



EXECUTIVE BOARD PACKET

MEMO TO: EXECUTIVE BOARD
FROM: RANDY HEISS, EXECUTIVE DIRECTOR
DATE: NOVEMBER 9, 2023
SUBJECT: EXECUTIVE BOARD MEETING

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

Friday, November 17, 2023 at 10:00 a.m.

In-Person:

Nogales City Council Chambers
[777 North Grand Avenue, Nogales, Arizona](#)

Via Zoom:

Zoom Link: <https://us02web.zoom.us/j/86003767686>

Meeting ID: 860 0376 7686

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

This will be a hybrid meeting with no limitations on in-person attendance. The City of Nogales has once again graciously offered to host the meeting at their City Council Chambers. Any Executive Board members unable to travel to the meeting will be able 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.



EXECUTIVE BOARD AGENDA

10:00 A.M., FRIDAY, NOVEMBER 17, 2023
IN-PERSON AND VIA ZOOM (see Cover Letter for Zoom details)
[777 NORTH GRAND AVENUE, NOGALES, ARIZONA](#)

I. CALL TO ORDER/PLEDGE OF ALLEGIANCE / INTRODUCTIONS	Chair Gomez	
II. MEMBER ENTITIES' DISCUSSION (Common Critical Issues)	Chair Gomez	
III. CALL TO THE PUBLIC	Chair Gomez	
IV. PRESENTATION: Efforts to Conserve a ranch in SE Arizona	Sharma Torrens	
V. ACTION ITEMS		<u>Page No.</u>
1. Consent Agenda		
a. Approval of the August 18, 2023 Minutes		
b. Approval of the September 11, 2023 Minutes	Chair Gomez	2
2. Discussion and possible action to recommend approval of the proposed Calendar Year 2024 SEAGO Policy Principles	Randy Heiss	10
3. Discussion and possible action to recommend approval of Resolution No. 2023-03 urging state elected leaders to modernize transportation funding sources and opposing diversions of HURF to the State General Fund	Randy Heiss	13
4. Discussion and possible action to recommend approval of the SEAGO Classification and Compensation Plan update	Randy Heiss	17
5. Discussion and possible action to recommend approval of the 2023 CDBG Regional Account applications	Keith Dennis	24
6. Discussion and possible action to recommend that the Executive Board authorize staff to solicit proposals for a consultant to assist in designing the REAP Program	Keith Dennis	25
VI. INFORMATION ITEMS		
A. Future Meeting Dates	Randy Heiss	27
B. Strategic Plan Progress Report	Randy Heiss	28

C. Quarterly Finance Report	Dina Curtiss	54
D. Community Development Report	Keith Dennis	56
E. SEAGO Economic Development District Report	Keith Dennis	58
F. AAA Updates	Carrie Gibbons	59
G. Transportation Program Updates	Chris Vertrees	70
VII. RTAC REPORT	Kevin Adam	N/A
VIII. STAFF ANNOUNCEMENTS / CURRENT EVENTS	Chair Gomez	N/A
IX. FUTURE AGENDA ITEMS	Chair Gomez	N/A
X. ADJOURNMENT	Chair Gomez	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 Diane Becerra at (520) 432-5301, extension 207 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 Diane Becerra at (520) 432-5301 extension 207. 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 Diane Becerra al número (520) 432-5301, extensión 207, por lo menos setenta y dos (72) horas antes de la conferencia.



EXECUTIVE BOARD PACKET

MEMO TO: EXECUTIVE BOARD
FROM: RANDY HEISS, EXECUTIVE DIRECTOR
DATE: NOVEMBER 9, 2023
SUBJECT: ADMINISTRATIVE COUNCIL ATTENDANCE

This memorandum provides information about the number of Administrative Council members or their delegates attending their November, 2nd meeting and the manner of their participation in said meeting:

Member Entity Representative	In-Person	Electronic
Number of Administrative Council members present and voting:	4	9
Batty, Vernon – Town of Pima		X
Bigman, Barney – San Carlos Apache Tribe		X
Blaschke, Caleb – City of Willcox		
Brown, Heath – Town of Thatcher (Vice-Chair)		
Cassella, John – City of Safford		
Coxworth, Dan – Cochise County (Treasurer)	X	
John Kissinger / Bermudez, Roy – City of Nogales		
Hinton, Terry – Town of Duncan		X
Harvey, Suzanne / Fulton, Stephanie – Town of Huachuca City	X	
McLachlan, Matt / Preger, Jeff – City of Sierra Vista		X
Pauken, Steve – City of Bisbee	X	
Perez, Rudy – Town of Clifton		
Presti, Charissa – Tombstone		
Rapier, Derek – Greenlee County (Secretary)		X
Robinson, Ronald – Town of Patagonia (Chair)	X	
Urquijo, Ana – City of Douglas		X
Valdez, Jesus – Santa Cruz County		X
Vivian, Vicki – City of Benson		X
Welker, Dustin – Graham County		X

Notes: Stephanie Fulton stood in for Suzanne Harvey (Huachuca City)

Attachments: None.

Action Requested: Information Only Action Requested Below:

**Draft MINUTES OF
THE EXECUTIVE BOARD MEETING
10:00 A.M., FRIDAY, AUGUST 18, 2023
VIA ZOOM
GREENLEE COUNTY BOARD OF SUPERVISORS MEETING ROOM
253 5TH STREET, CLIFTON, ARIZONA**

OFFICERS PRESENT: Gomez, David – Greenlee County (Chair) (In-Person)
Ortega, Richard – City of Safford (1st Vice-Chair) (In-Person)

MEMBERS PRESENT: Ahmann, Steve – Greenlee County Private Sector Representative (In-Person)
Barlow, Bill – City of Tombstone (In-Person)
Blake, Titus – Town of Duncan (Zoom)
Budd, David – Santa Cruz County Private Sector Representative (Zoom)
David, Paul – Graham County (In-Person)
English, Ann – Cochise County (Zoom)
Floyd, Heather – Cochise County Private Sector Representative (In-Person)
Montoya, Luis – Town of Clifton (In-Person)
Umphrey, Carolyn – City of Sierra Vista (Zoom)

STAFF PRESENT: Curtiss, Dina – Accounting Manager (**Zoom**)
Dennis, Keith – Community Development Program Manager (**In-Person**)
Heiss, Randy – Executive Director (**In-Person**)
Merideth, John – GIS Analyst (**Zoom**)
Peterson, Stephen – Economic Development Program Manager (**In-Person**)
Vertrees, Chris – Transportation Program Administrator (**In-Person**)

GUESTS: Carrie Gibbons – SEAGO Area Agency on Aging (**Zoom**)
A'kos Kovach – Greenlee County Tourism Association (**In-Person**)

I. CALL TO ORDER/PLEDGE OF ALLEGIANCE / INTRODUCTIONS

Chair Gomez called the meeting to order at 10:01 a.m. and Executive Director Heiss led the group in the Pledge of Allegiance. At the request of the Chair, Mr. Heiss read the names of those physically present and those attending electronically into the record.

II. MEMBER ENTITIES' DISCUSSION

Chair Gomez called on **Vice-Mayor Richard Ortega**. Vice Mayor Ortega informed the group that the City of Safford is working on a Sister Cities project with Cananea, Sonora Mexico. They will be meeting in Douglas in mid-September to discuss details and he expects it to be an uplifting experience. **Councilman Luis Montoya** reminded everyone that the Town of Clifton was founded in 1873 and will be celebrating its 150th year on November 4th. He mentioned the donation of a Huey UH-1 helicopter that will be placed at the Mares Bluff Memorial Site. He also stated that they will also hold their annual Colors of Copper Wine Festival and art exhibition and invited everyone to attend. **Representative Steve Ahmann** mentioned that his wife had been one of the founders of the Art Depot which has sponsored the art and wine tasting event - now in its 10th year. He too invited everyone to attend on November 4th. **Chair Gomez** welcomed everyone to Greenlee County, gateway to God's Country. He recognized **Supervisor Paul David** who had just joined the meeting. Randy Heiss also mentioned that **Alex Blake, Mayor of Duncan** had also joined the meeting by phone.

III. CALL TO THE PUBLIC

A'kos Kovach, representing the Greenlee County Tourism Association, announced a celebration of the donation of a Huey UH-1 helicopter that will be placed at the Mares Bluff Memorial Site. The celebration will be held November 4, 2023 Riverside RV Park in Clifton. He stated that November 4th will be quite a party with the Town of Clifton holding Founders Day at Fernandez Park, the Mares Bluff Veterans Memorial Association will be at the Clifton RV Park, and the Clifton Train Depot will have the Colors of Copper art show and wine tasting mentioned earlier. And the Clifton Social Club on historic Chase Creek Street is going to be open all day from noon until eight o'clock in the evening. He too invited everyone to attend.

IV. PRESENTATION: Portable Practical Education Preparation Microbusiness and Housing Development Corporation (PMHDC) Program offerings and potential partnership opportunities

Chair Gomez asked Randy Heiss to introduce the next speaker. Randy stated that Dr. John David Arnold of PPEP Microbusiness and Housing Development Authority has been a longtime friend to SEAGO. The organization offers a number of programs that align very well with SEAGO's mission such as their Housing Development Authority. All of our member entities across the region agree that the region is in dire need of all types of housing so there may be a role that a partnership with PMHDC can play. He then turned the floor over to Dr. Arnold who introduced members of his team to give an overview of each of their programs. After the presentation, Dr. Arnold provided contact information and offered to answer any questions.

V. ACTION ITEMS

1. Consent Agenda
 - a. Approval of minutes:
 - Regular Meeting May 19, 2023
 - Special Meeting July 10, 2023
 - Special Meeting July 25, 2023

Chair Gomez called for a motion to approve the minutes.

MOTION: Richard Ortega
SECOND: Luis Montoya
ACTION: Unanimous

- b. Nomination to the Advisory Council on Aging

Carrie Gibbons explained that the Advisory Council on Aging had nominated Mr. Ricardo Martinez to represent the unincorporated area of Santa Cruz County on the ACOA at their meeting on July 20th and presented a brief bio of Mr. Martinez' qualifications. Chair Gomez called for a motion to appoint Mr. Martinez to fill the vacant seat for unincorporated Santa Cruz County on the Advisory Council on Aging.

MOTION: Luis Montoya
SECOND: Richard Ortega
ACTION: Unanimous

2. Discussion and possible action to approve the SEAGO Five-Year Strategic Plan FY 2024 – FY 2028

Randy Heiss reminded members that every Executive Board packet includes a memorandum on the first page indicating the members of the Administrative Council who participated in their meeting where recommendations were made on matters under consideration of the Board and the manner of their participation. Randy also reminded everyone of the strategic planning retreat held at the Cochise College Benson Center February 9th and 10th of 2023 and facilitated by Melanie Greene. He explained that this year's strategic planning process included a more in depth approach that would allow SEAGO staff to offer

an inside perspective of new and existing program opportunities to implement the restated and simplified strategic goals identified by the Board and Council at the February 2020 retreat.

This richer and more robust process began with a full day staff retreat June 17, 2022. At the staff retreat, all SEAGO staff from each program participated in discussions and exercises designed to strengthen awareness of organizational inter-departmental functions; solidify departmental projects, priorities, and resource needs; provide perspective among and between departments on member entity and community impact; and structure a matrix of short and long-term program objectives in support of the organization and member communities.

On Day One of the February 2023 retreat, tables for each County were set up with members sitting at their respective table to discuss what efforts could benefit from SEAGO guidance and/or support. Members were tasked with prioritizing and recording these projects, programs, and/or support services. Before adjourning on Day One, members also discussed organizational priorities including Executive Director transition options and recommendations; public perception of SEAGO; technical assistance and local project support; and priorities for short and long terms.

Day Two's format began in the morning and included a review of priorities from the staff's point of view, the projects they were working on and projects they foresaw being implemented within the next five years. A brief review of the Staff retreat process in June of 2022 was provided and presentations on departmental objectives and tactics were then made by each department. Board and Council members were then asked to join the Program Managers at tables by program based on their interests. Each table was tasked to integrate Board, Council, and Program priorities into a cohesive list of priorities for each program.

Program Managers then presented revised objectives and priorities that integrated Board and Council priorities determined on Day One. In the months following the retreat, staff worked to fine tune the matrix of integrated objectives and tactics developed by retreat participants and draft the agency's Five-Year Strategic Plan for FY 2024 – FY 2028. The final draft of the Plan was distributed to SEAGO Program Managers on June 27th for their review. After staff review, the Plan was distributed to the Administrative Council and Executive Board on July 5th for review and comment and at the time of the meeting, no comments had been received.

Randy then went on to explain how the Strategic Plan was organized and provided Section IV of the Plan as an easy to read overview of the Plan's strategic goals, and integrated objectives and strategies/tactics without the granular detail of the tasks, activities, partners, timeframes, resources and outcome measures included in Appendix B, which represents the Strategic Plan implementation matrix. He then offered to answer any questions. Representative Heather Floyd asked if support for the Douglas Commercial Port of Entry was specifically listed in the Strategic Plan. Randy assured her that support for local agency infrastructure funding is an objective in the Strategic Plan and that the SEAGO region has been supportive historically and will continue to be supportive of in the future all things related to international trade and commerce.

Supervisor Paul David asked if the Strategic Plan has ever been amended annually or if there is an opportunity to amend the Plan in between regular updates. Randy responded that this is the Board's Strategic Plan for SEAGO and if there is a need or desire to update the plan at any time, he is confident that SEAGO staff would support it. Supervisor David noted that there is an urban flight currently taking place in response to the lawlessness or the disregard for the rule of law within the cities and one of the strongest economic development drivers is going to be a law and order and a population that is responsive. He suggested possibly a SEAGO resolution to advocate for and show support for our law enforcement because he believes the biggest growth is going to be in inflow of people who can't abide by what's happening in big cities. Randy stated that he would be willing to work with Supervisor David on a Resolution to bring forward at a future meeting. Chair Gomez called for a motion to approve the SEAGO Five-Year Strategic Plan FY2024 – FY2028.

MOTION: Ann English
SECOND: Paul David
ACTION: Unanimous

3. Discussion and possible action to approve Resolution No. 2023-02 relating to SEAGO's Title VI Plan

Chris Vertrees stated that SEAGO is required to develop a local Title VI Plan. The purpose of the plan is to describe how SEAGO intends to ensure that underserved individuals are provided meaningful opportunities to become involved in the transportation planning process within the SEAGO region. He prepared a Resolution for consideration which, if adopted, will provide immediate evidence of the Executive Board's approval of SEAGO's Title VI Implementation and Public Participation Plan. Chris offered to answer any questions. Chair Gomez called for a motion to approve Resolution No. 2023-02. Supervisor Paul David asked Chris how SEAGO would demonstrate that it had sufficiently reached out to underserved populations as required in the Title VI Plan. Chris responded that there are over forty tools and strategies built into the plan to determine specific steps to be taken to increase outreach to disadvantaged populations based on the number of disadvantaged people within a specific geographical area.

MOTION: Richard Ortega
SECOND: Luis Montoya
ACTION: Unanimous

4. Discussion and possible action to approve the 2023-2024 Regional Transportation Coordination Plan

Chris Vertrees gave a synopsis of the requirements of the Regional Transportation Coordination Plan, its history, and how having Executive Board approval of the document would allow SEAGO and its transit providers to be more competitive when seeking funding opportunities. He then offered to answer any questions. Chair Gomez called for a motion to approve the SEAGO 2023-2024 Regional Transportation Coordination Plan.

MOTION: Luis Montoya
SECOND: Steve Ahmann
ACTION: Unanimous

5. Discussion and possible action to authorize staff to solicit proposals for a consultant to assist in rebuilding the Housing Program

Keith Dennis gave a brief overview of the history of the SEAGO Housing Program and the facilities that had been built when SEAGO enjoyed status as a Community Housing Development Organization (CHDO). He stated that the direction to rebuild the Housing Program came as a response to the need for housing expressed by SEAGO members in the Strategic Planning process. He clarified that Community Development wished to employ best practices in rebuilding the program and to ensure that the right funding opportunities are pursued and capacity is developed in order to ensure efficient and effective program operation. The costs of a consultant are expected to exceed the \$20,000 procurement threshold requiring Executive Board approval before going to bid. Keith offered to answer any questions.

Vice-Mayor Bill Barlow asked what the anticipated timeframe would be for the work to take place under this contract. Mr. Dennis responded that it would likely be a two-year contract and SEAGO would like to have a consultant on board by the first quarter of next year. Supervisor Paul David thanked Keith for his work on this and referenced some pending funding opportunities that will soon be made available. He asked if Keith was prepared to respond to any of those. Keith responded that we are not in a position to apply for those opportunities at this time but hopes to be in the position to do so in the future with this study's recommendations.

Chair Gomez called for a motion to authorize staff to publish a request for proposals, evaluate proposals received, and enter into a contract with a qualified consultant for Housing Program development as requested by staff.

MOTION: Steve Ahmann
SECOND: Luis Montoya
ACTION: Unanimous

6. Discussion and possible action to authorize staff to solicit proposals for a consultant to implement the EPA Brownfields grant

Keith Dennis announced that SEAGO had been awarded a Brownfields Assessment grant from the Environmental Protection agency. He explained the grant will fund environmental cleanup and redevelopment studies for suitable sites in Graham, Greenlee and Santa Cruz Counties. Implementation of the program will require highly technical work in environmental studies and the procurement of a Qualified Environmental Professional is necessary. It's also anticipated that the costs of engaging such a consultant will exceed the procurement threshold of \$20,000 requiring Executive Board approval before going to bid and the costs of the QEP will be funded through the grant. Keith then offered to answer any questions.

Representative David Budd asked if this project would include a soils remediation program similar to the one conducted several years ago in Bisbee. Mr. Dennis responded that the Bisbee soils program was privately funded and this particular grant is more assessment and possible remediation of hazardous materials in existing structures to prepare specific sites that may then be redeveloped. Councilman Luis Montoya asked if this is the same program that recently assessed and cleaned up the Clifton Elks Lodge. Keith explained that the program referred to came from the same funding source, but those funds were awarded to the Arizona Department of Environmental Quality. Representative Steve Ahmann asked if the program could be used clean up contaminants along the San Francisco River. Keith responded that he did not know if that was possible, but we would learn more about those possibilities as we implement the EPA grant. Chair Gomez called for a motion to authorize staff to publish a request for proposals, evaluate proposals received, and enter into a contract with a Qualified Environmental Professional to implement the Brownfield Assessment Grant.

MOTION: Steve Ahmann
SECOND: David Budd
ACTION: Unanimous

VI. INFORMATION ITEMS

- A. Future Meeting Dates

Randy Heiss mentioned that the next meeting of the Executive Board will be held November 17, 2023. He also mentioned that there would be a need for the Administrative – Executive Committees to meet October 5th telephonically to conduct program related, time sensitive business between regular meetings of the Administrative Council and Executive Board. He asked the officers to please hold the date open in their calendars.

- B. Quarterly Finance Report

Dina Curtis presented the quarterly revenue and expenditure report March 31st through June 30th and offered to answer any questions.

- C. Community Development Report

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

- D. SEAGO Economic Development District Report

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

E. AAA Updates

Carrie Gibbons provided an update on AAA programs and responded to questions.

F. Transportation Program Updates

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

VII. RTAC REPORT

Kevin Adam provided the RTAC report and responded to questions.

VIII. STAFF ANNOUNCEMENTS / CURRENT EVENTS

Randy Heiss reported that the second draft of the compensation study performed by HR Know consulting had shown several of the Program Manager positions pay well under the minimum market salary, while most of the entry and mid-level positions are more in line with market conditions. He also reported that the Executive Director position had been reposted at a salary level of \$85,000 - \$115,000 and that the position closed August 14th at 5:00 p.m. There were six applicants – three from the last recruitment effort and three new applicants. He mentioned there will be a Recruitment Committee meeting on August 24th to decide which applicants would be recommended for interviews with the full Executive Board – likely at a meeting in mid-September. He also reminded the Board that he would be working remotely much of the month of September.

IX. FUTURE AGENDA ITEMS

Randy stated that the next Administrative Council agenda may include approval of CDBG regional account applications, updating SEAGO's Policy Principles, possible Housing Program considerations, additional EPA Brownfields activities, and other program business as needed. There may also be a Resolution in support of law enforcement and pledged to work with Supervisor David on language for such a Resolution that may be considered at the November meeting.

X. ADJOURNMENT

Chair Gomez called for adjournment of the meeting at 12:14 p.m.

**MINUTES OF
THE SPECIAL EXECUTIVE BOARD MEETING
1:00 P.M., MONDAY, SEPTEMBER 11, 2023
VIA ZOOM;
SEAGO MAIN OFFICE; MULTI-PURPOSE ROOM
1403 WEST HIGHWAY 92, BISBEE, AZ 85603**

- OFFICERS PRESENT: Budge, Ken – City of Bisbee (2nd Vice-Chair) **(In-Person)**
Gomez, David – Greenlee County (Chair) **(In-Person)**
Maldonado, Jorge – City of Nogales (Treasurer) **(In-Person)**
- MEMBERS PRESENT: Ahmann, Stephen – Greenlee County Private Sector Representative **(Zoom)**
Barlow, Bill – City of Tombstone **(In-Person)**
Budd, David – Santa Cruz County Private Sector Representative **(Zoom)**
David, Paul – Graham County **(In-Person)**
English, Ann – Cochise County **(In-Person)**
Floyd, Heather – Cochise County Private Sector Representative **(Zoom)**
Lopez, Edmund – Graham County Private Sector Representative **(In-Person)**
Umphrey, Carolyn – City of Sierra Vista **(In-Person)**
Valle, Daniel – Cochise County Private Sector Representative **(Zoom)**
- STAFF PRESENT: Heiss, Randy – Executive Director **(Zoom)**
- GUESTS (Candidates): Gary Edwards – 1:00 – 1:45 p.m. **(In-Person)**
Keith Dennis – 1:45 – 2:30 p.m. **(In-Person)**

1. CALL TO ORDER/ESTABLISH QUORUM

Chair Gomez called the meeting to order at 1:06 p.m. Chairman Gomez noted those present, and a quorum was established.

2. EXECUTIVE SESSION: the SEAGO Executive Board may, by a majority vote of its members constituting a quorum, adjourn to executive session to conduct interviews and for consideration of the employment of candidates for the position of SEAGO Executive Director pursuant to A.R.S. § 38-432.03 (A)(1).

Chair Gomez called for a motion to adjourn to executive session.

MOTION: Ann English
SECOND: Bill Barlow
ACTION: Unanimous

Executive session convened at 1:09 p.m.

3. RECONVENE TO PUBLIC SESSION

Chair Gomez reconvened the meeting to public session at 3:36 p.m.

4. POSSIBLE INTERVIEW(S) DISCUSSION, AND CONSIDERATION OF EMPLOYMENT OF ANY CANDIDATES WHO REQUEST THAT CONSIDERATION OF THEIR EMPLOYMENT BE HELD IN PUBLIC SESSION

No candidates requested their interview be conducted in public session so no action was needed or requested under this item.

5. DISCUSSION AND POSSIBLE DIRECTION TO STAFF RELATING TO THE SELECTION AND EMPLOYMENT OF THE NEXT SEAGO EXECUTIVE DIRECTOR

Chair Gomez called for a motion. Supervisor Ann English moved to hire Mr. Gary Edwards for the position of Executive Director.

MOTION: Ann English
SECOND: Paul David
ACTION: **Motion tied** with a vote of six (6) ayes (Stephen Ahmann, Ken Budge, Ann English, Edmund Lopez, Jorge Maldonado and Carolyn Umphrey), and six (6) nays (Bill Barlow, David Budd, Paul David, Heather Floyd, David Gomez and Daniel Valle).

Chair Gomez called for a motion. Mayor Ken Budge moved to hire Mr. Keith Dennis for the position of Executive Director.

MOTION: Ken Budge
SECOND: Bill Barlow
ACTION: **Motion passed** with a vote of eight (8) ayes (Bill Barlow, Ken Budge, David Budd, Paul David, Heather Floyd, David Gomez, Edmund Lopez and Daniel Valle), and four (4) nays. (Stephen Ahmann, Ann English, Jorge Maldonado and Carolyn Umphrey).

6. ADJOURNMENT

Chair Gomez adjourned the meeting at 3:46 p.m.



EXECUTIVE BOARD PACKET

MEMO TO: EXECUTIVE BOARD
FROM: RANDY HEISS, EXECUTIVE DIRECTOR
DATE: NOVEMBER 9, 2023
SUBJECT: SEAGO POLICY PRINCIPLES

The SEAGO team has updated the attached document identifying Policy Principles (or positions) for each program for Calendar Year 2024. This year, the process of updating 2024 Policy Principles was led by your incoming Executive Director.

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, the positions will be used in a three-fold flyer that can be distributed as needed.

As Executive Board members, your wisdom, thoughts and suggestions are valued and we hope you will help us further refine this document. 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.

At their meeting on November 2nd, the Administrative Council unanimously recommended approval of the SEAGO Policy Principles to the Executive Board.

Attachments: SEAGO Policy Principles Calendar Year 2024

Action Requested: Information Only Action Requested Below:

A motion to approve (amend or reject) the SEAGO Policy Principles for Calendar Year 2024 presented by staff.

SEAGO POLICY PRINCIPLES
CALENDAR YEAR ~~2023~~ 2024

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 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.
- 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 healthcare costs continue to rise, the ability to offer and maintain competitive healthcare benefits is an important tool to recruit and retain high-quality employees.

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%. While Arizona AAAs received another one-time appropriation from the State General Fund in FY ~~2023~~ 2024 to address this issue, a permanent solution is needed to support rate increases for providers of services to Arizona's vulnerable aging population.
- [Support the reauthorization of the Older Americans Act of 1965. Reauthorization of the Older Americans Act clarifies and reaffirms the roles of State and Area Agencies on Aging in coordinating community-based services, and in maintaining accountability for the funding of national priority services.](#) (Note: The last authorization was from March 2020 through 2024.)
- 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 available housing stock and address homelessness and housing affordability in the region.
- [Advocate to the Arizona Department of Housing for increased capacity building funding to be directed to rural Community Housing Development Organizations \(CHDOs\). Due to a lack of operational capacity, an insufficient number of rural CHDOs exist to address the serious deficit of affordable housing in rural communities across Arizona. HUD's Final Rule regarding CHDO funding \(§ 92.208\) allows up to 5 percent of a state's fiscal year HOME allocation to be used for the operating expenses and capacity building costs of CHDOs, yet ADOH has chosen not to make those funds available within their HUD Annual Action Plan.](#)

Economic Development:

- Support increased funding for the “Partnership Planning” program to at least \$40 million in FY ~~2023~~ 2024 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 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.~~
- Support continued efforts to bring new broadband infrastructure construction projects to our Region.

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 Arizona General Fund budget legislation ~~to provide a minimum of \$50 million in the Arizona General Fund budget~~ to fund Greater Arizona’s Rural Transportation Priority Projects.
- Support legislation in the Arizona General Fund budget to continue funding the AZ SMART program.
- 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 9, 2023
SUBJECT: RESOLUTION 2023-03

Attached for your consideration is an updated Resolution urging the Governor and Legislature to modernize Arizona's transportation funding sources and declaring opposition to diversions out of HURF and into the State General Fund above the \$20 million authorized by statute.

Due to significant surpluses of state revenues in recent years, the risk of such diversions was substantially reduced and we shifted our efforts to supporting the RTAC Legislative earmarks for Greater Arizona transportation projects. However, with the [recent news](#) of an expected \$400 million budget deficit in the current fiscal year and a \$450 million budget deficit in fiscal year 2025, there is a strong possibility the Legislature may revert to its old ways to balance the State budget. Therefore, this year's Resolution:

- Applauds efforts at the State level to minimize the diversion of transportation revenues in recent years and recognizes recent earmarks to fund transportation investments from surplus general fund revenues;
- Acknowledges recent efforts to repay HURF funding diverted in prior years, but points out the historic underinvestment in transportation has caused State and local infrastructure to fall into a serious state of disrepair;
- Recognizes the year-over-year increases in HURF receipts, while pointing out that these revenues remain inadequate to meet State transportation system needs;
- Provides key data from the State's recently updated LRTP demonstrating the funding gap between needs and available revenues on the ADOT system alone;
- Points out the fact that inflation in the transportation construction industry has risen at a faster pace than contemporary inflationary measurements;
- Points out that Arizona's fuel tax rate remains ranked at 47th in the nation and that the purchasing power of Arizona's fuel tax has been reduced by approximately 45 percent toward funding statewide highway investments;

- Encourages our elected leaders to modernize State transportation funding mechanisms by taking action to dedicate a portion of the State’s future income tax collections and/or a portion of the State’s future sales taxes to transportation infrastructure investments in order to adequately fund the ongoing maintenance and construction of Arizona’s transportation infrastructure into the future; and
- Opposes transfers out of HURF and into the State General Fund above the \$20 million authorized by statute as a means to balance the State budget.

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

At their meeting on November 2nd, the Administrative Council unanimously recommended approval of Resolution 2023-03 to the Executive Board.

Attachments: Resolution 2023-03

Action Requested: Information Only Action Requested Below:

A motion to approve Resolution 2023-03.



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*
 - San Carlos Apache Tribe*

SEAGO Main Office

*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
520-432-2528
520-432-9168 Fax*

www.seago.org

RESOLUTION NO. 2023-03

A RESOLUTION OF THE SOUTHEASTERN ARIZONA GOVERNMENTS ORGANIZATION EXECUTIVE BOARD URGING ARIZONA’S STATE ELECTED LEADERS TO MODERNIZE OUR TRANSPORTATION INFRASTRUCTURE FUNDING MECHANISMS AND DECLARING ITS OPPOSITION TO TRANSFERS OF HURF INTO THE STATE GENERAL FUND

WHEREAS, the SouthEastern Arizona Governments Organization (SEAGO) is a regional planning agency which performs and coordinates a variety of functions, including transportation planning and programming for the non-urbanized areas of Cochise, Graham, Greenlee, and Santa Cruz Counties; and

WHEREAS, the SEAGO Executive Board recognizes and applauds the efforts of the Governor and Legislature in recent years to minimize the diversion of existing revenue streams dedicated to maintaining, modernizing and expanding Arizona’s transportation infrastructure, and to fund key transportation investments statewide from surplus general fund revenues; and

WHEREAS, although recent appropriations from the Governor and Legislature have begun to repay the more than \$2.1 billion diverted from HURF to the State General Fund since fiscal year 2000, these historic diversions of dedicated transportation funding have caused State and local transportation infrastructure to fall into a state of disrepair and planned transportation projects have been deferred for routine maintenance work – which will result in more costly reconstruction at the public’s expense in the future, negatively impact highway safety, and increase vehicle maintenance and repair costs for both the general public and businesses; and

WHEREAS, most revenue streams dedicated to funding transportation investments have continued to experience year-over-year increases in receipts, but remain wholly inadequate to meet State transportation system needs for reasons expressed below; and

WHEREAS, ADOT’s 25-year Long Range Transportation Plan 2026 – 2050 considers such factors as pavement conditions, congestion levels and safety performance, and anticipates \$231.4 billion will be needed to meet Statewide Multimodal Spending Needs over the Plan’s 25-year period; and

WHEREAS, the State’s Long Range Transportation Plan has identified Arizona’s total highway capital needs from 2026 – 2050 to be \$174.4 billion, and with only \$62.8 billion in anticipated revenue to meet those needs, there remains a \$111.6 billion funding gap between system needs and available revenues; and

WHEREAS, due to escalating materials and labor costs, ADOT construction cost data indicates that highway construction costs have risen 123 percent since 2016 and 19 percent since 2022, underscoring the fact that inflation in the transportation construction industry has risen at a faster pace than contemporary inflationary measurements; and

WHEREAS, last increased in 1991, Arizona’s fuel tax rate remains ranked at 47th in the nation as thirty-seven other states have proactively increased their gasoline tax, implemented automatic adjustments based on fuel prices and inflation, or alternative funding measures such as sales taxes dedicated to transportation or transitioning to vehicle miles travelled fee structures since 2010; and

WHEREAS, due to improved fuel efficiency, a reduction in vehicle miles travelled, and fuel taxes not being adjusted for inflation for nearly thirty-two years, the purchasing power of Arizona’s 18 cents per gallon fuel tax has been reduced by approximately 45 percent toward funding statewide highway investments; and

WHEREAS, legislative budget analysts recently projected a shortfall in the State General Fund of approximately \$400 million in the current fiscal year and are forecasting a \$450 million deficit in fiscal year 2025, which could place the viability of future Legislative earmarks for transportation system needs in jeopardy; and

WHEREAS, State income tax for fiscal year 2023 are estimated at \$5.2 billion, and State transaction privilege tax collections for the same year are estimated at \$7.6 billion – numbers that are expected to increase each year going forward as the state’s economy and population grows; and

WHEREAS, due to the factors above, proactive steps should be taken by our elected leaders to modernize state transportation infrastructure funding mechanisms while the economic conditions remain conducive to doing so.

NOW THEREFORE, BE IT RESOLVED BY THE SEAGO EXECUTIVE BOARD AS FOLLOWS:

THAT, the Governor and State Legislature are hereby urged to consider modernizing State transportation funding mechanisms by:

- Taking actions that would dedicate a portion of the State’s future income tax collections to transportation infrastructure investments in order to adequately fund the ongoing maintenance and construction of Arizona’s transportation infrastructure into the future; and/or
- Taking actions that would dedicate a portion of the State’s future sales taxes to transportation infrastructure investments in order to adequately fund the ongoing maintenance and construction of Arizona’s transportation infrastructure into the future.

AND THAT, the SEAGO Executive Board hereby declares its opposition to transfers out of HURF and into the State General Fund above the \$20 million authorized by statute.

Passed and adopted by the SEAGO Executive Board on this 17th day of November 2023.

David Gomez, Chair
SEAGO Executive Board

Randy Heiss,
SEAGO Executive Director



EXECUTIVE BOARD PACKET

MEMO TO: EXECUTIVE BOARD
FROM: RANDY HEISS, EXECUTIVE DIRECTOR
DATE: NOVEMBER 9, 2023
SUBJECT: CLASSIFICATION AND COMPENSATION PLAN UPDATE

As most of you probably recall, SEAGO last updated its Classification and Compensation Plan in 2005. While adjustments to salary grades for certain positions were made over the ensuing 18 years as needed, our salary range structure had become increasingly uncompetitive when compared to other COGs, Metropolitan Planning Organizations (MPOs), and many of our member government entities. In fact, the minimum salary for 10 of our positions had fallen below the State's minimum wage. In addition, positions were added to our Classification Plan without a clear understanding of what similar positions earn in the southeastern Arizona labor market.

In order to address this condition, we engaged the services of HR KNOW to review the positions within SEAGO's Classification Plan, perform a comprehensive market study, and provide salary grade and range recommendations for each active and inactive position. The intent of the study was to increase SEAGO's competitiveness with like-size organizations in the southeastern Arizona labor market and with other rural COGs and MPOs.

Due to the expanded role and geographical dispersion of employees of the SEAGO Area Agency on Aging, we also determined that the span of control within the agency was far broader than what is considered optimal. As a result, a Deputy AAA Program Director was added to the Classification Plan. And in the process of reviewing our Classification Plan, HR KNOW noted that SEAGO's current classification system includes 65 salary grades – far more than needed in an organization of our size and capacity. Although it was outside the scope of HR KNOW's services, an update to our Classification Plan was provided at no additional charge. The new Classification Plan includes 35 salary grades with 40% bandwidth between the minimum and maximum salary for each grade and a separation of 5% between grades.

I have included two attachments to this memo for your consideration. The first shows SEAGO's existing salary grades and ranges, the minimum market salaries for each position based on HR KNOW's market study, and HR KNOW's new salary grade and range recommendations for each position. The second attachment is the proposed update to our Classification and Compensation Plan implementing HR KNOW's recommendations. I look forward to discussing the proposed update with you and will try to answer any questions you may have at the meeting.

At their meeting on November 2nd, the Administrative Council unanimously recommended approval of the Classification and Compensation Plan Update to the Executive Board.

Attachments: HR KNOW 2023 Grade Recommendations; Proposed SEAGO Classification and Compensation Plan Update – 11.17.2023

Action Requested: Information Only Action Requested Below:

A motion to approve the SEAGO Classification and Compensation Plan update as presented by staff.

Dept	Class Code	Job Classes	SEAGO				Notes	Mkt		Recomm			
			Grade	SEAGO Min	SEAGO Mid	SEAGO Max		Minimum	Mkt Median	Grade	NEW Min	NEW Mid	NEW Max
Management	205	AAA Deputy Program Director	N/A	N/A	N/A	N/A		\$60,955	\$72,165	108	\$49,609	\$59,530	\$69,452
Management	102	AAA Program Director	43	\$48,468	\$58,162	\$67,855		\$68,575	\$81,186	114	\$66,480	\$79,777	\$93,073
Administrative Services	155	Accounting Manager	40	\$45,007	\$54,008	\$63,010		\$65,852	\$79,130	113	\$63,315	\$75,978	\$88,641
Administrative Services	195	Administrative Assistant I (PT)	4	\$18,502	\$22,202	\$25,903		\$38,397	\$44,358	102	\$37,019	\$44,423	\$51,826
Administrative Services	190	Administrative Assistant II (FT)	25	\$31,076	\$37,291	\$43,506		\$40,601	\$47,298	103	\$38,870	\$46,644	\$54,418
Transportation	620	Assistant Mobility Manager	33	\$37,863	\$45,436	\$53,008		\$47,489	\$56,543	105	\$42,854	\$51,425	\$59,995
Area Agency on Aging	215	Care Coordinator	17	\$25,298	\$30,358	\$35,417		\$38,639	\$45,828	103	\$38,870	\$46,644	\$54,418
Area Agency on Aging	220	Case Management Coordinator	22	\$28,857	\$34,628	\$40,400		\$43,025	\$51,424	105	\$42,854	\$51,425	\$59,995
Area Agency on Aging	225	Case Manager I	22	\$28,857	\$34,628	\$40,400		\$35,990	\$42,723	102	\$37,019	\$44,423	\$51,826
Area Agency on Aging	222	Case Manager II	26	\$31,853	\$38,224	\$44,594		\$41,816	\$49,702	104	\$40,813	\$48,976	\$57,139
Administrative Services	180	Community Coordinator	25	\$31,076	\$37,291	\$43,506		\$40,194	\$47,424	103	\$38,870	\$46,644	\$54,418
Management	103	Community Development Program Manager	41	\$46,132	\$55,358	\$64,585		\$58,464	\$67,360	111	\$57,428	\$68,914	\$80,400
Management	104	Economic Development Program Manager	39	\$43,909	\$52,691	\$61,473		\$54,161	\$64,501	109	\$52,089	\$62,507	\$72,925
Economic Development	415	Economic Recovery Coordinator	30	\$35,159	\$42,191	\$49,223		\$47,245	\$56,806	107	\$47,246	\$56,696	\$66,145
Administrative Services	175	Executive Assistant	23	\$29,578	\$35,494	\$41,409		\$43,600	\$49,580	105	\$42,854	\$51,425	\$59,995
Management	101	Executive Director	55	\$65,183	\$78,220	\$91,256		\$119,722	\$136,495	121	\$91,636	\$112,254	\$132,872
Transportation	635	GIS Analyst I	27	\$32,649	\$39,179	\$45,709		\$42,097	\$51,735	108	\$49,609	\$59,530	\$69,452
Transportation	630	GIS Analyst II	36	\$40,774	\$48,929	\$57,084		\$45,276	\$55,712	109	\$52,089	\$62,507	\$72,925
Area Agency on Aging	235/240	Health and Nutrition / Ombudsman Program Coordina	22	\$28,857	\$34,628	\$40,400	[1] Part-time O	\$44,671	\$53,446	104	\$40,813	\$48,976	\$57,139
Area Agency on Aging	236	Health and Nutrition Program Coordinator	11	\$21,993	\$26,392	\$30,790		\$39,797	\$46,592	102	\$37,019	\$44,423	\$51,826
Area Agency on Aging	230	Health Insurance Assistance Program Coordinator	22	\$28,857	\$34,628	\$40,400		\$43,442	\$51,460	103	\$38,870	\$46,644	\$54,418
Housing	595	Housing Assistant (PT)	12	\$23,107	\$27,728	\$32,350		\$34,216	\$40,888	101	\$35,256	\$42,307	\$49,358
Management	105	Housing Program Manager	35	\$39,780	\$47,736	\$55,692		\$53,628	\$63,339	109	\$52,089	\$62,507	\$72,925
Housing	590	Housing Program Specialist	18	\$26,143	\$31,372	\$36,600		\$37,484	\$45,323	103	\$38,870	\$46,644	\$54,418
Area Agency on Aging	210	Management Analyst I	18	\$26,143	\$31,372	\$36,600		\$52,213	\$62,262	106	\$44,997	\$53,996	\$62,995
Area Agency on Aging	295	Office Specialist I (PT)	1	\$17,181	\$20,617	\$24,053		\$35,805	\$40,892	101	\$35,256	\$42,307	\$49,358
Area Agency on Aging	290	Office Specialist II (FT)	18	\$26,143	\$31,372	\$36,600		\$36,149	\$41,905	102	\$37,019	\$44,423	\$51,826
Community Development	310	Planner I - Community Development	28	\$33,465	\$40,158	\$46,851		\$47,156	\$55,712	104	\$40,813	\$48,976	\$57,139
Economic Development	410	Planner I - Economic Development	18	\$26,143	\$31,372	\$36,600		\$47,366	\$54,624	104	\$40,813	\$48,976	\$57,139
Transportation	610	Planner I - Transportation	28	\$33,465	\$40,158	\$46,851		\$54,499	\$64,221	108	\$49,609	\$59,530	\$69,452
Community Development	305	Planner II - Community Development	34	\$38,809	\$46,571	\$54,333		\$47,156	\$58,683	105	\$42,854	\$51,425	\$59,995
Economic Development	405	Planner II - Economic Development	30	\$35,159	\$42,191	\$49,223		\$50,741	\$58,683	105	\$42,854	\$51,425	\$59,995
Transportation	605	Planner II - Transportation	34	\$38,809	\$46,571	\$54,333		\$57,323	\$67,427	110	\$54,694	\$65,632	\$76,571
Community Development	395	Planning Specialist - CDBG (PT)	15	\$24,883	\$29,860	\$34,836		\$44,068	\$52,216	102	\$37,019	\$44,423	\$51,826
Transportation	615	Regional Mobility Manager	40	\$45,007	\$54,008	\$63,010		\$57,233	\$68,288	110	\$54,694	\$65,632	\$76,571
Housing	505	Senior Housing Program Specialist	30	\$35,159	\$42,191	\$49,223		\$42,950	\$52,018	105	\$42,854	\$51,425	\$59,995
Community Development	390	Senior Planning Specialist - CDBG	25	\$31,076	\$37,291	\$43,506		\$49,211	\$57,604	106	\$44,997	\$53,996	\$62,995
Transportation	625	Training - Title VI Coordinator	33	\$37,863	\$45,436	\$53,008		\$45,773	\$52,864	106	\$44,997	\$53,996	\$62,995
Management	106	Transportation Program Administrator	49	\$56,207	\$67,448	\$78,690		\$67,827	\$81,811	115	\$69,804	\$83,765	\$97,726



Job Code	Job Families and Job Classes	Current / FLSA	Incumbent
Management			
101	Executive Director	Exempt	Randy Heiss
102	Area Agency on Aging Program Director	Exempt	Vacant
103	Community Development Program Manager	Exempt	Keith Dennis
104	Economic Development Program Manager	Non-Exempt	Vacant
105	Housing Program Manager	Exempt	Vacant
106	Transportation Program Administrator	Exempt	Chris Vertrees
Administrative Services			
155	Accounting Manager	Exempt	Dina Curtiss
175	Executive Assistant	Non-Exempt	Vacant
180	Community Coordinator	Non-Exempt	David Miller
190	Administrative Assistant II (FT)	Non-Exempt	Diane Becerra
195	Administrative Assistant I (PT)	Non-Exempt	Vacant
Area Agency on Aging			
205	Deputy AAA Program Director	Exempt	Carrie Gibbons
210	Management Analyst I	Non-Exempt	Vacant
215	Care Coordinator	Non-Exempt	Karen Enriquez
220	Case Management Coordinator	Exempt	Seana Riffle
222	Case Manager II	Non-Exempt	Vacant
225	Case Manager I	Non-Exempt	Multiple
230	Health Insurance Assistance Program Coordinator	Non-Exempt	Elsa Centeno
235	Health and Nutrition Program Coordinator (PT)	Non-Exempt	Shira Martin
236	Health and Nutrition Program Coordinator (FT)	Non-Exempt	Julie Cresswell
240	Ombudsman Program Coordinator	Non-Exempt	Shira Martin
290	Office Specialist II (FT)	Non-Exempt	Michelle Miller
295	Office Specialist I (PT)	Non-Exempt	Vacant
Community Development			
305	Planner II – Community Development	Non-Exempt	Vacant
310	Planner I – Community Development	Non-Exempt	Vacant
390	Senior Planning Specialist – CDBG (FT)	Non-Exempt	Robin Dumas
395	Planning Specialist – CDBG (PT)	Non-Exempt	Vacant
Economic Development			
405	Planner II – Economic Development	Non-Exempt	Vacant
410	Planner I - Economic Development	Non-Exempt	Vacant
415	Economic Recovery Coordinator	Non-Exempt	Vacant
Housing			
505	Senior Housing Program Specialist	Non-Exempt	Vacant
590	Housing Program Specialist	Non-Exempt	Vacant
595	Housing Assistant (PT)	Non-Exempt	Vacant
Transportation			
605	Planner II – Transportation	Non-Exempt	Vacant
610	Planner I – Transportation	Non-Exempt	Vacant
615	Regional Mobility Manager	Non-Exempt	Jessica Aguayo
620	Assistant Regional Mobility Manager	Non-Exempt	Angelica Novoa
625	Training – Title VI Coordinator	Non-Exempt	Vacant
630	GIS Analyst II	Non-Exempt	John Merideth
635	GIS Analyst I	Non-Exempt	Vacant



Class Code	Job Families and Job Classes	Salary Grade	Salary Range		
			Minimum	Midpoint	Maximum
		135	\$181,432	\$222,254	\$263,077
		134	\$172,793	\$211,671	\$250,549
		133	\$164,564	\$201,591	\$238,618
		132	\$156,728	\$191,992	\$227,256
		131	\$149,265	\$182,849	\$216,434
		130	\$142,157	\$174,142	\$206,127
		129	\$135,387	\$165,850	\$196,312
		128	\$128,940	\$157,952	\$186,964
		127	\$122,800	\$150,431	\$178,061
		126	\$116,953	\$143,267	\$169,582
		125	\$111,384	\$136,445	\$161,506
		124	\$106,080	\$129,948	\$153,815
		123	\$101,028	\$123,760	\$146,491
		122	\$96,217	\$117,866	\$139,515
101	Executive Director	121	\$91,636	\$112,254	\$132,872
		120	\$87,272	\$106,908	\$126,544
		119	\$83,116	\$101,817	\$120,518
		118	\$79,158	\$96,969	\$114,779
		117	\$75,389	\$92,351	\$109,314
		116	\$73,295	\$87,954	\$102,613
106	Transportation Program Administrator	115	\$69,804	\$83,765	\$97,726
102	Area Agency on Aging Program Director	114	\$66,480	\$79,777	\$93,073
155	Accounting Manager	113	\$63,315	\$75,978	\$88,641
		112	\$60,300	\$72,360	\$84,420
103	Community Development Program Manager	111	\$57,428	\$68,914	\$80,400
605	Planner II – Transportation	110	\$54,694	\$65,632	\$76,571
615	Regional Mobility Manager	110	\$54,694	\$65,632	\$76,571
104	Economic Development Program Manager	109	\$52,089	\$62,507	\$72,925
105	Housing Program Manager	109	\$52,089	\$62,507	\$72,925
630	GIS Analyst II	109	\$52,089	\$62,507	\$72,925
205	Deputy AAA Program Director	108	\$49,609	\$59,530	\$69,452
610	Planner I – Transportation	108	\$49,609	\$59,530	\$69,452
635	GIS Analyst I	108	\$49,609	\$59,530	\$69,452
415	Economic Recovery Coordinator	107	\$47,246	\$56,696	\$66,145
210	Management Analyst I	106	\$44,997	\$53,996	\$62,995
390	Senior Planning Specialist – CDBG (FT)	106	\$44,997	\$53,996	\$62,995
625	Training – Title VI Coordinator	106	\$44,997	\$53,996	\$62,995
175	Executive Assistant	105	\$42,854	\$51,425	\$59,995
220	Case Management Coordinator	105	\$42,854	\$51,425	\$59,995
305	Planner II – Community Development	105	\$42,854	\$51,425	\$59,995
405	Planner II – Economic Development	105	\$42,854	\$51,425	\$59,995
505	Senior Housing Program Specialist	105	\$42,854	\$51,425	\$59,995
620	Assistant Mobility Manager	105	\$42,854	\$51,425	\$59,995
222	Case Manager II	104	\$40,813	\$48,976	\$57,139



Class Code	Job Families and Job Classes	Salary Grade	Salary Range		
			Minimum	Midpoint	Maximum
235/240 ¹	Health and Nutrition / Ombudsman Prog. Coord.	104	\$40,813	\$48,976	\$57,139
310	Planner I - Community Development	104	\$40,813	\$48,976	\$57,139
410	Planner I - Economic Development	104	\$40,813	\$48,976	\$57,139
180	Community Coordinator	103	\$38,870	\$46,644	\$54,418
190	Administrative Assistant II (FT)	103	\$38,870	\$46,644	\$54,418
215	Care Coordinator	103	\$38,870	\$46,644	\$54,418
230	Health Insurance Assistance Program Coord.	103	\$38,870	\$46,644	\$54,418
590	Housing Program Specialist	103	\$38,870	\$46,644	\$54,418
195	Administrative Assistant I (PT)	102	\$37,019	\$44,423	\$51,826
225	Case Manager I	102	\$37,019	\$44,423	\$51,826
236	Health and Nutrition Program Coordinator (FT)	102	\$37,019	\$44,423	\$51,826
290	Office Specialist II (FT)	102	\$37,019	\$44,423	\$51,826
395	Planning Specialist – CDBG (PT)	102	\$37,019	\$44,423	\$51,826
295	Office Specialist I (PT)	101	\$35,256	\$42,307	\$49,358
595	Housing Assistant (PT)	101	\$35,256	\$42,307	\$49,358

¹ Part-time Ombudsman Program and Health and Nutrition Program Coordinator positions combined



Class Code	Job Families and Job Classes	Salary Grade	Salary Range		
			Minimum	Midpoint	Maximum
Management					
101	Executive Director	121	\$91,636	\$112,254	\$132,872
102	Area Agency on Aging Program Director	114	\$66,480	\$79,777	\$93,073
103	Community Development Program Manager	111	\$57,428	\$68,914	\$80,400
104	Economic Development Program Manager	109	\$52,089	\$62,507	\$72,925
105	Housing Program Manager	109	\$52,089	\$62,507	\$72,925
106	Transportation Program Administrator	115	\$69,804	\$83,765	\$97,726
Administrative Services					
155	Accounting Manager	113	\$63,315	\$75,978	\$88,641
175	Executive Assistant	105	\$42,854	\$51,425	\$59,995
180	Community Coordinator	103	\$38,870	\$46,644	\$54,418
190	Administrative Assistant II (FT)	103	\$38,870	\$46,644	\$54,418
195	Administrative Assistant I (PT)	102	\$37,019	\$44,423	\$51,826
Area Agency on Aging					
205	Deputy AAA Program Director	108	\$49,609	\$59,530	\$69,452
210	Management Analyst I	106	\$44,997	\$53,996	\$62,995
215	Care Coordinator	103	\$38,870	\$46,644	\$54,418
220	Case Management Coordinator	105	\$42,854	\$51,425	\$59,995
222	Case Manager II	104	\$40,813	\$48,976	\$57,139
225	Case Manager I	102	\$37,019	\$44,423	\$51,826
230	Health Insurance Assistance Program Coord.	103	\$38,870	\$46,644	\$54,418
235/240 ²	Health and Nutrition / Ombudsman Prog. Coord.	104	\$40,813	\$48,976	\$57,139
236	Health and Nutrition Program Coordinator (FT)	102	\$37,019	\$44,423	\$51,826
290	Office Specialist II (FT)	102	\$37,019	\$44,423	\$51,826
295	Office Specialist I (PT)	101	\$35,256	\$42,307	\$49,358
Community Development					
305	Planner II – Community Development	105	\$42,854	\$51,425	\$59,995
310	Planner I - Community Development	104	\$40,813	\$48,976	\$57,139
390	Senior Planning Specialist – CDBG (FT)	106	\$44,997	\$53,996	\$62,995
395	Planning Specialist – CDBG (PT)	102	\$37,019	\$44,423	\$51,826
Economic Development					
405	Planner II – Economic Development	105	\$42,854	\$51,425	\$59,995
410	Planner I - Economic Development	104	\$40,813	\$48,976	\$57,139
415	Economic Recovery Coordinator	107	\$47,246	\$56,696	\$66,145

² Part-time Ombudsman Program and Health and Nutrition Program Coordinator positions combined



Class Code	Job Families and Job Classes	Salary Grade	Salary Range		
			Minimum	Midpoint	Maximum
Housing					
505	Senior Housing Program Specialist	105	\$42,854	\$51,425	\$59,995
590	Housing Program Specialist	103	\$38,870	\$46,644	\$54,418
595	Housing Assistant (PT)	101	\$35,256	\$42,307	\$49,358
Transportation					
605	Planner II – Transportation	110	\$54,694	\$65,632	\$76,571
610	Planner I – Transportation	108	\$49,609	\$59,530	\$69,452
615	Regional Mobility Manager	110	\$54,694	\$65,632	\$76,571
620	Assistant Mobility Manager	105	\$42,854	\$51,425	\$59,995
625	Training – Title VI Coordinator	106	\$44,997	\$53,996	\$62,995
630	GIS Analyst II	109	\$52,089	\$62,507	\$72,925
635	GIS Analyst I	108	\$49,609	\$59,530	\$69,452



EXECUTIVE BOARD PACKET

MEMO TO: EXECUTIVE BOARD
THROUGH: RANDY HEISS, EXECUTIVE DIRECTOR
FROM: KEITH DENNIS, COMMUNITY DEVELOPMENT PROGRAM MANAGER
DATE: NOVEMBER 9, 2023
SUBJECT: 2023 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 increased by \$41,055, from \$1,305,950 in 2022 to \$1,347,005 in 2023. This increase more than makes up for last year's decrease of approximately \$30,000. SEAGO's overall share has increased by roughly \$140,000 over the last four years. Following are the CDBG applications SEAGO submitted to the Arizona Department of Housing this year:

Duncan: Water system improvements to the Hunter Estates area.

Nogales: Camino del Sol Water and sewer improvements (Phase 2)

Pima: Main Street Improvements

SEAGO intends to enter into our standard Technical Assistance Contracts with these communities to administer their CDBG. Our 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. As such, we seek your recommendation for approval of these applications to our Executive Board. Please contact me if you have any questions.

At their meeting on November 2nd, the Administrative Council unanimously recommended approval of the 2023 CDBG Applications to the Executive Board.

Attachments: None

Action Requested: Information Only Action Requested Below

A motion to approve of the 2023 CDBG project applications.



EXECUTIVE BOARD PACKET

MEMO TO: EXECUTIVE BOARD
FROM: KEITH DENNIS, COMMUNITY AND ECONOMIC DEVELOPMENT
PROGRAM MANAGER
DATE: November 9, 2023
SUBJECT: REQUEST TO SOLICIT PROPOSALS – RURAL ENERGY FOR
AMERICA TECHNICAL ASSISTANCE GRANT

BACKGROUND

SEAGO has new Strategic Plan to guide our efforts over the next five years. From time to time, however, opportunities arise that are not included in the Plan but which are nevertheless worthy of pursuit. Our Broadband efforts, the Brownfield Assistance Grant and the SEAGO CARES mortgage assistance program were not included in the 2017 Strategic Plan nor in the 2020 update. Since 2020 there have been several such opportunities due to new legislation such as the CARES Act, the Inflation Reduction Act (IRA) and the Bipartisan Infrastructure Law (BIL).

As regards the Community Development Strategies and Tactics in our Plans, we have long identified USDA as an agency with which we should develop strategic partnerships. Due to a rare opportunity that arose this summer, we can report our first collaboration with USDA is here. In this case, the partnership is for economic development activities rather than housing.

RURAL ENERGY FOR AMERICA (REAP)

The Rural Energy for America program “provides guaranteed loan financing and grant funding to agricultural producers and rural small businesses for renewable energy systems or to make energy efficiency improvements. Agricultural producers may also apply for new energy efficient equipment and new system loans for agricultural production and processing” ([link](#)).

The REAP program benefits and technologies are considered by USDA to be significantly under-utilized in Arizona and in the SEAGO Region. SEAGO applied for and is scheduled to be awarded a \$150,000 REAP Technical Assistance Grant before the end of this calendar year. The purpose of the REAP TAG is to help SEAGO assist farmers, ranchers and rural small businesses take advantage of underutilized energy efficiency technologies such as solar panels and wind turbines. In addition, energy efficient heating and cooling systems, lighting and insulation, and energy efficiency upgrades for irrigation systems are eligible activities. 40% of the overall cost for these improvements is given back to these businesses as a rebate once complete.

Grant funds would be used to procure a consultant who would develop the program as well as

the capacity within SEAGO to package to assist REAP program applicants. The majority of the award would be for internal SEAGO staffing, and the grant period is 18 months.

The attraction of new businesses and industries has historically been a key focus of our Economic Development Program. The REAP TAG program is intended to support and strengthen existing small businesses and agricultural operations in our Region. SEAGO's Community and Economic Development staff see the REAP program as an opportunity with considerable potential for growth. There are other sub-programs and funding sources for similar activities associated with REAP, for instance. The grant we've been awarded allows us to explore this path and determine whether continued or deeper engagement is desired by the private sector in our Region.

At their meeting on November 2nd, the Administrative Council unanimously recommended approval of the Request to Solicit Proposals – Rural Energy for America Technical Assistance Grant to the Executive Board.

Attachments: None

Action Requested: Information Only Action Requested Below:

A motion to approve authorization of staff to publish a request for proposals, evaluate proposals received, and enter into a contract with a consulting firm to implement the Rural Energy for America Technical Assistance Grant.



EXECUTIVE BOARD PACKET

MEMO TO: EXECUTIVE BOARD
FROM: RANDY HEISS, EXECUTIVE DIRECTOR
DATE: NOVEMBER 9, 2023
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 8, 2024*	February 23, 2024 - Cochise County*
May 2, 2024	May 17, 2024 - Graham County
August 1, 2024	August 16, 2024 - Greenlee County
November 7, 2024	November 22, 2024 – 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)
November 30, 2023 – 9:00 a.m.
April 4, 2024 – 9:00 a.m.
May 30, 2024 – 9:00 a.m.
October 3, 2024 – 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 9, 2023
SUBJECT: IMPLEMENTATION OF STRATEGIC PLAN GOALS

The [Five-Year SEAGO Strategic Plan FY 2024 - 2028](#) was approved by the Administrative Council and Executive Board at our August 2023 meetings and became effective retroactively on July 1, 2023.

Attached is a comprehensive report on the progress each program has made toward accomplishing the Objectives, Tactics, and associated tasks and activities that were outlined to advance the goals of our updated Strategic Plan.

I look forward to answering any questions you may have at our meeting.

Attachments: None

Action Requested: Information Only Action Requested Below:

STRATEGIC PLAN PROGRESS REPORT

AREA AGENCY ON AGING	
Goal 1: Identify, provide, and enhance services and resources to address the sustainability of our communities and constituents	
Objective 1: Fill Program Vacancies	
Strategy / Tactics	Progress to date (10/20/2023):
A. Complete Case Management Transition	
i) Continue recruitment efforts for the Benson Case Management position	<i>Lori West began employment on September 5, 2023, and is currently undergoing training. Her office in Benson as an in-kind donation by the Benson Hospital is awaiting her when ready.</i>
ii) Recruit permanent Douglas Case Manager	<i>The case manager Elizabeth Torres has successfully met probation and has shown to be a great advocate for our bilingual community. She works closely with coordinators to increase visibility for their programs and expand existing services through her geographical area.</i>
iii) Train, and equip new staff	<i>ongoing</i>
iv) Secure permanent Case Management office space	<i>All case managers are housed in adequate offices. Cochise County leases the AAA at a reasonable cost. Santa Cruz County contributes and supports the AAA by providing us with in-kind valued at \$5000 per month for the CMG office use.</i>
v) Redistribute caseload between Sierra Vista, Bisbee, Douglas, Willcox, and Benson Case Managers	<i>The geographical areas have been identified and restructured. The geographical area was restructured based on location, caseload, and most importantly capacity. With the ability to have case management in-house and for sustainability reasons, all case managers are trained to take on other case manager caseloads as needed in order to prevent interruption of service</i>
B. Recruit, orient, and train for the Health and Nutrition Program Coordinator position	
i) Update Job Description and Job announcement	<i>Complete</i>
ii) Publish Job Announcement; collect and review applications; create short list; interview candidates	<i>Complete, ongoing</i>
iii) Recruit, orient, and train new HPDP Coordinator	<i>Julie Cresswell joined the AAA team on September 25, 2023. Julie is a great addition to the team and her co-workers express and provide positive feedback about her. Julie receives training from Shi Martin who is trained and certified in the programs Julie will oversee.</i>
Objective 2: Increase Measures to Gauge Level of Need for Services Based on the Area Plan	
Strategy / Tactics	Progress to date (10/20/2023):
A. Educate staff through attendance of conferences and informational webinars	
i) Identify AAA training priorities	<i>Three case managers and one Central Intake staff are taking the ADRC Options Counseling certificate which consists of 22 hours of training through Boston University. The knowledge they will gain from this course will help them expand their toolbox and understand case management as a whole.</i>
B. Increase CDSMP, Caregiver Support activities, SHIP-SMP counseling, Case Management, LTC Ombudsman program, Community partnerships, events,	<i>FCSP Coordinator completed certification "Volunteer Engagement in the Aging Network" through Boston University and created a resource file to share within our agency on best -practices and strategic volunteer management. The Ombudsman attended the USAging Conference in</i>

workshops, presentations and media outlets	<i>Salt Lake City Utah where there was a lot learned and brought back to Region VI. We aim to provide our seniors the newest and most impactful resources available and look for ways to implement them in SEAZ.</i>
C. Increase daily social media outreach	<i>During FEMA National Emergency Preparedness Month in September FCSP utilized social media and targeted outreach to caregivers and older adults to address disaster/emergency preparedness and create awareness. FCSP built a resource file for the AAA team providing information and resource files. SHIP/SMP program utilizes social media to promote the services SHIP/SMP can provide in the community</i>
D. Each program develops one new community partnership in each service area (Graham, Greenlee, Cochise, and Santa Cruz Counties) and delivers AAA presentation	<i>The number of SHIP/SMP volunteers has grown from three to six active volunteers. Caregiver Self-Care Education - FCSP partnered with Cochise County Health Department Educators, offering both in-person and virtual presentations on "Boosting Brain Health" in Cochise County. Partnered with Southeastern Arizona Community Unique Services (SEACUS) and Direct Advocacy and Resource Center to deliver housing assistance services to our Region's seniors.</i>
Goal 2: Build awareness of SEAGO and the value of our services	
Objective 1: Improve the Visibility of SEAGO Through Partnerships	
Strategy / Tactics	Progress to date (10/20/2023):
A. Continue promoting news and announcements about program initiatives, accomplishments, and upcoming events through partnerships with local news media (ongoing)	<i>AAA utilized Constant Contact and shared communication on any upcoming activities by one or all program coordinators. The Facebook page has reached 900 followers. At this time, due to many tasks that take priority local news media has been low.</i>
B. Monthly press releases and/or "did you know" ads via print and social media highlighting SEAGO efforts in partnerships with member communities	<i>The SHIP/SMP coordinator educates our communities through the use of social media, press releases, and advertisements on the importance of the Medicare Open Enrollment period from October 15, 2023, through December 7, 2023.</i>
C. Member entities highlight SEAGO collaborations within jurisdiction (mentions at governing body meetings; member entity websites and/or social media pages; newsletters, etc.)	N/A
D. Links to member entities on the SEAGO website and links to SEAGO on member websites (rekindle efforts)	<i>The AAA webpage provides links to regional transportation resources, volunteer opportunities, caregiver support, and several other AAA resources and partnership connections.</i>
E. Bi-annual survey of constituencies regarding SEAGO awareness and impact	<i>Pending</i>
F. Increase time spent promoting services to local businesses, health care providers, and local Chambers of Commerce to cultivate partnerships	<i>On-going</i>
Objective 2: Increase Community Awareness Throughout the Region	
Strategy / Tactics	Progress to date (10/20/2023):
A. Expand presence and participation in community events	<i>See the Area Plan template slides, pertaining to each program</i>
B. Increase education and outreach to stakeholders	
i) Increase Chronic Disease Self-Management presentations	<i>In the process of forming an MOU with Canyonlands to help promote, and expand on CDSMP. Canyonlands point of contact was promoted and therefore the communication continues with newly hired staff. Julie will</i>

	<i>be able to participate in the upcoming meeting.</i>
ii) Continue robust connections with hospitals and organizations to disseminate vital care transition resources	<i>FCSP provided training for Case Managers as staff members on Trualta, expanding the capacity to educate, offer and onboard family caregivers. Outlined FCSP reporting process, with integration of Case Management and created program instructions</i>
iii) Join community coalitions and organize intergroup meetings to share educational knowledge with our partners	<i>SHIP/SMP and Long Term Care Ombudsman Coordinator continue to promote and deliver <u>(SEAEAT) the Southeastern Arizona Elder Abuse Taskforce.</u> SEAEAT continues the efforts to expand throughout Region VI by utilizing current partnerships and community outreach. The task force is moving forward with partnerships throughout Southeastern Arizona to educate on prevention, identify abuse, supply resources for victim support, and continue strategizing and focusing on elder abuse awareness.</i>
iv) Present at least once per year to Member Entities' governing bodies	<i>In progress</i>

STRATEGIC PLAN PROGRESS REPORT

CENTRAL ADMINISTRATION	
Goal 1: Identify, provide, and enhance services and resources to address the sustainability of our communities and constituents	
Objective 1: Preserve Institutional Knowledge, Trust & Commitment to Excellence (Executive Director Recruitment)	
Strategy / Tactics	Progress to date (10/20/2023):
A. Meet with Executive Board; receive initial direction on recruitment procedure	<i>Tactic completed at the November 18, 2022 Executive Board meeting.</i>
B. Establish Recruitment Committee	
i) Review/update ED job description as needed	<i>Task completed in February 2023 in anticipation of the first meeting of the Recruitment Committee and the kickoff of the SEAGO compensation study. No major revisions were necessary.</i>
ii) Send invitation to serve on Recruitment Committee and ED job description to EB	<i>Task completed - Initial invitation sent December 6, 2022. Subsequent reminders sent December 28, 2022 and January 27, 2023.</i>
iii) Receive/confirm commitments from three at-large Board members	<i>Task completed on January 27, 2023.</i>
iv) Hold elections of EB officers to establish 2023 Executive Committee	<i>Task completed at the February 24, 2023 meeting of the Executive Board. This was the final Task needed to complete Tactic B.</i>
C. Recruit Executive Director	
i) Internal Recruitment Option	
a) Send invitation to apply to all SEAGO employees/receive resumes	<i>Activity completed on December 6, 2022.</i>
b) Review of internal applicants by Recruitment Committee (if needed)	<i>Not Applicable</i>
c) Prepare interview questions; schedule interviews with internal candidates (Q1 CY2023)	<i>Activity completed on February 28, 2023 in anticipation of the first meeting of the Recruitment Committee.</i>
d) Prepare offer and employment contract/hire internal applicant, OR explore external recruitment option	<i>Not Applicable</i>
ii) External Recruitment Option	
a) Prepare/publish job announcement	<i>Activity completed April 3, 2023 and again on July 27, 2023.</i>
b) Create benchmark evaluative conditions to identify needs based on current performance (weaknesses, strengths, gaps, opportunities)	<i>The recruitment committee chose to focus on the education, experience and transferable skills of applicants relative to the Executive Director job description rather than create benchmarks based on the incumbent's performance.</i>
c) Review of external applicants by Recruitment Committee; create short list (Q2 CY2023)	<i>Activity completed May 18, 2023 and again on August 24, 2023.</i>
d) Schedule Executive Board interviews with external candidates (Q2 CY2023)	<i>Activity completed on July 10, 2023 and again on September 11, 2023.</i>
e) Prepare offer and employment contract/hire preferred candidate (Q3 CY2023)	<i>Activity completed September 14, 2023. This was the final Activity needed to complete Task ii) and Tactic C.</i>
D. Document Administrative Tasks and Responsibilities	
i) Parse out essential, trainable, delegable, outsourceable	<i>Task in process and approximately 60% complete.</i>

ii) Create Chart of Tasks	<i>Outlook reminders will be substituted for creating a chart of tasks.</i>
iii) Deliver Chart of Tasks to next Executive Director and set up Outlook reminders	<i>A new Executive Director PC will be purchase in early December. Outlook reminders will be set up on the new PC to flag any recurring tasks with critical deadlines. Day-to-day responsibilities will be documented and incrementally passed to the incoming Executive Director between now and January 16, 2024.</i>
Objective 2: Enhance Administrative Services	
Strategy / Tactics	Progress to date (10/20/2023):
A. Deliver Timely (monthly), Accurate Financial Reports	
i) Train Administrative Assistant on monthly tasks that can be delegated	<i>Task completed and ongoing. Training on primary monthly tasks that can be delegated has been completed and training is ongoing as needed.</i>
ii) Seek advice and assistance from external CPA on monthly reconciliations needed to generate accurate reports	<i>Task completed and ongoing. External CPA has provided monthly reconciliations typically needed for month-end entries. Additional advice and assistance is requested as needed.</i>
iii) Produce reports and train Program Managers on how to utilize	<i>Not started – Accounting Manager will lead this effort in the next calendar year.</i>
B. Upgrade Financial Reporting Software	
i) Research most beneficial modules and costs	<i>Not started – Accounting Manager will lead this effort in the next calendar year.</i>
ii) Include costs of upgrades in budget	<i>Not started – costs will be researched and contemplated in the FY 2025 budget if feasible.</i>
iii) Purchase and activate modules	<i>Not started – modules will be purchased in FY 2025 if feasible.</i>
C. Keep Program Billing Current	
i) Interview Program Managers, staff, funding agencies and providers; identify problems	<i>Task completed and ongoing.</i>
ii) Identify solutions and strategies	<i>Task completed and ongoing.</i>
iii) Implement solutions; produce timely billings	<i>Task completed and ongoing.</i>
D. Expand Member Entity Services	
i) Provide options for grant seeking, training and writing services	<i>Not started – incoming Executive Director will lead this effort in the next calendar year.</i>
a) Research costs of shared grant search engine subscription; develop equitable member entity assessment	<i>Not started – costs will be researched and contemplated in the FY 2025 budget if feasible.</i>
b) Research costs of Grant Information Coordinator; develop equitable member entity assessment	<i>Not started – costs will be researched and contemplated in the FY 2025 budget if feasible.</i>
ii) Increase Administrative capacity to provide resources for general member entity advocacy, relationship facilitation, leadership work sessions, advocacy for water policy, and other member entity priorities	<i>Task in process and approximately 50% complete. The Community Coordinator position has been filled and first day of employment was October 16, 2023. This position will be tasked with providing administrative support to the Executive Director in organizing meetings, publishing meeting notices, creating and distributing agenda packets and meeting reminders, establishing meeting quorums, taking meeting notes, drafting meeting minutes, other pre and post-meeting logistics, as well as a host of other administrative tasks for Central Administration and the Community and Economic Development Programs. The remaining 50% involves recruiting a new Community and Economic Development Program Manager as the current PM ascends to the</i>

	<i>Executive Director position.</i>
Objective 3: Improve Operational Efficiencies	
Strategy / Tactics	Progress to date (10/20/2023):
A. Improve Core Competencies	
i) Promote post-secondary education (CPA, Fund Accounting, MPA)	<i>Not started – incoming Executive Director will evaluate the budget implications and possibly lead this effort in the next calendar year.</i>
ii) Mandate leadership, supervisory and personnel management training for new Program Managers	<i>The Community and Economic Development Program Manager recently completed ASU’s Certified Public Manager certification course. The CDBG Senior Planning Specialist and the Deputy AAA Program Director are currently enrolled in the AGTS Willcox Supervisor’s Academy. The incoming Executive Director will continue these efforts in the next calendar year.</i>
iii) Implement time management training for program staff	<i>Not started – incoming Executive Director will lead this effort in the next calendar year.</i>
B. Enhance HR Services	
i) Improve on-boarding practices	<i>Not started - incoming Executive Director will evaluate and possibly update existing on-boarding practices in the next calendar year.</i>
ii) Improve evaluation tools	<i>Not started - incoming Executive Director will evaluate and possibly update existing performance evaluation tools in the next calendar year.</i>
iii) Standardize exit interviews	<i>The incoming Executive Director will evaluate and possibly update the existing exit interview forms in the next calendar year.</i>
iv) Implement employee recognition	<i>Not started – incoming Executive Director will lead this effort in the next calendar year.</i>
C. Expand IT Capacity	
i) Develop troubleshooting checklist for common problems/issues	<i>Task in process and approximately 60% complete.</i>
ii) Upgrade equipment	<i>Task in process and approximately 70% complete. New PCs have been purchased for AAA staff and several program staff at main office. Funds should be budgeted in FY 2025 for an additional five new PCs and an upgraded network firewall and security suite.</i>
iii) Procure IT support	<i>Task in process and approximately 50% complete. Interim IT support will be secured through a temporary employment contract or interim services agreement. The incoming Executive Director will evaluate the budget implications and procure long-term IT support in the future.</i>
iv) Implement paperless solutions (Google Docs; SharePoint; DocuSign)	<i>Not started – incoming Executive Director will lead this effort in the next calendar year.</i>
D. Increase Administration Capacity	
i) Examine duties of existing staff in view of their strengths and weaknesses	<i>In consultation with the incoming Executive Director, it was determined that it would be more advantageous to recruit for the Community Coordinator position. See Objective 2, Tactic D, Task ii).</i>
ii) re-allocate job responsibilities to better align with staff strengths if feasible; OR	<i>See Task i) above and Task iii) below.</i>
iii) update Community Coordinator job description and job announcement; post, advertise, recruit, train new employee	<i>See Objective 2, Tactic D, Task ii).</i>
Objective 4: Position SEAGO for Future	
Strategy / Tactics	Progress to date (10/20/2023):
A. Develop conceptual site use plan for undeveloped portion of SEAGO Highway	

92 property	
i) Apply for assistance from Drachmann Institute, OR	<i>Not started – incoming Executive Director will evaluate future facility needs and lead this effort in the future if warranted.</i>
ii) Seek proposals for landscape architectural firms	<i>See Objective 4, Tactic A, Task i) above.</i>
a) Explore cooperative purchasing opportunities, OR	<i>See Objective 4, Tactic A, Task i) above.</i>
b) Develop/publish RFP; evaluate proposals; select most qualified firm	<i>See Objective 4, Tactic A, Task i) above.</i>
B. Select preferred site plan; identify development costs	<i>See Objective 4, Tactic A, Task i) above.</i>
C. Explore financing options for site development	
i) Formalize SEAGO as a separate legal entity pursuant to A.R.S. §11-952.02 Subsection B.	<i>See Objective 4, Tactic A, Task i) above.</i>
a) Seek bond financing for site development	<i>See Objective 4, Tactic A, Task i) above.</i>
ii) Explore federal grant and loan opportunities	<i>See Objective 4, Tactic A, Task i) above.</i>
iii) Investigate commercial financing	<i>See Objective 4, Tactic A, Task i) above.</i>
D. Construct site improvements and facilities	<i>See Objective 4, Tactic A, Task i) above.</i>
Goal 2: Build awareness of SEAGO and the value of our services	
Objective 1: Improve the Visibility of SEAGO Through Partnerships	
Strategy / Tactics	Progress to date (10/20/2023):
A. Continue promoting news and announcements about program initiatives, accomplishments and upcoming events through partnerships with local news media (ongoing)	<i>No progress to date but we are currently evaluating issuing a press release on the hiring of the new SEAGO Executive Director.</i>
B. Monthly press releases and/or "did you know" ads via print and social media highlighting SEAGO efforts in partnerships with member communities	<i>Not started – incoming Executive Director will lead this effort in the next calendar year.</i>
C. Member entities highlight SEAGO collaborations within jurisdiction (mentions at governing body meetings; member entity websites and/or social media pages; newsletters, etc.)	<i>Not started – incoming Executive Director will lead this effort in the next calendar year.</i>
D. Links to member entities on SEAGO website and links to SEAGO on member websites (rekindle efforts)	<i>Thus far, we are aware of a link to the SEAGO website on the City of Nogales website.</i>
E. Bi-annual survey of constituencies regarding SEAGO awareness and impact	<i>Not started – incoming Executive Director will lead this effort in the next calendar year.</i>
F. Increase time spent promoting services to local businesses, health care providers, and local Chambers of Commerce to cultivate partnerships	<i>The outgoing Executive Director is scheduled to make a brief presentation on November 17, 2023 before the South East Arizona Hispanic Chamber of Commerce. The incoming Executive Director will continue these efforts in the next calendar year.</i>

STRATEGIC PLAN PROGRESS REPORT

COMMUNITY AND ECONOMIC DEVELOPMENT	
Goal 1: Identify, provide, and enhance services and resources to address the sustainability of our communities and constituents	
Objective 1: Create a responsive Housing program that includes home ownership support services, housing rehabilitation, and new construction	
Strategy / Tactics	Progress to date (10/20/2023):
A. Provide Housing Land Use TA to Member Entities (18mo)	
i) Identify challenges, opportunities and land use best practices (9mo)	Meeting held with staff from Graham County, Pima, Safford and Thatcher October 11, 2023 to introduce SEAGO’s new Strategic Plan goals/objectives re: housing. Similar conversations with Cochise and Santa Cruz communities to follow.
ii) Study zoning regulations and barriers impacting housing affordability and identify national best practices to (1yr):	See above. Safford staff agreed to share draft zoning regulation changes with fellow Gila Valley communities. Similar conversations with Cochise and Santa Cruz communities to follow. <i>RFP for housing consultant to be published November 2023.</i> Consultant will assist SEAGO in fulfilling strategies/tactics under Objective 1.
a) Accommodate infill and facilitate auxiliary housing units	See i and ii, above.
b) Allow for higher density development	RFP for housing consultant to be published November 2023. Consultant will assist SEAGO in fulfilling strategies/tactics under Objective 1.
c) Facilitate multi family housing	RFP for housing consultant to be published November 2023. Consultant will assist SEAGO in fulfilling strategies/tactics under Objective 1.
d) Provide for placement of tiny homes	RFP for housing consultant to be published November 2023. Consultant will assist SEAGO in fulfilling strategies/tactics under Objective 1.
iii) Draft report/deliver to member entities/publish to website (18mo)	RFP for housing consultant to be published November 2023. Consultant will assist SEAGO in fulfilling strategies/tactics under Objective 1.
B. Develop Region-Wide Owner Occupied Housing Rehabilitation Program (2yr)	
i) Apply for OOHR with CDBG Funds (9mo)	This tactic is complete: Bisbee awarded Colonias Set-Aside CDBG for OOHR pilot program in 2022—currently out for bid.
ii) Develop scalable model program for region-wide implementation using multiple funding sources (CDBG, Home, USDA, other) (18mo)	ComDev staff scheduled to obtain USDA loan/grant packaging certification in December 2023. We are in discussion with other communities about CDBG OOHR opportunities while we refine our processes with our current project.
iii) Implement Region-Wide OOHR Program (2yr)	See ii, above.
C. Re-establish SEAGO’s Housing Program including re-establishment of SEAGO as a Community Housing Development Organization (2yr)	
i) Evaluate other Rural Housing Programs in CA, AZ, and NM (9mo)	Partial progress here through CPM Capstone research.
ii) Research CHDO requirements (1 yr)	Partial progress—this tactic is at the beginning stages. Anticipated that housing consultant can help with this.
iii) Deliver report on opportunities/challenges and staff recommendations Administrative Council and Executive Board for consideration; receive direction (18mo)	See ii, above.

Objective 2: Support Member Entity Efforts Towards Infrastructure Development	
Strategy / Tactics	Progress to date (10/20/2023):
A. Reduce blight to support infill development (1yr)	Meeting held with staff from Graham County, Pima, Safford and Thatcher October 11, 2023 to introduce SEAGO's new Strategic Plan goals/objectives re: blight reduction. Deliverables for this Strategy must be community-driven.
B. Provide Technical Assistance for Water and Wastewater Projects (1-2yrs)	Progress here is ongoing; Duncan and Nogales will implement CDBG-funded water system improvements in 2024; currently assisting Trujillo Trail DWID in Santa Cruz County with WIFA-funded water project.
C. Implement Brownfields Assessment Grant (6mo – 2yr)	RFP drafted, to be published Nov 2023; expected start Q1 of 2024
Objective 3: Expand Broadband Infrastructure & Digital Navigator Services	
Strategy / Tactics	Progress to date (10/20/2023):
A. Leverage awarded Technical Assistance Grant to support regional broadband expansion efforts	
i) Gather Regional Data to produce accurate maps and identify gaps in broadband coverage	Complete.
ii) Complete Scope of Work to produce final feasibility study and report providing guidance on closing broadband infrastructure gaps	Complete.
B. Provide Technical Assistance to community libraries and other anchor institutions that are implementing the Affordable Connectivity Pilot Program (9mo)	
i) Create and Provide Marketing, Training and other Onboarding Materials (6mo)	These efforts are currently ongoing. Completion of ACP related Tactics are a top priority for Economic Development at this time.
ii) Develop Systems to guide anchor institutions through the ACP onboarding process (6mo)	These efforts are currently ongoing. Completion of ACP related Tactics are a top priority for Economic Development at this time.
iii) Conduct workshops to train anchor institutions on how to complete ACP onboarding process (3-9mo)	These efforts are currently ongoing. Completion of ACP related Tactics are a top priority for Economic Development at this time.
iv) Work with ISP's on providing patrons with help desk services once ACP is completed and the individuals have device and service (9mo)	These efforts are currently ongoing. Completion of ACP related Tactics are a top priority for Economic Development at this time.
C. Apply for Broadband Construction Funding to address broadband infrastructure gaps identified in TA funded study (1yr)	
i) Coordinate with Broadband Coalition to target funding opportunity (3mo)	Efforts to engage with this Tactic are underway. This and other tactics under this Strategy will accelerate once our ED program is fully staffed.
ii) Engage funding agency and request application assistance (6mo)	This and other tactics under this Strategy will accelerate once our ED program is fully staffed.
iii) Submit application to funding agency (9mo)	This and other tactics under this Strategy will accelerate once our ED program is fully staffed.

Objective 4: Support regional entrepreneurship and workforce incubation programs	
Strategy / Tactics	Progress to date (10/20/2023):
A. Create an Incubator Coalition with regional organizations currently working to build incubators (18mo)	
i) Join Economic Development groups such as AAED, Huachuca 50, and others (6mo)	This and other tactics under this Strategy will accelerate once our ED program is fully staffed.
ii) Form Coalition; secure commitments on scope of activities and roles of coalition members (9mo)	This and other tactics under this Strategy will accelerate once our ED program is fully staffed.
iii) Facilitate concept and grant development through the Coalition (1yr)	This and other tactics under this Strategy will accelerate once our ED program is fully staffed.
iv) Apply for an Incubator grant that has had 3 additional inputs from other departments (1yr)	This and other tactics under this Strategy will accelerate once our ED program is fully staffed.
v) Develop a Coalition Engine that includes Campaign Management, Project Management, Hosting Meetings/Workshops stations (18mo)	This and other tactics under this Strategy will accelerate once our ED program is fully staffed.
B. Identify funding source(s) to perform a Bi-National Workforce Program study (18mo)	
i) Form a campaign to raise private funds (9mo)	This and other tactics under this Strategy will accelerate once our ED program is fully staffed.
ii) Work with border region agencies to procure data around US citizens potentially looking to work in southeastern Arizona region (1yr)	This and other tactics under this Strategy will accelerate once our ED program is fully staffed.
iii) Propose Technical Assistance contracts with private businesses to support developing a talent pipeline for their organization (18mo)	This and other tactics under this Strategy will accelerate once our ED program is fully staffed.
C. Support growth and capacity building in Future 8 Industries (Manufacturing, Mechatronics, Cybersecurity, Natural Resource Preservation, Renewable Energy, Housing, Transportation, Health Services) (2yr)	
i) Provide ACA updates to members regarding business relocation announcements and resource opportunities (3mo – 2yr)	This and other tactics under this Strategy will accelerate once our ED program is fully staffed.
ii) Identify current gaps in regional site selection process to attract investors (9mo)	This and other tactics under this Strategy will accelerate once our ED program is fully staffed.
iii) Develop Industry briefings for at least 1 of the target industries (18mo)	This and other tactics under this Strategy will accelerate once our ED program is fully staffed.
iv) Coordinate with stakeholders and provide investors with specific industry	This and other tactics under this Strategy will accelerate once our ED program is fully staffed.

briefings & thought leadership (1yr)	
v) Coordinate with event planners and other stakeholders to support the growth and development of trade fairs, tourism events, tech parks and innovation hubs, cultural fairs, sporting events, and 'buy local' campaigns (9mo)	This and other tactics under this Strategy will accelerate once our ED program is fully staffed.
vi) Explore corporate structures like Industrial Development Authorities as vehicles to accomplish industrial development in these key sectors (18mo)	This and other tactics under this Strategy will accelerate once our ED program is fully staffed.
vii) Acquire and leverage data sources and technology, including AI, to develop industry briefings and provide reports to stakeholders (9mo)	This and other tactics under this Strategy will accelerate once our ED program is fully staffed.
viii) Explore funding opportunities and creative finance to support deal underwriting (2yr)	This and other tactics under this Strategy will accelerate once our ED program is fully staffed.
Goal 2: Build awareness of SEAGO and the value of our services	
Objective 1: Improve the Visibility of SEAGO Through Partnerships	
Strategy / Tactics	Progress to date (10/20/2023):
A. Continue promoting news and announcements about program initiatives, accomplishments and upcoming events through partnerships with local news media (ongoing)	These Strategies are currently on hold until the new Executive Director assumes position.
B. Monthly press releases and/or "did you know" ads via print and social media highlighting SEAGO efforts in partnerships with member communities	These Strategies are currently on hold until the new Executive Director assumes position.
C. Member entities highlight SEAGO collaborations within jurisdiction (mentions at governing body meetings; member entity websites and/or social media pages; newsletters, etc.)	These Strategies are currently on hold until the new Executive Director assumes position.
D. Links to member entities on SEAGO website and links to SEAGO on member websites (rekindle efforts)	These Strategies are currently on hold until the new Executive Director assumes position.
E. Bi-annual survey of constituencies regarding SEAGO awareness and impact	These Strategies are currently on hold until the new Executive Director assumes position.
F. Increase time spent promoting services to local businesses, health care providers, and local Chambers of Commerce to cultivate partnerships	These Strategies are currently on hold until the new Executive Director assumes position.

STRATEGIC PLAN PROGRESS REPORT

TRANSPORTATION	
Goal 1: Identify, provide, and enhance services and resources to address the sustainability of our communities and constituents	
Objective 1: Expand and Complete the SEAGO Regional Road Pavement Assessment Project	
Strategy / Tactics	Progress to date (10/20/2023):
A. Data Collection/Reporting	
i) Identify Data Collection Priorities with Local Agencies	<i>Reviewed Data Collection Progress with TAC at 9/21/23 TAC meeting. Collected information as to collection priorities from member agencies. SEAGO currently finalizing data collection in Santa Cruz County, Thatcher and Pima. Next round of collection to focus on RTAC project list roads.</i>
B. Regional/Local Traffic counting	
i) Review Road Assessment Data with TAC to develop agency specific traffic counting priorities	<i>Invited ADOT Traffic Data Section to present at our 9/21/23 TAC meeting in an effort to coordinate traffic count data collection for FY24. Obtained traffic count gap data from ADOT for FY24 Highway Performance Monitoring System (HPMS) reporting cycle. TAC agreed to focus on HPMS reporting gaps.</i>
ii) Conduct traffic counting	<i>Traffic counting to address FY24 HPMS gaps to begin the 1st week of November.</i>
C. Safety identification	
i) Review roads with poor pavement condition data.	<i>SEAGO has partnered with SVMPO to update our FY17 Strategic Highway Safety Plan (SHSP). Kimley Horn has been selected as the consultant. Kimley Horn will be provided access to our pavement data portal as a cross-referencing tool.</i>
ii) Identification of regional safety project priorities	<i>SHSP Kick-off meeting scheduled for 11/16/23. An outline of focus areas will be identified at that meeting.</i>
iii) Identify potential Road Safety Assessment (RSA) Applications	<i>SHSP will assist in the identification of further Safety Data needs including RSAs.</i>
iv) Submission of HSIP applications if supported by data	<i>As part of the SHSP, Kimley Horn will develop a minimum of 7 HSIP applications based upon safety data collected during the Plan's development.</i>
D. Project report to ADOT	
i) Develop an ADOT reporting template	<i>Pending</i>
ii) Review project for successes, challenges and gaps; correct where needed.	<i>Pending</i>
Objective 2: Expand public transportation service in Santa Cruz County (in process)	
Strategy / Tactics	Progress to date (10/20/2023):
A. Apply for ADOT Transit Planning funds	<i>Complete –SEAGO applied in November 2022.</i>
B. Secure planning funds	<i>Complete –SEAGO awarded \$95,000 for feasibility study in March 2023.</i>
C. Conduct feasibility study	
i) Develop Scope of Work	<i>Complete – Submitted with grant application.</i>
ii) Identify Study TAC	<i>Agencies identified. Recruiting for TAC members from needed agencies.</i>
iii) Develop Public Participation Plan	<i>In progress. Expected to be in place by 11/1/23.</i>
iv) Conduct Public meetings	<i>Pending</i>
v) Develop service options	<i>Pending</i>
vi) Identify potential service operator	<i>Pending</i>
vii) Identify preferred service option	<i>Pending</i>
viii) Draft Plan developed for TAC Review/Public Comment	<i>Pending</i>

D. Develop implementation plan (if feasible)	
i) If feasible apply for Implementation Plan Funding (Phase 2)	<i>Pending – Will apply for Phase 2 funding during ADOT’s FTA Section 5305 Grant Cycle to begin in November/December 2023.</i>
ii) Develop Service Plan	<i>Pending completion of Phase 1.</i>
iii) Develop Staffing/Capital Plan	<i>Pending completion of Phase 1.</i>
iv) Develop 2 & 5 year budget	<i>Pending completion of Phase 1.</i>
v) Provide ADOT 5311 application TA	<i>Pending completion of Phase 1 and Phase 2.</i>
Objective 3: Analyze current business processes to integrate new technology to streamline data collection and reporting	
Strategy / Tactics	Progress to date (10/20/2023):
A. Identify transportation processes that can be digitized	
i) Develop study group with AAA/Transportation Staff to identify and update data collection/compliance forms	<i>Met with AAA in July/August to streamline data collection documents. Have completed an update of collection and compliance forms. Digitizing data collection forms/templates in progress.</i>
B. Prioritize the above processes	
i) Identify and eliminate duplication of forms and reporting; identify forms that will be digitized	<i>The transportation section has identified priorities for digital processes. This includes expansion of the capabilities of our Transit Asset Management Data (TAM) base, developed a SEAGO training portal to house data from our Transit Training Program, and transitioned the TAC from paper project scoring forms to a digital process.</i>
C. Create digital templates	<i>In progress</i>
D. Implement collection portals	<i>Expanded our TAM database, developed a Transit Training database, expanded the capabilities of our Pavement Assessment Data portal, and providing training on our Traffic Data Management System (TDMS) to expand local agency reporting capabilities.</i>
Objective 4: Support Local Agency Transportation Infrastructure Funding Efforts	
Strategy / Tactics	Progress to date (10/20/2023):
A. Identify transportation infrastructure funding opportunities	
i) Forward all transportation and transit funding opportunities to the SEAGO TAC and City Transit Managers.	<i>On-going - SEAGO forwards all FHWA grant notices to the TAC. FTA/ADOT grant opportunities are forwarded to transit managers.</i>
ii) Register for funding notices with FHWA, FTA, RTAC, ADOT, Congress, and private foundations.	<i>SEAGO Transportation has subscribed to the Rural Opportunities to Use Transportation for Economic Success (ROUTES) Newsletter for U.S. Department of Transportation. ROUTES program tracks grant opportunities of interest to rural communities. SEAGO Transportation has registered with the FTA TrAMS database to receive grant opportunity notices for transit grant opportunities.</i>
iii) Develop and maintain a grant opportunity matrix that identifies annual grant opportunities by date, eligibility, and application requirements.	<i>Pending</i>
B. Upon request, provide technical assistance in grant development	
i) Provide Letters of Support	<i>Ongoing – In the past 6 months, SEAGO has provided over 30 Letters of Support for Congressional Designated Spending Project applications, FHWA discretionary grants, AZ SMART fund grants, ADOT</i>

	<i>Transportation Alternatives, and FTA Capital grants.</i>
ii) Provide information and assistance in developing AZ SMART Fund applications to support Federal grant applications	<i>Ongoing - SEAGO provides AZ SMART Grant information updates at all TAC meetings, SEAGO has provided technical assistance to Duncan, Pima, and Bisbee to submit successful SMART Grant application. Currently providing technical assistance to Santa Cruz County</i>
iii) Provide technical services support to grant applicants including, GIS mapping, traffic counting, road pavement assessment condition reports, crash data, and transit asset management data	<i>On-going - SEAGO has provided technical assistance to several member agencies to develop Congressional Designated Spending Project applications, RTAC Project applications, FHWA discretionary grants, AZ SMART fund grants, ADOT Transportation Alternatives, and FTA Capital grants. This includes project initiation packets, Functional Classification maps, crash data reports, letters of support, grant application reviews, traffic count data, pavement condition data, transit route maps, transit asset management data, and cost estimates.</i>
iv) Develop a library of best practice grant application samples to be made available to applicants	<i>Pending</i>
v) Utilize SEAGO TIP Future Project Section to support grant applications	<i>Ongoing – The Future Projects Section of the TIP has become the parking lot to support agency grant applications.</i>
vi) Review and update functional classification of projects to ensure Federal funding eligibility	<i>Ongoing – SEAGO invited the ADOT Traffic Data Section to present at our 9/21/23 TAC meeting to review the ADOT/FHWA Functional Classification change request process. SEAGO reviews all grant applications to verify Functional Classification eligibility.</i>
vii) Review grant applications and provide comments	<i>Ongoing – SEAGO consistently reviews grant applications and provides technical assistance in the development of grant applications.</i>
Goal 2: Build awareness of SEAGO and the value of our services	
Objective 1: Improve the Visibility of SEAGO Through Partnerships	
Strategy / Tactics	Progress to date (10/20/2023):
A. Continue promoting news and announcements about program initiatives, accomplishments and upcoming events through partnerships with local news media (ongoing)	SEAGO participated in the development of the RTAC Regional Priority Project brochure that was made available to the public at the Rural Transportation Summit (RTS) and hosted table at the RTS to promote our regional priority projects.
B. Monthly press releases and/or "did you know" ads via print and social media highlighting SEAGO efforts in partnerships with member communities	SEAGO provides technical assistance and participates in public transportation provider public meetings, provides support to transit providers to develop newspaper ads and other resources to promote their programs
C. Member entities highlight SEAGO collaborations within jurisdiction (mentions at governing body meetings; member entity websites and/or social media pages; newsletters, etc.)	N/A
D. Links to member entities on SEAGO website and links to SEAGO on member websites (rekindle efforts)	The SEAGO Mobility Management Programs developed and maintains a transit database that promotes local transit programs, transit schedules, resource materials, and links to local transit websites.
E. Bi-annual survey of constituencies regarding SEAGO awareness and impact	N/A
F. Increase time spent promoting services to local businesses, health care providers, and local Chambers of Commerce to cultivate partnerships	<i>The SEAGO Mobility Management Program sets up tables at area health fairs, job fairs, and veteran resource fairs to promote SEAGO and area transit partnerships.</i>

STRATEGIC PLAN PROGRESS REPORT

CENTRAL ADMINISTRATION	
Goal 1: Identify, provide, and enhance services and resources to address the sustainability of our communities and constituents	
Objective 1: Preserve Institutional Knowledge, Trust & Commitment to Excellence (Executive Director Recruitment)	
Strategy / Tactics	Progress to date (10/20/2023):
A. Meet with Executive Board; receive initial direction on recruitment procedure	<i>Tactic completed at the November 18, 2022 Executive Board meeting.</i>
B. Establish Recruitment Committee	
i) Review/update ED job description as needed	<i>Task completed in February 2023 in anticipation of the first meeting of the Recruitment Committee and the kickoff of the SEAGO compensation study. No major revisions were necessary.</i>
ii) Send invitation to serve on Recruitment Committee and ED job description to EB	<i>Task completed - Initial invitation sent December 6, 2022. Subsequent reminders sent December 28, 2022 and January 27, 2023.</i>
iii) Receive/confirm commitments from three at-large Board members	<i>Task completed on January 27, 2023.</i>
iv) Hold elections of EB officers to establish 2023 Executive Committee	<i>Task completed at the February 24, 2023 meeting of the Executive Board. This was the final Task needed to complete Tactic B.</i>
C. Recruit Executive Director	
i) Internal Recruitment Option	
a) Send invitation to apply to all SEAGO employees/receive resumes	<i>Activity completed on December 6, 2022.</i>
b) Review of internal applicants by Recruitment Committee (if needed)	<i>Not Applicable</i>
c) Prepare interview questions; schedule interviews with internal candidates (Q1 CY2023)	<i>Activity completed on February 28, 2023 in anticipation of the first meeting of the Recruitment Committee.</i>
d) Prepare offer and employment contract/hire internal applicant, OR explore external recruitment option	<i>Not Applicable</i>
ii) External Recruitment Option	
a) Prepare/publish job announcement	<i>Activity completed April 3, 2023 and again on July 27, 2023.</i>
b) Create benchmark evaluative conditions to identify needs based on current performance (weaknesses, strengths, gaps, opportunities)	<i>The recruitment committee chose to focus on the education, experience and transferable skills of applicants relative to the Executive Director job description rather than create benchmarks based on the incumbent's performance.</i>
c) Review of external applicants by Recruitment Committee; create short list (Q2 CY2023)	<i>Activity completed May 18, 2023 and again on August 24, 2023.</i>
d) Schedule Executive Board interviews with external candidates (Q2 CY2023)	<i>Activity completed on July 10, 2023 and again on September 11, 2023.</i>
e) Prepare offer and employment contract/hire preferred candidate (Q3 CY2023)	<i>Activity completed September 14, 2023. This was the final Activity needed to complete Task ii) and Tactic C.</i>
D. Document Administrative Tasks and Responsibilities	
i) Parse out essential, trainable, delegable, outsourceable	<i>Task in process and approximately 60% complete.</i>

ii) Create Chart of Tasks	<i>Outlook reminders will be substituted for creating a chart of tasks.</i>
iii) Deliver Chart of Tasks to next Executive Director and set up Outlook reminders	<i>A new Executive Director PC will be purchase in early December. Outlook reminders will be set up on the new PC to flag any recurring tasks with critical deadlines. Day-to-day responsibilities will be documented and incrementally passed to the incoming Executive Director between now and January 16, 2024.</i>
Objective 2: Enhance Administrative Services	
Strategy / Tactics	Progress to date (10/20/2023):
A. Deliver Timely (monthly), Accurate Financial Reports	
i) Train Administrative Assistant on monthly tasks that can be delegated	<i>Task completed and ongoing. Training on primary monthly tasks that can be delegated has been completed and training is ongoing as needed.</i>
ii) Seek advice and assistance from external CPA on monthly reconciliations needed to generate accurate reports	<i>Task completed and ongoing. External CPA has provided monthly reconciliations typically needed for month-end entries. Additional advice and assistance is requested as needed.</i>
iii) Produce reports and train Program Managers on how to utilize	<i>Not started – Accounting Manager will lead this effort in the next calendar year.</i>
B. Upgrade Financial Reporting Software	
i) Research most beneficial modules and costs	<i>Not started – Accounting Manager will lead this effort in the next calendar year.</i>
ii) Include costs of upgrades in budget	<i>Not started – costs will be researched and contemplated in the FY 2025 budget if feasible.</i>
iii) Purchase and activate modules	<i>Not started – modules will be purchased in FY 2025 if feasible.</i>
C. Keep Program Billing Current	
i) Interview Program Managers, staff, funding agencies and providers; identify problems	<i>Task completed and ongoing.</i>
ii) Identify solutions and strategies	<i>Task completed and ongoing.</i>
iii) Implement solutions; produce timely billings	<i>Task completed and ongoing.</i>
D. Expand Member Entity Services	
i) Provide options for grant seeking, training and writing services	<i>Not started – incoming Executive Director will lead this effort in the next calendar year.</i>
a) Research costs of shared grant search engine subscription; develop equitable member entity assessment	<i>Not started – costs will be researched and contemplated in the FY 2025 budget if feasible.</i>
b) Research costs of Grant Information Coordinator; develop equitable member entity assessment	<i>Not started – costs will be researched and contemplated in the FY 2025 budget if feasible.</i>
ii) Increase Administrative capacity to provide resources for general member entity advocacy, relationship facilitation, leadership work sessions, advocacy for water policy, and other member entity priorities	<i>Task in process and approximately 50% complete. The Community Coordinator position has been filled and first day of employment was October 16, 2023. This position will be tasked with providing administrative support to the Executive Director in organizing meetings, publishing meeting notices, creating and distributing agenda packets and meeting reminders, establishing meeting quorums, taking meeting notes, drafting meeting minutes, other pre and post-meeting logistics, as well as a host of other administrative tasks for Central Administration and the Community and Economic Development Programs. The remaining 50% involves recruiting a new Community and Economic Development Program Manager as the current PM ascends to the</i>

	<i>Executive Director position.</i>
Objective 3: Improve Operational Efficiencies	
Strategy / Tactics	Progress to date (10/20/2023):
A. Improve Core Competencies	
i) Promote post-secondary education (CPA, Fund Accounting, MPA)	<i>Not started – incoming Executive Director will evaluate the budget implications and possibly lead this effort in the next calendar year.</i>
ii) Mandate leadership, supervisory and personnel management training for new Program Managers	<i>The Community and Economic Development Program Manager recently completed ASU’s Certified Public Manager certification course. The CDBG Senior Planning Specialist and the Deputy AAA Program Director are currently enrolled in the AGTS Willcox Supervisor’s Academy. The incoming Executive Director will continue these efforts in the next calendar year.</i>
iii) Implement time management training for program staff	<i>Not started – incoming Executive Director will lead this effort in the next calendar year.</i>
B. Enhance HR Services	
i) Improve on-boarding practices	<i>Not started - incoming Executive Director will evaluate and possibly update existing on-boarding practices in the next calendar year.</i>
ii) Improve evaluation tools	<i>Not started - incoming Executive Director will evaluate and possibly update existing performance evaluation tools in the next calendar year.</i>
iii) Standardize exit interviews	<i>The incoming Executive Director will evaluate and possibly update the existing exit interview forms in the next calendar year.</i>
iv) Implement employee recognition	<i>Not started – incoming Executive Director will lead this effort in the next calendar year.</i>
C. Expand IT Capacity	
i) Develop troubleshooting checklist for common problems/issues	<i>Task in process and approximately 60% complete.</i>
ii) Upgrade equipment	<i>Task in process and approximately 70% complete. New PCs have been purchased for AAA staff and several program staff at main office. Funds should be budgeted in FY 2025 for an additional five new PCs and an upgraded network firewall and security suite.</i>
iii) Procure IT support	<i>Task in process and approximately 50% complete. Interim IT support will be secured through a temporary employment contract or interim services agreement. The incoming Executive Director will evaluate the budget implications and procure long-term IT support in the future.</i>
iv) Implement paperless solutions (Google Docs; SharePoint; DocuSign)	<i>Not started – incoming Executive Director will lead this effort in the next calendar year.</i>
D. Increase Administration Capacity	
i) Examine duties of existing staff in view of their strengths and weaknesses	<i>In consultation with the incoming Executive Director, it was determined that it would be more advantageous to recruit for the Community Coordinator position. See Objective 2, Tactic D, Task ii).</i>
ii) re-allocate job responsibilities to better align with staff strengths if feasible; OR	<i>See Task i) above and Task iii) below.</i>
iii) update Community Coordinator job description and job announcement; post, advertise, recruit, train new employee	<i>See Objective 2, Tactic D, Task ii).</i>
Objective 4: Position SEAGO for Future	
Strategy / Tactics	Progress to date (10/20/2023):
A. Develop conceptual site use plan for undeveloped portion of SEAGO Highway	

92 property	
i) Apply for assistance from Drachmann Institute, OR	<i>Not started – incoming Executive Director will evaluate future facility needs and lead this effort in the future if warranted.</i>
ii) Seek proposals for landscape architectural firms	<i>See Objective 4, Tactic A, Task i) above.</i>
a) Explore cooperative purchasing opportunities, OR	<i>See Objective 4, Tactic A, Task i) above.</i>
b) Develop/publish RFP; evaluate proposals; select most qualified firm	<i>See Objective 4, Tactic A, Task i) above.</i>
B. Select preferred site plan; identify development costs	<i>See Objective 4, Tactic A, Task i) above.</i>
C. Explore financing options for site development	
i) Formalize SEAGO as a separate legal entity pursuant to A.R.S. §11-952.02 Subsection B.	<i>See Objective 4, Tactic A, Task i) above.</i>
a) Seek bond financing for site development	<i>See Objective 4, Tactic A, Task i) above.</i>
ii) Explore federal grant and loan opportunities	<i>See Objective 4, Tactic A, Task i) above.</i>
iii) Investigate commercial financing	<i>See Objective 4, Tactic A, Task i) above.</i>
D. Construct site improvements and facilities	<i>See Objective 4, Tactic A, Task i) above.</i>
Goal 2: Build awareness of SEAGO and the value of our services	
Objective 1: Improve the Visibility of SEAGO Through Partnerships	
Strategy / Tactics	Progress to date (10/20/2023):
A. Continue promoting news and announcements about program initiatives, accomplishments and upcoming events through partnerships with local news media (ongoing)	<i>No progress to date but we are currently evaluating issuing a press release on the hiring of the new SEAGO Executive Director.</i>
B. Monthly press releases and/or "did you know" ads via print and social media highlighting SEAGO efforts in partnerships with member communities	<i>Not started – incoming Executive Director will lead this effort in the next calendar year.</i>
C. Member entities highlight SEAGO collaborations within jurisdiction (mentions at governing body meetings; member entity websites and/or social media pages; newsletters, etc.)	<i>Not started – incoming Executive Director will lead this effort in the next calendar year.</i>
D. Links to member entities on SEAGO website and links to SEAGO on member websites (rekindle efforts)	<i>Thus far, we are aware of a link to the SEAGO website on the City of Nogales website.</i>
E. Bi-annual survey of constituencies regarding SEAGO awareness and impact	<i>Not started – incoming Executive Director will lead this effort in the next calendar year.</i>
F. Increase time spent promoting services to local businesses, health care providers, and local Chambers of Commerce to cultivate partnerships	<i>The outgoing Executive Director is scheduled to make a brief presentation on November 17, 2023 before the South East Arizona Hispanic Chamber of Commerce. The incoming Executive Director will continue these efforts in the next calendar year.</i>

STRATEGIC PLAN PROGRESS REPORT

COMMUNITY AND ECONOMIC DEVELOPMENT	
Goal 1: Identify, provide, and enhance services and resources to address the sustainability of our communities and constituents	
Objective 1: Create a responsive Housing program that includes home ownership support services, housing rehabilitation, and new construction	
Strategy / Tactics	Progress to date (10/20/2023):
A. Provide Housing Land Use TA to Member Entities (18mo)	
i) Identify challenges, opportunities and land use best practices (9mo)	Meeting held with staff from Graham County, Pima, Safford and Thatcher October 11, 2023 to introduce SEAGO’s new Strategic Plan goals/objectives re: housing. Similar conversations with Cochise and Santa Cruz communities to follow.
ii) Study zoning regulations and barriers impacting housing affordability and identify national best practices to (1yr):	See above. Safford staff agreed to share draft zoning regulation changes with fellow Gila Valley communities. Similar conversations with Cochise and Santa Cruz communities to follow. <i>RFP for housing consultant to be published November 2023.</i> Consultant will assist SEAGO in fulfilling strategies/tactics under Objective 1.
a) Accommodate infill and facilitate auxiliary housing units	See i and ii, above.
b) Allow for higher density development	RFP for housing consultant to be published November 2023. Consultant will assist SEAGO in fulfilling strategies/tactics under Objective 1.
c) Facilitate multi family housing	RFP for housing consultant to be published November 2023. Consultant will assist SEAGO in fulfilling strategies/tactics under Objective 1.
d) Provide for placement of tiny homes	RFP for housing consultant to be published November 2023. Consultant will assist SEAGO in fulfilling strategies/tactics under Objective 1.
iii) Draft report/deliver to member entities/publish to website (18mo)	RFP for housing consultant to be published November 2023. Consultant will assist SEAGO in fulfilling strategies/tactics under Objective 1.
B. Develop Region-Wide Owner Occupied Housing Rehabilitation Program (2yr)	
i) Apply for OOHR with CDBG Funds (9mo)	This tactic is complete: Bisbee awarded Colonias Set-Aside CDBG for OOHR pilot program in 2022—currently out for bid.
ii) Develop scalable model program for region-wide implementation using multiple funding sources (CDBG, Home, USDA, other) (18mo)	ComDev staff scheduled to obtain USDA loan/grant packaging certification in December 2023. We are in discussion with other communities about CDBG OOHR opportunities while we refine our processes with our current project.
iii) Implement Region-Wide OOHR Program (2yr)	See ii, above.
C. Re-establish SEAGO’s Housing Program including re-establishment of SEAGO as a Community Housing Development Organization (2yr)	
i) Evaluate other Rural Housing Programs in CA, AZ, and NM (9mo)	Partial progress here through CPM Capstone research.
ii) Research CHDO requirements (1yr)	Partial progress—this tactic is at the beginning stages. Anticipated that housing consultant can help with this.
iii) Deliver report on opportunities/challenges and staff recommendations Administrative Council and Executive Board for consideration; receive direction (18mo)	See ii, above.

Objective 2: Support Member Entity Efforts Towards Infrastructure Development	
Strategy / Tactics	Progress to date (10/20/2023):
A. Reduce blight to support infill development (1yr)	Meeting held with staff from Graham County, Pima, Safford and Thatcher October 11, 2023 to introduce SEAGO's new Strategic Plan goals/objectives re: blight reduction. Deliverables for this Strategy must be community-driven.
B. Provide Technical Assistance for Water and Wastewater Projects (1-2yrs)	Progress here is ongoing; Duncan and Nogales will implement CDBG-funded water system improvements in 2024; currently assisting Trujillo Trail DWID in Santa Cruz County with WIFA-funded water project.
C. Implement Brownfields Assessment Grant (6mo – 2yr)	RFP drafted, to be published Nov 2023; expected start Q1 of 2024
Objective 3: Expand Broadband Infrastructure & Digital Navigator Services	
Strategy / Tactics	Progress to date (10/20/2023):
A. Leverage awarded Technical Assistance Grant to support regional broadband expansion efforts	
i) Gather Regional Data to produce accurate maps and identify gaps in broadband coverage	Complete.
ii) Complete Scope of Work to produce final feasibility study and report providing guidance on closing broadband infrastructure gaps	Complete.
B. Provide Technical Assistance to community libraries and other anchor institutions that are implementing the Affordable Connectivity Pilot Program (9mo)	
i) Create and Provide Marketing, Training and other Onboarding Materials (6mo)	These efforts are currently ongoing. Completion of ACP related Tactics are a top priority for Economic Development at this time.
ii) Develop Systems to guide anchor institutions through the ACP onboarding process (6mo)	These efforts are currently ongoing. Completion of ACP related Tactics are a top priority for Economic Development at this time.
iii) Conduct workshops to train anchor institutions on how to complete ACP onboarding process (3-9mo)	These efforts are currently ongoing. Completion of ACP related Tactics are a top priority for Economic Development at this time.
iv) Work with ISP's on providing patrons with help desk services once ACP is completed and the individuals have device and service (9mo)	These efforts are currently ongoing. Completion of ACP related Tactics are a top priority for Economic Development at this time.
C. Apply for Broadband Construction Funding to address broadband infrastructure gaps identified in TA funded study (1yr)	
i) Coordinate with Broadband Coalition to target funding opportunity (3mo)	Efforts to engage with this Tactic are underway. This and other tactics under this Strategy will accelerate once our ED program is fully staffed.
ii) Engage funding agency and request application assistance (6mo)	This and other tactics under this Strategy will accelerate once our ED program is fully staffed.
iii) Submit application to funding agency (9mo)	This and other tactics under this Strategy will accelerate once our ED program is fully staffed.

Objective 4: Support regional entrepreneurship and workforce incubation programs	
Strategy / Tactics	Progress to date (10/20/2023):
A. Create an Incubator Coalition with regional organizations currently working to build incubators (18mo)	
i) Join Economic Development groups such as AAED, Huachuca 50, and others (6mo)	This and other tactics under this Strategy will accelerate once our ED program is fully staffed.
ii) Form Coalition; secure commitments on scope of activities and roles of coalition members (9mo)	This and other tactics under this Strategy will accelerate once our ED program is fully staffed.
iii) Facilitate concept and grant development through the Coalition (1yr)	This and other tactics under this Strategy will accelerate once our ED program is fully staffed.
iv) Apply for an Incubator grant that has had 3 additional inputs from other departments (1yr)	This and other tactics under this Strategy will accelerate once our ED program is fully staffed.
v) Develop a Coalition Engine that includes Campaign Management, Project Management, Hosting Meetings/Workshops stations (18mo)	This and other tactics under this Strategy will accelerate once our ED program is fully staffed.
B. Identify funding source(s) to perform a Bi-National Workforce Program study (18mo)	
i) Form a campaign to raise private funds (9mo)	This and other tactics under this Strategy will accelerate once our ED program is fully staffed.
ii) Work with border region agencies to procure data around US citizens potentially looking to work in southeastern Arizona region (1yr)	This and other tactics under this Strategy will accelerate once our ED program is fully staffed.
iii) Propose Technical Assistance contracts with private businesses to support developing a talent pipeline for their organization (18mo)	This and other tactics under this Strategy will accelerate once our ED program is fully staffed.
C. Support growth and capacity building in Future 8 Industries (Manufacturing, Mechatronics, Cybersecurity, Natural Resource Preservation, Renewable Energy, Housing, Transportation, Health Services) (2yr)	
i) Provide ACA updates to members regarding business relocation announcements and resource opportunities (3mo – 2yr)	This and other tactics under this Strategy will accelerate once our ED program is fully staffed.
ii) Identify current gaps in regional site selection process to attract investors (9mo)	This and other tactics under this Strategy will accelerate once our ED program is fully staffed.
iii) Develop Industry briefings for at least 1 of the target industries (18mo)	This and other tactics under this Strategy will accelerate once our ED program is fully staffed.
iv) Coordinate with stakeholders and provide investors with specific industry	This and other tactics under this Strategy will accelerate once our ED program is fully staffed.

briefings & thought leadership (1yr)	
v) Coordinate with event planners and other stakeholders to support the growth and development of trade fairs, tourism events, tech parks and innovation hubs, cultural fairs, sporting events, and 'buy local' campaigns (9mo)	This and other tactics under this Strategy will accelerate once our ED program is fully staffed.
vi) Explore corporate structures like Industrial Development Authorities as vehicles to accomplish industrial development in these key sectors (18mo)	This and other tactics under this Strategy will accelerate once our ED program is fully staffed.
vii) Acquire and leverage data sources and technology, including AI, to develop industry briefings and provide reports to stakeholders (9mo)	This and other tactics under this Strategy will accelerate once our ED program is fully staffed.
viii) Explore funding opportunities and creative finance to support deal underwriting (2yr)	This and other tactics under this Strategy will accelerate once our ED program is fully staffed.
Goal 2: Build awareness of SEAGO and the value of our services	
Objective 1: Improve the Visibility of SEAGO Through Partnerships	
Strategy / Tactics	Progress to date (10/20/2023):
A. Continue promoting news and announcements about program initiatives, accomplishments and upcoming events through partnerships with local news media (ongoing)	These Strategies are currently on hold until the new Executive Director assumes position.
B. Monthly press releases and/or "did you know" ads via print and social media highlighting SEAGO efforts in partnerships with member communities	These Strategies are currently on hold until the new Executive Director assumes position.
C. Member entities highlight SEAGO collaborations within jurisdiction (mentions at governing body meetings; member entity websites and/or social media pages; newsletters, etc.)	These Strategies are currently on hold until the new Executive Director assumes position.
D. Links to member entities on SEAGO website and links to SEAGO on member websites (rekindle efforts)	These Strategies are currently on hold until the new Executive Director assumes position.
E. Bi-annual survey of constituencies regarding SEAGO awareness and impact	These Strategies are currently on hold until the new Executive Director assumes position.
F. Increase time spent promoting services to local businesses, health care providers, and local Chambers of Commerce to cultivate partnerships	These Strategies are currently on hold until the new Executive Director assumes position.

STRATEGIC PLAN PROGRESS REPORT

TRANSPORTATION	
Goal 1: Identify, provide, and enhance services and resources to address the sustainability of our communities and constituents	
Objective 1: Expand and Complete the SEAGO Regional Road Pavement Assessment Project	
Strategy / Tactics	Progress to date (10/20/2023):
A. Data Collection/Reporting	
i) Identify Data Collection Priorities with Local Agencies	<i>Reviewed Data Collection Progress with TAC at 9/21/23 TAC meeting. Collected information as to collection priorities from member agencies. SEAGO currently finalizing data collection in Santa Cruz County, Thatcher and Pima. Next round of collection to focus on RTAC project list roads.</i>
B. Regional/Local Traffic counting	
i) Review Road Assessment Data with TAC to develop agency specific traffic counting priorities	<i>Invited ADOT Traffic Data Section to present at our 9/21/23 TAC meeting in an effort to coordinate traffic count data collection for FY24. Obtained traffic count gap data from ADOT for FY24 Highway Performance Monitoring System (HPMS) reporting cycle. TAC agreed to focus on HPMS reporting gaps.</i>
ii) Conduct traffic counting	<i>Traffic counting to address FY24 HPMS gaps to begin the 1st week of November.</i>
C. Safety identification	
i) Review roads with poor pavement condition data.	<i>SEAGO has partnered with SVMPO to update our FY17 Strategic Highway Safety Plan (SHSP). Kimley Horn has been selected as the consultant. Kimley Horn will be provided access to our pavement data portal as a cross-referencing tool.</i>
ii) Identification of regional safety project priorities	<i>SHSP Kick-off meeting scheduled for 11/16/23. An outline of focus areas will be identified at that meeting.</i>
iii) Identify potential Road Safety Assessment (RSA) Applications	<i>SHSP will assist in the identification of further Safety Data needs including RSAs.</i>
iv) Submission of HSIP applications if supported by data	<i>As part of the SHSP, Kimley Horn will develop a minimum of 7 HSIP applications based upon safety data collected during the Plan's development.</i>
D. Project report to ADOT	
i) Develop an ADOT reporting template	<i>Pending</i>
ii) Review project for successes, challenges and gaps; correct where needed.	<i>Pending</i>
Objective 2: Expand public transportation service in Santa Cruz County (in process)	
Strategy / Tactics	Progress to date (10/20/2023):
A. Apply for ADOT Transit Planning funds	<i>Complete –SEAGO applied in November 2022.</i>
B. Secure planning funds	<i>Complete –SEAGO awarded \$95,000 for feasibility study in March 2023.</i>
C. Conduct feasibility study	
i) Develop Scope of Work	<i>Complete – Submitted with grant application.</i>
ii) Identify Study TAC	<i>Agencies identified. Recruiting for TAC members from needed agencies.</i>
iii) Develop Public Participation Plan	<i>In progress. Expected to be in place by 11/1/23.</i>
iv) Conduct Public meetings	<i>Pending</i>
v) Develop service options	<i>Pending</i>
vi) Identify potential service operator	<i>Pending</i>
vii) Identify preferred service option	<i>Pending</i>
viii) Draft Plan developed for TAC Review/Public Comment	<i>Pending</i>

D. Develop implementation plan (if feasible)	
i) If feasible apply for Implementation Plan Funding (Phase 2)	<i>Pending – Will apply for Phase 2 funding during ADOT’s FTA Section 5305 Grant Cycle to begin in November/December 2023.</i>
ii) Develop Service Plan	<i>Pending completion of Phase 1.</i>
iii) Develop Staffing/Capital Plan	<i>Pending completion of Phase 1.</i>
iv) Develop 2 & 5 year budget	<i>Pending completion of Phase 1.</i>
v) Provide ADOT 5311 application TA	<i>Pending completion of Phase 1 and Phase 2.</i>
Objective 3: Analyze current business processes to integrate new technology to streamline data collection and reporting	
Strategy / Tactics	Progress to date (10/20/2023):
A. Identify transportation processes that can be digitized	
i) Develop study group with AAA/Transportation Staff to identify and update data collection/compliance forms	<i>Met with AAA in July/August to streamline data collection documents. Have completed an update of collection and compliance forms. Digitizing data collection forms/templates in progress.</i>
B. Prioritize the above processes	
i) Identify and eliminate duplication of forms and reporting; identify forms that will be digitized	<i>The transportation section has identified priorities for digital processes. This includes expansion of the capabilities of our Transit Asset Management Data (TAM) base, developed a SEAGO training portal to house data from our Transit Training Program, and transitioned the TAC from paper project scoring forms to a digital process.</i>
C. Create digital templates	<i>In progress</i>
D. Implement collection portals	<i>Expanded our TAM database, developed a Transit Training database, expanded the capabilities of our Pavement Assessment Data portal, and providing training on our Traffic Data Management System (TDMS) to expand local agency reporting capabilities.</i>
Objective 4: Support Local Agency Transportation Infrastructure Funding Efforts	
Strategy / Tactics	Progress to date (10/20/2023):
A. Identify transportation infrastructure funding opportunities	
i) Forward all transportation and transit funding opportunities to the SEAGO TAC and City Transit Managers.	<i>On-going - SEAGO forwards all FHWA grant notices to the TAC. FTA/ADOT grant opportunities are forwarded to transit managers.</i>
ii) Register for funding notices with FHWA, FTA, RTAC, ADOT, Congress, and private foundations.	<i>SEAGO Transportation has subscribed to the Rural Opportunities to Use Transportation for Economic Success (ROUTES) Newsletter for U.S. Department of Transportation. ROUTES program tracks grant opportunities of interest to rural communities. SEAGO Transportation has registered with the FTA TrAMS database to receive grant opportunity notices for transit grant opportunities.</i>
iii) Develop and maintain a grant opportunity matrix that identifies annual grant opportunities by date, eligibility, and application requirements.	<i>Pending</i>
B. Upon request, provide technical assistance in grant development	
i) Provide Letters of Support	<i>Ongoing – In the past 6 months, SEAGO has provided over 30 Letters of Support for Congressional Designated Spending Project applications, FHWA discretionary grants, AZ SMART fund grants, ADOT</i>

	<i>Transportation Alternatives, and FTA Capital grants.</i>
ii) Provide information and assistance in developing AZ SMART Fund applications to support Federal grant applications	<i>Ongoing - SEAGO provides AZ SMART Grant information updates at all TAC meetings, SEAGO has provided technical assistance to Duncan, Pima, and Bisbee to submit successful SMART Grant application. Currently providing technical assistance to Santa Cruz County</i>
iii) Provide technical services support to grant applicants including, GIS mapping, traffic counting, road pavement assessment condition reports, crash data, and transit asset management data	<i>On-going - SEAGO has provided technical assistance to several member agencies to develop Congressional Designated Spending Project applications, RTAC Project applications, FHWA discretionary grants, AZ SMART fund grants, ADOT Transportation Alternatives, and FTA Capital grants. This includes project initiation packets, Functional Classification maps, crash data reports, letters of support, grant application reviews, traffic count data, pavement condition data, transit route maps, transit asset management data, and cost estimates.</i>
iv) Develop a library of best practice grant application samples to be made available to applicants	<i>Pending</i>
v) Utilize SEAGO TIP Future Project Section to support grant applications	<i>Ongoing – The Future Projects Section of the TIP has become the parking lot to support agency grant applications.</i>
vi) Review and update functional classification of projects to ensure Federal funding eligibility	<i>Ongoing – SEAGO invited the ADOT Traffic Data Section to present at our 9/21/23 TAC meeting to review the ADOT/FHWA Functional Classification change request process. SEAGO reviews all grant applications to verify Functional Classification eligibility.</i>
vii) Review grant applications and provide comments	<i>Ongoing – SEAGO consistently reviews grant applications and provides technical assistance in the development of grant applications.</i>
Goal 2: Build awareness of SEAGO and the value of our services	
Objective 1: Improve the Visibility of SEAGO Through Partnerships	
Strategy / Tactics	Progress to date (10/20/2023):
A. Continue promoting news and announcements about program initiatives, accomplishments and upcoming events through partnerships with local news media (ongoing)	SEAGO participated in the development of the RTAC Regional Priority Project brochure that was made available to the public at the Rural Transportation Summit (RTS) and hosted table at the RTS to promote our regional priority projects.
B. Monthly press releases and/or "did you know" ads via print and social media highlighting SEAGO efforts in partnerships with member communities	SEAGO provides technical assistance and participates in public transportation provider public meetings, provides support to transit providers to develop newspaper ads and other resources to promote their programs
C. Member entities highlight SEAGO collaborations within jurisdiction (mentions at governing body meetings; member entity websites and/or social media pages; newsletters, etc.)	N/A
D. Links to member entities on SEAGO website and links to SEAGO on member websites (rekindle efforts)	The SEAGO Mobility Management Programs developed and maintains a transit database that promotes local transit programs, transit schedules, resource materials, and links to local transit websites.
E. Bi-annual survey of constituencies regarding SEAGO awareness and impact	N/A
F. Increase time spent promoting services to local businesses, health care providers, and local Chambers of Commerce to cultivate partnerships	<i>The SEAGO Mobility Management Program sets up tables at area health fairs, job fairs, and veteran resource fairs to promote SEAGO and area transit partnerships.</i>



EXECUTIVE BOARD PACKET

MEMO TO: EXECUTIVE BOARD
THROUGH: RANDY HEISS, EXECUTIVE DIRECTOR
FROM: DINA CURTISS, ACCOUNTING MANAGER
DATE: NOVEMBER 9, 2023
SUBJECT: FINANCE REPORT

The SEAGO Statement of Revenues and Expenditures for the quarter ending September 30, 2023 is attached for your review.

Colby & Powell began the FY23 audit with a field visit November 7th through the 9th 2023.

I will 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 09/30/2023

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 7/1/2023 Through 9/30/2023

(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	22,855	22,855	150,000	15.23%
Agency Response	301	80,659	80,659	45,302	178.04%
Community Development Block Grant	302	11,000	11,000	219,500	5.01%
Economic Development	303	18,750	18,750	110,358	16.99%
Public Transit	308	7,794	7,794	20,000	38.96%
State Planning & Research	309	51,882	51,882	200,150	25.92%
Area Agency on Aging	310	277,461	277,461	1,738,863	15.95%
Regional Mobility Management	311	25,958	25,958	168,750	15.38%
RMM Training	314	3,849	3,849	87,500	4.39%
FTA Access and Mobility Partnership	333	45,971	45,971	192,000	23.94%
Regionwide Pavement Assessment Project	347	21,895	21,895	210,556	10.39%
Nogales Area Transit Feasibility Study	351	1,976	1,976	95,000	2.08%
Total Revenue		<u>570,049</u>	<u>570,049</u>	<u>3,237,979</u>	<u>17.61%</u>
Expenses					
General Fund	101	20	20	150,000	0.01%
Agency Response	301	13,663	13,663	45,302	30.16%
Community Development Block Grant	302	41,981	41,981	219,500	19.12%
Economic Development	303	20,093	20,093	110,358	18.20%
Public Transit	308	7,794	7,794	20,000	38.96%
State Planning & Research	309	51,882	51,882	200,150	25.92%
Area Agency on Aging	310	275,010	275,010	1,738,863	15.81%
Regional Mobility Management	311	25,958	25,958	168,750	15.38%
RMM Training	314	3,849	3,849	87,500	4.39%
FTA Access and Mobility Partnership	333	45,971	45,971	192,000	23.94%
Regionwide Pavement Assessment Project	347	21,895	21,895	210,556	10.39%
Nogales Area Transit Feasibility Study	351	1,976	1,976	95,000	2.08%
Total Expenses		<u>510,092</u>	<u>510,092</u>	<u>3,237,979</u>	<u>15.75%</u>
Balance		<u>59,957</u>	<u>59,957</u>	<u>0</u>	<u>0.00%</u>



EXECUTIVE BOARD PACKET

MEMO TO: EXECUTIVE BOARD
THROUGH: RANDY HEISS, EXECUTIVE DIRECTOR
KEITH DENNIS, COMMUNITY AND ECONOMIC DEVELOPMENT
FROM: PROGRAM MANAGER
DATE: NOVEMBER 9, 2023
SUBJECT: COMMUNITY DEVELOPMENT PROGRAM UPDATES

Regional Account Updates

We are approaching the Public Participation season for next year's Regional Account and Colonias Set-Aside CDBG. In 2024 Bisbee, Duncan, Patagonia and Thatcher will be awarded Regional Account CDBG. We will begin outreach for this process this month.

Colonias Set-Aside Updates

2024 is the next Colonias Set-Aside funding round. In 2022 the Notice of Funding Available was delayed several months beyond the previous rounds' March through July cycle. We anticipate the funding round will return to normal next year. This means the time is now to gather the elements necessary to develop shovel-ready projects. ADOH considers an application shovel-ready when it includes: a completed Environmental Review Record; a bidders' list of potential contractors; and design plans for water, wastewater or stormwater improvements. For housing rehabilitation, housing rehabilitation guidelines must be adopted by the local unit of government, the ERR must be complete and there must be a waiting list of income-qualified households.

Housing Update

This summer ADOH issued a call for proposals intended to envision potential projects to be funded through a \$150 million addition to the State Housing Trust Fund. These additional funds are anticipated to become available in 2024. In August, just after the annual Housing Forum, SEAGO staff assisted in developing proposals from Patagonia, unincorporated Santa Cruz County east of Nogales, and Bisbee. Community Partners, Inc., now the Lead Agency for SEAGO's Balance of State Continuum of Care submitted seven additional proposals for various projects/programs throughout the Region. These proposals may or may not lead directly to funding, but were intended to provide some guidance about housing needs before ADOH issues a NOFA.

On October 11, SEAGO Community Development staff met with staff from our Graham County Member Entities to introduce our new Strategic Plan strategies and tactics around

housing and begin the conversation as to how SEAGO can help. One identified need was for a housing strategy/study for Graham County.

Action Requested:

Information Only

Action Requested Below



EXECUTIVE BOARD PACKET

MEMO TO: EXECUTIVE BOARD
THROUGH: RANDY HEISS, EXECUTIVE DIRECTOR
KEITH DENNIS, COMMUNITY AND ECONOMIC DEVELOPMENT
FROM: PROGRAM MANAGER
DATE: NOVEMBER 9, 2023
SUBJECT: RECENT ECONOMIC DEVELOPMENT ACTIVITY

The purpose of this memorandum is to advise the Executive Board of recent activity in the SEAGO Economic Development District.

Broadband: Broadband infrastructure and onboarding continues to be a priority for our region as a strategy to improve resiliency. The tools in this case are the strategic planning capacity and technical assistance SEAGO is able to provide to the region's stakeholders currently involved in broadband expansion and adoption, and the feasibility study conducted for three out of four of the region's counties.

Affordable Connectivity Program (ACP): In September, [Huachuca City](#) and Cox Communications hosted a rollout event for the new broadband infrastructure that has recently come online. On September 9th, SEAGO Economic Development held an ACP event at the Bisbee Senior Center. SEAGO's efforts in particular have yielded 17 ACP signups. Additional events, including collaborative efforts regional partners, are in the planning stages.

Broadband Funding: The USDA ReConnect Program "offers loans, grants, and loan-grant combinations to facilitate broadband deployment in areas of rural America that currently do not have sufficient access to broadband." ([link](#)). Round 5 of this program is anticipated to be announced in December of this year. Valley Telecom is currently evaluating whether to apply for funding this round. SEAGO is meanwhile scouting for other opportunities for broadband construction funding.

Willcox Theater and Arts: In January of 2022 SEAGO staff provided Willcox Theater and Arts, Inc. (WTA) with Environmental Review Record assistance to support their application for a \$1.7 million EDA Construction Grant. We are pleased to report WTA was awarded the grant, which when implemented will provide a major facilities upgrade to this important cultural institution in Willcox. SEAGO is under contract to provide construction procurement and Davis Bacon Monitoring assistance. The project has now endured two rounds of construction procurement.

Action Requested: Information Only Action Requested Below:



EXECUTIVE BOARD PACKET

MEMO TO: EXECUTIVE BOARD
THROUGH: RANDY HEISS, EXECUTIVE DIRECTOR
FROM: LAURA VILLA, AREA AGENCY ON AGING PROGRAM DIRECTOR
DATE: NOVEMBER 9, 2023
SUBJECT: AAA PROGRAM UPDATES

Administrative Updates:

After much effort, time invested, and recruitment, we now only have one vacant position (**Bisbee CMG**) at the AAA, the Case Manager who was hired and left to work elsewhere due to higher pay. The positive news is that all other vacancies are filled with passionate, energetic, and professional individuals who are here to make a difference in our aging population. The SEAGO-Area Agency on Aging has 12 staff that oversee and deliver services in our four-county region. We see the opportunity to expand our efforts further to continue providing quality services with the number of staff currently at hand.

Lori West began employment as our CM for Benson on August 5, 2023. She is training with Seana Riffle and Carrie Gibbons until we can let her fly independently.

Julie Cresswell was hired to oversee the Health Promotion Disease Prevention Program in Bisbee with oversight for the four-county region. Julie has been training with Shi Martin and continues to learn the different programs within the Area Agency on Aging.

CMG-SFY24 Reduction notice: As an attachment, you will find the CMG reduction letter that was sent out to existing clients in our communities and was shared across the region. As the COVID-19 pandemic was uplifted and with most of our COVID-19 and ARPA funding expended, we had to re-evaluate clients' needs and available funding to help us carry SFY24. With the implementation of the risk score tool designated by DES-DAAS, we moved toward restructuring CMG in our communities. Unfortunately, this requires drastic measures that do not impact those who are in greatest economic need and those who don't have other resources. We see that once these reductions and closures have been made we can reconsider removing people from the waitlist by January 2024. The goal is to provide quality care so that our case managers and our clients have a plan to follow for their care thus expanding our funding even further.

Central Intake:

Welcome back, Yolanda Thomas! It is an honor to welcome Yolanda back; her years of knowledge, commitment, and passion could not be left unnoticed. Yolanda collaborates with Ramona MacMurtrie to assist with Central Intake (CI). She has been a great asset to the team, allowing CI to reduce the referral process to a one-day turnaround. We can see a more effective streamline not only with Case Management but with the rest of the in-house programs, thus enabling them to increase their client contact, but more importantly, the I & R call volume has increased in the past month.

Partnerships:

SEAHEC vaccine access came to an end on September 30, 2023, as the funding period ended. Over 13,000 people across the region received guidance, information, and assistance from SEAHEC during

the grant cycle. Their efforts have been invaluable since the beginning of the pandemic and we are fortunate to have SEAHEC as one of our partners. ***A detailed report is included for your glance.***

SB1720 Housing funds: It is exciting to see how partners come together with a mutual goal of helping others thrive. SEAGO-AAA is extremely grateful for the opportunity to serve in this difficult time in history and address homelessness. With guidance and criteria set by DAAS, the AAA has identified three partners who will help us deliver services that will help keep individuals in their own homes. The deadline for MOUs to be finalized is scheduled for 10-15-2023 until then the next step to provide direction and instruction on reporting for this project will be set and discussed with our partners.

- **Southeastern Arizona Community Unique Services (SEACUS)** oversees and provides services in both Graham and Greenlee Counties. SEACUS is our only provider who receives funds to help with Home Repair and Adaptive Aids. SEACUS was identified as a key partner to help deliver and, most importantly, obtain referrals to process them; they already know our AAA internal reporting processes. SEACUS will collaborate with St. Vincent De Paul of Graham County, who will be referring individuals over 60 who need assistance with rental assistance, mortgage assistance, property taxes, HOA assistance, utility assistance, HVAC repair, move-in/out costs, and more if needed. That is if all options are exhausted. SEAGO has formed an MOU with SEACUS that illustrates the requirements, and a one-on-one discussion has taken place to provide feedback.
- **Direct Advocacy and Resource Center (CIL)** oversees our four-county region with no direct presence. It is highly important that the AAA works closely with our CIL to network and support our mutual efforts; this allows us to break silos that should have been broken long ago because of the lack of knowledge. Direct currently receives a HUD grant that helps develop a Rural Home Access Program (RHAP) that focuses on individuals 62+ who are not disabled but could benefit from home repair and adaptations. RHAP offers a path to enhance access, safety, and independence in rural Southern Arizona. The goal in combining these efforts is stretching the funds to perform more difficult jobs that prevent them from accomplishing because of their cap amount. It also allows DIRECT/AAA to work together and learn from one another about the services each provides, effectively raising awareness of what is available. SEAGO-AAA will be the point of contact for screening and referring out to DIRECT for the reporting process to be effective and consistent. AAA and Direct have met one-on-one to discuss the MOU and take feedback if needed.
- **SEAGO Community Development Program (CDP) and the City of Bisbee** utilize CDBG funds in the home rehabilitation program to recruit participants and conduct home assessments, develop cost estimates, and hire contractors for home rehabilitation projects. While this program only covers the Bisbee area, the City of Bisbee's sustainability efforts allow those individuals with older and deteriorated homes to be livable, as this will promote the 60+ individuals to live there for as long as possible. Because the City of Bisbee is currently utilizing CDBG funds, the AAA sees a benefit in leveraging those dollars for the benefit of our clients. Our partner will collaborate with the AAA for the screening process to flow consistently and uniformly as we do for Direct.

Attachments: CMG letter; Area Plan Updates-Slides; SEAHEC final report

Action Requested: Information Only Action Requested Below:



SouthEastern Arizona Governments Organization

Serving our member governments and their constituents since 1972

August 8, 2023

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 Development**
- **Transportation**

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

Area Agency on Aging Office

1403 B Hwy 92
Bisbee, AZ 85603
520-432-2528
520-432-9168 Fax

www.seago.org

Subject: SEAGO-Area Agency on Aging SFY24 Reduced Funding changes

Dear AAA Client:

The Older American Act designates funds to the SEAGO-Area Agency on Aging to help those in greater social and economic need. For the past three years, we have been able to help sustain our services thanks to the federal funds received during the pandemic. With the **Families First Coronavirus Response Act, CARES Act, and the American Rescue Plan Act funds**, we expanded our services to assist you with your needs.

Unfortunately, since the declaration of the end of the Covid-19 pandemic, we are left with only level funding from the Older Americans Act, which is not enough to cover the expanded caseload in our region.

During the most difficult times, the SEAGO-Area Agency on Aging staff could not make home visits and assess the needs of our clients as we would have hoped to give us a true picture of the conditions. Therefore our connection was by telephone, preventing us from performing a holistic assessment of tangible needs. We were fortunate to have more flexibility in using these additional funds and providing services to clients who called for services until those funds were depleted. With the increased demand during the unprecedented era, we saw a decline in direct care workers; Covid-19 also impacted the workforce. With Advocacy from the AZAging network throughout the state, we had to address this issue. Fortunately, the state granted us funds to address that issue and incentivize and increase wages to our direct care workers to service your needs. We knew that the effect of this change would also impact you, our client, and now we are in a difficult position. Area Agencies on Aging were conscientious that this day would come; we now need to reduce service units and close certain clients out due to our restricted funding.

We know that during the most difficult times, our subcontracted providers, staff, and administration met your needs, which makes us feel more at ease knowing we could work for you. Today, it is with much sorrow that our case managers are evaluating every one of our clients who receive services. Using factors such as the existence of support systems, private resources, and, most importantly, available funds, we will have to determine where our reduced resources can best be allocated in light of the end of Covid-19 induced expanded funding.

Although this day was inevitable, removing certain clients from their existing services is sad. However, although this may affect access to home and community-based service recipients, we appreciate your understanding and support towards this difficult decision. The Area Agency on Aging continues to work for you, and while we are cutting HCBS services, we provide more than that. Our In-house programs deliver State Health Insurance Counseling, Family Caregiver Support, congregate site funding, transportation, and more. Please keep this in mind.

Should you have any questions regarding this communication, please don't hesitate to contact me at (520) 432-2528 or lvilla@seago.org

Sincerely,

A handwritten signature in black ink, appearing to read 'Laura Villa', with a long horizontal flourish extending to the right.

Laura Villa
Area Agency on Aging Director

Enclosure: None

Family Caregiver Support Program

1.1.C-
FCSP provided training for Case Managers as staff members on Trualta, expanding the capacity to educate, offer and onboard family caregivers. Outlined FCSP reporting process, with integration of Case Management and created program instructions

Trualta implemented a language toggle for the portal, offering either English or Spanish language options. With targeted education to Case Managers in our predominantly Spanish speaking communities. FCSP promotes the enhanced language option via social media, outreach, and relying on Case Managers to provide community awareness.

Trualta Enrollment

July 2023-	72 Caregivers with 22 Caregiver Education Modules completed
August 2023-	75 Caregivers with 66 Caregiver Education Modules completed
September 2023-	78 Caregivers Enrolled with 4 pending

1.3.B / 2.1.B-
FCSP Coordinator completed certification “Volunteer Engagement in the Aging Network” through Boston University and created a resource file to share within our agency on best practices and strategic volunteer management.
SEAGO AAA has a decentralized volunteer program; coordinators are responsible for recruiting, training, and mentoring their program volunteers.

3.1.A-
Caregiver Self-Care Education - FCSP partnered with Cochise County Health Department Educators, offering both in-person and virtual presentations on “Boosting Brain Health” in Cochise County.

3.5.B-
September is FEMA National Emergency Preparedness Month- FCSP utilized social media and targeted outreach to caregivers and older adults to address disaster/emergency preparedness and create awareness. FCSP built a resource file for the AAA team providing information and resource files..

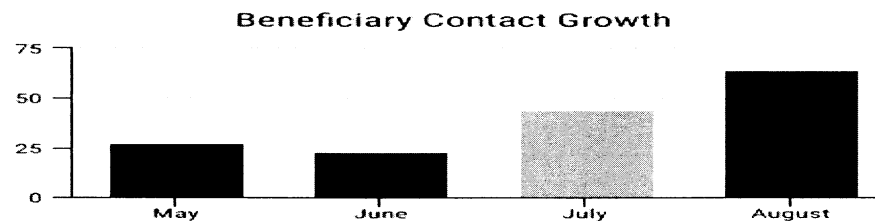
State Health Insurance Program and Senior Medicare Patrol

1.1C, 1.3ASHIP/SMP focused on hosting events to increase partnerships through community outreach.

2.1A The collaboration between current partnerships has helped increase beneficiary contact by 50% in July and 60% in August. Objective 2.1B, 5.1C The number of SHIP/SMP volunteers has grown from three to six active volunteers. Objective 1.1C, 3.1A Media and current partnerships have been utilized to promote the services SHIP/SMP can provide in the community. Objective 3.1C Most present information provided to Region VI has been the importance of renewing or applying for Medicaid services. Objective 2.1C SHIP/SMP's goal is to increase awareness and education in our communities on ways to prevent future penalties. Through SMP, raise awareness of fraud and scams by empowering Medicare beneficiaries to protect themselves from scammers by staying informed of the trends.

1.3A The SHIP/SMP coordinator educates our communities on the importance of the Medicare Open Enrollment period from **October 15, 2023, through December 7, 2023.**

2.1E, 3.3A SHIP/SMP and Long Term Care Ombudsman Coordinator continue to promote and deliver **(SEAEAT) the Southeastern Arizona Elder Abuse Taskforce.** SEAEAT continues the efforts to expand throughout Region VI by utilizing current partnerships and community outreach. The task force is moving forward with partnerships throughout Southeastern Arizona to educate on prevention, identify abuse, supply resources for victim support, and continue strategizing and focusing on elder abuse awareness.



Long-term Care Ombudsman

3.3- A The Long Term Care Ombudsman and Volunteers continue to see the skilled nursing facilities and assisted living facilities in Region VI. The Ombudsman Coordinator continues to recruit volunteers in Spanish-speaking areas.

The Ombudsman attended the USAging Conference in Salt Lake City Utah where there was a lot learned and brought back to Region VI. We aim to provide our seniors the newest and most impactful resources available and look for ways to implement them in SEAZ.

The LTCO attends Toastmasters to strengthen her abilities to be a better public speaker. With a goal of presenting in the near future at the USAging conference if the opportunity presents itself.

3.3- B Southeastern Arizona Elder Abuse Taskforce (SEAEAT)

In the past, we worked to have a tri-fold made. As we made this tri-fold we realized that it could not hold the amount of information we would like. The SEAEAT partners decided to make a booklet to be able to hold the resources we would like the community to have, this task is work in progress.

Case Management

1.1.C. CMG Program: CMC and FCSP have joined forces to create program instructions and a reporting process that simplifies the onboarding and reporting procedures for Trualta. This process will enhance case managers' ability to manage their tasks and offer superior assistance and services to their clients. Case Managers and Central Intake have been provided onboarding training for the Trualta platform and are now equipped to educate, offer, and onboard family caregivers

1.2.A We brought the Santa Cruz and Cochise County Case Management programs in-house. This helped us decrease the waitlist, by educating our communities about the Older Americans Act requirements and eligibility matrix. The Ability to educate and oversee case managers in ALL AAA program services will enhance their performance and increase the number of individuals we can assist with all programs, not just for HCBS services. We are still working on integrating these new case managers to optimize our efficiency in the efforts above. The integration of case management in Cochise and Santa Cruz County has enabled us to expand resources, raise awareness, and better educate our communities on the Older Americans Act. It is important to teach and guide our case managers on the importance of a referral and approval of services. Constant education is in place at this time in order to assist our clients with services that empower them to care for themselves and continue to live independently in their own homes.

Case Managers are receiving more comprehensive training from AAA Coordinators during monthly meetings. This training equips them with increased knowledge about the coordinator's program and highlights effective ways Case Managers and coordinators can collaborate to enhance outcomes.

During the month of August-SMP Coordinator presented on SMP

1.3.C SEAGO-AAA region's **2nd most crucial problem is the lack of access to adequate dental care options. We find that 25.9% of survey respondents deem this a serious issue.**

While most community centers throughout SEAZ offer dental care using the sliding fee scale. To help address this serious need, SEAGO-AAA will connect with all community centers and understand their process for proper referrals through our central intake or by our case managers.

2.1.A The Central Intake unit screens and identifies gaps in service by referring clients to the appropriate programs and resources. Before central intake was established this process was more convoluted and less adhered to by relevant entities.

The expansion of AAA's central intake position to a full-time position has been successful. The two part-time intake specialists have been trained to provide callers with information on local, state, and federal resources. They are also well-versed in educating callers on volunteer opportunities and how to access additional resources such as the AAA App, webpage, and Facebook.

3.2.A Will continue to prioritize individuals with higher needs for Attendant Care and home-delivered meals, based on the scoring method obtained from CMG.

Case Managers continue to prioritize those with higher needs for Attendant Care and home-delivered meals based on a scoring method obtained from Central Intake. This means that individuals with higher demands will receive faster assistance to prolong their independence and well-being

4.1.B With the use of the Trualta platform, central intake, and the transition of case management in two of the most served counties, we can track the utilization of caregivers' services, units, and education provided.

CMC and FCSP have joined forces to create program instructions and a reporting process that simplifies the onboarding and reporting procedures for Trualta. This process will enhance the ability of case managers to manage their tasks and offer superior assistance and services to their clients.

Case Managers have been provided onboarding training for The Trualta programs and are now equipped to educate, offer, and onboard family caregivers



Vaccine OAA (CEI-HCB-VA1) Reporting Tool August 2021 - September 2023

Contact Information

Area Agency on Aging Name

SEAHEC

Contact First and Last Name

Lupita Gonzalez

Contact Email

lupita@seahec.org

Contact Phone Number

520-287-4722

Data Collection Questions

- Please select all of the following ways that the Community Education and Vaccine access is involved in Covid-19 vaccine access activities paid for in full or in part by the supplemental funding:**

X	Increasing vaccine confidence/decreasing vaccine hesitancy (e.g., developing materials or resources, group, or individual outreach)
X	Reaching underserved populations, such as rural, minority, non-English speaking and/or other marginalized populations (e.g., developing materials or resources, door-to-door campaigns, translation services)
X	Public outreach and awareness (e.g., public announcements, targeted marketing push, sharing information on SEAGO-website)
X	Individual outreach and awareness (e.g., direct calls or in-person visits to individuals who may be eligible)
	Vaccine registration, including through statewide website, 211, or in-person
X	Transportation (e.g., scheduling, and/or paying for ride services, companion services, providing direct transportation)

X	Supporting vaccine distribution sites (e.g., staffing, providing location for distribution sites, including mobile sites, etc.) Addressing accessibility needs (e.g., by coordinating with AT programs)
	Other, please describe: Community Health Worker (CHW) outreach

2. What is the total number reached through *all activities* paid for in full or in part by the Community Education and vaccine funding from August 2021 through September 2023? This would include public outreach (e.g., PSA's, marketing) as well as through individual assistance and services.

51,562

3. What is the total number of people who have been reached through individual assistance (e.g., individual outreach, assistance, coordination, scheduling support, transportation, receipt of incentives) paid for in full or in part by the Community Education and vaccine funding from August 2021 through September 2023?

13,971

a.) if available, please provide the number of people who have been reached through individual assistance by demographic category from August 2021 through September 2023?

Note: Individuals may be counted in more than one category below (e.g., a person who is 65, has a disability, and is an ethnic minority would be counted in all three demographic categories.)

i. Number of people reached through individual assistance (age 60+)

4,761

ii. Number of people reached through individual assistance (any age with any type of disabilities)

152

iii. Number of people reached through individual assistance (any age that are racial or ethnic minorities or underserved populations)

13,384

4. Have you started tracking spending of the Community Education vaccine access funding?

<input checked="" type="checkbox"/>	Yes
<input type="checkbox"/>	No

a.) If yes, what percentage of the funding has been spent ?

<input type="checkbox"/>	Less than 10%
<input type="checkbox"/>	11% – 25%
<input type="checkbox"/>	26% - 50%
<input type="checkbox"/>	51% - 75%
<input checked="" type="checkbox"/>	76% - 100%

5. (Optional) Please share any barriers the Community Education vaccine funding program has encountered and any proactive approaches/activities that have supported vaccine confidence and/or reaching racial or ethnic minorities or underserved populations.

Validation and Final Submission

6. Representative First and Last Name

Lupita Gonzalez

7. Please enter the date

10/13/23

<input checked="" type="checkbox"/>

I certify the information submitted is accurate as of the date of submission.

Please check box to validate.

Please email completed form, in word format, by the 9th of each month funding term date **September 30, 2023**. (do not submit in PDF format)



EXECUTIVE BOARD PACKET

MEMO TO: EXECUTIVE BOARD
THROUGH: RANDY HEISS, EXECUTIVE DIRECTOR
FROM: CHRIS VERTREES, TRANSPORTATION PROGRAM ADMINISTRATOR
DATE: NOVEMBER 9, 2023
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 is open and invitations sent to all member agencies. If you would like access to the portal, please submit a request to John Merideth at jmerideth@seago.org. On October 5, 2023, SEAGO hosted the first North America RoadAI User Group meeting at the Cochise College Benson Center. The training was attended by 42 people from 31 agencies. Participants were able to share how they use the technology in their agencies. We are expecting an update to the data portal in November. Vaisala will be adding pavement treatment recommendations to our data portal. To date, SEAGO has completed over 55% of our local road network.

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 FY24 State Budget. The list was approved by the SEAGO Administrative Council and Executive Board in August 2023. On May 11, 2023, the Governor signed into law a \$17.8B state budget for State Fiscal Year 2024. Transportation infrastructure fared very well, receiving \$653.5M in one-time revenues. The SEAGO Region did very well securing over \$30 million in projects. In addition, SVMPO planning area secured almost \$10 million in projects. RTAC requested that Greater Arizona COGs/MPOs develop a project list for FY25 budget discussions.

Update: In June, SEAGO issued a call for projects. The call closed on August 11, 2023. We received 7 applications. In September, the TAC completed an application review and application ranking process. SEAGO's Administrative Committee and Executive Committee reviewed and approved our FY25 RTAC Priority Project List at our October 5, 2023 meeting. The approved list is attached to this memo.

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.* 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.

Update: The Study's Public Comment Period ended on June 15, 2023. The study has been finalized and has been submitted to ADOT. The study is available at 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. 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. During this phase of the study, Easter Seals Blake Foundation expressed a desire to be a lead applicant for an FTA Section 5311 project. The TAC has been paused to allow ESBF the opportunity to have internal discussions involving their pursuit of an ADOT/FTA Section 5311 application.

Update: The next window to apply for FTA Section 5311 funding will occur in January 2024. The study resumed in June. Both ESBF and the San Carlos Apache Tribe have committed to moving the project forward. SEAGO met the San Carlos transit program this month. A budget and updated route plan and schedule have been completed. We are looking for a date in November to host a public meeting. Our goal is to have the study completed by November 30, 2023.

Nogales Area Transit Feasibility Study: The Nogales/Rio Rico area is the largest remaining community in Arizona that does not have a Public Transit Program. To explore the demand for a transit system, SEAGO applied for a transit planning grant through ADOT last December.

Update: On March 30, 2023, SEAGO received a \$95,000 award to conduct Phase 1 of the Study. If a strong need/demand for service is identified, we will apply for Phase 2 (Implementation Plan) in December. The goal is to have a plan in place by the January 2026 FTA Section 5311 application cycle. A public participation plan is being developed and SEAGO is recruiting for TAC members.

SVMPO/SEAGO Joint Regional Highway Safety Plan: In 2016, SEAGO and SVMPO partnered on a Regional Safety Plan. The project resulted in over \$3 million in regional safety projects. The plan has exceeded its useful life as crash data in the plan is over 8 years old. SEAGO and SVMPO are once again partnering on a plan update. ADOT Traffic Safety Section has approved the project and ADOT/FHWA has authorized funding for the projects. Kimley-Horn has been selected as the project consultant. The project kick-off meeting will be on November 16, 2023.

Attachments: RTAC Priority Project List

Action Requested: Information Only Action Requested Below



**2025 RTAC PRIORITY TRANSPORTATION PROJECTS FOR THE SEAGO REGION
PROJECT RANKINGS**

Project Score	Project Rank	Project Sponsor	Project Name	Total Cost	Local Contribution	Recommended Funding
Carry Over FY23	1	City of Nogales	Industrial Park Drive Reconstruction Project	\$3,116,949	\$188,405	\$2,928,544
Carry Over FY23	2	San Carlos Apache Tribe	Peridot Siding Road (BIA Route 103) Pavement Overlay Project	\$3,143,000	\$189,980	\$2,953,020
Carry Over FY24	3	Santa Cruz County	West Frontage Road at Camino Ramanote Roundabout	\$1,170,000	\$70,021	\$1,099,979
Carry Over FY24	4	City of Nogales	Frank Reed Road Paving Project	\$1,688,302	\$102,050	\$1,586,252
986	5	City of Douglas	Douglas Downtown Revitalization Streetscape Project	\$7,549,804	\$456,351	\$7,093,453
948	6	Graham County	Reay Lane Improvements	\$3,955,058	\$300,000	\$3,655,058
913	7	Cochise County	Davis Rd- MP 5 & 13 Improvements	\$6,000,000	\$2,890,460	\$3,109,540
901	8	Town of Duncan	High Street Improvements	\$1,810,263	\$109,422	\$1,700,841
868	9	Cochise County	Davis Rd – Central Hwy to US-191	\$7,555,013	\$456,351	\$7,093,453
826	10	City of Nogales	La Quinta Road and Mariposa Ranch Road Reconstruction	\$1,923,849	\$108,127	\$1,815,722
Yes	11	City of Willcox	Expansion Transit Vehicle	\$65,000	\$3,929	\$61,071
N/A	12	Cochise County	Moson Rd – Transfer to SVMPO	\$3,000,000	\$0	\$3,000,000