



EXECUTIVE DIRECTOR'S ANNUAL REPORT

MAJOR ACCOMPLISHMENTS — 1998



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Organizational Structure and Operational Improvements



Initiated a Teleconferencing and Telecommuting Program

Congestion Mitigation Air Quality (CMAQ) Funds were secured to provide videoconferencing and telecommuting activities in this region, a high priority identified at the 1998 Regional Council retreat. The Teleconferencing and Telecommuting Program was initiated with a Videoconferencing Project to perform a needs assessment of member agency requirements and recommend effective use of the funds secured with a goal of providing an implementation plan for purchase, installation, training and support of the equipment. Telecommuting activities for the program are being performed in conjunction with the Regional Public Transportation Authority.



Established Telecommuting Program for MAG Employees

As an agency with a commitment to ongoing enhancements in employee benefits and to assuming an appropriate leadership role in promoting trip reduction and in reducing vehicle miles traveled, MAG established a program on telecommuting. A Telecommuting Policy was created to provide employees with an awareness of employee and MAG obligations for the program. The policy covered such areas as general participation guidelines, likely candidates for participation, employee benefit information, work space required, hours of employment, equipment and office supplies, and liability issues. A Telecommuting Agreement Form was also created, identifying the typical tasks to be performed and mutual agreement. A number of employees are already participating in this program.



Created the Maricopa Association of Governments Information Center (MAGIC)

MAG has been producing a wealth of information for many years that is central to its various regional planning activities, including transportation, water quality, air quality, solid waste, human services, urban growth and infrastructure planning. Through MAGIC, MAG supplies member agencies with value-added information services and technical consulting. Also provided to non-member agencies for a fee, MAGIC provides alternative revenue needed to maintain MAG's information resources and technical expertise. To date, MAGIC has performed services for both member agencies and the public, offering assistance in census-related activities, mapping and socioeconomic update scenarios. A book has been assembled identifying the types of maps, data and publications available through the Information Center. A brochure was created which includes a synopsis of MAGIC offerings and an order form.

Organizational Structure and Operational Improvements



Enhanced Focus on Staff Professional Development

As part of our effort to promote professional development, each staff member's professional knowledge skills and abilities were discussed during their annual performance review. Initial areas of concentration for additional professional development were identified. During 1998, extensive professional development was provided to staff, including study in the technical specialties of each staff member, management practices, communications and media relations, automation and leadership.

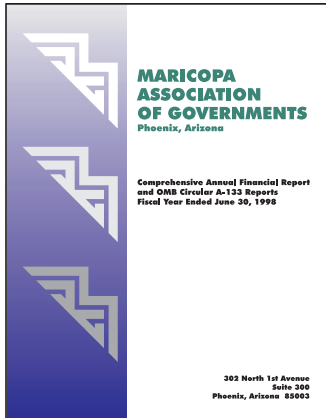
Established Rigorous and Consistent Personnel Evaluation System

In order to provide vitally important and timely feedback to employees on their performance, a personnel evaluation system was established and evaluations were completed for all staff members.

Evaluation of Executive Director by Staff

As part of the Executive Director's effort to provide appropriate leadership for the staff, foster excellent internal communication and begin a 360-degree evaluation process in the agency, the Executive Director developed an evaluation form and staff anonymously evaluated him. The results were very positive and useful.

Fiscal Management



Issued Comprehensive Annual Financial Report for June 30, 1998

In November 1998, the staff completed and issued the agency's first Comprehensive Annual Financial Report (CAFR). The related FY 1998 audit fieldwork was completed within four months of year-end and represented the second audit completed by the staff in a five-month period. The CAFR will be submitted to the Government Finance Officers Association (GFOA) for review under the GFOA's *Certificate of Achievement for Excellence in Financial Reporting* awards program. The June 30, 1998 management letter and single audit comments also reflected significant improvements in the agency's financial management.

Improved Grant Management

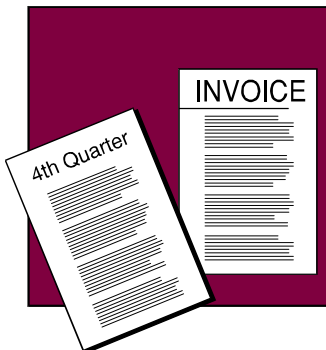
In July 1998, MAG began monthly billings to ADOT. This process has contributed to improvements in MAG's grant management and cash flow. Staff also began performing quarterly grant reconciliations with ADOT. The combination of these grant management initiatives has led to simplifications in the ADOT billing and amendment processes. In addition, the agency began participating in the Federal Aviation Administration (FAA) electronic funds transfer program. The program will allow the agency to receive FAA grant reimbursements in a more timely basis. It is anticipated that other grantors will implement this program and that MAG will take advantage of this opportunity to accelerate reimbursements.



Improved the Agency's Credit Rating

Dun and Bradstreet raised the agency's credit rating within the acceptable range from 70 to 73. The rating agency cited more timely vendor payments and improved financial reporting as the key reasons for the credit rating increase.

Finance



Implemented Quarterly Internal Financial Reporting

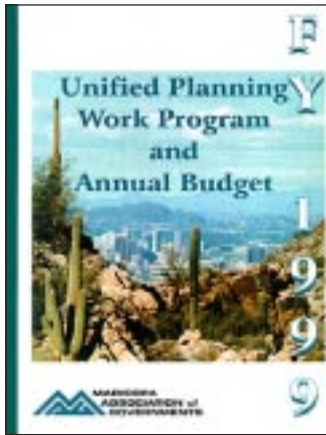
The staff began preparing and presenting quarterly financial reports to the MAG executive director and managers in October 1998. The quarterly reports included budget to actual expenditure comparisons prepared on a cash basis by task number for each manager. These individuals also received the overall agency-wide results for the quarter.

Fiscal Management



Began Financial Management Software Selection Process

From July to December 1998, the staff prepared and issued a Request for Information (RFI) and a Request for Proposals (RFP) to selected financial management software vendors. Over this time period, the staff also conducted a software satisfaction survey of more than sixty (60) councils of government from around the country, participated in software site visits, and held software vendor demonstrations. MAG plans to present its recommendation for a software vendor to the Regional Council in early 1999.



Reformatted the Unified Planning Work Program and Budget

Completed efforts to reformat the fiscal year 1999 *Unified Planning Work Program* (UPWP) and Annual Budget. The process involved converting the UPWP to a program-oriented budget. Under the new format, each program area reflects the applicable expenditures by task and expenditure category, the related funding source(s), the full-time employees by task, and outcome measures. The agency received positive feedback on the new format from federal and state grantors, Council of Government executive directors, and other finance professionals.

Provided MPO Budget Comparisons

Collected comparative budget information from other major Metropolitan Planning Organizations regarding program activity, funding sources and amount of local funding contributed to the budget. This budget information and local funding was presented at the Regional Council Retreat.

Communications and Agency Outreach



Participated in ADOT Gathering Process

Through the ADOT Gathering process, initiated a dialogue with ADOT, MPOs and Councils of Governments regarding the transportation planning and programming process. The theme of the dialogue was the development of long range programs at the regional level, more accountability at the regional level, and better alignment of the ADOT engineering and Board boundaries with the regional planning boundaries.

Enhanced Public Outreach Process

MAG established and conducted an enhanced public outreach process. The enhanced public involvement process involved transportation stakeholders as outlined in the Transportation Equity Act for the 21st Century (TEA-21) and included input from Title VI stakeholders (minority and low income populations). The input received during the enhanced input opportunity was incorporated in the development of early guidelines to guide project selection for the Transportation Improvement Program and Long Range Transportation Program. A total of over 400 people had an opportunity to provide input during the public involvement process, which consisted of focus groups, targeted stakeholder outreach and an open house/public hearing.

Created a Prototype for a Recycling Web Site to Serve as a Communication Link for Local Governments, Nonprofit Organizations and Businesses in the MAG Region

The Web site will serve as a communication link between governments, nonprofit organizations and businesses to explore market development initiatives. An additional feature of the Web site is to afford citizens the opportunity to request information or provide comments about recycling to the recycling program coordinator in their jurisdiction.



Established Desert Peaks Awards Program

The Desert Peaks Awards were presented for the first time in conjunction with the Regional Council Annual Meeting June 1998. These awards were established to recognize individuals and groups that have contributed to the concept of regionalism through cooperative efforts. They showed that by working together, impressive results can transcend jurisdictional boundaries and provide better use of resources and service delivery to citizens. MAG staff organized the event, including providing administrative and technical support, graphic materials and presentations. The evening was attended by over 300 people and engendered much positive feedback.

Communications and Agency Outreach



Established Public Communications Program

In July, MAG hired its first Public Communications Program Manager. Duties of this position include promoting awareness of MAG's mission, overseeing the development and implementation of a strategic communication plan, managing MAG's publications program, monitoring legislative issues, managing media relations, responding to public inquiries, overseeing public relations, and serving as a vital information source to our internal and external customers.

Prepared a Draft Strategic Communication Plan

The first draft of a Strategic Communication Plan will be presented to the Regional Council in January. The Strategic Communication Plan was developed in the belief that it is imperative for a public agency to have a defined strategy for encouraging support of its mission, as well as to give citizens and our customers a better idea of who MAG is and the many important ways in which we serve our community. The document defines MAG's customers, key messages we would like to get across in the coming year, and a specific step-by-step plan for reaching five critical plan objectives.



Press coverage of the distribution of the *Domestic Violence Safety Plan* at a local food bank.

Received Major Positive Press Coverage on Critical Issues

MAG has secured a number of positive media placements this year. We received exceptional coverage, for example, of the distribution of MAG's Domestic Violence Safety Plan. A news conference in November attracted widespread coverage from three local network TV stations, a Spanish station, a city cable channel, two major radio stations, as well as several major daily and weekly newspapers.

The effort resulted in positive editorials and columns in both the Arizona Republic and Tribune Newspapers, as well as a half-hour recorded interview with MAG's Human Services Manager, which aired on KOY, KZON and KYOT radio. MAG has also received some very positive coverage on stories involving transportation funding, including a supportive editorial from the Arizona Republic calling on the state transportation board to consider granting this region a fair share of transportation dollars.

Communications and Agency Outreach



Expanded and Improved the Newsletter, *MAGAZine*

Our quarterly newsletter, *MAGAZine*, has been expanded to twelve pages of stories, columns, and important information about the association's numerous activities. The November *MAGAZine*, for example, included articles on the domestic violence safety plan; efforts to receive a fair share of TEA-21 funding; synopsis of the new MAG Urban Atlas; continued progress on Valley Vision 2025; optimistic reaction to the addition of transit buses; an explanation of the information available through the MAG information center (MAGIC); updates on our teleconferencing/telecommuting project; profiles of Desert Peaks Award winners; the granting of a prestigious scholarship to a MAG employee; and more.

Initiated the Regional Council Activity Report

Based on the suggestions from the Regional Council Annual Retreat, the Regional Council Activity Report was initiated to further serve member agencies. This monthly report is a synopsis of the discussions and actions taken during Regional Council meetings. It is designed to provide information to city managers, council members, and other staff who are not able to attend Regional Council meetings, but who have a vital and vested interest in the outcome of Council actions. It also includes information about upcoming items and events. By providing advanced notice of anticipated agenda items, interested parties can adequately prepare for and participate in regional activities.



Revised Web Site Design and Content

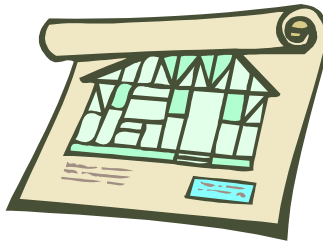
MAG's Web site has been redesigned and improved to provide faster access and easier navigation throughout the site. New features include press releases, posting of the Regional Council Activity Reports, and electronic versions of many MAG documents, including the *MAGAZine* newsletters, transportation and air quality plans, presentations, and regional maps. In addition, the Web site is a great resource for public information. Monthly meetings are posted, and the agendas and minutes for the Regional Council meetings and all other MAG committee meetings are available online, using an electronic file format that produces output identical to the paper copies provided for the meetings and mailings. The site is continually updated and provides convenient links to the Web sites of MAG members. Visit the Internet site at www.mag.maricopa.gov.

Communications and Agency Outreach



Held Valley Freight Forum

Held a freight forum to obtain input from the freight community on transportation needs in our region. Approximately 100 people attended the forum and listened to a representative of the American Trucking Association (ATA) and a panel of experts provide their perspective on Valley transportation needs. Both the ATA representative and the panel mentioned that the most pressing transportation problem facing the freight industry was congestion within metropolitan areas. It was also agreed that a process needs to be established to receive input from the freight community on a continuing basis. Staff prepared presentations, managed technical equipment and organized the event.



Held Valley Building Codes Forum

A Valley Building Codes Forum was held to obtain input from elected officials and the homebuilders community on the process for developing and enforcing building codes. The Chairman of the MAG Building Codes Committee provided an overview of the role of the Committee and its efforts to promote uniformity in the adoption of building, mechanical and electric codes. Representatives of a panel of elected officials urged a continuing dialogue between the homebuilding community, elected officials and MAG.



Expanded MAG Involvement in National Transportation Issues

MAG staff has participated in several forums and workshops related to the passage and implementation of the Transportation Equity Act for the 21st Century. Additional workshops were attended relating to time-sensitive transportation issues at the federal level (such as the fair share funding campaign), which were conducted by the National Association of Regional Councils, the Association of Metropolitan Planning Organizations, and National Conference of Mayors.

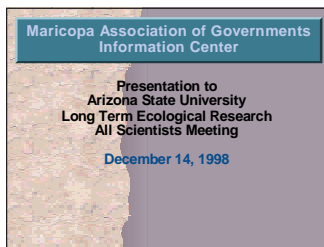
Increased Participation in “MOVE-IT” Committee

More actively participated in the legislatively-sponsored Maricopa Oversight and Input on Transportation (MOVE-IT) Committee meetings. This provided an opportunity for MAG to present our transportation plans, programs and to discuss the “fair share” issue with legislators.

Communications and Agency Outreach

Human Services Manager Appointed to the Arizona Juvenile Justice Commission

The Human Services Manager was appointed by the Governor to the Arizona Juvenile Justice Commission. This organization assesses needs of children and youth to prevent them from becoming involved in the juvenile justice system and to help develop community alternatives for these youth. The Commission also allocates federal funds which assist cities and towns to develop and support programs for at-risk children and those already involved with the justice system.



Prepared and Conducted Outreach Presentations

During the course of the year, numerous formal and informal presentations were conducted for regional customers, including civic organizations, state colleges, information councils, technical and policy committees, city and county agencies, and other public gatherings. Presentations included providing analysis, data, maps, modeling processes, and general information about our work. Numerous public involvement and stakeholders meetings were also conducted to provide information and receive feedback in the areas of transportation, air quality, human services, and socioeconomic/regional development for planning and policy purposes.

Program Accomplishments

ENVIRONMENTAL PROGRAMS



Conducted Consultation on Conformity Assessments, Processes, and Regionally Significant Projects

Regulations require MAG to consult with federal, state, and local air quality and transportation agencies regarding various conformity processes. MAG reviewed projects for compliance with the federal conformity rule and completed conformity assessments as required. Conformity assessments were transmitted to the agencies and other interested parties for consultation purposes. In addition, MAG consulted on the designation of transportation projects as regionally significant for conformity purposes in accordance with Arizona conformity rules.

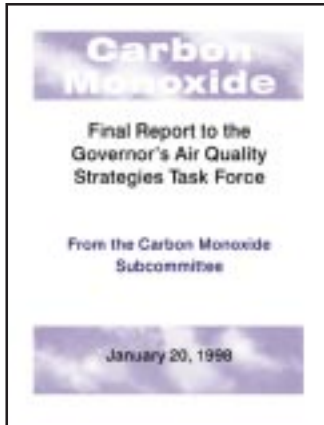
Completed Conformity Finding for the FY 1999-2003 MAG Transportation Improvement Program and Long Range Transportation Plan Summary and 1997 Update with 1998 Addendum

The conformity finding was completed by MAG staff in August 1998 and approved by the Regional Council in September 1998, after a public hearing held on September 15, 1998. The Federal Highway Administration (FHWA) and the Federal Transit Administration (FTA) made a joint finding of conformity for the MAG FY 1999-2003 Transportation Improvement Program and Long Range Transportation Plan Summary and 1997 Update with 1998 Addendum in a letter dated October 20, 1998. Under Federal regulations, transportation projects cannot be approved unless they are from a conforming regional transportation plan and improvement program.

Developed Serious Area PM-10 Plan Most Stringent Measures

The Most Stringent PM-10 Control Measure Analysis was completed in May 1998. The analysis identified 14 of the most stringent PM-10 control measures included in the PM-10 plan of any state or achieved in practice in any state that may be feasibly implemented in the Maricopa County Non-attainment Area. In addition, the analysis included the evaluation of the potential emission reduction, implementation costs, cost-effectiveness, and related environmental, economic, and implementation factors for each of the measures identified.

Program Accomplishments



Provided Support for the Governor's Air Quality Strategies Task Force

In November 1997, Governor Jane Dee Hull established the Governor's Air Quality Strategies Task Force. MAG provided staff support to the Carbon Monoxide and PM-10 Subcommittees. There were more than 35 meetings held by the Task Force and MAG staff attended each meeting. Subcommittees of the Task Force met to discuss carbon monoxide, ozone, particulates, low emitting vehicle programs, and clean-burning fuels.

Approved Clean-Burning Fireplace Building Standard for New Fireplace Construction to Reduce Particulate Pollution

The MAG Regional Council approved the Clean-Burning Fireplace Standard for new construction be adopted by reference in local ordinances. The Environmental Protection Agency guidance for Serious Area Particulate Plans discusses the importance of measures to prevent future particulate emissions. The Clean-Burning Fireplace Standard is designed to ensure that new fireplace construction does not increase particulate pollution. There are several fireplace options available which would meet the Clean Burning Fireplace Standard. Also, clean-burning fireplaces could be used when No Burn Days are issued by Maricopa County.

Developed Draft 1998 Serious Area Carbon Monoxide Plan

Completed the Draft Serious Area Carbon Monoxide Plan in September 1998. The draft plan contains committed measures from the State, County, and local governments, which provide the basis for the attainment demonstration by the Clean Air Act attainment date. In addition, the technical analysis includes Vehicle Miles of Travel forecasting and tracking.

Completed Nonroad Emissions Inventory Improvement Study

The study provided a 1995 emission inventory for selected nonroad sources for Maricopa County. The nonroad sources evaluated in the study included lawn and garden equipment, turf equipment, and generators. In addition, a 1995 emission inventory for pleasure craft or recreational marine vehicles was prepared for Lake Pleasant and Bartlett Reservoir as part of the study. Surveys were conducted to estimate activity levels, which include equipment populations and usage rates. The activity information was then combined with EPA emission factors to estimate both annual and seasonal emissions.

Program Accomplishments



Received an Arizona Department of Environmental Quality Waste Reduction Assistance Grant

In March, the Maricopa Association of Governments (MAG) was awarded funding from the Arizona Department of Environmental Quality for the Regional Recycling Information Exchange project. This project will provide recycling and waste reduction information in combination with the unique factors that affect the MAG jurisdictions. The information can be utilized by the jurisdictions to create viable recycling programs and reduce landfilled materials.

Upgraded and Updated the Solid Waste Information Management System (SWIMS)

The Solid Waste Information Management System incorporates socio-economic, waste generation and waste disposal assumptions about the MAG region and the individual municipalities into an overall management tool. It was updated to include additional recycling options and the ability to map the information with a Geographic Information System. This required identifying potential materials for recycling, as well as the likelihood of recovering the materials from the waste stream over time. Various scenarios identifying different recycling rates may be generated. The data produced by SWIMS can be cumulated to Landfill Service Areas or Material Recovery Facility areas and the cost effectiveness of the areas identified to analyze recycling trends and identify recycling opportunities. This effort was partially funded by a Regional Recycling Information Exchange Grant which also supported the creation of a draft Recycling Exchange Web site.



Provided Technical Assistance to Entities in Preparing MAG 208 Water Quality Management Plan Amendments

The MAG 208 Water Quality Management Plan contains the desired wastewater treatment configuration for the Maricopa County area. In 1998, many entities have inquired about adding new wastewater treatment facilities to the MAG 208 Plan. Two facilities, the Villages of Desert Hills Wastewater Treatment Facility and the Arizona State Prison Complex — Lewis Complex Wastewater Treatment Facility, have been approved by the MAG Regional Council for inclusion in the 208 Plan.

Program Accomplishments

HUMAN SERVICES



Developed and Published 1998 Human Services Plan

Developed the 1998 Human Services Plan with guidance from the Human Services Coordinating and Technical Committees. The annual planning effort assesses needs of children, adults, families, elderly, and persons with disabilities and developmental disabilities. The committees have been challenged with uncertainties in funding levels. Recommendations were developed for approximately \$5.5 million of federal Social Services Block Grant funds.

Developed and Published 1998 Homeless Plan Update

At the request of the Regional Council, MAG developed and published an update of the regional homeless plan which is based on a continuum of needed services to prevent homelessness and to assist people to return to self-sufficiency. Approximately 100 individuals participated in assessing needs for housing, services, site selection, employment and coordination. This plan is used as part of the annual Continuum of Care process which develops grants for the Stewart McKinney Act homeless continuum of care funds.

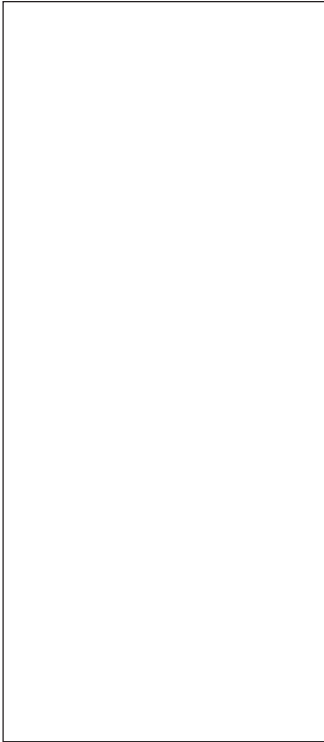
Increased Transportation Funding for Welfare Recipients

MAG staff was appointed to the Joint Legislative Task Force on Welfare Reform's Transportation and Child Care Working Group. In that role, at the request of cities and towns affected by welfare reform privatization, we assisted in developing the Wheels to Work legislation which is a program of donated cars for cash assistance clients. We also advocated for the addition of \$1 million in funding for transportation for these clients.

Initiated Regional Domestic Violence Planning

At the request of the City of Phoenix, the MAG Regional Council authorized development of a regional domestic violence plan. This plan is looking at four areas: prevention and early intervention, crisis and intermediate services for victims and offenders, long term response and evaluation/system coordination. Approximately 250 people have expressed interest in participating in the development of this regional plan. Representatives are from many different disciplines, including law enforcement, prosecutors, courts, shelter providers, service providers to batterers, schools, hospitals and advocates. A draft plan is expected to be completed in January 1999.

Program Accomplishments



Developed and Distributed Domestic Violence Safety Plan

One of the initial efforts of the MAG Domestic Violence Subcommittee was to develop a safety plan for victims of family violence. The plan includes information on available services, tips on how to remain safe at home if the batterer is present, and a list of important items to take when leaving a violent home. The Valley of the Sun United Way and American Express supported the printing of 100,000 copies in English and 50,000 in Spanish. The Department of Economic Security will print future copies. As of the end of December, we had distributed approximately 135,000 copies of the plan. Copies have gone to schools, cities and towns, courts, hospitals, banks, community action programs, libraries, police and fire departments, and shelters.

Applied for TEA-21 Job Access and Reverse Commute Funds

MAG acted as the convener and facilitator in developing a collaborative proposal to submit to the Federal Transit Administration for competitive grant funds targeted to low income people. Maricopa County, the City of Phoenix, the Department of Economic Security, the Regional Public Transit Authority, and MAG developed a joint application for our region to broker transportation services countywide and to create a fixed-stop transit service in the southwest part of the Valley. The Regional Council, as the Metropolitan Planning Organization, approved the application submittal at their December 9, 1998 meeting.



Gained Adoption and Support of Model Graffiti Ordinance

The Regional Council approved a model graffiti ordinance developed by the Youth Policy Advisory Committee. We have continued to provide information to our cities and towns about this ordinance as they consider the issue in their jurisdictions. We also provide information nationally, as the MAG Web site includes the ordinance and related materials.

Developed Recommendations to the Arizona Department of Transportation for Funding of Vehicles for Elderly and Persons with Disabilities

Each year, an *ad hoc* Committee of MAG, chaired by the City Manager of Tolleson, reviews applications submitted to the Arizona Department of Transportation for funding of vehicles to transport elderly persons and those with disabilities. This grant review process identifies agencies with great unmet needs and assists in targeting federal resources to transport their clients.

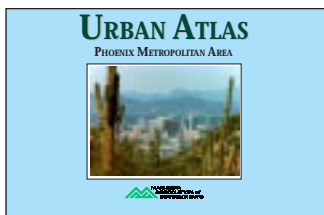
Program Accomplishments

INFORMATION AND TECHNOLOGY



Catalogued Library Publications and Created Library Information System

All MAG documents, publications and external publications in the MAG library and other distributed collections throughout the office were catalogued for ease of reference. A unified schema for the tracking and identification of all information was created that was specifically tailored to our specialized library. An online database was created to identify each document, including such information as call number, author, title, year of publication, cost, an abstract of the document, and the physical location of the document. Each MAG document and many external publications were catalogued according to the approved schema.

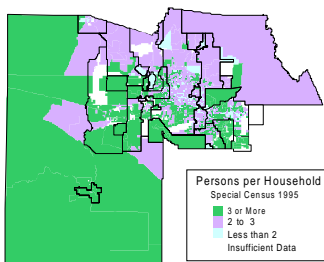


Published Urban Atlas for the Phoenix Metropolitan Area

MAG completed the *Urban Atlas of the Phoenix Metropolitan Area* and initiated distribution of the Atlas. The Atlas contains 44 pages of bright, colorful, easy-to-understand maps that present information on a wide variety of topics. The atlas displays information in six categories: physical features, built environment, demographics, employment, government and urban services.

Identified and Mapped a Potential Preservation Area

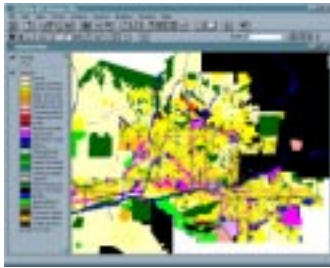
MAGIC assisted in identifying and mapping a potential preservation area in a part of western Maricopa County in the vicinity of Luke Air Force Base. Maps of the study area that were generated included composite existing land uses, general plans, new residential construction since 1990, development areas, employment locations and the MAG Desert Spaces Plan. Each map was overlaid with the Luke noise contours and the Municipal Planning Area boundaries.



Studied Population and Housing Scenarios

A water utility company requested assistance through MAGIC in reviewing population, housing and employment projections in their study area. The utility specifically wanted to understand the base data and assumptions that were made to derive the officially-adopted MAG projections, as well as determine changes that might be expected due to additional known development. This project is now underway.

Program Accomplishments



Wrote Concept Paper on Specifications and Details for Spatial Data

A concept paper entitled *Working Smarter for Development: Specifications and Details for Spatial Data* was written to identify ways to enhance the efficiency and effectiveness of agency operations. More and more development information is submitted or available to member agencies in digital format. Many organizations use such files as Computer Aided Drafting (CAD) files and Geographic Information Systems (GIS). However, because of different criteria used in the production of the data, some degree of manipulation is required before incorporating the data into member agency records. Even when agencies make an effort to systematically define and standardize the information contained in their databases, there is likely to be variation from one organization to another. Agreement on a common format for data exchange, well understood definitions, and the formats and cartographic requirements of these items are all required.

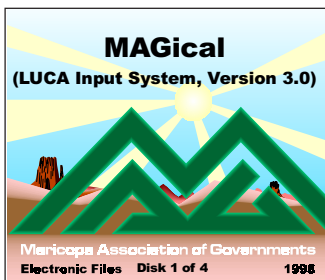


Provided Input for Census Advisory Committee Final Report

The Executive Director of MAG served as an active member of the 2000 Census Advisory Committee to the Secretary of Commerce, representing the International City/County Management Association. His input was incorporated into a Committee Final Report that will shape the manner in which Census 2000 is conducted.

Provided Census Support to Member Agencies

With each housing unit worth almost \$10,000 in federal and state funds in the decade following the census, an accurate count is crucial to the financial well-being of MAG member agencies. MAG staff provided support to our member agencies, to local Census Bureau personnel and to the State Population Technical Advisory Committee. Support to our member agencies to facilitate their update of Census Bureau address files included:



- Estimating 1997 housing units by Census Tracts and Block Groups and comparing the results to the Census Bureau Local Update of Census Addresses (LUCA) file to assist member agencies in evaluating the completeness of the LUCA file and identifying possible priorities for review.
- Developing a software program (MAGICAL) to facilitate the editing of Census Bureau address files, and holding multiple workshops to train member agencies on how to edit LUCA addresses and use MAGICAL.
- Acting as an intermediary with the Census Bureau to obtain responses to member agency questions and holding multiple workshops on problem solving to answer LUCA questions.

Program Accomplishments

Supplied LUCA Support

Additional census-related support not included in the annual work program was supplied to member agencies through the Maricopa Association of Governments Information Center (MAGIC). This support was specifically to assist in the review and revision of the Census Bureau Local Update of Census Addresses (LUCA) file for individual jurisdictions.

Performed Socioeconomic-Related Activities

During the course of the past year, MAG has performed a number of socioeconomic related activities, including: developing July 1, 1998 Municipality Resident Population Updates which are used to distribute \$23 million in lottery funds and to set expenditure limitations where appropriate; developing July 1, 1997 Water Service Area Resident Population Updates for and funded by the Arizona Department of Water Resources; and collecting residential housing completions from each member agency and maintaining the addressable street network MAGNet in order to provide accurate population and housing counts.

Arizona
Department
of Water
Resources



Prepared Regional Aviation System Plan Update

A scope of work for updating the MAG Regional Aviation System Plan was prepared. This update is needed to ensure that the region can accommodate the demand for air transportation services over the next 20 years. The scope of work involves greater reliance on electronic databases to facilitate the sharing of data and extensive use of the MAG Web site.



Facilitated Airport Planning Activities

Staff served on a variety of local airport planning committees to insure consistency between the local airport master plans and the MAG Regional Aviation System plan, and acted as a liaison on aviation matters between local governments and state and federal aviation officials.

Program Accomplishments



Upgraded Equipment

MAG upgraded outdated network servers to improve network response time and stability, added a laptop computer and projector to facilitate providing public presentations, replaced outdated work-top computers with newer technology, and upgraded a number of software packages. MAG is also piloting the use of NT workstations for modeling to reduce time required to run time-intensive land use, transportation and air quality models.

Initiated Off-Site Backup Rotation

An off-site backup rotation for the protection of MAG modeling and corporate data was initiated in order to be prepared in the case of a disaster. Data tapes are taken off-site every Friday. The four most recent week-end, month-end, and quarter backups are kept off-site in a secure, climate-controlled facility. They are transported in an armored security vehicle and available twenty-four hours a day, seven days a week. The year-end backups remain off-site in perpetuity.



Evaluated Year 2000 (Y2K) Compliance

MAG is evaluating all computer, telephone and other electronic systems for Year 2000 (Y2K) compliance and identification of possible enhancements. Staff review identified a number of systems requiring enhancements and a few that can not be repaired. The latter systems are scheduled for retirement by the end of this fiscal year. The vast majority of MAG's systems are compliant or will be made compliant by the end of this fiscal year.

PROGRAM IMPLEMENTATION

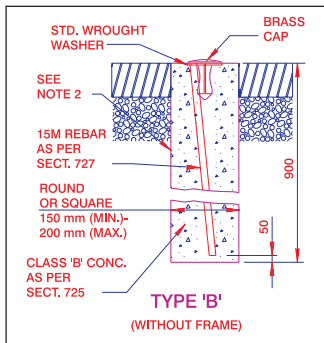
911 System

Developed FY 2000 Public Safety Answering Point (PSAP) Funding Request

The MAG FY 2000 Public Safety Answering Point (PSAP) Funding Request and MAG FY 2000-2004 PSAP Equipment Program reflect planned improvements for the region's 911 system. The five-year equipment program assists the MAG 911 Oversight Team in forecasting future equipment needs of the region and enables MAG to provide estimates regarding funding needs to the Arizona Department of Administration.

Program Accomplishments

PUBLIC WORKS SUPPORT



Sample detail drawing contained in the document

Redesigned Specifications and Details for Public Works Construction

The Uniform Standard Specifications and Details for Public Works Construction (Specs & Details) is a publication that MAG has been producing for many years. The document is revised on an annual basis and over the past few years had become fragmented. After much consideration by the Specs & Details Committee it was decided to redesign the publication to make it more modular and consistent. The document was completely redone and published in April 1998. Advanced marketing of the publication resulted in sales of all but a few of the 2,000 printed copies in just nine months. The Metric Specs & Details publication is being similarly redesigned. Based on work performed by the Specs & Details Committee in 1998, updates have been compiled and were approved by MAG Public Works Committee in November 1998, and will be ready for public release in January 1999.

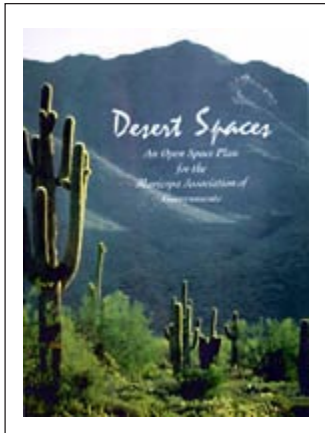
REGIONAL DEVELOPMENT



Valley Vision 2025

This effort is well under way and the public dialogue is active. This year we sponsored a Regional Summit held on June 6, 1998 attended by approximately 400 people. We have formed collaborative groups in twenty-six jurisdictions, two Indian Communities, RPTA and ADOT. Approximately 50 collaborative group meetings have taken place since September. Nine subcommittees were formed around the issues of the committee. Many of the subcommittees are meeting for a third (or fourth) time. Some of these meetings have been or will be in the form of roundtables and panels that address certain issues under a subcommittee's particular topic area. A media plan is being developed. An electronic newsletter that provides updates on Valley Vision 2025 activities is being sent to every committee member and collaborative group contact approximately every two weeks. A community survey has been developed for distribution to the public. The Web Page has been updated and improved, and we have partnered with the Electronic Village Coalition to develop an electronic forum to discuss issues online. We completed a regional scan, which contains projections that describe what the Valley will be like in 2025. We've raised \$50,000 from the EPA to support the effort, and we will be actively seeking more private and philanthropic support. We are partnering with ASU in additional fund-raising activities, and have participated with ASU West in the West Valley Dialogue Series.

Program Accomplishments



Desert Spaces

The Desert Spaces Plan Implementation Task Force Design Guidelines Subcommittee initiated the formulation of Design Guidelines for retention areas identified in the Desert Spaces Plan. The development of the design guidelines is a first-ever regional approach to planning and development in areas with natural features and resources that are important to defining our region. A multi-interest stakeholder group, including members of the development, environmental and regulatory community, is working with the subcommittee to develop the design guidelines. We reviewed four applications submitted to the State Land Department under the Arizona Preserve Initiative for conformance with the Desert Spaces Plan, and continue to review general plans and regional projects submitted through the enhanced notification program for compatibility with the Desert Spaces Plan which was adopted in October 1995.

Enhancements

This year, 15 applications for \$6.6 million in enhancement funds were reviewed and ranked by the Enhancement Fund Working Group, and approved by the Regional Council to be submitted to the Arizona Department of Transportation. For the next six years, ADOT will receive between ten and eleven million dollars annually for enhancement projects statewide. Enhancement funds are federal funds that may only be spent on historic preservation, scenic beautification, bicycle, pedestrian, tourism, storm water mitigation, and reduction of wildlife roadway mortality projects along roadways. Last year (1997/98) the Maricopa region received \$2.4 million in enhancement funds. The Maricopa region has received a total of \$11 million of enhancement funds since 1992.



Clean Cities

The Maricopa Region was designated a Clean City in October 1997. To obtain the designation, Maricopa Association of Governments members and other alternative fuel stakeholders developed a plan, which was accepted by the U.S. Department of Energy, to encourage alternative fuel use in the region. Over the past year, the Maricopa Association of Governments successfully worked with the Arizona Department of Commerce, Energy Department and the Federal Department of Energy to obtain \$85,000 to hire a Clean Cities Coordinator to implement the Clean Cities Plan.

Program Accomplishments

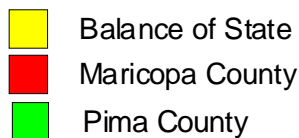
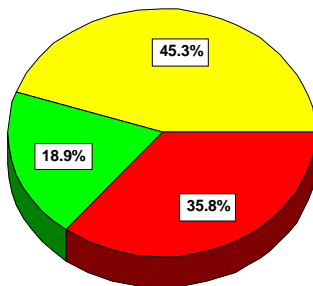


Pedestrians

The Fifth annual Walking into the 21st Century Pedestrian Conference, featuring Dan Burden, a nationally-known expert on walk-able communities, attracted more than 100 participants and received front-page coverage in the Arizona Republic. Funding was provided for three design assistance projects in Tempe, Glendale, and Phoenix. Two of those projects — the Tempe Mid-Block Canal Crossing Demonstration Project and the Glendale Bell Road Bridge at Skunk Creek — were completed. The third project, developing a pedestrian spine for the Phoenix Camelback East Village Primary Core, is nearing completion. A third round of Design Assistance was initiated. Because it has accomplished all of the goals in the 1993 Pedestrian Plan, the Pedestrian Working Group has initiated a plan update, to help the group set a direction for future pedestrian activities. We continue to review rezoning applications submitted to MAG through the enhanced notification program for compatibility with the Pedestrian Area Policies and Design Guidelines which were adopted in October 1995.

TRANSPORTATION

Allocation of ADOT Discretionary Funds Based on Fair Share



Initiated Transportation Funding Discussions and “Fair Share” Analysis

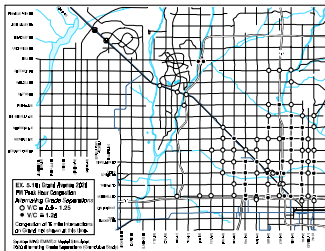
A finding in the federal certification of the MAG planning process, was that the Arizona Department of Transportation was required by federal law to provide an estimate of federal funds for this region. This was subsequently modified by the Transportation Equity Act for the 21st Century to require the estimate to be cooperatively developed. Analysis was conducted to determine this region’s “fair share” of the new funding provided by TEA-21. Other fair share activities included:

- As a follow-up to the “fair share” analysis, a joint meeting of elected officials from MAG and PAG met with representatives from the Arizona Department of Transportation to review the fair share analysis and begin the dialogue regarding an equitable amount of funding for the two major urban areas in Arizona. This represented the first meeting of elected officials from the two regional planning organizations collectively discussing a major policy issue.
- Upon discussing this sharing of transportation funding with the Pima Association of Governments, the dialogue was expanded to the other Councils of Governments and to the smaller Metropolitan Planning Organizations. Through several meetings, a conceptual agreement was

Program Accomplishments

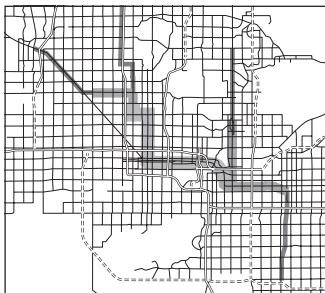
reached for planning and programming responsibilities and the development of statewide system criteria to guide regional funding estimates. This conceptual agreement is currently being considered by ADOT as a long-term goal.

- Discussed the “fair share” issue for transportation funding with various regional organizations, such as the Greater Phoenix Chamber of Commerce. Also discussed this issue with governmental officials, including the Governor’s office, Senators and legislators.
- Participated in several meetings of the State Transportation Board to communicate our concerns regarding this region receiving a “fair share” of transportation dollars.



Completed Grand Avenue Corridor Study

The MAG Grand Avenue Corridor Study was completed and accepted by the Regional Council in May 1998. The study refined three concepts to be further developed in the corridor to address long delays and traffic congestion associated with the six-legged intersections. The final draft of the study recommends that a Major Investment Study (MIS) and environmental study be undertaken to qualify the corridor for federal funding.



Developed Regional Light Rail Transit Plan

A light rail transit plan has been developed for the region. Partners in this process included MAG, RPTA, and the cities of Phoenix, Tempe, Mesa and Glendale. Related reports completed include Phoenix/East Valley Major Investment Study (MIS), Phoenix/Glendale MIS and the MAG Fixed Guideway System Study. The purpose of the studies was to identify the most viable transit corridors and technologies and integrate them into a regional system.

Proposed Value Lane Study

In January 1998, the Regional Council approved that MAG, in association with ADOT, move forward with the Value Lane Study. The Study will look at the possibility of selling the unused High Occupancy Vehicle (HOV) capacity to motorists willing to pay and maintain the flow of traffic to ensure smooth-flowing travel conditions. Also, the Study will look at options to improve and enhance utilization of existing and planned HOV facilities, and will sample public opinion.

Program Accomplishments



Initiated Intelligent Transportation Systems (ITS) Program

The ITS Program at MAG has initiated a leadership role for planning the region's ITS infrastructure. MAG joined ITS America as a member organization and began accessing its vast information resources. The agency began several activities that will lead to main-streaming ITS within the transportation planning process. Key among them is the development of the scope of work required for an update of Regional ITS Strategic Plan. A system was developed for rating future ITS projects during the TIP process and is nearly completed. Our ITS Program Manager actively participated in all AZTech project activities, and began a dialogue with ADOT on resolving issues related to ITS data acquisition. We developed necessary information in support of incorporation of the Freeway Management System into the MAG Life Cycle Program. We provided support for regional ITS activities such as the ITS Arizona Conference. MAG also began identifying ITS related training needs among member jurisdictions and the availability of training programs.

Partnered with ADOT in Intercity Corridor Studies

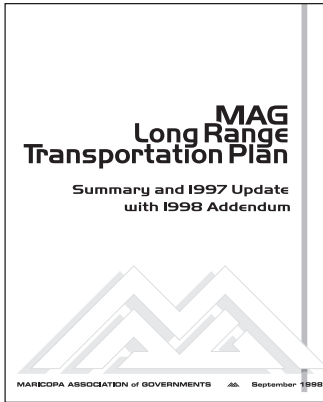
MAG staff has participated in the development of three studies undertaken by ADOT involving three intercity corridors which include portions of the regional transportation system. The Phoenix/Tucson High Speed Rail Study was completed in April of 1998 and addressed the concept of high speed rail between the two urban areas. The I-10 Corridor Profile Study and the I-17 Corridor Profile Study are still underway and MAG staff is participating in the development of those studies as they relate to the Interstates as they are routed through the region.



Updated Regional Bicycle Plan

Three working papers were completed to provide input into the 1998 Update to the Mag Regional Bicycle Plan. The update is scheduled for incorporation into the March 1999 Update of the Long Range Transportation Plan. As part of the update process, needs identification resulted in updated goals and objectives. Regional maps were amended to reflect changes occurring to the regional on-road plan, regional off-road plan and local plans since 1992. Finally, changes to project selection criteria were made to reflect updated goals and objectives.

Program Accomplishments



Drafted 1998 Update to the MAG Long Range Transportation Plan

The Update to the 1997 Long Range Transportation Plan summary was drafted to address 1) priority changes to the ADOT Life Cycle Program and Long Range Plan for Freeways; 2) extensions of the long range plan horizon to 2018; 3) incorporation of changes from the FY 1999-2003 MAG Transportation Improvement Program; and 4) incorporating updates to the Long Range Street Plan as submitted by member agencies. The Addendum was adopted for the completion of a conformity analysis by the Regional Council in March 1998, and the conforming Addendum was adopted in September 1998.

Developed Transportation Funding Guidelines

According to Regional Council action in July 1998, guidelines were developed for the purpose of selecting transportation projects for funding. The guidelines were developed based on broad input from public/private stakeholders, public agencies and the general public. Parameters addressed in the guidelines include regionalism, multimodalism, congestion, air quality, human services and funding issues identified through the development process.



Continued Support for Multimodal Programs

Support for multimodal programs was demonstrated by providing nearly \$17 million of bicycle and pedestrian projects, rideshare programs and transit projects. This amount represented 36 percent of all funds programmed in 1998. In 1998, \$843,972 was programmed for bicycle projects, including funding for the construction of an underpass in Phoenix, installation of a multi-use path in Scottsdale and providing a multi-use path in Chandler. In addition, \$150,000 was programmed for the design of pedestrian projects. A total of \$1.37 million was programmed on rideshare programs and travel reduction programs, and \$14.6 million was programmed for bus purchases.

Supported Local Efforts to Accelerate Freeway Construction

Through a joint effort by MAG, the Arizona Department of Transportation, and the cities of Mesa and Chandler, two freeway projects were approved for acceleration during 1998 through the use of innovative financing techniques. The section of the Price Freeway from Warner Road to Frye

Program Accomplishments

Road was accelerated by about one year through a loan from the State Infrastructure Bank. The loan followed the MAG adopted guidelines with ADOT and the City of Chandler sharing the interest cost burden. A similar agreement was reached with the City of Mesa to accelerate the section of the Red Mountain Freeway from Country Club to Gilbert Road. The acceleration of this segment used a combination of the loan provided by the City of Mesa and a loan from the State Infrastructure Bank with the interest shared by ADOT and Mesa.



Provided Fiscal Oversight for the MAG Freeway Program

MAG provided fiscal oversight of the MAG Regional Freeway Program. During the year, MAG reviewed and approved changes to the budget, scope or schedule of certain projects. MAG also produced the 1998 Annual Report on the MAG Regional Freeway Program. The Annual Report summarizes the fiscal status of the overall program and provides recommendations to improve the fiscal management of the program. MAG also participated in and reviewed the results of the risk analysis process (RAP) that is used to provide expert input and estimates of revenue and right-of-way and construction costs.

Developed Transportation Improvement Program

Development of the FY 1999-2003 MAG Transportation Improvement Program (TIP) started in the fall of 1997 with early public involvement meetings and continued on through final approval of the TIP in October 1998. The annual update to the MAG Management Systems Report was developed during late 1997 and was distributed in early December for use as guidance in selecting projects for inclusion in the TIP. Projects for MAG Federal funds were submitted in December. Congestion Management System (CMS) scores were obtained and the projects were ranked by the modal Technical Advisory Committees in early January. Based on existing MAG policies, CMS scores and committee rankings, projects for MAG federal funds were selected. Life Cycle, State and transit projects were then included, the remaining locally-ranked projects were added and a draft TIP was completed and approved by the Regional Council for a conformity analysis in March. When the conformity analysis process was complete, the TIP was approved by the Regional Council on September 23, 1998. On October 20, 1998 approvals were received from FHWA and FTA for the Conformity Analysis. On October 30, 1998, we received State approval of the TIP.

Program Accomplishments

Established MAG Regional Council Transportation Subcommittee

Mayor Giuliano, Chairman of the MAG Regional Council, established the Regional Council Transportation Subcommittee to recommend a plan for addressing the transportation needs of the region through the year 2025. In this capacity the Subcommittee was requested to address such issues as: 1) a formal policy on the acceleration of freeway projects; 2) goals and priorities related to the extension of the countywide half-cent sales tax for transportation; 3) consideration of the split of the half-cent sales tax between freeways and transit; 4) development of a policy for the allocation of ADOT discretionary funds to urban areas; and 5) a recommendation to urge the State to better capitalize the State Infrastructure Bank.

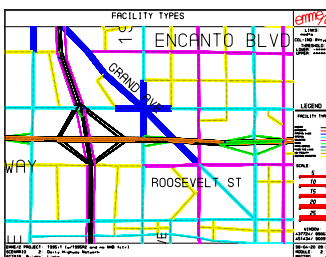


Conducted a Regional Congestion Study

Gathered 2,000 traffic counts and 50,000 aerial photographs of traffic to determine the amount of congestion on the region's freeways and arterial roads. The congestion levels are being quantified on 190 miles of freeway and at 700 major intersections for the peak hours of travel. This information will be used in the MAG planning process as a base for regional studies, to calibrate the MAG transportation models, and in traffic engineering studies.

Developed a New Process to Estimate Mode Choice

Upgraded the mode choice model to better forecast fixed guideway transit usage and make the MAG Travel Demand Model more sensitive to land uses near transit service. It will also enable the modeling of value lanes. In addition, other parts of the model were made more sophisticated to support the new mode choice model. These upgrades included provisions for predicting the number of vehicles that households own, the number of workers in households, and the income of workers at their place of work.



Provided Travel Demand Forecasts

Supplied travel demand information to 15 MAG member agencies for 58 studies during 1998. Information was provided on freeway design, impacts of new development, and transit demand. In addition, a number of improvements were made to the travel demand forecasting model, including mode split enhancements and traffic assignment methodology improvements.