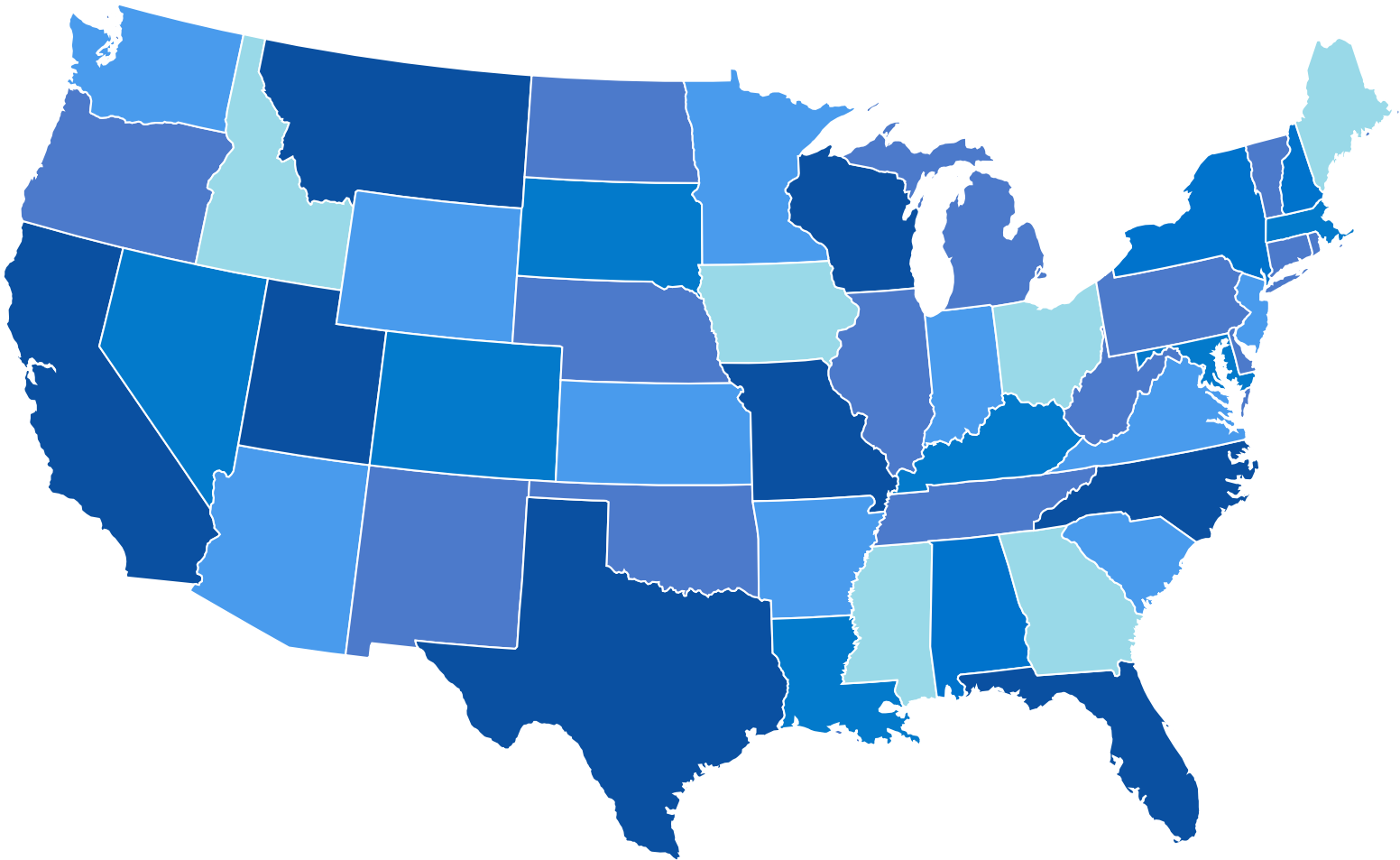


December 2013

Organizational Toolkit for State Associations of Regional Councils



Iowa Association of
Regional Councils

NADO



Table of Contents

Introduction	4
State Associations At-a-Glance	5
General Findings	5
Governance Models	5
State Association Finances	5
Government Advocacy and Outreach	6
Primary Roles of State Associations	6
Organizational Chart	7
State Associations offer Varying Programs and Services	8
Spotlight on Healthy Communities	8
Spotlight on Community and Economic Development	8
Spotlight on Enterprise Development and Entrepreneurial Enhancement	9
Spotlight on Building Partnerships	9
Spotlight on Consistency, Quality, and Accountability	9
Spotlight on Information Sharing	10
Spotlight on Hazard Mitigation	10
Spotlight on Transportation	10
Spotlight on Planning	11
Spotlight on Intergovernmental Cooperation	11
Building and Growing Your State Association: Self-Assessment	12
Self-Assessment Checklists	12
Checklist # 1: State Association Governance	13
Checklist # 2: State Association Process	14
Checklist # 3: State Association Collaboration	15
Checklist # 4: State Association Trust	16
Checklist # 5: State Association SWOT Analysis	17
Checklist # 6: Building Relationships with Federal and State Officials	18
Checklist # 7: Knowledge of Federally Elected Officials	19
Checklist # 8: Engagement of Federally Elected Officials	20
Checklist # 9: Knowledge of State Elected Officials	21
Checklist # 10: Engagement of State Elected Officials	22
Checklist # 11: Building Collaboration among Regional Councils	23
Checklist # 12: Public Relations and Image	24
Checklist # 13: Successful Meetings	25
Checklist # 14: State Association Activities	26
Checklist # 15: Organizational Documents	27

State Association Profiles**31**

Alabama	31	Montana	64
Alaska	33	Nebraska	66
Arizona	34	New Hampshire	67
Arkansas	35	New Mexico	69
California	36	New York	71
Colorado	38	North Carolina	72
Connecticut	39	North Dakota	74
Florida	40	Ohio	75
Georgia	42	Oklahoma	76
Idaho	44	Oregon	78
Illinois	45	Pennsylvania	79
Indiana	46	South Carolina	81
Iowa	47	Tennessee	82
Kansas	49	Texas	84
Kentucky	50	Utah	86
Louisiana	52	Vermont	88
Maine	54	Virginia	90
Maryland	55	Washington	92
Massachusetts	56	West Virginia	93
Michigan	57	Wisconsin	94
Minnesota	59		
Mississippi	60		
Missouri	62		

This report was prepared by NADO for IARC under award # 05-06-05105 from EDA, an agency of the U.S. Department of Commerce (DOC). The statements, findings, conclusions, and recommendations are those of the author and do not necessarily reflect the views of EDA or DOC.

Introduction

With support from the Denver Regional Office of the U.S. Economic Development Administration (EDA), the Iowa Association of Regional Councils (IARC) contracted with the National Association of Development Organizations (NADO) to further study state associations of regional councils (state associations) across the nation.

The goals of the research were:

- > *To identify best and promising practices* for replication by regional councils, including those serving as U.S. Economic Development Administration (EDA) Economic Development Districts (EDDs), contemplating or in the beginning stages of forming a statewide association.
- > *To prepare profiles for each existing state associations* that includes contact information, organizational information, and key characteristics that set the association apart from its peer organizations across the country in terms of capacity, impact, recognition, and other critical factors to overall success.
- > *To compile basic organizational documents and materials* of existing state regional council associations for emerging or languishing state associations to use as models for building, or re-building, for inclusion in the manual.
- > *To create a toolkit* that IARC could use to enhance its effectiveness as a coordinated voice for the state's 17 regional councils, and for regional councils nationwide to use to explore the benefits to creating a state association, and to emerging state associations.

The primary result of this collaboration was a resource toolkit that offers state associations a virtual resource that can be used at any point, whether emerging or existing and expanding. In addition to sharing basic information about state association structure, governance, and funding, the toolkit is intended to illustrate the diversity among state associations in terms of scope of work and purpose.

IARC collaborated with NADO based on NADO's years of research into state associations, and its work to advocate the benefits of regional councils coordinating at the state level. Specifically, the toolkit is intended to share state association roles and responsibilities, identify new sources of funding, outline purpose and function, offer examples of successful state association approaches and projects, and provide organizational documents from other statewide associations. State associations across the nation can use the toolkit as they evolve from loosely organized entities into formal and legal organizations. It can also be used by existing state associations interested in fine-tuning, or merely self-assessing their structures, programs, and strategies.

This toolkit provides many resources for state associations, including a series of "spotlights" about projects and programs undertaken by state associations on behalf of their members, samples of governing documents, job descriptions, profiles of each existing association that includes contact information, overview of state associations across the nation, and key contact information for readers to make direct connections with individual state associations to learn more.

What's in a Name?

Based on their location, regional councils are known as area development districts, association of governments, councils of governments, councils of local governments, economic development associations, economic development councils, economic development corporations, economic development districts, local development districts, planning and development councils, planning and development districts, planning district commissions, regional commissions, regional councils, regional development commissions, regional planning and development councils, and regional planning commissions. This national network of 540 multi-jurisdictional regional planning and development organizations are public-based and play an invaluable role in fostering intergovernmental collaboration among federal, state, and local officials. They deliver and manage various federal and state programs. Throughout this report, they are referred to as regional councils.

State associations require:

- > Significant time and energy commitments.
- > Significant commitments to compromise, dialogue, and honesty with peers.
- > Willingness to pursue new opportunities, hold peers accountable, and share resources with peers.
- > Setting realistic expectations of what the state association can accomplish.

State Associations At-a-Glance

Statewide associations of regional councils of government and regional development organizations have a diverse range of missions, programs, budgets, and organizational structures, these variations can make direct comparisons difficult between organizations. But looking at the variety of state associations shows how each organization has evolved to address the specific conditions and needs of its home state.

General Findings

- > The study found 43 states have some type of state associations with various levels of formality.
- > Delaware, Hawaii, Nevada, New Jersey, Rhode Island, South Dakota, and Wyoming have no known state association.
- > The average number of members for a state association is twelve. Kansas and Maryland are the smallest with five members each and California is the largest with 37 members.
- > Membership in state associations is usually limited to regional councils, but at the [Montana Economic Developers Association](#) any individual employed by an organization engaged in promoting community and economic development in Montana can become a member. The [Illinois Association of Regional Councils](#) has an associate membership category for organizations which have specific interests in planning, management, development, or government.
- > Only 16 state associations have dedicated staff who are either hired directly by the association or secured under contracted with a management firm. State associations that do not have staff are typically managed by one or multiple members.

Governance Models

- > The majority of state associations (36) are formal and (34) have bylaws. Alaska, Arizona, Maine, Maryland, Minnesota, and Utah have informal state associations that do not have corporate documents such as bylaws.
- > Board membership is broken up into four basic categories:
 - only executive directors (18)
 - only policy officials (three)
 - both executive directors and policy officials (11)
 - two separate board entities, one with only executive directors and the other with only policy officials (four)
- > The governing bodies of state associations meet on average about eight times per year.

- > Executive committees tend to meet more often than the full board of directors for a state association.
- > Some form of a monthly meeting is held by nearly half of state associations regularly and many state associations noted they will hold additional meetings when needed.
- > The four primary focuses of governing body meetings are:
 - coordinate and negotiate federal and state contracts
 - share noteworthy practices and organizational problem solving
 - develop a pro-active policy and program agenda
 - brand and market the state associations statewide
- > Many state associations invite guests from nonprofit organizations, state and federal agency officials, and state and federal elected officials to participate and speak at board meetings to help build and maintain strategic partnerships.
- > Standing committees or task forces can be found in 22 (51 percent) state associations and cover a range of topics such as programmatic, operational, and legislative issues. And the majority of associations utilize committees on an "as-needed" bases regardless whether they normally have standing committees or task forces.
- > Common programmatic issues addressed by committees include:
 - transportation
 - technology
 - environment
 - energy
 - public safety
 - emergency management
- > Common operational issues addressed by committees include: budget, nominating, and marketing.

State Association Finances

- > Sixty-five percent of state associations have an annual budget, and the amount ranges considerably:
 - [Oregon Economic Development Districts](#) has the lowest budget at \$6,000
 - [Texas Association of Regional Councils](#) has the largest at \$1.3 million
- > The average budget for a state association is \$192,993.
- > Some state associations reported being too small to have a formal budget.

- > Membership dues are collected by 33 (77 percent) state associations and range from as low as \$100 for the [Montana Economic Developers Association](#) to \$42,000 for the [Texas Association of Regional Councils](#).
- > The average dues amount a regional council pays to its state association is \$4,706.
- > Seventeen (47 percent) state associations have a universal dues structure, meaning each organization pays the same amount of dues.
- > Fifteen (14 percent) state associations have various dues formulas, resulting in different rates based on population, size, budget, or other factors.
- > Administering grants is a revenue source for 12 (28 percent) state associations.
- > Twenty state governments directly give money to state associations; the source of these funds are generally the legislature, the governor's office, a particular agency, or a combination of sources.
- > Nineteen (44 percent) state associations get funding from other sources, most notably conferences and training.
- > Out of the total 43 state associations, 14 (33 percent) do some type of training, hold a conference(s), or both.

Government Advocacy and Outreach

- > The advocacy activities of state associations vary greatly, with 10 (23 percent) having no formal contact with state government officials in contrast to 15 (35 percent) having a paid lobbyist who represents their interests at the state level.
- > Other state associations have various formal and informal relationships that include meeting with legislative committees or representatives, the governor's office, and officials from state agencies.
- > In addition to state level government, 21 (49 percent) have some level of contact with federal agencies, either in their field or Washington, D.C. offices.
- > Some also arrange meetings with Members of Congress at home in their region, or in their offices in Washington, D.C.
- > State associations overwhelmingly identify "funding" as the most important state- and federal-level policy issue, although there was also some consensus with respect to other policy issues as well.

- > Top state-level policy issues include:
 - state funding
 - regional transportation planning
 - community and economic development
 - awareness and visibility of RDOs and establishment of RDOs as a vehicle for service delivery
 - coordinated regional land use planning and growth management

Top federal-level policy funding include:

- federal funding of RDOs and reauthorization and funding of EDA
- role of RDOs in planning and service delivery
- regional transportation planning and reauthorization of federal surface transportation programs
- environment
- economic and community development

Primary Roles of State Associations

- > Facilitate consensus of opinion among regional council policymakers and executive management staff.
- > Establish a clearinghouse to share news and notes on funding opportunities, program rule changes, pending legislative and regulatory issues, program innovations, and other important information related to the operations and management of a regional council.
- > Act as a negotiating arm for regional councils at the bargaining table with federal and state officials, state associations, and partnering organizations.
- > Communicate a unified voice on federal and state policies and actions affecting regional councils and their member governments.
- > Develop statewide templates and quality controls for work products, such as CEDS, transportation plans, emergency preparedness plans, and GIS data.
- > Provide forums for professional development training, peer learning, and mentoring.
- > Develop and launch pilot programs to test new ideas and program innovations.
- > Implement a statewide mechanism to maintain peer accountability.

State	Has Bylaws	Dedicated Staff Support	Have Committees	Board Membership			Administer Grants and Projects	Charge Dues	Other Sources of Financing	Funded by the State	Annual Conference or Training	Contract with Lobbyist
				Executive Directors	Policy Members	Mix of EDs and Policy Members						
Alabama	X	X	X			X	X	X	X	X	X	X
Alaska				Informal								
Arizona				X								
Arkansas	X			X			X	X				X
California	X	X			X			X				
Colorado	X			X				X				
Connecticut	X					X				X		
Florida	X	X	X	X*	X*			X				X
Georgia	X	X	X			X		X	X	X	X	X
Idaho							X					
Illinois	X	X	X	X				X	X		X	
Indiana	X	X	X	X				X	X		X	
Iowa	X	X	X	X			X	X	X	X	X	X
Kansas	X			X				X				
Kentucky	X	X	X	X*	X*			X		X		
Louisiana	X			X				X	X			
Maine				Informal						X		
Maryland				Informal						X		
Massachusetts			X	X				X			X	X
Michigan	X	X	X			X		X				
Minnesota				Informal								
Mississippi	X		X	X			X	X	X		X	
Missouri	X	X	X	X			X	X	X	X		X
Montana	X	X	X			X	X	X	X	X	X	
Nebraska	X			X				X				
New Hampshire	X					X		X		X		X
New Mexico	X		X	X				X		X		
New York	X			X				X				
North Carolina	X	X	X	X			X	X		X		X
North Dakota				Informal								
Ohio	X		X	X				X				X
Oklahoma	X	X	X	X*	X*		X	X	X	X	X	X
Oregon	X		X	X				X				
Pennsylvania	X		X	X*	X*			X		X		X
South Carolina	X				X			X	X		X	
Tennessee	X					X		X	X	X	X	X
Texas	X	X	X		X		X	X	X	X	X	
Utah				Informal						X		
Vermont	X		X			X		X	X	X		X
Virginia	X	X	X			X		X	X	X	X	
Washington	X		X	X								
West Virginia	X		X			X		X	X		X	X
Wisconsin	X		X			X	X	X	X			

* Organization has two separate governing bodies.

Delaware, Hawaii, Nevada, New Jersey, Rhode Island, South Dakota, and Wyoming do not have state associations.

State Associations offer Diverse Programs and Services

It is evident that state associations can be innovative and entrepreneurial and that they have tremendous potential. Just as each state association differs in terms of purpose, structure, funding, and other key elements, the work they collectively do as their states varies widely across the Nation. These “spotlights” offer a glimpse into the breadth and scope of their work.

Spotlight on Healthy Communities

In 2009, the Iowa Department of Public Health (IDPH) selected six communities, based on Iowa Association of Regional Councils (IARC) recommendations, to create a pilot program focused on fitness and nutrition as part of IDPH's Fit for Life program. This partnership tapped into the expertise and knowledge of IARC's members to undertake an asset mapping and planning process in six the pilot communities.

Each community received \$10,000 to complete health related community projects that aligned with Fit for Life's goals:

- > Increase healthy eating and physical activity opportunities by fostering supportive policies and environments.
- > Increase the percentage of Iowans at a healthy weight.
- > Increase the percent of Iowans who follow healthy eating patterns.
- > Increase the percentage of Iowans who participate in recommended amounts of physical activity.
- > Increase the percentage of Iowans who limit TV and screen times.

IDPH has maintained the Fit for Life initiative, adding new communities that are receiving technical assistance through their local COGs. Local control of Fit for Life allows each community to focus on projects that have the greatest return on investment. By involving local stakeholders the one-time grants have a significant and noticeable impact, and are often able to leverage donations of time and materials.

Through Fit for Life, the participating COGs focus on increasing physical activity opportunities and showcasing the importance of exercise, understanding the importance of a healthy diet, promoting local access to healthy foods, and reducing childhood obesity. Results to-date include:

- > Communities have improved sidewalks and pedestrian crosswalks, created or expanded bike lanes, improved signage for local trails and bike paths, installed outdoor exercise equipment, and provided communities and schools with comprehensive information on these local assets.

- > Cooking classes have provided hands on training on how to cook more nutritious meals and use local and seasonal ingredients, including those grown in community gardens.
- > Existing farmer's markets have been expanded and new ones created through increased advertising to both vendors and the local communities, some locations provide samples and cooking demonstrations on how to incorporate local foods into daily meals.
- > The amount of local foods used by community restaurants and other business has increased as connections developed between producers and the business community.
- > Free summer transportation is provided for children, targeted toward low income areas, to get to summer camps and other summer activities, resulting in increased participation in programs and more active children.
- > Fit for Life has also connected people with similar and complementary projects and ideas allowing for the development of mutually beneficial relationships and more effective uses of funding.

Spotlight on Community and Economic Development

With funding from the Department of Housing and Urban Development (HUD), the nine [New Hampshire Regional Planning Commissions](#) (RPCs) are collaborating on the [Granite State Future](#) project, an extensive three year regional planning process to create individualized, but complementary, plans for each region in the state. Knowing the various benefits that come with regional planning and the strong tradition of local control that exists in the state, the RPCs knew they would need to conduct a major public engagement and relations campaign to maximize the effectiveness of the planning process and resulting plans.

The nine RPCs have implemented a slate of programs to both engage and inform the public about the planning process: statewide listening sessions, statewide survey conducted by the University of New Hampshire, regional and state partner blogs, focus groups representing diverse stakeholders, statewide meetings, and additional [online resources](#).

The RPCs have worked with over 50 state partner organizations to create a Regional Plan Framework, a draft Statewide Existing Conditions and Trends Assessment, and a series of 51 core metrics for which both written methodology and all data has been tabulated. The objective is to create tools that can be used by both large and small organizations throughout the state to promote economic and community development without damaging the natural environment and other assets that define New Hampshire.

Spotlight on Enterprise Development and Entrepreneurial Enhancement

The [Local Development District Association of Pennsylvania](#) has worked for several years to approach state agencies as a cohesive statewide network of local development districts. As a result, they have been instrumental partners in an innovative enterprise development initiative. Each of the regions serves 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.

Spotlight on Building Partnerships

Every year the [Mississippi Association of Planning and Development Districts](#) (MAPDD) holds a four-day statewide training and legislative conference attended by approximately 600 individuals. Attendees include local and state elected officials, economic developers, planning and development district (PDD) staff, and agencies that provide services to the elderly. MAPDD always invites a state official, such as the governor, to serve as the keynote speaker. According to Clarke Holmes, Executive Director of the Central Mississippi Planning and Development District (CMPDD), looking out over a crowd of 600 constituents is “very impressive” to speakers, and “gives the appearance of strength in numbers and that we are a force to be considered.”

Conferences usually include training sessions and legislative-related content. The 2013 conference included over 40 sessions on various topics including grant and loan programs, utilizing the workforce for economic development, best practices for effectively addressing common land use problems, business loan resources, storm water management practices, financing methods for public facilities, GIS mapping resources, and sessions focused on caring for the elderly.

Conferences also feature legislative updates from the Mississippi Municipal League and the Mississippi Association of Supervisors. Continuing education and certification maintenance credits are available for members of the Mississippi Municipal League and the National Association of Social Workers.

The MAPD’s [annual conference](#) is a major source of revenue for the organization. The Association strives to produce an annual conference that provides relevant and

timely information about various local, state, and national programs. Communities face many challenges, and MAPDD hopes that the annual conference helps communities and local officials find new opportunities to address the challenges they face.

Understanding the growing importance of state government support for regions, each year the [Tennessee Development District Association](#) hosts a luncheon attended by over 200 people to recognize supportive state officials and legislators. The [Iowa Association of Regional Councils](#) also hosts an annual luncheon at the state capital to outline their priority issues and concerns to state officials. Both are examples of a growing trend of increased lobbying by regional development organizations and state associations at the state level.

Spotlight on Consistency, Quality, and Accountability

The [Missouri Association of Councils of Government](#) (MACOG) places a high priority on accountability, consistency, and quality for its regional councils and planning commissions. Launched in 1991, MACOG’s operational, fiscal, communication, and programmatic standards and criteria for regional councils and planning commissions continue to play a vital role in their members’ successes. Regional councils and planning commissions include the minimum standards with grant applications and also share them with federal and state partners to illustrate the importance of holding themselves accountable. According to Doug Hermes, MACOG’s Statewide Planning Coordinator, grantors and partners have a greater level of confidence in regional councils and planning commissions when they know there is a commitment to certain professional standards.

The minimum standards played a role in two recent partnerships. First, they increased the comfort level of, and facilitated a partnership between, MACOG and the Association of Missouri Electric Cooperatives (AMEC) to develop a statewide hazard mitigation plan. Second, they are incorporated, in part, into the annual work programs of regional councils and planning commissions participating in a Missouri Office of Homeland Security initiative establishing a regionalized approach to the state’s homeland security program.

In addition, to increase the capacity of its members and the quality of their work:

- > MACOG developed a standard guide to assist regional councils and planning commissions in creating regional transportation plans and is developing a guide to be used by all regional councils and planning commissions in the preparation of countywide hazard mitigation plans. In developing guides, Hermes noted that it is important

to recognize the unique nature of regions and organizations and to build flexibility into the planning process and outcomes.

- > MACOG establishes working support groups. Although working groups are usually project-based, MACOG also has standing working groups to assist the fiscal officers and transportation planners of its regional councils and planning commissions.
- > MACOG provides online assistance to regional councils and planning commissions. The “Document Archive” section of the MACOG website provides resources and information, including the minimum standards and criteria, transportation planning guides, and regional council and planning commission reports. MACOG’s website also has a “members only” bulletin board, where regional council and planning commission staff can post and answer questions, and share information, ideas, and advice.

Spotlight on Information Sharing

The [Commonwealth of Kentucky’s Area Development Districts](#) (ADDs) are recognized as a vehicle for intergovernmental coordination, cooperation, and information-sharing. They are by design the hub of the federal-state-local network to help plan regional growth and provide technical and management assistance to communities at the local level. The Kentucky Council of Area Development Districts (KCADD) and the Kentucky Association of District Directors (KADD) share staff that manage the ADDs network from their office in the state capital.

KCADD and KADD are constantly involved in advocacy and outreach efforts at the state level, and they are particularly active during state legislative sessions. KCADD and KADD work to maintain open lines of communication with elected officials, other associations, lobbying firms, and other parties. To further this effort, every year during the regular general session KCADD hosts a legislative breakfast.

KCADD and KADD’s Executive Director work to coordinate the association’s policy agenda with the Kentucky Association of Counties (KACo) and the Kentucky League of Cities through regular communication. During the legislative session, KCADD and KADD work closely with these organizations, the Kentucky Municipal Utilities Association (KMUA), and other interested groups to coordinate issues. In addition, KCADD and KADD organized a “rapid response” database of individuals who will quickly respond and assist on important legislation if and when they are notified.

Spotlight on Hazard Mitigation

In 2010, through the [Florida Regional Council Association](#) (FRCA), the state’s 11 regional planning councils completed the Statewide Regional Evacuation Study Program. While the study was rooted in the need for increased statewide preparedness to address the threat of hurricanes and other tropical weather, it included manmade disasters as well. Completing the study required extensive coordination and cooperation between federal, state, regional, and local partners. The study addressed issues from multiple disciplines including emergency management, transportation, and growth management, making the results relevant for statewide disaster preparedness and recovery now and in the future.

A telephone survey gathered information from over 18,000 residents in each of Florida’s 67 counties. Relevant demographic information provides each region with data on vulnerable populations, evacuating timeframes, land uses, and roadway networks all tied to shelter demand and capacity analysis. The study also created a customizable and user-friendly tool for modeling evacuations using unique parameters to determine the effects of various disaster scenarios within a county, region, or multiple regions.

Major improvements and updates have been made to the evacuation model with improved storm surge mapping and elevation data. Since its release in 2010, the Statewide Regional Evacuation Study Program has been supplemented with complementary new products, including a statewide Depth Analysis Atlas series that provides not only where surge is expected but also the estimated depth of the water. Another tool under development will provide directional impact inundation analysis, when complete it will provide sufficient information for local emergency management agencies to perform scenario-based evacuation decisions rather than the historical worst case based decisions.

Spotlight on Transportation

In early 2011, through the [Vermont Association of Planning and Development Agencies](#) (VAPDA), Vermont’s regional planning commissions (RPCs) worked with NADO to assess each individual RPC and the VAPDA to increase their capacity to work together as a state association. These new networks and skills were soon put to the test.

In August of 2011 the remnants of Hurricane Irene hit Vermont, resulting in the worst natural disaster the state had seen since record flooding over 80 years ago. Irene’s rain and corresponding flood waters severely damaged the state’s transportation infrastructure and outpaced the capacity of the Vermont Agency on Transportation (VTrans) to undertake needed repairs. VAPDA was asked by VTrans to lead the rebuilding effort because of its member’s unique positions to deliver local result. They were brought into the

recovery effort a week after the storm hit to assess damage, locate and map out areas of need, and develop an action plan.

The RPCs collectively worked to share resources; they established the Regional Coordination Center (RCC) to coordinate the field locations of skilled-public servants who were working in the worst impacted areas, and to help funnel information to the state to maximize the speed and effectiveness of the recovery. The RPCs were the conduit of information moving between the state and local governments. Individual RPCs were able to use their local knowledge and networks to provide standardized reports on damage across the state to the transportation infrastructure, allowing for a comprehensive database of needed repairs to be not only cataloged but also prioritized.

Thanks to effective communication among the various stakeholders, temporarily decreased regulations, an extended construction season, and mild fall weather, much of the transportation infrastructure was repaired by the end of December 2011.

Spotlight on Planning

Recognizing the need for a statewide Comprehensive Economic Development Strategy (CEDs), the University of Idaho secured funds to facilitate a statewide CEDs process with the Economic Development Districts of Idaho (EDDI) and the Idaho Department of Commerce. Individual Economic Development Districts (EDDs) are still responsible for completing a regional CEDs but now each EDD's CEDs will be the foundation of the statewide CEDs, known as **Idaho Pathways**. The Idaho Pathways project is a joint undertaking "to stimulate successful productivity and prosperity while positioning Idaho's economy to be more competitive and dynamic in today's global marketplace" according to the University of Idaho. Additional project partners include Idaho's Department of Environmental Quality, Department of Labor, Transportation Department, the Idaho National Laboratory, and the Nez Perce Tribe.

Individual CEDs will include: asset maps, economic models, and targeted economic development analysis.

- > Asset mapping collects data on a region's relevant assets, including:
 - infrastructure
 - unique cultural components
 - human capital
 - natural resources
 - financial and political landscape
 - business dynamics

- > Economic modeling digs deeper in the raw data to provide:
 - an analysis of a region's competitive advantages
 - potential for existing industry growth or decline
 - opportunities for economic development
- > Targeted Economic Development Analysis Tool (TEDAT) brings more models to the analysis to create a more detailed look into the economic development potential that exist in a region or what can be obtained through additional training.

The Idaho Pathways project requires input from stakeholders from across the state, including members of the business community, and government officials. Meetings were held in six EDD regions to inform and obtain stakeholder feedback to increase the effectiveness of the final project. According to the University of Idaho, once completed the Idaho Pathways project is anticipated to have facilitated:

- > The development of realistic regional economic development visions.
- > The creation of data-driven and supported CEDs.
- > Diverse and engaged economic development teams with new ways to stay networked.
- > The potential to align economic development opportunities across the state, capitalizing on newfound supply and demand chain linkages.

Spotlight on Intergovernmental Cooperation

Through the West Virginia Association of Regional Planning and Development Councils, each of the state's regional planning and development councils (RPDCs) completed a statewide energy reduction program. This information was used to secure over \$9 million from West Virginia's Division of Energy (through the West Virginia Energy Efficiency and Conservation Block Grant Program) for the RPDCs to use towards energy and cost efficient retrofits of public facilities. 103 municipal and local governments participated in the program. Energy upgrades and retrofits have met or exceeded energy savings estimates and included: window replacement, lighting upgrades, HVAC system improvements, and solar power panel installations.

The state's mountains topography and remote communities exemplify that a positive outcome can come through intergovernmental cooperation. The level of cooperation and communication within the West Virginia Association of Regional Planning and Development Councils, and with various stakeholders, lead to the success of this project. A universal template to implement the program statewide was developed and later used by the U.S. Department of Energy to showcase its effectiveness and be used for other projects.

Building and Growing Your State Association: Self-Assessment

The checklists on the following pages are intended to help evaluate your state association's unique roles, functions, and strengths within your state. Provide a general ranking of each statement, followed by offering specific written thoughts and comments on your organization's assets, liabilities, and opportunities.

- Checklist #1:** *State Association Governance* 13
- Checklist #2:** *State Association Process* 14
- Checklist #3:** *State Association Collaboration* 15
- Checklist# 4:** *State Association Trust* 16
- Checklist # 5:** *State Association SWOT Analysis* 17
- Checklist # 6:** *Building Relationships with Federal and State Officials* 18
- Checklist # 7:** *Knowledge of Federally Elected Officials* 19
- Checklist # 8:** *Engagement of Federally Elected Officials* 20
- Checklist # 9:** *Knowledge of State Elected Officials* 21
- Checklist # 10:** *Engagement of State Elected Officials* 22
- Checklist # 11:** *Building Collaboration among Regional Councils* 23
- Checklist # 12:** *Public Relations and Image* 24
- Checklist # 13:** *Successful Meetings* 26
- Checklist # 14:** *State Associations Activities* 27
- Checklist # 15:** *Organizational Documents* 28

Checklist # 5:

State Association SWOT Analysis

This section will walk the state association through an analysis of its strengths, weaknesses, opportunities, and threats. Known as a SWOT Analysis, the information gleaned through the process will help state association leadership better establish the organization's goals and objectives, as well as develop a meaningful, relevant, and useful strategic plan.

The four key quadrants of the SWOT analysis will help you identify:

- > **Internal characteristics** and factors that, once identified and understood, are advantageous to the state association's long-term success (Strengths and Weaknesses).
- > **External circumstances** that might present themselves in the future that need to be addressed in the present (Opportunities and Threats).
- > Consider the following questions and enter your responses into the appropriate quadrant of the box:
- > What are the top three major strengths of the state association?
- > What are the top three major weaknesses of the state association?
- > What are the top three major threats facing the state association?
- > What are the top three major opportunities facing the state association?

Strengths	Weaknesses
Opportunities	Threats

Checklist # 6:

Building Relationships with Federal and State Officials

The following section is designed to help you and your state association assess your commitment and success in forging strong professional ties with key federal and state policy makers and program administrators. Please provide specific responses and comments for each question and statement.

	Yes	No	Not Sure
Our state association spends considerable time and energy to build relationships with:	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
> governor and key gubernatorial staff	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
> state legislators and key legislative staff	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
> state agency directors and senior program staff	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
> members of Congress and their staff in Washington and in the region	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
> federal agency leaders, both political and career staff, at HQ and field offices	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
While much of our state association's operations and program budget comes from federal and state sources, our organization does not feel it is important to engage in federal and state advocacy efforts.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Our state association often serves as the voice with federal and state policy makers for our member regional councils.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Our state association collaborates with our federal and state officials to develop a strategic vision and action plan for the region, including regular participation in our board meetings and committee activities.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Our state association secures contracts and projects with our federal and state funding partners.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Our state association has a clear strategy for building credibility, trust, and awareness with our federal and state agencies and partners.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Our federal and state policymakers (including staff) rely on our organization to learn about and keep track of key regional and local issues and projects.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Our organization participates in national and state trade and membership associations to advance and keep track of important policy, programmatic, and funding issues.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Our federal and state elected leaders know and respect our organization and call on us for feedback on policy issues, background on projects, and assistance with priority issues.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Comments and Notes:

Checklist # 7:

Knowledge of Federally Elected Officials

List the name and rate your relationships with each of the following federal officials. Try to complete it for as many Members of Congress as possible, paying close attention to those that actually promote your members, and support them by advocating for them in the annual federal budget.

DC Staff Directors for U.S. Senators

	Not so Much			Definite	
Name: _____	1	2	3	4	5
Name: _____	1	2	3	4	5

Key DC Legislative Aides for U.S. Senators

Name: _____	1	2	3	4	5
Name: _____	1	2	3	4	5

Chief of Staff for U.S. House Members

Name: _____	1	2	3	4	5
Name: _____	1	2	3	4	5

Legislative Director for U.S. House Members

Name: _____	1	2	3	4	5
Name: _____	1	2	3	4	5

Schedulers for U.S. House Members

Name: _____	1	2	3	4	5
Name: _____	1	2	3	4	5

Key DC Contacts for Federal Funding Agencies

Name: _____	1	2	3	4	5
Name: _____	1	2	3	4	5

Now, think about which Members of Congress your organization does not have a relationship with to determine the value of initiating one.

Checklist # 9:

Knowledge of State Elected Officials

List the name and rate your relationships with each of the following state officials:

Chief of Staff for Governor	Not so Much			Definite	
Name: _____	1	2	3	4	5
Name: _____	1	2	3	4	5

Scheduler or Gatekeeper for Governor

Name: _____	1	2	3	4	5
Name: _____	1	2	3	4	5

Relationship with State Senators

Name: _____	1	2	3	4	5
Name: _____	1	2	3	4	5
Name: _____	1	2	3	4	5

Relationship with State House Members

Name: _____	1	2	3	4	5
Name: _____	1	2	3	4	5
Name: _____	1	2	3	4	5

Key Contacts with State Legislative Branch Committee and Leadership Staff

Name: _____	1	2	3	4	5
Name: _____	1	2	3	4	5
Name: _____	1	2	3	4	5

Key Contacts with State Agencies

Name/Agency: _____	1	2	3	4	5
Name/Agency: _____	1	2	3	4	5
Name/Agency: _____	1	2	3	4	5
Name/Agency: _____	1	2	3	4	5

Checklist # 12:

Public Relations and Image

	Yes	No	Not Sure
Our state association places a high priority on building a solid public relations image and appearance. This includes our website, annual report, grant applications, newsletters, regional plans, and other electronic and print materials.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Our organization has the internal capacity to develop first-class publications, reports and websites, including graphic and web designers.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Our organization invests and contracts with professional marketing and design specialists to help us create and portray a professional, quality image.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Our state association reports, publications, and other communications no longer place such a heavy emphasis on reporting progress on “process” such as amount of money secured and leveraged, number of applications submitted, and volume of grants administered. Instead we now stress the “real world” outcomes and results of our members activities, such as how they directly impact people through improved environmental quality, better pay and benefits, improved public safety, or improved quality of place and life within our region.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Our organization studies and evaluates the public perceptions that key stakeholders may have towards our organization, and our member organizations.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Our organization is taking steps to:			
> Make a successful first impression, including through a professionally-designed website, and print materials.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
> Present a professional image in newsletters, grant applications, annual reports, and other print and online materials	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
> Participate in statewide, regional and local coalitions, alliances and organizations, including public, private, and nonprofit organizations	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
> Exhibit a willingness to staff and support special initiatives or incubate new organizations and programs	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
> Establish a culture of innovation, entrepreneurship, and calculated risk-management with new ideas, programs, and services	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
> Serve as a valued thought leader for our members.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Our state association has a specific strategy and action plan for building the reputation, capacity, willingness, leadership, and culture of being a regional leader among our membership.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Comments and Notes:

Checklist # 14:

State Associations Activities

	Yes	No	Not Sure
Our state association conducts outreach and relationship building with federal elected officials and agencies, state elected officials and agencies, state associations of counties and municipalities, peer statewide associations, foundations and nonprofits, universities and colleges, etc.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Our state association conducts program development including regular statewide association meetings with federal and state partners to explore new opportunities and ideas that focus on statewide accountability, consistency, and quality.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
We constantly focus on adding value to federal, state, and local programs.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Our state association provides quality control, consistency, and performance across the state; state associations and their member organizations are viewed by the external world as one service delivery system so it is important to focus on quality, consistency, and performance across the state.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Our state association provides peer accountability, mentoring, and professional development to build upon the specific skills and expertise of each regional council. Each regional council tends to have certain strengths, which can benefit other regional councils within the state.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Our state association provides professional development training for our member's executive directors, board, and professional staff.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Our state association conducts marketing through statewide impact reports, newsletters focused on program outcomes, quarterly issue forums, training sessions, and an annual awards program.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Our state association administers an annual awards program for legislators, volunteers, innovation projects, state and federal agency officials, local policy officials, and regional council staff.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Comments and Notes:

Checklist # 15:

Organizational Documents

Our state association has developed the following documents:

Annual Report

- > Alaska
- > Michigan

Articles of Incorporation

- > Arkansas
- > Oregon
- > Virginia

Brochure

- > Alabama

Budget

- > Florida
- > Iowa
- > Kentucky
- > Michigan
- > Mississippi
- > Missouri
- > New Hampshire
- > Oregon
- > Oregon Treasure Report
- > South Carolina
- > Virginia

Bylaws

- > Arkansas
- > Colorado
- > Florida
- > Indiana
- > Iowa
- > Kansas

- > Kentucky KADD
- > Kentucky KCADD
- > Mississippi
- > Missouri
- > Montana
- > New Hampshire
- > North Carolina
- > Ohio
- > Oklahoma
- > Oregon
- > Pennsylvania
- > Texas
- > Vermont
- > Virginia
- > West Virginia

Chart of Services

- > Colorado Economic Development Services
- > Colorado Program Services
- > North Carolina

Conference Program

- > Texas

Conflict of Interest Policy

- > Montana

Contracts (Including Staff Contracts)

- > Indiana
- > Iowa Contract A
- > Iowa Contract B
- > Montana

Dues Structures

- > Iowa
- > Michigan

Ethics Codes and Best Practices

- > Florida
- > Iowa
- > Montana
- > North Carolina
- > Oregon

Executive Director Job Description

- > Kentucky

Grant Information

- > Iowa
- > Texas
- > Vermont

Graphic References (Business Card, Chart, Map)

- > Connecticut
- > Montana
- > Nebraska

Inter-Regional Cooperative Agreement

- > North Carolina

Legislative Priorities

- > Florida
- > Kentucky
- > Montana
- > New Hampshire

- > Texas

Marketing Strategy

- > Colorado

Minimum Standards and Criteria for Operations

- > Missouri

Mission Statement

- > North Carolina

Organizational Analyze Report

- > Connecticut

Project Report

- > Montana

Proposed Merger

- > Maine

State Association Explanation

- > Vermont

State Funding Allocation to RDOs

- > Texas

Strategic Plan

- > Colorado

Whistleblower Policy

- > Montana

Alabama Association of Regional Councils (AARC)

- Region 1: Northwest Alabama Council of Local Governments
- Region 2: West Alabama Regional Commission
- Region 3: Regional Planning Commission of Greater Birmingham
- Region 4: East Alabama Regional Planning and Development Commission
- Region 5: South Central Alabama Development Commission
- Region 6: Alabama-Tombigbee Regional Commission
- Region 7: Southeast Alabama Regional Planning and Development Commission
- Region 8: South Alabama Regional Planning Commission
- Region 9: Central Alabama Regional Planning and Development Commission
- Region 10: Lee-Russell Council of Governments
- Region 11: North Central Alabama Regional Council of Governments
- Region 12: Top of Alabama Regional Council of Governments

Contacts

Sharon Darrington, Administrator
Alabama Association of Regional Councils
5900 Carmichael Place
Montgomery, AL 36117
Tel: (334) 277-2221
Fax: (334) 277-3899
sdarrington@scadc.net

Suzanne Burnette, Executive Director
Lee-Russell Council of Governments
2207 Gateway Drive
Opelika, AL 36801
Tel: (334) 749-5264
Fax: (334) 749-6582
Suzanne.Burnette@adss.alabama.gov

Organizational Structure

The Alabama Association of Regional Councils (AARC) is a formally organized state association with established bylaws. AARC is staffed by a full-time association administrator. The association's membership includes all of the state's 12 regional development organizations, which are known as regional councils. The association has established task forces, which meet on an as-needed basis to focus on specific issues including: planning, hazard mitigation, transportation, GIS, senior services, fiscal, and revolving loan funds (RLFs).

Governing Structure

The AARC board of directors is made up of a mix of executive directors and local policy officials. Each regional council is represented by three members: the executive director and two local policy officials appointed by the board of directors of the regional council. The executive directors form the Executive Committee, which meets monthly to discuss coordinating and negotiating federal and state contracts and developing the policy and program agenda. The Executive Committee holds an annual Planning Retreat to review the previous year's and build next year's work program, to discuss the next year's legislative agenda, and to discuss organizational issues.

State Grants and Projects

AARC receives and administers grants that involve some or all of the regional councils. Typically, AARC executes grant agreements with state agencies then sub-contracts with individual regional councils.

Financing

AARC Budget:

Annual Budget: \$344,380
Annual Dues: \$2,875 – \$6,300

Statewide Financing:

Total Amount: \$831,744
Amount per RDO: \$65,768 – \$143,867

State Association Financing

The association's 2012 budget was \$344,380. AARC generated revenue through dues, conferences and training, and the administration of subcontracts and grants. Annual membership dues range from \$2,875 to \$6,300.

Statewide Financing

Through the Alabama Department of Economic and Community Affairs (ADECA), the State of Alabama distributes \$831,744 annually to regional councils to provide technical assistance to local governments. Individual regional councils receive between \$65,768 and \$143,867. Regional councils are not required to provide a match to receive state funds; however, they must provide ADECA with goals, measurable performance indicators, and quarterly performance reports. Funding comes from the state legislature's General Fund and is directly contracted to individual regional councils by ADECA.

AARC receives and administers grants that involve some or all of the regional councils. Typically, AARC executes grant agreements with state agencies then sub-contracts with individual regional councils.

Policy Issues

Top State-Level Policy Issues

1. Funding for technical assistance.
2. Funding for revolving loan funds.
3. Funding for local water system mapping.
4. Funding for senior services.
5. Funding for public transportation.

Top Federal-Level Policy Issues

1. EDA reauthorization and funding.
2. ARC funding.
3. Reauthorization of Older Americans Act and funding for senior services.
4. Reauthorization and funding of Senior Community Service Employment Programs under Title V (Older Americans Act).
5. Reauthorization of federal surface transportation programs and funding of Metropolitan Planning Organizations (MPOs) and Rural Planning Organizations (RPOs).

Advocacy and Outreach Efforts

AARC has an informal relationship with the Association of County Commissions of Alabama (ACCA) and the Alabama League of Municipalities (ALM). AARC recently provided staff support to assist ACCA with a grant application, and although there is not a formal process for coordinating policy agendas, AARC meets with ACCA and ALM to discuss policy issues when needed. The Alabama Association of Area Agencies on Aging (a4a) is an Affiliate Member of AARC and is represented on the Board of Directors by one non-voting member. In addition, AARC has a Memo of Understanding (MOU) with the Alabama Forestry Commission regarding Wildland Urban Interface Workshops and Green Infrastructure practices and is a partner with the Alabama Communities of Excellence (ACE) program. While not its focus, the association's annual conference includes training for local officials.

AARC meets with state elected officials and staff periodically, as needed, and with state legislature committees on an individual basis in an informal setting. A paid lobbyist assists AARC with state advocacy efforts.

AARC also meets with Alabama's U.S. senators and representatives annually, and executive directors will meet with individual senators, representatives, or their staff to coordinate on specific legislative issues. AARC meets with representatives from the Economic Development Administration (EDA), Appalachian Regional Commission (ARC), Delta Regional Authority (DRA), U.S. Environmental Protection Agency (EPA), and Federal Emergency Management Agency (FEMA) in conjunction with conferences, meetings, events, or Executive Committee meetings.

Alaska

ARDORS

Alaska Regional Development Organizations (ARDORs)

- Region 1: Anchorage Economic Development Corporation
- Region 2: Bering Strait Development Council
- Region 3: Copper Valley Development Association
- Region 4: Fairbanks North Star Borough Economic Development Commission
- Region 5: Interior Rivers Resource Conservation & Development Council
- Region 6: Kenai Peninsula Economic Development District
- Region 7: Lower Kuskokwim Economic Development Council
- Region 8: Mat-Su Resource Conservation and Development, Inc.
- Region 9: Northwest Arctic Borough Economic Development Commission
- Region 10: Prince William Sound Economic Development District
- Region 11: Southeast Conference
- Region 12: Southwest Alaska Municipal Conference

Contact

Nicole Grewe, Economic Analyst
Division of Economic Development
State of Alaska
Department of Commerce,
Community, and Economic
Development
PO Box 110804
Juneau, AK 99811-0804
Tel: (907) 465-3812
Fax: (907) 465-3767
nicole.grewe@alaska.gov

Organizational Structure

Alaska's state association the Alaska Regional Development Organizations (ARDORs) has been dormant in recent years. However the 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.

Arizona

Arizona's State Association

Arizona Council of Governments and Metropolitan Planning Organization Director's Association

Central Arizona Council of Governments
Maricopa Association of Governments
Northern Arizona Council of Governments
Pima Association of Governments
South Eastern Arizona Governments Organization
Western Arizona Council of Governments
Central Yavapai Metropolitan Planning Organization
Flagstaff Metropolitan Planning Organization
Yuma Metropolitan Planning Organization

Contact

Denise McClafferty, Regional
Program Manager
Maricopa Association of
Governments
302 N. 1st Avenue, 300
Phoenix, AZ 85003
Tel: (602) 452-5033
Fax: (602) 254-6490
DMcClafferty@azmag.gov

Cherie Campbell, Interim Executive
Director
(Chair, Arizona COG/MPO Directors)
Pima Association of Governments
177 North Church Avenue, 405
Tucson, AZ 85701
Tel: (520) 792-1093
Fax: (520) 620-6981
ccampbell@pagnet.org

Organizational Structure

The Arizona Council of Governments (COG) and Metropolitan Planning Organization (MPO) Director's Association is a voluntary network of executive directors from nine of the state's regional development organizations. Three more MPOs are being formed and it's anticipated that they will become members of this association. The Arizona COG and MPO Directors Association was established to foster communication and coordinated planning among the COGs and MPOs throughout Arizona. The group does not have formal bylaws or staff.

Governing Structure

The nine executive directors of the COGs and MPOs 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 region is raised at the federal or state level.

State Grants and Projects

No projects or grants are administered by the association.

State Association Financing

The organization does not collect dues and it has no official budget.

Advocacy and Outreach

The nine 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. They also work jointly on issues such as supporting the border communities through a Resolution of Support for Arizona's Ports of entry with Mexico.

Arkansas

Arkansas Association of Development Organizations (AADO)

Central Arkansas Planning and Development District
East Arkansas Planning and Development District
Northwest Arkansas Economic Development District
Southeast Arkansas Economic Development District
Southwest Arkansas Planning and Development District
West Central Arkansas Planning and Development District
Western Arkansas Planning and Development District
White River Planning and Development District

Contact

Rodney Larsen, Executive Director
(President, Arkansas Association of Development Organizations)
Central Arkansas Planning and Development District
902 N. Central
Lonoke, AR 72086
Tel: (501) 676-2721
Fax: (501) 676-5020
rodney.larsen@capdd.org

Financing

AADO Budget:
Annual Dues: \$4,000

Organizational Structure

The Arkansas Association of Development Organizations (AADO) is a formally organized and duly incorporated state association with established bylaws. The Association’s membership includes the state’s eight EDA designated regional development organizations, known as planning and development districts (PDD) or economic development districts (EDD). The Institute for Economic Advancement housed at the University of Arkansas at Little Rock provides staff services for AADO. The association does not have any standing committees or task forces, choosing to work as a single unit on all issues coming before the body.

Governing Structure

The AADO Board of Directors is comprised of the Executive Directors of each member PDD and EDD. The group meets monthly at the State capital to discuss the various state and federal programs administered by the PDD’s and EDD’s including EDA, CDBG, WIA, DRA, Solid Waste Management, and the Arkansas State General Improvement Fund Program. In addition, the Board meets with State Agency Officials, State Municipal, and County Associations to coordinate activities and program management.

State Grants and Projects

The Association has administered state grant projects and is currently seeking additional opportunities. Currently, AADO is working to complete a Statewide Comprehensive Economic Development Strategy (CEDS). This process was intended to craft an economic development strategy on a “grass roots” basis. The strategy will be based upon the input and priorities identified by local elected officials and local community leaders. The process includes an extensive data gathering effort from local sources on a statewide basis.

State Association Financing

Annual membership dues are \$4,000 per member PDD and EDD. In addition, AADO has a WIA Associate Membership which is \$200 per member.

Advocacy and Outreach

The executive directors of PDDs and EDDs generally conduct outreach efforts on an individual basis; however, the association also contracts with a government relations firm to provide policy guidance and strategic advice on state-level issues.

The Association works on a broad range of issues, such as state funding for regional planning and technical assistance, state issues with workforce development, all-hazard mitigation planning, GIS services initiatives, and solid waste management issues.

AADO has worked closely with the Arkansas Institute for Economic Advancement to develop a Local Elected Officials Training Course. The course is designed to provide continuing education for local officials on economic development programs and activities that will provide a basis for active and relevant engagement of local officials in economic development throughout the State of Arkansas.

California Association of Councils of Governments (CALCOG)

Alameda County Transportation Commission
Association of Bay Area Governments
Association of Monterey Bay Area Governments
Butte County Association of Governments
Calaveras Council of Governments
Contra Costa Transportation Authority
El Dorado County Transportation Commission
Fresno Council of Governments
Humboldt County Association of Governments
Imperial County Transportation Commission
Kern Council of Governments
Kings County Association of Governments
Lake County/City Area Planning Council
Los Angeles County Metropolitan Transportation Agency
Madera County Transportation Commission
Mendocino Council of Governments
Merced County Association of Governments
Metropolitan Transportation Commission
Orange County Transportation Authority
Placer County Transportation Planning Agency
Sacramento Area Council of Governments
San Diego Association of Governments
San Luis Obispo Council of Governments
San Joaquin Council of Governments
Santa Barbara Association of Governments
San Benito Council of Governments
Santa Cruz County Regional Transportation Commission
Shasta Regional Transportation Agency
Sonoma County Transportation Authority
Southern California Association of Governments
Stanislaus Council of Governments
Tahoe Regional Planning Agency
Transportation Association of Monterey County
Tulare County Association of Governments
Tuolumne County Transportation Council
Ventura County Transportation Commission
Western Riverside Council of Governments

Contacts

Bill Higgins, Executive Director
California Association of Councils of Governments
1215 K Street, Suite 940
Sacramento, CA 95814
Tel: (916) 557-1170
Fax: (916) 447-2350
bhiggins@calcog.org

Stan Skipworth, President
Mayor, City of Corona
Western Riverside Council of Governments
4080 Lemon Street, 3rd Floor
MS1032
Riverside, CA 92501-3609
Phone: (951) 955-7985
Fax: (951) 787-7991

Organizational Structure

The California Association of Councils of Governments (CALCOG), founded in 1977, is a formally organized state association with established bylaws. The association represents 37 regional planning agencies including councils of government (COGs) and regional transportation planning agencies (RTPAs). The State of California is unique because many of these COGs and RTPAs are single-county organizations. Three of the four largest metropolitan regions are multi-county organizations. Contracted staff supports CALCOG's efforts.

Financing

CALCOG Budget:
Annual Dues: \$1,800 – \$26,000

Governing Structure

CALCOG’s governing council includes an elected official from each member COG and RTPA. In addition, the League of California Cities and California State Association of Counties are represented. Governing council meetings are held bi-annually and include presentations by state officials and others, which serve to support members in their role as regional leaders and to inform member’s policy agendas. An Executive Committee, made up of members of the governing council, meets an additional four times per year. The purpose of these meetings is to conduct organizational business and further facilitate relationships between regional leaders and state officials.

A separate COG Director’s Association of California (CDAC) includes the executive director of each member COG and RTPA. CDAC acts as an advisory body to the CALCOG governing council and a resource for CALCOG’s staff, and meets six times per year to discuss relevant regional issues.

State Association Financing

CALCOG generates revenue through dues. Dues range from \$1,800 to \$26,000 or more, depending on populations and MPO status.

CALCOG’s governing council includes an elected official from each member COG and RTPA. In addition, the League of California Cities and California State Association of Counties are also represented.

Advocacy and Outreach Efforts

CALCOG’s executive director helps facilitate the Association’s outreach efforts. A number of state bills have been enacted in the past few decades that affect the authority and responsibilities of CALCOG’s member COGs and RTPAs. As such, CALCOG works to strengthen the relationship between COGs and RTPAs and state agencies including the California Department of Transportation (Caltrans), California Department of Housing and Community Development (HCD) and California Environmental Protection Agency. CALCOG monitors all state legislation related to transportation, housing, environmental quality, land use, planning, and agency budget issues which may affect CALCOG’s member COGs and RTPAs.

Colorado

<http://coloradoregions.org/>

Colorado Association of Regional Organizations (CARO)

- Region 1: Northeast Colorado Association of Local Governments
- Region 2: North Front Range Transportation and Air Quality Planning Council
- Region 3: Denver Regional Council of Governments
- Region 4: Pikes Peak Area Council of Governments
- Region 5: East Central Council of Local Governments
- Region 6: Southeast Council of Governments
- Region 7: Pueblo Area Council of Governments
- Region 8: San Luis Valley Development Resources Group, Inc./San Luis Valley Council of Governments
- Region 9: Region 9 Economic Development District of Southwest Colorado, Inc.
- Region 10: Region 10 League for Economic Assistance and Planning, Inc.
- Region 11: Associated Governments of Northwest Colorado
- Region 12: Northwest Colorado Council of Governments
- Region 13: Upper Arkansas Area Council of Governments
- Region 14: South Central Council of Governments

Contacts

Rachel Lunney, Research Project Manager
Northwest Colorado Council of Governments
P.O. Box 2308
Silverthorne, CO 80498
Tel: (970) 468-0295
Fax: (970) 468-1208
rachel@nwccog.org

Current Chair:
Laura Lewis Marchino, Assistant Director
Region 9 Economic Development District of Southwest Colorado, Inc.
259A Girard St
Durango, CO 81303
Tel: (970) 247-9621
Fax: (970) 247-9513
laura@scan.org

Financing

CARO Budget
Annual Dues: \$750 – \$4,400

Organizational Structure

The Colorado Association of Regional Organizations (CARO), founded in 2009, is a state association with established bylaws, marketing plan, and strategic plan. Currently the association does not have dedicated staff and responsibilities rotate among its members, but the association plans to hire a part-time coordinator in 2014. CARO's membership includes organizations officially representing the state's 14 Management and Planning Districts. The association has not yet established committees or task forces.

Governing Structure

CARO's leadership is made up of executive directors who serve on the governing board of the state association. The executive directors meet quarterly to network and collaborate with agencies such as the Colorado Department of Local Affairs.

State Grants and Projects

CARO does not administer statewide projects as an organization, nor does it administer or manage grants to members. CARO pursues federal grants on behalf of its members.

State Association Financing

CARO currently generates revenue through dues of \$750 a year for rural regions and up to \$4,400 for urban regions.

Advocacy and Outreach Efforts

CARO does not yet have a relationship with the state associations of counties or municipalities. In addition, the association does not yet have a relationship with state or federal elected officials and is not represented by a lobbyist or government relations firm. CARO hopes to establish relationships with state leadership in the future. CARO is working to establish itself as the "go-to" organization for state and federal agencies.

Connecticut

Connecticut Association of Regional Planning Organizations (CARPO)

Capitol Region Council of Governments
Central Connecticut Regional Planning Agency
Council of Governments of the Central Naugatuck Valley
Greater Bridgeport Regional Planning Agency
Housatonic Valley Council of Elected Officials
Litchfield Hills Council of Elected Officials
Lower Connecticut River Valley Council of Governments
Northeastern Connecticut Council of Governments
Northwestern Connecticut Council of Governments
South Central Regional Council of Governments
Southeastern Connecticut Council of Governments
South Western Regional Planning Agency
Valley Council of Governments
Windham Region Council of Governments

Contact

Mark Paquette, Executive Director
Windham Region Council
of Governments
700 Main St.
Willimantic, CT 06226
Tel: (860) 456-2221
Fax: (860) 456-5659
director@wincog.org

Financing

Statewide Financing:
Total Amount: \$1,470,000
Amount per RDO: \$105,000

Organizational Structure

The Connecticut Association of Regional Planning Organizations (CARPO) is a formally organized state association with established bylaws. The association's membership includes all of the state's 14 regional development organizations, known as regional planning organizations (RPOs). Previous state law allowed RPOs to take the form of regional planning agencies, councils of elected officials, or councils of governments.

New legislation requires that all RPOs become COGs by January 1, 2014 and the total number of COGs is to be reduced to 8 total organizations on January 1, 2015

Governing Structure

Each CARPO member is represented by one individual who may be either a staff member, or a member of the organization's board. A chairman, vice-chairman, secretary, and treasurer are elected to two-year terms and form the Executive Committee. In addition, RPO executive directors meet bimonthly after regular meetings with the Connecticut Office of Policy and Management (CT OPM).

State Association Financing

The association does not collect annual dues from its members.

Statewide Financing

In FY2013 each RPO received \$105,000 from Connecticut and after the mergers the amount of allocated funds is to be per capita based.

Advocacy and Outreach Efforts

CARPO advocates for and coordinates regional planning issues and interests in Connecticut. The association serves as a negotiator and liaison between its member RPOs and state agencies. CARPO educates its members and the public on regional planning issues and reviews legislation affecting regional planning.

CARPO occasionally publishes reports under its name. One example is the May 2010 CARPO report to assist CT OPM with its assessment of the boundaries of the RPOs and included historical and background information, suggested data sets, and recommendations.

Florida Regional Councils Association (FRCA)

- District 1: West Florida Regional Planning Council
- District 2: Apalachee Regional Planning Council
- District 3: North Central Florida Regional Planning Council
- District 4: Northeast Florida Regional Council
- District 5: Withlacoochee Regional Planning Council
- District 6: East Central Florida Regional Planning Council
- District 7: Central Florida Regional Planning Council
- District 8: Tampa Bay Regional Planning Council
- District 9: Southwest Florida Regional Planning Council
- District 10: Treasure Coast Regional Planning Council
- District 11: South Florida Regional Planning Council

Contact

Sheri Coven, Director of Intergovernmental Affairs
Florida Regional Councils Association
9002 Winged Foot Drive
Tallahassee, FL 32312
Tel: (850) 294-0526
sheri.coven@flregionalcouncils.org

Organizational Structure

The Florida Regional Councils Association (FRCA) is a formally organized state association with established bylaws. The association's activities are supported by an association management firm. FRCA's membership includes all of the state's 11 regional development organizations, which are known as regional planning councils (RPCs).

Governing Structure

FRCA has two distinct groups for policy officials and executive directors of RPCs. The governing board meets twice each year and includes three members from each RPC, including two elected officials and one governor's appointee. The executive directors of each RPC form the Executive Directors Advisory Committee, which meets eight times each year. Meetings of the Advisory Committee are focused on coordinating and negotiating federal and state contracts, sharing noteworthy practices, and organizational problem solving.

State Grants and Projects

FRCA does not administer statewide grants or projects, nor does it manage grants to individual RPCs. Instead, a single RPC manages grants and sub-contracts to individual RPCs.

Financing

FRCA Budget:

Annual Budget: \$232,500

Annual Dues: \$13,546 – \$25,134

State Association Financing

FRCA's annual budget is \$232,500. The association generates revenues through dues only. Annual membership dues range from \$13,546 to \$25,134 and are calculated per a formula, 70 percent of which is distributed equally and 30 percent of which is based on population.

Statewide Financing

Historically the average annual state appropriation has been \$2.5 million. However, for the past three years, while the legislature has appropriated the funding the Governor has vetoed it.

FRCA does not administer or manage statewide grants or projects. Instead, a single regional planning council manages grants and sub-contracts to other regional planning councils.

Policy Issues

Top State-Level Policy Issues

1. Annual state appropriation for regional planning councils.
2. Role of regional planning councils in economic development.
3. Emergency management planning and training conducted by regional planning councils.
4. Domestic security planning and training conducted by regional planning councils.
5. Growth management responsibilities of regional planning councils and ability to provide technical assistance to local governments.

Top Federal-Level Policy Issues

1. Funding for the Economic Development Administration (EDA), especially Economic Development Districts (EDDs).
2. Regional transportation planning - metropolitan and rural; designation of regional planning councils as regional transportation planning organizations.
3. Brownfields assessment program.
4. Substate and regional delivery of federal programs.
5. Southeast Crescent Regional Commission activation and funding.

Advocacy and Outreach Efforts

FRCA has an informal relationship with the state association of counties. This relationship is maintained by scheduling, in conjunction with the state association of counties' annual conference, one meeting of the Executive Directors Advisory Committee each year and a mid-year policy board meeting every other year. FRCA also has an informal relationship with the state association of municipal officials which it maintains in the same fashion: by scheduling one Executive Directors Advisory Committee meeting each year and one policy board meeting every other year in conjunction with the annual conference of the association of municipal officials. The Executive Directors Advisory Committee coordinates the state policy agenda at their annual meetings with these organizations.

FRCA does not meet with elected state officials or staff, but members meet individually with their representatives annually. A paid lobbyist assists FRCA with state advocacy efforts.

FRCA does not meet with Florida's U.S. senators and representatives as an organization; the federal policy agenda is coordinated on a region-by-region basis.

Georgia Association of Regional Commissions (GARC)

Region 1: Northwest Georgia Regional Commission
Region 2: Georgia Mountains Regional Commission
Region 3: Atlanta Regional Commission
Region 4: Three Rivers Regional Commission
Region 5: Northeast Georgia Regional Commission
Region 6: Middle Georgia Regional Commission
Region 7: Central Savannah River Area Regional Commission
Region 8: River Valley Regional Commission
Region 9: Heart of Georgia Altamaha Regional Commission
Region 10: Southwest Georgia Regional Commission
Region 11: Southern Georgia Regional Commission
Region 12: Coastal Regional Commission

Contacts

Andy Crosson, GARC President
Central Savannah River Area
Regional Council
3023 Riverwatch Parkway, Suite A
Augusta, GA 30907-2016
Tel: 706-210-2006
Fax: 706-210-2006
acrosson@csrarc.ga.gov

Clarence Knight, GARC Chairman
City of Kingsland Councilman
Coastal Regional Commission of
Georgia
P.O. Box 250
Kingsland, GA 31548
Tel: 912-552-4133
knightmajor@tds.net

Organizational Structure

The Georgia Association of Regional Commissions (GARC) is a formally organized state association with established bylaws. The association's activities are supported by an association management firm. GARC's membership includes all of the state's 12 regional development organizations, known as regional commissions. GARC has established committees to focus on specific issues including transportation, environment, technology, finance and budget, community and economic development, human resources, an annual conference, and nominating.

Governing Structure

The GARC board of directors is made up of a mix of executive directors and local policy officials. Each regional commission is represented by two members: the executive director and a policy representative appointed by the council of the regional commission. The executive directors form the Executive Committee, which meets monthly to share noteworthy practices and solve organizational problems. The full board of directors meets four times each year. GARC's committee structure allows executive directors and staff members to continuously pursue various contract issues and opportunities.

State Grants and Projects

GARC does not administer statewide grants or projects, nor does it manage grants to individual regional planning councils. The association pursues federal grants on behalf of its members.

Financing

GARC Budget:

Annual Budget:	\$165,000
Annual Dues:	\$5,000

Statewide Financing:

Total Amount:	\$4,128,000
Amount per RDO:	\$350,000

Policy Issues

Top State-Level Policy Issues

1. Funding.
2. Transportation.
3. Community and economic development.
4. Human resources.
5. Technology.

Top Federal-Level Policy Issues

1. Transportation.
2. Environmental management.
3. Funding (stability).
4. Housing.
5. Economic development.

State Association Financing

GARC's FY2011 budget was \$165,000. The association generates revenues through dues, conferences, and training. Annual membership dues are \$5,000 per regional commission.

Statewide Financing

The Department of Community Affairs (DCA) and the Department of Transportation (DOT) oversee the distribution of \$4.1 million annually in state funds to regional commissions for staffing, technical assistance, planning, administrative expenses, and to fulfill match requirements from other federal or state programs. Annually, DCA provides approximately \$256,000, DOT provides approximately \$80,000, and the Department of Natural Resources (DNR) provides approximately \$14,000 per regional commission. Funding comes from the state legislature or state agencies, and is distributed directly to individual regional commissions. DCA contracts require a 10 percent match, and DOT contracts require a 20 percent match. Other funding requirements include the completion of state contract directed tasks, local plan reviews, development of regional impact reviews, regional planning, plan implementation, quarterly reports, budget submittals, and affirming staff abilities and training.

Advocacy and Outreach Efforts

GARC has an informal relationship with the Association County Commissioners of Georgia (ACCG) and the Georgia Municipal Association (GMA). Both ACCG and GMA have staff appointees who regularly meet with GARC executive directors and policy officials. In addition, GARC has a reciprocal agreement with ACCG and GMA which provides for free exhibit space at each other's conferences. GARC holds two annual conferences, including an annual conference for policy officials, upper management, and state elected officials, and an annual economic development conference for economic development professionals, executive directors, and policy officials, with federal and state officials. The association coordinates its policy agenda with the ACCG and GMA by working within their existing systems.

Typically, GARC meets with state commissioners bimonthly and as necessary with state legislators. However, in 2010, the Governor established a new committee which includes the Governor, Lt. Governor, commissioners, policy officials, and regional commission executive directors. A paid lobbyist assists GARC with state advocacy efforts. GARC notes that its policy officials, under the guidance of a paid lobbyist, are the key to its political outreach efforts.

GARC also maintains a relationship with Georgia's U.S. senators and representatives, whose staff attend monthly Executive Committee meetings. The association's federal policy agenda is coordinated by identifying relationships between executive directors, consultants, and Georgia's U.S. senators and representatives.

GARC meets quarterly or semi-annually with representatives from the Economic Development Administration (EDA), U.S. Department of Agriculture (USDA), U.S. Department of Transportation (USDOT), and the U.S. Department of Housing and Urban Development (HUD). In addition, many of these agencies have regional representatives who attend GARC's monthly Executive Committee meetings.

Idaho

Economic Development Districts of Idaho (EDDI)

Region 1: Panhandle Area Council
Region 2: Clearwater Economic Development Association
Region 3: Sage Community Resources, Inc.
Region 4: Region IV Development Association, Inc.
Region 5: Southeast Idaho Council of Governments
Region 6: East Central Idaho Planning and Development Agency

Contact

Kathleen Lewis, Executive Director
Southeast Idaho Council of Governments
214 E. Center St.
PO Box 6079
Pocatello, ID 83205-6079
Tel: (208) 233-4535 x823
kathleen@sicog.org

Organizational Structure

The Economic Development Districts of Idaho (EDDI) does not have bylaws but is a formally organized state association of the state's six economic development districts (EDDs).

State Grants and Projects

In May 2005, with funding from the U.S. Environmental Protection Agency (EPA), EDDI and the Reuse Idaho Brownfields Coalition established a statewide \$3 million brownfields revolving loan fund (RLF). EDDI and the Reuse Idaho Brownfields Coalition, in partnership with the Idaho Department of Environmental Quality (IDEQ), helps local businesses and organizations clean up contaminated properties for reuse.

Advocacy and Outreach

EDDI works to foster partnerships among federal, state, and local officials, and between the public, private and nonprofit sectors, and the community.

Illinois Association of Regional Councils (IARC)

Bi-State Regional Commission
Champaign County Regional Planning Commission
Chicago Metropolitan Agency for Planning
Coles County Regional Planning Commission
Greater Egypt Regional Planning Commission
Greater Wabash Regional Planning Commission
Logan County Regional Planning Commission
Morgan County Regional Planning Commission
North Central Illinois Council of Governments
South Central Illinois Regional Planning Commission
Southeastern Illinois Regional Planning Commission
Southern Five Regional Planning Commission
Southwestern Illinois Regional Planning Commission
Springfield-Sangamon County Planning Commission
Tri-County Regional Planning Commission
Two Rivers Regional Council of Public Officials
Western Illinois Regional Council

Contacts

Kelly Murray, Executive Director
Illinois Association of Regional Councils
413 West Monroe
Springfield, IL 62704
Tel: (217) 528-5331
Fax: (217) 528-5562
iacbm@msn.com

Kevin Terveer, Executive Director
Southwestern Illinois Metro and Regional Planning Commission
2511 Vandalia
Collinsville, IL 62234
Tel: (618) 344-4250
Fax: (618) 344-4253
kterveer@simapc.com

Financing

GARC Budget:
Annual Dues: \$600

Organizational Structure

The Illinois Association of Regional Councils (IARC) is a formal organization with established bylaws. IARC's 17 dues-paying members are regional development organizations, known as regional planning commissions, councils of government, or regional councils. IARC also has an associate membership category for organizations which have specific interests in planning, management, development, or government, including corporations, academia, nonprofits, civic organizations, and individuals. Committees are formed as needed.

Governing Structure

The governing board consists of the executive directors of each member regional development organization. The executive directors meet monthly. IARC also has an executive committee, which consists of the president, vice-president, secretary-treasurer, past president, and two executive directors.

State Association Financing

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

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.

Indiana Association of Regional Councils (IARC)

Eastern Indiana Development District
Economic Development Coalition of Southwest Indiana
Energize-ECI Regional Planning District
Indiana 15 Regional Planning Commission
Kankakee-Iroquois Regional Planning Commission
Madison County Council of Governments
Michiana Area Council of Governments
Northeastern Indiana Regional Coordinating Council
Northwestern Indiana Regional Planning Commission
Region 3A Economic Development District and Regional Planning Commission
River Hills Economic Development District and Regional Planning Commission
Southeastern Indiana Regional Planning Commission
Southern Indiana Development Commission
West Central Indiana Economic Development District

Contact

Theresa Criss-Hartwig, Executive Director
Indiana Association of Regional Councils
101 W. Ohio St., Suite 1575
Indianapolis, IN 46204
Tel: (317) 829-3658
hartwig@psci.net

Edwin Buswell, Board Chairman
Executive Director of Kankakee-Iroquois RPC
101 W. Ohio St. Suite 1575
Indianapolis IN 46204
ebuswell@urhere.net

Organizational Structure

The Indiana Association of Regional Councils (IARC) is a formally organized state association with established bylaws. IARC is staffed by a part-time executive director. The association's membership includes 14 regional development organizations, which are known as regional councils. IARC currently has two active committees: the Marketing Committee and the Finance and Development Committee.

Governing Structure

The executive directors of each regional council serve as the Board of Directors, which meets monthly to share noteworthy practices and solve organizational problems.

State Grants and Projects

IARC does not administer statewide grants or projects, or manage grants to individual regional councils. IARC pursues federal grants on behalf of its members.

State Association Financing

IARC's annual budget is \$26,000. The association generates revenue primarily through dues, with minimal revenue from advertising sales and state and federal grants. Annual membership dues are \$2,000 per member.

Advocacy and Outreach Efforts

IARC infrequently meets with state and local officials. IARC contracts with the Indiana Association of Cities and Towns (IACT) for a part-time (40 percent) staff person, meeting space, and record keeping. IARC does not coordinate its policy agenda with IACT or the Association of Indiana Counties, or meet with state elected officials or state commissioners. In addition, IARC does not pursue a federal policy agenda. The association does, however, meet twice per year with the Economic Development Administration (EDA), the Federal Highway Administration (FHWA), and U.S. Department of Housing and Urban Development (HUD). Furthermore, IARC invites state and federal agency representatives to their monthly meetings to talk about programs and how IARC can assist in their missions. IARC also maintains a relationship with the Purdue Center for Regional Development's EDA University Center program.

Financing

IARC Budget:
Annual Budget: \$26,000
Annual Dues: \$2,000

Policy Issues

Top Five State-Level Policy Issues

1. Economic and community development.
2. Transportation.
3. Brownfields.
4. Housing.
5. Multi-hazard mitigation planning and disaster recovery.

Top Five Federal-Level Policy Issues

1. Economic and community development.
2. Transportation.
3. Brownfields.
4. Housing.
5. Historic Preservation.

Iowa Association of Regional Councils (IARC)

Area 15 Regional Planning Commission
Bi-State Regional Commission
Chariton Valley Planning and Development Commission
East Central Intergovernmental Association
East Central Iowa Council of Governments
Iowa Northland Regional Council of Governments
Metropolitan Area Planning Agency
MIDAS Council of Governments
North Iowa Area Council of Governments
Northwest Iowa Planning and Development Commission
Region 6 Planning Commission
Region XII Council of Governments
Siouxland Interstate Metropolitan Planning Council
Southeast Iowa Regional Planning Commission
Southern Iowa Council of Governments
Southwest Iowa Planning Council
Upper Explorerland Regional Planning Commission

Contacts

Mike Norris, Executive Director
Southeast Iowa Regional Planning
Commission
211 N Gear Ave, Suite 100
West Burlington, IA 52655
Tel: (319) 753-4310
mnorris@seirpc.com

Rick Hunsaker, Executive Director
Region XII Council of Governments
1009 East Anthony St.
PO Box 768
Carroll, IA 51401
Tel: (712) 792-9914
Fax: (712) 792-1751
rhunsaker@region12cog.org

Organizational Structure

The Iowa Association of Regional Councils (IARC) is a formally organized state association with established bylaws. IARC's membership includes the state's 17 regional development organizations (RDOs), which are known as councils of government (COGs). IARC is staffed by a part-time executive director, and a paid lobbyist assists with state advocacy efforts. The association has established a legislative committee which meets with the executive director and lobbyist to set legislative priorities. IARC is currently looking to fill the executive director position and is in negotiations with Iowa State University Extension to partially fund the position, with a goal of having a 50-50 cost share in FY2016.

Governing Structure

The IARC board of directors, comprised of the executive directors of each member COG, meets monthly to discuss coordinating and negotiating federal and state contracts, developing the policy and program agenda, sharing noteworthy practices, and solving organizational problems. IARC went through a strategic planning exercise in May 2010, and identified five priority focus areas and created committees which meet and report back during the monthly board of directors meeting.

State Grants and Projects

IARC administers a statewide contract with the Iowa Department of Public Health. Some of the work is subcontracted to COGs, who receive as compensation a portion of the funds awarded to IARC. IARC's Executive Director is responsible for the remainder of the contract.

IARC also administers an Iowa Department of Economic Development COG Assistance Funding grant that is sub-allocated to member COGs. The association serves as a pass-through for these funds: IARC collects reports, draws funds from the state, and delivers them to each of the 17 COGs. IARC does not receive a portion of these funds.

Financing

IARC Budget:

Annual Budget: \$630,000
Annual Dues: \$2,500 - \$3,750

Statewide Financing:

Total Amount: \$175,000
Amount per RDO: \$10,294

Policy Issues

Top State-Level Policy Issues

1. Continued and increased funding for COG through COG Assistance funding.
2. Transportation planning.
3. Regional CDBG planning and fund distribution.
4. Continued housing funding for the state housing trust fund and other projects.
5. COG representation on appropriate state committees, work groups, and commissions.

Top Federal-Level Policy Issues

1. Surface Transportation reauthorization.
2. Continued and increased EDA funding.
3. Clean Air Act and non-attainment areas.
4. Federal funding directly to regions.
5. Discontinuation of multi-federal agency diversion of scarce resources from existing priorities and programs to large competitive demonstration projects.

State Association Financing

IARC's FY2014 budget is \$630,000. The association generates revenue through dues, conferences and training, the administration of subcontracts and grants, and through the direct delivery of statewide contracts. Annual membership dues range from \$2,500 to \$3750 and vary between organizations based on a number of factors from population to operating a revolving loan fund (RLF).

Statewide Financing

The State of Iowa, through the Iowa Department of Economic Development, distributes \$175,000 annually to COGs to provide general planning and technical assistance to communities. State funds are evenly distributed among IARC's 17 member COGs in the amount of \$10,294. COGs are not required to provide a match to receive state funds; however, they must submit a report for review and approval with each disbursement request. Funding is written into the Iowa Department of Economic Development budget. The state contracts with IARC to distribute the funds to individual COGs.

Advocacy and Outreach Efforts

IARC has an informal relationship with the Iowa State Association of Counties (ISAC), and has worked with ISAC to host educational webinars. IARC also has an informal relationship with the Iowa League of Cities (League). IARC occasionally assists the League with information requests and information distribution, and the League has assisted IARC in disseminating information concerning its Employment Law Handbook. Recently, IARC worked with the League's representative on the Iowa Smart Planning Task Force, which was convened to review comprehensive planning efforts in Iowa. IARC's lobbyist works with lobbyists from ISAC and the League prior to and throughout legislative sessions.

Every fall, IARC hosts a retreat for COG staff which focuses on training in a variety of areas, including housing development and transportation. IARC's executive director and a committee of statewide COG staff plan the conference, which lasts one and a half days and is typically attended by 60 to 70 COG staff.

IARC meets with state agency directors annually, or more frequently if there is a change in leadership, and hosts an annual breakfast for state legislature leadership. IARC meets annually with Iowa's U.S. senators and representatives in conjunction with NADO's annual Washington Policy Conference. IARC also meets as needed, and usually several times per year, with the Economic Development Administration (EDA) and the U.S. Department of Agriculture (USDA) Rural Development. IARC's EDA representative is invited to attend all Board of Directors meetings.

Kansas

Kansas Association of Regional Development Organizations

Great Plains Development, Inc.
North Central Regional Planning Commission
Northwest Kansas Planning and Development Commission
South Central Kansas Economic Development District, Inc.
Southeast Kansas Regional Planning Commission

Contacts

John Cyr, Executive Director
Kansas Association of Regional Development Organizations
109 N. Mill Street
P.O. Box 565
Beloit, KS 67420
Tel: (785) 738-2218
Fax: (785) 738-2185
jcyr@nckcn.com

Bill Bolin, Executive Director
South Central Kansas Economic Development District, Inc.
200 West Douglas, Suite 710
Wichita, KS 67202
Tel: (316) 262-7035
Fax: (316) 262-7062
bill@sckedd.org

Financing

Association Budget:
Annual Budget: \$8,000
Annual Dues: \$500 - \$1,000

Organizational Structure

The Kansas Association of Regional Development Organizations is a formally organized state association with established bylaws. Members include the state’s five regional development organizations.

Governing Structure

The executive directors of member regional development organizations serve as the governing board of the Kansas Association of Regional Development Organizations. Meetings are held bimonthly and focus on organizational problem solving, collaboration, and state contracts.

State Grants and Projects

The Kansas Association of Regional Development Organizations pursues federal grants on behalf of its members.

State Association Financing

The Kansas Association of Regional Development Organizations’ annual budget is \$8,000. The association generates revenue through dues only. Annual membership was reduced to make them more affordable and currently regular members pay \$1,000 and associate members pay \$500.

Kentucky Council of Area Development Districts (KCADD) and Kentucky Association of District Directors (KADD)

Barren River Area Development District
Big Sandy Area Development District
Bluegrass Area Development District
Buffalo Trace Area Development District
Cumberland Valley Area Development District
FIVCO Area Development District
Gateway Area Development District
Green River Area Development District
Kentuckiana Regional Planning
Kentucky River Area Development District
Lake Cumberland Area Development District
Lincoln Trail Area Development District
Northern Kentucky Area Development District
Pennyrile Area Development District
Purchase Area Development District

Contacts

Jody Jenkins, County Judge
Union County
Board Chair, Kentucky Council of Area Development Districts
100 West Main Street
Morganfield, KY 42437
Tel: (270) 389-1081
Fax: (270) 389-4232
ucjudge1@bellsouth.net

Rodney Kirtley Executive Director
Barren River Area Development District
Directors Chair, 4 Kentucky Area Development District
177 Graham Avenue
Bowling Green, KY 42101
Tel: (270) 781-2381
Fax: (270) 842-0768
rkirtley@bradd.org

Organizational Structure

The Kentucky Council of Area Development Districts (KCADD) and the Kentucky Association of District Directors (KADD) are formally organized state associations with established bylaws. Both organizations are staffed by the same full-time Executive Director and Executive Assistant. KCADD represents the board members of Kentucky's 15 regional development organizations, which are known as Area Development Districts (ADDs). KADD's membership includes the executive directors of each of the 15 ADDs. KADD has established a number of committees to focus on specific issues, including economic development and tourism, workforce and education, health and family services, public safety and energy, infrastructure, technology, transportation, local government, strategic directions, and revenue development.

Governing Structure

KADD serves as the daily operational board; the KCADD board of directors is not actively involved except in passing the operational budget. KCADD's board of directors, which meets quarterly, is made up of local policy officials. Each ADD is represented by two members: its chairperson and one member elected by the ADD. The executive directors of each of Kentucky's 15 ADDs are members of KADD, and are entitled to a vote at the monthly General Membership meetings. General Membership meetings focus on coordinating and negotiating federal and state contracts, sharing noteworthy practices, solving organizational problems, and developing the policy and program agenda. KCADD and KADD just completed a comprehensive strategic planning process; strategic objectives include narrowing its focus on key issues, engaging in active policy discussions and decisions, and better communicating its message to community leaders.

State Grants and Projects

KCADD and KADD do not administer statewide grants or projects, nor do they manage grants to individual regional planning councils.

Financing

KCADD and KADD Budget:

Annual Budget:	\$369,000
Annual Dues:	\$8,332 – \$20,640

Statewide Financing:

Total Amount:	\$2.1 million
Amount per RDO:	\$59,000 – \$211,000

State Association Financing

KCADD and KADD's FY2014 budget is \$369,500. The associations generate revenue primarily through dues, with a small amount generated through a municipal bond program that was created in 1996. Annual membership dues range from \$8,332 to \$20,640. The basis for this formula, which has been in place for over 10 years, is unknown. KCADD and KADD is considering revising the formula to instead be calculated based on a percentage of each ADD's budget.

Statewide Financing

Through the Kentucky Department of Local Government, the Commonwealth of Kentucky distributes \$2.1 million annually to ADDs for general planning, local government assistance, general operating, regional transportation planning, and regional water planning. Individual ADDs receive between \$59,000 and \$211,000 per a formula based on a variety of criteria including the geographic area and population of an ADD. This formula is currently being discussed and revised. Primarily, ADDs use the funds for staffing and to fulfill match requirements for other federal or state programs.

KCADD organized a database of “rapid response” individuals who are willing to assist on important legislative matters once notified of any developments.

Policy Issues

Top State-Level Policy Issues

1. Funding: maintain or increase funding for various state contracts; joint funding agreements (JFA) combining state and federal funding; area development fund (direct general fund allocation).
2. Planning for water and transportation.
3. Local government support.
4. Workforce.
5. Economic development.

Top Federal-Level Policy Issues

1. Economic development planning and funding.
2. Workforce.
3. Transportation.
4. Regional planning.
5. Efficiency.

Advocacy and Outreach Efforts

KCADD's and KADD's executive director frequently meets with the Kentucky Association of Counties and the Kentucky League of Cities, as many of the members of KCADD's board of directors are county and city officials. The groups meet weekly during legislative sessions to coordinate the policy agenda and stay updated on legislative developments. KCADD and KADD also maintains contact with the Kentucky Municipal Utilities Association and other groups to coordinate issues as they develop. To assist in this effort, KCADD organized a database of “rapid response” individuals who are willing to assist on important legislative matters once notified of any developments.

KCADD and KADD also meets with the governor twice per year, and with state cabinet directors and commissioners bi-monthly. The association meets with state legislature committees bi-monthly, except during legislative sessions when these meetings are more frequent. KCADD and KADD meets with federal agency representative and officials and U.S. senators and representatives annually. Most coordination with Congressional staff occurs at individual ADD board meetings.

Louisiana Association of Planning and Development Districts (LAPDD)

- District 1: Regional Planning Commission
- District 2: Capital Region Planning Commission
- District 3: South Central Planning and Development Commission
- District 4: Acadiana Regional Development District
- District 5: Imperial Calcasieu Regional Planning and Development District
- District 6: Kisatchie Delta Regional Planning and Development District
- District 7: Coordinating and Development Corporation
- District 8: North Delta Regional Planning and Development District

Contacts

Heather Urena, Executive Director
Kisatchie-Delta Regional Planning and Development District
3516 Parliament Court
Alexandria, LA 71303
Tel: (318) 487-5454
Fax: (318) 487-5451
hsurena@aol.com
kdelta@krocket.net
kdelta4@krocket.net

David Creed, Executive Director
North Delta Regional Planning and Development District
Tel: (318) 387-2572
david@northdelta.org

Organizational Structure

The Louisiana Association of Planning and Development Districts (LAPDD) is a formally organized state association with established bylaws. The association's membership includes all eight of the state's regional development organizations, known as planning and development districts (PDDs). LAPDD does not have dedicated staff; instead, one member district receives \$250 per month in exchange for secretarial and financial management. In addition, one member district hosts LAPDD's website. The association forms task forces and committees for collaborative and joint projects.

Governing Structure

LAPDD's governing board is made up of the executive directors of the planning districts, who meet monthly. In addition, planners and other key staff (usually one additional individual per planning district) participate in meetings but do not have voting authority. Meetings focus on coordinating and negotiating state contracts, sharing noteworthy practices, solving organizational problems, developing the policy and program agenda, branding and marketing planning districts statewide, and promoting relationships between districts. LAPDD has a standardized agenda for each meeting. The association reviews state and federal agency relationships, projects, and policies. The Economic Development Administration's (EDA) Economic Development Representative (EDR), key staff from Louisiana Economic Development (LED), and a representative from the Governor's office have a standing invitation to participate in meetings. Occasionally, LAPDD will hold a working meeting in lieu of a business meeting.

State Grants and Projects

From time to time, LAPDD administers statewide projects through contract grants. In addition, the association periodically conducts one-time projects through cooperative endeavor agreements between planning districts.

Financing

LAPDD Budget:

Annual Dues: \$500

State Association Financing

LAPDD does not prepare an annual budget. The association generates revenues through dues, the statewide administration of subcontracts and grants, and the direct delivery of statewide contracts and services. Annual membership dues are \$500 per member district. Occasionally, LAPDD administers statewide projects through contract grants and retains a small portion for administrative and audit expenses.

Statewide Financing

The State of Louisiana does not distribute funds to planning districts.

The EDA's EDR, key staff from LED, and a representative from the Governor's office have a standing invitation to participate in monthly LAPDD meetings.

Policy Issues

Top Federal-Level Policy Issues

1. Revolving Loan Fund (RLF) "devolution".
2. Regional Planning Organizations (RPOs).
3. Economic Development Administration (EDA).
4. Workforce development and entrepreneurship training (funding).
5. U.S. Department of Housing and Urban Development (HUD) Renewal Community extension.

Advocacy and Outreach Efforts

LAPDD has informal relationships with the Police Jury Association of Louisiana (the state association of parishes) and the Louisiana Municipal Association. The EDA's EDR, key staff from LED, and a representative from the Governor's office have a standing invitation to participate in monthly LAPDD meetings. In addition, LAPDD meets with federal agency representative and officials almost monthly. LAPDD works to maintain relationships between individual executive directors, federal and state agency officials, and U.S. senators and representatives.

Maine

Maine Economic Development District Association (MEDDA)

Androscoggin Valley Council of Governments
Eastern Maine Development Corporation
Kennebec Valley Council of Governments
Midcoast Economic Development District
Northern Maine Development Commission
Southern Maine Economic Development District

Organizational Structure

The Maine Economic Development District Association (MEDDA) is an informal state association without established bylaws or full-time staff. The association's membership consists of the state's six regional development organizations (RDOs), which are designated economic development districts (EDDs) by the Economic Development Administration (EDA). The association has not yet established committees or task forces.

The Maine Workforce and Economic Development Alliance was formed in 2012 to formalize the relationship between Maine's EDDs and Local Workforce Investment Boards (LWIBs). The new organization could one day replace MEDDA as the state association and function as a dual purpose organization representing both EDDs and LWIBs across the state. Such a merger has the potential to increase efficiency and corporation between local partners. The Maine Workforce and Economic Development Alliance is currently being developed.

Governing Structure

MEDDA's governing board is made up of the executive directors of each of the state's RDOs. Monthly governing board meetings focus on sharing noteworthy practices, solving organizational problems, and developing the policy and program agenda.

State Grants and Projects

The association does not administer statewide projects or administer state grants to members.

State Association Financing

The association does not prepare an annual budget and does not have membership dues, expenses are split by members.

Statewide Financing

The state distributes funds to RDOs that are used primarily for technical assistance. RDOs are typically required to provide a 25 percent match. Funding comes from the state legislature and is directly contracted to individual RDOs.

Advocacy and Outreach Efforts

The association holds monthly meetings with the state legislature committees and leadership. In addition, MEDDA meets quarterly with federal agency representatives and officials and semi-annually with Maine's U.S senators and representatives. The association coordinates its federal policy agenda with its U.S. senators and representatives in conjunction with NADO's annual Washington Policy Conference.

Contact

Robert P. Clark, Executive Director
Northern Maine Development
Commission
11 West Presque Isle Road
P.O. Box 779
Caribou, ME 04736
Tel: (207) 498-8736
Fax: (207) 493-3108
rclark@nmdc.org

Financing

Statewide Financing:

Total Amount: \$200,000

Policy Issues

Top State-Level Policy Issues

1. Funding.
2. State and regional coordination.
3. Asset-based economic development.
4. Comprehensive economic development strategy (CEDs).

Top Federal-Level Policy Issues

1. Funding.
2. Federal, state, and regional coordination.
3. Northern Border Regional Commission.
4. Obama fiscal report.

Maryland

Informal state association

Mid-Shore Regional Council
Tri County Council for Southern Maryland
Tri-County Council for the Lower Eastern Shore of Maryland
Tri-County Council for Western Maryland
Upper Shore Regional Council

Contact

Leanne Mazer, Executive Director
Tri-County Council for Western Maryland
One Technology Drive
Suite 1000
Frostburg, MD 21532
Tel: (301) 689-1300
Fax: (301) 689-1313
leanne@tccwmd.org

Financing

Statewide Financing:
Total Amount: \$750,000
Amount per RDO: \$150,000

Organizational Structure

There is no formal association of Maryland's regional development organizations (RDOs), also known as councils of government (COGs). Instead, the executive directors of the state's five COGs established a group which meets as needed to develop a policy and program agenda. Local policy board officials are also occasionally convened.

Governing Structure

The group is not formally organized, and does not have a governing body.

State Grants and Projects

The group does not administer statewide projects or grants.

State Association Financing

The group does not have a budget.

Statewide Financing

The State of Maryland distributes \$750,000 annually to the COGs for general planning activities. Funds are evenly distributed between the five COGs, who each receive \$150,000 per year. The primary use of the funding is to fulfill match requirements of other federal or state programs. In order to receive funding, the COGs submit a scope of work. Funding comes from the state legislature and is distributed directly to individual COGs. The Maryland Department of Business and Economic Development oversees the distribution of funds.

Advocacy and Outreach Efforts

The group has an informal relationship with the Maryland Association of Counties (MACo), and uses MACo's conferences as a platform for holding meetings. The group periodically meets with the governor's office, state cabinet secretaries, and state legislature committees and leadership. Three of the group's five COGs meet with the Economic Development Administration (EDA), approximately twice per year.

Massachusetts

MARPA

Massachusetts Association of Regional Planning Agencies (MARPA)

Berkshire Regional Planning Commission
Cape Cod Commission
Central Massachusetts Regional Planning Commission
Franklin Regional Council of Governments
Martha's Vineyard Commission
Merrimack Valley Planning Commission
Metropolitan Area Planning Council
Montachusett Regional Planning Commission
Nantucket Planning and Economic Development Commission
Northern Middlesex Council of Governments
Old Colony Planning Council
Pioneer Valley Planning Commission
Southeastern Regional Planning and Economic Development District

Contact

Timothy Brennan, Executive Director
Pioneer Valley Planning Commission
60 Congress Street, Floor 1
Springfield, MA 01104-3419
Tel: (413) 781-6045
Fax: (413) 732-2593
tbrennan@pvpc.org

Policy Issues

Top Policy Issues

1. Transportation finance enhancements and reforms.
2. Statewide zoning reforms.
3. Funding to advance regional delivery of shared regional services.
4. High speed broadband for 103 unserved and underserved municipalities.
5. Infrastructure investment tools such as value capture and regionalization enhancements.

Financing

MARPA Budget:

Annual Budget: \$26,000
Annual Dues: \$500 - \$14,000

Organizational Structure

The Massachusetts Association of Regional Planning Agencies (MARPA) is a formally organized state association whose membership includes all of the commonwealth's 13 regional development organizations, known as regional planning agencies (RPAs). 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 provides legislative research and advocacy support. Committees are formed on an as-needed basis.

Governing Structure

The executive directors lead the organization, a change made in 2012, with each member of the board having one vote. The president, vice president, and treasurer form an executive committee.

State Grants and Projects

MARPA does not currently administer state grants or projects, although it has in the past. The 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.

State Association Financing

The Association's annual budget is approximately \$26,000. MARPA generates revenues through annual dues, which range from approximately \$500 to \$14,000. Dues vary between members based on a formula that includes population and the number of member communities that each regional council serves.

Advocacy and Outreach Efforts

MARPA board members provide advocacy support for the association and a registered lobbyist assists with state advocacy efforts.

Michigan Association of Regions (MAR)

- Region 1: Southeast Michigan Council of Governments
- Region 2: Region II Planning Commission
- Region 3: Southcentral Michigan Planning Council
- Region 4: Southwest Michigan Planning Commission
- Region 5: GLS Region V Planning & Development Commission
- Region 6: Tri-County Regional Planning Commission
- Region 7: East Michigan Council of Governments
- Region 8: West Michigan Regional Planning Commission
- Region 9: Northeast Michigan Council of Governments
- Region 10: Northwest Michigan Council of Governments
- Region 11: Eastern Upper Peninsula Regional Planning & Development Commission
- Region 12: Central Upper Peninsula Planning & Development Regional Commission
- Region 13: Western Upper Peninsula Planning & Development Regional Commission
- Region 14: West Michigan Shoreline Regional Development Commission

Contacts

Donald J. Stypula, Executive Director
Michigan Association of Regions
4858 Havana SW
Wyoming, MI 49509
Tel: (616) 450-4217
don.stypula@collaboration-matters.com

Organizational Structure

The Michigan Association of Regions (MAR) is a formally organized state association with established bylaws. The association's membership includes the state's 14 regional development organizations, which are known as state planning and development regional commissions or councils. In January, 2012, the MAR Board of Directors voted to engage, via annual contract, the services of a part-time executive director to assist with the administration of the association and serve as an interface between the Association's members and decision-makers in Lansing and in Washington, DC. MAR's four standing committees (strategic planning, advocacy, services, and educations and training) were dissolved in FY2010. There is now one single committee whose members serve as a liaison between MAR and federal and state departments.

In February, 2012, Michigan Governor Rick Snyder empanelled a work group consisting of the MAR Executive Director, representatives of two MAR-member planning and development regions, representatives of workforce training agencies, municipal interests, and state agencies to look at a new state model for Michigan regions. In July, 2013, the Governor recommended a new collaborative model for delivery of state services that encourages (through a \$2.5 million appropriation of state grants) MAR-member planning and development regions to partner and collaborate with agencies providing economic development, adult education, higher education, and workforce development services. This "Regional Prosperity Initiative" encourages consolidation of Michigan's planning and development regions (from the current 14 to 10) and increased corporation to provide services .

Governing Structure

The governing board of MAR is made up of a mix of executive directors and local policy officials. Each member organization has one representative. MAR also has an Executive Committee consisting of the president, vice president, and treasurer. Full board meetings, which occur bi-monthly, focus on developing MAR's policy and program agenda. MAR is seeking continuity in its operations and demonstrating its value to state departments in order to position itself as a potential delivery service of state programming.

Financing

MAR Budget:

Annual Budget: \$19,290
Annual Dues: \$960 – \$4,000

Statewide Financing:

Total Amount: \$2.5 million

Policy Issues

Top State-Level Policy Issues

1. The Governor's Regional Prosperity Initiative.
2. Increased state transportation funding.
3. State economic development incentives.
4. Amendments to the state planning and zoning statutes.
5. Amendments to environmental protection and natural resource management statutes.

Top Federal-Level Policy Issues

1. The on-going federal budget and debt ceiling issues and impacts on key federal agencies.
2. Increases in federal transportation funding.
3. Any legislation or administrative rules governing the U.S. Economic Development Administration (EDA).
4. Any legislation or administrative rules governing the U.S. Department of Housing and Urban Development (HUD).
5. Environmental protection and natural resource management issues, policies, and programs governed by the U.S. Environmental Protection Agency (EPA) and the U.S. Department of Interior.

State Grants and Projects

MAR does not administer statewide projects or administer state grants to members.

State Association Financing

The association's FY2014 budget is \$19,290. MAR generates revenues through dues only. Annual membership dues range from \$960 to \$4,000 and are calculated per a formula based on the member organization's budget.

Advocacy and Outreach Efforts

The State of Michigan recently started a Shared Public Services Initiative (SPSI) to support shared services between local communities and schools. MAR and the Michigan Municipal League (MML) are partners in this effort, MAR members are the point of the contact for the SPSI program and the MML Foundation funds the program. MAR coordinates its policy agenda with other state associations through standing agenda items.

MAR meets with the governor's office and state cabinet directors annually, and with the state legislature committees and leadership quarterly. The association also meets with federal agency representatives and officials and Michigan's U.S. senators and representatives. MAR infrequently and informally coordinates its federal policy agenda with its U.S. senators and representatives.

Minnesota

Minnesota Association of Development Organizations

- Region 1: Northwest Regional Development Commission
- Region 2: Headwaters Regional Development Commission
- Region 3: Arrowhead Regional Development Commission
- Region 4: West Central Initiative Fund
- Region 5: Region 5 Development Commission
- Region 6E: Mid-Minnesota Development Commission
- Region 6W: Upper Minnesota Valley Regional Development Commission
- Region 7: East Central Regional Development Commission
- Region 8: Southwest Regional Development Commission
- Region 9: Region Nine Development Commission

Contact

Jayne I. (Jay) Trusty, Executive Director
Southwest Regional Development Commission
2401 Broadway Avenue, Suite 1
Slayton, MN 56172
Tel: (507) 836-8547
Fax: (507) 836-8866
execdir@swrdc.org

Organizational Structure

The Minnesota Association of Development Organizations is an informal network of Minnesota’s 10 regional development organizations, known as regional development commissions. The executive directors meet quarterly to share noteworthy practices, solve organizational programs, and to focus on the branding and marketing of the network’s regional development commissions statewide. Within the network economic development directors and transportation planners also meet quarterly, and finance directors meet on occasion.

State Grants and Projects

The network does not administer or manage statewide grants or projects.

State Association Financing

The network does not have a budget or collect dues.

Statewide Financing

The State of Minnesota does not provide funding for regional development commissions.

Advocacy and Outreach Efforts

The network is not engaged in advocacy efforts.

Mississippi

www.mspdds.com/

Mississippi Association of Planning and Development Districts (MAPDD)

Central Mississippi Planning and Development District
East Central Planning and Development District
Golden Triangle Planning and Development District
North Central Planning and Development District
North Delta Planning and Development District
Northeast Mississippi Planning and Development District
South Delta Planning and Development District
Southern Mississippi Planning and Development District
Southwest Planning and Development District
Three Rivers Planning and Development District

Contacts

Lesley Callender, Senior Planner
Central Mississippi Planning and Development District
1170 Lakeland Drive
P.O. Box 4935
Jackson, MS 39296-4935
Tel: (601) 981-1511
Fax: (601) 981-1515
lcallender@cmpdd.org

Organizational Structure

The Mississippi Association of Planning and Development Districts (MAPDD) is a formally organized state association with established bylaws. The association's membership includes the state's 10 regional development organizations, which are known as planning and development districts (PDDs). MAPDD does not have dedicated staff; instead, the association contracts with the Central Mississippi PDD for administrative support. The association establishes technical assistance committees (TACs) as needed to address specific areas of concern.

Governing Structure

The MAPDD board of directors is made up of the executive directors of each member PDD. Officers include a president, vice president, and treasurer which are elected annually by the board of directors. Monthly board meetings focus on developing the policy and program agenda. The typical format for board meetings is as follows: TACs meet in the morning; the full board convenes over a working lunch followed by TAC reports; presentations by two or three guests, usually federal or state policy officials or representatives from the governor's office.

State Grants and Projects

Occasionally, MAPDD administers statewide projects. Most recently, the association assisted the Mississippi Forestry Commission with statewide fire protection plans. MAPDD does not administer or manage grants that are sub-allocated to individual PDDs.

Financing

MAPDD Budget:

Annual Budget: \$205,175
Annual Dues: \$2,600

State Association Financing

MAPDD's 2014 annual budget is \$205,175. The association generates revenue through dues and its annual conference. Annual membership dues are \$2,600 per member PDD. The annual conference is a major source of revenue for the association.

Statewide Financing

The State of Mississippi does not provide PDDs with general planning or technical assistance.

The association holds an annual training and legislative conference. The conference is attended by over 600 individuals including elected officials and their staff and representatives from state agencies.

Policy Issues

Top State-Level Policy Issues

1. Create Regional Planning Organizations (RPOs) housed by PDDs.
2. Utilize PDD boundaries as definitive boundaries for all state regions.
3. Assure that legislation in the Mississippi House of Representatives is not adverse to PDDs.

Top Federal-Level Policy Issues

1. Surface transportation authorization.
2. Increased funding of EDA.

Advocacy and Outreach Efforts

Every year, individual PDDs host regional meetings of the Mississippi Association of Supervisors (MAS). MAPDD contributes space for these meetings and MAS provides the program. MAPDD has a similar arrangement with the Mississippi Municipal League. Individual PDDs host regional Mississippi Municipal League regional meetings. At these meetings, MAPDD provides the venue, and the Mississippi Municipal League provides the program.

The association holds an annual training and legislative conference. The conference is attended by over 600 individuals including elected officials and their staff and representatives from state agencies. The MAS and Mississippi Municipal League are on MAPDD's annual conference agenda and reciprocate by allowing MAPDD to be on their annual conference agendas. Separately, MAPDD coordinates its policy agenda with MAS and the Mississippi Municipal League through their staff and lobbyists as well as through regional meetings set up on PDD boundaries.

MAPDD meets annually, as needed, with the governor's office and with state representatives. The association meets as needed with state legislature committees and leadership. MAPDD meets, as needed, with representatives from the Economic Development Administration (EDA), U.S. Rural Development Agency (RDA), Delta Regional Authority (DRA), and U.S. Department of Housing and Urban Development (HUD).

Missouri Association of Councils of Government (MACOG)

Boonslick Regional Planning Commission
Bootheel Regional Planning and Economic Development Commission
East-West Gateway Coordinating Council
Green Hills Regional Planning Commission
Harry S Truman Coordinating Council
Kaysinger Basin Regional Planning Commission
Lake of the Ozarks Council of Local Governments
Mark Twain Regional Council of Governments
Meramec Regional Planning Commission
Mid-America Regional Council
Mid-Missouri Regional Planning Commission
Mo-Kan Regional Council
Northeast Missouri Regional Planning Commission
Northwest Missouri Regional Council of Governments
Ozark Foothills Regional Planning Commission
Pioneer Trails Regional Planning Commission
South Central Ozark Council of Governments
Southeast Missouri Regional Planning and Economic Development Commission
Southwest Missouri Council of Governments

Contacts

Doug Hermes, Planning Coordinator
Missouri Association of Councils of Government
P. O. Box 1865
Jefferson City, MO 65102
Tel: (816) 781-8631
djhermes@kc.rr.com

Robin Simpson, Executive Director
Mark Twain Regional Council of Governments
42494 Delaware Lane
Perry MO, 63462
Tel: (573) 565-2203
simpsoncog@rallstech.com

Organizational Structure

The Missouri Association of Councils of Government (MACOG) is a formally organized state association with established bylaws. MACOG is staffed by a part-time contractual planning coordinator and a contractual government affairs and management consultant (who also assists the association in their state-level policy and funding issues). All 19 regional development organizations, which are known as regional councils or regional planning commissions (RPCs), are MACOG members. MACOG establishes program- or project-based committees to assist in developing proposed common positions. Examples include: a committee addressing work plan requirements and funding allocations for transportation planning, a committee to review proposed work program agreements for homeland security planning, and committees to develop proposals in response to formal RFPs for planning services.

Governing Structure

The MACOG board of directors, which meets monthly, is made up of the executive directors of each of its member regional councils or RPCs. Board of directors meetings focus on coordinating and negotiating federal and state contracts, sharing noteworthy practices, solving organizational problems, developing the policy and program agenda, and presenting opportunities for state, federal, and other partners to present information to the executive directors. In order to make board of directors meetings more productive and effective, MACOG distributes advanced meeting notices and agendas, and manages presentation and discussion time.

Financing

MACOG Budget:

Annual Budget: \$99,150

Annual Dues: \$2,400 – \$4,800

Statewide Financing:

Total Amount: \$100,000

Amount per RDO: \$4,450 – \$10,670

State Grants and Projects

MACOG has directly administered statewide planning and promotional projects, including a planning workshop series and publications for the Missouri Department of Conservation, administrative support services for the state rural development council, and assisting with the drafting of technical RFPs for the Missouri Emergency Management Agency. In addition, through a subcontract with a member RPC, MACOG provides statewide coordination support for the regionalization of a homeland security initiative and program coordination for the statewide broadband planning initiative.

State Association Financing

The association's budget for 2010 was \$99,150. MACOG generates revenues through dues, subcontracts to MACOG from individual members, and through the direct delivery of statewide contracts and services. Membership dues are paid on a quarterly basis. The association's two metropolitan area members pay \$1,200 quarterly (\$4,800 annually), and the association's 17 non-metropolitan area members pay \$600 quarterly (\$2,400 annually). Major annual expenses include management and policy consultant fees, planning coordinator fees, board of directors retreat, and meetings.

MACOG has directly administered statewide planning and promotional projects, including a planning workshop series and publications for the Missouri Department of Conservation, administrative support services for the state rural development council, and assisting with the drafting of technical RFPs for the Missouri Emergency Management Agency.

Policy Issues

Top State-Level Policy Issues

1. Create Regional Planning Organizations (RPOs) housed by PDDs.
2. Utilize PDD boundaries as definitive boundaries for all state regions.
3. Assure that legislation in the Mississippi House of Representatives is not adverse to PDDs.

Top Federal-Level Policy Issues

1. Passage of transportation funding.
2. Increased funding of the Economic Development Administration (EDA).

Statewide Financing

The State of Missouri may distribute up to \$555,000 per year to RPCs. The FY2011 appropriation was \$100,000: each of the state's two metropolitan RPCs received \$10,670, and each of the state's 17 non-metropolitan RPCs received \$4,450. There is no required use of state funding; the primary use is to fulfill match requirements of other federal and state programs. Recipients must provide a dollar-for-dollar match, commit to an annual audit, adhere to professional standards, and prepare an annual budget and annual report. The Governor's Office of Administration oversees the distribution and use of state funding. Funding comes from the state's general revenues, and is awarded directly to individual regional councils.

Advocacy and Outreach Efforts

MACOG has an informal relationship with the Missouri Association of Counties and the Missouri Municipal League. MACOG often presents and exhibits at both organizations annual conferences.

MACOG meets quarterly with the Governor's Office of Administration, the state's oversight agency. The association meets informally with state department directors semi-annually and formally with state legislature committees and leadership on an annual basis, usually at the beginning of the legislative session. A paid lobbyist assists MACOG with state advocacy efforts. MACOG meets informally with federal agency representatives and officials semi-annually and makes an effort to meet periodically with its U.S. senators, representatives, and congressional staff.

Montana Economic Developers Association (MEDA)

Anaconda Local Development Corporation
Bear Paw Development Corporation of Northern Montana
Big Sky Economic Development Authority
Butte Local Development Corporation
Great Falls Development Authority
Missoula Area Economic Development Corporation
Montana Business Assistance Connection
Montana West Economic Development
Prosper Business Network

Contacts

Gloria O'Rourke, Coordinator
Montana Economic Developers Association
118 E. Seventh Street, Suite 2A
Anaconda, MT 59711
Tel: (406) 563-5259
Fax: (406) 563-5476
gloria@medamembers.org

Jim Davison, Executive Director
Anaconda Local Development Corporation
118 E. Seventh Street, Suite 2A
Anaconda, MT 59711
Tel: (406) 563-5538
Fax: (406) 563-3275
jameshdavison@gmail.com

Organizational Structure

The Montana Economic Developers Association (MEDA) is a formally organized state association with established bylaws. The association is staffed by an association management firm, Montana Economic Development Services, PLLC. Membership in MEDA is extended to individuals employed by organizations engaged in promoting community and economic development in Montana. The four classes of membership are: economic development organization, business, government, and honorary. Permanent members include the executive director, or equivalent of Montana's regional development organizations, known as development corporations. MEDA has five permanent committees: scholarship, professional development, interim legislative, legislative, and nominating. In addition, MEDA recently reactivated its working groups to focus on specific issues, including: business expansion and retention, brownfields, economic gardening, energy, innovation and strategic planning, leadership, Native American economic development, transportation, value-added agriculture, workforce and education, revolving loan funds (RLF), and tourism.

Governing Structure

The MEDA board of directors is made up of 21 individuals, including the executive director, or equivalent, of the association's nine permanent members and 12 rotating seats which are chosen from the remaining members of MEDA. Per MEDA's bylaws, two of the 12 rotating directors must be business members, and one must be a Native American involved in economic development. Executive directors meet quarterly to discuss coordinating and negotiating federal and state contracts, share noteworthy practices, solve organizational problems, develop the policy and program agenda, and branding and marketing of member organizations. Policy officials meet at least six times per year and more frequently during a legislative session. In order to make meetings more productive and effective MEDA holds pre-conference trainings, utilizes working groups, and strives for interactive sessions.

Financing

MEDA Budget:

Annual Budget: \$90,000
Annual Dues: \$100

Statewide Financing:

Total Amount: \$68,000

State Grants and Projects

MEDA contracts with the state to administer statewide programs. For example, MEDA assists the Montana Department of Commerce's Certified Regional Development Corporations (CRDC) Program, which is intended to facilitate, through regional capacity building, the efficient delivery of economic development programs. MEDA staffs the contract for the statewide Business Expansion and Retention (BEAR) program which manages teams and training for the statewide retention and expansion program.

State Association Financing

MEDA's annual budget is \$90,000; revenue is generated through dues, conferences and training, and the direct delivery of statewide contracts. Annual membership dues are a flat \$100 per member.

MEDA holds two conferences every year in the spring and fall. The conferences are not targeted at any one group and include a variety of agenda items. There is also a pre-conference session focused on professional development. Conference attendance is usually about 125 individuals.

MEDA supports the Montana Department of Commerce's Certified Regional Development Corporations (CRDC) Program, which is intended to facilitate, through regional capacity building, the efficient delivery of economic development programs.

Policy Issues

Top State-Level Policy Issues

1. Funding of key economic development programs.
2. Funding of one-time-only programs.

Top Federal-Level Policy Issues

1. Funding of federal programs which address rural needs.

Advocacy and Outreach Efforts

MEDA maintains informal relationships with the Montana Association of Counties (MACo) and the Montana League of Cities and Towns. MEDA is a legislative partner with these organizations and coordinates announcements as needed. Prior to the legislative session, a representative from the MEDA Board of Directors meets with the policy committees of MACo and the League to compare policy agendas. Occasionally, representatives of the organizations present at MEDA conferences.

MEDA meets frequently with the governor or senior staff, and with Cabinet directors during the legislative session. The association meets with state legislature committees and leadership quarterly and with federal agency representatives and offices semi-annually. MEDA meets jointly with U.S. senators and representatives twice per year; however, MEDA has easy access to its congressional delegation and conversations are ongoing.

MEDA is a member of the International Economic Development Council (IEDC) as well as NADO.

Nebraska Regional Officials Council (NROC)

Central Nebraska Economic Development
Lancaster County
Metropolitan Area Planning Agency
Northeast Nebraska Development District
Panhandle Area Development District
Siouxland Interstate Metropolitan Planning Council
South Central Economic Development District
Southeast Nebraska Development District
West Central Nebraska Development District

Contact

Karl Elmshaeuser, Executive Director
West Central Nebraska Development District
201 East 2nd Street, Suite C
P.O. Box 599
Ogallala, NE 69153
Tel: (308) 284-6077
Fax: (308) 284-6070
karl@west-central-nebraska.com

Organizational Structure

The Nebraska Regional Officials Council (NROC) is a formally organized state association with established bylaws. The association was incorporated in 2009 and is in the early stages of development.

Governing Structure

The NROC board of directors is made up of the executive directors of each member development district. The board of directors meet quarterly, at a minimum.

State Association Financing

NROC charges annual membership dues.

New Hampshire Association of Regional Planning Commissions (NHARPC)

Central New Hampshire Regional Planning Commission
Lakes Region Planning Commission
Nashua Regional Planning Commission
North Country Council
Rockingham Planning Commission
Southern New Hampshire Planning Commission
Southwest Region Planning Commission
Strafford Regional Planning Commission
Upper Valley Lake Sunapee Regional Planning Commission

Contacts

Kenn Ortmann, Director
Community and Housing
Development
Community Action Partnership of
Strafford County
270 County Farm Road, P.O. Box 160
Dover, NH 03821-0160
Tel: (603) 516-8141
Fax: (603) 516-8140
kortmann@co.strafford.nh.us

Tim Murphy, Executive Director
Southwest Regional Planning
Commissions
37 Ashuelot Street
Keene, NH 03431
Tel: (603) 357-0557
tmurphy@swrpc.org

Organizational Structure

The New Hampshire Association of Regional Planning Commissions (NHARPC) is a formally organized association with established bylaws. The association's membership includes each of the state's nine regional development organizations, known as regional planning commissions (RPCs). NHARPC contracts with one of its member regional planning commissions to provide administrative support.

Governing Structure

The NHARPC board of directors is made up of a mix of executive directors and local policy officials. Up to three individuals may be appointed from each regional planning commission, including two commissioners and the executive director. The executive directors meet monthly to discuss coordinating and negotiating federal and state contracts, share noteworthy practices, solve organizational problems, develop the policy and program agenda, and brand and market member organizations statewide. NHARPC regularly invites guests to its meetings, such as nonprofits, state department heads, and state and federal elected officials and their staffs. NHARPC's policy board officials meet at various times throughout the year when the legislature is in session depending on which bills are being presented.

State Grants and Projects

NHARPC does not administer statewide projects, nor does it administer or manage grants to member regional planning commissions.

Financing

NHARPC Budget:

Annual Budget: \$16,975
Annual Dues: \$1,886

Statewide Financing:

Total Amount: \$100,000
Amount per RDO: \$10,000

Policy Issues

2013 Regional Priorities (state and federal)

1. Promote regionalism and multi-jurisdiction collaboration.
2. Funding support for regional planning.
3. Infrastructure, transportation, water sewer, broadband, etc.
4. Economic development.
5. Resource protection.

State Association Financing

NHARPC's 2013 budget was \$16,975. The association generates revenues through membership dues only, in the amount of \$1,886 per member regional planning commission. The majority of NHARPC's budget goes towards administrative staff and lobbyist salaries.

Statewide Financing

The State of New Hampshire distributes \$100,000 annually to regional planning commissions to provide technical planning assistance to municipalities. Each regional planning commission receives approximately \$10,000. General assistance funding is provided for in the governor's budget and is distributed through individual contracts with regional planning commissions. The New Hampshire Office of Energy and Planning is the oversight agency for state funding.

Advocacy and Outreach Efforts

NHARPC has an informal relationship with the New Hampshire Municipal Association. The association meets with the governor's office annually, and meets as needed with state commissioners or with state legislature committees and leadership. A paid lobbyist assists NHARPC with state advocacy efforts.

NHARPC meets with federal agency representatives and offices annually. The association has a close relationship with its U.S. senators and representatives, as well as staff. NHARPC meets with elected officials as needed, and more frequently with staff in order to coordinate its federal policy agenda.

New Mexico

New Mexico Association of Regional Councils (NewMARC)

- District 1: Northwest New Mexico Council of Governments
- District 2: North Central New Mexico Economic Development District
- District 3: Mid-Region Council of Governments
- District 4: Eastern Plains Council of Governments
- District 5: Southwest New Mexico Council of Governments
- District 6: Southeastern New Mexico Economic Development District/Council of Governments
- District 7: South Central Council of Governments

Contact

Hubert H. Quintana, Executive Director
Southeastern New Mexico Economic Development District and Council of Governments
1600 SE Main Street
Roswell, NM 88203
Tel: (575) 624-6133
Fax: (575) 624-6134
hqsnmedd@plateautel.net

Organizational Structure

The New Mexico Association of Regional Councils (NewMARC) is a formally organized state association with established bylaws. The Association's membership includes all seven of the state's regional development organizations, which are known as councils of government (COGs). Staff support for NewMARC is provided by the staff of the executive director serving as president of the association. Staff support for committees is provided by the staff of the individual serving as head of the committee.

Governing Structure

NewMARC's governing board is made up of the executive directors of the member COGs. Executive directors meet every other month to share noteworthy practices, solve organizational problems, and to develop the policy and program agenda. NewMARC regularly consults with senior staff from state agencies at these meetings. Additional meetings are scheduled when needed.

State Grants and Projects

NewMARC does not administer statewide projects, nor does it administer or manage grants to member councils of government. NewMARC pursues federal grants on behalf of its members.

Financing

NewMARC Budget:

Annual Dues: \$1,000

Statewide Financing:

Total Amount: \$681,910

Amount per RDO: \$91,415

Policy Issues

Top State-Level Policy Issues

1. Effective utilization of, and appropriate budget support for, the regional councils as decentralized field arms of the state to assist with local and regional planning and development tasks, serve as a liaison to state government, assist with legislative issues and projects, etc.
2. Policy development for the creation of rules, regulations and application processes for projects and disbursement of funding from the New Mexico Colonias Initiative Fund.
3. The development of long-term transportation plans in our regions and throughout the state through our regional transportation planning organizations.

Top Federal-Level Policy Issues

1. Adequate EDA funding to support regional projects throughout the state.
2. De-centralize the administration of federal resources to states, regions and communities, and use the COGs as a primary network for planning, service delivery, technical assistance, and reporting.
3. Without major new revenue streams into transportation and other essential infrastructure, existing infrastructure capacity will deteriorate, and future problems will escalate.

State Association Financing

NewMARC does not have a formal budget; however, the association collects \$1,000 annually from member COGs to cover costs associated with sponsorships and marketing, such as booth displays and brochures. NewMARC sponsors the Transportation Day of the New Mexico Legislative Session, the SouthWest Region Directors Association (SWREDA) Annual Conference, and several member COGs sponsor the New Mexico Infrastructure Finance Conference. In addition, in the last few years NewMARC has undertaken several extensive marketing efforts, with cost split equally between NewMARC's member COGs.

Statewide Financing

Through the New Mexico Department of Finance and Administration, the State of New Mexico distributes \$681,910 annually to COGs to manage the State Grant-in-Aid and other grants and programs to provide planning, technical assistance, and capacity building to local governments. Individual COGs receive \$91,415 through individual contracts. Funding is used for technical assistance, staffing, planning, fulfilling match requirements of other federal and state programs, and administrative expenses.

Requirements for receiving state funding include providing technical assistance for Community Development Block Grant (CDBG) grant applications, implementation, and administration; coordination of infrastructure capital improvement planning (ICIP) for each region; providing technical assistance in application for implementation and administration of legislative capital outlay funding to local governments; providing capacity-building assistance to local governments, rural water associations, land grant councils, and other rural organizations; providing community and economic development planning, programming and training for local and special purpose governments; and EDA planning and technical assistance for local governments.

Advocacy and Outreach Efforts

The New Mexico Association of Counties (NMAoC) and the New Mexico Municipal League (NMML) are both ex officio members of NewMARC. In addition, NewMARC's member COGs are associate members of NMAoC and NMML.

As an organization, NewMARC meets with the governor's office and state legislature committees and leadership, as needed. The association consistently meets with senior level management staff of cabinet level departments.

New York

www.nysarc.com

New York State Association of Regional Councils (NYSARC)

Capital District Regional Planning Commission
Central New York Regional Planning and Development Board
Genesee/Finger Lakes Regional Planning Council
Herkimer–Oneida Counties Comprehensive Planning Program
Hudson Valley Regional Council
Lake Champlain–Lake George Regional Planning and Development Board
Southern Tier Central Regional Planning and Development Board
Southern Tier East Regional Planning Development Board
Southern Tier West Regional Planning and Development Board

Contact

David Bottar, Executive Director
Central New York Regional Planning
and Development Board
126 North Salina Street, Suite 200
Syracuse, NY 13202
Tel: (315) 422-8276 x207
Fax: (315) 422-9051
dbottar@cnyrpd.org

Financing

NYSARC Budget:

Annual Dues: \$750

Organizational Structure

The New York State Association of Regional Councils (NYSARC) is a formally organized association with established bylaws. NYSARC's membership includes nine regional development organizations, known as regional councils. The association does not have paid staff or office space. The chair of the board's staff provides administration support to NYSARC. The association designates individual regional councils handle administrative responsibilities for contracted program areas requiring statewide coordination, such as the regional water quality planning program contract with New York State.

Governing Structure

The governing board is made up regional council executive directors, with each member regional council represented. There are four officers of the board: chair, vice chair, secretary, and treasurer.

State Grants and Projects

The association does not administer state grants or projects. Instead, one regional council is designated the lead contact for statewide projects. The lead regional council typically receives additional financial support to coordinate the grant project.

State Association Financing

Annual membership dues are \$750 per regional council.

Advocacy and Outreach Efforts

The regional council executive directors, both individually and collectively, are involved with outreach and advocacy efforts, primarily with state and federal agencies and elected officials. In the past, a paid lobbyist has assisted NYSARC with state advocacy efforts.

North Carolina

www.ncregions.org

North Carolina Association of Regional Councils

Region A: Southwestern Commission
Region B: Land-of-Sky Regional Commission
Region C: Isothermal Planning and Development Commission
Region D: High Country Council of Governments
Region E: Western Piedmont Council of Governments
Region F: Centralina Council of Governments
Region G: Piedmont Triad Council of Governments
Region I: Northwest Piedmont Council of Governments
Region J: Triangle J Council of Governments
Region K: Kerr-Tar Regional Council of Governments
Region L: Upper Coastal Plain Council of Governments
Region M: Mid-Carolina Council of Governments
Region N: Lumber River Council of Governments
Region O: Cape Fear Council of Governments
Region P: Eastern Carolina Council of Governments
Region Q: Mid-East Commission
Region R: Albemarle Commission

Contacts

Betty Huskins, Executive Director
North Carolina Association of
Regional Councils
P.O. Box 182
Linville Falls, NC 28647
Tel: (828) 273-0276
ncregions@ridgetopassociates.com

Organizational Structure

The North Carolina Association of Regional Councils is a formally organized state association with bylaws. An association management firm is contracted to provide professional staff support, including an executive director and a legislative liaison. The Association's membership includes all of the state's 17 regional development organizations, which are known as regional councils. The North Carolina Association of Regional Councils has committees to focus on specific issues, including: the executive committee and board sub-committees on aging, convener of emerging and relevant issues, energy, environment, transportation, and workforce development.

Governing Structure

The board of directors of the North Carolina Association of Regional Councils is made up of the executive directors from each member regional council. The board meets monthly to discuss coordinating and negotiating federal and state contracts, sharing noteworthy practices and solving organizational problems, developing the policy and program agenda, and branding and marketing member organizations. Board meetings are focused on specific topics using an action agenda which is based on the association's formal Action Plan.

All members of the association recently signed an Inter-Regional Cooperative Agreement to work across jurisdictional lines. They also signed a Standard Operating Procedures to facilitate the delivery of federal, state, regional, and local services across the state, and encourage collaboration between the North Carolina Association of Regional Councils and its member regional councils.

State Grants and Projects

The association has embarked on a statewide project, NC Tomorrow, in partnership with the North Carolina Department of Commerce (NCDOC) and funded through the Community Development Block Grant (CDBG) program. NC Tomorrow will develop a statewide CEDS based upon livability principles and develop the statewide water information network. The association pursues federal grants on behalf of its members.

Financing

Association Budget:

Annual Budget: \$68,000
Annual Dues: \$4,000

Statewide Financing:

Total Amount: \$425,000

State Association Financing

The North Carolina Association of Regional Councils' base annual budget is \$68,000. Revenues are currently generated through dues only, but additional funding may be collected depending on current projects. Annual membership dues are \$4,000 per member regional council, and members vote to increase contributions for special initiatives.

Statewide Financing

The State of North Carolina distributes approximately \$425,000 annually to regional councils for purposes of providing technical assistance. General assistance funding for regional councils comes from the General Fund, and is a line item in the NCDOC budget. Funding is distributed directly to individual regional councils through NCDOC. The General Assembly Joint Subcommittee on Transportation and Natural and Economic Resources oversees the distribution of state funding to regional councils.

The association has embarked on a statewide project, NC Tomorrow, in partnership with the North Carolina Department of Commerce.

Policy Issues

Top State-Level Policy Issues

1. Aging.
2. Energy.
3. Environment.
4. Transportation.
5. Workforce development.

Top Federal-Level Policy Issues

1. Energy.
2. Environment.
3. Transportation.
4. Funding for planning and infrastructure.

Advocacy and Outreach Efforts

The North Carolina Association of Regional Councils staffs the Joint Regional Forum, the event advises the North Carolina League of Municipalities (NCLM) and the North Carolina Association of County Commissioners (NCACC) on regional and statewide issues. The Joint Regional Forum was originally founded by NCLM and NCACC, then organizing and staffing responsibilities were transferred to the North Carolina Association of Regional Councils through a Memorandum of Understanding (MOU) based on the collective determination that regional councils are the best medium for the delivery of federal, state, and regional services. The Joint Regional Forum meets bimonthly. Outside of the Joint Regional Forum, the Association also maintains a relationship with NCLM and NCACC by participating in their board meetings, conferences, and trade shows.

The North Carolina Association of Regional Councils meets monthly with the governor's office, state cabinet secretaries, and state legislature committees and leadership. The association is assisted in its state-level policy and funding issues by a legislative liaison as part of the contract with its association management firm. The association is currently working with the governor on NC Tomorrow.

The association also meets monthly with North Carolina's U.S. senators and representatives, and is developing a formal process for coordinating its federal policy agenda with its federal delegates.

The North Carolina Association of Regional Councils meets bimonthly with representatives from the Economic Development Administration (EDA), U.S. Department of Housing and Urban Development (HUD), U.S. Environmental Protection Agency (EPA), U.S. Department of Commerce (USDOC), U.S. Forest Service (USFS), and other agencies.

North Dakota

North Dakota Association of Regional Councils

Region 1: Tri-County Regional Development Council
Region 2: Souris Basin Planning Council
Region 3: North Central Planning Council
Region 4: Red River Regional Council
Region 5: Lake Agassiz Regional Council
Region 6: South Central Dakota Regional Council
Region 7: Lewis and Clark Regional Development Council
Region 8: Roosevelt Custer Regional Council for Development

Contact

Irv Rustad, Executive Director
Lake Agassiz Regional Council
417 Main Ave.
Fargo, ND 58103-1956
Tel: (701) 235-1197
Fax: (701) 235-6706
irv@lakeagassiz.com

Organizational Structure

The North Dakota Association of Regional Councils is an informal organized state association that meets infrequently. Membership includes the state's eight regional development organizations, known as regional councils. The association has no dedicated staff but the executive directors from each member regional council volunteer their time to the organization.

Governing Structure

The board of directors is made up of the executive directors of each member regional council.

State Grants and Projects

The association does not currently administer state projects or grants.

Advocacy and Outreach Efforts

The executive directors conduct outreach efforts individually.

Ohio

www.regionalcouncils.org

Ohio Association of Regional Councils (OARC)

Akron Metropolitan Area Transportation Study (AMATS)
Belomar Regional Council and Interstate Planning Commission
Brooke-Hancock-Jefferson Metropolitan Planning Commission
Buckeye Hills-Hocking Valley Regional Development District (BH-HVRDD)
Clark County-Springfield Transportation Coordinating Committee
Eastgate Regional Council of Governments
Erie Regional Planning Commission
KYOVA Interstate Planning Commission
Licking County Planning Commission/Licking County Area Transportation Study
Lima-Allen County Regional Planning Commission
Maumee Valley Planning Organization
Miami Valley Regional Planning Commission
Mid-Ohio Regional Planning Commission
Mid-Ohio Valley Regional Council
Northeast Ohio Areawide Coordinating Agency
Northeast Ohio Four-County Regional Planning & Development Organization
Ohio-Kentucky-Indiana Regional Council of Governments
Ohio Mid-Eastern Governments Association
Ohio Valley Regional Development Commission
Richland County Regional Planning Commission
Stark County Regional Planning Commission
Toledo Metropolitan Area Council of Governments
Wood-Washington-Wirt Interstate Planning Commission

Contact

William Murdock, AICP, Executive Director
Mid-Ohio Regional Planning Commission
111 Liberty Street, Suite 100
Columbus, OH 43215
Tel: (614) 233-4101
Fax: (614) 233-4201
wmurdock@morpc.org

Robert Lawler, Director of Transportation
Mid Ohio Regional Planning Commission
rlawler@morpc.org

Steve Poggiali, Director
Erie Regional Planning Commission
Tel: (419) 627-6671
SteveP@eriecounty.oh.gov

Financing

OARC Budget:
Annual Budget: \$30,000
Annual Dues: \$900 - \$2,700

Organizational Structure

The Ohio Association of Regional Councils (OARC) is a formally organized state association with established bylaws. The Association's membership is comprised of 23 regional development organizations, which are known as regional councils. Most regional councils are federally designated metropolitan planning organizations (MPOs), and six are designated Areawide Water Quality Management Planning Agencies under the Clean Water Act. All members coordinate transportation, environmental, and land-use planning for their region. The Mid-Ohio Regional Planning Commission (MORPC), located in Columbus, coordinates the activities of OARC. The association has established a transportation committee in which all members who are MPOs participate.

Governing Structure

The executive directors of each regional council serve as the board, and each has one vote. Quarterly meetings are held at the MORPC office.

State Grants and Projects

OARC does not currently administer any state grants or projects.

State Association Financing

OARC generates revenues through annual membership dues in the amount of \$900, \$1,800 or \$2,700 depending on the size of the regional council. OARC's budget is around \$30,000 with most of that going to pay the government relations consultant.

Advocacy and Outreach Efforts

The executive director of each member regional council conducts advocacy efforts for OARC. The MORPC's executive director is responsible for day-to-day advocacy efforts. OARC has a legislative representative at the state house.

Oklahoma Association of Regional Councils (OARC)

- District 1: Grand Gateway Economic Development Association
- District 2: Eastern Oklahoma Development District
- District 3: Kiamichi Economic Development District of Oklahoma
- District 4: Southern Oklahoma Development Association
- District 5: Central Oklahoma Economic Development District
- District 6: Indian Nation Council of Governments
- District 7: Northern Oklahoma Development Authority
- District 8: Association of Central Oklahoma Governments
- District 9: Association of Central Oklahoma Governments
- District 10: South Western Oklahoma Development Authority
- District 11: Oklahoma Economic Development Authority

Contact

OARC Board Chairman
John Johnson, Executive Director
Association of Central Oklahoma
Governments
21 E. Main, Suite 100
Oklahoma City, OK 73104
Tel: (405) 234-2264
Fax: (405) 234-2200
jgjohnson@acogok.org

Organizational Structure

The Oklahoma Association of Regional Councils (OARC) is a formally organized state association with established bylaws. The association's membership includes the state's 11 regional development organizations, known as regional councils. OARC is staffed by a full-time executive director and a lobbyist assists with state advocacy efforts. The association has a standing legislative committee and creates other committees as needed.

Governing Structure

OARC has two leadership groups, including one for executive directors and one for local policy officials. The executive directors meet monthly with OARC's executive director. These meetings focus on development of the policy and program agenda and are attended by the leadership of state agencies with which OARC works. The General Assembly made up of local policy officials meets annually.

State Grants and Projects

OARC has a grant from the Oklahoma Department of Transportation for Rural Transportation Planning (RTP). The grant is being administered by the Western Oklahoma Development Association, an association member.

OARC administers a \$700,000 statewide contract with the Oklahoma Department of Agriculture, Food, and Forestry for the Oklahoma Rural Fire Defense Program. The program allows OARC to contract with the local coordinators and provide technical and other assistance in grant administration and finance for both state and federal grants. The assistance helps those within the Rural Fire Coordination Districts to develop and improve capacity to meet future challenges.

OARC currently has a Federal grant to develop a statewide CEDS with the goal to strengthen collaboration and alignment among state, regional, and local entities toward Oklahoma's economic vision.

Financing

OARC Budget:

Annual Budget: \$127,000
Annual Dues: \$4,000

Statewide Financing:

Total Amount: \$400,004
Amount per RDO: \$36,364

State Association Financing

OARC has an annual budget of \$127,000. The association generates revenues through dues, conferences and training, and the direct delivery of statewide contracts and services. Annual membership dues are \$4,000 for each member regional council.

OARC held an annual State Conference until 2010. Due to budget cuts, the association will now hold a conference every other year. Speakers at the conference include agency directors, legislators, and others. During the conference OARC also holds executive directors' meetings. Attendees at the conference usually include the employees of regional councils; regional councils use the conference as an opportunity to hold meetings and trainings of their own.

Statewide Financing

The State of Oklahoma distributes \$400,004 annually to regional councils for planning activities. Individual regional councils each receive \$36,364 and are not required to provide a match. The source of funding is the state legislature. Funds are distributed through contracts with individual regional councils. The Oklahoma Department of Commerce is the oversight agency.

OARC has a grant from the Oklahoma Department of Transportation for Rural Transportation Planning (RTP). One of the association's members, South Western Oklahoma Development Authority, administers RTP under contract from OARC.

Policy Issues

Top State-Level Policy Issues

1. Rural Economic Action Plan (REAP) funding.
2. 911 legislation.
3. Rural fire funding.
4. Issues for aging directors.
5. Rural transportation funding for COGs.

Top Federal-Level Policy Issues

1. Continued funding for EDA.
2. Continued funding for the Community Development Block Grant (CDBG) program.
3. Requiring Regional Transportation Planning Organizations (RTPO) in each state to be designated and funded.
4. U.S. Environmental Protection Agency (EPA) Clean Air Act requirements.
5. Continued workforce funding.

Advocacy and Outreach Efforts

OARC is active in the legislative process at the state level. The Oklahoma Legislature meets annually from the beginning of February to the end of May. During this time, OARC meets daily with legislators. In addition, the executive directors of member regional councils meet with their respective state legislators throughout the year. OARC meets with the governor's office annually, or as needed.

The association meets with federal agency representatives and officials and with U.S. senators and representatives in conjunction with NADO's annual policy conference. Both OARC as an association and its members as independent entities are involved in coordinating the federal policy agenda with U.S. senators and representatives.

Oregon Economic Development Districts (OEDD)

Affiliated Tribes of Northwest Indians - Economic Development Corporation
Cascades West Economic Development District
CCD Business Development Corporation
Central Oregon Intergovernmental Council
Columbia-Pacific Economic Development District
Greater Eastern Oregon Development Corporation
Mid-Columbia Economic Development District
Mid-Willamette Valley Council of Governments
Northeast Oregon Economic Development District
Portland Regional Partners/Portland-Vancouver Economic Development District
South Central Oregon Economic Development District
South Oregon Regional Economic Development, Inc.

Contact

Amanda Hoey, Executive Director
Mid-Columbia Economic
Development District
515 East 2nd Street
The Dalles, OR 97058
Tel: (541) 296-2266
Fax: (541) 296-3283
amanda@mcedd.org

Financing

OEDD Budget:
Annual Budget: \$6,000
Annual Dues: \$500

Organizational Structure

Oregon Economic Development Districts (OEDD) is a formally organized state association with established bylaws. The organization's membership includes the state's 12 regional development organizations, known as economic development districts (EDDs). OEDD does not have dedicated professional staff; instead members share staffing support responsibilities. The organization has established a Revolving Loan Funding (RLF) subcommittee to act as a resource for EDD lending activities and a statewide CEDS committee.

Governing Structure

The OEDD board of directors is made up of the executive directors from each member EDD. The board of directors meets quarterly, and more frequently as needed to discuss coordination and negotiating federal and state contracts, share noteworthy practices, solve organizational problems, develop the policy and program agenda, and discuss the statewide branding and marketing of EDDs.

State Grants and Projects

OEDD is currently exploring opportunities to administer statewide projects to generate revenue. The organization accepts federal grants on behalf of its members.

State Association Financing

The association's sole source of revenue at this time is membership dues in the amount of \$500 per year per EDD (\$6,000 total). OEDD is exploring opportunities to administer statewide contracts and services as an organization in order to generate additional revenue.

Statewide Financing

Oregon's EDDs do not receive funding from the State of Oregon.

Advocacy and Outreach Efforts

OEDD maintains a relationship with the Association of Oregon Counties (AOC). Meetings with AOC staff are held at Economic Development Administration (EDA) or U.S. Department of Agriculture (USDA) offices. In addition, OEDD has a representative on AOC's Community Development Steering Committee and coordinates its policy agenda with AOC by scheduling conference calls to address specific issues as they arise.

The association meets with federal agency representatives and officials annually. OEDD's federal policy agenda is coordinated with U.S. senators and representatives through NADO Board of Directors representatives.

Local Development District Association of Pennsylvania

North Central Pennsylvania Region Planning and Development Commission
Northeastern Pennsylvania Alliance
Northern Tier Regional Planning and Development Commission
Northwest Pennsylvania Regional Planning and Development Commission
SEDA-Council of Governments
Southern Alleghenies Planning and Development Commission
Southwestern Pennsylvania Commission

Contact

James Hassinger, President & CEO
Southwestern Pennsylvania
Commission
Two Chatham Center, Suite 500
112 Washington Place
Pittsburgh, PA 15219
Tel: (412) 391-5591
Fax: (412) 391-9160
jhassinger@spcregion.org

Organizational Structure

The Local Development District Association of Pennsylvania is a formally established state association with established bylaws. The network's membership includes all of the commonwealth's regional development organizations, known as local development districts (LDDs). The network does not have professional staff support, but has three standing committees: marketing, energy and executive.

Governing Structure

The network board of directors consists of the executive directors from each member LDD. The board meets monthly and focuses on coordinating and negotiating contracts, sharing noteworthy practices, solving organizational problems, developing a policy and program agenda, and branding and marketing of member LDDs statewide. The board meets in Harrisburg and local policy board officials also meet on a monthly basis.

State Grants and Projects

The Local Development District Association of Pennsylvania does not administer statewide projects, nor does it administer or manage grants that are sub-allocated to LDDs.

Financing

Association Budget:

Annual Budget: \$100,000
Annual Dues: \$13,500

Statewide Financing:

Total Amount: \$2.1 million

State Association Financing

The Local Development District Association of Pennsylvania has an annual budget of \$100,000. The network generates revenue through annual membership dues in the amount of \$13,500 per LDD.

Statewide Financing

The Commonwealth of Pennsylvania currently distributes \$2.1 million annually to LDDs for the provision of targeted economic and community development services (Enterprise Development Program). The Appalachian Regional Commission (ARC) matches state dollars. LDDs use the funding for technical assistance, staffing, planning, fulfilling match requirements of other federal and state programs, and administrative expenses. In order to receive state funding, LDDs must produce an annual work program. The state contracts with each LDD individually. The Pennsylvania Department of Community and Economic Development is the state oversight agency for the funding, which comes from the General Fund.

The network meets quarterly with representatives from the Appalachian Regional Commission (ARC), U.S. Department of Agriculture Rural Development, and the Economic Development Administration (EDA).

Policy Issues

Top State-Level Policy Issues

1. Funding support for regional economic development partnership activities.
2. Coordination delivery of economic development services.
3. Support for innovative companies in economic development financing.
4. Maintenance of community technical assistance services.
5. Transportation funding.

Top Federal-Level Policy Issues

1. Continued support for the Appalachian Regional Commission (ARC).
2. Continued support for the Economic Development Administration (EDA).
3. Surface transportation reauthorization.
4. Re-authorization of the Workforce Investment Act.

Advocacy and Outreach Efforts

The network does not have a relationship with the state association of county officials or the league of cities. The network meets monthly with the governor's office and the state legislature committees and leadership, and quarterly with state cabinet directors. A paid lobbyist assists with advocacy efforts.

The network does not meet with Pennsylvania's U.S. senators or representatives. Instead, each LDD conducts its own outreach. The network meets quarterly with representatives from the Appalachian Regional Commission (ARC), U.S. Department of Agriculture Rural Development (USDA), and the Economic Development Administration (EDA).

South Carolina

www.sccogs.org

South Carolina Association of Regional Councils (SCARC)

Appalachian Council of Governments
Berkeley-Charleston-Dorchester Council of Governments
Catawba Regional Council of Governments
Central Midlands Council of Governments
Lowcountry Council of Governments
Lower Savannah Council of Governments
Pee Dee Regional Council of Governments
Santee Lynches Regional Council of Governments
Upper Savannah Council of Governments
Waccamaw Regional Council of Governments

Contact

Steve Pelissier, Executive Director
Appalachian Council of Governments
PO Box 6668
Greenville, SC 29606
Tel: (864) 242-9733
Pelissier@scacog.org

Financing

SCARC Budget:
Annual Budget: \$11,000
Annual Dues: \$800

Organizational Structure

The South Carolina Association of Regional Councils (SCARC) is a formally organized state association with established bylaws. SCARC's membership includes all 10 of the state's regional development organizations, known as councils of government (COGs). The association does not have dedicated staff; however, the executive director of the COG represented by the current president is responsible for all administrative responsibilities of SCARC. The association is governed by a board of directors with membership from each of the COGs.

Governing Structure

The SCARC board of directors, which meets twice a year, is comprised of three representatives from each member COG. The president of the board of directors is a board member of one of the member COGs and is often an elected official, although this is not required. The executive directors of each member COG make up a separate COG directors group which meets monthly and acts as an advisory committee to the board of directors.

State Grants and Projects

The association does not currently administer state grants or projects. Member COGs occasionally receive grants that indirectly benefit SCARC, such as funding for the annual training conference.

State Association Financing

SCARC generates revenue through dues, conference, and training with an annual budget of \$11,000. Annual membership dues are \$800 per member COG. The association holds an annual training conference for local elected official and board members. There is no state funding for SCARC, though state agencies do frequently provide sponsorships for the annual training conference.

Advocacy and Outreach Efforts

Executive directors of member COGs conduct advocacy and outreach efforts both collectively, and on an individual basis. The COGs maintain strong partnerships with several state agencies including: Office on Aging, Department of Employment and Workforce, Commerce Department, and Department of Transportation. COG executive directors meet with key staff from state agencies on a routine basis.

Tennessee

TDDA

Tennessee Development District Association (TDDA)

- District 1: Memphis Area Association of Governments
- District 2: Northwest Tennessee Development District
- District 3: Southwest Tennessee Development District
- District 4: Greater Nashville Regional Council
- District 5: South Central Tennessee Development District
- District 6: Upper Cumberland Development District
- District 7: Southeast Tennessee Development District
- District 8: East Tennessee Development District
- District 9: First Tennessee Development District

Contacts

Beth Jones, Executive Director
Southeast Tennessee Development District
1000 Riverfront Pkwy
Chattanooga, TN 37405-0757
Tel: (423) 266-5781
bjones@sedev.org

Brent Greer, County Mayor
Henry County Courthouse
101 W. Washington St.
Paris, TN 38242
Tel: (731) 642-5212
Fax: (731) 642-6531
bgreer@henrycountyttn.org

Organizational Structure

The Tennessee Development District Association (TDDA) is a formally organized state association with established bylaws. The association's membership includes all of the state's nine regional development organizations, known as development districts. TDDA does not have dedicated staff. Instead, the executive director who is serving as TDDA's secretary and treasurer is responsible for the day-to-day management of the association. TDDA does not have formal committees.

Governing Structure

TDDA's governing board is a mix of executive directors and local elected officials. Typically, elected officials are selected to serve as president, east Tennessee vice president, middle Tennessee vice president, and west Tennessee vice president. These individuals serve two-year terms. The executive director of one of the state's nine development districts serves as secretary and treasurer for a three-year term. Monthly governing board meetings focus on developing TDDA's policy and program agenda and on branding and marketing development districts statewide.

State Grants and Projects

TDDA does not administer statewide projects or administer or manage grants that are sub-allocated to individual development districts. The association accepts federal grants on behalf of its members.

Financing

TDDA Budget:

Annual Budget: \$32,500

Annual Dues: \$2,500

Statewide Financing:

Total Amount: \$1.41 million

Amount per RDO: \$160,000 –
\$180,000

Policy Issues

Top State-Level Policy Issues

1. Maintenance of the annual state appropriation for each development district.
2. Maintenance of the various state program delivery contracts that are administered by each development district.
3. Maintenance of the Rural Planning Organization (RPO) program as funded within the Tennessee Department of Transportation.
4. Improving the cooperative relationship between the Tennessee Development District Association (TDDA) and Tennessee Department of Economic and Community Development (ECD).
5. Improving the reputation of EDDs as a reliable delivery system for state-funded community and economic development services.

Top Federal-Level Policy Issues

1. Maintain and increase funding for the Appalachian Regional Commission (ARC) and Delta Regional Authority (DRA).
2. Maintain and increase funding for the Economic Development Administration (EDA).
3. Maintain and increase funding for the Community Development Block Grant (CDBG) program.
4. Formalize RPO process in the new transportation bill.
5. Increase grant opportunities for infrastructure funding within various federal departments such as the U.S. Department of Agriculture (USDA) Rural Development, U.S. Department of Housing and Urban Development (HUD), and U.S. Environmental Protection Agency (EPA).

State Association Financing

TDDA's annual budget is \$32,500 and generates revenue from membership dues, conferences and training, and infrequent grants from the Economic Development Administration (EDA) or U.S. Department of Agriculture (USDA) Rural Development. Annual membership dues are \$2,500 per development district and the annual conference nets approximately \$10,000 per year.

Statewide Financing

The State of Tennessee distributes, through the Tennessee Department of Economic and Community Development (ECD), \$1.4 million annually to development districts to match TDDA member's funds for local assessments and for general support of regional economic development activities. These funds are primarily used for technical assistance, staffing, planning, fulfilling match requirements of other federal and state programs, and administrative expenses. Seven of Tennessee's nine development districts receive \$160,000 per year, and two development districts receive \$180,000 per year, because their local assessment are above \$0.20 per capita. In order to receive funding, development districts must collect local assessments and submit annual work programs, budgets, and reports to the state.

General assistance funding is a line item in the governor's budget that is approved by the state legislature. Typically, the legislature approves a development district's appropriation in June and funds are transferred to ECD. Each development district signs a contract with ECD and the development district receives the funds in a lump sum in December.

Advocacy and Outreach Efforts

TDDA is formally associated with the Tennessee County Services Association (TCSA) through the Association of County Mayors (ACM), a subgroup of TCSA. TDDA sponsors a booth each year at the TCSA Annual Conference, and ACM assists TDDA with state advocacy efforts. TDDA also sponsors a booth each year at the Tennessee Municipal League (TML) Annual Conference. TDDA attempts to coordinate its legislative agenda with TCSA and TML.

TDDA's annual conference includes training sessions for development district staff, policy sessions for local elected officials, a legislative appreciation lunch or dinner, and an infrastructure awards program. This conference is held in Nashville during the legislative session and typically has about 300 attendees.

TDDA does not meet jointly with U.S. senators and representatives, and meets with the state legislature committees and leadership only as needed. TDDA discusses common policy objectives at its monthly meeting and relays this information to Tennessee's U.S. senators, representatives, and their staffs.

TDDA also meets with representatives from the U.S. Department of Agriculture (USDA) Rural Development, Economic Development Administration (EDA), U.S. Environmental Protection Agency (EPA), Appalachian Regional Commission (ARC), and Delta Regional Authority (DRA).

Texas Association of Regional Councils (TARC)

- District 1: Panhandle Regional Planning Commission
- District 2: South Plains Association of Governments
- District 3: Nortex Regional Planning Commission
- District 4: North Central Texas Council of Governments
- District 5: Ark-Tex Council of Governments
- District 6: East Texas Council of Governments
- District 7: West Central Texas Council of Governments
- District 8: Rio Grande Council of Governments
- District 9: Permian Basin Regional Planning Commission
- District 10: Concho Valley Council of Governments
- District 11: Heart of Texas Council of Governments
- District 12: Capital Area Council of Governments
- District 13: Brazos Valley Council of Governments
- District 14: Deep East Texas Council of Governments
- District 15: South East Texas Regional Planning Commission
- District 16: Houston-Galveston Area Council
- District 17: Golden Crescent Regional Planning Commission
- District 18: Alamo Area Council of Governments
- District 19: South Texas Development Council
- District 20: Coastal Bend Council of Governments
- District 21: Lower Rio Grande Valley Development Council
- District 22: Texoma Council of Governments
- District 23: Central Texas Council of Governments
- District 24: Middle Rio Grande Development Council

Contacts

Penny Redington, Executive Director
Texas Association of Regional Councils
701 Brazos, Suite 780
Austin, TX 78701
Tel: (512) 478-4715
Fax: (512) 275-9910
tarc@txregionalcouncil.org or
predington@txregionalcouncil.org

The Honorable Maurice Pitts, Commissioner
Lee County
200 S. Main Street, Room 102
Giddings, TX 78942
Tel: (979) 542-6065
commissionerpct1@co.lee.tx.us

Organizational Structure

Founded in 1973, the Texas Association of Regional Councils (TARC) is a formally organized state association with established bylaws. The association is staffed by a full-time executive director and six additional staff. TARC's membership includes all of the state's 24 regional development organizations, known variously as regional councils, development councils, area councils, associations of government, planning commissions, or councils of government. The organization has established committees to focus on specific policy and programmatic issues, including: the executive, legislative, budget and bylaws policy, community and economic development, criminal justice and law enforcement, emergency communications, emergency preparedness, environmental quality, health and human services, and transportation programmatic.

TARC was established to strengthen the ability of regional councils to serve their local governments. TARC emphasizes building and maintaining relationships with state and federal officials, other associations and nonprofit organizations that promote regionalism, and with the private sector through the presentation of accurate information and policy options.

State Grants and Projects

TARC accepts federal grants on behalf of its members and currently administers three statewide projects:

- A grant from the Texas Department of Public Safety, Division of Emergency Management, to assist regional councils, state, and federal agencies with the administration and program development for the U.S. Department of Homeland Security (DHS), Homeland Security Grant Program, State Homeland Security Program, and the Citizen Corps Program.
- A grant from the Texas Department of Aging and Disability Services to serve as the Respite Coordination Center for the state, assisting the 28 Area Agencies on Aging and the Respite Coalition partners to enhance coordination, outreach, and awareness of respite services and the compilation of best practice models, materials, and tools for respite care providers.
- A grant from the Economic Development Administration (EDA), to support the activities of Economic Development Districts (EDDs) and enhance their network and capacity.

Financing

TARC Budget:

Annual Budget: \$1.3 million

Annual Dues: \$6,600 – \$42,000

Statewide Financing:

Total Amount: \$2.5 million

Amount per RDO: \$62,500 – \$479,627

Policy Issues

Top State-Level Policy Issues

1. Maintaining general-purpose funding of regional councils in the face of extreme state budgetary constraints.
2. Enhancing recognition of the value of utilizing regional councils and regional council boundaries in the delivery of state programs and services.
3. Maintaining funding for Municipal Solid Waste Planning Allocation.
4. Furthering convergence of emergency communications and public safety interoperability with sufficient funding for Next Generation 9-1-1.
5. Supporting state initiatives to provide funding for regional councils to actively provide transportation planning and coordination as Rural Planning Organizations (RPOs).

State Association Financing

The association's budget for FY2011 was \$1.3 million. TARC generates revenues through annual dues, direct delivery of statewide contracts and services, and educational programs conferences and training. Membership dues for FY2011 ranged from \$6,600 to \$42,000 per a formula which included a base amount and each region's percentage share of the estimated current state population. Membership service fees are set each year by the board of directors at the annual business meeting.

TARC sponsors an annual conference targeting policy board officials, executive directors, and professional staff. The conference includes training for professional staff, policy discussion, and legislative information. The 2010 annual conference had 306 registrants and 60 exhibitors.

Statewide Financing

The State of Texas distributed \$2.5 million to regional councils in FY2010. Individual regional councils received between \$62,500 and \$479,627 in FY2010 per a formula which included a base amount, population estimates, and the number of counties represented by the regional council. The Office of the Governor's Criminal Justice Division oversees state funding, which comes from the governor's budget and is approved by state legislature. The state contracts directly with each individual regional council.

The purpose of state funding for regional councils, as specified in the Texas Local Government Code, is:

- to promote intergovernmental cooperation;
- to function as a regional review agency;
- to leverage funding from other sources;
- to provide assistance to local governments;
- to provide assistance to state agencies and organizations for the development of input for state plans, the implementation state programs, public outreach, and the dissemination of information and educational materials; and,
- to provide assistance to state agencies and organizations to develop, implement, and assess state programs and services.

Funds are used primarily for technical assistance, staffing, planning, fulfilling match requirements of other federal and state programs, administrative expenses, and other purposes per the Texas Local Government Code.

Advocacy and Outreach Efforts

TARC has informal, yet open and collaborative, relationships with the Texas Association of Counties and the Texas Municipal League. The association meets regularly with these groups, most frequently during state legislative sessions. Although there is no formal coordination of policy agendas between TARC and the these organizations, they are in contact during legislative sessions and maintain open lines of communication concerning issues affecting their membership constituencies.

TARC meets monthly with the governor's office, state commissioners, and state legislature committees and leadership, and more frequently if needed.

Utah

Utah Association of Governments

Bear River Association of Governments
Five County Association of Governments
Mountainland Association of Governments
Six County Association of Governments
Southeast Association of Governments
Uintah Basin Association of Governments
Wasatch Front Regional Council

Contact

Roger Jones, Executive Director
Bear River Association of
Governments
170 N. Main
Logan, UT 84321
Tel: (435) 752-7242
Fax: (435) 752-6962
rogerj@brag.utah.gov

Organizational Structure

The Utah Association of Governments is an informal state association, without established bylaws, governance documents, operating standards, or membership dues. The association's membership includes the state's seven regional development organizations, which are known as associations of government (AOGs).

Governing Structure

The executive directors of Utah's Associations of Government, or their representatives, meet bimonthly to share noteworthy practices and solve organizational problems, to develop the policy and program agenda, and to focus on branding and marketing their organizations statewide. Meetings are held in different regions throughout the state. The association's local policy board officials meet often throughout the year.

State Grants and Projects

The Utah Association of Governments does not administer statewide projects or administer state grants to members.

Financing

Statewide Financing:

Total Amount: \$540,000
Amount per RDO: \$80,000 – \$140,000

State Association Financing

The Utah Association of Government does not have an annual budget. Member executive directors are responsible for expenses incurred in attending Association meetings. In the instance of statewide projects, participating members share expenses and evenly splits any revenues earned.

Statewide Financing

The State of Utah distributes \$540,000 annually to states AOGs. The Utah Department of Community and Culture, Permanent Community Impact Fund Board (CIB) oversees the distribution of \$400,000 for general and infrastructure planning for rural AOGs. Rural AOGs each receive \$80,000 annually. The Utah Department of Transportation (UDOT) oversees the distribution of \$140,000 for transportation planning for metropolitan AOGs. Metropolitan AOGs each receive \$70,000 annually. Funding for rural AOGs comes from mineral lease funds. These funds are approved through the CIB process and are distributed through individual five-year contracts with rural AOGs. Individual metropolitan AOGs are required to obtain funds through legislative appropriations and receive funding through contracts from UDOT. In order to receive state funding, AOGs must submit reports, infrastructure planning lists, and attend state regional planning meetings.

If an issue is supported by the majority of member associations of government, the group decides on a strategy, makes appropriate contacts and schedules meetings.

Policy Issues

Top State-Level Policy Issues

1. Funding for AOGs.
2. Maintaining the current Community Development Block Grant (CDBG) formula for regions.
3. Transportation planning.
4. Maintaining funding for weatherization, aging services, community assistance, etc.
5. Pre-disaster mitigation.

Top Federal-Level Policy Issues

1. Public Lands issues (U.S. Forest Service and the Bureau of Land Management (BLM)).
2. EDA funding.
3. Funding for CDBG and other community development programs.
4. Transportation funding.
5. Funding for weatherization, aging, and community services programs.

Advocacy and Outreach Efforts

The Utah Association of Governments' advocacy and outreach efforts are informal and focus on specific issues or concerns. If an issue is supported by the majority of member associations of government, the group decides on a strategy, makes appropriate contacts, and schedules meetings.

The Utah Association of Governments maintains a relationship with both the Utah Association of Counties (UAC) and the Utah League of Cities and Towns (ULCT) through its local officials. The association coordinates its policy agenda with UAC and ULCT through appointments with appropriate representatives from each organization.

The Utah Association of Governments meets with the governor's office and state cabinet commissioners quarterly and with the state legislature committees and leadership annually. The association meets with federal agency representatives and officials annually. Although the Utah Association of Governments does not meet jointly with Utah's U.S. senators and representatives to coordinate its federal policy agenda, individual AOG's coordinate and correspond with congressional members and their staff.

Vermont Association of Planning and Development Agencies (VAPDA)

Addison County Regional Planning Commission
Bennington County Regional Commission
Central Vermont Regional Planning Commission
Chittenden County Metropolitan Planning Organization
Chittenden County Regional Planning Commission
Lamoille County Planning Commission
Northeastern Vermont Development Association
Northwest Regional Planning Commission
Rutland Regional Planning Commission
Southern Windsor County Regional Planning Commission
Two Rivers-Ottawaquechee Regional Commission
Windham Regional Commission

Contact

Charles Baker, Executive Director
Chittenden County Regional
Planning Commission
110 West Canal Street, Suite 202
Winooski, VT 05404
Tel: (802) 846-4490
Fax: (802) 846-4494
cbaker@ccrpcvt.org

Organizational Structure

The Vermont Association of Planning and Development Agencies (VAPDA) is a formally organized state association with established bylaws. The association's membership includes all 11 regional development organizations and one metropolitan Planning Commission. VAPDA does not have staff support; the organization's efforts are staffed by individual RPCs. VAPDA has established committees to focus on specific issues: legislation, natural resources and energy, transportation, emergency management, housing, and education.

Governing Structure

The VAPDA governing board is made up of a mix of executive directors and local policy officials who meet monthly, although the association has experienced difficulties in attracting active local policy official participation. Meetings focus on coordinating and negotiating federal and state contracts, sharing noteworthy practices and solving organizational problems, developing the policy and program agenda, and branding and marketing Vermont's RPCs statewide. The governing board meetings consist of speakers and discussions of routine matters. VAPDA invites politicians to attend meetings when possible. Additionally, the association convenes local policy board officials quarterly.

State Grants and Projects

VAPDA does not administer statewide projects. In addition, the association itself does not administer or manage grants that are sub-allocated to individual RPCs; instead a lead RPC performs this function on behalf of Vermont's RPCs.

Financing

VAPDA Budget:

Annual Budget: \$44,500
Annual Dues: \$4,000

Statewide Financing:

Total Amount: \$2.45 million

State Association Financing

The association's annual budget is \$44,500. Revenues are generated through membership dues, which are \$4,000 per RPC. Occasionally, VAPDA also generates revenue through self assessments for special projects.

Statewide Financing

The State of Vermont distributes \$2.45 million annually to RPCs for the purposes of local and regional land use activities per a formula based on the number of communities, plus a base amount. RPCs use the funding for technical assistance, staffing, planning, fulfilling the match requirements of other federal and state programs, and administrative expenses. In order to receive funding, RPCs must review projects of regional significance, match federal programs, implement an annual work program, and submit budgets. Funding comes from the governor's budget with approval by the legislature. The Vermont Agency of Commerce and Community Development oversee state funding, which is distributed to RPCs through individual contracts.

VAPDA intentionally reaches out to middle-level career staff in the offices and agencies with which they work, and not just politicians or political appointees.

Policy Issues

Top State-Level Policy Issues

1. Sustainable RPC funding.
2. A continued strong role in transportation planning.
3. Improved regional land use planning.
4. A greater role for RPCs in economic development.
5. An enhanced role for RPCs in water quality planning.

Top Federal-Level Policy Issues

1. Regional planning organizations (RPO) bill.
2. Continued brownfields funding and improved administration of program.
3. Smart growth initiatives (e.g., HUD)
4. Economic Development Administration (EDA) related funding.
5. Community Development Block Grant (CDBG) funding.

Advocacy and Outreach Efforts

VAPDA has a limited relationship with the Vermont League of Cities and Towns (VLCT) in which the two organizations work together on education activities.

The association currently meets with the governor's office every few years, but the frequency of these meetings will be increasing in the future. VAPDA meets with state cabinet commissioners monthly. It also meets with state legislature committees and leadership monthly while in session. A paid lobbyist assists VAPDA with state advocacy efforts.

VAPDA meets with the U.S. Environmental Protection Agency (EPA), U.S. Department of Housing and Urban Development (HUD), and Federal Highway Administration (FHWA) annually, but intends to meet with these agencies more frequently in the future. In addition, VAPDA meets annually with a few of their U.S. senators and representatives. The association directly communicates with U.S. senator and representative staff concerning issues and requests related to its federal policy agenda.

Virginia

www.vapdc.org

Virginia Association of Planning District Commissions (VAPDC)

Accomack-Northampton Planning District Commission
Central Shenandoah Planning District Commission
Commonwealth Planning District Commission
Crater Planning District Commission
Cumberland Plateau Planning District Commission
George Washington Regional Commission
Hampton Roads Planning District Commission
Lenowisco Planning District Commission
Middle Peninsula Planning District Commission
Mount Rogers Planning District Commission
New River Valley Planning District Commission
Northern Neck Planning District Commission
Northern Shenandoah Valley Regional Commission
Northern Virginia Regional Commission
Rappahannock-Rapidan Regional Council
Richmond Regional Planning District Commission
Roanoke Valley-Alleghany Regional Commission
Southside Planning District Commission
Thomas Jefferson Planning District Commission
Virginia's Regional 2000 Local Government Council
West Piedmont Planning District Commission

Contacts

Connie W. Long, Administrator
Virginia Association of Planning District Commissions
11712C Jefferson Avenue, #250
Newport News, VA 23606
Tel: (757) 412-2664
Fax: (866) 873-3690
vapdc@associationbuilders.com

F. Woodrow Harris
Crater Planning District Commissions
1105 West End Drive
Emporia, VA 23847
Tel: (434) 348-3645
woodrow.harris@djj.virginia.gov

Organizational Structure

The Virginia Association of Planning District Commissions (VAPDC) is a formally organized state association with established bylaws. VAPDC is staffed by an association management firm, Association Builders, LLC. The association's membership includes the commonwealth's 21 regional development organizations, which are known as planning district commissions (PDCs). VAPDC has established committees to focus on specific issues including: environment, transportation, program, audit, GIS and technology, nominating, and membership.

Governing Structure

The governing board of VAPDC, known as the Executive Board, is made up of a mix of executive directors and local policy officials. The Executive Board meets quarterly to share noteworthy practices and solve organizational problems. In order to ensure their productivity and effectiveness, the Executive Board meetings have an agenda and are run by the Second Vice President who is an executive director of a member PDC. Additionally, the policy board officials of member PDCs meet separately, approximately two to four times per year in person and monthly by conference call.

State Grants and Projects

VAPDC does not administer statewide projects or administer state grants to members.

Financing

VAPDC Budget:

Annual Budget: \$106,750

Annual Dues: \$2,300 – \$4,600

State Association Financing

VAPDC's annual budget is \$106,750. Revenues are generated through dues, conferences, and training. Annual membership dues are \$2,300, \$3,450, or \$4,600 depending on the size of the PDC.

The association holds two conferences each year. The Winter Conference in Richmond is focused on legislative issues and typically attracts approximately 60 attendees. The Summer Conference in Virginia Beach is longer and features various speakers depending on its theme. The annual election of officers and directors also occurs at the Summer Conference.

Statewide Financing

Virginia's PDCs receive funding from the state on a per capita basis, and on occasion for special projects. The Virginia Department of Housing and Community Development oversees state funding, which is approved by the legislature.

VAPDC has established committees to focus on specific issues, including: Environmental Committee, Transportation Committee, Program Committee, Audit Committee, GIS and Technology Committee, Nominating Committee, and Membership Committee.

Advocacy and Outreach Efforts

VAPDC does not currently have a relationship with the Virginia Association of Counties (VACo) or the Virginia Municipal League (VML), but is working towards establishing relationships with both of these organizations. VAPDC hopes to combine its Winter Conference with VACo.

VAPDC meets with the governor's office and state cabinet secretaries annually but does not meet with state legislature committees or leadership. The association did not have a policy agenda for the last Virginia General Assembly legislative session, and instead focused on the maintenance of funding and the promotion of PDCs as a core function of state government.

Washington

Washington Association of Economic Development Districts (WAEDD)

Benton-Franklin Council of Governments
Big Bend Economic Development Council
Columbia-Pacific Resource Conservation and Economic Development District
Cowlitz-Lewis Economic Development District
Mid-Columbia Economic Development District
North Central Washington Economic Development District
Peninsula Development Association
Puget Sound Regional Council
SouthEast Washington Economic Development Association
Tri-County Economic Development District

Contact

Jennifer Keene, Planner
Cowlitz-Lewis Economic
Development District
207 N. 4th Avenue
Kelso, WA 98626
Tel: (360) 577-3041
jkeene@cwecog.org

Organizational Structure

The Washington Association of Economic Development Districts (WAEDD) is a new, formally organized, state association and is currently in the developmental phase. The association's current voluntary structure was developed in 2010 with the approval of bylaws. Membership is extended to all active Economic Development Administration (EDA) designated Economic Development Districts (EDDs) and Councils of Governments (COGs) in the State of Washington. WAEDD does not have dedicated staff support for the management of the organization.

Governing Structure

The WAEDD board of directors is made up of executive directors from each of the member organizations. The board meets quarterly via conference call and annually in person. To date, meetings have focused on bylaws, membership, mission and vision, and WAEDD's role within the state.

State Grants and Projects

In the spring of 2009 WAEDD received a \$75,000 grant from the EDA for organizational capacity building.

State Association Financing

WAEDD does not have a budget or annual membership dues.

Statewide Financing

There is no statewide funding for EDDs or COGs in general. Funding for specific programs such as substance abuse or transportation programs are allocated to COGs.

Advocacy and Outreach Efforts

WAEDD has not yet developed a relationship with the Washington State Association of Counties (WSAC), the Association of Washington Cities (AWC), or the Washington Public Ports Association (WPPA) but plans to do so in the near future.

West Virginia

West Virginia Association of Regional Planning and Development Councils

Region 1–Planning and Development Council
Region 2–Planning and Development Council
Region 3–Regional Intergovernmental Council
Region 4–Planning and Development Council
Region 5–Mid-Ohio Valley Regional Council
Region 6–Planning and Development Council
Region 7–Planning and Development Council
Region 8–Planning and Development Council
Region 9–Eastern Panhandle Regional Planning and Development Council
Region 10–Bel-O-Mar Regional Council and Interstate Planning Commission
Region 11–Brooke-Hancock Regional Planning and Development Council

Contact

David Cole, Executive Director
Region 1-Planning and Development Council
1439 E. Main Street, Suite 5
Princeton, WV 24740
Tel: (304) 431-7225
davidcole@regiononepdc.org

Carol Jackson, Executive Director
Region 5-Mid Ohio Valley Regional Council
531 Market Street
Parkersburg, WV 26101
Tel: (304) 422-4993
carol.jackson@movrc.org

Financing

Association Budget:

Annual Budget: \$20,000
Annual Dues: \$600 – \$1,000

Organizational Structure

The West Virginia Association of Regional Planning and Development Councils is a loosely organized state association with established bylaws. The association's membership includes the state's 11 regional development organizations. The association is supported by staff from member organizations. Committees are formed on an as-needed basis and committee members are generally selected based on expertise on the issues.

Governing Structure

Executive directors and local policy board officials meet at least once per year and then as needed depending on circumstances.

State Grants and Projects

The association is not currently administering any grants or projects, but has in the past.

State Association Financing

The association has an annual budget of \$20,000, with \$8,800 coming from dues and \$11,200 from conference registrations and sponsorships. Annual membership dues are based on the fiscal capacity of the regional development organization. Three members pay \$1,000, five pay \$800, 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.

Advocacy and Outreach Efforts

Executive directors conduct advocacy efforts with the advice and assistance of an outside government relations firm.

Association of Wisconsin Regional Planning Commissions (AWRPC)

Bay-Lake Regional Planning Commission
Capital Area Regional Planning Commission
East Central Regional Planning Commission
Mississippi River Regional Planning Commission
North Central Regional Planning Commission
Northwest Regional Planning Commission
Southeastern Regional Planning Commission
Southwestern Regional Planning Commission
West Central Regional Planning Commission

Contact

Kamran Mesbah, Deputy Director
and Director of Environmental
Resources Planning
Capital Area Regional Planning
Commission
210 Martin Luther King Jr. Blvd.
Madison, WI 53703
Tel: (608) 266-4137
Fax: (608) 266-9117
KamranM@CapitalAreaRPC.org

Organizational Structure

The Association of Wisconsin Regional Planning Commissions (AWRPC) is a formally organized state association with established bylaws. The association's membership includes the state's nine regional development organizations, which are known as regional planning commissions (RPCs). AWRPC does not have standing committees or task forces; instead these groups are established when needed. For example, two volunteer executive directors recently performed AWRPC's financial audit.

Governing Structure

AWRPC's board of directors is made up of a mix of executive directors and local policy officials. Two representatives from each member RPC serves on the board of directors, the commission chair and the executive director. The board of directors meets quarterly to discuss coordinating and negotiating federal and state contracts, share noteworthy practices and solve organizational problems, develop the policy and program agenda, and discuss the statewide branding and marketing of RPCs.

State Grants and Projects

AWRPC conducted all hazard mitigation planning funded by the Federal Emergency Management Agency (FEMA), and managed by Wisconsin Emergency Management. However, AWRPC did not generate any revenue from this effort.

Financing

AWRPC Budget:

Annual Budget:	\$11,100
Annual Dues:	\$500

State Association Financing

The association's budget for FY2011 was \$11,100. AWRPC generates revenue through dues, a county tax assessment, and has occasionally received funding from the Federal Emergency Management Agency (FEMA) or Economic Development Administration (EDA) for stateside projects. Annual membership dues are \$500 per member RPC.

Statewide Financing

Wisconsin's RPCs do not receive funding from the State.

AWRPC partners with the Wisconsin Chapter of the American Planning Association (APA) and the Wisconsin Counties Association (WCA) as a sponsor for their conferences.

Policy Issues

Top State-Level Policy Issues:

1. Funding and the damaging effect of state tax levy limits.
2. The state hires consultants when funds are available, but relies on AWRPC when funds are not available.
3. Lack of awareness among State departments that RPCs are a resource for program delivery.
4. Lack of awareness by legislators that RPCs are a resource for program delivery.
5. Lack of visibility within the community and statewide.
6. Lack of support for AWRPC operations by the State, and particularly the Wisconsin Department of Commerce.

Top Federal-Level Policy Issues:

1. Funding.
2. Visibility.

Advocacy and Outreach Efforts

The association has an established relationship with the Wisconsin Counties Association (WCA), as AWRPC's funding comes from county tax assessments. AWRPC holds its meetings at WCA offices and participates in their conferences. Although AWRPC does not currently coordinate its policy agenda with WCA this is a possibility in the future. The association does not meet with the governor's office and rarely meets with state cabinet secretaries. AWRPC meets annually with state legislature committees and leadership, and holds an annual Day at the Capitol event for RPCs. However, AWRPC has struggled to get commissioners to attend this event. Although the association does not have a contract lobbyist to assist them in their state-level policy and funding issues AWRPC is assisted in these efforts by WCA.

AWRPC infrequently meets with representatives from EDA, FEMA, and U.S. Department of Agriculture (USDA) Rural Development. AWRPC does not meet with Wisconsin's U.S. senators and representatives.

The association has been actively trying to strengthen itself as an organization and to address funding issues, but has found this challenging in the absence of staff specifically dedicated to the AWRPC's mission.

AWRPC sponsors the conference of the Wisconsin Chapter of the American Planning Association (APA) and WCA, but does not hold a conference of its own. RPC finance professionals have begun having quarterly meetings which frequently span more than one day and have speakers in a workshop format.