

STATE ASSOCIATIONS OF REGIONAL COUNCILS OF GOVERNMENT & REGIONAL DEVELOPMENT ORGANIZATIONS:



INSIGHTS INTO ORGANIZATIONAL STRUCTURES,
GOVERNANCE MODELS AND STRATEGIC INITIATIVES

NADO
NATIONAL ASSOCIATION OF DEVELOPMENT ORGANIZATIONS

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T NADO SPECIAL REPORT: STATE ASSOCIATIONS OF REGIONAL
COUNCILS AND REGIONAL DEVELOPMENT ORGANIZATIONS

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EXECUTIVE SUMMARY:

STATE ASSOCIATIONS OF REGIONAL COUNCILS & REGIONAL DEVELOPMENT ORGANIZATIONS

The National Association of Development Organizations (NADO) conducted a comprehensive review of statewide associations and networks of regional development organizations and councils of governments across the country. This research initiative is an important part of NADO's commitment to strengthening the advocacy and organizational capacity of the nation's regional development organizations.

This special report, *State Associations of Regional Councils and Regional Development Organizations: Insights into Organizational Structures, Governance Models and Strategic Initiatives*, is being published at a time when regionalism must experience a national renaissance. With federal domestic programs facing unprecedented budget pressures and state and local governments facing the daunting task of funding and delivering essential public services with fewer resources, regional development organizations have a unique opportunity to offer their expertise and professional services to federal, state and local partners.

“The leadership of NADO firmly believes that statewide associations and networks are critical to the future growth and sustainability of regional development organizations.”

Matthew Chase, NADO Executive Director

KEY FINDINGS

Just as states vary politically, culturally and geographically, state associations of regional development organizations have a diverse range of missions, programs, budgets and organizational structures. Overall, states covering the Southeast portion of the nation and Texas have the most active and full-service associations. Several states, including a growing number in the Midwest such as Nebraska and Indiana, are striving to revive their state associations after years of dormancy.

METHODOLOGY

The basis for this report was an electronic survey of NADO members asking them to share their knowledge of their state associations. These surveys were tabulated and analyzed for particular trends. NADO staff determined that enough information could be garnered from these survey responses and follow-up conversations to create a first-look at the structures of state associations. Follow-up interviews were conducted with survey respondents and state association staff to gain more detailed background on the association. Survey and interview questions focused on the state association's governance structure, revenue sources, level of staff support, program and policy priorities, and advocacy and lobbying efforts. In addition, an emphasis was placed on identifying special initiatives and accomplishments.

The study identified 39 states with statewide associations or formal networks of regional development organizations. States that are completely covered with regional organizations, from border to border, typically have more advanced and financially sound organizations. States with a limited number of regional councils or no regions, such as Delaware, Hawaii, Nevada, New Jersey, Rhode Island and Wyoming, have no state group.

Even if the board of the state association is made up of policy and local officials, the success and viability of the organization is directly related to the level of support and participation of the regional organizations' executive directors. Another key factor is whether or not the regions in the state receive funding from the legislature or contract with state agencies for specific programs and services, such as planning, GIS, transportation, job training or aging services.

HIGHLIGHTS AND SHOWCASES OF STATEWIDE INITIATIVES

In reviewing the special initiatives and activities of the various state associations, it became quite apparent that these organizations can be innovative and entrepreneurial and that they have tremendous potential. In Kentucky, the state association has established a statewide GIS association of its members to market and promote their services to businesses, communities and state agencies. The Kentucky group has also partnered with a private sector firm to launch an online auction service for local governments to solicit competitive bids on services, equipment and materials. Both of these innovative activities generate revenue for the state association.

In Pennsylvania, the regions have worked together for years to approach state agencies as a statewide network. As a result, they have been instrumental partners in an innovative enterprise development initiative. Each of the regions serve as technical assistance providers to local businesses on international trade and export development. They set up procurement technical assistance centers to help small and medium-sized companies pursue contracts with federal, state and local agencies. In addition, the Pennsylvania regions are involved in bringing broadband access and information technology to local governments in the Appalachian portion of the state. This effort has brought much needed computer hardware and training to local governments.

In Pennsylvania, the regions have worked together for years to approach state agencies as a statewide network. As a result, they have been instrumental partners in an innovative enterprise development initiative.

The Alabama association has played an instrumental role in several innovative projects. The group successfully passed a statewide ballot initiative to provide \$1 million for each region to create an economic development revolving loan fund. The state group received a federal grant to coordinate and assist local efforts with a scenic byway program. In addition, the members of the Alabama association have leveraged their roles as Area Agencies on Aging to expand attendance at their annual training and professional development conference.

The Illinois association generates revenue from sales of its strategic planning workbook, while the Missouri association hired professional staff to focus on member accountability and marketing. The Mississippi association has become a visible presence in the state and the nation's Capitol, as the group hosts an annual congressional reception and an annual training conference featuring more than 600 attendees. In Georgia and New York, the associations helped the regions secure state funding to assist with the promotion and preparation for the 2000 census.

The Oklahoma state association helped obtain funding for advanced capital improvement planning in each region of the state. The regional development organizations are using their GIS and

GPS capacity to create digital maps and extensive databases of the state's public infrastructure. This initiative is helping local governments and the state comply with the GASB 34 accountability standards, in addition to enhancing local economic development planning. Most importantly, each region will have an impressive catalog of data and information for local businesses, communities and local officials to analyze and plan for their futures.

The research identified an emerging trend of bi-state and multi-state coalitions and partnerships. The regions in Missouri and Iowa, as well as Kentucky and Tennessee, have held joint training and network sessions.

In New York, the state association has created a statewide resource program for regional water quality planning. The network works together to coordinate and implement initiatives related to water resource management and planning. While Oregon's regions have an informal state association. They have developed a joint marketing brochure to promote their statewide network of business development loan funds. The Oregon regions also collaborate to educate and develop relationships with their federal and state legislators and staff.

The South Carolina association has launched a number of innovative programs. The policy members and executive directors in the state crafted a model guide to succession planning for executive directors. In addition, the group developed and published a special report that showcases the impact of the regional councils' programs and initiatives over the years. The impact report has been a useful tool to educate new state elected officials, and even local officials, on the value and services of the regions.

Understanding the growing importance of state government support for regions, the association in Tennessee hosts a luncheon with over 200 people each year to recognize supportive state officials and legislators. The Iowa association also hosts a luncheon at the state capital to outline their priority issues and concerns to state officials. These are just two examples of a growing trend of increased lobbying by regional development organizations at the state level.

In Texas, the regional councils have recently reformed and upgraded their association. The 24 regions in Texas pay substantial dues, and pursue contracts and grants to support a professional and technical staff. By working together as a statewide network, for example, the regions have become key players in coordinating and planning the state's homeland security strategy.

The research also identified an emerging trend with the development of bi-state and multi-state coalitions and partnerships. The regions in Missouri and Iowa, as well as Kentucky and Tennessee, have held joint training and network sessions. The regions in New England, Southeast, West Coast, and more recently, the Southwest region, are forming regional associations or coalitions. For years, the 72 regional development organizations in Appalachia have worked together to build their capacity and skills, and, more recently, the 44 regional councils in the eight-state Mississippi Delta region joined forces with NADO to work together on Delta Authority issues.

STATE ASSOCIATION FINANCES

- There is a great variance in the amount of dues and assessments that state associations collect from members. Dues range from a minimum of \$100 each year per member to cover basic necessities in a number of states to a high of \$41,000 for one council in the Texas association.
- The financial resources of an association often determines the state association's level of activity. Eleven of the 14 associations that contract with a government relations firm have annual dues or assessments of at least \$2000 (Alabama, Arkansas, Florida, Georgia, Iowa, Minnesota, Missouri, North Carolina, Pennsylvania, Tennessee and Vermont).
- Fourteen have paid staff or contract with a member organization or firm for staff support. Of these associations, ten have annual dues or assessments of at least \$1500 (Alabama, Florida, Iowa, Kentucky, Mississippi, Missouri, North Carolina, Oklahoma, Texas and Virginia).
- An increasing number of states (i.e. Georgia, Indiana, New Hampshire, Texas and Virginia) have initiated discussions, or taken recent actions, to increase or adjust dues in order to hire additional staff or contract with a government relations firm for advocacy services.

GOVERNANCE MODELS

- The majority (34) of state associations are formal organizations with established bylaws.
- The governing boards of the state associations typically take on three different forms. (No one form is consistently used more than another. The executive directors of the regional development organizations form the board or governing committee of 18 associations. Local officials and policy board members of the regional organizations serve on the board of ten state associations. Thirteen state associations employ a mixture of both executive directors and policy/elected officials on the board of the statewide association.) In almost all cases where the policy/elected officials make up the board, the executive directors serve as advisors.
- A majority of associations (28) use a committee structure to conduct association activities. While not all of these committees may be permanent, almost all of these associations utilize committees on an "as-needed" basis.

ASSOCIATION ACTIVITIES

- While about half (20) of the associations hold annual training conferences, those that host conferences and professional development workshops indicated the events are one of the most important means of sharing information, educating state and local officials on the work and value of regional organizations, and generating additional revenue for the state association.
- The advocacy and program focus of the state associations vary greatly. The most common issue is state funding for regional planning and technical assistance. An impressive number of associations work on metropolitan and rural transportation planning, aging services, all-hazards mitigation planning, Geographic Information Services (GIS) and workforce development. A select number of associations are concerned about state funding and program support for solid waste management, housing and business development loan funds. A majority of associations are also currently monitoring or exploring opportunities in homeland security planning and preparedness.

From coast to coast, state associations are evolving into more sophisticated and active organizations as the political and fiscal climates becomes more competitive. Most encouraging is that the executive directors and leadership of the nation's regional development organizations are recognizing the changing environment at the national and state levels, and are taking the steps necessary to remain viable and effective resources for local businesses, communities and governments.

This report and findings represents only a snapshot of the state associations. These organizations are constantly changing and evolving to meet local circumstances, funding and leadership.

STATE ASSOCIATIONS OF REGIONAL COUNCILS AND REGIONAL DEVELOPMENT ORGANIZATIONS

	Has Bylaws	Executive Directors on Board	Policy Members on Board	ED & Policy Members Mix on Board	Full-Time / Part-Time Staff Support	Charge Dues	Hold Annual Conference	Administer Grants	Contract w/ Lobbyist	Committees
Alabama	X			X	X	X	X	X	X	X
Alaska		Informal								
Arizona		X								
Arkansas	X	X				X			X	
California - COG	X		X		X	X	X	X		X
Colorado		Informal								
Connecticut		Informal								
Florida	X		X		X	X		X		
Georgia	X			X		X	X	X		X
Illinois	X	X			X	X	X			
Indiana	X	X				X		X		X
Iowa	X	X			X	X	X	X		X
Kentucky	X		X		X	X	X	X		X
Louisiana	X	X				X	X	X		
Maine	X	X						X		
Maryland		Informal		X						
Massachusetts	X			X	X	X	X	X		X
Michigan	X		X			X	X			X
Minnesota	X		X			X	X	X		X
Mississippi	X	X			X	X	X			X
Missouri	X			X	X	X	X	X		X
Montana	X		X		X	X	X	X		X
Nebraska	X		X							
New Hampshire	X			X		X				
New Mexico	X			X		X				X
New York	X			X		X				X
North Carolina	X	X			X	X	X	X		X
North Dakota	X	X				X				
Ohio	X	X				X		X		X
Oklahoma	X		X		X	X	X	X		X
Oregon - EDDs		Informal								
Pennsylvania	X	X				X	X	X		X
South Carolina	X		X			X	X			X
South Dakota		Informal								
Tennessee	X			X		X	X	X		X
Texas	X		X		X	X	X	X		X
Utah		Informal				X				
Vermont	X			X		X		X		X
Virginia	X			X	X	X	X	X		X
Washington	X									
West Virginia	X			X		X	X	X		X
Wisconsin	X			X		X				X

NOTE: Idaho, Kansas and Wyoming do not currently have formal state associations.

NOTE: Only two or fewer regional councils / regional development organizations were identified in Delaware, Hawaii, Nevada, New Jersey and Rhode Island.

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Alabama

ORGANIZATIONAL STRUCTURE: The Alabama Association of Regional Councils is a formally organized state association with established bylaws. All twelve regional development organizations, known as regional councils of government in the state, are members of the association. The organization has a full-time state director and state director assistant. The group has established task forces to focus on specific issues including: GIS, revolving loan funds, transportation, finance, planning, and aging services.

GOVERNING STRUCTURE: The board consists of the executive directors of each region council, plus two policy board members from each region that are appointed by the executive director. The state association's board meets annually. The executive directors, who meet monthly, form an executive committee that votes on issues for the association.

STATE ASSOCIATION FINANCING: Dues are based on the size of each regional council's budget. Annual dues range from \$2800 to \$6300, generating \$50,000 in revenue each year for the organization. The association also raises money from an annual statewide training conference attended by more than 600 state and local officials, including the aging services staff of the regional councils.

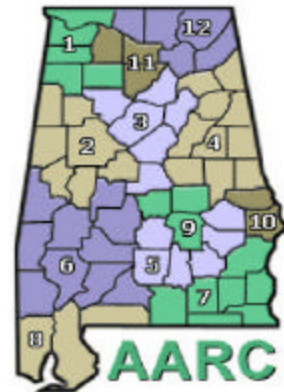
STATE GRANTS AND PROJECTS: The association administers and coordinates several statewide and substate regional projects, such as hazard mitigation, a delta internship grant through the Delta Regional Authority and a statewide scenic byways program.

ADVOCACY AND OUTREACH EFFORTS: The association contracts with a registered lobbyist for state advocacy initiatives. The contract lobbyist participates in the monthly meetings of the executive committee.

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Regions Advance Scenic Byway Program

The Alabama Association of Regional Councils coordinates the successful Alabama Scenic Byway Program. In conjunction with the Alabama Department of Transportation and the Alabama Scenic Byway Advisory Council, the association and each regional council uses their knowledge of the scenic, historical and cultural attributes of the state to implement the program. The association, through its member councils, distributed surveys to community leaders to compile a statewide inventory of potential scenic byways. A representative from one of the regional councils serves on the Corridor Advocacy Group, and each regional council has a scenic byway coordinator that promotes the program, answers questions for potential applicants and coordinates the selection process once an application is submitted. The association received a national scenic byway grant from the state Department of Transportation to market and promote the program. Links to information and routes for all of Alabama's scenic byways can be found at www.alarc.org.



Alaska

ORGANIZATIONAL STRUCTURE: The state association of Alaska's regional development organizations has been dormant in recent years, however, the Department of Commerce, Community and Economic Development is working with the regions to restart the group. Executive directors of ARDORs, as they are called in Alaska, work together on an informal basis to advance their policy and programmatic agenda. The group uses the name Alaska ARDOR Alliance for any materials they release.

State Association Web Site Links

ONLINE RESOURCES AND OFFICIAL WEB SITES FOR THE STATE ASSOCIATIONS OF REGIONAL COUNCILS AND REGIONAL DEVELOPMENT ORGANIZATIONS:

Alabama – www.alarc.org
Arizona – www.mag.maricopa.gov/archive/AZ-COGS/
California – www.calcog.org
Florida – www.ncfrpc.org/state.html
Georgia – www.gardc.net
Illinois – www.ilregionalcouncils.org
Indiana – www.iarconline.org
Iowa – www.iarcog.com
Kentucky – www.kycadd.org
Louisiana – www.lapdd.org
Massachusetts - www.pvpc.org/html/home/marpa_index.html
Michigan – www.miregions.org
Minnesota – www.mrdo.org
Mississippi – www.cmpdd.org/mapdd.html
Missouri – macog.mo-acte.org
Montana – www.medamembers.org
New Hampshire – www.nharpc.org
New Mexico – www.nmlocalgov.net/LGDindex.html
New York – www.nysarc.com
North Carolina – www.ncregions.org
Pennsylvania – www.paldd.org
South Carolina – www.sccogs.org
Texas – www.txregionalcouncil.org
Vermont – www.vapda.com
Virginia – www.vapdc.org

Arizona

ORGANIZATIONAL STRUCTURE: The Arizona Council of Governments Director's Association is an informal network of executive directors from the state's six regional development organizations, known in the state as councils of government. The group does not have any formal bylaws or staff.

GOVERNING STRUCTURE: The six executive directors serve as the governing board. The chair position is rotated among the executive directors and each member volunteers time to operate the association. The group meets at least two times per year, often more, particularly when an issue affecting the regions is raised at the federal or state level.



STATE ASSOCIATION FINANCING: The organization does not collect dues and it has no official budget.

STATE GRANTS AND PROJECTS: No projects or grants are administered by the association.

ADVOCACY AND OUTREACH EFFORTS: The six executive directors conduct advocacy and outreach efforts both as a group and individually. They meet with the governor's office as a group on a regular basis.

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AZ-COGs/

RURAL OFFICIALS ADVANCE TRANSPORTATION AGENDA

As a result of discussions following the 2001 Arizona rural transportation summit, local officials representing the four rural COGs and small MPOs directed the executive directors to investigate the feasibility and costs of hiring a legislative liaison for the coalition. In coordination with the board chairs from each region, the executive directors developed a job description, initial budget and dues assessment schedule to support the position. This



rural coalition currently now raises about \$100,000 annually to fund the liaison program, which employs a full-time professional staff. Funding is generated through a seven cents per capita assessment to local governments, which is evaluated and adjusted each year according to annual expenses.

Under the direction of a rural transportation advocacy council, comprised of the board chair from each region, the rural liaison develops legislative priorities for transportation each year. Using clear direction set forth in the priorities, the liaison works closely with legislative and state DOT staff to keep rural local officials informed of the state legislature's activities concerning transportation. Regular legislative bulletins and e-mail action alerts are then utilized to strategically coordinate and deliver timely rural input to state legislators. A majority of the contacts with legislators are made directly by rural local officials.

For additional information, please contact Joe Hughes, Rural Transportation Liaison, at 602.258.5786.

Arkansas

ORGANIZATIONAL STRUCTURE: The Arkansas Association of Development Organizations is a formally organized state association with established bylaws. Eight regional development organizations, known as planning and development districts, are members of the association. The executive directors of each regional organization provide staff coordination for association activities. The association does not have any committees.

GOVERNING STRUCTURE: The executive directors of the eight member organizations serve as the board of directors. The group generally meets each month at the state capitol.

STATE ASSOCIATION FINANCING: Each member organization pays annual dues of \$3500.

STATE GRANTS AND PROJECTS: The association does not currently administer any projects, however the group is exploring the idea of providing training on workforce development issues.

ADVOCACY AND OUTREACH EFFORTS: While the executive directors generally conduct outreach efforts individually, the association does contract with an outside government relations firm to provide policy guidance and strategic advice on state-level issues. The group works on a broad range of issues, such as state funding for regional planning and technical assistance, state issues with workforce development, all-hazards mitigation planning, GIS services and initiatives, and solid waste management issues.

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While the executive directors generally conduct outreach efforts individually, the association does contract with an outside government relations firm to provide policy guidance and strategic advice on state-level issues.

California

ORGANIZATIONAL STRUCTURE: Founded in 1977, the California Association of Council of Governments (CALCOG) is a statewide association representing 38 regional councils of government across the state. California is unique because many of these councils of government are single-county organizations. Three of the four largest metropolitan regions are multi-county regional councils. The regional councils are focused heavily on transportation, housing and regional planning. The association has a full-time executive director and four support staff members.

GOVERNING STRUCTURE: The governing board for the association consists of a delegate from each member council that must be an elected official. The voting formula is weighted based on dues amounts. The executive directors serve on the COG Directors Association of California and serve as a staff resource and advisory body to the CALCOG governing council. The executive directors meet on a regular basis to examine and discuss relevant regional issues.

STATE ASSOCIATION FINANCING: Membership dues are based on the population of the council, plus a base amount. Each region that serves as a Metropolitan Planning Organization (MPO) pays a base amount of \$2000 while all other regional councils pay a base of \$1000. The remaining portion of the dues is based on population.

ADVOCACY AND OUTREACH EFFORTS: The executive director of the state association handles all advocacy and outreach efforts for the association. The association is engaged in advocacy and outreach with state legislators and administrative agencies. The association also coordinates, when appropriate, with the state associations of cities and counties, the National Association of Regional Councils and the Association of Metropolitan Planning Organizations. In addition, the association conducts statewide workshops and conferences to facilitate information sharing and professional development.

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California is unique because many of these councils of government are single-county organizations. Three of the four largest metropolitan regions are multi-county regional councils. The regional councils are focused heavily on transportation, housing and regional planning.

Colorado

ORGANIZATIONAL STRUCTURE: Colorado does not currently have a state association of regional councils or economic development districts, but there is interest in reviving the association that was previously dissolved. The Colorado Department of Local Affairs assembled the executive directors of economic development districts together in 2004 and pledged to assist them in reviving their state association. The rural-based economic development districts are actively supporting efforts to move the organizational activities forward, and the two urban districts have new executive directors that are being approached for involvement.

Connecticut

ORGANIZATIONAL STRUCTURE: Connecticut's 15 regional planning agencies and regional councils of government have an informal state association called the Regional Planning Agency Commissions. Executive directors from the regional planning agencies meet bimonthly after every meeting with the state Office of Policy & Management.

Under state law, the municipalities within each region were allowed to create one of three types of regional planning organization to carry out a variety of regional planning and development activities: regional council of elected officials, regional council of governments, or regional planning agency.



Under state law, the municipalities within each region were allowed to create one of three types of regional planning organization to carry out a variety of regional planning and development activities: a regional council of elected officials, a regional council of governments, or a regional planning agency.

The state's regional planning agencies act as an agent for political subdivisions in Connecticut and work primarily on transportation planning. The groups have also expanded into brownfields and environmental projects with support from the Environmental Protection Agency. Councils of

governments in Connecticut are involved in additional regional activities, such as land use planning, emergency preparedness and homeland security. The regional organizations in Connecticut participate in the New England Association of Regional Councils.

Florida

ORGANIZATIONAL STRUCTURE: The Florida Regional Councils Association is a formal association of the state's 11 regional development organizations, known as regional planning councils in the state. Although the organization is not officially incorporated, it does have governing bylaws. The organization contracts with an outside government relations consultant, who also serves as the executive director and provides staff support to the state association.

GOVERNING STRUCTURE: Each member organization appoints three representatives to serve on the state association's governing and policy board. The association's board meets twice each year. The executive directors of each regional council meet monthly as a staff advisory committee for the state association board. It is important to note that in Florida, the boards of the individual regional councils consist of two-thirds local elected officials and one-third appointees of the governor.

STATE ASSOCIATION FINANCING: Membership dues are based on a formula used for state appropriations. State funds are apportioned to regional councils based on a 70-30 formula. Seventy percent of the state appropriations are divided equally among the 11 regional councils and the remaining 30 percent is divided by per capita. Annual dues range from \$6,000-\$12,000.

STATE GRANTS AND PROJECTS: No state grants or projects are currently administered by the state association.

ADVOCACY AND OUTREACH EFFORTS: The Florida state association utilizes an outside governmental relations firm to conduct state advocacy and outreach efforts. The contract with the governmental relations firm calls for an employee of the firm to serve as the association's executive director. As the lead planning agencies within the state, the regions are active in state land use planning and smart growth policy and implementation issues.

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The Florida state association utilizes an outside governmental relations firm to conduct state advocacy and outreach efforts. The contract with the governmental relations firm calls for an employee of the firm to serve as the association's executive director.

Georgia

ORGANIZATIONAL STRUCTURE: The Georgia Association of Regional Development Centers is a formal association of the state's 16 regional development organizations, commonly known as regional development centers. The group has formal bylaws. The association currently has no paid staff but is exploring the feasibility of establishing a support staff position. The secretary/treasurer currently volunteers time to coordinate state association activities. The association has standing committees for human resources, transportation, environment, and community and economic development.



GOVERNING STRUCTURE: The governing board for the state association consists of two representatives from each member organization, typically the executive director and one policy board member. The policy representative is not required to be a local elected official from the council. The executive directors meet monthly and the full board meets quarterly.

STATE ASSOCIATION FINANCING: Each member organization pays annual dues of \$3000. The association does not have any other general sources of financing.

STATE GRANTS AND PROJECTS: No state grants or projects are currently administered by the state association. However, the work of the association has resulted in several contracts for association members. In recent years, these have included contracts with the state transportation department for rural transportation planning services, a contract with the state department of community affairs for planning and technical assistance, and a statewide project to improve the review and updating of census addresses and maps in preparation for the 2000 decennial census.

ADVOCACY AND OUTREACH EFFORTS:

The state association utilizes a government relations firm to assist with state-level outreach efforts and public relations activities. The group recently launched a new Web site, www.gardc.net, and published a marketing brochure and accompanying report on the programs, services and structure of each member organization.

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Regional Efforts Increase Census Participation, State Gains Two New House Seats

The Georgia Association of Regional Development Centers was instrumental in increasing Georgia's citizen participation rate in the most recent national census. Each regional center received a \$50,000 grant from the state through the state association to market, promote and coordinate census participation in their counties. The Centers worked with local churches and community leaders to create census count groups in each county and held a series of regional meetings and training sessions. Utilizing the most accurate GIS technology and data, the Centers assisted their local county governments with locating all the county residents for a full and accurate count. Georgia garnered two new seats in the US House of Representatives as a result of the 2000 census count.

Illinois

ORGANIZATIONAL STRUCTURE: The Illinois Association of Regional Councils is a formal organization of 17 dues-paying regional development organizations, commonly known as regional councils of government and regional planning commissions. The association has established bylaws. The group employs a professional state director that coordinates the activities for the association, including grant applications and advocacy efforts. Along with the 17 regional organizations, the group includes an associate member category for state agencies, colleges and other entities that partner with the state association. Committees are formed as needed. A legislative committee is being created.



GOVERNING STRUCTURE: Each regional development organization member has one vote on the governing board and is represented by the executive director. The executive committee consists of the president, vice-president, secretary-treasurer, past president and two executive directors from the voting members. The executive directors of the 17 member organizations meet on a monthly basis.

STATE ASSOCIATION FINANCING: Each regional development organization pays annual dues based on the size of their budget. The minimum dues level is \$600. The association generates additional revenue from occasional conferences and training sessions, and sales of the jointly authored workbook, *Process for Strategic Planning*. The association also occasionally develops workshops for the state.

State Association Priority Issues

- Metropolitan transportation issues
- Rural transportation issues
- State funds for regional planning/technical assistance
- State issues with workforce development
- Community development block grant funds
- All-hazards mitigation planning
- Homeland security planning and coordination
- GIS services and initiatives

ADVOCACY AND OUTREACH EFFORTS: The executive directors, in conjunction with the state coordinator, conduct advocacy efforts with state elected officials. The executive directors also develop white papers for policy areas of concern to the state association. The association does not currently contract with an outside lobbyist or government relations firm.

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Indiana

ORGANIZATIONAL STRUCTURE: The Indiana Association of Regional Councils became an incorporated organization with established bylaws in 1998. They conducted a strategic planning session with Ball State University as part of their incorporation process. Fourteen regional development organizations are members of the association. The association formed a relationship with the Indiana Association of Cities and Towns to cover administrative duties. However, as part of an effort to increase the presence of the association, there is a discussion to hire a staff person to coordinate a new grant from the state. The association has a planning and programming committee to conduct future planning and work with other groups and a marketing committee.

GOVERNING STRUCTURE: The board consists of the executive directors from member organizations. The executive directors elect officers for the board.

STATE ASSOCIATION FINANCING: Member councils pay annual dues of \$400.

STATE GRANTS AND PROJECTS: The association is working with the Indiana Rural Development Council (IRDC) on a \$200,000 grant to undertake three activities for IRDC: increase the capacity of existing regional organizations, initiate activities to establish regional organizations in unserved areas, establishing a minimum set of standards for new organizations to operate, and look at larger service networks.

ADVOCACY AND OUTREACH

EFFORTS: The association has not conducted any advocacy efforts yet, but there are plans to become more active as the association continues to grow. In response to a strategic planning recommendation, the association has worked to develop relationships with state agencies by inviting state representatives to association meetings in order to educate them on activities of the regional organizations.

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www.iarconline.org



Iowa

ORGANIZATIONAL STRUCTURE: The Iowa Association of Regional Councils is a formally organized association with established bylaws. Fourteen of the 16 regional development organizations, known as councils of governments, are members of the state association. The association contracts with a management / government relations firm to provide legislative and administrative support. The association has executive, legislative and nominating committees. The group also establishes task forces to address specific issues.

GOVERNING STRUCTURE: The executive directors of the 14 member organizations serve as the board of directors. They elect officers annually.

STATE ASSOCIATION FINANCING: Each member council pays annual dues of \$2300. There are no other sources of financing.

STATE GRANTS AND PROJECTS: The association coordinates assistance to the regional councils from the state Department of Economic Development.

ADVOCACY AND OUTREACH EFFORTS: The state association contracts with a legislative liaison to serve as the point person on advocacy issues. The executive directors support and work with the legislative liaison as needed. The group works on a broad range of issues, such as state funds for regional planning and technical assistance, state issues with workforce development, metropolitan and rural transportation planning issues, all-hazards mitigation planning, and regional water quality planning. The groups also has interests in GIS services and initiatives, and the awarding and administration of Community Development Block Grant funds. The group holds a legislative breakfast at the state capital. The event serves as an important forum to educate state officials and legislators on issues and priorities.

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www.iarcog.com

The group holds a legislative breakfast at the state capital.

The event serves

as an important forum to educate state officials and legislators on issues and priorities.



Kentucky

ORGANIZATIONAL STRUCTURE: The Kentucky Council of Area Development Districts (KCADD) includes the state's 15 regional development organizations, known as area development districts. The state association, which has formal bylaws, is supported by a professional staff consisting of an executive director and executive assistant. The group recently purchased office space near the state capital. The association uses committees to enhance its operations, including committees on natural resources/land use/agriculture, commerce, workforce, technology/information, housing, legislation, and regional preparedness/homeland security.

GOVERNING STRUCTURE: The board of each regional organization includes the county judge executive from each county, mayors of cities of the first three classes, mayors from the county seat, and two non-elected citizen members from each county. The boards of each regional organization make up the full board for the KCADD. The executive committee of the KCADD consists of the board chairs of each region, plus one additional member. The executive directors of each regional organization serve as an advisory committee to the state association.

STATE ASSOCIATION FINANCING: Each member pays annual dues based on a formula divided between the 15 members. Dues range from \$3914 to \$9828, resulting in annual membership revenue of \$75,000. The association generates additional income from an annual conference and professional development training events. The state association also partners with the firm HedgeHog for the *ADD-OPS* government procurement services program. This service provides local governments with an online forum (www.addops.org) to conduct reverse auctions to solicit competitive bids for equipment, services and materials.

STATE GRANTS AND PROJECTS: EDA technology project.

ADVOCACY AND OUTREACH EFFORTS: The state office conducts monthly meetings for staff of the governor's office and state legislature. The executive director for the state association is responsible for day-to-day advocacy efforts.

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Regions Form Statewide GIS Association to Promote Services

The ADD-GIS association of the Kentucky Council of Area Development Districts provides statewide geographic and demographic mapping data and services to businesses and local communities.



The GIS association has also established itself as the main source of statewide data collection, analysis and project development for many state agencies through its GIS and GPS experience and local expertise.

Services provided by the ADD-GIS association include precise GPS road centerlines for the Kentucky Transportation Cabinet, a geo-database of water and sewer lines for the Kentucky Infrastructure Authority, and a statewide address database for the Kentucky State Police Public Safety Mapping System.

Louisiana

ORGANIZATIONAL STRUCTURE: The Louisiana Association of Planning and Development Districts is a formally organized association of the state's eight regional development organization, known as planning and development districts in the state. The EDA university center also participates in the association. The group has one volunteer staff member to coordinate activities. There are no committees.

GOVERNING STRUCTURE: The executive directors from each member planning district serve on the board of directors for the association. The executive directors choose the president and vice president. They conduct monthly meetings.

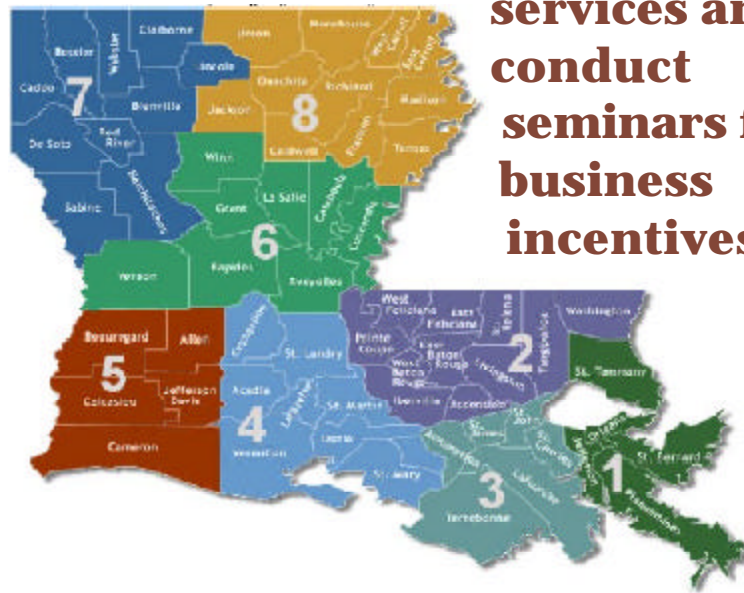
STATE ASSOCIATION FINANCING: Each member organization pays dues of \$500 per year.

STATE GRANTS AND PROJECTS: The state association has a contract with the state Department of Economic Development to provide mapping services and conduct seminars for business incentives.

ADVOCACY AND OUTREACH EFFORTS: Each individual executive director conducts advocacy and outreach efforts based on areas of need for their own organization. The state association holds an annual training conference, conducts outreach to the governor's office and state agencies, and publishes a state association newsletter.

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“The state association has a contract with the state Department of Economic Development to provide mapping services and conduct seminars for business incentives.”



Maine

ORGANIZATIONAL STRUCTURE: The Maine Economic Development District Association is a loosely formed association of the state's five regional development organizations, which consists of EDA-designated economic development districts. The group has operating bylaws. The executive directors volunteer their time to coordinate association activities.

GOVERNING STRUCTURE: The executive directors of the regions make up the board and meet on a bimonthly basis.

STATE ASSOCIATION FINANCING: There are no dues. Funds are collected on an as-needed basis.

STATE GRANTS AND PROJECTS: The association looks for EDA funding opportunities and occasionally combines all member applications into one statewide application. For example, the state association and its members received \$4 million for a statewide defense diversification project.

ADVOCACY AND OUTREACH EFFORTS: The state commissioner of economic and community development is a member of the association. The group has interests in a broad range of issues, including state funds for regional planning and technical assistance, metropolitan and rural transportation planning, all-hazards mitigation planning, homeland security planning and coordination, small business development finance, and GIS services and initiatives.

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The state association and its members received \$4 million for a statewide defense diversification project.

Maryland

ORGANIZATIONAL STRUCTURE: Maryland has historically only been served by two regional councils of government, in the western portion of the state and the Baltimore metropolitan area. In the last few years, the state has worked with local officials to create three new regional councils in the eastern section of the state.

The executive directors and board members from the regions are currently discussing the potential mission, organizational structure and agenda of a statewide association. The executive directors have created a joint rural legislative agenda and working group. The group communicates on a regular basis and meets twice each year. The state administration is supporting the regional councils and the formation of a state association.

Massachusetts

ORGANIZATIONAL STRUCTURE: The Massachusetts Association of Regional Planning Agencies is a formal organization with established bylaws. The association consists of the state's 13 regional development organizations, known as regional planning agencies in the state. Two of the member organizations receive modest funding to provide staff support for the association. The Pioneer Valley Planning Commission provides administrative support and the Metropolitan Area Planning Council, located in the state capital, provides legislative research and advocacy support. Committees are formed on an as-needed basis.

GOVERNING STRUCTURE: The executive directors and the chair of each regional organization form the state association board. Each member of the board has one vote. The president, vice president and secretary/treasurer form an executive committee.

STATE ASSOCIATION FINANCING: Dues are based on the size of each region's budget. Dues range from approximately \$500-\$4000 annually. The dues generate \$10,000 in revenue each year.

STATE GRANTS AND PROJECTS: There are currently no state grants or projects administered, but projects have been administered in the past. The state association has hosted the annual conference of the New England Association of Regional Councils, a multi-state network of the 60 regional councils of government in Connecticut, Maine, Massachusetts, New Hampshire, Rhode Island and Vermont

ADVOCACY AND OUTREACH EFFORTS: The board members provide advocacy support for the association. A registered lobbyist assists with state advocacy.

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State Association Priority Issues

- State funds for regional planning/technical assistance
- State issues with workforce development
- MPO transportation issues
- Rural transportation issues
- Community Development Block Grant Funds
- All-hazards mitigation planning
- Homeland security planning and coordination
- GIS services and initiatives
- Regional water quality planning
- Economic Development
- Historic Preservation
- Smart Growth
- Housing
- Data Center archiving



Michigan

ORGANIZATIONAL STRUCTURE: The Michigan Association of Regions (MAR) is a formal organization whose membership is comprised of the state's 14 regional development organizations, best known as regional commissions and councils of government. The association has established bylaws. There is no professional paid staff. The secretary/treasurer coordinates the daily activities for the association and is usually the executive director from the home region of the president. There are no standing committees, but temporary committees are formed on an as-needed basis.

Implementing the Transportation Asset Management Program

The Michigan Association of Regions, working with the state Department of Transportation, was successful in developing a partnership to jointly implement the Michigan Transportation Asset Management Program.

One of the major objectives of this federal program is to classify the condition of 39,000 miles of federal-aid eligible roads in Michigan. MAR has voting membership in the Michigan Transportation Asset Management Advisory Council. Approximately \$1 million per year is being distributed for this program among the 14 regional councils in Michigan.



Approximately \$1 million per year is being distributed for this program among the 14 regional councils in Michigan.

GOVERNING

STRUCTURE: The association's board is comprised of one elected or policy official from each regional council.

STATE ASSOCIATION

FINANCING: Member organizations pay dues ranging between \$400-\$2500 based on population. Dues provide approximately \$10,000 in revenue for the state association. The association also coordinates and hosts an annual transportation conference with Metropolitan Planning Organizations.

STATE GRANTS AND

PROJECTS: There are no state grants or projects currently being administered by the association.

ADVOCACY AND OUTREACH EFFORTS: Either the elected officials that serve on the board of directors or the executive directors of member organizations conduct advocacy and outreach for the state association. The association publishes a state association newsletter.

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Minnesota

ORGANIZATIONAL STRUCTURE: The Minnesota Regional Development Organizations is a formally organized association with established bylaws, whose membership consists of ten regional development organizations. The executive directors volunteer their time to staff the association. Through a facilitated retreat, the association created committees for professional development and strategic planning.

GOVERNING STRUCTURE: Representatives from each of the member boards serve on the state association's board and are usually elected officials. The executive vice chair of the board is always an executive director from one of the member organizations. No other executive directors serve on the board, but they advise the association board members.

STATE ASSOCIATION FINANCING: Each member organization pays \$3900 annually in assessments. The association will occasionally have special assessments for a particular project, such as producing a marketing brochure.

STATE GRANTS AND PROJECTS: Depending on the fiscal health of the state, the association occasionally administers a state-funded local government planning assistance program. The association has also administered transportation planning grants.

ADVOCACY AND OUTREACH

EFFORTS: The board members meet with elected officials under the guidance of the association's registered lobbyist. The lobbyist is the point person with elected officials, but also has board members meet with officials. The lobbyist has authority to testify on behalf of the association.

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A New Approach to Annual Conferences in Minnesota

After many years of hit and miss annual conferences, the Minnesota Regional Development Organizations decided to take a more strategic approach to their annual meeting in 2004.

The leadership of the state association recognized the need for a more cost-effective and strategic plan for their annual meetings and a need to change the focus of their meetings to enhancing the capacity of the regions as opposed to the development of non-member participants. As a result, policy leaders and key staff from each region attended a two-day strategic planning and training

session. Key speakers helped the group focus on strategic planning for the organizations, develop a legislative focus and conduct training sessions on topics such as achieving economies of scale in organizations and forming synergy with elected officials. The meeting proved to provide more return for their effort, served strategic goals and most importantly, was more cost-effective in times of tight budgets.



Mississippi



ORGANIZATIONAL STRUCTURE: The Mississippi Association of Planning and Development Districts is a formally organized association with established bylaws. The association consists of the state’s ten regional development organizations, known in the state as planning and development districts. The group contracts with the Central Mississippi Planning and Development District, located in the state capital of Jackson, to provide staff support and an association manager. The association has eight technical assistance committees: aging, medicare waivers, GIS, child services, revolving loan funds, fiscal, planning and workforce development.

GOVERNING STRUCTURE: The executive directors of the ten member organizations serve on the board of the state association. They meet once a month.

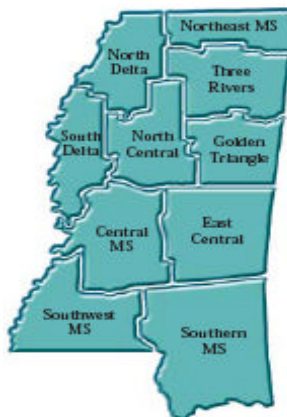
STATE ASSOCIATION FINANCING: Each member district pays annual dues of \$2100. The association hosts an annual training conference for policy officials and professional staff. The conference is typically attended by more than 600 individuals.

STATE GRANTS AND PROJECTS: The state association does not administer any grants or projects.

ADVOCACY AND OUTREACH EFFORTS: The executive directors of each member district conduct outreach activities for the state association with the association manager coordinating the efforts. The group sponsors a federal legislative reception each year in the US Capitol. The event attracts more than 200 congressional members and staff, federal agency officials and others. The association has also developed a comprehensive directory of member organizations, including profiles of programs and services.

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- Mississippi PDDs Host Congressional Networking Reception

Every March, the Mississippi Association of Planning and Development Districts hosts a legislative reception at the United States Capitol. More than 200 people, including members and representatives of the Mississippi congressional delegation, federal agency officials and local elected officials attend the event. The reception affords policy board members and staff of the regions with an opportunity to interact with their federal lawmakers in an informal setting.

Missouri

ORGANIZATIONAL STRUCTURE: The Missouri Association of Councils of Government is a formally organized association of the state's 19 regional development organizations, known in the state as regional planning commissions and regional councils of government. The association has two professional staff members, a planning coordinator and an administrative position. The group has standing committees for transportation and state advocacy, with other committees formed on an "as-needed" basis.



GOVERNING STRUCTURE: The executive director and one policy member from each member region serve on the state association board. Each member council has one vote on governing issues.

STATE ASSOCIATION FINANCING: Each rural council member pays \$2200 annual (or quarterly dues of \$550) and the two major metro councils of Kansas City and St. Louis pay \$4400 annually (or \$1100 quarterly).

STATE GRANTS AND PROJECTS: The planning coordinator pursues federal and state grants and partnerships, such as a contract to administer the state Rural Development Council. With the leadership of a new state coordinator, the association has negotiated several new statewide contracts. The state Department of Public Safety contracted with each region to prepare all-hazard mitigation plans for most counties and cities in the state. The state association and regions assisted the Department of Natural Resources in updating the state's comprehensive outdoor recreation plan and the Department of Transportation contracts with each region for regional transportation planning services.

ADVOCACY AND OUTREACH EFFORTS: Members are asked to contact elected officials regarding specific issues that relate to their region (on advisement of the association's lobbyist). Additionally, pursuant to state statute, state Senators and Representatives are required to be invited to regional planning commission meetings where the expenditure of state funds are discussed. The executive directors contract with an outside firm to conduct lobbying efforts. The firm also manages the association and provides administrative support.

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Missouri Regions Partner with University's GIS Service

The Missouri Association of Councils of Government established a partnership with the University of Missouri-Columbia's spatial data information service to help build and enhance regional GIS capabilities, including contributions to *The National Map*. The project is funded through a US Geological Services grant.

The state association and the state emergency management agency were also awarded with a "2004 Excellence in Planning Award" for their work on hazard mitigation planning. Presented by the Missouri Chapter of the American Planning Association, the project was selected for its challenge of scope, statewide applicability, and the public participation utilized throughout the process.

Montana

ORGANIZATIONAL STRUCTURE: Representatives of the state’s regional development organizations do not currently have their own association. Instead, representatives of the EDA-designated economic development districts participate in the Montana Economic Developers Association, an individual-based membership organization of economic developers. Approximately 200-250 individuals from regional development organizations, economic development offices, government agencies and private businesses are members. There is one paid staff person. The association has legislative and public policy, executive, nominating, audit and scholarship committees. Ad-hoc committees can be established as well.

GOVERNING STRUCTURE: There are approximately 22 members on the board of directors. Nine are elected as permanent members to add stability to board operations. Two of the positions are reserved business sector representatives and one member must come from the Native American community. An emphasis is placed on having economic development practitioners on the board, even if that ratio is not as pronounced in the general membership.

Representatives of the state’s regional development organizations do not currently have their own association. Instead, representatives of the EDA economic development districts participate in the Montana Economic Developers Association, an individual-based membership organization of economic developers.

STATE ASSOCIATION FINANCING: Each member pays annual dues of \$100.

STATE GRANTS AND PROJECTS: The association has contracted with the Montana Department of Commerce to organize community resource assessments in communities across the state. Teams of resource experts conduct listening sessions in communities to determine the community’s strengths and deficiencies and develop a list of projects to complete in future years.

ADVOCACY AND OUTREACH EFFORTS: Association members conduct outreach to federal and state elected officials. There is a strong communications effort to let members know when they need to con-

tact their elected officials or volunteer to testify in state hearings. For the past two years, an economic development liaison has provided members with hands-on technical assistance with the federal appropriations process and general legislative assistance. The position is currently vacant.

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Nebraska

ORGANIZATIONAL STRUCTURE: The Nebraska Regional Officials Commission was revived last year after ceasing operations for several years. The executive directors are encouraging increased involvement from their elected officials and they are trying to rebuild relationships with state agencies.

GOVERNING STRUCTURE: The state association's board is comprised of elected officials from each member organization.

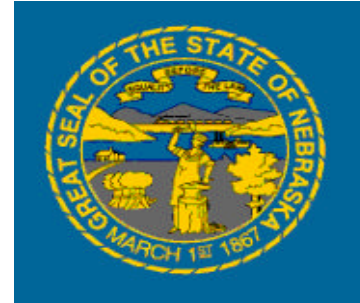
STATE ASSOCIATION FINANCING: The state association has not collected dues for many years. They do not have a budget.

STATE GRANTS AND PROJECTS: No state grants or projects are currently administered by the state association.

ADVOCACY AND OUTREACH EFFORTS: The state association does not currently conduct any advocacy efforts. The association was previously aggressive in their advocacy and outreach efforts.

CONTACT INFORMATION:

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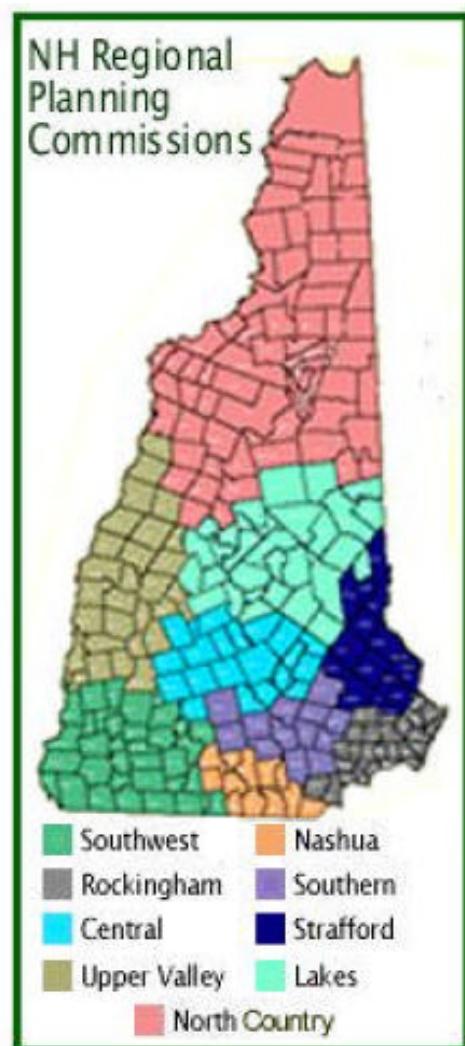


New Hampshire

ORGANIZATIONAL STRUCTURE: The New Hampshire Association of Regional Planning Commissions was established to provide input to the state legislature on planning legislation. After a hiatus in the 1990s, the association reorganized three years ago. The association consists of the state's nine regional development organizations, known in the state as regional planning commissions. There is no paid staff, but several executive directors coordinate association activities at the direction of the board. There are no standing committees.

“The board members have an active role in advocacy. They monitor and track legislation pending in the state legislature, decide their position on the legislation and then testify as a group on the issue.”

GOVERNING STRUCTURE: The nine members appoint one or two of their policy board members to the state board of directors. The executive directors also serve on the board.



STATE ASSOCIATION FINANCING: Each member organization pays \$300 per year. The association is discussing a proposal to raise annual dues to \$2,000 to support a part-time government relations consultant.

STATE GRANTS AND PROJECTS: No state grants or projects are administered.

ADVOCACY AND OUTREACH EFFORTS: The board members have an active role in advocacy. They monitor and track legislation pending in the state legislature, decide their position on the legislation and then testify as a group on the issue.

The state association focuses on a broad range of issues, including state funding for planning and technical assistance, metropolitan and rural transportation planning, community and economic development, all-hazards mitigation planning, and GIS services and initiatives. The group also works on environmental planning, land use planning, and solid waste management and technical assistance.

CONTACT INFORMATION:

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New Mexico

ORGANIZATIONAL STRUCTURE: The New Mexico Association of Regional Councils is a formally organized state association with established bylaws. The association includes the state's seven regional development organizations, known as councils of government. There is no paid professional staff for the state association, but staff support rotates among the regional councils and is based on who is serving as the current board chair. Committees are formed on an as-needed basis.

GOVERNING STRUCTURE: Policy members and the executive directors of each regional council serve on the state board. The board conducts periodic meetings.

STATE ASSOCIATION FINANCING: Each region pays between \$300-\$400 annually. There is an occasional charge for training and professional development workshops.

STATE GRANTS AND PROJECTS: No state grants or projects are currently administered by the state association.

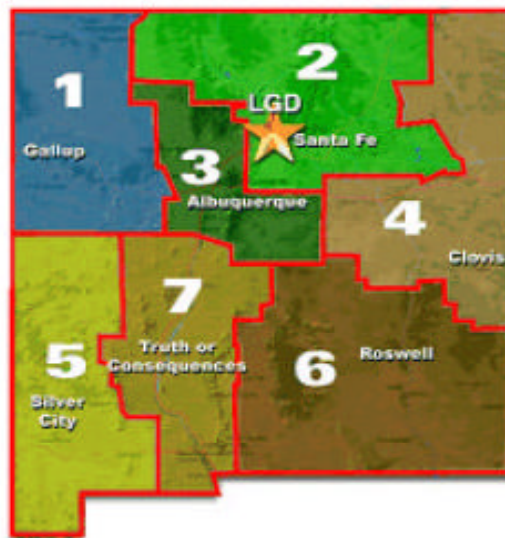
ADVOCACY AND OUTREACH EFFORTS: The organization develops statewide association priorities. Executive directors and policy members try to coordinate their advocacy efforts through the statewide association, however most outreach activities with state elected officials and the governor's office is performed individually by each region.

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Region Councils Assist Local Governments with Infrastructure Enhancements

The regional councils of government in New Mexico are actively involved in assisting local governments with their legislative outreach and planning. The regional councils assist local governments in the preparation of a five-year infrastructure capital improvement plan, updated annually, and also assist with the preparation of specific legislative requests each year. This valuable service provides extra staff assistance to many local governments that lack the resources or expertise to undertake

these endeavors. The regions also participated in the "capital outlay reform" movement, as spearheaded by the office of Governor Bill Richardson. Among the changes currently receiving strong support is the emphasis on sound planning as the basis for state investments in capital projects.



New York

ORGANIZATIONAL STRUCTURE: The New York State Association of Regional Councils is a formally organized association with established bylaws. The association does not have paid staff or office space and the home council of the board chair handles administrative duties. The association designates individual regional councils to take on administrative responsibilities for contracted program areas requiring statewide coordination such as the regional water quality planning program contract with New York State.

GOVERNING STRUCTURE: Policy board members from each regional council and the executive director of each regional council serve on the board. The chair and vice chair are policy board members, while the treasurer may be a policy board member or an executive director. The state association's secretary is the executive director of the same agency as the chair.

STATE ASSOCIATION

FINANCING: The state association assesses and collects \$750 per year from each of the ten regions.

STATE GRANTS AND PROJECTS:

The state association does not administer any state grants or projects. However, the association designates one regional council as the lead contact for a particular statewide project. The lead agency typically receives additional financial support to coordinate the grant project.

ADVOCACY AND OUTREACH

EFFORTS: The executive directors collectively and individually are involved with outreach and advocacy efforts primarily with state and federal agencies and elected officials. In the past, the association has used government relations firms for state-level advocacy.

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New York Regions Help Promote the Census

As a state with very modest population growth, New York officials wanted to make sure all citizens were counted in the 2000 census. To achieve this goal, state officials created a Complete Count Committee for New York State to emphasize the importance of the decennial census. The New York Association of Regional Council played a key role in promoting the census to local stakeholders and constituents.

With financial support from the state, the association and its members created regional committees to encourage census participation. These committees assisted local governments with forming local committees and staffing of Questionnaire Assistance Centers. They also acted as liaisons between local committees and state and federal officials. The success of this program has inspired the association to consider ways to become involved with the 2010 census. They are considering a plan to expand their efforts into street-level mapping to ensure that all new residential streets are properly recognized on census maps.

Statewide Water Resources Program

Since 1988, the members of the state association have worked together to coordinate and implement regional water quality planning initiatives. This includes the establishment of the NYSARC's statewide water resources management program. For more details, visit the program's Web site at www.cnyrpd.org/nysarcwater/.

North Carolina

ORGANIZATIONAL STRUCTURE: The North Carolina Association of Regional Council Directors is a formal organization consisting of the 17 executive directors of the state’s regional development organizations, known as regional councils of government in the state. The group has established bylaws. The association recently hired a paid full-time regional associate to coordinate activities. The association has several committees, including: executive, transportation, economic and community development, human services, and environment.



GOVERNING STRUCTURE: The executive directors of the regional councils are the members of the association. They elect officers annually and meet six times each year.

STATE ASSOCIATION FINANCING: Each member organization pays \$3500 per year. Additional revenue is generated from training conferences and professional development workshops.

STATE GRANTS AND PROJECTS: The association occasionally seeks service contracts with the state. The association has contracted with the North Carolina Rural Economic Development Center to provide outreach meetings for the center through each of its member regional councils.

ADVOCACY AND OUTREACH EFFORTS: The association conducts outreach efforts through the state’s League of Municipalities and Association of County Commissioners. The association’s regional associate is headquartered with these organizations. The state association adopts its own state priorities and provides it to a joint forum of the state associations of municipalities and county commissioners. The members of the association also meet regularly with state agency and legislative officials. The association works on a broad range of issues, including state funding for regional planning and technical assistance, state funds for aging programs and services, and metropolitan and rural transportation planning. In addition, the group has interests in, and works on, issues such as all-hazards mitigation planning, regional water quality planning, and homeland security planning and coordination.

The association conducts outreach efforts through the state’s League of Municipalities and Association of County Commissioners. The association’s regional associate is headquartered with these organizations.

CONTACT INFORMATION:

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ncregions@mindspring.com
www.ncregions.org

North Dakota

ORGANIZATIONAL STRUCTURE: The North Dakota Association of Regional Councils is a formally organized state association of regional councils of government with a constitution and bylaws. The executive directors volunteer their time and there is no paid professional staff.

GOVERNING STRUCTURE: The board of directors consists of the executive directors of the state's eight regional development organizations, known as regional councils of government in the state. The elected officers of the board serve for one year. The executive directors meet regularly.

STATE ASSOCIATION FINANCING: Annual dues for the state association are approximately \$100 for each regional organization. Additional assessments are levied as needed.

STATE GRANTS AND PROJECTS: There are currently no state grants or projects administered.

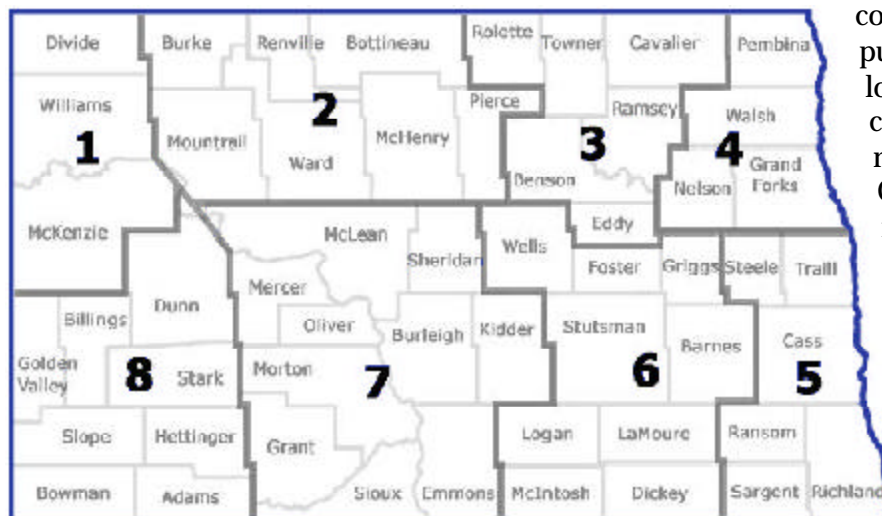
ADVOCACY EFFORTS: The executive directors conduct outreach efforts as a group.

CONTACT INFORMATION:

Richard Anderson, Executive Director
North Central Planning Council
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Regions Help Prioritize State CDBG Projects

In the 1990s, the North Dakota Association of Regional Councils worked with the governor's office to bring the responsibility of distribution of approximately \$2.8 million in CDBG funds to the state's regional councils of government. Understanding



that the regional councils have a better pulse of what is needed locally, the councils were charged with setting up review committees for CDBG applications and making recommendations to the state for final decisions. State officials generally follow the councils' recommendations after ensuring that the programs fit federal guidelines.

Ohio

ORGANIZATIONAL STRUCTURE: The Ohio Association of Regional Councils is formally organized with established bylaws. Twenty-one organizations are members of the Ohio Association of Regional Councils. These organizations include metropolitan planning organizations (MPOs), regional councils of government, and economic development districts. There is no paid professional staff. The Mid-Ohio Regional Planning Commission, located in the state capital region, coordinates the activities of the state association. MPOs participate in the state association's transportation committee.

GOVERNING STRUCTURE: The executive directors of each member organization serve as the board and each member has one vote. Meetings are held at Mid-Ohio Regional Planning Commission on a quarterly basis.

STATE ASSOCIATION FINANCING: Each member organization pays dues based on the size of their organization. Small organizations pay \$100, mid-size organizations pay \$200 and large organizations pay \$300. Dues allow the association to cover administrative costs and meetings.

STATE GRANTS AND PROJECTS: No state grants or projects are currently administered by the state association.

ADVOCACY AND OUTREACH EFFORTS: All executive directors conduct advocacy efforts for the state association. The Mid-Ohio Regional Planning Commission's executive director handles day-to-day advocacy efforts. The association has a legislative representative at the state house.

CONTACT INFORMATION:

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Mid-Ohio Regional Planning Commission
285 E. Main Street
Columbus, OH 43215-5272
614.233.4101
whabig@morpc.org

Twenty-one organizations are members of the Ohio Association of Regional Councils. These organizations include metropolitan planning organizations (MPO), regional councils of government, and economic development districts.

Oklahoma

ORGANIZATIONAL STRUCTURE: The Oklahoma Association of Regional Councils is a formally organized association with established bylaws. The association has physical office space with a paid full-time executive director and an executive assistant. The state organization serves all interests and programs of the regions, such as aging, rural fire, GIS, and planners. Committees are named as needed. Monthly meetings are held at the state capitol while the legislature is in session. Eleven regional development organizations make up the state association.

GOVERNING STRUCTURE: The board of directors consists of one policy board member from each region. The board meets at least two times per year and works with the executive directors on federal and state issues. The executive directors meet monthly.

STATE ASSOCIATION

FINANCING: Each member organization pays annual dues of \$3000. Region's with aging programs pay an additional \$12,000 per year for staff support from the state association.

STATE GRANTS:
GIS coordination.

ADVOCACY AND OUTREACH

EFFORTS: The state association's executive director conducts outreach efforts for the association but is not a registered lobbyist. The General Assembly members also conduct outreach efforts for the association.

CONTACT INFORMATION:

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Executive Director
Oklahoma Association of
Regional Councils
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Oklahoma City, OK 73105
405.521.8444
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Region's Develop Improvement Plans

In 1992, the state of Oklahoma passed a statute requiring all communities to create a five-year capital improvement plan to determine the localities greatest needs for directing investments. Communities that qualified for CDBG funding contracted with the regions to create their plans. The early plans created in 1996 were not digitized, so the Department of Commerce provided \$500,000 to the Oklahoma Association of Regional Councils in the 2001 budget to match the \$500,000 CDBG funds in order to update existing plans using the latest GIS technology. The association divides the funding between the 11 regions so that they can create plans for approximately 65 percent of Oklahoma communities. Each regional council has one to three geotechs that contract with the state association's executive director to create progress reports for the Department of Commerce.

Ensuring Fire Protection for Residents

The regional development organizations in Oklahoma have ensured local residents have swift and reliable fire protection, even in the most rural areas. In an effort to lower fire insurance rates in rural areas and have a consistent level of fire protection across the state, each region distributes state fire funds among local fire departments in their service areas. Revolving funds have been established for truck, hydrant and equipment purchases. A multi-million dollar fund was also established for rural fire coordinators to distribute funds to rural fire departments for operations of communities 10,000 population or less. The state has an 80-20 matching grant program for equipment and building needs, and each of the 11 member councils receive state funds to support a rural fire coordinator position.

Oregon

ORGANIZATIONAL STRUCTURE: The Oregon Association of Economic Development Districts is an informally organized network of the state's nine economic development districts. There are no bylaws and no governing board.

GOVERNING STRUCTURE: Individual executive directors and their economic development staff meet two to three times per year. The members occasionally form training committees. For example, a subgroup of districts was formed to work on cluster development in land use planning. The group organizes occasionally around a legislative issue. The members of the association communicate regularly via an email listserv.

STATE ASSOCIATION FINANCING: There is no formal budget and no dues are collected. All members of the network contribute funds to the organization if they decide to conduct an activity jointly.

STATE GRANTS AND PROJECTS: No state grants or projects are currently administered by the state association.

ADVOCACY AND OUTREACH EFFORTS: The network conducts mostly educational activities with federal and state officials.

CONTACT INFORMATION:
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Columbia-Pacific Economic
Development District
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St. Helens, Oregon 97051
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mbmcarthur@att.net

Developing a Relationship with Elected Officials

While the Association of Development Districts in Oregon is an informal network of economic development district executive directors, there is a concerted effort to make sure that all executive directors and economic development planners have strong individual relationships with their federal and state elected officials.

This is particularly true with nationally elected office holders and their staff, both in the district and Washington, DC offices. Executive directors have invited staff from congressional offices to statewide briefings and meetings on economic development. While not all executive directors are able to travel to the nation's capital to meet with their elected officials, all have developed relationships with staff in district offices. The strength of these relationships reap many benefits for the economic development districts.

Statewide Marketing of Regional Lending Programs

Working as a statewide network, members of the Oregon state association have developed a brochure to market their comprehensive portfolios of small business development finance loan programs. The resource brochure provides a brief description of each loan fund program, along with a descriptive map of the state and contact listing for each organization.

Pennsylvania

ORGANIZATIONAL STRUCTURE: The Local Development District Association of Pennsylvania is a formal organization whose membership consists of the state's seven regional development organizations, known as local development districts. The association has established bylaws. The executive directors volunteer their time to coordinate state association activities, and committees are formed as needed.

International Trade, Business Development & IT Top PA Regions Agenda

The regional development organizations in Pennsylvania have benefitted greatly by marketing and promoting themselves as a statewide network. Through an enterprise development initiative, the regions are enhancing international trade opportunities for local businesses, helping businesses tap into government procurement services, providing access to business capital, and promoting electronic commerce.

The regional development organizations in the state have been identified as the **lead export service providers** for 52 of the Pennsylvania's counties for more than a decade. Each region has developed a highly technical, export assistance program in order to provide a wide range of export services to small and medium size companies. On average, each region's export staff provides assistance to 30 to 50 business clients each month.

Each region has developed a **procurement technical assistance center** to help small and medium size businesses within their regions compete for federal, state and local government procurement services. The regions help research potential opportunities, assist in preparation of forms and bids, provide one-on-one counseling, and catalog resources and information.

The state association and its members are also involved in bringing **information technology and related services** to local governments in the Appalachian portion of the state. The effort is bringing much needed computer hardware and training to local governments.

GOVERNING STRUCTURE: The executive directors of the member organizations form the association's board. They meet monthly in the state capitol. Various federal and state officials typically attend the meetings.

STATE ASSOCIATION FINANCING: Each member organization pays \$11,500 in annual dues.

STATE GRANTS AND PROJECTS: The association applies for grants and runs programs that are needed statewide, such as broadband access and telecommunications. The group has also administered water quality planning and rural transportation grants.

ADVOCACY AND OUTREACH EFFORTS: The executive directors conduct outreach to elected officials with advisement from a political advocacy firm. The executive directors have contracted with the firm to conduct advocacy and outreach efforts on the association's behalf.

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www.paldd.org

South Carolina

ORGANIZATIONAL STRUCTURE: The South Carolina Association of Regional Councils is a formally organized association with established bylaws. There is no paid staff, however the association contracts with a meeting planner, and the executive director from the region of the state association's president handles administrative duties for the association. The association has marketing and nominating committees.

GOVERNING STRUCTURE: The president is a board member from one of the member councils and is often an elected official, although that is not a requirement. Three board members from each member council serve on the association's board, and they meet quarterly. The executive directors are not board members, but they have a Council of Government Director's group that meets monthly and serves as an advisory committee to the board.

STATE ASSOCIATION FINANCING: Members pay the same dues which vary annually based on the needs of the association. The current dues are \$400 per region. The association also holds an annual training conference for local elected officials and board members.

STATE PROJECTS: The association does not administer state grants or projects. However, regional councils occasionally receive grants that indirectly benefit the state association, such as funding for a state conference.

ADVOCACY EFFORTS: The executive directors conduct advocacy efforts on an individual basis. Eight of the ten councils have state legislators on their boards. The current chair of the state association is a state legislator.

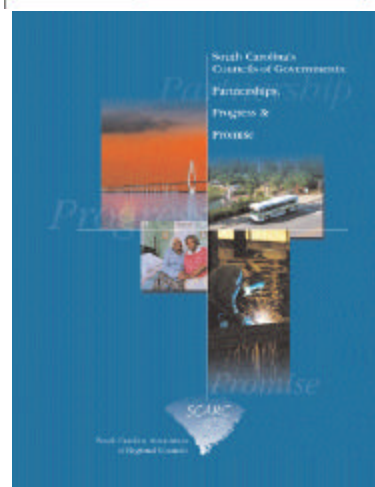
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www.sccogs.org

Partnerships, Progress & Promises

In an effort to promote the activities and programs of its member councils, the South Carolina Association of Regional Councils produced a special report highlighting the impact and work of all 10 councils of governments in the state. *South Carolina's Councils of Governments: Partnerships, Progress & Promise* is an effective marketing tool for councils of governments to share with their constituents and community decision-makers. In addition to profiling an activity of each council, the brochure provides a history of councils of governments in South Carolina and showcases partnerships with state and local agencies.

SOUTH CAROLINA ASSOCIATION OF REGIONAL COUNCILS
CAROLINA REGIONS

DEATH REGION	FEATURE	PAGES
Beaufort	Beaufort County	page 1
Charleston	Charleston County	page 2
Central	Central Region	page 3
Georgetown	Georgetown County	page 4
Lowcountry	Lowcountry Region	page 5
Midlands	Midlands Region	page 6
North	North Region	page 7
Palmetto	Palmetto Region	page 8
Rock Hill	Rock Hill Region	page 9
Upstate	Upstate Region	page 10



South Dakota

ORGANIZATIONAL STRUCTURE: The network of regional development organizations in South Dakota, known as councils of government, work as an informal group. The group does not have a formal state association or bylaws. They have an informal network of executive directors that meet as needed, but do not hold regularly scheduled meetings.

STATE ASSOCIATION FINANCING: There are no annual dues for the network.

ADVOCACY AND OUTREACH EFFORTS: The councils of government have no formal advocacy and outreach efforts. However, the executive directors try to come together as a group before they address state elected officials. They either meet with elected officials as a group or one director represents the entire group.

CONTACT INFORMATION:

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New NADO Publications

GIS Technology: Enhancing Regional Planning and Development. A new special report describing the final results and outcomes of the NADO Research Foundation's Regional GIS Advancement Scholarship program.

eForum Results: The Pulse of Small Town and Rural America. This special report features the viewpoints, opinions and thinking of regional and local leaders from America's heartland. The insights into current federal policies and programs were gathered during an interactive polling session at NADO's 2004 annual training conference.

2004 Rural Transportation Survey Findings. This report provides an in-depth look at the various processes used by state transportation officials to consult with local officials and regional development organizations on rural transportation planning and investment issues.

Federal-State Regional Commissions: Regional Approaches to Local Economic Development. This groundbreaking report has been called "the leading resource" on the emergence and status of federal-state regional commissions, such as the Appalachian Regional Commission, Delta Regional Authority and others.

———— VISIT WWW.NADO.ORG ————
TO DOWNLOAD OR ORDER ASSOCIATION PUBLICATIONS

Tennessee

ORGANIZATIONAL STRUCTURE: The Tennessee Development District Association is a formal organization of the state's nine regional development organizations, known as development districts in the state. The state association is housed with the secretary/treasurer's development district, who also serves as a liaison to promote the organization. The association has an executive committee, which consists of the elected officers of the state association.

GOVERNING STRUCTURE: The governing board is comprised of officers of the member development districts, who are elected county mayors, and the executive directors of each development district.

STATE ASSOCIATION FINANCING: Each member district pays \$2000 per year. Funds are also generated from an annual training conference.

STATE GRANTS AND PROJECTS: No state grants are currently administered by the association.

ADVOCACY AND OUTREACH EFFORTS: All the officers and executive directors of the association perform advocacy work when they have a particular experience or interest in an issue. In addition, the state association hired a professional lobbyist in the last two years. The lobbyist, a former member of the state legislature, was initially hired to handle a specific issue, but the group decided to expand the scope of work to include a broader range of issues.

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Regions Recognize Support of State Elected Officials

Each year at their annual conference, the Tennessee Development District Association holds a "Legislator of the Year" luncheon

to recognize supportive state elected officials from each region of the state. The luncheon offers a great opportunity to present awards and to show appreciation to all state elected officials for their support of the state's development districts. The luncheon is planned around the legislative session and a top elected official is

often the keynote speaker. This is a well-attended luncheon and a tremendous opportunity for development district officials to interact with their state representatives.

The luncheon offers a great opportunity to present awards and to show appreciation to all state elected officials for their support of the state's development districts.

Texas

ORGANIZATIONAL STRUCTURE: The Texas Association of Regional Councils is a formal organization of the state's 24 regional development organizations, known as council of governments in the state. The association contracts with a management firm for executive leadership. In January 2005, the state association began a process of building internal staff capacity for the state association. These positions are funded through state grants, and the management firm will manage this staff.

Texas Institutes Regional Approach to Homeland Security

Since the spring of 2002, the Texas Association of Regional Councils and its member councils of governments have played key roles in the preparation and implementation of Texas' homeland security initiatives. The state funds each regional councils to prepare and



implement regional homeland security strategies on an ongoing basis and to provide assistance to local governments as they implement components of the regional plans. Nearly \$115.8 million in federal homeland security funds were granted in 2004 in accordance with regional strategies and priorities developed by professional and elected leaders of Texas' 24 councils of governments. The state association and member council staff were involved throughout the process of developing Governor Rick Perry's "Texas Homeland Security Strategies."

The association contracts with a management firm for executive leadership. In January 2005, the state association began a process of building internal staff capacity for the state association. These positions are funded through state grants, and the management firm will manage this staff.

GOVERNING

STRUCTURE: One elected official from each of the member region serves on the association's board.

The executive director of each region may represent the elected official. The board of directors serve on advisory committees for economic development, criminal justice, homeland security, transportation and aging.

STATE ASSOCIATION FINANCING: Annual dues are calculated using a formula of a base amount for each region, plus an another allocation based on the region's percentage of the state population. The base amount for dues is \$5,791, and the minimum dues is \$6,400. In 2005, the highest dues for an individual region is \$41,400. Additional revenue is generated from an annual conference and professional development training. The region may also pay extra fees for services.

STATE GRANTS AND PROJECTS: Homeland security and criminal justice grants.

ADVOCACY AND OUTREACH EFFORTS: The members of the state association recently formed a separate entity, the Center for Texas Regionalism, to serve as the advocacy arm of TARC. The Center has hired an outside government relations firm to assist the regional councils with state-level advocacy. Councils of government that want to use the service can share the costs.

CONTACT INFORMATION:

Jim Ray, Executive Director • TARC • 1305 San Antonio Street • Austin, TX 78701
512.478.4715 • jray@txregionalcouncil.org • www.txregionalcouncil.org

Vermont

ORGANIZATIONAL STRUCTURE: The Vermont Association of Regional Planning and Development Agencies is a formal organization of the state's 12 regional development organizations, known in the state as regional planning and development agencies. There are currently eleven members, including the MPO in Burlington, and the association has no paid professional staff. The chairs of the executive director's committee and legislative committee receive a small stipend. There is an executive director's and education committee.

GOVERNING STRUCTURE:

The executive director and one policy person from the board of each member organization serves on the state association board. The executive directors also sit on an executive directors' subcommittee.

STATE ASSOCIATION

FINANCING: Each member organization pays an average of \$2100 per year.

STATE GRANTS AND

PROJECTS: No state grants are currently administered by the state association.

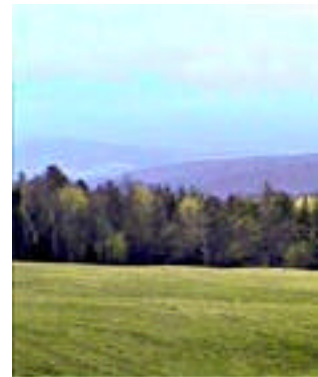
ADVOCACY AND OUTREACH EFFORTS: On most occasions, one executive director will represent all member organizations and provide testimony to state elected officials. The executive director that chairs the Legislative committee usually handles this responsibility. The state association contracts with an outside government relations firm. This firm does not provide any direct testimony on behalf of the state association.

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Vermont Regions Recognized for Emergency Management Efforts

The Vermont Association of Planning and Development Agencies and its member planning commissions received the 2002 Vermont Emergency Manager of the Year award in recognition of their outstanding work with new homeland security requirements after September 11, 2001. Since most states in New England have many small towns and a weak form of county government, regional planning commissions are ideally suited to provide critical regional links between towns, state and federal offices.



The **UTAH ASSOCIATIONS OF GOVERNMENT** do not have a formal state association, but the executive directors meet on a regular basis in Salt Lake City. The executive directors choose a chair each year to serve as the spokesperson for all of the regions. The chair testifies at state hearings and is the point of contact for state agencies when they would like to engage the regional councils in projects. Each region provides \$500 to the chair to cover travel and other administrative expenses. The state homeland security department recently contracted with the regional councils to write over 1000 all-hazard mitigation plans for Utah's counties and communities.

Virginia

ORGANIZATIONAL STRUCTURE: The Virginia Association of Planning District Commissions was chartered in 1986. The association includes the state's 21 regional development organizations, known as planning district commissions and regional commissions in the state. The group recently hired an association management firm, Association Builders, to provide professional staff support for the state association. The association has standing committees on coastal plains management, technology (including GIS) and transportation planning.

Virginia Regions Host State GIS Conference

Virginia's Planning District Commissions and Regional Commissions are among the leaders in the state in using GIS technology. Each regional organization serves as the Affiliate State Data Center for its region. In such capacity, GIS applications play an integral part in aiding the regions as they fulfill their state information obligation. The Virginia state association also organizes the annual Virginia GIS conference, a statewide clearinghouse of presentations, demonstrations, and information on current and future GIS trends and applications.

Virginia's planning district commissions are among the leaders in the state in using GIS technology.

GOVERNING STRUCTURE: The president and 1st vice president of the association are representatives from the planning districts and the 2nd vice president is always an executive director. The 2nd vice president directs programs for the association and chairs the directors meeting. The full board has two annual meetings: a winter meeting with a general session and an annual conference. The executive directors meet sporadically.

STATE ASSOCIATION FINANCING: Each member organization pays annual dues of \$1500 but those districts with populations over 500,000 pay an additional assessment. The association hosts a statewide GIS conference that generates \$8000-\$12000 in revenue per conference from approximately 450-475 attendees.

STATE GRANTS AND PROJECTS: The association does not currently administer any grants or projects.

ADVOCACY AND OUTREACH EFFORTS: The executive directors conduct outreach efforts for the association. The association recently hired a government relations firm

for the 2005 legislative session. There will be further discussions in the forthcoming months about utilizing the firm's representation on a permanent basis.

CONTACT INFORMATION:

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757.412.2664
vapdc@cox.net • www.vapdc.org

Washington

ORGANIZATIONAL STRUCTURE: The Regional Councils of Washington is a loosely established network of executive directors. There are established bylaws for the association. The executive directors meet annually at the Western Councils of Government Conference.

STATE ASSOCIATION FINANCING: There is no budget for the network.

STATE GRANTS AND PROJECTS: The councils are working with the state Department of Transportation and state legislators on regional transportation issues. A number of the councils are lending support to a West Coast Corridor Coalition for transportation in Washington, Oregon and California.

ADVOCACY AND OUTREACH EFFORTS: The Directors do not conduct advocacy on a state-wide coordinated basis.

West Virginia

ORGANIZATIONAL STRUCTURE: The West Virginia Association of Regional Planning and Development Councils was incorporated twelve years ago with established bylaws, but it is a loosely formed organization with eleven regional development organizations as members. The association is supported by staff from member organizations. The Mid-Ohio Valley Regional Council currently coordinates state association activities. Committees are formed on an as-needed basis, and committee members are generally selected based on expertise and contacts on the issue.

GOVERNING STRUCTURE: Executive directors and board members of each member council meet one or two times per year. Association decisions are generally made by consensus.

STATE ASSOCIATION FINANCING: Member organizations pay dues based on the fiscal capacity of their agency. Three members pay \$1000 per year, five pay \$800 each year and three pay \$600 per year. These amounts vary and depend on the needs of the association. For example, dues were slightly higher when the association launched a public relations campaign.

STATE GRANTS AND PROJECTS: The association does not currently administer any grants.

ADVOCACY AND OUTREACH EFFORTS: The executive directors conduct advocacy efforts with the advice and assistance of an outside government relations firm. The executive directors conduct the outreach efforts, but the elected officials are familiar with the association's representative.

CONTACT INFORMATION:

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Mid-Ohio Valley Regional Council
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304.422.4993
jim.mylott@movrc.org

Wisconsin

ORGANIZATIONAL STRUCTURE: The Association of Wisconsin Regional Planning Commissions is formally organized with bylaws. Eight regional development organizations, known in the state as regional planning commission, are members. There is no paid professional staff for the state association. Coordination of state activities rotates among executive directors of member organizations. The association contracts with a law firm for consulting services. The association has an executive director's committee and provisions for committees on an as needed basis.

GOVERNING STRUCTURE:

The association's board of directors consists of one commissioner (elected official) and the executive director from each region. Each individual has voting rights on state association decisions. The board meets periodically, but the executive directors of the regions meet on a regular basis.

STATE ASSOCIATION FINANCING: Each regional planning commission pays a flat fee of \$1000 to the state association.

STATE GRANTS AND PROJECTS: No grants are currently administered by the association.

ADVOCACY AND OUTREACH EFFORTS: The state association undertakes two advocacy approaches. Each executive director conducts outreach to their local elected officials. Additionally, the state association identifies issues of importance and invites key staff members from the state legislature to the state association meetings. The state association does not currently contract with an outside government relations firm. In the past, however, the paid consultant was a registered lobbyist and coordinated the state association lobbying efforts. A lobbyist has been hired on a case-by-case basis for specific initiatives deemed critical by the state association.

CONTACT INFORMATION:

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Resource Guide to All Hazards Mitigation Planning



The Association of Wisconsin Regional Planning Commissions has prepared a *Resource Guide to All Hazards Mitigation Planning in Wisconsin* with funding provided by FEMA and the state. The 20+-page guide was developed in response to the passage of the Disaster Mitigation Act of 2000 and is the definitive guide to an increasingly important service provided by agencies across the country. Wisconsin regional planning commissions have taken the lead on coordinating disaster mitigation activities and have alleviated a large burden on local and tribal governments.

Multi-State / Regional Coalitions of RDOs

ASSOCIATION OF DELTA DEVELOPMENT DISTRICTS (ADDD)

The Association of Delta Development Districts (ADDD) is a regional membership organization, managed by NADO, of the 44 regional development organizations designated as local development districts by the Delta Regional Authority. The ADDD gives a collective voice to the local development districts in the eight-state Delta region of Arkansas, Alabama, Illinois, Kentucky, Louisiana, Mississippi, Missouri, and Tennessee. The association undertakes activities to promote the growth of the districts, such as providing a forum for the exchange of information and educating federal and state officials about the role of local development districts in the programs and operations of the Delta Regional Authority. (Contact: Amy Linehan of NADO, 202.624.7806)

DEVELOPMENT DISTRICT ASSOCIATION OF APPALACHIA (DDAA)

The Development District Association of Appalachia (DDAA) is an organization of the 72 regional development organizations designated as local development districts by the Appalachian Regional Commission (ARC). Serving parts of a 13-state region, the DDAA's mission is to serve its members and support the ARC by promoting communication, increasing quality service, communicating and advocating a vision for the Appalachian region, and developing organizational resources



to strengthen the local development districts and the region. The association also provides leadership in support of a working partnership among the federal, state and local governments within the region. The group provides

extensive professional development programs, including an annual training conference in northern Virginia each year, to strengthen the capacity of its members. Training events have included satellite and hands-on workshops covering rural transportation planning and development, fundraising and private foundations, regional applications of GIS technology, understanding indirect cost plans, and succession planning for executive directors. For more information, visit the DDAA Web site at www.ddaa.org.

NEW ENGLAND ASSOCIATION OF REGIONAL COUNCILS (NEARC)



The New England Association of Regional Councils works to increase the effectiveness of the 60 regional councils of government throughout New England (Connecticut, Maine, Massachusetts, New Hampshire, Rhode Island and Vermont). NEARC provides services to member councils that help them build the capacity of their organization, and provides a forum for discussion amongst members and an opportunity to coordinate programs among and between members. It also offers training and educational programs to the public, government agencies and public and private organizations. For more details, visit the NEARC Web site at www.nearc.org.

SOUTH EAST REGIONAL DEVELOPMENT INSTITUTE (SERDI)

The SouthEast Regional Development Institute (SERDI) is a voluntary professional development organization for executive directors of regional development organizations and regional councils of government in the ten-state southeast region of the country. SERDI provides information, training, technical assistance, and strategic planning assistance and consulting to executive directors in Alabama, Arkansas, Florida, Georgia, Kentucky, Mississippi, North Carolina, South Carolina, Tennessee, and Virginia. In conjunction with faculty from the Community and Regional Development Division of the Carl Vinson Institute of Government at the University of Georgia, SERDI conducts an annual peer learning conference and training institute. The group has an interactive email list serve for information sharing and peer networking. In addition, the SERDI staff are available to provide in-depth, on-site assessments of the organizational capacity of individual regional councils. The staff also offer facilitation and strategic planning services to member organizations. Visit www.cviog.uga.edu/programs/serdi.html for more details.



SOUTHWEST REGION EXECUTIVE DIRECTORS ASSOCIATION

The Southwest Region Executive Directors Association was created in October 2004 to serve as a networking and professional development coalition for the five-state region of Arkansas, Louisiana, New Mexico, Oklahoma and Texas. With staff support from NADO, the voluntary organization of executive directors and senior economic development staff of EDA-designated economic development districts will work to strengthen the capacity of member organizations to serve their local government members. The group will provide a forum for the exchange of information, best practices and ideas, and to educate federal and state officials about the services and programs provided by regional development organizations and economic development districts in the five-state region. The group hosted a professional development training conference in October 2004 and is planning the 2005 fall conference and a series of other training events.

WESTERN COGS CONFERENCE & WEST COAST CORRIDOR COALITION

The West Coast Corridor Coalition is a new organization that grew out of the Western COGs annual conference. The coalition will assist Alaska, Washington, Oregon and California in coordinating transportation systems and lending the West Coast transportation systems a unified voice in transportation funding discussions. The governing body will combine local, state, federal and private interests in coordinating inter-modal, freight and passenger transportation systems in one of the fastest growing border-to-border corridors in the country. A strong emphasis is being placed on transportation issues facing rural regions. Participants hold individual state association meetings during the Western COGs conference along with corridor coalition organizing meetings.



NADO MEMBERSHIP APPLICATION

Members of NADO receive benefits and services essential to operating in today's competitive climate -- effective advocacy initiatives, timely information and publications, targeted research, discounts on training and professional development events, and access to the association's professional staff. Join today to receive the privileges of NADO membership!

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