

*Partnering
Planning
Projecting*

New

BEGINNINGS

FY 2024-25 PAG Annual Report



Pima Association of Governments

PAGregion.com

Exploring

our new beginnings



Mayor Regina Romero

City of Tucson

2025 PAG Regional Council Chair

Last year was one of many changes, new beginnings and new directions for Pima Association of Governments, the region's federally required metropolitan planning organization. The PAG Regional Council welcomed new members, who as the representatives for their jurisdictions bring with them new ideas, new experiences and new priorities. Those new members are most welcome, and I look forward to continuing our regionally focused work together.

Last year also brought a sad loss. Longtime Marana Mayor Ed Honea passed away unexpectedly in November. Ed was the longest serving member of the Regional Council and his influence cannot be overstated. He was also a dear friend and valued colleague. We sometimes differed on matters of policy but that never got in the way of our ability to work together and our friendship.

Mayor Honea was a strong advocate for his beloved Marana. He was in many ways the heart and soul of Marana, having helped lead the community through incorporation and served on the town's first council. His influence on the growth of Marana and the entire northwest side was unparalleled.

But even as we endure a loss, we can celebrate our new beginnings and successes. PAG welcomed a new Executive Director, Michael Ortega, who picked up the task of shepherding final development of a new 20-year Regional Transportation Authority plan for continued roadway improvements, expansion of transit services, repaving our roads, and safety and economic security for our region for another 20 years. The next phase will be voter consideration of the RTA Board-approved plan next March. The \$2.67 billion plan and half-cent sales tax to fund RTA Next will be crucial to ensure ongoing efficient and reliable regional mobility while meeting the needs of our transportation network users.

PAG also completed an important planning obligation we have. Every four years, PAG planners must revise the Regional Mobility and Accessibility Plan (RMAP), which establishes the transportation priorities for the region on a 30-year timeframe. This plan requires close coordination with all the PAG jurisdictions along with community engagement. It's a monumental effort, involving public, stakeholder and technical input from across the region. It's critical for our communities to access millions of dollars annually in state and federal transportation funding.

The work of PAG always looks ahead, from our role in maintaining the Areawide Water Quality Management Plan to ensure our water supplies are clean, to our responsibilities as the federally designated transportation conformity and state-designated air quality planning organization.

Through our metropolitan planning obligations under federal and state law and to the regional community, PAG coordinates strategies to protect our region's water and air resources, ensure a modern and functioning transportation network and more for the benefit of future generations.

Let's explore
our new
beginnings

together.



2025 PAG Regional Council



City of Tucson Mayor
REGINA ROMERO
Chair



Town of Marana Mayor
JON POST
Vice Chair



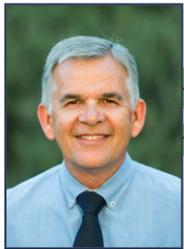
Town of Sahuarita Mayor
TOM MURPHY
Treasurer



City of South Tucson Mayor
ROXANNA VALENZUELA



Pima County Supervisor
DR. MATT HEINZ



Town of Oro Valley Mayor
JOE WINFIELD



Tohono O'odham Nation Chairman
VERLON JOSE



Pascua Yaqui Tribe Chairman
JULIAN HERNANDEZ



AZ State Transportation Board
TED MAXWELL



Pima Association of Governments
MICHAEL J. ORTEGA, P.E.
Executive Director

PAG's role in the region

Pima Association of Governments (PAG) was established as a council of governments in November 1970 to share resources and address regional issues, and it was designated a metropolitan planning organization (MPO) in Pima County by the state in 1973.

The Federal Highway Administration (FHWA) requires MPOs to conduct long-range transportation planning in order to secure federal funding for the region.

PAG's other federal designations are for water quality management planning (since 1972), air quality planning (since 1978) and solid waste planning (since 1976). PAG also serves as a federally designated Transportation Management Agency (TMA) (since July 2002). TMAs are established in urbanized areas with populations over 200,000 and ensure the latest census data is used in transit and transportation planning.

In 2004, the state Legislature enabled the establishment of the Regional Transportation Authority as a taxing subdivision within the boundaries of Pima County, and it is managed by PAG. PAG's nine Regional Council members also serve as the governing body for the RTA, which oversees a voter-approved, 20-year regional transportation plan funded through a countywide transaction privilege, or sales, tax. For more information about the RTA, visit RTAmobility.com.

The PAG Regional Council is made up of chief elected or appointed officials from local, county, tribal and state governments who work together to represent the greater Tucson region in matters of transportation planning, air quality, water quality management and economic vitality. Each member of the Regional Council has one vote to encourage a regional mindset in seeking solutions that support enhanced mobility, sustainability and livability for all across the greater Tucson region.

Our Mission

To address regional issues through cooperative efforts and pooled resources, and to provide accurate, relevant data that leads to effective regional planning decisions.



2055 Regional Mobility and Accessibility Plan



Every four years, PAG updates its long-range transportation plan to address ways to support the region's economic vitality, improve transportation safety and security for all users, and improve accessibility and mobility for people and freight.

Approved by the PAG Regional Council in July 2025, the bulk of the development for the 2055 Regional Mobility and Accessibility Plan (RMAP) occurred during the fiscal year and identifies potential projects and anticipated funding over a 30-year period to meet required planning factors.

The RMAP covers the greater Tucson region and incorporates updated demographics, data from land use and travel demand models, financial projections, and adheres to air quality and Title VI regulations.

Federally required for urbanized areas with populations over 50,000, the RMAP allows the region to secure millions of dollars in federal and state transportation funding on an annual basis.

PAG's planning area covers more than 9,000-square miles of Pima County, with five cities and towns, two native nations, and nearly 1.1 million residents.

Transportation priorities and anticipated funding sources identified in the 2055 RMAP include:

\$16.2 billion in anticipated revenue for transit improvements (including operations and maintenance, facility improvements, and expansion)



211 miles of roadway improvements



200 miles of sidewalks



150 miles of bike lanes



14 traffic interchange projects



The RMAP was completed after coordination with partner jurisdictions, extensive public outreach, stakeholder input, and a survey that 4,500 people completed. The next update to the long-range plan will be completed by September 2029.

Transportation Improvement Program maps out funding

When it comes time to plan for how transportation dollars will be spent in the greater Tucson region, transportation planners and engineers look to regional priorities to set a five-year spending schedule.

Known as the Transportation Improvement Program (TIP), PAG and its members completed the FY 2025–FY 2029 TIP during the fiscal year. Projects and funding identified in the TIP must align with PAG’s federally required long-range transportation plan, the 2055 RMAP.

The forward-looking TIP shows a schedule of funded regional transportation projects for the next five years allocating available federal, state and local funding

The program allows the region to access funding from state and federal sources to complete long-term projects such as the Interstate 10: Kino to Country Club Project, which includes reconstructing the traffic interchange at I-10 and Kino Parkway and building a new traffic interchange at I-10 and Country Club Road. The project also will remove the traffic interchange at Palo Verde Road and I-10, add a westbound entrance ramp from Alvernon Way, and build an undercrossing to connect the North and South Kino Sports Complex.



Approved October 11, 2024

FY 2025–FY 2029 TRANSPORTATION IMPROVEMENT PROGRAM

TIP

Investing to improve our communities, our economy and our future.



Dial-a-Ride and Microtransit Service Area Analysis

The Regional Transportation Authority (RTA), a taxing subdivision of the state and managed by PAG, provides fixed-route and dial-a-ride services across the region through funding identified in the 2006-voter approved RTA plan. While these services cover mostly urban areas within the county, some areas in the region do not have access to transit.

To address these service gaps and serve more residents, PAG conducted a Dial-a-Ride and Microtransit Service Area Analysis to study the feasibility of introducing microtransit services and evaluate existing dial-a-ride services.

Microtransit is a flexible transit service that uses enhanced technology and a shared-ride model to allow passengers to request on-demand trips.

The study assessed needs and opportunities to provide transit in areas without service and to improve existing transit service in underserved areas. Currently, the county offers services in suburban and rural areas with a combination of fixed-routes and dial-a-ride services.

This study determined if those service models are the most effective, operationally and from the rider perspective, and made recommendations to improve services.



Regional Transportation Authority plan: Still delivering improvements



The joint RTA, Pima County, and Arizona Department of Transportation Sunset Road, Silverbell Road to River Road, project under construction in 2025.

Now in its 20th year, the Regional Transportation Authority and its members continue to deliver transportation improvements from the 2006 voter-approved RTA plan that will serve the region's mobility for many years to come.

A pair of major corridor projects kicked off last year as work began on the western portions of Tangerine Road, Interstate 10 to La Cañada Drive, and Valencia Road, Kolb Road to Houghton Road. These projects represent improved corridors for the region that will facilitate easier movement and economic development as the northwest and southeast areas of the region continue to develop and grow.

"The sequencing of completing infrastructure first and allowing the economic development to follow creates an efficient overall flow and minimizes the impacts," said PAG Director of Transportation Services Rick Ellis.

Work also continued on the Grant Road project from Alvernon Way to Swan Road.

In the center of the region, the Downtown Links project, which extends Barraza-Aviation Parkway from Broadway Boulevard to I-10, and the Sunset Road, Silverbell Road to River Road, project made strides during the fiscal year. These projects, in particular, create entirely new connections for travelers.

RTA Next: Planning for the next generation

The 2006 RTA plan has delivered more than 1,000 improvements to address the transportation needs identified in the early 2000s and even earlier. Now, after years of planning and public engagement, a new 20-year RTA plan has been developed to find solutions to the transportation challenges of today and in years to come.

RTA Next, the RTA Board-approved plan that is scheduled for voter consideration in March 2026, would invest more than \$2.67 billion in regional transportation improvements through a half-cent sales tax. If the RTA Next plan and tax are approved, the RTA Next tax will replace the existing tax for a seamless transition, resulting in zero tax increase. The proposed RTA Next plan includes new or improved roadway corridors, arterial reconstruction, expanded transit services, more safety, ADA and active transportation (pedestrian and bicycle) facilities, and environmental projects to reduce wildlife-motorist collisions.

PAG completed a survey in FY 2025 and attended multiple in-person outreach events, including 14 open houses, that engaged over 4,000 people to share the details of the plan and receive comments.

Mobility management

A plan for our growing region



PAG's regional transit planning activities work in coordination with state and federal funding programs to provide transit services across the region. PAG coordinates with partner jurisdictions, private companies and nonprofit agencies to plan a regional network of transit services that works to serve riders today and to plan for expanding needs as the region and its communities continue to grow beyond one million residents.

PAG staff manage the contracts and intergovernmental agreements for RTA-funded transit services. In 2025, PAG collaborated with transit professionals from area jurisdictions to complete a rigorous selection process for a new operator for RTA Sun Shuttle services. The Sun Shuttle fixed routes and paratransit services operate outside of Tucson city limits and are the enhancements that make the regional transit system regional. Sun Shuttle is the regional link to the urban core and Sun Tran and Sun Van routes.

The new provider, MTM Transit, has purchased an entirely new fleet of vans to better serve those customers with special needs. The new ADA-compliant vehicles have been fitted with wheelchair lifts, braille markings for the visually impaired, and high-contrast branding to enhance visibility. New vehicles also were purchased with FTA grant funds to

serve the rural fixed-route service between Tucson and Ajo.

Another important improvement adopted in fiscal year 2025 was to enhance the paratransit customer experience. Working with an on-demand cloud-based paratransit and microtransit software provider, transit services are now easily accessible for users through a smartphone app.



The app allows users of multiple services to schedule and request rides.

To further streamline scheduling for customers, a combined ride guide for regional transit services was developed. This booklet holds route information, schedules, important dates and other rider-centric information. Now riders who use multiple services or travel between service areas can plan their travel using a single guidebook.

Change brings new beginnings





Air Quality

*Protecting the
air we breathe*

Protecting the air we breathe affects our health, our environment and our economic vitality. As the greater Tucson region's federally designated transportation conformity and state-designated air quality planning organization, Pima Association of Governments' role is to take measures to protect our air quality.

In its role as a metropolitan planning organization, PAG is tasked with ensuring regional transportation activities do not adversely impact air quality.

When PAG prepares its long-range regional transportation plan, known as the Regional Mobility and Accessibility Plan, and updates its short-range transportation improvement program, it runs the information through air quality models to ensure that the planning efforts will not delay timely attainment of National Ambient Air Quality standards or cause any air quality violations.

In FY 2025, the Federal Highway Administration/ Federal Transit Administration approved a change to PAG's analysis processes to establish a baseline year for regional emissions. PAG also demonstrated air quality transportation conformity for the current Transportation Improvement Program (TIP) for fiscal years 2025 through 2029.



Travel Reduction Program

To address mobility management, PAG offers a regional Travel Reduction Program (TRP), to encourage people to use alternatives to driving solo to the office. PAG engages with more than 146,000 employees from 156 employers to promote alternative mode choices for every trip to work and for leisure activities.

Employers with 100 or more full-time equivalent employees are required by local ordinances to participate in the program. PAG provides employers with resources and tools to encourage employees to rideshare or use other modes of transportation, such as transit, biking or walking, to reduce the number of vehicles on the road.

An upgrade of the TRP website and outreach materials for the partnering businesses was completed last year. This included building a new TC toolkit on the PAG website with updated tips, strategies, and email templates to help program coordinators encourage participation among their employees.

PAG also improved the TRP online portal, integrating a third-party software platform provided by TripSpark. The PAG online portal provides functionality for the TRP survey administration, metric reporting, annual Activity Inventory Report (AIR Survey) administration and geocoding required for heat maps for the program's regular reporting. The TRP online portal is designed and maintained by PAG technical staff to provide a unique, efficient platform to complete program requirements and access information.

Travel Reduction Program by the Numbers

 **156**
Number of employers

 **146,383**
Number of employees



REGIONAL ACTIVE TRANSPORTATION PLAN

Regional Active Transportation Plan (RATP)

Development of a draft Regional Active Transportation Plan (RATP) continued in FY 2025 with the goal of creating a vision for implementing more human-powered mobility, such as walking, biking, or using personal mobility devices including wheelchairs.

The draft plan will create a recommendation for improvements and projects that respond to active transportation needs in our region and will help inform future regional transportation planning efforts to create a safe and connected active transportation network for walking and bicycling with a focus on safety, accessibility, connectivity, equity and vehicle emission reductions.

PAG worked with consultants to engage stakeholders and the public in development of the draft RATP, which outlines ways to support carbon reduction. The Carbon Reduction Program of the federal Infrastructure Investment Jobs Act helps support PAG's planning efforts to reduce transportation emissions of carbon dioxide and other air pollutants.

Water Quality Areawide Water Quality Management Plan

As the designated planning agency for Pima County under the federal Clean Water Act, PAG coordinates with regional partners to resolve water quality issues and to prevent water pollution from industrial, sanitary sewer and urban runoff sources.

PAG also conducts quarterly monitoring at Pima County's Cienega Creek and Davidson Canyon for water levels. The monitoring activity informs water planning, flood control management and other land use activities.



Data and maps



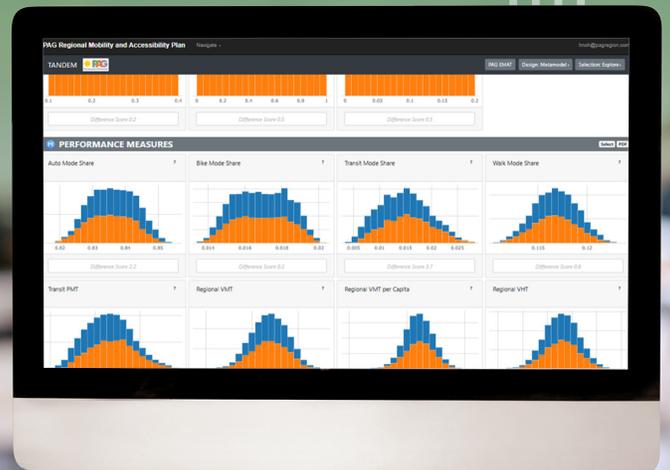
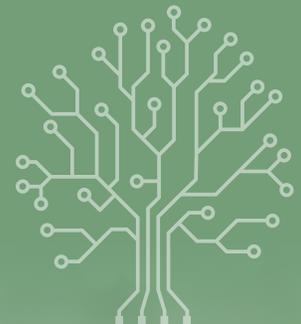
PAG accomplished an important advancement in its travel modeling that provides greater levels of detail to make future planning and forecasting more accurate. The results provide a clearer understanding of daily travel patterns.

To demonstrate the regional travel patterns for the 2055 Regional Mobility and Accessibility Plan, PAG implemented the new activity-based model (ABM) and developed an additional ABM exploratory tool to adjust for uncertainties in travel forecasts.

The model is used to estimate travel times, destinations, and roadway volumes, incorporating demographic and economic data such as number of households, age, income and activity dependency. This information can estimate travel patterns of household members based on different scenarios to better address future transportation demands.

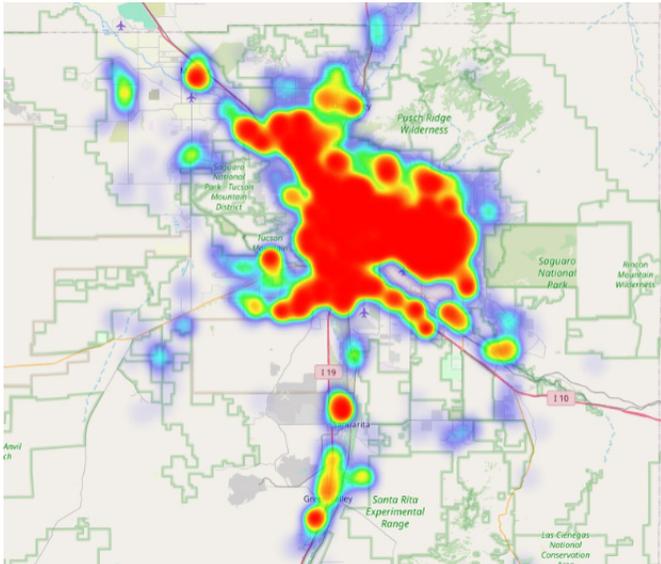
Some scenarios and variables the ABM incorporates and accounts for include:

- Use of for-hire vehicles
- Automated vehicles (AV)
- Online shopping
- Land development impacts
- Telecommuting
- Electric vehicle market share



Household Travel Study and Assessment

The Household Travel Study and Assessment collected household travel data from 5,000 households to gain insights into travel patterns in the region. The data collected from regional participants helps PAG and our jurisdictional partners make informed decisions about the development of future transportation plans and air quality improvement strategies.



Heatmap of collected HTSA survey samples

Dynamic Traffic Assignment

PAG continued development of a dynamic traffic assignment (DTA) tool to further expand traffic and air quality modeling capabilities.

This tool will provide granular levels of data for PAG's transportation planning and travel forecasting by accounting for real-world roadway conditions such as turn lanes, bus pullouts and other variables that affect traffic conditions. The DTA provides simulations that model traffic conditions that affect travel times and route choices and can help evaluate infrastructure impacts and manage traffic flows.

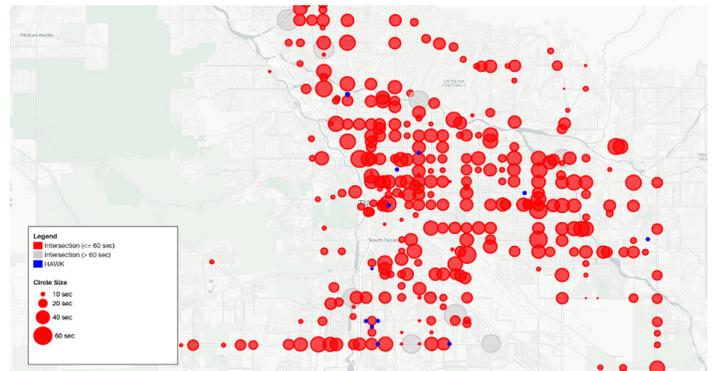


Snapshot of 2024 DTA simulation

Regional Multimodal Performance Measure Development

An updated performance measure model for regional traffic monitoring and modeling was implemented to provide greater detail to PAG's ongoing traffic count and data management. This builds on continuing the in-house effort based on the recommendations of the "Regionwide Traffic Performance Evaluation and Performance Measure Development Using Multi-Source Data" report written along with University of Arizona researchers.

Using data collections from regional traffic sensors and connected-vehicle traffic data, PAG is evaluating strategies on how to improve congestion mitigation.

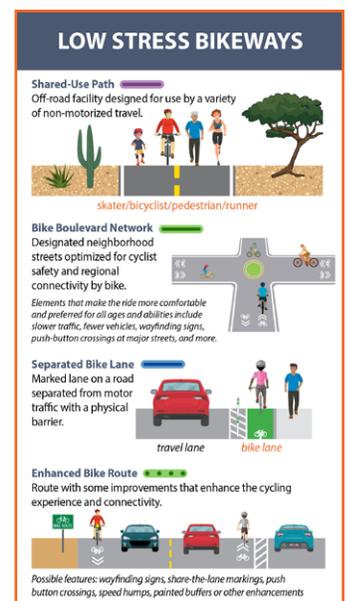


Pedestrian waiting time at traffic intersections

Bicycle Map

The updated Tucson Metro Bike Map was completed and printed for distribution in FY 2025, improving on a valuable regional resource for those who ride and walk for commutes, health and fun across the metro area.

The map compiles all of the region's bicycle amenities and displays bicycle infrastructure such as shared-use paths, bike boulevards, enhanced routes, and separated bike lanes.



The new map also features safety tips and diagrams to help clarify terminology, such as bike boulevard (family-friendly routes that safely provide connectivity through neighborhoods), plus safety tips, a glossary of hand signals for cycling, and theft prevention.

To view PAG maps and other data, visit PAGregion.com.

Transportation Art By Youth



Providing the younger generations with meaningful opportunities to improve their communities through artistic expression lies at the heart of PAG's Transportation Art By Youth (TABY) program.

PAG started the program in 1995, using a portion of its allocation from regional Highway User Revenue Funds (HURF). Projects sponsored by PAG's member jurisdictions are submitted for funding approval through PAG's committee process.

The program matches youth artists with professional mentors to develop art that will be installed along a regional transportation corridor for public enjoyment.

In FY 2024-25, TABY students completed three projects, including:

- Town of Marana - West Avra Valley Road at the entrance to the Regional Airport
 - "Wings Over Marana" commemorates the pivotal role of the North American AT-6 Texan airplane in Marana's history
- Town of Sahuarita - three parts, on Quail Crossing Blvd, between Nogales Highway and Old Nogales Highway, the Nogales Highway and Sahuarita Road, and La Canada and Sahuarita Road
 - Mosaic tiled benches and waste receptacles and mural paintings on adjacent traffic control cabinets
- City of Tucson - median of Escalante Road between Le Brecque Place to Le Beaux
 - Concrete and recycled metal signs with imagery of dogs and dog names for wayfinding at Wagging Tails Dog Park

Student artists across the region have helped complete more than 100 projects through the TABY program. To view other projects completed over the years, visit PAGregion.com.



The TABY-funded "Wings Over Marana" project at the Marana Municipal Airport with the artist and Marana High School students who worked on the installation.

PAG Operating Statement FY 2024-25

(Audited)

| | | REVENUES: |
|-----------------------|------------------------|----------------------|
| 18.3% | Local | \$ 2,448,768 |
| 3.0% | State grants and aid | 396,636 |
| 78.7% | Federal grants and aid | 10,514,944 |
| Total revenues | | \$ 13,360,348 |

| DIRECT PROGRAM COSTS: | EXPENSES: |
|---------------------------------------|----------------------|
| Personnel services | \$ 5,705,243 |
| Professional services | 3,963,473 |
| Travel | 2,581 |
| Occupancy and utilities | 239,718 |
| Equipment and maintenance | 87,756 |
| Depreciation | 0 |
| Office | 26,631 |
| Conferences, meetings and memberships | 67,144 |
| Other | 499,866 |
| Total program costs | \$ 10,592,412 |

| INDIRECT & ADMINISTRATIVE COSTS: | |
|--|---------------------|
| Personnel services | \$ 1,388,333 |
| Professional services | 93,996 |
| Travel | 2,486 |
| Occupancy and utilities | 753,328 |
| Equipment and maintenance | 144,060 |
| Depreciation | 7,208 |
| Office | 4,519 |
| Conferences, meetings and memberships | 44,869 |
| Other | 149,168 |
| Total indirect & administrative costs | \$ 2,587,967 |

| | |
|-----------------------|----------------------|
| Total expenses | \$ 13,180,379 |
|-----------------------|----------------------|

| | |
|-----------------------------|-------------------|
| Change in net assets | \$ 179,969 |
|-----------------------------|-------------------|

| | |
|--|---------------------|
| Net assets at beginning of year | \$ 1,433,447 |
|--|---------------------|

| | |
|----------------------------------|---------------------|
| Net assets at end of year | \$ 1,613,416 |
|----------------------------------|---------------------|

(Numbers are rounded)

Let's explore our
new beginnings
together.



PAG operates its programs without regard to race, color and national origin in compliance with Title VI of the Civil Rights Act. If you need translation assistance, please call (520) 792-1093 and ask for Zonia Kelley. Si necesita ayuda con traducción, llame por favor al (520) 792-1093 y comuníquese con Zonia Kelley.

1 E. Broadway Blvd., Suite 401 | Tucson, AZ 85701