

Our Road to a Sustainable Region

The SEAGO
Five-Year Strategic Plan
FY2021 – FY2025



July 1, 2020

Formally adopted by the SEAGO Executive Board at their regular meeting held May 15, 2020

Acknowledgements



SEAGO Main Office, Bisbee Arizona

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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 fragmented, resulting in siloes which limited inter-program cooperation and collaboration. Under the leadership of a new Executive Director and with a goal to “Unite as one SEAGO”, in December 2009, staff initiated efforts to develop a strategic plan for the agency.

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

In recognition of the value a strategic plan could bring the agency, the Executive Board approved a small budget to hold a retreat with the Administrative Council and SEAGO staff, and in January 2015, twenty-one leaders from the region met for a two-day strategic planning retreat. The Board- adopted mission and vision statements became the foundation to create a path forward for the organization’s first Five-Year Strategic Plan. The Plan was updated in 2017 at second two-day retreat held February 9 and 10, 2017. While another update was scheduled to be held in 2019, this retreat was deferred to February 2020 due to major program commitments.

Overview of Five-Year Strategic Plan:

The updated Five-Year Strategic Plan defines primary goals, objectives, tactics and measureable outcomes upon which to focus and execute during Fiscal Years 2021 – 2025. 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 a clear and inspirational long-term state of being resulting from the work of an organization's programs or services. Mission Statements are typically a one-sentence statement describing the reason an organization exists and are used to help guide decisions about priorities, actions, and responsibilities.

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

The following pages illustrate our vision, mission, goals, objectives and tactics. An implementation matrix is provided in **Appendix A**. The updated vision, mission and goals are highlighted below:

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

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

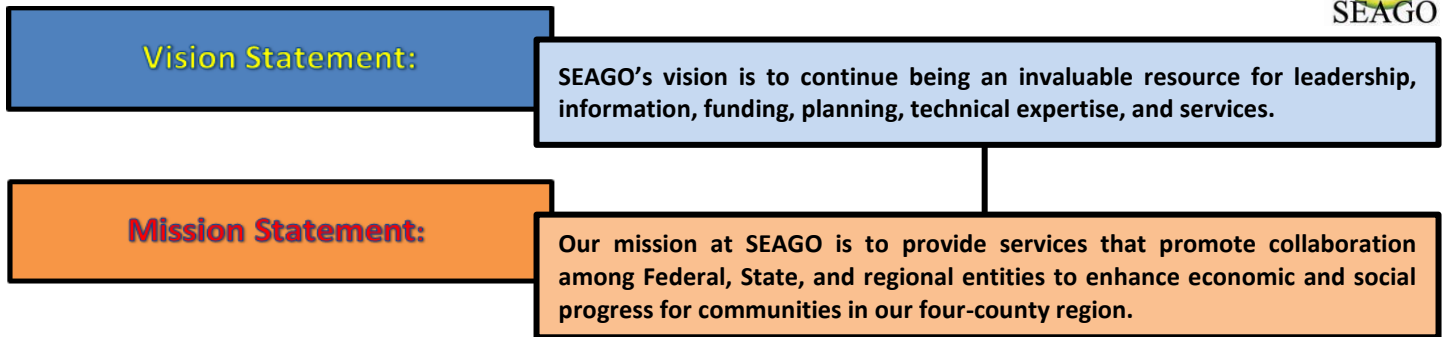
Five-Year Strategic Plan Goals:

1. Identify, provide, and enhance services and resources to address the sustainability of our communities and constituents.
2. Build awareness of SEAGO and the value of our services

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



Figure 1: SEAGO Five-Year Strategic Plan 2021 – 2025



GOAL 1



GOAL 2



PROGRAM OBJECTIVES

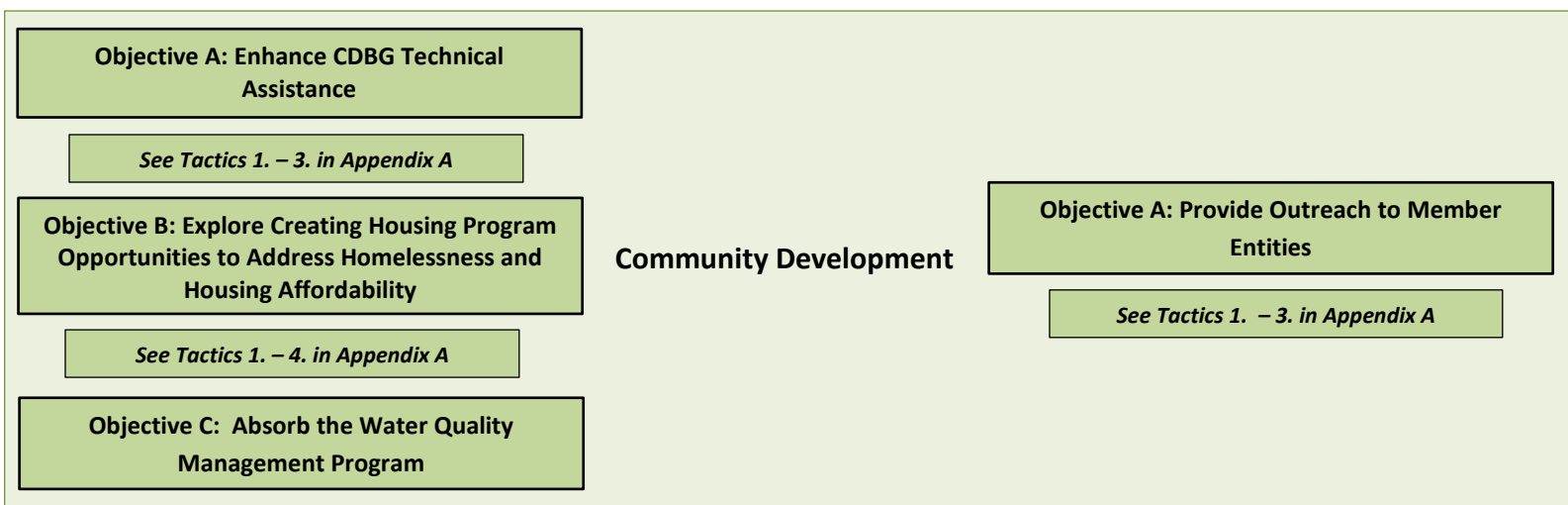
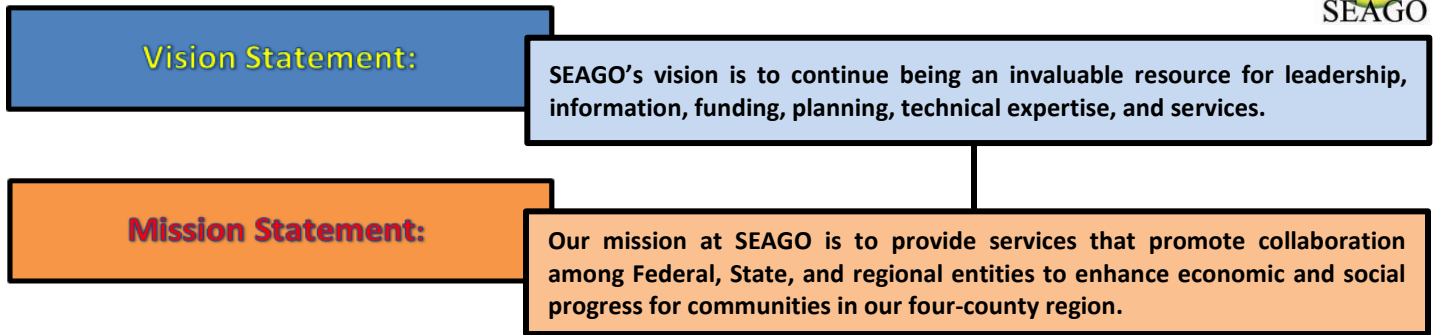




Figure 1: SEAGO Five-Year Strategic Plan 2021 – 2025



GOAL 1



GOAL 2



PROGRAM OBJECTIVES

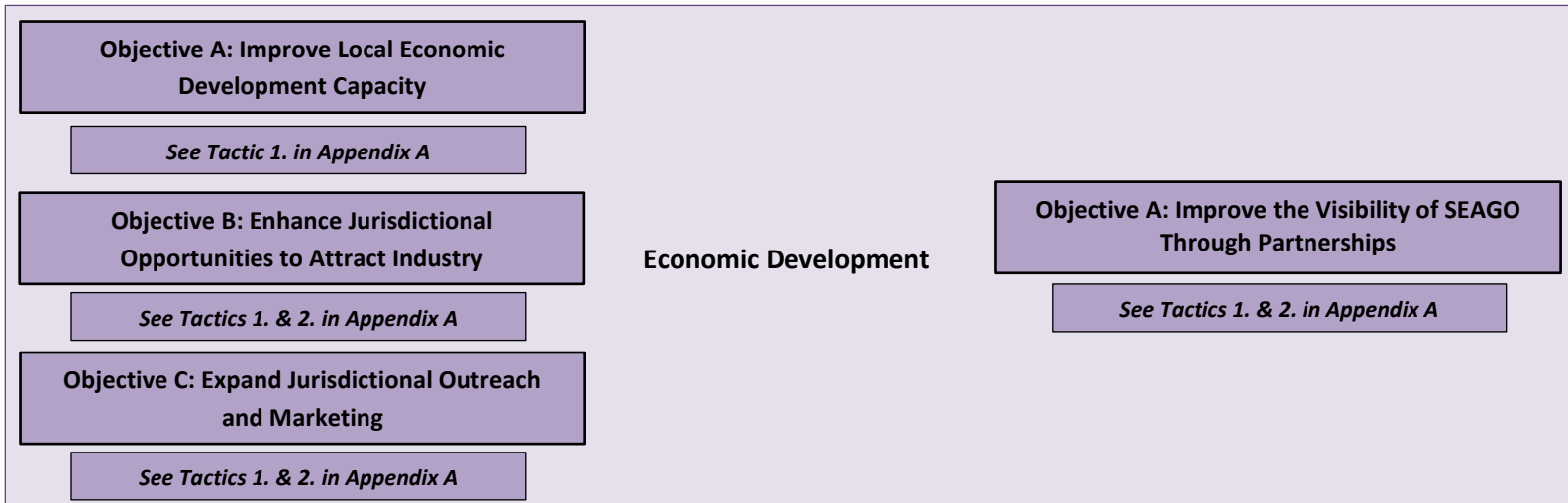
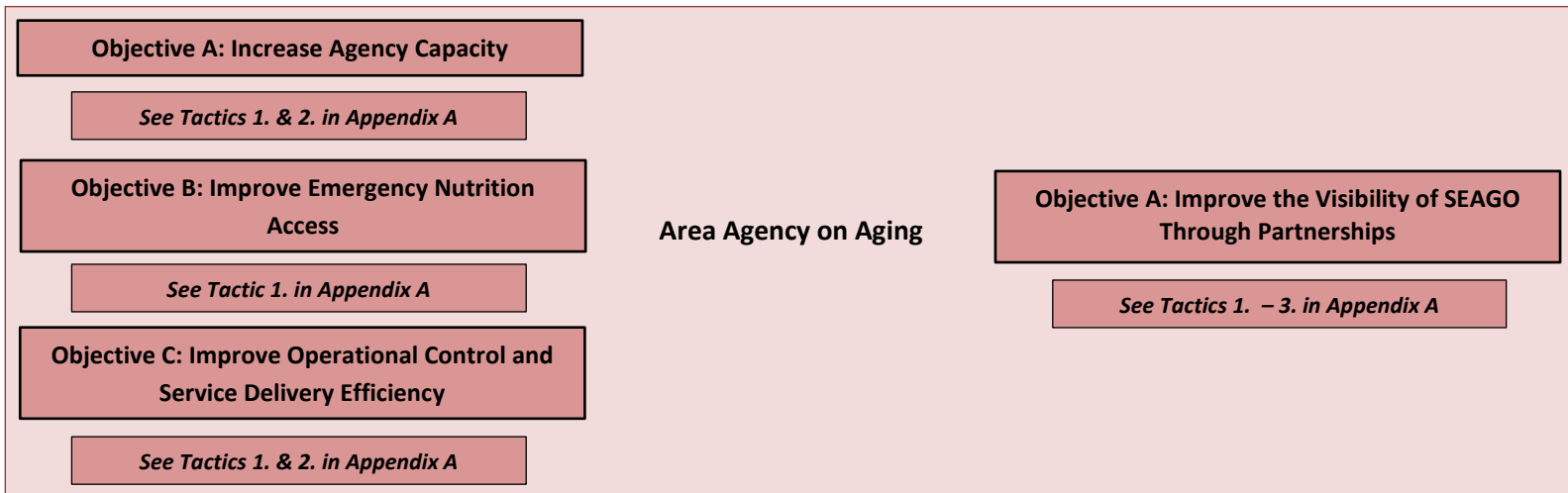
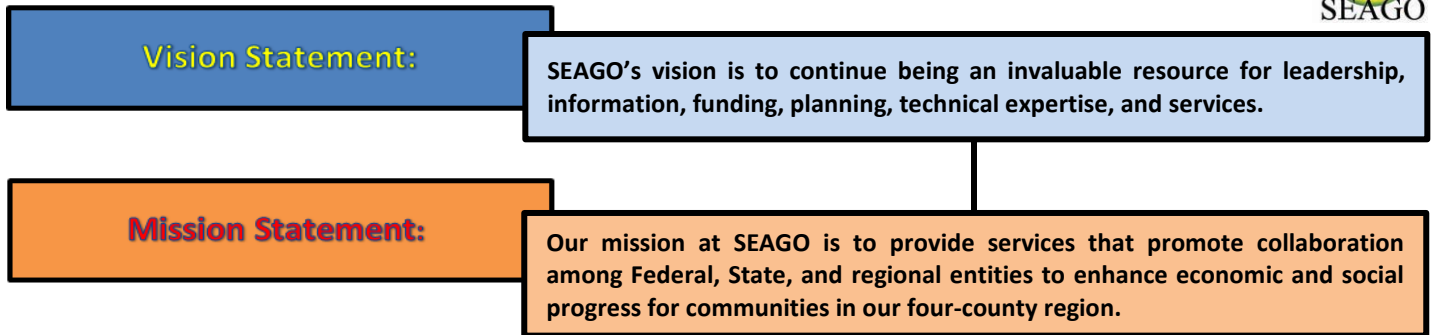




Figure 1: SEAGO Five-Year Strategic Plan 2021 – 2025



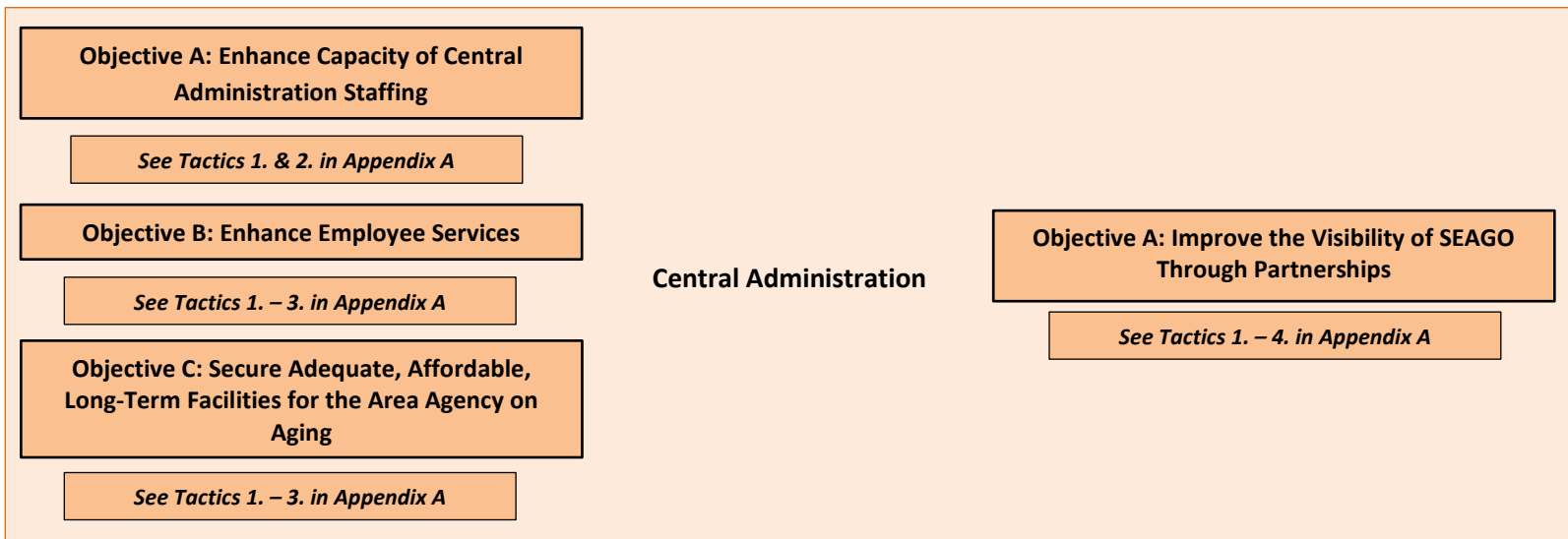
GOAL 1



GOAL 2



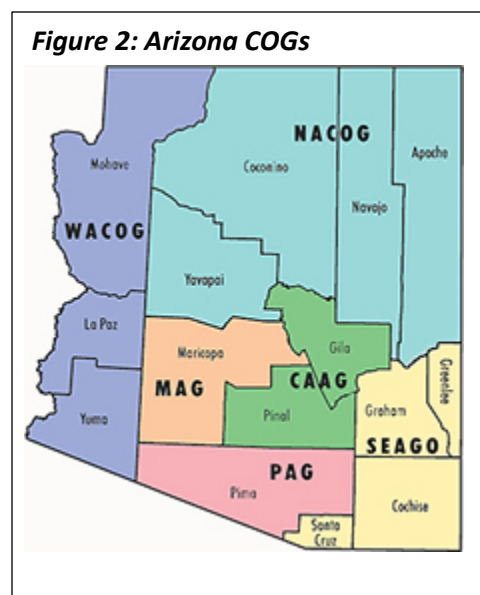
PROGRAM OBJECTIVES



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 and mobility, aging and social service issues, and the need for affordable, accessible housing.

The Executive Board, SEAGO's Board of Directors, is responsible for formulation of policy for the Organization, adoption of 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 a program description, current amount of funding, funding sources, number of full and part-time personnel, and major partners was provided to the participants of the 2015 and 2017 strategic planning retreats. An updated version was also provided to 2020 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 2019-20, SEAGO member entities contributed \$74,458 in membership assessments, an investment which assisted the agency in leveraging \$1,905,496 for in house programs and services, \$2,324,736 in state and federal funding for services provided through contracts with public and private providers, and an additional \$4,213,836 in a combination of non-federal cash, volunteer hours, state and federal grants, and matching contributions. In addition to the benefit derived from the programs and services rendered to SEAGO member entities and their constituents, if a modest economic multiplier of 1.5 is applied, these monies potentially produced approximately \$19,000,000 in regional economic activity.

Prior to the February 2020 retreat, Board and Council members were asked to indicate the importance of each program SEAGO currently operates. The results are shown in **Figure 3** below:

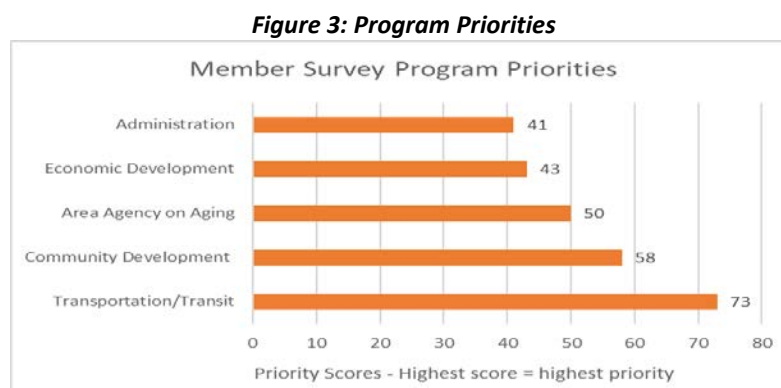


Table 1 – Fiscal Year 2019-2020 SEAGO Program Summary

| Program Name | Service Summary | Funding Sources | Local Match | Total Annual Revenue | Current Budget Surplus/ (Deficit) | Annual Outputs/ Number Clients Served | Number of Personnel | Amount of Funding Leveraged | Priority/ Revisions/ Support Needed |
|----------------------|---|--|-------------|---|--------------------------------------|---|---------------------|--|-------------------------------------|
| Administration | Oversee SEAGO programs and staff in the areas of finance, human resources, clerical support, procurement and information technology | Indirect costs from SEAGO's programs | \$0 | \$177,734 | (\$1,334) (As of 11/30/2019) | Monthly financial statements for 49 project codes under SEAGO's six primary programs with an annual cash flow of +/- \$4,491,834; HR, procurement and IT support for fifteen employees in six primary programs. More than \$25,000 saved in IT upgrades. | 1.62 FTE | All agency funding is dependent on accurate, transparent, compliant accounting, procurement, HR, and reliable, functional IT | |
| Area Agency on Aging | Health and nutrition services; long-term care ombudsman services; state health insurance assistance; family caregiver support, advocacy and program development, and various in-home services delivered through provider contracts. | \$444,097 federal funds and \$131,696 state funds for in-house services; plus \$2,324,736 federal and state under subaward agreements with service providers | \$0 | \$575,793 plus \$2,324,736 under subaward agreements with service providers | (\$10,016) (As of 11/30/2019) | HCR - 232 class participants, 6 nutrition sites monitored with 66% fully compliant with ADES requirements, 26 outreach events attended. OMB - 264 assisted living and LTC facility visits, 23 complaints investigated. HCBS – 25,723 hours housekeeping for 487 clients, 11,692 hours personal/attendant care for 150 clients, 3,517 hours respite for 21 clients, 95,260 home delivered meals for 397 clients and 44,575 congregate meals for 446 clients. FCSP – 56 outreach events with 1,718 participants, 14 workshops with 154 attendees. SHIP - 1,067 client contacts and \$159,000 saved on prescription drug costs and premiums. | 6.0 FTE | \$2,601,056 (\$2,563,304 local funds and \$37,752 in volunteer hours at \$11/hr.) | |

| Program Name | Service Summary | Funding Sources | Local Match | Total Annual Revenue | Current Budget Surplus/ (Deficit) | Annual Outputs/ Number Clients Served | Number of Personnel | Amount of Funding Leveraged | Priority/ Revisions/ Support Needed |
|-----------------------|---|---|-------------------------|----------------------|--------------------------------------|---|---------------------|-----------------------------|-------------------------------------|
| Community Development | Oversee grant planning, application and management | \$237,184 local; \$159,164 state | \$0 | \$396,348 | \$10,642 (As of 11/30/2019) | 6 CDBG RA applications funded, 4 projects successfully administered and closed out, 12,395 low-moderate income beneficiaries | 1.35 FTE | \$1,080,000 | |
| Economic Development | Coordinate economic development planning and activity in the region | \$75,000 federal (EDA) \$50,000 federal (USDA REDI) \$122,000 local | \$35,357 \$5,000 | \$110,357 | (\$15,413) (As of 11/30/2019) | 40 planning, 13 training and 17 technical assistance events; completion of the 2020 CEDS update, completion of Graham and Greenlee Target Industry studies; completion of the Greenlee County Housing Study, successful application to USDA Rural Economic Development Initiative program; 3 Executive Board Resolutions supporting economic development initiatives. | 1.1 FTE | \$177,000 | |
| Environmental | Develop and maintain regional WQM plan and process consistency reviews, public reviews and amendments | \$8,383 state \$2,500 local | \$0 | \$10,883 | \$0 (As of 11/30/2019) | 5 consistency reviews; 3 meetings, and 8 contacts to ensure coordination and outreach. | .03 FTE | \$0 | |

| Program Name | Service Summary | Funding Sources | Local Match | Total Annual Revenue | Current Budget Surplus/ (Deficit) | Annual Outputs/ Number Clients Served | Number of Personnel | Amount of Funding Leveraged | Priority/ Revisions/ Support Needed |
|------------------------------------|---|---|---------------------|----------------------|--------------------------------------|--|---------------------|---|-------------------------------------|
| 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 | \$598,120 state; \$251,852 federal; \$3,000 local | \$355,780 (in-kind) | \$1,208,752 | (\$14,732) (As of 11/30/2019) | More than 181 transit program managers, supervisors, and drivers trained statewide; transportation training, education and advocacy provided to more than 390 public and private individuals at the AZRTS; Willcox transit study completed, implementation funding secured; Greenlee County Road Study completed; FTA Access and Mobility Partnership grant secured; Cochise County Transit Consolidation Study funding secured. | 5 FTE | More than \$355,780 in local match leveraged \$849,972 federal funds and assisted in the programming of more than \$14,000,000 in regional transportation infrastructure funding. | |
| Regional Technical Services Center | Enable streamlined procurement and contracting for professional and technical services; Assist in obtaining preliminary project cost estimates, professional services for the development of plans, specifications, construction cost estimates, or to perform project environmental reviews/clearances; Collect data to support plans, studies/analyses, maintenance programs, and funding applications. | Local - Fee for Service | None | \$0 to date | \$0 to date | To be determined (TBD) | TBD | TBD | |

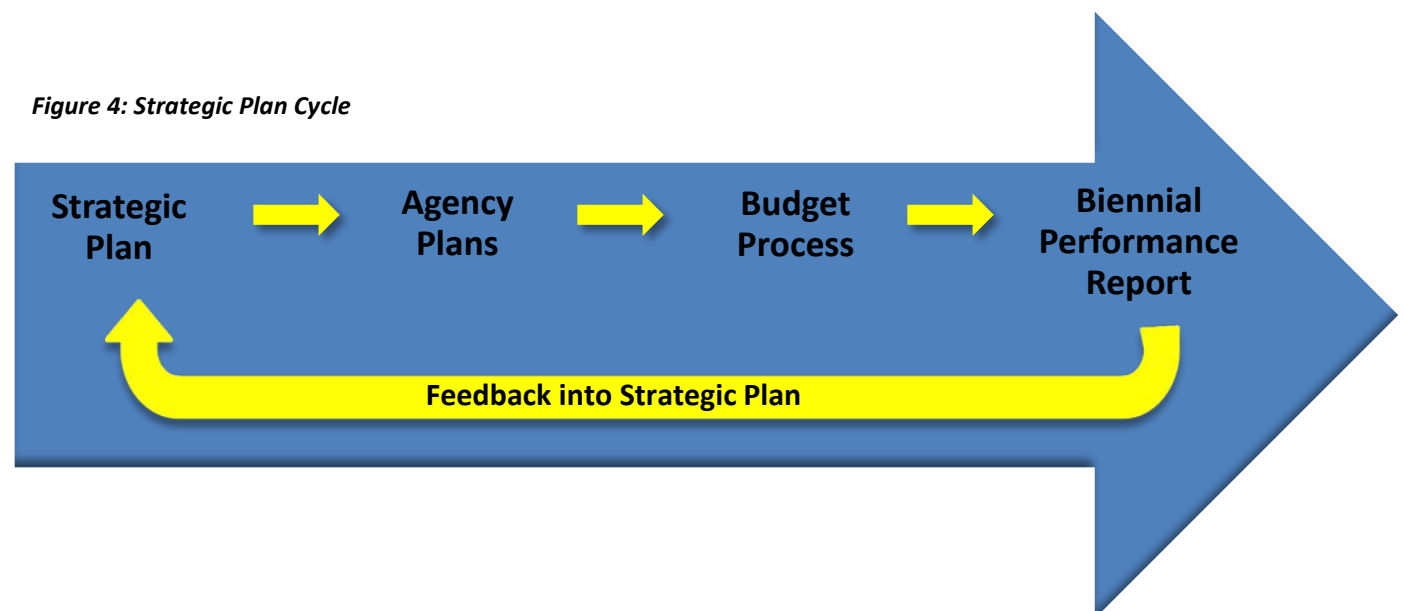
SECTION II - WHY A STRATEGIC PLAN FOR SEAGO?

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 of the draft SEAGO vision statement.
- Review and discussion of draft vision statement.

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

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

The retreat agenda also included discussion of Strategic Focus Areas and Key Results Areas but ran short of time. 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 become the impetus to continue the strategic planning effort.

2015 Strategic Planning Retreat:

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



The primary goal of the retreat was to generate data and build support that 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 several facilitated exercises and the data gathered was used to develop the agency's first strategic plan – Expand, Enhance and Advance: The SEAGO Five-Year Strategic Plan FY 2016 – 2020.

2017 Strategic Planning Retreat:

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

Several ideas resulted from the participants' engagement at the retreat that were further vetted and considered for implementation. Implementation of these activities required additional resources of funding, time, and/or partners. Participants of the retreat 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.

2020 Strategic Planning Retreat

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

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

Administration

Community Development – CDBG, Housing

Economic Development planning

Environmental – 208 Water Quality Management planning

Area Agency on Aging – Health and Social Services

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

Transportation – Roads, streets, bridges, public transit

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

While only 19 responses were submitted, answers showed clear trends in values and priorities. These responses are summarized in **Section IV** of the updated Strategic Plan.

The Strategic Planning retreat, held at the Cochise College Benson Center, included a two-day agenda that:

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

Small-group discussions allowed members to prioritize tactics within each program, discuss resource availability and their roles in furthering the updated Strategic Plan. Additional details on the updated vision and mission statements, priorities, goals, objectives and tactics are provided in **Section IV** of the Strategic Plan. **Appendix A** provides a matrix to summarize plan goals, tactics, tasks, measurable outcomes and timeframes for implementation.

Future Considerations

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

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

The adopted Plan 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 2022 and the plan updated in the months that follow.

SECTION IV – STRATEGIC PLAN

Vision and Mission

Participants of the 2020 Strategic Planning retreat reviewed and updated SEAGO’s existing vision and mission statements. The vision statement later adopted by the Executive Board describes the inspirational, long-term desired change resulting from an organization’s work. SEAGO is dedicated to the communities we serve, as well as the State of Arizona, both now and into the future.

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

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

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

The vision and mission statements are foundational in creating a path forward for the organization’s Five-Year Strategic Plan. Participants identified priorities for the SEAGO organization, established goals, determined unmet needs by County, and identified tactics for each SEAGO program that would address goals, needs, and priority strategies identified during discussions. The following are directive strategies for SEAGO staff in the development of programming for the coming five years.

SEAGO Priorities

Organizational Priorities:

Participants discussed and determined the priorities for SEAGO as an organization and established five strategies (in priority order):

1. Continue with existing levels of service
2. Develop additional resources (staff and funding)
3. Provide regular outreach to members/constituents
4. Provide advocacy to state/federal leadership
5. Educate members and their staff as to SEAGO services

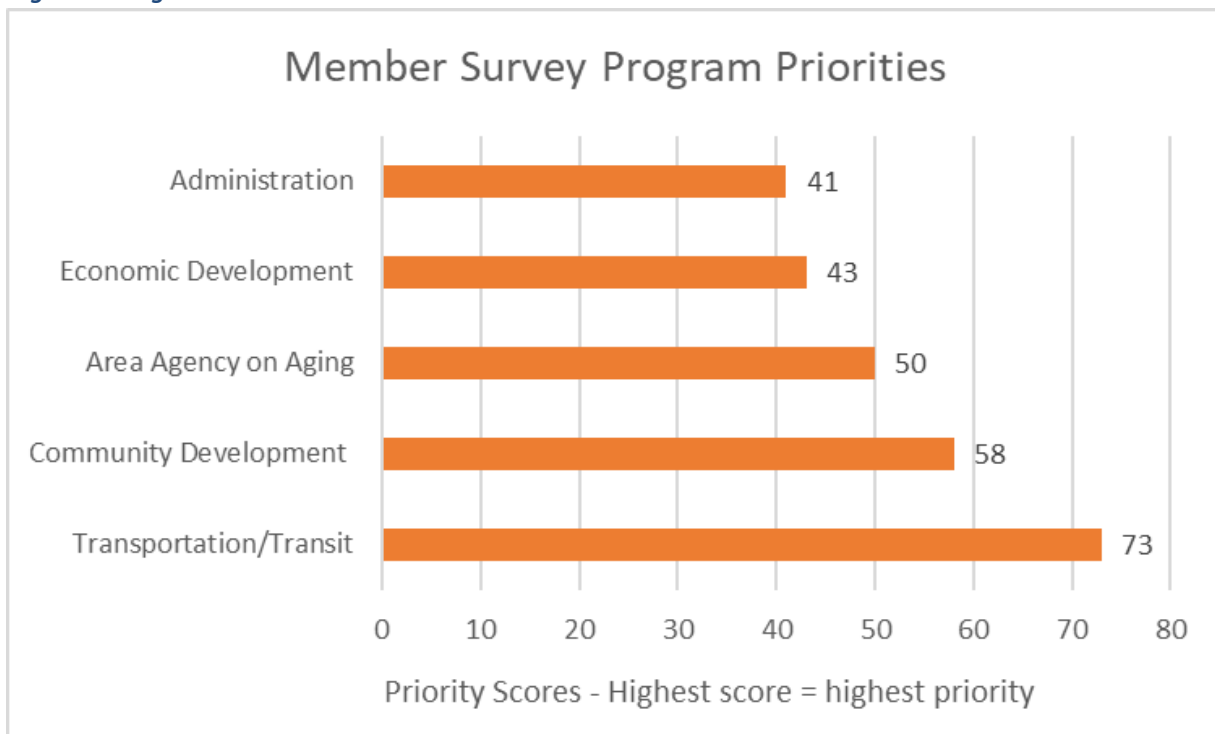
Programmatic Priorities:

Participants discussed SEAGO programs and established programmatic priorities. These priorities guide SEAGO staff in decision making regarding resources, staffing, and service provision. The results are taken from a pre-planning survey and planning event discussions using an inverse scoring method¹. The results focus on organizational prioritization at large. Individual community or county priorities may differ as indicated in the following section, Unmet Needs by County.

Program Priorities ranked first through last:

- | | |
|------------------------------|-------------------------|
| 1. Transportation/Transit | 4. Economic Development |
| 2. Community Development | 5. Administration |
| 3. Health and Human Services | |

Figure 5: Program Priorities



¹ Inverse scoring allows participants to prioritize elements 1 through 5. Each element in the first position (highest priority) receives 5 points. Each element in the last position (lowest priority) receives 1 point. Priorities in positions two, three and four, receive 4, 3, and 2 points respectively. Points are then added together to achieve a score and priority position representative of all participants. Some participants did not rank all five programs, but all ranked the top three.

Unmet Needs by County:

Strategic planning participants divided themselves by County representation and discussed the collective unmet needs within their county that could be addressed or partially addressed with SEAGO support. Participants then prioritized those needs based on potential county-wide impact.

Cochise County

- | | |
|--|--|
| <ol style="list-style-type: none"> 1. Transportation/Transit <ol style="list-style-type: none"> a. Technical Assistance b. Advocacy 2. Health and Social Services <ol style="list-style-type: none"> a. Advocacy (legislatively and for constituents) b. Regional Plan | <ol style="list-style-type: none"> c. Technical Assistance 3. Community Development Activities <ol style="list-style-type: none"> a. Technical Assistance b. Administration 4. Economic Development <ol style="list-style-type: none"> a. Technical Assistance |
|--|--|

Graham County

- | | |
|---|--|
| <ol style="list-style-type: none"> 1. Drainage Improvements <ol style="list-style-type: none"> a. Technical Assistance b. Funding c. Planning 2. Transportation Infrastructure <ol style="list-style-type: none"> a. Planning b. Funding c. Technical Assistance 3. Recreation Facility (Indoor) <ol style="list-style-type: none"> a. CDBG b. Technical Assistance 4. Economic Development <ol style="list-style-type: none"> a. Technical Assistance | <ol style="list-style-type: none"> b. Advocacy 5. Homeless Shelter <ol style="list-style-type: none"> a. CDBG b. Partnerships c. Data Collection 6. Affordable Housing <ol style="list-style-type: none"> a. CDBG b. Data Collection 7. Transit <ol style="list-style-type: none"> a. Planning b. Coordination c. Funding |
|---|--|

Greenlee County

- | | |
|---|---|
| <ol style="list-style-type: none"> 1. Transportation <ol style="list-style-type: none"> a. Technical Assistance b. Engineering c. Funding d. Construction Costs (higher) 2. Community Development <ol style="list-style-type: none"> a. Technical Assistance b. Housing development <ol style="list-style-type: none"> i. Affordable ii. Market Rate | <ol style="list-style-type: none"> iii. Funding iv. Resource Developer v. Demo/Rehabilitation 3. Economic Development <ol style="list-style-type: none"> a. Bank b. Retail (grocery store) c. Money leaving County 4. Health and Human Services <ol style="list-style-type: none"> a. Access to affordable and healthy foods |
|---|---|

Santa Cruz County

1. Economic Development Strategy
2. Advocate for Transportation Project funding

Overview of Goals:

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

Five-Year Strategic Plan Goals:

1. Identify, provide, and enhance services and resources to address the sustainability of our communities and constituents
2. Build awareness of SEAGO and the value of our services

Overview of Tactics:

Participants self-selected one of five SEAGO programs to which they would join others in considering unmet needs, resource availability, staffing, and goals in order to create a set of short-term, mid-term, and long-term tactics for the five-year strategic planning period.

Each program group included the appropriate SEAGO program manager to provide data, current status of programs, and current and potential funding resources, as well as staff resources and availability.

For each SEAGO program, a series of tactics were developed to support the accomplishment of goals and address county-based unmet needs over the next five years. Performance measures were also developed and are summarized in the implementation matrix provided in **Appendix A**. It should be noted that some tactics identified by Central Administration are also transferrable to certain SEAGO programs as applicable. As a result, there may be objectives and/or implementation tactics listed in **Appendix A** that are not included in the list below.

Note that each program is listed below based on member entity survey responses used to determine the priority of each program as it relates to SEAGO.

Transportation and Transit

Strategic Planning Participants: Chris Vertrees – Transportation Program Administrator (SEAGO)
 John Basteen Jr. – Town of Duncan
 Heath Brown – Town of Thatcher
 Paul David – Graham County
 Richard Ortega – City of Safford
 Jerene Watson – City of Douglas

Objective A: *Revise the SEAGO STBG Programming Process*

Tactics:

1. Develop TAC-approved policies and procedures to limit project costs and provide equal opportunities to all SEAGO member entities
 - a. Cap project costs at two-years of Obligation Authority (funding)
 - b. Review/revise policy of paying for Right-of-Way acquisition with STBG funds
 - c. Utilize HURF Exchange Program whenever possible
 - d. Explore new Project Programming Procedures including a possible STBG funding rotation

Objective B: *Coordinate the Creation of a Sustainable, Dependable Public Transportation System in Graham and Greenlee Counties***Tactics:**

1. Identify transportation partners
2. Determine service needs and area
3. Identify funding sources including non-ADOT sources
4. Provide technical service and oversight during project development
5. Garner agreements between local jurisdictions

Community Development

Strategic Planning Participants: Keith Dennis, CDBG Program Manager (SEAGO)
 Theresa Coleman, City of Bisbee
 Shaylee Richards, Private Sector Representative – Greenlee County
 Vicki Vivian, City of Benson

Objective A: *Enhance CDBG Technical Assistance***Tactics:**

1. Develop additional capacity within the CDBG Program to assist with project administration
2. Educate member entities on the potential for the region to capture a greater share of the CDBG Colonias and State Special Projects (SSP) set-aside accounts
3. Encourage community applications and provide technical assistance in developing Colonias and SSP applications

Objective B: *Explore Creating Housing Program Opportunities to Address Homelessness and Housing Affordability***Tactics:**

1. Identify potential funding sources including HOME, HUD, Regional Account, SSP, Colonias, and private foundations
2. Identify potential partners and agencies to accomplish this objective
3. Develop a coordinated Technical Assistance service delivery plan
4. Deliver Technical Assistance to member entities to accomplish this objective

Objective C: *Provide Outreach to Member Entities*

Tactics:

1. Create and deliver outreach materials to member entities regarding Community Development programming and technical assistance
2. Create and disseminate press releases regarding Community Development activities in each county or community in the SEAGO region

Area Agency on Aging (AAA)

Strategic Planning Participants: Laura Villa, Program Director (SEAGO)
 Randy Heiss, Executive Director (SEAGO)
 Heather Glenn, Administrative Assistant (SEAGO)
 Dina Curtiss, Accounting Manager (SEAGO)

Objective A: Increase Agency Capacity**Tactics:**

1. Reallocate staff duties to expand advocacy efforts
2. Cross-train agency staff among programs

Objective B: Improve Emergency Nutrition Access**Tactics:**

1. Develop READI-Meals Program to provide shelf-stable meals suitable for long-term storage and emergency use for congregate and home delivered meals

Objective C: Improve Operational Control and Service Delivery Efficiency**Tactics:**

1. Meet with case management agencies to explore opportunities to secure commitments for supplemental funding
2. Transition to in-house case management

Economic Development

Strategic Planning Participants: Larry Catten, Economic Development Program Manager (SEAGO)
 Bruce Bracker, Santa Cruz County
 Eddie Johnson, City of Nogales
 Bill Barlow, City of Tombstone
 John Cassella, City of Safford

Objective A: Improve Local Economic Development Capacity**Tactics:**

1. Develop an economic development tool kit for each member entity based upon the economic development needs and characteristics of each respective jurisdiction

Objective B: Enhance Jurisdictional Opportunities to Attract Industry**Tactics:**

1. Facilitate planning process for those jurisdictions that have not completed a target industry study
2. Support implementation of the target industry strategic plans for jurisdictions that have them

Objective C: Expand Jurisdictional Outreach and Marketing**Tactics:**

1. Provide assistance to interested jurisdictions to create and utilize branding and marketing campaigns
2. Provide assistance to member entities to develop 'Shop Local' campaigns

Central Administration

Strategic Planning Participants: Randy Heiss, Executive Director (SEAGO)
 Heather Glenn, Administrative Assistant (SEAGO)
 Dina Curtiss, Accounting Manager (SEAGO)

Objective A: Enhance Capacity of Central Administration Staffing**Tactics:**

1. Cross-train staff
2. Develop a succession plan for the Executive Director including delegation of IT, Human Resources, and the Water Quality Management Program responsibilities

Objective B: Enhance Employee Services**Tactics:**

1. Advocate to increase the State mileage reimbursement rate to match the Federal rate
2. Investigate and offer improved, affordable group health insurance options
3. Implement stipends for employees utilizing personal cell phones for SEAGO business

Objective C: Secure Adequate, Affordable, Long-Term Facilities for the Area Agency on Aging**Tactics:**

1. Conduct market research for commercial office space in Bisbee area
2. Investigate costs to purchase, install, and retrofit a modular building for the AAA offices at the Main Office location
3. Negotiate affordable lease extension at existing AAA offices; or purchase, install and retrofit modular office building at Main Office location

Objective D: Improve the visibility of SEAGO through partnerships

Tactics:

1. Continue promoting news and announcements about initiatives and accomplishments of SEAGO programs through social media and partnerships with local news media
2. Update AAA provider subaward agreements, CDBG TA contracts, and Transportation partnership agreements to include signage and/or promotion requirements crediting SEAGO-AAA
3. Provide links to SEAGO programs and services to member entities for inclusion on their websites and social media pages
4. Build Central Administration capacity to free up time for the Executive Director to attend City and Town Council and County Board of Supervisor meetings











Strategic Plan Performance Measurements







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







Implementation/Monitoring/Update Plan









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









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





| Transportation and Transit Goals, Objectives, and Tactics | Measurable Outcome | Short-Term By 7/1/2021 | Mid-Term By 7/1/2022 | Long-Term After 7/1/2023 and before 7/1/2025 | Resources available or needed |
|--|--|---|---|---|---|
| Goal 1: Identify, provide, and enhance services and resources to address the sustainability of our communities and constituents | | | | | |
| Objective A: Revise the SEAGO STBG Programming Process | Revised policies and procedures approved by TAC |  | | | Time; TAC consensus |
| Tactics: 1. Develop TAC-approved policies and procedures to limit project costs and provide equal opportunities to all SEAGO member entities | |  | | | |
| a. Cap project costs at two-years of Obligation Authority | Project costs are capped |  | | | |
| b. Review/revise policy of paying for Right-of-Way acquisition with STBG funds | ROW is acquired using non-federal funds |  | | | |
| c. Utilize the HURF Exchange Program whenever possible | HURF Exchange is used for the majority of projects |  | | | |
| d. Explore new Project Programming Procedures including a possible STBG funding rotation | New Project Programming Procedures are established |  | | | |
| Objective B: Coordinate the Creation of a Sustainable, Dependable Public Transit System in Graham and Greenlee Counties | Implementation Plan is developed and approved | | |  | Funding; time; consensus of local jurisdictions |
| Tactics: 1. Identify transportation partners | TAC Committee is formed |  | | | |
| 2. Determine service needs and area | Service plan is developed | |  | | |
| 3. Identify funding sources including non-ADOT sources | Financial resources report is created | |  | | |








| Transportation and Transit Goals, Objectives, and Tactics | Measurable Outcome | Short-Term By 7/1/2021 | Mid-Term By 7/1/2022 | Long-Term After 7/1/2023 and before 7/1/2025 | Resources available or needed |
|---|--|---|---|--|---|
| 4. Provide technical service and oversight during project development | Project development and monitoring plan is produced | |  | | |
| 5. Garner agreements between local jurisdictions | IGAs, MOUs, or Resolutions are in place | |  | | |
| Goal 2: Build awareness of SEAGO and the value of our services | | | | | |
| Objective A: Improve the Visibility of SEAGO Through Partnerships | Enhanced community awareness of SEAGO | |  | | Time; human assets; member entity and partner cooperation |
| Tactics: 1. Continue promoting news and announcements about program initiatives, accomplishments and upcoming events through partnerships with local news media (ongoing) | News and announcements are published | |  | | |
| 2. Update partnership agreements to include signage and/or promotion requirements crediting SEAGO Transportation | Partnership agreements are updated |  | | | |
| 3. Provide links to Transportation programs and services to member entities for inclusion on their websites and social media pages | Transportation links are live on member entity websites and social media pages |  | | | |





| Community Development Goals, Objectives, and Tactics | Measurable Outcome | Short-Term By 7/1/2021 | Mid-Term By 7/1/2022 | Long-Term After 7/1/2023 and before 7/1/2025 | Resources available or needed |
|--|--|---|---|---|---|
| Goal 1: Identify, provide, and enhance services and resources to address the sustainability of our communities and constituents | | | | | |
| Objective A: Enhance CDBG Technical Assistance | Technical assistance is enhanced | |  | | Human assets; partnerships with colleges |
| Tactics: 1. Develop additional capacity within the CDBG Program to assist with project administration | Additional staffing is recruited (part-time, full-time, permanent or temporary employees or internships) | |  | | |
| 2. Educate member entities on the potential for the region to capture a greater share of the CDBG Colonias and State Special Projects (SSP) set-aside accounts (ongoing) | Increasing interest from member entities in developing Colonias and SSP project applications |  | | | |
| 3. Encourage community applications and provide technical assistance in developing Colonias and SSP applications | Increasing number of Colonias and SSP applications submitted and awarded |  | | | |
| Objective B: Explore Creating Housing Program Opportunities to Address Homelessness and Housing Affordability | Housing programs and partnerships are explored, developed and implemented | | |  | Funding, human assets; public, private and non-profit partnership and collaboration |
| Tactics: 1. Identify potential funding sources including HOME, HUD, Regional Account, SSP, Colonias, and private foundations | Financial resources are identified and posted to SEAGO website | |  | | |

| Community Development Goals, Objectives, and Tactics | Measurable Outcome | Short-Term By 7/1/2021 | Mid-Term By 7/1/2022 | Long-Term After 7/1/2023 and before 7/1/2025 | Resources available or needed |
|---|---|---|---|---|-------------------------------|
| 2. Identify potential partners and agencies to accomplish this objective | Partners and agencies are identified; partnerships are established | |  | | |
| 3. Develop a coordinated Technical Assistance service delivery plan | Coordinated housing TA Plan is developed | |  | | |
| 4. Deliver Technical Assistance to member entities to accomplish this objective | Technical Assistance Schedule and satisfaction surveys | |  | | |
| Objective C: Absorb the Water Quality Management Program (see Central Administration) | Water Quality Management Program is transferred to Community Development | | |  | Time; human assets |
| Goal 2: Build awareness of SEAGO and the value of our services | | | | | |
| Objective A: Provide Outreach to Member Entities | Community stakeholders are informed of Community Development programs and TA |  | | | Time; human assets |
| Tactics: | | | | | |
| 1. Create and deliver outreach materials to member entities regarding Community Development programming and technical assistance | Outreach materials are produced, and delivered to member entities and stakeholders in each county |  | | | |
| 2. Create and disseminate press releases regarding Community Development activities in each county or community in the SEAGO region | Press releases and articles are published in local news media |  | | | |
| 3. Update TA agreements to include signage and other promotion requirements crediting SEAGO | TA agreements are updated | |  | | |






| Area Agency on Aging Goals, Objectives, and Tactics | Measurable Outcome | Short-Term By 7/1/2021 | Mid-Term By 7/1/2022 | Long-Term After 7/1/2023 and before 7/1/2025 | Resources available or needed |
|--|--|---|---|--|--|
| Goal 1: Identify, provide, and enhance services and resources to address the sustainability of our communities and constituents | | | | | |
| Objective A: Increase Agency Capacity | Advocacy is strengthened and agency staff are cross-trained | |  | | |
| Tactics: 1. Reallocate staff duties to expand advocacy efforts | Directors are able to engage in and expand advocacy efforts |  | | | |
| 2. Cross-train agency staff among programs (ongoing) | Cross-training plan is developed; improved capacity toward sustainability |  | | | |
| Objective B: Improve Emergency Nutrition Access | Shelf-stable emergency meals are readily available at all nutrition sites | |  | | Additional funding for program development |
| Tactics: 1. Develop READI-Meals Program to provide shelf-stable meals suitable for long-term storage and emergency use for congregate and home delivered meals | Nutrition sites have approved food safety plans, trained staff, equipment and supplies to produce shelf stable meals |  | | | |
| Objective C: Improve Operational Control and Service Delivery Efficiency | Reduced carry-over funding; additional clients served | |  | | Commitments for supplemental funding; human assets |
| Tactics: 1. Meet with case management agencies to explore opportunities to secure commitments for supplemental funding | Supplemental funding commitments are identified |  | | | |
| 2. Transition to in-house case management | Service delivery is improved |  | | | |




| Area Agency on Aging Goals, Objectives, and Tactics | Measurable Outcome | Short-Term By 7/1/2021 | Mid-Term By 7/1/2022 | Long-Term After 7/1/2023 and before 7/1/2025 | Resources available or needed |
|--|---|---|---|--|---|
| Goal 2: Build awareness of SEAGO and the value of our services | | | | | |
| Objective A: Improve the visibility of SEAGO through partnerships | Enhanced community awareness of SEAGO | |  | | Time; human assets; member entity, provider and partner cooperation |
| Tactics: 1. Continue promoting news and announcements about program initiatives, accomplishments and upcoming events through AAA newsletter and partnerships with local news media (ongoing) | Newsletters are distributed; News and announcements are published | |  | | |
| 2. Update provider subaward agreements to include signage and/or promotion requirements crediting SEAGO AAA | Provider subaward agreements are updated |  | | | |
| 3. Provide links to AAA programs and services to member entities for inclusion on their websites and social media pages | AAA links are live on member entity websites and social media pages |  | | | |

| Economic Development Goals, Objectives, and Tactics | Measurable Outcome | Short-Term By 7/1/2021 | Mid-Term By 7/1/2022 | Long-Term After 7/1/2023 and before 7/1/2025 | Resources available or needed |
|---|---|------------------------|---|---|---|
| Goal 1: Identify, provide, and enhance services and resources to address the sustainability of our communities and constituents | | | | | |
| Objective A: Improve Local Economic Development Capacity | Additional economic development resources are available to member entities | |  | | Time; local interest; continued funding |
| Tactics: 1. Develop an economic development tool kit for each member entity based upon the economic development needs and characteristics of each respective jurisdiction | Jurisdictional toolkits are provided | |  | | |
| Objective B: Enhance Jurisdictional Opportunities to Attract Industry | Jurisdictional marketing efforts are targeted toward compatible industries | |  | | Time; local interest; funding for studies |
| Tactics: 1. Facilitate planning process for those jurisdictions that have not completed a target industry study | Target industry studies are completed | |  | | |
| 2. Support implementation of the target industry strategic plans for jurisdictions that have them | Local strategies are supported; technical assistance is provided | |  | | |
| Objective C: Expand Jurisdictional Outreach and Marketing | Outreach and marketing campaigns are developed and utilized | | |  | Time; funding to develop campaigns |
| Tactics: 1. Provide assistance to interested jurisdictions to create and utilize branding and marketing campaigns | Local branding and marketing strategies are identified; community assets promoted; technical assistance is provided | |  | | |

| Economic Development Goals, Objectives, and Tactics | Measurable Outcome | Short-Term By 7/1/2021 | Mid-Term By 7/1/2022 | Long-Term After 7/1/2023 and before 7/1/2025 | Resources available or needed |
|--|--|--|---|--|--|
| 2. Provide assistance to interested jurisdictions to develop 'Shop Local' campaigns | Technical assistance is provided; leakage of local tax revenue is reduced | |  | | |
| Goal 2: Build awareness of SEAGO and the value of our services | | | | | |
| Objective A: Improve the visibility of SEAGO through partnerships | Enhanced community awareness of SEAGO | |  | | Time; human assets; member entity, and partner cooperation |
| Tactics: 1. Continue promoting news and announcements about program initiatives and accomplishment through social media and partnerships with local news media (ongoing) | News and announcements are published | |  | | |
| 2. Provide links to Economic Development Data Portals, programs and services to member entities for inclusion on their websites and social media pages | Economic Development links are live on member entity websites and social media pages |  | | | |

| Central Administration Goals, Objectives, and Tactics | Measurable Outcome | Short-Term By 7/1/2021 | Mid-Term By 7/1/2022 | Long-Term After 7/1/2023 and before 7/1/2025 | Resources available or needed |
|--|--|------------------------|----------------------|--|--|
| Goal 1: Identify, provide, and enhance services and resources to address the sustainability of our communities and constituents | | | | | |
| Objective A: Enhance Capacity of Central Administration Staffing | Critical knowledge and information is transferred; succession plan in place | | | ⊗ | Time; staffing continuity; human assets |
| Tactics: 1. Cross-train staff | Leadership staff are trained to manage an additional program | | | ⊗ | |
| 2. Develop a succession plan for the Executive Director including delegation of IT, Human Resources, and the Water Quality Management Program responsibilities | Succession plan is developed; three staff members trained to assume responsibilities | | | | |
| Objective B: Enhance Employee Services | Employee recruitment and retention is enhanced; costs are reduced; employee benefits are expanded | | ⊗ | | Time; human assets |
| Tactics: 1. Advocate to increase the State mileage reimbursement rate to match the Federal rate | Improved recruitment and retention capacity; employees are fairly compensated for mileage on personal vehicles used for SEAGO business | | | ⊗ | |
| 2. Investigate and offer improved, affordable group health insurance options | Improved access to affordable health care; potential cost savings to SEAGO programs | ⊗ | ⊗ | ⊗ | |
| 3. Implement stipends for employees utilizing personal cell phones for SEAGO business | Employees are fairly compensated for use of personal cell phones | ⊗ | | | |
| Objective C: Secure Adequate, Affordable, Long-Term Facilities for the Area Agency on Aging | Adequate, affordable, long-term AAA facilities are secured | | ⊗ | | Time; possible financing, Board approval |

| Central Administration Goals, Objectives, and Tactics | Measurable Outcome | Short-Term By 7/1/2021 | Mid-Term By 7/1/2022 | Long-Term After 7/1/2023 and before 7/1/2025 | Resources available or needed |
|--|--|---|---|---|--|
| Tactics: | | | | | |
| 1. Conduct market research for commercial office space in Bisbee area | Market data is gathered |  | | | |
| 2. Investigate costs to purchase, install, and retrofit a modular building for the AAA offices at the Main Office location | Potential capital costs are known |  | | | |
| 3. Negotiate affordable lease extension at existing AAA offices; or purchase, install and retrofit modular office building at Main Office location | Bisbee City Council approval is secured (extended lease option) or Executive Board approval is secured (capital purchase and financing option) | |  | | |
| Goal 2: Build awareness of SEAGO and the value of our services | | | | | |
| Objective A: Improve the visibility of SEAGO through partnerships | Enhanced community awareness of SEAGO; increased advocacy for member entities | | |  | Time; human assets; member entity, and partner cooperation |
| Tactics: | | | | | |
| 1. Continue promoting news and announcements about initiatives and accomplishments of SEAGO programs through social media and partnerships with local news media (ongoing) | News and announcements are published | | |  | |

| Central Administration Goals, Objectives, and Tactics | Measurable Outcome | Short-Term By 7/1/2021 | Mid-Term By 7/1/2022 | Long-Term After 7/1/2023 and before 7/1/2025 | Resources available or needed |
|--|--|---|---|--|-------------------------------------|
| 2. Update AAA provider subaward agreements, CDBG TA contracts, and Transportation partnership agreements to include signage and/or promotion requirements crediting SEAGO programs | Agreements and contracts are updated |  | | | |
| 3. Provide links to SEAGO programs and services to member entities for inclusion on their websites and social media pages | Program links are live on member entity websites and social media pages |  | | | |
| 4. Build Central Administration capacity to free up time for the Executive Director to attend City and Town Council and County Board of Supervisor meetings | Executive Director attendance at City Council and Board of Supervisor meetings; increased advocacy for issues faced by member entities | |  | | |

ADMINISTRATION PROGRAM INFORMATION

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

| PROGRAMS AND FUNDING | | | |
|---|--|------------|----------------|
| Program | Source(s) | Amount | Match (if any) |
| Central Administration | Federal, State, Local | \$ 177,734 | N/A |
| TOTALS | | \$ 177,734 | \$ 0 |
| PROGRAM STAFFING | | | |
| Program Staff | | FTE | PTE |
| Administration | | 1 | .62 |
| MAJOR PARTNERS | | | |
| Agency | Role | | |
| Arizona Department of Economic Security | Major Funding Partner (Area Agency on Aging programs) | | |
| Arizona Department of Transportation | Major Funding Partner (Transportation programs) | | |
| SEAGO Member Entitles | Major Funding Partners (CDBG contracts and membership dues) | | |
| US Department of Commerce - EDA | Mid-level Funding Partner (Economic Development program) | | |
| Federal Transit Administration | Mid-level Funding Partner (Access and Mobility Partnership Grant) | | |
| Arizona Department of Housing | Mid-level Funding Partner (CDBG program) | | |
| Lovell Foundation | Mid-level Funding Partner (AAA End of Life Grant) | | |
| Arizona Department of Environmental Quality | Minor Funding Partner (208 Water Quality Management program) | | |
| United Way of Graham and Greenlee Counties | Historic Funding Partner (various studies in Graham and Greenlee Counties – possible future funding opportunities) | | |
| Legacy Foundation of Southeastern Arizona | Historic Funding Partner (Various large and small grants – possible future funding opportunities) | | |
| Water Infrastructure Finance Authority | Future Funding Partner (CDBG program) | | |
| Administrative Council and Executive Board | Major strategic planning, policy oversight and governance Partners | | |

AREA AGENCY ON AGING PROGRAM INFORMATION

OVERVIEW: 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. Services funded through the Older Americans Act and other federal and state funds are provided under contract with the Arizona Department of Economic Security Division of Aging and Adult Services (ADES-DAAS) and the SEAGO AAA.

The SEAGO Area Plan on Aging provides for services to people who are age 60 and over and/or their family members by providing information and referral, advocacy, and assistance in accessing services that will help older adults stay in their own homes and communities. In addition to the in-house programs listed in the table below, the SEAGO AAA delivers programs and services through subaward agreements (contracts) with public and private sector service providers for Case Management, Caregiver Case Management, Housekeeping, Personal Care, Home Nursing, Caregiver Respite, Legal Services, Congregate and Home Delivered Meals, and Transportation. An additional \$4,888,040 (\$2,324,736 AAA funds + \$2,563,304 Local match) 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.

| IN-HOUSE PROGRAMS AND FUNDING | | | |
|---|-----------|------------|----------------|
| Program | Source(s) | Amount | Match (if any) |
| Administration | Federal | \$ 134,541 | N/A |
| | Federal | \$ 15,446 | N/A |
| | State | \$ 47,959 | N/A |
| | State | \$ 5,149 | N/A |
| Ombudsman Program | Federal | \$ 20,069 | N/A |
| | State | \$ 35,207 | N/A |
| Health and Nutrition Program | Federal | \$ 26,761 | N/A |
| State Health Insurance Assistance Program | Federal | \$ 18,000 | N/A |
| | State | \$ 20,892 | N/A |
| | State | \$ 6,237 | N/A |
| Family Caregiver Support Program (Caregiver Outreach and Training, Information & Referral and Home Safety program) | Federal | \$ 103,016 | N/A |
| | State | \$ 1,589 | N/A |
| Advocacy and Program Development | Federal | \$ 126,264 | N/A |
| | State | \$ 14,663 | N/A |
| TOTALS | | \$ 575,793 | N/A |

| PROVIDER OPERATED PROGRAMS AND FUNDING | | | |
|---|--|---|-----------------------|
| Program | Source(s) | Amount | Match (if any) |
| Case Management | Federal, State, SSBG, SSBG-one time source | \$ 327,685 | \$ 145,984 |
| Congregate Meals | Federal, State, SSBG, SSBG-one time source | \$ 315,116 | \$ 358,621 |
| Attendant Care | Federal, State, SSBG, SSBG-one time source | \$ 686,825 | \$ 1,500 |
| Housekeeping | Federal, State, SSBG, SSBG-one time source | \$ 93,246 | \$ 41,750 |
| Home Nursing | Federal, State, SSBG | \$ 9,000 | \$ 19,136 |
| Respite Care | Federal, State, SSBG, SSBG-one time source | \$ 84,554 | \$ 1,941 |
| Transportation | Federal, State, SSBG, SSBG-one time source | \$ 217,598 | \$1,639,633 |
| TOTALS | | \$2,324,736 | \$2,563,304 |
| AAA STAFFING | | | |
| Program Staff | | FTE | PTE |
| Administration (including Main Office Support) | | 2.5 | .5 |
| Ombudsman Program | | .75 | 0 |
| Health and Nutrition Program | | .25 | 0 |
| State Health Insurance Assistance Program | | 1 | 0 |
| Family Caregiver Support Program | | 1 | 0 |
| TOTALS | | 5.5 | .5 |
| Program Volunteers (all combined) | | Annual Volunteer Hours (all combined) | |
| 17 | | \$ 37,752 (calculated @ \$11/hr) | |
| MAJOR PARTNERS | | | |
| Agency | | Services | |
| Arizona Department of Economic Security | | Primary Funding Partner | |
| David and Lura Lovell Foundation (End of Life Care Matters) | | Secondary Funding Partner | |
| Cochise County (Service Delivery Partner) | | Case Management | |
| Greenlee County (Service Delivery Partner) | | Case Management Attendant Care Housekeeping Home Nursing Respite Care | |
| Santa Cruz County (Service Delivery Partner) | | Case Management | |
| Southeastern Arizona Community Unique Services (Service Delivery Partner) | | Case Management (Graham County) Congregate Meals (Graham and Greenlee Counties) Home Delivered Meals (Graham and Greenlee Counties) Attendant Care (Graham County) Housekeeping (Graham County) Respite Care (Graham County) | |

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

COMMUNITY DEVELOPMENT PROGRAM INFORMATION

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

| PROGRAMS AND FUNDING | | | |
|--|---------------------------|-----------|----------------|
| Program | Source(s) | Amount | Match (if any) |
| Regional Account (1%) | State (ADOH) | \$20,000 | N/A |
| Regional Account Project Administration Contracts | Local | \$237,184 | Varies |
| Technical Assistance and Application Preparation | State (ADOH) | \$10,500 | None |
| Colonias Contracts | State (ADOH) | \$128,664 | Varies |
| State Special Projects Contracts (to date) | State (ADOH) | \$0.00 | Varies |
| WIFA (to date) | State (WIFA) | \$0.00 | Varies |
| TOTALS | | \$396,348 | Varies |
| PROGRAM STAFFING | | | |
| Program Staff | | FTE | PTE |
| Community Development | | 1 | .35 |
| MAJOR PARTNERS | | | |
| Agency | Role | | |
| SEAGO Member Entities (Project Administration Contracts) | Primary Funding Partner | | |
| Arizona Department of Housing | Secondary Funding Partner | | |
| Water Infrastructure Finance Authority of Arizona (WIFA) | Potential Funding Partner | | |
| Foundations (LFSAZ, CFSAZ, ACF) | Potential Funding Partner | | |
| Freeport MacMoRan Community Investment Fund | Potential Funding Partner | | |

ECONOMIC DEVELOPMENT PROGRAM INFORMATION

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

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

| PROGRAMS AND FUNDING | | | |
|---|--|-------------------|------------------|
| Program | Source(s) | Amount | Match (if any) |
| EDA Planning Partnership Grant | Federal (EDA) | \$ 75,000 | \$ 35,357 |
| Graham County Target Industry Study | Local | \$ 34,000 | \$ 5,000 |
| Greenlee County Target Industry Study | Local | \$ 35,000 | \$ 0 |
| Greenlee County Housing Feasibility Study | Local | \$ 53,000 | \$ 0 |
| Regional Econ. Dev. Initiative (REDI) Grant | Federal (USDA) | \$ 50,000 | \$ 0 |
| TOTALS | | \$ 247,000 | \$ 40,357 |
| PROGRAM STAFFING | | | |
| Program Staff | | FTE | PTE |
| EDA Planning Partnership Grant | | 1 | .1 |
| MAJOR PARTNERS | | | |
| Agency | Role | | |
| US Department of Commerce Economic Development Admin. | Primary Funding Partner (Planning Partnership Grant) | | |
| US Department of Agriculture Rural Development | Secondary Funding Partner (REDI Grant) | | |
| SEAGO Member Entity Matching funds (EDA Assessment) | Matching Funding Partner | | |
| Freeport McMoRan Community Investment Fund | Funding Partner | | |
| Graham and Greenlee County United Way | Funding Partner | | |

| MAJOR PARTNERS (continued) | |
|--|---|
| Agency | Role |
| Gila Valley Economic Development Corporation | Matching Funding Partner Economic Development Collaboration |
| Southeastern Arizona Economic Development Group (SEADG) | Economic Development Collaboration |
| Arizona Regional Economic Development Foundation (AREDF) | Economic Development collaboration |
| Local First Arizona | Economic Development Collaboration |
| Arizona Rural Development Council | Economic Development Collaboration |
| Nogales Community Development Corporation | Economic Development Collaboration |
| U of A Cooperative Extension | Graham/Greenlee Counties Target Industry Study Collaboration |
| Western Regional Development Center | Graham/Greenlee Counties Target Industry Study Collaboration |
| Arizona Commerce Authority | Economic Development Collaboration |
| College of Eastern Arizona Small Business Development Center | Economic Development Collaboration |
| Cochise College Small Business Development Center | Economic Development Collaboration |

ENVIRONMENTAL PROGRAM INFORMATION

OVERVIEW: 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 Management Planning. As a DPA, SEAGO is required to prepare a regional Water Quality Management Plan to guide the development of future wastewater treatment facilities. Federal and state regulations require that certain proposed actions related to wastewater facilities must be consistent with the SEAGO 208 Plan if they occur within SEAGO's four-county region. This requires what is known as a consistency review. If a proposed wastewater facility is found to be inconsistent with the SEAGO 208 plan, a plan amendment would be required. In 2011, SEAGO updated its 208 Plan which virtually eliminated the need for plan amendments by establishing goals, strategies and tactics, a wastewater treatment options table, and the consistency review process. Under the SEAGO 208 Plan, the vast majority of consistency reviews 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, public review of the project is also required.

Water Quality Management Planning is primarily funded through a small grant from USEPA passed through the Arizona Department of Environmental Quality (ADEQ). 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 the expansions of existing facilities. These fees are intended to supplement program funding when consistency review and public review are required. Program services have been in low demand since the downturn of housing development activity in the region and the implementation of the updated WQMP.

| PROGRAMS AND FUNDING | | | |
|---|--|------------------|----------------|
| Program | Source(s) | Amount | Match (if any) |
| 208 Water Quality Management | State | \$ 8,383 | N/A |
| SEAGO Member Entities | Local | \$ 2,500 | N/A |
| TOTALS | | \$ 10,883 | \$ 0 |
| PROGRAM STAFFING | | | |
| Program Staff | | FTE | PTE |
| Environmental | | .5 | |
| MAJOR PARTNERS | | | |
| Agency | Role | | |
| Arizona Department of Environmental Quality | Minor Funding partner | | |
| SEAGO Member Entities | Minor Funding partner (Consistency and Public Review Fees – as needed if expanding or building new facilities) | | |

TRANSPORTATION PROGRAM INFORMATION

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

SEAGO is tasked with identifying, prioritizing, and programming transportation improvement projects that are to be completed over a five-year period on local and regional roads. There are currently 7 member agencies with projects programmed in the SEAGO Transportation Improvement Program (TIP) and these projects are collectively valued at over \$14,000,000. SEAGO also develops the Regional Transit Coordination Plan. Transit providers must be identified in the plan to be eligible for Federal funding. In addition, SEAGO coordinates the FTA Section 5310 grant process for the region. 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 literally hundreds of 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.

| PROGRAMS AND FUNDING | | | |
|--|----------------|------------------|------------------|
| Program | Source(s) | Amount | Match (if any) |
| State Planning and Research | State | \$142,120 | \$42,155 |
| 5310 Elderly and Disabled Transit | State | \$20,000 | \$0 |
| 5311 Public Transit | State | \$20,000 | \$0 |
| Regional Mobility Management | FTA thru State | \$135,000 | \$33,750 |
| Regional Mobility Management Training | FTA thru State | \$115,000 | \$28,750 |
| Cochise County Public Transit Consolidation Study | FTA thru State | \$64,000 | \$16,000 |
| Santa Cruz County RTA Study | State | \$50,000 | \$12,500 |
| FTA Access and Mobility Partnership Grant | Federal | \$251,852 | \$210,000 |
| Willcox Transit Feasibility Study Phase 2 | FTA thru State | \$32,000 | \$8,000 |
| Graham County 5311 Feasibility Planning | Local Grant | \$3,000 | \$0 |
| Traffic Count Program | State & Local | \$20,000 | \$4,625 |
| TOTALS | | \$852,972 | \$355,780 |
| TRANSPORTATION STAFFING | | | |
| Program Staff | | FTE | PTE (½ ¼) |
| Planning Programs (SPR and WP studies) | | 1.5 | .75 |
| Public Transit Programs (RMM, RMM Training, 5310 and 5311) | | 1.5 | .25 |
| FTA Access and Mobility Partnership Grant | | 1.0 | |
| | | | |

| MAJOR PARTNERS | |
|--|--|
| Agency | Role |
| Arizona Department of Transportation | Primary Funding Partner |
| Federal Transit Administration | Secondary Funding Partner |
| United Way | Funding Partner (Grant carry-over) |
| Legacy Foundation of SE Arizona | Funding Partner (Grant carry-over) |
| SEAGO Member Entities | TAC, Administrative Council |
| SVMPO | Planning Partner |
| Volunteer Interfaith Caregiver Program | Implementation Partner (FTA & Willcox Projects) |
| Cochise County: Healthy Communities Initiative | Public Input and Outreach |
| U of A Cooperative Extension | Public Input and Outreach |
| Douglas ARC | Implementation Partner (FTA Project) |
| Chiricahua Community Health Centers | Implementation Partner (FTA Project) |
| Willcox Community Food Bank | Implementation Partner (FTA Project) |
| Benson Area Transit | Planning Partner (Consolidation Study) |
| Bisbee Bus | Planning Partner (Consolidation Study) |
| Douglas Transit | Planning Partner (Consolidation Study) |
| Vista Transit | Planning Partner (Consolidation Study) |
| Easter Seals Blake Foundation – Safford | Planning Partner (Graham County - 5311 Planning) |
| Nnee Bich’o Nii Transit - SCAT | Planning Partner (Graham County - 5311 Planning) |