



NASHVILLE AREA

Metropolitan Planning Organization



AGENDA - Meeting #2

MPO/GNRC Joint Committee on Regional Coordination

Tuesday, October 25, 2016 @ 10:00 AM

Nashville MTA Music City Central Station | Second Floor Community Room

400 Charlotte Avenue | Nashville, Tennessee 37210

Start at 10:00 a.m.

1. **Recap of 10/11 Kickoff Meeting (ATTACHMENT)**
2. ***Information:* Overview of Middle Tennessee Organizations (ATTACHMENT)**
3. ***Information:* Side by Side Comparison of MPO and GNRC (ATTACHMENT)**
4. ***Information:* Functions of Peer Region COGs (ATTACHMENT)**
5. **Committee Discussion and Questions**
6. **Staff and Member Surveys**
7. **Objectives for Next Meeting**
8. **Readings and Assignments**
9. **Other Business**

Adjourn by 11:15 a.m.

Agenda Item 1.

Meeting #1 Notes - October 11, 2016



NASHVILLE AREA

Metropolitan Planning Organization



Meeting #1 NOTES

MPO/GNRC Joint Committee on Regional Coordination

Tuesday, October 11, 2016

- Mayor Moore opened the meeting, introducing co-vice chairs Mayor McMillan and Mayor Reed, who each gave brief remarks encouraging Committee members to engage in discussions with an open mind. Attendees introduced themselves.
 - Michael Skipper (GNRC director) and Michelle Lacewell (MPO director) introduced Shelly Hazle (MPO) and Sean Pfalzer (GNRC) as staff that would be supporting the work of the committee.
 - Lacewell described the contents and purpose of the 3-ring binders provided to committee members. The 3-ring binder contained various handouts including the agenda, the Memorandum of Agreement (MOA) between the MPO and GNRC, an overview of common types of regional organizations, presentation slides with an overview of the proposed scope of work and peer regions that will be compared during research, and reading material.
 - Skipper provided an overview of MPOs, Development Districts, and Councils of Governments (COG)/Regional Councils (RC). He spoke specifically about the history the Nashville Area MPO, discussing how the idea of closer coordination between the MPO and GNRC is not a new conversation. He described how a 2006 federal certification review of the MPO revealed numerous issues and led to discussions about financing and staffing of the MPO.
 - In 2007, the MPO Executive Committee discussed various options for improving MPO performance, staffing, and funding up to and including 1) the pursuit of enabling legislation to allow the MPO to become a free-standing agency, 2) shifting the MPO program to the GNRC, and 3) establishing a more detailed policy to guide Metro Nashville's role in supporting the MPO. Those discussions concluded with a recommendation to pursue option 3 and led to: 1) the adoption of a MPO Sponsorship Policy to establish roles and responsibilities between the MPO Executive Board, Metro Nashville, and the MPO Executive Director; 2) the implementation of regional dues to offset costs traditionally borne by Metro Nashville in support of the MPO, 3) new branding to improve the MPO identity.
 - Currently the Nashville Area MPO is staffed by Metropolitan Planning Commission of Nashville-Davidson County. This relationship is in no way inappropriate, and is rather common across the U.S. with about half of MPOs across the nation have a similar arrangement with a local government member. However, the MPOs of larger regions tend to be part of or integrated into the regional council.
 - Mayor McMillan stressed the importance of including the Clarksville MPO in this effort since it also resides within the GNRC area. Outreach to the Clarksville MPO has begun and Skipper will be speaking at their next board meeting. Skipper said that the Middle Tennessee RPO also will be included in the discussions.
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- Skipper presented on the peer cities that staff would be reviewing and discussed the four types of MPO/regional council relationships: 1. MPOs that are staffed by local agency, 2. MPOs that are stand alone, 3. MPOs that are embedded in COGs, 4. MPOs fully integrated into COGs.
- Mayor Moore stated that the research needs to focus on legislative issues as well. Skipper and Lacewell agreed and assured that the research will not only explore how these arrangements work in other places, but how to make it work here.
- Mayor McMillan stated that the Committee needs to explore how we deal with areas with overlapping organizations (MPOs, RPOs, etc) and how the organizations can work better together.
- Mayor Norman asked if it would be possible to scale down the number of organizations. Mayor McMillan concurred that it would be good to combine some of these organizations as they are duplicative.
- Lacewell reviewed the Memorandum of Agreement between the MPO and GNRC, highlighting the goals. She asked steering committee members to approach their work on the Steering Committee as advocates for the Middle Tennessee region as opposed to their respective boards.
- Skipper reviewed the scope of work:
 - Phase 1 – fact finding
 - Phase 2 – determining what we want to do
 - Phase 3 – identifying barriers to implementation
 - Phase 4 – developing an implementation strategy
- Mayor Bradley asked about the difference between regional governments and governance and if any of the peer cities to be reviewed were regional governments. Skipper said that Metro in Portland, Oregon and the Met Council in Minneapolis, Minnesota are the two examples in the US of regional governments and while they are in the peer set, that this effort is focused on improving “regional governance,” not on establishing a “regional government.”
- For the purposes of this discussion, “Regional governance” is defined as collaboration/coordination among local communities across the region that results in regional plans, policies, and other jointly decided actions. “Regional government” is a reference to a layer of government that takes on services traditional provided by local or state government agencies. It is often governed by a body that is popularly elected, or appointed by the Governor.
- Lacewell presented staff recommendations for how MPO and GNRC stakeholders and partners would be included in the evaluation. She said that there would be two groups that are consulted throughout the process including one group comprised of agencies that provided funding to the MPO and GNRC, and another group that included representation from non-profits, business groups, and other public organizations that work alongside the MPO and GNRC on a regular basis.
- Skipper stated that the Steering Committee will meet at least four more times to review the research/analysis associated with each phase of work (described in the scope). The next meeting will be on October 25, as there are other meetings on that day that many members will be attending. An email will be sent out to confirm members to confirm the date.
- Skipper and Lacewell offered to have an outside facilitator lead future discussions and provide a non-affiliated voice. Mayor McMillan said she didn’t think that necessary and other Committee members concurred.

- Mayor Burgess asked how regional councils that address numerous different issues manage that in regard to meeting requirements, staffing, etc. Staff confirmed that that is something that will be a part of the research into peer regional councils and that they will collect organizational charts, board and committee structures, and meeting schedules for other regional councils.
- Skipper mentioned that staff also will be providing the Steering Committee with the organizational charts and responsibilities of the relevant Middle Tennessee organizations.
- Anthony Holt stated the importance of looking into State law to ensure that the options the committee considers are in fact legally possible. Skipper and Lacewell confirmed that of the four MPO models discussed, there are only statutory limitations on the MPO as a standalone model.
- Vice Mayor Briley discussed that the committee should use this effort to build consensus at the State Legislature for regional planning, so that even if new legislation is not needed, there is buy-in on this effort.
- Skipper and Lacewell agreed and stated that while there is no plan to hire an outside lobbyist, the committee should be talking with members of the legislature about the importance of better collaboration in the region. It is important for members of the legislature to be informed on the objectives and progress of this committee.
- Sabrina David (Federal Highway Administration) discussed the need to ensure that the federal funds that go to the MPO fund their intended purpose. Skipper and Lacewell ensured that would continue.
- The meeting was adjourned.

Agenda Item 2.

Overview of Middle Tennessee Organizations

QUICK COMPARISON OF REGIONAL ORGANIZATIONS IN MIDDLE TENNESSEE

	Public Organization	Private Organization	Free-Standing	Regional Planning	Local Planning	Assigns Grants	Grant Admin	Community Services	Advocacy Work	Convening Forum	Public Involvement
GNRC	√		√	√	√	√	√	√		√	√
MPO	√			√		√				√	√
Rural Planning Organization	√			√						√	√
Regional Transportation Authority	√			√			√	√			√
Mayors Caucus								√	√		
Mid-Cumberland HRA		√	√				√	√			√
Cumberland Region Tomorrow		√	√					√	√		√
Leadership Middle Tennessee		√						√	√		√
Nashville Civic Design Center		√	√					√	√		√
Transit Alliance of Middle TN		√						√	√		√

Public Organization	Public Sector Organization
Private Organization	Private Non-Profit Organization
Free-Standing	Full-service agency not requiring contract authority or staffing services from another, but may be physically located in another
Regional Planning	Responsible for carrying out regional/ corridor planning duties, often mandated by federal or state laws
Local Planning	Assists with county or municipal planning duties, at the request of local communities
Assigns Grants	Is responsible or has the authority to award federal or state grants
Grant Admin	Responsible for implementing or administering federal/state grants for programs (beyond planning grants)
Community Services	Provides infrastructure or social services directly to the community
Advocacy Work	Engages in advocacy and education, including leadership training programs, on specific issues related to the organizations mission to affect policy decisions
Convening Forum	Pulls together community leaders to discuss regional issues
Public Involvement	Directly engages the public in performing its duties or in its decision-making process

Key Regional Organizations in Middle Tennessee

Greater Nashville Regional Council – *Regional Planning and Economic Development*

GNRC is a regional council of governments and state development district which works daily with local elected officials, economic development councils, chambers of commerce, and others to help communities prepare for economic and community development needs. In addition, GNRC administers the Area Agency on Aging & Disability, provides small business loans through the Mid-Cumberland Development Corporation, staffs the Middle Tennessee Tourism Council, and provides technical planning assistance to communities in need of updates to comprehensive plans, zoning ordinances, or land development regulations.

Contact: Michael Skipper, [mskipper@gnrc.org](mailto:mkipper@gnrc.org)

Metropolitan Planning Organization – *Regional Policy, Planning, & Grant Funding*

Created by federal legislation, MPOs serve as a regional partnership among federal agencies, state government, local elected leadership, local planning and public works directors, transit agencies, the business community, and citizens across the metropolitan region. MPOs lead in the development of a region's long-range transportation plan and short-range Transportation Improvement Program and contribute to ongoing conversations about issues such as land use, economic development, climate change and the environment, safety and security, and health. The Nashville Area MPO and the Clarksville Urbanized Area MPO work closely with TDOT to set policy, develop plans, and program federal funds for transportation projects in Middle Tennessee.

Contact: Michelle Lacewell, lacewell@nashvillempo.org / Stan Williams, stan.williams@cityofclarksville.com

Rural Planning Organization – *Transportation Project Prioritization*

The purpose of an RPO is to involve local officials in multi-modal transportation planning through a structured process. The goal is to ensure quality, competence, and fairness in the transportation decision-making process carried out by TDOT. The state's twelve RPOs are Center Hill, Dale Hollow, East Tennessee North, East Tennessee South, First Tennessee, Middle Tennessee, West Tennessee, Northwest Tennessee, South Central East, South Central West, Southeast Tennessee, and Southwest Tennessee.

Contact: Dianna Tomlin, dtomlin@nmchra.com

Regional Transportation Authority – *Regional Transit Operator*

Created by state statute in 1988 (amended in 2009), the RTA is responsible for developing, managing, operating, and maintaining are regional transit system for the citizens of Middle Tennessee. The RTA oversees the largest commuter vanpool program in the Southeast, facilitates thousands of carpools, coordinates regional Relax & Ride regional bus routes, and the area's first regional rail project. Recent amendments to state law designate the RTA to serve as the administrator or regional dedicated funding for transit projects and services.

Contact: Steve Bland, steve.bland@nashville.gov

Mayors Caucus – *Political Leadership, Mayoral Collaboration, Relationship Building*

The Caucus was formed on July 22, 2009 in order to provide leadership on important issues facing a rapidly changing regional landscape. Transportation, and particularly the pursuit of a modern mass transit system, served as the early catalyst, but in its brief history the Caucus has served as an effective forum for building personal relationships among mayors and has helped local governments support each other on issues ranging from flood recovery to proposed state legislation.

The purpose of the Mayors Caucus is to foster communication and coordination among cities and counties across Middle Tennessee; advocate public policies beneficial to cities and counties, and the region as a whole; promote a positive image of the region as a place to live, work, and play; cultivate and maintain a strong and engaged civic culture; and strengthen vital partnerships with the business community to ensure economic prosperity.

Contact: Michael Skipper, [mskipper@gnrc.org](mailto:mkipper@gnrc.org)

Mid-Cumberland Human Resource Agency – Non-Profit Social Services Provider

Founded in 1974, the MCHRA is an independent, non-profit organization committed to helping individuals and communities across 13 counties become more self-sufficient. Mid-Cumberland provides services to children, youth, seniors, and disabled individuals. Services include Meals-on-Wheels, rural transportation services, staffing for the Middle Tennessee RPO, among many others. MCHRA receives its funding from a variety of sources including state and federal grants, local government contributions, GNRC, United Way, private donations.

Contact: Jane Hamrick, jhamrick@mchra.com

Cumberland Region Tomorrow – Quality Growth Advocacy

Cumberland Region Tomorrow is a private, non-profit, citizen-based regional organization working with public and private partners dedicated to advocating for good planning for the future livability and economic vitality of the ten-county region.

Contact: Carol Hudler, carol@cumberlandregiontomorrow.org

Leadership Middle Tennessee – Education and Collaboration

LMT is a regional leadership program founded to engage community and business leaders in the 10-county region. The program is a series of 10 monthly day-and-a-half issues-focused sessions designed to give participants a greater understanding of the critical issues and key players in the region, motivating them to use their skills to become regionally engaged.

Contact: Lee Rucks, president@leadmt.org

Nashville Civic Design Center – Urban Design Studio and Advocacy

Founded in 2000, the NCDC is a nonprofit organization whose mission is to elevate the quality of Nashville's built environment and to promote public participation in the creation of a more beautiful and functional city for all.

Contact: Gary Gaston, gary@civicdesigncenter.org

Transit Alliance of Middle Tennessee – Education, Advocacy, and Campaigns

Comprised of representatives from the business community, the Alliance is a non-profit organization committed to communicating the value of regional mass transportation needs and options. The Alliance fosters education across the region about the economic value of mass transit investments. Through these communication and education efforts, the Alliance will actively participate in the steps necessary to secure dedicated revenues for mass transit investments in the months and years ahead.

Contact: Jo Ann Graves, JoAnn.Graves@thetransitalliance.org

There are many other local organizations that play a role in regional collaboration including, but not limited to, area chambers of commerce, other non-profit organizations, area colleges and universities, and state agencies.

Prepared by the Greater Nashville Regional Council, last edited on October 24, 2016

Agenda Item 3.

Side by Side Comparison between MPO and GNRC

Side by Side Comparison of the Nashville Area MPO and Greater Nashville Regional Council
For discussion purposes, October 25, 2016

	Nashville Area MPO	Greater Nashville Regional Council
Creation and Purpose		
Formation	Began as the "Nashville Urban Area Transportation Study" in 1969-70 by the Metropolitan Government of Nashville-Davidson County and the Tennessee Department of Transportation.	Created in 1965 by the Tennessee General Assembly as one of 9 Development Districts; Renamed the GNRC in 1988 through additional enabling legislation.
Original Intent	MPOs were introduced by the Federal-Aid Highway Act of 1962 to provide a voice for local communities in the determination of federally-funded transportation projects. MPOs facilitate the regional transportation planning and programming process on behalf of state and local governments.	Like other states across the nation, Tennessee created development districts to serve as a forum for multi-jurisdictional coordination, to carry-out regional economic development and planning efforts, and to administer federal programs for the region.
Type of Organization	Federally-designated program administered by Metropolitan Planning Commission of Nashville-Davidson County (MPC) on behalf of the MPO Executive Board.	Free-standing public agency created through legislative act and owned by its local government members.
Area Served		
Current Population (2015)	1.5 million people	1.8 million people
Current Boundaries	7 Counties including Davidson, Maury, Robertson, Rutherford, Sumner, Williamson, Wilson	13 Counties including Davidson, Cheatham, Dickson, Houston, Humphreys, Montgomery, Robertson, Rutherford, Stewart, Sumner, Trousdale, Williamson, Wilson
Geographic Considerations	MPO geography is determined by the MPO executive board and the Governor. The MPO has expanded incrementally as the region's commuter shed and economic area has grown.	GNRC geography set by statute. GNRC programs administered across various geographies including the entire area, parts within, and parts outside.
Governance & Committees		
Board Size	31 voting members, 2 non-voting members	93 voting members
Governing Body	Executive Board	Regional Council

Side by Side Comparison of the Nashville Area MPO and Greater Nashville Regional Council
For discussion purposes, October 25, 2016

	Nashville Area MPO	Greater Nashville Regional Council
Voting Membership	Mayors and county executives, governor, representatives of public transit operators, county highways departments, and GNRC	Mayors and county executives, representatives of minority populations and industry, two members of the Tennessee General Assembly
Board Leadership	MPO board elects a Chair and Vice Chair. Executive Director serves as Secretary. No Treasurer.	GNRC Council elects a President, Vice-President, and Treasurer. Executive Director serves as Secretary.
Committees	Executive Committee - Strategic planning, executive director oversight Finance and Audit Committee - invoice approval; Technical Coordinating Committee - technical review	Executive Committee - general business; Finance and Personnel Committee - management and financial issues
Meeting Frequency	Executive Board - once per month Executive Committee - as needed Finance and Audit Committee - once per month by email Technical Coordinating Committee - once per month	Regional Council - once per year Executive Committee - once per month Finance and Personnel Committee - once per month
Administration & Management		
Executive Management	MPO Executive Director, appointed by MPO Executive Committee, employed by MPC	Executive Director appointed by the Council
State Legislative Affairs	No direct engagement	Tennessee Development District Association
Legal Counsel	Metro Legal Department	GNRC Chief Legal Counsel and staff attorney(s)
Finance/Accounting	MPC Finance Officer, Metro Finance Department	GNRC Finance Department (4 full time staff)
Communications & Marketing	MPO Communications Officer	No communications position at this time
IT Support	Metro ITS Department	ImageQuest, under contract to GNRC
Internal Auditing Services	Monitoring review by TDOT	Crosslin & Associates, under contract to GNRC
Human Resources	Metro HR Department	GNRC HR Manager
Payroll Services	Metro Finance Department	Paycor, under contract to GNRC
Retirement, Health Insurance	Metro Pension, Metro Health Insurance Options	TCRS, 457B, State Health Insurance Options
Contracting Authority	Metropolitan Planning Commission	GNRC Executive Committee on behalf of full Council

Side by Side Comparison of the Nashville Area MPO and Greater Nashville Regional Council
For discussion purposes, October 25, 2016

	Nashville Area MPO	Greater Nashville Regional Council
Staffing Resources		
Full-Time Employees	11	68
Professional Positions	Planners, engineers, geographers, policy and research analysts, communications	Planners, geographers, policy and research analysts, attorneys, accountants, social workers/counselors
Professional Certifications	AICP, APR	AICP, others (still compiling)
Administrative Positions	Office manager	Office manager, HR manager, admin assistant pool
Budget and Funding		
Operating Budget (2017)	\$3 million	\$10 million
In-direct Cost/ Overhead Rate	45%, donated in-kind by Metro Nashville	42%, charged to grant revenue
Pass-Thru Share of Budget	39%	48%
Pass-Thru Recipients	GNRC, transit agencies, non-profits, planning consultants	Mid-Cumberland Human Resource Agency, senior centers, other senior/disability service providers, local communities
Funding Sources	Federal grants, TDOT, Local dues	State and federal grants, state formula funding, local dues, fee for service, program revenues
Local Dues - Per capita rates	Cities - 12.5 cents; Counties - 11 cents	21 cents
Dues Application	90% for required matching funds to pay for planning consultants. 10% for the MPO contingency fund.	80% in support of the Area Agency on Aging and Disability programs, 20% in support of planning, research and economic development services
Other Local Contributions	Local governments provide additional funding as needed to provide matching funds for subregional studies	Fee for service contracts
Assets and Liabilities		
Office Facilities	No ownership. Use of Metro Planning Department office space at 800 Second Avenue is provided at no charge.	Ownership of office condo at 501 Union Ave (approximately \$1.5 million market value)
Equipment	Computers and equipment purchased with MPO funds are owned by the MPO, all other equipment owned by Metro	Furniture and general office equipment; computers and printer by lease agreement with ImageQuest

Side by Side Comparison of the Nashville Area MPO and Greater Nashville Regional Council
For discussion purposes, October 25, 2016

	Nashville Area MPO	Greater Nashville Regional Council
Loans/ Liens	No loans or liens, Metro Govt provides cash flow	Line of credit to support operating cash flow. Office condo is owned, free and clear
Unrestricted Cash Reserves	\$74,850	\$400,000
Products and Services		
Key Issues	Transportation, land use and development trends, environmental quality, public health, social equity, demographics	Economic development, transportation, land use and development trends, solid waste, housing, historic preservation, tourism, environmental quality, social equity, demographics, aging and disability, lending
Major Products	Regional Transportation Plan, Transportation Improvement Program, Unified Planning Work Program, Nashville Region's Vital Signs (with Nashville Area Chamber of Commerce)	Comprehensive Economic Development Strategy, Solid Waste Reduction Reports, Local Plans and Zoning Ordinances, Area Agency on Aging and Disability Programs, Middle Tennessee Tourism Council, Small Business Loans (MADC)
Primary Services	Corridor studies, land use and transportation studies, travel demand forecasting, land use and development forecasts, research services	Economic development assistance, grant writing and administration, comprehensive planning, historic preservation, tourist development, research and data, aging and disability services, small business lending.
Federal or State Designations	MPO	TN Development District, U.S. Economic Development District, Area Agency on Aging and Disability, TennCare CHOICES SPOE, State Data Center Affiliate, Community Development Corporation (MADC), formerly Middle Tennessee RPO

Agenda Item 4.

Regional Council Activities Key

LIST OF PEER REGIONAL COUNCILS
MPO/GNRC Joint Committee on Regional Coordination

Greater Nashville Regional Council (GNRC)

Largest city: Nashville, Tennessee; Region Population: 1.8 M

Website: <http://www.gnrc.org/>

Number of cities: 52; Number of counties: 13

Budget (total annual expenditures): \$10 M

Atlanta Regional Commission (ARC)

Largest city: Atlanta, Georgia; Region Population: 4.3 M

Website: <http://www.atlantaregional.com/>

Number of cities: 71; Number of counties: 10

Budget (total annual expenditures): \$72 M

Northeast Ohio Areawide Coordinating Agency (NOACA)

Largest city: Cleveland, Ohio; Region Population: 2.1 M

Website: <http://www.noaca.org/>

Number of cities: 61; Number of counties: 5

Budget (total annual expenditures): \$8.1 M

Denver Regional Council of Governments (DRCOG)

Largest city: Denver, Colorado; Region Population: 3.1 M

Website: <https://www.drcog.org/>

Number of cities: 47; Number of counties: 9

Budget (total annual expenditures): \$19 M

Mid-America Regional Council (MARC)

Largest city: Kansas City, Missouri; Region Population: 2.0 M

Website: <http://www.marc.org/>

Number of cities: 119; Number of counties: 9

Budget (total annual expenditures): \$60.4 M

Kentuckiana Regional Planning & Development Agency (KIPDA)

Largest city: Louisville, Kentucky; Region Population: 1.2 M

Website: <http://www.kipda.org/>

Number of cities: 115; Number of counties: 9 (7 in KY and 2 in IN)

Budget (total annual expenditures): \$25 M

Metropolitan Council (Met Council)

Largest city: Minneapolis, Minnesota; Region Population: 3 M

Website: <https://metro council.org>

Number of cities: 182; Number of counties: 7

Budget (total annual expenditures): \$928 M

Southwestern Pennsylvania Commission (SPC)

Largest city: Pittsburgh, Pennsylvania; Region Population: 2.6 M

Website: <http://www.spcregion.org/>

Number of cities: Lots!!!; Number of counties: 10

Budget (total annual expenditures): \$12.6 M

Metro Council (Metro)

Largest city: Portland, Oregon; Region Population: 1.8 M

Website: <http://www.oregonmetro.gov/>

Number of cities: 24; Number of counties: 3

Budget (total annual expenditures): \$405 M

Puget Sound Regional Council (PSRC)

Largest city: Seattle, Washington; Region Population: 4.0 M

Website: www.psrc.org

Number of cities: 82; Number of counties: 4

Budget (total annual expenditures): \$29.8 M

Metropolitan Washington Council of Governments (MWCOCG)

Largest city: Washington, DC; Region Population: 5.3 M

Website: <https://www.mwcog.org>

Number of cities: 22; Number of counties: 8

Budget (total annual expenditures): \$47 M

**MPO/GNRC JOINT COMMITTEE ON REGIONAL COORDINATION
PEER COUNCILS - ACTIVITIES MATRIX**

REGIONAL COUNCILS											
ACTIVITY (SEE KEY FOR MORE)	GNRC*	Atlanta	Cleveland	Denver	Kansas City	Louisville	Twin Cities	Pittsburgh	Portland	Seattle	Washington
REGIONAL PLANNING & TECHNICAL ASSISTANCE: Develops regional plans and policies or provides technical services to produce regional plans and policies											
Land Use		●		●	●	●	●		●	●	
Transportation		●	●	●	●	●	●	●	●	●	●
Solid Waste					●	●			●		●
Housing					●	●	●		●	●	●
Environmental Planning		●	●		●	●	●	●		●	●
Parks & Open Space		●			●		●		●		
Education					●						
Public Health					●						
ECONOMIC AND COMMUNITY DEVELOPMENT: Develops economic development strategy or assists with the administration of grants											
Economic Development Strategy	●	●			●	●		●		●	●
Grant Writing	●					●					
ECD Grant Administration	●					●		●			
Housing Grant Administration	●						●				
Tourism	●					●					
Arts & Culture	●	●									
Workforce Development	●	●			●						
COMMUNITY SERVICES & INFRASTRUCTURE: Services or infrastructure provided to the public by the Regional Council											
Aging & Disability Services	●	●		●	●	●					
Public Transit							●				
Vanpool/Rideshare		●	●	●	●	●	●	●			●
Public Works											
Permitting											
Water/Wastewater		●	●	●	●		●				
Air Quality			●	●	●						●
Public Safety					●						
Emergency Management				●	●						●
Waste Management					●				●		
Parks & Recreation									●		
Housing					●		●				
Education					●						
Homelessness					●						●
Small Business Lending	●							●			

*Does not include services provided by the MPO or other regional organizations.

**MPO/GNRC JOINT COMMITTEE ON REGIONAL COORDINATION
PEER COUNCILS - ACTIVITIES MATRIX**

ACTIVITY (SEE KEY FOR MORE)	GNRC*	Atlanta	Cleveland	Denver	Kansas City	Louisville	Twin Cities	Pittsburgh	Portland	Seattle	Washington
MEMBERSHIP SERVICES: Services or benefits provided to member governments of the Regional Council											
Local Planning Assistance	●	●		●		●					
Planning Technical Assistance	●	●	●	●	●	●	●	●	●	●	●
Cooperative Purchasing					●			●			●
Special Studies	●	●		●				●	●		
Research & Data	●	●	●	●	●	●	●	●	●	●	●
Leadership Training		●		●	●	●		●		●	●
Civic Academy		●			●			●	●		●
Special Census	●	●									
Legislative Affairs		●	●	●	●				●		●
Personnel Management				●							
SOURCES OF LOCAL FUNDING AND TAXING AUTHORITY: Sources of funding for, or taxing authority of, the Regional Council											
Taxing Authority							●		●		
Per Capita Dues	●	●	●	●	●	●		●		●	●
Corporate and Foundation Funds		●			●			●	●		
Professional Fee for Service	●	●		●	●	●			●		
Service Revenue		●					●		●		●
Special Assessments									●		
Revenue Sharing							●				
Bonding Authority							●		●		
STATE AND FEDERAL DESIGNATIONS: Federal and state designations held by the Regional Council											
Metropolitan Planning Organization (MPO)		●	●	●	●	●	●	●	●	●	●
Rural Planning Organization (RPO)						●					
Area Agency on Aging (AAA) or Area Agency on Aging and Disability (AAAD)	●	●		●	●	●					
Economic Development District (EDD)	●	●			●	●		●		●	
Head Start					●						
Public Housing Agency							●				
Development Organization (CHDO)							●				
Certified Development Company (CDC)	●										

*Does not include services provided by the MPO or other regional organizations.

KEY TO REGIONAL COUNCIL ACTIVITIES CHART WITH EXAMPLES

Issue Area	Matrix will be marked if the Regional Council does any of the activities listed in this column	Examples from peer Regional Council
REGIONAL PLANNING & TECHNICAL ASSISTANCE		
Develops regional plans and policies or provides technical services to produce regional plans and policies		
Land Use	<ul style="list-style-type: none"> • Develops regional comprehensive plans. • Certifies community land use plans. • Reviews community land use plans to ensure consistency with regional plans. • Manages growth boundaries. 	<ul style="list-style-type: none"> • DRCOG (Denver) creates Metro Vision, a plan that addresses growth and development, transportation and environmental management in the region. The Mile High Compact, an intergovernmental agreement signed by 45 communities, commits signees to managing their growth by adhering to the ideals in Metro Vision. • The PSRC's (Seattle) certifies countywide planning policies and the transportation-related provisions in local comprehensive plans to ensure that requirements of the Growth Management Act are satisfied. Certification is a requirement for jurisdictions and agencies that intend to apply for PSRC funding. • Metro (Portland) manages the regions urban growth boundary and reviews the land use plans of cities within the region.
Transportation	<ul style="list-style-type: none"> • Develops regional transportation plans and evaluates transportation alternatives. • Reviews transportation elements in local plans. • Serves as MPO or RPO. 	<ul style="list-style-type: none"> • KIPDA (Louisville) serves as the MPO for the 5 more urban counties in the region and as the Regional Transportation Council (RTC) for the 4 more rural counties.
Solid Waste	<ul style="list-style-type: none"> • Develops regional strategies to address solid and hazardous waste. • Reviews solid waste elements in local plans. 	<ul style="list-style-type: none"> • KIPDA (Louisville) offers assistance to the local solid waste coordinators in updating their solid waste plans. Additionally, KIPDA provides a venue to share ideas on collaborative efforts to make the region more efficient and cost effective with their solid waste disposal needs.
Housing	<ul style="list-style-type: none"> • Develops strategies to address the region's housing challenges and opportunities. • Reviews housing elements of local comprehensive plans. 	<ul style="list-style-type: none"> • The Met Council (Minneapolis): <ul style="list-style-type: none"> • reviews the housing element of local comprehensive plans • works with local governments to define their share of the metropolitan area need for low- and moderate-income housing.

Environmental Planning	<ul style="list-style-type: none"> • Develops regional strategies to address air and water quality or wastewater/stormwater management. • Reviews air/water elements in local plans. • Assesses and reports on the region's air/water quality. 	<ul style="list-style-type: none"> • KIPDA (Louisville) Regional Water Management Council is an advisory group comprised of representatives from all seven Kentucky counties and leads the water planning on a regional platform. • MARC's (Kansas City) Water Quality Education Committee provides educational resources, outreach, research and grants to help improve water quality in the region. • ARC (Atlanta) runs Green Communities Program, a voluntary program that certifies communities, evaluating on a range of environmental criteria.
Parks & Open Space	<ul style="list-style-type: none"> • Develops greenprints and regional plans for parks, natural areas, and recreational lands. • Reviews park/open space elements in local plans. 	<ul style="list-style-type: none"> • ARC (Atlanta) develops the Regional Resource Plan that IDs areas of conservation and rec value, historic and cultural resources, areas of scenic and agricultural value.
Education	<ul style="list-style-type: none"> • Promotes education at a regional level, from early childhood through postsecondary. 	<ul style="list-style-type: none"> • MARC (Kansas City) coordinates Partners in Quality, a committee that focuses on ensuring quality early learning programs
Public Health	<ul style="list-style-type: none"> • Promotes public health at the regional level by coordinating, strengthening and increasing the effectiveness of local city and county health agencies. 	<ul style="list-style-type: none"> • MARC (Kansas City) produces the Regional Health Assessment, an online dashboard that provides health information; also coordinates MOHAKCA, a committee of local public health department leaders.

ECONOMIC AND COMMUNITY DEVELOPMENT

Develops economic development strategy or assists with the administration of grants

Economic Strategy	<ul style="list-style-type: none"> • Serves as the Economic Development District. • Develops the region's Comprehensive Economic Development Strategy. 	<ul style="list-style-type: none"> • MARC (Kansas City) is the EDD for the region. It also supports KC Rising, a long-term economic vision for the region that grew out of work with the Brookings Institution.
Grant Writing	<ul style="list-style-type: none"> • Writes grant applications to the USEDPA, USHUD, and other federal agencies, as well as foundations that support ECD efforts. 	<ul style="list-style-type: none"> • KIPDA (Louisville), as the economic development district, writes grant applications to the USEDPA and other federal agencies.

ECD Grant Administration	<ul style="list-style-type: none"> Administers grants received by the Regional Council to support ECD efforts, producing financial reports and measuring performance and outcomes. 	<ul style="list-style-type: none"> KIPDA (Louisville), as the economic development district, manages ECD grants.
Housing Grant Administration	<ul style="list-style-type: none"> Administers grants through HOME, ERP, etc. 	<ul style="list-style-type: none"> Met Council (Minneapolis) administers HOME Investment Partnerships Program grants, which are formula grants to States and localities provided through HUD.
Tourism	<ul style="list-style-type: none"> Provides support to member governments, helping them identify, develop, and publicize tourism assets. 	<ul style="list-style-type: none"> <i>No example found</i>
Arts & Culture	<ul style="list-style-type: none"> Provides grant funding to local governments for arts and culture projects. 	<ul style="list-style-type: none"> ARC (Atlanta) provides grants to member governments for public art projects.
Workforce Development	<ul style="list-style-type: none"> Leads programs to support workforce development. Staff a regional Workforce Development Board. 	<ul style="list-style-type: none"> MARC (Kansas City) is participating in Lumina Foundation's community-based postsecondary education attainment strategy, bringing together a coalition of civic, government, educational and business partners, to help communities and regions increase the number of local residents with postsecondary education credentials. ARC (Atlanta) is the local administrative agency for the Workforce Board.

COMMUNITY SERVICES & INFRASTRUCTURE

Services or infrastructure provided to the public by the Regional Council

Aging & Disability	<ul style="list-style-type: none"> Provides services to the aging and disabled populations. Serves as the AAA/D. 	<ul style="list-style-type: none"> MARC (Kansas City) is the AAA for the region.
Public Transit	<ul style="list-style-type: none"> Operates public transit. 	<ul style="list-style-type: none"> The Met Council (Minneapolis) manages the region's public transit system.
Vanpool/Rideshare	<ul style="list-style-type: none"> Operates vanpools or guaranteed ride home programs or hosts on-line platforms that provide information about commuting options. 	<ul style="list-style-type: none"> ARC's (Atlanta) Mobility Service Division administers the state-wide Georgia Commute Options program, helps commuters use transit, carpooling, and other alternatives. KIPDA (Louisville) runs the Ticket to Ride Program, which operates 110 vans driven by volunteer drivers, also coordinates carpools and schoolpools.

Public Works	<ul style="list-style-type: none"> • Provides public works service to member governments, including construction and maintenance of infrastructure. 	<ul style="list-style-type: none"> • <i>No example found</i>
Permitting	<ul style="list-style-type: none"> • Issues permits and licenses, such as public health, building, plumbing, gas, and wiring permits. 	<ul style="list-style-type: none"> • <i>No example found</i>
Water/ Wastewater	<ul style="list-style-type: none"> • Operates and maintains water and wastewater infrastructure and facilities. • Provides information to the public on water quality. 	<ul style="list-style-type: none"> • MARC (Kansas City) convenes a committee of representatives from local governments and environmental organizations to develop a regional water quality public education program.
Air Quality	<ul style="list-style-type: none"> • Provides information on air quality to the public. 	<ul style="list-style-type: none"> • MWCOG (DC) in partnership with the District Department of Energy & Environment, Maryland Department of the Environment, and Virginia Department of Environmental Quality, provides daily air quality forecasts for the metropolitan Washington region.
Public Safety	<ul style="list-style-type: none"> • Operates or coordinates public safety services, such as 911 dispatch services. 	<ul style="list-style-type: none"> • MARC (Kansas City) coordinates the Kansas City Regional 9-1-1 System and provides training to dispatchers; does not operate dispatch centers.
Emergency Management	<ul style="list-style-type: none"> • Provides emergency management services. • Creates and distributes of public information on preparedness. 	<ul style="list-style-type: none"> • MARC (Kansas City) coordinates planning and policy development to support regional preparedness.
Waste Management	<ul style="list-style-type: none"> • Operates solid waste management, providing curbside trash and recycling pickup and coordinating household hazardous waste collection. 	<ul style="list-style-type: none"> • Metro (Portland) plans and manages the region's solid waste system. While they do not conduct curbside pick up, they set standards, contract with landfills, and run energy generating and recycling facilities.
Parks & Recreation	<ul style="list-style-type: none"> • Manages parks and recreational areas. 	<ul style="list-style-type: none"> • Metro (Portland) manages 17,000 acres of parks, trails and natural areas.

Housing	<ul style="list-style-type: none"> • Funds housing development. • Administers Housing Choice voucher program. 	<ul style="list-style-type: none"> • The Met Council (Minneapolis) administers the state's largest Section 8 Housing Choice Voucher program and funds housing development through the Metropolitan Livable Communities Act (LCA) grant programs.
Education	<ul style="list-style-type: none"> • Operates the Head Start program. 	<ul style="list-style-type: none"> • <i>No example found</i>
Homelessness	<ul style="list-style-type: none"> • Coordinates member governments and service providers to better advocate, share information, coordinate programs to prevent and solve homelessness. 	<ul style="list-style-type: none"> • MARC (Kansas City) convenes the Homelessness Task Force of Greater Kansas City, an advocacy, information sharing, and coordination program, that is made up of local governments and service providers.
Small Business Lending	<ul style="list-style-type: none"> • Provides assistance and loans to small businesses. 	<ul style="list-style-type: none"> • SPC (Pittsburgh) is an authorized Area Loan Organization by the PA Department of Community and Economic Development and is an authorized economic development lender for both the Appalachian Regional Commission and Economic Development Administration. SPC's Business Finance Assistance program works with entrepreneurs to assist them with financing in starting, developing and expanding their businesses.

MEMBERSHIP SERVICES		
Services or benefits provided to member governments of the Regional Council		
Local Planning Assistance	<ul style="list-style-type: none"> • Provides planning assistance, producing local plans for local member governments. 	<ul style="list-style-type: none"> • DRCOG (Denver) will for a fee produce small area plans, updates to zoning codes, etc. for communities.
Planning Technical Assistance	<ul style="list-style-type: none"> • Provides technical assistance to local governments on issues, including land use planning, transportation, parks, housing, solid waste, etc. 	<ul style="list-style-type: none"> • MARC (Kansas City) provides technical assistance to communities on solid waste, aging, water management, and much more.
Cooperative Purchasing	<ul style="list-style-type: none"> • Coordinates cooperative purchasing agreements for members, allowing them to purchase products and equipment at discounted rates. 	<ul style="list-style-type: none"> • MARC (Kansas City) runs the KC Regional Purchasing Coop, which is staffed by one employee who coordinates purchasing for member governments. MARC collects a small fee from members on each contract. MARC has an agreement with the Houston-Galveston Area Council for buying expensive equipment, such as fire trucks.

Special Studies	<ul style="list-style-type: none"> • Conducts special studies and research on an as needed basis, addressing specific issues not routinely covered by programs. 	<ul style="list-style-type: none"> • MARC (Kansas City) has produced numerous special studies, including ones where they have collaborated with national institutions, such as the Brookings Institution.
Research & Data	<ul style="list-style-type: none"> • Provides a range of data, including GIS, social, identification of cultural assets, infrastructure, and economic data to members. • Provides public access to data. 	<ul style="list-style-type: none"> • ARC'S (Atlanta) collaborates with Emory University and other organizations to produce Neighborhood Nexus, which provides data to decision-makers throughout metro Atlanta. • DRCOG's (Denver) collects a wide range of data on demographics, economic development, transportation, etc. that is shared through their Regional Data Catalog, which is increasingly emphasizing analysis and visualization of data. • MARC (Kansas City) analyzes data for member governments on request.
Leadership Training	<ul style="list-style-type: none"> • Provides assistance to member governments, assists with professional development and organizational management. 	<ul style="list-style-type: none"> • MARC (Kansas City) collaborates with the KU School of Public Affairs & Administration to run the Collaborative Leadership Lab, which trains public administrators to better collaborate.
Civic Academy	<ul style="list-style-type: none"> • Leads an educational program for citizens to familiarize them with the organization and its activities, as well as the region. 	<ul style="list-style-type: none"> • ARC (Atlanta) runs several leadership programs and networks for citizens and students. Their New Voices Initiative is engaging specific groups; launched with very successful Millennial Advisory Panel, an international group is in the works.
Special Census	<ul style="list-style-type: none"> • Conducts or helps member governments conduct special censuses. • Verifies special censuses. 	<ul style="list-style-type: none"> • ARC (Atlanta) conducts special censuses as needed.
Legislative Affairs	<ul style="list-style-type: none"> • Conducts outreach and educational efforts to the State Legislature on behalf of its members on issues critical to the region. <i>(Does not include legislative affairs conducted by state associations of COGs.)</i> 	<ul style="list-style-type: none"> • DRCOG (Denver) has two lobbyists on staff, one focused on Federal issues and the other the State Legislature.
Personnel Management	<ul style="list-style-type: none"> • Coordinates recruitment and hiring of staff, including police and firefighters. 	<ul style="list-style-type: none"> • DRCOG (Denver) oversees the Firefighter Intraregional Recruitment and Employment (FIRE) program on behalf of 12 member districts/departments.

SOURCES OF FUNDING & TAXING AUTHORITY

Sources of funding for, or taxing authority of, the Regional Council

Taxing Authority	Has the authority to develop and implement taxing strategies in the region.	<ul style="list-style-type: none"> • Metro (Portland) has authority to impose property and sales taxes, but only imposes property taxes.
Per Capita Dues	Member governments contribute annual dues based on population.	<ul style="list-style-type: none"> • All COGs reviewed other than Metro and the Met Council collect per capita dues.
Corporate and Foundation Funds	Income from corporate and foundation grants and gifts.	<ul style="list-style-type: none"> • MARC (Kansas City) formed its Community Services Corporation (MARC CSC), a 501(c)(3) corporation, to allow MARC to seek and accept corporate and foundation funds.
Professional Fee for Service	Revenue generated from fees charged to members and other organizations for RC staff services.	<ul style="list-style-type: none"> • DRCOG (Denver) is launching several fee-for-services including strategic planning, organizational training, small area planning, zoning/code updates, public engagement strategies.
Service Revenue	Revenue generated from fees charged for public services, such as solid waste collection.	<ul style="list-style-type: none"> • The Met Council (Minneapolis) collects wastewater fees and transit fares.
Special Assessments	Has the authority to develop and implement special assessments to raise funds on an as needed basis.	<ul style="list-style-type: none"> • Metro (Portland) imposes a construction excise tax: assessed on construction permits issued by local cities and counties in the Metro region (assessed at 0.12 percent of the value of the improvements for which a permit is sought). It is used exclusively to fund planning grants for cities in the region, with a new focus on affordable housing.
Revenue Sharing	Is funded through a regional tax-base sharing strategy that redistributes tax funds based on a formula that takes into account a jurisdiction's population and other considerations.	<ul style="list-style-type: none"> • The Met Council (Minneapolis) operates a tax-base sharing program, known as the Fiscal Disparities Program, where local taxing jurisdictions contribute 40% of growth in commercial, industrial, and public utility property tax base since 1971 into an area-wide shared pool of tax base. The pool is distributed across the tax base based on population and the market value of all property per person compared to the average market value per person for the metro area.
Bonding Authority	Has the authority to issue bonds to support the development of infrastructure and regional assets.	<ul style="list-style-type: none"> • The Met Council (Minneapolis) has authority to issue bonds.

STATE AND FEDERAL DESIGNATIONS
Federal and state designations held by the Regional Council

Metropolitan Planning Organization (MPO)	Designated by FHWA as the region's Metropolitan Planning Organization.
Rural Planning Organization (RPO)	Designated by FHWA as the region's Rural Planning Organization.
Area Agency on Aging and Disability (AAAD)	Designated as the region's Area Agency on Aging or Area Agency on Aging and Disability.
Economic Development District (EDD)	Designated by EDA as the region's Economic Development District.
Head Start	Designated by the Administration for Children and Families (ACF) a division of the Department of Health & Human Services as the lead grantee for the Head Start program.
Public Housing Agency (PHA)	Designated by USHUD to administer public housing programs, including Housing Choice vouchers.
Community Housing Development Organization (CHDO)	Designated by the State to receive HOME funds and develop housing for sale to low and moderate-income homebuyers.
Certified Development Company (CDC)	Designated by the US Small Business Administration to provide financing to small businesses.