

October 13, 2009

TO: Members of the MAG Regional Council Executive Committee

FROM: Councilwoman Peggy Neely, City of Phoenix, Chair

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

Monday, October 19, 2009 - Noon
MAG Office, Suite 200 - Cholla Room
302 North 1st Avenue, Phoenix

A meeting of 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, by telephone conference, or by video 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 Alana Chávez 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 Councilwoman Peggy Neely at (602) 262-7445. For MAG staff, please contact Dennis Smith, MAG Executive Director, at (602) 254-6300.

TENTATIVE AGENDA

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

3. Approval of Executive Committee Consent Agenda

Prior to action on the consent agenda, members of the audience will be 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. Consent items are marked with an asterisk (*).

*3A. Approval of the September 21, 2009, Executive Committee Meeting Minutes

*3B. Amendment to the FY 2010 MAG Unified Planning Work Program and Annual Budget to Add \$50,000 to the ITS Evaluation - MAG Consultant On-Call Project

On June 25, 2008, the Regional Council approved the selection of on-call consultants to

3. Approval of Executive Committee Consent Agenda.

3A. Review and approval of the September 21, 2009, Executive Committee meeting minutes.

3B. Amend the MAG FY 2010 Unified Planning Work Program and Annual Budget to add \$50,000 of FY 2009 MAG Surface Transportation Program funds to the ITS Evaluation - MAG Consultant On-Call Project to improve the methods used to evaluate the air quality benefits of ITS projects proposed

provide Intelligent Transportation Systems (ITS) and Safety services for a period of two years. On May 27, 2009, the Regional Council approved the MAG FY 2010 Unified Planning Work Program and Annual Budget (UPWP), which includes \$30,000 for the ITS Evaluation - MAG Consultant On-Call Project. Each year, MAG receives dozens of requests from member agencies for Congestion Mitigation and Air Quality Improvement (CMAQ) funding for ITS projects. In order to be CMAQ-eligible, projects must demonstrate a net reduction in emissions of air pollutants in nonattainment or maintenance areas. Recent changes to the EPA-approved emissions model have made it more difficult to quantify emission reductions associated with ITS projects. MAG requires consultant assistance to simplify the data requirements, improve the accuracy of the emission estimates, and reduce the time it takes to evaluate the air quality benefits of ITS projects proposed for CMAQ funding. A consultant qualified in ITS Evaluation would be selected from the existing on-call services contract. The proposed amendment to the UPWP would add \$50,000 of FY 2009 MAG Surface Transportation Program funds to the ITS Evaluation - MAG Consultant On-Call Project to improve the methods for evaluating the air quality benefits of ITS projects. This item is on the October 14, 2009, MAG Management Committee agenda. An update on the action taken by the Management Committee will be provided. Please refer to the enclosed material.

*3C. Video Outreach Associate Contract Amendment

The FY 2010 Unified Planning Work Program and Annual Budget approved by the MAG Regional Council in May 2009 includes \$24,000 for a Video Outreach Associate to assist in the writing and production of videos for its MAG Video Outreach Program. The Proposition 400 video has recently been completed and two additional projects are underway. To meet the demand for additional projects, staff recommends adding \$14,000 to the FY 2010 contract for the Video Outreach Associate. This item is on the October 14, 2009, Management Committee agenda. An update on the action taken by the Management Committee will be provided. Please refer to the enclosed material.

for Congestion Mitigation and Air Quality Improvement (CMAQ) funding.

- 3C. Approval of adding \$14,000 to the FY 2010 contract for the MAG Video Outreach Associate.

*3D. Don't Trash Arizona Litter Prevention and Education Contract Amendment

The Regional Transportation Plan includes \$279 million for the freeway maintenance program, including litter control and prevention. In November 2003, MAG and the Arizona Department of Transportation (ADOT) signed a joint resolution that included development of a long-term litter prevention program to reduce freeway litter and defray pickup costs. The *Don't Trash Arizona* program was implemented in 2006 by MAG in cooperation with ADOT. In September 2008, the MAG Regional Council approved the selection of RIESTER as the consultant to design and implement the FY 2009 Litter Prevention and Education Program at a cost not to exceed \$380,000. The base contract period was for a one-year term, with a provision that MAG may, at its option, offer to extend the period of this agreement up to a maximum of two, one-year options, based on consultant performance and funding availability. The current contract expires on October 31, 2009. The MAG FY 2010 Unified Planning Work Program and Annual Budget includes \$300,000 in funding for litter prevention and education. Staff is recommending amending the FY 2010 Unified Planning Work Program and Annual Budget to amend the consultant contract with RIESTER for one year for the Litter Prevention and Education Program to include \$300,000 budgeted in the MAG FY 2010 Unified Planning Work Program and Annual Budget for litter prevention and education. This item is on the October 14, 2009, Management Committee agenda. An update on the action taken by the Management Committee will be provided. Please refer to the enclosed material.

*3E. Amendment to the MAG FY 2010 Unified Planning Work Program and Annual Budget to Reflect Changes in Human Services Funding

The MAG FY 2010 Unified Planning Work Program and Annual Budget (UPWP) was approved on May 27, 2009. Recently MAG received notice that two of the Human Services grants approved in the MAG FY 2010 UPWP were not going to be awarded due to shortfalls in state funding. These include the Innovative Grant traditionally received from Governor's

3D. Approval to amend the consultant contract with RIESTER for one additional year for the Litter Prevention and Education Program to include \$300,000 budgeted in the MAG FY 2010 Unified Planning Work Program and Annual Budget for litter prevention and education.

3E. Approval of a budget amendment to the MAG FY 2010 Unified Planning Work Program and Annual Budget to remove the Innovative Grant from Governor's Brewer's Office in the amount of \$43,824 and the remaining balance of the FY 2010 Arizona Department of Economic Security homeless planning grant in the amount of \$7,500, resulting in a net reduction to the overall budget of \$51,324.

Brewer's Office for \$43,824 as well as the remaining balance of the FY 2010 Arizona Department of Economic Security homeless planning grant for \$7,500. This item is on the October 14, 2009, Management Committee agenda. An update on the action taken by the Management Committee will be provided. Please refer to the enclosed material.

*3F. Consultant Selection for an Avondale Park and Ride Site Selection Study

On June 10, 2009, the MAG Regional Council Executive Committee approved an amendment to the MAG FY 2009 Unified Planning Work Program and Annual Budget to include funding for a Park And Ride Site Selection Study for the City of Avondale. Since that time, MAG staff has completed a Request for Proposals (RFP) process. Seven proposals were received. A multi-agency review team evaluated the proposals, conducted consultant interviews, and recommended to MAG that TranSystems be selected to develop the Avondale Park And Ride Site Selection Study for an amount not to exceed \$200,000. This item is on the October 14, 2009, Management Committee agenda. An update on the action taken by the Management Committee will be provided. Please refer to the enclosed material.

*3G. Consultant Selection for an Avondale Transit Circulator Study

On June 10, 2009, the MAG Regional Council Executive Committee approved an amendment to the MAG FY 2009 Unified Planning Work Program and Annual Budget to include funding for a Transit Circulator Study for the City of Avondale. Since that time, MAG staff has completed a Request for Proposals (RFP) process. Six proposals were received. A multi-agency review team evaluated the proposals, conducted consultant interviews, and recommended to MAG that URS Corporation be awarded the contract to develop the Avondale Transit Circulator Study for an amount not to exceed \$150,000. This item is on the October 14, 2009, Management Committee agenda. An update on the action taken by the Management Committee will be provided. Please refer to the enclosed material.

3F. Approval of the selection of TranSystems as the consultant to develop the Avondale Park And Ride Site Selection Study for an amount not to exceed \$200,000.

3G. Approval of the selection of URS Corporation as the consultant to develop the Avondale Transit Circulator Study for an amount not to exceed \$150,000.

**ITEMS PROPOSED TO BE HEARD
BY THE EXECUTIVE COMMITTEE**

4. MAG Committee Chair and Vice Chair Appointments

On September 21, 2009, the MAG Executive Committee approved appointments of new chairs and vice chairs ending June 2010. At that time the vice chair position for the MAG Continuum of Care Regional Committee on Homelessness was not appointed pending further discussions among member agencies.

On September 30, 2009, the MAG Regional Council approved the formation of a MAG Transit Committee to assist MAG's responsibility for programming federal transit funds. On October 1, 2009, MAG staff sent a memorandum inviting member agencies to include a representative from their organization on the committee. In addition, the committee will include one member each from the Regional Public Transportation Authority (RPTA), Valley Metro Rail (METRO), and the Arizona Department of Transportation (ADOT). The memorandum also requested members agencies to identify whether representatives would like to be considered for chair and vice chair appointments. Letters requesting to be considered for officer appointments by the MAG Executive Committee were requested to be submitted to the Chair of the Regional Council by October 13, 2009. Please refer to the enclosed material.

5. The Arizona We Want

The Arizona We Want is the result of a five-year effort to capture the ideas of both Arizona leaders and the citizens they represent. The first step was taken in 2005 when the Center for the Future of Arizona published the results of a two-year study that reviewed more than 50 major policy reports. The historic reports provide an invaluable record of leadership thinking over 15 years as Arizona struggled to provide for large and steady influxes of new people.

The second phase, launched in 2008, set out to find the voice of Arizona citizens through the Gallup Arizona Poll. More than a snapshot in time, the poll offers a realistic and contemporary

4. Approval of appointments of new vice chair for the MAG Continuum of Care Regional Committee on Homelessness ending June 2010 and chair and vice chair of the MAG Transit Committee ending January 2011.

5. Information

picture of what citizens think about life in Arizona communities and what they want for the future. The result is a new framework for action that can be used by leaders in all sectors—an opportunity map, a set of underlying issues that must be resolved, and a true citizens' agenda for *The Arizona We Want*. Dr. Lattie Coor, Chairman and CEO from the Center for the Future of Arizona, will present the findings of the study. Please refer to the enclosed material.

6. ASU North American Center for Transborder Studies Report Update

On April 22, 2009, the MAG Regional Council approved amending the FY 2009 MAG Unified Planning Work Program and Annual Budget to include up to \$12,000 of MAG federal funds if needed to have Arizona State University's North American Center for Transborder Studies conduct a study to describe the global and North American forces that impact the MAG region and the Sun Corridor.

The report was jointly funded by MAG, the Central Arizona Association of Governments (CAAG), and the Pima Association of Governments (PAG). MAG, CAAG, and PAG staff have reviewed the final report and have discussed the possibility of holding a joint meeting. At the meeting, it is anticipated that a presentation will also be made by Arizona State University's Morrison Institute and discuss the characteristics of the Sun Corridor region. To further enhance planning coordination efforts among the three regions, a joint resolution has been prepared. The CAAG Regional Council has approved this resolution and it is currently under consideration by the PAG Regional Council. MAG staff will present an update on this item and is seeking to recommend approval of a resolution of planning coordination with the Maricopa Association of Governments (MAG), Pima Association of Governments (PAG), and Central Arizona Association of Governments (CAAG) and for the MAG Chair to sign the resolution at a future joint meeting of MAG, PAG, and CAAG. Please refer to the enclosed material.

6. Recommend approval of a resolution of planning coordination with the Maricopa Association of Governments (MAG), Pima Association of Governments (PAG), and Central Arizona Association of Governments (CAAG) and for the MAG Chair to sign the resolution at a future joint meeting of MAG, PAG, and CAAG.

7. Transportation Regional Planning Roles and Responsibilities Update

On September 21, 2009, the MAG Executive Committee approved Option 1: Programming Consolidated at MAG; forming a MAG transit committee and addressing potential budget issues regarding the Regional Public Transportation Authority and Valley Metro Rail in the development of the FY 2011 MAG Unified Planning Work Program and Annual Budget. The Executive Committee directed that staff report back on the remaining three options in no later than 90 days and that progress reports be provided at future Executive Committee meetings. MAG staff will provide an update on this item.

8. Regional Council Items Proposed for Consideration By MAG

On September 30, 2009, the MAG Regional Council requested two items to be considered by the Executive Committee for further direction: 1) Report on The Rescission of Federal Highway Administration Funds and 2) Technology to Track Mileage on Freeways for Performance Measurement.

9. 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.

10. Adjournment

7. Information and discussion.

8. Information, discussion, and possible action.

9. Information and discussion.

MINUTES OF THE
MARICOPA ASSOCIATION OF GOVERNMENTS
MAG REGIONAL COUNCIL EXECUTIVE COMMITTEE
September 21, 2009
MAG Offices, Cholla Room
302 N. 1st Avenue, Phoenix, Arizona

MEMBERS ATTENDING

| | |
|---|------------------------------------|
| Councilwoman Peggy Neely, Chair | Mayor James M. Cavanaugh, Goodyear |
| Mayor Thomas L. Schoaf, Litchfield Park, Vice Chair | Mayor Scott Smith, Mesa |
| Mayor Hugh Hallman, Tempe, Treasurer | Mayor Jim Lane, Scottsdale |
| Mayor Marie Lopez Rogers, Avondale | |

* Not present

Participated by video or telephone conference call

1. Call to Order

The Executive Committee meeting was called to order by Chair Peggy Neely at 12:09 p.m. Chair Neely stated that public comment cards were available for those members of the public who wish to comment. She noted that transit tickets were available from Valley Metro for those using transit to come to the meeting. Parking validation was available from MAG staff for those who parked in the parking garage.

2. Call to the Audience

Chair Neely noted 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 and 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 Neely noted that no public comment cards had been received.

3. Consent Agenda

Chair Neely 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. There were no public comment cards received.

Chair Neely requested approval of items on the consent agenda. She noted that there would be two separate motions. Chair Neely asked if there were any questions on item #3B. Chair Neely commented that she was glad to see cooperation between MAG staff and staff from the Central Arizona Association of Governments (CAAG).

Chair Neely requested a motion to approve item #3A. Mayor Lane moved to approve item #3A on the consent agenda. Mayor Schoaf seconded the motion and the motion carried unanimously (7-0).

Mayor Cavanaugh moved to approve item #3B on the consent agenda. Mayor Schoaf seconded the motion and the motion carried unanimously (7-0).

3A. Approval of the August 18, 2009 Regional Council Executive Committee Meeting Minutes

The Regional Council Executive Committee, by consent, approved the August 18, 2009, Regional Council Executive Committee meeting minutes.

3B. Vendor Selection for Aerial Photography

The Regional Council Executive Committee, by consent, approved to select Aerials Express to provide digital aerial photography in an amount of \$71,500, with MAG responsible for \$25,000 and CAAG responsible for \$46,500.

In May 2009, the MAG Regional Council approved the FY 2010 Unified Planning Work Program and Annual Budget, which included \$40,000 for digital aerial photography for use in planning activities by both MAG and its member agencies. This imagery is purchased on an annual basis and typically includes substantial portions of Pinal County. This year MAG staff was approached by the Central Arizona Association of Governments (CAAG) staff to enter into a partnership to issue a single Invitation for Bids. MAG and CAAG would both receive the full imagery acquisition, and CAAG's payment responsibility would be for the Pinal County portion of the imagery. As in past years, this photography will be made available at no charge to MAG member agencies, as well as to CAAG member agencies. On July 22, 2009, the MAG Regional Council approved amending the FY 2010 Unified Planning Work Program and Annual Budget for MAG to accept funds from the Central Arizona Association of Governments for the Pinal County portion of the digital aerial photography. MAG issued the Invitation for Bids on July 24, 2009 and received two bids to provide this product, from Aerials Express and Landiscor Aerial Information. A multi jurisdictional evaluation team reviewed the bids, and unanimously recommended to MAG that the bid from Aerials Express be selected. On September 16, 2009, the MAG Management Committee recommended approval of this item.

4. MAG Committee Chair and Vice Chair Appointments

Chair Neely noted that a handout regarding chair and vice chair appointments had been provided. She invited Mayor Cavanaugh to provide further comments.

Mayor Cavanaugh suggested that the Executive Committee vote on the slate identified on the handout provided and to remove the Continuum of Care vice chair at this time noting that the cities could discuss this over the next few weeks. Mayor Cavanaugh moved to approve the MAG Committee chair and vice chair appointments as reflected on the slate provided except the Continuum of Care vice chair appointment. Mayor Hallman seconded the motion noting that a vote would take place next month on the Continuum of Care vice chair and the motion carried unanimously (7-0).

5. Funding for Marketing and Advertising Provided to RPTA for the Regional Rideshare, Telework and Ozone Outreach and Trip Reduction Programs

Chair Neely introduced Dennis Smith, MAG Executive Director to make a presentation on item #5.

Mr. Smith noted that in September 2008, the Regional Public Transportation Authority (RPTA) issued a memorandum clarifying that no Public Transit Funds (PTF) or sales tax funds would be used to market new riders. He stated that at that time budget cuts were occurring in many agencies and that bus service was also being impacted. Mr. Smith said that the RPTA brought this to MAG's attention and MAG staff met with RPTA staff to ask about their expenditure of advertising and marketing money provided by MAG. He stated that at that time a decision was made not to come to the Executive Committee to request a modification, but that MAG staff would continue to monitor the RPTA expenditures in these areas. Mr. Smith noted that MAG had analyzed what was being paid for throughout year using the funds provided by MAG. He stated that the memorandum provided was developed to answer some of staff's questions. Mr. Smith said that MAG staff was uneasy about some of the expenditures which had been made in light of the atmosphere that was in place and has remained regarding the reduction of agency budgets. He added that in addition to reviewing the use of MAG's federal funds in marketing and advertising, staff had requested what was being spent collectively on these programs. Mr. Smith noted that a chart provided in the memorandum identified that \$4.2 million dollars is being spent annually on marketing and advertising. He added that the \$4.2 million includes approximately \$1 million from Maricopa County for the Clean Air Campaign, \$1 million from the Arizona Department of Environmental Quality (ADEQ) for the Trip Reduction program and \$2 million from MAG for Rideshare, Telework Ozone and Trip Reduction. Mr. Smith said he wanted to clarify that the decision before the Executive Committee was not whether the programs were needed because they were required by federal and state law. He said rather what level of federal Congestion Mitigation Air Quality (CMAQ) funds should be used for marketing, advertising, trip reduction, rideshare and air quality education efforts. He said that after researching several metropolitan areas, staff had developed four options for consideration which included: Option 1 - no change and keep the \$429,215 for marketing and advertising; Option 2 - RPTA keeps \$429,215 but just for marketing and there is no paid advertising; Option 3 - redirect the \$429,215 out of marketing and advertising budget and give it to RPTA staff to visit employers under the trip reduction ordinance; and Option 4 - eliminate the \$429,215 from the RPTA budget. Mr. Smith added that it was evident that the staff members at the RPTA believed in these programs and that they have done great job. He noted that the issue was not the employees, but whether at what level the programs were needed. Mr. Smith stated that with the contracts for the RPTA due on October 1, MAG staff believed it was the appropriate time to receive guidance from the Executive Committee on what should be implemented moving forward. Mr. Smith invited Lindy Bauer, MAG Environmental Director and Julie Hoffman, MAG Environmental Planning Program Manager to provide further comments. He thanked Ms. Bauer and Ms. Hoffman for their hard work researching this issue.

Chair Neely stated that David Boggs, RPTA Executive Director had requested to speak following staff's presentation and before a motion would be made. She noted that the Executive Committee would be able to have further dialogue following Mr. Boggs' comments.

Ms. Bauer stated that staff was there to answer any questions members of the Executive Committee may have had from the material provided.

Mayor Smith said he was confused. He noted that Mesa has had several presentations from various groups on the issue of air quality. Mayor Smith asked if the programs overlapped or whether there was any duplication of efforts between the various groups who were providing advertising on air quality. He said he was not sure exactly what was out there and that it seemed like there were many entities advertising or marketing air quality. Mayor Smith asked how those efforts related with the program being presently discussed.

Mr. Smith replied that Maricopa County was required to have a clean air campaign. He added that in the past, the Arizona Department of Environmental Quality (ADEQ) provided funding to Maricopa County and that Maricopa County provided funding to the RPTA to run a clean air campaign. Mr. Smith noted that the RPTA had done a great job with its program. He stated that in the last three years, due to PM 10 concerns, Maricopa County initiated its own clean air campaign and has used approximately \$1 million of its own funds leading to the existence of two clean air campaigns in the Valley and two awards programs. He added that including Valley Forward, which is not publicly funded, there was a total of three clean air campaigns.

Chair Neely asked whether the air quality program with the County was required as part of their air quality plan.

Ms. Bauer responded yes and that it was a part of the County's commitment made for the PM 10 five percent plan.

Mayor Smith asked whether there was any cross utilization or coordination in the efforts or whether the programs operated independently.

Mr. Smith replied that MAG staff met with staff from Maricopa County regarding concerns MAG had regarding the air quality program. He noted that a subsequent item on the Executive Committee's agenda concerned trip reduction and rideshare. Mr. Smith stated that he was glad that this issue was being addressed and that in his discussions with staff from Maricopa County it was noted that there may be duplication and a need to combine efforts.

Chair Neely asked if there were further questions.

Mayor Hallman said that it appeared to be two elements being discussed. He stated that presently the Executive Committee was addressing the marketing and advertising element. Mayor Hallman added that in addition to MAG's contribution to air quality campaign efforts, there was indication that there had been a lot of duplication of marketing and advertising of various programs and that it was not clear that the marketing and advertising had been coordinated to the extent that the community was aware of the programs being offered by the various agencies. Mayor Hallman stated that the marketing and advertising effort needed to be coordinated, but that the underlying programs also needed to be managed better. He asked how difficult it would be and how much time it would take to get the agencies involved together to identify programs and how to run them as efficiently and effectively as possible and then market and advertise those programs more holistically.

Mr. Smith replied that during the sweeps by the state legislature, MAG had hosted a meeting with Maricopa County and the Arizona Department of Environmental Quality (ADEQ) to discuss the potential effect of budget cuts on the programs. He added that the three agencies had worked out a plan to keep the programs afloat. Mr. Smith said that MAG could call on the agencies to meet with the RPTA to discuss how to have a better integrated campaign or program. He added that it could be possible to keep stand alone programs. Mr. Smith said that MAG has had its own difficulties with silos because of how the MAG process worked which was driven at the technical committee level. He noted that when individuals begin looking for funding they go to the technical committees, but that the process was faulty and did not foster the coordination needed to happen between programs. Mr. Smith said that MAG could coordinate a meeting with the funding partners to see if there was a better way to address the issue and get some efficiency and cost savings which he believed was the ultimate goal.

Mayor Hallman stated that it was either to reduce the cost or improve the delivery of the programs.

Mr. Smith agreed and that for example it could lead to possibly one awards program.

Chair Neely agreed with Mayor Hallman. She said that she thought a meeting to discuss better coordination of the programs among the various agencies was an excellent idea. Chair Neely said that MAG could be a partner at the table looking at the money being expended, but that it was better to bring the other partners together and look at what will be done holistically with the funding received and come up with a unified program. She asked if there were any other comments.

Mayor Lane said that Option 2 noted that other than in first year, there were no paid media expenditures. He asked if there were any savings or if it was just another hole.

Mr. Smith responded that MAG has had great cooperation with the RPTA, but that area was confusing for staff to understand. He stated that the RPTA has utilized R&R Partners to develop the program and the creativity for their programs. Mr. Smith said that the funding was only the paid advertising and that the RPTA needed the rest of the funding to go to R&R Partners to further develop the programs. He noted that the RPTA felt the programs would no longer be able to be provided if they did not have the remainder of the money with R&R Partners. Mr. Smith said that he had been told that if MAG provided the \$429,215 directly to the RPTA, they would not have the flexibility to hire the staff to do the programs. He noted that MAG used its own staff not consultants for managing special programs, but that the RPTA has stated that they did not have enough staff and could not manage them if they did not have the assistance of R&R Partners.

Mayor Lane stated that it was not a savings, but strictly an allocation to another area.

Chair Neely asked if there were any other comments. She asked if the Executive Committee had any objections to Mr. Boggs addressing the committee.

There were none.

Mr. Boggs said that Mr. Smith was correct and that the RPTA had coordinated with the previously mentioned agencies. He agreed that at some point getting everyone together in a room to discuss what has been done would be extremely helpful. Mr. Boggs said that the Arizona Department of Transportation (ADOT) had recently evaluated transportation demand programs and identified RPTA's successes and how its program was nationally significantly lower with respect to costs. He said that eliminating the complete \$429, 215 and programs that have been in the Valley for twenty-three (23) years would affect some of the member cities RPTA did have. Mr. Boggs said that if there was a better way to do that and the Executive Committee would like the agency to return and report where the funding would be spent, with the exception of salaries, he would be happy to work with MAG rather than have the funding completely eliminated. He said that would have an impact on the organization and he would be happy to work with whatever process the Executive Committee identified.

Chair Neely asked if members of the Executive Committee had any questions of Mr. Boggs.

Mayor Hallman said he was not sure whether his impression was correct, but that it appeared that there were two separate agencies operating programs and four agencies funding them. He added that the two operating programs seemed to include the efforts by Maricopa County and the RPTA. Mayor Hallman continued that the funding for those initiatives was being provided by Maricopa County, ADEQ, RPTA and MAG. He asked how the funding differed for marketing and advertising versus actual operations.

Mr. Boggs replied that his staff could answer that question, but he wanted to clarify that some of the programs being discussed were rideshare related. He noted that other agencies did not work on those programs, but the RPTA did provide those services.

Mayor Hallman said that looking under Clean Air Programs there were some strict marketing programs, but there were also specific efforts like rideshare. He noted that Valley Metro Rail (METRO) operated a lot of advertising in the same regard to persuade the public to use the rail system versus driving a car. Mayor Hallman said he suspected that there were marketing dollars over at METRO that were probably not as well coordinated as they might be with the RPTA. He said that it struck him that there were four agencies currently funding programs and at least three agencies, including Valley Forward, operating clean air programs.

Mr. Boggs introduced Tony Bowman, Manager of Transportation Demand Management, from the RPTA to discuss the programs being discussed which were not managed by other agencies.

Mr. Bowman said that there was overlap in certain programs, but that the RPTA was solely responsible for the Regional Rideshare and Trip Reduction programs as well as the outreach to businesses Valleywide which focused on congestion mitigation.

Mayor Hallman said that those responsibilities dated to the 1990 devolution of the authority from MAG to outsource those to the RPTA.

Mr. Bowman agreed. He said that the RPTA was solely responsible for congestion mitigation messages working through either the general public or through trip reduction programs with individual employers.

Mayor Hallman said that Mr. Bowman's response illustrated the silo feature about what was being discussed. He said that this was what the \$429,215 would impact and that in his view the issue was much larger. Mayor Hallman stated that MAG was spending the \$429,215 along with funds from other agencies on clean air program marketing and advertising that has not been coordinated so that more value would be leveraged from those dollars. He said that the funding that was being discussed was a good example to demonstrate this problem. Mayor Hallman said that this might be the moment to get all the agencies together and have everyone discuss what the programs were and how they could be cross marketed so more value could be leveraged. He said that either more or less money could be placed into marketing and advertising or a better job could be done in outreach. Mayor Hallman said he would support something like that at this level.

Mr. Boggs said that the RPTA would absolutely support that direction to put a hold on the \$429,215. He cautioned that salaries were also included and that the agency did have people working in those programs, but that other expenses could be held until such time the RPTA returned to the committee after working things out with the other agencies.

Mayor Hallman asked Mr. Boggs if he would object if the Executive Committee held the funding in abeyance pending a meeting of the agencies. He continued that he would be inclined to make a motion to have the \$429,215 withheld for current purposes pending a joint summit of the parties involved in the clean air programs. Mayor Hallman requested that another presentation be made to the Executive Committee and that Mr. Boggs had an opportunity to figure how move some of RPTA's own money to make sure salaries were paid.

Mr. Boggs said that RPTA could do that, but that he hoped that the funding would not be held up too long because there were some programs ready to go. He said that RPTA staff would be willing to return to the committee and work openly and responsibly with Mr. Smith and the other agencies. Mr. Boggs said that if all could work together on an agreement which worked for the Valley the agency would be very happy to do that.

Mayor Hallman said that the Executive Committee would not force any other agency to participate, but could only give direction to MAG staff. He said that he was inclined to suggest that METRO also be included as one of the other partners involved in the meeting to discuss marketing, advertising, and transit usage which he said ultimately reduced congestion and pollution and fell under clean air programs.

Chair Neely said that she agreed with Mayor Hallman. She commented that she did not see personnel costs referred to being impacted when she read Mr. Boggs memorandum.

Mr. Boggs said that the agency was hoping to have an action approved to address the issue but had not assumed that it would be Option 4. He said that since there were people who were working on the programs who would be affected, he will have to figure out how those salaries are paid for on a temporary basis.

Chair Neely asked whether the RPTA received other funding that could be applied to the programs.

Mr. Boggs replied that the agency did and would be trying to budget the funding temporarily until the issue is resolved, but that there was a greater issue to be addressed by all the agencies.

Chair Neely agreed. She said that she wanted MAG to be an equal partner at the table and that MAG's funding contribution should be leveraged toward a consolidated effort.

Mr. Smith said that the \$429,215 funding included direct expenses and that there was no labor included. He encouraged that staff return quickly to help identify the parameters of the program for the next fiscal year.

Chair Neely asked Ms. Bauer what would be a reasonable time frame for staff to return to the Executive Committee.

Ms. Bauer replied that she believed staff could return quickly and meet with the agencies in one to two months.

Chair Neely asked Mayor Hallman if he was ready to make a formal motion.

Mayor Hallman moved to hold the \$429,215 in abeyance pending a summit of the representatives of the RPTA, MAG, Maricopa County, METRO and ADEQ to discuss clean air programs and how they might be better coordinated from an operations perspective and better marketed in a coordinated effort.

Mr. Smith said that Mayor Hallman may want to consider including capitol rideshare because MAG has also provided funding to that program.

Mayor Hallman requested to also include examining capitol rideshare.

Chair Neely asked if there was any further discussion.

Mayor Schoaf said that it would be helpful if in the subsequent report a chart could be included that identified all the programs, the agencies that contributed funding to each of the programs, and a complete explanation of what MAG's funding was being used for operations or marketing. He said that it became increasingly confusing when programs were completely eliminated because it included making changes to a marketing budget. Mayor Schoaf added that it was important to understand where MAG's money was going as well.

Mayor Smith said he tended to agree with Mayor Hallman. He said that he was trying to figure out what the next step will be and whether when staff returned what the different options might include.

Mr. Smith said that staff could return with an agreement that combined the two clean air campaigns.

Mayor Smith asked what the total budget was for the clean air campaigns managed by the two agencies.

Mr. Smith responded that the funding included a little over \$1 million from Maricopa County. He asked Ms. Bauer how much funding came from MAG.

Ms. Bauer said MAG's contribution of \$429,215 plus \$ 1 million was approximately \$1.5 million.

Mayor Smith asked what would be the next step if the agencies did not want anything to change.

Mr. Smith said that MAG staff would feel more comfortable if the ideas that the RPTA had for expenditure of the funds in a general context came back to the Executive Committee in a work plan.

Mayor Smith said that it appeared MAG staff was looking for a refinement and that upon returning to the Executive Committee for further direction there will have been some buy in from the other agencies on a more coordinated plan.

Mr. Smith said yes.

Chair Neely said that she hoped that MAG would not just be turning over the full \$429,215 without the RPTA submitting their programs for independent review. She encouraged looking at other options that could exist which could include further partnering with Maricopa County. Chair Neely said that if a resolution with all the agencies could not be agreed upon, MAG may need to make a decision on how its funding would be utilized.

Mayor Smith said that he hoped that the Executive Committee would be able to receive a plan of action that could be implemented.

Mr. Smith said that another issue to consider was how to keep this from happening again. He said that the Executive Committee was primarily responsible for the MAG work program which will be coming to the committee for consideration in the spring. Mr. Smith noted that the way the work program is currently organized is in silos and there is no coordination with related programs.

Mayor Hallman said that this could be an opportunity where some real programmatic changes could be made to effect results for residents. He said that most people did not really care who was the source of the rideshare program as much as whether it was effective. Mayor Hallman moved to hold the \$429,215 in abeyance pending a regional summit of the five agencies if available, including MAG, RPTA, METRO, ADEQ and Maricopa County and to examine coordinating marketing and advertising as well as programmatic coordination for the clean air programs operated on behalf each of the agencies for our residents and include the Arizona Department of Administration (ADOA) capital rideshare and all operating resources.

Chair Neely requested Mayor Hallman to add to the motion what would happen if there was failure to reach a compromise from that meeting.

Mayor Hallman added that if there was a failure to reach a compromise on programmatic and marketing and advertising efforts, the RPTA would present specific programmatic options to the MAG Executive Committee for approval on an individual basis. Mayor Lane seconded the motion.

Chair Neely asked if there was further discussion on the motion.

Mayor Lopez Rogers asked whether the outcomes from the marketing and advertising had been effective and if they had that included in their work plan.

Mayor Hallman confirmed if Mayor Lopez Rogers meant whether there were key measures for performance.

Mayor Lopez Rogers said yes.

Mayor Hallman asked if that required a friendly amendment.

Chair Neely asked whether it would be sufficient to reflect Mayor Lopez Rogers comment and clarify it in the minutes.

Mayor Lopez Rogers said that reflection in the minutes would be sufficient.

Chair Neely said that she was concerned about this issue on many fronts. She wanted to note, however, that the legislature could look to sweep other programs and that if they read the report and saw all the different funding sources available, she would be surprised if there would not be some changes to be considered. Chair Neely said it was important to make sure that the agencies demonstrated that the funding has been maximized and are providing a solid program. She said that she believed that Mr. Boggs and the RPTA has done so, but that a more unified program was needed. Chair Neely said that she believed the Executive Committee was trying to be more regional and she was hopeful that good results would be accomplished. She said that she wanted to see MAG staff participating in the process from this point forward.

Chair Neely thanked Mr. Boggs for his participation and attendance. She noted that a second to the motion had been made and asked if there was any other discussion. There was none and the motion carried unanimously (7-0).

6. Transportation Regional Planning Roles and Responsibilities Update

Chair Neely invited Mr. Smith and Mr. Eric Anderson, MAG Transportation Director to present an update on transportation regional planning roles and responsibilities.

Mr. Smith said that a multicolored chart had been included as supporting material to this item. He noted that the chart had been presented previously and that it had been utilized by the interagency planning group to assist staff in developing a recommendation. Mr. Smith stated that the Intermodal Planning Group, including representatives from the Federal Highway Administration (FHWA), Federal Transit Administration (FTA), and the Environmental Protection Agency (EPA) met at MAG on April 17, 2009. He said that this group visited MAG each year to review the work program and that he was asked a question by the FTA representative to explain the transit programming process in the MAG region. Mr. Smith stated that the process used by MAG had been implemented for several years and included recommendations made by the RPTA on transit projects which were brought through MAG's Transportation Review Committee (TRC), Management Committee and ultimately the Regional Council. He noted that the FTA representative indicated that the

process was unacceptable because MAG as a metropolitan planning organization needed to be responsible for programming and planning. Mr. Smith added that MAG could not delegate that responsibility to the RPTA. He said that since that meeting, there had been correspondence sent to the MAG office because different staff members from different agencies have asked questions. Mr. Smith noted that the FTA representative has made it very clear that MAG needed to update its Memorandum of Understanding (MOU) with the transit operators and clearly define the transit programming process and that the programming needed to be at MAG. He said that MAG basically had a conditional approval for the transit projects and that the transit projects would go forward in anticipation that at the November meeting, there would be clarification of MAG's planning process and the MOU will have been changed to clearly articulate that MAG was primarily responsible for transit programming. Mr. Smith said that in discussions with the other transit agencies, there was consensus on Option 1 for the programming to come to MAG, but that after Option 1 there did not appear to be a lot of consensus. He noted that MAG staff was recommending that if the programming came to MAG, it would be necessary to have a Transit Committee that reported to the TRC. Mr. Smith said some have indicated why not just have transit be the responsibility of the TRC to avoid creating another MAG committee. He stated that as a result transit would not have much advocacy and that without a committee at MAG, there would be a committee from the RPTA recommending projects to MAG which would not solve the issue. Mr. Smith invited Mr. Anderson to discuss the performance audit, the transit peer review panel, visit from the Transportation Review Board, and what has occurred on the transportation programming and planning areas which has made explaining the process to the public in the region more difficult.

Mr. Anderson recalled that MAG hosted a visit last fall by a consultant working on a Transportation Research Board study on metropolitan planning organizations and transit agencies, including their relevant roles and responsibilities. He said that MAG also had conducted a transit peer review panel which included representatives from Seattle, Denver, Salt Lake City, Dallas, Atlanta, and San Diego. Mr. Anderson noted that each of the representatives on the transit peer review panel thought that the key to good transit planning was that transit be integrated with all the other modes of transportation. Mr. Anderson added that MAG had another peer review panel on the Central Phoenix freeway program. He said that although the project initially began looking at the freeway components in the Regional Transportation Plan (RTP), it identified how MAG could refine those projects to make them better for the central area's mobility. Mr. Anderson said that a recommendation coming from that panel clearly emphasized that MAG needed to do a better job in integrated planning, which included a number of examples on the I-10 West corridor. He noted that in particular there were opportunities for good integrated planning in terms of where stations were located, park and ride facilities interfaced with commuter rail, and bus rapid transit. Mr. Anderson said that the last factor MAG needed to consider was the pending performance audit on the Proposition 400 program which would be starting right after the first of the year. He said that the audit was a statutory mandated performance audit on Proposition 400 that occurred every five years and patterned from the performance audits of the freeway program which first occurred in 1991 by KPMG. Mr. Anderson said that KPMG developed approximately seventy (70) recommendations on how the Proposition 300 freeway program could be managed more efficiently and effectively. He said that one of major findings sorted out roles and responsibilities in terms of setting freeway priorities, oversight of overall program and that many of those recommendations had been incorporated into state statute

in 1992. Mr. Anderson summarized the four options included on the multicolored chart: He said that Option 1 included the programming function which corresponded with the development of the Transportation Improvement Program (TIP) and would remain solely within MAG. Mr. Anderson noted that MAG would work cooperatively with Phoenix, as the designated recipient, and the other transit operators in the region on transit projects similar to MAG's process with the Arizona Department of Transportation (ADOT) as it pertained to the freeway program. He noted that although MAG prioritized freeway projects, MAG works in cooperation with ADOT as the owner and operator of the freeway program system. Mr. Anderson said that Option 2 included planning and in particular the long range planning and transit investments needed in the region, such as the overall system plan, the transit framework study, sub area and corridor specific projects, transit circulator studies, and park and ride locations studies. He noted that Option 3 referred to project development which included the preparation of the required studies for the transit projects such as Environmental Impact Statements, Environmental Assessments, Project Scoping, and Development of Design Concept reports and the required alternatives analysis for the New Start and Small Start Program. He said that under this scenario follow up on the project development, which would include preliminary engineering, final design and actual construction would still be handled by the implementing agencies, much like ADOT handles the engineering, design, and construction activities on the freeway program. Lastly, Mr. Anderson identified that Option 4 included the incorporation of many of the activities discussed such as transportation demand management activities including Rideshare, Telework and Bike Education and safety oriented programs. He noted that MAG had both a Safety Committee and Safety Program and that Option 4 included the incorporation of those activities into the MAG organization. Mr. Anderson offered to answer any questions.

Mayor Schoaf asked what was the minimum action MAG needed to take to get through the audits without causing further problems for federal representatives.

Mr. Anderson responded that the minimum changes that needed to be made was to address the programming which would be Option 1. He noted that the programming issue had been raised by both the Intermodal Planning Group Certification as well as the directly from the FTA representative.

Mayor Schoaf said that it appeared as one moved across the options on the multicolored chart that there were only two real color changes in the first option and they came under the second and the fourth item under programming. He said that proceeding to Option 2 there was a change in the fourth program piece but that other than that the remaining elements in programming were not changing in the first two options.

Mr. Anderson responded that Mayor Schoaf was correct.

Mayor Cavanaugh said that when responsibilities among organizations became consolidated this almost always results in a diminishing role for one or more of the organizations, which eventually could lead to the possibility of eliminating one of them. He said he could presently agree with Option 1 and to proceed moving quickly to the other options made sense. Mayor Cavanaugh said that Mr. Smith indicated there was a lot of information still needed such as the costs and savings associated with each option. He said that before proceeding to the other options, it would be important to know that information. Mayor Cavanaugh noted that he was concerned about the support roles and what that included. He

asked why the organizations that were losing responsibilities continuing to have a support role because that included positions and the costs of doing business which should be reduced.

Mr. Anderson said that in follow up to Mayor Schoaf's comments, MAG had spent a lot of time on Option 1 and less time discussing Options 2, 3 and 4. He said that some of the support activities may become combined as the agencies further discuss the issue. Mr. Anderson agreed with Mayor Cavanaugh that some support activities could be consolidated even further. He noted that some things like FTA policy and regulations involved system operations as opposed to system planning work. Mr. Anderson said that an operating entity like the RPTA needed to have somebody keep track of those things from a policy perspective unless everything was consolidated into one agency. He stated that some of the support activities could be further refined and that staff could bring that back to the Executive Committee.

Mr. Smith said that the challenge was how far to go on the options before the performance audit. He said that if the performance audit was going to be shortly after the first of the year, the goal should be to sort the activities as much as possible. Mr. Smith stated that he had always viewed the RPTA as an operating agency and METRO as an operating agency like ADOT and that MAG was the planning agency. He said that where there was confusion and overlap in those roles, the agencies should discuss the issue in a reasonable way to eliminate the overlap or the performance audit was going to identify it and the legislature will become aware of this potentially taking the control away from the agencies.

Mayor Smith said that it was obvious something needed to be done and that now seemed like the perfect time for a number of reasons to do something. He said that the transit and transportation systems had evolved to the point with Proposition 400. He said that during Proposition 300 the region was thinking differently and that now the mindset of the region was different. Mayor Smith stated that one thing the economic downturn had impacted was that all MAG member cities at different levels were looking at new, efficient, and better ways to do things. He noted that they were restructuring and with the new mind set made it a perfect time to move in a new direction. Mayor Smith moved to approve Option 1, form a MAG transit committee, address the potential budget issues regarding the RPTA and METRO in the development of the FY 2011 MAG Unified Planning and Work Program and Annual Budget and MAG staff returns to the Executive Committee in three months to report on the progress of the transition process. Mayor Hallman seconded the motion.

Chair Neely clarified that the Executive Committee wanted to approve Option 1 but to continue moving through the process to identify a resolution by May of the following year for final resolution of transportation regional planning roles and responsibilities.

Mayor Smith said he assumed that there would be a natural progression and that in three months the Executive Committee could discuss issues pertaining to the budget. He said that there were a lot of questions that had yet to be answered but could not answered until further details were provided. He said that the necessary adjustments could be made in three months.

Mayor Schoaf asked Mayor Smith if it was his intention that staff be responsible for returning to the Executive Committee with a plan to move the process forward or that it may occur as part of the natural progression of activities.

Mayor Smith responded that staffed needed to come back with a plan to the Executive Committee proposing how things would progress and know as early as possible what the budget ramifications were. He said that one of the big discussions at the last Executive Committee meeting on this item was how this might affect positions and whether there was going to be cross utilization in staffing. Mayor Smith said he assumed that within the first 90 days staff would come back with a report and a plan as to how to move forward.

Mayor Schoaf said that the Executive Committee wanted to be very clear that it will be a staff responsibility to bring back an analysis of going from Option 1 to Option 4. He added that if the recommendation did not include going all the way to Option 4, why not and what the time frame for that might be.

Mayor Smith said he hoped to get an updated report and that the Executive Committee could look at the progress that had been made and know the direction the organization was heading.

Mayor Hallman proposed adding a friendly amendment stipulating 90 days or less. He said that although the chart identified only planning functions, there should be another chart discussing operations and how that could be combined, save money, and make the systems work more efficiently.

Mayor Smith accepted Mayor Hallman's friendly amendment to stipulate 90 days or less.

Mayor Hallman asked if it also was Mayor Smith intention to also include looking at Options 2,3, and 4 including examining how these operations might be combined in a way to benefit residents.

Mayor Smith said that it was his intention to concentrate on the planning. He said that his motion anticipated concentrating on the planning since that appeared to be the most pressing issue and the direction with which MAG was required to comply. Mayor Smith said that he hoped consolidation was also a part of the process and that it certainly was the elephant in the room. He said that he believed it will be a natural progression and that as planning is further discussed, other areas will come up and things will become more apparent.

Chair Neely said that with respect to the cost savings and budgetary issues, it will be a natural progression, but that his motion did not currently state that. She said that she appreciated adding that in 90 days or sooner the Executive Committee would have a report. Chair Neely requested that the item remain on the agenda every month.

Mayor Smith agreed that using 90 days would be fine, but that he hoped it would be possible to get something tangible prior to that.

Mayor Lopez Rogers said that before supporting the formation of a transit committee, she needed further clarification regarding its function and where membership of the committee would come from.

Mr. Smith said that MAG currently had some transit functions that were not under a committee. He said that the Commuter Rail stakeholders group would be an example of that. Mr. Smith said that the transit committee would also discuss commuter rail, park and ride

lots, and bus projects. He added that as with all MAG committees, membership on the transit committee would be open to every MAG member agency to participate.

Mayor Lane said he certainly supported 90 days or less and also the idea of the natural progression that was identified on the handout. He said that the chart depicted only the planning, but that he was also in agreement with Mayor Hallman with regard to the next step which would be the consolidation of operations. Mayor Lane said what was currently being considered as he understood it with the friendly amendment was how MAG moved forward and would incorporate the information the Executive Committee will be receiving in the in the future.

Mayor Hallman said that he did not mean to imply that Mayor Smith's motion was broader than it legally could be. He said he wanted to get a better understanding in public about whether or not there was a consensus to begin looking at operations in a way to deliver services most cost effectively and efficiently.

Chair Neely said that if the Executive Committee made progress on an incremental level and looked at the budget, the other issues will most likely be discussed.

Mayor Lopez Rogers asked if this process would also go through the Transportation Policy Committee (TPC).

Mr. Smith responded that with respect to the work program the process would go to the Executive Committee and the Regional Council.

Mayor Lopez Rogers asked about the Transit Committee.

Mr. Smith said that the process pertaining to the Transit Committee would be equivalent to the Street Committee which included reporting to the TRC and the TPC.

Chair Neely requested Mayor Smith to repeat the motion.

Mayor Smith moved to accept staff's recommendation to begin transit programming consolidation by approving Option 1, forming a MAG transit committee, address the potential budget issues regarding the RPTA and METRO in the development of the FY 2011 MAG Unified Planning Work Program and Annual Budget, and direct MAG staff to report back to the Executive Committee in three months or less on the progress of the transition. Mayor Hallman seconded the motion.

Chair Neely asked if there was further discussion.

Mayor Cavanaugh asked if the motion included the analysis of the cost effectiveness of the options.

Mayor Smith said he thought that was included with respect to the development of the budget and that by including METRO and the RPTA it would address all the budget ramifications that needed to be addressed.

Chair Neely asked if there were other comments. There were none and the motion carried unanimously (7-0).

7. Assistance to the Maricopa County Air Quality Department for Air Quality Monitors

Chair Neely introduced Ms. Bauer to provide a presentation on this item.

Mayor Hallman stated that the item appeared self explanatory and that he did not believe it was necessary to spend too much time on a presentation.

Chair Neely requested a motion on item #7.

Mayor Hallman moved to amend the FY 2010 MAG Unified Planning Work Program and Annual Budget to include a project to provide the Maricopa County Air Quality Department \$98,552.46 to purchase and install three continuous air quality monitors. Mayor Cavanaugh seconded the motion and the motion carried unanimously (7-0).

8. Request for Future Items

Chair Neely asked if there were any requests for future agenda items.

Mayor Lane noted that a request had been made to include a monthly update on the transportation regional roles and responsibilities and it likely fell under this request.

Chair Neely said Mayor Lane was correct and said if the item could be placed on the agenda it would be very helpful.

Chair Neely asked if there were any other requests. There were none.

9. Adjournment

Mayor Schoaf moved to adjourn the Executive Committee meeting. Mayor Lane seconded the motion and it carried unanimously (7-0). There being no further business, the Executive Committee adjourned at 1:15 p.m.

Chair

Secretary

MARICOPA ASSOCIATION OF GOVERNMENTS

INFORMATION SUMMARY... for your review

DATE:

October 13, 2009

SUBJECT:

Amendment to the FY 2010 MAG Unified Planning Work Program and Annual Budget to Add \$50,000 to the ITS Evaluation - MAG Consultant On-Call Project

SUMMARY: On June 25, 2008, the Regional Council approved the selection of on-call consultants to provide Intelligent Transportation Systems (ITS) and Safety services for a period of two years. On May 27, 2009, the Regional Council approved the FY 2010 Unified Planning Work Program and Annual Budget (UPWP), which includes \$30,000 for the ITS Evaluation - MAG Consultant On-Call Project.

Each year, MAG receives dozens of requests from member agencies for Congestion Mitigation and Air Quality Improvement (CMAQ) funding for ITS projects. In order to be CMAQ-eligible, projects must demonstrate a net reduction in emissions of air pollutants in nonattainment or maintenance areas. Recent changes to the EPA-approved emissions model have made it more difficult to quantify emission reductions associated with ITS projects.

MAG requires consultant assistance to simplify the data requirements, improve the accuracy of the emission estimates, and reduce the time it takes to evaluate the air quality benefits of ITS projects proposed for CMAQ funding. A consultant qualified in ITS Evaluation would be selected from the existing on-call services contract. The proposed amendment to the UPWP would add \$50,000 of FY 2009 MAG Surface Transportation Program funds to the ITS Evaluation - MAG Consultant On-Call Project to improve the methods for evaluating the air quality benefits of ITS projects.

PUBLIC INPUT:

None.

PROS & CONS:

PROS: The development of improved methods for evaluating the air quality benefits of ITS projects will reduce the amount of data that needs to be provided by agencies requesting CMAQ funds. MAG staff will also spend less time processing CMAQ evaluations for ITS projects. The new methods will provide more accurate estimates of the emission reductions and cost-effectiveness of ITS projects.

CONS: None.

TECHNICAL & POLICY IMPLICATIONS:

TECHNICAL: The new methods for evaluating the air quality benefits of ITS projects will be among the most sophisticated used anywhere in the United States.

POLICY: The improved methods may be useful in the future if MAG is required to evaluate the impacts of ITS projects on greenhouse gas emissions.

ACTION NEEDED:

Amend the FY 2010 MAG Unified Planning Work Program and Annual Budget to add \$50,000 of FY 2009 MAG Surface Transportation Program funds to the ITS Evaluation - MAG Consultant On-Call Project to improve the methods used to evaluate the air quality benefits of ITS projects proposed for Congestion Mitigation and Air Quality Improvement (CMAQ) funding.

PRIOR COMMITTEE ACTIONS:

Management Committee: This item is on the October 14, 2009, MAG Management Committee agenda. An update on the action taken at the meeting will be provided.

ITS Committee: On October 7, 2009, the MAG ITS Committee recommended approval of the amendment to the FY 2010 MAG Unified Planning Work Program and Annual Budget to add \$50,000 of FY 2009 MAG Surface Transportation Program funds to the ITS Evaluation - MAG Consultant On-Call Project to improve the methods used to evaluate the air quality benefits of ITS projects proposed for CMAQ funding.

MEMBERS ATTENDING

John Abraham, City of Surprise, Chair
Nicolaas Swart, Maricopa County, Vice Chair
Scott Nodes, ADOT
*Soyoung Ahn, ASU
Gus Woodman, City of Avondale
*Thomas Chlebanowski, Town of Buckeye
Mike Mah, City of Chandler
Jenna Mitchell, DPS
Jerry Horacek, City of El Mirage
Jennifer Brown, FHWA
Kurt Sharp, Town of Gilbert

Debbie Albert, City of Glendale
Luke Albert, City of Goodyear
Derrick Bailey, City of Mesa
Steve Blair for Ron Amaya, City of Peoria
Marshall Riegel, City of Phoenix
Bob Ciotti, Phoenix Public Transit
Michael Pacelli, Town of Queen Creek
#Bruce Dressel, City of Scottsdale
*Jim Decker, City of Tempe
*Arkady Bernshteyn, Valley Metro Rail

* Those members neither present nor represented by proxy.
Attended by telephone conference call.

CONTACT PERSON:

Sarath Joshua, ITS and Safety Program Manager, (602) 254-6300.
Cathy Arthur, Senior Air Quality Policy Manager, (602) 254-6300.

MARICOPA ASSOCIATION OF GOVERNMENTS

INFORMATION SUMMARY...for your review

DATE:

October 13, 2009

SUBJECT:

Video Outreach Associate Contract Amendment

SUMMARY:

The FY 2010 Unified Planning Work Program and Annual Budget approved by the MAG Regional Council in May 2009 includes \$24,000 for a Video Outreach Associate to assist in the writing and production of videos for its MAG Video Outreach Program. The Proposition 400 video has recently been completed and two additional projects are underway. To meet the demand for additional projects, staff recommends adding \$14,000 to the FY 2010 contract for the Video Outreach Associate.

The Maricopa Association of Governments conducts a public involvement process in response to requirements included in the federal Safe, Accountable, Flexible, Efficient Transportation Equity Act: a Legacy for Users (SAFETEA-LU). As part of these efforts, MAG utilizes many innovative techniques to help residents better understand MAG's role and responsibilities in the region. These efforts include conducting a Video Outreach Program that utilizes broadcast quality videos to inform Valley residents of MAG plans and programs, encouraging public understanding and participation in the process and resulting in a better informed and active citizenry. Surveys have found that an overwhelming majority of Americans get their news and information through the medium of television over all other forms of media.

As a Metropolitan Planning Organization representing nearly four million Valley residents, the broadcast medium is an effective means of providing timely information regarding transportation issues, giving residents insight into the decision making process, and assisting the agency in meeting federal requirements that "...to the maximum extent practicable, make public information available in electronically accessible formats and means, as appropriate...to afford reasonable opportunity for consideration of public information."

The MAG Communications Division began its Video Outreach Program in 2007, and a number of successful videos have been produced to date. Video programs produced by MAG are distributed to city cable channels for broadcast, providing a valuable benefit to MAG while at the same time providing programming support to many member agencies.

PUBLIC INPUT:

None.

PROS & CONS:

PROS: The MAG Video Outreach Program helps MAG meet its federal public involvement objectives by enhancing understanding of MAG's role and responsibilities in the region and by encouraging public participation in the development of MAG plans and programs. The program performs an important public service by communicating information about transportation, air quality, and human services issues to the general public, resulting in a more informed and active citizenry. For MAG member agencies, the Video Outreach Program provides positive exposure to the public of the jurisdictions' key role in developing regional policies and increases the public understanding of local governments' regional responsibilities and accomplishments.

CONS: None.

TECHNICAL & POLICY IMPLICATIONS:

TECHNICAL: None.

POLICY: An effective Video Outreach Program assists MAG in conducting its public involvement process as required by federal law, providing timely information about transportation issues, enhancing understanding of the decision making process, and encouraging public participation.

ACTION NEEDED:

Approval of adding \$14,000 to the FY 2010 contract for the MAG Video Outreach Associate.

PRIOR COMMITTEE ACTIONS:

Management Committee: This item is on the October 14, 2009, Management Committee agenda. An update will be provided on action taken by the committee.

CONTACT PERSON:

Kelly Taft, Communications Manager, 602-254-6300.

MARICOPA ASSOCIATION OF GOVERNMENTS

INFORMATION SUMMARY...for your review

DATE:

October 13, 2009

SUBJECT:

Don't Trash Arizona Litter Prevention and Education Contract Amendment

SUMMARY:

The Regional Transportation Plan (RTP) includes \$279 million for the freeway maintenance program, including litter control. In November 2003, MAG and the Arizona Department of Transportation 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.

To help accomplish this goal, in 2006, the MAG Regional Council approved the selection of a consultant, RIESTER, to implement a Litter Prevention and Education Program for the Regional Freeway System in the MAG region, also known as *Don't Trash Arizona*. The purpose of the program is to increase awareness of the health, safety, environmental and economic consequences of freeway litter and ultimately change the behavior of offenders. MAG works cooperatively with the Arizona Department of Transportation (ADOT), which manages the program for the state outside of Maricopa County.

The initial two-year contract for the prevention and education program expired August 31, 2008. A new Request for Proposals was issued and a selection process undertaken. Based on the recommendation of a multi-agency review panel, on September 17, 2008, the Regional Council again approved the selection of RIESTER as the consultant to develop the FY 2009 litter prevention and education program. The action included a provision that the base contract period shall be a one-year term but that MAG may, at its option, offer to extend the period of this agreement up to a maximum of two (2), one (1) year options, based on consultant performance and funding availability. A contract was entered into with RIESTER on October 15, 2008 with an expiration date of October 31, 2009, for a cost not to exceed \$380,000

A recent telephone survey of 637 Maricopa County residents finds that half of Arizonans have heard the slogan *Don't Trash Arizona*, an increase of 16 percent since the initial baseline survey of 2006. Awareness was especially high among the target demographic of males aged 18 to 34, with 62 percent stating awareness of the program. In addition, the survey found that the number of males in that group who admitted littering decreased by 9 percent, and those in that audience who stated they had NOT littered within the past year increased 12 percent. Overall, the number of Arizonans who see litter as a big problem has decreased 46 percent. Since the inception of the program, there has been a 55 percent increase in awareness of the litter hotline, and a 20 percent increase in awareness of the anti-litter Web site, www.DontTrashAZ.com. (see attached Evaluation Survey for additional findings).

In addition to the above, ADOT reports a reduction of litter complaints to its central office by 60 percent. The Department of Public Safety noted a reduction in citations for freeway littering by 25 percent and unsecured loads by 30 percent following the first two years of the program. In July 2009, the *Don't Trash Arizona* program received a Silver Anvil Award of Excellence from the Public Relations Society of America for outstanding strategic public relations planning and implementation. The program was cited for its innovation, creativity and measurable results.

An update on the program and most recent efforts was provided to the Transportation Policy Committee on September 23, 2009. Suggestions from the committee included working with the Arizona Motor Vehicle Division and other driver training programs to incorporate information on litter fines and the importance of securing loads, and to work with the construction industry and contractors to disseminate litter messages.

The FY 2010 Unified Planning Work Program and Annual Budget, approved by the MAG Regional Council in May 2009, includes \$300,000 for litter prevention and education efforts. Based on the significant successes experienced by this program with the assistance of RIESTER, staff recommends that the first one-year option to extend the contract be exercised and the contract amended to include \$300,000 budgeted in the MAG FY 2010 Unified Planning Work Program and Annual Budget.

PUBLIC INPUT:

Two focus groups were conducted for the Maricopa Association of Governments, in conjunction with its consultant, RIESTER, on December 17, 2008, as part of the *Don't Trash Arizona* Litter Prevention and Education Program. The purpose of the focus groups was to provide insight into littering perspectives and behavior among the target littering group of males who are between the ages of 18 and 34. In addition, a telephone survey was completed in September 2009 by WestGroup Research of 637 Maricopa County residents. Results of the survey are attached and are additionally available on the *Don't Trash Arizona* Web site.

PROS & CONS:

PROS: Research suggests that prevention programs can change public perception and habits regarding litter. Properly maintained freeways are important to the quality of life of the residents of this region and to the image projected to tourists and economic development prospects.

CONS: None.

TECHNICAL & POLICY IMPLICATIONS:

TECHNICAL: The Regional Transportation Plan includes \$279 million in funding for landscape maintenance and noise mitigation, with a small portion allocated for litter prevention and education. The FY 2010 campaign will build on efforts of the *Don't Trash Arizona* campaign to date.

POLICY: An effective litter prevention and education program will help change the behavior of offenders, improve visual aesthetics along the MAG Regional Freeway System, enhance tourism and economic development prospects, and ultimately reduce the cost of freeway maintenance.

ACTION NEEDED:

Approval to amend the consultant contract with RIESTER for one additional year for the Litter Prevention and Education Program to include \$300,000 budgeted in the MAG FY 2010 Unified Planning Work Program and Annual Budget for litter prevention and education.

PRIOR COMMITTEE ACTIONS:

Management Committee: This item is on the October 14, 2009, Management Committee. An update will be provided on action taken by the committee.

Regional Council: On September 17, 2008, the MAG Regional Council approved a recommendation that RIESTER be selected to design and implement the FY 2009 Litter Prevention and Education Program for the Regional Freeway System in the MAG Region, for an amount not to exceed \$380,000. The action included a provision that the base contract period shall be a one-year term but that MAG may, at its option, offer to extend the period of this agreement up to a maximum of two (2), one (1) year options, based on consultant performance and funding availability.

MEMBERS ATTENDING

Mayor Mary Manross, Scottsdale, Chair
Vice Mayor Peggy Neely, Phoenix, Vice Chair
Councilmember Robin Barker, Apache Junction
Mayor Marie Lopez Rogers, Avondale
+ Vice Mayor Elaine May for Mayor Jackie

Meck, Buckeye
* Mayor Wayne Fulcher, Carefree
Councilmember Dick Esser, Cave Creek
Mayor Boyd Dunn, Chandler
Mayor Fred Waterman, El Mirage
Treasurer Pamela Mott for President Clinton

Pattea, Fort McDowell Yavapai Nation
Mayor Jay Schlum, Fountain Hills
Mayor Fred Hull, Gila Bend
* Governor William Rhodes, Gila River Indian
Community
Mayor Steven Berman, Gilbert
Mayor Elaine Scruggs, Glendale
* Mayor James M. Cavanaugh, Goodyear
Councilmember Roy Perez for Mayor Frank
Montiel, Guadalupe
Mayor Thomas Schoaf, Litchfield Park
Supervisor Max W. Wilson, Maricopa County
Mayor Scott Smith, Mesa
Councilmember Jini Simpson for Mayor

Vernon Parker, Paradise Valley
Mayor Bob Barrett, Peoria
Mayor Art Sanders, Queen Creek
* President Diane Enos, Salt River
Pima-Maricopa Indian Community
* Mayor Lyn Truitt, Surprise
Mayor Hugh Hallman, Tempe
* Mayor Adolfo Gamez, Tolleson
* Mayor Ron Badowski, Wickenburg
Mayor Michael LeVault, Youngtown
Felipe Zubia, State Transportation Board
Victor Flores, State Transportation Board
David Martin, Citizens Transportation
Oversight Committee

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

CONTACT PERSON:

Kelly Taft, Communications Manager, 602-254-6300.

October 13, 2009

TO: Members of the MAG Regional Council Executive Committee

FROM: Amy St. Peter, Human Services Manager

SUBJECT: AMENDMENT TO THE MAG FY 2010 UNIFIED PLANNING WORK PROGRAM AND ANNUAL BUDGET TO REFLECT CHANGES IN HUMAN SERVICES FUNDING

The MAG FY 2010 Unified Planning Work Program and Annual Budget (UPWP) was approved on May 27, 2009. Recently MAG received notice that two of the Human Services grants approved in the MAG FY 2010 UPWP were not going to be awarded due to shortfalls in state funding. These include the Innovative Grant traditionally received from Governor's Brewer's Office for \$43,824 as well as the remaining balance of the FY 2010 Arizona Department of Economic Security homeless planning grant for \$7,500.

This item is for approval of a budget amendment to the MAG FY 2010 Unified Planning Work Program and Annual Budget to remove the Innovative Grant from Governor's Brewer's Office in the amount of \$43,824 and the remaining balance of the FY 2010 Arizona Department of Economic Security homeless planning grant in the amount of \$7,500, resulting in a net reduction to the overall budget of \$51,324.

If you have any questions regarding this amendment, please contact me at the MAG office at (602) 254-6300.

MARICOPA ASSOCIATION OF GOVERNMENTS

INFORMATION SUMMARY... for your review

DATE:

October 13, 2009

SUBJECT:

Consultant Selection for the MAG Avondale Park and Ride Site Selection Study

SUMMARY:

On June 10, 2009, the MAG Regional Council Executive Committee approved an amendment to the MAG FY 2009 Unified Planning Work Program and Annual Budget to include funding for a park and ride for the City of Avondale. MAG issued a Request for Proposals on August 21, 2009, and received seven responses from AECOM, The CK Group, HDR, JACOBS, OTAK, TranSystems, and Wilbur Smith. A multi-agency review team evaluated the proposals on September 24, 2009, and conducted consultant interviews on October 1, 2009. The Evaluation Team recommended to MAG that TranSystems be selected to develop the Avondale Park And Ride Site Selection Study for an amount not to exceed \$200,000.

Once completed, the study will identify options and develop recommendations for the analysis of potential sites and right-of-way availability for a park and ride facility in the vicinity of Interstate 10 and Avondale Boulevard in the City of Avondale.

Key project objectives are to:

1. Select and evaluate two park and ride sites within the planned mixed-use facility Avondale City Center. A final preferred site will be selected based on direction and input from the City of Avondale.
2. Ensure the study results are coordinated with on-going regional transit plans and studies (e.g., Regional Transportation Plan, Regional Transit Framework Study).
3. Define design costs estimates.
4. Develop a sound financial plan that identifies capital/ operating cost of Park And Ride facility and potential sources of revenue.

PUBLIC INPUT:

None.

PROS & CONS:

PROS: This study will provide a detailed evaluations for implementing a park and ride site located within the Avondale City Center development in the City of Avondale.

CONS: None.

TECHNICAL & POLICY IMPLICATIONS:

TECHNICAL: The resulting park and ride study will identify capital and operating requirements, location options, and funding opportunities for a park and ride location in Avondale.

POLICY: The Avondale Park And Ride Site Selection Study will provide decision-makers in the City of Avondale with a comprehensive perspective on the opportunities and cost implications of developing a large Park And Ride transit facility within the Avondale City Center.

ACTION NEEDED:

Approval of the selection of TranSystems as the consultant to develop the Avondale Park And Ride Site Selection Study for an amount not to exceed \$200,000.

PRIOR COMMITTEE ACTIONS:

Management Committee: This item is on the October 14, 2009, Management Committee agenda. An update on the action taken by the Management Committee will be provided.

Multi-Agency Review Team: A multi-agency review team evaluated the proposals on September 24, 2009, and conducted consultant interviews on October 1, 2009. The Evaluation Team recommended to MAG that TranSystems be selected to develop the Avondale Park And Ride Site Selection Study for an amount not to exceed \$200,000.

Proposal Evaluation Team

City of Avondale: Kristen Taylor
City of Avondale: Charles Andrews
City of Avondale: John Ruggieri

ADOT: Mike Normand
Valley Metro/RPTA: Bob Antila

CONTACT PERSON:

Marc Pearsall, Transit Planner III, (602) 254-6300.

MARICOPA ASSOCIATION OF GOVERNMENTS

INFORMATION SUMMARY... for your review

DATE:

October 13, 2009

SUBJECT:

Consultant Selection for the Avondale Transit Circulator Study

SUMMARY:

On June 10, 2009, the MAG Regional Council Executive Committee approved an amendment to the MAG FY 2009 Unified Planning Work Program and Annual Budget to include funding for a Transit Circulator Study for the City of Avondale. MAG issued a Request for Proposals on August 21, 2009, and received six responses from the following firms: Gannett Fleming, IBI Group, Nelson/Nygaard Consulting, Parsons Brinckerhoff, URS Corporation, and Wilbur Smith. A multi-agency review team evaluated the proposals on September 24, 2009, and conducted consultant interviews on October 1, 2009. The Evaluation Team recommended to MAG that URS Corporation be selected to develop the Avondale Transit Circulator Study for an amount not to exceed \$150,000.

Once completed, the study will identify options for transit circulator routes to connect population and employment centers, existing and planned transit facilities (e.g., I-10 west high capacity transit, regional park-and-ride lots, etc.), retail centers, and public facilities in Avondale.

Key project objectives are to:

1. Conduct a comprehensive, market based evaluation of transit circulator needs in the City of Avondale.
2. Ensure the study results are coordinated with on-going regional transit plans and studies (e.g., Regional Transportation Plan, Regional Transit Framework Study).
3. Define a phased implementation plan that allows the City of Avondale to expand transit circulator service over time, in concert with development trends and available revenues.
4. Develop a sound financial plan that identifies capital/ operating cost and potential sources of revenue.
5. Foster widespread community support for transit circulator service through an effective public involvement program.

PUBLIC INPUT:

None.

PROS & CONS:

PROS: This study will provide a detailed evaluations for implementing transit circulator service in the City of Avondale.

CONS: None.

TECHNICAL & POLICY IMPLICATIONS:

TECHNICAL: The resulting circulator study will identify capital and operating requirements, service options, and funding opportunities for transit circulator service in Avondale.

POLICY: The Avondale Transit Circulator Study will provide decision-makers in the City of Avondale with a comprehensive perspective on the opportunities and cost implications of transit circulator service.

ACTION NEEDED:

Approval of the selection of URS Corporation as the consultant to develop the Avondale Transit Circulator Study for an amount not to exceed \$150,000.

PRIOR COMMITTEE ACTIONS:

Management Committee: This item is on the October 14, 2009, Management Committee agenda. An update on the action taken by the Management Committee will be provided.

Multi-Agency Review Team: A multi-agency review team evaluated the proposals on September 24, 2009, and conducted consultant interviews on October 1, 2009. The Evaluation Team recommended to MAG that URS Corporation be selected to develop the Avondale Transit Circulator Study for an amount not to exceed \$150,000.

Proposal Evaluation Team

City of Avondale: Charles Andrews

City of Avondale: John Ruggeri

City of Avondale: Kristen Taylor

ADOT: Teresa Kennedy

Valley Metro/RPTA: Stuart Boggs

CONTACT PERSON:

Kevin Wallace, Transit Planning Project Manager, (602) 254-6300.

Agenda Item #4

MAG Committee Appointments

| <u>Terms Ending June 2010</u> | | | | |
|--|---|---------------|-------------------------------|---------------------|
| <u>Committee</u> | <u>Chair</u> | <u>Agency</u> | <u>Vice Chair Nominations</u> | <u>Agency</u> |
| Continuum of Care Regional Committee on Homelessness | Vice Mayor Shana Ellis Appointed 9/21/09 | Tempe | Councilmember Joanne Osborne | Goodyear |
| | | | | |
| <u>Terms Ending January 2011</u> | | | | |
| <u>Committee</u> | <u>Chair Nominations</u> | <u>Agency</u> | <u>Vice Chair Nominations</u> | <u>Agency</u> |
| Transit Committee | Debbie Cotton | Phoenix | Cathy Colbath Tami Ryall | Glendale Gilbert |

Transit Committee Membership

- Mike Normand, ADOT
- Rogene Hill, Avondale
- Andrea Marquez, Buckeye
- Tami Ryall, Gilbert
- Cathy Colbath, Glendale
- Mike James, Mesa
- Wulf Grote, METRO
- Bill Mead, Paradise Valley
- Maher Hazine, Peoria (David Moody, alternate)
- Debbie Cotton, Phoenix
- Wendy Kaserman, Queen Creek
- Carol Ketcherside, RPTA
- Teresa Huish, Scottsdale
- Jyme Sue McLaren, Tempe
- Chris Hagen, Tolleson



City of Phoenix

OFFICE OF THE CITY MANAGER

October 13, 2009

Mr. Dennis Smith
Maricopa Association of Governments
302 North 1st Avenue, Suite 300
Phoenix, AZ 85003

RE: Letter of Interest for MAG Transit Committee

Dear Mr. Smith

On behalf of the City of Phoenix, I would like to submit **Debbie Cotton, Public Transit Director** to serve as the City's representative on the newly formed MAG Transit Committee and for consideration for the position of Chair of the committee. Debbie is the City's Public Transit Director and has expressed an interest in serving as the Chair of this committee. Through her participation in Valley Metro RPTA committees, Debbie has demonstrated her knowledge of regional transit issues and commitment to being an active participant in the regional committee process.

If you have any questions, please contact me at 602-256-4257. Thank you for your consideration.

Sincerely,

A handwritten signature in black ink, appearing to read 'Karen Peters', with a large, stylized flourish at the end.

Karen Peters
Government Relations Director

ED BEASLEY
CITY MANAGER



October 13, 2009

Via Electronic Mail and U.S. Mail

Councilmember Peggy Neely
Maricopa Association of Governments
302 N. 1st Avenue, Suite 300
Phoenix, AZ 85003

RE: Letter of Interest for Transit Committee

Dear Councilmember Neely:

On behalf of the City of Glendale, I would like to submit Cathy Colbath to serve as the City's representative on the new MAG Transit Committee and for consideration for the position of Vice Chair of the committee. Cathy is the City's Transit Administrator and has expressed an interest in serving as the Vice Chair of this committee. Through her participation in Valley Metro RPTA committees, Cathy has demonstrated her knowledge of regional transit issues and commitment to being an active participant in the regional committee process.

If you have any questions, please contact me at 623-930-2870. Thank you for your consideration.

Sincerely,

Ed Beasley
City Manager

CC: Ken Reedy, Deputy City Manager
Jamsheed Mehta, Transportation Director



12 October 2009

Councilwoman Peggy Neely, Chair
Maricopa Association of Governments
302 North First Avenue, Suite 300
Phoenix, AZ 85003

Dear Councilwoman Neely:

Please accept this correspondence as an official letter of my interest in serving as the Vice-Chair of the MAG Transit Committee.

I have been with the Town of Gilbert for over 12 years and have represented the Town as the member for the Transportation Review Committee. I also previously served for several years as the Chair of both the Regional Pedestrian and Regional Bicycle Committees. Currently I am serving as the Chair for the RPTA Finance Oversight Advisory Committee.

It would be a pleasure to serve as the Vice-Chair of the MAG Transit Committee and I look forward to the opportunity. Please do not hesitate to contact my office at 480-503-6765 should you require additional information during the review process.

Best regards,

A handwritten signature in black ink that reads "T. Ryall" followed by a simple smiley face.

Tami Ryall
Assistant Town Manager

The Arizona We Want



CENTER FOR THE
FUTURE OF ARIZONA

GALLUP POLL



The Center for the Future of Arizona was established in 2002 by Dr. Lattie Coor to help Arizona shape its future through an action-oriented agenda that focuses on issues critical to the state.

More than a think tank, the Center is an independent “do tank” that combines research with collaborative partnerships and initiatives that serve the public interest and the common good.

Governed by a distinguished board of directors, the Center is a 501(c)(3) organization funded through foundation, corporate and community contributions.

Center for the Future of Arizona

541 East Van Buren, Suite B-5, Phoenix, Arizona 85004 | (602) 496-1360 | www.ArizonaFuture.org
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The Arizona We Want

A realistic and contemporary picture of what citizens think about life in Arizona communities, what they want for the future, and how we can work together to achieve a common set of goals.

What's Inside

- 5 Introduction**
- 6 Executive Summary**
- 8 Overview & Methodology**
- 11 Arizona's Human Geography**
- 12 The Gallup Partnership**
- 15 What Arizona is Thinking**
Key Findings—Telephone Poll
- 20 What Arizona Wants**
Key Findings—Web Survey
- 28 A Fresh Approach**
Arizona Opportunity Map
- 30 A Citizens' Agenda for Arizona's Second Century**
- 34 Five Issues that Require Resolution**
- 36 Putting Ideas to Work**
- 38 Call to Action**



The goal is simple, the challenge enormous.

When conversations first began about how to achieve *The Arizona We Want*, we set an ambitious goal—build a citizens’ agenda for Arizona’s second century—a vision and set of goals that will mobilize people throughout the state and survive transitions in leadership over time.

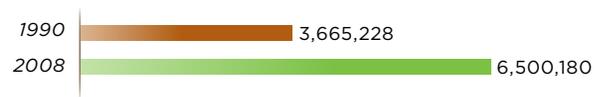


The Arizona I found on assuming the presidency of Arizona State University in 1990 presented a reassuring picture of the community I knew while growing up here 35 years before. The people were as friendly and optimistic as I remembered. Yet, given the dynamic pace of change the state was experiencing, there was a disquietude as to where Arizona was headed, with numerous pleas for strong leadership that could forge a positive agenda for Arizona's future.

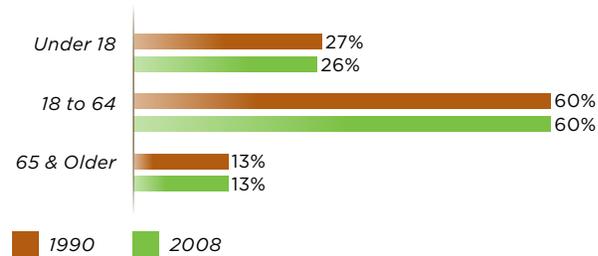
Over the past two decades, the pace of change accelerated. So, too, has the call for a vision for Arizona, one that provides a collective sense of who we are and what we want to be. This report, five years in the making, represents the response of the Center to those pleas. *The Arizona We Want* is an initiative undertaken by the Center and its partners for the purpose of creating a citizens' agenda for Arizona.

The effort began with confronting the facts:

Arizona Population



Age Distribution

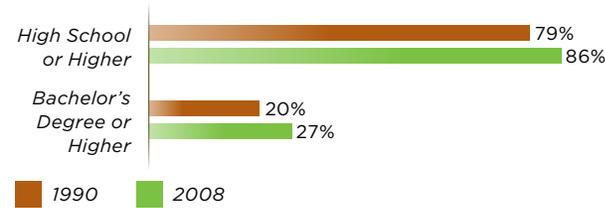


Dependency Ratio

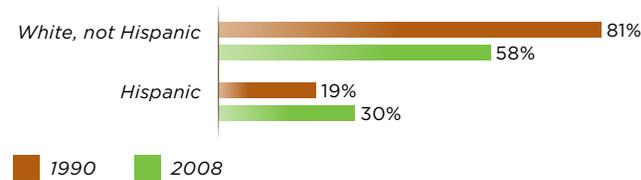


of youth + elderly for every 100 people of working ages, 20 to 64

Education Level



Ethnicity



Changes in Native American, Black and Asian populations are ≤ 2 percent.

We engaged Gallup in this project because it represents the gold standard—the best known and most widely respected name in the world for gathering and reporting public opinion. Gallup had just published its first results from the *Gallup World Poll*, and we were intrigued by a bold conclusion drawn from its research—*what the whole world wants is a good job*. This straightforward conclusion had the kind of clarity that people need when there are so many challenges to address in society and so many hard choices to be made.

Together, we developed the **Gallup Arizona Poll**, designed to identify a realistic and contemporary picture of Arizona. In the following pages, you'll see what we've learned about ourselves. We'll also introduce you to some innovative ways to think about our future. Gallup calls them "actionable insights" and we believe they can help us build *The Arizona We Want*.



Dr. Lattie Coor
Chairman and CEO
Center for the Future
of Arizona

Six overarching results.

More than a snapshot in time, the Gallup Arizona Poll helps us understand many of the beliefs and values shared by the people who live here.



On Culture

Culture is a mysterious word. Twenty years ago it meant buying a ticket. Culture was the theater, culture was the opera. Today culture is a favorite coffee shop. It's the art walk on Thursday nights or downtown's First Friday with all its controlled chaos. It's the light rail running south down Central Avenue with all these different languages being spoken. I'm not a big fan of what's called "branding" because it never feels authentic. A community becomes distinctive because of something deeper, something real about the place and its people.

Kimber Lanning
Executive Director
Local First Arizona
Phoenix

CONSENSUS

Arizona citizens agree on more than we disagree.

There is remarkable consensus among Arizona citizens on a broad range of issues and policy positions regardless of where people live. There is also more agreement than we expected by gender, age, income, education and ethnicity. If this level of consensus can be translated into an action agenda for the future, we can achieve *The Arizona We Want*.

ATTACHMENT

Arizonans are surprisingly attached to their communities.

When the Center began this study, we wondered if Arizona's high rate of in-migration meant that citizens were a little detached. Apparently, that's not true. The Gallup Arizona Poll measures the emotional attachment people feel for "place" and found that 36 percent of all Arizona citizens feel passionate about and loyal to their communities. The criteria is rigorous and Arizona's percentage is among the highest of all geographic areas studied to date using this index. It is not significantly affected by gender, income, education or ethnicity, and it increases with time lived here.

AESTHETICS & NATURAL ENVIRONMENT

The state's natural beauty and open spaces are seen by citizens as our greatest asset. Arizona landscapes matter—on both economic and emotional levels. It's important that growth and development in the future respect the passion that citizens feel for their environment.

LEADERSHIP

Citizens are not at all satisfied with their elected leaders.

Only 10 percent believe that elected officials represent their interests, and only 10 percent rate the performance of elected officials as "very good." Of the six leadership qualities presented in the Gallup Arizona Poll, citizens strongly agree that leaders need to understand complex issues, but they also want elected officials who will work across party lines.

JOB CREATION

Like the rest of the world, Arizona residents want jobs.

Only six percent of our residents rate Arizona "very good" for job opportunities. A citizens' agenda that does not address quality job creation and the educated workforce necessary to support it will not reflect the concerns and opinions of citizens.

OPENNESS

Arizona is not a great place for young college graduates.

Only 11 percent of our residents believe their city or area is a "very good" place for young college graduates looking to enter the job market. This is not a result that can be easily dismissed. What attracts young professionals to a place? Why are some areas a magnet for talent? Beyond a good job, talented young people want nighttime entertainment and recreational opportunities. They like places that share their commitment to the environment and "green" thinking. They want energy, synergy and opportunity.

A VISION FOR ARIZONA

The Arizona We Want is the result of a five-year effort to capture the ideas of both Arizona leaders and the citizens they represent. In the first phase, completed in 2005, the Center published a *Vision for Arizona* that called for our state to become **one of the best places in the nation to live a rewarding and productive life.**

The Center launched the second phase in 2008 to capture the voice of Arizona citizens through the Gallup Arizona Poll. We needed a realistic and contemporary picture of who we are today and what we want for the future.

One outcome of this poll is the **Arizona Opportunity Map.** It tells us clearly how Arizona citizens rate the state's performance on 11 factors that describe a high quality economic, social and physical environment in the 21st century. The map also identifies which factors most influence citizen "attachment," the degree of emotional connection that people feel with their communities.

The broad consensus in our state makes it possible for the Center and its partners to identify eight goals that we can take forward.

CITIZENS' AGENDA FOR ARIZONA'S SECOND CENTURY.

Caring for the Economy

1. Create quality jobs for all Arizonans.
2. Prepare Arizonans of all ages for careers in the 21st century workforce.

Caring for People

3. Make Arizona "the place to be" for talented young people.
4. Provide health insurance for all, with payment assistance for those who need it.

Caring for Communities

5. Protect Arizona's natural environment, water supplies and open spaces.
6. Build a modern, effective transportation system and infrastructure.
7. Empower citizens and increase civic involvement.
8. Foster citizen well-being and sense of connection to one another.



On the Economy

What's holding us back is a dependency on an economy that isn't sustainable. We've been relying on industries that are highly volatile and it wreaks havoc on our state and our state revenues. We need an education system that actually produces a skilled workforce and we need better land use planning. We've relied on cheap land and small investments in education. That only works if you never think beyond today.

Jacob Moore
 Generation Seven Strategic Partners,
 Arizona State Board of
 Education (president),
 Tohono O'odham Nation (member),
 Salt River Pima-Maricopa Indian
 Community (resident)

What is *The Arizona We Want*?

A place where all 11 factors that define quality of life can be found on the right side of the Arizona Opportunity Map.



An extraordinary study of an extraordinary state.



On Community

The Arizona We Want will be the same close-knit community it is today. We both grew up in Yuma and we appreciate the values of the people here. A few years ago, we moved out of state for a job opportunity but decided after four years to come home. This is where we want our sons to grow up. They can go outdoors and play surrounded by family and friends. Yuma has been good to us. Yes, there are problems here that need to be addressed but this is our home.

Theresa & Tony Vargas
ACE Computer Concepts
Yuma

We took the first step in building a citizens' agenda in 2005, when the Center published the results of a two-year study that reviewed more than 50 major policy reports.

The historic reports provide an invaluable record of leadership thinking over 15 years, as Arizona struggled to provide for large and steady influxes of new people. The outcome was a planning framework that focused on opportunity, the economy and sustainable growth as key factors for success in Arizona's second century.

Over the next few years, leaders from government, business, nonprofits and higher education worked, separately and together, to develop an agenda for Arizona that would move the state forward. Initiatives were planned and a variety of efforts undertaken. Some things moved forward like the passage of Prop 301 in 2000, a major education funding initiative supported by a bipartisan coalition. But progress overall was slow and with mixed results.

Like most states, our efforts to plan for the future rely on two approaches. **Financial planning** looks at projected revenues, expenditures and growth rates. Since shortfalls are inevitable in a dynamic economy, ideas focus on ways to either grow revenues or reduce expenditures. **Organizational planning** brings leaders from all sectors together to deal with complex issues—education, water, transportation.

Success relies not only on finding consensus but also on the ability of leaders to prioritize, develop workable implementation plans and convince the general public to take some course of action. While both approaches are necessary, they are essentially “top-down.”

WHAT'S MISSING?

The **citizen perspective**. To capture that perspective, we need to recognize the impact of new information technology. Most Arizonans have access to thousands of news and opinion outlets. This democratization of information has far reaching implications and nowhere is the shift more evident than in today's political rhetoric. Increasingly driven by polls and public opinion surveys, democracy has been driven downward. In the book *The Future of Freedom*, Fareed Zakaria notes that from the far left to the far right, persuasion in the 21st century requires leaders to directly seek and quantify the thinking of larger and larger groups of people as well as an increasing number of small but highly influential special interest groups.

The Gallup Arizona Poll is a critical step in building a citizens' agenda with clear goals that are grounded in the minds and hearts of the people who live here.

OUR PARTNER

Why Gallup? Gallup approaches big questions from the perspective of behavioral economics—*what causes people to make the decisions they make and what are the factors that influence them?* Working with Gallup provided us a starting set of “actionable insights” drawn from two of the largest research projects ever undertaken—the Gallup World Poll and the Knight Foundation Community Surveys.

OUR CITIZENS

Who participated? The Gallup Arizona Poll includes both a telephone poll and an online Web survey. The telephone poll involved a representative statewide sample of 3,606 Arizona residents, including nearly 500 “cell phone only” users to ensure enough representation from younger people. The sample size is large because we want to be as statistically accurate as possible for different regions of the state, as well as different demographic groups. The Web survey, drawn from ideas proposed by more than 25 leaders in all sectors, was completed by 831 people who participated in the telephone survey.

OUR QUESTIONS

Tried and true, or new? A little of both. The telephone questions are tried and true, drawn from Gallup’s work on several large-scale projects. The value of using questions from Gallup’s “question bank” for the telephone poll is two-fold. First, the questions have been field-tested many times. Second, we can compare Arizona responses to other states and regions, the nation and the global community. The Web questions are original and focus on five issues that leaders believe must be addressed for Arizona to succeed in the future—education, healthcare, job creation, infrastructure and energy independence. And the poll digs deeper, asking citizens to consider the kinds of policies and trade-offs that are necessary to achieve goals.

OUR TIMING

Bad time or good time to be asking questions? We believe it’s a good time. The severity of the economic downturn and the challenges we face at the state level aren’t going to be resolved quickly. But every challenge is an opportunity. The decisions we make over the next few years may do more than just get us beyond a hard time. They could help us emerge stronger and smarter.

OUR RESULTS

What follows are the results of the Gallup Arizona Poll—the numbers, the benchmarks and the analysis that we believe can help us make good choices in the future.

In addition, the research has produced a set of tools for *The Arizona We Want* that include:

- **Planning Framework:** The Arizona Opportunity Map offers a comprehensive look at where we are and where we need to go.
- **Goals:** The report includes eight specific goals where citizen support is clear and compelling, with action steps identified for each. It also speaks to five issues that must be resolved if we are going to achieve *The Arizona We Want*.
- **Scorecards:** The report describes a process to identify metrics for each goal that will help us measure local, regional and statewide progress over time.
- **Recommendations for Implementation:** The report also announces the formation of *The Arizona We Want* Institute as an integral part of the Center for the Future of Arizona. The purpose of the Institute is to serve as a trusted bridge between citizens and leaders in public and private sectors, mobilizing people throughout the state in a concerted and sustained effort to create *The Arizona We Want*.



On Priorities

We have six children. The Arizona We Want is a place where they can get the education they need, the healthcare they need, and then the jobs they will need to raise their own families and prosper. I would like my children and grandchildren to be able to stay in Arizona. They shouldn't have to move out of state to have a bright future.

Gayla Moore
Jay's Bird Barn
Prescott

MOVING BEYOND THE NUMBERS

To put a human face on this study, we went beyond the 3,606 people who participated in the Gallup Arizona Poll by interviewing Arizona citizens from around the state. You'll get to know them throughout the pages of this report. They're your neighbors—families, couples and individuals who generously contributed their thoughts and voices to the study. There was no formal selection process. People were recommended by leaders from throughout the state.



FLAGSTAFF

The Arizona We Want is a place that understands how to build strong regional economies from a stewardship perspective. The heartbeat of Arizona, its character, is tied to our open spaces, public and private. We need a set of visionary goals for the state and we need planning that is land-sensitive and resource-smart. It will take the natural elements we have and put them together in ways that work.

Mandy Metzger

Coconino County Supervisor
District 4

Jack Metzger

Flying M Ranch & Diablo Trust
Flagstaff



YUMA

We want our kids to grow up in a place where they can dream—to believe in what they can achieve with hard work. Theresa and I are first generation citizens from humble beginnings. We know from our own experience that the core of any community is the education it provides. To be successful, Arizona has to be a good place for children to get an education and to live their dreams.

Theresa & Tony Vargas

Ace Computer Concepts
Yuma



ARIZONA'S HUMAN GEOGRAPHY

The Gallup Arizona Poll looks at our state from a different perspective, moving beyond city and county lines to recognize urban, small city and rural clusters of people who share an environment, a way of life and an economic future.



PRESCOTT

As a small business owner, one of our great hopes is that Arizona will find a way for people to have the medical insurance and quality health care they need for their families and employees. As an environmentalist, I also want Arizona to protect its most valuable assets—the hilltops and views, the watersheds, native vegetation and habitat that make this state so wild and scenic.

Gayla & Eric Moore
Jay's Bird Barn
Prescott



PHOENIX

Arizona succeeded in the '60s and '70s with semiconductors. The community invested and it paid off in quality jobs and strong engineering education. I came here from the National Institutes of Health because Arizona was moving aggressively in the biomedical sciences. Turning new ideas into something useful takes a whole community that is willing to come together, invest and provide the freedom to operate. The Arizona We Want will never lose that spirit.

Debbie Duggan
St. Joseph's Hospital & Medical Center

Dave Duggan, Ph.D.
Translational Genomics Research Institute (TGen)
Phoenix



MESA

With four daughters, we want Arizona to be a place that educates its children for the future. Our standards are too low in education. We have become an enabling society instead of one that challenges our children to perform to the same international standards as the rest of the world. Yes, some of our children have special needs. But that's true in every country. It can't be an excuse.

Pat Esparza
Director
Mesa Life Options/
Experience Corps
Mesa Community College

Chris Esparza
Sales Manager
S&K Sales Co., Inc.
Mesa



TRIBAL COMMUNITIES

My hope is that Arizona becomes a place that values its diversity and what each person brings to the table. From a tribal perspective, everyone has a gift and our responsibility is to put that gift to good use. Another belief is that decisions should be based on the impact they will have for seven generations, not the next election cycle. It's called sustainability today but it's an old value to us. We need to talk through these time-tested principles as a modern society.

Jacob Moore
Generation Seven
Strategic Partners,
Arizona State Board of Education (president),
Tohono O'odham Nation (member),
Salt River Pima-Maricopa Indian Community (resident)



TUCSON

In the Arizona I want, we'll forget about being Republicans or Democrats or independents. We'll work together and we'll do it for Tucson, for Arizona, for our country. Right now is one of the most important times we'll ever experience. There are so many important issues. We need people in leadership who will set politics aside and focus on the things that matter—education, job creation and training for individuals who are not pursuing higher education.

Celina & Bill Valenzuela
W. G. Valenzuela Drywall, LLC
Tucson



On Great Cities

I've worked in Arizona for 10 years and what's really distinctive about our state is its openness. We don't have the same kind of elitism that you find in most other large cities. But is openness enough? We need to become "great" at something we value. What do people value the most? It could be education, the infrastructure we build, or the new sustainable industries we grow. When communities are growing rapidly, sometimes people get left out of the equation. It's time to bring people back into the process because we need to know what's important to them.

Nan Ellin, Ph.D.
Planning Program Director
School of Geographical Sciences
& Urban Planning
Arizona State University
Tempe

Two studies, three insights.

Our experience has shown the value of starting with a proven approach.

A LESSON LEARNED

In 2003, when the Center decided to take a closer look at why some schools serving mostly poor, mostly Latino students are outperforming others, it struck us that our question sounded a lot like the one Jim Collins asked when he first began studying great corporations in *Good to Great*. Our focus on "achievement per student" as the metric for success lent itself to his approach. Just three years after its release, *Beat the Odds* is an institute of the Center with its own staff. We are now working with nearly 90 schools statewide.

The experience taught us to be bold, and to take advantage of cutting-edge research that can help us move forward. The partnership with Gallup brought significant advantages:

- Globally recognized brand
- Leader in public polling
- Existing base of questions to draw from for national and global comparison
- Shared commitment to using information to strengthen communities

In addition, Gallup is heavily invested in two innovative studies that are producing new insights into how people think and behave in the 21st century—the Gallup World Poll and the Gallup-Knight Foundation Community Surveys.

THE GALLUP WORLD POLL

What the world is doing is not a mystery—it's captured in everything from Gross Domestic Product (GDP) data to unemployment, birth and death rates. There is a wealth of information about what products people make, purchase and desire in every country in the world. But more and more, world leaders started asking the same question—*does anyone know for sure what the world is thinking?*

Gallup's response was the World Poll. The first round of interviews was conducted in 2005 and 2006, and the poll now reaches citizens in more than 150 countries representing 95 percent of the world's adult population. With a minimum of 1,000 interviews per nation, the poll has a ± 3.1 percent margin of error for each country.

From the world's poorest, undeveloped countries to its wealthiest, the answer was the same—*what the whole world wants is a good job*. People today know how other people live and they understand that having a good job means more than providing food and shelter for their families. It also establishes the relationship we have with our community.

The most powerful variation in predicting economic results is apparently not the size of a region's consumer base, labor pool or natural resources. It's the migration patterns of talented, skilled and educated people. Are they coming or leaving? And what influences the decision?

The message to leaders is clear. The ability to create quality jobs is fundamental to the future of all economies—large and small, urban and rural.

GALLUP-KNIGHT FOUNDATION COMMUNITY SURVEYS

In 2008, Gallup published a study of the 26 U.S. cities once served by Knight Ridder newspapers. The goal was to determine what drives citizen “attachment,” what connects people to place, and how attachment influences economic prosperity.

What is attachment? It’s an emotional connection. The concept emerged from years of Gallup research in the business sector. For employers, they measure employee attachment and correlate levels to critical outcomes such as productivity, employee retention and profitability. In consumer studies, they measure brand loyalty and correlate levels to purchasing decisions. In both environments, attachment proves to be a *leading indicator* of performance, not a result. The Knight Foundation Community Surveys applied the concept to citizens in a three-step process.

Step 1: Determine the level of attachment that people feel for their community. Gallup measures the loyalty and passion that connects people to place with a set of five questions that are answered on a 5-point scale:

Community Attachment



Loyalty

1. Overall satisfaction with city or area as a place to live
2. Likely to recommend city or area to friends
3. Five-year outlook of city or area as a place to live



Passion

4. Proud to live here
5. Perfect place for people like me



Community Attachment

The 26 Knight Foundation communities include such high population urban areas as Philadelphia, Miami and Detroit. They include smaller communities such as Boulder, Myrtle Beach and Biloxi. The broad range is especially valuable for benchmarking because Arizona cities and towns vary significantly in size.

Step 2: Correlate each community’s attachment level to growth in Gross Domestic Product (GDP).

Gallup took five years of GDP growth (2001-2005) and compared it to population growth (2000-2006) for each of the Knight Foundation communities. Researchers found that communities with higher levels of citizen attachment also enjoy higher levels of GDP growth.

As the table indicates, the level of GDP growth significantly outpaces the level of population growth in communities with higher levels of citizen attachment. While Gallup is not yet ready to declare that attachment is a *leading indicator* of prosperity, not a result, they believe that additional research will confirm it.

Attachment Correlated to GDP Growth



Step 3: If attachment drives prosperity, what drives attachment? Why do people answer the five questions the way they do? There are a whole range of underlying experiences and perceptions that influence the way they feel about their community. The Knight Foundation study is organized around 11 factors that define a healthy community, one that is prosperous and meets the needs of its citizens. In the 26 communities they studied, some have considerably more impact on “loyalty and passion” for place than others.

The Gallup Arizona Poll builds on the findings of both the World Poll and the Knight Foundation Community Surveys. In the next section, we’ll explore how Arizona citizens feel about life in our state and what their hopes are for the future.

Knight Foundation Community listing included in Gallup Arizona Poll, Technical Report.

What did they find out?

Actionable Insights:

What the whole world wants is a good job and talented people will migrate to the cities and regions that provide them.

A core relationship appears to exist between the emotional attachment that people feel for a place and its economic prosperity (GDP growth).

Communities that aspire to prosperity need to focus on the key drivers that influence attachment.



THE GALLUP ARIZONA POLL

A VISION FOR ARIZONA

From the time the Center began working on a *Vision for Arizona*, we were struck by the fact that most states don't have a vision. They have slogans and marketing identities. It seems surprising because most of us can't imagine trying to guide any kind of complex enterprise in a highly competitive, rapidly changing environment without a vision. It brings discipline and focus to the decisions that need to be made.

There are a number of contributing factors. For example, states are large and diverse. The geographic and demographic differences from one region to another make it hard to capture a sense of shared goals. In addition, candidates for public office spell out their own plans for the future in their political campaigns. If elected, most of those plans do not live beyond the term of the office holder. Someone else is then elected with different ideas and the cycle begins again.

As a practical matter, Arizona needs a vision to help guide us in good times and through those that are more difficult.

Recognizing the challenges, the Center decided to take a fresh approach by looking first to the citizens of Arizona. We need a deeper understanding of why people live here, what they like about their communities and what most concerns them. We need to understand what people want for the future and what trade-offs they can accept to achieve that future.

The Gallup Arizona Poll was developed with this purpose in mind. The key findings of this poll establish a baseline of citizen thinking that we believe has immense value as a framework for building an action agenda for Arizona that we can all take forward.

While discerning the public will is not easy, it is essential to Arizona's success in the future.

What Arizona is thinking.

Some surprising results and a new perspective for looking at the state and capturing the hopes of its citizens.

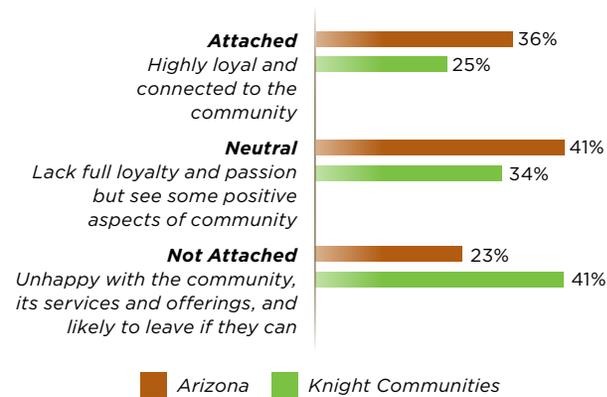
The initial telephone poll is an opportunity to build a realistic and contemporary picture of our state. The questions are drawn from Gallup’s work on the World Poll and the Knight Foundation Community Surveys. Participants were selected randomly by telephone and are representative of the state’s population as a whole. Based on a total sample of 3,606 respondents, the margin of error for Arizona is ± 1.7 percentage points at 95 percent confidence, and ± 2.4 percentage points for the urban corridor. The margin of error for smaller cities is ± 3.4 percentage points and ± 3.2 percentage points for rural areas.

The 36 questions asked in the poll are interesting in themselves. An added value is that they combine in fascinating ways that help us gain new insight into how we can move forward, collectively, to achieve *The Arizona We Want*.

KEY FINDING

In Arizona, 36 percent of our citizens are attached—loyal and emotionally connected to their communities. On the five questions that test the loyalty and passion that citizens feel for their communities, Arizona scores amazingly high. In fact, we have a higher proportion of attached citizens than 23 of the 26 Knight communities.

Citizen Attachment in Arizona Compared to Knight Foundation Communities



About the percentages. When we asked why the percentages seemed low, we learned that Gallup research over many years indicates that in terms of actual behavior, people who rate something as “5” are truly in a league of their own. They are the only ones counted because they’re the torchbearers and the influencers. The behavior of people who respond with a “4” tends to be similar to people who respond with a “3.”

Arizona Responses to Specific Attachment Questions

LOYALTY

How satisfied are you with your city or area as a place to live?

35%

(Extremely Satisfied)

How likely are you to recommend it to friends as a place to live?

39%

(Extremely Likely)

How will your city or area be as a place to live five years from now?

21%

(Much Better)

PASSION

I am proud to say I live in my city or area.

57%

(Strongly Agree)

My city or area is the perfect place for people like me.

45%

(Strongly Agree)



On Quality of Life

Arizona has become supremely urban. But the heartbeat of the state, its greatest asset, is land. It's not just about what you can raise—corn, cotton, cattle. It's so much more than that. It's our open spaces, our healthy watersheds, our forests. The urban areas are just punctuation, to me, on the landscapes. If we lose the landscapes, all bets are off for the future of the state.

Mandy Metzger

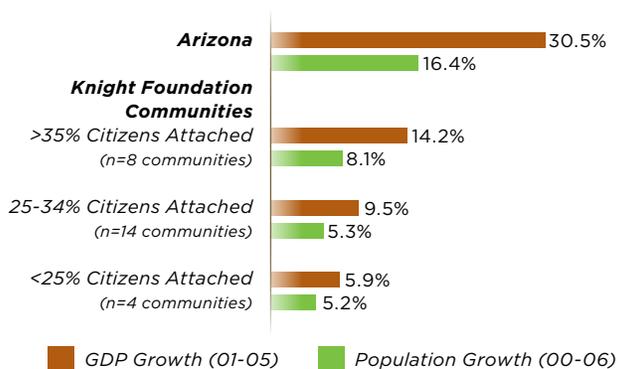
Coconino County Supervisor
District 4
Flagstaff

KEY FINDING

The core relationship between attachment and prosperity is clearly evident in Arizona.

After determining Arizona's overall level of attachment, Gallup compared our GDP growth over the same period of time used in the Knight Foundation Community Surveys. What they found is that our state fits very comfortably into the high attachment—high GDP growth per capita cluster.

Citizen Attachment in Arizona Correlated to GDP Growth



An important result. Surprisingly, the emotional attachment that people feel for a place has little to do with geography. At 37 percent, people in the urban corridor are slightly more likely to be attached than citizens in small cities at 35 percent or rural areas at 33 percent. There is almost no difference by gender, income, education or ethnicity. The differences are much greater with different age groups, ranging from 26 percent for 18 to 34-year-olds to 54 percent for people age 65 and older.

KEY FINDING

In Arizona, the factors that influence attachment can be measured.

The telephone poll asks people to respond to sets of questions that are organized around 11 factors that define a healthy community, one that is prosperous and meets the needs of its citizens.

What Gallup found in Arizona is that citizens who feel a high level of attachment to their communities answer questions very differently than those who are not as attached.

As the chart indicates, the differences are greater with questions concerning our social offerings, aesthetics and openness. These attributes are powerful influences on the emotional connection we feel to a place. When the responses of both groups are similar, that factor may be critically important to our quality of life—like the economy—but it's not driving our sense of attachment to the same degree.

Key Drivers of Attachment in Arizona

| Factor | Relationship to Attachment |
|--|----------------------------|
| Social Offerings <i>Entertainment infrastructure, easy to meet people, people care about each other</i> | 0.477 |
| Aesthetics & Natural Environment <i>Physical beauty of place, parks and open spaces</i> | 0.443 |
| Openness <i>How welcoming the community is to different types of people</i> | 0.439 |
| Basic Services <i>Support infrastructure—highways, housing, health care</i> | 0.390 |
| K-12 Education <i>Quality of local public schools</i> | 0.368 |
| Leadership <i>Quality of leadership and belief that elected officials represent citizen views</i> | 0.365 |
| Higher Education <i>Quality of colleges and universities</i> | 0.315 |
| Economy <i>Local economic and employment conditions</i> | 0.275 |
| Safety <i>Local area crime and safety conditions</i> | 0.255 |
| Social Capital <i>Proximity of close friends and family, time spent with neighbors and participation in groups</i> | 0.161 |
| Involvement <i>Voting, volunteering, charitable giving and participation in efforts to deal with local issues</i> | 0.080 |

HIGH
RELATIONSHIP TO ATTACHMENT
LOW

KEY FINDING

Arizona's performance on 14 quality of life features gets a mixed review.

In the telephone poll, people are asked to rate the city or area in which they live on 14 different features that are important to quality of life.

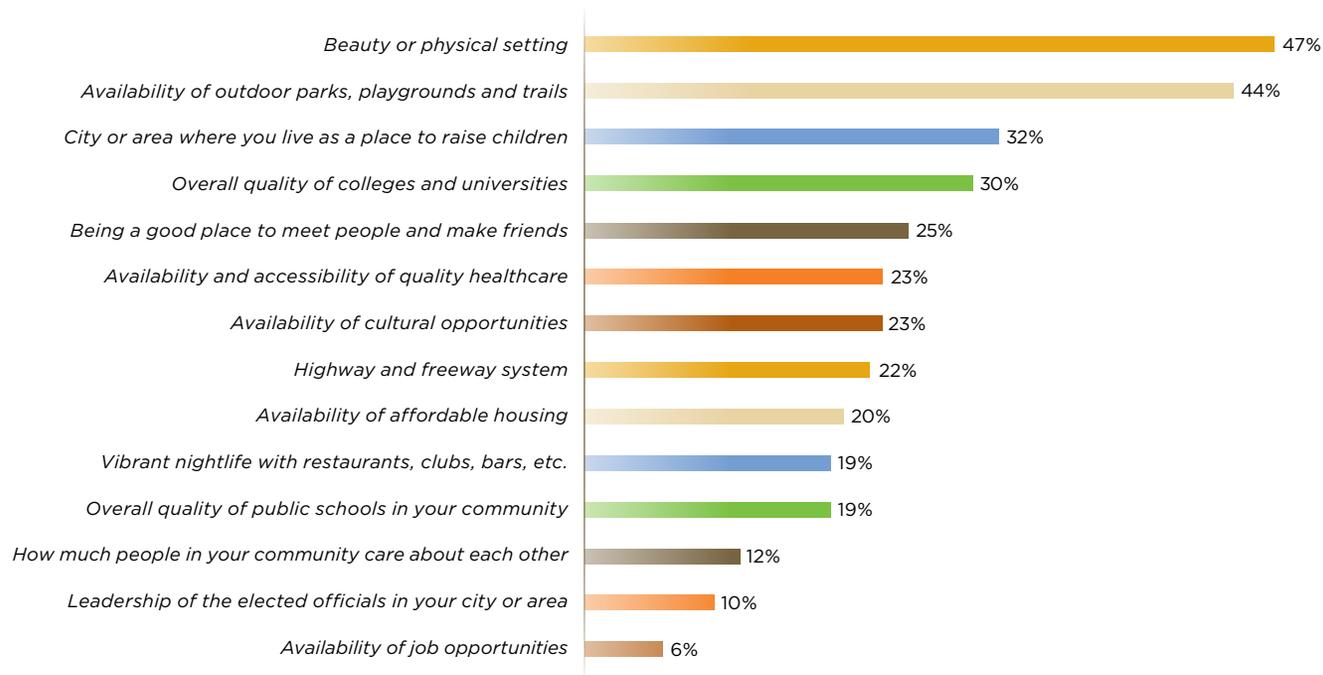
Surprisingly, there is little overall difference in how citizens rate Arizona's performance across the three regions of the state—urban corridor, small cities and rural areas.

There is also little difference by gender, age, income, education or ethnicity. The top three or four features are consistently the top features and the bottom two are consistently the bottom two as rated by citizens.

Still, there are small differences. For example, 25 percent of rural citizens rate the public schools in their community as "very good." Younger people (18 to 34) and older citizens (65+) rate the highway and freeway system better than do people between the ages of 35 and 64. People with less income and education are more positive about the leadership of elected officials.

How Would You Rate the Following in the City or Area Where You Live?

Percentage of Arizonans who give their community or area a "5—very good"



On Migration

People are attracted to places for different reasons. My parents moved here when I was in high school because of a job. Now they're wondering what happened to job opportunities here. Other people come for the natural beauty, the great outdoors of Arizona. That may drive tourism but it's not enough to keep young people over the long run. We're not working hard enough at the things that connect people—the culture, uniqueness and spirit of the place.

Ada Dieke
Doctoral Student
Public Health
University of Arizona
Tucson



On Education

Our public schools need a lot of work and I don't think it's just about money. We have lowered our expectations so much and many kids are coming out of school unprepared for work and unprepared for citizenship. Too many have no idea how their government works. We need high standards and we need to put civics back in the curriculum.

Jack Metzger

Flying M Ranch & Diablo Trust
Flagstaff



Arizona's Opportunity Map

Gallup's work with the Knight communities has led to a way of mapping opportunity in specific communities and areas.

The 11 factors that affect attachment to varying degrees are measured on the vertical axis. Arizona's performance on these same factors is determined by citizen responses to 30 of the questions in the telephone poll. The results are mapped on the horizontal axis.

KEY FINDING

Arizona has significant opportunities to improve both prosperity and overall quality of life.

The Arizona We Want is a healthy, progressive place that meets the needs of its citizens. To achieve the goal, Arizona has two challenges. First, we need to improve our performance in six critical areas identified as low performing by citizens—the economy, leadership, K-12 education, basic services, the openness of our culture and the quality of our social offerings.

Second, and equally important, we have to protect and maintain our performance in areas where we're doing fairly well. For example, protecting the natural beauty of the state, its open spaces and recreational opportunities is obviously important to citizens in every region. Planning for the future has to ensure that these assets remain part of the essential character of Arizona.

KEY FINDING

Arizona is not a great place to live for talented young people.

In the telephone poll, people are asked to rate their city or area as a place to live for different groups of people. The intent is to discover if newcomers and people of all ages find it easy to become part of the community and to prosper here.

Once again, there is little difference in responses across the state. Citizens in the urban corridor, small cities and rural areas all rate their community for these groups in exactly the same order. The demographic differences are also slight.

SOME FINAL COMMENTS ABOUT THE TELEPHONE POLL

On the 14 quality of life features, citizens give their lowest performance rating to the “availability of job opportunities” in Arizona. When asked to rate their community as a place to live for different groups of people, only 11 percent believe that it’s “very good” for young college graduates looking to enter the job market.

What about younger people?

While it’s true that younger people (18 to 34 year olds) are less likely to be emotionally attached to a place than older residents, 26 percent are attached in Arizona compared to 19 percent in the Knight Foundation Communities. At the same time, a full 29 percent of our young people would move to another city or state if they had the choice.

Actionable Insights for Arizona

It’s a clear message—we need to pay close attention to how we invest in and encourage opportunities for all Arizonans. A high level of attachment doesn’t mean talented and skilled people, especially young people, won’t leave if Arizona doesn’t have quality jobs available and the quality of life they seek. That’s true in the urban corridor and even more significant in Arizona’s small cities and rural areas.



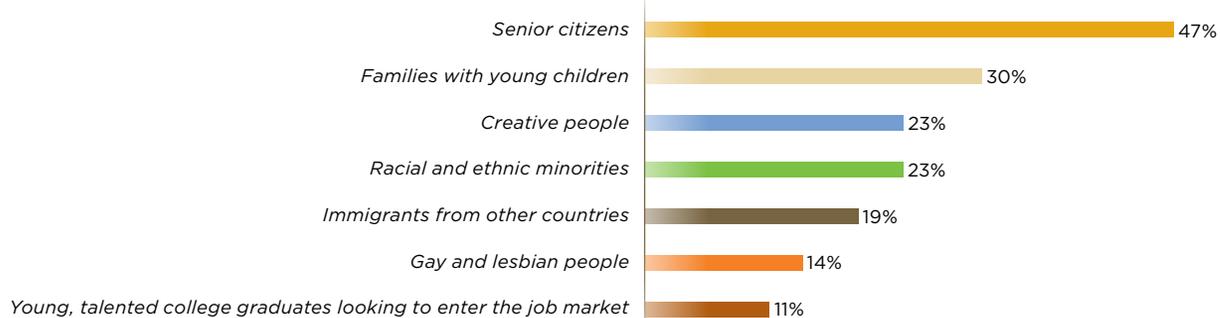
On Openness

Things are so much better than when I was growing up. I got paddled every single day in school for speaking Spanish. Many people in my generation just gave up on the education system here. But my experiences made me stronger. Today, Tucson is a very diverse community and it’s probably a good place for most groups of people. The only exception in my mind is young, educated college graduates. We don’t have the jobs for them.

Bill Valenzuela
W.G. Valenzuela Drywall, LLC
Tucson

How Good is Your Community for Different Groups of People?

Percentage of people who give their community or area a “5—very good”.



What Arizona wants.

Economic downturns challenge us to think about how we can emerge stronger and more sustainable in the future.

Arizona leaders are calling for new investments and policy changes on a number of issues, but which ideas have the support of citizens? The Web survey asks citizens to consider ideas from a variety of sources: initiatives being considered in Arizona that are supported by various leaders and organizations, ideas being considered at the federal level, and ideas from expert practitioners in Arizona who have a deep understanding of the five issues presented to participants.

For each of the five issues, participants were offered a series of five or six options for the best use of their tax dollars. Participants were not asked to rank order the options because that doesn't tell us the magnitude of their preferences. For example, the difference in support between an option ranked first and one ranked second might be highly significant or too close to call.

Instead, the choices were presented two or three at a time, forcing participants to choose a single, favorite option. The sequence of either/or choices ultimately positions each option against all other options. This allows us to calculate the relative support that citizens express for each option in a more precise manner.

Respondents to the telephone poll were invited to participate in the Web survey at the conclusion of their interview. A total of 831 people completed the survey, representing all three regions of the state, all ages and attachment levels.

Based on the size of the sample and the “forced choice” methodology used, the margin of error for Arizona at 95 percent confidence is ± 0.3 percentage points, less than one third of one percent. The margin of error is ± 0.5 percentage points in the urban corridor and ± 0.9 percentage points in smaller cities and rural areas.

My job provides the income needed to support my family.

39%

(Strongly Agree)

The five issues that were presented to participants

- 1 *Help Arizona students prepare for the jobs of the future.*
- 2 *Make healthcare more available and affordable.*
- 3 *Increase the number of good-paying jobs in Arizona.*
- 4 *Build the infrastructure Arizona needs for the future.*
- 5 *Help Arizona become more energy independent.*

The following results represent which policies or investments citizens are most likely to support as we begin planning for Arizona's future. All choices are tied to individual tax dollars as a primary revenue source. Several combine tax dollars with other revenue sources, when appropriate.

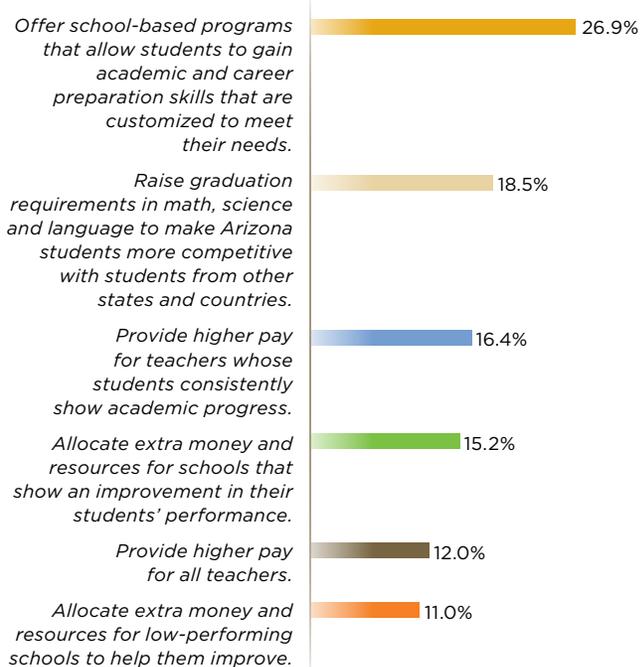
1 HELP ARIZONA STUDENTS PREPARE FOR THE JOBS OF THE FUTURE

KEY FINDING

Citizens favor school programs that ensure students are career/college ready, and they want academic preparation to be competitive with the rest of the world.

Which ONE of the following ideas would be the best use of your tax dollars?

Percentage of people who chose one idea after comparing it independently to all others.



831 responses = 100%

How broad is the consensus?

- **Geographic Regions:** There is little disagreement in the level of support citizens have for the ideas presented. All three regions—urban corridor, small cities and rural areas—support the six approaches in the same order of preference.
- **Attachment:** While all respondents give their highest support to programs that help students customize their education and training, attached citizens are more likely to support higher pay for teachers whose students show academic progress than “not attached” citizens.
- **Age:** Younger people (18 to 34) are more likely than others to support providing low performing schools with extra money and resources to help them improve. People 35 years of age and older are more likely to support raising graduation requirements in math, science and language to international standards.

Actionable Insights for Arizona

Only 19 percent of Arizonans rate their public schools as “very good” and they recognize that “one size does not fit all.” Transforming our education system so students can choose multiple paths to their personal future is a clear direction to take in planning a citizens’ agenda. Arizona citizens want students to graduate career/college ready, and recognize that their academic preparation should meet national and international standards.



On Education

Arizona’s children can only climb as high as we set the bar. And the bar we set will determine their ability to compete globally and our ability as a state to compete. The quality of education we provide also drives job creation because employers come to a place and prosper when they have access to an educated and skilled workforce. We need to invest more in education and we need to eliminate tenure. Our children deserve teachers with the talent to truly encourage and inspire them.

Pat Esparza

Director
Mesa Life Options/Experience Corps
Mesa Community College

2 MAKE HEALTHCARE MORE AVAILABLE AND AFFORDABLE

KEY FINDING

Citizens favor insurance programs for all Arizonans with payment assistance for those who need it.



On Healthcare

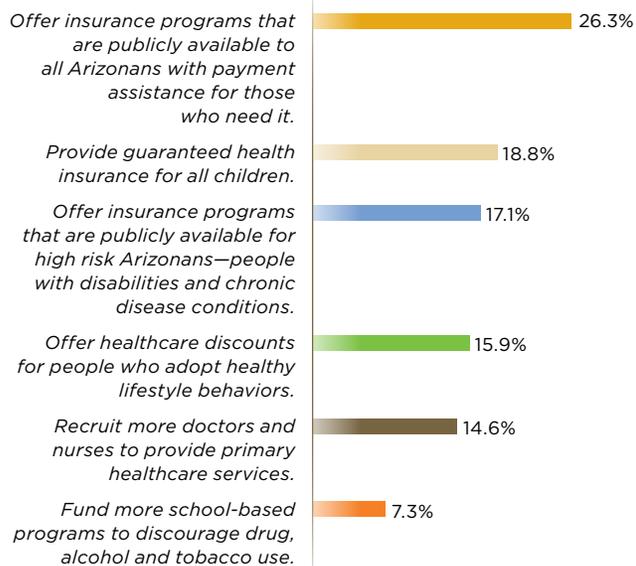
We own a small business and we're doing pretty well. But the cost of living is high in Prescott and we have six children. There have been times when we couldn't afford health insurance for our family. We still can't afford to provide it for employees. I wish we could, but it's too expensive. I don't support socialized medicine, but if I could decide how my taxes are used, one priority would be to make health insurance more affordable.

Gayla & Eric Moore

Jay's Bird Barn
Prescott

Which ONE of the following ideas would be the best use of your tax dollars?

Percentage of people who chose one idea after comparing it independently to all others.



831 responses = 100%

How broad is the consensus?

- **Geographic Regions:** There is little disagreement about the importance of making health insurance available to all Arizona citizens. The top three choices favored by citizens deal with concerns over affordable health insurance, accounting for 62.2 percent of the total responses. In addition, only 23 percent of Arizona citizens rate the availability and accessibility of health-care as “very good” on the telephone poll. That number drops to 18 percent in small cities and 17 percent in rural areas.
- **Attachment:** Attached citizens are more likely to support efforts to recruit more doctors and nurses than other groups.
- **Age:** Much like attached citizens, people over the age of 65 are more concerned about recruiting doctors and nurses to their area. They are also significantly less concerned about providing health insurance for all Arizona children.

Actionable Insights for Arizona

The health concerns of Arizona mirror the concerns of the nation. On Gallup's annual Health and Healthcare Poll, conducted in November 2008, Americans identified access to healthcare as the most urgent health problem facing the country for the second year in a row. In addition, the Arizona Opportunity Map identifies Basic Services, which include access to healthcare, as a factor that significantly influences citizen attachment.

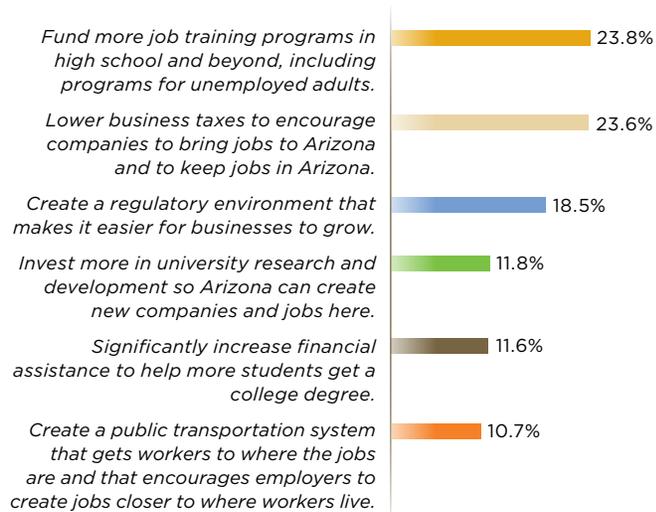
3 INCREASE THE NUMBER OF QUALITY JOBS IN ARIZONA

KEY FINDING

Citizens favor two ideas—job training programs and lower business taxes.

Which ONE of the following ideas would be the best use of your tax dollars and/or private sector funding?

Percentage of people who chose one idea after comparing it independently to all others.



831 responses = 100%

How broad is the consensus?

- **Geographic Regions:** There is little disagreement about the top two ideas for job creation. But citizens in the urban corridor are more likely than others to support public transportation and investments in university research.
- **Attachment:** Attached citizens are the most likely to support lower business taxes and a business-friendly regulatory environment. Citizens who are not attached are the most likely to support public transportation.
- **Age:** Not surprisingly, people 18 to 54 are more likely to support financial assistance for college students than citizens age 55+.

At the statewide level, only six percent of all citizens see the availability of job opportunities as “very good.” The number drops to three percent in small cities and rural areas, where a full one-third of all citizens rate job opportunities as “1—very bad.”

Because citizens support lifelong training programs, it’s tempting to assume that the relationship between education and job creation is well understood. That’s not clear and more discussion is needed. Citizens seem to believe that Arizona needs a tax policy that attracts and grows new business to expand job opportunities. The relationship between investments in Arizona’s growing research environment and job creation, however, appears to be less well understood.

Actionable Insights for Arizona

Citizen responses to several questions on the Gallup Arizona Poll make it clear that job creation is seen as a critical statewide need. The strong support for job training programs suggests that people understand that more training may be needed if working people are going to find the job opportunities they want in the future.



On Job Creation

Jobs are scarce in Yuma. There are just a handful of large employers—the military, local government, agriculture and the schools. We need to create new industries that fit us—maybe in renewable energy. We cannot prosper long-term as a community without investing in ideas that create jobs.

Tony Vargas

Ace Computer Concepts
Yuma

4 BUILD THE INFRASTRUCTURE ARIZONA NEEDS FOR THE FUTURE

KEY FINDING

Citizens favor adopting water management plans statewide and they want the natural environment preserved.



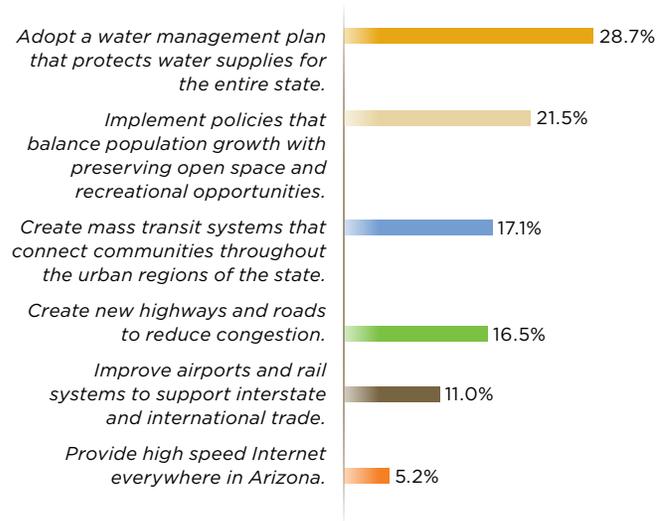
On Infrastructure

With such high growth, the infrastructure in Arizona will always be an issue. But we can't keep building out a system that is largely based on fossil fuels. We need better planning and we need to understand that two of the most important aspects of the infrastructure are schools and energy resources. If we pay more attention to creating a top education system and becoming more energy independent, good jobs will come. All of these things link together. They are the building blocks of prosperity.

Dave Duggan, Ph.D.
Translational Genomics
Research Institute (TGen)
Phoenix

Which ONE of the following ideas would be the best use of your tax dollars and/or private sector funding?

Percentage of people who chose one idea after comparing it independently to all others.



831 responses = 100%

How broad is the consensus?

- There is little difference in the opinions of Arizonans by geography, attachment or age when it comes to water. It should be noted that support for water management planning is higher in rural areas at 29.6 percent and small cities at 30.2 percent.

It comes as no surprise that people in a Western state are concerned about water. The results confirm what most of us know—the long-term quality and sustainability of our water supplies are fundamentally important. Water is a complicated issue that crosses state lines and national borders. Failure to deal with the issues and to plan for the long term, however, is unacceptable and citizens understand that.

Citizens also understand the value of the state's aesthetics—the physical beauty of Arizona and the importance of balancing growth with preserving our open spaces and recreational opportunities. This conclusion is supported by a question in the telephone poll. When asked how they felt about efforts to preserve the environment, 71 percent of Arizona citizens expressed satisfaction.

Actionable Insights for Arizona

Citizens don't want to lose the environment they consider so valuable. Protecting our open spaces and ensuring our long-term water supplies are critical to *The Arizona We Want*.

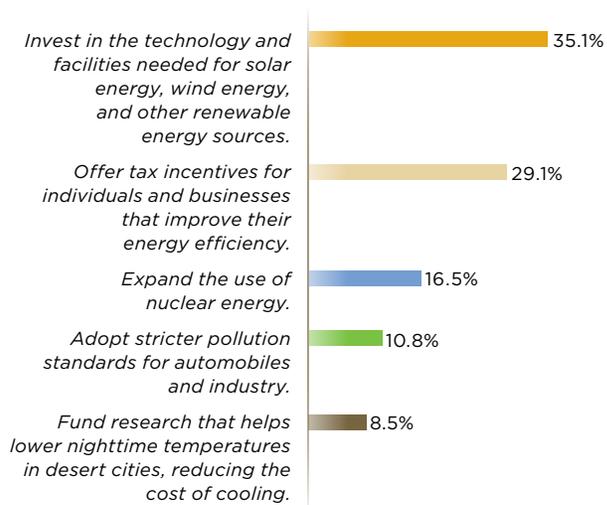
5 HELP ARIZONA BECOME MORE ENERGY INDEPENDENT

KEY FINDING

Citizens favor investing in technology and facilities for solar, wind and other renewable energy sources.

Which ONE of the following ideas would be the best use of your tax dollars, private sector funding and consumer price increases?

Percentage of people who chose one idea after comparing it independently to all others.



831 responses = 100%

How broad is the consensus?

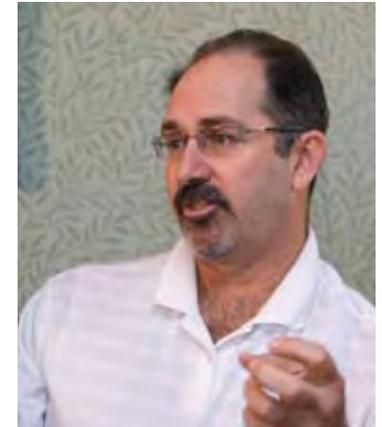
- **Geographic Regions:** Every part of the state strongly supports investments in renewable energy as the direction Arizona should take in the future.
- **Attachment:** Attached citizens are slightly more willing to support the increased use of nuclear energy than citizens who are not attached.
- **Age:** Younger people age 18 to 34 are less likely to support the use of nuclear energy than other age groups. Support for expanding the use of nuclear energy increases with age.

At 35.1 percent, investing in renewable energy resources received the largest percentage of citizen support of any idea presented for the five goals included in the Web survey.

There are probably several reasons, and some of the individual people profiled in this report mentioned a few—volatile gas and energy prices, the realization that foreign oil leaves us politically and economically vulnerable, the additional realization that solar energy and other renewable sources offer new opportunities for job creation and a stronger economy.

Actionable Insights for Arizona

Citizens endorse the use of taxes for the purpose of investing in renewable energies. For Arizona to move forward, however, will require a significant public-private partnership with clearly defined roles and responsibilities.



On Energy

Making Arizona more energy independent would be a great way to create jobs. Our biggest resource is the sun—we should be investing in research that makes solar energy more efficient and cost-competitive. I could see government helping to fund the research and the facilities to get things started but, ultimately, solar is only viable if it becomes profitable. Government is not motivated by profit. So the ultimate responsibility for making solar work has to be with the private sector.

Chris Esparza
Sales Manager
S&K Sales Co., Inc.
Mesa

WHICH IDEAS WOULD CITIZENS SUPPORT WITH THEIR TAX DOLLARS?



On Taxes

For Arizona to live up to its potential as a great place to live means we need a sustainable tax policy—and we don't have one. In Arizona, state and local government are very focused on operational issues. We have an immediate surplus or we have a shortfall. We need to start looking down the road. And we need to invest our tax dollars in the right things—better public schools and new industries. Growth is inevitable in Arizona. But talented, skilled people who aren't yet ready to retire come to places with good schools and quality jobs.

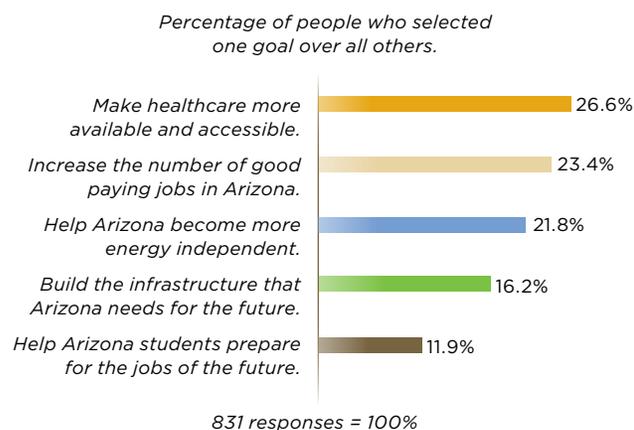
Peter Michaels
News Director
Arizona Public Media
Tucson

At the end of the Web survey, after citizens had evaluated specific policy ideas for addressing each issue, they were asked to consider how important each issue was to them if it involved an increase in their personal taxes.

KEY FINDING

In Arizona, citizens are most willing to support an increase in taxes if the revenues are used to increase access to healthcare.

Which ONE issue would you be most willing to support through an increase in your taxes?



How broad is the consensus?

- **Geographic Regions:** At 27.3 percent, residents in the urban corridor are more concerned about healthcare than citizens in small cities at 22.7 percent and rural areas at 25.7 percent. The top priority for rural areas is job creation at 28.6 percent.
- **Attachment:** Attached citizens are more willing to support helping Arizona students prepare for the jobs of the future than citizens who are not attached.
- **Age:** Job creation is the greatest concern among citizens age 18 to 54. Support for helping students prepare for the jobs of the future declines with age.

Arizona citizens, like the rest of the nation, are concerned about access to healthcare. Because health insurance for working adults in this country is most frequently tied to employment, these concerns are greater when job security is uncertain and the job market is considered weak.

Actionable Insights for Arizona

People were not asked to prioritize the importance of the five goals. They were asked to choose which single goal they would choose to support (over all others) with an increase in taxes and/or consumer prices. The fact that one goal receives more support than others does not necessarily mean that people don't think other goals are important. Choosing one may mean that it's of more immediate and personal concern.

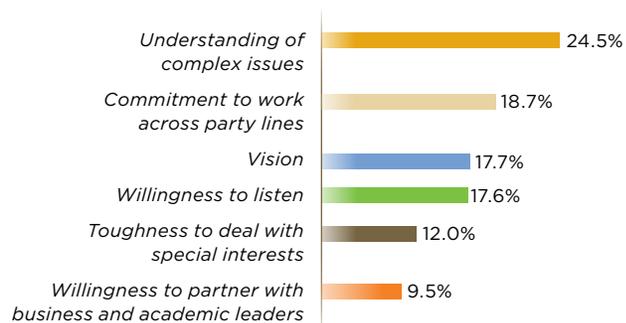
WHAT DO CITIZENS EXPECT FROM THEIR ELECTED LEADERS?

KEY FINDING

Citizens believe that elected officials must understand complex issues to govern effectively in the 21st century.

Which ONE of the following traits is the most important quality in an elected official?

Percentage of people who selected one trait over all others.



831 responses = 100%

How broad is the consensus?

- **Geographic Regions:** At 26.1 percent, residents in the urban corridor are most concerned about the ability of leaders to understand complex issues. People in small cities and rural areas feel more strongly about a commitment to work across party lines.
- **Attachment:** People who are emotionally attached value a leader's willingness to listen more than citizens who are not attached.
- **Age:** Younger citizens also value a willingness to listen but selection of this quality declines with age. People age 65+ consider a leader's vision very important, closely followed by understanding complex issues and the toughness to deal with special interest groups.

The initial telephone poll included two questions about leadership in Arizona. At 8 percent, college graduates and high income citizens give the lowest ratings to elected officials. The highest ratings are expressed by people over the age of 65 at 15 percent, and Hispanic citizens at 14 percent.

Actionable Insights for Arizona

Leadership is a key opportunity for Arizona. The results make it clear that citizens believe the major issues we confront cannot be solved in a simplistic way nor can they be resolved in a partisan way. Citizens want leaders who are smart, fully prepared to lead, and who can work across party lines.

Arizona Responses to Specific Leadership Questions

Leaders in my community or area represent my interests.

10%

(Strongly Agree)

How would you rate the leadership of the elected officials in the city or area where you live?

10%

(Very Good)

Some Other Arizona Responses

SOCIAL OFFERINGS

12%

Believe that people in their city or area care about each other.

INVOLVEMENT

38%

Worked with others in their community to make change.

SAFETY

35%

Believe it's completely safe to walk at night within a mile of their home.

SOCIAL CAPITAL

74%

Talk to their neighbors at least once a month.

WELL BEING

29%

Learned or did something interesting yesterday.

A fresh approach.

The Arizona Opportunity Map is more than a concise display of data—it offers a new way of thinking and planning for *The Arizona We Want*.

The telephone poll helps us see clearly where we stand in the eyes of citizens on specific issues that affect our prosperity and quality of life. The Web survey evaluates specific policy ideas to identify those that citizens are likely to support.

Combining results provides a baseline of citizen thinking that can serve as the foundation for a citizens' agenda. But as the map clearly shows, the opportunities require a combination of public policy and community building efforts.

THE ROLE OF PUBLIC POLICY

Citizens expect government to play a responsible role in our society. If Arizona is going to succeed, government action is needed to improve K-12 education, increase access to health care, build a modern transportation infrastructure, ensure public safety, and provide the policies for good land and water management. These programs are largely tax-based and citizens understand that. Government's role in the economy may be a supporting role but it is critical. Arizona needs a sustainable tax policy, and postsecondary education and job training that produces a 21st century workforce.

THE VALUE OF COMMUNITY BUILDING

Other factors are less tangible—Arizona's social offerings, social capital, and to some extent our openness, safety and citizen involvement. These factors do not rely solely on public policy. They reflect the culture of the communities we are building and the core values that determine how we treat one another.

How can we go from ideas to actions?

Most large-scale planning efforts focus on public policy. What makes this a fresh approach is that the Gallup Arizona Poll challenges us to address both public policy and community building with similar levels of thought and action.

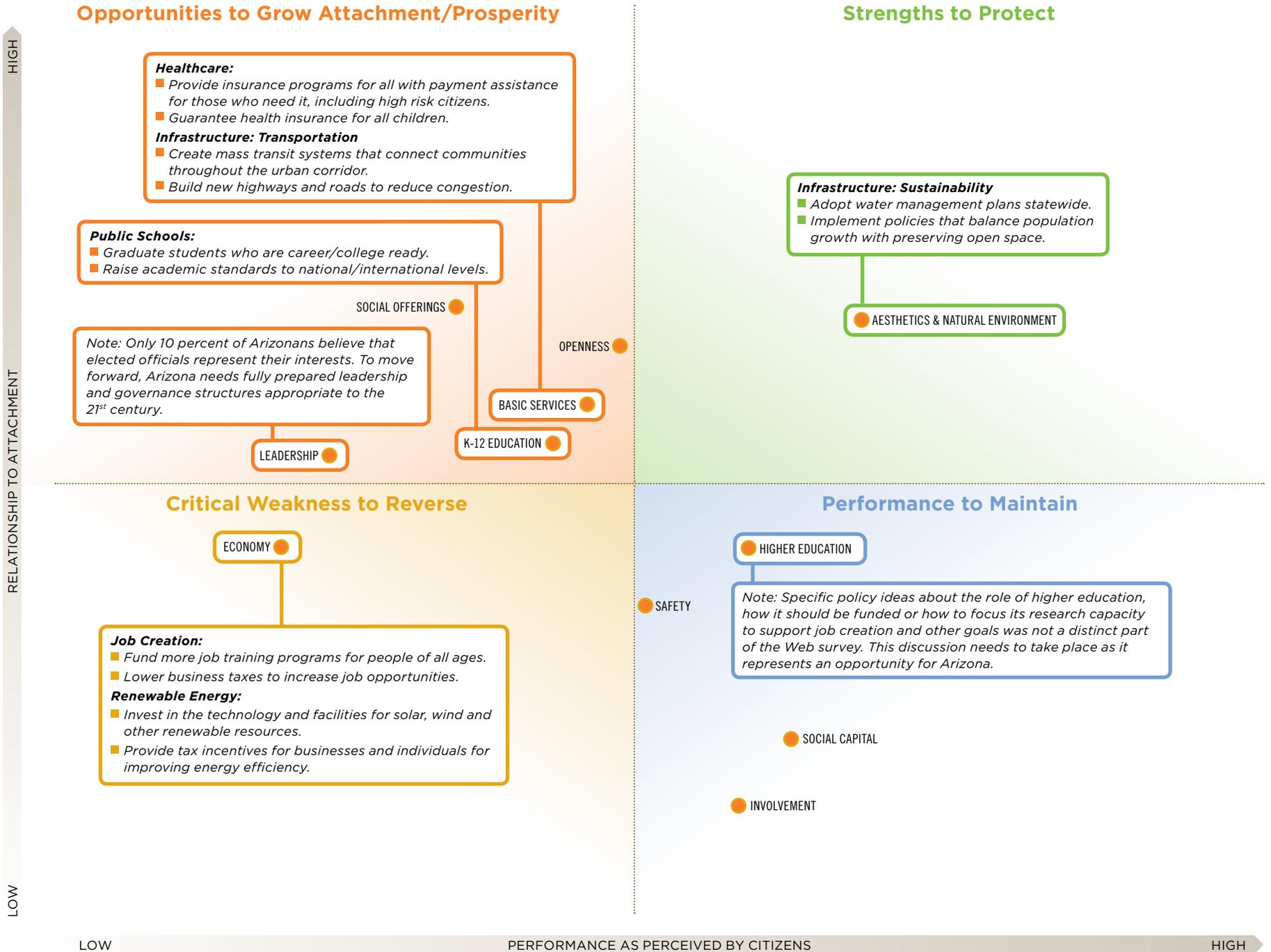
The Arizona Opportunity Map provides a **framework for planning** that leaders in all sectors can use to help guide multiple efforts. The map includes what citizens think about Arizona's performance on the 11 factors that define a healthy community and specific policies they favor for addressing a number of critical issues.

One of the strengths of the map is that it challenges us to be comprehensive in our thinking. All four quadrants on the map are important because we can't afford to assume our strengths any more than we can ignore our weaknesses.

The map also challenges us to be inclusive. No one sector, no one organization or approach will lead us to *The Arizona We Want*. It will take all of us working together on a shared set of goals.

ARIZONA OPPORTUNITY MAP

POLICY IDEAS THAT CITIZENS FAVOR



A citizens' agenda for Arizona's second century.

The driving force behind any great endeavor is leadership.



On Leadership

We moved to Tucson from Washington, D.C. right after 9/11 and we felt so welcome here and so safe. Arizona's potential was very apparent. But there are also lots of challenges and we don't see elected officials guiding us. People come together here frequently in statewide meetings and all these great ideas are discussed. But then nothing happens. Does Arizona want change? We're not sure. But if we could say one thing to elected leaders, it would be to get a vision, stick to it, and lead us.

Jacquelyn Jackson
Executive Director
Tucson Values Teachers
Tucson

Achieving *The Arizona We Want* will require a near-universal mobilization of people and organizations throughout the state. It's not hard to inventory who's already doing what. The challenge is to align the hundreds of efforts already underway around the larger goals. That takes inspired leaders and passionate citizens who actively support them.

As a self-described "do tank," the Center never intended this study to simply end with a report. Rather, we view it as the beginning of a process to use the results and key findings of the Gallup Arizona Poll as the foundation for a citizens' agenda. As Arizona enters its second century, we need a vision and a roadmap. The eight goals identified to describe *The Arizona We Want* are firmly grounded in the beliefs and opinions expressed by Arizona citizens.

CITIZENS' AGENDA

CARING FOR THE ECONOMY

1. Create quality jobs for all Arizonans.
2. Prepare Arizonans of all ages for the 21st century workforce.

CARING FOR PEOPLE

3. Make Arizona "the place to be" for talented young people.
4. Provide health insurance for all, with payment assistance for those who need it.

CARING FOR COMMUNITIES

5. Protect Arizona's natural environment, water supplies and open spaces.
6. Build a modern, effective transportation system and infrastructure.
7. Empower citizens and increase civic involvement.
8. Foster citizen well-being and sense of connection to one another.

Critical Assets:

Effective leaders in all sectors who are committed to achieving *The Arizona We Want*

Involved citizens who are passionate about the future of their communities

Unresolved Issues:

Investment strategy for Arizona

Governance structures at all levels that enable elected officials to lead

Global competitiveness

Constructive solution to illegal immigration

Balanced and stable tax system

CARING FOR THE ECONOMY

1 Create quality jobs for all Arizonans

ACTIONS SUPPORTED BY CITIZENS:

- Invest in technology and facilities to grow renewable energy. (35%)
- Offer tax incentives for energy efficiency. (29%)
- Lower business taxes to attract and grow business. (24%)
- Provide a business-friendly regulatory environment. (19%)
- Invest in research that creates new companies and jobs. (12%)

RELEVANT POLL RESULTS:

How many Arizonans “strongly agree” with the following statements?

- 4%** Economic conditions are very good in my city or area.
- 4%** Now is a good time to find a job in my city or area.
- 6%** Job opportunities are very good.
- 17%** As a whole, the economy is getting better.
- 22%** My employer is hiring new people and expanding workforce.
- 24%** Believe the next generation will have a better standard of living than we have today.
- 39%** My job provides the income needed to support my family.
- 49%** I am extremely satisfied with my job and the work I do.

2 Prepare Arizonans of all ages for careers in the 21st century workforce.

ACTIONS SUPPORTED BY CITIZENS:

- Graduate students who are “career-college” ready. (27%)
- Create more job training programs for people of all ages. (24%)
- Educate Arizona students to national/international standards. (19%)

RELEVANT POLL RESULTS:

How many Arizonans rate their community “very good” for the overall quality of their public schools?

- 20%** Arizona
- 18%** Urban Corridor
- 18%** Small Cities
- 25%** Rural Areas

CARING FOR PEOPLE

3 Make Arizona “the place to be” for talented young people.

FIRST STEPS:

The Center will actively engage young people in a public dialogue about the quality of life they seek via special surveys, blogs and social marketing tools that will be available on *The Arizona We Want* Web site.

RELEVANT POLL RESULTS:

How many Arizonans rate their community “very good” as a place to live for all groups of people?

- 11%** Young, talented college graduates
- 14%** Gay and lesbian people
- 19%** Immigrant from other countries
- 23%** Racial and ethnic minorities
- 23%** Creative people
- 30%** Families with young people
- 47%** Senior citizens



On Lifestyle

Great cities are made up of two things—first, who lives here? What are the people like? Second, it’s the place itself. It’s jobs, climate, entertainment and outdoor recreation. New England was the place to be at one time. Then it shifted to New York City and California. The Arizona I want will be the new place to be. Our cities could have so much more to offer if we focused on it.

Aram Akhavan

Senior
Electrical Engineering
Arizona State University
Tempe



On Opportunity

I spent a summer in Europe recently and when I flew home, I suddenly thought, “Oh, I missed the desert and the mountains.” I appreciate the physical beauty of the state, but it’s not enough to keep me here. To attract young people, a city has to have something distinctive. When I think about Chicago, I think about 24/7 energy and great food. When I think about Austin, I think young people and music. When I think about Portland or Denver, I think about their passion for the environment. Will I be here in five years? No, because we don’t have the great institutions here that are leaders in my field.

Alicia Porter
Junior
Museum Studies
Arizona State University
Tempe

How many 18 to 34-year-olds rate their community “very good” for these qualities?

- 6%** Availability of job opportunities.
- 17%** Cultural opportunities such as theater, museums and music.
- 19%** Vibrant nightlife with restaurants, clubs, bars, etc.
- 20%** Good place to meet people and make friends.
- 42%** Availability of outdoor parks, playgrounds and trails.

How many 18 to 34-year-olds:

- 11%** Plan to start their own business within the next 12 months.
- 29%** Would move to another city or state altogether if they had a choice.

4 Provide health insurance for all, with payment assistance for those who need it

ACTIONS SUPPORTED BY CITIZENS:

- Make health insurance publicly available for all Arizonans with payment assistance for those who need it. (26%)
- Provide guaranteed health insurance for all children. (19%)
- Make health insurance available to high risk Arizonans—people with disabilities and chronic disease conditions. (17%)

RELEVANT POLL RESULTS:

How many Arizonans rate their community “very good” for accessible healthcare?

- 23%** Arizona
- 25%** Urban Corridor
- 18%** Small Cities
- 17%** Rural Areas

CARING FOR COMMUNITIES

5 Protect Arizona’s natural environment, water supplies and open spaces.

ACTIONS SUPPORTED BY CITIZENS:

- Create water management plans for all regions of the state. (29%)
- Balance population growth with preserving Arizona’s environment and open spaces. (22%)

RELEVANT POLL RESULTS:

How many Arizonans rate their community “very good” for the following?

- 47%** Beauty of physical setting.
- 44%** Availability of outdoor parks, playgrounds and trails.

6 Create a modern, effective transportation system and infrastructure.

FIRST STEPS:

The Center will encourage public officials and community leaders to identify goals and timelines for their respective regions of the state.

RELEVANT POLL RESULTS:

How many Arizonans chose the following action (over all others) to deal with Arizona’s infrastructure issues?

- 17%** Mass transit systems that connect urban communities of the state.
- 17%** New highways and roads that reduce congestion.

How many Arizonans rate their community “very good” for its highway and freeway system

- 22%** Arizona
- 21%** Urban Corridor
- 24%** Small Cities
- 22%** Rural Areas

7 Empower citizens and increase civic involvement.

FIRST STEPS:

Together with its partners, the Center will continue to aggressively seek the “voice” of Arizonans and to make that voice an important part of public affairs. Public meetings, online communications and additional research can help empower people and encourage them to take responsibility for their role as citizens.

RELEVANT POLL RESULTS:

How active are Arizonans in their communities?

- 33% Attended a public meeting in the last 12 months in which local issues were discussed.
- 38% Worked with other residents to make change in the local community.
- 52% Performed volunteer work in the last 12 months.
- 75% Voted in a local election in the last 12 months.

8 Foster citizen well-being and sense of connection to one another.

FIRST STEPS:

The Center will seek partnerships, both locally and nationally, to identify successful community practice interventions. One of the most disturbing results of the Gallup Arizona Poll is that only 37 percent of Arizonans believe they are treated with respect and even fewer, only 12 percent, believe that people care about each other in our communities.

RELEVANT POLL RESULTS:

How many Arizonans “strongly agree” with the following statements about their quality of life and well-being?

- 12% People care about each other in my community.
- 12% Felt a high level of stress yesterday.

- 20% Rate the level of crime in their area as “extremely low.”
- 25% Believe it’s easy to meet people and make friends in their community.
- 29% Learned or did something interesting yesterday.
- 30% Indicate that at least half their family lives here.
- 32% Felt well-rested yesterday.
- 35% Feel completely safe walking home at night within a mile of their home.
- 35% Belong to 3+ groups or clubs that meet at least monthly.
- 36% Indicate that at least half their friends live here.
- 37% Believe they are treated with respect at all times in their community.
- 65% Are satisfied with efforts to reduce crime in their community.
- 74% Talk to their neighbors at least once a month.

MEASURING PROGRESS

Together with industry leaders and government experts, the Center will develop a comprehensive set of indicators to measure Arizona’s progress over time on each of the eight goals. The specific metrics associated with each goal will be combined in an index with a composite score.

The metrics and scorecards developed for *The Arizona We Want* will become a designated dashboard on the **Arizona Indicators Project (AIP)** Web site. AIP will gather and compile data for the scorecards. The Center, working with the AIP partnership, will publish an annual report measuring the state’s progress toward goals.



On Potential

Arizona sums up what the West is all about—potential and opportunity. The environment is incredible and we’re a melting pot of cultures and ethnicities. But I’m frustrated with attitudes. I want cities to take responsibility for the impact they have on the resources of the region and I want elected officials who value young people and their education. We are the key to the future. It belongs to us and we should have a say in where things are going.

Jason Simpson
Senior
Political Science
Northern Arizona University
Flagstaff

Five issues that require resolution.

The citizens' agenda captured by *The Arizona We Want* provides an ambitious set of goals to be pursued in the months and years ahead. A careful review of the work to date, however, reveals five issues that also require resolution.

ISSUE 1

Arizona needs fully prepared leadership and governance structures appropriate to the 21st century.

The 2005 *Vision for Arizona* recommends that we develop "...leadership appropriate to our contemporary society that forges effective collaborations between the public and private sectors." It is clear from this report that Arizona must reform the selection process for elected officials to ensure those elected represent the interests of their constituents. As well, Arizona must find ways to improve the quality of political candidates for elective office, especially their ability to deal with complex issues.

Other observations in this report, coupled with evidence that our leaders are having significant difficulties coping with the problems facing our state, suggest that Arizona should review its governance system. We need to adopt whatever reforms are necessary to create a modern system that enables elected officials to govern effectively.

There could be no more significant way to celebrate Arizona's Centennial than to ensure we are recruiting, training and supporting effective leaders, and doing so with a governance structure appropriate to the 21st century.

ISSUE 2

Arizona needs an investment strategy.

Throughout the Gallup Arizona Poll, citizens have expressed their views about the need for significant investments in job creation, energy, healthcare, the infrastructure and education. Initiatives of this magnitude and complexity require an overall investment strategy if they are to be effectively pursued.

The *Vision for Arizona* published by the Center in 2005 was derived from 50 major Arizona policy reports generated over a 15-year period by a variety of public and private entities. One of its key recommendations was to "...establish a tradition of investment, by public and private sources, in the people and resources required to accomplish and sustain the goals contained in this vision." That recommendation remains as important today as when it was placed in the dozens of reports that precede this one.

The goals voiced by citizens as characterizing *The Arizona We Want* can only be accomplished through a clearly articulated and implemented investment strategy. The strategy must identify and deploy over an extended period of time the full range of resources required for the successful achievement of the goals.

62%

Believe the American Dream is still about opportunity, not stability. (18 to 34-year-olds)

ISSUE 3

Arizona needs a clear and sustained commitment to global competitiveness.

Arizona citizens want quality jobs. They want job training for all ages that keeps us prepared for the workforce needs of the 21st century. Citizens want an education system for their children that ensures they are career/college ready when they graduate from high school. They believe our academic standards should be pegged to national and international standards so Arizona children will be globally competitive.

All of this requires that we, as a state, commit to the requirements of global competition.

One of the readers of an early draft of this report stated bluntly that, in his view, Arizona has not yet decided to compete with the rest of the world. We want the benefits of the global economy without taking the steps required to compete successfully in it. Those steps include building a top education system, a modern infrastructure, and a high-tech knowledge economy that values openness and opportunity.

The aggregate evidence in this report suggests that Arizona's investment strategy must include a sustained commitment to global competitiveness.

ISSUE 4

A constructive solution to illegal immigration must be found and implemented.

Although the Gallup Arizona Poll did not deal explicitly with the immigration issue, the citizen views expressed below illustrate the need for a constructive solution.

How many Arizona citizens “strongly agree” with the following statements?

- 19%** Believe Arizona is a good place for immigrants from other countries.
- 23%** Believe Arizona is a good place for racial and ethnic minorities.

Federal efforts to date have failed to resolve the issue, leaving Arizona and many of its residents in limbo.

Arizona is a diverse state—a destination of opportunity and new beginnings for people from throughout the world. It is of particular interest and importance to Arizona that a workable solution be found and implemented as soon as possible.

ISSUE 5

Arizona needs a balanced and stable tax system.

Arizona's tax system was not a topic explored in any depth by the Gallup Arizona Poll, yet issues of taxation that evoked a citizen response did appear in two specific instances in the report.

How many people favor one idea (above all others) that involve changing the state's tax system?

- 24%** Favor lower business taxes to encourage companies to bring jobs to Arizona and to keep jobs in Arizona.
- 29%** Favor tax incentives for business and individuals for improving energy efficiency.

These observations, coupled with the range of investments citizens believe Arizona should be making in the years ahead, suggest the importance of having a balanced and stable tax system.

When citizens were asked which one goal they were most willing to support through an increase in their taxes, every one of the options received some level of support. Taken together, these responses bring home the importance of a balanced system that is stable enough to support critical services through the cyclical changes in the economy that periodically challenge us.



On the Economy

For me, economic development is about how we, as individuals and businesses, invest in each other, believe in each other and grow our local economies. Every time a dollar is spent, we should be asking ourselves where the dollar is going. Is it staying here in Arizona, helping to start a new business, or create new jobs? Our mindset needs to shift to economic “gardening,” growing new ideas and opportunities from within. True economic development means investing in our own talent and that leads to keeping the talent, which is clearly a more sustainable model.

Kimber Lanning
Executive Director
Local First Arizona
Phoenix

Putting ideas to work.

To be successful, *The Arizona We Want* has to become an important part of who we are as citizens of Arizona.



On Education

The single most important topic we discussed before relocating here was the public school system and what it would mean for our girls. We're fortunate to be in a school with a very fine principal. But I am very worried about how the budget cuts are going to impact schools. How are teachers supposed to do this incredibly important job when every aspect of the learning environment is being threatened?

Debbie Duggan

St. Joseph's Hospital & Medical Center
Phoenix

No one organization, agency or elected official is responsible for moving Arizona forward. That's not how our society works. Leaders in every sector have a legitimate and important role to play. Moving from plans to results, however, can only take place when both leaders and citizens are aligned around the same goals and feel accountable to one another for results.

To achieve *The Arizona We Want*, the Center is committed to developing an implementation process that includes two parts.

BUILDING MOMENTUM

As recent events indicate, consumer confidence in the marketplace and citizen confidence in government are forces that can dramatically change outcomes. We are also learning that technology now plays a powerful role in times of uncertainty. Robert Cialdini, Arizona State University psychologist and internationally acclaimed expert on persuasion, recently commented in a *Washington Post* article, "When people are uncertain, a funny thing happens. They don't look inside for answers anymore because all they see is confusion. They look to see what other people in the same situation are doing." It's called *social proof* and people are finding it on the Web—not from experts, but from other people like themselves.

The Center is committed to pursuing an aggressive strategy that engages people throughout the state. To achieve the highest possible participation rates, the Center will lead a coalition of organizations that can gather information from citizens on an ongoing basis using a combination of resources.

Three approaches will be used:

Public Meetings: An ongoing schedule of public meetings will take place. The effort will focus on mayors and councils of government, social service organizations that touch people "on the ground," and philanthropic organizations.

Print/Broadcast Media: Print and broadcast media statewide will be provided with regular information about the results of the Gallup Arizona Poll. The effort will continue as plans develop for how we move *The Arizona We Want* goals forward. Particular efforts will be directed to securing regular coverage of the goals and scorecards used to measure progress over time.

Web Communication: A new and highly interactive Web site is now available to support *The Arizona We Want*.

- The Gallup Arizona Poll is available on the Web site. Arizonans are encouraged to take the poll online, and see how similar or different their responses are from those of their neighbors and fellow citizens.
- Throughout the implementation phase, the Web site will offer additional short surveys and blogging sites to assess citizen opinion, provide information, and create social networking opportunities that stimulate community discussions.

There are nearly 4.8 million adults in Arizona today. Our goal is incredibly aggressive—we want to involve 1 million citizens online at least once in helping achieve *The Arizona We Want*.

MAKING THINGS HAPPEN

As Arizona struggles to navigate through its most difficult fiscal and economic challenges in recent memory, there is no better time to reappraise our fundamentals as a state—to ask what’s important and where do we go from here. *The Arizona We Want*, through the Gallup Arizona Poll, provides that clear, comprehensive citizen voice.

Consider what we’ve learned: Arizonans have a very high attachment to where they live. They love the natural beauty and open spaces of our state, and they are basically optimistic about the future. They display a remarkable consensus on a broad range of issues regardless of where in Arizona they live. Among those issues is an expressed need for more quality jobs with Arizonans of all ages better prepared for those jobs. They believe we must make Arizona more attractive for talented young people, and that we must have more fully prepared leadership and governance structures for Arizona’s second century.

It has become clear in our discussions with community leaders from around the state that achieving the goals set out in the citizens’ agenda requires a “keeper of the vision.”

That role fits well with the mission of the Center—to focus attention on important issues and to combine innovative research with new initiatives and partnerships that serve the public interest and the common good.

To support that commitment, we will create *The Arizona We Want* Institute as an integral part of the Center for the Future of Arizona. The Center will recruit outstanding leadership to establish the new organization as a trusted bridge to help connect citizens to leaders in both public and private sectors.

In addition to identifying metrics and creating scorecards for each goal to measure progress, the Institute will:

- Lead the implementation process for accomplishing the recommendations and goals of the report.
- Develop short-term (12 to 18 months) and long-term (5-year) plans for achieving the goals called for in the report.
- Establish strategic alliances with leadership and community organizations around the state for the purpose of aligning their organizational goals with those recommended by the report.
- Partner with national organizations that are committed to strengthening our communities and institutions.
- Seek adequate resources to accomplish the implementation plan.
- Create an accountability model that calls on leaders and citizens alike to be responsible for the results called for by the report.



On the Future

The Arizona I want is a place where I can have a secure job and a place where I can explore the outdoors. This is a beautiful state and there are so many places that should be preserved. I want to be able to provide my future family with the quality of life that I have enjoyed. Where will I be in five years? I’m not sure. I’m in community college now and I want to finish a degree in the next few years. But I’ll be back. This is where I want to be.

Merritt Moore
Sophomore
Chemical Engineering
Yavapai College
Prescott

CALL TO ACTION

The Arizona We Want report provides a planning framework and set of eight goals that reflect citizen opinions and concerns. None of the citizen-based goals will be realized, however, without a concerted and unified effort.

Goals of this magnitude require citizens and leaders alike to make a focused and sustained commitment over an extended period of time.

Arizona's accomplishments over the past decade in creating a competitive, internationally recognized bio-science capacity—one that ties together individuals and organizations from Tucson to Flagstaff—offer an example of the kind of focused, collaborative commitment that must be made for each of the goals contained in this report.

Ideally, we would see a near universal embrace of *The Arizona We Want* by citizens and leaders alike at local, regional and statewide levels. Even that, however, will not occur without leaders and leadership organizations aligning their agendas with those contained in this report and working in concert with others to accomplish the larger goals.

We believe the most promising strategy for turning goals into results is to ask for the following commitments:

LEADERS AND LEADERSHIP ORGANIZATIONS

- Align leadership goals and activities with the specific *The Arizona We Want* goals.
- Develop local and regional initiatives that will advance the larger goals.
- Collaborate with others around the state in strategic alliances around individual goals.
- Participate in the process of measuring progress toward goals through scorecards developed for that purpose.

CITIZENS AND COMMUNITY ORGANIZATIONS

- Embrace, publicize and use *The Arizona We Want* to set local goals and organize local activities.
- Focus particular attention on civic involvement, citizen well-being and sense of connection.
- Participate in strategic alliances that form to advance the larger goals.

THE ARIZONA WE WANT INSTITUTE

- Serve as the torch bearer and quarterback to the leadership and community endeavors.
- Develop and manage the “strategic alliance” relationships.
- Maintain a communications program with all participants.
- Provide opportunities to celebrate progress toward *The Arizona We Want* goals, whenever and wherever it occurs.

A Final Word. In recent months, a number of promising initiatives have emerged to help Arizona get back on track to a healthy and successful future. Calls for better leadership, more effective government, a balanced and stable state budget, the revitalization of our economy and quality job creation are coming from a variety of responsible organizations. So many ideas are emerging that it's difficult to know how to coordinate these initiatives so they can work together effectively for a stronger Arizona. We believe *The Arizona We Want* report provides the perfect answer as to how these various initiatives can work in concert.

Accordingly, we urge all to use this report as a **framework for action**. It includes a comprehensive **opportunity map** that shows us where we are and where we need to go, with specific **citizen goals** to be achieved. Working together, if we develop **metrics and scorecards** to measure our progress and the right **strategic alliances** throughout the state, we believe that with hard work and sustained effort, we can truly create *The Arizona We Want*.

24%

Believe the next generation of Arizonans will have a better standard of living than we have today.

ACKNOWLEDGMENTS

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**RESOLUTION OF PLANNING COORDINATION WITH THE MARICOPA
ASSOCIATION OF GOVERNMENTS, PIMA ASSOCIATION OF GOVERNMENTS,
AND
CENTRAL ARIZONA ASSOCIATION OF GOVERNMENTS**

WHEREAS, the Maricopa Association of Governments (MAG), Pima Association of Governments (PAG), and Central Arizona Association of Governments (CAAG) desire to come together and jointly coordinate their planning efforts for the greater good of the regions and the State of Arizona; and

WHEREAS, the Maricopa Association of Governments, Pima Association of Governments, and Central Arizona Association of Governments are located adjacent to one another with linked economies and acknowledge that regional planning issues transcend jurisdictional boundaries; and

WHEREAS, the Maricopa Association of Governments, Pima Association of Governments, and Central Arizona Association of Governments collectively comprise 82 percent of the population of the State of Arizona based upon the July 1, 2008 official population estimates developed by the Arizona Department of Commerce and 85 percent of the April 2009 taxable sales; and

WHEREAS, MAG, CAAG, and Pinal County have participated in many joint planning studies, such as the Southeast Maricopa/Northern Pinal County Study, the Commuter Rail Strategic Plan, and the Hidden Valley Transportation Framework Study, for the betterment of the overall region; and

WHEREAS, MAG and CAAG share three member agencies in common (Apache Junction, Gila River Indian Community, and Queen Creek) and PAG and CAAG share one member agency in common (Marana); and

WHEREAS, nothing in this resolution constitutes an infringement on the existing authority of counties and cities to plan or control land use, and nothing in this resolution provides or transfers authority over such land use; and

WHEREAS, nothing in this resolution constitutes an infringement on the proceeds of the transportation sales tax enacted in Maricopa County, Pima County, and Pinal County, which may only be used for projects in those counties respectively; and

WHEREAS, nothing in this resolution constitutes an infringement on the authority of the existing Metropolitan Planning Organizations; and

WHEREAS, the MAG and PAG transportation modeling areas currently extend into Pinal County to enable the models to perform correctly; and

WHEREAS, the MAG eight-hour ozone modeling area currently extends into Gila County and Pinal County to enable the model to perform correctly; and

WHEREAS, the existing Maricopa air quality nonattainment area boundaries for PM-10 particulate matter and the eight-hour ozone standard extend into Pinal County and the Governor recently recommended to the Environmental Protection Agency that the eight-hour ozone nonattainment area boundary be extended further into Pinal County; and

WHEREAS, Section 450.312 of Title 23, Code of Federal Regulations, requires that Metropolitan Planning Area boundaries, at a minimum, shall encompass the entire existing urbanized area (as defined by the Bureau of the Census) plus the contiguous area expected to become urbanized within a 20 year forecast period for the metropolitan transportation plan; and

WHEREAS, following the 2010 Census, new urbanized areas will be defined by the Bureau of the Census and it will be necessary to determine if the existing Metropolitan Planning Area boundaries meet the statutory minimum; and

WHEREAS, Pinal County desires to have accurate planning information to guide its infrastructure decisions and CAAG, in cooperation with Pinal County, has assembled local land use plans; and

WHEREAS, the Arizona State Land Department has 35 percent of the land in Pinal County, which represents 58 percent of the developable land in Pinal County; and

WHEREAS, the Arizona State Land Department and the Arizona Department of Transportation desire to work cooperatively with MAG, PAG, and CAAG to seek constructive solutions for the development of the transportation corridor that will benefit the State of Arizona and enhance the value of the remaining state land;

NOW, THEREFORE, BE IT RESOLVED BY THE REGIONAL COUNCILS OF THE MARICOPA ASSOCIATION OF GOVERNMENTS, PIMA ASSOCIATION OF GOVERNMENTS, AND CENTRAL ARIZONA ASSOCIATION OF GOVERNMENTS as follows:

SECTION 1. That it is the intent of MAG, PAG, and CAAG to coordinate their respective planning activities and cooperatively work together to foster a successful and economically viable Sun Corridor in the State of Arizona.

SECTION 2. That CAAG agrees to work cooperatively with MAG and PAG to provide land use and other necessary data for modeling purposes.

SECTION 3. That MAG and PAG agree to provide CAAG with population projections and outputs from the travel demand models.

SECTION 4. That MAG, PAG, and CAAG agree to work cooperatively with the Arizona State Land Department and the Arizona Department of Transportation and provide the necessary planning information to promote the successful development of the transportation corridor, which will enhance the value of the remaining state land.

SECTION 5. That a Joint Planning Advisory Council be 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 three regions.

PASSED, ADOPTED AND APPROVED BY THE REGIONAL COUNCILS OF THE MARICOPA ASSOCIATION OF GOVERNMENTS, PIMA ASSOCIATION OF GOVERNMENTS, AND CENTRAL ARIZONA ASSOCIATION OF GOVERNMENTS, ON THE DATES PROVIDED BELOW.

ATTEST:

Dennis Smith
MAG Executive Director

Peggy Neely, Chair
MAG Regional Council

Date

Gary Hayes
PAG Executive Director

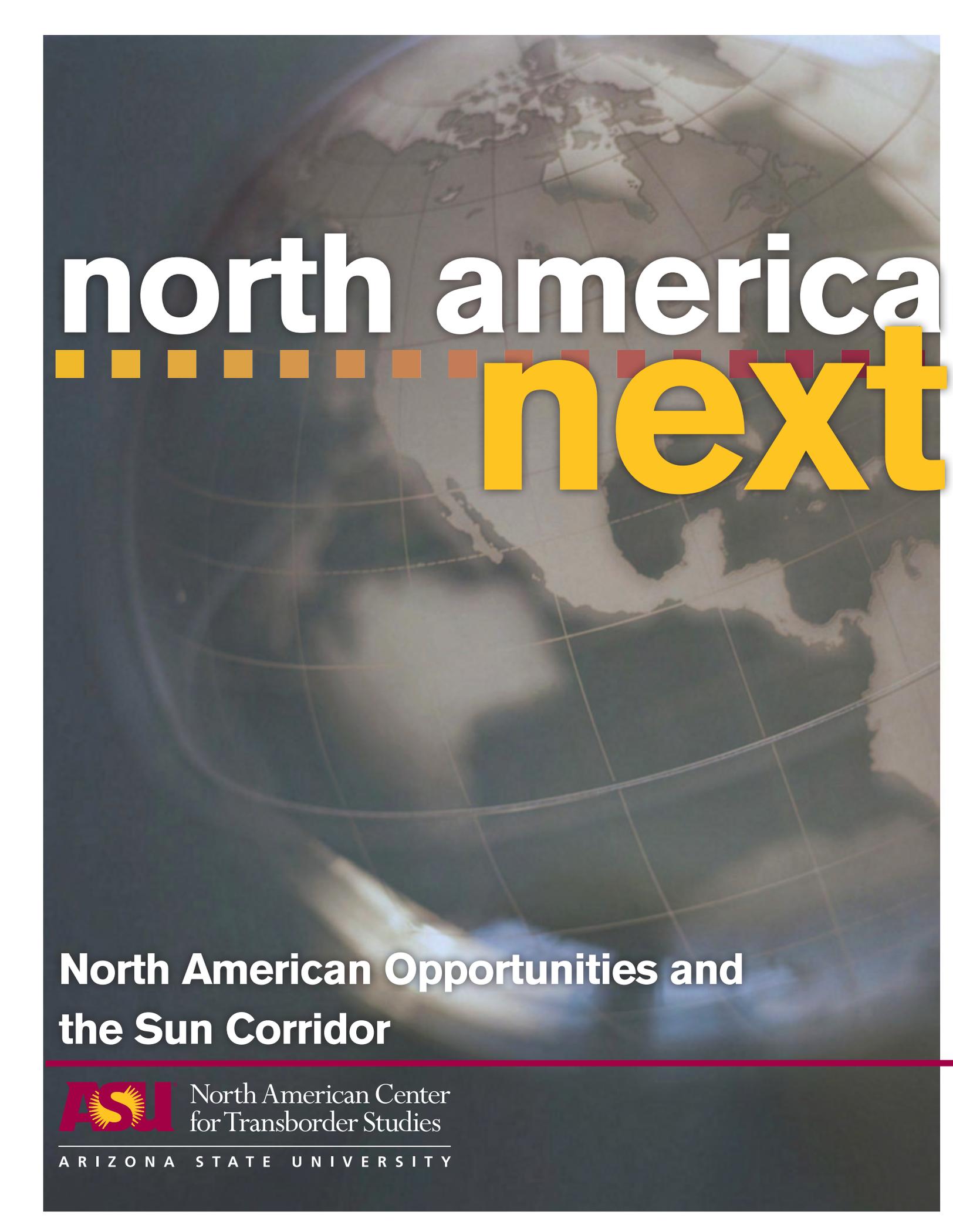
Ramon Valdez, Chair
PAG Regional Council

Date

Maxine Brown
CAAG Executive Director

Chuck Heron, Chair
CAAG Regional Council

Date



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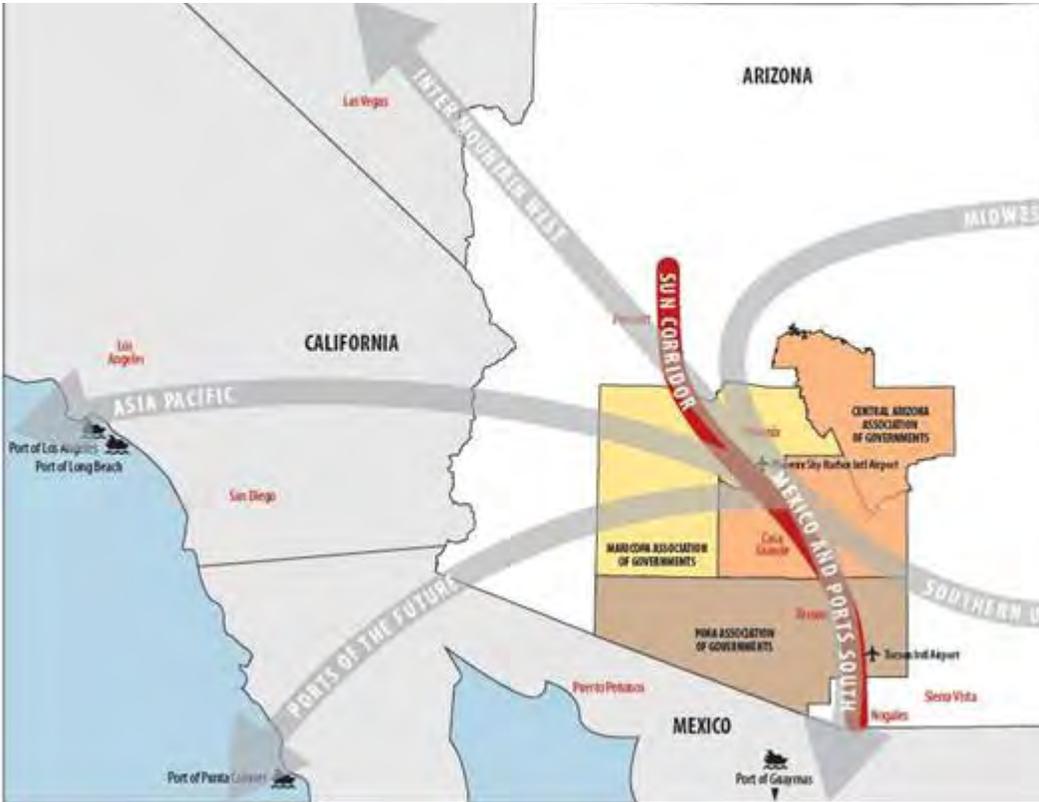
North American Opportunities and the Sun Corridor



North American Center
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North American Opportunities and the Sun Corridor



The Bottom Line

Significant and sustained cooperation among regional governance organizations in the Sun Corridor--the Maricopa Association of Governments (MAG), the Pima Association of Governments (PAG), and the Central Arizona Association of Governments (CAAG) -- should be implemented to take advantage of international opportunities and bring broad benefits to the citizens of the Arizona and especially the growing Megapolitan connecting Phoenix, Casa Grande, and Tucson.

NACTS Policy Analysis Review No. 3



Prepared in Partnership with:



Overview

The Sun Corridor exists within a broader, *somewhat* integrated and dynamic North American economic context. Canada, Mexico, and the U.S. are sovereign nations but share in many sectors an “economic space,” and Arizona and specifically the Sun Corridor are an essential part of this economic space due to the proximity to the Mexican border, the competitiveness of Arizona’s resources, and its easy access to central Mexico through its neighbor, the state of Sonora.

No one “planned” this economic interdependence on a continental scale. The most powerful drivers of economic change were corporate strategies and structures. The resulting degree of collaboration between governments is unique, as they are not so much trade partners, as partnerships in production. What flows across Arizona’s international borders are not mainly finished goods, but inputs and raw materials into complex, cross-border production systems. The automotive industry is the largest example of this, as it represents a quarter of the goods that cross the Mexican border every day, and automobiles are the primary commodity that crosses Arizona’s border. The billions of dollars in goods coming into Arizona from Mexico are not the only freight opportunities that may exist for the Sun Corridor, but also those coming from Asia through California, and from its eastern neighbors such as Texas.

International sea port expansions in Mexico such as Manzanillo, Lázaro Cárdenas, Guaymas, and even Punta Colonet, can be expected to significantly increase the flow of freight and traffic through the U.S.-Mexico border. These port developments will easily double the amount of freight coming through the California, Arizona, New Mexico, and Texas Ports of Entry. This activity is anticipated to be a primary driver for the expansion of development and economic growth in the nation’s border states – especially Arizona. Even with the recession and peso devaluation delaying completion of the Punta Colonet development back to a 2016 timeframe, the Mexican government is set to begin the bidding process for the development by the end of 2009. Although Arizona should not rely on this opportunity immediately, the state should begin thinking how it could incentivize the port and rail development by anticipating and planning for the growth of freight in the near future. With possible freight shipments moving to Mexico to avoid the overcrowded ports in Southern California, the Sun Corridor must poise itself to take the necessary steps to capture the growth in global business opportunities with Mexico and the Far East.

It is also important to note that the ongoing expansion of the Panama Canal will also create ripple effects on global trade and competitiveness in the Western Hemisphere.

In 2014, the maximum cargo load capacity of ships passing through the canal will increase to 14,000 containers per ship from the current 4,500 containers per ship. This is nearly three times as much cargo per ship that will be able to circumvent the California ports and no longer travel through Arizona. As 70% of the cargo unloaded in Los Angeles and Long Beach is destined east and north, if shippers chose to use the possibly less expensive (and in some cases faster) route through the Panama Canal, the Sun Corridor could potentially experience a net loss of freight transit from the Los Angeles and Long Beach ports. To remain a competitive and attractive alternative, the Sun Corridor must enhance its position and increase the economic and strategic profitability of the routes through Arizona by providing value added industry clusters and extensive transportation connections and distribution centers.



Existing Arizona Examples and Plans for Cooperation

There are already numerous entities and plans that coordinate efforts between municipalities and counties within the Sun Corridor. These preexisting plans help to plan for the future by leveraging resources and creating a more efficient and sustainable environment within the region. MAG has been a leader in bringing different stakeholders together to prepare for future needs within the MAG region. MAG began the process of coordination and long-range planning with the adoption of its Regional Transportation Plan, (RTP), which was uniquely developed including both policymakers and representatives from the business community. The RTP addresses various transportation issues, with the intention of providing a guiding framework to guide long range planning efforts. This plan is a strong example for long term planning, and sets the stage for preemptive demand side management such as the introduction of possible commuter transit service between counties. The Pima Association of Governments (PAG) has become a leader within the state as well with its 2030 RTP which examines a broad range of multi-modal transportation efforts to address its future demands. The Central Arizona Association of Governments works with the Arizona Department of Transportation (ADOT) to provide various transportation planning activities throughout Gila and Pinal counties and has also been active in the development of several Small Area Transportation Studies in the region.

MAG's Hassayampa and Hidden Valley Framework Studies, which illustrate the projected growth and transportation needs within and neighboring Maricopa County, initiated a statewide Reconnaissance Study leading to the Building a Quality Arizona (BQAZ) effort. BQAZ, envisioned as a key nexus of statewide collaboration, is aiming to collectively bring metropolitan planning organizations together with state government officials, as well as other stakeholders to coordinate and address Arizona's long term transportation and infrastructure needs. The goal of BQAZ includes the development of a Statewide Transportation Framework which will include regional framework planning efforts from across the state leading to an update of Arizona's Statewide Transportation Plan in 2010.

Another example of long term regional transportation planning was implemented by the Arizona Department of Transportation with its MoveAZ Long Range Transportation Plan. This living document provides a vision for future expansions and needs far beyond the current infrastructure level. MoveAZ is updated every five years to show changes in expectations, and update the needed infrastructure in the state. MoveAZ is largely driven by public interaction and outreach in order to collect and better understand the

needs of the communities that the planned roadways and transit will serve.

With these long term plans, and the enormous forecasted growth for the Sun Corridor, these efforts provide a great opportunity to further implement smart and strategic growth in Arizona. These opportunistic strategies are called demand-side strategies because of their impact on the decisions of consumers to use more sustainable and long-term effective options. In contrast, supply-side strategies attempt to keep pace with the current growth and infrastructure cycles instead of changing them for more efficient growth.

Models of cooperation in Arizona regarding cooperative funding and finance span between multiple municipal and county governments and also bi-national coordination. The Greater Arizona Development Authority (GADA), and the Arizona International Development Authority (AIDA) are examples of models of government that cross county and municipal lines. GADA provides smaller communities with an instrument to finance public infrastructure projects that can promote economic development by providing leverage for bonds and other loans. This allows communities in the rapidly growing areas in Arizona that do not have large funds or high credit ratings, to obtain bonds for needed large-scale projects.

As part of the Arizona Department of Commerce, GADA, is a financing tool for public projects that are too expensive for a small municipalities or government entities to fund alone. This model shows a strategy that governments can use to provide large public projects that could benefit multiple communities in the long run, but no single community has the funds or capabilities to implement it.

Because of the large cost of many of the public transportation projects required to implement a cohesive megaregion or megapolitan, identification of available Public-Private Partnerships (P3) is key in order to provide the services. Toll roads, bridges, and lanes are all common strategies for P3 projects. It is often much easier to obtain bonds for part of the cost of a project, and let a private company manage the service and provide the rest of the capital. This option recently became more easily available in Arizona due to the passing of House Bill 2396 in March 2009 by Representative Andy Biggs through the Arizona Legislature. This bill will give Arizona Department of Transportation (ADOT) a broader ability to engage in P3 projects. ADOT can now partake in a spectrum of methods for funding transportation projects that range from Design-Build (DB) operations to Design-Build-Finance-Operate-Maintain cooperation. Initial indicators are that this will

allow transportation infrastructure to be provided at a lower initial cost to the public, and produce new jobs and industry for the private-sector.

Key Opportunities

The location of the Sun Corridor could be its most powerful asset, and largest factor in its development, and growth in the future. The Sun Corridor's location:

- is equidistant from the sea-ports cities of Los Angeles/Long Beach, California; Punta Colonet, Baja California; and Guaymas, Sonora,
- has multiple world class airports,
- exists at the intersection of three interstate highways and two major railroad systems,
- has access through land-ports to three major Mexican states, and
- contains the largest supply of solar energy.

Additionally, to the west of the Sun Corridor is the biggest economy of any state in the U.S., to the south is the largest reservoir of ready labor and skills on the continent, to the north are the fastest growing cities of the fastest growing states and the Canadian economy as well. To the east is the entire Midwest and eastern U.S., and surrounding it are the fastest growing parts of the U.S.. The Sun Corridor is central to all that matters in the future including innovative transportation strategies and alternate fuels that answer rising fuel costs. The key to advancing the Sun Corridor into the forefront of the developing Megapolitans will be to transform the multiple challenges facing the region into extensive and flourishing opportunities. The opportunities are:

1. NAFTA (north-south) highway and Asia-Pacific (east-west) land-bridge

The Sun Corridor for the foreseeable future remains the corridor of choice for all the produce and products from western mainland Mexico destined to the western U.S. and western and central Canada. It will also continue to be the principal rail and trucking bridge for all the traffic coming to and from the Pacific seaports. The freight analysis shows continued growth of all modalities (rail, truck and air), and the majority of products into the mid-term future. Providing infrastructure, fuel, and transportation services for that traffic must remain a priority as the Sun Corridor designs ways to profit from adding value to the flow.

Trade from NAFTA between U.S and Mexican border-states

will flow to the degree that the Ports of Entry (POEs) facilitate it. The inland Associations of Governments can join the Pima Association of Governments (PAG) in advocating that the U.S government build and operate 21st century Ports of Entry along the Arizona-Sonora border. All three Associations of Government can advocate for development of seaports in Mexico to alleviate anticipated strain at ports on U.S. west coast. Both of these actions would facilitate more business into Maricopa, Pinal, Gila, and Pima Counties by increasing the affects of the region's competitive advantages.

2. Inland port and 'value chain' distribution center

So much freight, goods, and opportunity already pass through the Sun Corridor and will continue to do so through Arizona's transportation network. These billions of dollars of goods will ultimately need to be unloaded or uploaded onto rail, repackaged for trucking, or reprocessed, and the private companies in each industrial sector within the Sun Corridor can tap this natural flow to create jobs and prosperity for the region. Inter-modal centers can motivate the multiple neighboring sea ports to offload ships onto rail for processing at inland ports here.

The port and distribution industries require strong government relationships and help in order to find sites that offer the greatest benefit for the community and the smallest impact. The support for large-scale transportation infrastructure and innovative finance mechanisms to support the construction will allow these services to be more productive, efficient, and bring the most benefit to the community.

3. Growth industry clusters for the future

There are various industries within the Sun Corridor that can develop into extensive job and prosperity generators for the region. These include high tech, high paying jobs, as well as numerous service industry opportunities to meet the needs of these clusters. The manufacturing industries would cross county lines, and be bi-national as well. These high-tech manufacturing industries include aerospace, pharmaceuticals, precision instruments, supply chain management, and renewable energy. The labor market in Sonora, Mexico allows for efficient production of intricate and detailed products that require high-tech professionals with advanced educations to provide the designs, management, and final touches to complex products.

Due to the binational and exporting characteristics of these industries, advanced transportation services for their supply-chain strategies is required. The provision of distribution hubs, and greater capacity at the Ports of Entry (POEs)

- **Sustaining Quality of Life**

Developing a competitive region is not just facilitating the movement and growth of goods and businesses, but also the efficient development of the communities and the people's movement throughout the region, to and from their jobs. Planners and decision makers must also take into account the livability of the region, and the sustainability of the region. This means not only long term effects on the environment, but long term economic development, and the effects of city, county, and megapolitan planning on society and its quality of life. Traffic, energy costs, and health issues due to densely populated urban regions such as air pollution can add or detract from a region's competitiveness with other megapolitans.

- **The Future of Smart Growth**

With the expected population growth in the Sun Corridor, the continued suburban expansion pattern can not be sustained. The large amount of state, federal, and other public lands, along with developments in state laws on eminent domain push back on the expansion of suburbs as space becomes less available. The limited space available for private development and the water demanded by an increasing population will require innovative plans for development and growth in the region. With numerous studies showing that transportation has overtaken industry as the greatest CO2 emitter across the nation, and vehicle miles traveled continuing to rise along with emissions, the demand for new development and transportation patterns rises as well.

Concluding Remarks

The Sun Corridor sits within a continental and international system of freight shipments, and is one of the key junctions within that system. Through strategic regional cooperation in economic development and infrastructure planning, it can become one of the drivers in this system and play an important logistical role which is home to a broad international transport and business hub. Using a North American paradigm strategy, significant, and long-term benefits of transboundary cooperation between regions on the issues of infrastructure, transportation, economic development and other planning and implementation projects may lead to the following:

- Reduced bottlenecks, traffic congestion, delays, and total Vehicle Miles Traveled (VMT)
- Increased trade flows and efficiency
- Leveraged funding for infrastructure development
- Reduced environmental pollution across borders

- Increased and broader mitigation options for water, land, air quality, and habitat restoration
- Lowered staff time and greater capacity between regional agencies
- Shared geographic information systems/science and spatial decision tools
- Enhanced and more comprehensive security at borders
- Better risk calculation and mitigation for climate change and environmental disasters
- Impact on migration and changing demographics on workforce population
- Attraction and presence of key industries for employment and business

Development of the very expensive Punta Colonet and improvements at Guaymas ports will require constant priming. It has been described as a chicken and egg situation in that shippers and suppliers on both ends of the supply chain need to voice need for the port's capacity and the port need to show progress toward meeting that need. The Sun Corridor, as the primary beneficiary, client and target for the supply chain through those ports, is a major decision node. Having a coherent vision and strategy to develop the region must be developed and communicated directly to decision makers.

Super-regionalism will be needed to confront and outdo the hyper-competitiveness of China, India, EU, Brazil, or Indonesia. This will require thinking long and large and out of the box. An inter-agency planning advisory council is advocated as a next step to implementing some of the recommendations in the report.

Partners

This initiative is a partnership between the North American Center for Transborder Studies (NACTS) at Arizona State University, the Maricopa Association of Governments, the Pima Association of Governments, and the Central Arizona Association of Governments.

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