



Expand,  
Enhance and  
Advance!



The SEAGO  
Five-Year  
Strategic Plan  
FY2018 – FY2022

July 1, 2017

## Acknowledgements



*SEAGO Main Office, Bisbee Arizona*

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- **The SEAGO Administrative Council and Executive Board** – who recognized the value of developing a strategic plan for the agency and continues to support efforts to update it.
- **Dennis Smith** – Executive Director, Maricopa Association of Governments, who truly understands that strong regions make a strong state, and who graciously provided staff to assist us in developing the initial strategic plan and again in our efforts to update the plan.
- **Amy St. Peter** – Assistant Director, Maricopa Association of Governments, who skillfully orchestrated the 2017 Strategic Planning Retreat.
- **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 vision and mission statements were refined. In February 2011, the Executive Board adopted the agency’s first vision and mission statements. Funding challenges brought about by the impact of the Great Recession delayed efforts to organize additional retreats to identify goals, strategies or tactics supporting the Board-adopted mission and vision for the agency. As a result, efforts were made at the staff level to begin implementing the Board-adopted vision and mission statements, until it became apparent that the same issues and dynamics created by the funding challenges the agency experienced had actually become the impetus to continue the strategic planning effort.

In recognition of the value a strategic plan could bring the agency, the Executive Board approved a small budget to hold a retreat with the Administrative Council and SEAGO staff, and in January 2015, twenty-one leaders from the region met for a two-day strategic planning retreat. The Board- adopted mission and vision statements became the foundation to create a path forward for the organization’s first Five-Year Strategic Plan. Scheduled for an update in 2017, the Plan was revisited at another two-day retreat held February 9 and 10, 2017. A written report on the outcomes of the 2017 Strategic Planning Retreat is provided as **Appendix A**.

### **Overview of Five-Year Strategic Plan:**

The updated Five-Year Strategic Plan defines primary goals, objectives and measureable outcomes upon which to focus and execute during Fiscal Years 2018 – 2022. 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.

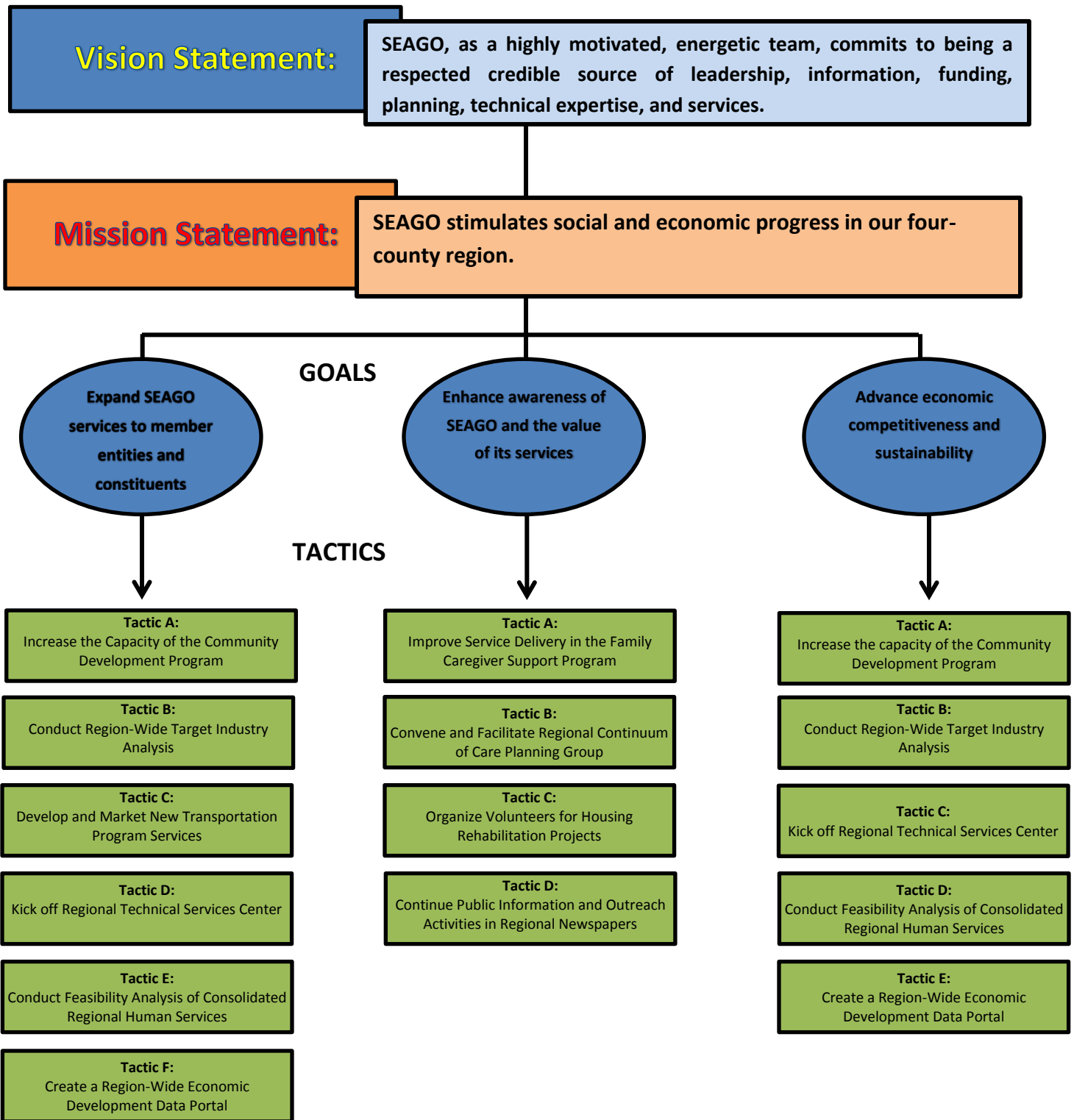
**Five-Year Strategic Plan Goals:**

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 2018 – 2022



## 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:



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. An updated version was also provided to 2017 retreat participants and is 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 2017, SEAGO member entities contributed \$74,458 in membership dues, which investment assisted the agency in leveraging \$1,696,958 for in house programs and services, and an additional \$2,028,675 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 \$9,314,083 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:

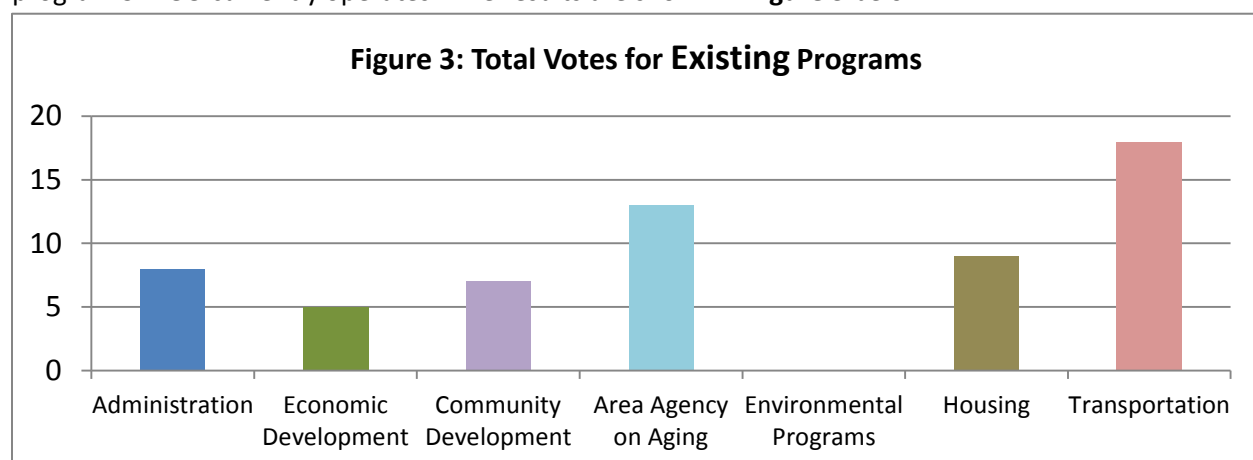


Table 1 – Fiscal Year 2017 SEAGO Program Summary

Program Name	Service Summary	Target Population	Funding Sources	Local Match	Total Annual Revenue	Current Budget Surplus/ (Deficit)	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	\$161,663	(\$9,759) <small>(As of 11/30/ 2016)</small>	Average of \$80,590 saved annually through cost saving strategies.	1.45 FTE	All agency funding dependent on accurate, transparent, compliant accounting.	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 subaward agreements with service providers.	People aged 60 years plus and limited disabled individuals.	\$166,924 federal; \$194,293 state for in-house services; plus \$2,028,675 federal and state under subaward agreements with service providers.	0	\$361,217 Plus \$2,028,675 under subaward agreements with service providers.	(\$3,440) <small>(As of 11/30/ 2016)</small>	26 class participants, 460 volunteer hours, 7 nutrition sites monitored with 87.5 percent complaint with ADES requirements, 64 outreach events, 63 nursing facility visits, 264 assisted living facility visits, 50 complaints investigated, 1,010 client contacts, \$200,000 saved on prescription drug costs and premiums.	4.0 FTE	0	Services driven by federal requirements and State and Local SSBG plan; deficit not anticipated to continue.

Program Name	Service Summary	Target Population	Funding Sources	Local Match	Total Annual Revenue	Current Budget Deficit	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.	\$96,971 local; \$20,000 state	\$0	\$116,971	\$4,009 <small>(As of 11/30/ 2016)</small>	15 applications funded, 10 projects successfully administered, 15,600 low-moderate income beneficiaries.	1.06 FTE	\$3,586,072	Access to funding only available through SEAGO.  \$190,099 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	\$1,891 <small>(As of 11/30/ 2016)</small>	16 planning, training and technical assistance events; completion of the 2015-2020 CEDS, substantial completion of Gila Valley CEDS; direct assistance to 3 companies enabling retention of 17 jobs and creation of potentially several hundred new jobs over next 2 - 5 years; 4 SEAGO Board Resolutions supporting economic development initiatives.	1.1 FTE	\$0	Designated by EDA as an Economic Development District.
Environmental Program	Develop and maintain regional plan and process consistency reviews, public reviews and amendments.	Member entities; general public.	\$7,600 state	\$0	\$7,600 plus any consistency /public review fees.	(\$3,653) <small>(As of 11/30/ 2016)</small>	3 consistency reviews and one public review performed, 3 meetings to ensure coordination and outreach in last 12 months.	.03 FTE	\$0	Designated by Governor, low demand for program.

Program Name	Service Summary	Target Population	Funding Sources	Local Match	Total Annual Revenue	Current Budget Deficit	Annual Outputs and Outcomes	Number of Personnel	Amount of Funding Leveraged	Notes
Housing	Housing counseling and assistance. Currently limited to on-line homeowner education.	Historically first time homebuyers and homeowners in crisis. Program currently suspended.	\$0	\$0	\$0	\$0	2,200 1 <sup>st</sup> 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.	0 FTE  (program suspended in May 2016)	\$1,500,000 from ADOH from FY 2006 to FY 2010.	\$1.5 million accrued to SEAGO fund balance.
Transportation	Regional transportation project planning / programming; Title VI plan development / implementation; population and HPMS data collection; mobility management, training; develop plans to coordinate human services transportation; 5310 grant training	Member entities, general public, older adults and people with disabilities.	\$967,400 federal; \$200,000 local	\$134,350 (in-kind)	\$1,301,350	\$117,968  (As of 11/30/ 2016)	More than 150 transit program managers, supervisors, and drivers trained; Regional Strategic Highway Safety Plan developed; PASS training program developed; Willcox transit services restored; Intercity Route Study developed; Graham County Transit Study/Plan developed; Legacy Foundation grant secured providing matching funds for ADOT grants.	3.75 FTE	More than \$600,000 in private foundation funding secured; More than \$6,000,000 in regional funding preserved; \$967,662 federal funds leveraged.	Mobility management and training programs are new focus areas that have brought in new revenue.

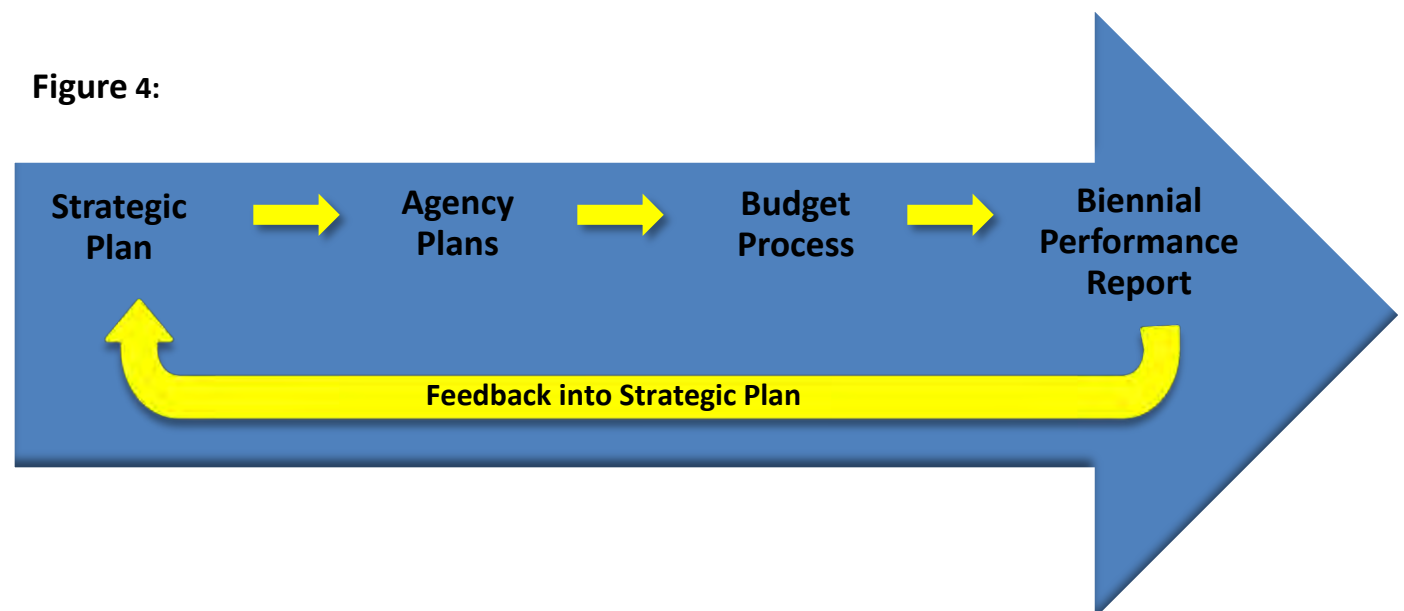
## SECTION II - WHY A STRATEGIC PLAN FOR SEAGO?

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:



### SECTION III - STRATEGIC PLANNING PROCESS

#### **Background:**

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

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

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

The outcome was the following draft vision statement:

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

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

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

The outcome was the following draft mission statement:

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

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

- What is a good vision statement?
- The origin 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 vision for the agency. As a result, efforts were made at the staff level to begin implementing the Board-adopted vision and mission statements, including but not limited to the following:

- Improved recruitment and selection processes
- Critical revisions and updates to personnel manual
- Reduced central administration costs
- Reduced program operating costs
- Improved accounting and records management procedures
- Improved inter-program cooperation
- Resolved process concerns relating to Administrative and Executive Committee meetings

- Developed 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 engaged in a number of facilitated exercises and the data gathered was used to develop the agency's first strategic plan – Expand, Enhance and Advance: The SEAGO Five-Year Strategic Plan FY 2016 – 2020. The Plan, including the retreat report can be found archived on the SEAGO website at:

<https://www.keepandshare.com/doc12/238413/seago-strategic-plan-board-adopted-5-21-2015-pdf-3-9-meg?da=y>

### **2017 Strategic Planning Retreat:**

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



A number of ideas resulted from the participants' engagement at the retreat that have been further vetted and considered for implementation. Implementation of these activities will require additional resources of funding, time, and/or partners. Participants of the retreat value SEAGO's collaborative approach and recognize that such partnerships are critical to building sustainable capacity. Additional creativity may be needed to give SEAGO the capacity it needs to innovate and to continue being a regional asset.

The group also assessed SEAGO's programs and identified opportunities to grow the capacity and impact of these programs. The agenda included a range of activities from discussing participants' aspirations for SEAGO, to learning more about economic development, to discussing how to elevate the brand and presence of the region. The entire 2017 Strategic Planning Retreat Report is included as **Appendix A**.

The updated plan will guide SEAGO over the next five years by providing overarching goals, specific tactics and measurable outcomes from which progress can be measured. It will also provide direction for budget development each year. Goals and tactics have been developed based on participants' ideas that emerged 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 biennial performance report of the goals and tactics. It is anticipated that the next retreat will be held in early 2019 and the plan updated in the months that follow.

## 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 first 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 updated Five-Year Strategic Plan retains three high-level goals identified in the initial Plan iteration to provide guidance for the agency through 2022. The updated Plan remains 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 updated 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 Strategic Planning Retreats in 2015 and 2017, 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 updated tactics enhance and support the organization’s ability to achieve this goal. Tactics institutionalized since the 2015 Retreat will be maintained to the extent possible as work proceeds to implement tactics from the 2017 Retreat.

### **Tactic A - Increase the Capacity of the Community Development Program by July 1, 2017**

The Community Development Program Manager is one of the leading experts in the State of Arizona on the Community Development Block Grant Program, but she is expected to retire within the next two years. The expertise she has gained over more than 23 years of service with SEAGO is a valuable resource that will be lost if that knowledge is not transferred to another SEAGO staff member before she retires. Based on the discussion at the 2017 Retreat, SEAGO member entities clearly value the technical assistance she provides in guiding them through the CDBG project planning process, preparing funding applications, and administering their projects. Retreat participants agreed that increasing capacity of the CDBG program is necessary, and suggested that hiring someone with grants administration experience may provide the staff needed for continuity in the CDBG Program as well as increase capacity to assist member entities in pursuing other available grant opportunities. Initially, funding for the increased capacity could come from SEAGO’s fund balance, and be supported over the long term by fees charged for application preparation and grant administration fees when grants are awarded. If the CDBG program is eliminated at the federal level, the position may be reduced, eliminated or funded through another source.

### **Tactic B - Conduct Region-Wide Target Industry Analysis by January 1, 2018**

At the 2017 Retreat, participants identified a need for quantifiable metrics to drive economic development planning. A region-wide target industry analysis could help communities understand the assets they possess and focus their individual efforts to better market their communities and the region. Operating regionally is a productive and valued role for SEAGO, and having SEAGO focus on data, jobs, and attraction of compatible businesses and industries might decrease the territorialism that is often present in economic development. The SEAGO Economic Development Council will be asked to weigh in on this Tactic before moving forward. USDA currently has technical assistance grants available that may be pursued to assist in funding the study.

### **Tactic C - Develop and Market New Transportation Program Services by July 1, 2018**

This is a variation of a Tactic previously included in the SEAGO Five-Year Strategic Plan FY 2016 – FY 2020 that has been updated based on discussion that occurred at the 2017 Retreat. As a first priority, participants proposed to develop an internal traffic count program. Over the long term, they believe that building this capacity internally will eliminate the costs associated with contracting with a consulting firm to gather this data, and would reduce agency data collection costs during the annual Highway Performance Monitoring System (HPMS) reporting period. A second priority is to build GIS capacity and create a region-wide GIS database. These services would have the benefits of shortening project development time, providing cost savings, supplying the data needed to make more projects eligible for funding, and improving access to state and federal funding to improve roadway infrastructure. Surface Transportation Program and State Planning and Research funds could be used to support the program costs including equipment and training. In some cases, there may be potential for SEAGO to market these services to our member entities or the private sector as these programs expand, and the program income could be used to replenish fund balance or sustain SEAGO operations when hit with funding reductions in the future. Both priorities are addressed in the Implementation Plan Matrix in **Appendix C**.

#### **Tactic D - Kick Off Regional Technical Services Center by July 1, 2018**

There was significant support at the 2015 Strategic Planning Retreat for establishing a Regional Technical Services Center (RTSC) that would house professional services from various disciplines that could be utilized by member entities in developing projects in their communities. This Tactic appeared in the first iteration of the Strategic Plan, and has been updated in the SEAGO Five- Year Strategic Plan FY 2018 – FY 2022. The RTSC will enable communities to access technical services on relatively short notice through an agreement with SEAGO and avoid going through lengthy, duplicative procurement processes. The initial concept was to pursue grant opportunities to establish the RTSC, but in further discussion, staff found that many of the services most needed could be provided through intergovernmental agreements with other public agencies. We have an opinion rendered by SEAGO's legal counsel that provides assurance that procurement of technical services through the RTSC will be on solid legal ground. Procedures and boilerplate documents needed to secure technical services will be developed to implement the RTSC over the next year.

#### **Tactic E - Conduct Feasibility Analysis of Consolidated Regional Human Services by January 1, 2019**

This Tactic is yet another carry-over from the first iteration of the Strategic Plan that has been included in the updated SEAGO Five- Year Strategic Plan FY 2018 – FY 2022. 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 could potentially direct resources currently used for administrative requirements into delivery of program services to residents of the region. Participants of the 2017 Retreat again discussed this possibility and proposed to investigate funding options for conducting a feasibility study that would evaluate

the consolidation of human services administration at SEAGO and SEACAP. Staff has identified a private foundation whose mission is “to increase philanthropic impact by encouraging and supporting long-term collaborations among nonprofits working in the same or complementary areas in order to increase efficiency and/or impact and to reduce duplication of efforts.....” The foundation has partially funded numerous studies that resulted in successful mergers of human services agencies in the past, but other funding partners must be identified and other actions taken before applying for funding.

#### **Tactic F - Create a Region-Wide Economic Development Data Portal by January 1, 2019**

As discussed in Tactic B above, participants identified a need for quantifiable metrics to drive economic development planning. The discussion rose out of the work of Dr. Robert Carriera of U.S. Economic Research who has created a website for Cochise County’s economic development efforts found at <http://www.cochisenow.com/>. A region-wide data portal inclusive of economic development data for each county in the SEAGO region would unify and increase the accessibility and quantity of information, and could help to identify unique niches to market the region more effectively. In addition, SEAGO could use this information to drive regional economic development planning around the development of complementary industries, such as the manufacturing of wine bottles from recycled glass for the growing wine industry. Participants also discussed the need to grow and retain local businesses and identifying and interviewing the top ten businesses in the region about what they need to be more successful could provide valuable insights. The information gathered could be used as the foundation for an inventory of businesses and the aftercare that is required to help retain and expand the businesses. SEAGO could format, aggregate, and publish these data on the data portal for further analysis and policy development.

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

At the Strategic Planning Retreats in 2015 and 2017, there was support for building capacity and enhancing regional awareness of SEAGO. Success in this area will continue to 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. Tactics institutionalized since the 2015 Retreat will be maintained to the extent possible as work proceeds to implement tactics from the 2017 Retreat.

#### **Tactic A - Improve Service Delivery in the Family Caregiver Support Program by July 1, 2017**

At the 2017 Retreat the Area Agency on Aging (AAA) programs were not reviewed because the Program Manager was unavailable on the second day of the retreat. However, at the 2015 Retreat, the AAA was seen as the second most important of all SEAGO programs and enhancing service delivery for AAA programs is therefore warranted. Over the last several years, the AAA Program Manager has observed that the Family Caregiver Support Program has been underutilized. Program changes were implemented in Fiscal Year 2017 to provide more caregiver workshops in the region as a means to improve outreach and education with the goal of increasing utilization of caregiver respite services. In assessing the effectiveness of this change, it was determined that it did not have the desired impact. As a result, the Program Manager believes that the SEAGO AAA should hire an

in-house Caregiver Case Manager who would work directly with contracted AAA Case Managers to increase caregiver referrals to SEAGO. The Caregiver Case Manager would promote awareness of the caregiver respite program, coordinate and organize caregiver outreach and education workshops, and work closely with community organizations who provide assistance to caregivers, elderly and disabled to more efficiently and effectively utilize respite funding.

**Tactic B - Convene and Facilitate Regional Continuum of Care Planning Group by July 1, 2018**

At the 2017 Strategic Planning Retreat, there was support for SEAGO to explore a role in addressing homelessness. There is considerable overlap and duplication of efforts among service providers addressing homelessness in the region. Participants cited a lack of communication and coordination among the providers and felt that resources could be used better and more effectively with regional coordination and active participation in the Continuum of Care. In the short-term, bringing the agencies together could provide an opportunity to identify training and tools that could be shared, resulting in lower costs and increased effectiveness. Long-term, the providers might find value in coordinating screening, information, and referrals throughout the SEAGO region.

**Tactic C - Organize Volunteers for Housing Rehabilitation Projects by July 1, 2019**

There was also support for SEAGO to explore a role in addressing affordable housing at the 2017 Retreat. Participants noted a lack of suitable, affordable housing and suggested this might be addressed through a short-term, low cost option. It was suggested that SEAGO explore setting up volunteer projects in partnership with large entities like Freeport McMoRan and the military base to rehabilitate homes. Volunteer groups could bring their own materials and carry out home repairs under the supervision of skilled volunteers from the community. This could improve the supply of affordable housing, strengthen relationships with the private sector, and possibly increase the funding that might be available through corporate giving. If SEACAP and SEAGO were to merge, weatherization program staff may be able to assist in organizing and coordinating these efforts.

**Tactic D - Continue Public Information and Outreach Activities in Regional Newspapers through July 1, 2019**

SEAGO has established a weekly column that is distributed throughout the Wick Communications Network and features information from SEAGO's programs. 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). This partnership has been highly successful over the last few years and directly resulted in a \$600,000 private foundation grant to expand mobility services in Cochise and eastern Santa Cruz Counties. This Tactic will be continued for the duration of the updated Five- Year Strategic Plan FY 2018 – FY 2022.

**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. As with Goals 1 and 2, the underlying tactics support and enhance the organization's ability to achieve this goal. Tactics institutionalized since the 2015 Retreat will be maintained to the extent possible as work proceeds to implement tactics from the 2017 Retreat.

#### **Tactic A - Increase the Capacity of the Community Development Program by July 1, 2017**

Based on the discussion at the 2017 Retreat, SEAGO member entities clearly value the technical assistance the Community Development Program Manager provides in guiding them through the CDBG project planning process, preparing funding applications and administering their projects. Retreat participants agreed that increasing capacity of the CDBG program is necessary, and suggested that hiring someone with grants administration experience may provide the staff needed for continuity in the CDBG Program as well as increase capacity to assist member entities in pursuing other available grant opportunities. Additional detail on this Tactic can be found under Goal 1, Tactic A. In addition to expanding services to member entities and constituents, this Tactic supports the goal of advancing economic competitiveness and sustainability for both SEAGO and its member entities.

#### **Tactic B - Conduct Region-Wide Target Industry Analysis by January 1, 2018**

At the 2017 Retreat, participants expressed support for a region-wide target industry analysis to help communities understand the assets they possess and focus their individual efforts to better market their communities and the region. The SEAGO Economic Development Council will be asked to weigh in on this Tactic before moving forward. Additional detail on this Tactic can be found under Goal 1, Tactic B. In addition to expanding services to member entities and constituents, this Tactic supports the goal of advancing economic competitiveness and sustainability for both SEAGO and its member entities.

#### **Tactic C - Kick Off Regional Technical Services Center by July 1, 2018**

There was significant support at the 2015 Strategic Planning Retreat for establishing a Regional Technical Services Center (RTSC) that would house professional services from various disciplines that could be utilized by member entities in developing projects in their communities. The RTSC will enable communities to access technical services on relatively short notice through an agreement with SEAGO and avoid going through lengthy, duplicative procurement processes. We have an opinion rendered by SEAGO's legal counsel that provides assurance that procurement of technical services through the RTSC will be on solid legal ground. Additional detail on this Tactic can be found under Goal 1, Tactic D. In addition to expanding services to member entities and constituents, this Tactic supports the goal of advancing economic competitiveness and sustainability for both SEAGO and its member entities.

#### **Tactic D - Conduct Feasibility Analysis of Consolidated Regional Human Services by January 1, 2019**

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, and participants of the 2017 Retreat again discussed this possibility and proposed to investigate funding options for conducting a feasibility study that would evaluate the consolidation of human services administration at SEAGO and SEACAP. Consolidation of these two agencies may produce efficiencies in administration that could potentially direct resources currently used for administrative requirements into delivery of program services to residents of the region. Additional detail on this Tactic can be found under Goal 1, Tactic E. In addition to expanding services to member entities and constituents, this Tactic supports the goal of advancing the sustainability of both SEAGO and SEACAP.

#### **Tactic E - Create a Region-Wide Economic Development Data Portal by January 1, 2019**

Participants of the 2017 Retreat identified a need for quantifiable metrics to drive economic development planning. The discussion rose out of the work of Dr. Robert Carriera of U.S. Economic Research who has created a website for Cochise County's economic development efforts found at <http://www.cochisenow.com/>. A region-wide data portal inclusive of economic development data for each county in the SEAGO region would unify and increase the accessibility and quantity of information, and could help to identify unique niches to market the region more effectively. In addition, SEAGO could use this information to drive regional economic development planning. Additional detail on this Tactic can be found under Goal 1, Tactic F. In addition to expanding services to member entities and constituents, this Tactic supports the goal of advancing economic competitiveness and sustainability for both SEAGO and its member entities.

### **Strategic Plan Performance Measurements**

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

### **Implementation/Monitoring/Update Plan**

A matrix is provided in **Appendix C** that identifies a summary of tactics and underlying tasks 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 institutionalized, refined, or closed out.

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





### SEAGO Strategic Planning Retreat Report

February 22, 2017

#### Executive Summary:

The leadership of the SouthEastern Government Organization (SEAGO) met for a two-day retreat in February 2017 with the purpose of updating the agency's strategic plan and building consensus for next steps that can be taken with SEAGO's programs. Overall, the participants believe in the role of the agency and the important benefits the agency offers the region.

The following are highlights that resulted from the participants' engagement at the retreat. These ideas can be further vetted and considered for implementation.

- Increase the capacity of the valued Community Development Program to provide a succession plan and additional assistance to secure and administer grants.
- Review and potentially consider eliminating SEAGO's Environmental Program and role in Section 208 Water Quality Management planning due to inadequate funding and uncertainty regarding federal requirements.
- Create a traffic counting and GIS program at SEAGO to decrease project time, increase savings, and improve the roadway infrastructure.
- Conduct a feasibility study to explore the viability and cost savings of merging SEAGO and SouthEastern Arizona Community Action Program (SEACAP).
- Convene homeless service and housing providers to increase coordination, communication, and cost savings through pooled trainings and tools.
- Partner with corporations and military bases to organize volunteers for rehabilitation of affordable housing.
- Promote regional economic development by creating a database, performing a target industry analysis, and interviewing the top ten businesses to determine what they need to grow.

Implementation of these activities will require additional resources of funding, time, and/or partners. Participants of the retreat value SEAGO's collaborative approach and recognize that such partnerships are critical to building sustainable capacity. Additional support and creativity may be needed to give SEAGO the capacity it needs to innovate and to continue being a regional asset. An overarching theme of the retreat was the dedication shared by participants to "make the best of SEAGO even better".

**Dates of the retreat:** February 9 and 10, 2017

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

**Purpose of the retreat:** To update SEAGO's strategic plan and prioritize next steps for its programs.

**Attendance:** We thank the following 24 people for attending one or both days of the retreat.

#### Administrative Council

Ian McGaughey (Manager, Town of Clifton)  
Jeff McCormick (Manager, Town of Pima)  
Matt McLachlan (Community Development Director, City of Sierra Vista)  
Ted Soltis (Manager, City of Willcox)  
William Stephens (Manager, City of Benson)  
Horatio Skeete (Manager, City of Safford)  
Jesus Valdez (Deputy County Manager, Santa Cruz County)

#### Executive Board

Peggy Judd (Supervisor, Cochise County)  
Bill Barlow (Council Member, City of Tombstone)  
David Smith (Mayor, City of Bisbee)  
Dustie Robinette (Private Sector Representative, Greenlee County)  
Gerald Lindsey (Council Member, City of Willcox)  
Ilona Smerekanich (Private Sector Representative, Cochise County)  
Luis Montoya (Vice-Mayor, Town of Clifton)  
Mark Schmitt (Private Sector Representative, Cochise County)  
Patrick O'Donnell (Private Sector Representative, Graham County)  
Paul David (Supervisor, Graham County)  
Richard Ortega (Council Member, City of Safford)

#### SEAGO Staff

Randy Heiss, Executive Director  
Chris Vertress, Transportation Program Manager  
Larry Catten, Economic Development Program Manager  
Laura Villa, Area Agency on Aging Program Manager  
Bonnie Williams, CDBG Program Manager

#### Facilitator

Amy St. Peter, Maricopa Association of Governments

#### **Introduction:**

On February 9 and 10, 2017, twenty-three leaders from the SEAGO region met to evaluate progress made since the SEAGO Five-Year Strategic Plan was first developed in 2015. The group also assessed SEAGO's programs and identified opportunities to grow the capacity and impact of these programs. The agenda included a range of activities from discussing participants' aspirations for SEAGO, to learning more about economic development, to discussing how to elevate the brand and presence of the region.

The participants drove the agenda with their input and their dialogue throughout the retreat. They agreed to the following parameters that guided the discourse over the two days.

**Expectations for the Retreat:** The participants offered the following expectations for the retreat.

- Improve the performance of SEAGO.
- Start and end the retreat on time.
- Move from planning to an action list.
- Promote greater awareness of SEAGO.
- Leave egos outside.
- Be candid.
- Keep the information relevant.
- Be concise at the retreat and with the related materials.

**Participants' Goals for the Retreat:** The primary goal of the retreat was to update SEAGO's strategic plan and to prioritize the agency's programs and next steps. Participants shared these additional goals.

- Improve the region's economy.
- Maintain and build capacity at the agency.
- Increase the visibility of SEAGO.
- Less is more; create a stop doing list.
- Build relationships and consensus.
- Identify advocacy positions for rural Arizona.
- Do our best.
- Improve the performance of SEAGO.

**Aspirations:** Participants discussed in small groups their aspirations for SEAGO. The results were referred to throughout the retreat as a barometer to see how closely the new action steps aligned with the participants' aspirations for SEAGO. The group discussed wanting to "make the best better" and the need to build consensus for regional needs and a higher vision that extends beyond each individual community. There was recognition that helping SEAGO be "free to innovate" means increasing collaboration, resources, staff, and time for the agency.

- The groups each offered one word that describes SEAGO today with the following results: collaborative (two groups chose this word); stretched; misunderstood; under-resourced and under-marketed were submitted by one group; and resource.
- The groups then discussed one word to reflect SEAGO in the future with the following results: better known; resourceful; developer; and one group submitted more leverage, barrier free; and more resources.

**Grit:** The group briefly discussed grit in relation to research conducted by Dr. Angela Lee Duckworth. She defines grit as having the perseverance and passion for long-term goals. Participants took a self-test to determine the level of their personal grit. Participants also discussed the level of SEAGO's grit and ability to weather changes long-term.

**Take-Aways:** The discussion around SEAGO moving into the future identified the following possible action steps to be further vetted and considered by SEAGO leadership and member agencies.

- Hire a public relations staff.

- Have representation and presentations at member agency council meetings. This could be done by the SEAGO Executive Director, member agency representatives, and/or trained ambassadors. The presentations would offer SEAGO updates to keep the member agencies better informed and engaged with the agency. The timing could be semi-annual.
- Provide a packet to new members to clarify SEAGO's mission and welcome them. This is being done as a result of the last retreat but could be expanded.
- Train ambassadors to increase SEAGO's profile and presence in the community. There was support as well as caution for this strategy. Some were reluctant to put a volunteer in a position where they could not answer detailed questions about SEAGO or they might inadvertently give inaccurate information.
- Develop and distribute a video about SEAGO, particularly if it is not possible or feasible to attend member agency council meetings.
- Develop a succession plan for the Community Development Block Grant staff at SEAGO who will retire in two years.
- Develop a technology plan or strategy for increasing SEAGO's use of technology for outreach, for example, social media.

**Program Review and Next Steps:** Participants reviewed a summary document as well as detailed updates for the transportation, environmental, community development, and housing programs. The administration and economic development programs were not included in the review because there were specific tactics in the strategic plan to address these programs. Aging was offered for review but because the Program Manager was unavailable on the second day of the retreat, this program was not reviewed. The group discussing the suspended housing program also discussed possible opportunities for SEAGO to address homelessness and regional human services. Data related to homelessness were shared with the participants to support this discussion. The results of each program review undertaken are noted below.

#### Community Development

There are a number of community development grants available that could benefit SEAGO and member jurisdictions. These opportunities are not often pursued due to lack of time and staffing. Participants would like to build the capacity of the valued Community Development Program. This could include hiring a grant administrator to mentor under the Program Manager and learn the Community Development Program to ensure a succession plan is in place for the day when her retirement comes. In time, the grant administrator may also be able to assist with finding other viable grant opportunities, writing proposals, and administering grants. Next steps include developing a sustainable long-term action plan that describes how the position could become self-supporting while providing benefits to member jurisdictions. Sharing this position regionally would decrease local staffing costs and increase the number of grants pursued and received by member jurisdictions.

Seed funding for this position could come from SEAGO's fund balance, and if successful, could potentially be reimbursed from program income. Long-term, the position would be supported by fees charged to prepare applications and administration fees from grants that are awarded. Partnerships with member jurisdictions will be important to the success of this endeavor. To enhance chances of successful applications, additional partnerships can be formed with nonprofit agencies, companies, and community colleges. The SEAGO Executive Board will need to vet the idea and approve use of fund balance initially. Success will be measured by an assessment of successful grant applications by SEAGO and member jurisdictions.

#### Environmental Program

Participants recommended that the Administrative Council and Executive Board review the possibility of the de-designation of SEAGO as the regional designated planning agency for the Section 208 Water Quality Management Program. They recommended this not be considered before the August 2017 meeting. Funding has diminished over the years, and future program funding is uncertain. Federal regulations concerning the program may come under scrutiny for possible revision or repeal. The reduced program funding levels and large geographic area of the SEAGO Region can make the program difficult to administer at the regional level, particularly if development activity increases in the near future. If the program is devolved to the counties, each county would need to develop their own individual water quality management plans to administer the program in accordance with Section 208 of the Clean Water Act, and mitigate issues with having lengthy consistency review and plan amendment processes that can tie up permit approvals from ADEQ for new wastewater facilities. Transitioning the 208 program to the counties will require a minimum of one year to allow the counties sufficient time to develop their individual 208 plans, solicit public comment, submit plans to ADEQ Water Quality Management Working Group and USEPA for approval, and for staff to be trained in administering the 208 processes in their plans. Successful transition will be reflected by continued compliance with 208 requirements through the transition period. This was the only program that was considered for the stop doing list.

#### Transportation Program

As a first priority, participants proposed to develop an internal traffic count program. Over the long term, they believe that building this capacity internally will eliminate the costs of contracting with a consulting firm to gather this data. A second priority is to build GIS capacity and create a region-wide GIS database. As a third priority, participants also felt there would be value in hiring or contracting with an Environmental Planner. An Environmental Planner could create internal capacity to assist in the project development process for projects that would benefit member jurisdictions. These services would have the benefits of shortening project development time, provide cost savings, supply the data needed to make more projects eligible for funding, and improved access to state and federal funding that will improve the roadway infrastructure. Surface Transportation Program and State Planning and Research funds could be used to support the position and other costs including equipment and training. Municipal contributions might be needed to supplement the state and federal funding. Partnerships with the member jurisdictions will be important if these steps are considered for implementation. The SEAGO Transportation Manager can take the lead by working with the TAC. Success will be measured by local government input, the number of projects developed through the planning documents and GIS database, and the amount of construction that takes place as a result.

#### Housing – Human Services Programs

Participants identified three distinct approaches to address housing, homelessness, and the merger of human services functions at SEAGO and the SouthEastern Arizona Community Action Program (SEACAP). Participants proposed to investigate funding options for conducting a feasibility study that would evaluate the consolidation of human services administration at SEAGO and SEACAP. The goal is to increase efficiency and effectiveness in administering human services programs in the region. Merging the two agencies will result in better use of resources and better performance. Participants estimate approximately \$70,000 is needed for the feasibility study. Ideally, a pro bono consultant could be secured in partnership with a foundation such as Lodestar and perhaps a State agency such as the Arizona Department of Economic Security. The SEAGO Executive Director can investigate funding and partnerships for the study after the board approves the activity. The timeline to move forward is within the next 90 to 120 days or when funding becomes available.

There was also support for SEAGO to explore a role in addressing affordable housing and homelessness. There is considerable overlap and duplication of efforts among service providers addressing homelessness in the region.

Participants cited a lack of communication and coordination among the providers and felt that resources could be used better and more effectively with regional coordination and active participation in the Continuum of Care. In the short-term, bringing the agencies together could provide an opportunity to identify training and tools that could be shared, resulting in lower costs and increased effectiveness. Long-term, the providers might find value in coordinating screening, information, and referrals throughout the SEAGO region. Participants would like to verify the homeless point in time survey statistics as another source of data that can be considered. Additional partners could include the Arizona Department of Housing and Arizona Community Foundation.

Participants noted a lack of suitable, affordable housing and suggested this might be addressed through a short-term, low cost option. It was suggested that SEAGO explore setting up volunteer projects with large entities like Freeport and the military base to rehabilitate homes. Volunteer groups could bring their own materials and carry out home repairs under the supervision of skilled volunteers from the community. This could improve the supply of affordable housing, strengthen relationships with the private sector, and possibly increase the funding that might be available through corporate giving. This activity would require staff time or a dedicated volunteer to establish the program and develop the necessary relationships. If SEACAP and SEAGO were to merge, the weatherization program staff may be able to organize and coordinate these efforts. Participants also discussed hiring a housing staff if needed.

**Strategic Plan Review and Next Steps:** Participants were offered the opportunity to review all tactics in the strategic plan. A number of the tactics were considered to be well institutionalized and not needing additional review. The group chose to focus on economic development during the retreat. Other tactics will be reviewed under the direction of the Executive Director as needed after the retreat.

Discussion about SEAGO's economic development program and opportunities centered on three main areas. These include short-term activities such as identifying 10 businesses for aftercare, as well as long-term plans to create an economic development database and to perform a target industry analysis. The database would be similar to the one that exists for Cochise County and could be developed for Graham, Greenlee and Santa Cruz Counties.

Participants identified a need for quantifiable metrics to drive economic development planning. The database would unify and increase the accessibility and quality of information. Having SEAGO focus on data, jobs, and industries might decrease the territorialism that is often present in economic development. Operating regionally is a productive and valued role for SEAGO. Regional data could drive planning around the development of complementary industries, such as manufacturing of wine bottle for the growing wine industry. The database could help to identify a unique niche and to market the region more effectively. A target industry analysis could help communities understand the assets they possess and focus their individual efforts to better market the region. Continued collaboration with the Maricopa Association of Governments on the build-out of the Statewide Employment Viewer would provide valuable information on the type, number, and concentrations of employers within communities. Participants urged SEAGO to avoid individual business attraction efforts.

An inventory of best practices and growing markets could be leveraged for regional marketing campaigns as well as regional business retention and expansion efforts. Regional marketing efforts could involve cost sharing, decreasing the burden on any one community and elevating the profile of the region. A sample slogan for the region could be, "Spend the weekend, not just a day," in an effort to encourage tourists to visit surrounding communities. A community events calendar could help to brand the region and encourage longer visits by tourists

because they would be more aware of all events in the region. Having a SEAGO booth at community events can also help raise awareness about the region and drive people to the website.

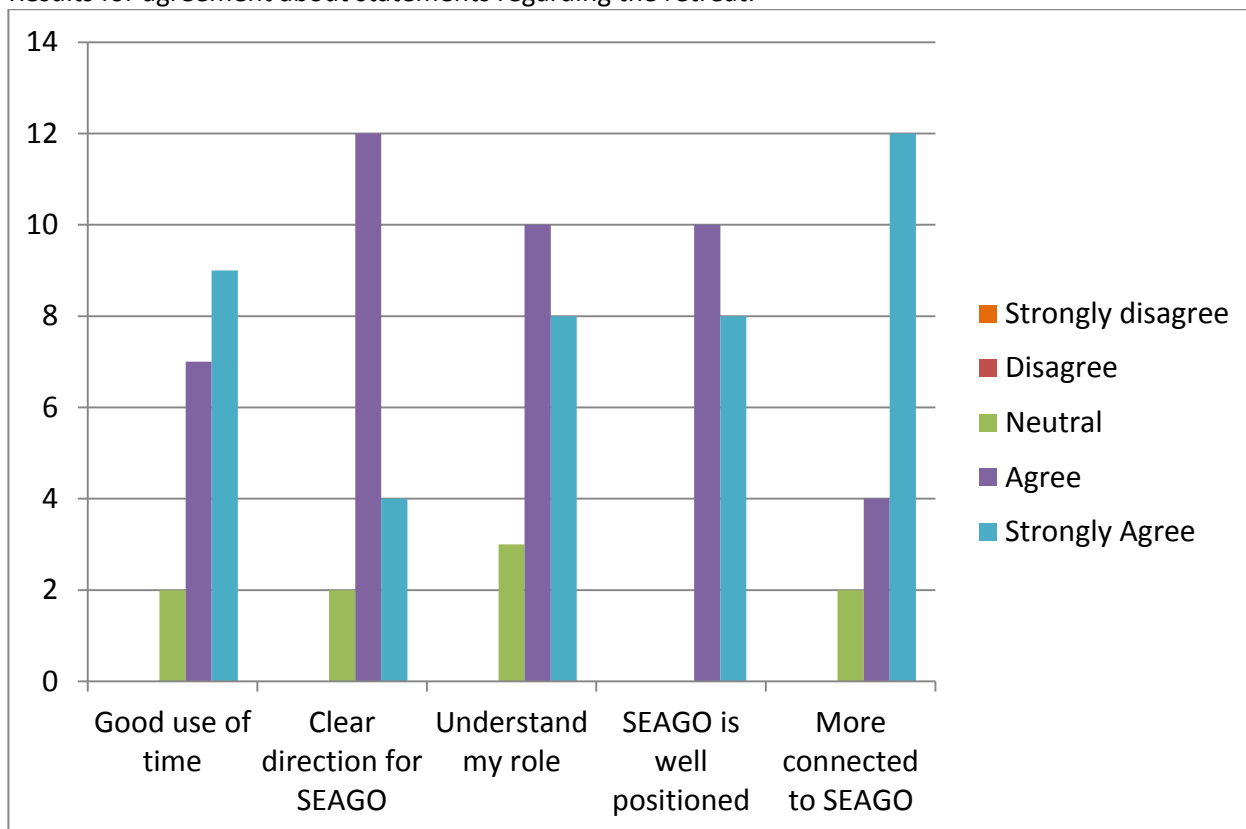
Participants discussed the need to grow businesses and talent from within. Identifying and interviewing the top ten businesses in the region about what they need to be more successful could provide valuable insights. SEAGO could use this information to drive regional economic development planning. The information could also be used as the foundation for an inventory of businesses and the aftercare that is required to help retain and expand the businesses. SEAGO could format and aggregate these data for further analysis and policy development.

Potential partners include tourism offices, community colleges, Arizona@Work, and companies such as Freeport. The community residents were also identified as a target for outreach because the public will need to embrace the changes that could manifest as a result of this work, such as more traffic on the weekends when more tourists attend events. Kimber Lanning with Local First was also discussed as a potential partner.

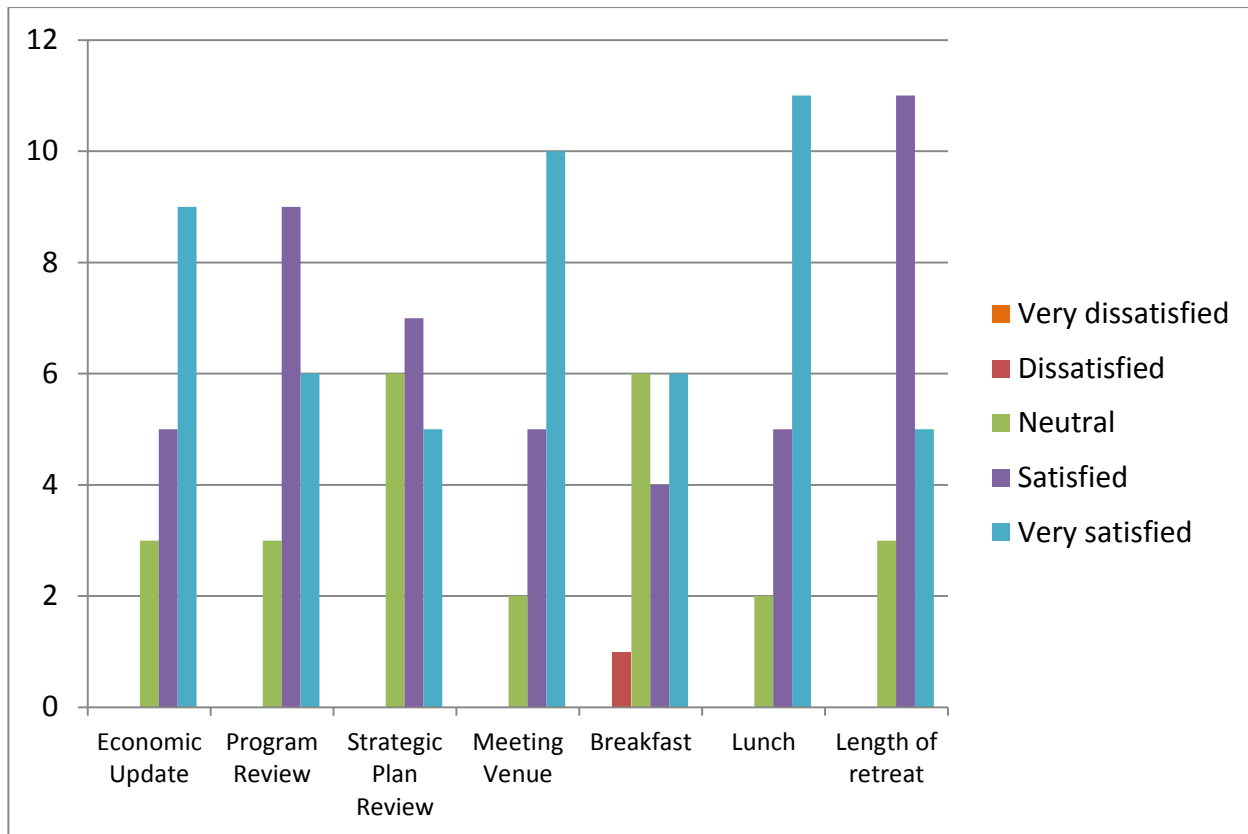
The scope and budget for these activities will be developed by the SEAGO Economic Development Planner. Best practices research will also be helpful. The SEAGO Economic Development Council will be an important group to engage as this work proceeds.

**Event Evaluation:** Nearly 80 percent (78.2 percent) or 18 out of 23 participants completed an event survey with the following results.

Results for agreement about statements regarding the retreat.



## Results for satisfaction with retreat.



## Comments offered by participants regarding the retreat are as follows:

- Most useful part of the retreat:
  - Collaboration, open discussion, and networking were the most useful parts of the retreat. (12)
  - Economic development discussion (3)
  - All of it- well planned, organized and executed
  - Input from the “masterminds”
  - Better understanding of all SEAGO programs
- Do differently in the future:
  - Would like to see more participation (2)
  - More specific action plans and score cards
  - Franklin Covey
  - 4DX principles
  - Should be done annually
  - Presentations from people who have “been there, done that”
  - Concentration on two to three programs for more detail
- Other comments:
  - Excited to see how the plan will turn out.
  - Great forum.



- Very well presented.
- Thanks for the opportunity to attend.
- Thank you!
- One of the best retreats I've been to
- Thank you- glad I attended

**Conclusion**

In the following days, SEAGO will review the results from the retreat and prioritize the activities for implementation. For more information on SEAGO, please visit <http://www.seago.org/>.

**SYNOPSIS OF SEAGO PROGRAMS**

**AREA AGENCY ON AGING PROGRAM SYNOPSIS**

<b>Current Amount of Funding:</b>	<u>Source</u>	<u>Agency</u>	<u>Amount</u>	<u>Purpose</u>
	Federal	OAA	\$119,474	Administration
		OAA III E	\$ 12,399	Administration
		OAA III D	\$ 17,429	Health & Nutrition
	Program			
	State	OOA VII	\$ 17,622	Ombudsman Program
		ADES	\$ 51,938	Administration
		ADES SSBG	\$ 58,674	Administration
		SHIP	\$ 23,719	SHIP Program
		SMP	\$ 14,155	SHIP Program
		MIPPA	\$ 10,600	SHIP Program
		ADES OMB	\$ 35,207	Ombudsman Program
<b>Total Current Funding:</b>			<b>\$361,217</b>	

**Number of FT Personnel:** 4  
**Number of PT Personnel:** 0

**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 delivers programs and services through subaward agreements (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 \$2,028,675** 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
FY 2016	\$339,545

\* 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 AAA service providers. Similarly, when funding for any of the services under AAA subaward agreements 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. Since the 2015 Strategic Planning retreat, the amount of pass-through funding coming into the region increased marginally (from \$2,027,645), while the amount of funding available to administer AAA programs has declined incrementally (from \$393,881 in FY 2013). If federal funding continues to be reduced or eliminated, sustainability of the various AAA programs will depend on the extent to which SEAGO is successful in applying for private foundation monies to support programs and services, whether the Executive Board is willing to use fund balance to support programs and services, or whether SEAGO member entities or possibly other public and private partners are willing or able to self-fund AAA programs.

### **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 Home and Community Based Services in all four counties is Housekeeping 56; Personal Care 13; Respite 3; and Home Delivered Meals 27. It is the AAA's goal to see that the majority of these cases are served with funding carried over from FY 2016. As can be seen in the table

below, demand for services fluctuates from month-to-month with 9,264 overall units of service delivered in July, 10,235 units in August, 9,496 units in September, 9,310 units in October, and 7,054 overall units of service delivered in November 2016.

<b>UNITS OF SERVICE - HOME AND COMMUNITY BASED SERVICES</b>					
<b>JULY – NOVEMBER 2016</b>					
<b>Month</b>	<b>Housekeeping</b>	<b>Personal Care</b>	<b>Respite</b>	<b>Home Delivered Meals</b>	<b>Totals</b>
July	1,699	771	171	6,623	<b>9,264</b>
August	1,750	820	174	7,491	<b>10,235</b>
September	1,673	719	178	6,926	<b>9,496</b>
October	1,637	643	141	6,889	<b>9,310</b>
November	1,584	645	123	4,702	<b>7,054</b>

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

- Issuing and monitoring subaward agreements 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.
- Prepares the Area Plan on Aging for ADES every four years.
- 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 – A 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). CHSS 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.

### **Nutrition Program Monitoring –**

Through subaward agreements with service providers 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 subaward agreement 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 February 2016 through the present –

Outputs	Outcomes
2 Matter of Balance (MOB) classes completed	10 participants graduated per class
2 Matter of Balance (MOB) Coach classes completed	Produced 6 coaches for Future classes
7 nutrition sites monitored (all but one of them)	87.5% of nutrition sites documented compliant with ADES requirements
3 press releases published	Public awareness of programs and services generated; volunteers replaced or recruited
6 Health Fairs attended	Public awareness of programs and services generated
6 public outreach events held on Matter of Balance	Public awareness of program generated; volunteers replaced or recruited

### **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.

Prior to Fiscal Year 2015, Southeastern Arizona Community Action Program provided a part-time Ombudsman Program Coordinator who covered Northern Cochise, Graham, Greenlee and Santa Cruz Counties (also known as Region 6) through an agreement with the SEAGO AAA. 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 certified volunteer ombudsmen. In FY 2015, the SEAGO AAA implemented a service delivery modification in which a full-time Ombudsman Program Coordinator was hired to cover all LTC facilities in the entire four-county region.

The number of LTC facilities in the SEAGO region is in decline. In Region 6, there are currently two skilled nursing facilities (down from three in 2014) and eight assisted living facilities (down from ten in 2014). Currently, Graham County is visited monthly since the number of LTC facilities and Assisted Living facilities are declining. Greenlee County currently has no LTC homes or assisted living facilities. Northern Cochise County Long Term Care Facility in Willcox closed and only one assisted living facility remains in that area. In Region 6A, five volunteer ombudsmen (down from nine in 2014) help visit the three skilled nursing homes and fourteen assisted living facilities (down from sixteen in 2014).

This program relies on having volunteers to help the program succeed. As noted below in the Program Performance section, a lot more can be 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 information and education about the program. Volunteer recruitment through multiple media platforms is ongoing and 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 July – December 2016:



Region 6 Outputs	Region 6 Outcomes
112 Skilled Nursing Facility and Assisted Living Facility Visits (26 SNF visits and 86 ALF visits)	21 complaints investigated; Long Term Care facility residents are more safe or comfortable in their environs.
Region 6A Outputs	Region 6A Outcomes
215 Skilled Nursing and Assisted Living Facility Visits (37 SNF visits and 178 ALF visits)	29 complaints investigated; Long Term Care facility residents are more safe or comfortable in their environs.
340 volunteer hours contributed by 9 volunteers.	Additional facility visits conducted that would not have otherwise been possible
1 press release 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 from ADES, 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](http://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 11 sites in our four-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 has one (1) volunteer counselor who covers the Canyon Vista Medical Center THRIVE office in the Sierra Vista Mall twice a month and one volunteer that comes in biweekly to help with filing.

The HIAPC typically performs the following duties:

- Assists elderly and disabled clients, their families, their caregivers and social service professionals in the following ways:
  - Enhances their knowledge and understanding of health care coverage;
  - Educates in the areas of Medicare and Medicaid fraud, waste and abuse;
  - Assists in the selection of appropriate health insurance and providers to meet the beneficiary's medical needs;
  - Provides information, assistance and advocacy through collaborations and partnerships with other community organizations.
  - 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 include data compiled from January 1<sup>st</sup> through November 30<sup>th</sup> 2016 (data for December 2016 is still being compiled):

Outputs	Outcomes
1,010 Client Contacts: 48.8% face to face at a counseling site 49% telephonic counseling 1.2% face to face at client home 1% e-mail contact	Approximately \$200,000 dollars saved this year on prescription drug costs and premiums – a 566% increase over 2014 figures;  1,010 clients with enhanced knowledge and understanding of health care coverage; educated in the areas of Medicare and Medicaid fraud, waste and abuse; and assisted in the selection of appropriate health insurance and providers – a 39% increase over 2014 figures.
575.20 hours spent counseling: 5.9% of contacts 60 or more minutes 67.9% of contacts 30 – 59 minutes 26% of contacts 10 – 29 minutes .2% of contacts 1 – 9 minutes	
120 volunteer hours contributed*	Numerous clients counseled that would not have otherwise been possible. Represents a 100% increase over 2014 volunteer hours contributed.
2 newspaper articles published	Public awareness of programs and services generated; volunteers replaced or recruited.
2 Health Fairs, Caregiver Conferences, and Wellness Events attended	Public awareness of programs and services generated. Represents a 550% increase over 2014 events attended.
43 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. Represents a 95% increase over 2014 public outreach events held.

\* Volunteer hours have increased considerably since 2014 and new partnerships formed over the past year are predicted to add to the momentum.

### ADMINISTRATION PROGRAM SYNOPSIS

**Current Amount of Funding:** \$161,663

**Number of FT Personnel** (with time budgeted in Administration) : 3\*

**Number of PT Personnel** (with time budgeted in Administration) : 1\*\*

**FT Equivalent Hours: 1.45**

\*Randy Heiss – budgeted at 24% of his time

\*Accounts Manager (vacant) – budgeted at 59% of his/her time

\*John Merideth – budgeted at 15% of his time

\*\*Joelle Landers – budgeted at 94% of her time

#### Geographic Service Impacts:

No direct geographic impact. However, efficient, cost effective, compliant and transparent Administrative services affects the ability of each SEAGO program to access and qualify for Federal, State

or private funding sources. Therefore, the Administration Program may indirectly have a positive or negative effect on the geographic impact of each SEAGO program.

#### Funding History:

Fiscal Year	Budget Amount*
FY 2011	\$197,881
FY 2012	\$196,050
FY 2013	\$165,618
FY 2014	\$159,541
FY 2015	\$152,492
FY 2016	\$158,064

\*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	Average \$800 per month or \$9,600 per year

space	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, implemented a more equitable assessment schedule, and implemented an austerity plan for operations during temporary funding interruptions.

### **Program Description:**

The Administration Program consists of five (5) primary functions – Finance, Human Resources, Clerical Support, Procurement, and Information Technology.

### **Finance**

Finance processes accounts payable, accounts receivable, cash receipts, and payroll; prepares various program billings, allocations, journal entries, payroll tax returns, and reports; performs bank reconciliations; maintains general ledger, asset and depreciation schedules and accounting files. 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**

Human Resources 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 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**

Procurement 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**

IT 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.

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## **COMMUNITY DEVELOPMENT PROGRAM SYNOPSIS**

**Current Amount of Funding:** Administration Contracts –  
\$96,971

CDBG 1% Funds –

\$20,000

**Total Current Funding:**  
**\$116,971**

**Number of FT Personnel:** 1

**Number of PT Personnel:** 1 (John Merideth < 10 hours per month)

### 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 and planning 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
FY 2016	\$118,283

### 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 current 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. Also, additional larger Cities may become Entitlement Communities in future years 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. Currently, we receive the least amount of funds of any other COG.

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 \$20,000 a year from the ADOH for various activities, and about \$14,000 a year for application preparation (TAAP).

**Program Performance (over past 2 years):**

Outputs	Outcomes
15 member entity applicants assisted	15 SEAGO member entities' applications funded;
10 CDBG projects administered	
No (0) findings or deficiencies identified in ADOH program audits or performance reviews	
Reduced program personnel and associated expenses	10 SEAGO member entity projects not exposed to recapture of funds;  Approximately 15,600 low-moderate income individuals benefited or assisted;  \$3,586,072 distributed and secured for region  \$85,365 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 \$1,138,343 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, it is difficult 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.

Also, all projects require an Environmental Review Record process, which can take 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, especially 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.

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#### EDA ECONOMIC DEVELOPMENT PLANNING PROGRAM SYNOPSIS

<b>Current Amount of Funding:</b>	Federal -	\$75,000
	Local Match -	\$35,357
<b>Total Current Funding:</b>		<b>\$110,357</b>

<b>Number of FT Personnel:</b>	1
<b>Number of PT Personnel:</b>	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
FY 2016	\$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 2015 - 2016

Outputs	Outcomes
1. 16 Planning, Training and Technical Assistance Initiatives for regional economic development practitioners, business representatives, tourism groups and non-profit organizations	17 jobs retained for a mining operation in Cochise County, and anticipated 150 new jobs to be created over a 2 year period at the mining operation
2. 3 Companies directly assisted by SEAGO	All local approvals and contractual obligations completed for "The Villages at Vigneto" development, a major residential/commercial development in Cochise County
3. 3 Economic Development cohorts established by Freeport McMoRan with initial and ongoing technical assistance from SEAGO	Anticipated creation of several hundred development and construction jobs for "The Villages at Vigneto" project within the next two years
4. SEAGO CEDS Committee development of 2016 – 2020 CEDS	Near completion of the Gila Valley Economic Development Corporation Strategic Plan
5. 4 SEAGO Resolutions in support of economic development initiatives in the region	Completion and EDA approval of the 2016 – 2020 CEDS
6. Daily Facebook posting of local economic development activity, local events, and business development articles	Federal legislation submitted to address border port of entry "manpower" issues, and creation of a national park in the SEAGO Region
7. SEAGO Economic Development Columns in SV Herald	Regional events, assets, successes and opportunities are widely publicized; Public awareness of SEAGO programs and services generated; Business interest in region is generated

### 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

<b>Current Amount of Funding:</b>	<u>Source</u>	<u>Agency</u>	<u>Amount</u>	<u>Purpose</u>
	State	ADEQ	\$ 5,400	Water Quality
		Management		Planning
<b>Number of FT Personnel:</b>	0			
<b>Number of PT Personnel:</b>	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
FY 2016	\$7,250

#### 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 new source of program funding was approved at the November 2016 meeting of the Executive Board in which consistency and public review fees may be charged for proposed new wastewater treatment facilities or expansions of existing facilities. These

fees are intended to supplement program funding when consistency review and public review are required under the recently updated 2011 Section 208 Water Quality Management Plan (WQMP).

### Program Performance:

This program has been in low demand since the downturn of development activity and the implementation of the 2011 WQMP 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 following table illustrates program performance over the last 12 months:

Outputs	Outcomes
3 Consistency reviews performed (two formal and one informal review)	Wastewater facilities are determined consistent with Water Quality Management Plan prior to permit issuance
3 Water Quality Management Working Group meetings attended	SEAGO Region's concerns or support for proposed plan amendments is heard; Statewide coordination and buy-in for proposed plan projects 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 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

The vast majority of consistency reviews performed under the updated 208 Plan can be completed with minimal time and effort. However, when a project involves construction of new wastewater treatment plants, expansion of an existing wastewater treatment plant onto new property, a new AZPDES discharge location, a new or modification of a service area or planning area, or any project that SEAGO or ADEQ deems to be environmentally sensitive or potentially controversial, a public review of the project is also required. In these cases, proposals are reviewed by the regional Environmental Review Committee (ERC) after a 30-day public notice and comment period.

The amount and type of public notice will vary based on the proposed magnitude of change and potential for public impact. At a minimum, public notice is published on the SEAGO website to include a brief description of the project; a map of site location, discharge sites, pumping stations, etc.; instructions on how to submit comments, and where to obtain additional project information. Additional information about the project will be posted on the SEAGO website and available for review at SEAGO's offices and the applicant's business address.

If public interest is apparent based on response during the 30-day public notice and comment period and during the ERC review, a formal public hearing may be held. This will extend the public review process by a minimum of 45 days. A public hearing notice will be published and written notice provided to interested parties who commented during the prior public notice phase. SEAGO or ADEQ's 208 Program staff may decide to expand written public notice to other potentially affected parties. This notice must be given at least 30 days prior to the meeting. The public may make their comments at the hearing or in writing within five (5) days of closing the public hearing. At the end of the Public Comment Process, the applicant or SEAGO staff will provide ADEQ with a summary of comments and their recommendations.

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 ERC as needed to discuss environmental and water quality concerns for each member agency or act on any consistency reviews or 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 WQMVG.

**HOUSING PROGRAM SYNOPSIS**

**Current Amount of Funding:** Program suspended  
**Total Current Funding:** \$0

**Number of FT Personnel:** 0  
**Number of PT Personnel:** 1 – as needed to direct callers to appropriate resources

**Geographic Service Impacts:**

Entity or Community	Housing Counseling: 7/1/2009 – 3/31/16 Pre-purchase, Delinquency (non-SOHAZ), Post-purchase, Rental	Save Our Home AZ Counseling: 8/1/2012 – 3/31/2016
Cochise County	92	57
Benson	21	15
Bisbee	43	14
Douglas	136	79
Huachuca City	42	19
Sierra Vista	207	75
Tombstone	17	12
Willcox	13	8
<b>Graham County</b>		
Graham County	45	11
Pima	8	13
Safford	42	29
Thatcher	18	6
<b>Greenlee County</b>		
Greenlee County	3	2
Clifton	2	4



Duncan	4	1
Santa Cruz County	93	29
Nogales	94	14
Patagonia	6	4
<b>Totals</b>	<b>886*</b>	<b>392*</b>
<b>*Increase since 2014</b>	<b>6.75%</b>	<b>19.5%</b>

### 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
FY 2016	\$84,620

### Sustainability of Funding:

Many potential funding sources for Housing Programs 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. Some Housing Programs are federally funded State programs passed through the Arizona Department of Housing (ADOH).

Early in the FY 2017 budget process, it became apparent that funding from the National Foreclosure Mitigation Counseling and Save Our Home Arizona programs would be severely reduced or eliminated entirely in the SEAGO region due to reduced demand. Review of current client data indicated that the overall current client case load was about 44% of what it was in FY 2014, which precipitated direction from the Executive Board to cut FY 2017 Housing Program services to 50% the current level, which would have resulted in a the use of \$34,438 from the fund balance. Shortly thereafter, our one remaining Housing Program staff found full-time employment with another agency and resigned her position with SEAGO, resulting with the suspension of Housing Program services.

During the 2017 Strategic Planning Retreat, participants will consider what, if any role SEAGO should play in providing housing services in the future. If state and federal funding are reduced or eliminated, any strategic direction forward for future Housing Program operations will depend on the availability of other grants to support these efforts, the amount of fund balance required, 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 (figures have not been updated since the 2015 strategic planning retreat due to the loss of program staff).

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 was then performed by the Program Manager without clerical support of staff. As of January 2015, SEAGO had worked with 1,196 delinquency or foreclosure prevention clients and was successful in saving more than 148 homes from foreclosure.

Shortly before the Housing Program was suspended in May 2016, a letter was sent to Ruth Roman, our HUD contact in Washington DC, advising her that our Housing Program Manager would be resigning her position, and due to funding constraints, SEAGO would not be filling the vacant position. The letter indicated that SEAGO "should be removed as a Housing Counseling Agency". On December 7, 2016, I received a call from Marie Avila, our new HUD contact in San Francisco inquiring about our status as a HUD-approved Housing Counseling Agency which approval had expired November 19<sup>th</sup>. I explained the situation that had transpired and told her that I believed a letter had been sent to HUD advising them of our status. She said she was unaware of any letter and informed me that we could ask that we be placed in "voluntary inactive status" from HUD's housing counseling program while SEAGO undergoes restructuring. She stated that she would check into whether or not HUD had any record of our withdrawal from the program and get back to me if any further action was necessary on our part.

A short time later, I received a message from Ms. Avila indicating that HUD had no record of SEAGO's withdrawal, and providing instructions on how to request we be put on voluntary inactive status. After following her instructions, I received a letter from HUD granting SEAGO a 6-month period under the inactive status placement with an option of a 6-month extension, not to exceed 1 year. Maintaining our status as a HUD-approved Housing Counseling Agency will open doors to other sources of HUD funding and having up to a year in voluntary inactive status should give us ample time for the Board to determine how our Housing Program will be reorganized. If the Board chooses not to continue Housing Programs, we can formally withdraw from the program at any time while in inactive status, and it would be far better to do so than for HUD to terminate our participation, as that would be a black mark that could impede future HUD funding decisions.

Prior to being suspended, the Housing Program performed 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	\$125,000	\$6,750	\$131,750
FTA Section 5303	\$40,000	\$0	\$40,000
FTA Section 5310	\$235,000	\$58,750	\$293,750
FTA Section 5304	\$64,000	\$16,000	\$80,000
HSIP	\$378,400	\$21,600	\$400,000
Legacy Foundation	\$200,000	\$0	\$200,000
<b>Totals</b>	<b>\$1,167,000</b>	<b>\$134,350*</b>	<b>\$1,301,350</b>

\* In-Kind services are used to meet Local match

requirements.

Number of FT Personnel: 3

**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. There are currently 14 member agencies with projects programmed in the SEAGO Transportation Improvement Program (TIP) and these projects are collectively valued at over \$24,000,000. SEAGO 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 \$854,000 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. SEAGO developed a Regional Mobility Training Program that has trained over 150 FTA Section 5310 and 5311 program managers, supervisors, and drivers in areas such as budget development, grant development, grant compliance, asset and resource management, and Passenger Accessibility, Safety and Sensitivity training.

### 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
FY 2016	\$615,000

\*Does not include In-Kind match

### Sustainability of Funding:

The transportation program is very dependent on Federal Highway Administration (FHWA) and Federal Transit Administration (FTA) funding passed through the Arizona Department of Transportation (ADOT). On December 4, 2015, after ten years of short-term funding extensions, President Obama signed the Fixing America's Surface Transportation (FAST) Act. The five-year legislation formally reauthorized the collection of the 18.4 cents per gallon gas tax that is used to pay for transportation projects. The legislation provided stability at the State level in projecting funding apportionments for MPOs and COGs through 2020. However, 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 a fixed gas tax rate have created a situation in which spending greatly outpaces revenues. The FAST Act required general fund transfers of \$51.9 billion into the Highway Account and \$18.1 billion into the Mass Transit Account to fund the full five year program. This situation along with changing political priorities could still expose our transportation and transit programs to budget cuts and reduced grant opportunities. 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 two years:

Outputs		Outcomes
<b>Program Expansion:</b>	Developed a regional transit training program	Trained over 150 transit program managers, supervisors, and drivers. Increased transit provider compliance, capacity and safety.
	Applied for and secured a \$600,000 grant from the Legacy Foundation of Southeast Arizona to improve transit services in Cochise and eastern Santa Cruz County	Allowed SEAGO to leverage ADOT funding to fill service gaps and increase capacity within Cochise County and eastern Santa Cruz County.
<b>Safety:</b>	SEAGO secured HSIP funding to develop a Regional Strategic Highway Safety Plan	Regional HSIP funding will end in FY19. Agencies will be required to compete at the State level for safety funding. The Safety Plan will be the primary planning document used to support regional efforts to access funding.
	Developed a mobile Passenger Accessibility, Sensitivity and Safety (PASS) training program.	Through partnership with ADOT, SEAGO secured a mini-van with ramp that allows SEAGO to provide on-site PASS program for the Region's Transit drivers enhancing rider safety. In the past year, the program has trained 39 drivers.
<b>Protection of Region's Funds:</b> (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 \$6,000,000 in regional funding apportionments preserved
<b>Regional Transit Service Gaps:</b>	Restored transit service to the Willcox area for the elderly and disabled	Approximately 5,000 rides projected to the area in 2017.
	Applied for and secured an \$80,000 grant to conduct a Cochise County Intercity Route Study	Completed an in-depth County-wide transit needs survey. Improved public access to medical, health, education, employment, and retail services.
	Assisted Graham County in the development of a PARA Grant application to conduct a transit feasibility study for Graham County	Five-year planning document has been developed identifying Graham County's Transit needs and potential solutions. Four member entities now eligible for FTA Section 5311 funding.
	Developed a mini-grant program	\$50,000 available annually to

	with our Legacy Grant	regional transit providers for 3 years to use as matching funds for ADOT grant applications and projects that increase ridership capacity.
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### Program Overview:

The SEAGO Transportation program consists of a Transportation Program Manager, Regional Mobility Manager, Assistant Mobility Manager/Training Coordinator, and a Grant/Title VI Coordinator. The Transportation Program Manager oversees the programs and ensures the technical planning activities outlined in our ADOT Annual Work Program (WP) and the Scopes of Work for our grant programs and projects are completed in a timely and acceptable manner. Programs included within the transportation section are our ADOT Work Program, Traffic Count Program, Regional Mobility Management Program, Regional Mobility Management Training Program, a Strategic Highway Safety Plan Project, a Cochise County Route Study project and our Legacy Foundation project. The program is funded by ADOT administered FHWA State Planning and Research (SPR) funds, Surface Transportation Funds (STP), Highway Safety Improvement Program (HSIP) funds, ADOT administered FTA Section 5303 Transit Planning funds, FTA Section 5304 Transit Planning funds, ADOT administered FTA Section 5310 capital and operating grants, and a grant from the Legacy Foundation of Southeast Arizona. Demand for services varies depending on the type of service. Below is a table listing each service provided in FY 2016 and level of demand for each service:

Type of Service	Program	Services Provided	Clientele	Level of Demand
TA - Funding Applications	TP	11	Member Agencies (MA)	Medium
TA – Project Programming	TP	24	MA/ADOT	High
TA – Traffic Data/HPMS/TDMS	TP	47	MA/ General Public (GP)	High
TA – Functional Classification	TP	6	MA/ADOT	Medium
TA – Transit Grant Applications	TP/RMM	19	Transit Providers (TP)	High
TA – Operational Practices	RMM	57	TP	High
TA - ADOT & AAA Invoicing	RMM	19	TP	Medium
TA – Vehicles Use & Accident Reporting	RMM	8	TP	Low
SEAGO TAC Training Coordination	TP	3	MA/ADOT	Medium
Transit Provider Training Coordination	RMM	27	MA/TP	High
TA- Population Data	TP	12	MA/ADOT/GP	Low
Regional Planning Study Participation	TP/RMM	25	MA/ADOT	Medium
Transit Service Coordination	TP/RMM	100+	TP/GP	High
TAC & Transit Meeting Facilitation	TP/RMM	19	MA/TP/GP	High
Public Meeting Coordination	HSIP/RMM	9	General Public	Medium
Transit Provider Compliance Monitoring	TP/RMM	18	ADOT/Area Agency on Aging	Medium
Regional Representation at ADOT	TP/RMM	38	MA/TP	Medium

### Program Activities, Duties, and Responsibilities

Our ADOT Work Program, Regional Mobility Management Scope of Work, Regional Training Program Scope of Work, Strategic Highway Safety Plan Scope of Work, Cochise County Route Study Scope of

Work, and or Grant Agreement with the Legacy Foundation guide the activities of our Transportation Program.

***The SEAGO Transportation Planning Program 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 all transportation programs and projects.

***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.
- Develops the Annual Training Schedule and coordinates training throughout the SEAGO region, WACOG, NACOG, PAG, and Sun Corridor MPO.
- Provides PASS training throughout the SEAGO region, WACOG, NACOG, PAG, and Sun Corridor MPO.
- Coordinates our Legacy Foundation Grant activities.



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

Goals, Tactics, and Tasks	Measurable Outcome (Performance Measurement)	Timeframe for Tactic Implementation		
		Short-Term (By 7/1/2017)	Mid-Term (By 7/1/2018)	Long-Term (By 7/1/2019)
<b>Goal 1: Expand SEAGO services to member entities and constituents</b>				
<b>Tactic A: Increase the Capacity of the Community Development Program</b>		X		
1. Include additional resources in FY 2018 budget process	Level of resources needed and funding sources are 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	
	Measure success by amount of knowledge transferred; number of grant applications prepared; number of successful projects administered; amount of new funding received.			X
<b>Tactic B: Conduct Region-Wide Target Industry Analysis</b>				
1. Discuss Tactic with SEAGO Economic Development Council / receive feedback	Direction / feedback from SEDC received and considered. If supported, then:	X		
2. Determine scope of work and estimated cost of study	Scope of work and cost estimate developed.	X		
3. Prepare and submit USDA technical assistance grant application	USDA application submitted by August 2017 deadline. If awarded, then:		X	
4. Obtain Board approval to issue Request for Proposals	Authorization to issue RFP is received.		X	
5. Write / Publish RFP	RFP is published.		X	

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Goals, Tactics, and Tasks	Measurable Outcome (Performance Measurement)	Timeframe for Tactic Implementation		
		Short-Term (By 7/1/2017)	Mid-Term (By 7/1/2018)	Long-Term (By 7/1/2019)
6. Evaluate proposals, select consultant, enter into contract	Consultant under contract; study underway.		X	
7. Publish study to website	Study published		X	
	Measure success by website metrics; business-industry interest generated			X
<b>Tactic C: Develop and Market New Transportation Program Services</b>				
1. Include traffic counting services in ADOT FY 2018 work plan and budget	Traffic counting is included in approved ADOT FY 2018 WP and budget.	X		
2. Work with TAC to develop scope / support / buy-in for program	Program scope is determined; TAC support and buy-in is obtained.	X		
3. Determine costs of equipment, software and training	Equipment, software and training costs are determined.	X		
4. Include traffic counting program costs in FY 2018 SEAGO budget	Traffic counting included in approved FY 2018 SEAGO budget.	X		
5. Work with TAC to develop traffic count program priorities / schedule	Traffic counting priorities and schedule are developed.		X	
6. Implement traffic counting program	Traffic counting program begins.		X	
	Measure success by number of counts performed; HPMS data entered into system; number of new functionally classified roads eligible for funding .			X
1.a. Include GIS program in ADOT FY 2019 work plan and budget	GIS program is included in approved ADOT FY 2019 WP and budget.		X	
2.a. Work with TAC to develop scope / support / buy-in for program	Program scope is determined; TAC support and buy-in is obtained		X	
3.a. Determine costs of equipment, software and training	Equipment, software and training costs are determined.		X	

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Goals, Tactics, and Tasks	Measurable Outcome (Performance Measurement)	Timeframe for Tactic Implementation		
		Short-Term (By 7/1/2017)	Mid-Term (By 7/1/2018)	Long-Term (By 7/1/2019)
4.a. Include GIS program costs in FY 2019 SEAGO budget	GIS program is included in approved FY 2019 SEAGO budget.		X	
5.a. Work with TAC to develop GIS program priorities / schedule	GIS program priorities and schedule are developed.			X
6.a. Implement GIS program	GIS program begins.			X
	Measure success by GIS data gathered and entered into database; number of requests for data; maps requested and created.			X →
<b>Tactic D: Kick Off Regional Technical Services Center</b>				
1. Review / edit IGA to access Sierra Vista on-call consultants and staff civil engineers	IGA is finalized and ready for consideration by City Council and Executive Board.		X	
2. Seek approval of City Council and Executive Board on IGA with Sierra Vista	IGA is approved and services are available to member entities.		X	
3. Create boilerplate IGAs for member entities to access RTSC services	Boilerplate IGAs are ready for member entities to use.		X	
4. Develop RTSC procedures and fee structure to access services	RTSC procedures are produced and ready to distribute to member entities.		X	
5. Implement / launch RTSC	RTSC services are available to member entities.		X	
	Measure success by number of member entities accessing RTSC services.			X
<b>Tactic E: Conduct Feasibility Analysis of Consolidated Regional Human Services</b>				
1. Identify additional partners / funding sources	Partners and funding sources are identified.	X		

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

Goals, Tactics, and Tasks	Measurable Outcome (Performance Measurement)	Timeframe for Tactic Implementation		
		Short-Term (By 7/1/2017)	Mid-Term (By 7/1/2018)	Long-Term (By 7/1/2019)
2. Include Program Development in Area Plan on Aging	Program Development included in Area Plan	X		
3. Obtain Board support	Board support is obtained.	X		
4. Determine scope of work and estimated cost of study	Cost estimate and scope of study is determined.		X	
5. Prepare and submit funding application to private foundation	Funding application is completed and submitted. If funded, then:		X	
6. Obtain Board approval to issue Request for Proposals	Authorization to issue RFP is received.		X	
7. Write / Publish RFP	RFP is published.		X	
8. Evaluate proposals, select consultant, enter into contract	Consultant under contract; study underway.		X	
9. Evaluate study findings / present to Board for further direction	Findings are evaluated / Board direction received. If found feasible and favorable to Board, then:		X	
10. Deploy implementation / transition plan	Transition to consolidation is accomplished.			X
	Measure success by accomplishment of incremental steps outlined in transition plan.			X →
<b>Tactic F: Create a Region-Wide Economic Development Data Portal</b>				X
1. Discuss Tactic with SEAGO Economic Development Council / receive feedback	Direction / feedback from SEDC received and considered. If supported, then:		X	
2. Determine estimated cost of economic development data portal	Estimated cost is determined.		X	
3. Identify grant funding to cover the costs to create data portal	Funding source is identified.		X	
4. Prepare and submit funding application	Funding application submitted. If awarded, then:		X	

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Goals, Tactics, and Tasks	Measurable Outcome (Performance Measurement)	Timeframe for Tactic Implementation		
		Short-Term (By 7/1/2017)	Mid-Term (By 7/1/2018)	Long-Term (By 7/1/2019)
5. Include data portal in EDA scope of work and SEAGO budget	EDA approves scope of work and Board approves SEAGO Budget		X	
6. Contract with US Economic Research to set up region-wide Economic Development Data Portal	Economic Development Data Portal is live and functioning.			X
	Measure success by website metrics; business-industry interest generated			X →
<b>Goal 2: Enhance awareness of SEAGO and the value of its services</b>				
<b>Tactic A: Improve Service Delivery in the Family Caregiver Support Program</b>				
1. Include Caregiver Case Management in Area Plan on Aging	Caregiver Case Management is included in Area Plan.	X		
2. Include Caregiver Case Management in AAA FY 2018 budget and DAAS COB	Caregiver Case Management is included in approved FY 2018 AAA budget and DAAS COB.	X		
3. Develop Caregiver Case Manager job description listing duties and position requirements	Job description is developed.	X		
4. 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	
	Measure success by number of referrals; number of caregiver trainings scheduled; number of outreach events held; and increase in caregiver respite services.			X
<b>Tactic B: Convene and Facilitate Regional Continuum of Care (CoC) Planning Group</b>				
			X	

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		Short-Term (By 7/1/2017)	Mid-Term (By 7/1/2018)	Long-Term (By 7/1/2019)
1. Begin attending local CoC planning group meetings	Regional role of SEAGO is better understood and positive relationships are established.	X		
2. Assume limited roles responsibilities at local CoC planning group meetings	Roles and responsibilities are assumed and welcomed by CoC service providers.		X	
3. Determine resources needed and include additional resources in FY 2019 budget process	Level of resources needed is determined and included in the FY 2019 budget.		X	
4. Assume communication, convening and coordination roles for regional CoC planning group meetings	Quarterly regional CoC planning group meetings are held, communication and coordination is improved.		X	
	Measure success by amount of shared trainings and tools; cost savings; increased effective use of resources; and increase in referrals across the region.			X →
<b>Tactic C: Organize Volunteers for Housing Rehabilitation Projects</b>				
				X
1. Assume communication, convening and coordination roles for regional CoC planning group meetings	Quarterly regional CoC planning group meetings are held, communication and coordination is improved, network of community providers is expanded and relationships broadened, contacts established.		X	
2. Begin discussion of volunteer housing rehabilitation projects at regional CoC meetings	Regional discussion of volunteer housing rehab is held and consensus developed.		X	
3. Establish corporate and military partnerships needed to carry out the program.	Partnerships are established.			X
4. Identify costs to implement program	Program costs are identified.			X

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		Short-Term (By 7/1/2017)	Mid-Term (By 7/1/2018)	Long-Term (By 7/1/2019)
5. Include costs in FY 2020 budget	Costs are budgeted and approved for FY 2020			X
6. Implement volunteer housing rehabilitation program	Program is implemented.			X
	Measure success by number of volunteers recruited and participating; number of homes rehabilitated; value of materials donated.			X →
<b>Tactic D: Continue Current Public Information and Outreach Activities in Regional Newspapers</b>	Awareness of SEAGO and value of its services are enhanced.	X →	→	→
<b>Goal 3: Advance economic competitiveness and sustainability</b>				
<b>Tactic A: Increase the Capacity of the Community Development Program</b>		X		
1. Include additional resources in FY 2018 budget process	Level of resources needed and funding sources are 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	
	Measure success by amount of knowledge transferred; number of grant applications prepared; number of successful projects administered; amount of new funding received.			X
<b>Tactic B: Conduct Region-Wide Target Industry Analysis</b>			X	

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		Short-Term (By 7/1/2017)	Mid-Term (By 7/1/2018)	Long-Term (By 7/1/2019)
1. Discuss Tactic with SEAGO Economic Development Council / receive feedback	Direction / feedback from SEDC received and considered. If supported, then:	X		
2. Determine scope of work and estimated cost of study	Scope of work and cost estimate developed.	X		
3. Prepare and submit USDA technical assistance grant application	USDA application submitted by August 2017 deadline. If awarded, then:		X	
4. Obtain Board approval to issue Request for Proposals	Authorization to issue RFP is received.		X	
5. Write / Publish RFP	RFP is published.		X	
6. Evaluate proposals, select consultant, enter into contract	Consultant under contract; study underway.		X	
7. Publish study to website	Study published		X	
	Measure success by website metrics; business-industry interest generated			X
<b>Tactic C: Kick Off Regional Technical Services Center</b>				
1. Review / edit IGA to access Sierra Vista on-call consultants and staff civil engineers	IGA is finalized and ready for consideration by City Council and Executive Board.		X	
2. Seek approval of City Council and Executive Board on IGA with Sierra Vista	IGA is approved and services are available to member entities.		X	
3. Create boilerplate IGAs for member entities to access RTSC services	Boilerplate IGAs are ready for member entities to use.		X	
4. Develop RTSC procedures and fee structure to access services	RTSC procedures are produced and ready to distribute to member entities.		X	
5. Implement / launch RTSC	RTSC services are available to member entities.		X	



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		Short-Term (By 7/1/2017)	Mid-Term (By 7/1/2018)	Long-Term (By 7/1/2019)
	Measure success by number of member entities accessing RTSC services.			X
<b>Tactic D: Conduct Feasibility Analysis of Consolidated Regional Human Services</b>				
				X
1. Identify additional partners / funding sources	Partners and funding sources are identified.	X		
2. Include Program Development in Area Plan on Aging	Program Development included in Area Plan	X		
3. Obtain Board support	Board support is obtained.	X		
4. Determine scope of work and estimated cost of study	Cost estimate and scope of study is determined.		X	
5. Prepare and submit funding application to private foundation	Funding application is completed and submitted. If funded, then:		X	
6. Obtain Board approval to issue Request for Proposals	Authorization to issue RFP is received.		X	
7. Write / Publish RFP	RFP is published.		X	
8. Evaluate proposals, select consultant, enter into contract	Consultant under contract; study underway.		X	
9. Evaluate study findings / present to Board for further direction	Findings are evaluated / Board direction received. If found feasible and favorable to Board, then:		X	
10. Deploy implementation / transition plan	Transition to consolidation is accomplished.			X
	Measure success by accomplishment of incremental steps outlined in transition plan.			X →
<b>Tactic E: Create a Region-Wide Economic Development Data Portal</b>				
				X

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		Short-Term (By 7/1/2017)	Mid-Term (By 7/1/2018)	Long-Term (By 7/1/2019)
1. Discuss Tactic with SEAGO Economic Development Council / receive feedback	Direction / feedback from SEDC received and considered. If supported, then:		X	
2. Determine estimated cost of economic development data portal	Estimated cost is determined.		X	
3. Identify grant funding to cover the costs to create data portal	Funding source is identified.		X	
4. Prepare and submit funding application	Funding application submitted. If awarded, then:		X	
5. Include data portal in EDA scope of work and SEAGO budget	EDA approves scope of work and Board approves SEAGO Budget		X	
6. Contract with US Economic Research to set up region-wide Economic Development Data Portal	Economic Development Data Portal is live and functioning.			X
	Measure success by website metrics; business-industry interest generated			X →