

January 13, 2014

TO: Members of the MAG Regional Council Executive Committee

FROM: Mayor Scott Smith, City of Mesa, Chair

SUBJECT: MEETING NOTIFICATION AND TRANSMITTAL OF TENTATIVE AGENDA FOR
THE MAG REGIONAL COUNCIL EXECUTIVE COMMITTEE

Tuesday, January 21, 2014 - 12:00 Noon
MAG Office, Suite 200 - Ironwood Room
302 North 1st Avenue, Phoenix

A meeting of the MAG Regional Council Executive Committee has been scheduled for the time and place noted above. Members of the Committee may attend the meeting either in person or by telephone conference.

Please park in the garage under the building. Bring your ticket to the meeting, parking will be validated. For those using transit, the Regional Public Transportation Authority will provide transit tickets for your trip. For those using bicycles, please lock your bicycle in the bike rack in the garage.

Pursuant to Title II of the Americans with Disabilities Act (ADA), MAG does not discriminate on the basis of disability in admissions to or participation in its public meetings. Persons with a disability may request a reasonable accommodation, such as a sign language interpreter, by contacting Denise McClafferty at the MAG office. Requests should be made as early as possible to allow time to arrange the accommodation.

If you have any questions regarding the Executive Committee agenda items, please contact me at 480-644-2388. For MAG staff, please contact Dennis Smith, MAG Executive Director, or Denise McClafferty, Regional Program Manager, at (602) 254-6300.

MAG EXECUTIVE COMMITTEE
TENTATIVE AGENDA
JANUARY 21, 2014

COMMITTEE ACTION REQUESTED

1. Call to Order

The meeting of the Executive Committee will be called to order.

2. Call to the Audience

An opportunity will be provided to members of the public to address the Executive Committee on items not scheduled on the agenda THAT FALL UNDER THE JURISDICTION OF MAG, or on items on the agenda for discussion but not for action. Members of the public will be requested not to exceed a three-minute time period for their comments. A total of 15 minutes will be provided for the Call to the Audience agenda item, unless the Executive Committee requests an exception to this limit. Please note that those wishing to comment on action agenda items will be given an opportunity at the time the item is heard.

2. Information and discussion.

ITEMS PROPOSED FOR CONSENT*
BY THE EXECUTIVE COMMITTEE

*3A. Approval of the November 18 and December 3, 2013 Executive Committee Meeting Minutes

3A. Approval of the November 18, 2013 Executive Committee meeting minutes and the December 3, 2013 Executive Committee special meeting minutes.

*3B. Amendment to the FY 2014 MAG Unified Planning Work Program and Annual Budget for a Bicycle/Pedestrian Associate

It is requested to amend the FY 2014 MAG Unified Planning Work Program and Annual Budget to add a MAG Associate position for bicycle/pedestrian planning in an amount not to exceed \$25,000. This will allow for a transition period from the current MAG Bicycle/Pedestrian Planner to a MAG Associate position for the remainder of this fiscal year. When the new work program is prepared, the associate position will be evaluated to determine if it is to be continued in

3B. Approval to amend the FY 2014 MAG Unified Planning Work Program and Annual Budget for a Bicycle/Pedestrian Associate not to exceed \$25,000.

the next fiscal year. The Management Committee recommended approval of this item at its January 8, 2014 meeting. Please refer to the enclosed material.

*3C. Amendment to the FY 2012 MAG Unified Planning Work Program and Annual Budget to Accept \$20,000 From the Maricopa County Department of Transportation (MCDOT) for the Town of Gila Bend Small Area Transportation Study and Amendment of the Corresponding Contract With Kimley Horn and Associates

The fiscal year (FY) 2012 MAG Unified Planning Work Program and Annual Budget, approved by the MAG Regional Council in May 2011, includes \$70,000 for the development of the Gila Bend Small Area Transportation Study. MAG, the Maricopa County Department of Transportation (MCDOT) and the Town of Gila Bend have established a mutual agreement for this project with shared funding (the original total funding amount for the project is \$95,000, which includes \$70,000 from MAG, \$20,000 from MCDOT, and \$5,000 from the Town of Gila Bend). This collaboration will allow MAG and partnering agencies to plan for future transportation infrastructure needs in the Gila Bend Planning area. The project planning team has identified the need for additional analysis of key transportation corridors in the Gila Bend Planning Area, therefore, MCDOT is providing an additional \$20,000 toward the study to complete the additional analysis. An amendment to the FY 2012 MAG Unified Planning Work Program and Annual Budget is needed to accept the funds and an amendment to the contract with Kimley Horn and Associates is needed to reflect the additional scope and budget. The Management Committee recommended approval of this item at its January 8, 2014 meeting. Please refer to the enclosed material

*3D. On-Call Consulting List for the MAG Consultant Support for AZ-SMART Enhancement On-Call Project

3C. Approval to amend the FY 2012 MAG Unified Planning Work Program and Annual Budget to accept \$20,000 from the Maricopa Department of Transportation for the Gila Bend Small Area Transportation Plan Study and amendment of the corresponding MAG contract with Kimley Horn and Associates, to reflect additional scope and budget designated for the MCDOT funding amount.

3D. Approval of the list of on-call consultants for Area of Expertise A (Research, Data Collection, Demographic and Economic Analysis): Applied

The FY 2014 MAG Unified Planning Work Program and Annual Budget, approved by the MAG Regional Council in May 2013, lists the MAG Consultant Support for AZ-SMART Enhancement On-Call Project in the amount of \$425,000. The purpose of the project is to enable MAG to solicit specialized consulting services in the area of socioeconomic modeling, data, reporting, and research. MAG issued a Request for Qualifications to create an on-call consulting list in three areas of expertise for the project and received seven Statements of Qualifications (SOQs). A multi-agency evaluation team reviewed the SOQs and unanimously recommended to MAG that the following firms be included on a MAG on-call consulting list for the MAG Consultant Support for AZ-SMART Enhancement On-Call Project: Applied Economics, Elliot D. Pollack and Company, Planning Technologies LLC, Regional Economic Models Inc., Synthicity Inc., TerraSystems Southwest Inc., and University of Arizona Economic and Business Research Center. The Management Committee recommended approval of this item at its January 8, 2014 meeting. Please refer to the enclosed material.

Economics, Elliot D. Pollack and Company, Planning Technologies LLC, Synthicity Inc., and University of Arizona Economic and Business Research Center; Area of Expertise B (Application Development, Geographic Information Systems, Database Management, and Socioeconomic Modeling) Planning Technologies LLC, Synthicity Inc., TerraSystems Southwest Inc., and University of Arizona Economic and Business Research Center; Area of Expertise C (Regional Economic Modeling and Economic Impact Analysis): Planning Technologies LLC, Regional Economic Models Inc., Synthicity Inc., and University of Arizona Economic and Business Research Center; for the MAG Consultant Support for AZ-SMART Enhancement On-Call Project.

ITEMS PROPOSED TO BE HEARD
BY THE EXECUTIVE COMMITTEE

4. Status Update on the June 30, 2013 Single Audit and Management Letter Comments, MAG's Comprehensive Annual Financial Report and OMB Circular A-133 Reports (i.e., "Single Audit") for the Fiscal Year Ended June 30, 2013

The accounting firm of CliftonLarsonAllen LLP has completed the audit of MAG's Comprehensive Annual Financial Report (CAFR) and Single Audit for the fiscal year ended June 30, 2013. An unqualified audit opinion was issued on November 18, 2013, on the financial statements of governmental activities, the aggregate discretely presented component units, each major fund and the aggregate remaining fund information. The independent auditors' report on compliance with the requirements applicable to major federal

4. Recommend acceptance of the audit opinion issued on the MAG Comprehensive Annual Financial Report and Single Audit Report for the year ended June 30, 2013.

award programs, expressed an unmodified opinion on the Single Audit. The Single Audit report indicated there were no reportable conditions in MAG's internal control over financial reporting considered to be material weaknesses, no instances of noncompliance considered to be material and no questioned costs. The Single Audit report had no new or repeat findings. The CAFR financial statements and related footnotes were prepared in accordance with the Government Finance Officers Association's (GFOA) standards for the Certificate of Achievement for Excellence in Financial Reporting awards program. Management intends to submit the June 30, 2013, CAFR to the GFOA awards program for review. If awarded the certificate for the June 30, 2013, CAFR, this would be the agency's 16th consecutive award. Please refer to the enclosed material.

5. Discussion of the Development of the FY 2015 MAG Unified Planning Work Program and Annual Budget

Each year, the Unified Planning Work Program and Annual Budget is developed in conjunction with member agency and public input. The Work Program is reviewed each year by the federal agencies in the spring and approved by the Regional Council in May. This overview of MAG's draft Dues and Assessments and the proposed budget production timeline provides an opportunity for early input into the development of the Work Program and Budget. Please refer to the enclosed material.

6. Desert Peaks Awards

When communities work together, the entire region benefits. The Desert Peaks Awards were created in 1998 as a means of recognizing agencies and individuals who have demonstrated a commitment to promoting, recognizing, and attaining the ideals of regionalism. The Desert Peaks Awards represent the most prestigious regional honors bestowed in the state. The

5. Information and input on the development of the fiscal year (FY) 2015 MAG Unified Planning Work Program and Annual Budget.

6. Information, discussion and input.

awards are held on a biennial basis and will take place on June 25, 2014, following the MAG annual meeting. A call for nominations is expected to be issued in February. Staff is requesting guidance on planning for the Desert Peaks Awards event, including input on potential venues, recommendations for judges to serve on the judging panel, and potential changes to registration procedures.

7. Review of MAG FY 2014 Goals and Results and Discussion of Proposed Draft FY 2015 Goals/Work Emphasis Areas

Each year, as part of the Executive Director's evaluation, current year (FY 2013-2014) goals and results are presented. This information was sent to the Regional Council and Executive Committee with the performance survey. The proposed goals/work emphasis areas for FY 2015 are being presented for input. Please refer to the enclosed material.

8. Annual Performance Review of the MAG Executive Director

The employment agreement entered into with the MAG Executive Director in January 2003 provided that the Executive Committee conduct an annual performance review in consultation with the Regional Council. On November 18, 2013, the Executive Committee agreed to move forward with the electronic evaluation survey for the MAG Executive Director's performance review.

On November 26, 2013, the electronic survey and Major Regional Goals and Results for FY 2013-2014 were sent to members of the Regional Council to receive their input on the review. This information was also sent to the members of the Executive Committee. The results of the completed surveys were summarized and will be discussed by the

7. Review of MAG FY 2014 Goals and Results and discussion/input into the Draft FY 2015 Goals/Work Emphasis Areas.

8. Information, discussion and possible action to recess the meeting to conduct an executive session to discuss personnel matters relating to the MAG Executive Director's review and salary. The authority for such an executive session is A.R.S. § 38-431.03(A)(1).

members of the Executive Committee. This information will be sent separately.

The Executive Committee may vote to recess the meeting and go into executive session to discuss personnel matters relating to the MAG Executive Director's review and salary. The authority for such an executive session is A.R.S. § 38-431.03(A)(1).

9. Possible Action on the Annual Performance Review of the MAG Executive Director

The Executive Committee may reconvene the regular meeting to take action regarding the annual performance review and make a salary determination. It is anticipated that the action of the Executive Committee would be presented to the Regional Council for ratification.

10. Request for Future Agenda Items

Topics or issues of interest that the Executive Committee would like to have considered for discussion at a future meeting will be requested.

11. Comments from the Committee

An opportunity will be provided for the Executive Committee members to present a brief summary of current events. The Executive Committee is not allowed to propose, discuss, deliberate or take action at the meeting on any matter in the summary, unless the specific matter is properly noticed for legal action.

Adjournment

9. Information, discussion and possible action on the review and salary of the MAG Executive Director.

10. Information and discussion.

11. Information.

MINUTES OF THE
MARICOPA ASSOCIATION OF GOVERNMENTS
MAG REGIONAL COUNCIL EXECUTIVE COMMITTEE

November 18, 2013
MAG Offices, Ironwood Room
302 N. 1st Avenue, Phoenix, Arizona

MEMBERS ATTENDING

Mayor Scott Smith, Mesa, Chair	#Mayor Gail Barney, Queen Creek
Mayor Michael LeVault, Youngtown, Vice Chair	*Mayor Marie Lopez Rogers, Avondale
Mayor W.J. "Jim" Lane, Scottsdale, Treasurer	Mayor Lana Mook, El Mirage
	Mayor Greg Stanton, Phoenix

* Not present

Participated by video or telephone conference call

1. Call to Order

The Executive Committee meeting was called to order by Chair Smith at 12:10 p.m. Chair Smith stated that additional items for agenda item #4 were at each members place.

2. Call to the Audience

Chair Smith stated that according to the MAG public comment process, members of the audience who wish to speak are requested to fill out the public comment cards. He stated that there is a three-minute time limit. Public comment is provided at the beginning of the meeting for items that are not on the agenda that are within the jurisdiction of MAG, or non-action agenda items that are on the agenda for discussion or information only. Chair Smith stated no comment cards had been received.

3. Approval of Executive Committee Consent Agenda

Chair Smith noted that prior to action on the consent agenda, members of the audience are provided an opportunity to comment on consent items that are being presented for action. Following the comment period, committee members may request that an item be removed from the consent agenda.

Chair Smith requested a motion to approve the consent agenda. Mayor Mook moved to approve items #3A through #3F. Mayor LeVault seconded the motion and the motion carried unanimously.

3A. Approval of the October 15, 2013 Executive Committee Meeting Minutes

The Regional Council Executive Committee, by consent, approved the October 15, 2013 Executive Committee meeting minutes.

3B. Amendment to the FY 2014 MAG Unified Planning Work Program and Annual Budget to Amend the Contract for the 2010 MAG Activity-Based Model Development Project - Phase 3

The Regional Council Executive Committee, by consent, approved to amend FY 2014 MAG Unified Planning Work Program and Annual Budget to amend the contract for the 2010 MAG Activity-Based Model Development Project - Phase 3, with Parsons Brinckerhoff, Inc., to include an addition to the scope of work and to increase the contract by \$54,031. The FY 2014 MAG Unified Planning Work Program and Annual Budget, approved by the Executive Committee on May 22, 2013, includes \$336,000 for the completion of the third phase of development of the Activity-Based travel forecasting Model (ABM). The purpose of the project is to complete development of the new generation travel demand forecasting model at MAG. The ABM will allow MAG to address emerging regional planning challenges. The first and second phases of the ABM development have been successfully completed and MAG is overseeing the completion of the third phase.

During the third phase of the project, a few important developments in the field led to amendments in the model design in order to produce a state-of-the-art modeling tool and efficiently incorporate these innovations at lower costs. These new modeling components are critical for extending the range of model applications and include continuous temporal resolution, mechanisms for better integration with Dynamic Traffic Assignment (DTA) and optimization of the model for a distributed computing system. An amendment to the contract with Parsons Brinckerhoff, Inc. is being requested in order to complete the additional scope and budget for the related improvements to the model. The additional funding needed for the enhancements are \$54,031. On November 6, 2013 MAG Management Committee recommended approval of the amendment.

3C. Consultant Selection for the MAG Off-Street Bicycle Network Wayfinding Guide and Brand Name Project

The Regional Council Executive Committee, by consent, approved the selection of of Alta Planning + Design to conduct the MAG Off-Street Bicycle Network Wayfinding Guide and Brand Name project for an amount not to exceed \$75,000. The Fiscal Year (FY) 2014 MAG Unified Planning Work Program and Annual Budget, approved by the MAG Regional Council in May 2013, includes \$75,000 to develop an Off-Street Bicycle Network Wayfinding Guide and Brand Name. This project will develop a cohesive and comprehensive theme for wayfinding for the 3,520 miles of off-street bikeways in this region. In conjunction with the guidelines, a brand name for the regional off-street system will create a sense of place and imbue it with a unique and memorable name. A Request for Proposals was issued on August 8, 2013, and MAG received proposals from eight firms on September 5, 2013. A multi-jurisdictional proposal

evaluation team reviewed the proposals, held interviews, and on September 26, 2013, recommended to MAG the selection of Alta Planning + Design to conduct the MAG Off-Street Bicycle Network Wayfinding Guide and Brand Name project. On October 15, 2013, the MAG Bicycle and Pedestrian Committee recommended approval of the selection. On November 6, 2013 MAG Management Committee recommended approval of the selection.

3D. Consultant Selection for the Interstate 10/Interstate 17 Corridor Master Plan

The Regional Council Executive Committee, by consent, approved the selection of HDR, Inc. to conduct the Interstate 10/Interstate 17 Corridor Master Plan (FY 2014) for an amount not to exceed \$2,500,000. On August 12, 2013, the MAG Regional Council Executive Committee amended the FY 2014 MAG Unified Planning Work Program and Annual Budget for \$2,500,000 to develop the Interstate 10/Interstate 17 Corridor Master Plan. This work was previously being conducted by ADOT. The ADOT work has been suspended and the project and funding have been transferred to MAG. The two environmental impact statement (EIS) studies for the corridor previously being conducted by ADOT were between the SR-101L/Agua Fria-Pima "North Stack" and SR-202L/ Santan-South Mountain "Pecos Stack" traffic interchanges. By studying both corridors together, rather than separately, certain economies of scale can be realized to establish a common vision and operating principles for accommodating existing and future travel demand. A Request for Proposals was issued to interested consultants for developing the Corridor Master Plan on August 22, 2013, with a submittal deadline of October 3, 2013. MAG received two proposals for the project from teams lead by Parsons Brinckerhoff, Inc., and HDR, Inc. After scoring the proposals, a proposal evaluation team consisting of representatives from the Arizona Department of Transportation, Federal Highway Administration, Valley Metro, and MAG interviewed both project teams on October 30, 2013. The proposal evaluation team recommended to MAG the selection of HDR, Inc. to conduct the Interstate 10/Interstate 17 Corridor Master Plan (FY 2014). On November 6, 2013 MAG Management Committee recommended approval of the selection.

3E. Amendment to the FY 2014 MAG Unified Planning Work Program and Annual Budget to Accept Funding to Support Aging Services Planning

The Regional Council Executive Committee, by consent, approved the budget amendment to the FY 2014 MAG Unified Planning Work Program and Annual Budget to include grant funding in the amount of \$45,000 from Virginia G. Piper Charitable Trust and the Arizona Community Foundation to support aging services planning. The FY 2014 MAG Unified Planning Work Program and Annual Budget (UPWP) was approved on May 22, 2013. On November 11, 2013, a \$40,000 grant from Virginia G. Piper Charitable Trust for the region's participation in Community AGEnda, a national pilot project. This \$40,000 grant will support staffing for the project, an age-friendly conference in Spring 2014, and a contract with NCB Capital Impact to provide technical assistance to the villages launching in Phoenix and Tempe. On October 30, the Arizona Community Foundation notified MAG of a \$5,000 award to support the same project. This region was selected as one of five communities in the country to participate in this national pilot project. As part of the project, the region will implement pilot projects in Phoenix, Tempe,

and the Northwest Valley; enhance the project's website, Connect60Plus.com; and host another conference on aging issues. This item is to accept this grant and approve an amendment to the MAG 2014 Unified Planning Work Program and Annual Budget (UPWP) increasing the budget for RCP by \$45,000.

*3F. Aging Services Planning Consultant Selection

The Regional Council Executive Committee, by consent, approved the selection of NCB Capital Impact for aging services planning technical assistance for an amount not to exceed \$20,000. On November 6, 2013, the MAG Management Committee recommended approval of selection of NCB Capital Impact for aging services planning technical assistance for an amount not to exceed \$20,000. This contract is supported by a grant from Virginia G. Piper Charitable Trust awarded on November 11, 2013. The grant funding includes up to \$20,000 for a consultant to assist two local villages in Phoenix and Tempe to launch villages in 2014 and to build capacity to launch additional villages in the future.

NCB Capital Impact is the parent organization of the Village to Village Network. The Village to Village Network is the only national association for villages. In addition, NCB Capital Impact offers a range of other community development services. MAG contracted with NCB Capital Impact to analyze community outreach data and develop business plans for the two local villages and an additional pilot project in the Northwest Valley. Given this experience, NCB Capital Impact is uniquely able to provide the detailed technical assistance and support to assist in the launch of the region's first villages. Staff is recommending that NCB Capital Impact be selected as a sole source to provide technical assistance in an amount not to exceed \$20,000.

4. MAG Committee Chair and Vice Chair Appointments ending December 31, 2013

Denise McClafferty, MAG Regional Program Manager, stated that a memorandum was sent to the technical and policy committee members whose chairs and vice chairs will be expiring on January 1, 2014, explaining that officers of these committees have served their term. She added that according to the policies and procedures, the committee's vice chair will ascend to the chair position and letters of interests were requested for the available vice chair positions. Ms. McClafferty stated that these appointments are eligible for two-year terms with succession of positions occurring through the ascending order of officers.

Ms. McClafferty added that letters of interest were submitted for the vice chair positions and copies of these letters were provided in the committee agenda packets. She added that an updated table showing the recommended officers were at each members place. Staff is requesting approval of appointments of the technical and policy committee chairs and vice chairs ending December 31, 2014.

Chair Smith stated two letters were received for the Street Committee chair position. He added that letters were received from Maria Angelica Deb, Mesa and Dana Owsiany, Phoenix. Chair Smith stated Phoenix had the vice chair position last year and it would be appropriate for Dana

Owsiany to take the chair position and Maria Angelica Deb to take the vice chair position.

Chair Smith stated that two letters were also received for the Solid Waste Advisory Committee vice chair position. Letters were received from Patrick Murphy, Mesa and Rhonda Humbles, Peoria. Chair Smith stated that the City of Mesa would like to withdraw Patrick Murphy's request for vice chair of this committee. He added that Ramona Simpson, Queen Creek, will be chair of this committee so it would be appropriate to appoint Rhonda Humbles, Peoria, as vice chair.

Mayor Lane made a motion to approve the appointments with the discussed amendments to the list of the technical and policy committee Chairs and Vice Chairs. Mayor LeVault seconded the motion and the motion carried unanimously.

5. Accept Funding from FHWA for the Lead Adopter Implementation Assistance for the SHRP2 Implementation Assistance Program

Dennis Smith, MAG Executive Director, stated that on September 6, 2013, MAG applied for the SHRP2 Implementation Assistance Program through the Federal Highway Administration (FHWA). He added that the proposal was on behalf of the Western Regional Alliance. On October 17, 2013, MAG was notified that out of 27 agencies selected, MAG was one of two Metropolitan Planning Organizations to be selected. He added that on October 24, 2013 MAG was notified that they would be receiving a Lead Adopter incentive of \$240,000.

Mr. Smith stated that the project will focus on advancing the deployment of multi-objective solutions that expedite transportation project delivery in the Intermountain West Region. He added that the grant will support staffing for the project, data collection and analysis, workshops and or conference(s), and a consultant contract to provide coordination efforts throughout the Intermountain West. Mr. Smith added that Amy Duffy worked for the Western Region Partnership, which is an organization that works with the military installations in the Intermountain West. Staff is recommending acceptance of \$240,000 of SHRP2 funding in accordance with the grant; and amending the FY 2014 MAG Unified Planning Work Program and Annual Budget; and approval of Duffy Consulting as the consultant not to exceed the amount of \$124,000. Mr. Smith added that if we can all get together on a policy level then we will have much more leverage in Congress for projects that would impact the whole Intermountain West.

Chair Smith asked if there were any questions or comments from the committee. Mayor Lane asked what would be the end product or result. Mr. Smith stated a database would be compiled that would include a risk register of "sensitive land" in the Intermountain West, along with identifying the opportunities that are available. This database then could be referred to so that when development is happening we would already know what areas we need to address. Mayor Mook asked if this project would be primarily limited to the I-11 project. Mr. Smith stated it has a much broader scope and added one of the real issues is the east-west flow of traffic coming from the West Coast.

Mayor LeVault made a motion to accept \$240,000 of the SHRP2 funding in accordance with the grant; and amending the FY 2014 MAG Unified Planning Work Program and Annual Budget; and approval of Duffy Consulting as the consultant not to exceed the amount of \$124,000. Mayor Mook seconded the motion and the motion carried unanimously.

6. Annual Performance Review of the MAG Executive Director

Denise McClafferty, MAG Regional Program Manager, stated that the employment agreement entered into with the MAG Executive Director in January 2003 provided that the Executive Committee conduct an annual performance review in consultation with the Regional Council. On December 15, 2003, the Executive Committee approved an evaluation survey for the MAG Executive Director's performance review. Ms. McClafferty stated that to provide a more efficient process, the evaluation survey has been converted to an electronic format in Survey Monkey. Staff provided a brief review of the electronic survey instrument and added that the survey would be sent to the MAG Executive Committee and Regional Council members. Ms. McClafferty added that the MAG Executive Director's review will occur at the January 21, 2014 Executive Committee meeting. She added that the action of the Executive Committee will be presented at the January 29, 2014 Regional Council meeting for ratification.

Chair Smith asked if there were any questions or comments from the committee. Mayor LeVault asked when the electronic survey would be sent out. Ms. McClafferty stated it would be sent out the following week. She added that by changing to an electronic version the hope is to receive more responses from the committee members. Mayor LeVault made a motion to approve the electronic survey instrument, and the process for conducting the annual evaluation. Mayor Mook seconded the motion and the motion carried unanimously.

7. Request for Future Agenda Items

Chair Smith asked if there were any requests for future agendas items. There were none.

8. Comments from the Committee

Chair Smith asked if there were any comments from the committee. There were none.

Adjournment

There being no further business, the Executive Committee adjourned at 12:12 p.m.

Chair

Secretary

MINUTES OF THE
MARICOPA ASSOCIATION OF GOVERNMENTS
MAG REGIONAL COUNCIL EXECUTIVE COMMITTEE
December 3, 2013
MAG Offices, Ironwood Room
302 N. 1st Avenue, Phoenix, Arizona

MEMBERS ATTENDING

Mayor Scott Smith, Mesa, Chair	#Mayor Gail Barney, Queen Creek
Mayor Michael LeVault, Youngtown, Vice Chair	Mayor Marie Lopez Rogers, Avondale
Mayor W.J. “Jim” Lane, Scottsdale, Treasurer	#Mayor Lana Mook, El Mirage
	Mayor Greg Stanton, Phoenix

* Not present

Participated by video or telephone conference call

1. Call to Order

The Executive Committee meeting was called to order by Chair Smith at 11:04 a.m.

2. Call to the Audience

Chair Smith stated that according to the MAG public comment process, members of the audience who wish to speak are requested to fill out the public comment cards. He stated that there is a three-minute time limit. Public comment is provided at the beginning of the meeting for items that are not on the agenda that are within the jurisdiction of MAG, or non-action agenda items that are on the agenda for discussion or information only. Chair Smith stated no comment cards had been received.

3. Approval of Executive Committee Consent Agenda

Chair Smith noted that prior to action on the consent agenda, members of the audience are provided an opportunity to comment on consent items that are being presented for action. Following the comment period, committee members may request that an item be removed from the consent agenda.

Chair Smith requested a motion to approve the consent agenda. Mayor Lane moved to approve consent item #3A. Mayor Lopez Rogers seconded the motion and the motion carried unanimously.

3A. Appointment of the Arizona Department of Transportation Member Position to MAG Economic Development Committee

Denise McClafferty, MAG Regional Program Manager, stated that on November 21, 2013, a letter was sent by the Director of the Arizona Department of Transportation (ADOT) requesting that John Nelson, Senior Policy Advisor, serve as the ADOT representative on the Economic Development Committee for a one-year term, with possible reappointment by recommendation of the Executive Committee and approval by MAG Regional Council.

Mayor Lane made a motion to approve the appointment of John Nelson, Senior Policy Advisor, as the ADOT representative on the MAG Economic Development Committee. Mayor Lopez Rogers seconded the motion and the motion carried unanimously.

4. Establishment of an In-Market Trade, Investment and Tourism Office in Mexico City

Dennis Smith, MAG Executive Director, stated that the City of Phoenix recently approached MAG regarding the establishment of an in-market trade, investment and tourism office in Mexico City and that the initial goal is \$200,000, but could increase if they get more partners. He noted that although he does not know the exact number of staff Texas has in Mexico, he does know that there are eight staff members from the City of San Antonio who are currently located in Mexico to encourage trade and investment. Mr. Smith added that Phoenix is currently working on the scope of work and that partners would have input on the scope.

Mr. Smith stated one question that was brought up was could MAG Federal Funds be used for this endeavor. According to the Federal Highway Administration (FHWA), this is not eligible. Another question asked is whether this is under the authority of MAG. Mr. Smith stated that MAG was informed by Fredda Bisman, MAG General Counsel, that there are no restrictions and this is in acceptance with the MAG By-Laws. Mr. Smith noted that a partnership would consist of a one-year commitment in the amount of \$25,000. He added that this partnership coincides with the work MAG has been doing with the Economic Development Committee on Mexico for the past three years. Mr. Smith then invited Hank Marshall, City of Phoenix Economic Development Department, to provide more information to the committee.

Mr. Marshall stated that under the guidance of Mayor Stanton, his department was asked to explore and accelerate a plan for an in-market trade and investment office in Mexico City. He added that they thought MAG would be a logical partner in this endeavor. Mr. Marshall stated that this office would include a dedicated on-site contractor and could provide MAG member agencies opportunities with Mexican businesses, while also promoting their cities. He added that they have been in discussions with other potential partners, all of which would also be investing the same amount of \$25,000.

Chair Smith asked if there were any questions or comments from the committee.

Mayor Lane stated he was concerned about the scope of MAG's operation and how this expands MAG into an entirely different realm. He added that he was also concerned with using MAG funds. Mayor Lane also asked why this did not go to the Economic Development Committee (EDC) for approval. Mr. Smith stated that this was a matter of timing and had to be decided before the end of December 2013, and the next EDC would not meet until January 2014.

Mayor Lane asked Mr. Marshall how would MAG be represented in the office, as a region, rather than just the City of Phoenix, if this participation takes place, and who were the other interested partners that have committed to this partnership. Mr. Marshall replied that the Mexico City office would include a dedicated contractor on-site, who would not just represent the City of Phoenix, but rather our whole region. He added that a name for this office had not yet been decided, as this would depend on the partnerships. Mr. Marshall stated that along with MAG, they are also in discussions with the Arizona Diamondbacks, the Phoenix Suns, and the Mayo Clinic. Mayor Lane asked if any partnerships agreements had been signed and what is the dollar amount of their commitment. Mr. Marshall stated that they are currently working on the legal aspect of being able to accept the money and no contracts have yet been signed. He added that the investment amount would be the same as MAG's investment, \$25,000.

Mayor Lane asked if the goals have already been developed. Mr. Marshall replied that they are not yet complete and would depend on the full scope of the partnerships. He added that there will be trade and tourism objectives, along with other objectives to reflect the interests of the partners. Mr. Marshall added that there will be key prescribed, measured performance indicators that will be included in the proposal. Dennis Smith added that this \$25,000 is not an annual commitment and will sunset in one year. He noted that MAG will have the option to renew, or not. Mr. Smith stated that this would have to be put into the MAG Work Program and approved each year, if we decide to renew. Mayor Lane thanked Mr. Smith for the clarification regarding the length of the commitment.

Mayor Lane stated that the State of Arizona had a similar office in Guadalajara, Mexico but it was closed in 2011. Mayor Lane asked Mr. Marshall if he was aware of reasons why the state withdrew these offices. Mr. Marshall replied that it was his understanding that it did not fulfill its mission and objectives so they closed the office. He added that the City of Phoenix has different objectives than what the State was trying to accomplish. Mr. Marshall added that the State of Arizona currently has a full-time representative in Hermosillo, Mexico, by the name of Ignacio Escalante, so there is someone with the state's interest located on the border. Mayor Lane stated that he did not think this was a bad move for the City of Phoenix, however, he believes this should be handled by the Arizona Commerce Authority or the Greater Phoenix Economic Council, and not MAG, because he does not believe that this relates to MAG's mission.

Mayor Stanton thanked the committee for adding this item to the agenda so quickly. He added that the City of Phoenix is going to move forward with this opportunity and is hoping that all MAG cities will be represented at this office. Mayor Stanton stated that the intent was always to make this a regional office and he believes MAG is an appropriate partner.

Mayor Mook commented that time and time again we hear how Arizona is losing out and she believes \$25,000 for a one year investment will pay for itself. Mayor LeVault stated he is sensitive to what Mayor Lane stated regarding mission creep, however, this endeavor seems like the next logical step down a road on which MAG has already begun to travel. He added that a decision was made three years ago when MAG agreed it was going to try to enhance trade with Mexico. Mayor LeVault stated that the goal is to put the Arizona economy back together and enhancing trade with Mexico is one way we can go do this.

Mayor Lopez Rogers stated that she believes that MAG needs their presence in Mexico City and this is just another step that our region has to take. She added that this is an investment into our economy and at the end of the year we can determine if we have met our goals and benchmarks and whether we want to renew our partnership. Chair Smith also agreed with Mayor Lane in regards to mission creep, but added that we have evolved as a region and he applauded Mayor Stanton for being bold and proposing this. Chair Smith added that the Economic Development Committee has shown that it has filled a void and has reacted to the realities of where we are economically. He stated that as a region and metro economy, we truly need this kind of presence in Mexico. Mayor Lane stated that he does not disagree with any of the comments that have been said with regards to the efforts of economic development, but reiterated that his only concern is using MAG money for this effort.

Mayor LeVault made a motion to recommend approval to provide \$25,000 to the City of Phoenix to partner in the establishment of an in-market trade, investment and tourism office in Mexico City. Mayor Lopez Rogers seconded the motion. Mayor Lane voted against the motion, Mayor Stanton abstained and the motion carried.

5. Request for Future Agenda Items

Chair Smith asked if there were any requests for future agendas items. There were none.

6. Comments from the Committee

Chair Smith asked if there were any comments from the committee. There were none.

Adjournment

There being no further business, the Executive Committee adjourned at 11:49 a.m.

Chair

Secretary

MARICOPA ASSOCIATION OF GOVERNMENTS

INFORMATION SUMMARY... for your review

DATE:

January 13, 2014

SUBJECT:

Amendment to the FY 2014 MAG Unified Planning Work Program and Annual Budget for a Bicycle/Pedestrian Associate

SUMMARY:

It is requested to amend the FY 2014 MAG Unified Planning Work Program and Annual Budget to add a MAG Associate position for bicycle/pedestrian planning in an amount not to exceed \$25,000. This will allow for a transition period from the current MAG Bicycle/Pedestrian Planner to a MAG Associate position for the remainder of this fiscal year. When the new work program is prepared, the associate position will be evaluated to determine if it is to be continued in the next fiscal year. The proposed associate has over twenty years of bicycle/pedestrian planning experience in the Valley and has developed an extensive relationships with MAG member agencies.

PUBLIC INPUT:

No public input has been received concerning the specific requested change.

PROS & CONS:

PROS: This approval will allow the bicycle and pedestrian project development and planning efforts to continue without a change in staff.

CONS: None.

TECHNICAL & POLICY IMPLICATIONS:

TECHNICAL: This associate contract will provide the seven bicycle/pedestrian design assistance projects to continue with the same project manager, and that the Bicycles Count study and the Wayfinding study will continue under the leadership of the associate.

POLICY: This associate contract will support MAG in delivering the multimodal program in the Regional Transportation Plan and the Transportation Improvement Program.

ACTION NEEDED:

Approval of amending the FY2014 MAG Unified Planning Work Program & Annual Budget for a Bicycle/Pedestrian Associate not to exceed \$25,000.

PRIOR COMMITTEE ACTIONS:

On January 8, 2014, the MAG Management Committee recommended approval of amending the FY2014 MAG Unified Planning Work Program & Annual Budget for a Bicycle/Pedestrian Associate not to exceed \$25,000.

MEMBERS ATTENDING

Dr. Spencer Isom, El Mirage, Chair

Christopher Brady, Mesa, Vice Chair

- # Matt Busby for George Hoffman,
Apache Junction
Charlie McClendon, Avondale
- * Stephen Cleveland, Buckeye
- * Gary Neiss, Carefree
Rodney Glassman, Cave Creek
Patrice Kraus for Rich Dlugas, Chandler
- * Charles Montoya, Florence
- * Phil Dorchester, Fort McDowell
Yavapai Nation
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- * David White, Gila River Indian Community
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Darryl Crossman, Litchfield Park
- * Trisha Sorensen, City of Maricopa
- * Jim Bacon, Paradise Valley
Carl Swenson, Peoria
Ed Zuercher, Phoenix
- # Greg Stanley, Pinal County
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- * Reyes Medrano, Tolleson
Joshua Wright, Wickenburg
Jeanne Blackman, Youngtown
Brent Cain for John Halikowski, ADOT
John Hauskins for Tom Manos,
Maricopa County
John Farry for Steve Banta,
Valley Metro/RPTA

* Those members neither present nor represented by proxy.

Participated by telephone conference call. + Participated by videoconference call.

CONTACT PERSON:

Eileen Yazzie, Transportation Planning Project Manager, (602) 452-5073

MARICOPA ASSOCIATION OF GOVERNMENTS

INFORMATION SUMMARY... for your review

DATE:

January 13, 2014

SUBJECT:

Amendment to the FY 2012 MAG Unified Planning Work Program and Annual Budget to Accept \$20,000 of FHWA State Planning and Research Funds From the Maricopa County Department of Transportation (MCDOT) for the Town of Gila Bend Small Area Transportation Study and Amendment of the Corresponding Contract With Kimley Horn and Associates

SUMMARY:

The fiscal year (FY) 2012 MAG Unified Planning Work Program and Annual Budget, approved by the MAG Regional Council in May 2011, includes \$70,000 for the development of the Gila Bend Small Area Transportation Study. The purpose of the project is to complete a small area transportation study for the Town of Gila Bend.

MAG, MCDOT and the Town of Gila Bend have established a mutual agreement for this project with shared funding (the original total funding amount for the project is \$95,000, which includes \$70,000 from MAG, \$20,000 from MCDOT, and \$5,000 from the Town of Gila Bend). This collaboration will allow MAG and partnering agencies to plan for future transportation infrastructure needs in the Gila Bend Planning area.

The project planning team has identified the need for additional analysis of key transportation corridors in the Gila Bend Planning Area, therefore, MCDOT is providing an additional \$20,000 toward the study to complete the additional analysis. An amendment to the FY 2012 MAG Unified Planning Work Program and Annual Budget is needed to accept the funds and an amendment to the contract with Kimley Horn and Associates is needed to reflect the additional scope and budget.

PUBLIC INPUT:

No public input has been received.

PROS & CONS:

PROS: This project will enable MAG and MAG member agencies to ensure that emerging planning and travel forecasting needs are addressed and will allow each of the agencies (MAG, MCDOT and the Town of Gila Bend) to plan accordingly for the future travel demand in the Gila Bend planning area.

CONS: Delaying the amendment would delay the Town of Gila Bend approving this plan as part of the Town of Gila Bend Transportation Plan. This plan will assist the Town and the MAG member agencies in planning for future transportation infrastructure projects and policies.

TECHNICAL & POLICY IMPLICATIONS:

TECHNICAL: The contract amendment will benefit MAG and MAG member agencies in terms of improved model capabilities and forecast accuracy. This project will provide a transportation plan for the Gila Bend Planning that will assist in the future planning for the Gila Bend planning area.

POLICY: The contract amendment will allow each of the agencies (MAG, MCDOT and the Town of Gila Bend) to account for the travel demand changes in the Gila Bend planning area and capitalize on collaboration in developing and maintaining the same modeling platform. The amendment will also allow to streamline information exchange among the three agencies for transportation planning purposes.

ACTION NEEDED:

Approval of an amendment to the FY 2012 MAG Unified Planning Work Program and Annual Budget to accept \$20,000 of FHWA State Planning and Research Funds from the Maricopa Department of Transportation for the Gila Bend Small Area Transportation Plan Study and amendment of the corresponding MAG contract with Kimley Horn and Associates, to reflect additional scope and budget designated for the MCDOT funding amount.

PRIOR COMMITTEE ACTIONS:

On January 8, 2014, the MAG Management Committee recommended approval of amending the FY 2012 MAG Unified Planning Work Program and Annual Budget to accept \$20,000 of FHWA State Planning and Research Funds from the Maricopa Department of Transportation for the Gila Bend Small Area Transportation Plan Study and amendment of the corresponding MAG contract with Kimley Horn and Associates, to reflect additional scope and budget designated for the MCDOT funding amount.

MEMBERS ATTENDING

- Dr. Spencer Isom, El Mirage, Chair
- Christopher Brady, Mesa, Vice Chair
- # Matt Busby for George Hoffman, Apache Junction
- Charlie McClendon, Avondale
- * Stephen Cleveland, Buckeye
- * Gary Neiss, Carefree
- Rodney Glassman, Cave Creek
- Patrice Kraus for Rich Dlugas, Chandler
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- * Phil Dorchester, Fort McDowell Yavapai Nation
- # Ken Buchanan, Fountain Hills
- Rick Buss, Gila Bend
- * David White, Gila River Indian Community
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- Joshua Wright, Wickenburg
- Jeanne Blackman, Youngtown
- Brent Cain for John Halikowski, ADOT
- John Hauskins for Tom Manos, Maricopa County
- John Farry for Steve Banta, Valley Metro/RPTA

* Those members neither present nor represented by proxy.
Participated by telephone conference call. + Participated by videoconference call.

On January 11, 2012, the MAG Management Committee recommended approval of the selection of Kimley Horn and Associates to complete development of the Gila Bend Small Area Transportation Study for an amount not to exceed \$95,000 (MAG \$70,000, MCDOT \$20,000, Town of Gila Bend \$5,000), and, on January 17, 2012, the MAG Regional Council Executive Committee approved consultant selection of Kimley Horn and Associates to complete the Gila Bend Small Area Transportation Study for an amount not to exceed \$95,000.

CONTACT PERSON:

Tim Strow, MAG (602) 254-6300

MARICOPA ASSOCIATION OF GOVERNMENTS

INFORMATION SUMMARY... for your review

DATE:

January 13, 2014

SUBJECT:

On-Call Consulting List for the MAG Consultant Support for AZ-SMART Enhancement On-Call Project

SUMMARY:

The FY2014 MAG Unified Planning Work Program and Annual Budget, approved by the MAG Regional Council in May 2013, lists the MAG Consultant Support for AZ-SMART Enhancement On-Call Project in the amount of \$425,000. The purpose of the project is to enable MAG to solicit specialized consulting services in the area of socioeconomic modeling, data, reporting, and research.

MAG issued a Request for Qualifications to create an on-call consulting list for the project with three areas of expertise: (A) Research, Data Collection, Demographic and Economic Analysis; (B) Application Development, Geographic Information Systems, Database Management, and Socioeconomic Modeling; and (C) Regional Economic Modeling and Economic Impact Analysis. MAG received Statements of Qualifications (SOQs) from Applied Economics, Elliot D. Pollack and Company, Planning Technologies, Regional Economic Models Incorporated, Synthicity, TerraSystems Southwest, and Arizona State University Institute for Social Science Research.

A multi-agency evaluation team reviewed the SOQs and unanimously recommended to MAG that the following firms be included on the MAG Consultant Support for AZ-SMART Enhancement On-Call Project:

Area of Expertise A (Research, Data Collection, Demographic and Economic Analysis): Applied Economics, Elliot D. Pollack and Company, Planning Technologies LLC, Synthicity Inc., and University of Arizona Economic and Business Research Center.

Area of Expertise B (Application Development, Geographic Information Systems, Database Management, and Socioeconomic Modeling): Planning Technologies LLC, Synthicity Inc., TerraSystems Southwest Inc., and University of Arizona Economic and Business Research Center.

Area of Expertise C (Regional Economic Modeling and Economic Impact Analysis): Planning Technologies LLC, Regional Economic Models Inc., Synthicity Inc., and University of Arizona Economic and Business Research Center.

PUBLIC INPUT:

None.

PROS & CONS:

PROS: As the needs of the modeling process unfold, the creation of an on-call consulting list will enable MAG to assign the consultants with the skills best suited to meet those needs. The support provided to MAG through on-call consultant contracts will ensure the collection and development of timely and accurate data in order to support the MAG socioeconomic and transportation models, and better enable Information Services staff to maintain and disseminate these data to member agencies and the public.

CONS: None.

TECHNICAL & POLICY IMPLICATIONS:

TECHNICAL: The maintenance of state-of-the-art projections models ensures that MAG socioeconomic models can meet the data of requirements of transportation models. This project will also support the development of a regional economic forecast model. Enhanced socioeconomic, land use, and regional economic forecast models will support socioeconomic and transportation planning needs.

POLICY: Timely regional and transportation planning and analysis provides policy makers with current information upon which to make decisions.

ACTION NEEDED:

Recommend approval of the list of on-call consultants for Area of Expertise A (Research, Data Collection, Demographic and Economic Analysis): Applied Economics, Elliot D. Pollack and Company, Planning Technologies LLC, Synthicity Inc., and University of Arizona Economic and Business Research Center; Area of Expertise B (Application Development, Geographic Information Systems, Database Management, and Socioeconomic Modeling) Planning Technologies LLC, Synthicity Inc., TerraSystems Southwest Inc., and University of Arizona Economic and Business Research Center; Area of Expertise C (Regional Economic Modeling and Economic Impact Analysis): Elliot D. Pollack and Company, Planning Technologies LLC, Regional Economic Models Inc., Synthicity Inc., and University of Arizona Economic and Business Research Center; for the MAG Consultant Support for AZ-SMART Enhancement On-Call Project.

PRIOR COMMITTEE ACTIONS:

On January 8, 2014, the MAG Management Committee recommended approval of the list of on-call consultants for Area of Expertise A (Research, Data Collection, Demographic and Economic Analysis): Applied Economics, Elliot D. Pollack and Company, Planning Technologies LLC, Synthicity Inc., and University of Arizona Economic and Business Research Center; Area of Expertise B (Application Development, Geographic Information Systems, Database Management, and Socioeconomic Modeling) Planning Technologies LLC, Synthicity Inc., TerraSystems Southwest Inc., and University of Arizona Economic and Business Research Center; Area of Expertise C (Regional Economic Modeling and Economic Impact Analysis): Elliot D. Pollack and Company, Planning Technologies LLC, Regional Economic Models Inc., Synthicity Inc., and University of Arizona Economic and Business Research Center; for the MAG Consultant Support for AZ-SMART Enhancement On-Call Project.

MEMBERS ATTENDING

- | | |
|---|--|
| Dr. Spencer Isom, El Mirage, Chair | Darryl Crossman, Litchfield Park |
| Christopher Brady, Mesa, Vice Chair | * Trisha Sorensen, City of Maricopa |
| # Matt Busby for George Hoffman,
Apache Junction | * Jim Bacon, Paradise Valley |
| Charlie McClendon, Avondale | Carl Swenson, Peoria |
| * Stephen Cleveland, Buckeye | Ed Zuercher, Phoenix |
| * Gary Neiss, Carefree | # Greg Stanley, Pinal County |
| Rodney Glassman, Cave Creek | # John Kross, Queen Creek |
| Patrice Kraus for Rich Dlugas, Chandler | * Bryan Meyers, Salt River Pima-Maricopa
Indian Community |
| * Charles Montoya, Florence | Brad Lundahl for Fritz Behring, Scottsdale |
| * Phil Dorchester, Fort McDowell
Yavapai Nation | Chris Hillman, Surprise |
| # Ken Buchanan, Fountain Hills | Marge Zylla for Andrew Ching, Tempe |
| Rick Buss, Gila Bend | * Reyes Medrano, Tolleson |
| * David White, Gila River Indian Community | Joshua Wright, Wickenburg |
| Marc Skocypec for Patrick Banger, Gilbert | Jeanne Blackman, Youngtown |
| Brent Stoddard for Brenda S. Fischer,
Glendale | Brent Cain for John Halikowski, ADOT |
| * Brian Dalke, Goodyear | John Hauskins for Tom Manos,
Maricopa County |
| Rosemary Arellano, Guadalupe | John Farry for Steve Banta,
Valley Metro/RPTA |

* Those members neither present nor represented by proxy.

Participated by telephone conference call. + Participated by videoconference call.

MAG Data and Geographic Information Systems Support Project Statement of Qualifications (SOQ) Evaluation Team: On December 13, 2013, a multi jurisdictional evaluation team reviewed the Statement of Qualifications (SOQs) and unanimously recommended to MAG approval of the list of on-call consultants:

Area of Expertise A (Research, Data Collection, Demographic and Economic Analysis): Applied Economics, Elliot D. Pollack and Company, Planning Technologies LLC, Synthicity Inc., and University of Arizona Economic and Business Research Center.

Area of Expertise B (Application Development, Geographic Information Systems, Database Management, and Socioeconomic Modeling): Planning Technologies LLC, Synthicity Inc., TerraSystems Southwest Inc., and University of Arizona Economic and Business Research Center.

Area of Expertise C (Regional Economic Modeling and Economic Impact Analysis): Planning Technologies LLC, Regional Economic Models Inc., Synthicity Inc., and University of Arizona Economic and Business Research Center.

SOQ EVALUATION TEAM

Christopher DePerro, City of Phoenix

Lloyd Abrahms, City of Surprise

Robert Yabes, City of Tempe

Daniel Flyte, San Diego Association of Governments

Vladimir Livshits, MAG

Mark Roberts, MAG

Scott Bridwell, MAG

Lora Mwaniki-Lyman, MAG

Jesse Ayers, MAG

Jami Garrison, MAG

Jason Howard, MAG

Hanyi Li, MAG

CONTACT PERSON:

Anubhav Bagley, (602) 254-6300

January 13, 2014

TO: Members of the MAG Executive Committee

FROM: Rebecca Kimbrough, MAG Fiscal Services Manager

SUBJECT: TRANSMITTAL OF MATERIAL FOR THE JANUARY 21, 2014, EXECUTIVE COMMITTEE AGENDA: ITEM #4, STATUS UPDATE ON THE JUNE 30, 2013 SINGLE AUDIT AND MANAGEMENT LETTER COMMENTS, MAG'S COMPREHENSIVE ANNUAL FINANCIAL REPORT (CAFR) AND OMB CIRCULAR A-133 REPORTS (I.E., "SINGLE AUDIT") FOR THE FISCAL YEAR ENDED JUNE 30, 2013

The Status Update on the June 30, 2013 Single Audit and Management Letter Comments, MAG's Comprehensive Annual Financial Report (CAFR) and OMB Circular A-133 Reports (i.e., "Single Audit") for the Fiscal Year Ended June 30, 2013, will be presented to the MAG Executive Committee on January 21, 2014. Due to the importance of full disclosure of MAG's financial information to our member agencies, the report is being transmitted to members of the MAG Executive Committee who receive their agendas electronically.

If you have any questions, please contact me at the MAG office.

MARICOPA ASSOCIATION OF GOVERNMENTS

INFORMATION SUMMARY... for your review

DATE:

January 13, 2014

SUBJECT:

Status Update on the June 30, 2013 Single Audit and Management Letter Comments, MAG's Comprehensive Annual Financial Report and OMB Circular A-133 Reports (i.e., "Single Audit") for the Fiscal Year Ended June 30, 2013

SUMMARY:

The accounting firm of CliftonLarsonAllen LLP has completed the audit of MAG's Comprehensive Annual Financial Report (CAFR) and Single Audit for the fiscal year ended June 30, 2013. An unmodified audit opinion was issued on November 18, 2013, on the financial statements of governmental activities, the aggregate discretely presented component units, each major fund and the aggregate remaining fund information. The independent auditors' report on compliance, with the requirements applicable to major federal award programs, expressed an unqualified opinion on the Single Audit. The Single Audit report indicated there were no reportable conditions in MAG's internal control over financial reporting considered to be material weaknesses, no instances of noncompliance considered to be material and no questioned costs. The Single Audit report had no new or repeat findings.

The CAFR financial statements and related footnotes were prepared in accordance with the Government Finance Officers Association's (GFOA) standards for the Certificate of Achievement for Excellence in Financial Reporting awards program. Management intends to submit the June 30, 2013 CAFR to the GFOA awards program for review. If awarded the certificate for the June 30, 2013 CAFR, this would be the agency's 16th consecutive award.

PUBLIC INPUT:

None has been received.

PROS & CONS:

PROS: MAG is required by its By-Laws and federal regulations to have an audit performed for all major federal programs on an annual basis. The audit must be performed in compliance with the provisions described in the U.S. Office of Management and Budget ("OMB") Circular A-133, Audits of States, Local Governments, and Non-Profit Organizations.

CONS: None.

TECHNICAL & POLICY IMPLICATIONS:

TECHNICAL: CliftonLarsonAllen, LLP conducted the audit in accordance with Generally Accepted Auditing Standards (GAAS), and the standards applicable to financial audits contained in the Government Audit Standards, issued by the Comptroller General of the United States and the provisions of OMB Circular A-133. For the year ended June 30, 2013, the audit report indicates that

MAG conducted its activities in conformance with the laws and regulations governing federal financial assistance programs and according to Generally Accepted Accounting Principles (GAAP).

POLICY: Pursuant to Article 12, Section 5 of the MAG By-Laws, the annual audit must be presented to the Regional Council.

ACTION NEEDED:

Recommend acceptance of the audit opinion issued on the MAG Comprehensive Annual Financial Report and Single Audit Report for the year ended June 30, 2013.

PRIOR COMMITTEE ACTIONS:

On January 8, 2014, the MAG Management Committee recommended acceptance.

MEMBERS ATTENDING

- Dr. Spencer Isom, El Mirage, Chair
- Christopher Brady, Mesa, Vice Chair
- # Matt Busby for George Hoffman, Apache Junction
- Charlie McClendon, Avondale
- * Stephen Cleveland, Buckeye
- * Gary Neiss, Carefree
- Rodney Glassman, Cave Creek
- Patrice Kraus for Rich Dlugas, Chandler
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- John Hauskins for Tom Manos, Maricopa County
- John Farry for Steve Banta, Valley Metro/RPTA

- * Those members neither present nor represented by proxy.
- # Participated by telephone conference call. + Participated by videoconference call.

CONTACT PERSON:

Rebecca Kimbrough, MAG, (602) 254-6300

MARICOPA ASSOCIATION OF GOVERNMENTS

INFORMATION SUMMARY... for your review

DATE:

January 13, 2014

SUBJECT:

Discussion of the Development of the FY 2015 MAG Unified Planning Work Program and Annual Budget

SUMMARY:

Each year, the MAG Unified Planning Work Program and Annual Budget is developed in conjunction with member agency and public input. The Work Program is reviewed each year by the federal agencies in the spring and approved by the Regional Council in May.

Due to the uncertainty of economic conditions, a fifty-percent reduction to the members' Dues and Assessments total for FY 2009 was approved beginning with the FY 2010 budget. Dues and Assessments continued to be maintained at the fifty percent level each year through FY 2014. During the time MAG Dues and Assessments have been reduced, these additional costs have been covered using MAG reserve funds. At the May 22, 2013 Regional Council meeting the members discussed MAG keeping the Dues and Assessments at the 50 percent level for FY 2014 and stated that Dues and Assessments would need to go to the 100 percent level for FY 2015 and this would keep MAG financially sound. A motion was made and approved at the May 22, 2013 meeting that member Dues and Assessments would continue at the 50 percent rate for FY 2014 with the understanding that the Dues and Assessments rate would be increased to 100 percent for FY 2015.

On May 24, 2006, the MAG Regional Council approved applying the CPI-U average for the last calendar year to the draft MAG Dues and Assessments. In order to go forward adjusting for inflation increases, we are recommending for FY 2015 that Dues and Assessments be increased to 100 percent and that the CPI-U average for the calendar years 2009 through 2013 be applied. The average CPI-U from calendar year 2009 through calendar year 2013, prior to the release of the December 2013 CPI-U, is 8.61 percent. The CPI-U for December 2013 will be announced on January 16, 2014, and the adjusted final draft dues and assessments will be brought to the January 21, 2014, Executive Committee meeting. We anticipate very little change to the CPI-U as the result of incorporating the December 2013 number.

At the January 10 and February 14, 2005, MAG Regional Council Executive Committee meetings, the committee discussed that a minimum dues and assessments amount be set to cover some administrative costs of MAG committee meetings. The minimum amount of \$350 for MAG Dues and Assessments was recommended in the February 14, 2005, meeting to cover administrative costs associated with MAG membership. This minimum amount was adopted beginning with the FY 2006 MAG Unified Planning Work Program and Annual Budget. The MAG draft Dues and Assessments for FY 2015 are presented in Attachment A.

This overview of MAG's draft Dues and Assessments for FY 2015 (Attachment A) provides an opportunity for early input into the development of the FY 2015 Work Program and Budget. The draft Dues and Assessments documents are footnoted for your information.

- ◆ The population numbers used in the draft Dues and Assessments calculation are updated using the most recently approved population estimates for 2013 as indicated on the draft Dues and Assessments for FY 2015 in Attachment A.
- ◆ The information in the footnotes to the draft Dues and Assessments, (b), (c), (d), (e), (f), (g) and (h) remains the same from prior years and describes the calculations for the 9-1-1 Planning Assessment, the Homeless Prevention Assessment and the county portion of the population calculation, respectively.
- ◆ MAG staff is proposing that draft Dues and Assessments be increased from 50 percent to 100 percent for FY 2015 with an increase for the average CPI-U change from calendar year 2009 through 2013. The CPI-U for December 2013 is not included in the estimate and will be used to update the draft Dues and Assessments when this number is published. Changes for individual members are due to population shifts and the application of minimum dues and assessments. The application of a minimum dues and assessments amount of \$350 affects two members and is discussed in footnote (d). The draft Dues and Assessments increase each fiscal year prior to FY 2010 has been calculated using the average CPI-U for the prior calendar years 2010 through 2013 and will increase annually as approved by the MAG Regional Council on May 24, 2006.
- ◆ The Homeless Prevention Assessment is only charged to those cities that are CDBG recipients with populations over 50,000 and to Maricopa County and Pinal County.

A draft budget timeline is included for your review as Attachment B. The Webinar presentation of the draft budget is tentatively scheduled for Friday, February 21, 2014, at 1:00 p.m. in the MAG Cottonwood Room. An invitation to the MAG fiscal year (FY) 2015 Budget Webinar will be included in the February Management Committee material.

PUBLIC INPUT:

No public comments have been received.

PROS & CONS:

PROS: MAG is providing the draft budget timeline and information on draft estimates for Fiscal Year 2015 Dues and Assessments.

CONS: None.

TECHNICAL & POLICY IMPLICATIONS:

TECHNICAL: None.

POLICY: None.

ACTION NEEDED:

Information and discussion.

PRIOR COMMITTEE ACTIONS:

This item was on the January 8, 2014 MAG Management Committee for information.

MEMBERS ATTENDING

- Dr. Spencer Isom, El Mirage, Chair
- Christopher Brady, Mesa, Vice Chair
- # Matt Busby for George Hoffman, Apache Junction
- Charlie McClendon, Avondale
- * Stephen Cleveland, Buckeye
- * Gary Neiss, Carefree
- Rodney Glassman, Cave Creek
- Patrice Kraus for Rich Dlugas, Chandler
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- Brent Cain for John Halikowski, ADOT
- John Hauskins for Tom Manos, Maricopa County
- John Farry for Steve Banta, Valley Metro/RPTA

* Those members neither present nor represented by proxy.

Participated by telephone conference call. + Participated by videoconference call.

CONTACT PERSON:

Rebecca Kimbrough, MAG Fiscal Services Manager, (602) 452-5051

Maricopa Association of Governments
December 30, 2013 estimate for Fiscal Year 2015

ATTACHMENT A

Draft Dues And Assessments

Jurisdiction	FY 2014 Budget (a) Population Totals	MAG Member Dues	Solid Waste Planning Assessment	Water Quality (j) Planning Assessment	9-1-1 (b) Planning Assessment	Human Services Planning Assessment	Homeless (c) Prevention Assessment	Total (d) FY 2015 Estimated Dues & Assessments	Total FY 2014 Dues & Assessments
Apache Junction (f)	37,623	\$1,978	\$98	\$1,202	\$2,194	\$704		\$6,176	\$2,835
Avondale	77,511	\$4,075	\$201	\$2,476	\$4,520	\$1,451	\$1,292	\$14,015	\$6,520
Buckeye	56,460	\$2,969	\$146	\$1,803	\$3,293	\$1,057	\$941	\$10,209	\$4,154
Carefree	3,424	\$180	\$9	\$109	\$200	\$64		\$562	\$350
Cave Creek	5,228	\$275	\$14	\$167	\$305	\$98		\$859	\$392
Chandler	246,197	\$12,945	\$638	\$7,863	\$14,358	\$4,609	\$4,105	\$44,518	\$20,458
El Mirage	32,472	\$1,707	\$84	\$1,037	\$1,894	\$608		\$5,330	\$2,462
Florence (i)	25,512	\$1,341	\$66	\$66		\$478		\$1,885	\$924
Fort McDowell Yavapai Nation (d) (h)	984	\$241	\$3	\$31	\$57	\$18		\$350	\$350
Fountain Hills	22,893	\$1,204	\$59	\$731	\$1,335	\$429		\$3,758	\$1,742
Gila Bend (d)	1,948	\$133	\$5	\$62	\$114	\$36		\$350	\$350
Gila River Indian Community (i)	11,918	\$627	\$31	\$381	\$695	\$223		\$1,957	\$905
Gilbert	227,603	\$11,967	\$590	\$7,269	\$13,274	\$4,261	\$3,795	\$41,156	\$18,629
Glendale	231,109	\$12,151	\$599	\$7,381	\$13,478	\$4,327	\$3,853	\$41,789	\$19,421
Goodyear	72,275	\$3,800	\$187	\$2,308	\$4,215	\$1,353	\$1,205	\$13,068	\$5,299
Guadalupe	6,019	\$316	\$16	\$192	\$351	\$113		\$988	\$456
Litchfield Park	5,759	\$303	\$15	\$184	\$336	\$108		\$946	\$431
Maricopa (i)	46,140	\$2,426	\$120	\$2,691	\$664	\$864		\$6,101	\$2,779
Maricopa County (e)	277,846	\$14,609	\$720	\$8,874	\$16,204	\$5,202	\$4,632	\$50,241	\$23,461
Mesa	450,310	\$23,676	\$1,167	\$14,382	\$26,262	\$8,431	\$7,508	\$81,426	\$37,726
Paradise Valley	13,282	\$698	\$34	\$424	\$775	\$249		\$2,180	\$1,007
Peoria (g)	160,552	\$8,441	\$416	\$5,128	\$9,363	\$3,006	\$2,677	\$29,031	\$13,372
Phoenix	1,485,751	\$78,118	\$3,851	\$47,452		\$27,816	\$24,772	\$182,009	\$83,681
Pinal County (c)(i)	127,351	\$6,696	\$330		\$7,427	\$2,384	\$2,123	\$18,960	\$8,735
Queen Creek (f)	29,510	\$1,552	\$76	\$942	\$1,721	\$552		\$4,843	\$2,127
Salt River Pima-Maricopa (h)	6,498	\$342	\$17	\$208	\$379	\$122		\$1,068	\$494
Scottsdale	222,213	\$11,683	\$576	\$7,097	\$12,960	\$4,160	\$3,705	\$40,181	\$18,635
Surprise	121,629	\$6,395	\$315	\$3,885	\$7,093	\$2,277	\$2,028	\$21,993	\$10,138
Tempe	165,158	\$8,684	\$428	\$5,275	\$9,632	\$3,092	\$2,754	\$29,865	\$13,965
Tolleson	6,632	\$349	\$17	\$212	\$387	\$124		\$1,089	\$506
Wickenburg (g)	6,511	\$342	\$17	\$208	\$380	\$122		\$1,069	\$498
Youngtown	6,236	\$328	\$16	\$199	\$364	\$117		\$1,024	\$474
TOTALS	4,190,554	\$220,551	\$10,861	\$127,482	\$156,257	\$78,455	\$65,390	\$658,996	\$303,276

FY 2014 Total Costs		\$101,432	\$5,000	\$58,688	\$71,935	\$36,118	\$30,103
Based on Population		\$119,119	\$5,861	\$68,794	\$84,322	\$42,337	\$35,287
Per Capita Cost		\$0.05263	\$0.00259	\$0.03042	\$0.03729	\$0.01872	\$0.01560

Each year, the MAG annual Dues and Assessments are apportioned according to per capita populations and the CPI-U from the prior calendar year is applied to the Dues and Assessments. From FY 2010 through FY 2014, Dues and Assessments were reduced by 50% from the FY 2009 amount and this overall lower amount was held constant due to economic conditions. The FY 2015 estimated Dues and Assessments are increased to 100% of the FY 2009 amount and the CPI-U estimated average increase from calendar year 2009 to the present of 8.61% has been applied. Changes in population coupled with the addition of 3 new members account for the individual member differences between the FY 2014 and FY 2015 Dues and Assessments totals.

- (a) MAG July 1, 2013 Approved Population within one percent of the approved Maricopa County control total. The population updates are needed by the State Economic Estimates Commission by December 15th of each year and in order to project the final estimates.
- (b) The 9-1-1 assessment is apportioned according to per capita populations excluding the City of Phoenix that performs 9-1-1 operations and the Town of Florence that is not part of the Maricopa Region 9-1-1 system.
- (c) The Homeless Prevention assessment is only charged to cities who are CDBG recipients and have populations over 50,000 and to Maricopa County and Pinal County.
- (d) Total Dues and Assessments minimum at \$350 per member results in an overall increase for these members.
- (e) The Maricopa County portion of the dues and assessments includes the balance of the county, excluding the Fort McDowell Yavapai Nation and the Salt River Pima-Maricopa Indian Community (except when calculating the Homeless Prevention assessment).
- (f) Maricopa and Pinal County portions.
- (g) Maricopa and Yavapai County portions.
- (h) Maricopa County portion only.
- (i) The Pinal County portion of the dues and assessments includes unincorporated areas in Pinal County in the the MAG Metropolitan Planning Organization Area planning boundaries; also included is the entire population of the Gila River Indian Community as well as the Town of Florence and the City of Maricopa.

Maricopa Association of Governments
Fiscal Year 2015
DRAFT December 31, 2013
Work Program and Annual Budget Proposed Timeline

01/06/14	Monday	Intergovernmental Meeting
01/08/14	Wednesday	Management Committee Meeting-dues/assessments; timeline
01/21/14	Tuesday	Regional Council Executive Committee Meeting-dues/assessments; timeline
01/29/14	Wednesday	Regional Council-dues/assessments; timeline
02/06/14	Thursday	Intergovernmental Meeting
02/12/14	Wednesday	Management Committee Meeting- present new projects; presentation of summary budget documents
02/18/14	Tuesday	Regional Council Executive Committee Meeting- present new projects; presentation of summary budget documents
02/20/14	Friday	Budget Workshop-webinar 1:00 p.m.Cottonwood Room, 2nd Floor, MAG Building
02/26/14	Wednesday	Regional Council Meeting- present new projects; presentation of summary budget documents
03/06/14	Thursday	Intergovernmental Meeting
03/12/14	Wednesday	Management Committee Meeting- information and review of draft budget documents
03/17/14	Monday	Regional Council Executive Committee Meeting- information and review of draft budget documents
03/26/14	Wednesday	Regional Council Meeting- information and review of draft budget documents
April	TBD	IPG meeting with FHWA, FTA, ADOT and others
04/03/14	Thursday	Intergovernmental Meeting
04/09/14	Wednesday	Management Committee Meeting- information and review of draft budget documents
04/14/14	Monday	Regional Council Executive Committee Meeting- information and review of draft budget documents
04/23/14	Wednesday	Regional Council Meeting- information and review of draft budget documents
April		Changes in draft budget projects and/or any changes in budgeted staff will be brought to the Executive Committee, Management Committee and Regional Council in their April meetings if needed (TBD)
05/08/14	Thursday	Intergovernmental Meeting
05/14/14	Wednesday	Management Committee meeting - present draft Budget for recommendation of approval
05/19/14	Monday	Regional Council Executive Committee meeting - present draft Budget for recommendation of approval
05/28/14	Wednesday	Regional Council meeting - present draft Budget for approval

DRAFT MAJOR REGIONAL GOALS AND RESULTS FY 2014

Transportation:

A-1. Initiate Development of the Next Generation Regional Transportation Plan

During 2013, a key goal of the long-range transportation planning process will be to initiate the next update of the 2035 Regional Transportation Plan (RTP), with adoption of the RTP targeted for 2016. (Amendments and minor updates of the plan, as necessary, may occur in the interim.) The 2035 RTP and prior plan updates have been based on the RTP developed in 2002-2003, which was the result of a major planning process that led to the extension of the half-cent sales tax. It is now more than 10 years since that last major update of the RTP, and the changing planning environment calls for another comprehensive review of the plan. During 2013, a major update process will be started, with the focus on identifying an overall strategy for plan development and initiating technical planning studies. Another important factor will be integrating the new MAP-21 federal transportation planning regulations into the planning process.

***Results:** During the concluding months of FY 2013 and the initial months of FY 2014, a Draft 2035 Regional Transportation Plan was prepared. This Plan continued the current planning strategies for the region and incorporated revised socio-economic data based upon the 2010 Census, new travel demand model projections, the expanded MAG planning area as approved by the Governor in May 2013, and the best available cost and revenue projections for the transportation program through 2035. As this update was undertaken, MAG staff continued to work on the goal of establishing the next generation Regional Transportation Plan (NexGen RTP), representing a major update over the current RTP generation that was developed in 2002-2003 and that led to the extension of the half-cent sales tax. Activities on the NexGen RTP include:*

- A Regional Transportation Plan consultant services on-call contract was initiated for potential technical studies that may be needed in the NexGen RTP development. It is projected that the technical process would be accomplished over the next two years with potential adoption of the NexGen Regional Transportation Plan in FY 2016. In addition, the NexGen process will integrate new federal transportation planning regulations as needed, and contemplate a new planning horizon of 2040 based upon available socio-economic data and subsequent air quality planning studies.*
- During FY 2014, MAG staff, in coordination with the Transportation Policy Committee (TPC), kicked off the development of the NexGen RTP. Beginning in August 2013, MAG staff provided a series of presentations to the TPC regarding revenue patterns for the current half-cent transportation sales tax, the Highway User Revenue Fund (HURF), and gas tax rates across the country. In addition, operations and maintenance needs of transportation facilities were discussed, as well as the costs of capital improvements to the freeway, street, and transit systems.*

- *The TPC concurred with conducting a scientific poll of high efficacy voters to gauge views on the transportation system, knowledge of how transportation is funded, perceived needs for funding, willingness to consider revenue options, and funding priorities. In FY 2014, a telephone survey will be conducted to identify the public's opinions on transportation in the region, leading to a general direction and overall strategy for moving the NexGen process forward.*
- *MAG staff created a briefing paper that outlines 14 of the most recent state, region, and local city visioning activities. These reports will help guide the initial discussions of regional goals and objectives. In partnership with the TPC, MAG developed and began implementing the work plan for the development of the NextGen RTP, which includes a rigorous public involvement effort.*

A-2. Continue to Implement Proposition 400

The Maricopa Association of Governments (MAG) will continue to provide guidance and policy direction for the implementation of Proposition 400. During 2013, the focus will be on implementation of the appropriate recommendations of the Proposition 400 Performance Audit that was completed in December 2011. This includes the development of a project report card that provides the current status information on Proposition 400 projects and the continued development and implementation of the MAG Performance Measurement program. This effort will involve continued coordination with the Regional Transportation Plan (RTP) Partners, which comprises the directors of MAG, the Arizona Department of Transportation (ADOT), Valley Metro, and Valley Metro Rail. In addition, system planning, life cycle program management, facility design, and project implementation will be discussed on a regular basis with the staff of the implementing agencies.

Results: *A range of efforts have been pursued during FY 2014 to continue to implement Proposition 400. Each of these efforts have involved close coordination with the RTP Partners' (MAG, Arizona Department of Transportation and Valley Metro).*

- *MAG staff coordinated the RTP Partners' response to the Proposition 400 Performance Audit, providing progress reports on actions by the RTP Partners to implement specific recommendations. During FY 2014, the focus has been on finalizing the implementation of the appropriate recommendations of the Proposition 400 Performance Audit that was submitted in December 2011. By August of 2013, 20 recommendations derived from the audit were completed. The implementation of one recommendation would require changes in State Law (ARS 28-6308), and the remaining four are in the final stages of development.*
- *The enhancement of the MAG Performance Measurement Program continued during FY 2014, providing a resource for data and analysis that supports the implementation of Proposition 400 investments. This effort has included the integration of performance measures and targets into planning and programing activities at MAG, as well as the development and publication of a series of report cards that provide current status information on Proposition 400 freeway and transit projects.*

- *Continuing coordination was maintained with the Arizona Department of Transportation, the Federal Highway Administration, and the Gila River Indian Community, which resulted in the completion of the Draft Environmental Impact Statement (EIS) process for the State Route (SR) 202L/South Mountain Freeway corridor. Final approval of the EIS and Design Concept Report, as well as a U.S. Department of Transportation "Record-of-Decision" on the recommended alternative for the corridor, are anticipated in 2014.*
- *Study efforts related to corridor improvements identified as part of Proposition 400 continued during FY 2014. MAG staff is leading a study effort in coordination with the RTP Partners and the Federal Highway Administration on a single continuous corridor extending from the "North Stack" (I-17/SR-101L) to the "Pecos Stack" (I-10/SR-202L). The purpose of the study is to develop a Corridor Master Plan that identifies regional improvements to the Interstate highways in combination with improvements to adjacent arterial facilities to meet existing and future travel needs in a two-mile wide corridor. Coordinated study efforts are also proceeding on a Corridor Optimization/Access Management System Study (COMPASS) on Grand Avenue (US-60), which will establish a consensus regarding future infrastructure investments in the corridor.*
- *The Arterial Life Cycle Program (ALCP), which covers the arterial street projects included in Proposition 400, was updated during FY 2014. Projected Arterial Life Cycle Program reimbursements are slightly above (\$29 million or 2.4 percent) estimated future revenues. This difference is considered to be within the variance of revenue projections and specific remedial action is not anticipated at this time.*
- *During FY 2014, MAG and Valley Metro have been coordinating/collaborating on a number of study efforts. These studies will contribute to the efficient and effective operation and development of transit services included in Proposition 400. Examples of these some of these efforts include: Service Standards and Performance Measures, Service Planning Working Group, West Phoenix-Central Glendale Project, Route 685 and 563 Technical Advisory Committee, Vanpool Selection Evaluation Panel, Fare Policy Working Group, and the Transit Oriented Development Working Group. In addition, MAG and Valley Metro have been co-presenters at various conferences.*

A-3. **Continue to Measure the Performance of the Regional Transportation Plan (RTP)**

MAG has developed a framework for transportation performance measurement in the region. Within this multimodal framework, a set of measures have been selected for comprehensive analysis and reporting. The goal is to continue publishing performance measurement reports as well as to further develop and enhance the existing interactive web-based tools to better communicate how the regional transportation system is performing to policy, technical and general audiences. The Proposition 400 Performance Audit recommended continued development of the program with an emphasis on integrating the performance framework into the planning process. During 2013, an emphasis will be placed on the integration of performance measurement in the various programmatic activities such as project prioritization, life cycle program rebalancing and the transportation improvement program project evaluation and selection. Additionally, regional system performance targets will be drafted in accordance

with MAP-21 legislation requirements.

Results: *During FY 2014, a set of performance measures within a multimodal framework has been refined and enhanced with two web-based interactive products—a Performance Measurement Dashboard and a set of Regional Transportation Program (RTP) Project Cards. The Dashboard product includes interactive maps linking instrumented freeway and major arterial corridors with charts, tables and graphs depicting multimodal performance results. The Project Cards document the design features, status, schedules and expenditures of various completed projects. Both the Dashboard and the Project Cards are currently being used to communicate with various audiences to describe how the regional transportation system is performing. The Dashboard can be found at: <http://performance.azmag.gov/>.*

The primary goal is to continue publishing performance measurement reports, as well as to further develop and enhance the existing interactive web-based tools to better communicate how the regional transportation system is performing. The Proposition 400 Performance Audit recommended further development of the program with an emphasis on integrating the performance framework into the planning process. During FY 2014, the ongoing emphasis will be on coordination with RTP partner agencies in the application of performance measures and targets to align them with MAP-21 performance and reporting requirements.

A-4. Passenger Rail Development Planning

Through its membership on the Western Regional Alliance, MAG will continue to participate in high speed rail development planning in the Intermountain and Sun Corridor regions. MAG has been participating with the Federal Railroad Administration, in cooperation with the Alliance, to study the corridor feasibility of high speed rail that would connect Phoenix, Las Vegas and the Los Angeles regions together. MAG will continue its participation in the study efforts led by ADOT on the intercity rail service between the Phoenix and Tucson metropolitan areas. MAG also will continue to search for opportunities to restore passenger rail service by AMTRAK to the Phoenix metropolitan region.

Results: *The Intermountain Passenger Rail Studies were completed in 2013 by the Federal Railroad Administration (FRA) and the participating project advisory team. Due to geographical challenges, ridership estimates and future funding constraints, the Los Angeles-Phoenix segment and the Las Vegas-Phoenix segment were considered too costly to continue studying for near-term implementation. As a result, it was decided that a more cost effective solution may be pursuing the rerouting of Amtrak service between Yuma and Tucson through Phoenix, as it was prior to 1996, thus providing direct rail access between Los Angeles and the MAG Region. This would require a commitment from the State of Arizona, Union Pacific Railroad (UPRR) and Amtrak.*

- *Throughout FY 2014, the FRA has been primarily focused on assisting in California and Arizona on two fronts: (1) providing guidance to the California Department of Transportation on the potential implementation of high speed passenger rail from Victorville, CA to Las Vegas, and (2) the option of conventional passenger rail from Los Angeles to Las Vegas.*

- *In addition, the FRA and its partner agency, the Federal Transit Administration (FTA), have been working with the Arizona Department of Transportation on the ADOT intercity/commuter passenger rail service study between the Phoenix and Tucson metropolitan areas. MAG has been an advisory partner since the study's inception in March 2011, ensuring that the commuter rail network established in 2010 by the MAG Commuter Rail System Study remains the "baseline template" for ADOT's passenger rail studies. MAG staff has also been present at more than 75 meetings with stakeholders in the succeeding 30 months. ADOT plans to have a locally preferred alternative by summer 2014. However, at present, no dedicated funding stream or passenger rail operating authority has been identified.*
- *Commuter rail continues to be studied within the MAG region as a potential high capacity transit option for the future. MAG and the BNSF Railway have been working together for the past six months to review the 2010 MAG ridership and cost estimates for the Grand Avenue Line. BNSF offered to run the MAG data through its own corporate passenger rail model, which has been used for analysis of its Seattle, Chicago and Minneapolis services. BNSF modeling results are anticipated in spring 2014. MAG will also perform transit network travel demand model runs in early 2014, incorporating the recently approved long-range forecasts of population for the MAG region. This analysis will include a full review of the current concept for the 110-mile MAG commuter rail transit system. Finally, MAG, in conjunction with ADOT, has been continuing its relationship with the UPRR via joint project work on regional bike-pedestrian crossing studies.*

A-5. Define Transit Roles and Responsibilities and Implement Organizational Changes

Over the past two years, the regional transit planning and programming responsibilities, which were consolidated at MAG, were integrated into the MAG transportation planning and committee process. The full range of MAG transit roles and responsibilities include: developing the regional transit plan; programming regional transit funds; conducting transit corridor, subregional and system studies; reviewing and approving recommendations of alternative analyses, design concept reports and other project scoping documents; coordinating sustainability and transit oriented development issues; and maintaining the MAG Transit Committee. During 2013, additional clarifications will be considered and if necessary, the MOU between MAG and the transit partners may be amended. Refinement and further clarification of the roles and responsibilities was a recommendation from the Proposition 400 Performance Audit.

***Results:** During FY 2014, a number of steps are being taken to further define transit roles and responsibilities in the region. A major factor in this effort has been responding to reauthorized federal surface transportation programs under Moving Ahead for Progress in the 21st Century (MAP-21). In the new transportation authorization, there has been a shift to implement performance measurements that meet national goals, while recognizing different state and regional needs. In response to this and other factors, a number of activities are being pursued, including:*

- *Based on the new federal authorization, MAG, Valley Metro, and the City of Phoenix drafted a revised Regional Transit Planning, Programming and Fund Allocation Agreement*

for the MAG region that reflects the MAP-21 legislation. This agreement clarifies a number of transit planning relationships in the region, by: (1) identifying transit agency representation on MAG committees; (2) describing agency involvement in the various levels of regional transit planning and coordination; (3) defining programming procedures in the region, including the development of the Program of Projects, the 5310 process, and the Job Access Reverse Commute process; and (4) assigning responsibilities for performance monitoring/reporting, transit safety plans and transit asset management. The agreement is under review by the participating agencies.

- *MAG staff participated in a fully coordinated effort under the leadership of Valley Metro to develop regional transit standards and performance measures. This effort included a peer agency review panel and defined service types, standards, performance measures, and the service change process. Phase II will be the implementation of these standards.*
- *In FY 2014, MAG began the SouthEast Valley Local Transit System Study, which will be co-managed by Valley Metro. This will be the first study to employ this type of study management approach. It will also have a project management team of more than eight cities and towns. The purpose of the study is to analyze transit services and ridership demand in transit-established and transit-aspiring communities within the Southeast Valley. The study will identify efficiencies in current and planned transit services in the study area. The study will also identify an integrated, demand driven transit system that effectively and efficiently connects areas within the Southeast Valley, as well as to existing and planned regional transit improvements such as high-capacity transit.*
- *The MAG Transit Committee solidified its planning role by addressing a range of federal funds programming issues, including: (1) the 5310 process; (2) Federal Transit Administration discretionary grant processes; (3) transit programming guidelines for preventive maintenance; and (4) the FY 2014 Program of Projects.*

A-6. **Continue to Determine the Feasibility and Development of Policies Related to Public-Private Partnerships**

The Arizona State Legislature passed legislation that substantially changes and improves the provisions in state law that allow for public-private partnerships (P3s) to build and/or operate transportation projects. It is anticipated that the MAG region has the potential for one or more P3 projects. A Managed Lane Feasibility Phase I Study was started in 2011, which examined opportunities related to managed lanes. If the initial analysis concludes that there are feasible opportunities, then Phase II would be initiated during 2013.

Results: *MAG studies have been underway to address the potential for introducing congestion pricing for the region's high occupancy vehicle (HOV) lanes, as a means of improving travel time reliability. MAG has completed the first of a four-phase Managed Lanes Network Development Strategy. In FY 2014, the second phase of the managed lanes project will continue by implementing recommendations to identify a proof-of-concept project, a strategy for advanced traffic management techniques, and an overall mobility branding strategy.*

Previously, the Arizona Department of Transportation (ADOT) received enabling legislation to develop public-private partnerships (P3) opportunities for delivering transportation projects as an alternative to the traditional design-bid-build process. An unsolicited P3 proposal was received by ADOT for a design-build-finance of the SR-202L/South Mountain Freeway corridor following an environmental record of decision. MAG staff has assisted ADOT in its review of the unsolicited proposal. In addition, MAG will continue to assist ADOT with unsolicited P3 proposals to enhance delivery of regional freeway projects.

A-7. Livability, Community Development and Transportation

The Sustainable Transportation and Land Use Integration Study will be completed during 2012 and will develop strategies for transit corridors identified from the Commuter Rail System Study and the Regional Transit Framework Study. The study will provide “best practice” recommendations in the following areas: (1) overall strategies necessary to promote sustainable transportation and to enhance the land use/transportation connection; (2) development patterns and densities necessary to support high capacity transit service options; and (3) economic viability of implementing alternative land use scenarios along the targeted transit corridors. During 2013, efforts will focus on providing resource materials and education on the strategies, providing viable strategies to MAG member agencies to improve transportation mobility through increased transit ridership and to enhance economic opportunities through public and private investments around transit station areas. In addition, options for incorporating sustainable transportation and land use concepts into the long-range transportation planning process will be identified.

***Results:** During FY2014, the assessment of livability, community development and transportation continued. The overall goal of this effort is to identify the best practices and methodologies for integrating land use and transportation elements that can be applied by MAG and its member agencies. Specific activities in this area include:*

- *A design guideline and checklist were developed around four typical transit stop prototypes throughout the region. This information highlights the need for agencies to consider a range of factors in designing transit stops, including lighting, information signage, wayfinding, seating, shelter, shading, adjacent land use, bicycle access, bicycle parking, pedestrian crossing, sidewalks, and costs.*
- *Valley Metro and MAG continued to work together to establish a joint transit oriented development (TOD) strategy for the region that includes education, assessment, and compiling city TOD plans. This is done through a monthly TOD working group that Valley Metro leads.*
- *MAG participates with the Sustainable Communities Collaborative, which provides a financing tool for TOD that supports affordable housing along the light rail transit system.*
- *In FY 2014, the Multimodal Level of Service Study was launched and will conclude in FY 2015. This study will develop levels of service evaluation options for pedestrians, bicyclists, and transit in light of the vehicle level of service concepts. The study will also evaluate service levels at pilot locations in the valley.*

A-8. Revised Federal Fund Programming Policies and Procedures

Federal programs provide significant funding for highway and transit projects in the MAG region. During FY 2012, the revised federal fund programming policies and procedures were adopted by MAG. During 2013, the new policies and procedures will be used to manage the federal fund program that involves the programming of Congestion Mitigation and Air Quality (CMAQ) Improvement Program and MAG Surface Transportation Program (STP) funds. As the new policies and procedures are applied, changes needed to refine them will be noted as well as the overall success of maximizing the obligation of federal funds.

***Results:** During FY 2014, the MAG Federal Fund Programming Guidelines that were approved by the MAG Regional Council in FY 2012 have been applied to manage federal funds programs. In addition, programmatic changes and additional funding sources reflecting new federal transportation legislation (MAP-21) are being implemented. The Regional Programming Guidelines for Federal Transit Formula Funds, which were developed during FY 2013 and approved by the Regional Council on March 27, 2013, are also being applied. Other major activities have included:*

- *Federal project status reports as required by the guidelines were provided to MAG technical and policy committees on a biannual basis. These reports provided a frequent assessment of project status and enabled schedule issues or other problem areas to be identified early in the project development process. In FY 2014, reports included information on other federal fund areas that changed with MAP-21. Report areas were expanded to include the Highway Safety Improvement Program, Safe Routes to School, and Transportation Enhancements. As a result, efficiencies in the use of federal funds were greatly improved.*
- *Procedures regarding schedule milestones, project deferral and deletion measures, project change requests, and project review parameters were applied to ensure orderly progress of projects through the federal funding process. Congestion management process (CMP) procedures were applied by the applicable MAG modal committees to establish project priorities for the federal aid programming process. An assessment of historic ADOT programmed projects for "Safe Routes to School" and "Transportation Enhancements" allowed for an effective reevaluation of project funding needs and implementation of short term programming for the new MAP-21 program areas.*
- *The Regional Programming Guidelines for Federal Transit Formula Funds, which integrates programmatic changes included in MAP-21 and outlines the roles of the various agencies and the process of developing projects, are being applied to evaluate and program projects.*
- *Work is underway to update the Arterial Life Cycle Program (ACLP) Policies and Procedures to include changes to federal programs, as well as changes affecting Regional Area Road Fund programming.*

Another major activity involving programming procedures was the MAG Metropolitan Planning Area boundary expansion. The MAG region completed the expansion of the planning boundaries, which were approved by the MAG Regional Council in February 2013 and by the Governor on May 9, 2013. New areas in Pinal County were added to the MAG Transportation Improvement Program (TIP) and Regional Transportation Plan (RTP). In addition, efforts are ongoing to coordinate with the newly formed Sun Corridor Metropolitan Planning Organization (SCMPO) on transportation modeling and air quality conformity efforts in the Pinal County area. This has included close coordination with SCMPO on an air quality conformity analysis (AQCA), which in FY 2014 involved MAG preparation of the initial AQCA for the Pinal County nonattainment areas. As part of this effort, MAG collected project information for the areas in Pinal County, prepared an AQCA approval schedule, and developed short-term and long-term project listings for the SCMPO area, which can serve as the basis for a future TIP and RTP.

A-9. **MAG Freight Transportation Plan**

The Freight Transportation Plan builds upon the recommendations identified in the previously completed Freight Transportation Framework Study, and is projected to be completed at the end of FY 2014. The Freight Transportation Plan will analyze the existing freight corridors (including major corridors and subsystem corridors) throughout Maricopa County. The plan will evaluate roadways, railways, airport access, bridges, traffic operations, etc. The study will model the flow of goods (truck, train, air and pipeline) and identify bottlenecks and other barriers. The plan will identify hazardous cargo routes, existing and future freight corridors, evaluate the impact of overweight vehicles and bridge capacities, conduct a bridge and roadway life cycle cost analysis of all existing and proposed freight corridors, and identify projects that will enhance the flow of goods in the MAG region and complement the projects identified in the Regional Transportation Plan.

***Results:** Work on the MAG Freight Transportation Plan will be proceeding during FY 2014. This study builds upon the recommendations identified in the previously completed Freight Transportation Framework Study and is projected to be completed by July 2015. The Freight Transportation Plan will focus on creating a core freight network in the MAG region that will connect to the existing freight clusters. A consultant has been selected to assist in the development of the Freight Transportation Plan. The firm selected completed the Freight Transportation Framework Study and has a detailed knowledge of freight conditions and issues in the MAG region. A detailed scope of work is currently being prepared for development of the Freight Plan.*

In order to create an efficient freight network, the MAG Freight Transportation Plan will analyze the existing freight corridors, including Interstates and State Highways, and also identify the freight sub-corridors that are currently being used by the freight industry during periods of congestion. The study will model the flow of goods (truck, train, air and pipeline) and identify bottlenecks and other barriers. The plan will identify hazardous cargo routes, conduct a bridge and roadway life cycle cost analysis of all existing and proposed freight corridors, and evaluate the impact of overweight vehicles on bridge capacities,. A major goal of the study will be to identify projects that will enhance the flow of goods in the MAG region and complement the projects identified in the Regional Transportation Plan.

Environment:

B-1. Continue to Ensure that the MAG Region Grows Clean Through Environmental Planning

- a. Five Percent Plan for PM-10: On May 23, 2012, the MAG Regional Council adopted the MAG 2012 Five Percent Plan for PM-10 for the Maricopa County Nonattainment Area. The new plan contains a wide variety of existing control measures and projects that have been implemented to reduce PM-10 and a new measure designed to reduce PM-10 during high risk conditions, including high winds. While the 2007 Five Percent Plan was withdrawn to include new information, a wide range of control measures continue to be implemented and were resubmitted. The plan demonstrates that the measures will reduce emissions by five percent per year and results in attainment by December 31, 2012. As required by the Clean Air Act, the 2012 Five Percent Plan also includes contingency measures, which achieve emissions reductions beyond those relied upon for the five percent reductions and attainment of the standard. On July 20, 2012, the Environmental Protection Agency (EPA) issued a completeness finding for the MAG 2012 Five Percent Plan for PM-10. The finding stopped the sanctions clocks that were triggered when the prior Five Percent Plan was withdrawn. By February 14, 2013, EPA must approve the Five Percent Plan in order to avoid the imposition of a federal implementation plan. Supplemental technical analyses and information may need to be provided to EPA. On a parallel track, the aggressive activities to prevent exceedances at the monitors and throughout the region will be continued. The region needs at least three years of clean data as measured by the monitors in order for EPA to determine that the standard has been met. In addition, MAG will continue to coordinate with the Arizona Department of Environmental Quality (ADEQ) to pursue the recommended clarifications to the flawed EPA Exceptional Events Rule. Correcting the rule is critical to ensure that areas do not face continual, reoccurring nonattainment due to exceptional events beyond their control. MAG will continue to provide technical assistance to ADEQ for the documentation of exceptional events. Efforts will continue to track the progress made to pave dirt roads in the PM-10 nonattainment area in 2014.

***Results:** In FY 2014, MAG continued to provide supplemental information to assist EPA with its review and approval of the MAG 2012 Five Percent Plan for PM-10. MAG continued to track EPA approval action of the plan. On April 19, 2013, EPA proposed approval of several statutes for measures in the Five Percent Plan. On August 23, 2013, EPA proposed approval of additional statutes for measures in the plan. In addition, on September 12, 2013, EPA published a notice that the PM-10 motor vehicle emissions budget in the plan was being reviewed for adequacy to enable its use for conformity purposes.*

- *The MAG region needs at least three years of clean data as measured by the air quality monitors for attainment of the PM-10 standard (2010, 2011, and 2012). In 2010, there were no violations of the PM-10 standard. MAG staff provided technical assistance to the Arizona Department of Environmental Quality for the documentation of the 21 exceptional event days in 2011 and the 10 exceptional*

event days is 2012. The extensive documentation was completed and submitted to EPA.

- *MAG staff provided technical assistance to the Arizona Department of Environmental Quality for the documentation of the 2011-2012 exceptional events. On July 1, 2013, EPA completed its review of the 2011-2012 exceptional events documentation. Collectively, EPA concurred with 17 of the 18 packages of exceptional events that were submitted by the Arizona Department of Environmental Quality and took no action on one package. The results appear to indicate that there were no violations of the PM-10 standard during the three year period of 2010-2012.*
- *On April 30, 2013, the Arizona Center for Law in the Public Interest filed a lawsuit in the U.S. District Court for the District of Arizona against EPA for failure to take action on the MAG 2012 Five Percent Plan for PM-10 by the mandatory deadline of February 14, 2013. The Center requested that the Court order EPA to promulgate a federal implementation plan. On August 28, 2013, EPA proposed a consent decree to address the Arizona Center for Law in the Public Interest lawsuit. According to the consent decree, EPA would publish a notice of proposed action by January 14, 2014 to either approve the plan, or promulgate a federal implementation plan, or approve the plan in part with the promulgation of a partial federal implementation plan. EPA would publish the notice of final action by June 2, 2014.*
- *On a parallel track, MAG continued the aggressive efforts designed to prevent PM-10 exceedances at the monitors and throughout the region. With the MAG funded upgrades to the Maricopa County air quality data acquisition system, real time air quality monitor data was provided throughout the region. The Maricopa County Air Quality Department distributed Rapid Response notifications when elevated levels of particulate matter were detected. Local governments and the private sector then responded to prevent exceedances throughout the region. MAG also conducted a workshop on preventing exceedances of the PM-10 standard with the member agencies.*
- *On May 10, 2013, EPA issued the Interim Exceptional Events Implementation Guidance, which included very few improvements. MAG staff reviewed the interim guidance documents and coordinated with MAG special legal counsel. In late 2013 or early 2014, EPA anticipates proposing revisions to the Exceptional Events Rule and finalizing them in late 2014 or early 2015. The rulemaking process will include a public comment period.*
- *On September 6, 2013, MAG staff attended a meeting hosted by U.S. Senator Jeff Flake at the Arizona Chamber of Commerce and Industry to raise the awareness that EPA will be revising the Exceptional Events Rule and to hear concerns from business and industry. On November 20, 2013, Senator Flake hosted an Arizona Only Listening Session on Exceptional Events issues with EPA. MAG staff prepared comments for the meeting and coordinated closely with*

MAG special legal counsel. In general, MAG's highest priorities are in three main areas: 1. More deference needs to be given to States. 2. The process and documentation need to be streamlined. 3. The rule needs to recognize and accommodate the differences in regional climates and conditions.

- *MAG staff continued to provide technical assistance to the Arizona Department of Environmental Quality for the documentation of the six days of exceptional events that have occurred in 2013. MAG staff prepared the documentation for four of the six days.*
 - *The Draft 2012 Inventory of Unpaved Roads was completed in November 2013 to ensure that the inventory remained current. Collectively, there are 1,442 miles of unpaved roads in the Maricopa County PM-10 Nonattainment Area. Of this total, there are 453 miles of public unpaved roads and 989 miles of private unpaved roads. The results for the Final 2012 Inventory indicate a reduction of 442 miles of unpaved roads when compared with the 1,884 miles of unpaved roads in the 2009 Inventory.*
 - *MAG staff worked with special legal counsel to prepare draft federal legislation in the event that the exceptional events issues are not resolved and Congressional relief becomes necessary. Conceptually, the draft legislation was designed to prohibit EPA from proposing, finalizing, implementing or enforcing any regulation or imposing a federal implementation plan or taking any other action that would disapprove or have the effect of disapproving a State Implementation Plan for particulate matter, if the State determines that an area would have attained or maintained the particulate standard but for the contribution of PM-10 resulting from exceptional events.*
- b. New Eight-Hour Ozone Plan: On May 21, 2012, the Environmental Protection Agency published a final rule to designate the Maricopa nonattainment area as a Marginal Area for the 0.075 parts per million eight-hour ozone standard. As a Marginal Area, the region will have a December 31, 2015 attainment date. The boundaries of the ozone nonattainment area were also expanded slightly to the west and south to include new power plants. Planning guidance from EPA will be forthcoming. The planning effort will be initiated to prepare an Eight-Hour Ozone Plan designed to meet the 0.075 parts per million standard. This involves the preparation of the modeling protocol, updating the mobile source portion of the emissions inventory if appropriate, conducting technical analyses, and conducting complex air quality modeling designed to demonstrate attainment of the standard.

***Results:** The planning effort was initiated to prepare an Eight-Hour Ozone Plan designed to meet the requirements for the 0.075 parts per million standard. Based upon the June 6, 2013 proposed planning requirements, Marginal Areas would be required to submit an emissions statement, a baseline emissions inventory, a pre-1990 reasonably available control technology fix-up, a nonattainment area preconstruction program, new source review, pre-1990 corrections to previously required vehicle inspection and maintenance programs, and meet transportation conformity requirements. If the region fails to attain*

the standard by December 31, 2015, the region may be bumped up to the Moderate Area category with additional requirements to meet. This may involve the preparation of the modeling protocol, updating the mobile source portion of the emissions inventory if appropriate, conducting technical analyses, evaluating additional control measures and conducting complex air quality modeling designed to demonstrate attainment of the standard.

- *On June 6, 2013, the Environmental Protection Agency published a proposed rule on the Implementation of the 2008 National Ambient Air Quality Standards for Ozone: State Implementation Plan Requirements. As a Marginal Area, the MAG region will have a December 31, 2015 attainment date. EPA assumes that Marginal Areas will be in attainment of the eight-hour ozone standard (0.075 parts per million) within three years of designation without any additional control measures. According to the proposed guidance, Marginal Areas would not be required to submit an attainment demonstration, reasonably available control technologies and measures, reasonable further progress demonstration, and contingency measures. Final planning guidance from EPA will be forthcoming.*
 - *In FY 2014, MAG provided supplemental information and analyses to EPA to assist EPA in its review of the MAG 2009 Eight-Hour Ozone Redesignation Request and Maintenance Plan for the 1997 ozone standard of 0.08 parts per million. The plan demonstrated maintenance of the standard through 2025. There have been no violations of this ozone standard since 2004.*
 - *In 2013, there were ten monitors with no violations of the 0.075 parts per million standard and nine monitors with a violation. The region will need at least three years of clean data as measured by the air quality monitors for attainment of this ozone standard (2013, 2014, and 2015).*
- c. **Conformity:** A conformity analysis for the Transportation Improvement Program and Regional Transportation Plan Update will be prepared to ensure that transportation activities do not cause violations of the air quality standards. A conformity finding by the U.S. Department of Transportation is necessary for transportation projects to be built.

Results: *Conformity analyses for two major amendments for the FY 2011-2015 MAG Transportation Improvement Program and Regional Transportation Plan 2010 Update were completed and approved by the U.S. Department of Transportation on April 16, 2013 and July 1, 2013. The 2014 MAG Conformity Analysis for the FY 2014-2018 MAG Transportation Improvement Program and 2035 Regional Transportation Plan was completed. Conformity consultation on various projects was conducted throughout the year.*

- *To provide assistance to the new Sun Corridor Metropolitan Planning Organization, MAG prepared the initial conformity analyses for the PM-10 and PM-2.5 nonattainment areas in Pinal County to enable transportation projects in both metropolitan planning organizations to proceed. The Maricopa*

Association of Governments worked through a cooperative effort with the Arizona Department of Transportation, Sun Corridor Metropolitan Planning Organization, and Pinal County on the conformity analyses necessary to remove the conformity lapse.

- d. Greenhouse Gas Emissions: The National Greenhouse Gas and Fuel Economy Standards for Vehicles issued by the Environmental Protection Agency in 2010 will continue to be monitored. Climate Change legislation under consideration in Congress will also be monitored. The new transportation legislation, Moving Ahead for Progress in the 21st Century (MAP-21) did not include greenhouse gas requirements for metropolitan planning organizations. While the level of activity on Climate Change by Congress has slowed dramatically since 2009, there may be renewed interest due to the damage caused by Hurricane Sandy in 2012. These efforts, along with the activities of the Environmental Protection Agency, will be closely monitored to determine the implications for the MAG region. It may become necessary to conduct an analysis of greenhouse gas requirements and emissions.

Results: In FY 2014, MAG staff continued to monitor the Climate Change legislation that previously had been under consideration by Congress. To date, the level of activity on Climate Change by Congress has slowed dramatically. The National Greenhouse Gas and Fuel Economy Standards for Vehicles issued by the Environmental Protection Agency in 2010 was monitored. The new transportation legislation, Moving Ahead for Progress in the 21st Century Act (MAP-21), was signed into law by the President on July 6, 2012. The legislation did not include greenhouse gas requirements for metropolitan planning organizations.

- e. Water Quality: Technical assistance will continue to be provided to the MAG member agencies for 208 Water Quality Management Plan amendments and small plant reviews and approvals in order to accommodate wastewater treatment needs in a growing region. Also, MAG staff will maintain the integrity of the MAG 208 Water Quality Management Plan which preserves local government authority. MAG staff will complete the preparation of a revision to the MAG 208 Plan to incorporate the wastewater treatment plants that have been approved by the MAG Regional Council since the October 2002 Update of the MAG 208 Water Quality Management Plan. The Point Source Section Update was substantially completed. Due to the 2010 Census results and the economic downturn, the 2007 MAG socioeconomic projections are out of date. MAG is in the process of preparing new projections based on the 2010 Census. The next set of projections are anticipated to be in 2013. Once these projections are approved by the MAG Regional Council, the plan will be updated to include the new projections.

Results: The integrity of the MAG 208 Water Quality Management Plan was maintained. MAG staff continued the preparation of a revision to the MAG 208 Plan to incorporate the 22 wastewater treatment plants that have been approved by the MAG Regional Council since the October 2002 Update of the MAG 208 Water Quality Management Plan. On June 19, 2013, the MAG Regional Council approved new socioeconomic projections and Municipal Planning Areas. The new population data was

incorporated into the MAG 208 Plan Point Source Section by Municipal Planning Area and transmitted to the MAG member agencies for review and comment. The Revision to the MAG 208 Water Quality Management Plan was then completed.

- *Technical assistance was also provided to MAG member agencies on water quality issues.*
- f. Solid Waste: The integrity of the MAG Regional Solid Waste Management Plan will be maintained, which preserves local government authority. The plan includes 11 landfills, 21 transfer stations and combined materials recovery/transfer facilities, and seven material recovery facilities in the MAG region. Efforts will be initiated to obtain regional solid waste management statistics and produce a recycling video. The MAG Solid Waste Advisory Committee was interested in updated information on solid waste facilities and programs, recycling tonnage and acceptable materials, solid waste rates, and diversion rates. The recycling video would be designed to showcase the MAG member agencies and provide public education and outreach. Information will also be obtained on the implementation of new solid waste projects and program based on the Solid Waste Best Practices in the MAG Region report.

Results: *The integrity of the MAG Regional Solid Waste Management Plan was maintained. During FY 2014, no additional facilities were proposed. The MAG Solid Waste Advisory Committee had expressed interested in updated information on solid waste facilities and programs, recycling tonnage and acceptable materials, and solid waste rates. The last collection effort was in 2003 as part of the revision to the MAG Regional Solid Waste Management Plan. The updated information was collected and presented to the MAG Solid Waste Advisory Committee in November 2013.*

- *In cooperation with the members of the MAG Solid Waste Advisory Committee, MAG completed six 30-second holiday recycling videos designed to bring awareness to the opportunities for reducing, reusing and recycling trash. The video were completed in time for "America Recycles Day" on November 15, 2013. The MAG member agencies will able to utilize the videos as part of their education and outreach efforts during the holiday season. The theme for the videos was "Think Before You Shop."*
- *In FY2014, information was obtained on the implementation of new solid waste projects and programs based on the MAG 2012 Solid Waste Best Practices in the MAG region. The report highlighted the solid waste projects and programs submitted by the MAG member agencies as best practices and covered several aspects of the solid waste industry.*

Communications:

C-1. Continue Implementation/Enhancement of Public Participation Plan and Title VI Outreach

MAG will continue to implement strategies outlined in its Public Participation Plan to provide Valley residents increased opportunities for involvement and comment in regard to the implementation of the Regional Transportation Plan and other programs. In addition, MAG will continue to implement the Environmental Justice Title VI Plan. MAG will also continue to work with its partner agencies, including the Arizona Department of Transportation, Valley Metro, City of Phoenix Public Transit Department, and Valley Metro Rail, in a cooperative, coordinated public participation process. MAG's public participation process seeks to ensure the full and fair participation by all potentially affected communities in the transportation decision-making process, and to provide targeted outreach to Title VI communities. MAG will continue to seek new strategies for eliciting public input to ensure a transparent and engaging policy process.

***Results:** MAG recognizes the significance of transportation to all residents of the metropolitan area and the importance of Title VI/Environmental Justice considerations in the transportation planning process. MAG continued to conduct its adopted four-phase public input process in FY 2014 via targeted mailings, staffing information booths at special events, small and large group presentations and one-on-one correspondence via telephone, website and e-mail. In addition, MAG coordinated efforts with the Arizona Department of Transportation (ADOT), Valley Metro and the City of Phoenix Public Transit Department in the form of public hearings for the Annual Report and the Mid Phase Input Opportunity.*

As part of its adopted Public Participation Plan, and as an element of the public involvement process, MAG provides Title VI communities and low income communities access to public information on, and an opportunity for public participation in, matters relating to human health or the environment, especially as they relate to MAG's transportation plans and programs. To augment public participation in the transportation planning process, MAG created a Public Participation Guide to help members of the public navigate the MAG committee and decision making process. As federally required, the Title VI and Environmental Justice Plan includes the development of a demographic profile for each of the communities of concern, a planning process that identifies their transportation needs, and an analytic process that identifies the benefits and burdens of transportation system investments. The process includes how any potential imbalances will be addressed and resolved in response to the analysis.

The plan also addresses the goals set forth by Executive Order #12898. Environmental Justice promotes nondiscrimination in all federal programs, provides people who are minorities or who have low incomes the opportunity for public participation, and requires the careful assessment of the impact of federally supported activities on these populations. Spanish translation of the Public Participation Guide was deemed necessary to afford members of the non-English speaking community access to information and was completed during FY 2013. Additionally, to facilitate information gathering for potential business developments across the border between Arizona and Mexico, Spanish translation services were applied to the marketing of business cards related to the www.GreaterPhoenixRising.com website. Annual reports have been submitted to and approved by the Arizona Department of Transportation. The reports include detail on the activities conducted with regard to Title VI and Environmental Justice issues in the areas of

planning, community presentations, focus groups, outreach events, collaboration activities, translation services, public hearings, and related training. The reports also include the plan's Limited English Proficiency Plan; the complaint procedure; an update on any Title VI investigations, complaints, or lawsuits (there have not been any); the Title VI Public Notice; updated demographic tables and maps for the communities of concern; and the signed assurances.

MAG also contracts with a Disability Outreach Associate to work with the community to receive input from people with disabilities. This associate is a contracted employee who attends meetings, makes presentations and transmits materials to the disability community on behalf of MAG. Input received by the associate is included in public input opportunity reports, which are provided to MAG policy committees during TIP and Plan updates for review and consideration prior to final action. The associate also translates MAG materials into braille for the visually impaired, and on request, makes materials available in large print and audio formats.

To aid access to MAG websites by the visually impaired, informative graphics such as photos and illustrative graphs are accompanied by a descriptive caption, through the use of the alternate text (alt text) attribute. A visually impaired reader, who is using a screen reader, can access the alt text that accompanies the image to hear a spoken caption. In 2009, MAG underwent a Web redesign that incorporated many of the techniques recommended by the Web Accessibility Initiative to make the information on MAG websites accessible to persons with disabilities. In addition, in 2013, MAG began incorporating closed captioning capabilities into its outreach videos, including those submitted to channels 11 and those posted to the MAG website or affiliated sites.

C-2. Enhance Regional Communication and Outreach Efforts

As technology evolves, MAG consistently seeks innovative methods for communicating with Valley residents to ensure the greatest participation possible in MAG plans and programs. In order to increase awareness and understanding of MAG within the region, MAG will continue to implement a number of innovative communication strategies, including producing videos outlining MAG plans and programs through its Video Outreach Program and conducting its Social Media Program to reach new groups, such as younger demographics, that would otherwise not be engaged by MAG. MAG will continue to enhance applications to accommodate the use of electronic hand-held devices for accessing meeting materials. Additionally, MAG will elicit input through more formal public participation surveys and focus groups that will capture the priorities and preferences of Arizona residents.

Results: *MAG's video outreach program helped residents become more informed and engaged on a variety of topics. Videos produced included a domestic violence video highlighting the importance of victim advocates, a video on community connections for aging in place efforts, a MAG year-in-review video, and the completion of several web-based videos for www.GreaterPhoenixRising.com, including a home page video regarding Arizona-Mexico trade relations. While no audience tracking numbers are available for Channel 11 audiences, there are approximately 320,000 Cox customers who receive Phoenix Channel 11 programming. Surveys found that all videos produced by MAG and distributed have aired consistently and repeatedly on city cable channels in the region. A new focus was also put on videos designed specifically*

for the web. Videos were played on city cable channels, on the MAG website, and during presentations and meetings.

MAG continued increasing its virtual presence through the use of social media, including Twitter and Facebook. The use of social media allowed MAG to communicate to a broader audience regarding its programs and services, with the goal of ensuring greater public participation and access to information.

A continuing goal this year was to enhance applications to accommodate the use of electronic hand-held devices for accessing meeting materials. Currently, MAG maintains a comprehensive File Transfer Protocol (FTP) Internet site that enables users of touch pads and other hand held devices to access all MAG meeting and event materials. The MAG FTP site is typically used in conjunction with cloud storage services such as Dropbox that enable users of hand held devices to access personalized collections of files anywhere there is a reliable Internet connection, including WiFi. Mobile applications were also developed for the GreaterPhoenixRising.com site.

C-3. Continue Implementation of Litter Prevention and Education Program

MAG will continue to implement an integrated prevention and education campaign that combines elements of advertising, public relations, web outreach, and special events, resulting in broad awareness by the public about the *Don't Trash Arizona* program, as measured by media coverage, web analytics, surveys, and/or audience impressions. Roadway litter is ugly, unhealthy, and, when it comes to dangerous roadway debris, unsafe. The Regional Transportation Plan (RTP) includes funding for the freeway maintenance program, including litter control. In November 2003, MAG and the Arizona Department of Transportation (ADOT) signed a joint resolution that included a commitment to develop a long-term litter prevention program to help reduce freeway litter and defray pickup costs. *Don't Trash Arizona!* is a joint effort between the Maricopa Association of Governments and ADOT to address the economic, safety, and health impacts of freeway litter along regional and state highways. The program is funded through Proposition 400, which was approved by voters in 2004. That funding encompasses litter pickup, sweeping, and landscape maintenance, as well as litter education and prevention. *Don't Trash Arizona* seeks to change attitudes, awareness, and most importantly, behavior, when it comes to roadway littering. An evaluation survey is conducted annually to monitor progress and program impact. Former surveys find *Don't Trash Arizona* has resulted in significant increases in awareness about litter issues and some changes in behavior among the most common offenders. With budget cuts expected to make landscape maintenance and litter pickup additionally challenging, ongoing education is critical for maintaining the momentum of the program in changing littering behavior.

Results: *The Don't Trash Arizona program is designed to increase awareness of the health, safety, environmental and economic consequences of freeway litter and to change the behavior of offenders. Strategies included public relations, media outreach, paid advertising, and community partnerships. MAG worked with the Arizona Department of Transportation (ADOT) to ensure that state and regional messages are seamless and integrated. Among the top items littered along our state and regional freeways are cigarette butts and beverage containers, including cups and cans, leading the campaign to continue the theme, "No Cups, Cans, or Butts. Don't Trash Arizona!" A recent survey of Maricopa County residents revealed that the MAG*

Don't Trash Arizona campaign has had a positive impact on the primary litterers in the region, with most of them acknowledging littering as a problem and being aware of anti-littering messages and solutions. The telephone survey, conducted by WestGroup Research, reaffirmed that primary litterers in the region continue to be males between the ages of 18 and 34. Throughout the past year, Don't Trash Arizona has focused key messages towards this demographic, with the goal of increasing awareness and ultimately changing littering behavior. The survey found that between 2012 and 2013, the percentage of this target group who indicated littering is a "big" problem doubled, from 11 percent to 22 percent, showing a significant increase in acknowledgment of the issue.

Information Services:

D-1. Support MAG member agencies and the general public with information on Census 2010, the American Community Survey (ACS), and other Census products and surveys to ensure that member agencies have the information needed to make informed decisions.

The 2010 Decennial Census took place on April 1, 2010. The U.S. Constitution mandates a count of every person living in the United States every 10 years. Approximately \$400 billion in federal funding is distributed annually to states based on population. In addition, more than one billion dollars in state-shared revenue is distributed to Arizona communities each year based on population. Since census numbers stand for 10 years, communities with undercounted populations risk losing millions of dollars in federal funding.

- a. MAG will continue to assist member agencies in their review of the Census numbers and provide research as needed for the *Census Count Question Resolution Program*.
- b. The U.S. Census Bureau conducts ongoing surveys, such as the American Community Survey (ACS), which provide additional information to complement the Decennial Census. MAG will continue to inform member agencies of data available from the Census Bureau as well as assist with data analysis needs as they arise.
- c. MAG will host workshops for MAG member agency staff to provide analysis and expert training on utilizing Census and other socioeconomic data.

Results: *MAG staff assisted member agencies in the review of their Census counts through the MAG Population Technical Advisory Committee (POPTAC). Primary activities to date were to inform POPTAC of post Census activities and time lines, to hold meetings and workshops to inform member agency staff of all Census data products, review and update boundaries and annexations, assist member agencies with the Census 2010 Count Question Resolution program, and to provide information on Census data releases. To date, the City of Phoenix and the City of Chandler have filed successful Count Question Resolution appeals to the Census Bureau.*

The Census Bureau also conducts ongoing surveys, such as the American Community Survey, which provide additional information to complement the Decennial Census. MAG staff has compiled reports, maps and database tables using this data to give member agencies additional statistics on the population, such as income, educational attainment and employment. MAG staff

prepared a detailed demographic profile for each member agency and made it available through POPTAC as well as on the MAG website. MAG staff also continues to maintain the online demographic mapping and reporting tool. This tool provides easy access to developing custom analysis and maps utilizing the latest available Census data. Additionally, MAG staff has developed processes to collate American Community Survey data into one database and distribute to member agencies as needed. Enhancements to this product, such as the development of a web-based custom aggregation tool, are currently being explored.

MAG staff also organized and hosted two workshops related to the use of Census data and products. These were widely attended by MAG Member Agencies and also included expert speakers from the U.S. Census Bureau. The annual meeting of the State Data Center was also organized at MAG. Special training sessions on the use of Census data and the MAG interactive mapping and reporting tool was also presented by MAG staff at the Annual Conference of the Arizona Geographic Information Council.

D-2. **Create Partnerships With Others to Enhance the Quality of Planning for MAG, MAG Member Agencies and Other Regions to Ensure Efficient and Effective Responses to Future Growth Challenges**

The success of many plans and programs is dependent on the partnerships of data providers, peer and expert support for reviewing and improving the methodologies employed, and the comment and feedback from data users and decision makers in the public and private sectors. To that end, MAG will continue to encourage the following partnerships:

- a. **AZ-SMART:** MAG will continue to work with Arizona Councils of Governments, (COGs) Metropolitan Planning Organizations (MPOs), the Arizona Department of Transportation, the Arizona State Land Department, and other Arizona state agencies to create a common socioeconomic modeling suite, AZ-SMART (Arizona's Socioeconomic Modeling, Analysis and Reporting Toolbox.) This socioeconomic modeling suite not only will support socioeconomic activities at the Maricopa Association of Governments (MAG), the Pima Association of Governments (PAG) and the Central Arizona Association of Governments (CAG), but also elsewhere throughout the state. This modeling suite will be a platform on which to build, calibrate, run, and analyze socioeconomic projections and projection models. It also will seamlessly incorporate local and national models at different levels of geography, with expanded model boundaries, in order to adequately support the transportation and regional planning activities at MAG and elsewhere. In 2012, AZ-SMART will be used by MAG for the next set of socioeconomic projections. After that, MAG will specifically work with the COGs and MPOs to help them gather the data necessary for AZ-SMART to be used in their regions.

Results: *MAG staff continued to work with Arizona Councils of Governments (COGs) and Metropolitan Planning Organizations (MPOs) to develop a statewide socioeconomic data collection and modeling strategy. Successfully implemented model systems in Arizona Socioeconomic Modeling included sub-models for special populations like group-quarters and non-resident populations. Numerous system enhancements contributed by MAG staff are now part of the UrbanSim/OPUS modeling tool being used nationally. Enhancements to the system*

include demographic evolution, such as household formation and dissolution, household income, workers, and school enrollment models. MAG staff has implemented three test model systems in AZ-SMART for Maricopa County. The models were utilized to develop the 2013 MAG Socioeconomic Projections by Traffic Analysis Zone (TAZ), Regional Analysis Zone (RAZ), and Municipal Planning Area (MPA). MAG staff worked with the Central Arizona Council of Governments (CAG) staff to assist in the development of datasets needed for AZ-SMART. MAG models and methods also will be utilized in developing socioeconomic projections for Pinal County. Presentations on AZ-SMART were made at national conferences, and to peer MPOs and COGs, including CAG, Pima Association of Governments (PAG), Wasatch Front Regional Council, Salt Lake City, and Mid-Region Council of Governments, Albuquerque.

MAG staff held meetings with staff from other MPOs and vendors to discuss the current suite of tools available for econometric modeling and impact analysis. A Memorandum of Understanding was signed with the San Diego Association of Governments (SANDAG) to jointly fund the development of an econometric modeling platform.

- b. **Socioeconomic Projections 2012:** MAG staff will work with the State Demographers Office and the Council for Technical Solutions (currently housed at the Arizona Department of Administration) in the development of population projections for Maricopa County and Arizona. These projections will be utilized by MAG in the development of an updated set of subarea socioeconomic projections for Maricopa County. Projections of population, housing units, and employment are developed using the latest decennial or special census as the base. These projections will be developed at three levels of subregional geography: Municipal Planning Area (MPA), Regional Analysis Zone (RAZ), and Socioeconomic Analysis Zone (SAZ). The projections are used by the MAG transportation and air quality models to produce traffic and emissions forecasts. In addition, they are used for a wide variety of other regional planning programs.

Results: *MAG staff worked with the State Demographers Office and the Council for Technical Solutions in the development of population projection control totals for Maricopa County and Arizona. A number of meetings and presentations were provided to Arizona Department of Administration staff, MAG committees and regional economists to get input into the draft numbers circulated by the State Demographers Office. Employment projection control totals consistent with the population projections were developed and were approved by MAG committees. These control totals were utilized in the development of subregional socioeconomic projections at three levels of subregional geography: Municipal Planning Area (MPA), Regional Analysis Zone (RAZ), and Socioeconomic Analysis Zone (SAZ). Three model systems developed and tested on the new MAG socioeconomic model (AZ-SMART) were utilized in the development of the sub-county socioeconomic projections. The MAG Population Technical Advisory Committee (POPTAC) reviewed and approved all model methods and assumptions for the 2013 set of socioeconomic projections. Three draft sets of sub-county projections were circulated and reviewed by MAG POPTAC. The population, housing, and employment projections for 2020, 2030, and 2040 were adopted by the MAG Regional Council in June 2013.*

- c. **COG/MPO Socioeconomic Modeling Group:** MAG will continue to organize an annual day and a half seminar on all socioeconomic modeling methods of importance to COGs and MPOs. Discussions at this seminar have focused on the pros and cons of numerous socioeconomic models, data collection techniques and geographic analysis. In previous years, this seminar has attracted as many as 50 people representing greater than 20 different COGs and MPOs. In addition, UrbanSim/OPUS is rapidly becoming the national socioeconomic model of choice for many COGs and MPOs and AZ-SMART is building on the UrbanSim/OPUS framework. COGs and MPOs have specific needs of their socioeconomic models to produce official projections for the area. These needs may be quite different from the needs of universities, consultants or the general public. Therefore, MAG also will sponsor an annual meeting of a COG/MPO UrbanSim/OPUS Users Group to identify what we as COGs and MPOs think the future direction of this suite of socioeconomic models should be.

Results: MAG staff organized its annual day and a half seminar on all socioeconomic modeling methods of importance to COGs and MPOs. This year the seminar was attended by 28 people representing 14 different COGs, MPOs and other interested agencies. Topics included discussions on software enhancements and current implementations of Production Exchange Consumption Allocation System (PECAS), update and lessons from the use of scenario tools and socioeconomic models, methods for environmental justice analysis, and the data needs and future developments to support Activity Based Models, MAG staff also continues to organize webinars attended by socioeconomic modeling staff from COGs and MPOs. These online meetings provide an opportunity for information sharing, and discussion on current projects and recent advances. In addition, MAG attended, moderated, and presented at a multi-day UrbanSim/OPUS Users Group held in Oakland, California. UrbanSim/OPUS is rapidly becoming the national socioeconomic model of choice for many COGs and MPOs and AZ-SMART has built on the UrbanSim/OPUS framework.

- d. **Data dissemination and mapping:** MAG implemented online mapping and reporting tools for demographic and employment data in the MAG region. MAG staff will continue to work on enhancing the tools based on input received from users. Additional mapping and reporting tools for land use and landmark inventories also will be developed. After the development of the application for Maricopa County, MAG staff also will implement an enhanced statewide data viewer. This will enable MAG and others to easily access regional data and study interrelationships of the larger area.

Results: MAG debuted three new map viewers based on ESRI's ArcGIS Server platform. These viewers host land use data based on the MAG Existing Land Use and Future Land Use databases, landmarks of regional significance based on the MAG Building Landmark Inventory database, and regional bike routes based on the Bikeways database. These viewers have been demonstrated at a large number of meetings and have generated immense positive feedback. Specialized analysis and presentations were provided to showcase the viewers and their role in disseminating information to support human services planning. These presentations may result in possible future projects to develop regional human services support and training programs. Currently, MAG staff is developing an update to the viewers that will enhance the analytical capabilities and also enable them to be utilized on mobile platforms like tablets and smart phones.

MAG staff has also started conducting customized live-work commute shed mapping and analysis. These maps, along with additional cluster and sub-cluster analysis, are currently being showcased to MAG member agencies as part of an Economic Development Roadshow. Meetings with individual economic development groups are being held to assess the use of MAG data, analysis, and tools to support economic development activities in the region. In addition to the online mapping and reporting tools, MAG staff has been developing an online tool to encourage collaboration for small and medium sized businesses. MAG staff is also developing tools that assist business development and retention, particularly working with our largest international trade partners, Mexico and Canada. A centralized database and a digital platform with functionality for developing linkages across the supply chain and customized search and mapping is currently under development in collaboration with regional and international economic development groups. This online tool is expected to be completed by March 2014.

Technology:

E-1. Provide Technology Support to MAG Divisions, the Director and the Member Agencies

Providing appropriate and timely technology support will enable the agency to meet scheduled planning and modeling commitments. Through continuing provision of computing resources, database design and support, programming, application support and telecommunication services, Information Technology will ensure that modeling and planning activities are supported; ensure that member agencies have a forum for the exchange of technological information; and facilitate collaborative policy and technical meetings. The major processes in Information Technology that are targeted for FY 2013 include the following:

- a. Promote participation in and communication about the MAG process through technology: Information Technology will continue to support the use of GovDelivery and the Communities of Practice site as communication tools. Information Technology will support the continued expansion of the MAG websites and the possible creation of additional portals for Performance Measurement and data access. Additionally, Information Technology will continue to support the technology needs of MAG.

***Results:** GovDelivery subscribership continues to be an important venue for communication with MAG member agencies and the public. So far in 2013, 1,013 subscribers were added to the system, for a total enrollment of 7,343 subscribers. This is an increase of 16 percent. In conjunction with the Communications and Information Services Divisions, Information Technology supported the successful updates of interactive dashboarding websites to support Performance Measurement and Project Card reporting, a mobile version of the Greater Phoenix Rising website and the Connect60plus aging-in-place website. This development effort created a number of reusable modules and tools that will be available for future sites. The Communities of Practice site is still available, but is primarily being used for specific projects.*

Information Technology also completed the following projects to support the technology needs of MAG:

- *Installation of a secondary Internet connection for redundancy.*
- *Refreshment and expansion of Air Quality Modeling infrastructure*
- *Upgrades of core switching infrastructure.*
- *Upgrade of hardware and software and migration of databases to support Microsoft SQL 2012.*

Finally, Information Technology continued to meet the technology requirements of the other divisions through custom application development, database design and development, software and hardware deployment, meeting support and end-user training and support.

- b. Support the enhancement of interagency communications and technological cooperation: Information Technology will work with the Transportation division to ensure the successful support of the RCN and to evaluate opportunities for expansion. Information Technology also will continue to promote agency involvement in the Technology Advisory Group as a venue for regional education and collaboration. Finally, Information Technology will support the evaluation and possible development of a Regional 3-1-1 System.

***Results:** The RCN Program Manager continues to visit the currently participating sites to assist in the installation and maintenance of the ADOT Video Management System, providing additional access points and troubleshooting and replacing existing fiber optic cabling. Additionally, the RCN Program Manager has continued to identify and exploit opportunities for expansion of the network through fiber optic infrastructure and wireless technology. The Regional 9-1-1 System is running communications over the RCN at 11 locations and is actively working to increase the number of participating sites. RCN connectivity will be expanded to a number of East Valley locations by the end of the year, including Mesa, Phoenix-Mesa Gateway Airport, Scottsdale and Tempe. Access has also been extended to the Maricopa County Sheriff 's Office and Department of Public Safety. Expansion to Avondale and Goodyear is included in the upcoming Freeway Management System expansion. The RCN Program Manager is continuing to visit agencies to identify opportunities for expansion.*

The Technology Advisory Group continues to support the RCN and is also evaluating opportunities for shared resources and collaboration. The site to share code and resources related to SharePoint development was completed and the group is working on a proposed fiber mapping site.

The 3-1-1 Business Plan Committee was retired and replaced with an ad hoc group to meet and discuss ways of interacting with the community using technology.

Finally, Information Technology continued to partner with a number of smaller agencies to enter into an Enterprise License Agreement with ESRI. This agreement provides those agencies with a cost effective means to access Geographic Information Systems (GIS) software and training.

The MAG Regional Videoconferencing System received an equipment overhaul, with outdated ISDN systems being replaced with IP based systems at multiple member agencies.

Human Services/Environmental Justice:

F-1. Improve Coordination of Mobility Options for Transportation Disadvantaged People

Update the MAG Human Services Coordination Transportation Plan to reflect emerging needs and new opportunities to benefit older adults, people with disabilities, and people with low incomes. The plan will offer an inventory of available services, an assessment of the gaps and resources, and prioritized strategies to best meet these needs. The plan will be presented to the MAG Regional Council for approval in the third quarter of FY 2014.

Results: This outcome measure is under development. A MAG Transportation Ambassador Program meeting is planned for December 2013 to gather input from the community regarding emerging trends, gaps, and changes to the human services transportation service environment. This information will be compiled as the basis for the update to the MAG Human Services Transportation Coordination Plan and presented to the MAG Regional Council for approval in the third quarter of FY 2014.

F-2. Improve Criminal Justice Response to Domestic Violence

Implement the next phase of the MAG Protocol Evaluation Project with support from the Governor's Office and 22 project partners. This will include delivery of training in person and through a video and a Webinar. The result will be that victims are safer and abusers are held accountable through the criminal justice system. This will be documented by an evaluation of the project and a survey of the stakeholders supporting the work by the second quarter of FY 2014.

Results: The next phase of the MAG Protocol Evaluation Project was implemented through the following activities. An implementation survey was developed and distributed to assess how the protocol model is being used by law enforcement agencies across the state. With help from the Arizona Association of Chiefs of Police, the implementation survey was distributed to law enforcement agencies across the state. Findings indicated the protocol model has a high rate of implementation (95 percent implementation rate in Maricopa County and 90 percent implementation rate outside the county) and more than half (63 percent) of agencies using the model indicated it has better equipped them in responding to domestic violence calls.

Local and national best practices were reviewed based on information gathered by the implementation survey. Affinity group meetings were convened to discuss implementation of felony-level domestic violence protocols. Community partners in law enforcement, prosecution, and victim advocacy participated in conversations with their peers about which protocols are being implemented well, which ones are not, and where there may be opportunities for improvement. These meetings provided important insight into the variances between the protocols and what is being done in the field. Strategies were developed to improve implementation of the Regional Protocol Model. In December 2013, a roundtable event will engage stakeholders in determining next steps.

A brown bag training series for victim advocates was coordinated in collaboration with the Arizona Coalition Against Domestic Violence, A New Leaf Domestic Violence Collaborators, and O'Connor House. The training series offered victim advocates opportunities to receive free training and network with peers. The training topics, which were identified by local victim advocates, were self-care, trauma informed care, crisis intervention, and reducing rules in domestic violence programs. Trainings were scheduled quarterly, with an average of 28 victim advocates attending each session.

The Protocol Evaluation Project has made it possible for anyone with a smart phone to more easily access information about where victims can get help. The interactive web map provides the locations and types of services available to assist victims of domestic violence and can now be accessed via computer or smartphone by going to www.FindDVservices.com. With this information, more bystanders can help connect victims with the services and guidance they need to be safe and pursue justice.

Refinements were made to the misdemeanor protocol model. Based on input from stakeholders, minor revisions to the language used in three of the protocols were identified. The proposed revisions will be presented for approval by the MAG Regional Domestic Violence Council at the December 2013 meeting.

F-3. **Maintain the Region's Supply of Permanent Supportive Housing**

Maintain the U.S. Department of Housing and Urban Development (HUD) award for transitional and permanent supportive housing by facilitating activities to submit a consolidated Stuart B. McKinney application to HUD for homeless assistance funding through the fourth quarter of FY 2014. This includes conducting an annual count of homeless persons, a gaps analysis, application training and a review process for agencies, and the completion of HUD Exhibit One materials. The impact will be that people experiencing homelessness will have consistent access to transitional housing, permanent supportive housing, and supportive services needed to end homelessness.

***Results:** The application for HEARTH Act funding to support the region's homeless assistance programs is due to be released by the U.S. Department of Housing and Urban Development (HUD) within the second or third quarter of FY 2014. Plans are already underway to respond to the application requirements. The methodology and training materials are being developed for the Annual Homeless Street and Shelter Point in Time Count. This will contribute vital information to the gaps analysis required by HUD. MAG staff has been meeting with homeless assistance providers to provide technical assistance in an effort to make their programs more effective and competitive in the application process. A new assessment tool has been chosen and training has been provided locally. All recipients of HUD funding will use the new tool and report on the progress made by clients within their programs. This will increase awareness and understanding about the performance of the programs and identify which populations are most efficiently served by the region's current system of care. The inclusive process used to select this screening tool and the broad support for the tool has garnered national attention and is considered to be a national best practice. This serves to enhance the capacity within the region to move people from the streets to self-sufficiency more quickly, as well as making the region more competitive in the application process for funding.*

F-4. Ensure Equitable Treatment of Disadvantaged Populations

Monitor implementation of the Environmental Justice Title VI Plan and make refinements indicated by public feedback and committee recommendation as needed. Continue to reach out to communities of concern through public involvement activities and integrate feedback from communities of concern into the planning process as appropriate. Achievement of these activities will be demonstrated by the fourth quarter of FY 2014 through a report to related MAG committees.

***Results:** Outreach and training have expanded the awareness and impact of Title VI and Environmental Justice in the region. A number of planning activities have provided data that were utilized as transit fare changes were considered, new strategies to transport older adults were developed, and new projects were evaluated. Presentations are regularly given to transportation disadvantaged populations, social service agencies, and community groups to collect feedback and impart information. MAG maintains a strong presence at outreach events for the same reason. A Public Participation Guide will help people know how to fully engage in the MAG planning and committee process. Important documents have been translated into Spanish to engage people who may have limited English proficiency. Training materials have been provided to the MAG Title VI liaisons throughout the year. A report will be made to relevant committees by the fourth quarter of FY 2014.*

F-5. Enhance the Ability of Older Adults to Age in Place

Continue aging services planning by implementing a Regional Aging in Place Network with support from the City Leaders Institute on Aging in Place and the Enhancing Age-Friendly Cities Initiative. The network will include preparation activities for local pilot sites to implement aging in place models, the delivery of training and resources to the general public, and a website designed to connect tech savvy older adults with services and information.

***Results:** The MAG Regional Age-Friendly Network was successfully launched with the support of local partners and national funders. The network includes the implementation of age-friendly models in Phoenix, Tempe, and the Northwest Valley. The City of Phoenix is partnering with All Saints Episcopal Church and Day School to form Central Village, a new nonprofit agency that will engage people of all ages to help meet the needs of older adults. The Tempe Community Council is supporting Tempe Neighbors Helping Neighbors to evolve into a full scale village. Villages are membership-based organizations that provide a range of services to help older adults live independently in their homes. Benevilla and Sun Health are partnering to form Northwest Connections as an affiliate within the Independent Transportation Network, the only national nonprofit transportation provider for older adults in the country. In addition, the City of Scottsdale has an age-friendly initiative underway and is in the process of conducting community engagement to inform their efforts. A website has been launched to connect people with opportunities to be more meaningfully involved with their communities. Connect60Plus.com features an interactive map with more than 2,000 points of interest, discussion forums with local leaders, blogs, and a community calendar. This work has been featured at the Second International Conference on AGE-Friendly Cities and the International County and City Management Association Conference. A conference is being planned for March 2014 to increase support and awareness of national models and local successes.*

Fiscal Services:

G-1. Provide Fiscal Support to All MAG Divisions, the Director and the Members

The main goal of the Fiscal Services Division is to produce accurate, reliable and timely financial information for MAG. Financial administration at MAG requires expertise and the efficient performance of many varied duties and activities by the Fiscal Services Division. In addition to the General Fund, which is the operating fund at MAG, the Fiscal Services Division also performs all accounting functions for nine special revenue funds, the capital account and debt account. Providing appropriate and timely fiscal support will enable the agency to make well-informed fiscal decisions and meet scheduled commitments. Through continuing implementation of the accounting policies and standards of MAG, fiscal services staff will ensure material compliance with governmental accounting standards; provide a fiscal program within the context of MAG's short- and long-range planning utilizing approved management techniques; and provide fiscal information in a timely and accurate manner. The major processes in Fiscal Services that are targeted for FY 2014 include the following:

- a. **Accounting, Auditing and Financial Reporting:** The Fiscal Services Division is committed to continuing staff training and review of accounting procedures in order to meet the requirements of relevant standards, including, but not limited to, federal, local, and governmental accounting; researching and implementing new pronouncements from the Governmental Accounting Standards Board; approving, reconciling and monitoring financial information; monitoring cash flow to determine billing schedules to maintain an adequate cash balance; and testing and implementing ongoing updates to the financial management system (Axium).

During this fiscal year, the Fiscal Services Division will ensure that the new accounting software that is implemented during FY 2014 is working correctly and that all fiscal division staff are trained appropriately for the most effective use of the software.

***Results:** The Fiscal Services staff is committed to providing accurate and timely fiscal support and meeting scheduled commitments. The Fiscal Services goal includes administering MAG's accounting and internal control functions in an accurate and timely manner (in accordance with generally accepted accounting principles, contracts, regulatory and grantor requirements) and maintaining accounting records that reflect accurate information on MAG's financial statements. The Fiscal Services Division reviews and complies with federal, state, and local laws, statutes, and regulations of a financial nature; oversees the annual and single audits of MAG's financial and grants records; prepares the Comprehensive Annual Financial Report (CAFR) and Single Audit Reports; and tests and implements the ongoing, periodic updates to the financial management system (AXIUM). Research on accounting software is in progress. During FY 2013, approximately 5,000 disbursement checks (including payroll) were processed and this is an increase of 600 checks compared to the average over the last three years. The MAG Fiscal Services Division now processes approximately 16,000 transactions per year, which is an increase of about 1,200 transactions more than the prior year. This is due to the number of consultants performing on-call project work. There have not been any significant deficiencies identified at MAG during a financial audit or single audit in the past 12 years.*

Fiscal Services staff began training on the new accounting system in February 2013 and training continued through December 2013. The new accounting system will be implemented on January 1, 2014.

- b. **Budgetary and Financial Management:** Examine the annual budgeting process and determine methods of streamlining the budget preparation process, including analysis and recommendation of budget production on an annual vs. biannual basis. There should be no loss in quality of the budget project or adverse financial impacts as a result of changing any procedures. Continue to produce a balanced budget whereby all expenditures are supported by revenues. Continue to ensure compliance with federal and state laws and related agreements, using the budget amendment process that has been agreed upon between MAG and its cognizant agency for the Federal Highway Administration and Federal Transit Administration funding agreements. Ensure that the draft budget review is thorough and complete by all interested parties and that the draft budget review procedure is transparent for a timely adoption of the budget.

The Fiscal Services Division will continue to ensure compliance with federal and state laws and related agreements in the administration of MAG grant agreements. MAG will monitor and manage the grant information in a consistent and effective manner as evidenced through the timely receipt of funds and related audit(s).

***Results:** The MAG Unified Planning Work Program and Annual Budget provides an accurate annual budget that provides direction through the MAG policies in fiscal and operational terms, and provides a practical framework for implementing the policies needed in order to carry out the responsibilities at MAG throughout the year. The budget is balanced, whereby all expenditures are supported by revenues. Draft budgets are presented incrementally to the MAG committees throughout the draft budget period beginning in January and continues through May of each year. This incremental presentation provides time for a more thorough review and delivery of input on the budget information by the MAG members. The draft budget is also reviewed each year by the Intermodal Planning Group (comprising of FHWA, FTA, ADOT, City of Phoenix Public Transit Department, ADEQ and other stakeholders).*

MAG Fiscal Services ran the negotiations and performed research to successfully execute the Joint Project Agreement Amendment for FY 2014 between MAG and the Arizona Department of Transportation. MAG grants, contracts and other agreements were revised to incorporate new federal and state requirements as specified by the Joint Project Agreement.

- c. **Adhere to Recommended Practices for State and Local Government as approved by the Government Finance Officers Association (GFOA) where applicable:** Ensure that the MAG Unified Planning Work Program and Annual Budget is an accurate annual budget that provides direction through the MAG policies in fiscal and operational terms, and provides a practical framework for implementing the policies needed in order to carry out the responsibilities at MAG throughout the year. Continue to work toward receiving the GFOA of the United States and Canada Distinguished Budget Presentation Award by adhering to GFOA standards with the production of the FY 2015 Unified Planning Work Program and Annual Budget.

***Results:** MAG Fiscal Services responds to budget, accounting and finance-related inquires and requests from MAG divisions, members, outside agencies, and individual citizens; attends training sessions to improve efficiency and to ensure staff are competent to maintain accurate financial records, and to stay current with all legislative and financial actions affecting MAG. The Government Finance Officers Association (GFOA) of the United States and Canada awarded a Certificate of Achievement for Excellence in Financial Reporting to MAG for its comprehensive annual financial report for the year ended June 30, 2012. This was also the 15th consecutive year that MAG has been awarded this prestigious CAFR award. The FY 2013 MAG CAFR was submitted to the GFOA requesting that it be reviewed for the Certificate of Achievement for Excellence in Financial Reporting. MAG also received the Government Finance Officers Association Distinguished Budget Presentation Award for the MAG FY 2013 MAG Unified Planning Work Program (UPWP) and Annual Budget. This is the 15th consecutive year that MAG has been awarded this prestigious UPWP award. MAG is particularly proud of receiving the GFOA award for the UPWP, as meeting the requirements for this award can be complex for a Council of Governments. Only three Council of Governments were awarded the GFOA UPWP award in FY 2011.*

- d. **Procurement:** Minimize program costs by adhering to the MAG Procurement Policy and ensuring sound purchasing practices. The MAG Procurement Policy provides overall direction in shaping the practices MAG uses to acquire goods and services needed to carry out our responsibilities for procurement. The Procurement Policy was established to promote economy, efficiency, and effectiveness in the acquisition process. The policy is written to facilitate procurement practices that provide for public confidence in the MAG procurement process. Continue to maintain procurement standards through internal review of the documents produced in drafting Requests for Proposals, Requests for Qualifications, and writing contracts. Continue to review the policy and standards periodically with MAG legal counsel to ensure that MAG's procurement process is current with federal and state laws and regulations and that the procurement process is efficiently administered.

***Results:** The MAG Procurement Policy provides overall direction in shaping the practices MAG uses to acquire goods and services needed to carry out MAG's responsibilities for procurement. The Procurement Policy was established to promote economy, efficiency, and effectiveness in the acquisition process. The policy is written to facilitate procurement practices that provide for public confidence in the MAG procurement process. MAG has an agreement in place with outside legal counsel and Risk Management for the continuing review of contracts and contract language. The Joint Project Agreement amendment between MAG and its cognizant agency (ADOT) was executed with an effective date of July 1, 2013. This contract will continue to be amended for the next two years, at which time another contract agreement will be executed.*

During FY 2013, the number of contracts processed more than doubled – from 40 contracts to 83 contracts – from FY 2012 and the number of amendments almost doubled, going from 64 amendments in FY 2012 to 113 amendments in 2013. During FY 2014, MAG is on track to process 59 percent more total agreements (132 contracts), than in FY 2013, based on first-quarter results for FY 2014. To date, there have been no protests or legal proceedings regarding contracts and/or contract processes at MAG. MAG performs a continuous review of

internal procedures, templates and standards to ensure accuracy and timeliness of vendor insurance data and risk management procedures.

- e. **Cash Management and Fiscal Responsibility:** Continue to ensure that the processes impacting cash management are timely and thorough in order to ensure the highest level of fiscal responsibility. This would include review and processing of accounts receivables; timely cash deposits; thorough review of all expenditures; timely and accurate billings; processing and verification of payable; and, review of other potential cash savings processes for MAG.

***Results:** Monitoring cash flow for ongoing operations at MAG have been timely and accurate and the Fiscal Services Division maintains a process for continuing review of cash flow to ensure that daily operations are maintained and for efficiency gains each year. The continuing processes most impacting cash flow management include accounts receivable, cash deposits, billings, accounts payable and capital expenditures.*

MAG maintains the General Fund and eight Special Revenue Funds as well as capital and long-term debt accounts. Disbursement transactions are issued biweekly utilizing a central pay account with transfers made for each fund to cover the expenditures from that fund.

- f. **Employee Compensation and Benefits:** The biggest factors forcing the increase in the MAG operating budget are increases in employee compensation and increased benefits costs. Fiscal Services will continue to ensure that the compensation and benefit expenses are accurate. The division will continue to support the effort of the MAG Executive Director to ensure that the compensation and benefit programs at MAG: (a) reflect the value of work performed by our employees; (b) compare favorably with the compensation and benefits paid for similar work in the private and public sectors; and (c) do not exceed authorized spending. The division will continue training and research to keep current on federal and state laws regarding employee compensation and benefits; the division will implement new legislation in a timely manner.

***Results:** The Fiscal Services Division supports the efforts of the MAG Executive Director to ensure that the compensation and benefit programs at MAG: (a) reflect the value of work performed by our employees; (b) compare favorably with the compensation and benefits paid for similar work in the private and public sectors; and (c) do not exceed authorized spending. Payroll disbursements are processed biweekly for approximately 85 employees, and some part-time (intern) employees. Pension payments are also made biweekly for all MAG staff. Fiscal Services processes and monitors these payments, as well as all other payroll related payments, using a dual review process to ensure the integrity of the transactions. Payroll processing and all payroll benefit processing were correct and ontime during FY 2013 and through the current period in FY 2014.*

Administration:

H-1. Continue to Improve Relationships in the Arizona Megapolitan Corridor

The megapolitan region of Arizona will contain 82 percent of the state's population by 2050. MAG will continue to work with the Central Arizona Governments (CAG) and the Pima Association of Governments (PAG) to build stronger relationships among the key elected officials in the three regions to empower a spirit of cooperation and collaboration with each other and important stakeholders. Stakeholders include the Arizona Commerce Authority, Arizona Mexico Commission, Arizona Department of Transportation, State Land Department, Morrison Institute of Public Policy at Arizona State University's, and economic development organizations. Collaboration will include key projects in the agencies' work programs that will help to establish the building blocks for developing an economic strategic plan for Arizona.

Results: MAG worked cooperatively with the Central Arizona Governments (CAG) and Pima Association of Governments (PAG) to continue to address shared future planning issues in the Sun Corridor. MAG, PAG and CAG will hold a joint regional meeting on December 11, 2013 to discuss State Lands and hear an update on the region from the JPAC members. The JPAC will also welcome a new member, the Sun Corridor Metropolitan Planning Organization.

The Council of Governments (COG)/Metropolitan Planning Organization (MPO) Directors continue to meet on a regular basis to foster communication and coordinate planning among the COG/MPOs throughout Arizona. This organization has been in existence for 25 years and has been instrumental in coordinating state and federal programs. There continues to be interest in common areas of information sharing among the staff in Human Resources, Information Technology and Fiscal Services with all of the Arizona COGs and MPOs. These meetings provide a forum for sharing information, best practices and problem solving in addressing some of the unique challenges faced by these divisions at COGs and MPOs.

H-2. Foster Transportation-Related Regional Economic Development

MAG will work with partnering agencies to foster enhanced communication, coordination and consistency between the goals and policies of transportation plans and economic development strategies among economic development and planning agency leaders. This would target transportation related efforts to grow businesses, jobs and incomes by focusing on the state's major metropolitan areas. It is important to note the strong link between economic development and infrastructure in this region. Housing, transportation, and education are key components to a successful economic development plan. Transportation especially must be coordinated across municipal boundaries in order to be effective.

MAG also will work with the border towns, such as the cities of Nogales and San Luis, to assist in improving the border crossings to be more competitive, and to improve the traffic flow and rail crossings at the border. Arizona greatly benefits from border traffic, with approximately \$20 billion in two-way trade flow through the Nogales Port of Entry alone.

MAG will also continue to update and maintain the GreaterPhoenixRising.com website, and actively promote the site by providing outreach to economic development groups, trade publications and the media to increase web traffic and visibility.

***Results:** The MAG Economic Development Committee was established in October 2010 to foster and advance infrastructure in the MAG region that would further economic development opportunities. MAG has been working cooperatively with the State and economic development agencies, such as the Arizona Commerce Authority and the Greater Phoenix Economic Council, to increase job opportunities, strengthen Arizona's capability to compete in the global economy, and plan for the development and improvement in Arizona infrastructure to make the region more economically competitive.*

- a. **Greater Phoenix Rising Website** - *Among the key projects being facilitated by the MAG Economic Development Committee is the data-intensive website, www.GreaterPhoenixRising.com. The site highlights the strengths and competitive advantages of the region, with a goal of attracting new business prospects to Greater Phoenix. The site has more than 100 tables, charts and graphs that detail information about the labor market, transportation system (including commute times), available real estate space, and the existing business climate – including detailed comparisons to California markets. As part of this project, MAG produced a series of dynamic web videos that appear on the various landing pages of the site, as well as a video for the home page and international section of the site. Business cards were developed for handout that include a QR code that takes users to the site. In addition, a mobile application was developed to make the site compatible with mobile devices such as cell phones or tablet computers. The most recent addition to the website is the "Opportunity Mexico" section that shows how the state of Sonora and the state of Arizona are connected geographically, economically, and culturally, and why Arizona is uniquely positioned for international trade opportunities with Mexico.*
- b. **Economic Development Committee (EDC) Electronic Update** - *In order to communicate to a broader audience regarding the ongoing activities of the EDC, MAG developed an EDC E-Update. MAG continues to distribute this monthly electronic newsletter that summarizes the EDC meetings.*
- c. **Help to Improve Relationships with Mexico** - *In 2013, MAG was invited to Obregón to tour the city and participate in an international business symposium at the Technological Institute of Sonora, which included topics related to the economy and sustainable regional economic development. In response to this invitation, a MAG staff member traveled to Ciudad Obregón from October 1-3 to meet with local officials and business community representatives to provide a presentation discussing the importance of an interdependent economic relationship between Arizona and Mexico. Staff will continue to hone local relationships in Sonora to develop and implement initiatives that will further connect policymakers and business leaders at the local level.*
- d. **Binational Economic Forum** - *On March 22, 2013, elected officials and business leaders from the MAG region participated in the 1st Binational Economic Forum in Nogales, Sonora. Fifteen elected officials, including 11 mayors from Arizona, traveled to Mexico*

to join other elected and high-ranking government officials, business leaders, and economic development experts from both sides of the border in a binational economic forum in Nogales, Sonora. The purpose of the event was to provide an opportunity to exchange ideas, discuss international trade, and participate in a regional economic strategy. During the visit, elected officials were given a tour of the Continental maquiladora manufacturing plant. Continental is headquartered in Hanover, Germany and reports annual sales of \$30.5 billion. While developing strategies for regional economic development was the focus of the forum, participants believed the trip represented a tipping point in strengthening relationships between the two countries.

- e. **Incubator Tour for Mexican Delegation** - *A key means of promoting economic growth is developing an environment and infrastructure that encourages and supports innovation. The Office of Economic Development in Nogales, Sonora, Mexico is exploring creating a Center for Research and Development. On June 25, 2013, government representatives and business leaders from Nogales, Sonora participated in an incubator tour hosted by the MAG region. MAG staff coordinated a full-day event that included visiting five incubators throughout the Valley. This tour provided the visitors the opportunity to see how incubators build a strong foundation for long-term sustainability and growth. In addition, this provided an opportunity for this region to better understand Sonora's research and development needs to possibly collaborate in the future.*

- f. **Memorandum of Understanding - Research, Innovation and Entrepreneurial Agreement with Arizona Universities** - *In January 2013, the Economic Development Committee was provided a report on the quick response time involved in grantmaking and the need for a mechanism to secure government support for grants to be nationally competitive. The EDC was informed of a \$122 million grant in which the Arizona universities were unsuccessful and came in second place. It was the only grant in the competition that did not have local support. As a result, the EDC developed a Memorandum of Understanding – Research, Innovation and Entrepreneurial Agreement with Arizona Universities. Under the agreement, educational institutions that need support from MAG or its local government members will present an outline of the grant proposal early in the process to allow sufficient time for local governments and businesses to work directly with the educational organizations to provide the needed support. The MOU is a commitment to join with the major educational institutions to provide that support. In May 2013, the MAG Regional Council approved a Memorandum of Understanding (MOU) to support research, innovation and entrepreneurial grant proposals. On September 26, 2013, several EDC representatives, as well as the University Presidents, signed the MOU at the Arizona Board of Regents meeting in Flagstaff.*

- g. **Western Regional Alliance/Intermountain West Group** - *The Intermountain West Region is home to 7.2 percent of the residents of the United States, and is a beneficiary of migration patterns that have made the western and southern United States the largest growing regions in the last three decades. On September 6, 2013, MAG applied for a Strategic Highway Research Program 2 Project. The proposal was on behalf of the Western Regional Alliance. On October 17, 2013, out of 27 agencies selected, MAG was one of two Metropolitan Planning Organizations to be selected. On October 24,*

2013, MAG was notified that we would be receiving a Lead Adopter incentive of \$240,000. The project will focus on advancing the deployment of multi-objective solutions that expedite transportation project delivery in the Intermountain West Region.

On December 11, 2013, Michael Gallis from Michael Gallis and Associates, will present at the Western Governors Association on "Creating a Regional Transportation Vision." The Western Regional Alliance members are studying the regional economic connections and the development of a multimodal transportation network in the West to create greater unity, increase mobility, and strengthen economic competitiveness. The presentation will discuss the West's transportation infrastructure in a global context.

- h. **Building and International Economic Network (BIEN)** - MAG staff has been developing an online tool to encourage collaboration for small and medium sized businesses. MAG staff is also developing tools that assist business development and retention, particularly working with our largest international trade partners, Mexico and Canada. A centralized database and a digital platform with functionality for developing linkages across the supply chain and customized search and mapping is currently under development in collaboration with regional and international economic development groups. This online tool is expected to be completed by March 2014.
- i. **Joint Planning Advisory Council (JPAC)** - Over the past two years, the JPAC has been focused on completing the MAG Freight Transportation Framework Study and looking at strategies moving forward. The freight study results focused on supply chain opportunities for the Arizona Sun Corridor. On March 6, 2013, a Sun Corridor Retreat was held with representatives from Maricopa, Pinal and Pima counties to seek alignment on the top five recommendations of the Freight Study. Mayor Ralph Becker from Salt Lake City, Utah, discussed how the key to transportation, business and quality of life is in getting political alignment. In addition, Chris Gutierrez, president of Kansas City SmartPort, discussed how Kansas City developed its nonprofit economic development organization, KC SmartPort, which promotes and enhances the Kansas City region's status as a leading North American logistics hub.
- j. **International Trade Corridors – The Future of Arizona** - On August 28, 2013, MAG, in cooperation with the Pima Association of Governments (PAG), the City of Nogales, Arizona, and regional business leaders, held a concurrent session at the League of Arizona Cities and Towns Annual Conference. The purpose of this panel discussion was to discuss the international trade corridors and their importance to Arizona's economy, specifically with Mexico. The focus was on how Arizona is competing in a global market and losing valuable economic development opportunities to other border states.
- k. **Thunderbird School of Global Management** - The Thunderbird School of Global Management is the world's number one ranked school of international business with more than 60 years of experience in developing leaders with a global mindset and business skills. The Thunderbird Organizational Consulting Practicum deploys teams of MBA students who deliver project-focused research and consulting services. In September 2013, the MAG Economic Development Committee, in collaboration with the major medical facilities, the Arizona Office of Tourism and the Arizona Commerce Authority, entered

into a project with the Thunderbird Consulting Practicum program. This project focused on Medical Tourism in Arizona. Under the proposed project, the focus is on identifying and understanding the current status and competitiveness of medical tourism in Arizona, what are the drivers, and how local governments can assist from a policy level. The goal of the project is to identify ways to improve medical tourism through information sharing and regional collaboration, as well as to identify opportunities for future growth. The results of the project will be discussed at the December 2013 Economic Development Committee meeting.

- l. **Resolution of Support for Extending the Border Zone in Arizona for Visitor from Mexico** - *Tourism is one of the largest industries in the Greater Phoenix and Tucson regions. Tourists from Mexico are critically important to the Arizona economy. Since 1953, Mexico and the United States have agreed to make special accommodations for Mexican nationals who cross the border into the immediate border area to promote the economic stability of the region. The Immigration and Naturalization Service has helped to promote border commerce by permitting travel within 75 miles of selected Ports of Entry (POEs) for Mexican nationals who meet the inspection requirements for legal entry without obtaining an I-94 Form. The Economic Development Committee is leading an effort with the Arizona COG/MPOs to increase the border zone in Arizona to include all of Arizona through a Resolution of Support For Extending the Border Zone in Arizona. Each of the Arizona COGs/MPOs are taking this resolution to their Board for approval. To date, the Yuma MPO, the Flagstaff MPO and the Intertribal Council of Arizona have approved and signed the resolution.*
- m. **Healthcare Business Competition** - *A key means of promoting economic growth is developing an environment and infrastructure that encourages and supports innovation. Tallwave is a venture development firm that helps startups and growth companies accelerate their momentum to become marketplace leaders. Its focus is on software, technology, e-commerce, healthcare IT and digital marketing. High Tide for Healthcare IT is a business competition for healthcare IT startups. This program connects top startup companies to a powerful commercialization engine built by executives from Google, Yahoo!, Microsoft and iCrossing, who work alongside entrepreneurs to create and execute winning strategies to accelerate growth and help secure funding. The selected participants of this program will build a minimum viable business by completing modules that strengthen their viability and likelihood of obtaining seed funding. One of the unique ways that Tallwave involves the economic development offices from across the state is having interested cities pitch their city to the 20 High Tide semifinalists on the reasons why they should consider relocating their start-up to a specific city. Tallwave will be working with local governments to provide this link to these companies.*

H-3. Develop Relationships with the Federal Government to Communicate Regional Objectives and Concerns

Recent and ongoing activities concerning federal legislation and proposed administrative actions have facilitated the need to consider utilizing regular consulting to represent MAG's interests. The pending transportation reauthorization is an opportunity to increase and/or streamline the responsibilities of metropolitan planning organizations in large urbanized areas in light of flat or

decreasing federal funding. MAG also continues to monitor potential changes in policy and programmatic activities in the areas of air quality and human services, among others. Continuing the consultant assistance for federal affairs will assist in communicating MAG's perspective in important matters that impact the region.

***Results:** MAG has been active in federal policy and regulatory issues. This year has seen a number of developments with potential implications that may affect the MAG region. MAG elected officials, member agency staff and MAG staff have been engaged in discussions to share perspectives to protect and advance regional interests. Here are some of the highlights:*

- **Surface Transportation Reauthorization** - *Over the next year, Congress is expected to start discussion of the next federal transportation authorization. MAP-21, which was passed and signed by the President in July 2012, will expire at the end of September 2014.*
- **Interstate 11 Corridor** - *MAG is working with the Arizona Department of Transportation, the Nevada Department of Transportation and the Federal Highway Administration on the feasibility study for Interstate 11. MAG has been involved in the effort to designate I-11 between Phoenix and Las Vegas. I-11 will reinvigorate the economy by creating jobs, assisting in freight movement and providing major development opportunities.*
- **National Associations** - *MAG continued involvement and input with the National Association of Regional Councils, Transportation Research Board and the Coalition for America's Gateways and Trade Corridors. These national associations, based in Washington, D.C., provide information on federal administration and congressional actions that affect the MAG region. A MAG staff member serves as the Chair of the NARC Transportation Finance Subcommittee and as Chair of the MPO Committee of the Transportation Research Board. On January 31 2013, MAG hosted the NARC MAP-21 Implementation Roundtable in conjunction with the Intermountain West Transportation Management Area meeting.*
- **Air Quality** - *On September 6, 2013, MAG staff attended a meeting hosted by U.S. Senator Jeff Flake at the Arizona Chamber of Commerce and Industry to raise the awareness that EPA will be revising the Exceptional Events Rule and to hear concerns from business and industry. On November 20, 2013, Senator Flake hosted an Arizona Only Listening Session on Exceptional Events issues with EPA. MAG staff prepared comments for the meeting and coordinated closely with MAG special legal counsel. In general, MAG's highest priorities are in three main areas: 1. More deference needs to be given to States. 2. The process and documentation need to be streamlined. 3. The rule needs to recognize and accommodate the differences in regional climates and conditions.*
- *MAG staff worked with special legal counsel to prepare draft federal legislation in the event that the exceptional events issues are not resolved and Congressional relief becomes necessary. Conceptually, the draft legislation was designed to prohibit EPA from proposing, finalizing, implementing or enforcing any regulation or imposing a federal implementation plan or taking any other action that would disapprove or have*

the effect of disapproving a state Implementation Plan for particulate matter, if the state determines that an area would have attained or maintained the particulate standard but for the contribution of PM-10 resulting from exceptional events.

- **Human Services** - *Regional work in aging has been recognized nationally and internationally in the past year. The Regional Age-Friendly Network was presented at the Second International Conference on Age-Friendly Cities in Quebec, Canada, and again at the International City and County Management Association Conference in Boston, Massachusetts. The network was also prominently featured at the national Grantmakers in Aging Conference in Kansas City, Missouri. The network is part of two national pilot projects, the City Leaders Institute on Aging in Place, sponsored by the MetLife Foundation and administered by Partners for Livable Communities; and the Community AGEnda, funded by the Pfizer Foundation and administered by Grantmakers in Aging.*

Major Regional Goals/Emphasis Areas for FY 2015

I. Continue Development of the Next Generation (NextGen) Regional Transportation Plan

It is now over ten years since that last major update of the Regional Transportation Plan (RTP), and changing economic and transportation conditions call for a comprehensive review of the RTP. As part of the update effort, an extension of the planning horizon to 2040 is contemplated and new federal transportation planning regulations will be fully integrated into the plan. During FY 2014, a comprehensive review of the RTP, labeled the "NextGen Plan" was initiated. Key activities during FY 2014 included a public attitude survey on transportation conditions in the region and the development of a scope of work for the entire plan update process.

During FY 2015, the Maricopa Association of Governments (MAG) will pursue a number of core planning activities related to the NextGen Plan. An assessment of the State of the Transportation System will be prepared, which will address the current conditions/baselines, and future 2040 conditions of the MAG transportation system. This will include a multi-modal evaluation of system deficiencies, a review of MAG transportation framework study findings, and an analysis of how this information relates to key planning issues.

Another major activity during FY 2015 will be identification of Regional Transportation Goals and Objectives. This process will develop an overall regional Strategic Policy Framework and Vision that will then frame the discussion on identifying goals, and objectives for the MAG RTP. A key aspect of this process will be the development of performance measures and performance targets that reflect federally required performance concepts under MAP-21.

During FY 2015, the Public Outreach Plan for the NextGen update will also be developed. The Outreach Plan will describe how the public is engaged and informed throughout the development of the NexGen RTP, including reaching out to the general public and working with community and business organizations. Specific elements will include focus groups, scientific public opinion surveys, public outreach meetings, forums and town halls, educational videos and web-based outreach efforts. It is anticipated that a number of these activities will be underway during FY 2015.

During FY 2015, a set of Revenue Forecasts will be developed that can be utilized in evaluating plan alternatives and preparing programs of projects. Based on current federal laws, state legislation, and historical revenue receipts, revenue forecasts will be developed to establish the potential financial resources available for improving the MAG regional transportation system. It is anticipated that three revenue scenarios will be prepared and will consider HOT lanes pricing as a revenue component.

An additional work task that will receive attention during FY 2015 will be the development of Multi-modal Scenarios that are built from the work done in the activities described above. Using the assessment of existing and future conditions, fact sheets, performance measurements, and public input, MAG will analyze the key issues and problem areas, and propose solutions that meet the region's goals and objectives. A preliminary cost estimate of the scenarios will also be included. The scenarios will be different based on addressing the deficiencies with different solutions, and different levels of solutions – e.g. express bus vs. light rail, roadway vs. parkway. They will also be framed by the amount of funding available in the future, based on the previously prepared revenue forecasts.

A scenario planning approach will be established to address different transportation options the region could consider through 2040. The approach will seek to identify a uniform set of system recommendations for the immediate future to facilitate development of the Five-Year Transportation Improvement Program; intermediate recommendations for establishing the Ten-Year Life Cycle Programs; and long-term scenarios to provide flexibility in developing the regional transportation system that is consistent with the vision, goals, and objectives.

2. **Establish Regional Transportation Performance Measures, Identify Performance Targets, and Refine/Expand the MAG Performance Monitoring Program**

MAG has developed a framework for transportation performance measurement in the region. Within this multi-modal framework a set of key measures have been selected for comprehensive analysis and reporting. MAG has also identified a preliminary concept for multi-modal performance targets linked to RTP goals and objectives, consistent with MAP-21 requirements.

During FY 2015, MAG will continue working in conjunction with ADOT to further develop targets that coordinate with national goals and state level expectations, while reflecting unique MPO level goals and objectives developed as part of the NextGen RTP update process. As part of this initial target setting exercise, MAG will evaluate the factors influencing target setting and select the appropriate methods for target identification. This development will be collaborative and will involve key stakeholders and policymakers in a context of significant flexibility due to external factors such as the changes in population, the economy and land use. These factors exert sizeable pressures on transportation systems and can rapidly change the performance of a system. Key areas of emphasis for target setting will include: level of service, congestion, reliability, safety and system preservation.

During FY 2015, MAG will also continue to collaborate with the ADOT Planning to Programming Process (P2P) team, which is developing a state level planning and programming framework with a key performance measurement component. The P2P process is to be used as one of the tools for state level transportation project selection and prioritization. MAG is assisting the team in bringing the MPO and urban area perspective, as well as serving as a resource as ADOT develops evaluative programming tools.

During FY 2015, MAG will also continue with the efforts in data management, monitoring and reporting of performance measures at the system and corridor levels. Additionally, MAG will further develop and enhance the existing interactive web-based tools to continue communicating how the regional transportation system is performing to policy, technical and general audiences.

3. **Continue to Implement Proposition 400**

MAG will continue to provide guidance and policy direction for the implementation of Proposition 400. During FY 2015, the focus will be on ensuring that projects in the RTP are implemented in as an effective and efficient manner as possible. This effort will involve continued coordination with the Regional Transportation Partners, which includes MAG, the Arizona Department of Transportation, and Valley Metro, as well as other federal, state, and local agencies.

During FY 2015, MAG will monitor design concept report preparation by ADOT on a range of projects funded in the MAG RTP, to ensure that cost effective design approaches are being utilized and MAG priorities are being maintained. In addition, MAG will coordinate closely with the Bureau of Land Management and other agencies to provide review and technical assistance related to RTP projects that maybe affected by environmental analyses conducted by these agencies. Also, MAG will continue coordinating/collaborating on a number of study/working group efforts with Valley Metro. These efforts contribute to the efficient and effective operation and development of transit services included in Proposition 400. Examples of some of these efforts include service and fare planning working groups, technical advisory groups, and project evaluation panels.

During FY 2015, MAG will also continue to lead a study effort in coordination with the RTP Partners and the Federal Highway Administration on a single continuous corridor extending from the "North Stack" (I-17/SR-101L) to the "Pecos Stack" (I-10/SR-202L). The purpose of the study is to develop a Corridor Master Plan that identifies regional improvements to the Interstate Highways in combination with improvements to adjacent arterial facilities to meet existing and future travel needs in a two-mile wide corridor. It is anticipated that this study will be completed in early FY 2016.

The Corridor Optimization/Access Management System Study on Grand Avenue (US-60) will be completed in early FY 2015. A key component of this study effort has been the establishment of a "Charter Partners" group representing the elected leadership in the corridor. Upon study completion, this group will present its recommendation, a vision for the US-60/Grand Avenue corridor, to the MAG Regional Council for incorporation into a future RTP. Options under study range from roadway improvements, to traffic operations strategies, to transit possibilities for US-60.

4. **Complete the MAG Strategic Transportation Safety Plan and Develop Integrated Corridor Management Plans**

During FY2015, MAG will complete a 19-month project that produces the MAG Strategic Transportation Safety Plan. The development of this Plan was initiated in July 2013 and it is closely coordinated with a similar project by the Arizona DOT that is developing the Arizona Strategic Highway Safety Plan. Another important goal will be the establishment of appropriate road safety performance goals for the MAG planning area that would be compatible with the USDOT's MAP-21 Safety Performance Measures, expected to be announced in April 2014. This will be coordinated with Arizona DOT. Technical assistance will continue to be provided to local agencies through the performance of Road Safety Assessments or Project Assessments at intersections with documented high crash risk.

In the area of intelligent transportation systems, the goal for FY2015 will be the development of Integrated Corridor Management plans for coordinated traffic management between freeways and parallel arterials, particularly during major freeway closures. Integrated Corridor Management projects are scheduled to be carried out on the I-10 and US60 corridors, and are funded as part of the Traffic Signal Optimization Program. The execution of these two projects will result in plans that clearly describe agency roles and responsibilities, and also produce the signal timing schemes necessary to efficiently divert traffic on the arterials. Each of these plans would be tested and validated through extensive traffic simulation modeling performed at MAG using the regional Dynus-T simulation model.

5. **Continue to Determine the Feasibility and Development of Policies Related to Public-Private Partnerships**

The Arizona Legislature passed legislation that substantially changed and improved the provisions in state law that allow for public-private partnerships (P3s) to build and/or operate transportation projects. It is anticipated that the MAG region has the potential for one or more 3P projects. MAG initiated a Managed Lane Feasibility Study with the overall goal of assessing the potential for congestion pricing of the region's high occupancy vehicle lanes as a means of improving travel time reliability. Phase I of the study was completed and concluded that there are feasible opportunities for managed lane applications in the MAG area. Phase II of the study process was initiated in FY 2014.

During FY 2015, Phase II of the Managed Lane Feasibility Study will be completed and identify a proof-of-concept project, a strategy for advance traffic management techniques, an overall mobility branding strategy, and public perceptions regarding the managed lanes concept. Upon completion of Phase II, a decision will be made regarding possible future implementation of concept projects and advanced traffic management techniques.

6. **Develop New Travel Demand Modeling Methodologies and Refine Existing Modeling Capabilities**

MAG will continue to provide high quality data, travel analysis, forecasting and modeling services to MAG member agencies, internal planning projects and regional professional community in FY2015. In order to ensure that MAG transportation forecasting efforts maintain their relevance and answer the emerging needs of the region, a number of activities and projects are planned for the FY2015.

In the transportation modeling and transportation forecasting area MAG will start working on testing and comparisons of the next generation travel demand forecasting model (Activity-Based Model or ABM) developed at MAG. The model constitutes state-of-the-art in the transportation modeling and brings MAG at par with the best available regional modeling practices in the nation and in many aspects exceeds them.

MAG will also complete addressing peer review recommendations of the current official regional travel forecasting (trip-based) model. The peer review provided very positive feedback on the model as a state-of-the-practice trip-based modeling procedure and suggested a number of possible additional improvements and tests that are currently under way. The trip-based model will provide a solid base for ABM testing and comparisons and will provide for a smooth transition to the next generation modeling tools being developed at MAG.

MAG will initiate work on the future integration of dynamic traffic assignment (DTA) models with the activity-based model. ABM design includes a number of innovative features that facilitate integration of the dynamic traffic models with activity-based model. Integrated ABM-DTA model will allow analyzing a whole new spectrum of transportation, socio-economic and demographic scenarios and policies. New modeling tools will bring quantitative analysis and forecasting of transportation projects and support for economic impact studies to a much higher level that will be required in order to address future planning challenges.

MAG will proceed with extensive data collection exercises in FY2015 that are required in order to maintain currency of the MAG planning, transportation forecasting and modeling tools. New travel surveys and traffic data collections will be initiated in FY2015. In the model application area MAG will continue to provide strong technical support to all members and cooperate with Federal, State and local agencies on projects of mutual interest that can contribute to the regional planning and analytical efforts.

7. **Monitor National Transportation Issues and Policies and Support Efforts to Enhance Funding for Transportation at All Levels of Government**

On July 6, 2012, Moving Ahead for Progress in the 21st Century Act (MAP-21) was signed into law. MAP-21 places increased emphasis on: (1) following a performance-based approach to transportation decision-making, (2) establishing performance targets, and (3) integrating state DOT and public transit operators' targets into the metropolitan planning process. MAP-21 currently extends through federal fiscal year 2014, which ends on September 30, 2014.

During FY 2015, MAG will closely monitor and provide input on progress and issues at the national level concerning the re-authorization of MAP-21 or other federal transportation legislation. Federal funding levels for transportation, as well as metropolitan transportation planning requirements, will be issues of particular importance to MAG. In addition, for some time it has been recognized that funding for transportation at the state level has been declining, because of the diversion of transportation revenues to other uses and the decreasing effectiveness of revenue sources. MAG will continue to raise this issue and analyze its impacts on the economy of the MAG area and the entire state. In particular, the need for relief to the Highway User Revenue Fund will be addressed, along with the potential for alternative transportation revenues sources and concepts.

MAG has revised its federal fund programming policies and procedures, which has resulted in more effective management and programming of Congestion Management/Air Quality Improvement Program (CMAQ) and MAG Surface Transportation Program (STP) funds. In connection with the management of MAG area transportation funds, during FY 2015 MAG will meet regularly with ADOT to address improvements to the ADOT process for obligating and tracking expenditures of federal, state and regional funds. Also during FY 2015, MAG will continue to fully integrate members in the Pinal County area into the transportation improvement programming process.

8. **Support the Economic Development of the MAG Area through Efficient Transportation Facilities and Services**

The MAG Economic Development Committee was created to develop an opportunity-specific and action oriented plan that fosters and advances infrastructure in the MAG region, especially transportation infrastructure that would further economic development opportunities. In addition, the Joint Planning Advisory Council was established to identify mutually agreed upon goals and interests, provide guidance on possible technical assistance and joint planning activities, and enhance the communication and cooperation among the policymakers in the Sun Corridor, covering Maricopa, Pima and Pinal Counties. Within the larger context of economic development and enhancement of regional freight mobility in the Sun Corridor, a Freight Transportation Framework Study managed by

MAG was completed, with an emphasis on opportunities for development of freight facilities and goods movement capabilities.

During FY 2015, work on a MAG Freight Transportation Plan focusing on existing conditions and the outlook for freight transportation in the MAG area will proceed, with completion anticipated in early FY 2016. This study builds upon the recommendations identified in the previously completed Freight Transportation Framework Study and will focus on creating a core freight network in the MAG region that will connect to the existing freight clusters. In order to create an efficient freight network, the MAG Freight Transportation Plan will analyze the existing freight corridors, including Interstates and State Highways, and also identify the freight sub-corridors that are currently being used by the freight industry during periods of congestion. The study will model the flow of goods (truck, train, air and pipeline) and identify bottlenecks and other barriers. The plan will identify hazardous cargo routes, conduct a bridge and roadway life cycle cost analysis of all existing and proposed freight corridors, and evaluate the impact of overweight vehicles on bridge capacities. A major goal of the study will be to identify projects that will enhance the flow of goods in the MAG region and complement the projects identified in the RTP.

Also during FY 2015, MAG will participate in, and provide technical support to, Arizona Transportation and Trade Corridor Alliance (TTCA) activities. The TTCA is aimed at providing a framework for increased statewide collaboration and raising the level of attention to issues and opportunities in trade, transportation, logistics and supply chain development. The TTCA brings together the public and private sector, state and local governments, planning organizations, transportation and logistics companies, port authorities and other relevant stakeholders to assess the viability of these opportunities.

9. Continue to Ensure that the MAG Region Grows Clean Through Environmental Planning

- a. **Five Percent Plan for PM-10:** The MAG 2012 Five Percent Plan for PM-10 contains a wide variety of existing control measures and projects that have been implemented to reduce PM-10 and a new measure designed to reduce PM-10 during high risk conditions, including high winds. The plan demonstrates that the measures will reduce emissions by five percent per year and results in attainment by December 31, 2012. As required by the Clean Air Act, the 2012 Five Percent Plan also includes contingency measures, which achieve emissions reductions beyond those relied upon for the five percent reductions and attainment of the standard. In FY 2015, MAG will continue to track the approval of the plan by the Environmental Protection Agency (EPA) and provide supplemental technical analyses and information to EPA as needed. On April 19 and August 23, 2013, EPA proposed approval of several statutes for the measures in the plan. On December 3, 2013, EPA issued a notice of final approval of various statutes for the plan measures. On December 5, 2013, EPA made an adequacy determination for the motor vehicle emissions budget in the plan for conformity purposes. On a parallel track, the aggressive activities to prevent exceedances at the monitors and throughout the region will be continued. The region needs at least three years of clean data as measured by the monitors in order for EPA to determine that the standard has been met. Following plan approval and a determination by EPA that the standard has been met, MAG will initiate the planning effort to prepare a PM-10 Maintenance Plan. In addition, MAG will continue to coordinate with the Arizona Department of Environmental Quality (ADEQ)

to pursue the recommended clarifications to the flawed EPA Exceptional Events Rule. By April 2014, EPA anticipates proposing revisions to the Exceptional Events Rule and finalizing them by April 2015. Correcting the rule is critical to ensure that areas do not face continual, reoccurring nonattainment due to exceptional events beyond their control. MAG will continue to provide technical assistance to ADEQ for the documentation of exceptional events. Efforts will continue to track the progress made to pave dirt roads in the PM-10 nonattainment area in 2015.

- b. **Eight-Hour Ozone Plan:** The planning effort will be continued to prepare an Eight-Hour Ozone Plan designed to meet the requirements for the 0.075 parts per million standard. As a Marginal Area, the MAG region will have a December 31, 2015 attainment date. EPA assumes that Marginal Areas will be in attainment of the eight-hour ozone standard within three years of designation without any additional control measures. Based upon the June 6, 2013 EPA proposed planning requirements, Marginal Areas would be required to submit an emissions statement, a baseline emissions inventory, a pre-1990 reasonably available control technology fix-up, a nonattainment area preconstruction program, new source review, pre-1990 corrections to previously required vehicle inspection and maintenance programs, and meet transportation conformity requirements. If the region fails to attain the standard by December 31, 2015, the region may be bumped up to the Moderate Area category with additional requirements to meet. This may also involve evaluating additional control measures and conducting complex air quality modeling designed to demonstrate attainment of the standard, if necessary.
- c. **Conformity:** A conformity analysis for the Transportation Improvement Program and Regional Transportation Plan Update will be prepared to ensure that transportation activities do not cause violations of the air quality standards. A conformity finding by the U.S. Department of Transportation is necessary for transportation projects to be built. It is anticipated that MAG may continue to provide technical assistance to the Sun Corridor Metropolitan Planning Organization for conformity. Both the MAG Metropolitan Planning Area Boundary and the Sun Corridor Metropolitan Planning Area Boundary include portions of the West Pinal PM-10 Nonattainment Area and West Central Pinal PM-2.5 Nonattainment Area located in Pinal County. Both nonattainment areas are covered by the boundaries of the two metropolitan planning organizations. Consequently, transportation conformity is required to be demonstrated for both nonattainment areas by both metropolitan planning organizations to enable transportation projects to proceed.
- d. **Greenhouse Gas Emissions:** The National Greenhouse Gas and Fuel Economy Standards for Vehicles issued by the Environmental Protection Agency in 2010 will continue to be monitored. Climate Change legislation under consideration in Congress will also be monitored. The new transportation legislation, Moving Ahead for Progress in the 21st Century (MAP-21) did not include greenhouse gas requirements for metropolitan planning organizations. While the level of activity on Climate Change by Congress has slowed dramatically since 2009, there may be renewed interest due to the damage caused by Hurricane Sandy in 2012. These efforts along with the activities of the Environmental Protection Agency will be closely monitored to determine the implications for the MAG

region. It may become necessary to conduct an analysis of greenhouse gas requirements and emissions.

- e. **Water Quality:** Technical assistance will continue to be provided to the MAG member agencies for 208 Water Quality Management Plan amendments and small plant reviews and approvals in order to accommodate wastewater treatment needs in a growing region. Also, MAG staff will maintain the integrity of the MAG 208 Water Quality Management Plan which preserves local government authority.
- f. **Solid Waste:** The integrity of the MAG Regional Solid Waste Management Plan will be maintained which preserves local government authority. The plan includes 11 landfills, 21 transfer stations and combined materials recovery/transfer facilities, and seven material recovery facilities in the MAG region. Information will continue to be collected on the implementation of new solid waste projects and programs based on the Solid Waste Best Practices in the MAG Region report. In addition, the MAG Solid Waste Advisory Committee has expressed interest in green waste collection, current green waste programs, challenges experienced, and potential future opportunities. In FY 2015, MAG will continue to monitor pertinent regional solid waste management issues.

10. **Continue Implementation/Enhancement of Public Participation Plan and Title VI Outreach**

MAG will continue to implement strategies outlined in its Public Participation Plan to provide Valley residents increased opportunities for involvement and comment in regard to the implementation of the Regional Transportation Plan and other programs. In addition, MAG will continue to implement the Environmental Justice Title VI Plan. MAG will also continue to work with its partner agencies, including the Arizona Department of Transportation, Valley Metro, City of Phoenix Public Transit Department, and Valley Metro Rail, in a cooperative, coordinated public participation process. MAG's public participation process seeks to ensure the full and fair participation by all potentially affected communities in the transportation decision-making process, and to provide targeted outreach to Title VI communities. MAG will continue to seek new strategies for eliciting public input to ensure a transparent and engaging policy process. MAG will continue with ongoing strategies, such as utilization of a Disability Outreach Associate and Video Outreach Associate to augment participation. MAG will continue to implement the Title VI and Environmental Justice Plan, which includes the development of a demographic profile for each of the communities of concern, a planning process that identifies their transportation needs, and an analytic process that identifies the benefits and burdens of transportation system investments. The process includes how any potential imbalances will be addressed and resolved in response to the analysis.

11. **Enhance Regional Communication and Outreach Efforts**

As technology evolves, MAG consistently seeks innovative methods for communicating with Valley residents to ensure the greatest participation possible in MAG plans and programs. In order to increase awareness and understanding of MAG within the region, MAG will continue to implement a number of innovative communication strategies, including producing videos outlining MAG plans and programs through its Video Outreach Program and conducting its Social Media Program to reach new groups, such as younger demographics, that would otherwise not be engaged by MAG. MAG will

continue to enhance technology and web applications to accommodate new innovations in high tech, such as accommodating the use of electronic hand-held devices for accessing meeting materials. Additionally, MAG will elicit input through both formal and informal public participation surveys (including a new web-based public comment form) and focus groups that will capture the priorities and preferences of Arizona residents.

12. Continue Implementation of Litter Prevention and Education Program

MAG will continue to implement an integrated prevention and education campaign that combines elements of advertising, public relations, web outreach, and special events, resulting in broad awareness by the public about the *Don't Trash Arizona* program, as measured by media coverage, web analytics, surveys, and/or audience impressions. Roadway litter is ugly, unhealthy, and, when it comes to dangerous roadway debris, unsafe. The Regional Transportation Plan (RTP) includes funding for the freeway maintenance program, including litter control. In November 2003, MAG and the Arizona Department of Transportation (ADOT) signed a joint resolution that included a commitment to develop a long-term litter prevention program to help reduce freeway litter and defray pickup costs. *Don't Trash Arizona!* is a joint effort between the Maricopa Association of Governments and ADOT to address the economic, safety, and health impacts of freeway litter along regional and state highways. The program is funded through Proposition 400, which was approved by voters in 2004. That funding encompasses litter pickup, sweeping, and landscape maintenance, as well as litter education and prevention. Don't Trash Arizona seeks to change attitudes, awareness, and most importantly, behavior, when it comes to roadway littering. An evaluation survey is conducted annually to monitor progress and program impact. Former surveys find *Don't Trash Arizona* has resulted in significant increases in awareness about litter issues and some changes in behavior among the most common offenders.

13. Support MAG Member Agencies and the General Public With Census Information on the American Community Survey (ACS), and Other Census Products and Surveys to Ensure That Member Agencies Have the Information Needed to Make Informed Decisions

The 2010 Decennial Census took place on April 1, 2010. The U.S. Constitution mandates a count of every person living in the United States every 10 years. Approximately \$400 billion in federal funding is distributed annually to states based on population. In addition, more than one billion dollars in state-shared revenue is distributed to Arizona communities each year based on population. Since census numbers stand for 10 years, communities with undercounted populations risk losing millions of dollars in federal funding.

- a. MAG will continue to develop reports and analysis, including community profiles and maps based on the Census data;
- b. Continue to inform member agencies of data available from the Census Bureau as well as assist with data analysis needs as they arise.
- c. MAG will host workshops for MAG member agency staff to provide analysis and expert training on utilizing Census and other socioeconomic data.

14. Create Partnerships With Others to Enhance the Quality of Planning for MAG, MAG Member Agencies and Other Regions to Ensure Efficient and Effective Responses to Future Growth Challenges

The success of many plans and programs is dependent on the partnerships of data providers, peer and expert support for reviewing and improving the methodologies employed, and the comment and feedback from data users and decision makers in the public and private sectors. To that end, MAG will continue to encourage the following partnerships:

- a. **Building an International Economic Network (BIEN):** To encourage collaboration for small and medium sized businesses, MAG is developing online tools that assist business development and retention particularly working with our largest international trade partners - Mexico and Canada. Development of a centralized database and a digital platform with functionality for developing linkages across the supply chain and customized search and mapping will be completed in FY2014. Additional enhancements to the tools and extensive marketing to businesses, trade groups, and chambers of commerce will be completed.
- b. **AZ-SMART:** MAG will continue to work with Arizona Councils of Governments, (COGs) Metropolitan Planning Organizations (MPOs), the Arizona Department of Transportation, the Arizona State Land Department and other Arizona state agencies to create a common socioeconomic modeling suite, AZ-SMART (Arizona's Socioeconomic Modeling, Analysis and Reporting Toolbox.) This modeling suite is a platform on which to build, calibrate, run, and analyze socioeconomic projections and projection models. It will also seamlessly incorporate local and national models at different levels of geography, with expanded model boundaries, in order to adequately support the transportation and regional planning activities at MAG and elsewhere. In 2012/2013, AZ-SMART was used by MAG for the development of the next set of socioeconomic projections for Maricopa and Pinal Counties. MAG will enhance AZ-SMART by developing macro econometric models and scenario analysis tools as part of this suite to support regional land use and transportation planning efforts. The enhancements to AZ-SMART will include a joint project with the San Diego Association of Governments to develop a regional econometric model system.
- c. **Solar Ready II:** MAG is partnering with the National Association of Regional Councils and nine other councils of government on the Solar Ready II project as part of the U.S. Department of Energy SunShot Initiative Rooftop Solar Challenge, which has a goal of reducing regulatory hurdles for residential solar, and to make it faster, easier and cheaper for households to go solar. MAG will work to implement best management practices, provide training materials, and support proven implementation strategies for solar energy in the region. Working with local governments, the goal is to achieve more streamlined and standardized solar practices, resulting in measurable improvement in the region's solar market conditions.
- d. **COG/MPO Socioeconomic Modeling Group:** MAG will continue to organize an annual day and a half seminar on all socioeconomic modeling methods of importance to COGs and MPOs. Discussions at this seminar have focused on the pros and cons of numerous socioeconomic models, data collection techniques and geographic analysis. In previous years, this seminar has attracted as many as forty people representing greater than seventeen

different COGs and MPOs. In addition, UrbanSim/OPUS is rapidly becoming the national socioeconomic model of choice for many COGs and MPOs and AZ-SMART is building on the UrbanSim/OPUS framework. COGs and MPOs have specific needs of their socioeconomic models to produce official projections for the area. These needs may be quite different from the needs of universities, consultants or the general public. Therefore, MAG also will sponsor a meeting of a COG/MPO UrbanSim/OPUS Users Group to identify what we as COGs and MPOs think the future direction of this suite of socioeconomic models should be.

- e. **Data dissemination and mapping:** MAG implemented online mapping and reporting tools for land use, major land marks, demographic and employment data in the MAG region. MAG staff will continue to work on enhancing the tools based on input received from users. Additional mapping and reporting tools supporting regional data analysis and dissemination will be developed. Additionally, MAG will implement an enhanced MAG Data Center with particular emphasis on data maintained by Information Services. These tools will provide easy access to demographic, economic, and regional land use data and analysis for planners, decision makers, and the general public. Developing these cutting edge tools will be an important component of making the MAG information useful to the greater community.
- f. **Desert Peaks Awards:** When communities work together, the entire region benefits. The Desert Peaks Awards were created in 1998 as a means of recognizing agencies and individuals who have demonstrated a commitment to promoting, recognizing, and attaining the ideals of regionalism. The Desert Peaks Awards represent the most prestigious regional honors bestowed in the state. The awards are held on a biennial basis and will be held in June 2014.

15. **Provide Technology Support to MAG Divisions, the Director and the Member Agencies**

Providing appropriate and timely technology support will enable the agency to meet scheduled planning and modeling commitments. Through continuing provision of computing resources, database design and support, programming, application support and telecommunication services, Information Technology will ensure that modeling and planning activities are supported; ensure that member agencies have a forum for the exchange of technological information; and facilitate collaborative policy and technical meetings. The major processes in Information Technology that are targeted for FY 2015 include the following:

- a. **Promote participation in and communication about the MAG process through technology:** Information Technology will continue to support the use of GovDelivery, conferencing technologies and the Communities of Practice site as communication tools. Information Technology will support the continued expansion of the MAG web sites and the possible creation of additional portals for citizen input and data access. Information Technology will also continue to create and manage surveys to collect and share information about the organization and its goals. Additionally, Information Technology will continue to support the technology needs of MAG through the expansion of modeling capability and improved recoverability.
- b. **Support the enhancement of interagency communications and technological cooperation:** Information Technology will work with the Transportation Division to ensure the successful

support of the Regional Community Network (RCN) and to evaluate opportunities for expansion. This support will be demonstrated by the successful use of the network in support of 9-1-1 operations and video sharing between agencies. Information Technology also will continue to promote agency involvement in the Technology Advisory Group as a venue for regional education and collaboration by hosting at least six meetings. Information Technology will support collaborative efforts to allow agencies to share resources and identify partnering opportunities by maintaining the Shared Code Resources, Information Technology Sharing and Fiber Mapping sites.

16. **Improve Coordination of Mobility Options for Transportation Disadvantaged People**

Update the MAG Human Services Coordination Transportation Plan to reflect emerging needs and new opportunities to benefit older adults, people with disabilities, and people with low incomes. The plan will offer an inventory of available services, an assessment of the gaps and resources, and prioritized strategies to best meet these needs. The plan will be presented to the MAG Regional Council for approval in the third quarter of FY 2015.

17. **Improve Criminal Justice Response to Domestic Violence**

Implement the next phase of the MAG Protocol Evaluation Project with support from the Governor's Office and 22 project partners. This will include coordination among law enforcement, prosecutors, and victim advocates; delivery of training in person; and through Webinars. The result will be that victims are safer and abusers are held accountable through the criminal justice system. This will be documented by an evaluation of the project and a survey of the stakeholders supporting the work by the second quarter of FY 2015.

18. **Maintain the Region's Supply of Permanent Supportive Housing**

Maintain the U.S. Department of Housing and Urban Development (HUD) award for permanent supportive housing by facilitating activities to submit a consolidated Continuum of Care Program application to HUD for homeless assistance funding through the fourth quarter of FY 2014. This includes conducting an annual count of homeless persons, a gaps analysis, application training and review process for agencies, and completion of HUD Continuum of Care materials. The impact will be that people experiencing homelessness will have consistent access to permanent housing needed to end homelessness.

19. **Ensure Equitable Treatment of Disadvantaged Populations**

Monitor implementation of the Environmental Justice Title VI Plan and make refinements indicated by public feedback and committee recommendation as needed. Continue to reach out to communities of concern through public involvement activities and integrate feedback from communities of concern into the planning process as appropriate. Achievement of these activities will be demonstrated by the fourth quarter of FY 2015 through a report to related MAG Committees.

20. Promote and Support Age-Friendly Communities

Support and expand the Regional Age-Friendly Network by successfully maintaining the three age-friendly initiative pilot projects that launched in FY 2014 through Central Village in Phoenix, Tempe Neighbors Helping Neighbors, and a new transportation program in the Northwest Valley; implement the new age-friendly pilot project developed in Scottsdale; solicit additional funding to continue the network; and increase traffic on the project's website by 10 percent.

21. Provide Fiscal Support to All MAG Divisions, the Director and the Members

The main goal of the Fiscal Services Division is to produce accurate, reliable and timely financial information for MAG. Financial administration at MAG requires expertise and the efficient performance of many, varied duties and activities by the Fiscal Services Division. In addition to the General Fund, which is the operating fund at MAG, the Fiscal Services Division also performs all accounting functions for nine special revenue funds, the capital account and debt account. Providing appropriate and timely fiscal support will enable the agency to make well-informed fiscal decisions and meet scheduled commitments. Through continuing implementation of the accounting policies and standards of MAG, fiscal services will ensure material compliance with governmental accounting standards; provide a fiscal program within the context of MAG's short- and long-range planning utilizing approved management techniques; and, provide fiscal information in a timely and accurate manner. The major processes in Fiscal Services that are targeted for FY 2015 include the following:

- a. **Accounting, Auditing and Financial Reporting:** The Fiscal Services Division is committed to continuing staff training and review of accounting procedures in order to meet the requirements of relevant standards, including, but not limited to, federal, local, and governmental accounting; researching and implementing new pronouncements from the Governmental Accounting Standards Board; approving, reconciling and monitoring financial information; monitoring cash flow to determine billing schedules to maintain an adequate cash balance; and, working with the new financial management system.

During this fiscal year, the Fiscal Services Division will be processing all accounting data in the new accounting system and we will continue to learn to make the most effective use of the software.

- b. **Budget, Grants and Financial Management:** Examine the annual budgeting process and determine methods of streamlining the budget preparation process including analysis and recommendation of budget production on an annual vs. biannual basis. There should be no loss in quality of the budget project or adverse financial impacts as a result of changing any procedures. Continue to produce a balanced budget whereby all expenditures are supported by revenues. Continue to ensure compliance with federal and state laws and related agreements using the budget amendment process that has been agreed upon between MAG and its cognizant agency for the Federal Highway Administration and Federal Transit Administration funding agreements. Ensure that the draft budget review is thorough and complete by all interested parties and that the draft budget review procedure is transparent for a timely adoption of the budget.

The Fiscal Services Division will continue to manage and process grant information in a manner consistent with all state and federal requirements.

- c. **Adhere to Recommended Practices for State and Local Government as approved by the Government Finance Officers Association (GFOA) where applicable:** Ensure that the MAG Unified Planning Work Program and Annual Budget is an accurate annual budget which provides direction through the MAG policies in fiscal and operational terms, and provides a practical framework for implementing the policies needed in order to carry out the responsibilities at MAG throughout the year. Continue to work toward receiving the GFOA of the United States and Canada Distinguished Budget Presentation Award by adhering to GFOA standards with the production of the FY 2015 Unified Planning Work Program and Annual Budget.
- d. **Procurement:** Minimize program costs by adhering to the MAG Procurement Policy and ensuring sound purchasing practices. The MAG Procurement Policy provides overall direction in shaping the practices MAG uses to acquire goods and services needed to carry out our responsibilities for procurement. The Procurement Policy was established to promote economy, efficiency, and effectiveness in the acquisition process. The policy is written to facilitate procurement practices that provide for public confidence in the MAG procurement process. Continue to maintain procurement standards through internal review of the documents produced in drafting Request for Proposals, Request for Qualifications and writing contracts. Continue to review the policy and standards periodically with MAG legal counsel to ensure that MAG's procurement process is current with federal and state laws and regulations and that the procurement process is efficiently administered.
- e. **Cash Management and Fiscal Responsibility:** Continue to ensure that the processes impacting cash management are timely and thorough in order to ensure the highest level of fiscal responsibility. This would include review and processing of accounts receivables; timely cash deposits; thorough review of all expenditures; timely and accurate billings; processing and verification of payable; and, review of other potential cash savings processes for MAG.
- f. **Employee Compensation and Benefits:** The biggest factors forcing the increase in the MAG operating budget are increases in employee compensation and increased benefits costs. Fiscal Services will continue to ensure that the compensation and benefit expenses are accurate. The division will continue to support the effort of the MAG Director to ensure that the compensation and benefit programs at MAG: (a) reflect the value of work performed by our employees; (b) compare favorably with the compensation and benefits paid for similar work in the private and public sectors; and (c) do not exceed authorized spending. The division will continue training and research to keep current on Federal and State laws regarding employee compensation and benefits; the division will implement any new legislation in a timely manner.

22. Continue to Improve Relationships in the Arizona Megapolitan Corridor

The megapolitan region of Arizona will contain 82 percent of the state's population by 2050. MAG will continue to work with the Central Arizona Governments (CAG), the Pima Association of Governments (PAG) and the Sun Corridor Metropolitan Planning Organization (SCMPO) to build

stronger relationships among the key elected officials in the three regions to empower a spirit of cooperation and collaboration with each other and important stakeholders, such as the Arizona Department of Transportation, State Land Department, Arizona State University's Morrison Institute of Public Policy, and economic development organizations, on key projects in the agencies' work programs that will help to establish the building blocks for developing an economic strategic plan for Arizona.

23. Continue to Improve Relationships with Arizona Councils of Government/Metropolitan Planning Organizations and the Arizona Department of Transportation

MAG will continue to assist in coordinating/hosting meetings with the COG/MPO Directors and ADOT staff to discuss project delivery and related ADOT and federally funded projects. Arizona COGs/MPOs and ADOT agreed to proactively address the transportation needs at all levels of government, while maintaining close interagency coordination, a common understanding of issues, and a willingness to be flexible in light of changing conditions. This includes conducting regular partnering meetings at both the agency executive level and the agency planner/staff level; and conducting "problem-solving" partnering sessions focused on specific issues with the goal of reaching agreement or compromise on the best approach, and addressing the concerns of all agencies involved; and providing timely financial, programming and project status information and data, so that project implementation can proceed efficiently. The goal is to efficiently deliver federal funded projects throughout Arizona.

24. Continue to Improve Relationships in the Mega-Region (Arizona/Sonora)

The mega-region consists of Arizona and Sonora, Mexico. MAG, in cooperation with other regional planning agencies, will continue to work with elected officials in Sonora, Mexico to build stronger relationships and coordinate planning efforts so that the region will become more globally competitive.

MAG has been developing an online tool to encourage collaboration for small and medium sized businesses and to assist business development and retention, particularly working with our largest international trade partners, Mexico and Canada. A centralized database and a digital platform with functionality for developing linkages across the supply chain and customized search and mapping is currently under development in collaboration with regional and international economic development groups.

MAG, along with other public and private agencies, is partnering with the City of Phoenix in establishing an in-market trade, investment and tourism office in Mexico City. This office will be a resource for MAG member agencies to utilize and to continue building opportunities to enhance the regions economy. The office will have a consultant/contractor who would provide a physical presence for the partners in Mexico City. The MAG Regional Council approved providing \$25,000 to the City of Phoenix for this effort.

MAG has worked with the COG/MPO Directors to develop a *Resolution of Support for Extending the Border Zone in Arizona*. MAG, along with the Economic Development Committee chair, has been invited to present at several Arizona COG/MPO Board meetings. To date, the Western Arizona Council of Governments, the Yuma Metropolitan Planning Organization, the Inter Tribal Council of Arizona, and the Flagstaff Metropolitan Planning Organization have signed and passed the resolution.

Also, the Nogales City Council has passed the resolution. Currently, the border zone is 75 miles from Arizona's ports of entry except for Yuma, which is 25 miles. Increasing the border zone to all of Arizona will provide more destinations of interest for border crossers, potentially attracting more middle class Mexicans for tourism travel. MAG will be meeting with Customs and Border Protection and Homeland Security on this effort. We will continue to work with the regional planning agencies to inform our congressional delegation on the importance of increase staffing, improved technology, and streamlining the visa process to create a more efficient border.

25. **Foster Transportation-Related Regional Economic Development**

MAG will work to foster enhanced communication, coordination and consistency between the goals and policies of transportation plans and economic development strategies for economic development and planning agency leaders. This would target transportation related efforts to grow businesses, jobs and incomes by focusing on the state's major metropolitan areas. It is important to note the strong link between economic development and infrastructure in this region. Housing, transportation, and education are key components to a successful economic development plan. Transportation especially must be coordinated across municipal boundaries in order to be effective.

MAG also will work with the border towns, such as the Cities of Nogales and San Luis, to assist in improving the border crossings to be more competitive, and to improve the traffic flow and rail crossings at the border. Arizona greatly benefits from border traffic with approximately \$20 billion in two-way trade flow through the Nogales Port of Entry alone.

MAG worked with Arizona State University, Maricopa Community Colleges, Northern Arizona University, The Thunderbird School of Global Management and the University of Arizona on a "Memorandum of Understanding: Research, Innovation, and Entrepreneurial Agreement." This MOU is a means of showing local government support for the universities and colleges as they globally compete for grant funding and to expedite the process for demonstrating that support. MAG will continue to work with the universities and colleges on creating awareness of the MOU and the resources available.

MAG applied for and was awarded the SHRP2 Expediting Project Delivery (C19) grant for \$240,000. The proposal was on behalf of the Western Regional Alliance. MAG was one of two MPO selected out of 27 agencies. The project will focus on advancing the deployment of multi-objective solutions that expedite transportation project delivery in the Intermountain West Region. Key stakeholders will assist in developing a Risk Register and creating a collaborative data base that identifies transportation focus and potential area of conflict, as well as providing useful analytical tools.

26. **Develop Relationships with the Federal Government to Communicate Regional Objectives and Concerns**

Recent and ongoing activities concerning federal legislation and proposed administrative actions have facilitated the need to consider utilizing regular consulting to represent MAG's interests. The pending transportation reauthorization is an opportunity to increase and/or streamline the responsibilities of metropolitan planning organizations in large urbanized areas in light of flat or decreasing federal funding. MAG also continues to monitor potential changes in policy and programmatic activities in the

areas of air quality and human services, among others. Continuing the consultant assistance for federal affairs will assist in communicating MAG's perspective in important matters that impact the region.