

November 7, 2005

TO: Members of the MAG Regional Council Executive Committee

FROM: Mayor Keno Hawker, City of Mesa, Chair

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

Monday, November 14, 2005 - 12:00 noon
MAG Office, Suite 200 - Cholla Room
302 North 1st Avenue, Phoenix

A meeting of the MAG Regional Council Executive Committee has been scheduled for the time and place noted above. Members of the Committee may attend either in person, by telephone conference, or by video conference. If you have any questions, please contact me at (480) 644-2388 or Dennis Smith, MAG Executive Director, at (602) 254-6300.

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

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

TENTATIVE AGENDA

1. Call 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.

COMMITTEE ACTION REQUESTED

2. Information and discussion.

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.

3. Approval of 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 (*).

3. Approval of the Consent Agenda.

ITEMS PROPOSED FOR CONSENT*

*3A. Approval of the September 12, 2005 Executive Committee Meeting Minutes

3A. Review and approve the September 12, 2005 Executive Committee meeting minutes.

*3B. Consultant Selection for the MAG Human Services and Senior Transportation Assessment and Coordination Project

3B. Approve the selection of RLS and Associates, Inc. for the MAG Human Services and Senior Transportation Assessment and Coordination Project for an amount not to exceed \$65,000.

The FY 2005 MAG Unified Planning Work Program and Annual Budget, approved by the MAG Regional Council, includes \$65,000 of Surface Transportation Planning funding for the development of the MAG Human Services and Senior Transportation Assessment and Coordination Project. The purpose of the project is to develop recommendations on coordinating a human services transportation plan in conjunction with the state Arizona Rides program and the federal United We Ride program. A request for proposals was advertised and two proposals were received. A multi-agency review team evaluated the proposals and recommended to MAG the selection of RLS and Associates, Inc. This item is on the November 9, 2005 Management Committee agenda for recommendation. Please refer to the enclosed material.

*3C. Amendment of the FY 2006 Unified Planning Work Program and Annual Budget to Accept Additional Funds to Support the MAG Human Services Program

MAG has recently received notice from the Arizona Department of Economic Security that \$16,732 is being provided to MAG for regional homeless planning. The Stardust Foundation has also notified MAG that it will reimburse MAG up to \$10,000 in costs for the annual Continuum of Care luncheon to support homeless advocacy efforts. It is necessary to amend the MAG FY 2006 Unified Planning Work Program and Annual Budget to receive these funds. Please refer to the enclosed material.

3C. Approval to amend the FY 2006 Unified Planning Work Program and Annual Budget to accept \$16,732 from the Arizona Department of Economic Security for regional homeless planning and to accept an amount up to \$10,000 from the Stardust Foundation for the annual Continuum of Care luncheon.

ITEMS PROPOSED TO BE HEARD

4. Update on Phase I of the Regional Governmental Service Center

On September 12, 2005, the Executive Committee concurred with the Building Lease Working Group's (BLWG) recommendation to authorize the Executive Director to enter into a contract with Langdon Wilson for Phase I, architectural and engineering services related to the Regional Governmental Service Center. On September 28, 2005, the Regional Council approved this recommendation. At the October 11, 2005 BLWG meeting, Langdon Wilson provided a presentation on the programming and planning process for Phase I. An update will be provided to the Executive Committee.

5. Update on Cost, Supply and Schedule Issues for Regional Freeway Program

At the October meetings of the Transportation Policy Committee and Regional Council, the Arizona Department of Transportation (ADOT) reviewed the process for estimating freeway costs and current challenges ADOT is facing with shortages of material and labor. ADOT indicated that these issues are increasing the costs of construction projects and lowering the number of bids received. At the Transportation Policy Committee, it was discussed that a proactive effort be initiated to work with ADOT and the construction industry to develop strategies to

4. Information and discussion.

5. Information and discussion.

deliver construction projects in this changing environment. In addition to these freeway construction issues, interest has been expressed by MAG member agencies to accelerate the freeway program. It is important to note that the approved MAG Transportation Improvement Program contains \$2.7 billion which is approximately double the amount from the previous five year program. An update on these issues will be provided to the members of the Executive Committee.

6. Human Services Coordinating Committee Reorganization

On September 12, 2005, an update was provided to the Executive Committee on the effort to provide regional planning for human services and potential changes that may be considered. MAG Human Services staff will present an update on the reorganization of the Human Services Committees. This includes details about the proposed move of Employers Against Domestic Violence, a subcommittee of the Regional Domestic Violence Council, to another agency. Staff will also present options for the reorganization of the Human Services Coordinating Committee.

7. Commuter Rail Update

In June 2003, the MAG Regional Council approved the recommendations of the High Capacity Transit (HCT) Study. One of the study's components was to evaluate the feasibility of commuter rail for this region. As a result of the study, \$5 million was placed in the Regional Transportation Plan to examine future implementation issues regarding commuter rail. Recently, interest has been expressed in reexamining commuter rail for this region. To update members regarding the commuter rail results in the HCT Study, a summary of results will be presented to the Committee. If further action on commuter rail is desired by member agencies, an update of commuter rail information could be considered as a consultant study in the FY 2007 MAG Unified Planning Work Program and Annual Budget. This agenda item was on the November 9, 2005 Management

6. Information, discussion and input on the reorganization of the Human Services Committees.

7. Information and discussion.

Committee agenda for information and discussion. An update will be provided to the Executive Committee. Please refer to the enclosed material.

8. Regional Planning Dialogue

At the September 2005 League of Arizona Cities and Towns Annual Conference, it was noted that Arizona is expected to grow from 5 million in 2005 to 15 million in 2050. Emphasis was placed on the planning regions and agencies such as the State Land Department and the Arizona Department of Transportation working together to address this growth. Following the growth presentation at the Conference, the Directors of the Arizona Councils of Governments met to discuss the importance of fostering more dialogue among the regional and state planning agencies. It was proposed that each year, the leadership of these agencies meet to discuss the immediate and future growth issues to collectively focus on actions that could be pursued. Interest by the Executive Committee members in this type of meeting is being requested. It was proposed that this meeting begin with a dinner followed by a presentation and dialogue that evening. The dialogue would continue the next morning and the meeting would conclude with a wrap-up session at lunch. The idea would be to develop better relationships among the agencies that are preparing plans for the future of Arizona.

9. Desert Peaks 2006

On October 22, 2003, the Regional Council approved restructuring the Desert Peaks Awards Program. On June 23, 2004, the Desert Peaks Awards Program was held at the Arizona Club. Staff is beginning to discuss the planning process for the 2006 Desert Peaks Awards and the venue for this event.

10. Regional Council Retreat

In March 2005, the Regional Council held a retreat to discuss goals for the coming year and to review major regional issues and how these goals and issues can be strategically addressed as

8. Information, discussion and input on conducting a meeting of regional and state agencies to address common growth issues.

9. Information, discussion and input on the Desert Peaks Awards Program.

10. Information and discussion.

a group. The retreat was held at the MAG office following the Regional Council meeting. Executive Committee members will be requested to discuss a date for the retreat and share their ideas on a productive retreat for 2006.

11. Annual Performance Review of the MAG Executive Director

The employment agreement entered into with the MAG Executive Director in January 2003 provided that the Executive Committee conduct an annual performance review in consultation with the Regional Council. On December 15, 2003, the Executive Committee approved an evaluation survey for the MAG Executive Director's performance review. The process for conducting the annual evaluation and salary review will be discussed. Please refer to the enclosed material.

12. Adjournment

11. Information, discussion and possible action to proceed with the process for the performance review for the MAG Executive Director.

MINUTES OF THE
MARICOPA ASSOCIATION OF GOVERNMENTS
REGIONAL COUNCIL EXECUTIVE COMMITTEE MEETING
September 12, 2005
MAG Offices
302 North 1st Avenue, Phoenix, Arizona

MEMBERS ATTENDING

- | | |
|--|------------------------------------|
| Mayor Keno Hawker, Mesa, Chair | * Mayor Phil Gordon, Phoenix |
| * Mayor Woody Thomas, Litchfield Park,
Vice Chair | Mayor Joan Shafer, Surprise |
| * Mayor Mary Manross, Scottsdale, Treasurer | Mayor James M. Cavanaugh, Goodyear |
| Mayor Wendy Feldman-Kerr, Queen Creek | |

* Not present

Participated by videoconference or telephone conference call

1. Call to Order

The Executive Committee meeting was called to order by Chair Keno Hawker at 12:04 p.m.

Chair Hawker stated that transit tickets were available from Valley Metro/RPTA 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 Hawker noted that according to MAG's public comment process, members of the audience who wish to speak are requested to fill out the public comment cards. He stated that there is a three minute time limit. Public comment is provided at the beginning of the meeting for items that are not on the agenda that are within the jurisdiction of MAG, or non-action agenda items that are on the agenda for discussion or information only. Chair Hawker stated that there were no public comment cards received.

3. Approval of the July 18, 2005 Executive Committee Meeting Minutes

Mayor Shafer moved to approve the July 18, 2005 Executive Committee meeting minutes. Mayor Cavanaugh seconded, and the motion carried unanimously.

4. Building Lease Working Group Update

Denise McClafferty stated that in July, the Regional Council approved authorizing MAG to proceed with advertising an Request for Qualifications (RFQ) for architectural and engineering

services. They also suggested adding to the scope of work by expanding the search on site locations and focusing on accessibility to the facility and parking garage.

Ms. McClafferty summarized the recent events. She noted that the RFQ was advertised on August 1 and a pre-submittal conference was held on August 11, 2005, with approximately 20 firms in attendance. The RFQs were due on August 26th and 16 Statement of Qualifications (SOQ) were received. Ms. McClafferty stated that a seven-member, multi-jurisdictional evaluation team that included the City of Phoenix, the City of Peoria, the City of Scottsdale and MAG staff met on August 31st to review the SOQs. A short-list of four firms, including Jones Studio, Inc., Dick & Fritshe Design Group (DFDG), SmithGroup, and Langdon Wilson, were selected and interviewed on September 8th. She reported that the evaluation team is unanimously recommending Langdon Wilson for architectural and engineering service for the Regional Governmental Service Center.

Ms. McClafferty noted some of the reasons why the team chose Langdon Wilson include their experience in similar type projects (large buildings/governmental buildings); they provided a thorough presentation; they understood the multiple ownership aspect of the project; and they reported that they have always completed their projects within budget. Some of the projects they have worked on include Phoenix City Hall, Prescott Valley Town Hall and Library and the Sandra Day O'Connor U.S. Courthouse & Federal Building.

Ms. McClafferty stated that Mayor Ron Clarke was unable to attend the Building Lease Working Group (BLWG) meeting, but his suggestion regarding providing some flexibility when it comes to the real estate component of the project was brought forward. She noted that the real estate firm Cushman & Wakefield had worked on a preliminary analysis on this project. Valley Metro Rail (VMR) also used Cushman & Wakefield to help with their office space needs. Ms. McClafferty reported that Langdon Wilson was the only firm interviewed that included a real estate component in their SOQ. She stated that the BLWG concurred with the review team's recommendation to authorize the Executive Director to enter into a contract with Langdon Wilson and added that there be further discussion on the real estate component. MAG staff contacted Langdon Wilson to inform them that their firm had been recommended for this project and updated them on the discussion regarding the real estate component. She reported Langdon Wilson indicated they are flexible when it comes to real estate services and that they would like to utilize the expertise of both firms. They are in the process of discussions with both firms to find a good combination.

Ms. McClafferty stated the if this Committee concurs with the recommendation of Langdon Wilson, then it will move forward to the Regional Council on September 28, 2005 for approval. Chair Hawker thanked Ms. McClafferty for the update. Mayor Cavanaugh asked that if using two real estate firms would increase the cost. Mr. Smith replied that the real estate firms are not paid out of the contract amount, but are paid by the land owner or the developer when the site is sold.

Mayor Cavanaugh moved to approve recommendation to authorize the Executive Director to enter into a contract with Langdon Wilson, not to exceed \$100,000 and to amend the FY 2006

MAG Unified Work Program and Annual Budget to include the project using contingency funds. Mayor Feldman-Kerr seconded, and the motion carried unanimously.

5. Regional Development Staffing Update

Mr. Smith reported that since the beginning of the fiscal year, two regional development positions have become open. He noted that MAG has the opportunity to fill these position or reexamine current needs. Mr. Smith noted that Rita Walton, MAG Information Services Manager, is involved in a national organization, and is the lead for a national annual meeting for Information Services/GIS managers. Ms. Walton recommended that MAG replace the Senior Development Project Manager position with a regional economist. Mr. Smith stated that this replacement would strengthen the MAG population estimates and projections process and assist all MAG modeling efforts.

Chair Hawker asked if this would be duplicating efforts that are provided by the Greater Phoenix Economic Council (GPEC). Mr. Smith asked Eric Anderson, who is a regional economist, to address this issue and how it will benefit MAG. Mr. Anderson stated that a regional urban economist understands the underlying forces that affect growth. He noted that the REMI model is a complex econometric model with a high level of theory behind its modeling. Mr. Anderson noted that this position will fill a major need at MAG. Chair Hawker asked if there would be any overlap and would it make sense to share this resource with another organization. He also asked what MAG would be giving up. Mr. Smith responded that both positions will be filled and only the senior level position will change. The planner position will continue to focus on work that is regional development in nature. Mayor Feldman-Kerr agreed that this is a good idea for MAG and the region.

6. Human Services Committee Update

Amy St. Peter stated that the MAG Human Services Division is in the process of examining the core functions of all Human Services committees. She noted that this will support the need to provide regional planning for human services. Ms. St. Peter gave an example that Employers Against Domestic Violence (EADV) has become more of a program than a committee. She noted that MAG would continue to support the efforts of this program, but the need for a committee may no longer exist. It may be recommended to move EADV to a new agency that can staff it as a program. Ms. St. Peter stated that there are some committees that have an issue with quorum and some that may have an issue with purpose. She stated that each committee will be assessed for its continuing relevance to the priority and appropriateness given MAG's structure and scope of work. Ms. St. Peter added that Supervisor Mary Rose Wilcox is leading this effort and is committed to doing the right work in the right places.

Chair Hawker asked MAG's relationship to the United Way. Ms. St. Peter replied that she serves on the Board of Directors for the Emergency Food & Shelter Program hosted by Mesa United Way, and MAG is involved in the West Valley Human Services Alliance in partnership with Valley of the Sun United Way. She also noted that MAG participates in the Valley of the Sun United Way Campaign each year. Chair Hawker suggested looking at government service

programs and establishing a core presence. Ms. St. Peter agreed that there should be a clear focus and things should tie together. Chair Hawker suggested to not only establish goals, but also exit strategies. He noted that MAG could be more of a teaching institution as far as some issues are concerned. He suggested being careful of duplication. Mayor Shafer asked if the senior mobility program was just for the elderly. Ms. St. Peter replied that United We Ride is the federal program and Arizona Ride is the State program. She noted that it focuses on those with the least resources and they serve people with disabilities, as well as older adults.

7. Update on the Regional Workforce Housing Task Force

Gregg Holmes, Chair of the Regional Workforce Housing Task Force, reported on activities of the Task Force. In the Fall of 2004, the Task Force secured approval to obtain housing related data from MAG and to have MAG committees provide input to the project. Since that time, MAG has supplied the Task Force with data and they have prepared an action plan to increase the supply of workforce housing in the MAG Region. Mr. Holmes stated that the vision of the Task Force is that within 15 years, sufficient and affordable workforce housing will be available throughout the Valley to the population of people currently making \$20,000 - \$42,000 per year, thus providing them the opportunity to live and work in the same community. He said that many of the people in this income category are those we depend on--teachers, firefighters, nurses, and lab technicians. Mr. Holmes stated that Arizona has one of the lowest levels of home ownership in the country, with a rank of 40 in the nation. He said that according to the Arizona Census, over the past 30 years, the percent of the population able to purchase the median-priced home has declined by almost 30 percent. He explained an analysis of cost-burdened renters, those who pay more than 30 percent of their income on housing. Mr. Holmes noted that home prices and some rents have exceeded our target population's ability to afford them.

Mr. Holmes stated that the target price of affordable homes for the target population is \$150,000. With the price of a single family home at \$203,000, home ownership is quickly becoming unattainable for area residents.

Mr. Holmes stated that local General Plan policies and local development and zoning practices inhibit workforce housing production and economic development efforts, and current funding is inadequate. He stated that sustainability and efficient use of new and existing funding sources combined with land use policies linked to workforce housing production are necessary to solve this problem.

Mr. Holmes stated that education is necessary to grow high-wage jobs. Each high-wage job in turn generates two to six low/moderate income jobs. He said that the reason that USAA located here was the competitive cost of living. The likelihood that an organization such as USAA would locate here decreases with the increase in the cost of living. Mr. Holmes noted that Arizona's cost of living is likely to exceed the national average due to home prices. He stated that increasing the average density by 25 percent would result in creating 428,215 additional units at build-out. If 15 percent of these were workforce housing units 44 percent of the

problem could be solved. Mr. Holmes presented examples of new mixed income housing, and rehabilitation, infill, single family and rental projects.

Mr. Holmes stated that a solution could be developed by providing incentives to offset the cost of providing workforce housing throughout the region or ensuring approval of workforce housing projects at least at the high end of the density range; revising the housing element to provide a more effective framework to assess workforce housing needs by community and establish internal goals to address them; linking workforce housing projects to the light rail corridor; streamlining the processing of all workforce housing development applications; establishing a process to improve the capacity and capability of planning staffs Valleywide; establishing a land banking process or regional land trust that links to the production of workforce housing; pursuing new and more efficient use of existing revenue sources; and changing the public opinion by leaders' attitudes.

Mr. Smith asked about streamlining the process and if that could mean having uniform Building Codes. Mr. Holmes replied that he has concerns with getting agreement on universal codes. He noted that another solution could be to streamline the process by which plans are reviewed and approved so that it moves faster. Chair Hawker asked Mr. Holmes to explain the land banking process. Mr. Holmes replied that for example the Task Force would have \$50 million for land trust and they would buy the land now to get the land off the market to keep the price of that land from increasing. In other words, bank that land for a later use.

Mr. Holmes stated that with the involvement of stakeholders, the development of the recommendations is anticipated August to October 2005; the development of the implementation process is anticipated in November to December 2005; and implementation of the initial policy and revenue components is anticipated in January 2006 to December 2007. He stated that stakeholders can help by advocating for action to be taken and actively participating in the process in order to support the ideas and efforts of the Task Force.

Mr. Holmes stated that by inaction, we could lose the opportunity to stimulate significant consumer spending, projected at more than \$350 million annually; weaken our ability to grow high wage jobs; decrease in adequate and quality healthcare forcing an increase in government subsidies; lose the opportunity to stabilize families and strengthen neighborhoods; lessen our ability to properly educate our students and develop a high quality workforce due to increased mobility; disrupt the quality of life, stability and productivity for the target population, who will experience excessive commutes chasing affordability. Mr. Holmes stated that we need to work collaboratively and he asked for the support and involvement of member agencies.

Chair Hawker asked what the Task Force needs from the MAG member agencies. Mr. Holmes replied that they would like to have the support of the MAG Regional Council and possibly staff involvement. Mr. Holmes indicated that he would be available to meet with any member agency staff or council. He also stated that a sense of urgency needs to be created. Mayor Cavanaugh asked what the source of funding is for the land trust. Mr. Holmes explained that there are two sides to this issue: policy and funding. He stated that some ideas on how to fund a land trust are: 1) a regional general obligation (GO) bond, which is a vote of the people; 2) tax

credits; 3) tax increase; 4) increasing fees for traffic violations; and 5) the general fund at the State level. Mr. Holmes added that any recommended funding that requires legislative action would need to be on the agenda by January. He noted that workforce housing provides a value to every community and collectively that can happen. Chair Hawker thanked Mr. Holmes for his presentation.

8. Update on the MAG County Library District Stakeholders Group

Tom Remes updated the Committee on recent activities of the MAG County Library District Stakeholders Group. He stated that tremendous progress has been made in regard to the Stakeholders' recommendations. Mr. Remes expressed his appreciation to Maricopa County's Board of Supervisors, Administration, and Library District staff for moving forward on the recommendations. He stated that the Board of Supervisors, acting as the Maricopa County Library District Board, kept the FY 2005-06 Library District Secondary Tax Rate at \$0.0521. They also approved purchasing a core set of electronic databases that would be available to all libraries, and increasing the reciprocal borrowing rate to \$29 over a two year period.

Mr. Remes stated that at the August 23rd meeting, Stakeholders were informed that Library District staff had been approached by the University of Arizona Medical Center with a request for the District to purchase medical databases. He said that District staff requested assistance from the Stakeholders in reviewing the applicability of use of the medical databases by all libraries in the County. Chair Hawker stated that he does not see a direct relation to buying a medical database. Chair Hawker thanked Mr. Remes for his update.

9. Adjournment

Mayor Shafer moved to adjourn the Executive Committee meeting. Mayor Cavanaugh seconded, and the motion carried unanimously.

There being no further business, the meeting was adjourned at 1:08 p.m.

Chair

Secretary

MARICOPA ASSOCIATION OF GOVERNMENTS

INFORMATION SUMMARY... for your review

DATE:

November 4, 2005

SUBJECT:

Consultant Selection for the MAG Human Services and Senior Transportation Assessment and Coordination Project

SUMMARY:

The FY 2006 MAG Unified Planning Work Program and Annual Budget, approved by the MAG Regional Council, includes \$65,000 of Surface Transportation Program funding for the development of the MAG Human Services and Senior Transportation Assessment and Coordination Project. The MAG Human Services and Senior Transportation Assessment and Coordination Project will develop recommendations to coordinate a human services transportation plan in conjunction with the state *Arizona Rides* program and the federal *United We Ride* program. A request for proposals was advertised on August 22, 2005 for consultant assistance. Two proposals were received by the October 5, 2005 deadline. They were submitted by RLS and Associates, Inc. and Nelson/Nygaard Consulting Associates.

A multi-agency review team consisting of the Arizona Department of Transportation, Maricopa County, Arizona State University, Easter Seals and MAG staff met to evaluate the proposals on October 12, 2005. Consultant interviews were conducted on October 20, 2005. The evaluation team is recommending to the MAG Management Committee the selection of the firm of RLS and Associates, Inc. This item is on the November 9, 2005 Management Committee agenda for recommendation.

PUBLIC INPUT:

None has been received.

PROS & CONS:

PROS: On February 26, 2004, President Bush issued Executive Order #13330 establishing the *United We Ride* initiative that directs all government agencies (federal, state and local) receiving federal transportation funding to improve implementation mechanisms and ensure coordination among and between human services agencies and programs utilizing those funds. MAG is working in conjunction with the State of Arizona transportation coordination effort entitled *Arizona Rides*. The MAG effort will prepare recommendations for an implementation plan that will meet the federal objectives to ensure maximum feasible coordination and increase the efficiency and effectiveness of funds utilized for human services transportation.

CONS: There are none.

TECHNICAL & POLICY IMPLICATIONS:

TECHNICAL: The MAG Human Services and Senior Transportation Assessment and Coordination Project will prepare recommendations for an implementation plan that will meet the federal objectives to ensure maximum feasible coordination and increase the efficiency and effectiveness of funds utilized for human services transportation.

POLICY: The MAG Human Services and Senior Transportation Assessment and Coordination Project will address the transportation needs of underserved people and seniors.

ACTION NEEDED:

Recommend approval to select RLS and Associates, Inc. for the MAG Human Services and Senior Transportation Assessment and Coordination Project for an amount not to exceed \$65,000.

PRIOR COMMITTEE ACTIONS:

A multi-agency review team consisting of the Arizona Department of Transportation, Maricopa County, Arizona State University, Easter Seals and MAG staff met to evaluate the proposals on October 12, 2005. Consultant interviews were conducted on October 20, 2005. On October 20, 2005, the evaluation team is recommending to the MAG Management Committee the firm of RLS and Associates, Inc.

Gregg Kieley, Arizona Department of Transportation
Eddie Caine, Maricopa County
Mary Kihl, Arizona State University
Betsy Buxer, Easter Seals

CONTACT PERSON:

Maureen DeCindis, MAG, (602) 254-6300.

November 4, 2005

TO: Members of the MAG Executive Committee

FROM: Amy St. Peter, Human Services Manager

SUBJECT: AMENDMENT OF THE FY 2006 UNIFIED PLANNING WORK PROGRAM AND ANNUAL BUDGET TO ACCEPT ADDITIONAL FUNDS TO SUPPORT THE MAG HUMAN SERVICES PROGRAM

On November 2, 2005, MAG was notified that the Arizona Department of Economic Security increased the homeless planning grant to MAG from \$10,000 to \$16,732 to further the activities of the Human Services Division. On September 15, 2005, MAG was notified by the Stardust Foundation of their continuing commitment to provide reimbursement to MAG of up to \$10,000 in costs for the Annual Appreciation Luncheon to support homeless advocacy efforts. It is necessary to amend the FY 2006 MAG Unified Planning Work Program and Annual Budget to include these funds.

The funds from the Arizona Department of Economic Security will support regional homeless planning and coordination. Specifically, the money will cover staff time to coordinate the MAG Continuum of Care Regional Committee on Homelessness and work for the 2006 Regional Human Services Plan. The funds from the Stardust Foundation will cover the costs of the MAG Continuum of Care Regional Committee on Homelessness Annual Appreciation Luncheon. This event is held each year to honor people in the community working to help move homeless people from the streets and into self-sufficiency.

c: Intergovernmental Representatives

Summary of MAG High Capacity Transit Study
Commuter Rail Component

The Maricopa Association of Governments contracted with IBI Group to conduct the MAG High Capacity Transit Study that was completed in 2003. The study was comprised of two major components: a) the feasibility of commuter rail service in the MAG region, and, b) identification of potential light rail transit and bus rapid transit routes in the MAG region. The commuter rail piece of the study involved the following tasks:

- 1) Comparison of Commuter Rail and Light Rail Characteristics
- 2) Summary of Commuter Rail Operations in Other Areas
- 3) Inventory and Evaluation of Rail Infrastructure in the MAG Region
- 4) Ridership Projections Based on 2040 population and Employment Projections
- 5) Cost Estimates for Commuter Rail Capital and Operations by Corridor; and
- 6) Dallas Trinity Railway Express
- 7) Summary and Conclusions

In addition to a summary of the MAG High Capacity Transit Study, this memorandum also includes some recent performance and financial information for the Trinity Railway Express (TRE) that serves the Dallas metro area.

1) Comparison of Commuter Rail and Light Rail Characteristics

Attribute	Commuter Rail	Light Rail
Average trip length (based on peer systems reviewed)	25 miles	5 miles
Distance between stations	2 to 10 miles	0.25 to 1.0 mile
Time between trains	10 to 60 minutes	5 to 10 minutes
Vehicle Type	Locomotive with single-level of bi-level cars or multiple unit cars	Single level LRT cars
Passenger Capacity/vehicle	100 to 200 passengers	50 to 150 passengers
Power Source	Diesel locomotive	Overhead electric lines
Capital cost / mile (2002\$)	\$2 million to \$25 million	\$25 million to \$50 million (at-grade) \$50 million to \$75 million (elevated)
<u>Operating cost (2002\$)</u>		
Cost per revenue vehicle hour	\$487.64	\$67.00
+	+	+
Cost per revenue vehicle mile	\$ 16.81	\$ 2.09

2) Summary of Commuter Rail Operations in Other Areas

The study provided data on six commuter rails systems including Los Angeles Metrolink, San Diego Coaster, San Jose Altamont Express, Dallas Trinity Railway Express, Toronto Lakeshore East Line, and the Chicago South Shore Line. The table below presents the summary information for each of these systems.

Commuter Rail Peer Group Comparison of Operating Data

**Average Trip Length for Peer Group = 25 miles
Number of Miles between Stations = 3.7 to 9.1; Average = 5.2**

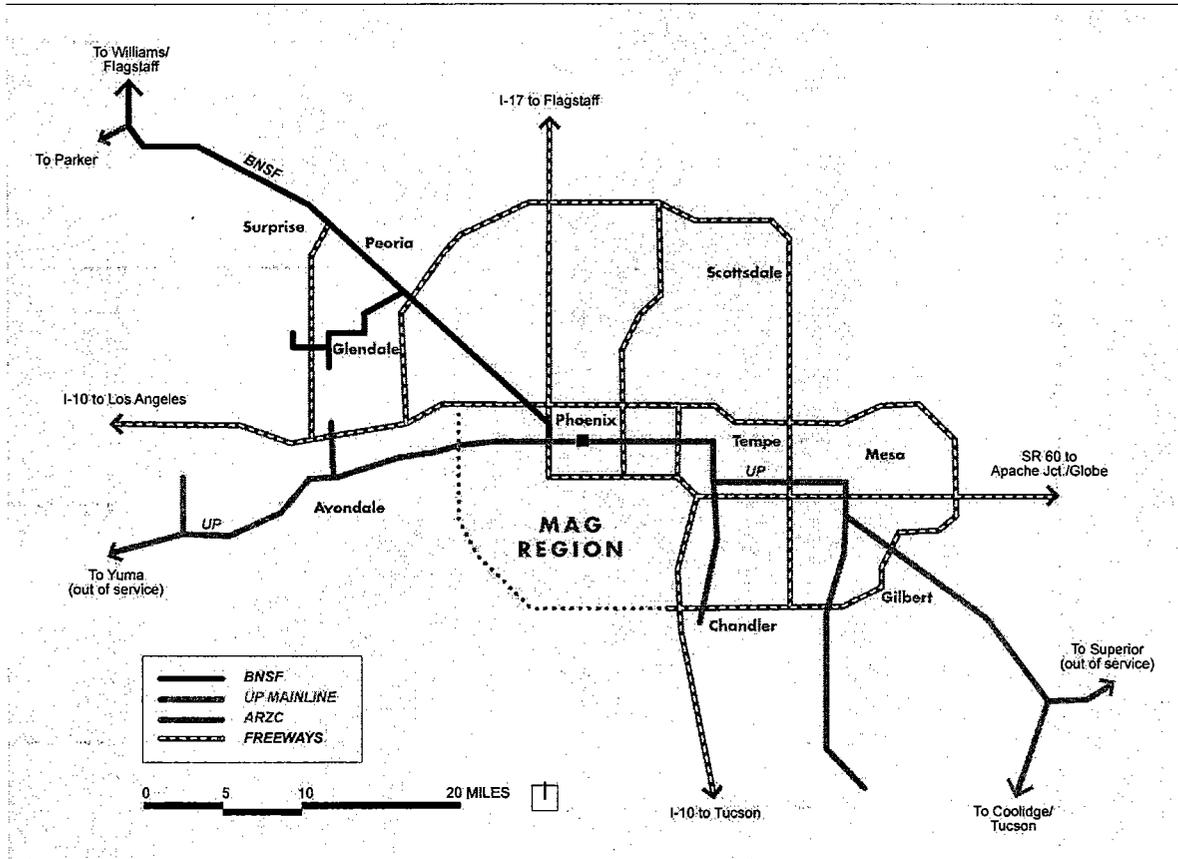
Criteria	Los Angeles Metrolink - Inland Empire to Orange County Line	San Diego Coaster	San Jose Alameda Corridor Express	Dallas Trinity Railway Express	Chicago Northern Indiana Commuter Transportation District South Shore Line	Toronto GO Transit Lakeshore East Line
Line Length (miles)	59	43	62	37	50	42
Number of Stations	11	8	5	10	20	10
Daily Riders	2,930	4,300	3,317	5,900	12,850	40,715
Year of Inception	1995	1995	1993	2000	1990	1967
Passenger Care per Trains	3-5	4-5	3	2-5	5-6	3-4
Type of Operation	Contract	Contract	Contract	Contract	In-House	In-House
Weekday Span of Service	5:00 AM to 6:00 PM	5:20 AM to 7:45 PM	4:15 AM to 9:00 AM and 4:15 PM to 6:45 PM	5:00 AM to 12:30 AM	4:00 AM to 2:30 AM	5:50 AM to 1:00 AM
Trips per Day	5 inbound/5 outbound	11 inbound/11 outbound	3 inbound/3 outbound	29 inbound/27 outbound	18 inbound/19 outbound	30 inbound/26 outbound
Trips per Weekend Day	None	4 inbound/4 outbound	None	18 inbound/17 outbound	9 inbound/5 outbound	18 inbound/17 outbound
Annual Revenue Service Hours	22,267	24,482	11,776	17,205	65,113	282,000
Operating Cost per Passenger Mile	\$0.26	\$0.33	\$0.36	\$1.42	\$0.28	\$0.12
Capital Cost (Year of Expenditure dollars)	\$33.5 million	\$563 million	\$56 million	\$62.8 million	\$16.8 million	\$34 million

Operating Data Sources: 2000 National Transit Database
 Ridership data for 2001. Data obtained from transit agencies
 Schedules, stations, length, and capital cost data source: Individual transit agencies
 The capital cost of the San Diego Coaster system includes the \$405 million cost for purchasing the tracks and right of way from Santa Fe Depot in downtown San Diego to the northern San Diego County border
 The current commuter rail operation of the Chicago South Shore Line began in 1990. Intensity rail operations have occurred since 1904
 The capital cost of the Chicago South Shore Line was for the purchase of the existing passenger rail operations and track rights in 1990
 The capital cost of Trinity Railway Express is for the initial 10-mile segment between Dallas and Irving
 The revenue service hours and operating cost per passenger mile for the GO Transit Lakeshore Line is for the entire GO commuter system
 The Trinity Railway Express recently expanded service in 2002. The revenue service hour data is for 2000 when the TRE utilized shorter rail diesel cars for service. This means that this data does not match the current service provided

3) Inventory and Evaluation of Rail Infrastructure in the MAG Region

The MAG region is served by the Burlington Northern – Santa Fe (BNSF) and the Union Pacific (UP). As the map below shows, the BNSF serves primarily the Grand Avenue corridor with a rail spur serving the area generally around Luke Air Force Base. The UP provides rail service in the east and southwest portions of the region.

Rail Service in the MAG Region



Both BNSF and UP lines in the MAG region are branch lines off the mainline of each railroad. For BNSF, the Phoenix branch line originates in the vicinity of Williams, Arizona along I-40, and serves other customers along the line as it comes toward the MAG region. For UP, the Phoenix branch line originates around Pichaco, which is between Eloy and Marana.

Burlington Northern Santa Fe (BNSF)

The BNSF line from Phoenix to Wickenburg is a single track of about 53 miles in length. There are about 55 at-grade street crossings of the BNSF line in the MAG region. The width of the right of way is 100 feet making the installation of another track possible. The track does not have an existing train signal system, which would probably be necessary for commuter rail service. The corridor has a maximum speed of 49 miles per hour, although for most of the track in Surprise-Peoria-Glendale-Phoenix the train speeds are much slower. The BNSF has about 5 trains a day using the track.

The existing freight operations limit the potential for passenger operations. Freight traffic has a priority use for the track. The BNSF main yard is the Mobest yard located at 19th Avenue and McDowell. This facility is used as a maintenance facility and switchyard.

BNSF has an intermodal facility south of 51st Avenue along Grand Avenue. This facility is used to load and unload truck trailers onto the rail line. Given the limited yard facilities, BNSF uses the mainline track to actually assemble outbound trains, which is an impediment to commuter rail operations.

BNSF operating facilities in the MAG region are generally at capacity. BNSF has plans to move most of the operations of the Mobest facility and the intermodal facility further out toward Wickenburg. Once these operations are moved, BNSF will still use the rail along Grand Avenue to serve its customers. However, with much of the activity moved out of the corridor, train activity will be substantially reduced making commuter rail operations more viable. Ideally, a second track would be installed for commuter rail resulting in separate tracks for freight and passenger traffic.

Upgrades or changes in the BNSF corridor that would be desirable for implementing commuter rail include:

- Train signal control system (CTC = Centralized Train Control)
- Second track
- Lengthen sidings
- Reduce main track switching activity by moving BNSF operations

Union Pacific (UP)

The UP track is about 75 miles in length and includes 109 mainline grade crossings. It is a single-track configuration with sidings to allow trains to pass at certain points. The mainline is signalized and has a speed limit that varies from 15 to 60 miles per hour. The right of way is generally 100 feet wide. UP operates about six trains per day.

The UP has two major industrial branch lines. The Chandler Industrial branch is about 20 miles long, does not have a signal system, has 29 grade crossings and has a 20 mile per hour speed limit. The Tempe Industrial branch is about eight miles long, does not have signals, has 13 grade crossings, and also has a 20-miles per hour speed limit.

The principal operating yard, which supports all freight operations of UP in the MAG region, is situated in downtown Phoenix, bounded by Seventh and Sixteenth Streets. The yard contains fifteen tracks. UP has storage tracks, which are used to support industrial spur track activities situated at Buckeye, Pipeola, Campo, 23rd Avenue, and Mesa. The operating practice is to turn over the Phoenix Yard rail car inventory and move the cars to direct spot or to storage tracks in the immediate industrial switching area.

Upgrades or changes in the UP corridor that would be desirable for implementing commuter rail include:

- Upgrade rails and replace ties

- Replace signal systems
- Requires good coordination with freight traffic

Some operational issues are common to both railroads. Neither railroad is likely to relinquish control of the dispatch operations that control the delivery of freight and train movements in the corridor as long as a single track is being used to serve both commuter rail and freight operations. Both railroads are operating near- or at-capacity with both companies looking at ways to expand capacity to meet the freight needs of the growing MAG region. Alternatively, the commuter rail organization could purchase or lease right of way in the rail corridor and provide a parallel track for commuter rail operations.

Operational issues include:

- Ownership model
- Liability and risk management
- Freight / Passenger capacity conflicts
 - Scheduling
 - Dispatching
 - Track capacity enhancements
- Grade crossings
- Noise impacts
- Station impacts
- Capital needs
- Operating and maintenance costs
- Governance structure

4) Ridership Projections

Ridership projections were made using a simplified sketch planning model rather than the full MAG regional travel demand model. The ridership projections were based in the interim Draft 2 projections for 2020 and 2040 that were available in the spring of 2003. (Subsequently, MAG approved the Draft 3 projections that differed slightly from the Draft 2 projections but only went to 2030.) Forecasts were produced for a Phase 1 commuter rail implementation that used the 2020 population and employment forecasts. A second set of projections, called Phase 3 representing the ultimate commuter rail configuration, were also produced and used the 2040 population and employment forecasts.

Corridor	Total Daily Boardings	
	Phase 1	Phase 3
BNSF	4,862	16,145
UP Chandler/Mainline	1,372	4,561
UP Southeast	1,970	6,198
UP Yuma	2,710	12,034

5) Cost Estimates for Commuter Rail Capital and Operations by Corridor

Capital costs to implement commuter rail service were developed using standard unit cost measures from various west coast rail infrastructure projects during the late 1990s and

early 2000s time period. Costs were divided into two phases. Phase 1 was for rail service beginning around 2020 with service limited to peak hour, peak direction service with three trains inbound and three outbound trains per day. Phase 3 was based on 2040 population and employment projections and included full commuter rail service. In Phase 3, trains were assumed to operate every 15 minutes during the peak periods and every 30 minutes during the off-peak hours. Phase 2 was initially proposed by the consultant but was not carried forward for the detailed analysis.

The table below shows the type of infrastructure that would be needed in the BNSF corridor to support Phase 1, Phase 2 and Phase 3 commuter rail service. The Phase 2 improvements indicated would be necessary to implement the full commuter service envisioned in Phase 3. The improvements needed for the UP rail sections then follows.

BNSF Corridor Infrastructure Improvements

Phase	Component	Phoenix to Surprise	Surprise to Wickenburg
Phase 1	Track	Second main track, one 2,000 siding	Lengthen siding at Wittman to 8,000 feet
	Signals	CTC recommended but not required	CTC optional
Phase 2	Track	Two additional 2,000 sidings for counter flow service	Construct 8,000 foot sidings at 8-mile intervals for counter flow service
	Signals	CTC required	CTC signals
Phase 3	Track	A second commuter rail track of 3 miles in length near downtown Phoenix	Construct two-mile long sidings every five miles
	Signals	Signals for added 3 miles of track	Signalization for new track

UP Corridor Infrastructure Improvements

Phase	Component	Buckeye to Downtown Phoenix	Downtown Phoenix to Tempe Junction	Tempe Junction to McQueen Junction	McQueen Junction to Queen Creek	Chandler Branch
Phase 1	Track	No improvements required	Construct second main track	Add second track between west Mesa and McQueen	No improvements required	Upgrade track to Class 4 standards
	Signals	No improvements required	Upgrade signals to CTC	Upgrade signals to CTC	No improvements required	No signals required with 59 mph speed limit

Phase 2	Track	Two miles of auxiliary track for freight switching	No additional improvements required	No additional improvements required	Two new 8,000 foot sidings	Construct a 2,000 foot siding for meeting trains
	Signals	No additional improvements required	No additional improvements required	No additional improvements required	Upgrade signals to CTC	CTC recommended
Phase 3	Track	No additional improvements required	No additional improvements required	Add second main track between Mesa and Tempe Junction	Side track of 2-miles in length every five miles	Construct a second 2,000 siding
	Signals	Upgrade signals to CTC	No additional improvements required	CTC for new track segments	CTC for new track segments	CTC required

The table below summarizes the capital and operating costs for each commuter rail corridor for Phase 1 service and for Phase 3 service. The capital costs for Phase 3 include the indicated Phase 2 improvements in the table above. The table also provides the estimated ridership for each.

Summary of Capital and Operating Costs by Corridor

Corridor & Phase	Capital Cost (millions of 2002 \$)	Annual Operating Cost with Locomotive (millions of 2002 \$)	Total Daily Ridership
BNSF Phase 1	\$353.48	\$4.90	6,391
BNSF Phase 3	\$741.64	\$22.55	16,145
UP Southeast Phase 1	\$282.88	\$3.05	2,235
UP Southeast Phase 3	\$608.84	\$17.50	6,471
UP Yuma Phase 1	\$190.28	\$3.60	4,722
UP Yuma Phase 3	\$471.67	\$22.40	12,034

Dallas Trinity Railway Express

The Trinity Railway Express (TRE) operates in the Dallas area and was one of the peer commuter rail systems that was reviewed for the MAG High Capacity Transit Study in 2003. The TRE covers about 35 miles with 10 stations providing service from downtown Dallas to downtown Fort Worth. The vehicle fleet includes 13 rail diesel cars, six locomotives, 13 coaches, and seven bi-level cab cars.

The following table of key performance indicators for the TRE is from the FY 2005 Business Plan for the Dallas Area Rapid Transit (DART), which is the agency responsible for the operation.

Key Performance Indicators for the Dallas Trinity Railway Express

Exhibit 5.2					
Commuter Rail - TRE Scorecard Systemwide - Key Performance Indicators					
Indicators	FY02A	FY03A	FY04A	FY05B	FY06P
Customer/Quality Indicators					
Ridership (M)	2.2	2.3	2.2	2.1	2.2
Revenue Car Miles (M)	1.6	1.6	1.3	1.4	1.4
Passengers per Car Mile	1.4	1.5	1.6	1.5	1.6
Scheduled Train Hours (000's)	16.8	22.0	19.3	20.3	20.3
On Time Performance	97.2%	96.7%	98.1%	96.0%	96.0%
Complaints per 100k passengers	6.6	11.4	7.9	8.00	TBD
Missed Trips	24	9	9	15	15
Veh. Accidents Per 100k Miles	0.11	0.28	0.26	0.31	0.31
Financial/Efficiency Indicators					
TRE Revenues (M)	\$4.2	\$4.9	\$5.7	\$6.0	\$5.5
TRE Expenses Fully Allocated (M)*	\$21.0	\$17.8	\$17.9	\$19.9	\$19.9
Net Subsidy (M)	\$16.9	\$13.0	\$12.2	\$13.9	\$14.5
DART Net Expenses				\$5.6	\$5.1
TRE Subsidy Per Passenger	\$7.64	\$5.53	\$5.65	\$6.49	\$6.64
TRE Subsidy Per Passenger Mile	n/a	\$0.31	\$0.34	\$0.40	\$0.41
TRE Cost per Revenue Car Mile	\$13.36	\$11.45	\$13.49	\$14.21	\$14.23
DART Cost per Revenue Car Mile				\$8.15	\$7.53

FY 02A to FY 04A are actual figures. FY 05B is the budgeted figures. FY 06P is a projection.

DART operates fixed route bus service as well as light rail transit (LRT). The figures in the table below show the operating subsidy per passenger for the various transit services provided by DART.

Subsidy Per Passenger for Dallas Area Rapid Transit (DART)

Mode	FY02A	FY03A	FY04A	FY05B	FY06P
Bus	\$4.12	\$4.01	\$3.92	\$3.89	\$4.07
LRT	\$2.76	\$2.95	\$2.98	\$3.30	\$3.30
TRE	\$7.64	\$5.53	\$5.65	\$6.49	\$6.64
Total Fixed Route	\$3.93	\$3.77	\$3.72	\$3.79	\$3.92
HOV	\$0.13	\$0.16	\$0.16	\$0.16	\$0.16
Paratransit	\$41.17	\$40.76	\$42.14	\$45.22	\$46.82
Vanpool	\$0.48	\$1.07	\$0.78	\$0.63	\$0.78
Total System	\$2.76	\$2.69	\$2.61	\$2.70	\$2.79

FY 02A to FY 04A are actual figures. FY 05B is the budgeted figures. FY 06P is a projection.

Summary and Conclusions

The 2003 high capacity transit study provide a good foundation for commuter rail planning in the MAG region. The study provided a good inventory and assessment of the rail infrastructure and current freight operations. The study also provided estimates of ridership and capital and operating costs that would be part of limited and full commuter rail service in the region.

The High Capacity Transit study was presented to Transportation Policy Committee in April 2003 and to the MAG Regional Council in June 2003 for consideration of the corridors identified in the study in the development of the Regional Transportation Plan. that was completed and approved in November of 2003. The RTP included all of the sources of state and federal transportation funds that were projected to be available to this region through 2025. Projects and programs were included in the plan in priority order to utilize these funds.

The RTP included \$5 million to develop commuter rail options and implementation strategies. One of the first steps that needs to be taken is to update certain elements of the 2003 plan to reflect the current growth in the region, the changes in the freight operations that have occurred or are planned, revised ridership projections and cost estimates, and to provide a list of tasks or issues that need to resolved before commuter rail could be initiated. Finally, the new study could identify potential funding sources for the capital and operating costs for commuter rail.

If an update of the commuter rail portion of the high capacity transit study is desired, the study could be included in the FY 2007 MAG Unified Work Program and Annual Budget. A group of stakeholders could be formed to assist in the development of the scope of work for the consultant study.

Executive Director Evaluation for Executive Committee

The following form lists qualities and performance, which are generally required of executive directors. Please circle the appropriate response describing the Executive Director's level of performance according to the following scale.

- 1 = excellent
- 2 = good
- 3 = adequate
- 4 = needs improvement
- 5 = unacceptable
- do not know = no basis for making a judgment

In the comment section, please give examples and/or reasons for rankings when you think that would help explain your evaluation.

Evaluation Topics

1) OVERALL PERFORMANCE

Helping to provide a sense of direction for the organization

1 2 3 4 5 do not know

Taking overall responsibility for the organization's well-being

1 2 3 4 5 do not know

Providing program leadership

1 2 3 4 5 do not know

Providing leadership for staff

1 2 3 4 5 do not know

Providing leadership in financial planning

1 2 3 4 5 do not know

Comments

2) ANNUAL BUDGET AND WORK PROGRAM

Knowledge of Budget and Work Program

1 2 3 4 5 do not know

Development of new revenue sources

1 2 3 4 5 do not know

Rapport/relationships established with revenue agencies (ADOT, Federal Highway Administration)

1 2 3 4 5 do not know

Knowledge of revenue agencies

1 2 3 4 5 do not know

Adequacy of long term revenue strategy

1 2 3 4 5 do not know

Adequacy of strategy implementation

1 2 3 4 5 do not know

Comments:

3) COMMUNICATIONS

Executive Director's image outside Executive Committee, Regional Council and Staff

1 2 3 4 5 do not know

Involvement of Executive Committee and Regional Council in image of MAG

1 2 3 4 5 do not know

Adequacy of national networking

1 2 3 4 5 do not know

Rapport/relationships established with member agencies

1 2 3 4 5 do not know

Rapport/relationships established with business community

1 2 3 4 5 do not know

Rapport/relationship with Governor's Office

1 2 3 4 5 do not know

Rapport/relationship with Legislature

1 2 3 4 5 do not know

Comments:

4) ADMINISTRATION

Keeping all areas of work – program and administration – on track and in balance

1 2 3 4 5 do not know

Identifying organizational weakness and needs, and developing strategies to address them

1 2 3 4 5 do not know

Developing clear, thoughtful, and functional organizational policies

1 2 3 4 5 do not know

Comments:

5) PROGRAM PLANNING AND IMPLEMENTATION

Quality of project ideas

1 2 3 4 5 do not know

Plan development and clarity

1 2 3 4 5 do not know

Adherence to plan during the year

1 2 3 4 5 do not know

Monitoring and evaluation of progress

1 2 3 4 5 do not know

Quality of organization's work

1 2 3 4 5 do not know

Organizational accomplishments

1 2 3 4 5 do not know

Comments:

6) PROGRAM ACTIVITIES

Effectiveness of work with member agencies

1 2 3 4 5 do not know

Effectiveness in getting member agencies to work together

1 2 3 4 5 do not know

Effectiveness in assessing member agency needs

1 2 3 4 5 do not know

Extent of participation in all programs

1 2 3 4 5 do not know

Comments:

7) REGIONAL COUNCIL AND EXECUTIVE COMMITTEE

Communication with Regional Council

1 2 3 4 5 do not know

Communication with Executive Committee

1 2 3 4 5 do not know

Seeking and abiding by Regional Council's decisions

1 2 3 4 5 do not know

Responsiveness to Regional Council and Executive Committee requests

1 2 3 4 5 do not know

Comments:

8) STAFFING

Quality of staff

1 2 3 4 5 do not know

Motivation of staff

1 2 3 4 5 do not know

Success in getting staff to work together effectively

1 2 3 4 5 do not know

Comments:

9) FINANCIAL MANAGEMENT

Adequacy of financial records

1 2 3 4 5 do not know

Adherence to budget

1 2 3 4 5 do not know

Wisdom of spending and asset management choices

1 2 3 4 5 do not know

Adequacy of reporting to staff, Executive Committee and Regional Council

1 2 3 4 5 do not know

Compliance with government requirements

1 2 3 4 5 do not know

Comments:

10) INDIVIDUAL SKILLS AND PRACTICES

Work hours and habits, and use of time

1 2 3 4 5 do not know

Writing ability

1 2 3 4 5 do not know

Professional development activities

1 2 3 4 5 do not know

Speaking ability

1 2 3 4 5 do not know

Personal style and impression

1 2 3 4 5 do not know

Accomplishment of professional and career goals

1 2 3 4 5 do not know

Use of staff and Regional Council members to complement skills and compensate for weaknesses

1 2 3 4 5 do not know

Comments:

11) OTHER

Specify the one area in which commendation should be given for good performance:

Specify the one area in which change or improvement is needed the most:

Other comments or observations:

12) SUMMARY

On balance, what kind of job has the Executive Director done?

Submitted by FIELD(title) FIELD(first) FIELD(last), FIELD(agency)

Please Return by December 20, 2005 in the enclosed confidential envelope to:

Mayor Keno Hawker
Chair, MAG Regional Council
City of Mesa
P.O. Box 1466
Mesa, Arizona 85201-1466
or fax to 480-644-2175

Executive Director Evaluation for Regional Council

The following form lists qualities and performance, which are generally required of executive directors. Please circle the appropriate response describing the Executive Director's level of performance according to the following scale.

- 1 = excellent
- 2 = good
- 3 = adequate
- 4 = needs improvement
- 5 = unacceptable
- do not know = no basis for making a judgment

If you wish to comment, space is provided below each question to elaborate on the reason for your ranking when you think that would help explain your evaluation.

Evaluation Topics

1) OVERALL PERFORMANCE

Viewed as providing a sense of direction for the organization. Takes overall responsibility for the organization's well-being. Provides leadership for programs, staff and financial planning.

1 2 3 4 5 do not know

2) ANNUAL BUDGET AND WORK PROGRAM

Possesses knowledge of Annual Budget and Work Program. Develops new revenue sources. Has well established rapport/relationships and knowledge of funding agencies, such as ADOT and the Federal Highway Administration.

1 2 3 4 5 do not know

3) COMMUNICATIONS

Involvement of Executive Committee and Regional Council in image of MAG. Executive Director's image outside Executive Committee, Regional Council and staff. Adequacy of national networking. Rapport/relationships established with member agencies. Rapport/relationships established with business community. Rapport/relationship with Governor's Office. Rapport/relationship with Legislature.

1 2 3 4 5 do not know

4) ADMINISTRATION

Keeps all areas of work – program and administration – on track and in balance. Identifies organizational weakness and needs, and developing strategies to address them. Develops clear, thoughtful and functional organizational policies.

1 2 3 4 5 do not know

5) PROGRAM PLANNING AND IMPLEMENTATION

Develops quality project ideas for the organization. Plans for the organization possess clarity and are adhered to during the year. Monitors and evaluates the progress of the organization's work. Organization achieves its goals.

1 2 3 4 5 do not know

6) PROGRAM ACTIVITIES

Works with member agencies and is effective in getting member agencies to work together. Able to assess member agency needs. Participates in all programs.

1 2 3 4 5 do not know

7) REGIONAL COUNCIL AND EXECUTIVE COMMITTEE

Effectively communicates with Regional Council and Executive Committee. Seeks and abides by Regional Council decisions. Responsive to Regional Council and Executive Committee requests.

1 2 3 4 5 do not know

8) STAFFING

Overall quality of staff. Ability of the Executive Director to motivate the staff. Success in getting staff to work together effectively.

1 2 3 4 5 do not know

9) FINANCIAL MANAGEMENT

Adequacy of financial records. Adherence to budget and wisdom of spending and asset management choices. Adequacy of reporting to Executive Committee and Regional Council. Compliance with government requirements.

1 2 3 4 5 do not know

10) INDIVIDUAL SKILLS AND PRACTICES

Serves as an effective role model to the organization for work hours and habits and use of time. Possesses effective writing and speaking ability. Participates in professional development activities. Personal style and impression is effective for the organization. Uses staff and Regional Council members to complement skills and compensate for weaknesses.

1 2 3 4 5 do not know

11) OTHER

Specify the one area in which commendation should be given for good performance:

Specify the one area in which change or improvement is needed the most:

Other comments or observations:

12) SUMMARY

On balance, what kind of job has the Executive Director done?

1 2 3 4 5 do not know

Submitted by FIELD(title) FIELD(first) FIELD(last), FIELD(agency)

Please Return by December 20, 2005 in the enclosed confidential envelope to:

Mayor Keno Hawker
Chair, MAG Regional Council
City of Mesa
P.O. Box 1466
Mesa, Arizona 85201-1466
or fax to 480-644-2175