Expand, Enhance and Advance!

SEAGO

The SEAGO

Five-Year

Strategic Plan

FY2016 – FY2020

July 1, 2015

Acknowledgements

SEAGO Main Office, Bisbee Arizona

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

- **The SEAGO Administrative Council and Executive Board** – who recognized the value of developing a strategic plan for the agency.
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- **SEAGO Staff** – the organization would be nothing more than a name without the daily work of these dedicated team members and the expertise they contribute to the organization.

SEAGO Area Agency on Aging Office, Bisbee Arizona

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EXECUTIVE SUMMARY

Background:

The SouthEastern Arizona Governments Organization (SEAGO) is a regional planning agency which serves 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 fractured, 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 vison 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 vison 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 became the foundation to create a path forward for the organization's Five-Year Strategic Plan. A written report on the outcomes of the 2015 Strategic Planning Retreat is provided as **Appendix A**.

Overview of Five-Year Strategic Plan:

The Five-Year Strategic Plan defines primary goals, objectives and measureable outcomes upon which to focus and execute during Fiscal Years 2016 – 2020. 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, an array 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 the clear and inspirational long-term desired change resulting from an organization's or program's work. Mission Statements are typically a one-sentence statement describing the reason an organization or program exists and are used to help guide decisions about priorities, actions, and responsibilities.

Key Results Areas, or goals, include strategies or tactics to strengthen existing programs, establish new services or programs, and achieve the vision and mission statements set by the Board. Goals should be Specific, Measurable, Achievable, Realistic, and Timed (SMART).

The attached summary illustrates our vision, mission, goals and tactics, as well as our implementation **plan. The vision, mission and goals are 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.

Five-Year Strategic Plan Goals:

1. Expand SEAGO services to member entities and constituents

2. Enhance awareness of SEAGO and the value of its services

3. Advance economic competitiveness and sustainability

The tactics for each goal are illustrated in **Figure 1** on the following page. Additional detail is provided in the Strategic Plan.

Figure 1: SEAGO Five-Year Strategic Plan 2016 – 2020

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:

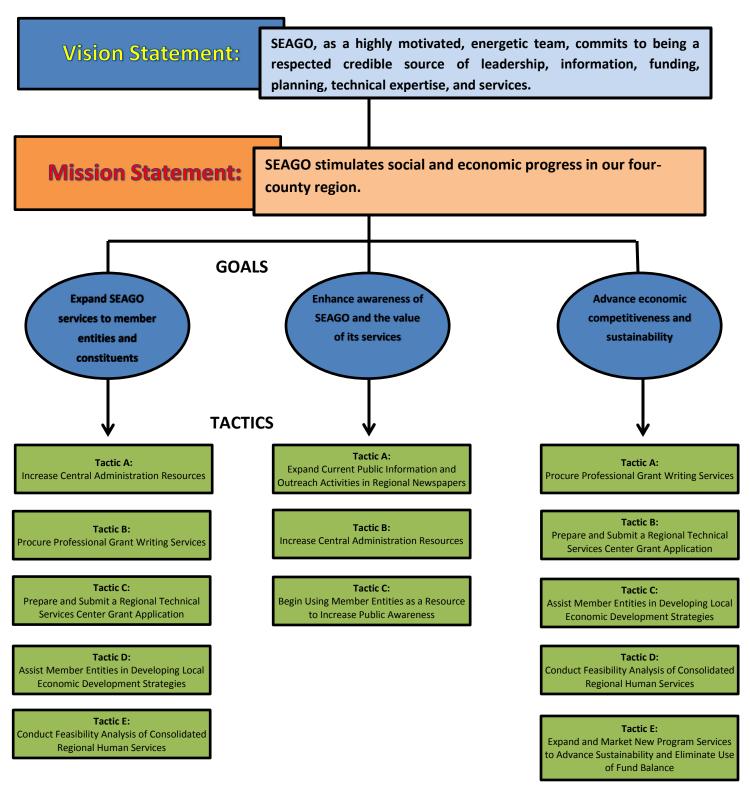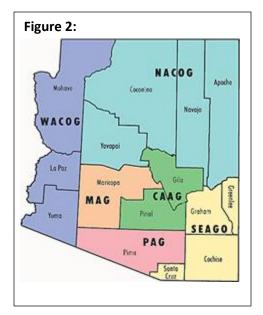SEAGO stimulates social and economic progress in our four-county region.

GOALS

Expand SEAGO services to member entities and constituents

Enhance awareness of SEAGO and the value of its services

Advance economic competitiveness and sustainability

TACTICS

Tactic A: Increase Central Administration Resources	**Tactic A:** Expand Current Public Information and Outreach Activities in Regional Newspapers	**Tactic A:** Procure Professional Grant Writing Services
Tactic B: Procure Professional Grant Writing Services	**Tactic B:** Increase Central Administration Resources	**Tactic B:** Prepare and Submit a Regional Technical Services Center Grant Application
Tactic C: Prepare and Submit a Regional Technical Services Center Grant Application	**Tactic C:** Begin Using Member Entities as a Resource to Increase Public Awareness	**Tactic C:** Assist Member Entities in Developing Local Economic Development Strategies
Tactic D: Assist Member Entities in Developing Local Economic Development Strategies		**Tactic D:** Conduct Feasibility Analysis of Consolidated Regional Human Services
Tactic E: Conduct Feasibility Analysis of Consolidated Regional Human Services		**Tactic E:** Expand and Market New Program Services to Advance Sustainability and Eliminate Use of Fund Balance

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 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:

Figure 2:

SEAGO was established in 1972, and incorporated as a 501(c)3, nonprofit organization 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 water quality, community and economic development initiatives, transportation, aging and social service issues, and the need for affordable, accessible housing.

The Executive Board, is SEAGO's Board of Directors, which is responsible for formulation of policy for the Organization, adoption of a 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 is comprised of one elected official from each of the 19 local government entities: Cochise County, Benson, Bisbee, Douglas, Huachuca City, Sierra Vista, Tombstone, Willcox, Graham County, Pima, Safford, Thatcher, Greenlee County, Clifton, Duncan, Santa Cruz County, Nogales, Patagonia, and the San Carlos Apache Tribe. The Board also contains 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. 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 the 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 or state agencies. A detailed synopsis of each existing program including current amount of funding, funding sources, number of full and part-time personnel, geographic service impacts, funding history, sustainability of funding, program performance, and program description, was provided to the participants of the January 2015 strategic planning retreat, and is also included as **Appendix B** to this plan. A summary of each program is provided in **Table 1**, beginning on Page I-3.

In Fiscal Year 2015, SEAGO member entities contributed $67,256 in membership dues, which investment assisted the agency in leveraging $1,036,901 for in house programs and services, and an additional $2,027,645 in state and federal funding for services provided through contracts with public and private service providers throughout the region. In addition to the benefit derived from the programs and services rendered to SEAGO member entities and their constituents, if an economic multiplier of 2.5 is applied, these monies potentially produced $7,661,365 in additional spending in the region's economy.

At the January 2015 retreat, participants were asked to cast votes indicating the importance of each program SEAGO currently operates. The results are shown in **Figure 3** below:
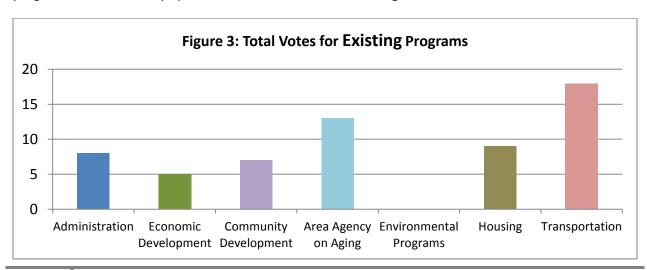

Figure 3: Total Votes for **Existing** Programs

Table 1: Fiscal Year 2015 SEAGO Program Summary

Program Name	Service Summary	Target Population	Funding Sources	Local Match	Total Annual Revenue	Current Budget Deficit	Budget Increase or Decreases	Annual Outputs/ Number Clients Served	Number of Personnel	Amount of Funding Leveraged	Notes
Administration	Oversee SEAGO programs and staff in the areas of finance, human resources, clerical support, procurement and information technology	N/A	Admin funding from programs	0	$154,342	0	Average 5.8 percent decrease from FY 2011 to FY 2015

Funding decreased three out of five years since FY 2010 | Average of $80,590 saved annually through cost saving strategies | 2 FTE 1 part time | 0 | A number of improvements have been made resulting in greater efficiencies and smoother operations |
| Area Agency on Aging | Health and nutrition services, long-term care ombudsman services, state health insurance assistance, various in-home services delivered through provider contracts. | People aged 60 years plus and limited disabled individuals | $166,074 federal, $196,156 state for in-house services, plus $2,027,645 under contracts with service providers | 0 | $362,230 Plus $2,027,645 under contracts with service providers | $11,347 | Average .93 percent increase from FY 2011 to FY 2015 8 percent decrease from FY 2013 to FY 2015 | 188 class participants, 1,119 volunteer hours, 7 nutrition sites monitored with 87.5 percent complaint with ADES requirements, 37 outreach events, 62 nursing facility visits, 300 assisted living facility visits, 99 complaints investigated, 726 client contacts, $30,000 saved on prescription drug costs and premiums | 4 FTE 1 part time | 0 | Services driven by federal requirements and State and Local SSBG plan; deficit not anticipated to occur as budgeted |

Program Name	Service Summary	Target Population	Funding Sources	Local Match	Total Annual Revenue	Current Budget Deficit	Budget Increase or Decreases	Annual Outputs/ Number Clients Served	Number of Personnel	Amount of Funding Leveraged	Notes
Community Development	Oversee grant planning, application and management	Low to moderate income populations	$85,215 local, $25,000 state	0	$110,215	0	Average 12.4 percent decrease from FY 2011 to FY 2015	21 applicants, 13 projects, 41,855 low-moderate income beneficiaries	1 FTE 1 part time +/- 10 hours per month	$3,665,960	Access to funding only available through SEAGO $101,109 accrued to SEAGO fund balance
EDA Economic Development	Coordinate economic development planning and activity in the region	Unemployed and underemployed people in economically distressed areas	$75,000 federal	$35,357	$110,357	0	Average 2.4 percent increase from FY 2011 to FY 2015 In-kind match accounts for increased funding in FY 2012 and FY 2013.	Served 104 individuals, 52 companies, 28 nonprofits, and 32 organizations; created 29 new jobs of which 18 were retained; held or co-sponsored 78 events	1 FTE 3 part time	$825,000	Designated by EDA as an Economic Development District
Environmental Program	Develop plan and process consistency reviews and amendments	Water quality management planning	$7,250 state	0	$7,250	0	Average 6.65 percent increase from FY 2011 to FY 2015 Funding increased three out of four years	4 consistency reviews performed, 5 meetings attended to ensure coordination and outreach in last 12 months	1 part time	0	Designated by Governor, low demand for program

Table 1: Fiscal Year 2015 SEAGO Program Summary

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Program Name	**Service Summary**	**Target Population**	**Funding Sources**	**Local Match**	**Total Annual Revenue**	**Current Budget Deficit**	**Budget Increase or Decreases**	**Annual Outputs and Outcomes**	**Number of Personnel**	**Amount of Funding Leveraged**	**Notes**
Housing	Housing counseling and assistance	Historically first time homebuyers and currently homeowners in crisis	$21,620 federal, $75,868 state	0	$97,488	$15,519	Average 15.02 percent decrease from FY 2011 to FY 2015 Two years of steep declines followed by two years of modest increases	2,200 1st time homebuyer purchased homes, 5,000 families in classes, 1,196 delinquency and foreclosures clients served, 48 homes saved from foreclosure Data from 2009 to December 2014	1 FTE	$1,500,000 from ADOH from FY 2006 to FY 2010	$1.5 million accrued to SEAGO fund balance; deficit anticipated to be far less than budgeted
Transportation	Regional transportation project programming, Title VI plan development, coordinate data and projects, mobility management, training, develop plans to coordinate human services transportation	Member entities, general public, older adults and people with disabilities	$414,735 federal	$55,198 (in-kind)	$469,933	0	Average 30.71 percent increase from FY 2011 to FY 2015 171.5 percent increase from FY 2011 to FY 2015	Added a mobility management program, secured funding for a regional transit provider training, increased coordination and capacity, 300 road segments reclassified, tracked projects	2 FTE 1 (3/4) time	$5,000,000 in regional funding preserved	Mobility management is a new focus that has brought in new revenue

SECTION II - WHY A STRATEGIC PLAN FOR SEAGO?

The SEAGO Five-Year Strategic Plan is the guide for the agency 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 4 below illustrates how this Strategic Plan will be integrated into the budget process and drive performance:

Figure 4:

Strategic Plan → Agency Plans → Budget Process → Annual Performance Report

Feedback into Strategic Plan

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", 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 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. 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 vison 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 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 had actually 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 a number of exercises to draw insights and identify goals and strategies.

The primary goal of the retreat was to generate data and build support that will become the foundation for SEAGO's strategic plan. Other goals participants shared focused on building relationships and understanding, identifying SEAGO's value proposition, and ensuring the agency would be financially viable.

Participants were invited to imagine SEAGO's success in the future by developing headlines. Overall, the future success of SEAGO was defined through its impact on the economy and quality of life experienced by residents in the four county region. In order to maintain relevance between the success of SEAGO and its member agencies, participants were also invited to define success at the member agency level by drafting headlines. The results heavily reflect a focus on building infrastructure and capital investments throughout the region.

Each participant was asked to consider how they contribute to SEAGO's success and what benefits they receive from SEAGO. There are parallels in the two lists, such as the expertise member agencies and SEAGO respectively bring to the table. There was a shared interest in identifying the value each brings, as well as a priority on unifying a regional voice.

Participants were invited to recall stories about SEAGO's performance. These stories generated data about how SEAGO serves its member agencies and impacts the region. In general, the experiences

reflected success in transportation, aging, community development, and job training. The cost savings accrued by SEAGO were also valued.
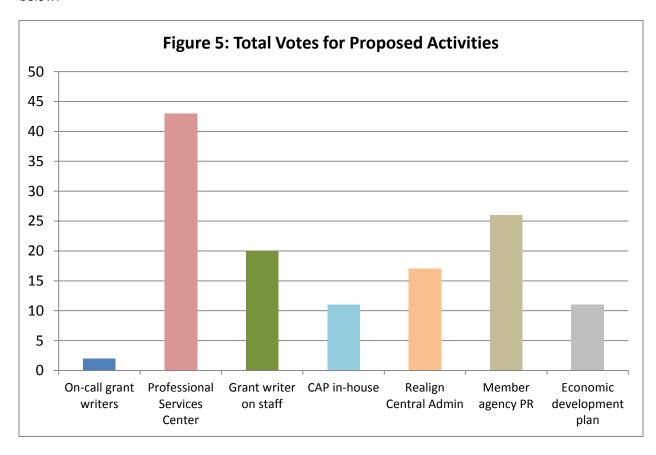
Insights were drawn from the stories as a way to learn from experience and position SEAGO for future success. Concern was expressed that the fundamental role and responsibilities of SEAGO be protected as future opportunities were being explored. Funding and member agency support were identified as essential ingredients for success. There was recurring discussion about the need to better leverage existing resources such as member agencies and to raise awareness about the work accomplished through SEAGO. The full list of insights follows.

- Opportunities are only limited by funding and support from member agencies. Funding and support are needed to proceed.
- There is value in preserving and building capacity in SEAGO.
- There is a need to sharpen SEAGO's focus. SEAGO should not attempt to be all things to all people.
- Member agencies need to know how to access services better.
- Explore creative relationships to increase SEAGO's profile and awareness about SEAGO activities. For example, work with post offices, places of worship, volunteers, garbage trucks, and newspapers. The public and member agencies need to be more aware of SEAGO's successes.
- Members are a resource to SEAGO.
- Need to change the funding paradigm.
- Position SEAGO as a communication and services clearinghouse.
- Incorporate economic development needs in the CEDS.
- SEAGO Clients are member entity constituents who vote.
- An intergovernmental representative at SEAGO could be helpful in identifying common issues, building consensus, and communicating a unified message on behalf of member agencies.
- The leverage SEAGO provides is of value to the member agencies.
- Be flexible and cooperative.
- In considering new opportunities and roles for SEAGO, it is critical to protect SEAGO's existing roles and ability to uphold its responsibilities. Do no harm.

Participants voted on programs SEAGO currently operates. No programs were placed on the stop doing list. Red stickers denoted people were passionate about the program. Green stickers meant the program was perceived to be financially viable, and blue stickers reflected that SEAGO was seen as the best one to provide the service. Transportation and the Area Agency on Aging were seen as the most important SEAGO programs. The results of the voting are presented in **Table 2** below:

Table 2: Votes Cast for Existing Programs				
Program	**Red**	**Green**	**Blue**	**Total**
Administration	4	2	2	8
Economic Development	3	1	1	5
Community Development	2	3	2	7
Area Agency on Aging	3	6	4	13
Environmental Programs	0	0	0	0
Housing	3	2	4	9
Transportation	3	5	10	18

Participants also voted for strategies developed during the retreat that would launch new program or repurpose existing resources. There was significant support for SEAGO providing grant writing and management if strategies related to this are combined. There was also considerable support for establishing a professional services center that could be utilized by member entities in developing projects in their communities. Utilizing member agencies as resources to build capacity and awareness follow as the third favored strategy, followed by realigning the Executive Director's time to allow for more focus on advocacy. A summary of the voting on the strategies developed is presented in **Figure 5** below:

Figure 5: Total Votes for Proposed Activities

The entire 2015 Strategic Planning Retreat Report is included as **Appendix A**.

This 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 will also provide direction for budget development each year. Goals and tactics have been developed based on the strategies developed at the strategic planning retreat.

The Plan is intended to be a flexible document which will be updated every two years, based on the feedback from the annual performance report of the goals and tactics. It is anticipated that the next retreat will be held in January 2017 and the plan updated in the months that follow.

Future Considerations

At the retreat, some items were reserved for future consideration.

- Assess the dues structure to determine appropriate increases that will support the proposed activities in a fiscally responsible way. *(Note: a preliminary revised assessment schedule was presented to the Administrative Council and Board at their February meetings, and a refined version will be presented for approval in May 2015.)*
- Expand the existing program summary to include the dues paid by each member agency for each program. Include all programs regardless of funding source.
- Include the $2 million pass through funds from the Area Agency on Aging and any other funds that are sub-granted or contracted out to reflect the full funding each program manages. *(Note: this information is now included in the program summary table.)*
- Include the return on investments made by member agencies. *(Note: a preliminary estimated ROI is included in Section II of this document and will be expanded upon in future updates.)*
- Provide the summary table to all member agencies to develop a better understanding of what their dues supports. *(Note: this suggestion is implemented by including the summary table in this Plan.)*
- Provide an orientation for all new members that includes the summary table. *(Note: this suggestion was immediately put into practice.)*
- Explore how information about councils of governments can be added to the civics curriculum statewide to ensure students have a good understanding of the role councils of governments play.
- Reach out to member agencies that did not participate in the strategic planning retreat or that may not be active in SEAGO meetings. Determine how to be more relevant to these agencies and what activities may be mutually beneficial.

A technical analysis was not conducted at or prior to the 2015 retreat. It may be beneficial to compile and compare data and best practices of peer agencies to identify strengths, weaknesses, opportunities, and threats (SWOT), also called a strategic assessment or a SWOT analysis.

SECTION IV – STRATEGIC PLAN

Vision and Mission

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, as a highly motivated, energetic team, commits to being a respected credible source of 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 was used to help guide decisions about priorities, actions, and responsibilities.

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

The vision and mission statements were the foundation to create a path forward for the organization's Five-Year Strategic Plan. Each of the goals and tactics below are tied to the Board-adopted vision and mission statements.

Overview of Goals and Tactics

Goals:

The Five-Year Strategic Plan identifies three high-level goals to provide guidance for the agency through 2020. This Plan is branded after its goals - ***"Expand, Enhance and Advance!"***, which are member focused, quantifiable and follow best business practices.

Five-Year Strategic Plan Goals:

1. Expand SEAGO services to member entities and constituents

2. Enhance awareness of SEAGO and the value of its services

3. Advance regional economic competitiveness and sustainability

Tactics:

For each goal, a series of tactics were developed to support the accomplishment of that goal over the next five years. Some tactics support the accomplishment of more than one of the three goals.

Performance measures were also developed, which are included in subsequent sections of this Plan and summarized in **Appendix C**.

GOAL 1 – EXPAND SEAGO SERVICES TO MEMBER ENTITIES AND CONSTITUENTS

A large part of SEAGO's role in the region consists of planning, programming and technical assistance to our member entities – especially the smaller communities who have not yet developed this capacity at the local level. At the 2015 Strategic Planning Retreat, there was significant support for increased focus and additional resources for value-added services offered to SEAGO's membership.   Success in this area will help increase customer satisfaction and have a positive impact on agency credibility. The underlying tactics enhance and support the organization's ability to achieve this goal.

Tactic A - Increase Central Administration Resources beginning July 1, 2015

The Executive Director currently performs a wide variety of central administration tasks that impede the ability to focus on expanding value-added services to SEAGO member entities. Increasing central administration resources will provide for the recruitment of an individual to relieve the Executive Director of many central administration responsibilities and enable him to focus on this and other strategies identified in the strategic planning process.

Tactic B - Procure Professional Grant Writing Services before December 31, 2015

At the 2015 Strategic Planning Retreat, there was considerable support for recruitment or procurement of a grant writer who would assist member entities in identifying and applying for grant opportunities when the two strategies related to this are combined.   The most favored strategy was for SEAGO to hire a professional grant writer, which will require a significant level of resources for salary and entitlements. Because no funding source has been identified for this strategy, it would cause a considerable increase in member assessments to support of the costs associated with bringing a professional grant writer on staff with no guarantee of success. A phased approach using a consultant to provide these services initially may generate the revenue and support needed to eventually bring on a staff grant writer.

Tactic C - Prepare and Submit a Regional Technical Services Center Grant Application Before June 30, 2016

There was also significant support at the 2015 Strategic Planning Retreat for establishing a professional services center that could be utilized by member entities in developing projects in their communities. Grant writing requires considerable focus and compilation of extensive supporting data to improve an applicant's chances of success. When a professional grant writer is procured, those services would be available to SEAGO to assist in the preparation of a grant application to establish a regional technical services center. The ability to complete this tactic within the timeframe expressed will depend on identifying an appropriate grant opportunity and the due date for applications.

Tactic D - Assist Member Entities in Developing Local Economic Development Strategies before June 30, 2016

Over the last four years, a major focus of SEAGO's Economic Development Program has been promotion of SEAGO and the many assets and business opportunities the region offers. While this has been a beneficial endeavor, participants of the 2015 Strategic Planning Retreat felt that additional emphasis on assisting SEAGO's member entities in developing local economic development strategies would be a valued service that would provide a roadmap to economic growth in these communities.

Tactic E - Conduct Feasibility Analysis of Consolidated Regional Human Services Before June 30, 2017

SEAGO currently operates the federally designated human services agency in the four-county region known as the Area Agency on Aging. Another federally designated human services agency covering the same four-county footprint is the Community Action Agency known as South Eastern Arizona Community Action Program. Among other strategies identified at the 2015 Strategic Planning Retreat, participants considered the possibility of merging these two federally designated human services agencies under one administration. Operation of federally designated agencies requires significant internal controls and layers of administrative requirements that are difficult and costly to achieve. Consolidation of these two agencies may produce efficiencies in administration that would potentially direct resources currently used for administrative requirements into delivery of program services to residents of the region.

GOAL 2 – ENHANCE AWARENESS OF SEAGO AND THE VALUE OF ITS SERVICES

At the 2015 Strategic Planning Retreat, there was support for building capacity, enhancing regional awareness of SEAGO, and placing additional focus on advocacy for member entity issues. Success in this area will have a positive impact on SEAGO's credibility, increase public awareness of SEAGO's services offered throughout the region, and increase volunteerism needed to effectively carry out several of SEAGO's key programs. As with Goal 1, the underlying tactics support and enhance the organization's ability to achieve this goal.

Tactic A - Expand Current Public Information and Outreach Activities in Regional Newspapers Before June 30, 2015

SEAGO has established a weekly column that runs Sundays in the Sierra Vista Herald and features information from each of SEAGO's programs on a rotating basis. The columns are published free of charge, courtesy of Wick Communications, which also publishes the Nogales International, the Weekly Bulletin (eastern Santa Cruz County), the San Pedro Valley News – Sun (Benson), the Willcox Range News, the Douglas Dispatch, the Eastern Arizona Courier (Safford), and the Copper Era (Clifton). Wick has converted to a common digital platform for all of its publications, thus facilitating the publication of the weekly Sierra Vista Herald columns in other Wick publications in the region. Successfully expanding on the relationship established with the Sierra Vista Herald will be critical to the success of this strategy.

Tactic B - Increase Central Administration Resources Beginning July 1, 2015

At the 2015 Strategic Planning Retreat, there was broad support for realignment of the Executive Director's activities to allow greater focus on work that is perceived to be more beneficial to SEAGO member entities. As discussed in Goal 1, Tactic A, the Executive Director currently performs a wide variety of central administration tasks that impede the ability to focus on advocating for issues faced by SEAGO member entities. Increasing central administration resources will provide for the recruitment of an individual to relieve the Executive Director of many central administration responsibilities and enable him to focus on advocacy/intergovernmental work, capacity development, and other strategies identified in the strategic planning process.

Tactic C - Begin Using Member Entities as a Resource to Increase Public Awareness by June 30, 2016

At the 2015 Strategic Planning Retreat, there was strong support for utilizing member entities as resources to build capacity and awareness of regional services and certain challenges faced by the agency. This strategy arose out of discussion of the need for volunteers to effectively carry out the Health Insurance Assistance program, the Ombudsman program, and the Health and Nutrition program at the Area Agency on Aging. Numerous public service announcements and paid advertisements placed in the local media, as well as website announcements, flyers, social media campaigns, partnerships, and other outreach efforts have thus far been unsuccessful in fulfilling this need. Methods suggested to increase public awareness include quarterly utility billing inserts, use of member entity websites and social media, electronic bulletin boards, and presentations at public meetings.   Success of this tactic will depend on the willingness and resources at the member entity level to carry it out.

GOAL 3 – ADVANCE ECONOMIC COMPETITIVENESS AND SUSTAINABILITY

Strategies to address rural infrastructure needs, implement community development plans, and advance the region's economic competitiveness and sustainability must include identifying and exploring all available funding opportunities, strengthening the capacity of SEAGO's member entities, and possibly leveraging private funding/partnerships. Revitalizing the construction sector is an important component of our local economy and construction projects bring new jobs and money to the region. To remain competitive with other rural areas of the state, the SEAGO region must keep pace with changing demographics and preferences to attract new residents, visitors, and private sector investment to the region. The tactics below assume that Goal 1, Tactic A and Goal 2, Tactic B has been achieved. As with Goals 1 and 2, the underlying tactics support and enhance the organization's ability to achieve this goal.

Tactic A - Procure Professional Grant Writing Services Before December 31, 2015

At the 2015 Strategic Planning Retreat, there was considerable support for recruitment or procurement of a grant writer who would assist member entities in identifying and applying for grant opportunities when the two strategies related to this are combined.   Having a professional grant writer available to assist member entities in identifying and applying for grant opportunities to

advance the region's economic competitiveness.   As discussed in Goal 1, Tactic B, the most favored strategy was for SEAGO to hire a professional grant writer, which will require a significant level of resources for salary and entitlements. Because no funding source has been identified for this strategy, it would cause a considerable increase in member assessments to support of the costs associated with bringing a professional grant writer on staff with no guarantee of success. A phased approach using a consultant to provide these services initially may generate the revenue and support needed to eventually bring on a staff grant writer.

Tactic B - Prepare and Submit a Regional Technical Services Center Grant Application Before June 30, 2016

There was also significant support at the 2015 Strategic Planning Retreat for establishing a professional services center would strengthen the capacity of SEAGO's member entities, enable them to develop and advance projects in their communities, and enhance the region's economic competitiveness. As discussed in Goal 1, Tactic C, grant writing requires considerable focus and compilation of extensive supporting data to improve an applicant's chances of success. When a professional grant writer is procured, those services would be available to SEAGO to assist in the preparation of a grant application to establish a regional technical services center. The ability to complete this tactic within the timeframe expressed will depend on identifying an appropriate grant opportunity and the due date for applications.

Tactic C - Assist Member Entities in Developing Local Economic Development Strategies before June 30, 2016

As discussed in Goal 1, Tactic D, over the last four years, a major focus of SEAGO's Economic Development Program has been promotion of SEAGO and the many assets and business opportunities the region offers. While this has been a beneficial endeavor, participants of the 2015 Strategic Planning Retreat felt that additional emphasis on assisting SEAGO's member entities in developing local economic development strategies would be a valued service that would provide a roadmap to economic growth in these communities. A roadmap to economic growth will enhance the region's economic competitiveness and long-term sustainability.

Tactic D - Conduct Feasibility Analysis of Consolidated Regional Human Services Before June 30, 2017

As discussed in Goal 1, Tactic E, SEAGO currently operates the federally designated human services agency in the four-county region known as the Area Agency on Aging.   Another federally designated human services agency covering the same four-county footprint is the Community Action Agency known as South Eastern Arizona Community Action Program. Among other strategies identified at the 2015 Strategic Planning Retreat, participants considered the possibility of merging these two federally designated human services agencies under one administration. Operation of federally designated agencies requires significant internal controls and layers of administrative requirements that are difficult and costly to achieve. Consolidation of these two agencies may produce efficiencies in administration that would potentially direct resources currently used for administrative requirements into delivery of program services to residents of the region. In addition, consolidation of regional human services would lower the central administration costs to

all of SEAGO's existing programs and maintain strong fiscal controls essential to their long-term sustainability.

Tactic E - Expand and Market New Program Services to Advance Sustainability and Reduce or Eliminate Use of Fund Balance Before June 30, 2017

Since 2010, SEAGO has experienced declining revenues in certain key programs. This has led to reduced services, eliminated positions, and reduced capacity within the agency. In some cases, it has been necessary to use SEAGO's reserves or propose assessments to balance program budgets which have impacted the agency's long-term sustainability and drawn concerns from our member agencies. There is potential for SEAGO to develop new services and market them to our member entities, the private sector, and the general public to raise funds to cover program deficits instead of using reserves or proposing new assessments. Examples include but are not limited to performing traffic counts and GIS services (Transportation), benefits options counseling (AAA), environmental review reports (CDBG), financial education courses (Housing). This may require use of reserves to hire a consultant to conduct a needs assessment and market analysis, or to build the capacity internally to do so.

Strategic Plan Performance Measurements

The strategic plan performance measurements are noted in the strategic plan matrix in **Appendix C**. The matrix identifies plan goals, tactics, measureable outcomes and timeframes for implementation.

Implementation/Monitoring/Update Plan

A matrix is provided in **Appendix C** that identifies a summary of tactics and sub-tactics for each goal, identified by short-, mid-, 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 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.

Strategic Planning Retreat Report
February 2, 2015

Introduction

Twenty-one leaders from the SEAGO region met for a two-day strategic planning retreat in January 2014. The goal of the retreat was to determine what it would take to make SEAGO a relevant, sustainable, highly performing agency with deep stakeholder involvement. The findings from the retreat will be vetted by SEAGO with its member agencies to determine the best path forward. The purpose of this report is to relay the data generated by the event, to communicate the strategies considered, and to build the foundation that will become SEAGO's first strategic plan.

The following items are highlights from the retreat.

- Participants expressed deep support for existing programs like transportation and the Area Agency on Aging.
- New activities like providing grant writing technical assistance and the development of a Professional Services Center garnered significant interest.
- New strategies such as tapping into the expertise of member agencies as resources to raise the profile of the region secured wide support.

SEAGO has a proven track record of building programs that meet the needs of the member agencies and position the region for success. This experience can be leveraged to accomplish even more in the future. The challenge facing SEAGO is to maintain relevance in a quickly changing, economically constrained environment. The partnership among SEAGO, its member agencies, and the private sector can bear impressive results. Aligning all resources and unifying the voices of rural communities will advance economic and social well-being for all residents in Southeastern Arizona.

Dates of the retreat: January 21, 22, 2015

Location: Benson Center, Cochise College, 1025 S. Highway 92, Benson, AZ

Purpose of the retreat: To build consensus for the direction and content of SEAGO's first strategic plan.

Attendance:

Executive Board:
Mayor John Doyle, Nogales
Councilmember Richard Ortega, Safford
Mayor Rick Mueller, Sierra Vista
Mayor Bob Rivera, Thatcher
Councilmember Sam Lindsey, Willcox
Bernadette Polly, Cochise County Private Sector Representative
Marie Freestone, Graham County Private Sector Representative
Tony Sedgwick, Santa Cruz County Private Sector Representative

Administrative Council:
Bill Stevens, Benson City Manager
John Schempf, Clifton Town Manager
Carlos De La Torre, Douglas City Manager
John Basteen, Duncan Town Manager
Shane Dille, Nogales City Manager
Horatio Skeete, Safford City Manager
Chuck Potucek, Sierra Vista City Manager
Dave Teel, Patagonia Town Manager
Ted Soltis, Willcox City Manager

SEAGO Staff:
Amy St. Peter, Maricopa Association of Governments (Facilitator for the retreat)
Randy Heiss, SEAGO Executive Director
Wanda Leikem, AAA Program Manager
Laura Villa, AAA Ombudsman Program Coordinator
Chris Vertrees, Transportation Program Manager
Cindy Osborn, Accounts Manager
Bonnie Williams, Community Development Program Manager
Julie Packer, Housing Program Manager
Larry Catten, SEAGO Economic Development Planner

Public:
Tom Reardon, former Sierra Vista Councilmember

Boundaries for the Retreat: To maintain peer to peer interactions without titles and egos, to acknowledge the elephants or sensitive issues, to keep an open mind, to treat others the way we expect to be treated, and to be detectives (inquisitive), not judges.

Participants' Goals for the Retreat:
The primary goal of the retreat was to generate data and build support that will become the foundation for SEAGO's strategic plan. Other goals participants shared focused on building relationships and understanding, identifying SEAGO's value proposition, and ensuring the agency would be financially viable. The specific goals cited by participants are listed below.

- Build a five-year strategic plan for the region
- Develop meaningful relationships
- Develop a better understanding of SEAGO's roles and opportunities to serve member agencies
- Increase integration and collaboration, a recognition of being in this work together, teamwork
- Address funding shortfalls, equity in funding, and sustainability of the agency
- Recognize what makes the region competitive locally and internationally
- Move beyond the history of SEAGO
- Focus on member needs
- Develop a public relations plan that includes social media
- Minimize overhead, maximize impact
- Evaluate and prioritize programs at SEAGO
- Expand participation in SEAGO
- Develop tools to adapt to changing needs
- Identify SEAGO's value proposition
- Communicate economic development strategies and unified message

SEAGO Headlines (how the participants define success for SEAGO):
Participants were invited to imagine SEAGO's success in the future by developing headlines. Overall, the future success of SEAGO was defined through its impact on the economy and quality of life experienced by residents in the four county region.

- SEAGO Proven a Powerful Partner Again
- SEAGO was Reorganized by its Members as an Organization that Re-Adapted its Management and Business to Demonstrate the Value That SEAGO Brings to the Region
- SEAGO Recognized as a Resource-Multiplier in Region
- The SEAGO Region Saw a Five Percent Increase in the Median Household Income Over the Last Two Years
- SEAGO Region Saw an Increase Population Five Percent More than the State Growth Rate
- Characteristics of Success:
  - Have a strategic plan that is a mutually respected document, but it living and referred to annually by both the Administrative Council, SEAGO staff, and the Executive Board.
  - SEAGO has adopted tools, embraced by all member agencies, that analyze the viability of Program services annually.
  - SEAGO has built sufficient political relationships with other councils of governments and metropolitan planning organizations where SEAGO is looked to more of a resident expert on local government issues affecting Southeastern Arizona.

Member Agency Headlines (how participants define success for their own agencies):

In order to maintain relevance between the success of SEAGO and its member agencies, participants were invited to define success at the member agency level by drafting headlines. The results heavily reflect a focus on building infrastructure and capital investments throughout the region. The headlines for the member agencies are as follows.

- Gila Valley Successfully Lobbies for $1 million for Local Control
- Sierra Vista:
  o SEAGO Partners with Member Entities to Improve their Social and Capital Infrastructure as well as their Economic Conditions which benefits Sierra Vista
  o Douglas' Manufacturing Prospect to Benefit Sierra Vista
  o Border Crossing Improvements to Benefit Sierra Vista
- Sierra Vista Grows as a Regional Center
  o Economic development partnerships have resulted in a number of projects
  o Transportation planning
  o Quality housing
  o Environmental leader in water, power, and recharging
  o Partnerships with other governments and new government organizations
- Freeport to Pay Market for Housing (in Clifton)
- Success in Nogales:
  o State Puts Priority on Advancing State's Global Competitive Position by Funding Ultimate SR 189 improvements in 2016
  o The Solution to Pollution Isn't Dilution: State Partners with EPA and Army Corps of Engineers to Fund $150 million Improvements to the Nogales Wash and the International Outfall Interceptor
- SEAGO Funds Complete Walking and Bicycling Paths Connecting Entire Gila Valley
- Better Life for Citizens of Willcox: Programs that SEAGO provides can help them through transportation, help for senior citizens, housing, and economic development
- SEAGO Finds a Bank to Open in Patagonia
- Bisbee: Ribbon Cutting Ceremony Set- Mayor to lead parade in 1950 Ford because roads would be repaired or replaced.
- Benson, ADOT, and SEAGO Partnership Achieves Highway 90 Expansion North to Airport
- SEAGO Assists Safford convince ADOT to Abandon the Highway 70 Bypass
- The Turning Point for Douglas: Improving Life and Housing through Roads, Stores, Housing and Jobs

Taking Stock (what each member agency contributes to success and how they benefit)
Each participant was asked to consider how they contribute to SEAGO's success and what benefits they receive from SEAGO. There are parallels in the two lists, such as the expertise member agencies and SEAGO respectively bring to the table. There was a shared interest in identifying the value each brings, as well as a priority on unifying a regional voice. The full details are below.

Member Contributions to SEAGO:	Benefits Received by Member Agencies from SEAGO:
Active participation: be present	Access to funding
Expertise	Expertise
Unified voice	Regional, unified focus
Expanded role	Increased and centralized capacity and resources
Recognize elements that don't ring true	Support
Belief in SEAGO	Services (with or without funding?)

Help in defining SEAGO on an ongoing basis	Models that can be replicated, implemented
Sustained meaning	Convene
Connect staff and leadership at the member agency level: keep all informed and current	Cross-fertilize and connect
Help in identifying the value proposition	Communicate the value

Stories about SEAGO's performance to date:

Participants were invited to recall stories about SEAGO's performance. These stories generated data about how SEAGO serves its member agencies and impacts the region. In general, the experiences reflected success in transportation, aging, community development, and job training. The cost savings accrued by SEAGO were also valued.

- SEAGO can develop programs from the ground up, for example, the job training program. SEAGO developed the program with 4 national partners and outperformed them all.
- Brokering the HURF swap
- Facility upgrades
- Community Development Block Grant assistance
- Managing the Transportation Improvement Plan and maintaining funding and projects
- Conducting the regional traffic counts
- Increasing funding for transit
- AZ Street Project
- Saving money within SEAGO
- 208 Update collaboration
- Good management of aging services
- Regional human services transportation coordination
- Willcox Community Center
- Case management services

Insights drawn from stories about SEAGO's performance:

Insights were drawn from the stories as a way to learn from experience and position SEAGO for future success. Concern was expressed that the fundamental role and responsibilities of SEAGO be protected as future opportunities were being explored. Funding and member agency support were identified as essential ingredients for success. There was recurring discussion about the need to better leverage existing resources such as member agencies and to raise awareness about the work accomplished through SEAGO. The full list of insights follows.
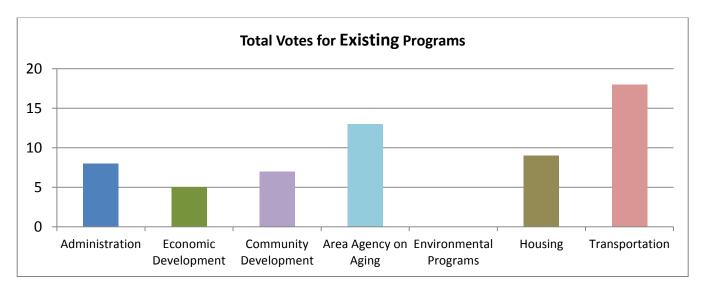
- Opportunities are only limited by funding and support from member agencies. Funding and support are needed to proceed.
- There is value in preserving and building capacity in SEAGO.
- There is a need to sharpen SEAGO's focus. SEAGO should not attempt to be all things to all people.
- Member agencies need to know how to access services better.
- Explore creative relationships to increase SEAGO's profile and awareness about SEAGO activities. For example, work with post offices, places of worship, volunteers, garbage trucks, and newspapers. The public and member agencies need to be more aware of SEAGO's successes.
- Members are a resource to SEAGO.
- Need to change the funding paradigm.
- Position SEAGO as a communication and services clearinghouse.
- Incorporate economic development needs in the CEDS.
- SEAGO Clients are member entity constituents who vote.

- An intergovernmental representative at SEAGO could be helpful in identifying common issues, building consensus, and communicating a unified message on behalf of member agencies.
- The leverage SEAGO provides is of value to the member agencies.
- Be flexible and cooperative.
- In considering new opportunities and roles for SEAGO, it is critical to protect SEAGO's existing roles and ability to uphold its responsibilities. Do no harm.

Votes for Existing Programs:
Participants voted on programs SEAGO currently operates. No programs were placed on the stop doing list. Red stickers denoted people were passionate about the program. Green stickers meant the program was perceived to be financially viable, and blue stickers reflected that SEAGO was seen as the best one to provide the service. Transportation and the Area Agency on Aging were seen as the most important SEAGO programs. The results are as follows:
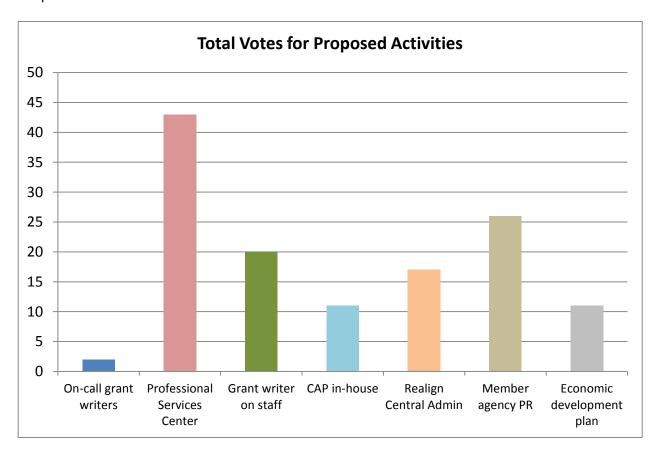
Program	Red	Green	Blue	Total
Administration	4	2	2	8
Economic Development	3	1	1	5
Community Development	2	3	2	7
Area Agency on Aging	3	6	4	13
Environmental Programs	0	0	0	0
Housing	3	2	4	9
Transportation	3	5	10	18

Total Votes for Existing Programs

Strategies developed based on insights and stories about SEAGO's performance:
Participants also voted for strategies developed during the retreat that would launch new program or repurpose existing resources. There was significant support for SEAGO providing grant writing and management if strategies related to this are combined. There was also considerable support for establishing a professional services center that could be utilized by member entities in developing projects in their communities. Utilizing member agencies as resources to build capacity and awareness follow as the third favored strategy, followed by realigning the

Executive Director's time to allow for more focus on advocacy. The detail of the strategies and related material are presented below.

Total Votes for Proposed Activities

Activity	Votes
On-call grant writers	2
Professional Services Center	43
Grant writer on staff	20
CAP in-house	11
Realign Central Admin	17
Member agency PR	26
Economic development plan	11

Strategy / Hypothesis	Opportunity	Connection to Mission	Challenges	Lessons Learned	# Votes*
When SEAGO has a list of **on-call grant writers**, then fewer funding opportunities will be missed and more unmet needs will be met resulting in a more safe, healthy, vibrant and prosperous region.	Issue an RFQ by October 1, 2015.	Helps SEAGO be more sustainable	Need to hire additional admin staff	Experience in developing programs	3 1 1 No votes= 1 Yes votes= 2
When SEAGO develops a **Professional Services Center**, to include but not limited to grant writers, engineering, procurement, attorney services etc., then SEAGO will create an enhanced revenue stream to further support SEAGO sustainability.	Possibly USDA grant, develop IGA with member agencies	Leadership, info, technical assistance, funding	Need 20% match for USDA grant and for staff or consultants	PSC will need $100,000 to launch; half grant funds and half fund balance for matching funds	0 13 17 13 No votes=0 Yes votes=43
If SEAGO assists communities in identifying **grant opportunities**, writing grants, and administering grants, then communities will have additional resources for community improvements (quality of life enhancer, parks, sidewalks, roads, street lights, etc.)	Share a position among two or more programs. Begin with a consultant.	Serve needs of member agencies, raise revenue for members and SEAGO	Seed funding, incentivizing position	Previous grants	0 9 6 5 No votes=0 Yes votes=20
Combined strategies on SEAGO **assisting member agencies with grants** (identifying, writing, and managing) through a combination of consultants and staff. A phased in approach with consultants might generate the revenue and support needed to bring on staff.					No votes=1 Yes votes= 65
If we bring **Community Action Program** activities in-house to SEAGO, then we will streamline and enhance services.	Research how other agencies do this and conduct a feasibility analysis.	Expands social services, better use of existing resources	Need a strong team, possibly more staff, transition existing staff, ID consensus		3 6 4 1 No votes= 3 Yes votes=11
If **Central Administration** had more resources, then the Executive Director could realign activities and focus on advocacy/intergovernmental work, capacity development, and services for member agencies.	Conduct a cost analysis, hire admin support staff, and/or	Enhanced leadership, more cost effective	Need member agency support and funding	Demonstrate benefit to member agencies. Develop a unified	1 8 6 3

Strategy / Hypothesis	Opportunity	Connection to Mission	Challenges	Lessons Learned	# Votes*
	convene member agencies to ID issues/positions			voice to advocate for rural communities.	No votes= 1 Yes votes= 17
If SEAGO uses **member agencies as a resource**, then SEAGO would have access to thousands of people and greater public awareness.	Quarterly billing inserts, annual presentations, connect online, social media	Increase volunteers, funding, economy	Lack of interest, support, and funding	Many hands make light work.	0 8 15 3 No votes=0 Yes votes=26
If SEAGO assists communities in developing an **economic development plan**, then communities will have a road map for economic growth.	CEDS Plan development	Economically viable region	Communities at times compete with neighbors		0 4 4 3 No votes=0 Yes votes=11

*Black= don't do; red= passionate about this; green= financially viable; blue= SEAGO can be the best at this

Possible Revisions to Mission and Vision Statements:
Participants reviewed the mission and vision statements to ensure alignment with the proposed goals and activities. The following suggestions were received.

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

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

Suggested Revisions:
Mission:
SEAGO advances economic and social well-being in our four county region.

OR

To provide a strong voice for rural communities in Southeastern Arizona through innovative leadership, creative programming, and entrepreneurial strategies that improve the well-being of all residents.

OR

SEAGO, as a regional planning agency representing member county, city, town, and other governmental bodies and their vulnerable populations within its boundaries, performs and coordinates the development of consensus regarding metropolitan or regions needs and actions; plans, coordinates, and oversees the administration of State and Federal programs; assists local governments in handling tasks set by State regulation; provides a network for effective regional action; and, fosters cooperation among members that reduces duplication of effort and enhances economies of scale.

Vision:
A four county region that is dedicated to advancing economic and social well-being.

OR (use current mission statement as vision and develop new mission statement)
SEAGO advances economic and social well-being in our four county region.

OR

A fully-funded and sustainable Council of Governments (COG) whose member counties, cities, towns, Indian reservation. and their vulnerable populations benefit from our active Economic Development District, and our excellence in regionally-focused planning capability and subject matter expertise in the areas of transportation/mobility management, health and nutrition services, state health insurance assistance, long-term care ombudsman, housing counseling and assistance, environmental issues, and community development.

Items for Future Consideration and Next Steps:

The following items were placed in the parking lot, or reserved for future consideration.

- Assess the dues structure to determine appropriate increases that will support the proposed activities in a fiscally responsible way.
- Expand the existing program summary to include the dues paid by each member agency for each program. Include all programs regardless of funding source. Include the $2 million pass through funds from the Area Agency on Aging and any other funds that are sub-granted or contracted out to reflect the full funding each program manages. Include the return on investments made by member agencies. Provide the summary table to all member agencies to develop a better understanding of what their dues supports.
- Provide an orientation for all new members that includes the summary table.
- Explore how information about councils of governments can be added to the civics curriculum statewide to ensure students have a good understanding of the role councils of governments play.
- Reach out to member agencies that did not participate in the strategic planning retreat or that may not be active in SEAGO meetings. Determine how to be more relevant to the agencies and what activities may be mutually beneficial.

AREA AGENCY ON AGING PROGRAM SYNOPSIS

Current Amount of Funding:	Source	Agency	Amount	Purpose
	Federal	OAA	$117,051	Administration
		OAA III E	$ 11,562	Administration
		OAA III D	$ 19,870	Health & Nutrition
Program				
		OAA VII	$ 3,131	SHIP Program
		OOA VII	$ 14,460	Ombudsman Program
	State	ADES	$ 47,409	Administration
		ADES SSBG	$ 58,674	Administration
		SHIP	$ 33,616	SHIP Program
		SMP	$ 16,000	SHIP Program
		MIPPA	$ 5,250	SHIP Program
		ADES OMB	$ 35,207	Ombudsman Program

Total Current Funding: **$362,230**

Number of FT Personnel: 4
Number of PT Personnel: 1

Geographic Service Impacts:

The SEAGO Area Agency on Aging (AAA) has a broad, region wide impact. In addition to the in-house programs the agency offers, the SEAGO AAA contracts with public and private sector service providers for Case Management, Caregiver Case Management, Caregiver Outreach, Caregiver Training, Housekeeping, Personal Care, Visiting Nurse, Caregiver Respite, Legal Services, Adaptive Aids, Home Repair and Renovation, Congregate and Home Delivered Meals, and Transportation. An additional $2,027,645 is spent in our four-county region providing these services in order 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. These funds are not included in the totals above as it is pass-through funding from ADES and does not impact the AAA operating budget.

Funding History

Fiscal Year	Budget Amount*
FY 2011	$351,264
FY 2012	$371,318
FY 2013	$393,881
FY 2014	$392,698
FY 2015	$362,230

* Does not include in-kind matching funds

Sustainability of Funding:

As can be seen from the listing of funding sources above, the AAA funding is highly dependent on State and Federal appropriations. The amount of funding available for program administration has a direct and profound impact on the agency's ability to meet the ever-increasing requirements of the funding sources and our ability to provide the appropriate level of oversight and monitoring of the contract

service providers. Similarly, when funding for any of the contracted services is reduced, the number of individuals served in our four-county region is impacted. Although older Americans represent a growing block of voters, at this time, it is difficult to predict if funding will continue at current levels. If federal funding is reduced or eliminated, sustainability of the various AAA programs will depend on the extent to which the SEAGO membership or possibly other public and private partners willingness to self-fund the program.

Program Performance:

Each in-house program's performance of is listed under the respective program below:

Overall Program Description

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

The SEAGO Area Plan on Aging provides for services to people who are age 60 and over and/or their family members by providing information and assistance in accessing services that will help older adults stay in their own homes and communities. The amount of assistance that is provided is dependent upon the needs of the older adult. These services can be short-term (such as getting signed up for a prescription drug program) or long-term (such as someone who is frail or who has a chronic health condition receiving ongoing monitoring and support from a Case Manager) and anywhere in between. Examples of community-based services include: congregate and home delivered meals, caregiver support, case management, housekeeping, personal care and help with health care benefit questions.

Currently, the waiting list for services is minimal except in Graham and Greenlee Counties where there are 39 individuals on the Home Delivered Meals waiting list. The majority of these cases will soon be served with carryover money from FY 2014 and new money recently released by ADES. Demand for services is currently fluctuating, with 2,242 overall units of service delivered in July, 2,029 units in August, 2,002 units in September, 2,059 units in October, and 1,684 overall units of service delivered in November 2014.

The AAA Program Manager is responsible for implementing the Area Plan and typically performs the following duties:

- Issuing and monitoring contracts with service providers for housekeeping, personal care, visiting nursing, congregate meals, home delivered meals, transportation, adaptive aids, repairs, case management, caregiver case management, caregiver training, caregiver outreach, and respite.
- Oversight of in-house programs such as the State Health Insurance Assistance Program, Health and Nutrition Program, and the Ombudsman Program.
- Supervision and oversight of in-house administrative staff and activities such as Information and Referral services, invoicing, client registration input, office management, etc.
- Administration of the AAA contract with ADES in compliance with the Older Americans Act and DAAS policies and procedures including financial accounting, subcontractor monitoring, and in-house monitoring.
- Administers authorizations for computer access to ADES reporting systems through security protocols.
- Provides program instructions to subcontractors to assure ADES policies and procedures are implemented and state requirements are followed.
- Assures outreach efforts through supporting conferences, events, etc.
- Organizes the Advisory Council on Aging (ACOA); provides materials for quarterly meetings including agendas, packets and minutes; provides educational presentations and materials to assist ACOA members in education of elders in their communities.
- Maintains the resource directories for the four counties providing information and referral.
- Ensures employees of subcontractors are cleared through the Child Protective Service Central Registry, Criminal Background Disclosure Affidavit is completed and a Level One fingerprint clearance is obtained and maintained.
- Coordinates activities and develops long-range disaster/emergency preparedness plans with local and state disaster/emergency response agencies, relief organizations, local and state governments and any other institutions that have responsibility for disaster relief service delivery.

Health and Nutrition Services

The Health and Nutrition Coordinator (HNC) is responsible for three areas – Matter of Balance, Chronic Disease Self-Management, and Nutrition Program Monitoring.

A Matter of Balance –

This evidence based program is designed to reduce fear of falling and increase activity levels among older adults who manifest this concern. Studies indicate that up to half of older adults experience fear of falling, and that many respond to this concern by curtailing activity. An inactive lifestyle results in loss of muscle strength and balance, compromises social interaction and increases the risk for isolation, depression and anxiety.

A Matter of Balance acknowledges the risk of falling, but emphasizes practical coping strategies to reduce this concern. Trained facilitators conduct 8 two-hour sessions designed for groups of 10 to 12 participants. During the class, participants learn to view falls and fear of falling as controllable and set realistic goals for increasing activity. They also find ways to change the environment to reduce fall risks factors and learn simple exercises to increase strength and balance.

Chronic Disease Self-Management –

The Chronic Disease Self-Management Program is based on the assumptions that people with chronic conditions have similar concerns and problems, and people with chronic conditions must deal not only with their disease(s), but also with the impact they have on their lives and emotions. People who take these classes learn ways to control pain and other symptoms, increase their mobility and stay independent, and share information about what helps them deal with their health problems with other people experiencing similar ailments.

The workshops are 2 ½ hours long, and are held once a week for 6 weeks. The workshops are led by trained instructors who have or understand the health problems experienced by the participants. People who have taken the workshops have more energy and less pain, feel less tired and depressed, get more exercise, are better able to communicate issues to their doctors, and are more confident they can manage their own health. The SEAGO HNC is a lay leader for this program and partners with Cochise County Health and Social Services (CHSS). CHHS is the lead agency for this program and has a lead trainer to administer the scheduling of the classes and lay leader instructors. The classes are currently only provided in Cochise County communities. SEAGO conducted the class held in Tombstone.

Nutrition Program Monitoring –

Through its contractors and case managers, the SEAGO AAA provides the ability for elderly individuals to receive free, nutritious meals through its congregate sites, or have the meals delivered to their homes. Congregate nutrition services improve participants' physical and mental health and prevent more costly interventions. Home-Delivered nutrition services enable older adults to avoid or delay costly institutionalization and allow them to stay in their homes and community. Volunteers and paid staff who deliver meals to homebound older adults perform daily welfare check and often spend some time with the elderly, helping to decrease their feelings of isolation.

All of the above is accomplished, in part, by developing and providing comprehensive and coordinated nutrition based programs and services. The nutrition service system provides older Arizonans access to nutrition services, health and nutrition related education, and nutritionally sound meals. The goal of the nutrition services system component is to promote better health through an adequate nutritional intake.

Through the guidelines given by DAAS, the SEAGO AAA was provided a "Scope of Work" for the congregate and home delivered meals program. The scope of work guides our monitoring and evaluation activities. The scope of work guidelines are provided to our providers during the Request for Proposals process and well in advance of monitoring activities. The monitoring and evaluations are conducted yearly or at the discretion of the AAA Program Manager. The provider is required to correct any discrepancies uncovered during the monitoring visit within 30 days of the evaluation.

Some of the activities that the HNC reviews during inspections are menus and menu planning; food preparation (temperatures and food handler licenses); dietary requirements compliance; meal documentation; nutrition education (staff and participants); procedures for donations contributed at the center; social interaction documentation; annual nutrition screening checklist for each participant; case management documentation of home delivered meal participants; and emergency feeding plan.

The HNC typically performs the following duties:

- Reviews menus from all meals sites; monitors provider compliance with the Nutrition, Food Service

and Wellness Manual issued by ADES Division of Aging and Adult Services (DAAS); schedules dates for monitoring visits; reviews contract compliance; provides a written report of findings and follows-up on non-compliance issues.

- Provides nutritional information to all sites; arranges any nutrition training or technical assistance to providers, staff and volunteers; reviews menus from sites for usage.
- Identifies the communities where evidence based programs are to be implemented and the time frames; develops contact lists of potential trainees; develops and disseminates informational materials.
- Develops a list and schedule of wellness and health education programs available in the SEAGO region, including all identifiable providers; provides training and technical assistance to partner agencies and to other trainers and lay leaders.
- Attends regional partnership meetings regarding the CDSMP.
- Ensures that all evidence based health promotion activities conducted by SEAGO meet licensure and certification guidelines.
- Develops and submits informational articles for newspapers.
- Prepares monthly programmatic reports for SEAGO AAA reporting compliance with ADES DAAS.
- Receives and responds to basic questions regarding the program from clients and eligible residents; refers more complex questions to AAA Program Manager; provides a high level of customer service.

Program Performance:

From January 2014 through the present –

Outputs	Outcomes
8 Matter of Balance (MOB) classes conducted	10 participants graduated per class
12 CDSMP classes were conducted	Average of 9 participants graduated per class
384 volunteer hours contributed	2 additional MOB classes held that would not have otherwise been possible
7 nutrition sites monitored (all but one of them)	87.5% of nutrition sites documented compliant with ADES requirements
8 press releases published	Public awareness of programs and services generated; volunteers replaced or recruited
2 Health Fairs attended	Public awareness of programs and services generated
8 public outreach events held on Matter of Balance	Public awareness of program generated; volunteers replaced or recruited
Nutrition analysis software purchased	4 nutrition sites' menus compliant with ADES requirements

Long Term Care Ombudsman Services

The Ombudsman Program exists to protect the human and civil rights of long-term care residents and to promote their autonomy through individual and collective advocacy efforts. The Omnibus Budget Reconciliation Act of 1987 (OBRA'87) grants representatives of the Ombudsman Program immediate and unlimited access to any skilled nursing home resident and access to records with the permission of the resident and consistent with state law.

A Long Term Care (LTC) Ombudsman is a specially trained advocate who seeks to resolve complaints on behalf of residents of long term care facilities, including assisted living and skilled nursing facilities. Volunteer ombudsmen make routine visits to facilities to talk with residents about their concerns and to monitor the conditions in the facilities. These ombudsmen are given the authority to receive, investigate, and assist in resolving complaints on behalf of residents through federal and state laws.

Volunteer ombudsmen are trained and overseen by the SEAGO LTC Ombudsman Program Coordinator (OPC). Volunteer ombudsmen are required to complete 20 hours of initial training including classroom sessions and facility visits; 8 hours annually of continuing education to maintain certification; passing a designation examination with a score of 70% or better; and must be able to pass a criminal history check. If the background check reveals no issues that would preclude contact with vulnerable adults, the State Ombudsman grants the volunteer with a state issued ID to use every time they enter a LTC facility.

The OPC schedules a quarterly meeting with volunteers in order to make sure that they are following the policies and procedures that the state requires. They receive ongoing instruction on resident's rights and are provided an opportunity to discuss issues that may need to be referred to the State Ombudsman. The ombudsman program also serves as a method for information and referral by providing community education to citizen groups, general public, local volunteer groups and human services workers in order to raise awareness.

The OPC must maintain compliance with the National Ombudsman Reporting System and ADES reporting requirements to collect and analyze data relating to complaints and conditions in LTC facilities. The OPC collaborates closely with Adult Protective Services, as well as Department of Health Services Division of Licensing Services when a survey is being initiated at a LTC facility.

In prior fiscal years, the SEAGO AAA subcontracted with Southeastern Arizona Community Action Program of Nogales to house a part-time Ombudsman Program Coordinator who covered Northern Cochise, Graham, Greenlee and Santa Cruz Counties, also known as Region 6. The SEAGO AAA had its own in-house, part time Ombudsman Program Coordinator who covered the remaining areas of Cochise County (also known as Region 6A) with the assistance of 9 certified volunteer ombudsmen. The SEAGO AAA implemented a modification in FY 2015 in which a full-time Ombudsman Program Coordinator was hired to cover all LTC facilities in Cochise, Graham, Greenlee and Santa Cruz Counties.

Currently Graham County is visited every other month instead of monthly due to the long drive and having to stay overnight to be able to complete those visits in a single trip. Greenlee County currently has no homes. In Region 6, there are currently 3 skilled nursing facilities and 10 assisted living facilities. Northern Cochise County facilities are visited when the Cochise County area is covered and Santa Cruz County facilities are visited on a monthly basis. In Region 6A, nine volunteer ombudsmen help visit the 3 skilled nursing homes and 16 assisted living facilities. Of those, the OPC coordinator covers 4 sites and substitutes for any volunteers who are unable to make the monthly visit either because they take time off or are on sick leave.

This program relies on having volunteers to help the program succeed. As noted below in the Program Performance section, a lot more is being done and reported when volunteers are helping the OPC (see Region 6A). Having more volunteers in Region 6 would increase efficiencies, cover the facilities more regularly, create more awareness of the program, and residents would feel more comfortable in making complaints. This would also give the OPC more time to be out in the region and provide more

information and education about the program. During this fiscal year, recruitment for volunteers has taken place, flyers have been posted, and community providers have been asked to help recruit volunteers, but these efforts have been unsuccessful. If cities, towns and counties would help get the word out in their communities it could make a huge difference.

The OPC typically performs the following duties:

- Provides administrative oversight, coordination and direct intervention of the Ombudsman program.
- Recruits, trains, places, and oversees volunteer Ombudsmen and provides supervision of volunteers working in the Ombudsman program.
- Assures completion of monthly and ad hoc reports and proper documentation of activities.
- Acts as the liaison to the State Ombudsman.
- Maintains cooperative relationships with the Adult Protective Services and the Department of Health Division of Licensing Services.
- Staffs situations and recommends interventions and strategies that are supportive of client's rights.
- Counsels families, facilities and residents in problem resolution.
- Utilizes community resources to effect problem resolution.
- Visits facilities to establish rapport, to investigate, and to assist in resolving complaints.

Program Performance:

The following statistics are from the period September 2013 – October 2014

Region 6 Outputs	Region 6 Outcomes
156 Skilled Nursing Facility and Assisted Living Facility Visits (31 SNF visits and 125 ALF visits)	35 complaints investigated; Long Term Care facility residents are more safe or comfortable in their environs.
Region 6A Outputs	**Region 6A Outcomes**
207 Skilled Nursing and Assisted Living Facility Visits (32 SNF visits and 175 ALF visits)	64 complaints investigated; Long Term Care facility residents are more safe or comfortable in their environs.
675 volunteer hours contributed by 9 volunteers.	Additional facility visits conducted that would not have otherwise been possible
3 press releases published	Public awareness of programs and services generated; volunteers replaced and recruited
7 public outreach events held	Public awareness of programs and services generated; volunteers replaced and recruited

State Health Insurance Assistance Program Services

Through grants, the State Health Insurance Assistance Program (SHIP) helps states provide information, counseling, and assistance to Medicare beneficiaries and their families on Medicare and other health insurance issues. SHIP is a partnership of ADES DAAS and Arizona's AAAs. This program is a free health benefits counseling service for Medicare beneficiaries and their families or caregivers. Our mission is to

educate, advocate, counsel and empower people to make informed benefit decisions. SHIP is an independent program funded by federal agencies and is not affiliated with the insurance industry.

The purpose of the SHIP grants program is to strengthen the capability of states to support a community-based network of state and local programs that provides personalized assistance to Medicare beneficiaries and their families on questions related to Medicare, supplemental insurance policies (Medigap), Medicare Advantage (MA) plans, Medicare Savings Programs (MSPs), Medicaid issues, long-term care insurance, and other health insurance issues. Since the passage of the Medicare Prescription Drug, Improvement, and Modernization Act (MMA) of 2003, a major focus of SHIP-funded programs has been to help beneficiaries obtain Medicare prescription drug coverage and enroll in the Medicare prescription drug low-income subsidy (LIS) program and in Medicare Savings Programs.

SHIP services are intended for beneficiaries who want and need information, counseling, and assistance beyond what they can access through other channels such as 1-800-MEDICARE and www.medicare.gov. Beneficiaries receive SHIP assistance primarily through one-on-one counseling (in person and by telephone). Paid and volunteer counselors help individuals obtain benefits and file Medicare claims, compare Medicare supplemental policies, prescription drug plans, and Medicare Advantage plans, resolve claims and billing problems, and contact appropriate federal or state departments or agencies that may be able to provide additional information or help resolve an issue. In addition, SHIP staff and volunteers (often working with community partners) conduct public outreach and education activities to inform beneficiaries about health care insurance coverage and enrollment issues.

The SEAGO Health Insurance Assistance Program Coordinator (HIAPC) recruits and train volunteers who work as counselors at sites such as AAAs, social service agencies, senior housing programs, and hospitals. At the community level, SHIPs are charged with placing significant emphasis on providing outreach to low-income beneficiaries focusing on those who may be eligible for, but are not receiving, the Low Income Subsidy to help them pay for their prescription drugs. In addition, SHIPs are expected to engage in activities to improve outreach to assist beneficiaries with disabilities. Because the complexity of health insurance options for Medicare beneficiaries continues to increase, both paid staff and volunteer counselors need ongoing training and access to technical assistance. As new waves of beneficiaries become eligible for Medicare and changes occur in the Medicare program, demand for accurate and unbiased information and assistance to help beneficiaries make informed choices about their health care coverage is likely to increase.

We currently have a SHIP Counselor available at 6 sites in our 4-county region on a regular basis. This means that our HIAPC spends a great deal of time traveling between Cochise, Graham, Greenlee and Santa Cruz counties, an area covering approximately 14,000 square miles. Volunteers are a crucial part of the SHIP program. Approximately 95% of SHIP programs use volunteers to help reach out to their communities, counsel more Medicare beneficiaries, and meet the increasing demands for services. Volunteers play a vital role in helping beneficiaries compare Medicare plans, make enrollment decisions, and apply for programs that can help them save money. At this time, the SHIP program is functioning with minimal volunteer assistance and is developing a program to recruit, train and retain skilled volunteers in the various communities we serve.

The HIAPC typically performs the following duties:

- Assists elderly and disabled clients, their families, their caregivers and social service professionals in the following ways:

- o Enhances their knowledge and understanding of health care coverage;
- o Educates in the areas of Medicare and Medicaid fraud, waste and abuse;
- o Assists in the selection of appropriate health insurance and providers to meet the beneficiary's medical needs;
- o Provides information, assistance and advocacy through collaborations and partnerships with other community organizations.
- o Advocates on behalf of clients.
- Recruits, trains, and supervises volunteers and staff to assist with the Medicare/Health Insurance Counseling Program.
- Arranges and presents to the public issues of health insurance coverage for the elderly and disabled.
- Complies with the SHIP data collection and reporting system.
- Coordinates activities with other members of the Area Agency on Aging team.

Program Performance:

The following statistics are for the period January 1, 2014 – December 10, 2014:

Outputs	Outcomes
726 Client Contacts: 65.2% face to face at a counseling site 31.5% telephonic counseling 1.8% face to face at client home 1.5% e-mail contact	Approximately $30,000 dollars saved this year on prescription drug costs and premiums; 726 clients with enhanced knowledge and understanding of health care coverage
543.40 hours spent counseling: 31.5% of contacts 60 or more minutes 62.9% of contacts 30 – 59 minutes 5.2% of contacts 10 – 29 minutes .3% of contacts 1 – 9 minutes	726 clients educated in the areas of Medicare and Medicaid fraud, waste and abuse 726 clients assisted in the selection of appropriate health insurance and providers
60 volunteer hours contributed*	Dozens of clients counseled that would not have otherwise been possible
4 newspaper articles published	Public awareness of programs and services generated; volunteers replaced or recruited
2 Health Fairs attended	Public awareness of programs and services generated
22 public outreach events (Note: does not include meetings with prospective partners, or contacts to drop off informational materials.)	Public awareness of program generated; volunteers replaced or recruited

* Volunteer hours have been minimal this year. A rough estimate of true hours volunteers have spent this year on SHIP/SMP activities would be approximately 5 hours per month. As discussed previously in this overview, the SHIP program is functioning with minimal volunteer assistance and is developing a program to recruit, train and retain skilled volunteers in the various communities we serve.

ADMIISTRATION PROGRAM SYNOPSIS

Current Amount of Funding: $154,342

Number of FT Personnel: 2*
Number of PT Personnel: 1**

*Randy Heiss at +/- 35%
*Cindy Osborn at +/- 45%
**Zoya Greene at +/- 40%

Geographic Service Impacts:

None.

Funding History:

Fiscal Year	Budget Amount*
FY 2011	$197,881
FY 2012	$196,050
FY 2013	$165,618
FY 2014	$167,765
FY 2015	$154,342

*CA budget for FY 2010 was $210,706

Sustainability of Funding:

Funding for Central Administration (CA) is derived from the programs SEAGO operates. When program funding is reduced or eliminated, the remaining programs are required to cover more CA expenses. If CA is unresponsive to such changes and does nothing to reduce costs, the CA costs could severely reduce the remaining programs' ability to deliver services at the budgeted level, and in some cases, could contribute to programs' use of Fund Balance. It is important to note that while CA has been successful in reducing program costs, federal program requirements are steadily increasing and additional resources may become necessary in the near future.

Program Performance:

Below are some, but not all of the measures CA has taken to reduce costs beginning in FY 2012:

Outputs	Outcomes
Replaced costly postage system lease with a web based postage system	Approximately $500 per year saved at Main Office and $400 per year saved at AAA Office
Switched to a less expensive bottled water vendor	Approximately $50 per year saved
Eliminated 2 positions working in CA	Approximately $40,000 per year saved
Purchased existing (lease to own) copy machine instead of entering a new lease	Approximately $4,500 per year saved
Reduced office supply inventory	Approximately $500 per saved

Provide meeting packets and annual audit reports electronically instead of hard copies	Approximately $200 per year saved
Identified and implemented an innovative, non-cloud based solution to replacing outdated file server	More than $16,000 saved
Replaced T-1 line between Main and AAA offices with a VPN tunnel	More than $270 per month saved
Allocated more direct costs to programs	Varies by program; savings difficult to capture
Downgraded accounting system technical support plan	Approximately $900 per year saved
Moved into owned building instead of leasing office space	Average $800 per month or $9,600 per year saved
Changed banks to eliminate monthly service fees	Approximately $3,000 per year saved
Changed health insurance plans	Savings varies by age of employee; approximately $14,000 per year saved
Eliminated 3 unnecessary phone lines	Approximately $700 per year saved
Terminated numerous newspaper subscriptions	Approximately $500 per year saved
Submit program invoices electronically instead of hard copy	Approximately $100 per year saved
Download and print free HR posters versus purchasing new ones annually	Approximately $300 per year saved
Changed policy manual to celebrate Columbus Day the day after Thanksgiving Day	Approximately $3,000 per year saved

In addition, we have eliminated repeat audit findings, implemented better internal controls, implemented more equitable indirect cost allocation, improved financial documentation, and decreased time required for check signing, while increasing time for the review process. We have gone from a system of partial booking to full accounting, more fully utilizing accounting software and producing relevant monthly and annual financial reports.

We have also improved our recruitment and selection processes, made critical revisions and updates to personnel manual, improved inter-program cooperation, resolved process concerns relating to Administrative and Executive Committee meetings, developed a plan for emergency use of fund balance, and implemented an austerity plan for operations during temporary funding interruptions.

Program Description:

<u>Finance</u>

The Finance office 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. The Finance office also processes AAA subrecipient payment through DES system; prepares AAA Contract Operating Budget for funding changes; prepares Economic Development SF 425 (Federal Financial Report); prepares Indirect Costs Allocation; prepares Journal Entries; prepares monthly Statements of

Revenue and Expenditures; prepares Postage Allocation; prepares and monitors annual SEAGO budget; prepares financial audit reports/schedules; writes/updates Accounting Procedures; maintains Chart of Accounts, and cancels credit card accounts for departing employees. In absence of the Office Assistant, the Finance office also processes incoming/outgoing mail; retrieves and forwards voice messages on main office answering system; assists arriving guests; and maintains office supplies and copier paper stock.

Human Resources

The Human Resources office prepares and updates job descriptions, prepares and publishes job announcements, prepares interview questions, assembles interview panels and schedules interviews; prepares hire and no-hire letters, prepares all necessary forms, enrollment paperwork and orientation packages for incoming employees, and performs new employee orientations; and maintains employee personnel files. The Human Resources office also researches health care plans, coordinates open enrollment with insurance broker, and provides related information to employees; recommends updates to the Personnel Policy manual to the Administrative Council and Executive Board, inserts approved updates, provides updated policies to employees, and secures employee acknowledgement of updated policies; updates and maintains the employee classification plan; assists in the evaluation of employees and documents evaluation results in personnel files; administers the processes for disciplinary actions, appeals and grievances; and conducts exit interviews with outgoing employees, collects, and accounts for the return of SEAGO keys and property, and cancels insurance enrollment.

Clerical Support

Clerical support consists of processing incoming/outgoing mail; retrieving and forwarding voice messages on main office answering system; assisting arriving guests; maintaining office supplies and copier paper stock, posting information to the SEAGO website, posting notices and agendas of upcoming meetings; conducting outreach to Title VI populations; assembling meeting packets and transcribing minutes of meetings; and general records management.

Procurement

The Procurement office assists in the procurement of goods and services for SEAGO programs; issues purchase orders; administers RFP, RFQ, and formal bidding processes; writes, publishes, and distributes RFPs, RFQs and Invitations to Bid, writes and distributes addenda; evaluates and recommends proposals for contract awards; and maintains RFP, RFQ, Bid and contract files.

Information Technology

The IT office monitors the IT system; ensures redundant file backup systems are in place and backups occur as scheduled; sets up and maintains new computers on the network; installs, updates and removes software from computers as necessary; responds to user issues and problems; sets up and

maintains user accounts on network file servers; issues and documents user names and passwords; administers webmail system; sets up and removes employee e-mail accounts; and maintains SEAGO website.

COMMUNITY DEVELOPMENT PROGRAM SYNOPSIS

Current Amount of Funding: Administration Contracts –
    $85,215

                                  Technical Assistance and Application Preparation (TAAP) –
                                  $15,000
                                  CDBG 1% Funds –
                                  $10,000

Total Current Funding:
    $110,215

Number of FT Personnel: 1
Number of PT Personnel: < 10 hours per month from Housing Program Manager

Geographic Service Impacts:

Region-wide, with focus on administering various Regional Account projects funded each year and technical assistance in the preparation and writing of grant applications (TAAP) each year. Each project typically takes 2 years to complete and administration contracts are now billed quarterly. Generally, thousands of low and moderate income people in the region benefit each year from this program, largely used for infrastructure projects.

Funding History:

Fiscal Year	Budget Amount
FY 2011	$188,870
FY 2012	$176,700
FY 2013	$153,120
FY 2014	$136,161
FY 2015	$110,215

Sustainability of Funding:

These are federal funds (HUD) subject to Congressional action, which are passed through the Arizona Department of Housing (ADOH). At this time, it is likely that this program, popular and in existence since 1974, will remain nationally funded at last year's levels. However, with urban areas growing faster than rural areas, ADOH's Rural Community Development Block Grant (CDBG) Program lost and may continue to lose funding due to the decline in population between decennial Census counts. Last year the reduction of funding to the SEAGO region was extensive. This was due to the application of the 2010

Census numbers and the decisions of Sierra Vista and Douglas to opt out of the rural program to become HUD Entitlement Communities. Next year, Casa Grande will also become an Entitlement Community and the loss of that population will result in fewer funds to the State's Rural Program, which in turn, will also result in some impact to the SEAGO region's share of those funds.

Sustainability of the SEAGO program relies on the extent to which SEAGO member entities continue to contract with us for project administration, as those fees are this program's largest source of revenue. Less funding to our region will mean smaller projects at the local level, and in turn, less funds available for SEAGO contract administration. SEAGO also receives $10,000 a year from the ADOH for various activities, and about $15,000 a year for application preparation (TAAP).

Program Performance (over past 3 years):

Outputs	Outcomes
21 member entity applicants assisted	21 SEAGO member entities' applications funded;
13 CDBG projects administered	
No (0) findings or deficiencies identified in ADOH program audits or performance reviews	13 SEAGO member entity projects not exposed to recapture of funds; Approximately 41,855 low-moderate income individuals benefited or assisted; $3,665,960 distributed and secured for region
Reduced program personnel and associated expenses	$101,109 contributed to SEAGO fund balance

Program Description:

The rural funding rotation schedule for each community is designated in SEAGO's annual Method of Distribution (MOD).

Access to the annual non- competitive Regional Account (RA) CDBG funds (currently approximately $1,013,000.00 for our region), can only be done through SEAGO. This is required by the Arizona Department of Housing for the rural CDBG program, through their Housing and Urban Development (HUD) approved Consolidated Plan. These funds are divided up between the four Counties based on a formula of 60% population, 40% poverty. Cochise, Graham and Santa Cruz Counties then "gift" approximately $50,000 so that Greenlee County maintains a base allocation of at least $100,000. The County allocations are then divided up pursuant to the rotation schedule each County has chosen and documented in the MOD. Additionally, there are annual opportunities for competitive funds including the State Special Projects (SSP) Account and the Colonias Account.

At the beginning of the application process, the Program assists communities with the extensive public participation, project planning and application preparation required to be able to submit an eligible project that is achievable within the 2 years allowed by ADOH to complete a project, and within the project budget. Due to staffing reductions, we are currently unable to assist communities with SSP or Colonias applications.

When a community decides to hire SEAGO to administer their grant, the Program Manager oversees everything required to implement the project over the 2 year period. Financial management of the grant, the procurement of professional design services, the procurement of construction contractors and/or materials, the maintenance of complete project files, and frequent reporting to ADOH are just some of the standard services performed by SEAGO.

All projects require an Environmental Review Record process, which can take days or months depending on the complexity. If anything new is to be built, the state now requires a full, time consuming Environmental Assessment. Sometimes archeologists need to be procured if raw land is involved. Housing rehabilitation projects require a specific income qualifying process, repeated inspections, construction procurement and ERR's for each house. Any project constructed by a contractor requires another federal process known as Labor Standards monitoring, which involves a host of federal regulations including Davis Bacon prevailing wage rates. This requires frequent on site interviewing during construction, and checking of payrolls.

The demand for the CDBG program remains strong with an ever growing need for projects that meet the needs of low-moderate income populations in our region. The demand for SEAGO's CDBG project administration services fluctuates depending on the capacity of the member entities, the type of projects selected by the communities, and the amount of funding available region wide. The MOD dictates when each member entity will receive their funding allocation, so there are no waiting lists for services.

The SEAGO Community Development Program Manager performs the following activities:

- Prepares the Method of Distribution annually and determines the funding level for each community based on population and poverty levels.
- Oversees the grant planning and application process for the region in accordance with state and federal regulations and the regional Method of Distribution; assists with scheduling, advertising and conducting public hearings; assists local community in evaluating potential projects for eligibility, environmental compliance, budget and timeline.
- Prepares or assists in preparing the grant applications from all communities in any given year; coordinates final public meetings, recommends funding to SEAGO Board, submits the application and responds to follow-up questions as necessary.
- Prepares the requests for proposals for professional design services; conducts pre-proposal conferences; assists the community in interviewing, selecting and negotiating fees with the consultant; writes the award and non-award letters; prepares the contract and handles any protests that may arise.
- Organizes and attends project design meetings; ensures that each project meets the goals and objectives of the contracting community; ensures that the designs comply with the terms of the state contract and with applicable federal requirements; tracks progress and ensures that the design is completed on time.
- Prepares construction or material bid documents and establishing the bid opening dates; responds to general questions from bidders and assists in preparing addendums; attends the bid openings and assists in bid review; prepares the award and non-award letters and the contracts, and handles any protests.

- Schedules and attends construction meetings to ensure that the work is in compliance with state and federal regulations; assists in approving change orders; prepares periodic status reports; prepares public notices, resolutions and state forms for substantial project changes.
- Verifies pay requests; prepares grant reimbursement requests; maintains financial records; oversees expenditures to keep the project within budget; ensures that state financial thresholds are met.
- Tracks progress and ensures projects are completed on time; organizes project files; and assists the local community with the final walk-through and punch list; prepares close-out report; attends state monitoring visit and responds to questions.

- Prepares the ERRs for each CDBG project; coordinates with federal, state and local agencies, providing maps and descriptions of the project; gathers comments from these agencies and prepares the ERR to the state; prepares and publishes the public notice of the report and the determination; after appropriate comment period, requests the release of funds for each project from the state.

- Researches Davis-Bacon Wage Rate Decisions from the U.S. Department of Labor and obtains approval from ADOH for use in the bid document. Updates these determinations as changes and modifications occur during the bidding phase.

- Reviews and certifies all contractors' payrolls by comparing on-site interviews and wage rate determinations documents to ensure proper compensation is being provided; investigates discrepancies and works with contractors regarding job classifications and payment discrepancies; compiles non-compliance information for reporting to DOL; works with communities regarding non-compliance issues and non-payment to contractors until compliance is met.

- Responds to environmental and labor standards questions related to projects from the state, other agencies, and the communities.

EDA ECONOMIC DEVELOPMENT PLANNING PROGRAM SYNOPSIS

Current Amount of Funding: Federal - $75,000
                                 Local Match - $35,357
Total Current Funding: **$110,357**

Number of FT Personnel: 1
Number of PT Personnel: 3

Geographic Service Impacts:

Region-wide, with focus on areas of strong economic opportunity, job creation in sustainable wage industries, and tourism attraction efforts, especially in economically distressed communities. Examples: promoting international trade, foreign trade zones, and border infrastructure; mining; unmanned aerial systems, etc.

Funding History:

Fiscal Year	Budget Amount*
FY 2011	$100,198
FY 2012	$117,857
FY 2013	$119,357

FY 2014	$110,357
FY 2015	$110,357

* Does not include in-kind matching funds

Sustainability of Funding:

These are federal funds subject to Congressional appropriation. At this time, it is extremely difficult to predict which federal programs will be funded at traditional levels, which programs will be merged with other programs and which programs may be eliminated. If federal funding is reduced or eliminated, sustainability of the program will depend on the availability of other grants to support these efforts, or the extent to which the SEAGO membership or possibly other public and private partners wish to self-fund the program.

Program Performance:

The following statistics are for FY 2014

Outputs	Outcomes
104 Individuals assisted	29 new jobs created
52 Companies assisted	18 jobs retained
28 Non-Profits assisted	$825,000 in loans leveraged from SEAGO referrals
32 Organizations assisted	
78 Events held or co-sponsored	Event attendees are informed, educated and connected to available resources
Monthly newsletter published; distributed to 5,000 contacts	Regional events, assets, successes and opportunities are widely publicized; Public awareness of SEAGO programs and services generated; volunteers replaced or recruited; Business interest in region is generated
Daily Facebook and Twitter posting	
Weekly columns in SV Herald	

Program Description:

The Economic Development Planning Assistance program provides Partnership Planning grants to designated planning organization (e.g., District Organization) serving EDA-designated Economic Development Districts (EDDs) throughout the Nation. These planning organizations are typically recognized by the State in which they reside as multi-jurisdictional Councils of Governments, regional commissions, or planning and development centers. Partnership Planning grants enable planning organizations to manage and coordinate the development and implementation of a Comprehensive Economic Development Strategy (CEDS), which leverages the unique assets of their respective regions to help create and retain higher-skill, higher-wage jobs, particularly for the unemployed and underemployed in the Nation's most economically distressed regions.

Through the Planning program, EDA provides assistance to eligible recipients to create a CEDS in order to stimulate and guide the economic development efforts of a community or region. Comprehensive, market-based, local and regional planning is an essential component of successful economic development. 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 investments, which are

designed to stimulate economic growth in distressed regions. Sound local planning also attracts other Federal, state, and local funds plus private sector investments to implement long term development strategies.

The planning process supports 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 supported by these Investments 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.

During recent years, improved public outreach strategies have expanded awareness, thereby increasing demand for the SEAGO Economic Development program's planning services. The demand for program services is moderate and stable, but there are no waiting lists. One of the core purposes of the EDA's Planning Program is to identify projects that qualify for EDA's Public Works and Economic Adjustment Assistance investments, however, despite the opportunities that exist in the region, the last project implemented with these funds was 1994.

The SEAGO Economic Development Planner performs the following activities:

- Establishes and maintains positive working relationships with federal, state, and local government officials, economic and workforce development organizations, state and local tourism agencies, and private sector employers and businesses.
- Participates in/on a variety of meetings, committees, or other related groups to communicate information regarding the economic development program's services, areas of opportunity, program outcomes, and/or other pertinent information.
- Provides planning support for the local communities; meets with community representatives and economic development organizations to learn of interests and to assist in their planning efforts.
- Researches and identifies projects that can be funded through the Economic Development Administration; assists member communities in preparing and submitting applications; assists in administration of grants to support efforts.
- Seeks alternative funding for projects; works with the communities to prepare and submit grants; administers grants; provides project management support and works closely with communities to adhere to the terms of their grants.
- Coordinates economic development activities throughout the region; participates in and facilitates training in member communities; maintains and staffs economic development committees and related sub-committees to develop and update a comprehensive economic development strategy for the region.
- Markets existing economic development program, current opportunities and program activities through a regional newsletter; conducts outreach efforts to facilitate and develop public/private financing opportunities in the region; develops and maintains a directory of public and private funding sources.

ENVIRONMENTAL PROGRAM SYNOPSIS

Current Amount of Funding:	**Source**	**Agency**	**Amount**	**Purpose**
	State	ADEQ Management	$ 7,250	Water Quality Planning

Number of FT Personnel: 0
Number of PT Personnel: 1

Geographic Service Impacts:

Services are performed as needed, depending on level development activity, and the services are performed region-wide.

Funding History:

Fiscal Year	Budget Amount
FY 2011	$6,715
FY 2012	$9,387
FY 2013	$10,076
FY 2014	$7,240
FY 2015	$7,800

Sustainability of Funding:

The Water Quality Management Planning grant is federal funding from USEPA passed through the Arizona Department of Environmental Quality (ADEQ). If current levels of state and federal funding are reduced or eliminated, sustainability of the program will depend on the availability of other grants to support these efforts, or the extent to which the SEAGO membership, or possibly other public and private partners wish to self-fund the program. A potential source of additional program funding may be realized through the implementation of consistency review fees for proposed new wastewater treatment facilities or expansions of existing facilities.

Program Performance:

This program has been in low demand since the downturn of development activity and the implementation of the 2011 Water Quality Management Plan update which virtually eliminated the need for plan amendments by establishing goals, strategies and tactics, a wastewater treatment options table, and use of consistency reviews. The flowing table illustrates program performance over the last 12 months:

Outputs	Outcomes
4 Consistency reviews performed	Wastewater facilities are determined consistent with Water Quality Management Plan prior to permit issuance
5 Water Quality Management Working Group	SEAGO Region's concerns or support for proposed

meetings attended	plan amendments is heard; Statewide coordination and buy-in for proposed plan amendments is accomplished; Regional information, issues, and views are shared

Program Description:

SEAGO was established as a Designated Planning Agency (DPA) by the Governor in 1976, under provisions of Section 208 of the Clean Water Act for Water Quality Planning. The initial Section 208 Water Quality Management Plan (WQMP) was completed in 1978, and updated in 1980. Another WQMP update was published in December 1994.   In March 2009, SEAGO received U.S. EPA funding through the Arizona Department of Environmental Quality (ADEQ) to re-write and update the 1994 WQMP. The updated WQMP was drafted in April 2011, approved by the SEAGO Executive Board in February 2012, has since been approved and certified by ADEQ. The updated 208 WQMP was formally approved by the US EPA Region IX on November 21, 2012.

The previous SEAGO 208 Plan was primarily an inventory of then-existing wastewater treatment facilities in the region and the 20-year capacity projections for those facilities. As new facilities were proposed or capacity projections needed modification, a "plan amendment" was required to update the regional plan. The plan amendment process was both time-consuming, costly and of questionable value, especially when it involves a city, town, or sanitary district. Expansion of a public wastewater treatment facility requires multiple public processes including planning and zoning hearings and approval of capital expenditures by the governing body for design and construction. The requirement for a separate 208 amendment often resulted in a large amount of expended effort with little to no public participation because the project was already well publicized and approved through other processes.

The new SEAGO 208 Plan incorporates a Strategic Plan of goals with strategies and tactics to achieve those goals. For example, the expansion of an existing treatment facility will not trigger a plan amendment if it is found consistent with the goals and strategies in the 208 Plan. Only those proposed actions that are found inconsistent with the Strategic Plan will require a plan amendment.
Federal and state regulations require that certain proposed actions related to wastewater facilities must be consistent with the SEAGO 208 Plan. According to state regulations, the following actions can only be approved if ADEQ determines that the proposal is consistent with the SEAGO 208 Plan:
- Permitting the proposed construction or expansion of a sewage treatment facility with combined flows over 24,000 gallons per day (gpd)
- Discharges to surface waters that require an individual Arizona Pollutant Discharge Elimination System (AZPDES) permit
- Provision of a grant or loan through the Water Infrastructure Finance Authority (WIFA) A.A.C. R18-15-202.B.8

In the rare event a proposed facility cannot be developed in a manner consistent with the 208 Plan, staff will be available upon request to assist member entities in developing and requesting amendments. Private individuals, institutions, or developers may request an amendment to the plan, but it is preferred that they obtain a sponsor from the SEAGO member entity most affected by their proposed amendment. Currently, SEAGO member entities are not charged for processing amendments to the plan, but other private individuals, agencies or developers may incur a cost depending on the level of

effort required to process a proposed amendment. Due to low demand for services, there are no wait lists at this time.

The SEAGO Environmental Program staff performs the following activities:

- Administer and update the areawide WQMP, providing coordination, liaison and public participation functions, and reporting results to the ADEQ.
- Respond to general requests for information from ADEQ and member entities regarding water quality planning and consistency with SEAGO's WQMP.
- Plan, Schedule and conduct meetings of the regional Environmental Review Committee (ERC) as needed to discuss environmental and water quality concerns for each member agency or act on any proposed amendments to the areawide WQMP.
- Perform coordination and liaison services in Graham, Cochise, Greenlee and Santa Cruz Counties between state and federal agencies, SEAGO's member entities, local citizens and interested agencies regarding water planning issues within the four-county area.
- Provide public outreach within the region and facilitate public participation in the environmental planning process by ensuring all meetings of the ERC, SEAGO Administrative Council and Executive Board meetings are open to the public and are conducted in accordance with the open meeting law.
- Participate as an active member in the State's WQMWG.

HOUSING PROGRAM SYNOPSIS

Current Amount of Funding:	**Source**	**Agency**	**Amount**	**Purpose**
	Federal	HUD	$21,620	Comprehensive Counseling
	State	AG Grant	$25,110	Foreclosure Prevention
		AG Grant	$12,879	Homebuyer Education
		AG Grant	$12,879	Financial Fitness
		ADOH NFMC	$10,000	Foreclosure Prevention
		ADOH SOHAZ	$15,000	Foreclosure Prevention
Total Current Funding:			**$97,488**	

Number of FT Personnel: 1
Number of PT Personnel: 0

Geographic Service Impacts:

Entity or Community	Housing Counseling: 7/1/2009 – 6/30/14 Pre-purchase, Delinquency (non-SOHAZ), Post-purchase, Rental	Save Our Home AZ Counseling: 8/1/2012 – 6/30/2014
Cochise County	86	49
Benson	17	10
Bisbee	40	14
Douglas	130	77

Huachuca City	39	14
Sierra Vista	197	61
Tombstone	17	12
Willcox	12	8
Graham County	43	7
Pima	7	11
Safford	39	21
Thatcher	15	4
Greenlee County	3	2
Clifton	2	3
Duncan	4	1
Santa Cruz County	88	21
Nogales	86	9
Patagonia	5	4
Totals	**830**	**328**

Notes: These figures do not reflect the average of 3-5 phone calls per day from individuals requesting information. No services have been requested from individuals from the San Carlos Apache Tribe.

Funding History:

Fiscal Year	Budget Amount
FY 2011	$232,350
FY 2012	$102,274
FY 2013	$91,500
FY 2014	$95,000
FY 2015	$97,488

Sustainability of Funding:

As noted above, some of the Housing Program funds are direct federal funds subject to Congressional appropriation. At this time, it is extremely difficult to predict which federal programs will be funded at traditional levels, which programs will be merged with other programs and which programs may be eliminated. The AG grants are the result of a settlement between the AG's Office and Bank of America. The current contract with the AG's Office is for one year. While we hope the program will be extended for an additional year, it's possible the program will be discontinued. NFMC and SOHAZ are federal funds passed through the Arizona Department of Housing (ADOH). If current levels of state and federal funding are reduced or eliminated, sustainability of the program will depend on the availability of other grants to support these efforts, or the extent to which the SEAGO membership, or possibly other public and private partners wish to self-fund the program.

Program Performance:

The statistics in the table below are from FY 2005 – FY 2015

Outputs	Outcomes
Approximately 5,000 families instructed in pre-purchase classes.	More than 2,200 homes purchased through first time homebuyer assistance programs; More than $1.5 million in various Housing Program administration fees accrued to the SEAGO fund balance
1,196 delinquency/foreclosure prevention clients counselled and served.	148 homes saved from foreclosure

Program Description:

The SEAGO Housing Program began in the early 1990s. The intent of the Program was to assist our communities in a variety of ways, including housing counseling services and assisting individuals seeking to access funding to achieve the American dream of homeownership. In the 1990s, when ADOH began to assist rural area families achieve their homeownership goals, SEAGO took on the arduous process of becoming a HUD-Approved Counseling Agency. One requirement for this program was that SEAGO had to have their records audited every two years by the Office of Housing Counseling. Because of SEAGO's compliance with program requirements, SEAGO received a three-year certificate rather than the normal two-year certificate.

The Housing Program administered the State down-payment assistance program for the *Rural Homepurchase Assistance Program*, the *Homes for Arizonans Program*, and the *Your Way Home Program* (none of which are currently funded). The administration of these programs essentially involved underwriting the loan for the State and cutting checks to the title agencies. SEAGO was well paid by ADOH for the administration of these programs, and at that time, the Housing Program had a staff of three full time employees and two contracted employees. The Housing Program taught eight-hour courses on the home buying process which were taken advantage of by approximately 5,000 families. Over 2,200 homes were purchased under these programs in the SEAGO region, and the program administration fees paid by ADOH enabled the Housing Program to put over $1.5 million into SEAGO's fund balance.

After the economic downturn, funding for clients to purchase homes was discontinued and the Housing Program's role turned more toward mitigation and prevention of delinquency and foreclosure. All of the counseling and program work is now performed by the Program Manager without clerical support of staff. To date, we have worked with 1,196 delinquency or foreclosure prevention clients and have been successful in saving 148 homes from foreclosure. We are rebuilding the homebuyer education and financial fitness components again so that the region's citizens are more prepared the next time hard economic times hit. The Housing Program receives calls every day from your citizens, who due to economic hard times and loss of jobs or job hours are in need of assistance to keep their homes. We also receive regular calls in regards to landlord/tenant issues.

The Housing Program is available to assist communities with a variety of funding opportunities from the ADOH. SEAGO has a proven success rate and good working relationship with ADOH. If communities have questions or housing needs, The Housing Program is available to explain the programs we offer and any possibilities for other ADOH, HUD, and USDA programs that can assist the citizens of the SEAGO region.

Demand remains high for foreclosure prevention counseling and services. Given the current focus of the Housing Program is delinquency foreclosure prevention, wait lists for clients would undermine the purpose of the program which is to help individuals retain the American dream of homeownership. If at any time the Housing Program cannot take on any more clients, they are referred to other agencies that may be able to take their cases.

The Housing Program Manager performs the following activities:

- Provides housing counseling on a variety of homeownership topics, including home buying, pre-purchase issues, delinquency and foreclosure prevention, post-purchase non-delinquency, home equity conversion, financial fitness, post-purchase education and predatory lending practices.
- Administers the HUD Counseling, Save Our Home Arizona, National Foreclosure Prevention Counseling, and Arizona Attorney General Office Programs in the four-county SEAGO region; verifies income and assets of the program applicants; works with applicants to assemble the necessary documentation to qualify for assistance; conducts Quarterly Continuing Eligibility Reviews for the SOHAZ program participants; and conducts counseling for program participants.
- Works with lenders to obtain mortgage modifications for clients.
- Conducts outreach activities for prospective clients and lending institutions outlining the program services and requirements.
- Prepares monthly reports of activities completed for funding agencies; and manages client files and required program documentation.
- Seeks additional funding opportunities to sustain program activities.

TRANSPORTATION PROGRAM SYNOPSIS

Current Amount of Funding:

Funding Source	Federal	Local Match	Program Total
SPR	$125,000	$31,250	$156,250
STP	$75,000	$,4,533	$79,533
FTA Section 5303	$40,000	$0	$40,000
FTA Section 5310	$174,735	$19,415	$194,150
Totals	**$414,735**	**$55,198***	**$469,933**

* In-Kind services are used to meet Local match requirements.

Number of FT Personnel: 2
Number of PT Personnel: 1 (3/4 time)

Geographic Service Impacts

The transportation program has a broad impact region wide. 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. The Transportation Improvement Program (TIP) currently has 14 member agencies with projects on the TIP. SEAGO is currently tracking over $33,000,000 in regional projects on our TIP. A functional classification project of our regional road network resulted in

16 member agencies seeing at least one road up-graded from local to collector status; making these roads eligible for federal funding. SEAGO also develops the Regional Transit Coordination Plan. Transit providers must be identified in the plan to be eligible for Federal funding. In addition, SEAGO coordinates the FTA Section 5310 grant process for the region. Last year, the region received approximately $700,000 in Coordinated Mobility awards to provide services to the elderly and individuals with disabilities. The Regional Mobility Program coordinates transit efforts in all 4 counties as well as in 13 cities and towns throughout the region.

Funding History:

Fiscal Year	Budget Amount*
FY 2011	$152,750
FY 2012	$163,000
FY 2013	$183,000
FY 2014	$240,000
FY 2015	$414,735

*Does not include In-Kind match

Sustainability of Funding:

The transportation program is completely dependent on Federal Highway Administration (FHWA) and Federal Transit Administration (FTA) funding passed through the Arizona Department of Transportation (ADOT). Both the Highway Account and the Mass Transit Account of the Highway Trust Fund (HTF) are faced with insolvency issues. Improvements in vehicle fuel efficiency and reduced driving have substantially decreased the amount of gas tax revenue deposited in the HTF each year. Since fiscal year 2008, Congress has transferred $54 billion in general fund revenues into the HTF to prevent insolvency. This situation exposes our transportation and transit programs to budget cuts and reimbursement delays. Congressional action is necessary to address these concerns. At this time, it is extremely difficult to predict Congressional solutions to this issue and if funding will continue at current levels. If federal funding is reduced or eliminated, sustainability of the program will depend on the extent to which the SEAGO membership or possibly other public and private partners willingness to self-fund the program.

Program Performance:

The following are few successes the program has accomplished over the past three years:

Outputs		Outcomes
Expansion:	Added a Regional Mobility Program, Sub-Regional Mobility Program and secured a grant to implement a regional transit provider training program	Increased coordination among the region's transit providers resulting in improved efficiency, economies of scale, connectivity and access to services; Increased transit provider compliance and capacity
	Secured STP funding to implement and continue a regional traffic counting program	Member entities have current traffic counting data, accurate certified public mileage reports (important for HURF distributions),

Protection of Region's Funds: (In response to ADOT's "use it or lose it" policy involving STP and HSIP funding)	Advanced out-year projects and coordinated loans with other COG's and MPO's	More than $5,000,000 in regional funding apportionments preserved
Functional Classification:	Led a region-wide effort to review classification of all roadways; Over 300 road segments reclassified to Collector status or above	Increased member entities' access to federal funding through updated functional classification of their streets
Project Tracking:	Coordinated the development of regional transportation project tracking procedures; Developed a process to review projects on a semi-annual basis	Projects are ensured to meet project delivery/timeline requirements

Program Overview:

The SEAGO Transportation program consists of a Transportation Planner that oversees the program and ensures the technical planning activities outlined in our Annual Work Program (WP) with ADOT are completed in a timely manner and acceptable manner. Other programs included within the transportation section are a Traffic Count Program, Regional Mobility Management Program, a Sub-regional Mobility Management Program, and a Pilot FTA Section 5310 Training Program. The program is funded by ADOT administered FHWA State Planning and Research (SPR) funds, Surface transportation Funds (STP), ADOT administered FTA Section 5303 Transit Planning funds, and ADOT administered FTA Section 5310 capital and operating grants. Demand for services varies depending on the type of service. Below is a table listing each service provided in FY 2014 and level of demand for each service:

Type of Service	Program	Services Provided	Clientele	Level of Demand
TA - Funding Applications	TP	7	Member Agencies (MA)	Medium
TA – Project Programming	TP	28	MA/ADOT	High
TA – Traffic Data/HPMS/TDMS	TP	39	MA/ General Public (GP)	High
TA – Functional Classification	TP	14	MA/ADOT	Medium
TA – Transit Grant Applications	TP/RMM	24	Transit Providers (TP)	High
TA – Operational Practices	RMM	67	TP	High
TA - ADOT & AAA Invoicing	RMM	14	TP	Medium
TA – Vehicles Use & Accident Reporting	RMM	12	TP	Low
SEAGO TAC Training Coordination	TP	5	MA/ADOT	Medium
Transit Provider Training Coordination	RMM	16	MA/TP	Medium
TA- Population Data	TP	13	MA/ADOT/GP	Low
Regional Planning Study Participation	TP/RMM	29	MA/ADOT	Medium
Transit Service Coordination	TP/RMM	100+	TP/GP	High
TAC & Transit Meeting Facilitation	TP/RMM	19	MA/TP/GP	High
Transit Provider Compliance Monitoring	TP/RMM	27	ADOT/Area Agency on Aging	High
Regional Representation at ADOT	TP/RMM	23	MA/TP	Medium

Program Activities, Duties, and Responsibilities

Our ADOT Work Program and Regional Mobility Management Scope of Work guide the activities of our Transportation Program.

The SEAGO Transportation Planning Section performs the following duties:
- Develops and annually updates the SEAGO Title VI Public Involvement Plan. The purpose of the plan is to guide outreach activities to stakeholders including agency staff, elected officials, and the public.
- Maintains the SEAGO Transportation web site with current and accurate information and data.
- Ensures that Highway Performance Monitoring System (HPMS) data is collected and reported on an annual basis.
- Ensures that the SEAGO Traffic Data Management System (TDMS) is maintained and made available to local jurisdictions.
- Coordinates regional surface transportation and transit training efforts.
- Oversees the Regional Traffic Data Collection contract with Works Consulting.
- Facilitates regional roadway functional classification efforts.
- Ensures that population data from the SEAGO region is collected according to requirements of the Arizona Department of Administration.
- Develops and maintains the SEAGO TIP. This includes identifying, prioritizing, and programming transportation improvement projects that are to be completed over a five-year period on local and regional roads. Monitoring projects to ensure they are progressing as programmed. Updating the TIP as needed to ensure funding is available and fiscally restrained.
- Facilitates and coordinates TAC meetings for the purpose of carrying out regional planning activities. This includes the development of the TAC meeting agenda and its corresponding informational packet to ensure that meeting is conducted in an efficient and timely manner.
- Provides technical support to member agencies in completing funding applications and ADOT program processes.
- Represents the SEAGO region at ADOT meetings on issues related to State System roadways and public transit within the region.
- Serves on Technical Advisory Committees for state, regional, tribal, and local transportation studies within the region.
- Organizes, coordinates, and assists ADOT in regional Section 5310 Coordinated Mobility application process.
- Develops the Regional Transit Coordination Plan. Transit providers must be identified in the plan to be eligible for Federal funding.
- Assists agencies in preparation of applications as needed.   Provide technical support to applicants that need help in preparing accurate and complete applications.
- Conducts an annual application review to prioritize applications based on need in a manner consistent with the implementation strategies of the Regional Human Services & Public Transportation Coordination Plan and available funding.
- Oversees the Regional Mobility, Sub-Regional Mobility, and Pilot 5310 Training Programs.

The SEAGO Regional Mobility Programs perform the following duties:
- Develops and leads a unified mobility management program throughout region.
- Develops and builds the capacity of sub-regional Coordinating Councils in Cochise, Santa Cruz, and Graham/Greenlee counties.
- Convenes sub-regional councils that meet on at least a quarterly basis. Develops meeting agendas that meet transit need and objectives in each county.

- Solicits participation in coordination planning from human service agencies, transit providers, private sector providers, and others.
- Maintains a current inventory of vehicles in the region, among transportation providers including those funded by ADOT funds and other vehicles in the transportation providers' fleets.
- Creates, maintains, and updates, the SEAGO Regional Mobility website. The site includes a directory of available transportation services and contains information on hours of service, eligibility, and cost, for each of our regional transit providers.
- Participates in regional transit planning technical advisory committees.
- Represents the SEAGO region at ADOT meetings on issues related to public transit within the region.
- Provides outreach, support, & training for providers throughout region. This includes site visits to identify practices and suggest improvements or opportunities to coordinate.
- Will develop and deliver a region-wide Section 5310 Training Program in Fiscal Year 2015.

SEAGO Five-Year Strategic Plan – Goals and Tactics Implementation Plan Matrix

Goals and Tactics	Measurable Outcome (Performance Measurement)	Timeframe for Tactic Implementation		
		Short-Term (Before 6/30/2015)	Mid-Term (Before 6/30/2016)	Long-Term (Before 6/30/2017)
Goal 1: Expand SEAGO services to member entities and constituents				
Tactic A: Increase Central Administration Resources		X		
1. Include additional resources in FY 2016 budget process	Level of resources needed and cost to programs is determined.	X		
2. Develop job description listing duties and position requirements.	Job description is developed.	X		
3. Publish / Post job announcement	Job announcement published / posted.	X		
4. Schedule interviews / Select individual	Candidates interviewed/ individual selected.	X		
5. Orient / Train selected individual	Selected individual is oriented and trained.	X		
Tactic B: Procure Professional Grant Writing Services			X	
1. Determine scope of work and estimated cost of services	Scope of work and cost estimate developed.		X	
2. Obtain Board approval to issue Request for Proposals and agreement on funding source reached	Authorization to issue RFP is approved and funding source is agreed on.		X	
3. Write / Publish RFP	RFP is published.		X	
4. Evaluate proposals, select consultant, enter into contract	Consultant is under contract.		X	
	Measure success by number of grants written and awarded in the region.		X	
Tactic C: Prepare and Submit a Regional Technical Services Center Grant Application			X	
1. Identify grant opportunity, deadline for applications, and amount of	Opportunity and amount of matching funds are identified.		X	

SEAGO Five-Year Strategic Plan – Goals and Tactics Implementation Plan Matrix

Goals and Tactics	Measurable Outcome (Performance Measurement)	Timeframe for Tactic Implementation		
		Short-Term (Before 6/30/2015)	Mid-Term (Before 6/30/2016)	Long-Term (Before 6/30/2017)
matching funds				
2. Reach agreement on source of matching funds	Source of matching funds is agreed upon.		X	
Work with grant writer to prepare and submit funding application	Application is submitted		X	
Execute grant award documents	Grant is awarded.		X	
	Measure success by scope, amount and value of technical services rendered to member entities.		X	
Tactic D: Assist Member Entities in Developing Local Economic Development Strategies			X	
1. Re-engage / Update list of Strategy Committee members	Existing Strategy Committee members are re-engaged and new members recruited.		X	
2. Create local Strategy Committees	Local Strategy Committee members are identified and recruited.		X	
3. Convene meetings with local Strategy Committees	Local meetings are held.		X	
4. Develop local economic development strategies and update project lists	Local economic development strategies are developed and project lists are updated.		X	
5. Update regional Comprehensive Economic Development Strategy	2016 – 2020 CEDS is submitted and approved by EDA.		X	
Tactic E: Conduct Feasibility Analysis of Consolidated Regional Human Services				X
1. Perform initial research / data gathering; identify best practices	Best practices are identified and preliminary data is gathered.			X
2. Identify staffing and resource	Staffing and other resources are identified.			X

SEAGO Five-Year Strategic Plan – Goals and Tactics Implementation Plan Matrix

Goals and Tactics	Measurable Outcome (Performance Measurement)	Timeframe for Tactic Implementation		
		Short-Term (Before 6/30/2015)	Mid-Term (Before 6/30/2016)	Long-Term (Before 6/30/2017)
requirements				
3. Perform cost / benefit analysis	Cost / Benefit analysis is completed.			X
4. Determine level of political support	Political support is determined.			X
Goal 2: Enhance awareness of SEAGO and the value of its services				
Tactic A: Expand Current Public Information and Outreach Activities in Regional Newspapers		X		
1. Arrange meeting with publisher of Sierra Vista Herald	Information on content sharing between Wick publications is gathered.	X		
2. Arrange meetings with publishers of remaining Wick Communications newspapers in the region to determine content interests	Relationship expanded, and content interests determined.	X		
3. Pursue informal agreement on content submittal	Informal agreement reached.	X		
	Measure success by number of SEAGO articles shared in other Wick publications or number of hits on articles in newspaper websites	X		
Tactic B: Increase Central Administration Resources		X		
1. Include additional resources in FY 2016 budget process	Level of resources needed and cost to programs is determined.	X		
2. Develop job description listing duties and position requirements.	Job description is developed.	X		
3. Publish / Post job announcement	Job announcement published / posted.	X		
4. Schedule interviews / Select individual	Candidates interviewed/ individual selected.	X		
5. Orient / Train selected individual	Selected individual is oriented and trained.	X		

SEAGO Five-Year Strategic Plan – Goals and Tactics Implementation Plan Matrix

Goals and Tactics	Measurable Outcome (Performance Measurement)	Timeframe for Tactic Implementation		
		Short-Term (Before 6/30/2015)	Mid-Term (Before 6/30/2016)	Long-Term (Before 6/30/2017)
Tactic C: Begin Using Member Entities as a Resource to Increase Public Awareness			X	
1. Identify key member entity staff to coordinate efforts with	Key member entity staff are identified.		X	
2. Confer with key member entity staff to determine most appropriate, cost effective, and efficient media / format	Appropriate, cost effective and efficient media / format determined.		X	
3. Implement public awareness campaign	Measure success by number of responses to announcements and hits on member entity websites, social media, etc.		X	
Goal 3: Advance economic competitiveness and sustainability				
Tactic A: Procure Professional Grant Writing Services			X	
1. Determine scope of work and estimated cost of services	Scope of work and cost estimate developed.		X	
2. Obtain Board approval to issue Request for Proposals and agreement on funding source reached	Authorization to issue RFP is approved and funding source is agreed on.		X	
3. Write / Publish RFP	RFP is published.		X	
4. Evaluate proposals, select consultant, enter into contract	Consultant is under contract.		X	
	Measure success by number of grants written and awarded in the region.		X	
Tactic B: Prepare and Submit a Regional Technical Services Center Grant Application			X	
1. Identify grant opportunity, deadline for applications, and amount of	Opportunity and amount of matching funds are identified.		X	

SEAGO Five-Year Strategic Plan – Goals and Tactics Implementation Plan Matrix

Goals and Tactics	Measurable Outcome (Performance Measurement)	Timeframe for Tactic Implementation		
		Short-Term (Before 6/30/2015)	Mid-Term (Before 6/30/2016)	Long-Term (Before 6/30/2017)
matching funds				
2. Reach agreement on source of matching funds	Source of matching funds is agreed upon.		X	
Work with grant writer to prepare and submit funding application	Application is submitted		X	
Execute grant award documents	Grant is awarded.		X	
	Measure success by scope, amount and value of technical services rendered to member entities.		X	
Tactic C: Assist Member Entities in Developing Local Economic Development Strategies			X	
1. Re-engage / Update list of Strategy Committee members	Existing Strategy Committee members are re-engaged and new members recruited.		X	
2. Create local Strategy Committees	Local Strategy Committee members are identified and recruited.		X	
3. Convene meetings with local Strategy Committees	Local meetings are held.		X	
4. Develop local economic development strategies and update project lists	Local economic development strategies are developed and project lists are updated.		X	
5. Update regional Comprehensive Economic Development Strategy	2016 – 2020 CEDS is submitted and approved by EDA.		X	
Tactic D: Conduct Feasibility Analysis of Consolidated Regional Human Services				X
1. Perform initial research / data gathering; identify best practices	Best practices are identified and preliminary data is gathered.			X

SEAGO Five-Year Strategic Plan – Goals and Tactics Implementation Plan Matrix

Goals and Tactics	Measurable Outcome (Performance Measurement)	Timeframe for Tactic Implementation		
		Short-Term (Before 6/30/2015)	Mid-Term (Before 6/30/2016)	Long-Term (Before 6/30/2017)
2. Identify staffing and resource requirements	Staffing and other resources are identified.			X
3. Perform cost / benefit analysis	Cost / Benefit analysis is completed.			X
4. Determine level of political support	Political support is determined.			X
Tactic E: Expand and Market New Program Services to Advance Sustainability and Reduce or Eliminate Use of Fund Balance				X
1. Conduct needs assessment / market analysis	Needs and market for expanded services are understood.			X
2. Identify niches SEAGO is most likely able to fill	Areas of opportunity are identified.			X
3. Build capacity to perform services	Expertise and equipment to perform services are developed and available.			X
4. Market services throughout region	Fund balance use is reduced; sustainability is advanced.			X