

**U.S. RESOURCE CITIES:
MODEL URBAN PROGRAMS
FOR NEW PARTNERSHIP INITIATIVES**

Prepared for
The Office of Environment and Urban Programs
United States Agency for International Development

International City/County Management Association
Contract No. PCE-1008-C-00-5002-00
Request for Services No. 6
June 1995

1

U.S. Resource Cities

As part of an initiative to more fully access the vast resources of U.S. local governments, the Office of Environment and Urban Programs has developed a list of model programs in various subject areas. Selected U.S. cities will agree to make staff time and local resources available to USAID for long-term twinning, technical assistance, information exchange, on-the-job training and a range of other assistance possibilities. USAID Missions will be strongly encouraged to use this resource as a cost-effective supplement to their urban development programs. The Office of Environment and Urban Programs and ICMA will coordinate the program and work with USAID representatives on how to access and effectively use this resource. The following listing is provided as a guide to these communities.

Table of Contents

- I. Budget Management
- II. Citizen Participation
- III. Emergency Management
- IV. Financial Management
- V. Housing
- VI. Infrastructure Finance
- VII. Solid Waste Management
- VIII. Transportation
- IX. Urban Management
- X. Water and Wastewater Management

Budget Management

U.S. cities can be valuable resources on a range of budget management issues. These include basic budgetary assistance as well as innovative techniques like benchmarking, expenditure growth caps, service package adjustments, facilitated taxpayer involvement in the budgeting process and the development of an integrated budget data processing system.

Jurisdiction	Specialization	Sister Cities
--------------	----------------	---------------

<p>Hillsborough County (Tampa), Florida</p> <p>Population 780,000</p> <p>On Line Capacity yes</p>	<p>Communicating Budget to Citizens Developed a taxpayer-friendly guide to the budgeting process in order to make it more accessible to citizens.</p>	<p>The city of Tampa has sister city relationships with Barranquilla, Colombia; Cordoba, Argentina; Grenada, Nicaragua</p> <p>Awards / Foreign Language Capacity Won the 1993 GFOA Budget award for developing a taxpayer-friendly guide to the ways and whys of the budgeting process. The Budget Department has Spanish language capabilities.</p>
--	--	---

<p>Dayton, Ohio</p> <p>Population 182,000</p> <p>On Line Capacity no</p>	<p>The Three Percent Solution To balance the budget the city implemented a four year financial plan that limits new community investment, requires service package adjustments, and caps expenditure growth at three percent. Annual spending targets and budget baselines were developed for each department.</p>	<p>Monrovia, Liberia and Osio, Japan</p> <p>Awards / Foreign Language Capacity The city of Dayton won GFOA budget awards in 11/90, 9/91, 1/93, 9/93 and 10/94 and is consistently recognized as a leading innovator in municipal budgeting.</p>
---	---	--

Salem, Oregon

Oregon Benchmarks is a state program that attempts to impose rationality on the budgeting process. The state has set budget goals in more than 270 separate areas using indicators like rates of pregnancy and job creation to track the effects of spending.

Kawagoe, Japan; Salem, India; Simferopol, Ukraine

Population

117,000

On Line Capacity

Soon

Awards / Foreign Language Capacity

Salem won GFOA distinguished budget awards in 4/90, 1/91, 4/92, 1/93 and 1/94. The Benchmarks program has resources for cities on setting up their own benchmarking system; they also offer training and assistance for cities that need it. No in-house foreign language capabilities.

Abilene, Texas

Budget data processing system System allows performance, policy changes, and basic accounting information to be integrated into the budget. The budget process is also used to communicate the policy directions of local government to the media and the public through public hearings and a work session that begins with the city manager's budget presentation.

No

Population

112,000

On Line Capacity

yes

Awards / Foreign Language Capacity

GFOA distinguished budget award for 5/90, 4/91, 3/92, 3/93 and 3/94. Staff has Spanish language capability.

Dallas, Texas

Budget Management & Financial Planning
Dallas is consistently recognized as a leader in budget management and financial planning.

Brno, Czech Republic; Riga, Latvia

Population

1,300,000

On Line Capacity

Yes

Awards / Foreign Language Capacity

Ranked number one in the City Report 7th Annual Financial Report for City and State. The criteria for this distinction include detailed long-range planning, good reserves, commitment to a balanced budget, high cost efficiency and competition. Majority of staff, including senior staff, speak Spanish.

Citizen Participation

Increased citizen involvement has been facilitated by initiatives that create an effective liason between citizens and their local elected officials. Programs that enhance citizen participation include the creation of active neighborhood committees, the provision of a user-friendly municipal service center, funding for citizen-initiated community programs and support for a comprehensive school to work transition program.

Jurisdiction

Specialization

Sister Cities

Scottsdale, Arizona

Formation of a task force to design a "one stop shop", the Scottsdale Citizen Service Center, for City government services. User-friendly municipal services that focus on customer satisfaction improve citizen-city relations.

Alamos, Mexico; Cairns, Australia

Population

99,000

On Line Capacity

yes

Awards / Foreign Language Capacity

Winner of citizen education program excellence award in Public Management's October 1994. At least one citizen service specialist is fluent in Spanish.

Omaha, Nebraska

The City of Omaha's Job Clearinghouse: A School to Work Transition Program provides academic, social and financial help as young adults make the transition from high school to the work force. The 50 percent of high school students who do not plan to go on to college are offered counseling, tutoring and mentor and job shadowing programs to assist them in choosing a career path.

Shizuoka, Japan

Population

349,000

On Line Capacity

yes

Awards / Foreign Language Capacity

Winner of the National League of Cities 1992 Innovations Award. Several staff members are native Spanish speakers.

6

Dayton, Ohio

A system of "priority boards" was set up by the populace to convey local concerns to City Hall, play an active role in the budget process and approve plans that will affect them. Elected citizens run the boards while city employees staff them.

Monrovia, Liberia; Osio, Japan

Population

182,000

On Line Capacity

no

Awards / Foreign Language Capacity

Portland, Oregon

The Office of Neighborhood Associations (ONA) acts as a facilitator agency coordinating local organizations and representing over 90 percent of Portland. Office activities include a crime prevention program, city code reviews, neighborhood needs evaluations, citizen advisory committees and emergency assistance.

Ashkelon, Israel; Corinto, Nicaragua; Guadalajara, Mexico; Kaohsiung Municipality, China; Khabarovsk, Russia; Mutare, Zimbabwe; Sapporo, Japan; Suzhou, China; Ulsan, Korea

Population

387,000

On Line Capacity

yes

Awards / Foreign Language Capacity

Staff has Spanish speaking capabilities; ONA also contracts out for Iranian and several Asian languages.

Chattanooga, Tennessee

Sustainable Development The combined effort of citizens, community organizations, government and business transformed Chattanooga from America's most polluted city in 1969 to a successful model of sustainable development in 1990.

Givatayim, Israel; Wuxi, China

Population

162,000

On Line Capacity

yes

Awards / Foreign Language Capacity

Chattanooga Ventures, the organization that coordinated the transformation, does not have in-house language capabilities.

Abilene, Texas

Methodology for Establishment of Public/Private Partnerships for Service and Infrastructure Provision. City developed participatory framework and methodology for determining appropriateness of public /private partnerships in service and infrastructure provision.

Abilene has active sister city relationships with Corinth, Greece, and Rio Quarto, Texas, including delegation exchanges and information/resource sharing. Hosted a number of other international delegations interested in their programs, particularly in Public Works and Public Safety.

Population

112,000

On Line Capacity

yes

Awards / Foreign Language Capacity

Won 1992 NCL Innovation Award for "Improving Service Delivery Through Community Collaboration". Also won 1990 NCL "All American City" award. City staff includes Spanish and Hindi speakers.

Seattle, Washington

Neighborhood Matching Fund provides cash and city personnel for citizen-initiated projects. The city solicits ideas for projects that range from community participation to public education and then matches \$3,000 to \$10,000 in community funds.

Beersheba, Israel; Chongqing, China; Christ Church, New Zealand

Population

490,000

On Line Capacity

Soon

Awards / Foreign Language Capacity

The City of Seattle has a comprehensive directory of all staff that speak foreign languages. The Department of neighborhoods has some in-house language capacity and also utilizes paid translators.

tg

Emergency Management

Cities can provide technical assistance in a range of emergency planning and response activities. These include damage assessment, building evacuation, flood recovery, locating hard-to-find residences and the provision of emergency public information sources.

Jurisdiction	Specialization	Sister Cities
<p>Maricopa County, Arizona</p> <p>Population 2,133,600</p> <p>On Line Capacity yes</p>	<p>The Peacetime Disaster Plan An umbrella plan for protecting the community from all non-nuclear hazards and serves as a guide for emergency planning in all 24 political subdivisions.</p> <p>Phoenix Multiple Residence Mapping Project Helps firefighters and police locate hard to find residences, acting quickly to save lives. Drawings of every multiple residence complex in the city are computerized on a DOS based drawing package, put into book form and distributed to every emergency vehicle in the city.</p>	<p>Phoenix's Sister Cities are Hermosillo, Mexico; Chengdu, China; Himeji, Japan and Taipei Municipality</p> <p>Awards / Foreign Language Capacity</p> <p>Phoenix won PTI's Honorable Mention in 1994 for Fire Safety and Disaster Planning. Phoenix also won the Carl Bertelsmann Prize for the best run city in the world. Staff members in various departments speak fluent Spanish. Emergency Management staff has Spanish language capabilities.</p>
<p>Long Beach, California</p> <p>Population 430,000</p> <p>On Line Capacity yes</p>	<p>Creation of a multihazard functional plan Categorizes the emergency plan by position and department. The field inspectors manual explains how to do a building evaluation by category of major disaster.</p>	<p>Meru, Kenya; Pohang, Korea; Sochi, Russia; Qingdao, China; Yokkaichi, Japan and Valparaiso, Chile.</p> <p>Awards / Foreign Language Capacity</p> <p>Also noted in ICMA's Innovations: Ideas for Local Government 1987 for its Emergency Translators Program. Staff has Spanish, Vietnamese, Tagalog and Cambodian language capabilities (particularly with police and emergency departments).</p>

Santa Clarita, California

Developed Santa Clarita Educated Communities United in Response to Emergencies (SECURE) program, an innovative community-based emergency training process that organizes neighborhoods into self-sufficient units in the event of a major disaster.

none

Population

66,000

On Line Capacity

no

Awards / Foreign Language Capacity

Winner of citizen involvement excellence award in PM 10/94. Also mentioned in Governing 12/92 for strong citizen participation programs. Spanish language capabilities.

Scott County, Iowa

Scott County Emergency Response Plan The county maintains an accurate damage assessment process and revised the Scott County Emergency Response Plan based on lessons learned. The flood recovery plan established a quick process to request a Presidential disaster declaration so that emergency response activities concluded within 36 hours after the onset of the flood.

for Davenport: Kaiserslautern, Germany

Population

160,000

On Line Capacity

no

Awards / Foreign Language Capacity

Emergency management does not have in-house language capabilities, but they have an agreement with the county through which they can access Spanish and other language capabilities.

Alexandria, Virginia

The Local Emergency Planning Committee (LEPC) established specific responsibilities for city government agencies and facilities required to report under Title III, from how a facility will be protected until an emergency response is made to emergency public information sources.

Kumayri, Armenia

Population

110,000

On Line Capacity

yes

Awards / Foreign Language Capacity

Alexandria has Spanish language capabilities

Financial Management

U.S. cities have implemented innovative financial management programs including the integration of citizen preferences in a budget plan that adjusts city services and revenues, and the creation of enterprise funds for fee-based services.

Jurisdiction	Specialization	Sister Cities
Eugene, Oregon Population 105,000 On Line Capacity yes	Establishment of "Eugene Decisions" to balance the general fund Involved citizens in the process of adjusting city services and revenues. Through the combination of an assessment of budget trends and public polls, surveys, and workshops, citizen preferences for each of three budget models were integrated into the budget plan.	Chinju, Korea; Irkutsk, Russia; Kakegawa, Japan and Kathmandu, Nepal Awards / Foreign Language Capacity Eugene has won GFOA budget awards in 3/90, 3/91, 3/92, 1/93, and 3/94. Staff members have Spanish speaking capabilities—they also hire translators.
Corpus Christi, Texas Population 263,000 On Line Capacity No	Creation of enterprise funds for fee-based services. Services include water, gas, wastewater, and transit systems. Corpus Christi has set up special trust funds which all developers pay into to ensure adequate funding of water and sewage lines to service new developments. They have also established a "Heat Help" program, whereby people may opt to donate \$1 from their gas bill payment to help those unable to pay their bills in full.	Keelung City, China, Veracruz, Mexico Awards / Foreign Language Capacity City has Spanish speakers on staff.

Housing

U.S. cities have played an extremely active role in the provision of low- and middle- income housing by using mechanisms like housing rehabilitation by the homeless, an employer-assisted home ownership counselling program, establishing a public-private partnership home loan initiative and the development of small business ownership for property maintenance.

Jurisdiction	Specialization	Sister Cities
<p>Pima County (includes Tucson), Arizona</p> <p>Population 594,000</p> <p>On Line Capacity Yes</p>	<p>Low-income housing rehabilitation/job training program. Pima County Community Services Dept. acquires housing units in need of major rehabilitation, trains homeless individuals to do the rehabilitation, and sells finished units to low-to-moderate income home buyers at affordable prices.</p>	<p>(of Tucson): Alma Ata, Kazakhstan; Ciudad Obregon, Mexico; Guadalajara, Mexico; Santo Domingo, Nicaragua; Taichung City, China</p> <p>Awards / Foreign Language Capacity Winner of NAHRO 1992 Award for Excellence in Program Innovation/Economic Impact.</p>
<p>Tampa, Florida</p> <p>Population 277,000</p> <p>On Line Capacity Not yet.</p>	<p>Residential Empowerment Program. Tampa Housing Authority (THA) established Project REAP to develop small business ownership among THA residents and reduce level of staffing for certain maintenance operations on major properties. REAP is a business incubator program that provides management and technical assistance to residents of Tampa Public Housing who wish to own/operate their own businesses, particularly in housing repairs and maintenance. Program has expanded in recent years and has established a number of joint ventures with residents and private contractors.</p>	<p>Barranquilla, Colombia; Cordoba, Argentina; Granada, Nicaragua</p> <p>Awards / Foreign Language Capacity Recognized for its innovative programs by a variety of sources: 1988 - winner of 1991 NAHRO Excellence Award for Program Innovation; 1991 Tampa Chamber of Commerce Mentor Protege Awards; Minority Business Development Award for increasing minority participation in the small business sector. Spanish speakers on staff.</p>

St. Paul, Minnesota

Debt Management. St. Paul has developed an innovative program to coordinate the issue of general obligation bonds between neighboring municipalities in financing the area's capital needs.

Changsha, China; Culiacan, Mexico; Nagasaki, Japan; Novosibirsk, Russia; Quito, Ecuador

Population

265,000

On Line Capacity

Soon

Awards / Foreign Language Capacity

The St. Paul Finance Department has received the Government Finance Officers' Organization Certificate of Achievement for the last 17 - 18 years.

Greensboro, North Carolina

"Housing Visions" Program - coordinated public/private initiatives to address affordable housing issues. Elements include: special ad valorem tax dedicated to financing a variety of affordable housing programs, including: 1) employer-assisted home ownership counseling program; 2) public-private partnership home loan initiative; 3) assistance in rehabilitation of run-down properties; 4) partnerships with non-profit groups such as Habitat for Humanity focusing on lease-to-own programs, direct sales, land allocation/infrastructure development, and direct subsidy or grant-funded initiatives.

Benin City, Nigeria

Population

159,000

On Line Capacity

yes

Awards / Foreign Language Capacity

Winner of NAHRO 1993 Excellence Award for Program Innovation. The city's housing department has also received numerous other awards, including awards for its second mortgage and loan pool programs.

Salem, Oregon

Public/Private partnerships to increase community and private sector involvement in the provision of affordable housing. Salem's Housing Authority oversees and cooperates with a well-established network of housing providers in the Salem area, working with a variety of players in the community (including other government agencies, the private for-profit housing sector, banks, and non-profit groups) in the provision of affordable housing. Salem also has an award winning "Challenge of the Homeless" program, which began as a collaborative effort to increase the number of affordable housing units in the community. It has since developed into the Salem Community Development Corporation, a successful public/private partnership between local, county, and state agencies, the Home builders Association, and local banks.

Kawagoe, Japan; Salem, India, Simferopol, Ukraine

Population

93,000

On Line Capacity

Not at this time.

Awards / Foreign Language Capacity

The "Challenge of the Homeless" program won the 1992 NLC Innovation Award for "Improving Service Delivery Through Community Collaboration." Salem is used as a model by many other U.S. municipalities, and was written up by Partners for Liveable Communities for their community-based housing development initiatives.

13

**Chattanooga,
Tennessee**

Affordable Housing/Public Private Partnerships. Chattanooga Neighborhood Enterprise, a partnership between federal funding agencies, the city public works department, and local banks, provides assistance to first-time home buyers, makes affordable loans to low-income families for household repairs, and builds/refurbishes units for rental or sale.

Givatayim, Israel; Wuxi, China.

Population

162,000

On Line Capacity

yes

Awards / Foreign Language Capacity

Winner of several awards including: the National Mortgage Bankers' Association award for promotion of home ownership for low-moderate income families; two NAHRO awards for program innovation; and an Urban Land Institute award for an affordable housing subdivision in inner Chattanooga. French and Portuguese on staff.

Infrastructure Finance

Projects in infrastructure finance include the utilization of a percentage of sales tax revenue for transport maintenance, upgrading and new capital projects.

Jurisdiction	Specialization	Sister Cities
<p>San Francisco Metropolitan Transit Commission (MTC), California</p> <p>Population The 9-county area covers a population of 6,000,000</p> <p>On Line Capacity yes</p>	<p>Infrastructure Finance 5 of the 9 counties in the MTC have dedicated 1/2% of the local sales tax to fund transport-related activities, including maintenance, upgrading, and new capital projects. Special district for Golden Gate uses tolls to maintain bridge and cross-subsidize fleet of buses and ferries. Currently seeking state legislature approval for regional gas surcharge to finance transport improvements. MTC has been cited by the Surface Transportation Policy Project and numerous other sources as cutting edge in infrastructure finance and overall implementation of ISTEA, particularly its requirements to integrate citizen participation, environmental and multi-modal considerations into its planning processes.</p>	<p>San Francisco's sister cities include Abidjan, Cote D'Ivoire; Caracas, Venezuela; Esteli, Nicaragua; Haifa, Israel; Manila, Philippines; Osaka, Japan; Seoul, Korea; Shanghai, China</p> <p>Awards / Foreign Language Capacity MTC's director is internationally renowned in transportation finance and planning. German, Hungarian, Hebrew, Spanish, Mandarin, Cantonese, Japanese, Indonesian, Bengali, and Farsi speakers, and frequently hosts international delegations.</p>

Solid Waste Management

Areas in which U.S. cities could share useful technology and innovative programs include privatization programs, landfill treatment and franchising agreements for commercial collection. Recycling operations include methane recovery, composting, mulching and waste-to-energy programs.

Jurisdiction	Specialization	Sister Cities
Phoenix & Maricopa County, Arizona	Privatization & Regional Management. Both city and county are nationally recognized for efficient and equitable privatization programs. Phoenix was one of the first U.S. cities to successfully privatize its operations by contracting out by district and allowing the government to compete continuously with the private sector. Efficiency has increased and cost has declined. Maricopa County has developed a cost-effective regional approach to solid waste management.	Hermosillo, Mexico; Chengdu, China; Himeji, Japan; Grenoble, France; Taipei Municipality, China; Ennis, England
Population		Awards / Foreign Language Capacity
1,800,000		Phoenix staff have done prior solid waste consulting with USAID and the World Bank. The city has received numerous awards and recognition for its solid waste programs. Staff members in various departments speak fluent Spanish. Note: Phoenix and Maricopa County have been nominated as Resource Cities in other categories.
On Line Capacity		
Yes		
San Jose, California	Recycling & Franchise Agreements. San Jose has one of the foremost recycling programs in the U.S. with curbside pick-up and established markets for recyclables. The city has also established effective collection, landfill treatment and solid waste planning programs. In addition, San Jose has pioneered non-exclusive franchising agreements for commercial collection which encourages private participation. Finally, the city had an informative, negative experience with privatization and has adopted new strategies based on lessons learned.	Ekaterinburg, Russia; Pune, India; San Jose, Costa Rica; Veracruz, Mexico; T'ai-Nan City, China; Okayama, Japan; Dublin, Ireland
Population		Awards / Foreign Language Capacity
800,000		Members of the environmental services staff speak Spanish and Vietnamese and the city has a strong community outreach program for all its services. In water management, San Jose received a national award from EPA for best storm water program in the U.S.
On Line Capacity		
Yes		

16

**Hennepin County
(Minneapolis),
Minnesota**

Regional Management & Recycling. Hennepine County has developed a model regional solid waste management and planning program for the community. which includes waste sharing agreements with neighboring counties. The county also has an advanced recycling (including battery, household hazardous waste and electronics dismantling) and waste-to-energy program with 2 waste-to-energy facilities. Due in part to these activities, only 1% of mixed municipal solid waste is landfilled. The county has also worked with Minneapolis in creating a number of innovative public-private partnerships to facilitate solid waste collection and treatment.

Minneapolis has Sister City relations with: Novosibirsk, Russia; Santiago, Chile; Harbin, China; Chunchon, Korea; Ibaraki, Japan; Tours, France; Kuopio, Finland

Population

990,000

On Line Capacity

Yes

Awards / Foreign Language Capacity

The county has received numerous national, state and regional awards for its solid waste programs and is recognized as one of the best in the country. Hennepin County and Minneapolis are also frequent hosts by foreign visitors to their solid waste and wastewater programs.

Dallas, Texas

Collection, Disposal & Training. Dallas has one of the largest and most respected solid waste management programs in the region. The city has an efficient collection and disposal program that services commercial, industrial and residential sectors. Dallas also has a large recycling operation which is supplemented by a composting and mulching program that handles approximately 50,000 tons per of brush per year. The city is currently working with Texas A&M to build a solid waste training center situated near the municipal landfill.

Brno, Czech Republic; Riga, Latvia; Dijon, France

Population

1,003,000

On Line Capacity

Yes

Awards / Foreign Language Capacity

Dallas has received several state and national awards for its solid waste programs. The majority of staff, including senior staff, speak Spanish. The solid waste department has also hosted numerous international study tours

**Alexandria &
Arlington County,
Virginia**

Landfill Siting & Waste-to-Energy. The City of Alexandria employed an effective strategy of community participation to site a new landfill. The process pulled together community and business leaders and has become a model for the region. The city also financed and constructed a waste-to-energy facility. This co-generation facility is one of the few successful operations in the U.S. Arlington County also has a model collection and landfill management program.

The City of Alexandria has Sister Cities relationships with: Kumayri, Armenia; Dundee, Scotland; Helsingborg

Population

160,000

On Line Capacity

Yes

Awards / Foreign Language Capacity

Both the city and county have hosted numerous foreign delegations not only on solid waste management, but in a wide range of other services as well. Several city staff speak Spanish.

**Virginia Beach,
Virginia**

Collection & Methane Recovery. Virginia Beach has a strong collection and landfill program. The city uses automated high production one-man crews for collection and promotes a yard waste recycling program which returns mulch to the public. The city also has several innovative programs including free loan of a trash trailer to public, which is free upon request and is very popular, as well as a drop off center. Virginia Beach also has a methane recovery plant run by the local electric utility which, in turn, provides the city with in-kind credit on the electric bill as payment (valued at approximatley \$300,000 per year). Finally, the city is making plans to transform the solid waste department as an enterprise fund.

Miyazaki, Japan; Moss, Norway

Population

420,000

On Line Capacity

Yes

Awards / Foreign Language Capacity

The manager of the solid waste division has worked with ICMA overseas in Romania and the city has hosted numerous study tours. Virginia Beach has received numerous awards and recognitions, including ranking as one of 10 best programs in the U.S. by the Environmental Almanac and other state and regional awards.

Transportation

Transportation programs implemented by U.S. cities incorporate CO2 emissions reduction, alternative fuels, alternate modes of transportation, public/private partnerships, growth management, long-term transportation assessments, travel information systems and infrastructure improvement for the inner city.

Jurisdiction	Specialization	Sister Cities
<p>San Francisco Metropolitan Transit Commission (MTC), California</p>	<p>Creation by MTC of public/private partnership to streamline transportation planning and promote cost-effective, multi jurisdictional and multi modal approaches to transport-related pollution. Partnership complemented by largely private-sector Blue-Ribbon Advisory Council that includes environmental, academic, business, and community interests. Helped to establish public/private partnerships in other areas, such as the development of a high-tech travel information system to produce real time, high quality travel data in conjunction with Silicon Valley corporations and small high tech firms. The MTC is renowned for being at the cutting edge of implementing ISTEA, particularly its citizen participation and multi-modal requirements. Also developed Bay Area Partnership, an inter-governmental forum concerned with regional transportation and land-use planning .</p>	<p>Abidjan, Cote D'Ivoire; Caracas, Venezuela; Esteli, Nicaragua; Haifa, Israel; Manila, Philippines; Osaka, Japan; Seoul, South Korea; Shanghai, China; Sydney, Australia; Taipei Municipality, China</p>
<p>Population Covers an area with a population of 6,000,000</p>		<p>Awards / Foreign Language Capacity Received American Planning Association's 1994 award for its Bay Area Partnership. Recognized by the California Truckers Association for work with the Freight Advisory Council, a public-private advisory group. German, Hungarian, Hebrew, Spanish, Mandarin , Cantonese, Japanese, Indonesian, Bengali, and Farsi on staff.</p>
<p>On Line Capacity Yes</p>		
<p>Denver City and Denver County, Colorado</p>	<p>Vehicle Fleet Energy Reduction Program. Denver and Denver County have 3 programs to accomplish the goal of a 10% reduction in CO2 emissions mandated in a 1993 Executive Order: 1) a reduction in its fleet size; 2) a comprehensive telecommuting and teleconferencing program; and 3) a fleet downsizing program. Its framework for estimating vehicle fleet emissions and employee travel and its Green Fleets program, which commits the City/County to reducing energy use and CO2 emissions from employees' travel by 20 % over a ten year period, have been used as models by the International Council for Local Economic Initiatives (ICLEI) for its programs. Its Alternate Fuels and Hythane Demonstration Programs have also received much international interest and attention.</p>	<p>Cuernavaca, Mexico; Karmiel, Israel; Kinming, China; Madras, India; Nairobi, Kenya; Takayama, Japan</p>
<p>Population 505,000</p>		<p>Awards / Foreign Language Capacity City /County was asked by the President's Council for Sustainable Development to apply for Presidential Honors Award program, and has been a model for many U.S. municipalities for alternate fuel/fuel reduction City/County has presented its programs at a variety of international conferences and hosted international delegations.</p>
<p>On Line Capacity Not at this time.</p>		

**St. Louis
Metropolitan
Region, Missouri**

Participatory development of a new long-term, multi-modal regional transportation plan. East-West Gateway Coordinating Council (E-W GCC) of greater St. Louis is finalizing a 20-year transportation plan, "Transportation Redefined", the result of a major outreach effort from the grass-roots level upward and outward to include public and private agencies and community leaders. The focus is on access to opportunity for inner-city residents and effects on other groups, necessary structural changes, new construction, financing, and setting realistic goals for improvement. A community-tailored planning and assessment system, defines two criteria measures for improvement : regional parity and community mobility.

Georgetown, Guyana, Nanjing, China, Szczecin, Poland

Population

2,000,000

On Line Capacity

Yes

Awards / Foreign Language Capacity

The E-WGCC has been cited by the Surface Transportation Policy Project and the National Association of Regional Councils for its excellence in promoting equitable, long-range planning. E-WGCC has Spanish and French speakers on staff, and has hosted international delegations.

**Portland Metro
Service District,
Oregon**

Growth Management Plan. Portland is internationally renowned as an innovator in the promotion and development of environmentally friendly, alternate modes of transport and public/private partnerships and growth management.

Ashkelon, Israel; Corinto, Nicaragua; Guadelajara, Mexico; Kaohsiung Municipality, China; Khabarovsk, Russia; Mutare, Zimbabwe; Sapporo, Japan; Suzhou, China; and Ulsan, Korea.

Population

387,000

On Line Capacity

Yes

Awards / Foreign Language Capacity

Cited by the Surface Transportation Policy Project and numerous other sources as an innovator in integrated, equitable transportation and land-use planning and growth management.

**Delare Valley
Regional Planning
Commission ,
Pennsylvania/New
Jersey**

Comprehensive Regional Transportation/Land Use Planning. Delaware Valley Regional Planning Commission has undergone a long-term, highly participatory comprehensive visioning process to determine long-term transport/land use needs and identify funding sources.

Philadelphia's sister cities include: Douala, Cameroon; Inchon, Korea; Nizhni Novgorod, Russia; Tel Aviv, Israel; Tianjin, China, and Torun, Poland.

Population

The DVRPC covers a population of 5,000,000

On Line Capacity

Yes

Awards / Foreign Language Capacity

Cited by the Surface Transportation Policy Project as being on the cutting edge of participatory, integrated transportation and land-use planning.

Urban Management

Urban management professionals have been recognized for their contributions to comprehensive city planning, the use of a management system for performance-based budgeting, infrastructure planning, growth management and streamlining service delivery mechanisms.

Jurisdiction

Specialization

Sister Cities

Phoenix, Arizona

Overall excellence in integrated management of city services. The City of Phoenix is frequently highlighted by international urban management professionals as providing excellent leadership and management in provision of government services. The city recently sponsored international symposium, "Shaping Government for the 21st Century", and has hosted numerous international visitors and delegations.

Chengdu, China; Hermosillo, Mexico; Himeji, Japan; Taipei Municipality, China

Population

853,000

On Line Capacity

yes

Awards / Foreign Language Capacity

Received numerous awards for outstanding financial and services management, including the 1993 Carl Bertelsmann Prize for Democracy and Efficiency in Local Govt. The City Manager's Office have staff who speak Spanish, German, and Japanese. Phoenix is currently developing a Home Page on the Internet.

Sunnyvale, California

Reinventing Government: Performance-Based Budgeting. Sunnyvale uses a Planning and Management System (PAM) to link fundamental long-term planning goals in the city's general plan with a 10-year budget. The city council defines service levels, policies, goals, and action statements, and strategic plans are developed in 28 areas identified as critical service areas. Sunnyvale department program managers and staff are responsible for delivering these specified services and, through PAMs, are evaluated each year on how well they have managed the public's money using a performance-based budgeting system based on identified, measurable goals and objectives.

Sunnyvale has no formal sister city relationships, but has hosted a number of international delegations, including groups from Portugal, Korea, Japan, and Sweden. It actively encourages local businesses to expand their international connections.

Population

112,000

On Line Capacity

Yes

Awards / Foreign Language Capacity

Cited in Osborne & Gaebler's *Reinventing Government* for their financial and overall management excellence, Sunnyvale has been the recipient of numerous awards. Sunnyvale's Information Technology Director is fluent in Spanish; its Assistant City Manager speaks Cantonese, and there are Vietnamese speakers on staff as well.

**Hillsborough
County (includes
Tampa), Florida**

Creation of Infrastructure and Growth Management Team. In response to rapid urbanization and population growth in the 1980's, the Hillsborough County Government underwent a comprehensive restructuring process to enable it to effectively address infrastructure planning and provision needs.

Tampa has several sister cities, including: Barranquilla, Colombia, Cordoba, Argentina, and Granada, Nicaragua.

Population

775,000

On Line Capacity

yes

Awards / Foreign Language Capacity

Hillsborough County Government has Spanish speakers on staff, and has worked with USAID in the past in the facilitation of training programs.

**Charlotte, North
Carolina**

Restructuring of government "from the inside out" City has recently gone through a comprehensive reorganization process, streamlining service delivery through consolidation of major city and county departments, and has initiated competitive bidding for city services.

Arequipa, Peru; Baoding, China; Port-au-Prince, Haiti; Vornoezh, Russia

Population

352,000

On Line Capacity

yes

Awards / Foreign Language Capacity

Charlotte has been cited in a variety of professional journal articles for its efforts,. Its assistant city manager was selected by the City of Phoenix to lead a session on the Charlotte government restructuring process at its 11/94 international conference, "Shaping Government for the 21st Century."

Water & Wastewater Management

U.S. cities have expertise in water supply, management, treatment, finance and billing systems, conservation, reuse, leak detection and monitoring. Programs also incorporate wastewater reclamation, energy recovery, sludge composting and modern ocean discharge systems.

Jurisdiction	Specialization	Sister Cities
East Bay Municipal Utility District (San Francisco), California	Water Supply & Treatment. The East Bay Municipal Utility District (EBMUD) is a publicly owned utility serving 1.2 million people serving 20 incorporated and 15 unincorporated cities. EBMUD developed a long-range Water Supply Management Program in 1993 and operates a series of dams, reservoirs, aqueducts and pumping plants to supply water to the public. EBMUD has a conservation program that includes wastewater reclamation, energy recovery and the composting of digested sludge from the wastewater system. These activities are supported by bond financing and an efficient billing and collection system. Finally, EBMUD also has an active public education and community outreach program.	not applicable
Population		Awards / Foreign Language Capacity
1,200,000		EBMUD has hosted numerous study tours from around the world and participated in a USAID-funded twinning program with Bangkok, Thailand. Staff language capacity includes Spanish and Vietnamese.
On Line Capacity		
soon		
San Diego, California	Treatment, Billing & Financing. The City of San Diego has one of the best water and wastewater programs in the western part of the U.S. The city has computerized finance and billing systems, a comprehensive water conservation program that employs water reuse strategies, and an efficient construction and maintenance program. The city also developed a modern ocean discharge system. Finally, the neighboring City of Escondido implemented an innovative financing scheme for the expansion of its wastewater treatment plant by selling "shares" to the general public for the future capacity of the facility. Escondido raised approximately \$12 million in 6 months without issuing bonds.	Cavite City, Philippines; Tema, Ghana; Yantai, China; Leon, Mexico; Vladivostok, Russia;; Jeonju, Korea; Yokohama, Japan
Population		Awards / Foreign Language Capacity
1,015,000		San Diego has hosted numerous foreign delegations and has a long relationship with Tijuana, Mexico. Many people on staff speak Spanish.
On Line Capacity		
Yes		

Santa Barbara County, California

Water Conservation. The county developed a comprehensive water conservation program that included: an ordinance prohibiting water waste, a sustainable landscaping program, inclining tiered water rates for billing purposes, a water reclamation project and a public information and agricultural conservation campaign.

The City of Santa Barbara has Sister Cities programs with: Cuzco, Peru; Puerto Vallarta, Mexico; Yalta, Ukraine; Palma de Majorca, Spain; Toba, Japan; Paterno, Italy

Population

340,000

On Line Capacity

Yes

Awards / Foreign Language Capacity

City staff speak Spanish.

Hillsborough County, Florida

Water Re-use and Water Management. Hillsborough County has been recognized for its innovative programs in water management, particularly its water resources/ greenways areas programs, ecosystems management, and water re-use programs. It has a full-time water management expert to keep the County on the cutting edge of water management technologies and systems,

Tampa has sister city relationships with Barranquilla, Colombia; Cordoba, Argentina; and Granada, Nicaragua.

Population

775,000

On Line Capacity

yes

Awards / Foreign Language Capacity

Facilitated on-the-job training for a USAID/Morocco funded program and nominated as a Twinning Partner for the Jamaica National Water Commission. Hillsborough's water liaison, a former USAID consultant, fields frequent requests from abroad for information on and tours of its programs. Spanish speakers on staff.

Raleigh, North Carolina

Treatment, Reuse, Monitoring & Twinning. Raleigh has a comprehensive wastewater system that includes activated sludge processing with advanced tertiary treatment utilizing mixed media filtration. The city has also substituted ultra-violet radiation instead of chlorine for final disinfection. For 14 years, the treatment plant has converted sludge for reuse as a soil conditioner. The city recently added secondary sludge treatment for reuse in landscaping by the public. Raleigh also has a computer controlled monitoring system for all plant processes and is implementing a new computerized financial management system for billing and rate definition purposes. Finally, Raleigh has been involved in a long-term Twinning program with the city of Tetouan, Morocco. USAID-funded and ICMA- managed program involves purchase and shipment of wastewater-related equipment and ongoing technical assistance by city staff.

Shinyanga, Tanzania; Compiegne, France, Kingston-Upon-Hull, England

Population

200,000

On Line Capacity

Yes

Awards / Foreign Language Capacity

Raleigh is also the recipient a national award from USEPA for operation and maintenance of its wastewater treatment plant.

Seattle, Washington

Leak Detection, Conservation & Monitoring. Seattle has an effective leak detection and water monitoring system such that 90% of the water that passes through the system is directly tied to a revenue source (the remaining 10% is used by fire departments and general water loss). Seattle's metropolitan government developed a long-range water reuse facilities plan, supported by a water reuse risk assessment, model projects program and a public information campaign. The community also developed an emergency drought facility which was supported by innovative public-private partnerships and a bond issue that financed water conservation efforts. The Metro area has strong management and financing capacity.

Population

490,000

On Line Capacity

Soon

Tashkent, Uzbekistan; Taejon, Korea; Pecs, Hungary; Mazatlan, Mexico; Limbe, Cameroon; Beersheba, Israel; Chongching, China; Mombasa, Kenya and others

Awards / Foreign Language Capacity

Hosted numerous foreign visitors and recently hosted the USAID Lessons Without Borders conference. Water department has received an award from the American Water Works Association and a national media award for its public service announcements on water conservatoin. Department staff speak Hindi, Tamil and French.