



National Association of Regional Councils

## REGIONAL COUNCILS AT WORK

— MAJOR METRO —

CURRENT PROJECTS AND PROGRAMS

DEMONSTRATING THE 10 FUTURE ROLES OF REGIONAL COUNCILS

FEBRUARY, 1988

## REGIONAL COUNCILS AT WORK

\* \* Major Metro \* \*

This report highlights the range of critical activities in which regional councils in metropolitan areas (approximately one million or more population) are engaged. It is based on direct responses to a survey of the NARC membership as well as past articles that have appeared in News & Notes.

The report contains 69 projects, which are organized two ways. First, the projects are presented within ten different roles that councils are providing for their region. These roles are described in greater detail in a NARC Special Report on the "Future of Regionalism" (Spring, 1987). This report provides concrete examples of council activities in some of these roles. Many projects fulfill several roles and may fit into two or more categories. Therefore, the projects are also indexed by program areas. The projects are sequentially numbered, and each program area lists all relevant projects by their number. This makes the projects easier to locate for those interested in referencing a particular activity in a comparable region.

This report reflects the growth of regional councils in future directions and highlights regional councils as an important broker in relations and initiatives between the public and private sector, and between federal, state, and local government.

The ten regional roles and the page location for examples of activities for each role are listed below:

- 1) A constant advocate of the concept of the regional community as the arena for significant economic and governance issues (page 3)
- 2) A primary actor in building coalitions with key private/business sectors and community/civic groups with a willingness to be a partner and not an institutional landlord (page 5)
- 3) An activist in identifying potential public and private leaders and cultivating them as advocates and decision-makers for the regional community (page 6)
- 4) A managing partner in development regional economic development strategies which emphasize capital formation, jobs, and involvement of the academic community to encourage technological innovation (page 7)
- 5) The custodian of the region's data base--more importantly, with the primary responsibility for analyzing that data and forecasting economic and demographic trends and changes (page 10)

- 6) Planner/program/broker in transportation, water, wastes, housing, and land use which has direct impact on economic and community development (page 11)
- 7) Planner/partner/broker in human services, among them; care for the elderly, drug and alcohol abuse, education, health care, help for the homeless, job/manpower training, and quality of life (page 13)
- 8) The steward for the regional community by building and unifying the local government power base and constituency (page 19)
- 9) The provider of and forum for conflict resolution of public-public or private-public regional issues (page 20)
- 10) A forum and broker for state and local government on issues of a regional nature and an advocate for local government interests and needs to the state (page 21)

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## ROLE 1

A constant advocate of the concept of the regional community as the arena for significant economic and governance issues.

### 1) SOUTH SUBURBAN CULTURAL HISTORY PROJECT

The first year of the South Suburban Cultural History Project resulted in a successful conference that called for a permanent program in the humanities for the south suburban area of metropolitan Chicago. The conference was a part of a larger project initiated by the Northeastern Illinois Planning Commission (Larry Christmas, executive director, Chicago) with the involvement of faculty from Governors State University and other educational institutions. The project also resulted in the compilation of a cultural resource guide for this area. The project was very positively viewed as a means of improving the area's image, cohesiveness, and prospects for future stability and growth.

Under Year II, a second conference, using the "work and the workplace" theme, will explore the rich industrial, labor and public infrastructure history of the south suburban area. The conference is essential as a catalyst for maintaining a high level of interest and public visibility for this project. The conference will also serve as the culmination of activities that are emerging from the first year's work; it will provide a forum for measuring progress and refining an action program.

A major component of the second year will be the provision of professional humanist expertise toward the encouragement of an organizational structure that can continue to benefit the south suburban area and strengthen linkages between the humanities and south suburban communities. For additional information, contact Richard Mariner: (312) 454-0400.

### 2) SCAG SPONSORS ESSAY CONTEST IN HIGH SCHOOLS

On November 15, the Southern California Association of Governments (Mark Pisano, executive director, Los Angeles) launched its Regional Growth Awareness Essay Contest for high school students residing in the six-county SCAG region. Titled "Prescription for the Future: My Views on Growth in Southern California," the contest was designed to provoke area youth to think about what they would do to mitigate the problems and reap the opportunities of future growth.

A part of SCAG's continuing outreach effort, this project targets the younger segment of the Southland population--the decision-makers of the year 2010, those who have to deal with the consequences of today's growth. Entries, due at SCAG by December 19th, will be judged for creativity, feasibility and clarity of ideas. Cash prizes of \$1,000, \$750, and \$500 will be awarded. In addition the three winners will be featured on a Special Awards Ceremony to be televised in February. The first place winner will present his/her essay at SCAG's Regional General Assembly. Western Waste Industries, Inc. and KHJ-TV are official sponsors of the contest. For more information, contact Cindy Krebs: (213) 385-1000.

### 3) METROPOLITAN COUNCIL'S 20th ANNIVERSARY EVENT

The theme of the 20th Anniversary event for the Metropolitan Council of the Twin Cities Area (David Renz, executive director, St. Paul, MN) was "Thanks for Making it Work." The objective was to recognize the efforts of the many people who have made regional government work in the Twin Cities over the past two decades. The main event was a party, which was attended by more than 400



local officials, state legislators, Council advisory committee members, civic leaders, and other citizens. It included a buffet dinner and a program with an emphasis on fun--the Council chair presented gag awards to long-time regional activists. He then made some serious remarks about the Council's role in planning for the 21st century. A recognition brochure with names of all past and current members of the Council and its advisory committees was given as a keepsake to everyone attending the party.

The Council also issued a four-page, tabloid-size publication under the "Thanks for Making it Work" theme, which was distributed to 125,000 people as an insert in the Council newspaper, the Metro Monitor. The tabloid described highlights of 20 years of regional government and featured comments about regional government by leading policymakers and civic leaders.

We also held a pot-luck luncheon for all current and past Council staff and recognized employees who had worked for the Council since its creation. For more information, contact Guy Peterson: (612) 291-6527.

## ROLE 2

A primary actor in building coalitions with key private/business sectors and community/civic groups with a willingness to be a partner and not an institutional landlord.

### 4) GATEWAY HAZARDOUS MATERIALS EMERGENCY RESPONSE NETWORK

In an attempt to help identify the most pressing needs of first responders to hazardous materials incidents in the St. Louis metropolitan area, East-West Gateway Coordinating Council (Les Sterman, executive director, St. Louis, MO) sent questionnaires to all police, fire, and ambulance districts in the eight-county/two-state region. Communications problems, lack of specialized equipment, and inadequate training were most often cited as deficiencies. The Gateway Hazardous Materials Emergency Response Network was created as a public/private partnership between first responders and chemical manufacturers, transporters, and consumers. Membership is free to first responders; private firms pay a membership fee based on a sliding scale which is linked to annual sales. In response to the expressed concerns of first responders, the network has equipped a mobile command post with radio, telephone, and computer equipment which permits communication with all first responders in the eight-county bi-state region, including the Coast Guard which has responsibilities for incidents on the nation's waterways.

The Network has also developed a resource manual which indicates locations of various types of equipment and material necessary for proper response. Much of the equipment is specialized and available from private firms without charge. The manual also provides instruction on how to contact and when in the event of a hazardous materials emergency.

As a result of the Gateway Network's advance work in the areas of training and resource identification, many of the region's counties have designated the Network as the planning entity responsible for preparing the Emergency Response Plan under Title III of the Superfund Amendments and Reauthorization Act (SARA). This multi-county regional approach is more effective and efficient than numerous individual efforts and provides added recognition to the Network's viability. For additional information, contact C. William Grogan: (314) 421-4220



#### 5) COALITION DEVELOPED TO IMPROVE SPECIALIZED TRANSPORTATION

The Capitol Region Council of Governments (Dana Hanson, executive director, Hartford, CT) perceived the need for a more effective system of special transportation. Through a survey conducted last year, the CRCOG determined that various special transportation providers were willing to combine their efforts to further this cause. The result was the Capitol Region Forum for the Future, an organization of twenty-two regional agencies which provide special transportation. The CRFFF developed a Specialized Transportation Plan, which will serve the needs of persons 65 or older, persons with physical or mental disabilities, special education students, and low-income urban labor force with limited access to suburban job markets. With the funding for the plan now in place, implementation should begin in the near future. Funding has been acquired through the Hartford Foundation for Public Giving, the Urban Mass Transportation Administration, and the Connecticut Council of Development Disabilities. For more information, contact Margaret Hooper: (203) 522-2217.

#### 6) COUNCIL, PUBLIC-PRIVATE GROUPS PREPARE STRATEGIC ECONOMIC PLAN

The Metro Denver Network is starting preparation of a strategic economic development plan for the Denver metropolitan area. The Network is a public-private joint venture composed of virtually all of the economic development organizations in the metropolitan area. The purpose of the Network is to coordinate all economic development activities in the region. A recent \$60,000 grant from the Colorado Department of Local Affairs will allow the Network to hire a consultant to prepare the strategic plan. The Denver Regional Council of Governments (Robert Farley, executive director, CO) will act as grant coordinator and will have the responsibility for final review of the plan. The plan will result in a set of targeted industries which can be used to focus the economic development efforts of the region and its component counties.

#### ROLE 3

An activist in identifying potential public and private leaders and cultivating them as advocates and decision-makers for the regional community.

#### 7) FOCUS GROUPS PROVIDE VALUABLE FEEDBACK

The Atlanta Regional Commission (Harry West, executive director, GA) recently invited three groups of local government officials to participate in a series of focus group discussions where they were asked to comment on the role of ARC, its programs and services, the structure of its board, and the accessibility and responsiveness of its staff. An independent consultant was used to carry out the study using focus groups--no ARC board or staff members participated in the focus group discussions. The Commission received valuable feedback which will help to direct the course of its future role in the region.

Many local government officials see ARC as an agency with many roles. Participants were more concerned about what the future role of ARC might be, rather than how well it is fulfilling its current role. The focus groups recognized effective cooperation between local governments as a means of managing growth and balancing available resources and service capabilities.

#### ROLE 4

A managing partner in development regional economic development strategies which emphasize capital formation, jobs, and involvement of the academic community to encourage technological innovation.



#### 8) COMPUTER ASSISTED PRODUCT SEARCH AIDS ECONOMIC DEVELOPMENT

The Computer Assisted Product Search is an electronic system for matching local small- and medium-sized manufacturers with business opportunities. The first CAPS application is a project to support the federal procurement assistance program conducted by the Southwestern Pennsylvania Economic Development District. The Southwestern Pennsylvania Regional Planning Commission (Bob Kochanowski, executive director, Pittsburgh) is developing a system wherein SPEDD (and later, other participating economic development organizations) will send procurement search requests to SPRPC. SPRPC will consolidate and process the requests and then report the findings electronically to the originating agency. SPRPC will handle only the information processing; economic development organizations will work directly with firms. By consolidating search requests and substantially relying upon computerized analysis and communications, significant time and cost savings should be achieved. Economic development organizations throughout the region can be relieved of time consuming research and devote more resources to direct assistance. For additional information, contact Robert Kochanowski: (412) 391-5590.

#### 9) PARTNERSHIP FOR THE FUTURE SETS PRIORITIES

The Partnership for the Future is the product of the collective efforts of many public and private sector individuals and agencies. Through the leadership of the Greater Philadelphia Economic Development Coalition, the partnership report was developed by planning and economic development staff from Bucks, Chester, Delaware and Montgomery counties, the city of Philadelphia, and the Delaware Valley Regional Planning Commission (John Coscia, executive director, Philadelphia, PA).

The Partnership for the Future identifies and prioritizes investments. These projects, agreed upon by leaders with the cooperation and support of governments, businesses, and universities, require continued cooperation and governmental support. Among them are: opportunities to improve education, skills and accessibility of the region's labor pool to meet the needs of an expanding and more technically advanced job market; growth and development of new employment centers, including capital improvements in transportation and development of water and sewer resources; and, redevelopment and expansion of existing employment centers which are experiencing investment and renewed market opportunities, including transportation and site improvements in enterprise zones and business centers, as well as investments which will expand the capacity of airport and ports.

The Partnership reflects a process which requires consensus building as much as development planning. It provides an opportunity for elected officials at local and state levels to join with the region's private sector leaders to fashion a "shared agenda."

#### 10) WATERFRONT DEVELOPERS HANDBOOK

Because of the importance of controlled development along the Delaware River Estuary, the Delaware Valley Regional Planning Commission (John Coscia, executive director, Philadelphia, PA) has published a guide for potential waterfront developers that highlights the various permitting and advisory agencies, as well as outlining their respective missions and procedures. The "Waterfront Developers' Permit Handbook" was compiled by the commission for the Urban Waterfront Action Group to provide potential developers with an overview of the regulatory requirements involved with projects in or adjacent to the estuary. For more information, contact Dave Schiller: (215) 592-1800.



#### 11) STANDARD SPECIFICATIONS FOR PUBLIC WORKS CONSTRUCTION

After several years and thousands of hours of volunteer time, the North Central Texas Council of Governments (William Pitstick, executive director, Arlington) adopted the first edition of the Standard Specifications for Public Works Construction--North Central Texas as the basic uniform specifications for public works projects in the region. Each city, county, and special district in north central Texas has been asked to adopt these specifications; to date more than 60% of the NCTCOG population resides in communities which have adopted the Standard Specifications. In 1988, a second edition of the Standard Specifications will incorporate four years of annual reviews and amendment packets into one consolidated document.

This program was initiated at the request of member local governments. To provide guidance to the program, NCTCOG appointed a Standard Specifications Advisory Committee (now Public Works Advisory Committee), composed of representatives from local public works departments, water utility departments, private manufacturers, contractors, and public works consulting firms. Without the strong leadership and voluntary commitment provided by the advisory committee, this program could not have been accomplished. Staff and administrative support has been provided by NCTCOG's Department of Environmental Resources throughout.

Local commitment to this 400-page technical document has been so strong that NCTCOG's Public Works Advisory Committee has initiated development of a companion set of more than 100 Standard Drawings for Public Works Construction, using contributed time on the part of professionals throughout the region. For more information, contact Marc Elliott: (817) 640-3300.

#### 12) INITIATIVES FOR CLEAN AIR

The North Central Texas Council of Governments (William Pitstick, executive director, Arlington) has played an important role as facilitator of local government involvement in the state's attempts to meet the air quality ozone standard for the region. This past summer, EPA threatened to ban construction or expansion of certain major industries because they did not believe enough was being done to attain the ozone standard quickly enough. The state plan submitted in 1985 could not demonstrate attainment by 1987 as EPA wanted.

NCTCOG helped rally local government support for aggressive but reasonable new emission controls on smaller industries and improved inspection of automobiles. A planning process that usually takes 2 to 3 years was condensed successfully into six months through a strengthened local-state-federal partnership for clean air. This voluntary plan from the Dallas/Tarrant County area has already been cited by the EPA Administrator as an exemplary cooperative effort. NCTCOG support of about \$30,000 was provided totally from internal funds, with the process guided by NCTCOG's Air Quality Advisory Committee. For more information, contact Jane Ojeda: (817) 640-3300.

#### 13) VALUES-BASED STRATEGIC PLANNING

In 1987, the Metropolitan Council of the Twin Cities Area (David Renz, executive director, St. Paul, MN) developed an extensive values-based strategic long-range planning program. Through values analysis, stakeholder evaluation, multi-level team sessions, interdepartmental structures, and communications strategies to inform internal and external stakeholders, the Council has enhanced its responsiveness to and awareness of its constituencies. Organizational effectiveness has improved through the development of an integrative



organizational values-based involvement technique, and extensive development of internal communication. The Metro Council has developed a broader perspective and clearer set of values within which to set its goals and strategies. This process builds in activities to refine future planning efforts, ensuring that the organization will continue to adapt and respond.

The values-based strategic long-range planning program incorporates many commonly used planning concepts and methods into an organization-wide communication and organization development effort. Particular emphasis is on linking long-term strategic decisions by the policymaking Metro Council with the day-to-day staff work. The unique characteristic of this approach is its capacity to integrate work and management activities among all hierarchical levels of the organization, as well as across relatively insular department boundaries. The process has succeeded in establishing a common values-based foundation from which work, management, and policy decisions may be understood, coordinated, and communicated. This enables greater decentralization, which is crucial to the need for increased adaptability and responsiveness in a rapidly changing environment. For more information, contact David Renz: (612) 291-6454.

#### 14) COMMON VISION FOR TRINITY RIVER CORRIDOR

One of the most important, and potentially controversial, issues tackled by the North Central Texas Council of Governments (William Pitstick, executive director, Arlington) is the future use of the Trinity River flood plains. The Dallas/Fort Worth metroplex is the largest inland metropolitan region in the country, with 4 million people surrounding a relatively small stream named the Trinity River. The Corps of Engineers District Office has recently received numerous unrelated requests for federal Section 404 permits to reclaim portions of the 70,000 acres of flood plains for commercial and residential use. The Corps was concerned that the cumulative impacts of these individual projects might be substantial, but they had no way to evaluate these impacts.

With NCTCOG serving as local government convenor and the Corps performing the technical analyses, the Corps recently completed an unprecedented three-year Regional Environmental Impact Statement for the Trinity River. A steering committee of elected officials and staff task force of senior local staff have provided guidance to this cooperative effort. NCTCOG has provided about \$120,000 of staff effort, with funding through a combination of direct city support and NCTCOG dues.

The Regional EIS clearly demonstrates that alternative development scenarios, ranging from Maximum Environmental Quality to Maximum Development, have significantly different impacts on flooding, water quality, environmental attributes, and economics. Under one extreme development scenario, the levees in downtown Dallas would be overtopped and many areas flooded during a major storm event, resulting in severe flood damages. To prevent such a catastrophe, the nine affected cities and three counties through NCTCOG and the Corps have developed more stringent common permit criteria to use in the development process. A Regional Policy Position on Trinity River Corridor has been adopted which outlines additional steps, such as a regional tracking and review process through NCTCOG. Rule changes at the state level and modifications in the FEMA flood insurance program are underway, consistent with the Regional Policy Position. For more information, contact John Promise: (817) 640-3300.



## ROLE 5

The custodian of the region's data base--more importantly, with the primary responsibility for analyzing that data and forecasting economic and demographic trends and changes.

### 15) REGIONAL GEOGRAPHIC INFORMATION SYSTEM

A multi-purpose geographic information system is being developed for the Erie and Niagara Counties Regional Planning Board (Daniel Evans, executive director, NY). The development of the GIS involves local, state and federal governments, all major utilities, and some private sector organizations--approximately 60 groups. By utilizing a "beta test" agreement with the software developer, the RPB has not incurred any hardware or software costs as of 1987, although the intent is to purchase the necessary computer hardware to implement the full regional GIS. The savings has allowed the RPB to develop small pilot projects addressing real problems in the region within some severe budget constraints. The regional GIS is intended to be a major resource for information through the sharing of information among the involved groups and the networking of computer hardware. The Regional Planning Board is acting as the facilitator, organizer, and major repository of regional information.

### 16) REGIONAL ECONOMIC DEVELOPMENT DATABASE PROJECT TO CENTRALIZE INFORMATION

The Metropolitan Service District (Rena Cusma, executive officer, Portland, OR) is undertaking a project whose goal is to centralize existing socio-economic, land use, tourism, and disadvantaged/women business enterprise information to create a "reference file" for use by the public and private sector. The reference file would contain community profiles on the 24 cities and 3 counties within Metro's boundaries, including: demographic data; construction information; residential, commercial and industrial occupancy; work force statistics; dollars spent by tourists; and, other information. The project is staffed by existing personnel with the volunteer assistance of a local private university and regional economic development consortium. Metro currently provides some of the information in existing programs for local governments and the funding comes from annual dues paid by member jurisdictions. For further information, contact Mel Huie: (503) 220-1186.

### 17) MODEL PROVIDES BUILD-OUT ANALYSIS

The Metropolitan Area Planning Council (David Soule, executive director, Boston, MA) has developed a computer model to assist in conducting build-out analyses in the region. The model allows the Council to project future growth and development potential for a study area and convert this projection to traffic growth. For more information, contact Patrice Spindler: (617) 451-2770.

### 18) ECONOMIC INDICATORS MARKETING ON SUBSCRIPTION BASIS

A monthly report of current economic indicators is going to the Policy Board of the Northeast Ohio Areawide Coordinating Agency (Fred Pizzedaz, executive director, Cleveland) and to other organizations on a subscription basis. Included in the report are regional employment by industry, county unemployment rates, regional retail sales, sales and use tax receipts by county, auto sales by county, regional Consumer Price Index, municipal bond index, and building permits by county. Data are presented for the current month, previous month, and one year ago. Where applicable, the data also appear in a graphic form.

The project evolved from a need to provide the Policy Board with objective data regarding local economic trends and conditions. The unique aspect of this project is the merger of data from a wide variety of sources to form a compre-



hensive overview of the region's economic performance. Funding support comes from both NOACA and UMTA. For additional information, contact Bob Layton at (216) 241-2414.

#### 19) COUNCIL EXPLORES CENTRALIZED SYSTEM FOR TRACKING CARGO STATUS

The Delaware Valley Regional Planning Commission (John Coscia, executive director, Philadelphia, PA) has been retained to study the requirements for a centralized computer system for tracking the movement of cargo imports and exports shipped by air and ocean on behalf of the Delaware Valley Port Community. TRACS, Transport Release Automated Cargo Status, works on the premise that each member of the Port Community contributes to moving shipments to their ultimate destinations. The system acts as a central clearinghouse for sharing details about locations, status, and clearance of imports and exports among the members of the Port Community while maintaining strict security. TRACS will be implemented over a two-year period. For additional information, contact Dave Schiller: (215) 592-1800.

#### 20) PAVEMENT MANAGEMENT FORECASTING MODEL

The Metropolitan Area Planning Council (David Soule, executive director, Boston, MA) has developed a Pavement Management Forecasting Model--a microcomputer program for Lotus 1-2-3. The model is an easy-to-use, quick response forecasting model developed to estimate the funds needed to maintain and repair locally-maintained roads. The mathematical model assumes simple relationships to simulate the contest between pavement deterioration and roadway repairs. It produces 10-year forecasts of road conditions and calculates the maintenance backlog of the road network. Other regional councils can obtain it for \$10 and a diskette. Contact Carol Blair: (617) 451-2770.

#### 21) mLINX--STATEWIDE LAND INFORMATION NETWORK FORMED

Representatives of the Southeast Michigan Council of Governments (John Amberger, executive director, Detroit), local government, major utilities, and state agencies have joined forces in developing what they hope will soon be one of the nation's most advanced land information networks. The Michigan Land Information Exchange (mLINX) promotes the automation and use of mapping and land information systems by state and local government in Michigan.

"Currently, communities and major utilities develop and maintain maps and land records independently. The mLINX goal is to assist in the automation of these records to facilitate shared access and reduce duplication of effort," according to SEMCOG's Director of Support Services Don Belanger. Belanger also noted that automated mapping systems could include property lines, gas lines, power lines, land use, land cover, sewer and water lines tax plat mapping. mLINX, consisting of 80 members (including 3 of the major utilities), is currently investigating cost justification and the political and legal issues involved in the automation of land information in Michigan. For additional information, call Belanger: (313) 961-4266.

#### ROLE 6

Planner/program/broker in transportation, water, wastes, housing, and land use which has direct impact on economic and community development.

#### 22) TRAFFIC VOLUME FILE COMPUTERIZES REGIONAL DATA

The Metropolitan Area Planning Council (David Soule, executive director, Boston, MA) has developed a Greater Boston Metropolitan Planning Organization



Traffic Volume File. The file is designed to provide a comprehensive listing of traffic data for the region. The creation of the file has been assisted by several local engineering firms who have shared their data with the Council. The computerized file is greatly relied on by community officials and consulting firms in the region. For additional information, contact Bill Massicott: (617) 451-2770.

23) TECHNICAL ASSISTANCE IN FORECASTING LOCAL ROAD MAINTENANCE AND FUNDING NEEDS

The Metropolitan Area Planning Council (David Soule, executive director, Boston, MA) provides assistance to local highway supervisors in analyzing local road maintenance and funding needs. This assistance includes explaining how to undertake a roadway condition survey and provision of a computer simulation model analyzing the effectiveness of various financing strategies. For additional information, contact Bill Massicott: (617) 451-2770.

24) IMPACT FEE TASK FORCE WILL IDENTIFY DATA NEEDS

The Metropolitan Area Planning Council (David Soule, executive director, Boston, MA) has proposed creation of a Task Force of local planners and planning officials to oversee the development of a manual on impact fee implementation. The Task Force will be responsible for assisting in identifying data needs for supporting impact fees as well as providing guidance in determining when to use and when not to use impact fees. For additional information, contact Daniel Fortier: (617) 451-2770.

25) REGIONAL HELIPORT STUDY FORECASTS DEMANDS

As a part of the Aviation System Planning Process, the Denver Regional Council of Governments (Robert Farley, executive director, CO) conducted a study of existing and forecasted regional heliport demands and, in 1986, issued recommendations and guidelines for meeting those needs. Since publishing the Regional Heliport Study, progress has been made regarding flight corridor use and minimum enroute altitudes for regional noise abatement purposes. Also, the City and County of Denver is pursuing the development of a City Center Heliport, as recommended in the DRCOG study. Funding was provided by the Federal Aviation Administration. For additional information, contact Dennis Roberts: (303) 455-1000.

26) COMPUTERIZATION OF TRANSIT OPERATING SCHEDULES

Computerization will soon supersede manual scheduling procedures for drivers at the Southeastern Pennsylvania Transportation Authority's City Transit Division. The Delaware Valley Regional Planning Commission (John Coscia, executive director, Philadelphia, PA) staff, in conjunction with the Operations Planning Department of SEPTA, is completing work on a computer program known as Runcut. Runcut represents one segment of the Runcutting and Scheduling System (RUCUS) that Delaware Valley is customizing for the SEPTA computer network.

The system in various forms is used by many transit agencies across the country as an aid in preparing operating schedules. Drivers runcutting involves the computer matching of available drivers to available buses. The immediate goal is to minimize costs and to improve schedule efficiency and working conditions in the City Transit Division. The Runcutter uses a complicated formula to achieve cost reductions. Upon completion of the program, the Delaware Valley staff, at the request of SEPTA, will write an instruction manual for use by SEPTA schedulers. Future action with RUCUS II will include a customization of the SEPTA Vehicle Scheduling program, as well as refinements in the basic



Runcut program to allow for the direct processing of reports for City Transit Division drivers, rather than using the current keypunching process. For additional information, contact Dave Schiller: (215) 592-1800.

#### 27) PROJECT WARMCHOICE

Beginning in January, 1988, Housing and Community Development Program of the Mid-Ohio Regional Planning Commission (Bill Habig, executive director, Columbus) will implement a \$1.1 million contract with Columbia Gas of Ohio to inspect and weatherize approximately 2,000 homes in Columbus and Franklin County, Ohio. This historic step combines state and private resources--\$792,000 comes from Columbia Gas and \$277,000 from Ohio's Oil Overcharge Settlement. Mid-Ohio subcontracts this work to nine community-based, nonprofit organizations, who in turn, hire neighborhood persons. This benefits both the community-based organizations and low-income residents in their neighborhoods, as well as supporting training in residential energy conservation techniques.

In 1987, approximately 30 full and part-time jobs were created. In addition, 600 of these homes will be referred to the Ohio Home Weatherization Assistance Program agencies for approximately \$1 million federally-funded weatherization work. For additional information, contact Linda Donnelly: (614) 228-2663.

#### 28) TRANSPORTATION PARTNERSHIPS INFORMATION ASSISTANCE PROGRAM

The Pennsylvania Department of Transportation and the Pennsylvania Intergovernmental Council are working cooperatively to develop and maintain a technical and policy-oriented information and education program for presentation to pertinent PennDOT personnel, county and regional planners, and municipal officials. This program is intended to ensure that the types of improvements, financing mechanisms, legal aspects, private participation, planning and coordination requirements, potential funding streams, and other related aspects of the Transportation Partnership ACT are fully understood by those who will be most affected by it. Without such understanding the opportunity which the Act provides to use innovative, public-private cooperative approaches to finance both highway and public transit improvements may be lost.

Through this project, the Delaware Valley Regional Planning Commission (John Coscia, executive director, Philadelphia, PA) would work with PennDOT and PIC staff to design, prepare, coordinate, and disseminate information about the Transportation Partnership Act, including case study examples of its successful application to date. The information would be used by PennDOT and PIC in the series of educational meetings they intend to hold throughout the Commonwealth. For additional information, contact Dave Schiller: (215) 592-1800.

#### 29) REVIEW OF MAJOR DEVELOPMENT PROPOSALS

In the early '80s, the Atlanta region experienced an increase in large-scale, mixed-use developments. In 1984, the Atlanta Regional Commission (Harry West, executive director, GA) designated developments exceeding certain thresholds as "regionally significant," enabling the Commission to coordinate an intergovernmental, comprehensive review. Following submission of each development proposal, the Commission calculates the public service demands, reviews the proposal in relationship to regional plans and policies, and refers the proposal to potentially affected local and state agencies. The Commission combines all comments and sends these to the local government responsible for acting on the proposal. This process, which could be further strengthened and formalized in future years, has resulted in several benefits including introducing intergovernmental considerations into the local development review pro-



cess, showing the cumulative impact of major developments and encouraging the coordination of public and private investments. For additional information, contact Dick Courtney: (404) 656-7792.

### 30) EXAMINING THE REGION'S MOBILITY

Due to recent local shifts from a manufacturing to a service-based economy, southeastern Pennsylvania has seen rapid changes in the population and employment patterns in its five counties. Shifts in commuting patterns, the needs of the elderly and handicapped, and an increasing gap between available jobs and available labor pools are combining to place new demands on the region's public transit service. As a result of these shifts, Congressman Curt Weldon of Delaware County secured a \$400,000 grant from the Urban Mass Transportation Administration to study the region's mobility. The Delaware Valley Regional Planning Commission (John Coscia, executive director, Philadelphia, PA) was designated to administer the grant. DVRPC has begun its work by conducting a consultant selection process, which will result in a final decision by the Mobility Study Steering Committee. This committee, chaired by Chester County Commissioner Earl Baker, consists of representatives of the five elected county governments as well as representatives from the Greater Philadelphia Economic Development Coalition, SEPTA, the Commonwealth of Pennsylvania, and DVRPC.

The goal of the mobility study is to produce a strategic plan which assesses the strengths, weaknesses, opportunities, and problems of public transit in the region through the year 2010. The study also will examine existing conditions and expected needs during the next twenty years. For more information, contact Dave Schiller: (215) 592-1800.

### 31) RESCUING THE ROUGE RIVER

The Rescue the Rouge River project is a good example of the regional coalition building role of COGs. In this case, the Southeast Michigan Council of Governments (John Amberger, executive director, Detroit) united 47 communities in three counties into one regional whole to plan for the restoration of one of the region's worst polluted rivers. SEMCOG enlisted the aid of both the private sector and environmental groups to complete a team approach that will make a difference. Funding of about half a million dollars for this project has come from the legislature, 205J funds, local governments, the private sector, and SEMCOG. For more information, contact SEMCOG: (313) 961-4266.

### 32) SUBREGIONAL ISSUES PAPERS

Since the Metropolitan Area Planning Council (David Soule, executive director, Boston, MA) serves 101 communities in greater Boston, providing one-on-one technical assistance can be quite difficult. Thus, MAPC has created four subregions to focus on particular issues important in these parts of the overall MAPC area. These subregions are composed of local officials who assist in the development of papers and strategies to address key issues related to land use and development within the subregion. For more information, contact Daniel Fortier: (617) 451-2770.

### 33) ACCESS NETWORK

Over the past two years, the Northeast Ohio Areawide Coordinating Agency (Fred Pizzedaz, executive director, Cleveland) has worked to create a framework for coordinating specialized and social service transportation in greater Cleveland. The groundwork for this activity was laid during the previous year, when NOACA initiated discussions among major service providers and funders. These talks were aimed at gaining a consensus on the direction the needed coor-



dination would take. The result was a decision to use the distribution of vehicles under the UMTA/ODOT Section 16(b)(2) program as a catalyst for coordination. Instead of open competition between the area's nonprofit social service agencies for six to eight passenger vans each year, the vehicles would be purchased and distributed for use by an independent umbrella agency--the North Coast Coordinated Access Network, Inc. Funding support for the development of this concept came from an UMTA Section 4(i) Innovative Techniques and Methods grant.

Local service provider agencies, which supplied the local matching share for the grant, operate the vans under a lease agreement with the Access Network, that makes the lessees responsible for operating and maintaining the vehicles. The lease also stipulates that the lessees cooperate with the Access Network in negotiating to provide service to outside users and consider participating in joint functions such as maintenance, training, purchasing, and insurance. Over the next several years, vehicles owned by the Access Network will form the nucleus of a decentralized, coordinated transportation system.

Since the Access Network has no in-house staff or funding for operations, support services are being performed by member agencies. NOACA has assumed the role of planning and overall coordinator, with the agreement of the Network Board. The board is currently exploring alternatives for other agencies to be responsible for the operations (service brokerage) and maintenance roles. In the meantime, NOACA is assembling a data base that will enable the designated operations coordinator to identify opportunities for coordination among existing service providers. The objective will be to assist non-vehicle users to negotiate for service from service providers, including Access Network vehicle lessees. For more information, contact Frank Sherkow: (216) 241-2414.

#### 34) HIGHWAY NEEDS IN SOUTHWESTERN PENNSYLVANIA

"Highway Needs in Southwestern Pennsylvania" is a comprehensive assessment of the region's Priority Highway System Plan, economic development highways, interstates, bridges, and capital maintenance requirements over the next 12 years. The program was developed with the active involvement of the Transportation Policy Committee of the Southwestern Pennsylvania Regional Planning Commission (Robert Kochanowski, executive director, Pittsburgh). At its direction, only the most essential needs were included and anticipated costs were viewed conservatively; the most optimistic estimates of available funds were used. The study concluded that a \$5.5 billion investment in the region's highways is needed, while \$1.7 billion is expected to be available. The \$3.8 billion shortfall will not be met with "business-as-usual." A new initiative, relying on state and local financing, is essential for building the transportation improvements vital for southwestern Pennsylvania's future economic well-being. For more information, contact Robert Kochanowski: (412) 391-5590.

#### 35) MODE CHOICE MODEL

In 1984, the North Central Texas Council of Governments (William Pitstick, executive director, Arlington) undertook the development of a new mode choice model specific to the Dallas-Fort Worth area. NCTCOG's 1984 regional survey data was used in model calibration. The new mode choice model is a purpose-specific, simple multinomial logic model addressing the drive-alone, two- and three-occupant shared ride, and walk- and auto-accessed transit options for three trip purposes: home-based work, home-based non-work, and non-home based. The model has the capability of distinguishing between the choosers and the restricted-choice population (i.e., the auto or transit captives).



The auto-captive group is composed of managers, self-employed individuals, and the travelling sales persons whose choices are restricted to driving alone or ride-sharing. The other restricted choice group consists of zero-car households who are primarily captive to the walk-accessed transit mode or ride-sharing option. For more information, contact Gordon Shunk: (817) 640-3300.

### 36) ANALYSIS OF ARTERIAL ROUTING OPTIONS FOR HAZMAT TRUCK SHIPMENTS

Working with the City of Dallas, the staff of the North Central Texas Council of Governments (William Pitstick, executive director, Arlington) participated in the evaluation of the arterial street system routing options for hazardous materials truck shipments. The approach used for this study was based on the FHWA's Guidelines for Applying Criteria to Designate Routes for Transporting Hazardous Materials. The FHWA methodology was implemented using a Lotus 1-2-3 spreadsheet format. This report is a companion document to earlier work done by NCTCOG in 1985 on the analysis of hazardous materials truck routes at both the regional level and in the Dallas Central Business District. For more information, contact Gordon Shunk: (817) 640-3300.

### 37) BENEFIT-COST RATIO MODEL FOR RAILROAD/ROADWAY GRADE SEPARATION NEEDS ASSESSMENT

The North Central Texas Council of Governments (William Pitstick, executive director, Arlington) has a model to quantifies the benefit-cost ratio at which a given railroad grade crossing meets minimum warrants to consider grade separation. The model estimates the benefits of reduced person-hours of delay in roadway vehicles and passenger trains (if appropriate), accidents, automobile idling, and operation and maintenance costs at grade crossing, then evaluates these benefits against the cost of grade separation. When the benefits exceed the cost, grade separation is warranted for consideration at that crossing.

The model has been designed to be applied to any type of rail operation. It has the flexibility to use input data specific to each at-grade crossing along a rail corridor with freight operation only, peak or off-peak transit operation, or a combination of the two. The benefit-cost ratio is calculated through a procedure involving 18 equations and 22 input variables. The equations can be manipulated either by hand or through a microcomputer-based spreadsheet program. For more information, contact Gordon A. Shunk: (817) 640-3300.

### 38) PREDICTING EFFECTS OF FREEWAY CONSTRUCTION ON PARALLEL ROADS

The Transportation Department of the North Central Texas Council of Governments (William Pitstick, executive director, Arlington) uses a travel demand forecasting model to predict future highway and transit demand. One unique application of the forecasting model is to simulate freeway reconstruction and identify the roads which will become congested due to the diversion of traffic from the freeway under improvement. This tool will enable planners to prepare to temporarily modify the affected local roads for the increase in traffic during the reconstruction period. The final product of this work is a computerized roadway plot displaying the amount of traffic which shifts before and during freeway reconstruction (or during and after freeway reconstruction). This project was produced as a possible aid to the planning efforts of the numerous planned freeway improvements slated for the Dallas-Fort Worth area for the next 20 years. For more information, contact Gordon Shunk: (817) 640-3300.

### 39) EXTENSIVE REGIONAL EFFORT UNDER WAY TO PROTECT OPEN SPACE



Two issues of a new series called The Open Space Imperative contain the first results of research into land use trends by the Regional Plan Association (Richard Anderson, executive vice president, New York City, NY). The findings are startling: another million acres of open space was developed in the region between 1964-1986, leaving barely five million undeveloped and unprotected. At this rate, nearly half of the region's land will be developed by the year 2000. While the amount of protected open space increased by nearly 350,000 acres between 1964-1986, it still amounts to only 10% of the region.

In response to this and other alarming losses, the Association's Regional Open Space Program called for the creation of a regionwide network of greenspaces and greenways to protect the environment, increase recreational opportunities, and improve the landscape. The program is currently identifying locations where systems could be established throughout the region, ranging from green corridors in the Bronx to extensive outlying buffers for watershed protection.

This year will see the third and climactic phase of the open space program. Further publications will examine creative ways of financing public protection of the land, alternative preservation strategies, and better ways of caring for lands that have been protected. This information will be used to help formulate a grass roots plan for open space protection. A regional conference will mark the beginning of an ambitious implementation campaign to make the system of greenspaces and greenways a reality. For additional information on the program and publications, contact Hooper Brooks: (212) 398-1140.

#### 40) VOTERS PASS PROPOSITION A--MAJOR VICTORY FOR SAN DIEGO REGION

Proposition A--the San Diego Transportation Improvement Program--proposed an increase in the local sales tax by .5% and use the revenue for specific transportation improvements. The region's voters approved the Proposition A on November 3; it will go into effect on April 1, 1988, and continue for no more than 20 years. This should raise about \$2.25 billion over twenty years which will be divided by equally between highways, public transit, and local streets and roads. It will also provide \$1 million per year for bicycle routes.

The measure was proposed by the San Diego Association of Government's Board of Directors (Ken Sulzer, executive director, CA), acting as the San Diego County Regional Transportation Commission. It was developed through a special task force that included elected officials, planners, and interested citizens from all parts of the region. "Prop A was approved because it had a broad base of support; it will succeed for the same reason," says Ernie Cowan, SANDAG's chairman of the Board.

SANDAG will also administer the measure as the San Diego County Regional Transportation Commission. The Commission will hold regular, public meetings to review eligible projects and approve allocations. It is also authorized to issue bonds to accelerate work on major capital projects. For additional information, call Craig Scott: (619) 236-5326.

#### 41) REGIONAL COUNCIL ASSESSES INTERJURISDICTIONAL FLOODING PROBLEMS

Due to the winding pattern of the region's waterways and the number of communities through which they flow, the Mid-America Regional Council (Peter Levi, Executive Director, Kansas City, MO) has determined that any effort to control the floodwaters must involve all of the affected governments. The council approved a comprehensive study in May, the first of its kind in the region, in order to ascertain the damage done by, and the costs to control, the flood-



ing. This report is the culmination of nearly three years' effort to find ways to control the destructive force of stormwater in metropolitan Kansas City. The study suggests that the development of a comprehensive plan for an integrated regional approach to the problem and the production of new or revised floodplain maps for several jurisdictions are the major steps that need to be taken. For more information, contact Marlene Nagel: (816) 474-4240.

#### 42) COUNCIL KICKS OFF NEW PUBLICATION FOR PRIVATE SECTOR TRANSIT OPERATORS

A sharp-looking and informative publication called PTI Journal (Private Transportation Initiatives) was recently launched by the Southern California Association of Governments (Mark Pisano, executive director, Los Angeles). Underwritten by a discretionary UMTA grant, the bimonthly magazine is one of SCAG's innovative activities designed to involve the private sector and promote competitive contracting of transit routes. Editorial content is balanced between news on current and upcoming contract opportunities, "academic" articles analyzing aspects of private sector involvement, and "hands-on" articles such as contract management techniques. The current mailing list is about 1,200. Circulation is concentrated in southern California, but a limited number reach private operators in adjacent states.

According to SCAG staffer Norman Lester, what sets this project apart from other efforts to reach the private sector is that the publication was designed from the beginning to become self-sustaining financially. SCAG set up the guidelines for content, then sought a consultant who would take the project and make it go. At the end of the grant funding, the publication will be proprietary for the consultant. Lester says the quality of the publication is better than anticipated--in both design and content--thanks to the skill and interest of the consultant that was selected. He expects the high standard to continue after the grant funding ends in about a year. The magazine is already taking advertising to provide revenue and will eventually be distributed on a paid subscription basis after operators have had a chance to get acquainted with it and appreciate its value. For additional information, contact Lester: (213) 739-6683.

#### 43) COG DEVELOPS FIELD GUIDE FOR CONTROLLING URBAN RUNOFF

In recent years, concerns about the impact of urban runoff on streams, rivers, lakes, and estuaries has resulted in the adoption of many laws and regulations which encourage the use of best management practices for developing areas in an environmentally safe manner. However, no practical guidebook was available to identify and describe BMPs for planners and developers. To fill the gap, the environmental staff of the Metropolitan Washington Council of Governments (Walter Scheiber, executive director, DC) wrote its own, covering everything from construction of detention ponds to the use of plants for landscaping. Controlling Urban Runoff: A Practical Manual for Planning and Designing Urban Best Management Practices is a comprehensive, 274-page guidebook with 66 figures and numerous examples for easy and practical use by those developing land in urban areas--or those reviewing and monitoring that development. Copies may be purchased from WASHCOG's Information Center; call (202) 223-6800, ext. 231, between 1-5 PM weekdays.

#### 44) LAND USE PLAN METHODOLOGY MAY CHANGE APPROACH FOR AIR FORCE

The Sacramento Area Council of Governments (James Williams, executive director, CA), in its role as Airport Land Use Commission, developed land use plans for three Air Force bases in the region with a view to protecting the areas surrounding those bases from incompatible land uses. The Economic Development



Administration provided funding for the project because of its concern about the increasing pressure for urbanization around the installations and its potential for threatening their missions. This could have a negative effect on the local economy because it might result in the loss of jobs and local contracts for goods and services. The three comprehensive land use plans adopted by SACOG and a subsequent report from the COG recommend substantial changes in the approach normally taken by the Air Force in developing land use plans.

Although SACOG's recommendations have not yet been accepted by the Air Force, the Oak Ridge National Laboratory decided to use SACOG's methodology in preparing a plan for another Air Force base in Texas. As a result of their innovative work, SACOG staff have received a tentative invitation to participate in a possible panel discussion on Air Installation Compatible Use Zones being planned by Air Force civil engineers for an upcoming American Institute of Planners meeting. For more information, contact Peter Hill: (916) 441-5930.

#### 45) GUIDELINES FOR IMPROVED SIGNING WILL HELP PUBLIC AND PRIVATE SECTORS

The Delaware Valley Regional Planning Commission (John Coscia, executive director, Philadelphia, PA) is taking a serious look at the problems created by poor directional signing in its suburban counties and ways to rectify the situation. Motorists unfamiliar with the area experience confusion, frustration, and hazardous conditions when directional signs are absent or poorly located and designed; criticism from truckers, tourists, and people doing business with local firms has been frequent. The poor signing is counterproductive to the Philadelphia region's efforts to promote itself as an important tourist attraction and good place to do business. DVRPC's policy-oriented study resulted in the Suburban Directional Sign Policy Guide which recommended standards and criteria for use in improving directional signing in suburban settings. Three case studies demonstrated how the new signs for attractions would be positioned and the extent of the need for general information, destination, and distance signs. DVRPC is now seeking to implement at least one "Suburban Sign District" pilot program to design and install the signs. Supplemental funding is being sought from sources in both the private sector (attractions) and public sector (municipalities/counties/tourist bureaus). For additional information, contact Dave Schiller: (215) 592-1800.

#### ✓ 46) COUNCIL FINDS MARKETS FOR RECYCLABLE MATERIALS

In light of a critical shortage of municipal solid waste disposal capacity in southeastern Pennsylvania, the Delaware Valley Regional Planning Commission (John Coscia, executive director, Philadelphia, PA) undertook an inventory of markets for recyclable material which serve the five-county region. The study report (1) inventoried those markets for recycled materials which could service southeastern Pennsylvania, (2) determined the specific types of materials currently accepted, and (3) identified any quality or quantity preconditions for acceptance. The information is being provided to the region's municipal officials and citizens since public acceptance and participation are critical to the success of these efforts. Current estimates predict that 25% to 50% of a given waste stream can be recycled. For additional information, contact Dave Schiller: (215) 592-1800

#### 47) COMPUTER MAPPING EFFORT STRADDLES STATE LINE

The Delaware Valley Regional Planning Commission (John Coscia, executive director, Philadelphia, PA), whose regional boundaries encompass parts of New Jersey and Pennsylvania, have been cooperating with both state departments of transportation in the development of computer assisted mapping. DVRPC is as-



sisting PaDOT in its application of CAM to the Pennsylvania General Highway Series county maps. For New Jersey, DVRPC is working toward installation of a work station that is fully compatible with NJ DOT's Intergraph program that is digitizing the USGS 7.5 minute quadrangles for its cartographic data base. For additional information, contact Dave Schiller: (215) 592-1800

#### ROLE 7

Planner/partner/broker in human services, among them; care for the elderly, drug and alcohol abuse, education, health care, help for the homeless, job/manpower training, and quality of life.

#### 48) SENIOR HOUSING SHOWCASE

The long-term care policies of the Metropolitan Council of the Twin Cities Area (David Renz, executive director, St. Paul, MN) promote a variety of housing options for populations needing that type of care. The Council felt that sponsoring a Senior Housing Showcase would be a way to examine what the market for elderly housing had to offer. It was also an opportunity to recognize developers' and funding sponsors' efforts to produce housing designed to meet the needs of older adults. The Showcase was a competition of housing designed for independent living for people 55 and older, culminating in a weekend open house showcase of the winners for the general public. Any developer, contractor, architect, or sponsor could enter any type of constructed housing (ownership or rental) provided it had been designed for and marketed specifically to adults age 55 and older. The entries that were received were placed in two categories: For Sale Housing and Rental. A committee of housing professionals judged the entries. For more information, contact the Metro Council: (612) 291-6359.

#### 49) HELPING HIGH-RISK CHILDREN

An anticipated attendance of 200 was nearly doubled, when more than 350 people turned up at the recent conference on caring for high-risk children sponsored by the Alamo Area Council of Governments (Al Notzon, executive director, San Antonio, TX). Registration costs were kept deliberately low to reach a target audience comprising child protective service workers and "house parents" who deal with children in residential care, foster homes, or shelters. AACOG's Judith Werking says they were overwhelmingly successful. Although the supply of lunches and parking spaces proved inadequate, attendees returned very positive evaluations.

The conference was one of a continuing series conducted in cooperation with the Texas Department of Human Services. Conference workshops dealt with minority adoption, street kids, separation and attachment, child and teen suicide, child management, the sexual abuse victim, and present trends in substance abuse among children and teens. The keynote address focused on intervention in the generational repetition of abuse. Feedback from the conference is used to alert service providers to unmet need through the Interagency Child Abuse Network housed in AACOG and to help design next year's program. For further information, contact Werking at (512) 225-5201.

#### 50) MULTI-CULTURAL RESOURCE WILL FACILITATE REGIONAL SERVICE DELIVERY

A directory which will enable service providers to identify the language capabilities of other human service agencies is being developed by the Northern Virginia Planning District Commission (Mark Gibb, executive director, Annandale). Michelle Smith, project coordinator, says the directory will cov-



er nearly 250 agencies whose services range from job training and employment, to health care, to emergency food and shelter. Surveys were sent to the agencies last November asking what language capabilities were in place and what process was undertaken when non-English-speaking clients sought assistance.

The directory is a good example of cooperation between a regional council and other private and public sector elements in the region. The impetus behind it came from the area Mental Health Association which spotted a language barrier problem during a needs assessment it conducted for mental health services. The association approached NVPDC since it had a database of human service agencies already available. NVPDC thought the project worth pursuing and secured funding from the state and a private organization, the April Trust. Once the directory is completed, the surveys will be analyzed to determine gaps in service which need to be filled and the results will enable public and private service providers to improve their programs. An initial overview as responses are entered in NVPDC's database has already shown some areas for future consideration. Copies will be available for purchase by other regional councils with an interest in carrying out similar projects. To request a copy or get further information on the project, contact Smith: (703) 642-0700.

#### 51) JUNE FOOD DRIVE NETS FOOD FOR NEEDY, GOOD PR FOR COUNCIL

On June 3, 1987, employees from 22 local governments assisted in a food drive to aid the hungry. Eight tons of food were collected for the needy. The drive, which was sponsored by the Citizens Advisory Committee of the Mid-America Regional Council (Pete Levi, executive director, Kansas City, MO) in conjunction with the Mid America Assistance Coalition and Harvesters, had a two-fold purpose: (1) to meet some of the immediate nutritional needs of the 28,000 metro residents who seek assistance every month, and (2) to alert the entire community to the necessity of donating food on a regular basis to agencies that aid the needy.

The media played a significant role in this public awareness program--the program received heavy radio, TV, and local newspaper coverage. MARC staff indicate that the time of the year may have contributed to the success of the drive--most food drives take place during the winter months, particularly around Thanksgiving. The drive's out-of-season timing assured undivided excellent public relations activity for the council, generating a very positive image in the media. For additional information on the drive, contact Dave Gaebler: (816) 474-4240.

#### 52) WHERE THERE'S SMOKE, THERE SHOULD BE A SMOKE DETECTOR

With October 4 through 10, 1987, having been proclaimed National Fire Prevention Week, the Fire Chiefs Committee of the Metropolitan Washington Council of Governments (Walter Scheiber, executive director, DC) designated October 7 as Regional Smoke Detector Awareness Day. This marked the beginning of a year-long program to encourage proper use of smoke detectors in homes and thereby reduce area fire deaths. The need for an awareness program was realized when reports showed that 80 percent of metro Washington homes which were struck by fires during the first six months of this year were not equipped with working smoke detectors. Jim Brady, President Reagan's press secretary, met with area fire and safety officials to kick off the program. Area fire departments and the U.S. Fire Administration offered a number of fire safety programs. For additional information, contact Thomas Rametta, COG's chief of public safety programs, at (202) 223-6800, ext 410.



53) WORK STUDY PROGRAM SEEKS "POOR" STUDENTS

Baltimore's Regional Planning Council (David Gay, acting executive director, MD) is seeking five more economically disadvantaged students to fill out the special graduate work study program operated in cooperation with the U.S. Department of Housing and Urban Development. Twelve students are already on board. The program is designed to attract and increase the number of minority and other economically disadvantaged students making careers in community planning and economic development.

RPC has been active in the nationwide program for 18 years and has found it very worthwhile. The students work at RPC two days each week in addition to their full-time programs of study in planning or public administration. RPC draws its students from the University of Maryland, Morgan State University, and the University of Baltimore. For further information, contact Hazel Glenn: (301) 554-5607.

54) TEEN PREGNANCY EDUCATION PUTS COUNCIL IN SPOTLIGHT

During the week of April 27, WSB-TV aired a special new series about teenage pregnancy in the Atlanta region and the problems associated with it. A phone bank, set up in the offices of the Atlanta Regional Commission (Harry West, executive director, GA), was manned by experts each night to answer calls generated by the new series. Live remotes from ARC's phone bank were aired on each evening's news, with commentary by Ron Sailor of WSB-TV, who was on hand there. About 200 calls were received each night. The commission's role in this project gave it excellent, positive visibility in the region.

A community-wide effort to reduce the incidence of teen pregnancy in the Atlanta region has been underway for about two years, spearheaded by the Alliance for Human Services. In 1985, the Alliance commissioned ARC to create a Plan to Reduce Teenage Pregnancy. This plan calls for Alliance agencies to work in concert with existing efforts to reduce the incidence of teen pregnancy by at least 15% by 1990. For additional information on the program, contact Carolyn White: (404) 656-7777.

55) GETTING KIDS TO READ

Through its Library Council, the Metropolitan Washington Council of Governments (Walter Scheiber, executive director, DC) provided summer activities designed to boost reading skills of area children through Summer Quest '87. Last year local public library co-sponsors helped about 20,000 children improve their reading skills--more than 6,300 of them between the ages of 7 and 8, a crucial age for developing reading skills. The overall number represents an increase of more than 200% since 1982 and an 18% increase since 1985.

Local libraries participating in Summer Quest '87 offer special activities such as films, storytelling sessions, games, and other programs from June through August. This year's theme is "Readers on the Move." The program is based on studies which show that most children lose reading aptitude skills during the summer; children who read during the summer maintain or improve their skills. For more information, contact Sherry Appel: (202) 223-6800.

56) FOUNDATION FUNDING UNDERWRITES COORDINATION OF LITERACY EFFORTS

The Metropolitan Washington Council of Governments (Walter Scheiber, executive director, DC) recently launched a project to coordinate literacy efforts in the metropolitan area. A one-year grant of \$40,000 was awarded by a private foundation, the Urban Literacy Development Fund in Minneapolis, MN. Although



the demand for literacy services is rising, most literacy programs are volunteer and have little or no overhead to cover outreach and coordinative efforts. WASHCOG is filling this gap with a hotline to provide referrals, both to people wanting to develop their reading skills and to volunteer tutors. As an umbrella agency, WASHCOG reports that it can more readily obtain the media's cooperation in publicizing its program to provide referrals to any of the region's service providers. WASHCOG will also develop a directory of literacy providers in the region.

In addition, WASHCOG is working to encourage business activism in, and support of, the literacy efforts of the providers in the region and the COG. An advisory committee of businesses will be established, and four breakfasts for business executives will be hosted in October. A clinic will be sponsored in order to educate providers about each other's activities. While WASHCOG's current role is one of referral, rather than direct service, it may consider more direct involvement if regional service gaps are identified. For more information, contact Ruth Crone: (202) 223-6800.

#### ROLE 8

The steward for the regional community by building and unifying the local government power base and constituency.

#### 57) COORDINATION OF PUBLIC SAFETY COMMUNICATIONS PLAN

A growing concern among public safety professionals over the lack of radio communications frequencies prompted action when they learned in 1985 that the Federal Communications Commission was set to release some reserve frequencies for use by the Mobile Satellite Service. Because the frequency spectrum in question was immediately adjacent to the communications band now used by many public safety agencies, public safety officials believed that the new frequencies would better serve the public safety community. Following efforts by these officials, the FCC issued an order awarding six megahertz of the reserve spectrum to public safety providing that a "...National Plan for Public Safety had to be written," before any of the released frequencies could be used.

As part of the national strategy, the FCC and public safety officials recommended that the National Plan include regional plans on the use of the reserve frequencies. The North Central Texas Council of Governments (William Pitstick, executive director, Arlington) was asked by local public safety representatives to coordinate development of a Regional Communications Plan, which must be ready for FCC approval by the latter part of 1988. While no funding is available at the federal, state, or local level to accomplish this task, NCTCOG's Executive Board took the initiative and appointed local public safety communicators, citizens, and elected representatives to the Public Safety Communications Advisory Committee. This Committee--supported by NCTCOG staff--will monitor the FCC's planning guidelines, assess this region's public safety communications needs, draft the regional plan, and conduct public hearings on its use. Following FCC approval, the regional plan will serve as a framework for the allocation of additional frequencies to public safety agencies in need of improved communications. For more information, contact Frederic Keithley: (817) 640-3300.

#### 58) "FIRE" AND "COPS" ASSIST PERSONNEL EFFORTS

The Firefighter Intraregional Recruitment and Employment and Centralized Organization for Police Selection programs centralize entry-level firefighter and



police testing and screening for a number of participating jurisdictions within the Denver metro area. The Denver Regional Council of Governments (Robert Farley, executive director, CO) advertises for entry-level applicants, administers written, oral, and physical ability tests, and maintains a pool of eligible applicants. The actual hiring of applicants remains the responsibility of the participating jurisdiction. Funding is provided by applicant fees plus membership dues which are calculated on the basis of police or fire department size and average number of hirees each year. For more information, contact Kenn Ellison: (303) 455-1000.

#### 59) SHARED SERVICES SURVEY

Through individual meetings with the chief administrative officers of all member jurisdictions, combined with written surveys directed to key program directors in member jurisdictions, the Denver Regional Council of Governments (Robert Farley, executive director, CO) is executing a region-wide survey in order to identify additional services that can be provided on a regional basis by DRCOG. Funding for the survey is from DRCOG; new Shared Service arrangements will be funded through fee-for-service or multi-contract arrangements. For more information, contact Kenn Ellison: (303) 455-1000.

#### 60) TLC

Eight communities have been selected for the 2nd Annual Transportation Links to Communities program conducted by Northeast Ohio Areawide Coordinating Agency (Fred Pizzedaz, executive director, Cleveland). TLC enables NOACA's member communities to use the agency's professional transportation planning and engineering staff to address specific locally identified problems. Selection of the TLC projects followed careful review of proposals submitted from throughout the NOACA region. In many instances, proposals sought solutions to problems not previously addressed by the communities, due either to lack of funding or technical expertise. NOACA will share the funding for selected projects. For more information, contact Ron Eckner: (216) 241-2414.

#### 61) PAVEMENT MANAGEMENT SYSTEM

The Northeast Ohio Areawide Coordinating Agency (Fred Pizzedaz, executive director, Cleveland) is testing the feasibility of centralized monitoring of road maintenance needs. As part of its state and federally funded work program subsidized with local matching funds, NOACA has implemented a pilot Pavement Management System in cooperation with Cleveland, Eastlake, and Geauga County. A program was developed by which local jurisdictions participating in the system can access the NOACA computer database from their own microcomputers. NOACA has taken inventory of pavement conditions in the communities participating in the pilot program.

Centralized monitoring can offer customized monitoring programs while eliminating many office management concerns for participating jurisdictions. One example of a customized monitoring program is one NOACA is developing specifically for cities that still have brick pavements, such as Cleveland and the older county seats like Painesville. The NOACA Pavement Management System is now being implemented within other jurisdictions (beyond the demonstration sites) on a cooperative basis between NOACA and the new agencies and cities. For more information, contact Ron Eckner: (216) 241-2414.

#### 62) ELEVATOR/ESCALATOR SAFETY INSPECTION

Through a unique personnel sharing arrangement, the Denver Regional Council of Governments (Robert Farley, executive director, CO) coordinates and provides



elevator and escalator safety inspection services for nine participating jurisdictions. DRCOG employs a staff of certified inspectors who are responsible for implementing the program. Funding is provided by participating jurisdictions on a contract basis. Fees are calculated relative to the number of elevators in a given city. For more information, contact Kenn Ellison: (303) 455-1000.

#### 63) NEW PROGRAMS LOOK AT FINANCIAL/INSURANCE NEEDS OF MEMBER GOVERNMENTS

The Association of Bay Area Governments (Revan Tranter, executive director, Oakland, CA) has recently added two new service programs for its member governments. Pooled Exempt Adjustable Rate Leasing is the newest offering among the financial services available to Bay Area cities and counties. Designed to complement the successful Credit Pooling program, PEARL offers low-cost floating interest rates. Credit Pooling operates as a fixed rate program for cities and counties in the region. Both programs cover purchases of \$250,000 or more. PEARL leases last from 2 to 10 years; the Credit Pooling ranges from 5 to 25 years. For more information about PEARL or Credit Pooling, contact Dari Barzel: (415) 464-7932.

In response to unmonitored medical costs, adjustor turnover, and lack of preventative programs, ABAG has developed a new workers compensation service program for its members. Approved by the Executive Board on September 17, the program already has two subscribers. Members can choose from two tiers: (1) an administrative tier which eliminates third party administrators, whom members had expressed dissatisfaction with in the past; (2) a medical cost control tier to monitor medical costs--another area in which the members felt they were being taken advantage of. Members can subscribe to one or both of the programs depending on their individual needs. For additional information, contact Alexis Rankin: (415) 464-7952.

#### 64) LEASE-POOLING MAKES EQUIPMENT PURCHASE FEASIBLE

Five cities and one county benefited to the tune of \$7.5 million in needed equipment when the Houston-Galveston Area Council inaugurated its lease-pooling effort in the fall of 1986. The result was so well received that they hope to repeat the process in 1987. The certificates of participation were AAA rated in the marketplace, and the effective borrowing rate for local governments was about 5.25%.

According to Steven Howard at H-GAC, the harsh economic effects of downturns in oil and agriculture forced local governments to reconsider outright equipment purchases. By participating in the lease-purchase pool, they were able to spread the outlay over several years and minimize the costs of borrowing by sharing them. The loss of general revenue-sharing is likely to make another lease-pooling very attractive. For more information, contact Steven Howard: (713) 627-3200.

#### 65) COUNCIL EXAMINES LOCAL GOVERNMENT RESPONSIBILITIES AND REVENUE COMPETITION

A recently released study by the San Diego Association of Governments (Ken Sulzer, executive director, San Diego, CA) culminated in state and local action agendas to reduce disparities in revenue-raising capabilities among local governments in the region. SANDAG undertook the study at the request of the San Diego's Cities-County Managers' Association in 1985. A key finding of the study was that the county of San Diego spends more on public services than all of the region's incorporated cities combined, yet the cities together collect



six times more revenue from local services than the county does. The report also concluded that it is more cost-efficient for an un-incorporated area of the county to incorporate or join an incorporated municipality than to have the county deliver its services.

Among the state actions recommended are the reform of the statewide property tax system to correct the imbalances in revenues distributed to counties and cities, allocation of a larger share of the state sales tax to counties, and the removal of inequities in state-mandated responsibilities. Local actions include seeking approval for local sales tax increases to finance certain services, increasing the county's share of tax increment revenues from development projects, and seeking more efficient delivery of local and regional services. This report reflects important insights gained from examining local government responsibilities and revenue-raising capabilities from a regional perspective and the important role the regional council can play in carrying out such an assessment. The state, city, and county associations will be involved in implementing the report's recommendations. For a copy of the report, call SANDAG: (619) 236-5300

#### 66) INVESTMENT SEMINARS DRAW APPROVAL FROM LOCAL GOVERNMENT OFFICIALS

Between 40 and 50 people have attended the first two of three seminars on investment management for local government officials conducted by the Regional Training Center of the North Central Texas Council of Governments (William Pitstick, executive director, Arlington). The first session--Overview of Local Government Investment Management--received excellent marks for its clarity and coverage. The second seminar--Investment Management Skills--was a "number-crunching, nuts-and-bolts" session which some attendees wished had been longer than the scheduled day-and-a-half. A third seminar--Issues in Investment Management--was scheduled for mid-September. The series is designed to assist local governments in developing effective investment management programs. The course instructor is Gerard Miller, the former director of the Technical Services Center for the Government Finance Officers Association. For additional information, contact Maril O'Shaughnessy: (817) 640-8251

#### ROLE 9

The provider of and forum for conflict resolution of public-public or private-public regional issues.

NARC has not been made aware of any major metro councils operating programs in this area.

#### Role 10

A forum and broker for state and local government on issues of a regional nature and an advocate for local government interests and needs to the state.

#### 67) LODGEABILITY

The Southeast Michigan Council of Governments (John Amberger, executive director, Detroit), which is "closer to the scene," contracted with the State of Michigan to prepare a public information program that turned a possible gridlock nightmare into a highly regarded public works project. Although a \$600,000 two-year contract might seem expensive, motorists were happy to pay the equivalent of 10¢ per car for the vast amount of information they got. A



write-up on the Lodgeability project is contained in SEMCOG's Annual Report. For more information, contact SEMCOG: (313) 961-4266.

68) FLORIDA IN THE HOME STRETCH FOR COMPREHENSIVE REGIONAL PLANS

The Florida regional councils are in the process of finalizing their first comprehensive regional policy plans for the 11 regions in the state. This is one of the last stages in the implementation of the "Florida State and Regional Planning Act of 1984" which established one of the most comprehensive land use planning efforts in the country. Under the requirements of the Act the state legislature adopted a statewide comprehensive plan in 1985. Subsequently, state land development, state water use, and 26 state agency plans were also approved. The regional plans had to be adopted no later than July 1, 1987. The final stage, local government comprehensive plans, will not have to be completed until the end of the decade. The regional plans are where the top-down planning of the state and the bottom-up planning of local government will meet. Many will be watching the implementation of this bold approach to planning and regionalism to determine its success and potential applications elsewhere in the nation.

69) HOUSEHOLD TOXIC COLLECTION YIELDS BIG HAUL

The Association of Bay Area Governments (Revan Tranter, executive director, Oakland, CA), in conjunction with Alameda County Health Agency, collected more than 1,000 drums of toxics for proper disposal; 2,900 county households from 12 cities participated in the hazardous waste disposal program. On four days during the months of May, June, and July, the pilot program set up specific sites where residents could bring their household toxics--everything from paint thinners to drain openers--and have them disposed of safely. ABAG is currently exploring federal financing options for continuing the program in the future. For additional information, contact Amy Meiorin: (415) 464-7900.

Special Thanks To The Councils Who Responded To Our Survey

Association of Bay Area Governments, Oakland, CA  
Sacramento Area Council of Governments, Sacramento, CA  
Denver Regional Council of Governments, Denver, CO  
Atlanta Regional Commission, Atlanta, GA  
Northeastern Illinois Planning Commission, Chicago, IL  
Metropolitan Area Planning Council, Boston, MA  
Southeast Michigan Council of Governments, Detroit, MI  
Metropolitan Council of the Twin Cities Area, St. Paul, MN  
East-West Gateway Coordinating Council, St. Louis, MO  
Erie & Niagara Counties Regional Planning Board, Amherst, NY  
Northeast Ohio Areawide Coordinating Agency, Cleveland, OH  
Mid-Ohio Regional Planning Commission, Columbus, OH  
Metropolitan Service District, Portland, OR  
Delaware Valley Regional Planning Commission, Philadelphia, PA  
Southwestern Pennsylvania Regional Planning Commission, Pittsburgh, PA  
North Central Texas Council of Governments, Arlington, TX