



50th
Anniversary

1967-2017

50 YEARS STRONG



FY 2017 Annual Report





Mayor Greg Stanton
Phoenix, Outgoing Chair

Mayor Jackie Meck
Buckeye, Incoming Chair

LEADERSHIP 50 YEARS STRONG

A picture can say a thousand words. Our photo is of two mayors, but it also is an important portrait of regionalism. The City of Phoenix is one of the country's largest, most innovative and vibrant cities. The City of Buckeye is a smaller, dynamic and growing city that is bridging its history as a small agricultural community. Big cities, small towns, rapid change—these are constants marking our region and our future. As we celebrated MAG's 50th anniversary over this past year, we have embraced our history and collective accomplishments. Now we look forward to a future made more promising because of all that we at MAG are achieving together.

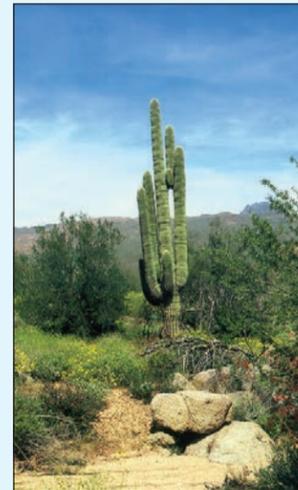
MAG is 50 years strong and getting stronger.

More than \$3 billion in new projects will be invested into our transportation system over the next decade, creating jobs, boosting the economy and providing a better way of life. We are moving forward with projects to improve the most heavily used freeways in the region and setting plans in place to more easily move consumers and goods statewide across our borders. MAG's actions are propelling the region to compete in the global marketplace.

The Sonoran Desert is the calling card for our region. It is the most biodiverse desert on earth.



Just as we protect our desert spaces, we continue to improve the quality of our air. In 2017, MAG adopted a new Eight-Hour Ozone Moderate Area Plan for the Maricopa Nonattainment Area. This plan complies with federal requirements and demonstrates attainment of the eight-hour ozone standard set by the Environmental Protection Agency in 2008. It is another indicator of the progress we have made on our commitment to clean air for the region.



MAG continues to take strong steps to address homelessness in our region by hosting the Continuum of Care. Because of our strong partnerships and services, our region successfully competed for more than \$25 million this year. Thanks to more than 40 housing programs and dedicated leaders, our region is making strides to end homelessness, one person at a time.

“Big data” analysis supports all our efforts at MAG. MAG continues to lead the country with innovative, advanced analytics in a wide range of areas. MAG has helped strengthen our workforce and economic development efforts by talking with commuters. This in-depth analysis is driven by the region's Trip Reduction Survey, an annual survey of approximately 500,000 people. The large sample size and consistency of the survey enables us to use the data in new and exciting ways.

The Regional Community Network is a prime example of using data and resources to the benefit of the



entire community. This fiber network now connects communities that represent more than 90 percent of the region's population. The primary use of this network is to enhance coverage of municipal traffic cameras. A secondary but critical use is supporting the region's 9-1-1 system. This provides an invaluable safety net for the communication system that keeps us all safe.

MAG is also working with its partners to help companies in our region find new and lucrative markets across the border and overseas. Companies that export are more likely to weather downturns in the economy. Exporters are more likely to increase their revenues and expand. This year, MAG created two new programs to stimulate exporting. The Sun Corridor Export Recognition Program celebrated 17 businesses in Maricopa, Pima and Pinal counties. The diversity, creativity, and drive of these businesses can serve as an inspiration to others to explore exporting.

We also worked with the Arizona Commerce Authority to host the first regional ExporTech boot camp to support businesses in developing export plans.

We do not know what the future holds. We do know that we are prepared to meet the challenges and embrace the opportunities that we will have in the next 50 years and beyond. This region is stronger today and tomorrow because of our dedication to working together.





MAG 50 YEARS STRONG

The Maricopa Association of Governments (MAG) is a group of local governments working together on issues that touch the lives of every resident. We are a regional planning agency that develops solutions in areas such as transportation, air quality, economic development, and programs that meet the human needs of the region.

MAG serves a thriving region of more than 4 million people. Our members include 27 cities and towns, three Native American communities, Maricopa County, Pinal County, the Arizona Department of Transportation, and the Citizens Transportation Oversight Committee.

Established in 1967, MAG is governed by a

Regional Council. The policy-making structure also includes the Executive Committee, Transportation Policy Committee, and Management Committee, as well as other policy and technical advisory committees. MAG divisions include Transportation, Environmental Programs and Human Services, with support from the Administration, Communications, Fiscal Services, Human Resources, Information Services and Information Technology divisions. All of these groups guide planning and applied research to help frame public policy and further our core mission of strengthening the Greater Phoenix region.



Regional Council



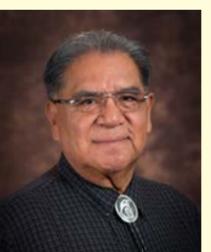
 Robin Barker Councilmember, Apache Junction	 Kenneth Weise Mayor of Avondale	 Jackie Meck Mayor of Buckeye	 Mike Farrar Councilmember, Carefree	 David L. Smith Councilmember, Cave Creek	
 Jay Tibshraeny Mayor of Chandler	 Roc Arnett CTOC Chair	 Lana Mook Mayor of El Mirage	 Tara Walter Mayor of Florence	 President Bernadine Burnett Fort McDowell Yavapai Nation	 Nick DePorter Councilmember, Fountain Hills
 Tommy Sikes Mayor of Gila Bend	 Governor Stephen Roe Lewis Gila River Indian Community	 Jenn Daniels Mayor of Gilbert	 Jerry Weiers Mayor of Glendale	 Georgia Lord Mayor of Goodyear	 Valerie Molina Mayor of Guadalupe
 Thomas Schoaf Mayor of Litchfield Park	 Christian Price Mayor of Maricopa	 Denny Barney Supervisor, Maricopa County	 John Giles Mayor of Mesa	 Michael Collins Mayor of Paradise Valley	 Cathy Carlat Mayor of Peoria
 Greg Stanton Mayor of Phoenix	 Todd House Supervisor, Pinal County	 Gail Barney Mayor of Queen Creek	 President Delbert Ray Salt River Pima-Maricopa Indian Community	 Joseph E. La Rue State Transportation Board	 Jack Sellers State Transportation Board
 W. J. "Jim" Lane Mayor of Scottsdale	 Sharon Wolcott Mayor of Surprise	 Mark Mitchell Mayor of Tempe	 Anna Tovar Mayor of Tolleson	 Everett Sickles Mayor of Wickenburg	 Michael LeVault Mayor of Youngtown



Photo courtesy of ADOT.

TRANSPORTATION 50 YEARS STRONG

MAG is building a transportation system for the next 50 years and beyond. Working with the Arizona Department of Transportation (ADOT), the Federal Highway Administration, and other partners, more than \$5 billion in existing and new Regional Freeway and Highway Program projects will be delivered over the next 12 years. In a rebalancing effort this year, the MAG Regional Council was able to put \$1.25 billion of projects back into the program. The additional funding was a result of improving revenues and cost efficiencies identified by MAG and ADOT. This funding will be put toward more than 40 projects to improve key infrastructure, allowing for even greater investment into the mobility and economic strength of the region. The rebalancing

efforts highlight a number of strengths at MAG, such as prudent fiscal stewardship, effective communication, and expert technical skills.

Keeping Freeways Strong

The Interstate 10/Interstate 17 corridor is a critical element of the region's transportation and its future. With more than 40 percent of freeway traffic using a portion of it each day, this corridor is known as the 'Spine,' the backbone of the freeway system. As part of the planning process for the I-10/I-17 Corridor Master Plan, MAG solicited public input on recommended



system improvements, receiving nearly 700 comments. Also, two major amendments to the Regional Transportation Plan involving Interstate 11 and Arizona State Route 30 will significantly improve travel for commuters and freight carriers. Interstate 11 will make vital connections to Mexico and eventually Canada, and State Route 30 will take a burden off of I-10, which continues to see traffic increase. And finally, construction has begun on the South Mountain Freeway. The freeway will complete Loop 202, providing a direct link between the East Valley and West Valley, and will serve as a much-needed alternative to Interstate 10.



the strategic investments needed to expand and support essential transportation technology and infrastructure. The study will identify resources needed for the efficient operation and management of the most critical components of the regional transportation system.

To date, \$145 million has been invested in traffic technology for the regional freeway system, which will cover 265 miles by 2020. On arterial streets, \$50 million in regional investments and local funds have helped upgrade more than 3,000 traffic signals. More than half of them are equipped to prioritize traffic lights to accommodate emergency vehicles.

On a related front, MAG's Information Technology division continues to provide staff support for the Regional Community Network (RCN). This network links cities through fiber optics that bring access to live traffic cameras. Local transportation departments are using the RCN to support their signal systems to dynamically adjust traffic lights, making commutes easier and faster. The network expanded this year with the addition of Avondale and Goodyear. The RCN also provides critical 9-1-1 communication links and added three public safety answering points in the Maricopa region.



South Mountain Freeway, now under construction. Photo courtesy of ADOT.

Strong in Safety

The MAG safety planning team has developed a new custom software tool to analyze crash data. Funded by ADOT, this tool has been helpful in gaining insights on high risk crash locations, crash patterns, and potential factors in causing crashes. The software is being used extensively on all road safety projects.

Strong in Systems

MAG is conducting a landmark study to develop the region's first comprehensive Systems Management and Operations Plan. This is the nation's first such plan for a large metropolitan region, and will help guide the region in making



RCN is a fiber optic network that links traffic cameras and other vital data sources among cities, and recently was used during the NCAA Final Four Tournament.



ENVIRONMENT 50 YEARS STRONG

Progress in protecting our environment and improving our health continues to be a key priority for MAG. MAG's strategic plans for meeting federal and state requirements for clean air, water, and solid waste management have continued this past year to ensure a better quality of life for all of the region's residents.

Three major pollutants affect our air quality: carbon monoxide, ozone and particulates (dust).

Air Quality

Carbon Monoxide

Carbon monoxide levels continued to decline due to the wide variety of local, state, and federal control measures that have been implemented

over several years. The region continues to meet the Environmental Protection Agency (EPA) standard as required. Even better news: data show carbon monoxide levels are 73 percent below the federal standard, improving one percent over last year.

Ozone

Breathing ozone can trigger a variety of respiratory health problems, and it can damage vegetation and ecosystems. This year saw the completion of the MAG 2017 Eight-Hour Ozone Moderate Area Plan to meet requirements of the



Clean Air Act. Key measures in the plan include clean burning fuels, vehicle emissions testing programs, coordinated traffic signal systems, federal vehicle emissions standards, and federal nonroad equipment standards. The plan is designed to demonstrate attainment of the EPA's 2008 eight-hour standard of 0.075 parts per million by the 2017 summer ozone season.

Over time, significant progress has been made to reduce ozone in the region. There have been no violations of the one-hour ozone standard since 1996, no violations of the 1997 eight-hour ozone standard since 2004, and in 2016, only one monitor violated the 2008 standard.

Dust

Results indicate there have been no violations of the EPA approved standards for dust, known as PM-10 (particulate matter 10 microns in diameter or less) during the last five years (2012-2016). MAG continued to work with the EPA on legal

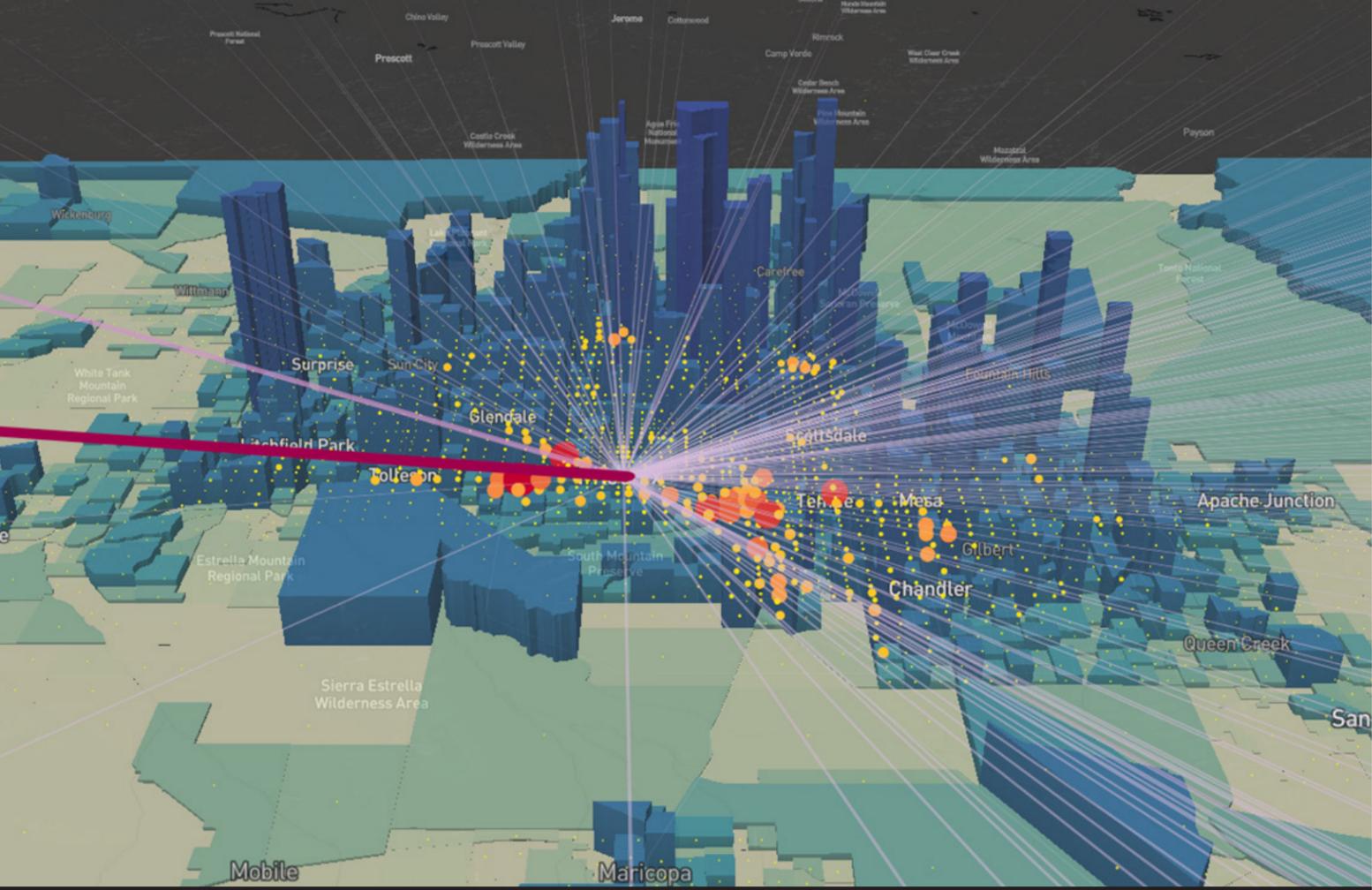
challenges to the MAG 2012 Five Percent Plan for PM-10 and will closely monitor future action in the case.

Partnerships continued to strengthen as the Governor named MAG as the lead planning organization for future air quality plans in West Pinal and West Central Pinal County in cooperation with the Sun Corridor Metropolitan Planning Organization.

Solid Waste

The MAG member agencies have developed many creative programs and innovative partnerships to address the challenges of solid waste and to promote recycling. MAG has been compiling information for a report to update the solid waste best practices in the region.





RESEARCH 50 YEARS STRONG

MAG conducts extensive applied research to accomplish its core mission of strengthening the Greater Phoenix region and the state of Arizona. With the support of its Information Services division, MAG offers a variety of easy-to-use tools and services that can be used by residents, businesses, planners and economic development agencies. Tools include an online data center and interactive mapping features. MAG also provides customized services upon request. This research assists MAG with planning and helps us compete to improve our economy.

Advanced Computer Models for Complex Human Behavior

While taking kids to school and stopping for a

cup of coffee on the way to work doesn't seem like complex human behavior, capturing those activities is important to transportation planners. And it isn't a simple task. MAG recently implemented the most advanced travel demand computer model in practice today. This "activity-based" model can show 20 million daily activities of more than 4 million people in the region, in a consistent way, minute by minute. MAG uses the model not just to see traffic patterns, but to understand the reasons for the traffic.



But how does MAG track those trips and how does it know the reasons for them? The answer is with the help of thousands of resi-

dents who agreed to participate in a comprehensive Household Travel Survey. In 2016 and 2017, more than 6,000 households participated in the study by tracking their trips using a GPS tracker or a smart phone app. This household travel survey, with innovative recruitment methods, is one of the first of its kind in the nation. Participants were compensated for their time once the survey was complete. The information is being analyzed through the activity-based model. It will help state, local and federal officials decide when, where and how to invest limited transportation funding to improve roads, public transportation, sidewalks, bike paths and more.



Grant Provides Research for Intermountain West

The Intermountain West region consists of the states of Arizona, Colorado, Idaho, Montana, Nevada, New Mexico, Utah, Washington and Wyoming. As the population in these states grows, so do the transportation infrastructure needs. MAG recognized the importance of developing a coordinated policy network to collaborate and leverage efforts. MAG applied for and received the Strategic Highway Research Program (SHRP2) Expediting Project Delivery Grant. The development of three important tools followed: identification of transportation and GIS-related resources for the Intermountain West; a "Story Map," an interactive tool for transportation planners with numerous data layers; and a model risk register that a planner can adapt for a particular project. These tools will assist in the expedited delivery of transportation projects. The grant was completed in September 2016. More information is available on the MAG website.



Transportation Performance at Your Fingertips

Measuring and understanding how well our transportation system performs are keys to improving commute times and ensuring a more reliable and safer ride. MAG continued to expand its online resources detailing the performance of the region's transportation system, including frequent updates showing the latest freeway, streets and transit data from our partner agencies. Charts and summary graphics allow audiences to visualize the benefits of transportation investments, communicating results in a user-friendly format.

Freight Network

The MAG Freight Transportation Plan includes collecting data on commercial truck traffic, existing businesses, land use, truck routes, restrictions and vehicle crashes. The goal is to develop a freight plan that will attract industry and support household needs through better performance in terms of speed, reliability, cost, productivity and safety. Our region's ability to analyze trade flows and be at the crossroads of several supply chains will greatly impact our value as a domestic and international market.

Workforce for the Future

Our workforce strengthens the region's attractiveness to employers and is critical to growing the economy. MAG continues to expand its online database of recent graduates from Arizona State University, the Maricopa Community Colleges, and the University of Arizona to support the needs of regional economic development groups looking for future investment. One of the most requested items is socioeconomic information on workers, residents and employers within a certain commute time from a specific location. Data from 100 key intersections are available in an informative and visual manner that can provide member agencies with economic development opportunities.



ECONOMIC DEVELOPMENT 50 YEARS STRONG

MAG strengthens our regional economy by building an innovative transportation system that provides opportunities for investment and business growth. Through the Economic Development Committee (EDC), MAG fosters collaborative partnerships with government agencies, economic development leaders, and the greater business community to focus on infrastructure development and international trade. The EDC also recognizes best practices and highlights successes from MAG's member agencies to help the region become more competitive.

Exporting
Exports play a critical role in growing the regional economy. Arizona's export economy alone is worth more than \$22 billion every year, and nearly 100,000 U.S. jobs are supported by goods and services exported from Arizona. Companies that export are more recession-proof, and are more likely to increase revenues and expand.

To highlight exporting successes and to encourage more companies to export, MAG initiated the



first Sun Corridor Export Recognition Program. The program was held as part of the Joint Planning Advisory Council's Sun Corridor EDGE (Economic Development for the Global Economy) event. Seventeen businesses from Maricopa, Pinal and Pima counties were recognized for their exporting progress and success. The EDGE event also featured speakers renowned for their expertise in international trade. Fourteen agencies partnered with MAG on the program.

In a separate export-related success, MAG teamed up with the Arizona Commerce Authority to host the first regionally-sponsored ExporTech boot camp. ExporTech is a nationally recognized program to help small and medium sized companies boost their sales revenues via exports. In Arizona, the program is delivered by the Arizona Commerce Authority Rev AZ Manufacturing Extension Partnership Program.



Phoenix Mayor Greg Stanton (center) with businesses at the ExporTech boot camp.

Foreign Direct Investment

Another strong international focus for MAG is the promotion of foreign direct investment (FDI), which brings jobs with high wages to the region, provides economic stability, and brings technology from other countries. MAG has developed a list of foreign-owned companies for economic development teams to use as a tool for attracting new businesses and services. MAG is teaming up with the Greater Phoenix Economic Council (GPEC) in the area of data analytics, creating a database and developing collateral that will support FDI initiatives to bring investment and jobs to our communities.



Infrastructure Improvements

To further promote international trade, MAG is partnering with the Arizona Department of Transportation and the Pima Association of Governments in support of critically-needed improvements connecting State Route (SR) 189 to Interstate 19 in the border community of Nogales, Arizona. MAG's new research models on freight traffic demand for the region will assist in relieving congestion on SR-189 and other key commerce connections.

Statewide Tourism and Shopping Initiative

MAG continues efforts to boost trade across borders. Mexico is the largest bilateral trading partner with Arizona, accounting for trade of \$15.8 billion in 2016. MAG's statewide tourism and shopping initiative would allow thousands of frequent, low-risk visitors from Mexico with border crossing cards to travel throughout Arizona, generating an additional \$181 million for Arizona's economy each year.

Ari-Son Megaregion

In an action that advances binational relations between Arizona and Sonora, the League of Arizona Cities and Towns approved a resolution to recognize the Ari-Son Megaregion Council as an official affiliate group. Serving as an affiliate group of the League will increase dialogue and strengthen strategic cross-border economic development efforts, and advance initiatives that strategically position the megaregion in the global economy.



COMMUNITY SUPPORT 50 YEARS STRONG

MAG collaborates with many partners state-wide to improve the quality of life for people and communities in the region. The issues that face vulnerable populations such as older adults, people experiencing homelessness, and survivors of domestic violence are all MAG priorities.

Homeless Funding

Efforts to strengthen permanent housing and services to reduce homelessness resulted in a \$25 million award to the Maricopa region by the Department of Housing and Urban Development (HUD). The Maricopa Region Continuum of Care will use the funding for 44 local programs that provide housing to end homelessness. Available resources are targeted to those most in need, such

as those experiencing chronic homelessness.

MAG's coordination of an annual street count and survey of people experiencing homelessness is critical to securing federal funding. Since 1999, the region has been awarded \$374 million to provide permanent housing and services for people experiencing homelessness.

Domestic Violence

Domestic violence impacts every community, and MAG is building solutions to save money, time, and most importantly, lives.



One in every four women and one in every seven men will experience domestic violence in their lifetime. Domestic violence calls are some of the most dangerous and expensive calls police receive. MAG strengthened methods to protect both groups by updating best practices for law enforcement when arresting domestic violence abusers. The MAG Regional Misdemeanor Domestic Violence Protocol Model is a list of recommended practices to increase offender accountability, maintain victim and officer safety, and preserve valuable resources. Surveys show that 100 percent of law enforcement agencies in the region have implemented some or all of the protocols into agency policy.



MAG also brought awareness of the danger new technology poses in making hacking, stalking, and tracking easier for an abuser. Helping domestic violence survivors stay safe from electronic abuse was the theme of a press conference hosted by the Maricopa Association of Governments and the City of Phoenix. Law enforcement and technology experts instructed survivors on how to turn off



Apache Junction Councilmember Robin Barker, chair of the MAG Regional Domestic Violence Council.

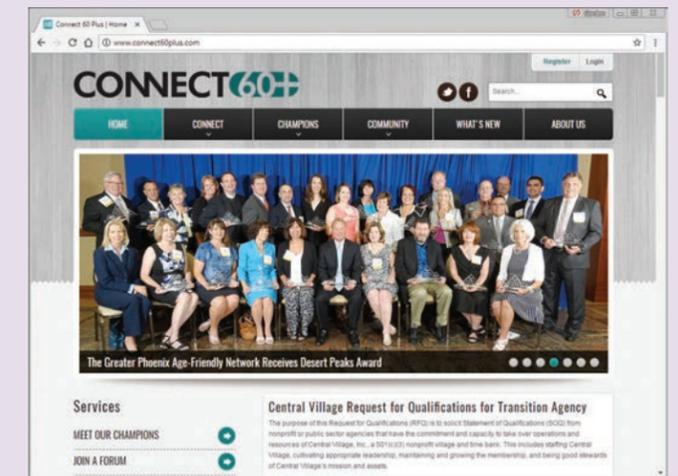
tracking systems and provided tips on safe practices for cell phones and computers.

The latest initiative in the Protocol Evaluation Project involves integrating data systems to allow for more effective response and follow-through for domestic violence cases.

The Protocol Evaluation Project is funded through the Governor's Office of Youth, Faith and Family. It is a STOP (Services, Training, Officers and Prosecutors) grant, which comes to the state from the U.S. Office On Violence Against Women.

Building Strong Communities

MAG continued to coordinate the Heat Relief Network to increase awareness of the dangers of extreme heat. Heat Relief Network partners offer water donation sites, hydration stations and refuge locations across the region. MAG develops maps of these locations to help people locate donation sites and assistance.



MAG also continued its work to connect people over 60 to resources through *Connect60plus.com*. In the area of human services transportation, MAG maintains the provider inventory, a listing of agencies that offer human services transportation resources throughout the MAG region.



COMMUNICATION 50 YEARS STRONG

Communication is a cornerstone of 50 years of transportation planning. A thorough understanding of public priorities helps MAG make better transportation decisions that meet the needs of all people. The end goal is a transportation system that best serves the communities where you live, work and play.

Inclusive

MAG works to make certain that the input we receive includes participation by all residents of our region. This includes people who are protected under Title VI of the Civil Rights Act of 1964 and other laws, such as the Americans With Disabilities Act (ADA) and age discrimination protections. MAG and Valley Metro, the region's

transit agency, often work together to provide information and training to people with disabilities to help them understand and use the public transit system. Our disability outreach associate provides materials in formats such as braille and large print, while our community outreach specialist translates key materials into Spanish.

Happy 50th Birthday, MAG!

With the region celebrating its Golden Anniversary milestone, the division focused efforts on documenting the 50-year history of MAG. These efforts



included videos outlining each of MAG's five decades, a newsletter series, and a coffee table book detailing MAG's journey from 1967 to the present. The videos and publications included numerous historic photographs and documents, as well as in-depth interviews with the elected leaders and key MAG staff who have helped shape MAG's history.

Online 24/7

The MAG website, azmag.gov, provides critical information regarding MAG activities, programs, meetings, plans and studies. As part of its leap into the next 50 years, the communications team conducted a major update and redesign of the MAG website, including transitioning to a new content management system and updating all design, content and navigation features. The new navigation structure focuses on program areas most often sought by users. A new feature is a newsroom section for use by the public and the media. The home page offers an easily accessible jobs link and immediate access to a maps and data center, the MAG calendar, and meeting agendas. The site is designed to be compatible with mobile devices.



Transportation Feedback

MAG communications and transportation staff conducted significant public outreach to receive final comments from residents on the I-10/I-17 Corridor Master Plan, also called the "Spine Study" because the corridor is a backbone of the transportation system. More than 200 people



attended public meetings held along the corridor, and nearly 400 people completed an online form in English and Spanish. In all, about 700 comments were received. These were in addition to 1,700 online surveys received during earlier public input opportunities. The public comments resulted in changes to the final plan recommendations.

Connecting Communities

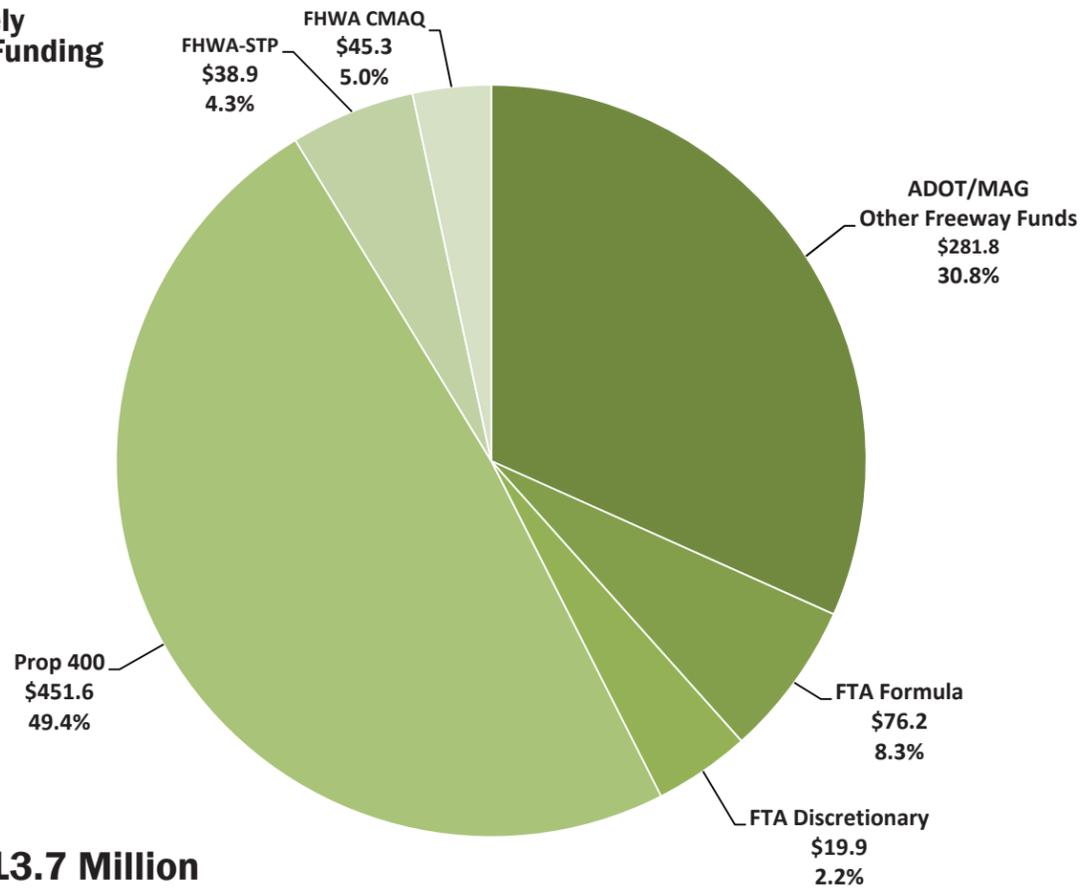
MAG continued to attend many community gatherings to provide information about its plans and programs, such as the Arizona Disability Expo, Disability Empowerment Center Health and Wellness Fair, White Cane Day, African American Symposium on Disabilities, National Federation for the Blind of Arizona Statewide Conference, and the Brain Injury Alliance Statewide Conference. In addition, MAG held information booths at Tempe Tardeada, the Arizona State Fair, and the Martin Luther King Day Festival.

MAG Wants to Hear From You!

MAG frequently holds public meetings, workshops and other opportunities for you to share your vision for our transportation future and other MAG program areas. Your input is shared with decision makers to help them develop plans that best meet the needs of residents and the region. For more information, contact a member of our public involvement staff at (602) 254-6300.

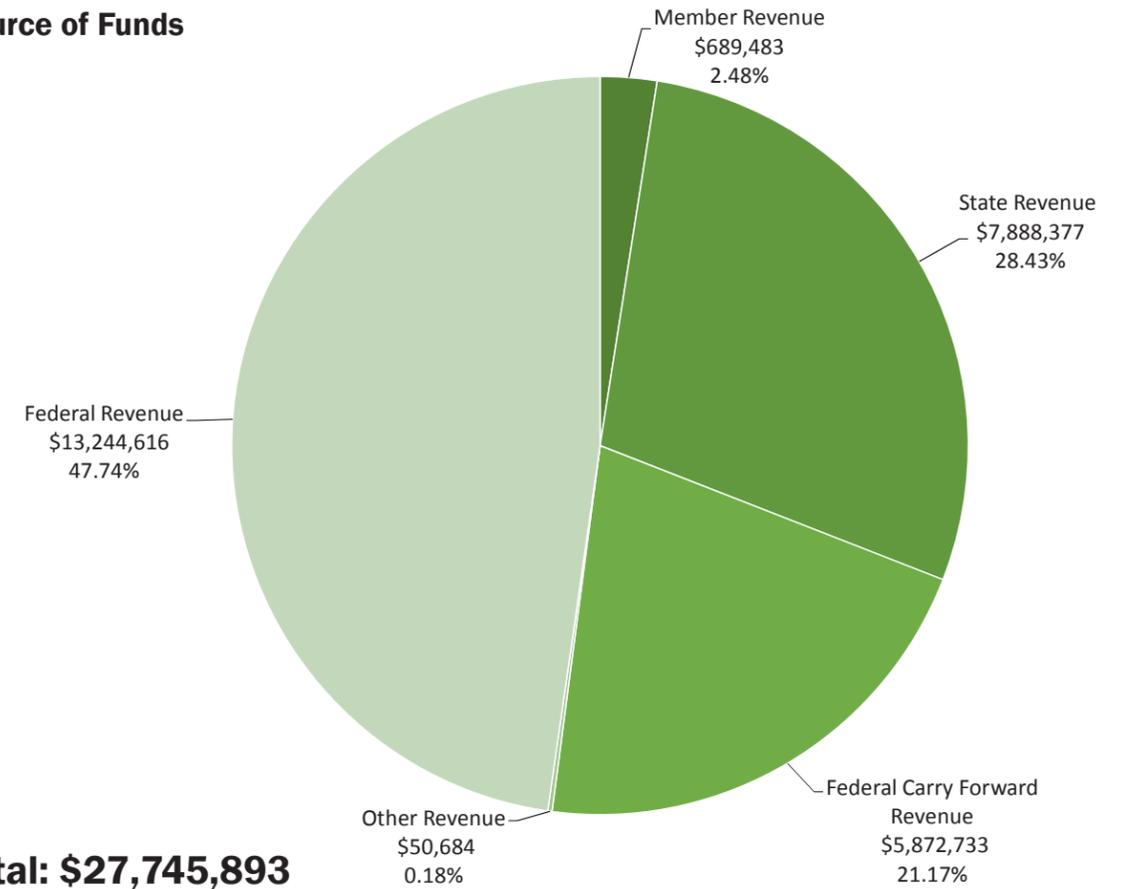
If you have additional suggestions on how we can best reach out, please visit us online at www.azmag.gov

Cooperatively Developed Funding (in Millions)



Total: \$913.7 Million

Source of Funds



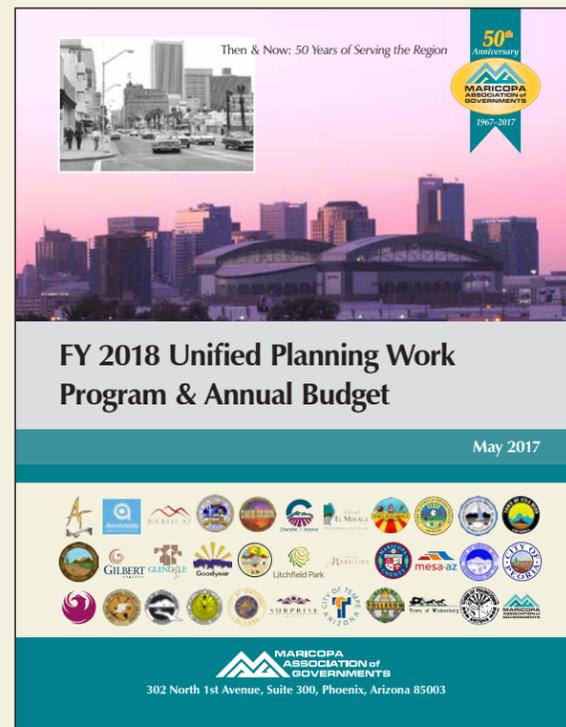
Total: \$27,745,893

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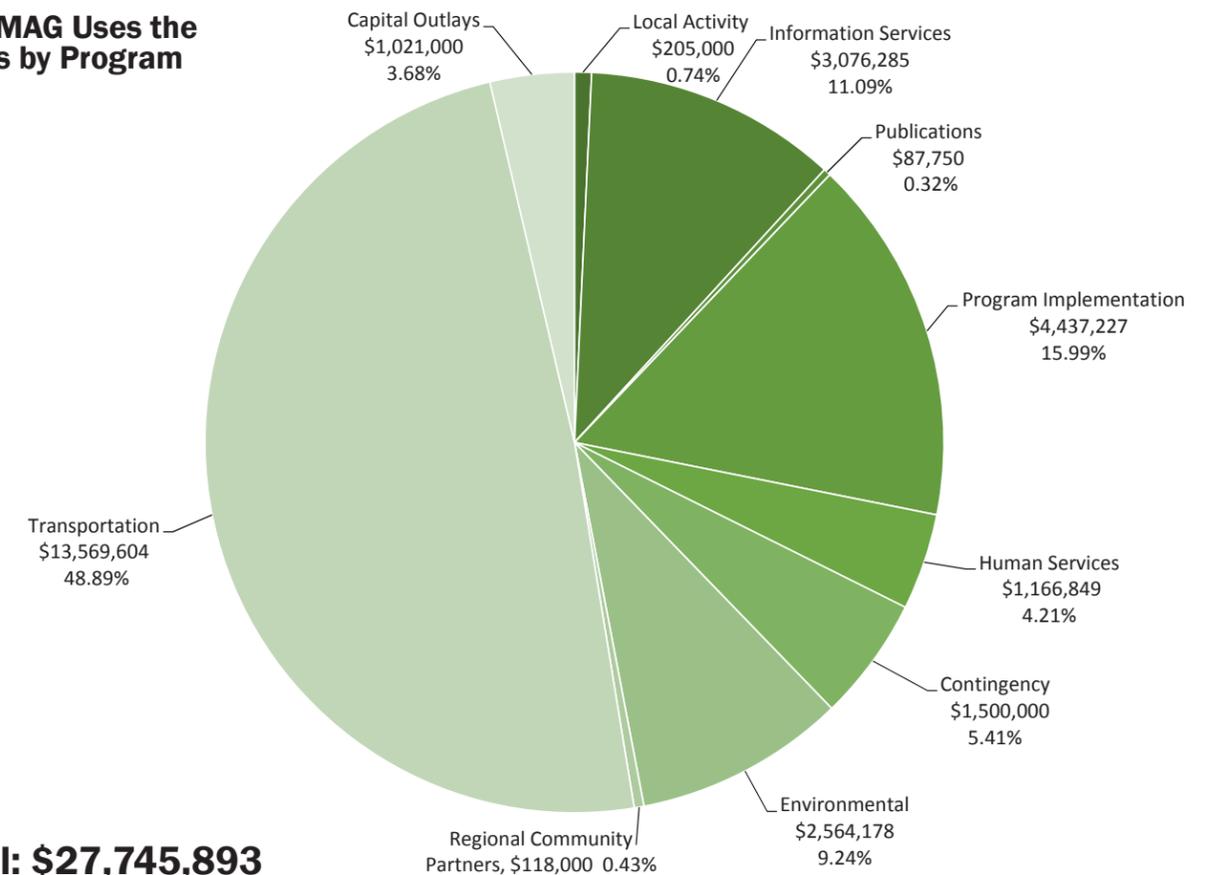
Funding for MAG's programs and activities comes from a variety of sources, with federal and state funding making up the main revenue source. Membership dues and special assessments are received from each member agency based on population, and provide another source of revenue to support MAG's regional activities.

MAG plans for more than \$913.7 million in total regional funding, including funding for the freeway program.

MAG's FY 2018 Unified Planning Work Program and Annual Budget is \$33.7 million, which includes an operating budget of about \$27.7 million. The difference is due to carry forward consulting contracts and pass-through agreements with other agencies.



How MAG Uses the Funds by Program



Total: \$27,745,893

MARICOPA ASSOCIATION of GOVERNMENTS

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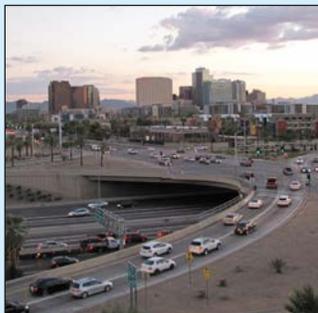
Search for the Maricopa Association of Governments on **Facebook**.



Building an International Economic Network: www.ConnectBIEN.com



Greater Phoenix Rising:
www.greaterphoenixrising.com



MAG fully complies with Title VI of the Civil Rights Act of 1964 and related statutes and regulations in all programs and activities. For more information on rights afforded under Title VI, relevant activities at MAG, or if you feel these rights have been violated, please visit the agency website at www.azmag.gov or call (602) 254-6300.