



# EXECUTIVE BOARD PACKET

---

**MEMO TO:** EXECUTIVE BOARD  
**FROM:** RANDY HEISS, EXECUTIVE DIRECTOR  
**DATE:** NOVEMBER 4, 2022  
**SUBJECT:** EXECUTIVE BOARD MEETING

---

Please see the details below for the Executive Board meeting date, time, and location.

**Friday, November 18, 2022 at 10:00 a.m.**

**In-Person:**

**Nogales City Hall**

**[777 North Grand Avenue](#)**

**[Nogales, AZ](#)**

**Via Zoom:**

Zoom Link: <https://us02web.zoom.us/j/87912200504>

Meeting ID :879 1220 0504

Phone-in Option: +1 346 248 7799 (Houston)

We plan to limit this meeting to 10 individuals or less attending in-person on a first come, first served basis. All remaining Executive Board members and SEAGO staff may attend via Zoom. Members of the public will not be allowed to attend in person but are welcome to attend via Zoom. **The address above is also a link to a Google Map showing the meeting location.** If you are unable to attend, please send an alternate to ensure that we will have a quorum at the meeting.

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

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



# EXECUTIVE BOARD AGENDA

---

10:00 A.M., FRIDAY, NOVEMBER 18, 2022  
IN-PERSON AND VIA ZOOM (see Cover Letter for Zoom details)  
777 NORTH GRAND AVENUE, NOGALES, ARIZONA

---

<b>I. CALL TO ORDER/PLEDGE OF ALLEGIANCE / INTRODUCTIONS</b>	Chair Garino	
<b>II. MEMBER ENTITIES' DISCUSSION</b> (Common Critical Issues)	Chair Garino	
<b>III. CALL TO THE PUBLIC</b>	Chair Garino	
<b>IV. ACTION ITEMS</b>		<u>Page No.</u>
1. Consent Agenda		
a. Approval of the August 19, 2022 Minutes	Chair Garino	1
2. Discussion and possible action to recommend approval of the proposed Calendar Year 2023 SEAGO Policy Principles	Randy Heiss	6
3. Discussion and possible action relating to the recruitment process for the next SEAGO Executive Director	Randy Heiss	9
4. Discussion and possible action to recommend approval of Resolution No. 2022-04 establishing SEAGO's Rural Regional Priority List of transportation projects for consideration for funding by the Arizona Legislature	Chris Vertrees	12
5. Discussion and possible action to recommend approval of the 2022 CDBG Regional Account applications	Keith Dennis	19
6. Discussion and possible action to recommend approval of Resolution No. 2022-05 authorizing the development of a coalition of private and public entities to build a Bi-National Workforce Program and diversify regional talent pools	Stephen Peterson	20

<b>V. INFORMATION ITEMS</b>	<u>Page No.</u>
A. Future Meeting Dates	Randy Heiss 31
B. Strategic Plan Progress Report	Randy Heiss 32
C. Quarterly Finance Report	Dina Curtiss 40
D. Community Development Report	Keith Dennis 42
E. SEAGO Economic Development District Report	Stephen Peterson 44
F. AAA Updates	Randy Heiss 46
G. Transportation Program Updates	Chris Vertrees 49
 <b>VI. RTAC REPORT</b>	 Kevin Adam N/A
 <b>VII. STAFF ANNOUNCEMENTS / CURRENT EVENTS</b>	 Chair Garino N/A
 <b>VIII. FUTURE AGENDA ITEMS</b>	 Chair Garino N/A
 <b>IX. ADJOURNMENT</b>	 Chair Garino N/A

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

Individuals with disabilities who require special accommodations or who have limited English proficiency and wish to have an interpreter may contact Marisa De La Cruz at (520) 432-5301 extension 211 at least 72 hours before the meeting time to request such accommodations.

Individuals wishing to participate in the meeting telephonically may do so by contacting Marisa De La Cruz at (520) 432-5301 extension 211. Contact must be made at least 48 hours before the meeting in order to obtain the call-in information. Please note that the option to participate telephonically may not be available unless requested as instructed above.

Si necesita acomodaciones especiales o un intérprete para esta conferencia, debe ponerse en contacto con Marisa De La Cruz al número (520) 432-5301, extensión 211, por lo menos setenta y dos (72) horas antes de la conferencia.

**Draft MINUTES OF  
THE EXECUTIVE BOARD MEETING  
10 A.M., FRIDAY, AUGUST 19, 2022  
VIA ZOOM  
AMERICAN LEGION POST 16  
1422 HIGHWAY 92, BISBEE, AZ 85603**

**OFFICERS PRESENT:** Garino, Arturo - City of Nogales (Chair) **(In-Person)**  
Budge, Ken - City of Bisbee (Treasurer) **(In-Person)**  
Gomez, David - Graham County (1<sup>st</sup> Vice-Chair) **(Zoom)**  
Ortega, Richard - City of Safford (2<sup>nd</sup> Vice-Chair) **(In-Person)**

**MEMBERS PRESENT:** Ahmann, Steve - Greenlee County Private Representative **(Zoom)**  
Barlow, Bill - City of Tombstone **(In-Person)**  
Budd, David - Santa Cruz County Private Representative **(Zoom)**  
David, Paul - Greenlee County **(In-Person)**  
English, Ann - Cochise County **(In-Person)**  
Floyd, Heather - Cochise County Private Representative **(In-Person)**  
Lopez, Ed - Graham County Private Representative **(In-Person)**  
Pike, Jr., Allred - San Carlos Apache Tribe **(In-Person)**  
Shaw, Donna - Town of Duncan **(Zoom)**  
Valle, Dan - Cochise County Private Representative **(In-Person)**

**STAFF PRESENT:** Curtiss, Dina - Accounting Manager **(In-Person)**  
De La Cruz, Marisa - Community Coordinator **(In-Person)**  
Heiss, Randy - Executive Director **(In-Person)**  
Merideth, John - GIS Analyst **(Zoom)**  
Peterson, Stephen - Economic Development Program Manager **(Zoom)**  
Vertrees, Chris - Transportation Program Administrator **(In-Person)**  
Villa, Laura - AAA Program Director **(In-Person)**  
Meyers, Cindy - Heath & Nutrition Coordinator **(In-Person)**

**GUESTS:** Adam, Kevin- RTAC **(Zoom)**

**I. CALL TO ORDER/ESTABLISH QUORUM**

**II. EXECUTIVE SESSION:** Pursuant to A.R.S §38.431.03 Subsection A.1., the Executive Board may adjourn to Executive Session for the purpose of evaluating the performance of the Executive Director.

Chair Garino called the Executive Session to order at 9:00 a.m.

**III. PUBLIC SESSION- 10:00 A.M**

a. Reconvene to Public Session/Pledge of Allegiance/Roll Call

Chair Garino called the Public Session to order at 10:02 a.m.

b. Discussion and possible action relating to the performance of the Executive Director

Ann English motioned to approve the performance of the Executive Director; Second by Richard Ortega. Randy Heiss thanked the SEAGO Executive Board and is looking forward to another 17 months.

**MOTION:** Ann English

**SECOND:** Richard Ortega

**ACTION:** Unanimous

**IV. CALL TO THE PUBLIC**

No one from the public was present.

## V. MEMBER ENTITIES' DISCUSSION

**Ann English**, Cochise County, spoke of the Douglas Port of Entry project. The City is applying for various grants for the roadways, facilities for water, and all amenities. She mentioned that SEAGO has been a strong supporter of these ideas from day one and she expressed her appreciation. Randy Heiss stated that it is the Executive Board that ultimately supports this project. He thanked Ann English for her support. **Paul David**, Graham County, stated that they are one of two counties that do not have a Local Coalition to End Homelessness. They have made the first step in helping the homeless in their county by providing a respite center that will have basic hygiene amenities, resources for agencies to assist them, a place to get out of the heat, and a clothing bank. He stated Keith Dennis has been great in helping develop an LCEH in their county. The County has contributed a quarter million dollars and they are prepared to run and staff it for 5 years. The SunZia transmission power line project that runs from north central New Mexico through Arizona will have a substation in Graham County. This company has 8 existing solar facilities and this will add 10,000 acres in Graham County. They are in the early stages, but it looks promising. **Mayor Garino**, City of Nogales, stated that Douglas can leverage the economic impact of the port to create jobs in their area.

## VI. ACTION ITEMS

1. Consent Agenda
  - a. Approval of the May 20<sup>th</sup>, 2022, Minutes
  - b. Nominations to the Advisory Council on Aging

Chair Garino called for a motion to approve the Consent Agenda. Richard Ortega made the motion; Second by Paul David

**MOTION:** Richard Ortega  
**SECOND:** Paul David  
**ACTION:** Unanimous

2. Discussion and possible action to recommend approval of the proposed update to SEAGO's travel policy

Randy Heiss explained that the House Bill 2729 failed in the Senate for lack of a third reading and final vote. Randy explained that SEAGO employees do not have a choice to travel; it is a requirement of their job. It has been 16 years since the State of Arizona has increased the mileage rate. SEAGO employees are currently compensated 44 ½ cents per mile which is equivalent to 28 cents in today's economy. Randy mentioned that in the middle of the year the Federal government increased its mileage reimbursement rate from 58.5 cents to 62.5 cents per mile due to inflation and the rising costs of fuel. A fiscal impact analysis was performed to determine how many miles were being driven and how much it would cost to raise the travel policy by 10 cents. This would result in a fiscal impact of \$7,640 in fiscal year 2023. Randy stated that he believes that SEAGO could easily absorb that cost and offered to answer any questions. Arturo Garino made a motion to approve the proposed update to the SEAGO Travel Policy to the Executive Board; Second by Dan Valle.

**MOTION:** Arturo Garino  
**SECOND:** Dan Valle  
**ACTION:** Unanimous

3. Discussion and possible action to recommend approval of Resolution No. 2022-02 relating to SEAGO's Title VI Plan

Chris Vertrees stated that to receive federal funds from the FHWA, SEAGO must develop a Title VI Plan. It must outline how SEAGO will ensure underserved populations, for example, handicapped, and low-income, are provided an opportunity to be involved into the transportation planning process. In general the plan has to be in place by October 1<sup>st</sup>, which is why we are bringing it to the board now.

Ann English made a motion to approve Resolution No. 2022-02 to the Executive Board. Second by Richard Ortega

**MOTION:** Ann English  
**SECOND:** Richard Ortega  
**ACTION:** Unanimous

4. Discussion and possible action to recommend approval of JPA No. 21-0008414-I and to authorize the Executive Director to execute the Agreement

Chris Vertrees discussed that every year SEAGO provides \$10,000 in STP funding to the Arizona Local Technical Assistance Program. This covers membership costs for all our member agencies. This covers access to training for 100 employees yearly. It gives the agencies access to on-demand training, equipment loan program, technical assistance, and projects that they might not have the capacity for.

Richard Ortega made a motion to approve FY22-26 SEAGO/state of Arizona AZ LTAP Training Agreement to the Executive Board; Second by Ken Budge

**MOTION:** Richard Ortega  
**SECOND:** Ken Budge  
**ACTION:** Unanimous

5. Discussion and possible action to recommend approval of Resolution No. 2022-03 authorizing matching funds for a fiscal year 2022 partnership planning and local technical assistance grant from the Economic Development Administration.

Stephen Peterson discussed that the resolution allows SEAGO to come up with the cash match required to receive a technical assistant grant through the EDA for broadband planning. He stated the table in his memo that illustrated the cash match of \$53,381.53 will go towards travel, supplies, and contracting a telecommunications consultant to support broadband planning for all four counties. Stephen requested that this cash match be available and unencumbered so that SEAGO can receive the award through EDA for the Broadband Planning Technical Assistance Grant. He stated he was happy to answer any questions. Randy Heiss added that SEAGO currently has about \$1.9 million in various LGIP accounts earning almost zero interest. He believes that this would have great potential for a big return on investment in terms of making broadband available. Heather Floyd stated that Valley Telecom appreciated the work they've had with a consultant to carefully figure out the process. She stated that she reached out to Greenlee County because they did not get any Arizona state broadband grants. She believes this is an important topic for all our counties, and could help secure more grants and get that return on investment.

Richard Ortega made a motion to approve Resolution 2022-03 committing a cash match of up to \$53,381.53 for an EDA Partnership Planning and Local Technical Assistance Grant and authorizing the Executive Director to execute all documents for the receipt and use of the grant funds; Second by Dan Valle.

**MOTION:** Richard Ortega  
**SECOND:** Dan Valle  
**ACTION:** Unanimous

## VII. INFORMATION ITEMS

- A. Future Meeting Dates

Randy Heiss stated that the next meeting will be November 18<sup>th</sup> in Santa Cruz County. Mayor Garino offered to host the meeting at the City of Nogales. There will be a joint meeting Administrative – Executive Committee meeting on September 29<sup>th</sup>, Randy will send out a cancelation if needed.

- B. Strategic Plan Progress Report

Randy Heiss gave an update on the strategic plan. SEAGO staff had a strategic planning event that was done in this past summer. The SEAGO staff developed a matrix of objectives for the board to consider in February of 2023. One of the objectives highlighted by Randy was the enhancement of employee services. He continues to work with the Legislature and the Governor's office to close the gap in the State's traveling policy. The 2<sup>nd</sup> objective is to secure affordable long term facilities for the Area Agency on Aging; the office is complete and the final inspection was performed by the City of Bisbee. Randy Heiss thanked the City of Bisbee for hosting the AAA office at the senior center for all these years. The last thing that is left on the project is to pave the driveway and to provide parking. Randy stated the prices of asphalt are elevated and would like to see those prices normalize before going forward.

C. Quarterly Finance Report

Dina Curtiss provided an update on SEAGO finances and responded to questions.

D. Community Development Report

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

E. SEAGO Economic Development District Report

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

F. AAA Updates

Laura Villa provided an update on AAA Programs and responded to questions. Cindy Meyers gave an update regarding her time at the USAging Annual Conference and Tradeshow in Austin, Texas.

G. Transportation Program Updates

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

### **VIII. RTAC REPORT**

Kevin Adam provided an update and responded to questions.

### **IX. STAFF ANNOUNCEMENTS / CURRENT EVENTS**

Dan Valle informed everyone of the 3<sup>rd</sup> annual Native America festival in Tombstone, on October 8<sup>th</sup>. It will be held in the arena and have many Native American vendors. Randy Heiss informed the group that former Thatcher Town Manager, Terry Hinton, has returned to the region as Town Manager of Duncan. Randy stated Duncan is in good hands. He also mentioned an update to the border master plan is underway. He expressed it's important that they think about charging station at our ports especially with the electrification of federal fleet. He was honored to be invited by the Arizona Mexico Commission along with Ann English for this year's Sierra Vista Border Days. Randy Heiss thanked the AAA agency for the surprise potluck they had for him as a sign of appreciation for the work he had put into their new building. Randy will be working remotely from San Carlos, Mexico for about half the month of September. He will not be in office and will be working remotely.

### **X. FUTURE AGENDA ITEMS**

Some future agenda items include updating SEAGO's policy principles document for calendar year 2023, CDBG projects for approval, discussion of strategic plan objectives, RTAC resolution to adopt a regional priority project list, and public discussion in terms of recruiting the replacement for the Executive Director.

### **XI. ADJOURNMENT**

Chair Garino adjourned the meeting at 11:49 a.m.



# EXECUTIVE BOARD PACKET

**MEMO TO:** EXECUTIVE BOARD  
**FROM:** RANDY HEISS, EXECUTIVE DIRECTOR  
**DATE:** NOVEMBER 4, 2022  
**SUBJECT:** ADMINISTRATIVE COUNCIL ATTENDANCE

This memorandum provides information about the number of Administrative Council members or their delegates attending their November 3<sup>rd</sup> meeting and the manner of their participation in said meeting:

Member Entity Representative	In-Person	Electronic
Number of Administrative Council members present and voting:	1	8
Batty, Vernon – Town of Pima	0	1
Bigman, Barney – San Carlos Apache Tribe	0	0
Blaschke, Caleb – City of Willcox	0	0
Brown, Heath – Town of Thatcher (Treasurer)	0	1
Cassella, John – City of Safford	0	0
Coxworth, Dan – Cochise County (Chair)	1	0
Dickie, Edward- City of Nogales	0	0
Hinton, Terry – Town of Duncan	0	1
Harvey, Suzanne – Town of Huachuca City (Brandye Thorpe)	0	0
McLachlan, Matt – City of Sierra Vista	0	1
Pauken, Steve - City of Bisbee	0	1
Perez, Rudy – Town of Clifton	0	0
Presti, Charissa – Tombstone	0	0
Rapier, Derek – Greenlee County (Secretary)	0	0
Robinson, Ronald – Town of Patagonia (Vice-Chair)	0	0
St. John, Jennifer – Santa Cruz County	0	0
Urquijo, Ana – City of Douglas	0	1
Vivian, Vicki – City of Benson	0	1
Welker, Dustin – Graham County	0	1

Note:

**Attachments:** None.

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





# EXECUTIVE BOARD PACKET

---

**MEMO TO:** EXECUTIVE BOARD  
**FROM:** RANDY HEISS, EXECUTIVE DIRECTOR  
**DATE:** NOVEMBER 4, 2022  
**SUBJECT:** SEAGO POLICY PRINCIPLES

---

The SEAGO team has updated the attached document identifying Policy Principles (or positions) for each program for Calendar Year 2023. The proposed SEAGO Policy Principles are intended to empower staff in supporting (or opposing) legislation, policies or various initiatives at the state and federal level that impact delivery of SEAGO programs and/or our effectiveness in serving member entities and your constituents. It can also be used by our member entities and elected officials as talking points when speaking to policy makers relating to these positions.

Policy developments and emerging needs have resulted in some minor updates to the document, but many of the prior year's principles remain unchanged. Once approved, these principles will be inserted into a three-fold flyer that can be distributed as needed.

At their meeting on November 3<sup>rd</sup>, the Administrative Council unanimously recommended approval of the SEAGO Policy Principles for Calendar Year 2023. I look forward to discussing the proposed Policy Principles with you in detail and will try to answer any questions you may have at the meeting.

**Attachments:** SEAGO Policy Principles Calendar Year 2023

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

**A motion to approve (amend or reject) the SEAGO Policy Principles for Calendar Year 2023 presented by staff.**

## SEAGO POLICY PRINCIPLES CALENDAR YEAR 2023

### Administration:

- Support an increase in the State of Arizona mileage reimbursement rate from 44.5 cents per mile to the current Federal rate of ~~56~~ [62.5](#) cents per mile and/or link the state and federal rates. The current State of Arizona mileage reimbursement rate remains unchanged since November 2006 – more than fifteen years.
- Support an increase to the State of Arizona lodging reimbursement rate. Lodging rates have seen significant increases since the beginning of the pandemic and have continued to increase due to inflationary pressure. The State’s lodging reimbursement rate has not changed since October 2018.
- Support legislation or intergovernmental agreements that would enable SEAGO as a public agency to participate in insurance pools or trusts pursuant to A.R.S. § 11-952.01. As health care costs continue to rise, the ability to offer and maintain competitive healthcare benefits is an important tool to recruit and retain high quality employees.
- Support applications to public and private grant funding sources that can further SEAGO Strategic Plan initiatives and expand services for the SEAGO Region as a whole, and for individual SEAGO member entities.

### Area Agency on Aging:

- Support initiatives to offset rising costs for AAA providers resulting from the automatic increases in Arizona’s minimum wage. Provider rates have not increased since 2016, but during the same time period, the minimum wage has increased by [over 72%](#). (*Note: that’s up 21 percentage points from the 51% increase in last in last year’s Policy Principles.*) While Arizona AAAs received another one-time appropriation from the State General Fund in FY 2023 to address this issue, a permanent solution is needed to support rate increases for providers of services to Arizona’s vulnerable aging population.
- Support legislation or other initiatives to expand Medicare coverage to include dental, vision, and oral care. Lack of dental care has long been a top priority for questionnaire respondents in the AAA’s efforts to identify unmet needs of seniors for the Area Plan on Aging.

### Community Development:

- Support sufficient and sustained funding for proven programs within the U.S. Department of Housing and Urban Development (HUD), such as the Community Development Block Grants (CDBG) and HOME Partnerships Investment Programs that support housing and sustainable community development for rural areas.
- Increase HUD funding to allow for expansion of economic and community development programs in both rural and urban areas, including those that promote regional approaches.
- Support SEAGO’s vision and initiatives to [increase affordable housing stock and](#) address homelessness and housing affordability in the region.

### Economic Development:

- Support increased funding for the “Partnership Planning” program to at least \$40 million in FY 2023 appropriations legislation. *Note: While costs and complexity of operating Economic Development Districts have increased considerably, the annual allocation for the EDA’s Partnership Planning remains stuck at \$35 million since 2018.*
- Support the efforts of the Maricopa Association of Governments to increase tourism through the statewide expansion of the border crossing card zone for federally screened and vetted holders of B1 and B2 visas from Mexico. A University of Arizona study projected that the expansion of the border crossing card zone would have a positive annual impact of \$181 million to the state.
- Support measures to promote, expand and enhance Arizona’s competitiveness in international trade and commerce with Canada and Mexico.
- Support collaboration and data sharing with state agencies, local governments, universities, COGs and MPOs to develop and enhance data analytics necessary to advance regional and state economies.
- ~~• Support local efforts to create a diversified resilient economy through strategic planning initiatives, data analysis, program development, and funding opportunities.~~

- [Support the development of a Bi-National Workforce Program for the recruitment of technically skilled workers from Sonora, Mexico to ameliorate the talent shortage and lack of qualified applicants for open positions throughout the SEAGO region.](#)

**Environmental:**

- ~~Support SEAGO's continued responsibility to maintain the area wide water quality management plan as the designated regional Water Quality Management Planning Agency.~~ *Note: To date, ADEQ has not articulated its vision for the Section 208 WQM program. Despite the plain language in Federal law (33 USC 1285(j)), The Department refuses to give funding priority to the Designated Planning Agencies to carry out water quality management planning activities. The minimal funding provided (< \$5,500 per year for the SEAGO region) is insufficient to carry out a meaningful WQM program. It seems time to move on and focus on strategic initiatives and programs that can bring more value to our member entities.*

**Transportation:**

- Support legislation to modernize and expand transportation funding mechanisms to include equitable user fees for alternative fuels vehicles, indexing funding mechanisms to inflation, increasing the existing gasoline tax, and exploring alternative funding mechanisms at both the State and Federal levels.
- Support local efforts to form Regional Transportation Authorities.
- Oppose the transfer of Highway User Revenue Funds to the State General Fund above the statutory limit of \$20 million.
- Support legislation to provide [a minimum of](#) \$50 million in the Arizona General Fund budget to fund Greater Arizona's Rural Transportation Priority Projects.
- Oppose legislation that would lower the Title 34 limitation on use of local forces to construct street, road, bridge, water or sewer projects, or include specific types of maintenance activities and equipment purchases without advertising for bids.
- Support projects and initiatives throughout the State that expand and enhance the movement of freight and international commerce.
- Support initiatives that maximize the role of public transit within the broader transportation system to improve mobility, enhance system capacity and improve system efficiency.



# EXECUTIVE BOARD PACKET

---

**MEMO TO:** EXECUTIVE BOARD  
**FROM:** RANDY HEISS, EXECUTIVE DIRECTOR  
**DATE:** NOVEMBER 4, 2022  
**SUBJECT:** EXECUTIVE DIRECTOR RECRUITMENT PROCESS

---

As you know, I will become Medicare eligible in November 2023 and it's my intention to retire from public service on January 15, 2024. I thought it might be helpful to have some options for you to consider in the recruitment of my replacement. As I see it, there are two paths recruitment of the next Executive Director could take: recruiting someone from inside the organization; or casting a broad net to recruit someone external to the organization. And as with everything, there are pros and cons with either path the Board should choose. The purpose of this memo is to analyze these two options and decide which path the Board wants to take.

## **INTERNAL RECRUITMENT:**

As we've discussed in the past, you are fortunate to have a strong and reliable leader in one of SEAGO's longest serving employees – Chris Vertrees. Chris has been employed with SEAGO since May 2010 when he was hired as the Lead Case Manager for the Pathways Out of Poverty Program. This was a workforce development and training program funded through a two-year U.S. Department of Labor grant to prepare individuals for work in 'green' jobs such as environmental remediation, solar, weatherization, and other emerging fields. In February 2011, after the initial Program Manager resigned to take a job outside of our region, Chris stepped into to the position of Pathways Program Manager. Under his leadership and direction, SEAGO's Pathways Program outperformed all three of the other regions we partnered with on the grant application in terms of the prescribed program outcome measures.

Given his success with the Pathways Program, in June 2012, Chris was offered an internal transfer to fill a vacancy in the Transportation Planner II position. In February, 2015 Chris advanced to the position of Transportation Program Manager (later rebranded as Program Administrator). As SEAGO's Transportation Planner, and later, as the Program Administrator, Chris took advantage of various ADOT funding opportunities to build new public transportation programs at SEAGO such as the following:

- Initiated a Coordinated Mobility program that soon became a model for Mobility Management programs across the State.
- Recruited a team of capable professionals who helped him expand our Mobility Management program to include a Training Program designed to assist small transit providers from all across Arizona in maintaining compliance with ADOT passenger safety and program reporting requirements.
- Applied for and received ADOT funding for an inter-city route study that resulted in the establishment of the Cochise Connection, a bus service that now runs daily between Douglas, Bisbee, and Sierra Vista.
- Applied for and received funding for a Willcox transit feasibility study that led to the restoration of public transit service in the Willcox area.
- Completed numerous transit studies such as the Cochise County Transit Consolidation Study, the Graham County Transit Feasibility Study, the Benson Route Efficiency Study, and most

currently, is leading the efforts to establish public transit service from Nogales to points north along the I-19 corridor.

In addition, through collaboration with the Transportation Advisory Committee, Chris identified planning projects funded through our regional funding allocations (STBG, HSIP, etc.) to bring added value to our member entities such as:

- The Greenlee County Road study that helped the County identify ownership of roads within its jurisdiction and prioritize maintenance and improvements on those facilities.
- An outgrowth of the Greenlee County study was the development of SEAGO's now successful GIS program.
- Partnered with the Sierra Vista MPO to develop a joint Highway Safety Improvement Plan and program priority projects for funding.
- Initiated a Region-Wide Traffic Counting program that resulted in identification and 'functional classification' of an additional 500 lane-miles of roads in the SEAGO region that are now eligible for federal funding.

Following his passion for assisting the developmentally disabled, in May 2019, Chris briefly left SEAGO to become the Executive Director for Echoing Hope Ranch. Chris returned to SEAGO at the end of December 2019 where he has continued to identify and successfully implement value added programs to the benefit of SEAGO member entities. Some possible Pros and Cons of internal recruitment are presented below:

**Internal Recruitment Pros:**

- Lifelong resident of Arizona, the SEAGO region, Cochise County and Bisbee
- Reliable, honest, hard-working, and loyal
- Respected, time proven manager, leader and team builder
- Strong understanding of the role of regional government (COGs and MPOs)
- Vast knowledge and experience working with State and Federal programs
- Excellent grant writing skills and exemplary compliance record
- Familiarity with the full spectrum of SEAGO programs
- Experienced in budget development and implementation
- Familiarity with the strengths and weaknesses of SEAGO team members; understanding of the SEAGO culture
- Solid understanding of human resources management including performance evaluations, employee development and motivational techniques
- Established and maintained positive working relationships with member entities, State and Federal program staff, and local non-profit agencies
- Understanding of facility management
- Lower recruitment and retention costs (advertising costs, relocation costs, crossover salaries etc.)

**Internal Recruitment Cons:**

- No direct experience in City or County management
- Narrow understanding of governmental finance and accounting principles
- Minimal knowledge of information technology, IT networks, and computer operating systems
- Creates need to recruit Transportation Program leadership

**EXTERNAL RECRUITMENT:**

There is no way to know whether or not external recruitment efforts would yield viable candidates to be considered as SEAGO's next Executive Director. We know there is currently a considerable amount of mobility in entry level and middle management positions in the public and private sectors. The extent to which the same is true with upper management positions – especially those who hold tenure with their employers – is something that would require additional research. While the

Executive Board has taken steps in recent years to become more competitive in its compensation levels, we know that the SEAGO Executive Director remains the lowest-paid among the existing twelve COGs and MPOs in Arizona. Possible Pros and Cons of external recruitment are presented below:

**External Recruitment Pros:**

- Could inform the Board of the universe of potential candidates
- Opportunity to establish new agency vision/direction
- Objectivity (no bias against or loyalty to staff)
- No need to recruit new Transportation Program leadership

**External Recruitment Cons:**

- Higher recruitment costs (advertising costs, relocation costs, crossover salaries etc.)
- Uncompetitive salary range
- Requires higher level of time commitment from staff, Executive Board, and Executive Committee
- Unknown longevity (medium to high potential for short term turnover)
- Little or no understanding of regional government (COGs and MPOs)
- No familiarity with existing SEAGO employees or culture
- No understanding of facility management
- Little or no familiarity with the SEAGO region (local politics, appointed and elected public officials, financial limitations, demographics, etc.)

**SUGGESTED PATH FORWARD**

- 1) Between now and the end of the fiscal year, work with the Executive Committee (or the full Executive Board if desired) to develop a list of interview questions to be used for internal or external candidates. This may require at least one and possibly more special meetings to come to agreement on a final list of interview questions.
- 2) If the Board favors internal recruitment, schedule an interview with the full Executive Board and Chris Vertrees at the regularly scheduled August 2023 Executive Board meeting or at a special meeting before or after the August meeting. After interviewing Chris, if the Board so desires, begin negotiating an employment contract with Chris with an effective date of January 15, 2024. This would enable a substantial crossover period at no additional program costs, and allow time to begin recruiting new leadership for the Transportation Program.
- 3) After interviewing Chris, if the Executive Board wishes to explore external recruitment, review / update the job description and job posting. Allocate up to \$5,000 in advertising costs; post the job opening; collect applications and resumes; and screen candidates down to a short list of five finalists. (Note – screening candidates may require scheduling special meetings of the Executive Committee and/or Executive Board). Hold interviews before the regularly scheduled November 2023 Executive Board meeting; select new Executive Director; begin negotiating an employment contract with new Director with an effective date of December 15, 2023 in order to provide 30 days of crossover time.

**Attachments:** None

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

**A motion to approve (amend or reject) the recruitment and selection plan for SEAGO’s next Executive Director as presented by staff.**



# EXECUTIVE BOARD PACKET

**MEMO TO:** EXECUTIVE BOARD  
**THROUGH:** RANDY HEISS, EXECUTIVE DIRECTOR  
**FROM:** CHRIS VERTREES, TRANSPORTATION PROGRAM ADMINISTRATOR  
**DATE:** NOVEMBER 4, 2022  
**SUBJECT:** CONSIDERATION OF RESOLUTION NO. 2022-04

On June 23, 2022, the Arizona State Legislature approved the State budget for SFY2023 that included supplemental transportation funding in the amount of \$962,147,500. In recent years, the Arizona Legislature has increased transportation investment through earmarking one-time State General Fund revenues for various projects around the State. This process is expected to continue into the future as earmarking appears to be the most viable option for securing additional transportation infrastructure funding. However, a significant concern with earmarking transportation projects is that it bypasses state, regional, and local planning and programming processes and priorities.

As occurred last year, RTAC will be recommending a compromise approach to state legislative leadership for next year's budget discussions. RTAC has requested that Greater Arizona COGs/MPOs develop tiered project lists of \$100/200/300 million. The following table reflects SEAGO's allocation based upon 2020 population estimates:

COG/MPO	Population*	\$100M	\$200M	\$300M
CAG	80,859	\$ 4,491,051	\$ 8,982,103	\$ 13,473,154
CYMPO	138,652	\$ 7,700,976	\$ 15,401,953	\$ 23,102,929
LHMPO	60,775	\$ 3,375,551	\$ 6,751,101	\$ 10,126,652
METROPLAN	93,679	\$ 5,203,097	\$ 10,406,194	\$ 15,609,290
NACOG	334,400	\$ 18,573,165	\$ 37,146,331	\$ 55,719,496
PINAL (MAG)	312,042	\$ 17,331,363	\$ 34,662,725	\$ 51,994,088
SCMPO	128,720	\$ 7,149,336	\$ 14,298,671	\$ 21,448,007
<b>SEAGO</b>	<b>162,972</b>	<b>\$ 9,051,752</b>	<b>\$ 18,103,504</b>	<b>\$ 27,155,256</b>
SVMPO	71,677	\$ 3,981,067	\$ 7,962,134	\$ 11,943,201
WACOG	181,350	\$ 10,072,499	\$ 20,144,997	\$ 30,217,496
YMPO	235,321	\$ 13,070,143	\$ 26,140,286	\$ 39,210,429
<b>Total</b>	<b>1,800,447</b>	<b>\$ 100,000,000</b>	<b>\$ 200,000,000</b>	<b>\$ 300,000,000</b>

At our July TAC meeting, the TAC approved forwarding last year’s approved projects as our Tier 1 List. Those projects after adjustments for inflation were forwarded to RTAC as follows:

2023 RTAC PRIORITY TRANSPORTATION PROJECTS FOR THE SEAGO REGION				
TIER 1				
Project Sponsor	Project Name	Total Cost	Local Contribution	Recommended Funding
Graham County	Safford Bryce Road – Talley Wash Crossing	\$1,991,928	\$210,462	\$1,781,466
City of Nogales	Industrial Park Drive Reconstruction Project	\$2,505,944	\$142,839	\$2,363,105
San Carlos Apache Tribe	Peridot Siding Road (BIA Route 103) Pavement Overlay Project	\$1,500,000	\$85,500	\$1,414,500
Santa Cruz County	Ruby Road Bridge at Potrero Creek Replacement	\$15,829,984	\$4,500,000	\$3,492,681
<b>Totals</b>		<b>\$21,259,856</b>	<b>\$4,938,801</b>	<b>\$9,051,752</b>

**To meet RTAC’s request for a Tier 2 and Tier 3 list**, SEAGO issued a Call for Projects on July 2, 2022, with applications due on September 2, 2022. The following applications were received:

2023 RTAC PRIORITY TRANSPORTATION PROJECTS FOR THE SEAGO REGION				
TIER 2 & TIER 3 APPLICATIONS				
Project Sponsor	Project Name	Total Cost	Local Contribution	Recommended Funding
Graham County	Norton Road/Reay Lane Intersection Reconstruction	\$513,496	\$80,619	\$432,877
City of Nogales	Frank Reed Road Paving Project	\$1,864,652	\$106,285	\$1,758,367
City of Douglas	Douglas Port of Entry Connector Road	\$15,300,000	\$856,500	\$14,443,500
Town of Patagonia	McKeown Avenue Reconstruction Project	\$1,523,068	\$86,211	\$1,436,857
Town of Thatcher	8 <sup>th</sup> Street widening Project	\$4,764,580	\$271,581	\$4,492,999
Santa Cruz County	West Frontage Road at Camino Ramanote Roudabout	\$841,419	\$48,000	\$793,419
<b>Totals</b>		<b>\$24,807,215</b>	<b>\$1,449,196</b>	<b>\$23,358,019</b>



The TAC reviewed and scored the applications prior to our September 22, 2022 meeting. The following represents the TAC's project scoring and ranking decisions. Funding recommendations are consistent with the total 1-3 Tier allocations of \$27,155,256 as identified by RTAC based upon 2020 population estimates:

2023 RTAC PRIORITY TRANSPORTATION PROJECTS FOR THE SEAGO REGION TIER 2 FUNDING RECOMMENDATIONS					
Project Score	Project Sponsor	Project Name	Total Cost	Local Contribution	Recommended Funding
973	Santa Cruz County	West Frontage Road at Camino Ramanote Roudabout	\$841,419	\$42,070	\$799,349
964	Town of Thatcher	8 <sup>th</sup> Street widening Project	\$4,764,580	\$238,229	\$4,526,351
900	City of Douglas	Douglas Port of Entry Connector Road (Design/ROW/Administration)	\$3,300,00	\$188,100	\$3,111,900
<b>Totals</b>			<b>\$8,905,999</b>	<b>\$468,399</b>	<b>\$8,437,600</b>

2023 RTAC PRIORITY TRANSPORTATION PROJECTS FOR THE SEAGO REGION TIER 3 FUNDING RECOMMENDATIONS					
Project Score	Project Sponsor	Project Name	Total Cost	Local Contribution	Recommended Funding
900	City of Douglas	Douglas Port of Entry Connector Road (Construction)	\$12,000,000	\$684,000	\$5,959,749
896	City of Nogales	Frank Reed Road Paving Project	\$1,864,652	\$93,233	\$1,771,419
888	Graham County	Norton Road/Reay Lane Intersection Reconstruction	\$513,496	\$25,675	\$487,821
880	Town of Patagonia	McKeown Avenue Reconstruction Project	\$1,523,068	\$76,153	\$1,446,915
<b>Totals</b>			<b>\$15,901,216</b>	<b>\$879,061</b>	<b>\$9,665,904</b>

**Total Available:** \$27,155,256  
**Tier 1:** \$9,051,752  
**Tier 2:** \$8,437,600  
**Tier 3:** \$9,665,904  
**Total Programmed:** \$27,155,256  
**Balance:** \$0

The attached Resolution expresses SEAGO's desire to include this list of priority projects in the RTAC Rural Regional Priority List and urges the Legislature to enact legislation appropriating State General Fund revenues for the projects included in the RTAC Greater Arizona Regional Priority Project List.

At their November 3<sup>rd</sup> meeting, the Administrative Council unanimously recommended approval of the SEAGO Region's Priority Transportation Projects. I'll be pleased to answer any questions you may have at your meeting.

**Attachments:** Resolution No. 2022-04

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

**A motion to approve the list representing the SEAGO Region's Priority Transportation Projects as developed by the SEAGO TAC, and to approve Resolution 2022-04 demonstrating regional support for RTAC's efforts to submit a Greater Arizona RTAC Rural Regional Priority List to the Arizona Legislature.**



# SouthEastern Arizona Governments Organization

*Serving our member governments and their constituents since 1972*

## SEAGO Member Entities

*Cochise County*  
*Benson*  
*Bisbee*  
*Douglas*  
*Huachuca City*  
*Sierra Vista*  
*Tombstone*  
*Willcox*

*Graham County*  
*Pima*  
*Safford*  
*San Carlos*  
*Apache Tribe*  
*Thatcher*

*Greenlee County*  
*Clifton*  
*Duncan*

*Santa Cruz County*  
*Nogales*  
*Patagonia*

## SEAGO Main Office

**Administration  
Community and  
Economic Dev.  
Transportation**

1403 W. Hwy 92  
Bisbee, AZ 85603  
520-432-5301  
520-432-5858 Fax

## Area Agency on Aging Office

1403B W. Hwy 92  
Bisbee, AZ 85603  
520-432-5301  
520-432-9168 Fax

[www.seago.org](http://www.seago.org)

## RESOLUTION NO. 2022-04

### **A RESOLUTION OF THE SOUTHEASTERN ARIZONA GOVERNMENTS ORGANIZATION ESTABLISHING A LIST OF PRIORITY TRANSPORTATION PROJECTS FOR THE SEAGO REGION, AND URGING THE ARIZONA LEGISLATURE TO FUND THE PROJECTS INCLUDED IN THE RTAC RURAL REGIONAL PRIORITY PROJECT LIST**

**WHEREAS**, the SouthEastern Arizona Governments Organization (SEAGO) is the transportation planning organization for the non-urbanized area of Cochise, Graham, Greenlee, and Santa Cruz Counties; and

**WHEREAS**, the quality of Arizona’s transportation infrastructure is vital to public safety, economic prosperity, environmental health, quality of life and cost of living; and

**WHEREAS**, ADOT’s current long range plan estimates the state highway system’s unfunded needs at \$30.5 billion, equating to only 43% of the needs being met; and

**WHEREAS**, Arizona’s local road networks are facing comparable shortfalls, estimated at \$2.2 billion just for the maintenance of existing county roads; and

**WHEREAS**, counties & municipalities are predominantly dependent on state revenue sharing for the upkeep of local roads in lieu of local fuel and vehicle tax authority; and

**WHEREAS**, fuel taxes which are the predominant state revenue source for both state highways and local roads, have not been adjusted in over 30 years, dramatically reducing their impact due to inflation, rising construction costs, improving vehicle fuel efficiencies, and the development of alternative fuel vehicles; and

**WHEREAS**, in recent years, the Arizona Legislature has increased transportation investment through earmarking one-time State General Fund revenues for various projects, a process which has proven to be politically viable at least partially due to the specificity of the use of the funding; and

**WHEREAS**, earmarking has funded critically needed highway and road projects but bypasses the established programming processes which prioritize needs through extensive analysis and public participation, processes that are increasingly important due to the magnitude of the under-investment levels and the need to maximize the best use of available funding; and

**WHEREAS**, the Greater Arizona transportation planning organizations (COG/MPOs) have the opportunity to provide a compromise approach by developing

a list of specific projects for earmarking but those that have been vetted and determined to be the top priorities for each Greater Arizona region; and

**NOW, THEREFORE, BE IT RESOLVED** that the SEAGO Executive Board hereby establishes the attached list of Priority Transportation Projects for the SEAGO region for inclusion in the RTAC Rural Regional Priority List; and

**THAT**, the SEAGO Executive Board urges the Arizona Legislature to enact legislation appropriating State General Fund revenues for the projects included in the RTAC Rural Regional Priority Project List.

Passed and adopted by the SEAGO Executive Board on this day, November 18, 2022.

---

Arturo Garino,  
Executive Board Chair

---

Randy Heiss,  
Executive Director



## RTAC Priority Transportation Project List

Region Rank	Project Sponsor	Project Name	Total Cost	Local Contribution	Recommended Funding
1	Graham County	Safford Bryce Road – Talley Wash Crossing	\$1,991,928	\$210,462	\$1,781,466
2	City of Nogales	Industrial Park Drive Reconstruction Project	\$2,505,944	\$142,839	\$2,363,105
3	San Carlos Apache Tribe	Peridot Siding Road (BIA Route 103) Pavement Overlay Project	\$1,500,000	\$85,500	\$1,414,500
4	Santa Cruz County	Ruby Road Bridge at Potrero Creek Replacement	\$15,829,984	\$4,500,000	\$3,492,681
5	Santa Cruz County	West Frontage Road at Camino Ramanote Roudabout	\$841,419	\$42,070	\$799,349
6	Town of Thatcher	8th Street Widening Project	\$4,764,580	\$238,229	\$4,526,351
7	City of Douglas	Douglas Port of Entry Connector Road (Design/ROW/Construction)	\$15,300,000	\$872,100	\$9,071,649
8	City of Nogales	Frank Reed Road Paving Project	\$1,864,652	\$93,233	\$1,771,419
9	Graham County	Norton Road/Reay Lane Intersection Reconstruction	\$513,496	\$25,675	\$487,821
10	Town of Patagonia	McKeown Avenue Reconstruction Project	\$1,523,068	\$76,153	\$1,446,915
<b>Totals</b>			<b>\$46,067,071</b>	<b>\$6,286,261</b>	<b>\$27,155,256</b>



# EXECUTIVE BOARD PACKET

---

**MEMO TO:** EXECUTIVE BOARD  
**THROUGH:** RANDY HEISS, EXECUTIVE DIRECTOR  
**FROM:** KEITH DENNIS, COMMUNITY DEVELOPMENT PROGRAM MANAGER  
**DATE:** NOVEMBER 4, 2022  
**SUBJECT:** 2022 CDBG APPLICATIONS

---

The CDBG application process began months ago with the required public participation process. From the start of the process to the conclusion of a project often requires up to three years. As of this meeting all applications have been submitted for this year's Regional Account funding round. In addition, three of our communities succeeded in obtaining competitive CDBG funds.

SEAGO's share of CDBG funding decreased by approximately \$30,000, from \$1,336,517 in 2021 to \$1,305,950 in 2022. Even with this decrease, SEAGO's overall share has increased by roughly \$130,000 over the last three years. Following are the CDBG applications submitted to the Arizona Department of Housing this year:

**Benson:** Lions Park Improvements

**Bisbee:** A Colonias-Set-Aside grant for Owner-Occupied Housing Rehabilitation;

**Clifton:** Regional Account for flood control infrastructure improvements;

**Patagonia:** A Colonias Set-Aside grant for street/drainage Improvements;

**Safford:** Regional Account for Sidewalk Improvements;

**Santa Cruz County:** Regional Account for the 1904 Courtroom Improvements; and

**Tombstone:** State Special Projects grant for Senior Center Improvements.

SEAGO bylaws require Executive Board approval of fees and/or assessments such as those charged for application preparation or administration of new CDBG contracts by SEAGO for member entities. At their November 3<sup>rd</sup> meeting, the Administrative Council unanimously recommended approval of the CDBG projects listed above. As such, we seek your approval of these applications. Please contact me if you have any questions.

**Attachments:** None

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

**A motion to approve the 2022 CDBG project applications.**



# EXECUTIVE BOARD PACKET

---

**MEMO TO:** EXECUTIVE BOARD  
**THROUGH:** RANDY HEISS, EXECUTIVE DIRECTOR  
**FROM:** STEPHEN PETERSON, ECONOMIC DEVELOPMENT PROGRAM MANAGER  
**DATE:** NOVEMBER 4, 2022  
**SUBJECT:** RESOLUTION NO. 2022-05

---

Attached for your consideration is SEAGO Resolution No. 2022-05. This Resolution is to request approval for the formation of a coalition of members, to develop a Bi-National Workforce Program, which diversifies SEAGO's regional talent pool by supporting the recruitment of technically skilled workers residing in Sonora, Mexico, whom are either US Citizens, or qualify for temporary work visa programs as laid out by the US Department of State-Bureau of Consular Affairs.

This Bi-National Workforce Program will ameliorate many of the talent shortage and qualification issues plaguing organizations throughout the region. Several stakeholders across the region's counties have expressed talent shortage issues, desires to expand, and the impacts of the great resignation. Taking Cochise County as a primary example, with over 900 open job board positions on average each month, coming from 165 organizations on average spanning across industries, organizational leaders are thinking seriously about how to diversify their talent pool so as to maintain and grow capacity.

Several other communities, including Greater Yuma, have already launched a Bi-National Workforce Program of their own, sourcing roughly 250 college and prestigious tech school graduates from Mexicali and San Luis Rio Colorado. In these two locations alone, between 3 and 10 out of 100 students have either residency permits or are already US Citizens.

Below is a short list of employers currently interested in the concept of a Bi-National Workforce Program:

- Cochise College
- Canyon Vista Medical Center
- KE & G Construction
- Sulphur Springs Valley Electric Cooperative
- Fort Huachuca Contractors
- South32

The Resolution approves the formation of a Bi-National Workforce Program coalition which allows SEAGO to seek out funding opportunities, including charging participants a membership fee to build out a functional program that will support the promotion, attraction, and hiring of technically-skilled talent across a variety of industries including teaching, nursing, engineering, construction, and general labor. The Resolution will also support the relationship-building efforts of SEAGO in establishing the coalition with Mexican Consulates and workforce development organizations

supporting the provision of human capital for US-based organizations, which will enhance the region’s workforce and the partnership between the United States and Mexico.

Although this coalition will target primarily US Citizens, below is a table of selected temporary non-immigrant visas which candidates traveling from Sonora, Mexico must qualify for in order to work in the United States if they are not US Citizens.

SELECTED TEMPORARY NON-IMMIGRANT VISAS	
<b>H-1B</b>	<ul style="list-style-type: none"> <li>For people in a specified professional or academic field or with special expertise who have a college degree or higher or the equivalent in work experience. These visas have a residency cap of three years.</li> </ul>
<b>H-2A y H-2B</b>	<ul style="list-style-type: none"> <li>For seasonal, or peak load, temporary workers in an agriculture (H-2A) or non-agricultural (H-2B) setting. Generally, these do not extend beyond a year.</li> </ul>
<b>O</b>	<ul style="list-style-type: none"> <li>For those with extraordinary and exceptional abilities or achievements, across industries.</li> </ul>
<b>TN NAFTA</b>	<ul style="list-style-type: none"> <li>For qualified Canadian and Mexican citizens to seek temporary entry into the United States to engage in business activities at a professional level, under the North American Free Trade Agreement.</li> </ul>

Source: U.S. Department of State-Bureau of Consular Affairs

Inside of your packet I’ve provided a four page brief report that I’m sharing with employers across the region, which has prompted the interest for SEAGO to organize a solution around. Next steps upon Resolution acceptance will be to develop an MOU, IGA (if needed) for coalition members and stakeholder partnerships, and a Terms of Service Agreement, which would allow SEAGO to charge a fee for service and fund the development of a regional Bi-National Workforce Program.

At their meeting on November 3<sup>rd</sup>, the Administrative Council unanimously recommended approval of Resolution No. 2022-05. I will be pleased to answer any questions you may have at the meeting.

**Attachments:** Bi-National Workers Program Brief; Resolution No. 2022-05

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

**A motion to approve Resolution 2022–05 for the development of a Bi-National Workforce Program, which will focus on the recruitment and staffing for organizations across the region, with technically-skilled labor from Sonora, Mexico whom are either US Citizens, or qualify for temporary work visa status.**





# SouthEastern Arizona Governments Organization

*Serving our member governments and their constituents since 1972*

## SEAGO Member Entities

### *Cochise County*

*Benson*

*Bisbee*

*Douglas*

*Huachuca City*

*Sierra Vista*

*Tombstone*

*Willcox*

### *Graham County*

*Pima*

*Safford*

*San Carlos*

*Apache Tribe*

*Thatcher*

### *Greenlee County*

*Clifton*

*Duncan*

### *Santa Cruz County*

*Nogales*

*Patagonia*

## SEAGO Main Office

### **Administration Community and Economic Dev. Transportation**

*1403 W. Hwy 92*

*Bisbee, AZ 85603*

*520-432-5301*

*520-432-5858 Fax*

### **Area Agency on Aging Office**

*1403B W. Hwy 92*

*Bisbee, AZ 85603*

*520-432-5301*

*520-432-9168 Fax*

**www.seago.org**

## RESOLUTION NO. 2022-05

### **A RESOLUTION OF THE SOUTHEASTERN ARIZONA GOVERNMENTS ORGANIZATION TO DEVELOPE A COALITION OF PRIVATE AND PUBLIC ENTITIES TO BUILD A BI-NATIONAL WORKFORCE PROGRAM AND DIVERSIFY REGIONAL TALENT POOLS**

**WHEREAS**, the SouthEastern Arizona Governments Organization (SEAGO) has in past and present supported border region development as part of its Economic Development function; and

**WHEREAS**, SEAGO is being encouraged by organizational leaders to provide and or participate in solving workforce challenges for the region's counties; and

**WHEREAS**, the great resignation and its cultural shifts have continued to negatively impact the job market for many private and public entities; and

**WHEREAS**, other counties such as Yuma, have already implemented a similar program which provides an existing model that can be implemented by a collaborative, desirous effort; and

**WHEREAS**, the Bi-National Workforce Program will concentrate on both skilled professionals and workers in industry sectors such as teaching, engineering, construction, nursing, and general labor; and

**WHEREAS**, SEAGO has already received positive feedback on the prospects of such a program from organizations such as Cochise College, SSVEC, KE&G, Canyon Vista Medical Center, Chicanos Por La Causa, Fort Huachuca Contractors and the Sierra Vista Chamber of Commerce; and

**WHEREAS**, SEAGO's CEDS document guides an effort from SEAGO to support Workforce Development as an Economic Development function; and

**WHEREAS**, this Bi-National Workforce Program will focus predominantly on US citizens, supporting regional population growth

**NOW, THEREFORE, BE IT RESOLVED** that the SEAGO Executive Board hereby affirms its support for formation of a coalition to develop a Bi-National Workforce Program.

Passed and adopted by the SEAGO Executive Board on this 3<sup>rd</sup> day of November, 2022.

\_\_\_\_\_  
Arturo Garino,  
Executive Board Chair

\_\_\_\_\_  
Randy Heiss,  
Executive Director



# Bi-National Workers Program (V4)

## Problem

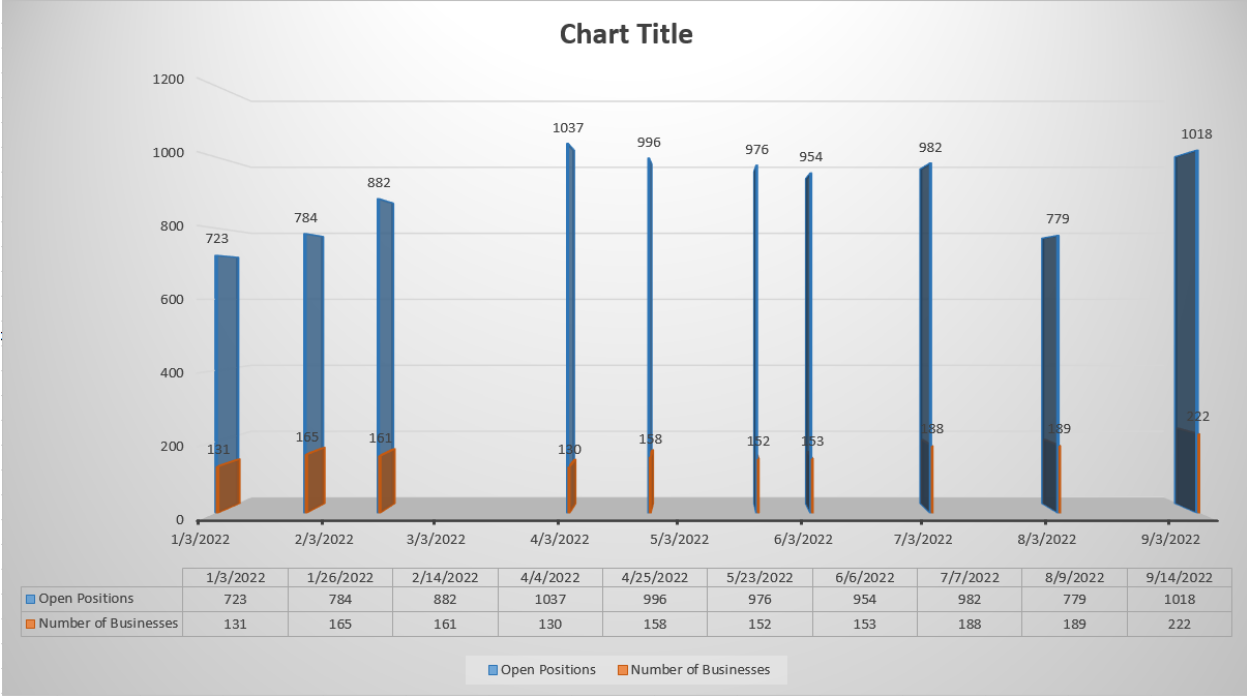
A recurring issue on the minds of Southern Arizona's employers, diverse stakeholders and economic development practitioners has been how to develop a pipeline of top talent to fill its employment positions.

This strategic briefing takes that one step further by describing how the SEAGO region can leverage SouthEastern Arizona's links to Mexico's skilled technical workforce, beginning with US citizens as an answer to this recurring issue.

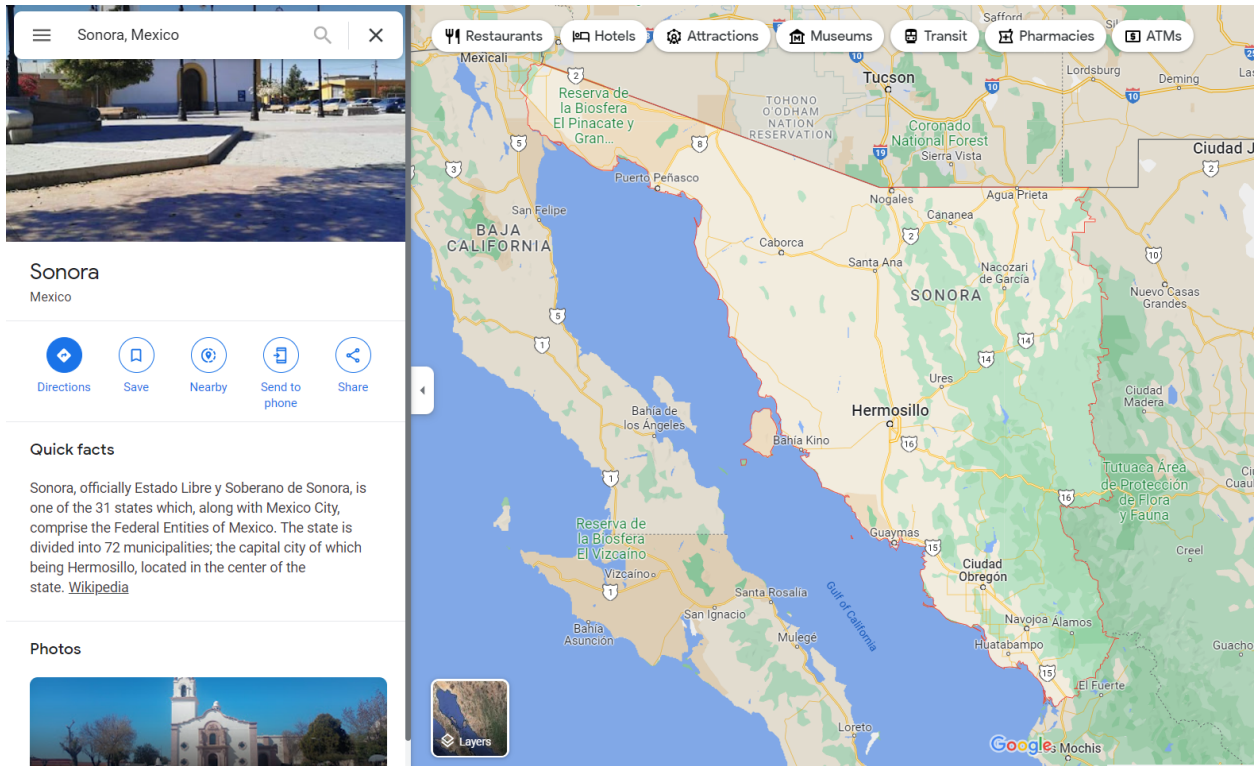
Just looking at two of Mexico's communities, 11-14% of Engineering and Technical students in these communities are US Citizens. Current federal, state and university economic analyses do not "see" these bi-national workers as a distinct group within the overall Southeastern Arizona workforce. These gaps in data and analysis have resulted in a challenge for SEAGO and other economic development entities in making the case that Southeastern Arizona can supply the workforce necessary for the region.

Right now, Greater Yuma is seeing an average of 250 college graduates every single year, with the technical skills needed to fill open positions, closing the labor gap.

With over 900 open job boards on average each month across all industries in Cochise County, there is unsurprisingly a major concern on where employers are going to find the talent to fill in these positions.



A far more robust understanding of these bi-national workers—including their education, specific technical skill sets and eligibility to work in U.S. —is needed for the SEAGO region to gain an internal understanding of this unique regional asset in order to help employers needing specific types of skills and experience for their workforce.



# Opportunities in Sonora, Mexico — 2.945 Million

## Population size in communities directly South of Cochise County:

- Nogales — 225,000
- Imuris — 12,536



- Fronteras — 9,041
- Agua Prieta — 91,929
- Cananea — 39,451
- Nacozeni — 14,369

## Challenges

- The areas in Sonora, Mexico, with the educated population satisfying the various levels of skill and certifications required to be in many of our region’s technical industry reside on the far west of the state.
- Therefore the number of high achieving, technically qualified individuals will commuting to and from work on a daily basis may be insufficient.
- Which further means they will need to establish residency in a town/city adjacent to your County, or establish residency within the County itself.
- SEAGO’s regional Counties will need to compete creatively with the employment prospects in places like Yuma, where the candidates may reside in Mexico, and commute to/from work more effectively.
- A certain percentage of these talented workers may require assistance in establishing housing, transportation and residency status.

- Higher skilled workers, in the upper levels of your fields of specialization, generally require a timeline of roughly 3+ years to receive the documentation and certifications required to practice in the US. E.g. Physicians, and Professionals Engineering Licensure.
- Department of Defense Contractor positions require hard-to-prove allegiance to the United States, candidates must physically reside in the US, and speak, read, and write proficient English.

## Solution

SEAGO proposes a comprehensive solution targeting six industries to start, currently experiencing labor deficits:

1. Construction
2. Teaching
3. Healthcare
4. Engineering
5. Automotive Repair
6. General Laborers

This solution will consist of a two-phase approach that a) provides an analysis of SEAGO's cross-border labor force, its key characteristics and potential, and b) builds out a binational human resources strategy and implementation in consultation with SEAGO as its program manager, regional stakeholders, employers and key Mexican entities such as universities and technical institutes.

Greater Yuma is already rolling out a similar solution in their county, and is connected with Arizona's major Universities, whereby these US Citizens are able to receive their certifications from U of A, NAU, and ASU as an accreditation process in order for their technical degrees from Mexico to count on US soil.

Phase 1 would illuminate an area that is not well-understood, specifically, how labor markets function in the SEAGO cross-border region, the size of this specialized labor force, and the potential for the region to capitalize more on this market's capacities and capabilities.

Phase 2, the operational phase, would involve specialized HR solutions for the SEAGO region's industries based on the research findings from Phase 1, leveraging extensive experience and private-, public- and educational-sector contacts in Sonora to provide robust cross-border HR solutions for SEAGO regional employers.

## **Timeline**

It will take approximately 9-12 months to complete both phases of the project, effectively producing a comprehensive and manageable HR solution for the SEAGO region which would be managed on an ongoing basis.

The next section of this briefing will describe the partners currently demonstrating a high degree of interest in this project, and the formal ask from SEAGO for those who wish to participate and take an active role in its implementation.

## **Ask**

1. Promotional Support — Support the development of a unified approach to spreading this workforce development solution as a viable and much-needed strategy to build a robust pipeline of talented and skilled individuals.
2. Financial Partnership — Participate as a member of a Coalition and partner with SEAGO as the project lead, providing you with ongoing support in addressing your hiring needs through the development of a bi-national talent pipeline of technical experts for your industry sector.

## **Value Proposition**

- US Citizens with technical degrees, living south of the border, willing to commute or relocate to work on US soil
- Diversify talent sourcing to fill industry positions which have been in deficit standing since before the COVID-19 Pandemic
- Increase the supply of applicants and thus of hiring and retaining top talent by stimulating competition between viable, qualified candidates
- Prepare for the conservative growth of the SEAGO region's counties due to the two-port of entry solution being developed in Cochise County, the mining operation set to emerge in Santa Cruz County (South32), and continued support of the mining operations in Graham/Greenlee counties
- Support Industry expansion in six key sectors: Teaching, Health Services, Engineering, Construction, Automotive Repair, General Labor
- Increase the competitive advantages of the rural Southern Arizona region as a global economy participant
- Improve trade operations between North America and Mexico to boost economic activity and growth
- Increasing the size of rural Southern Arizona's demographic population in age groups between 18-64
- Ameliorate the overall talent shortage plaguing Southern Arizona as a whole

## Implementation

1. Reliably source skilled, qualified, English-speaking Bi-National workers from south of the border into your organization's open positions between 30-90 days.
2. Reduce the costs to your organization associated with their Bi-National status to acquire and onboard these individuals.
3. Provide these applicants with the resources they need to successfully commute, and or find residence within the County your organization resides, and establish a decent living.



4. Demonstrate clear, high quality professional development opportunities to prospective candidates seeking employment in your organization.
5. Capturing these local and professional development opportunities in marketing campaigns to attract talent located in Sonora, Mexico.



**Stephen Peterson**

**Economic Development Program Manager**

**SouthEastern Arizona Governments Organization**

[www.seago.org](http://www.seago.org)

831-915-7729

[speterson@seago.org](mailto:speterson@seago.org)

Additional Reference Notes

BNWF — Arizona Townhall

Data

Implementation 2.0



# EXECUTIVE BOARD PACKET

**MEMO TO:** EXECUTIVE BOARD  
**FROM:** RANDY HEISS, EXECUTIVE DIRECTOR  
**DATE:** NOVEMBER 4, 2022  
**SUBJECT:** FUTURE MEETING DATES

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

Administrative Council	Executive Board
February 9, 2023*	February 24, 2023 - Cochise County*
May 4, 2023	May 19, 2023 - Graham County
August 3, 2023	August 18, 2023 - Greenlee County
November 2, 2023	November 17, 2023 – Santa Cruz County

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

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

Combined Administrative and Executive Committee Meetings (telephonic)
December 1, 2022 – 9:00 a.m.
March 30, 2023 – 9:00 a.m.
June 1, 2023 – 9:00 a.m.
October 5, 2023 – 9:00 a.m.

**Attachments:** None.

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



# EXECUTIVE BOARD PACKET

---

**MEMO TO:** EXECUTIVE BOARD  
**FROM:** RANDY HEISS, EXECUTIVE DIRECTOR  
**DATE:** NOVEMBER 4, 2022  
**SUBJECT:** IMPLEMENTATION OF STRATEGIC PLAN GOALS

---

The [FY 2021 - 2025 SEAGO Strategic Plan](#) was approved by the Administrative Council and Executive Board at our May 2020 meetings and became effective July 1, 2020. As you know, at our November 2021 meeting, there was consensus to defer our next strategic planning retreat until February 2023. In the meantime staff has continued to work toward accomplishing established goals, objectives and tactics in the current version of the Plan.

Also at our November meeting, we discussed holding an all-staff retreat to provide staff's recommendations for objectives and tactics that will prime the discussion at our February 2023 Strategic Planning Retreat. We held our staff retreat on June 17, 2022 as scheduled and prepared an internal chart of objectives, tactics and activities for the review of the Administrative Council and Executive Board. Since our August meeting, staff has further refined the attached chart of objectives for our discussion today. While the chart is still in draft form, we ask that you take some time to review it and provide your feedback at our meeting in preparation for our February 2023 retreat.

We plan to begin our retreat with lunch at the Benson Cochise College Benson Center following our February 9, 2023 Administrative Council meeting. Executive Board members will be invited to join us for lunch and the subsequent retreat activities. Immediately following lunch, we will begin facilitated exercises and discussion of the chart of objectives developed by staff. We have also reserved space at the Benson Center for Day 2 of our retreat. If we begin Day 2 at 9:00 a.m., it's likely we can complete our retreat activities by early afternoon on February 10<sup>th</sup>.

**Attachments:** DRAFT SEAGO staff Strategic Plan Objectives 2022\_ALL\_10.25.2022

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

**TRANSPORTATION**

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

Strategy / Tactics	Performance Measure	Partners & Stakeholders	Within 90 Days	Within 6 Months	Within 1 Year	Within 18 Months	Within 2 Years	Ongoing	Required Resources
Advertise, select and hire a technical assistant	These tactics have either been re-evaluated or completed since the original chart was developed.								
Data Collection Plan									
Training (internal/external)									
A. Data Collection/Reporting	Coordinate data collection with TAC; Identify TAC priorities; collect a minimum of 167 miles/mo.	SEAGO TAC						X	Software vendor
B. Regional/Local Traffic counting (ongoing)	Incorporate traffic counting program to support road assessment	SEAGO TAC; ADOT sub-contractor						X	Counting equipment/software
C. Safety identification	Identify unsafe roadways and support with crash data; Identify safety projects on local road networks	SEAGO TAC; ADOT						X	ADOT Crash data
D. Project report to ADOT	Develop an ADOT reporting template; Review project for successes, challenges and gaps.	ADOT					X		None

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

Strategy / Tactics	Performance Measure	Partners & Stakeholders	Within 90 Days	Within 6 Months	Within 9 Months	Within 1 Year	Within 18 Months	Within 2 Years	Required Resources	
Develop public participation plan	These tactics have either been re-evaluated or completed since the original chart was developed.									
Data collection surveys										
Transit needs report										
A. Apply for ADOT Transit Planning funds	Identify funding sources	Area Agency on Aging; ADOT; Santa Cruz County; City of Nogales; Patagonia Senior Center; Santa Cruz Training Program; Valley Assist; South 32, Private transportation providers; Santa Cruz County Chamber of Commerce; Business Community; Health & Social				X			ADOT	
B. Secure planning funds	Apply for funding grants					X			County; MAG Demo data	
C. Identify partner agencies	Identify potential transit partners; Identify preferred provider		X							
D. Conduct feasibility study	Develop study scope of work; conduct feasibility study; conduct public meetings to present feasibility study results							X		TRCP Planning tools; phone data providers; software for electronic service
E. Develop implementation plan	Finalize and submit to ADOT								X	Planner

**Objective 3: Analyze current business processes to integrate new technology to streamline data collection and reporting**

Strategy / Tactics	Performance Measure	Partners & Stakeholders	Within 90 Days	Within 6 Months	Within 9 Months	Within 1 Year	Within 18 Months	Within 2 Years	Required Resources
A. Identify transportation processes that can be digitized	Data output; AAA monitoring forms updated	Area Agency on Aging; SEAGO TAC; SEAGO Member Agencies; ADOT; Software vendors		X					Existing collection tools
B. Prioritize those processes	Listing of digital priorities					X			Identify those that will be digitized
C. Create digital templates	Eliminate and identify duplication					X			Equipment and software
D. Implement collection portals	Secure necessary software and storage subscriptions							X	Hot spots; software subscriptions; staff

**COMMUNITY & ECONOMIC DEVELOPMENT**

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

Strategy / Tactics	Performance Measure	Partners & Stakeholders	Within 90 Days	Within 6 Months	Within 9 Months	Within 1 Year	Within 18 Months	Within 2 Years	Required Resources
A. Build relationships with Federal, State, and Local agencies, Developers, Non-Profits, and SEAGO Programs	Meet with 5 potential partners	USDA, ADOH, La Frontera, Habitat for Humanity, Tierra Del Sol, NALCAB, RCAC, CPLC, Member Entities				X		X	Zoom; Phones; Travel; Marketing Outreach Materials
B. Evaluate other Rural Housing Programs in CA, AZ, and NM	Internal SEAGO writeup of best practices and possible challenges of Councils of Government Housing Programs	COGs, counties, municipalities, and non-profits operating rural housing programs	X						Same as above
C. Develop Region-Wide Owner Occupied Housing Rehabilitation Program	See below	SEAGO Member Entities; ADOH; USDA; Homeowners; Contractors						X	SEAGO CDBG Staff Time; Possible Matching fund contribution; homeowner buy-in; Member Entity support; ADOH approval
i) Apply for OOHR with CDBG Funds	Letter of Award; homeowners qualified; appropriate number of homes rehabilitated		X						
ii) Develop scalable model program for region-wide implementation using any funding source (Home, Colonias, SSP, RA, USDA, other)	Region-wide model program developed and ADOH approved						X		
iii) Implement Region-Wide OOHR Program	Program implemented; funding awarded; homes rehabilitated; safety improved; housing stock preserved							X	
D. Re-establish SEAGO as a Community Housing Development Organization (CHDO)	HUD and ADOH Certification	Member Entities, Partners and stakeholders from SEAGO region						X	SEAGO CD Staff time; recruitment and professional development

**Objective 2: Maintain, Expand or Abandon SEAGO's Regional Leadership Role in Continuum of Care Efforts**

Strategy / Tactics	Performance Measure	Partners & Stakeholders	Within 90 Days	Within 6 Months	Within 9 Months	Within 1 Year	Within 18 Months	Within 2 Years	Required Resources
Apply for supplemental funding from private sources	These tactics have been completed since the original chart was developed; private funding awarded (\$10,000); awaiting response from ADOH	Freeport MacMoRan							Staff time
Discuss insufficient CoC funding levels with ADOH; evaluate amount of additional funding needed		ADOH							None
A. If insufficient funding from ADOH persists, then:									
i) Lead the Point In Time Count region-wide.	10% increase in PIT Count survey response rate over 2022	Regional CoC Partners	X						Staff time; possible fund balance use; regional COC partners
ii) Identify new Lead Agency to End Homelessness for Cochise and Santa Cruz Counties; develop transition plan	New LCEHs identified; commitments secured; transition plan developed	Regional CoC Partners; Member Entities; ADOH		X					Staff time; possible fund balance use; regional COC partners
iii) Turn over CoC responsibilities to new LCEHs	New LCEHs established	New LCEHs		X					None
B. If sufficient funding from ADOH awarded, then:									
i) Establish/Charter a CoC for Graham/Greenlee Counties	Local Governance Charter and Coordinated Entry Procedures in place	Community Partners Inc., AZ Complete Health, Mt. Graham Safe House, SEABHS, Member Entities				X			SEAGO staff time, outreach and existing relationships with partners and stakeholders
ii) Collaborate with Partners on grants to help end homelessness	Letter(s) of Award	SEAGO Executive Board Meeting- 1/18/2022 Regional CoC Partners				X	X	X	34 of 50 See above.

**COMMUNITY & ECONOMIC DEVELOPMENT (continued)**

<b>Objective 3: Expand Broadband Infrastructure &amp; Digital Navigator Services (in process)</b>									
<b>Strategy / Tactics</b>	<b>Performance Measure</b>	<b>Partners &amp; Stakeholders</b>	<b>Within 90 Days</b>	<b>Within 6 Months</b>	<b>Within 9 Months</b>	<b>Within 1 Year</b>	<b>Within 18 Months</b>	<b>Within 2 Years</b>	<b>Required Resources</b>
A. Leverage awarded Technical Assistance Grant to support regional broadband expansion efforts	Outreach materials developed and distributed; data gathered; working papers developed; stakeholder input gathered; study completed; broadband strategic plan developed	ACA; NDIA; NTIA; Member Entities; COGs; AAA; Transportation; Finley Engineering				X			Broadband Coalition; Outreach Materials; EDA funds; matching funds
B. Implement Affordable Connectivity Pilot Program at Designated Libraries	Complete 5 campaigns at 1 Library in each of the 4 SEAGO Counties at a minimum; 25 individual applications per site	Public Libraries; Connect-Arizona; NDIA; AAA; Transportation				X			Marketing Campaign Strategy; Campaign Tracking Process; funding; Staff support
C. Apply for Broadband Construction Funding to address broadband infrastructure gaps identified in TA funded study	Projects identified, final design and environmental completed, application(s) prepared and submitted, Letter of Award	ACA; NDIA; NTIA; Member Entities; COGs; ADOT; Finley Engineering						X	Broadband strategic plan; Broadband Coalition; grant funds; matching funds
<b>Objective 4: Maximize existing funding sources and tap into potential funding sources, e.g.: Colonias, Brownsfield, HOME and State Housing Trust Funds</b>									
<b>Strategy / Tactics</b>	<b>Performance Measure</b>	<b>Partners &amp; Stakeholders</b>	<b>Within 90 Days</b>	<b>Within 6 Months</b>	<b>Within 9 Months</b>	<b>Within 1 Year</b>	<b>Within 18 Months</b>	<b>Within 2 Years</b>	<b>Required Resources</b>
A. Support member entities in competing for State Special Projects and Colonias Set-aside CDBG Grant Applications	Projects identified, design and environmental completed, application(s) prepared and submitted, Letter of Award	Member Entities, ADOH				X		X	SEAGO Staff Time; Outreach to member entities; grant funds; matching funds commitment
B. Apply for Re-development/Brownfields Grant	Consultant procured; cleanup sites identified; application prepared and submitted; Letter of Award	EPA, procured consultant, Member Entities				X			SEAGO Staff Time; Outreach to EPA, Member Entities; grant funds; matching funds
C. Pursue additional funding source(s) to increase affordable housing stock region wide (e.g. HOME, SHTF, RCB, USDA)	Projects identified; partners identified; partnerships secured; applications prepared; Letter of Award	Developers; Member Entities; State and Federal agencies; Non-Profit organizations (Will vary depending upon funds sought)						X	SEAGO Staff Time; Outreach to partners and funding sources; matching funds

COMMUNITY & ECONOMIC DEVELOPMENT (continued)									
Objective 5: Support regional entrepreneurship and workforce incubation programs									
Strategy / Tactics	Performance Measure	Partners & Stakeholders	Within 90 Days	Within 6 Months	Within 9 Months	Within 1 Year	Within 18 Months	Within 2 Years	Required Resources
A. Create an Incubator Coalition with regional organizations currently working to build incubators	Funding identified; ten coalition member commitments secured; organizational structure agreed to; bi-monthly meetings held	Atelier Tomorrow; Northern Computing; AREDF;			X				Zoom; SEAGO Staff Time; funding; member commitments
i) Facilitate concept and grant development through the Coalition	Discussions held, priorities agreed to; concepts developed	Coalition members				X			Zoom; SEAGO Staff Time; funding; member commitments
ii) Apply for an Incubator grant that has had 3 additional inouts from other departments	Funding sources identified; application(s) prepared and submitted	Atelier Tomorrow; Northern Computing; AREDF;				X			Coalition agreement; funding; Board Approval
iii) Develop a Coalition Engine that includes Campaign Management, Project Management, Hosting Meetings/Workshops stations	Funding sources identified; application(s) prepared and submitted	Coalition members					X		Zoom; SEAGO Staff Time; funding; member commitments
B. Identify funding source(s) to procure Bi-National Workforce Program study	Procure consultant to deliver on Scope of Work	AREDF; SEAGO; EDA; Hispanic Chamber of Commerce	X						Board Approval; MOU/IGA of core coalition members
C. Support Future 8 Industry expansion efforts to enhance regional economic productivity	Buy-in from EAC and other economic development practitioners; industry-specific projects inegrated into the 2023 CEDS update	EAC; AREDF; SEAGO; EDA; Hispanic Chamber of Commerce				X			Board Approval; MOU/IGA of core coalition members
ADMINISTRATION									
Objective 1: Executive Director Recruitment (Preserve institutional knowledge, trust & commitment to excellence)									
Strategy / Tactics	Performance Measure	Partners & Stakeholders	Within 90 Days	Within 6 Months	Within 9 Months	Within 1 Year	Within 18 Months	Within 2 Years	Required Resources
A. Meet with Executive Board/Committee; receive direction	Meeting(s) of Executive Board/Committee held; direction received	Executive Board/Member Entities	X						Meeting space, Board quorum), Human assets
B. Continue documentation of Administrative tasks/duties	Chart of tasks/duties identifying essential, trainable, delegable, outsourceable	Departments; Vendors			X				Time, Video Documentation, Money for outsourcing
3. Recruit Director	Job Description, advertisements, candidate hired	Media, Board/Member entities				X			Media, Recruiters (if external), money, human assets
a) Update job description/posting b) Schedule interviews with internal/external candidates						X			
2. Continue documentation of Administrative tasks/duties	Chart of tasks/duties identifying essential, trainable, delegable, outsourceable	Departments Vendors				X			Time, Video Documentation, Money for outsourcing
a) Parse out essential, trainable, delegable, outsourceable b) Execute Plan						X			
3. Begin recruitment	Job Description, advertisements, candidate hired	Media, Board/Member entities					X		Media, Recruiters (if external), money, human assets
a) Update job description/posting b) Schedule interviews with internal/external candidates							X		

ADMINISTRATION (continued)									
Objective 2: Enhance financial services to our programs									
Strategy / Tactics	Performance Measure	Partners & Stakeholders	Within 90 Days	Within 6 Months	Within 9 Months	Within 1 Year	Within 18 Months	Within 2 Years	Required Resources
A. Timely (monthly), accurate & understandable financial reports	Managers interviewed, staff trained on duties, delegation of duties to finance staff, accurate reports generated on time	Staff, External CPA, Abila tech support				X			Staff, time, training manuals/materials, CPA expertise
B. Upgrade financial reporting software	Research most beneficial modules, additional modules activated	Abila tech support, IT staff, External CPA					X		Crystal reports, Excel, Tech support, Human assets
C. Develop strategies to keep billing current and on-time	Managers interviewed, Billing out by 15th for previous month	Staff, program managers, funding sources				X			Program Managers, ADOT ADES/DAAS, Providers
Objective 3: Improve operational efficiencies									
Strategy / Tactics	Performance Measure	Partners & Stakeholders	Within 90 Days	Within 6 Months	Within 9 Months	Within 1 Year	Within 18 Months	Within 2 Years	Required Resources
1. Maintain/improve employee morale through continuing education and training: a) Formal post-secondary education (CPA, Fund Accounting, MPA) b) Mandatory supervisory and leadership training c) Time management training d) Personnel management/Supervisory training	Degrees and certifications earned, informal training delivered, time used efficiently, improved productivity, improved supervisory, leadership and personnel management practices	Staff, Universities, Program Managers, Professional Development organizations.		X					Time, Money, Family support (caregivers), staff support
2. HR Enhancements a) Improved on-boarding b) Improved evaluation tools c) Employee recognition d) Exit interviews	On-boarding protocols, evaluation tools, exit data collected, employee satisfaction tool	HR/professional development organizations, staff					X		Time, money, training materials
3. IT Enhancements a) Paperless processes b) Troubleshooting checklist c) Dedicated IT person d) Online Software: Office 364, Splashtop, Docusign	Checklist created, IT person hired, online software purchased, paperless processes in place	TechSoup, Member entity IT partnership						X	TechSoup, Staff time, Member entity staff, money



**AREA AGENCY ON AGING**

**Objective 1: Fill Program Vacancies**

Strategy / Tactics	Performance Measure	Partners & Stakeholders	Within 90 Days	Within 6 Months	Within 9 Months	Within 1 Year	Within 18 Months	Within 2 Years	Required Resources
A. Complete Case Management Transition	Job announcements posted; applications received; interviews held; positions filled; equipment purchased; new Case Managers onboarded and trained	Local media; Indeed; qualified applicants; AAA Director; HR staff; IT staff	X						Money; Time invested by HR, IT, staff; qualified applicants
i) Continue recruitment efforts for Benson and Willcox Case Management positions									
ii) Train, and equip new staff									
iii) Secure permanent Case Management office space			Office space identified; negotiations held; formal/informal agreements entered into; space secured	Social services organizations; AAA Providers; Member Entities; Charitable organizations; Faith based organizations		X			
iv) Redistribute case load between Sierra Vista, Bisbee, Douglas, Willcox, and Benson Case Managers	Case load analysis; Discussions on appropriate load for each subregion; agreement reached; cases redistributed	Case Managers; Case Manager Coordinator; Program Director		X					Staff time
B. Recruit, orient and train for Health and Nutrition Program Coordinator position	Job announcement posted; applications received; interviews held; position filled; new Coordinator onboarded and trained	Local media; Indeed; qualified applicants; AAA Director; HR staff; IT staff				X			Money; Time invested by HR, IT, staff; qualified applicants

**Objective 2: Increase Community Awareness Throughout Region**

Strategy / Tactics	Performance Measure	Partners & Stakeholders	Within 90 Days	Within 6 Months	Within 9 Months	Within 1 Year	Within 18 Months	Within 2 Years	Required Resources	
A. Expand presence and participation community events	An uptick in community presentations by increasing established programs, i.e. A Matter of Balance, Tai-Chi for Arthritis, Chronic Disease Self-Management, Peer Counseling, Medicare benefits counseling and awareness of Elder Abuse; a 20% increase in referrals; a 15% increase in units reported to DAAS	Senior living communities, Senior centers, Library network, Healthcare providers/ doctor's offices, clinics, hospitals, Churches, VFW's, Salvation Army, Food banks, Chambers of Commerce, Economic Development and business organizations						X	ACL, ADHS, ADES, USAging, Partners' social & marketing reach, brochures, flyers, website, social media	
B. Increase time spent promoting our services to local businesses to cultivate partnerships							X			
C. Increase education and outreach to stakeholders										X
i) Increase Chronic Disease Self-Management presentations										X
ii) Continue robust connections with hospitals and organizations to disseminate vital care transition resources										X
iii) Educate staff through attendance of conferences and informational webinars										X
iv) Join community coalitions and organize intergroup meetings to share educational knowledge with our partners							X			

**AREA AGENCY ON AGING (continued)**

Objective 3: Increase Measures to Gauge Level of Need for Services Based on the Area Plan									
Strategy / Tactics	Performance Measure	Partners & Stakeholders	Within 90 Days	Within 6 Months	Within 9 Months	Within 1 Year	Within 18 Months	Within 2 Years	Required Resources
A. Increase CDSMP, Caregivers Support activities, SHIP-SMP counseling, Case Management, LTC Ombudsman program, Community partnerships, events, workshops, presentations and media outlets	I&R through website inquiry increased by 10%. Yearly program surveys	ADHS, ADES, Senior living communities, Senior centers, Library network, Healthcare providers, clinics, hospitals, Churches, VFW's, Salvation Army, Food banks						x	ACL, ADHS, ADES, USAging, Partners' social & marketing reach, brochures, flyers, website, social media
B. Increase daily social media outreach	Facebook and social media, constant contact post reach increase by 15%							x	
C. Each program develop one new community partnership in each service area (Graham, Greenlee, Cochise and Santa Cruz Counties) and deliver AAA presentation	Presentations at four new locations in each services area							x	



# EXECUTIVE BOARD PACKET

---

**MEMO TO:** EXECUTIVE BOARD  
**THROUGH:** RANDY HEISS, EXECUTIVE DIRECTOR  
**FROM:** DINA CURTISS, ACCOUNTING MANAGER  
**DATE:** NOVEMBER 4, 2022  
**SUBJECT:** FINANCE REPORT

---

The SEAGO Statement of Revenues and Expenditures for the quarter ending September 30, 2022 is attached for your review.

Colby & Powell will be on site to perform the field work for the FY 2022 audit the week of December 6<sup>th</sup>. I have been working with Heinfeld Meech and we have made significant progress cleaning up old outstanding accounts receivable from prior periods and the trial balance. This will eliminate some year-end entries that have been carried forward from prior periods.

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

**Attachment:** Statement of Revenues and Expenditures, Quarter Ending 09/30/2022

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

SEAGO

Statement of Revenues and Expenditures - R&E that ties to Budget - Unposted Transactions Included In Report  
From 7/1/2022 Through 9/30/2022

(In Whole Numbers)

		<u>Cur Pd Actual</u>	<u>YTD Actual</u>	<u>Total Budget</u>	<u>% of Budget Used</u>
Revenue					
General Fund	101	1,108	1,108	150,000	0.73%
Agency Response	301	89,865	89,865	43,745	205.42%
Community Development Block Grant	302	82,000	82,000	436,684	18.77%
Economic Development	303	9,544	9,544	110,358	8.64%
Environmental Quality	306	0	0	8,500	0.00%
Public Transit	308	11,469	11,469	20,000	57.34%
State Planning & Research	309	36,118	36,118	200,150	18.04%
Area Agency on Aging	310	210,505	210,505	1,191,378	17.66%
Regional Mobility Management	311	0	0	168,750	0.00%
RMM Training	314	10,515	10,515	100,000	10.51%
End of Life - Lovell Foundation	327	0	0	166,950	0.00%
Santa Cruz Co RTA Feasibility Study	329	663	663	80,000	0.82%
Region Transit Emergency Coordination Plan	346	18,373	18,373	80,000	22.96%
Benson Route Efficiency Study IGA	348	8,022	8,022	20,000	40.11%
Total Revenue		<u>478,182</u>	<u>478,182</u>	<u>2,776,515</u>	<u>17.22%</u>
Expenses					
General Fund	101	0	0	150,000	0.00%
Agency Response	301	5,691	5,691	43,745	13.00%
Community Development Block Grant	302	37,837	37,837	436,684	8.66%
Economic Development	303	15,785	15,785	110,358	14.30%
Environmental Quality	306	0	0	8,500	0.00%
Public Transit	308	11,469	11,469	20,000	57.34%
State Planning & Research	309	36,118	36,118	200,150	18.04%
Area Agency on Aging	310	210,266	210,266	1,191,378	17.64%
Regional Mobility Management	311	0	0	168,750	0.00%
RMM Training	314	10,515	10,515	100,000	10.51%
End of Life - Lovell Foundation	327	1,220	1,220	166,950	0.73%
Santa Cruz Co RTA Feasibility Study	329	663	663	80,000	0.82%
Region Transit Emergency Coordination Plan	346	18,373	18,373	80,000	22.96%
Benson Route Efficiency Study IGA	348	8,022	8,022	20,000	40.11%
Total Expenses		<u>355,959</u>	<u>355,959</u>	<u>2,776,515</u>	<u>12.82%</u>
Balance		<u>122,223</u>	<u>122,223</u>	<u>0</u>	<u>0.00%</u>



# EXECUTIVE BOARD PACKET

---

**MEMO TO:** EXECUTIVE BOARD  
**THROUGH:** RANDY HEISS, EXECUTIVE DIRECTOR  
**FROM:** KEITH DENNIS, COMMUNITY DEVELOPMENT PROGRAM MANAGER  
**DATE:** NOVEMBER 4, 2022  
**SUBJECT:** COMMUNITY DEVELOPMENT PROGRAM UPDATES

---

## **Regional Account Updates**

Later this fall, SEAGO will be sending out reminders to begin the public process for next year's CDBG Regional Account round. Cochise County, Duncan, Nogales and Pima will be up for RA CDBG awards in 2022. These communities are encouraged to begin thinking about potential projects, and should plan on SEAGO staff reaching out to help begin the public process required for these grants.

## **Competitive CDBG: A Banner Year**

The Community Development Program's strategic focus on pursuing competitive CDBG funds continues. This has resulted in a number of "firsts" which we are proud to announce. This year the City of Tombstone was awarded a State Special Project CDBG grant for restoration of the original 1885 Firehouse, now in use as the City's Senior Center. Also this year, Patagonia succeeded in obtaining its first Colonias Set-Aside CDBG grant for continuing drainage and street improvements to their main street (McKeown Avenue). The City of Bisbee, meanwhile, added two neighborhoods to the ADOH Colonias list (Zacatecas and Saginaw), the first such additions in the SEAGO region since the list was originally developed (Willcox is next). Not only that, but some 15 homes in the newly-designated Saginaw Colonia will see their homes repaired under an Emergency Minor Home Repair pilot program using Colonias Set-Aside housing rehab funds.

A notable postscript to Bisbee and Patagonia's successes with their Colonias applications this year: ADOH received only three applications for this round, totaling around \$900,000, leaving approximately \$1 million in the set-aside account. Because of this, our communities saw significant increases in the funding provided. Patagonia will make improvements to McKeown Avenue beyond the scope asked for in the application with an anticipated award in the \$750,000 range rather than the approximately \$400,000 requested. Bisbee asked for funds to repair five homes, and will be funded to repair 15 instead. Added together, the competitive CDBG funds secured this year are roughly equivalent to SEAGO's Regional Account share, (\$1.3 million). This is the third Colonias cycle in a row in which we doubled the amount of non-competitive CDBG funds coming into our region.

## **Brownfield Assessment Program**

SEAGO is applying for a Brownfield Assessment grant through the EPA, similar to the successful Cochise County program. If successful, funds for assessment and other activities will be available for Graham, Greenlee and Santa Cruz Counties - and we will have much more to say on this topic in that case.

## **Continuum of Care**

This year the Community Development Program hit its stride with regards to managing the Local Committees to End Homelessness in Cochise and Santa Cruz and Santa Cruz Counties. Each LCEH is required to adopt and follow a Strategic Action Plan. We recently completed this process with Cochise, and in October held a retreat for our Santa Cruz partners - their plan will be adopted before the end of this calendar year.

This year we also helped lead the effort to gather input from both Committees to contribute to a large, one-time collaborative grant application which ADOH recently submitted to HUD. We will update our communities if that application is successful.

We did, however, run into a challenge for our Continuum of Care efforts: a lack of adequate funding from the Arizona Department of Housing. We have been in discussions with ADOH's Special Needs Division in an effort to secure a more equitable agreement as we continue to close the last gaps in the Balance of State Continuum of Care. We will update our communities on the results of this as well.

Please contact me if you have any questions, especially if you represent one of the communities expecting to receive Regional Account CDBG funds next year. It is never too early to begin planning and/or public outreach.

**Attachments:** None

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



# EXECUTIVE BOARD PACKET

---

**MEMO TO:** EXECUTIVE BOARD  
**THROUGH:** RANDY HEISS, EXECUTIVE DIRECTOR  
**FROM:** STEPHEN PETERSON, ECONOMIC DEVELOPMENT PROGRAM MANAGER  
**DATE:** NOVEMBER 4, 2022  
**SUBJECT:** RECENT ECONOMIC DEVELOPMENT ACTIVITY

---

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

## Recent Activity

### 1. Broadband

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

**Current Status:** SEAGO launched its broadband strategic plan kick off meeting with Finley Engineering, the firm procured through a cooperative purchasing agreement with Cochise County. The firm has provided a data request, asking for layers of GIS data that will aid the development of a strategic plan, once we understand what the region’s assets are. Outreach has begun starting with State GIS analysts that may have access to regional data, as well as local entities that rely on GIS functions to conduct their day to day operations. Contact has been made with Community Broadband Advocates, a consulting firm that has been involved in broadband planning for Santa Cruz and Graham/Greenlee, the State Cartography Director, and County GIS Analysts.

### 2. Economic Development Planning

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

**Current Status:** Willcox Theater and Arts, after being awarded an EDA construction grant of nearly \$1.6M has asked for SEAGO to provide technical assistance in navigating portions of the grant. We have asked the Theater to consider us formally as a long-term administrative partner, which is being well-received and planned out. The project will be to construct an addition to the Theater to add a multi-media and event space, and workshop meeting space. It will also renovate a pre-existing structure to accommodate VR technology and immersive

experiences. Lastly it will enhance its storage/exhibit space and improve its ability to provide outdoor venues.

### 3. Economic Advisory Council

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

**Current Status:** The next EAC meeting is scheduled for December 6<sup>th</sup>, at 2:00 PM. It allows stakeholders to provide an update on their current projects and what they are aiming to accomplish in the new year of 2023.

### 4. New Initiatives

Talent shortage, water infrastructure, and affordable housing continue to be on the tops of many practitioners' lists. The introduction of a Bi-National Workforce program is a viable contribution in answering our talent shortage. It also explores the opportunity to enhance SEAGO's internal resilience through the development of unrestricted funds and the talent pipeline this Bi-National Workforce Program would focus on.

An ACP event is being planned and scheduled, which will serve the purpose of onboarding qualifying applicants into an FCC government subsidy, discounting home internet by \$30 a month. Cox has agreed to donate a number of laptops to SEAGO to support the broadband adoption effort. We've run one cohort at the Douglas Public Library, which we intend to return to for another cohort. Huachuca City is also interested in a pilot launch as well.

We now have an office in the Cochise Economic Garden, a Co-Working space initiative out of the Sierra Vista IDA. Other tenants are soon to be the U of A Innovation Tech Park Incubator, a media company, and several Economic Development practitioners.

**Attachments:** None

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





# EXECUTIVE BOARD PACKET

---

**MEMO TO:** EXECUTIVE BOARD  
**FROM:** RANDY HEISS, EXECUTIVE DIRECTOR  
**DATE:** NOVEMBER 4, 2022  
**SUBJECT:** AREA AGENCY ON AGING UPDATE

---

Due to the urgency to complete the Case Management transition from Cochise County to the SEAGO AAA by November 1<sup>st</sup>, I have been remiss in updating the Administrative Council and Executive Board on the progress we have made toward resolving the issues that occurred within the Area Agency on Aging since your August meetings. Here is an overview of the actions we have taken to address those issues and the current status as of the date of this memorandum:

**Issue #1:**

On August 19th, our Santa Cruz County Case Manager (SCC CM) resigned from her position for personal reasons. Despite repeated job postings and interviews, we had been unsuccessful in identifying a suitable candidate for the job. This had left Laura handling the client load for the SCC CM position in addition to her duties as Program Director.

**Progress:**

*We were finally able to recruit a qualified candidate for the SCC CM position. Krystal Montanez, our new Santa Cruz County CM, spent the week of October 10<sup>th</sup> in training at our Bisbee office. Krystal then began staffing the Case Management office at the County Complex in Nogales on Monday, October 17<sup>th</sup>. I accompanied her on her first day to introduce her to the staff in the Public Fiduciary's office and ensured she had everything she needed to do her job. She is becoming increasingly confident at her new job and we have great hopes that she will stay with us for the long term.*

**Issue #2:**

We had also encountered difficulty filling the Bisbee - Naco Case Management position. Those duties are currently handled by Carrie Gibbons on top of many other administrative tasks she is responsible for. Filling other vacant positions were considered higher priority as Carrie has been handling the Bisbee – Naco case load for more than a year.

**Progress:**

*Last week, having had no new applications for any of the Cochise County CM positions (discussed further below), we decided to go back through previous applications that had been overlooked early on in our recruitment efforts. Upon doing so, we found four candidates with the qualifications we were looking for. Interviews were held and an offer was made to Laura Dunaway, a resident of Bisbee with a Master of Arts in Community Counseling and a Bachelor of Science in Psychology. Laura will begin her training on Tuesday November 1<sup>st</sup> and once trained, will take over the Bisbee – Naco caseload. In turn, this will enable Carrie to manage some of the Benson CM clients going forward (more on that below).*

**Issue #3:**

As mentioned, to complete the transition of case management from Cochise County to the AAA, it was necessary to recruit, orient, train, and equip case managers for Sierra Vista, Benson, Willcox and Douglas by November 1<sup>st</sup>.

**Progress:**

- a) *We were successful in recruiting Seana Riffle to continue performing case management for clients in the Sierra Vista area. Seana will come on board October 31<sup>st</sup> and will need minimal training as she had already been performing case management for AAA clients in the Sierra Vista area as an employee of Cochise County.*
- b) *Despite considerable recruitment efforts, the existing CM for the Benson area decided not to come on board with SEAGO. We continue to advertise the position and are collecting applications at this time. Meanwhile, Carrie will begin management of those cases as discussed above. If you know anyone with social services experience who might be interested in this position, please refer them to our website for the job announcement or contact Diane Becerra at dbecerra@seago.org.*
- c) *The existing CM for the Douglas area, Yolanda Thomas, has accepted a temporary employment agreement with SEAGO and will come on board with the AAA effective October 31<sup>st</sup>. Yolanda has committed to assist us as a CM until January 31, 2023. In addition, one of the recently interviewed CM candidates is Spanish speaking and has a background in social services including case management experience. Elda Iniguez has accepted an offer to become our permanent CM for the Douglas area clients. Elda will begin training on Tuesday November 1<sup>st</sup> at our office in Bisbee, and once trained, will work with Yolanda for the last two weeks of November to familiarize herself with the Douglas area clients. Beginning December 1<sup>st</sup>, Yolanda will shift her efforts toward clients in the Benson and Willcox areas for the remainder of her service with SEAGO. We will begin advertising for this position the week of October 31<sup>st</sup>. If you know anyone with social services experience who might be interested in this position, please refer them to our website for the job announcement or contact Diane Becerra at dbecerra@seago.org.*

**Issue #4:**

On August 19<sup>th</sup>, our Health and Nutrition Program Coordinator, Cindy Meyers, resigned to take a higher paying job.

**Progress:**

*No progress to report at this time. Cindy continues working with the U of A to advance the READI Meals project as a volunteer for the SEAGO AAA. While this is an important project, it is much lower priority than the recruitment and training of employees to fill the vacant CM positions at the AAA. In the meantime, Shi Martin is picking up some of the Health and Nutrition Program duties Cindy had been responsible for.*

**Issue #5:** On September 5<sup>th</sup>, Brenda Schumacher, our Office Specialist submitted her 2-week notice. After seeing the staffing shortages at AAA, she was willing to defer her start date with her new employer by two weeks to assist in a part-time capacity and ease the work that would have otherwise fallen to other AAA staff.

**Progress:**

*We interviewed applicants for the position the week of October 3<sup>rd</sup> and our new Office Specialist, Michele Miller, came on board Monday, October 10<sup>th</sup>. As a Certified Municipal Clerk, Michele brings a whole new skillset to the AAA in terms of records management and open meeting law compliance. We hope she will stay with the AAA for the long term.*

**Issue #6:** As you probably know, Laura Villa requested medical leave. I don't know specifically what her condition is, but I suspect she was under considerable stress due to all of the issues above. She initially submitted a doctor's note Tuesday, September 13<sup>th</sup> requesting leave until Friday, September 16<sup>th</sup>. Then, the afternoon of the 16<sup>th</sup>, she submitted a formal request for FMLA leave but did not include the medical certification for such leave.

**Progress:**

*Until recently, no one at SEAGO had heard from Laura since her request for FMLA leave. Her doctor has since certified that she would be unable to work until October 28<sup>th</sup> – a period of six weeks. On October 20<sup>th</sup>, we asked Laura's doctor for a fitness for duty release or another medical certification that additional leave would be required for her to fully recover. On October 25<sup>th</sup>, Laura presented a doctor's note releasing her to return to work on October 31<sup>st</sup> without restrictions. Thank you for your prayers and we look forward to featuring Laura's usual program report at your February 2023 meeting.*

**Issue #7:** In speaking with Carrie, I learned that she may need to take medical leave. It was not expected to be a long term absence, but we will not know until the test results come back from her doctor.

**Progress:** *The test results were encouraging and it appears that Carrie will not need to take medical leave at this time.*

**Issue #8:** Karen Enriquez informed me that her husband will need to undergo medical treatment that will require a lengthy recovery period and has requested FMLA leave to care for him. She will be able to work periodically while her husband recovers and I am optimistic that disruption to the Family Caregiver Support Program will be minimal.

**Progress:**

*I met with Karen and she has done an amazing job of preparing to continue her program activities during her husband's recovery. She is in the process of training two volunteers to carry the program forward while she is gone. I have provided her with software that will enable her to access her office computer while she is away and we believe the impact to her program will be minimal. Please keep Karen and her husband in your thoughts and prayers.*

Thank you for your patience and understanding while we work to rebuild the AAA. We have accomplished a lot in a very short period of time but we continue to face many challenges going forward. Please know that we remain committed to minimizing the impact to our elderly and disabled clients and the remaining AAA staff to the maximum extent possible as we fill the remaining vacancies and redistribute the AAA work load.

**Attachments:** None

**Action Requested:**

Information Only

Action Requested Below:



# EXECUTIVE BOARD PACKET

---

**MEMO TO:** EXECUTIVE BOARD  
**THROUGH:** RANDY HEISS, EXECUTIVE DIRECTOR  
**FROM:** CHRIS VERTREES, TRANSPORTATION PROGRAM ADMINISTRATOR  
**DATE:** NOVEMBER 4, 2022  
**SUBJECT:** TRANSPORTATION PROGRAM UPDATES

---

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

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

**Update:** *The SEAGO Data Portal has opened and invitation sent to all member agencies as requested by TAC members. If you would like access to the portal, please submit a request to John Merideth at [jmerideth@seago.org](mailto:jmerideth@seago.org). Since May 1, 2022, SEAGO has collected over 800 miles of data.*

**RTAC Priority Project List:** Last year, the SEAGO TAC developed a list of list of local projects for submission by RTAC to the State Legislature for consideration in the FY23 State Budget. The list was approved by the SEAGO Administrative Council and Executive Board last August. Although not included in the final budget, they were still up for consideration as late as mid-June. RTAC has requested that Greater Arizona COGs/MPOs develop tiered project lists of \$100/200/300 million.

**Update:** *Since our last meeting, the TAC went through a call for projects, an application review, and application ranking process. The SEAGO TAC's Project Rankings were made available as an earlier action item to approve the SEAGO-RTAC List of Priority Transportation Projects.*

**Regional Transit Emergency Coordination Plan:** On December 30, 2020, SEAGO received notice from ADOT that it received an \$80,000 FTA Section 5305(e) Transit Planning Grant. During the initial outbreak of COVID-19, we found that many of our FTA Section 5311 and FTA Section 5310 providers lacked emergency planning tools and protocols to not only address pandemic issues, but lacked basic procedures to address a variety of potential internal and external emergencies. The grant provides funding for the development of a Regional Transit Emergency Coordination Plan. SEAGO began work on this project in August 2021 with a series of four County-specific stakeholder meetings. Meetings were attended by 33 emergency preparedness professionals.

***Update: In April, SEAGO was awarded an additional \$90,000 in funding to continue our work. SEAGO held advisory committee meetings with our regional transportation providers in July and August. Working Papers #1, #2, and #3 have been completed and are available on [www.seagomobility.org](http://www.seagomobility.org).***

**Fixed Route Public Transit in Graham County:** A public transit feasibility study is a requirement by ADOT to access FTA Section 5311 (Rural Public Transit) funding. In general, those studies are good for a 5-year period. In 2015, a Public Transit Feasibility Study was completed for Graham County. The study's useful life has expired and an update of the plan is required. SEAGO has partnered with the National Association of Development Organizations (NADO) to update the study. NADO secured a USDA grant for this project. This has brought national transit planning organizations to the table that SEAGO would not normally have access to. This includes Western Transportation Institute and the National Rural Transit Assistance Program. A transit needs survey has been completed and data analyzed. SEAGO has used the survey data and current ridership data provided by Easter Seals Blake Foundation (ESBF) Community Transportation Project to identify high demand route originating locations. Those locations have been heat mapped through GIS. With that data, draft fixed-route options, maps and schedules have been completed. In May, Easter Seals Blake Foundation expressed a desire to be a lead applicant for an FTA Section 5311 project.

***Update: The TAC has been paused to allow ESBF the opportunity to have internal discussions involving their pursuit of an ADOT/FTA Section 5311 application. The next window to apply for FTA Section 5311 funding will occur in January 2024.***

**Santa Cruz County RTA (Regional Transportation Authority) Feasibility Study:** In FY19, SEAGO had approximately \$50,000 in carry-over State Planning and Research Funds that needed to be spent on a planning project. After discussion with the TAC, this project was identified. The project will be completed in multiple phases. Phase 1 is a research project. SEAGO has collected Santa Cruz County transportation/transit related studies completed at the state or local level during the last 15 years. In February 2019, SEAGO conducted a review with the City of Nogales and Santa Cruz County to determine the aspects of each plan that are still valid in our current economic and transportation climate. As a result of that meeting, SEAGO is developing an updated list of potential projects.

***Update: Due to COVID-19 and the public participation demands of this project it was delayed until the SFY23. The project has been forwarded to our FY23/24 ADOT Work Plan. We will have until June 30, 2023 to complete the project. We have established a work group to identify the transit needs for the County and will be applying for ADOT Transit Planning Funds in November to move the project forward. We are currently updating project lists on the roads/streets side, identifying project TAC members and expect to reboot the TAC this December.***

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

**Attachments:** None.

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