a Regional Road Pavement Assessment Project, an FTA Access and Mobility Partnership grant, a Nogales Area Transit Feasibility Study, and numerous other programs and subprograms listed in the table below. The program is funded by ADOT-administered FHWA State Planning and Research funds, Surface Transportation Block Grant Funds, ADOT-administered FTA Section 5305 Transit Planning funds, ADOT-administered FTA Section 5310 capital and operating grants, direct funding from the FTA, and other miscellaneous privately funded grants. Our ADOT Work Program, Regional Mobility Management Scope of Work, Regional Training Program Scope of Work, Road , Santa Cruz County RTA study Scope of Work and or grant agreements with non-federal funding sources guide the activities of our Transportation Program.

SEAGO is tasked with identifying, prioritizing, and programming transportation improvement projects that are to be completed over a five-year period on local and regional roads. There are currently 10 member agencies with projects programmed in the SEAGO Transportation Improvement Program (TIP). These projects are collectively valued at over \$20,000,000. In 2022/2023 provided technical support to 9 member agencies applying for State and Federal transportation earmark funds. The efforts were highly successful. Awarded projects are collectively valued at over \$50,000,000. SEAGO also develops the Regional Transit Coordination Plan. Transit providers must be identified in the plan to be eligible for Federal funding. The Regional Mobility Program coordinates transit efforts in all 4 counties as well as in 13 cities and towns throughout the region. Our Regional Mobility Program provides technical support for the Regional FTA Section 5310 and FTA Section 5311 grant application process. Total transit awards for FY24 total over \$3,000,000. SEAGO developed a Regional Mobility Training Program that has trained hundreds of FTA Section 5310 and 5311 program managers, supervisors, and drivers in Program Management and Passenger Accessibility, Safety and Sensitivity.

PROGRAMS AND FUNDING			
Program	Source(s)	Amount	Match (if any)
State Planning and Research	State	\$125,000	\$25,000
SEAGO Region Road Pavement Assessment Project	FHWA thru State	\$200,000	\$11,400
5311 Public Transit	State	\$20,000	\$0
Regional Mobility Management	FTA thru State	\$135,000	\$33,750
Regional Mobility Management Training	FTA thru State	\$75,000	\$15,000
Nogales Area Transit Feasibility Study	FTA thru State	\$95,000	\$5,415
Santa Cruz County RTA Study	FHWA thru State	\$8,000	\$1,600
FTA Access and Mobility Partnership Grant	Federal	\$130,000	\$52,000
Traffic Count Program	State & Local	\$12,500	\$2,500
TOTALS		\$800,500	\$146,665
TRANSPORTATION STAFFING			
Program Staff		FTE	PTE (½ ¼)
Planning Programs (SPR and WP studies)		1.5	.75
Public Transit Programs (RMM, RMM Training, 5310 and 5311)		2.0	.25
FTA Access and Mobility Partnership Grant		N/A	.5

MAJOR PARTNERS	
Agency	Role
Arizona Department of Transportation (ADOT)	Primary Funding Partner
Federal Transit Administration (FTA)	Secondary Funding Partner
Federal Highway Administration (FHWA)	Secondary Funding Partner
SEAGO Member Entities	TAC, Administrative Council, Executive Board
SVMPO	Planning Partner
SEAGO Area Agency on Aging	Transit Funding Support
Volunteer Interfaith Caregiver Program	Implementation Partner (FTA & Willcox Projects)
Cochise County: Healthy Communities Initiative	Public Input and Outreach
U of A Cooperative Extension	Public Input and Outreach
Douglas ARC	Implementation Partner (FTA Project)
Chiricahua Community Health Centers	Implementation Partner (FTA Project)
Benson Area Transit	Planning Partner (Regional Transit)
Bisbee Bus	Planning Partner (Regional Transit)
Douglas Transit	Planning Partner (Regional Transit)
Vista Transit	Planning Partner (Regional Transit)
City of Nogales	Planning Partner (Nogales Transit Study)
Valley Assistance Services	Planning Partner (Nogales Transit Study)
Santa Cruz County	Planning Partner (Nogales Transit Study)
Easter Seals Blake Foundation – Safford	Planning Partner (Graham County -5311 Planning)
Nnee Bich’o Nii Transit - SCAT	Planning Partner (Graham County -5311 Planning)