MARICOPA ASSOCIATION OF GOVERNMENTS

OVERVIEW OF THE ORGANIZATION

MARICOPA ASSOCIATION of GOVERNMENTS

July 2012

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MARICOPA ASSOCIATION OF GOVERNMENTS

The Maricopa Association of Governments (MAG) is a Council of Governments (COG) that serves as the regional agency for the metropolitan Phoenix area. When MAG was formed in 1967, the elected officials recognized the need for long-range planning and policy development on a regional scale. They realized that many issues such as transportation and air quality affected residents beyond the borders of their individual jurisdictions.

MAG was founded in the spirit of cooperation. MAG members believe that by uniting, they can solve common problems, take an active role in long-range regional issues and address concerns that affect all of the communities.

MAG is the designated metropolitan planning organization (MPO) for transportation planning in the Maricopa County region. MAG has also been designated by the Governor to serve as the principal planning agency for the region in a number of other areas, including air quality, water quality management and solid waste management. In addition, through an Executive Order from the Governor, MAG develops population estimates and projections for the region.

MAG's Purpose

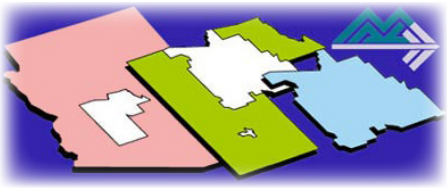
The MAG By-Laws contain an underlying concept for the organization:

"The Maricopa Association of Governments is based on the principle that cities, towns, counties, and Indian Communities, which are closest to the people, should exercise the basic initiative and leadership and should have the primary responsibility for addressing those local problems and needs which require action on an area-wide or regional basis."

The Articles of Incorporation for MAG state that the association was formed to do the following:

- Provide a forum for discussion and study of regional problems of mutual interest to the governments in the region.
- Ensure, through cooperation and the pooling of common resources, maximum efficiency and economy in governmental operations, which will provide every citizen with the utmost value for every dollar.
- Identify and comprehensively plan for the solution of regional problems requiring multi city, town and county cooperation.
- Facilitate agreements among the governmental units for specific projects or other interrelated developmental actions or for the adoption of common policies with respect to problems that are common to its members.
- Attain the greatest degree of intergovernmental cooperation possible in order to prepare for future growth and development of the region.

MAG MEMBER AGENCIES



The MAG membership currently consists of the 25 incorporated cities and towns within Maricopa County and the contiguous urbanized area, three Native American Indian Communities, and Maricopa County *(Figure 1)*.

The Arizona Department of Transportation (ADOT) and the Citizens Transportation Oversight Committee (CTOC) serve as ex-officio members for transportation-related issues.

MAG Members Municipal Planning Areas

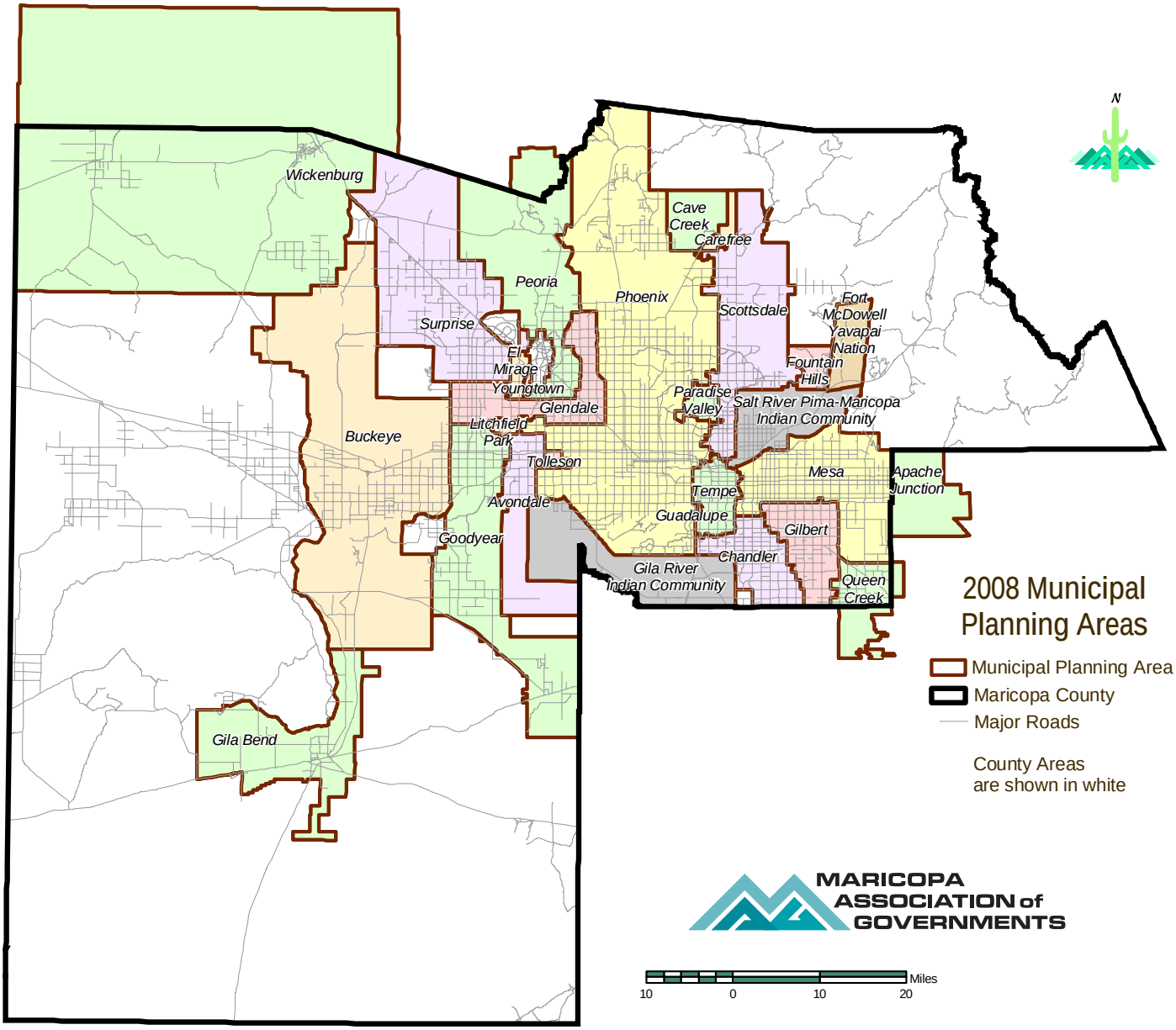


Figure 1: Map of MAG Member Agencies

MAG MEMBER AGENCIES (Continued)

City of Apache Junction
300 E. Superstition Blvd.
Apache Junction, AZ 85219
☎ (480) 982-8002, Fax: (480) 474-5110
Councilmember Robin Barker

City of Avondale
11465 W. Civic Center Drive
Avondale, AZ 85323
☎ (623) 333-1000, Fax: (623) 333-1001
Mayor Marie Lopez Rogers

Town of Buckeye
540 E. Monroe
Buckeye, AZ 85326
☎ (623) 349-6000, Fax: (623) 349-6099
Mayor Jackie Meck

Town of Carefree
Box 740
Carefree, AZ 85377
☎ (480) 488-3686, Fax: (480) 488-3845
Mayor David Schwan

Town of Cave Creek
37622 North Cave Creek Road
Cave Creek, AZ 85331
☎ (480) 488-1400, Fax: (480) 488-2263
Councilmember Dick Esser

City of Chandler
P. O. Box 4008 Mail Stop 603
Chandler, AZ 85224-4008
☎ (480) 782-2210, Fax: (480) 782-2209
Mayor Jay Tibshraeny

City of El Mirage
12145 NW Grand Avenue,
El Mirage, AZ 85335
☎ (623) 972-8116, Fax: (623) 972-8110
Mayor Lana Mook

Fort McDowell Yavapai Nation
P.O. Box 17779
Fountain Hills, AZ 85269
☎ (480) 837-5121, Fax: (480) 837-1630
President Clinton Pattea

Town of Fountain Hills
16705 E. Avenue of the Fountains
Fountain Hills, AZ 85268
☎ (480) 837-2003, Fax: (480) 837-3145
Mayor Linda M. Kavanaugh

Town of Gila Bend
PO Box A
Gila Bend, AZ 85337
☎ (928) 683-2255, Fax: (928) 683-6430
Mayor Ron Henry

Gila River Indian Community
PO Box 97
Sacaton, AZ 85247
☎ (520) 562-6000, Fax: (520) 562-3422
Governor Gregory Mendoza

Town of Gilbert
50 E. Civic Center Drive
Gilbert, AZ 85296-3401
☎ (480) 503-6000, Fax: (480) 497-4943
Mayor John Lewis

City of Glendale
5850 West Glendale Avenue
Glendale, AZ 85301
☎ (623) 930-2260, Fax: (623) 915-2690
Mayor Elaine Scruggs

City of Goodyear
190 North Litchfield Road
Goodyear, AZ 85338
☎ (623) 932-3910, Fax: (623) 932-1177
Mayor Georgia Lord

Town of Guadalupe
9241 South Avenida del Yaqui
Guadalupe, AZ 85283
☎ (480) 730-3080, Fax: (480) 505-5368
Mayor Yolanda Solarez

City of Litchfield Park
214 West Wigwam Boulevard
Litchfield Park, AZ 85340
☎ (623) 935-5033, Fax: (623) 935-5427
Mayor Thomas Schoaf

MAG MEMBER AGENCIES (Continued)

Maricopa County
301 West Jefferson
Phoenix, AZ 85003
☎ (602) 506-7642, Fax: (602) 506-3011
Supervisor Max W. Wilson

City of Mesa
Box 1466, Mesa, AZ 85211
☎ (480) 644-2309, Fax: (480) 644-2175
Mayor Scott Smith

Town of Paradise Valley
6401 East Lincoln
Paradise Valley, AZ 85253
☎ (480) 348-3690, Fax: (480) 951-3715
Mayor Scott LeMarr

City of Peoria
8401 West Monroe Street
Peoria, AZ 85345
☎ (623) 773-7300, Fax: (623) 773-7309
Mayor Bob Barrett

City of Phoenix
200 West Washington Street
Phoenix, AZ 85003-1611
☎ (602) 262-7441, Fax: (602) 534-4793
Mayor Greg Stanton

Town of Queen Creek
22350 South Ellsworth
Queen Creek, AZ 85142
☎ (480) 358-3000, Fax: (480) 358-3001
Mayor Gail Barney

Salt River Pima-Maricopa Indian Community
10005 East Osborn Road
Scottsdale, AZ 85256
☎ (480) 850-7277, Fax: (480) 850-8014
President Diane Enos

City of Scottsdale
3939 Drinkwater Boulevard
Scottsdale, AZ 85251
☎ (480) 312-2422, Fax: (480) 312-2738
Mayor W. J. "Jim" Lane

City of Surprise
16000 N. Civic Center Plaza
Surprise, AZ 85374
☎ (623) 222-1000, Fax: (623) 222-1021
Mayor Sharon Wolcott

City of Tempe
Box 5002
Tempe, AZ 85281
☎ (480) 350-8865, Fax: (480) 350-8996
Mayor Mark Mitchell

City of Tolleson
9555 West Van Buren
Tolleson, AZ 85353
☎ (623) 936-7111, Fax: (623) 936-7117
Mayor Adolfo Gamez

Town of Wickenburg
155 North Tegner, Ste. A
Wickenburg, AZ 85390
☎ (928) 684-5451, Fax: (602) 506-1580
Councilmember Rui Pereira

Town of Youngtown
12030 Clubhouse Square
Youngtown, AZ 85363
☎ (623) 933-8286, Fax: (623) 933-5951
Mayor Michael LeVault

Arizona Department of Transportation
206 South 17th Avenue, MD 100A
Phoenix, AZ 85007
☎ (602) 712-7550, Fax: (602) 712-6941
Board Member Victor Flores
Board Member Joseph La Rue

Citizens Transportation Oversight Committee (CTOC)
1655 West Jackson, Mail Drop 126F,
Room 170
Phoenix, Arizona 85007
☎ (602) 712-7519, Fax: (602) 712-8001
F. Rockne Arnett

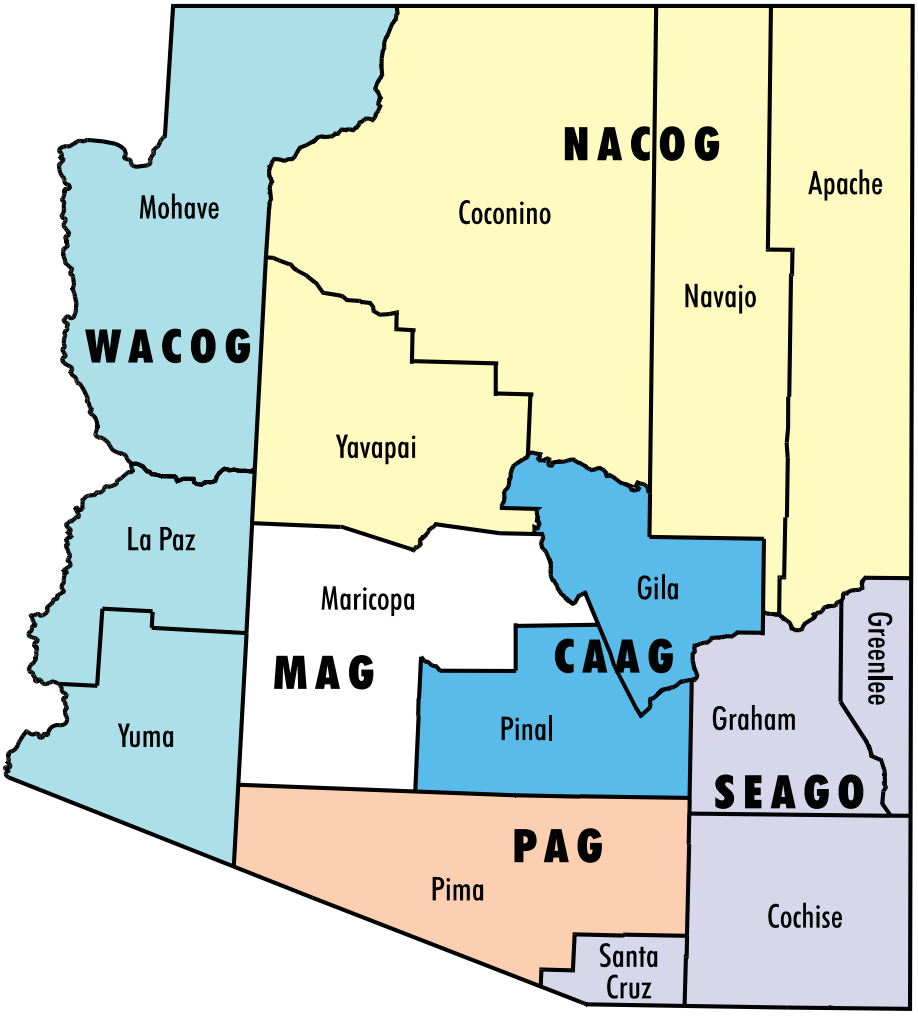
COUNCILS OF GOVERNMENTS

What Is a Council of Governments?

A Council of Governments (COG) is a public organization encompassing a multijurisdictional regional community. A COG serves the local governments and the citizens of the region by dealing with issues and needs that cross city, town, county and even state boundaries. Mechanisms used to address these issues include communication, planning, policymaking, coordination, advocacy and technical assistance.

Why Are There COGs in the United States?

In the late 1960s and early 1970s, emphasis was increasingly placed on the need for long-range planning and closer coordination of program activities by governments at all levels. Federal requirements for planning in areas such as transportation, the environment and human services furthered this need. The establishment of COGs emerged as the preferred approach to this need in many areas.



What About COGs in Arizona?

In Arizona, there are six COGs *(Figure 2)*. Through an Executive Order, the planning boundaries were established by Governor Jack Williams in 1970 in response to federal planning requirements and in an effort to achieve uniformity in various planning areas. COGs, as voluntary associations, have formed within these planning boundaries.

Figure 2: Arizona Councils of Governments

COUNCILS OF GOVERNMENTS (Continued)

Arizona Councils of Governments

In the urban areas, the Maricopa Association of Governments (MAG) and the Pima Association of Governments are the regional agencies that also serve as the designated Metropolitan Planning Organizations (MPOs) for transportation planning. A description of Metropolitan Planning Organizations is provided on the next page.

In the rural areas of Arizona, the COGs perform planning services and direct service functions such as operating the Area Agency on Aging, Head Start programs and employment programs.

Maricopa Association of Governments (MAG)

Chair: **Mayor Marie Lopez Rogers,** City of Avondale
Executive Director: Dennis Smith, 602-254-6300
Counties within boundary: Maricopa
Number of member agencies: 31

Pima Association of Governments (PAG)

Chair: **Mayor Jennifer Eckstrom,** Town of South Tucson
Executive Director: Gary Hayes, 520-792-1093
Counties within boundary: Pima
Number of member agencies: 9

SouthEastern Arizona Governments Organization (SEAGO)

Chair: **Supervisor Drew John,** Graham County
Executive Director: Randy Heiss, 520-432-5301
Counties within boundary: Cochise, Graham, Greenlee and Santa Cruz
Number of member agencies: 18

Northern Arizona Council of Governments (NACOG)

Chair: **Supervisor Thomas Thurman,** Yavapai County
Executive Director: Kenneth J. Sweet, 520-774-1895
Counties within boundary: Apache, Coconino, Navajo and Yavapai
Number of member agencies: 25

Central Arizona Association of Governments (CAAG)

Chair: **Mayor Robert Jackson,** City of Casa Grande
Executive Director: Brian Tapp, 520-689-5004
Counties within boundary: Pinal and Gila
Number of member agencies: 16

Western Arizona Council of Governments (WACOG)

Chair: **Janice Shelton, Superintendent** of Schools, La Paz County
Executive Director: Brian Babiars, 928-782-1886
Counties within boundary: La Paz, Mohave and Yuma
Number of member agencies: 16

METROPOLITAN PLANNING ORGANIZATIONS

The **Maricopa Association of Governments** serves as the MPO for the Maricopa County area. The Pima Association of Governments serves as the designated MPO for the Pima County region. The Central Yavapai Metropolitan Planing Organzation (CYMPO) serves the Prescott urbanized area. In Yuma County, the Yuma Metropolitan Planning Organization serves as the MPO for the Yuma urbanized area. In Coconino County, the Flagstaff Metropolitan Planning Organization serves as the MPO for the Flagstaff urbanized area.

CYMPO
Central Yavapai Metropolitan Planning Organization

FMPO

Yuma
San Luis
Cocopah
Wellton
Somerton
Yuma County
ADOT
YMPO

In 1973, the Federal-Aid Highway Act required that each urbanized area (area with 50,000 or more population) establish a Metropolitan Planning Organization (MPO). The federal law required that the governor of the state designate the agency to serve as the MPO. MAG was designated as the MPO for this region in 1973.

In 1991, President Bush signed into law the Intermodal Surface Transportation Efficiency Act (ISTEA). This Act outlined its statement of policy as follows:

> "To develop a National Intermodal Transportation System that is economically efficient, environmentally sound, provides the foundation for the nation to compete in the global economy and will move people and goods in an energy efficient manner."

ISTEA required MPOs to have a proactive public involvement process and to represent all modes of transportation. For large urban areas (more than 200,000 in population), Congress provided a greater role by having the Secretary of Transportation certify these as Transportation Management Areas (TMAs). Metropolitan Planning Organizations that are designated as TMAs have greater requirements for congestion management, project selection and certification. In addition to receiving greater requirements, MPOs were also provided a larger amount of federal transportation funding. Succeeding federal legislation enacted in 1998, the Transportation Equity Act for the 21st Century (TEA-21), further strengthened the role of the MPO in regional transportation planning. TEA-21 required that:

> "The MPO, public transit agency, and State shall cooperatively develop estimates of funds that are reasonably expected to be available to support program implementation."

The most recent federal transportation guidelines build upon the requirements of ISTEA and TEA-21. On August 10, 2005, the President signed the Safe, Accountable, Flexible and Efficient Transportation Equity Act – a Legacy for Users (SAFETEA-LU). Along with identifying federal funding for a range of transportation programs and other transportation-related regulations, SAFETEA-LU updated requirements for metropolitan transportation planning.

The new federal transportation guidelines contained within SAFETEA-LU continue to emphasize cooperatively developed plans and programs, in addition to maintaining an inclusive public involvement process.

HISTORY OF MAG, FORMATION AND DESIGNATIONS

In Maricopa County, local government cooperation in the early 1960s resulted in the implementation of the multicity sewage treatment plant at 91st Avenue. This regional activity occurred prior to federal and state initiatives and incentives for regional planning and cooperation. In 1962, changes in federal policy required more local and state involvement. As a result of changes in the Federal Aid Highway Act, cooperative transportation planning occurred with the creation of the Valley Area Traffic and Transportation Study (VATTS). As part of the federal government decentralization initiatives, federal regions were established to bring federal programs closer to the people and incorporate greater review of federal programs through the Intergovernmental Cooperation Act.

Because of the changing federal policies requiring more local planning and review, and the demonstrated success of previous regional efforts, the local governments in Maricopa County formed the Maricopa Association of Governments (MAG) in 1967. MAG was developed as a nonprofit corporation to act as the vehicle to address areas of common regional interest. At the first meeting of MAG, the consensus of the Regional Council was that the areas of water, air pollution and solid waste disposal were of primary concern. It was also agreed that there was a need for the standardization of building materials and public works specifications. In addition, the transportation planning efforts that had begun with VATTS were incorporated into the scope of MAG's work. Several key events in the early history of MAG are outlined here:

- Regional cooperation was encouraged by success of multicity sewage system in the early 1960s.
- The 1962 Federal Aid Highway Act required regional transportation planning, which resulted in the formation of the Valley Area Traffic and Transportation Study (VATTS) on March 12, 1965.
- The 1965 Federal Housing Act Amendments and 1966 Metropolitan Development Act provided legal and financial impetus for a full-fledged regional agency.
- MAG was formed in 1967 by concurrent resolutions from its member agencies to foster regional cooperation and to address regional problems.
- VATTS was incorporated into MAG in 1967.
- Executive Order 70-2 established six Planning Districts in Arizona in 1970.
- MAG was designated as the Metropolitan Planning Organization (MPO) by the Governor in 1973.
- MAG was designated as the Regional Water Quality Management Planning Agency by the Governor in 1975.
- MAG was designated as the Lead Air Quality Planning Agency by the Governor in 1978.
- MAG was designated as the Regional Solid Waste Management Planning Agency by the Governor in 1979.

Major MAG designations and milestones are shown in *Figure 3*. Additional milestones are listed on page 9.

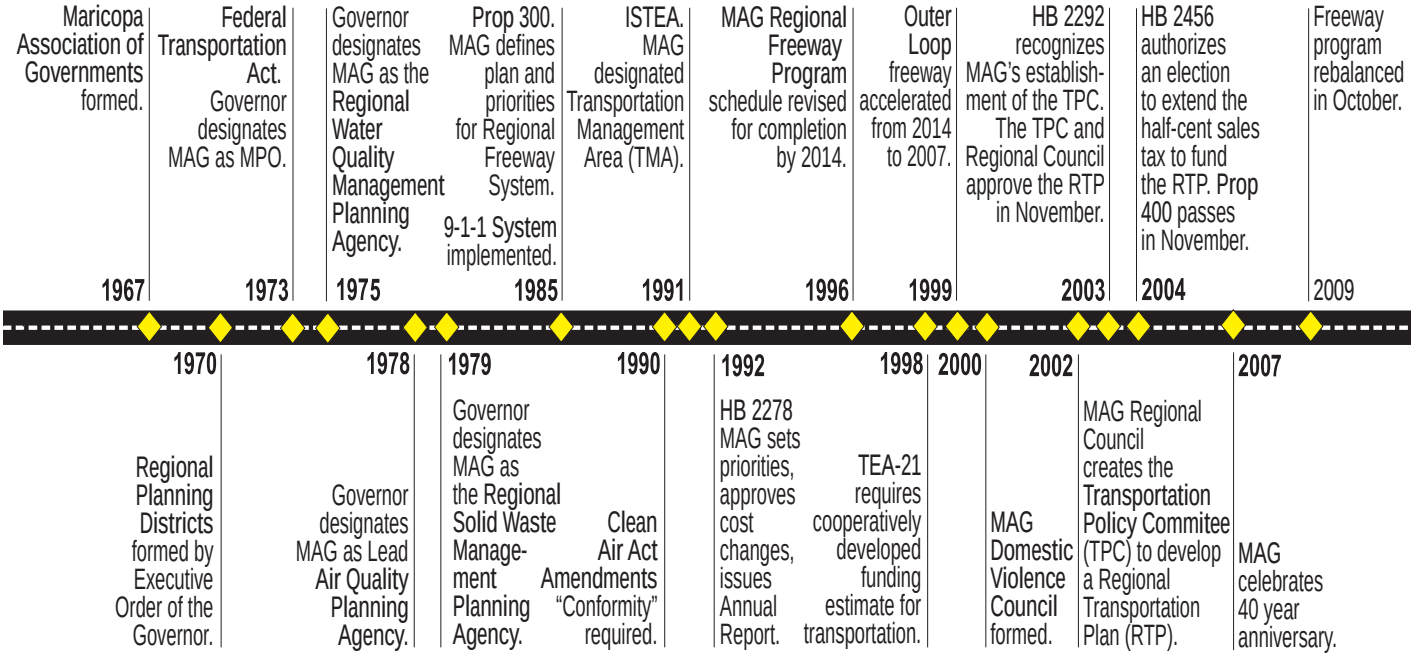


Figure 3: Major MAG Designations and Milestones

MAJOR MAG MILESTONES

April 1967 Maricopa Association of Governments is formed through concurrent resolutions from its member agencies to foster regional cooperation and address regional problems.

1973 MAG is designated as the Metropolitan Planning Organization for the Maricopa region by the Governor through the Federal Transportation Act.

1975 MAG is designated by the Governor as the Regional Water Quality Management Planning Agency by the Governor.

1978 MAG is designated by the Governor as the Lead Air Quality Planning Agency.

1978 Member agencies place responsibility for developing unified specifications and details for all public works projects with MAG, to ensure consistency across the region.

1979 MAG is designated by the Governor as the Regional Solid Waste Management Planning Agency.

1982 MAG drafts its first plan to address carbon monoxide in the region.

1984 MAG drafts its first plan to address ozone pollution in the region.

July 1984 MAG forms the Outer Loop Financing Task Force to find financing alternatives for building the Outer Loop (Loop 101), also known as the Agua Fria and Pima Freeways.

July 1985 The MAG Regional Council approves the final elements of the freeway system for the vote on the half-cent sales tax, which is overwhelmingly approved by voters three months later.

1985 Conducted the first countywide mid-decade special census.

Sept. 1985 Through MAG, the regional emergency 9-1-1 system is implemented. For the first time, Valley citizens no longer have to dial police departments directly.

1990 To meet new requirements of the Clean Air Act, MAG begins running all transportation projects through air quality models to ensure that transportation plans or projects do not contribute to air quality violations.

1991 The MAG region is designated under the Intermodal Surface Transportation Equity Act as a Transportation Management Area.

Feb. 1992 The MAG Regional Council votes to allow 50 percent of MAG federal funds for local projects to be allocated for the completion of the Regional Freeway Program. $700 million that could have been used for local projects is given to the state highway system.

June 1992 MAG is granted authority under House Bill 2278 to approve any changes in freeway priorities and to approve material cost changes to the Regional Freeway Program. Since these law changes, the Regional Freeway Program has been on schedule and within budget.

1995 Through MAG, the largest mid-decade special census in the nation is conducted.

1996 MAG revises the Regional Freeway Program with completion scheduled by 2014.

1998 MAG launches the Desert Peaks Awards Program to recognize regional excellence.

1998 MAG spearheads an effort for the region to receive its fair share of federal transportation dollars. The increased funding leads MAG to initiate a plan to accelerate construction of the regional freeway system. This means the system will be delivered by 2007, seven years earlier than planned and at about the same time voters were promised in 1985.

1998 The *MAG Desert Spaces Plan* is completed to protect open spaces that are in the path of development. Later, MAG establishes planning guidelines to ensure that lands near conservation areas are also managed in ways that respect our natural resources.

2000 MAG furthers its efforts to combat homelessness by creating a year-round planning body. The unified regional effort results in the highest funding ever awarded in homeless housing and services projects—a record $18.6 million in Homeless Continuum of Care funding awards from the U.S. Department of Housing and Urban Development.

Jan. 2000 MAG creates a Domestic Violence Council to develop a coordinated community response to addressing domestic violence in the region.

2001 MAG begins work on a new 20-year Regional Transportation Plan.

2001 The MAG Regional Council approves $750,000 for the launch of a Freeway Service Patrol program to help stranded motorists and improve system mobility.

2001 MAG implements an elderly mobility initiative to look at transportation challenges caused by an aging population.

Jan. 2002 Under MAG's leadership, the region marks five years without any violations of the standards for both carbon monoxide and ozone.

April 2002 The last section of the Loop 101 Freeway is opened, completing a 60-mile freeway loop around the Valley and fulfilling the vision first promoted by elected officials in 1984.

2002 The MAG Regional Council creates the Transportation Policy Committee, a public/private partnership to oversee development of the *Regional Transportation Plan.*

2003 HB 2292 recognizes MAG's establishment of the Transportation Policy Committee that is tasked with developing a 20-year Regional Transportation Plan and sets forth the process for an election to extend the current half cent sales tax for transportation.

2004 House Bill 2456 authorizes an election on the half-cent sales tax for transportation to take place in November 2004. MAG's responsibility to approve material cost changes for the Regional Freeway Program is continued. Major amendments to the *Regional Transportation Plan* are required to be approved by MAG.

2004 The Community Emergency Notification System (CENS) is launched. Using the MAG 9-1-1 system, CENS will rapidly notify an affected area of an emergency by sending a recorded message through the telephone system.

Nov. 2004 Voters approve Proposition 400 to extend the half-cent sales tax for transportation for the next 20 years.

2005 The U.S. Environmental Protection Agency announced that the Maricopa County nonattainment area would be redesignated to attainment status for carbon monoxide, and that the *Revised MAG 1999 Serious Area Carbon Monoxide Plan and Maintenance Plan* would be approved.

2005 The MAG Regional Council approved a major Revision of the *MAG Regional Solid Waste Management Plan,* which provides for systems level solid waste management planning.

July 2008 The final section of the Red Mountain Freeway is completed, marking the capstone for the 1985 Proposition 300 Program.

Dec. 2009 MAG, PAG and CAAG form the Joint Planning Advisory Council (JPAC) to jointly coordinate planning efforts for the greater good of the regions and the State of Arizona.

WHAT MAG IS EMPOWERED TO DO

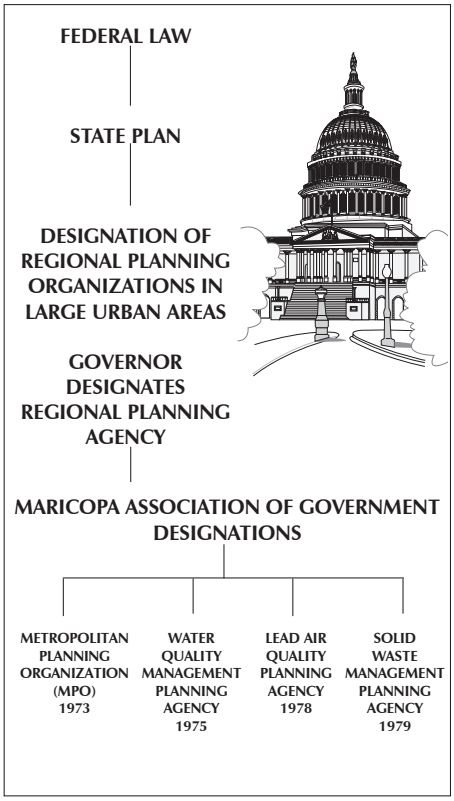


Figure 4: Federal Requirements

FEDERAL REQUIREMENTS

As depicted in *Figure 4*, certain federal actions require that regional plans in large urban areas be prepared. For the Maricopa County region, MAG has been designated in the following four areas:

1. Metropolitan Planning Organization (MPO)
2. Water Quality Management Planning Agency
3. Lead Air Quality Planning Agency
4. Solid Waste Management Planning Agency

Metropolitan Planning Organization

As the MPO, MAG has the following transportation-related responsibilities:

- Conduct a federally certified transportation planning process.
- Carry out an ongoing public involvement process.
- Develop and apply management systems (pavement, bridge, congestion, transit, intermodal, safety).
- Prepare a five-year Transportation Improvement Program (TIP) that includes all transportation projects in the region (includes federal, state, local and privately funded projects).
- Prepare a multimodal Regional Transportation Plan (RTP) with a 20-year time horizon (freeways, arterials, transit, bicycle, pedestrian, demand management).
- Ensure conformity for all transportation plans, programs and projects with air quality plans.

Water Quality Planning

As the water quality management planning agency for the region, MAG develops an areawide water quality management plan. This requirement is in response to Section 208 of the Water Pollution Control Act of 1972.

Air Quality Planning

As the lead air quality planning agency, MAG determines which elements of a revised Air Quality Implementation Plan will be planned, implemented and enforced by the state and local governments. In addition, MAG produces air quality plans for carbon monoxide, particulates and ozone.

Solid Waste Planning

As the solid waste management planning agency, MAG is responsible for undertaking areawide solid waste management planning. This requirement is in response to Section 4006(b) of the Resource Conservation and Recovery Act of 1976.

WHAT MAG IS EMPOWERED TO DO (Continued)

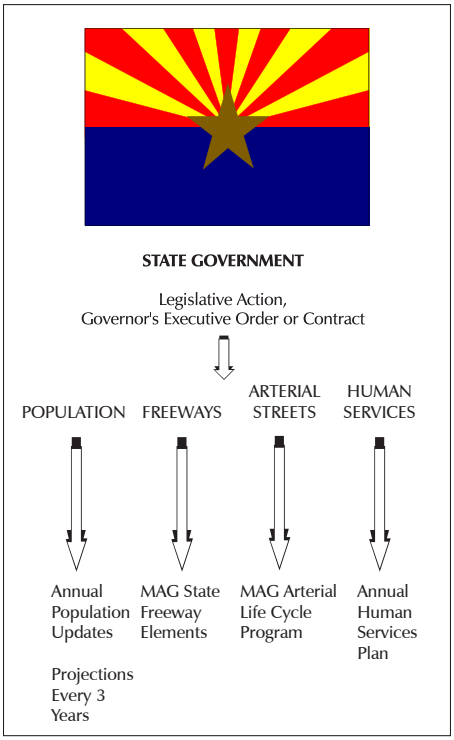


Figure 5: State Requirements

STATE REQUIREMENTS

At the state level, legislative action, a Governor's executive order, or a contract may result in state programs or plans. In accordance with these programs or plans, the Governor may designate an agency to develop regional plans or programs. These relationships and the resulting MAG requirements are depicted in *Figure 5*. State-designated MAG responsibilities:

1. Executive Order – Population Updates and Projections.
2. Legislation – Arizona Revised Statutes (ARS) 28-6308, 28-6353, 28-6354, 28-6352 and 48-5121 outline transportation requirements.
3. Contract – Arizona Department of Economic Security (DES) contract for human services planning.

Population Updates and Projections

In Arizona, Executive Order 95-2 provides for the preparation of official population updates and projections. The Executive Order authorizes Councils of Governments to prepare official subregional estimates and projections using county projections developed by the Arizona Department of Economic Security (ADES) as control totals. The function previously performed by ADES moved to the Arizona Department of Commerce in December 2007 with a goal of providing more efficient research data and information to Arizona communities, businesses, planners, lawmakers, economists, and others. Executive Order 2009-1 updated this relationship. The Maricopa Association of Governments provides population estimates every year and subregional population projections approximately every three years.

Transportation Requirements

ARS 28-6308, 28-6353, 28-6354, 28-6352 and 48-5121 resulted in various transportation-related responsibilities being given to MAG. The requirements outlined in this legislation include:

- Plan freeway corridors.
- Adopt freeway prioritization criteria.
- Approve freeway priorities.
- Approve material cost increases.
- Issue an annual report on the status of the implementation of Proposition 400.
- Establish a Transportation Policy Committee.
- Perform life cycle management of streets.
- Approve major plan amendments.
- Prepare the Public Transportation Element of the Regional Transportation Plan.
- Approve changes to the Transit Life Cycle Program that materially impact the performance of the Regional Transportation Plan.

Human Services Planning

On March 3, 1976, the MAG Regional Council authorized the development of a regional human services plan. For more than 30 years, this planning was formally supported by a contract with the Arizona Department of Economic Security. This partnership supported extensive planning with a broad array of community stakeholders including local governments, nonprofit agencies and planners. This collaboration resulted in allocation recommendations for the Social Services Block Grant, a federal funding source that supports a variety of human services programs. In 2010, budget constraints did not permit a new contract to be signed between MAG and DES to support regional human services planning. The partnership continues on an informal basis with MAG serving as the local conduit for community input on human services planning issues facing the region.

HOW DECISIONS AT MAG ARE MADE

The Regional Council is the governing and policymaking body for the organization and is composed of elected officials appointed by each member agency. *(See Figure 6.)* For the majority of MAG members, the city or town Mayor serves as the Regional Council member. The Chair of the Board of Supervisors usually represents Maricopa County on the Regional Council. Two Maricopa County State Transportation Board members represent the Arizona Department of Transportation (ADOT). The Chair of the Citizens Transportation Oversight Committee also serves on the Regional Council. Currently, the Governor of the Gila River Indian Community, the President of the Salt River Pima-Maricopa Indian Community, and the President of the Fort McDowell Yavapai Nation serve on the Regional Council.

The Executive Committee consists of seven Regional Council members who are elected at the annual meeting to serve for one year (until the next annual meeting). The Executive Committee includes the offices of Chair, Vice Chair, and Treasurer of the Regional Council. The MAG By-Laws indicate that the Executive Committee can conduct MAG business which arises between meetings of the Regional Council. The Executive Committee also serves as the finance committee.

The Management Committee consists of the chief administrators from each member agency. The directors of ADOT and the Regional Public Transportation Authority represent their respective agencies on the Management Committee.

What Is the Role of the Management Committee?

The MAG Management Committee provides a key role in the policymaking decisions at MAG. The Committee is responsible for receiving input from technical committees, analyzing the technical and policy implications, and providing recommendations to the MAG Regional Council. The Management Committee consists of the chief administrators from each member agency, such as the jurisdiction's city or town manager, the county manager from Maricopa County, and the chief administrative officer of each Native American Indian Community. The director of the Arizona Department of Transportation and the executive director of the Regional Public Transportation Authority represent their respective agencies on transportation issues that are brought before the Management Committee.

Several policy and technical advisory committees have been established to provide assistance to the Regional Council on specific topics. A chart depicting the MAG committee structure is provided in *Figure 7*.

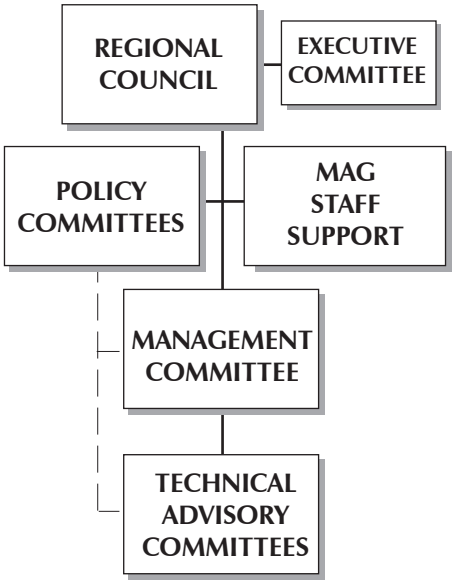


Figure 6: MAG Policy Structure

MAG COMMITTEE STRUCTURE

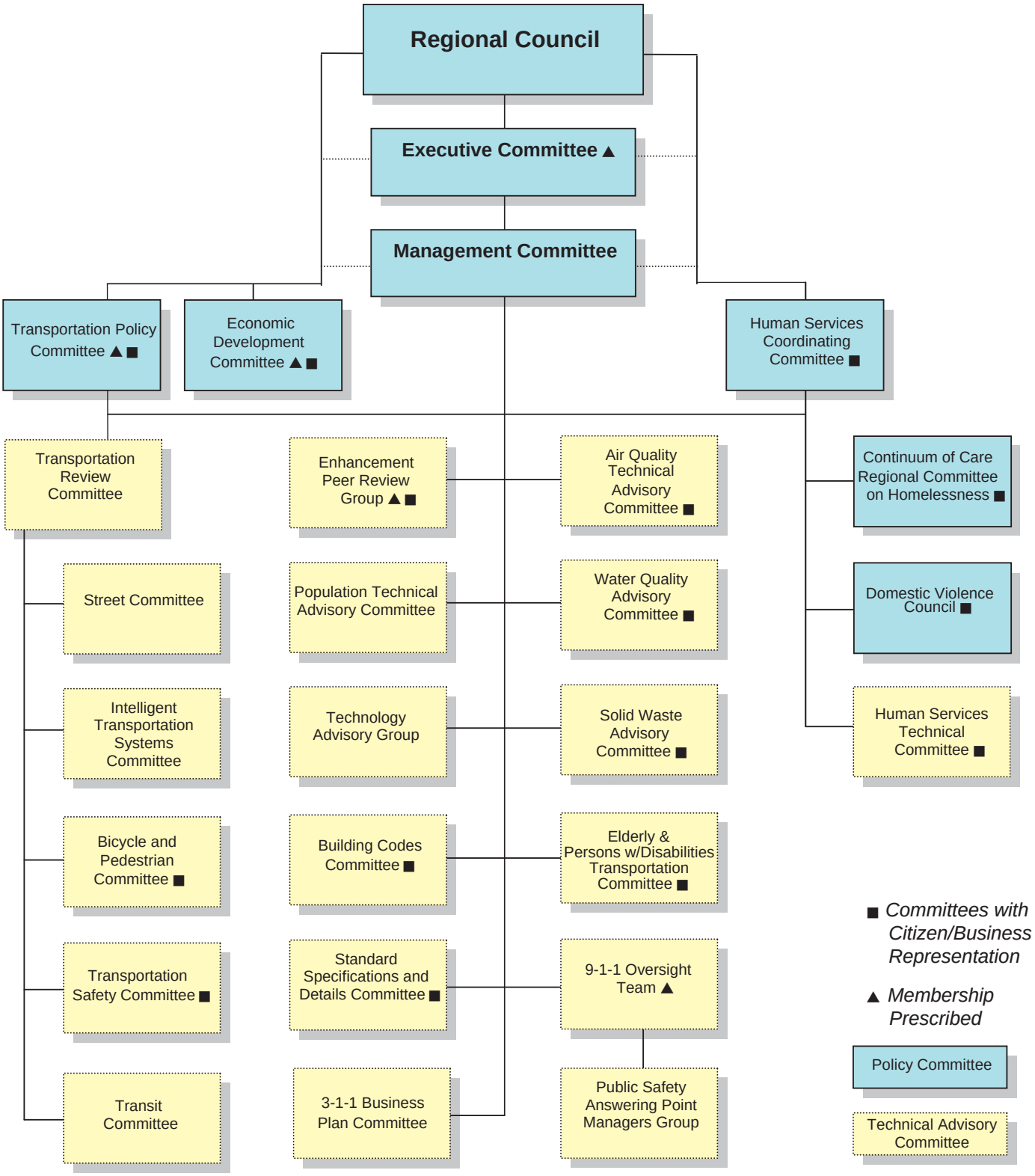


Figure 7: MAG Committee Structure

POLICY ADVISORY COMMITTEES

Several committees have been established to provide specific policy recommendations to the Management Committee and Regional Council. These committees are established by the Regional Council and are generally composed of local elected officials, agency staff, industry or business representatives, and citizen representatives. Some MAG committees have a specific composition established by the Regional Council.

▲ Committees with prescribed membership.

■ Committees with citizen/business representatives.

Continuum of Care Regional Committee on Homelessness ■

Members of this committee include local and state elected officials, representatives of the Governor's Office, service provider agencies, business representatives, funders, the Department of Economic Security, formerly homeless individuals, and advocates. The committee prepares and submits an application for homeless assistance funding to the U.S. Department of Housing and Urban Development and addresses regional issues relating to homelessness.

Chair: **Vice Mayor Joanne Osborne**, City of Goodyear
Staff Contact: *Brande Mead*

Economic Development Committee ▲ ■

The role of the Economic Development Committee (EDC) is to "develop an opportunity-specific and action-oriented plan that fosters and advances a plan for the MAG region dealing with infrastructure, especially transportation infrastructure, that would further economic development opportunities." The EDC consists of 24 members and includes 12 MAG member agency elected officials appointed by the MAG Regional Council. The committee also includes 11 business representatives and one representative from ADOT.

Chair: **Mayor Thomas Schoaf,** City of Litchfield Park
Staff Contact: *Dennis Smith*

Human Services Coordinating Committee ■

Members of this committee include elected officials and representatives from the Area Agency on Aging, various community councils, the Department of Economic Security, and United Way organizations. The committee prepares a Regional Human Services Plan for the Maricopa Region, solicits comments and develops recommendations on the distribution of federal Social Services Block Grant funds, analyzes issues, and identifies possible solutions.

Chair: **Councilmember Michael Nowakowski,** City of Phoenix
Staff Contact: *Amy St. Peter*

Regional Domestic Violence Council ■

Members of the council are drawn from local elected officials, members of the Governor's Office Division for Women, business community, prosecutors, police officers, and shelter and service providers. The council is charged with working with the community in order to implement the recommendations in the *MAG Regional Plan to End Domestic Violence*. The MAG Domestic Violence Council serves as a primary coordinating body for issues related to domestic violence and provides a forum for communication and coordinated action to effectively address, prevent, and eradicate domestic violence in the MAG Region.

Chair: **Barbara Marshall,** Maricopa County Attorney's Office
Staff Contact: *Renae Tenney*

Transportation Policy Committee ▲ ■

Members of this committee include elected officials appointed by the MAG Regional Council and private sector representatives from the region appointed by the President of the Senate and Speaker of the House. Private sector representation includes transit, freight, construction interests, and regional business. This committee is charged with developing regional transportation policy positions for Regional Council consideration and provides oversight for the implementation of Proposition 400.

Chair: **Mayor W. J. "Jim" Lane**, City of Scottsdale
Staff Contacts: *Dennis Smith and Eric Anderson*

TECHNICAL ADVISORY COMMITTEES

Due to the technical complexity of many MAG programs, committees consisting of professional experts often are needed to assist in program development. These committees are generally formed by the Management Committee. Members are usually from city, town, and county staffs, as well as local, state, and federal agencies and in some cases, the private sector. Some MAG committees have a specific composition established by the Regional Council.

▲ Committees with prescribed membership.
■ Committees with citizen/business representatives.

Ad Hoc Elderly and Persons with Disabilities Transportation Committee ■

This committee consists of representatives from MAG member agencies and regional transportation agencies. The committee develops recommendations for the Arizona Department of Transportation regarding the prioritization of applicants to receive FTA Section 5310 capital assistance awards in the form of vehicles and related equipment to transport older adults and persons with disabilities.

Chair: **Julie Howard,** City of Mesa
Staff Contact: *DeDe Gaisthea*

Air Quality Technical Advisory Committee ■

This committee consists of representatives from MAG member agencies, citizens, environmental interests, health interests, construction firms, utilities, public transit, architecture, agriculture, the business community, the automobile, fuel, trucking, rock products, and housing industries, parties to the Air Quality Memorandum of Agreement, and various state and federal agencies. The role of the Technical Advisory Committee is to review and comment on technical information generated during the planning process and to make recommendations to the MAG Management Committee.

Chair: **Oddvar Tveit,** City of Tempe
Staff Contact: *Lindy Bauer*

Bicycle and Pedestrian Committee ■

The Bicycle and Pedestrian Committee consists of representatives of MAG member agencies, as well as the development, architecture, landscape architecture communities, Valley Metro and the Coalition of Arizona Bicyclists. The committee annually reviews and updates the MAG Pedestrian Plan and recommends projects for funding under the Pedestrian Design Assistance Program. Earlier versions of the committee developed a Regional Bicycle Plan, the Regional Off-Street System (ROSS) Plan, and the Regional Bikeways Map. The committee encourages the implementation of these plans by recommending pedestrian and bicycle-related projects for funding from federal and other sources as well as activities to inform the region about the benefits of biking and walking.

Chair: **Reed Kempton,** City of Scottsdale
Staff Contact: *Maureen DeCindis*

Building Codes Committee ■

This committee consists of building officials from MAG member agencies. The committee makes recommendations on the development, interpretation, and enforcement of building codes in the MAG Region. It also provides a regional forum for construction, development, and other issues as they relate to building codes.

Chair: **Michael J. Williams, City of** Tempe
Staff Contact: *Scott Wilken*

TECHNICAL ADVISORY COMMITTEES (Continued)

Enhancement Peer Review Group ■ ▲

This Group represents experts from ten program areas defined in federal legislation. Representatives of the MAG Transportation Review Committee, MAG Bicycle and Pedestrian Committee and MAG Street Committee are included in the Group. The Group evaluates applications for enhancement funds from the MAG Region, and forwards a ranked list of applications through the MAG committee process to the Transportation Enhancement Review Committee of the Arizona Department of Transportation.

Chair: **Katherine Coles,** City of Phoenix
Staff Contact: *Maureen DeCindis*

Human Services Technical Committee ■

This committee comprises staff from municipalities, local community councils, United Way organizations, the local Area Agency on Aging, and the Department of Economic Security. The Committee advises the MAG Human Services Coordinating Committee on identification and prioritization of regional human services issues, and assists in the formulation of strategies to address these issues.

Chair: **Deanna Jonovich,** City of Phoenix
Staff Contact: *Amy St. Peter*

Intelligent Transportation Systems (ITS) Committee ■

This committee consists of representatives from the Federal Highway Administration, Arizona Department of Transportation, Arizona Department of Public Safety, Regional Public Transportation Authority, Valley Metro Rail, Arizona State University, and MAG member agencies. The committee has developed a Strategic Plan and a regional ITS architecture to serve as the road map for ITS implementation in the region. The ITS Committee serves as the regional forum for planning, programming federal funds, and coordination of technology-based solutions in the regional multimodal transportation system. Although the focus of the committee is primarily on publicly-owned infrastructure, many of the ITS applications in the region serve as the source of information for value-added products and services from private sector ITS partners such as websites, radio and TV stations.

Chair: **Debbie Albert,** City of Glendale
Staff Contact: *Sarath Joshua*

Population Technical Advisory Committee

This committee comprises technical-oriented staff from either the planning department or manager's office of MAG member agencies. The purpose of the committee is to participate in the MAG population-related activities including the preparation of socioeconomic estimates and projections. This committee also has responsibility for coordinating preparations for each Census.

Chair: **Charlie McClendon,** City of Avondale
Staff Contact: *Scott Wilken*

PSAP Managers Group

This committee consists of Public Safety Answering Point (PSAP) Managers from the MAG member agencies. This Group oversees the technical needs and provides overall coordination of the Maricopa 9-1-1 System.

Chair: **Tonia Rogers,** Tolleson Police Department
Staff Contact: *Nathan Pryor*

TECHNICAL ADVISORY COMMITTEES (Continued)

Solid Waste Advisory Committee

This committee includes public officials, representatives of public interest groups, private citizens, and citizens or representatives of organizations with substantial economic interest in the outcome of the planning process. The committee serves in an advisory capacity to the Management Committee and Regional Council on solid waste management matters affecting the region.

Chair: **Christine Smith,** City of Phoenix
Staff Contact: *Julie Hoffman*

Standard Specifications and Details Committee

This committee consists of representatives from MAG member agency engineering departments and the construction industry. The committee makes recommendations on proposed amendments to the *MAG Specifications and Details for Public Works Construction.*

Chair: **Troy Tobiasson,** City of Goodyear
Staff Contact: *Gordon Tyus*

Street Committee

The Street Committee includes local agency transportation planners and engineers. This committee coordinates input for updates to the Highway Performance Monitoring System (HPMS) and the Federal Functional Classification of Highways and Streets within the region. Committee members also provide direct input for the *Transportation Improvement Program* and the *Regional Transportation Plan* updates.

Chair: **Charles Andrew,** City of Avondale
Staff Contact: *Eileen Yazzie*

Technology Advisory Group

This group was formed by the Regional Council in 1994 to encourage the development of the telecommunication infrastructure and applications that increase government efficiency, improve access to public information, and expedite delivery of local government services in the MAG Region.

Chair: **Patrick Timlin,** City of El Mirage
Staff Contact: *Craig Chenery*

Transit Committee

The Transit Committee includes representatives from MAG member agencies, the Regional Public Transportation Authority (RPTA), Valley Metro Rail (METRO), and the Arizona Department of Transportation (ADOT). The committee was established in September 2009 to program federal transit funds through the five year Transportation Improvement Program. The committee also reviews and provides recommendations on various regional transit studies that are conducted by MAG, RPTA, and METRO.

Chair: **Cathy Colbath,** City of Glendale
Staff Contact: *Marc Pearsall*

Transportation Review Committee

This committee is composed of high level staff from the member agencies. The committee was established in March 1994 to provide input on transportation issues including the development of the *Transportation Improvement Program* and *Regional Transportation Plan* updates.

Chair: **David Meinhart,** City of Scottsdale
Staff Contact: *Christina Hopes*

TECHNICAL ADVISORY COMMITTEES (Continued)

Transportation Safety Committee ■

This committee consists of representatives from Federal Highway Administration, Arizona Governor's Office of Highway Safety, Arizona Department of Transportation, Arizona Department of Public Safety, AAA Arizona, AARP, Valley Metro, Arizona State University, and 15 MAG member agencies. The Transportation Safety Committee provides oversight to the MAG Transportation Safety Planning Program and related activities. The committee also interacts with the MAG Transportation Safety Stakeholders Group, a diverse group of public and private agencies and safety advocacy groups that helped the region recognize the need for a multidisciplinary effort in safety planning. The primary goal of the MAG Transportation Safety Planning Program is to help identify both current and future transportation safety issues, concerns and needs in the region, and determine ways to address them through the regional transportation planning process. Some of the current safety priorities identified in the *MAG Strategic Transportation Safety Plan* are: safe access to schools, reducing red light running, road safety audits, and developing a Regional Transportation Safety Management System.

Chair: **Margaret Boone,** City of Avondale
Staff Contact: *Sarath Joshua*

Water Quality Advisory Committee ■

This committee includes a wide variety of representatives from regional and state water quality related agencies, the private sector, civic organizations, and the general public. The committee serves in an advisory capacity to the MAG Management Committee and Regional Council on water quality matters affecting the MAG area.

Chair: **Kathryn Sorensen,** City of Mesa
Staff Contact: *Julie Hoffman*

3-1-1 Business Plan Committee

The 3-1-1 Business Plan Committee was formed in July 2011 to explore the potential implementation of the 3-1-1 non-emergency and municipal services phone number designated by the FCC. It is envisioned that the system could reduce costs to jurisdictions and improve customer service. The committee is tasked with developing information about the costs and technologies associated with potential implementation options and making a recommendation on whether and how to proceed. Members of the committee include representatives from member agencies and a representative from the MAG 9-1-1 Oversight Team.

Chair: **Jane Morris,** City of Phoenix
Staff Contact: *Audrey Skidmore*

9-1-1 Oversight Team ▲

This committee consists of high level officials from police and fire departments of the member agencies. The committee was formed in December 1993 to provide additional participation by management in the coordination of the MAG Regional 9-1-1 System.

Chair: **Chief Larry Rodriguez,** Tolleson Police Department
Staff Contact: *Valerie Day*

PLANNING ACTIVITIES

Check marks (✓) have been placed next to activities that MAG is required to undertake.

An overview of MAG planning activities follows. These are divided into federal related, state related and local related activities.

Federal Related Activities:

■ **TRANSPORTATION ✓**

In 1973, the Federal Transportation Act established a requirement that each urbanized area establish a Metropolitan Planning Organization (MPO). The MPO would be responsible for Section 134 of the United States Code, which required continuous, comprehensive and cooperative (3C) planning as the basis for any request for federal funding in transportation. On December 14, 1973, MAG was designated as the MPO by Governor Jack Williams. Under the 1991 federal transportation legislation, the Intermodal Surface Transportation Efficiency Act (ISTEA), MAG was recognized as a Transportation Management Area (TMA), a designation that carries further responsibilities. Also, ISTEA required a triennial certification process involving the MPO, state and federal agencies. More recently, the Transportation Equity Act for the 21st Century (TEA-21), enacted in 1998, strengthened the role of the MPO in regional transportation planning.

In 2002, MAG initiated a new and more inclusive way of doing business by creating a Transportation Policy Committee (TPC), which is a public/private partnership made up of a diverse group of business, community, and government representatives experienced in developing a system that meets local and regional needs. The TPC was instrumental in the development of the new MAG Regional Transportation Plan (RTP), which was unanimously approved by the TPC and the MAG Regional Council.

In November 2004, the voters of Maricopa County passed Proposition 400, which extends the regional transportation sales tax for another 20 years. With this successful vote, MAG now has additional responsibility to provide overall management and oversight for the implementation of the tax. State law now requires that MAG issue an annual report on the implementation of Proposition 400 to provide the public with a status report on the projects funded by the sales tax extension, and to hold a public hearing within 30 days after the report is issued. MAG is also responsible for administering the arterial street component of the sales tax program. This includes the preparation of a life cycle program for the arterial street program that presents the revenues, costs and schedule, and demonstrates that the program is in fiscal balance.

In 2005, the Safe, Accountable, Flexible, Efficient Transportation Equity Act: A Legacy for Users (SAFETEA-LU) was enacted, refining the outlook on transportation and how it serves economic, mobility, and accessibility needs from regional, statewide, and national perspectives. Planning practices and coordination between states and metropolitan areas and between the public and private sectors are reinforced through the legislation. Linkages and connections between different forms of transportation are highlighted in the planning process, as is the need for early recognition of environmental mitigation considerations. Continuing emphasis is placed on broad participation to ensure that decisions will be responsive to local needs.

PLANNING ACTIVITIES (Continued)

■ **WATER QUALITY ✓**

In 1975, Governor Jack Williams designated MAG as the water quality management planning agency for Maricopa County. This designation was in response to Section 208 of the Water Pollution Control Act of 1972. In this capacity, MAG develops an areawide water quality management plan. The MAG 208 Water Quality Management Plan describes the desired wastewater treatment configuration for this region. In this analysis, proposed wastewater treatment facilities, wastewater flows, wastewater reuse and discharges, and sludge management are evaluated. The MAG member agencies provide their plans for proposed wastewater facilities, which are considered for the regional plan. In order for wastewater treatment plants to receive a permit for construction and operation from Maricopa County or an Aquifer Protection Permit from the Arizona Department of Environmental Quality, they must be consistent with the areawide water quality management plan.

■ **AIR QUALITY ✓**

On February 7, 1978, Governor Wesley Bolin designated MAG as the lead air quality planning organization for this region. As the lead air quality planning agency, MAG determines which elements of a revised Air Quality Implementation Plan will be planned, implemented and enforced by the state and local governments in Arizona. In addition, MAG produces air quality plans for carbon monoxide, particulates and ozone. The commitments for implementing these plans are sought from the member agencies and the state. Through the MAG process, local governments and the state determine which measures are feasible for implementation. MAG also conducts conformity analyses on the Transportation Improvement Program and the Regional Transportation Plan.

■ **SOLID WASTE ✓**

On January 10, 1979, Governor Bruce Babbitt designated MAG as the regional agency responsible for undertaking area wide solid waste management planning. This designation was in response to Section 4006(b) of the Resource Conservation and Recovery Act of 1976. The MAG Regional Solid Waste Management Plan, the most recent planning effort, was completed in February 2005. The plan is designed to provide for systems-level regional solid waste management planning and to prevent adverse public health and environmental effects resulting from improper solid waste collection, processing or disposal.

State Related Activities:

■ **HUMAN SERVICES ✓**

On March 3, 1976, the MAG Regional Council authorized the development of a regional human services plan. On July 1, 1976, the Arizona Department of Economic Security (DES) contracted with the Maricopa Association of Governments to develop a regional human services plan, which is the result of collaboration among all the planners, funders, DES and local governments in Maricopa County. MAG no longer contracts with DES, but continues to support the development of funding allocation recommendations.

PLANNING ACTIVITIES (Continued)

■ **POPULATION ✓**

The first Executive Order calling for the development of an official set of population projections was issued by Governor Raul Castro in 1977. The Executive Order was superseded by Executive Orders 88-10, 95-2, and 2009-1. Executive Order 2009-1 is currently in effect and specifies that an official set of population estimates be developed annually and official population projections approximately every three years.

In 2007, the Governor's Arizona Data Estimates and Projections Task Force made recommendations for the improvement of Arizona's population estimates and projections, including moving the state functions to the Arizona Department of Commerce (ADOC). The function previously performed by ADES moved to the ADOC in December 2007 with a goal of providing more efficient research data and information to Arizona communities, businesses, planners, lawmakers, economists, and others. Executive Order 2009-1 updated this relationship.

Each year, MAG recommends to the ADOC the population updates for July 1 of the current year. These updates are utilized by the State for planning purposes. In addition to providing population updates to ADOC, MAG also produces long-range population projections for this region. These projections are used by state agencies for planning purposes. They are also used by MAG for regional planning and serve as the foundation for the transportation planning process.

■ **MAG PROPOSITION 400 IMPLEMENTATION ✓**

MAG is responsible for monitoring the implementation of the Regional Transportation Plan (RTP) and preparing an Annual Report on the Status of the Implementation of Proposition 400, which is required in ARS 28-6354. This Annual Report provides an update on the status of program and project implementation and addresses trends that may materially affect the implementation of Proposition 400 and the the RTP. A public hearing is also held to present the report to the public and to receive comment.

Local Related Activities:

■ **9-1-1 EMERGENCY TELEPHONE NUMBER**

In the late 1970s, MAG formed a committee to implement the 9-1-1 emergency telephone number system in Maricopa County. This system became operational on September 9, 1985. The City of Phoenix serves as the contract agent for the system.

The Community Emergency Notification System provides emergency agencies within the MAG 9-1-1 system the ability to notify citizens by telephone, in English or Spanish, of evacuations or other emergencies. The system became operational January 1, 2004.

PLANNING ACTIVITIES (Continued)

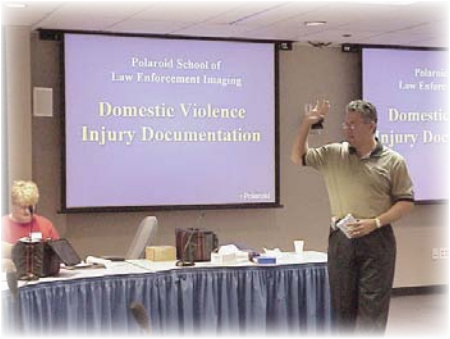
■ SPECIFICATIONS AND DETAILS FOR PUBLIC WORKS CONSTRUCTION

The desire for the uniformity of building specifications for public works construction predated the formation of MAG. The cities came together in 1966 to produce a set of documents to encourage uniformity. MAG subsequently accepted the sponsorship and responsibility of keeping the documents current and viable. The *MAG Specifications and Details for Public Works Construction* document represents the best professional thinking of representatives of several public works departments, and the specifications are reviewed and refined by members of the construction industry. The goal of the specifications is to eliminate conflicts and confusion, lower construction costs, and encourage more competitive bidding by private contractors. The specifications assist smaller communities and agencies who often cannot afford to develop such standards for themselves. Updates are available for review on the MAG website and are also for sale in binders.

■ TECHNOLOGY

In September 1994, the Regional Council formed the Electronic Highway Users Group, now the MAG Technology Advisory Group (MAGTAG). Through the MAGTAG Regional Connections Project, all member agencies now have Internet connectivity, e-mail and a basic Web presence. The committee also guides the Regional Videoconferencing System in conjunction with member agency site coordinators.

As part of the MAGTAG Information Sharing Working Group initiative to inform the group and others on various telecommunications and information technology issues, one agenda item each meeting is devoted to an informational telecommunications or information technology related issue affecting member agencies. Several guest speakers from across the nation have shared valuable experience and knowledge via these information sharing sessions.



■ DOMESTIC VIOLENCE PLANNING

At the request of the Regional Council, the Human Services Coordinating Committee in 1999 developed a regional plan to address the critical issue of domestic violence. The plan included 41 recommendations in the areas of prevention/early intervention, crisis and transitional response, coordination and evaluation, and long term response. A regional Domestic Violence Council was established to implement the plan's recommendations.

In 2010, the Domestic Violence Council developed an updated Regional Plan to End Domestic Violence. Inspired by changes in the economy and the approaches used for addressing domestic violence, the new plan identifies 15 strategies for continuing to make a difference by leveraging severely limited resources. Areas of focus include funding, training and education, coordination and collaboration, and services. With funding through the Governor's Office and STOP Violence Against Women funding, the Council recently launched the Domestic Violence Protocol Evaluation Project. This project strives to assess the local protocols used to arrest and prosecute domestic violence offenders at the misdemeanor level. Community partners from

law enforcement, prosecution, and the advocacy communities are working together to evaluate local protocols, research national promising practices, and identify opportunities for enhancement. The project will serve to increase victim safety and hold more abusers accountable.

HUMAN SERVICES TRANSPORTATION PLANNING

In 2001, MAG convened an elderly mobility planning process that resulted in the development of the Regional Action Plan on Aging and Mobility, with the region hosting a national conference in 2002. MAG also facilitates the application process for Section 5310. The Elderly and Persons with Disabilities Transportation Program Committee determines a priority listing of Section 5310 applications for vehicles, radio equipment, software and mobility management funds to transport older adults and people with disabilities for the Arizona Department of Transportation.

Since then, the focus has broadened from older adults and people with disabilities to include people with low incomes. MAG developed the first MAG Human Services Coordination Transportation Plan in 2007 in response to new federal requirements in SAFETEA-LU legislation. That plan was hailed as a national model and has been presented across the country. MAG developed a new coordination plan in 2008 with strong support from the community and provider agencies. The implementation of the plan includes the Transportation Ambassadors Program, a new program designed to help residents help each other understand and access the transportation system.

HOMELESS PLANNING

In June 1999, the U. S. Department of Housing and Urban Development (HUD) requested that MAG assume responsibility for the development and submission of a regional coordinated grant application for federal Stuart B. McKinney Act funds. The Regional Council authorized MAG to assume this responsibility and to develop a Regional Plan to End Homelessness. Key themes of that plan include goals that address leadership and community support, community awareness and collaboration, prevention, housing and services, and education, training and employment.

In 2002, to provide accurate regional data to help plan services for individuals and families who are homeless, the Continuum of Care Regional Committee on Homelessness applied for and received HUD and local foundation grants. The grants were used to implement a countywide Homeless Management Information System. The key components of the system are automated information and referral, client intake and assessment, online case management and case planning/tracking and systemwide reporting. Approximately 95 percent of homeless assistance agencies are online as of 2010.

BUILDING CODES

When MAG was formed in 1967, one of the first issues addressed was local building codes. The MAG Building Codes Committee makes recommendations on and promotes uniformity in the development, interpretation and enforcement of building codes in Maricopa County.

HOW MAG ACTIVITIES ARE FUNDED

Funding to support MAG activities is provided from a variety of sources, with federal and state grants comprising the principal source of funding. In addition, membership dues and special assessments, which are based on population and assessed from each member agency, provide a significant source of revenue to support MAG regional planning activities.

A pie chart depicting a summary of funding sources for fiscal year 2012 is provided in *Figure 8.* A breakdown of how these funds are used is shown in *Figure 9.*

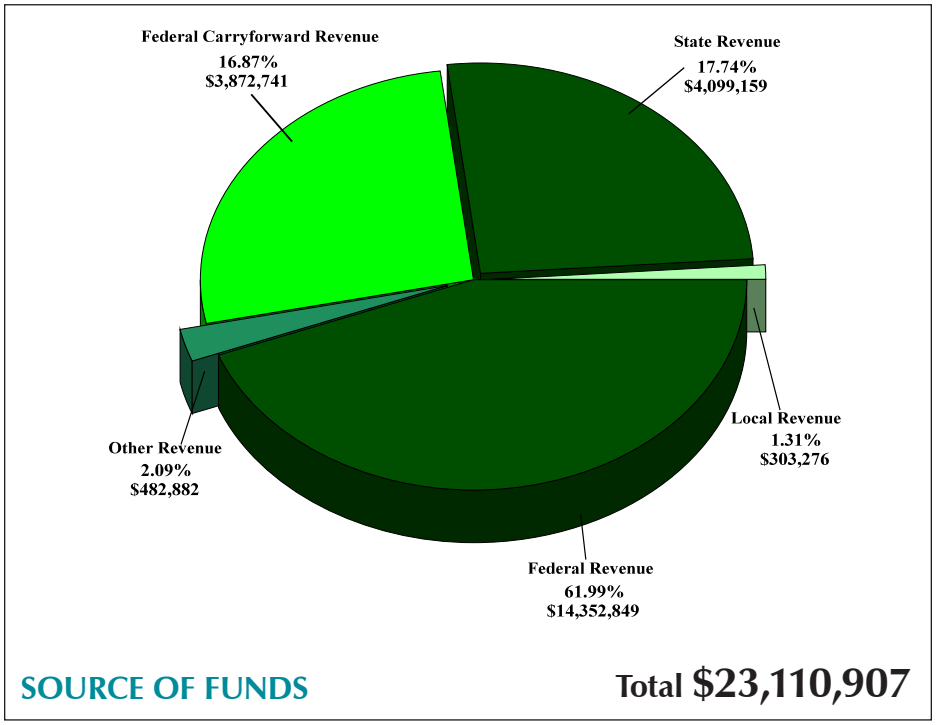


Figure 8: Summary of FY 2012 Funding Sources

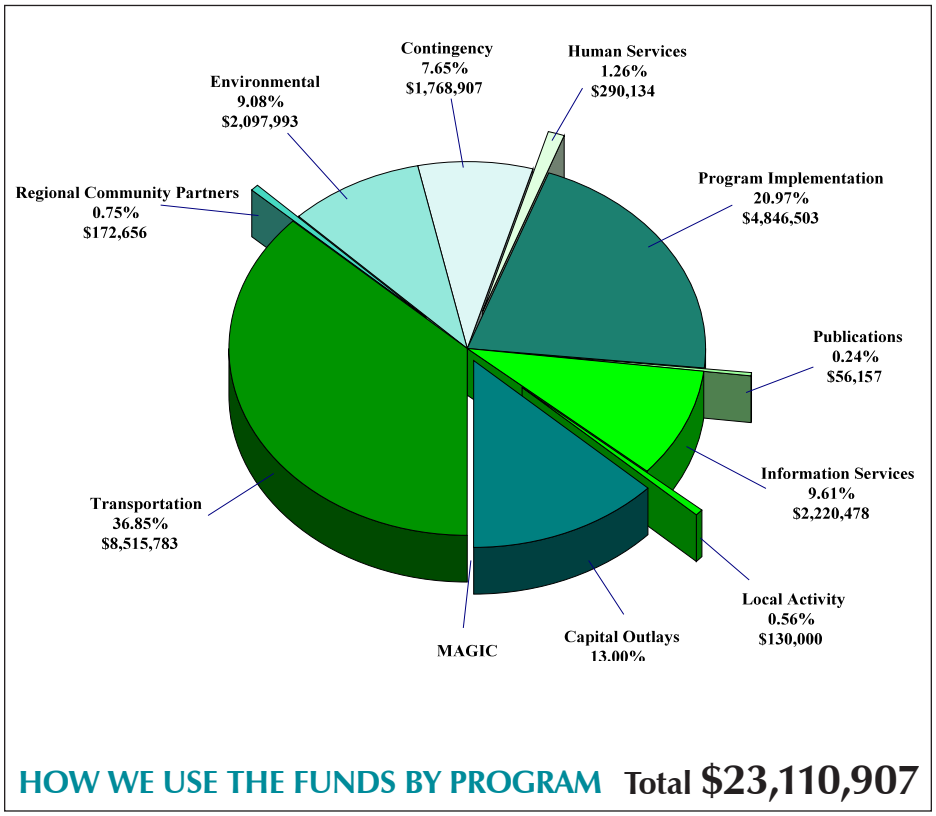


Figure 9: Summary of FY 2012 Funding Programming

HOW VOTES AT MAG ARE TAKEN

MAG REGIONAL COUNCIL AND MANAGEMENT COMMITTEE WEIGHTED VOTING

Member Agency	# of Votes RC	# of Votes MC
1. Apache Junction	1	1
2. Avondale	2	2
3. Buckeye	2	2
4. Carefree	1	1
5. Cave Creek	1	1
6. Chandler	7	7
7. El Mirage	1	1
8. Fort McDowell Yavapai Nation	1	1
9. Fountain Hills	1	1
10. Gila Bend	1	1
11. Gila River Indian Community	1	1
12. Gilbert	6	6
13. Glendale	6	6
14. Goodyear	2	2
15. Guadalupe	1	1
16. Litchfield Park	1	1
17. Maricopa County (Unincorporated)	8	8
18. Mesa	12	12
19. Paradise Valley	1	1
20. Peoria	4	4
21. Phoenix	38	38
22. Queen Creek	1	1
23. Salt River Pima-Maricopa Indian Community	1	1
24. Scottsdale	6	6
25. Surprise	4	4
26. Tempe	5	5
27. Tolleson	1	1
28. Wickenburg	1	1
29. Youngtown	1	1
30. ADOT	1	1
31. RPTA (Management Committee only)	0	1
32. CTOC (Regional Council only)	1	0
TOTAL	**120**	**120**

1) All votes of the MAG Regional Council and MAG Management Committee are taken on the basis of one vote per member. This is referred to as a "numerical vote."

2) Following a numerical vote, MAG member agencies also have the option of requesting a "weighted vote." For the weighted vote, the same motion is reconsidered.

   a. The weighted voting procedure applies only to the Regional Council and Management Committee.

   b. If a weighted vote is requested, it is taken on a roll call basis.

   c. For a weighted vote to pass, the following two conditions must be met:

      i. The vote is required to pass by a majority of the members present (numerically). For example, if thirty (30) Regional Council members are present at a meeting, at least sixteen (16) are required to vote in favor of the motion.

      ii. The vote is also required to pass by weight according to share of population. In the example provided above, the sixteen (16) members who vote in favor of the motion represent a majority of the population.

   d. As the roll call vote is taken, the votes are entered into a computer. The computer calculates the "numerical vote" to determine if it is a majority of those present at the meeting. The computer then calculates the population weight of those present to determine if a majority of the population supports the vote. If the motion does not pass both conditions, it fails.

   e. The outcome of the weighted vote, consisting of the numerical vote and the weighted vote, taken together, prevails over the original numerical vote.

   f. The number of votes for the weighted vote, per Table A, is based on the latest Special or Decennial Census population.

   g. Each member receives at least one (1) weighted vote even if its population is less than one percent of the population of member agencies (Please refer to weighted voting information provided in the Table to the left).

   h. The Arizona Department of Transportation (ADOT), Regional Public Transportation Authority (RPTA), and Citizens Transportation Oversight Committee (CTOC), cast votes only on transportation-related issues. The two (2) State Transportation Board members shall always have one (1) vote on such issues in a weighted vote.

   i. The dual condition of a weighted vote compels member agencies to come to an agreement before moving issues forward. In many ways, the MAG weighted voting procedure is similar to the House of Representatives and the Senate in the United States Congress. The House vote is the weighted portion of the MAG vote. The Senate vote is the one vote per member agency or numerical vote. Both are necessary to proceed.

THE LEGAL FRAMEWORK OF MAG

MAG is a voluntary association of local governments formed as a nonprofit 501 (C)(4) corporation. The operating procedures for MAG are contained in the Articles of Incorporation and in the By-Laws.

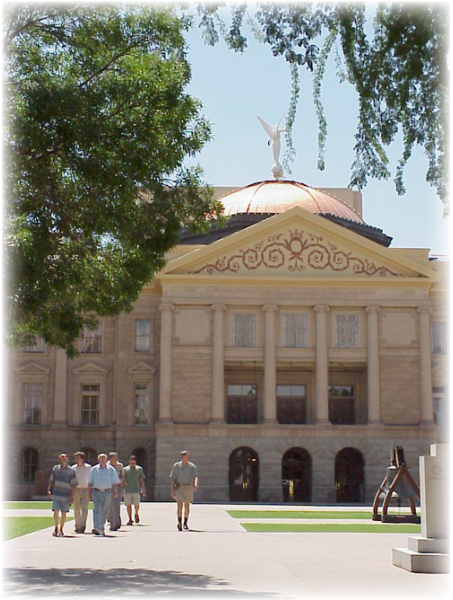
The legal framework of MAG as a Council of Governments is significant because the agency is formed by and accountable to its member agency local governments. Each member chooses to join MAG by a resolution. Although it performs several important tasks mandated by state law, MAG is not formed by state law.

The Maricopa Association of Governments (MAG) By-Laws were first passed and adopted by the Regional Council in March 1968. The most recent amendment to the By-Laws occurred in June 2002.

The MAG Articles of Incorporation, which formed a nonprofit corporation under the provisions of Title X of the Arizona Revised Statutes, were adopted in October 1967. If you would like additional information regarding the Articles of Incorporation, please contact the MAG office.

Due to the governmental nature of MAG's activities, MAG is subject to the open meeting law and the public records act.

MAG'S RELATIONSHIP WITH THE LEGISLATURE



As a regional planning agency, MAG is sometimes requested to provide information to Arizona legislators and/or legislative staff. When MAG representatives testify at the Legislature, they are providing information that is often of a technical nature regarding agency planning activities.

Although MAG is not a lobbying entity, state law contains a broad definition of lobbying in its requirements. Under this definition, some of MAG's communication with state employees may be considered lobbying. In accordance with the law, the agency has decided to register key staff as lobbyists.

SOME OF MAG'S SIGNIFICANT ACCOMPLISHMENTS

Air Quality Planning

MAG has been instrumental in preparing a number of air quality plans which have been submitted to Environmental Protection Agency (EPA) in recent years. These plans have included commitments for implementation of some of the strongest air pollution control measures in the nation, including requirements for cleaner motor vehicle fuels, centralized and roadside vehicle emissions tests, gasoline pump vapor recovery nozzles, employer trip reduction plans, fireplace use restrictions, and many additional measures. A list of the plan submittals made since 1990 is provided below.

- MAG 2009 Eight-Hour Ozone Redesignation Request and Maintenance Plan
- MAG 2007 Five Percent Plan for PM-10
- MAG 2007 Eight Hour Ozone Plan
- MAG 2004 One-Hour Ozone Redesignation Request and Maintenance Plan
- MAG 2003 Carbon Monoxide Redesignation Request and Maintenance Plan
- Revised MAG 1999 Serious Area Particulate Plan for PM-10
- Revised MAG 1999 Serious Area Carbon Monoxide Plan
- MAG 1999 Serious Area Particulate Plan for PM-10
- MAG 1999 Serious Area Carbon Monoxide Plan
- MAG 1995 Revision to the Ozone Modeling Attainment Demonstration
- MAG 1994 Ozone Modeling Attainment Demonstration
- 1994 Addendum to the MAG 1993 Ozone Plan
- 1994 Addendum to the MAG 1993 Carbon Monoxide Plan
- MAG 1993 Revisions to the Particulate Plan for PM-10
- MAG 1993 Carbon Monoxide Contingency Measure and Contingency Progress
- MAG 1993 Carbon Monoxide Plan
- MAG 1993 Ozone Plan
- MAG 1991 Particulate Plan for PM-10

Regional Transportation Plan

In November 2003, MAG approved and certified to the legislature and the Governor, a new Regional Transportation Plan that provided a blueprint for the next 20 years of transportation investments in the region. The balanced plan represents almost $16 billion of investments including extensive new freeway improvements, improved regional bus service, additional extensions of the light rail system, and a number of arterial street projects. The Plan, including the extension of the half-cent sales tax, was approved by the voters in November 2004 by a margin of 57 percent to 43 percent. The Plan was awarded the Federal Highway Administration/Federal Transit Administration Transportation Planning Award for Leadership.

Freeway Planning

In the last two decades, significant developments have occurred in transportation planning and funding. In 1985, the voters of Maricopa County approved Proposition 300, which included a half-cent sales tax to complete new freeways in the MAG system. Although a national recession followed the 1985 vote, significant freeway segments have been completed due to the passage of the half-cent sales tax. In November 2004, the voters of Maricopa County passed Proposition 400, which extends the regional transportation sales tax for another 20 years.

ACCOMPLISHMENTS (Continued)

ADOT has implemented a Life Cycle Program to ensure that costs and revenues are in balance. Also in 1992, MAG created the Fiscal Analysis Unit to monitor the Regional Freeway Program and issue a status report on the Freeway System. Since 1992, the Annual Report has indicated that the Life Cycle Program developed by ADOT has been in balance with costs and revenues and construction schedules have been met.

In 1996, the Regional Council reassessed the revenue available for the MAG Freeway Program and established new priorities. These priorities accelerated the Freeway Program and completed the unfunded segments by the year 2014. The Freeway Program has been expanded to include high occupancy vehicle lane widening on the Superstition and Squaw Peak and improvements to major street crossings on Grand Avenue between I-17 and Loop 101.

The role that the MPO has in regional transportation planning was enhanced by TEA-21, together with a "fair share" increase in the federal funds coming to Arizona. One result has been a successful MAG plan, supported by ADOT, to accelerate the planned completion of the regional freeway program from 2014 to 2007, together with the addition of improvements to Grand Avenue, the Superstition Freeway and State Route 85.

Don't Trash Arizona Litter Prevention and Education Program

With the passage of Proposition 400 in November 2004, a new Regional Transportation Plan (RTP) was set in place to guide transportation investments for the next 20 years. One element of the RTP is funding to supplement existing Arizona Department of Transportation (ADOT) resources for freeway maintenance and litter control. In addition to adding funding to the RTP for landscaping, litter pickup and sweeping for the regional freeway system in the MAG region, funds were made available for a litter prevention and education program.

Properly maintained and litter-free highways are important to the quality of life of the residents of this region and to the image projected to tourists and economic development prospects. Research suggests that prevention programs can change public perception and habits regarding litter. In August 2006, MAG initiated the *Don't Trash Arizona* litter education program in the MAG region, which encompasses Maricopa County. MAG works cooperatively with ADOT, which conducts the *Don't Trash Arizona* program throughout the rest of the state. More information on the *Don't Trash Arizona* program may be found at www.DontTrashAZ.com.

Public Participation

In fulfilling its transportation responsibilities, MAG conducts a comprehensive public involvement process to provide frequent and ongoing opportunities for residents to provide input into the planning process. The MAG Regional Council adopted and approved a new Public Participation Plan in December of 2006 that adheres to the requirements outlined in federal legislation known as the Safe, Accountable, Flexible, Efficient Transportation Equity Act—A Legacy for Users (SAFETEA-LU).

This process includes complete information on transportation plans, timely public notice, public access to key decisions, and opportunities for early and continued involvement in the process. In a continued effort to include the entire community in the decision making process, MAG employs a full-time Community Outreach Associate who works with Title VI communities, and a part-time Disability

ACCOMPLISHMENTS (Continued)

Outreach Associate to provide outreach to persons with disabilities. Many MAG materials are now available in alternative formats such as Spanish and Braille.

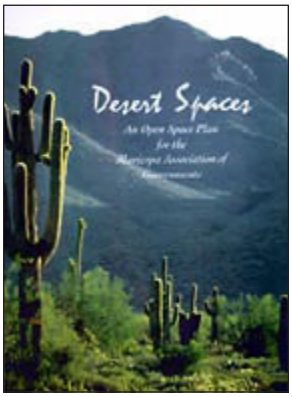
As part of its input process, MAG hosts public events across the region and provides opportunities for comment at all MAG committee meetings. MAG also provides opportunities for input through its Web site at www.azmag.gov. Where appropriate, MAG's public involvement process is conducted in cooperation with the Arizona Department of Transportation, the Regional Public Transportation Authority (Valley Metro), the City of Phoenix Public Transit Department, and Valley Metro Rail, Inc. (METRO).

9-1-1 Emergency Telephone Service Planning

In 1994, the MAG 9-1-1 System became one of the first systems in the nation to begin the implementation of cellular telephone selective routing. Through this process, calls made from cellular telephones are directed to the most appropriate response entity, therefore minimizing the time for responding to emergency situations. In 2004 the Community Emergency Notification System (CENS) was launched. Using the MAG 9-1-1 system, CENS will rapidly notify an affected area of an emergency by sending a recorded message through the telephone system.

Electronic Technologies

In 1994, the Regional Council formed the Electronic Highway Users Group, now the Technology Advisory Group (MAGTAG). MAGTAG originally assisted multiple member agencies in obtaining their first e-mail, Internet and a basic Web presence. Now the MAGTAG champions projects that enhance regional communication and collaboration. Two such projects are the Regional Videoconferencing System and the Regional Community Network. The Regional Videoconferencing System ensures all member agencies and the public are able to participate in the regional decision-making process and reduces travel needs. The Regional Community Network allows agencies to share transportation data on a private network, with spare capacity available for other types of regional communication. The MAGTAG also serves as a forum for information sharing and partnering between agency IT departments.



Desert Spaces Plan

Adopted in 1995, this regional plan has become a guide for open space planning in the MAG Region, and its recommendations are considered in a variety of local land use decisions. The plan won an award in 1996 from the Arizona Society of Landscape Architects.

Transit Planning

The Regional Transportation Plan incorporates the results of several transit studies. The plan calls for a regional bus system to provide general mobility throughout the region, expanding express bus service to connect outlying areas to central activity centers, tripling dial-a-ride service to meet paratransit transportation needs, and a light rail transit system to meet the travel needs of central activity areas. Transportation and Human Services staff members worked collaboratively in a welfare-to-work grant submittal for federal access to jobs, to help cash assistance recipients.

Planning for Pedestrians

Often, facilities that encourage walking are considered as an afterthought. In other cases, pedestrian facilities are poorly planned and constructed, and do not get used. To address these issues, the MAG Pedestrian Working Group

ACCOMPLISHMENTS (Continued)

developed Policies and Design Guidelines for Pedestrian areas. The Policies and Design Guidelines won the American Planning Association Arizona Chapter "Best Ordinance" award in 1996. To encourage implementation of the policies and design guidelines, MAG offers pedestrian area design assistance to its members. So far, these efforts have resulted in more than $1 million of federal construction funds for demonstration pedestrian facility projects in the Valley.

Planning for Bicycle Travel

In 1999, the Regional Bicycle Task Force updated the MAG Regional Bicycle Plan. The update revised goals and objectives and updated plan maps. The Task Force works to make bicycling a viable option for daily travel trips. Since the adopted plan focuses on road facilities, the Task Force initiated development of an off-street pathway plan. The Regional Off-Street System helps improve the efficiency of the overall transportation system by providing access for persons who walk and bicycle. Increasing the number of people who walk and bicycle for daily trips will help reduce traffic congestion and improve air quality.

Planning for Safety and Security

The MAG Human Services Division has garnered national acclaim for its work. Most recently, the Division's Human Services Coordination Transportation Plan was recognized as a national best practice. This plan lays the groundwork for coordinating human services transportation especially for people with disabilities, seniors and low-income people. Other significant accomplishments include receiving more than $20 million, a record amount for the region, from the US Department of Housing and Urban Development for homeless assistance programs. Another innovative project was the Regional Human Services Summit in 2007. This inaugural event brought together nearly 200 people from diverse backgrounds to develop projects to address human services issues. The community rallied around such issues as aging, housing, disabilities and homelessness. The resulting projects will be offered to the region as a blueprint for implementing innovative projects.

INFORMATION RESOURCES

MAG staff members are available to answer your questions and provide technical information and assistance. A listing of staff contacts divided by program area is provided to the right. All contacts can be reached by phone at 602-254-6300.

Public participation is encouraged! Because MAG is made up of Valley communities, the decisions made by its members affect all residents. MAG actively seeks public participation in all of its meetings and solicits citizen input in virtually every area of planning and policymaking. Valley citizens serve on most of our policy advisory and technical advisory committees.

How to Contact Us
You can reach us at (602) 254-6300, or through our e-mail address at mag@azmag.gov. You can also visit our Web site at **www.azmag.gov.**

Or, you can write to: Maricopa Association of Governments, 302 North 1st Avenue, Suite 300, Phoenix, Arizona, 85003.

Publications
The Maricopa Association of Governments is a resource and information service for all of its member agencies. MAG produces numerous publications that have proved beneficial to member agencies and to business, industry and other private sector interests. These publications range from *Standard Specifications and Details for Public Works Construction* to uniform code amendments to air quality plans. A quarterly newsletter is also produced outlining MAG programs and activities.

You may want to request to be put on our newsletter mailing list. Notices of public meetings are posted on the second floor of our office building, in our newsletter, and on our Web site under Upcoming Events. Anyone can sign up via the web for notification of upcoming meetings.

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