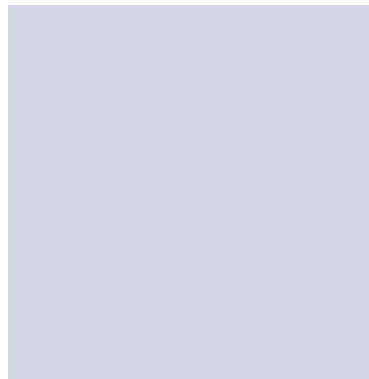


Award Winning Joint Projects



October 2002



A cooperative effort
of SEMCOG, the
Southeast Michigan
Council of Governments
and MAC, the
Metropolitan
Affairs Coalition



METROPOLITAN AFFAIRS COALITION . . . **Regional Solutions for Regional Issues**

Metropolitan Affairs Coalition is a distinctive public/private partnership of business, labor, and government leaders that facilitates solutions for regional public policy issues affecting the economic vitality and quality of life in Southeast Michigan.

Focusing on regional cooperation, MAC's role of identifying problems, researching solutions, and implementing strategies produces tangible results. MAC primarily serves as a catalyst in addressing regional concerns — investigating important public policy issues, designing solutions, and partnering with others to effect meaningful change. This has included raising significant sums of dollars to help community partners transform ideas into reality.

MAC also has a special role in stimulating intergovernmental cooperation to reduce conflict and fragmentation that too often interferes with progress in the metropolitan area. The organization is a vehicle for designing cooperative solutions that improve government efficiency, reduce business costs, and enhance the economic development potential of Greater Detroit.

MAC's members encompass all major elements of regional leadership required to effectively address regional public policy issues. Private sector involvement includes representatives from automobile manufacturers, labor organizations, financial institutions, utilities, insurance companies, and the health care industry, as well as leaders from the legal, accounting, and public relations professions. Public sector involvement includes the top elected leadership of Greater Detroit and representatives of major higher education institutions.

SEMCOG . . . Local Governments Advancing Southeast Michigan

Mission

SEMCOG's mission is solving regional planning problems — improving the efficiency and effectiveness of the region's local governments, as well as the quality of life in Southeast Michigan. Essential functions are:

- providing a forum for addressing issues which extend beyond individual governmental boundaries by fostering collaborative regional planning and
- facilitating intergovernmental relations among local governments and state and federal agencies.

As a regional planning partnership in Southeast Michigan, SEMCOG is accountable to local governments who join as members. Membership is open to all counties, cities, villages, townships, intermediate school districts and community colleges in Livingston, Macomb, Monroe, Oakland, St. Clair, Washtenaw, and Wayne Counties.

Responsibilities

SEMCOG's principal activities support local planning through use of SEMCOG's technical, data, and intergovernmental resources. In collaboration with local governments, SEMCOG has responsibility for adopting region-wide plans and policies for community and economic development, water and air quality, land use, and transportation, including approval of state and federal transportation projects. Funding for SEMCOG is provided by federal and state grants, contracts, and membership fees.

Policy decision making

All SEMCOG policy decisions are made by local elected officials, ensuring that regional policies reflect the interests of member communities. Participants serve on one or both of the policy-making bodies — the General Assembly and the Executive Committee.

Prior to policy adoption, technical advisory councils provide the structure for gaining input on transportation, environment, community and economic development, data analysis, and education. This deliberative process includes broad-based representation from local governments, the business community, environmental organizations, and other special-interest citizen groups.

Award Winning Joint Projects

October 2002

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Abstract

The SEMCOG/MAC Joint Public Services Awards Advisory Council selected the recipients of the fifth annual Joint Public Services Awards. These awards were created to recognize local governments, school districts and private or nonprofit organizations that are working together in delivering community services or programs more economically. This publication summarizes the applications of the entrants that received first place, merit, or honorable mention awards.

Preparation of this document was financed by local membership contributions.

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Acknowledgments

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Executive Summary

This publication summarizes the award-winning entries for the 2002 SEMCOG/MAC Joint Public Services Awards. The awards recognize outstanding projects ranging from agribusiness preservation, neighborhood revitalization, and education and business cooperation. From the entries, four received first-place awards, six received merit awards, and one received an honorable mention. Awards were given in the following three categories:

- **Outstanding Leadership in Joint Public Services** — Recognizing individuals who demonstrate leadership in partnering with local governments and/or school districts.
- **Outstanding Joint Public Services Project** — Recognizing projects or programs demonstrating partnerships between local governments and/or school districts.
- **Outstanding Public/Private Partnership** — Recognizing local governments and/or school districts and their private or nonprofit partners in providing public services.

The summaries are based on information submitted in the applications. SEMCOG/MAC do not guarantee the information to be correct. **Each entrant's full application is available from SEMCOG.**

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Introduction

This is the fifth year of the SEMCOG/MAC Joint Public Services Awards Program. The purpose of the awards is to recognize local units of government, school districts, and private or nonprofit organizations working together to provide outstanding joint public services within Southeast Michigan. The SEMCOG/MAC Joint Public Services Awards Advisory Council reviewed the nominations to ensure they met at least two of the three criteria listed below:

- Costs — The public service demonstrates cost savings or avoidance of future costs to participants.
- Continuing Impact — The effort increased citizen awareness and appreciation of public services and/or benefits of intergovernmental cooperation. Communication and general collaboration among participating communities/school districts also improved.
- Transferability — The cooperative effort can be replicated by other communities/school districts.

Applicants were asked to submit a nomination form, summary, narrative, list of participants, and letters of support with their entry. Nominations were reviewed by staff. The SEMCOG/MAC Joint Public Services Awards Advisory Council made final determination of the awards.

This year's nominations indicate a number of unique joint public services are occurring in area municipalities and school districts. The results of the awards program are two-fold; it recognizes those who are currently maximizing their resources by providing joint public services and it fosters additional joint public services by sharing knowledge of successful efforts. The SEMCOG/MAC Joint Public Services Awards Program identifies successful joint public services projects and contributes to a widespread knowledge of cooperative methods for delivering public services, conserving limited public funds, and improving quality of life.

Outstanding Leadership in Joint Public Services First Place Award

Anthony Marrocco, Commissioner
Macomb County Public Works Office

Under the new storm water regulations mandated by the U.S. Environmental Protection Agency, Macomb County and 20 of its communities are required to apply for a permit by March 2003. Macomb County Public Works Commissioner, Anthony Marrocco, applied for the voluntary watershed-based permit offered by the Michigan Department of Environmental Quality (MDEQ) on behalf of Macomb County. This helped establish a partnership with communities and provided a mechanism for improving water quality.

Marrocco has been working with the local communities and neighboring counties to establish approvable subwatershed boundaries for the Clinton River and Lake St. Clair. Marrocco held a Watershed Planning Forum in January 2002, at which proposed subwatershed boundaries were presented. Twenty-three communities, seven county and state agencies, seven consulting firms, and other interested participants attended the forum.

MDEQ approved the proposal presented by the Macomb County Public Works Office. One of the subwatersheds approved is known as the Clinton River East Watershed (CREW). CREW fosters the development of a comprehensive watershed management plan. The public is provided with several opportunities to have their concerns heard and incorporated into the management plan. This brings about citizen awareness and appreciation of work being done by the communities to improve water quality.

The communities within the CREW are the cities of Fraser, Mt. Clemens, Sterling Heights, and Utica and the townships of Bruce, Clinton, Harrison, Macomb, Ray, Shelby, and Washington and the Village of Romeo. Most of these communities are in more than one watershed. Of these 12 communities, seven have chosen to partner to develop a watershed plan for the CREW.

With the implementation of the storm water regulation requirements, there is a substantial financial strain placed on the communities' budgets. To aid the communities and to encourage them to work together, Marrocco offered them the assistance of his staff and provided funds to support planning. By utilizing staff, funds, and programs from the Public Works Office, communities are able to greatly reduce the initial financial impact of the regulation requirements.

The communities within the CREW are very diversified. Issues such as planning, development, and sewer infrastructure vary greatly from one community to the next. With the formation of the CREW group, communities with similar water quality issues are able to work together to improve the Clinton River and Lake St. Clair. This collaboration has saved the involved communities considerable amounts of money and other resources. In the future, communities collaborating within the CREW will be able to apply for grants jointly, or share relevant information to help resolve some of the water quality problems that impact the CREW.

This success has also led Marrocco to assist other watershed groups forming throughout the county, using the CREW group as a model.

Contact: Lynne Yustick, P.E., Engineer II, Macomb County Public Works Office, 115 S. Groesbeck Hwy., Mt. Clemens, MI 48046. (586) 307-8229

Outstanding Leadership in Joint Public Services Merit Award

David L. Moffitt, Vice Chairperson
Oakland County Board of Commissioners

Commissioner David Moffitt has worked toward making county government more accessible and better understood by the public. Moffitt's leadership has resulted in cooperation of local city and township governments to make their facilities available for broadcast of county meetings.

Moffitt enlisted the aid of local governments to hold Board of Commissioner committee meetings in community settings. Local cable facilities were then able to broadcast the meetings and tape for later rebroadcast. After consulting with the Mayor and City Manager of Farmington Hills, Commissioner Moffitt arranged for the first live broadcast of an Oakland County Board of Commissioners meeting in April 1998. The meeting was also taped and subsequently rebroadcast. Bloomfield Township, Farmington Hills, Novi, and Pontiac later allowed Board of Commissioner committee meetings to be held in their council chambers so that meetings could similarly be available to the public. The participating governments and their cable consortiums provided the meeting facilities, employees, technicians, and studio production time at no cost. The success of Moffitt's efforts demonstrates how other communities can apply similar ideas to publicize their county government meetings.

Continuing his efforts to make county government accessible to the public, Moffitt later introduced a resolution to create a study committee to more formally implement cable-TV broadcasts of Board of Commissioner meetings. Funds were secured in the 2001-2002 budget to support cable-TV-related improvements to the Board of Commissioners' auditorium.

Contact: Thomas A. Law, Chairperson, Oakland County Board of Commissioners, 1200 N. Telegraph Road, Pontiac, MI 48341-0470. (248) 858-0100.

Outstanding Joint Public Services Project

First Place Award

Macomb Multi-Jurisdictional Agribusiness Preservation Program

On June 5, 2001, the Macomb County Board of Commissioners held the first meeting of the Ad Hoc Committee on Farmland and Open Space Preservation. The committee of 13 commissioners is staffed by the Macomb County Planning and Economic Development Department. Meetings were designed to inform and educate commissioners on various aspects of farmland preservation. The committee sought to increase understanding of farming's economic impact in Macomb County and the relationship between farmland preservation and the planning and development strategy.

Simultaneously, six townships in the northern portion of Macomb County were preparing to become eligible for the State of Michigan Purchase of Development Rights (PDR) Program. State legislation requires any community that plans to submit land for the Michigan PDR program to have an updated Master Plan and Zoning Ordinance reflecting areas targeted for preservation. The community must also develop a standardized method for farmland proposal review.

The county and townships realized that it would be beneficial for both groups to work together. Macomb County Planning and Economic Development Department staff assisted the townships to draft selection criteria and a scoring system, along with a PDR ordinance. Communities chose to work together to develop a standard ordinance. The communities felt that the ordinance would be easier to defend in court if all the townships were implementing the same program. This saved money and resources.

The State of Michigan Department of Agriculture's Michigan Farmland Preservation and Open Space Program assisted the townships and county to develop the first multi-jurisdictional program in Michigan. The participants were the townships of Armada, Bruce, Lenox, Ray, Richmond, and Washington as well as the Macomb County Planning and Economic Development Department, and the Michigan Department of Agriculture. The townships, county, and state will continue to work collectively to implement and administer the program.

The multi-jurisdictional program helped to meet two important community objectives: 1) to be able to participate in the Michigan PDR program, and 2) to develop and implement tools beneficial to the long-term protection and enhancement of the rural character of Macomb County's northern communities. For farmland preservation to be successful, it had to be incorporated into the larger comprehensive plan that addressed how to support farming in Macomb County over the long term. Through this collaborative effort, Macomb County and its communities are developing a coordinated strategy for future development. The initial collaborative effort led to developing a comprehensive agribusiness protection program.

This program can also be replicated in other areas of the state. It involved opening the lines of communication between various levels of government. The program has become the impetus for the group to work on other collaborative projects.

Contact: Stephen N. Cassin, AICP, Executive Director, Macomb County Planning and Economic Development Department, 1 South Main Street, 7th Floor, Mount Clemens, MI 48043. (586) 469-5285.

Outstanding Joint Public Services Project Merit Award

City of Howell Wastewater Treatment Plant Expansion Project

The City of Howell and Marion Township joined forces to expand the city's sewer plant in 2001. One objective of the project was to meet the need for public services for the area's rapidly growing population. Another objective was to construct needed updates to the plant and meet regulatory requirements. The city and township are providing efficient and effective public services with a long-lasting impact.

The City of Howell's sewer plant was constructed in 1936 and upgraded in 1972. The plant was in need of significant physical and operational improvements to continue to function efficiently and to meet regulatory requirements. Marion Township had previously operated with individual septic systems for sewage disposal. Faced with a growing population and housing base, officials evaluated the cost effectiveness of constructing a wastewater treatment plant to serve the township. During the evaluation process, the possibility of a joint project to expand the city plant to meet the needs of the city and the township was identified as an alternative to constructing a new, separate plant.

The project included land acquisition, building construction, and equipment installation and upgrades. The project resulted in a 650,000-gallon increase in the capacity of the city's plant, which is now available to Marion Township and more effectively serves the needs of the city's and township's growing populations. The Livingston County Board of Public Works issued long-term debt to pay for the sewer plant construction project. Marion Township benefited from the board's involvement by receiving a lower interest rate. The involvement of the county, as the financing conduit for this unique cooperative construction project between two governmental entities in the county, serves as a model for other communities.

Contact: Peter C. Von Drak, City Manager, City of Howell, 611 E. Grand River Ave., Howell, MI 48843.
(517) 546-3502.

Outstanding Joint Public Services Project Merit Award

Jail Diversion Programs

Macomb County Community Mental Health (MCCMH) provides managed mental health services to Macomb County residents with mental illness, developmental disability, or substance addictions. The Jail Diversion Programs provide a means to identify and treat persons with mental illness whose criminal offenses are non-violent and reasonably believed to be the result of a condition of mental illness. The Jail Diversion Programs offer diversion to mental health treatment as an alternative to incarceration when all involved parties agree that diversion is appropriate and safe.

The goal of the Jail Diversion Programs is to develop and utilize strategies that benefit both mental health and law enforcement and, ultimately, to work with the legal system to make the community safer. Collaborative efforts between the Macomb County Board of Commissioners, Macomb County Community Mental Health, Macomb County Office of Substance Abuse, Macomb County Public Health Department, Macomb County Sheriff's Department, Macomb County Juvenile Court, the Prosecuting Attorney's Office, and local community law enforcement resulted in partners saving significant costs while decreasing the possibility of recidivism and enhancing community safety.

As a result of this program, successful adult diversion resulted in 2,124 fewer adult jail days during one twelve-month period, saving \$1,632 per person per month. Also, the sentences of 48 youth were shortened or eliminated, which saved on average \$2,325 per youth for every two-week incarceration period. In addition, the community benefits from the program by allowing offenders to receive proper treatment. The program enables representatives of the legal system to better understand the conditions of mental illness, developmental disabilities, and emotional disturbance. Mental health staff have also gained an increased understanding of the legal system. This successful program continues to impact Macomb County because the increased collaboration has produced more efficient referrals and a stronger network of community services.

Contact: James Wargel, Behavioral Health Director, Macomb County Community Mental Health, 10 N. Main, 5th Floor, Mt. Clemens, MI 48043. (586) 469-7039.

Outstanding Joint Public Services Project Merit Award

Law Enforcement Fiber Project/Paperless Reports 2001

Monroe County; the Monroe County Intermediate School District (MCISD); and the townships of Monroe, Bedford, Erie, LaSalle, Raisinville, and Ida, facilitated the extension of Monroe County's local area network (LAN) to an outlying region of the county. Through a cooperative agreement, Monroe County was able to take advantage of unutilized MCISD fiber strands to extend the LAN to the Bedford area.

Monroe County's primary reason to extend the network was to station law enforcement personnel closer to the communities in which they serve, rather than in the central Sheriff's Office. Monroe County Sheriff's Office approached the MCISD to see if it had extra capability available on its fiber network to which the Sheriff's Office could connect and extend to the Bedford area. As a result of the project, the Bedford District Substation was fully integrated into the Monroe County network and is now able to perform as a self-sustaining law enforcement source to the citizens of Bedford Township and the surrounding areas. Additionally, shift supervisors for the Monroe County Sheriff's Office previously had to spend two or three hours traveling to substations for paperwork. Connectivity for the substation and the electronic transfer of information makes law enforcement more readily available to the community and decreases time spent traveling.

As part of these collaborative efforts, the Monroe County Intermediate School District gained access to the county's T-1 connection. This enabled the MCISD to electronically exchange, with the Michigan State Police, fingerprints and criminal history information on potential employees. The MCISD benefited from the cooperative agreement with Monroe County; it is the first school district in Michigan to electronically submit prospective employee information to the State Police. As a result of the project, MCISD will be able to reduce the time it takes for background checks from three months to one month.

The cost savings, continuing impact, and successes of this project set an example for future partnership between the MCISD and Monroe County, as well as similar projects throughout the state.

Contact: David Thompson, Training Officer/Grant Coordinator, Monroe County Sheriff's Office, Monroe County, 125 E. Second Street, Monroe, MI 48161. (734) 240-7404.

Outstanding Joint Public Services Project Merit Award

Oakland County Traffic Signal Retiming Project

Due to tremendous growth in Oakland County and significant changes in traffic patterns during recent years, the old traffic signal timings were not allowing maximum efficiency. Many signals had not been retimed in more than 10 years. Therefore a countywide, multi-jurisdictional effort has been undertaken in Oakland County to retime the nearly 1,000 traffic signals.

A total of \$5.3 million of federal money will be used to ease traffic congestion and improve air quality by 2004 through optimizing signal timing. The retiming of traffic signals can make a major difference to traffic flow and traffic safety. The signal timing will more closely reflect the existing needs on the road system.

The traffic signal optimization project is the result of efforts of the Michigan Department of Transportation, the Road Commission for Oakland County, the Traffic Improvement Association, and SEMCOG, the Southeast Michigan Council of Governments, with support from all 62 local communities in Oakland County.

The Oakland County Traffic Signal Retiming Project is producing cost savings resulting from fewer crashes and reduced severity of those crashes. Cost savings also result from reducing gasoline usage and cleaner air due to longer and more efficient green times. In addition to cost benefits, this program is a model for other communities through Michigan.

Contact: Gary Piotrowicz, Signal System Engineer, Road Commission for Oakland County, 1200 N. Telegraph, Building West 49, Pontiac, MI 48341.

Outstanding Public/Private Partnership First Place Award

Oak Park Business and Education Alliance

The Oak Park Business and Education Alliance (OPBEA) is a nonprofit organization formed as a joint effort of the public and private sectors to provide assistance to the Oak Park School District in the implementation of its Education Initiative. The Education Initiative provides for several interventions designed to assist students in meeting performance goals established by the district. Establishment of the OPBEA is one of these interventions and is considered an essential element of the initiative.

The OPBEA provides a way for the community to collaborate with Oak Park teachers and administrators to help students acquire the knowledge and skills needed to succeed in education beyond high school and in careers in tomorrow's workplace. OPBEA's mission is to improve the educational experience of individual students in the Oak Park School District by motivating them to meet the performance goals established in the Education Initiative. OPBEA seeks to improve student performance in two ways: through career-focused education and by providing rewards, recognition, and incentives to students who meet the performance goals.

The Oak Park Business and Education Alliance career-focused education programs include student improvement luncheons, career opportunity field trips, the Industry Internship Program, and the School Liaison Program. Private firms, such as banks and utility companies, as well as a local hospital, an accounting consulting firm, and a cleaning service agency contribute resources for these programs. Private firms also offer staff time for job training and student mentoring, internships, and other career exposure opportunities for students. The methods of reward and recognition include Student-of-the-Month Breakfasts, contracts for success, honors assemblies, and the Wade H. McCree, Jr. Incentive Scholarship Program.

The collaboration of business, government, and education through the Oak Park Business and Education Alliance provides for a multitude of opportunities for the youth in the Oak Park community. As a result of the OPBEA, students benefited from an additional \$117,000 of programming within two years. The Oak Park School District would not have been able to provide this programming without the OPBEA. In addition, there are considerable cost savings to families and future employers when students have had exposure to careers prior to post-secondary training or on-the-job training.

The educational improvements have assisted students to excel in MEAP scoring. The overall achievement of the Oak Park Business and Education Alliance provides a model for other communities across the state to have a long-lasting impact on improved education.

Contact: Lori A. Fidler, Executive Director, Oak Park Business and Education Alliance, 25900 Greenfield Road, Suite 210, Oak Park, MI 48237. (248) 967-0457.

Outstanding Public/Private Partnership First Place Award

Villages of Taylor

For decades, five privately owned, low-income rental housing complexes in Taylor accounted for about half of the city's police runs and many social problems associated with too many people living in a relatively small area. The properties were poorly managed, overcrowded, poverty-stricken, and crime-ridden.

The problems also hurt the city's reputation and image. In May 1996, residents voted to tax themselves one mill over 20 years to help fund redevelopment in the area. The City of Taylor acquired the rental communities in 1998. Subsequently, a five-to-seven-year plan was implemented. McKinley Properties Inc., was hired to oversee the development. The \$92.5 million effort included the acquiring and redeveloping 2,186 rental units, situated on approximately 150 acres. The U.S. Department of Housing and Urban Development (HUD) and the Office of Congressman John D. Dingell played pivotal roles in the success of this project.

The goals included the following:

- Deconcentrating units from 2,186 to 1,241.
- Creating an affordable mixed-income residential community and encouraging greater economic mix among community residents.
- Creating home ownership opportunities within the community.
- Renovating and redeveloping the community along with creating extensive active and passive recreational opportunities through the community.
- Reducing the disproportionate expenditure of municipal funds to this community.

The nonprofit Taylor Community Development Corporation was formed. Cutting-edge financing techniques raised more than \$82.5 million via a variety of public and private debt and equity sources. Project cash flow and \$22 million in redevelopment financing was combined with the conversion of existing HUD financing equity, a bond offering resulting from the voter-approved millage and various local, state and federal grants. Since the rental complexes were originally funded with HUD mortgages and subsidized by HUD, the federal agency was included in the negotiations. HUD agreed to convert its interest as a mortgage holder on the properties into an equity interest as a partner so that dollars invested by HUD would only be returned if the project became a success. This is a significant commitment, as HUD had never undertaken such an arrangement.

Reduced crime, deconcentration of property, remodeled units, additional green space development, and home ownership opportunities have been achieved at the Villages of Taylor. Residents also receive a variety of social services from nonprofit organizations. The Villages of Taylor also now includes a learning center that offers after school counseling, GED classes, and Campfire Girls and Boys programs.

The results of the program include reduction in the municipal costs to service the area, positive educational opportunities and other human services, improved housing, and a safer community. These provide long-lasting improvements that benefit the entire Taylor community. This program stands as a model for the redevelopment of distressed communities.

Contact: David Gorgon, Director of Public Information, City of Taylor, 23555 Goddard Road, Taylor, MI 48180. (734) 374-1447.

Outstanding Public/Private Partnership Merit Award

Woodward Median Improvement Project

The City of Birmingham partnered with the Woodward Avenue Action Association (WA3) to expand on the WA3 initiative to enhance the median along Woodward Avenue throughout Oakland County. This collaborative effort expanded the initial improvement planned within the boundaries of Birmingham from one-half mile to two miles. The three-phased approach to implement improvements along the entire two-mile stretch of median in Birmingham includes new landscaping, traffic circulation improvements, and enhanced pedestrian amenities, such as improved crosswalks. With Intermodal Surface Transportation Efficiency Act grant funds, contributions of private sponsors, as well as city funding, this enhancement project will serve to beautify the Birmingham community while sharing costs with private and nonprofit partners.

Through this collaborative effort, the city has been able to considerably enhance the community while incorporating and coordinating several components in the city's planning documents. The city also shared project costs. In addition, the city's partnership with WA3, a nonprofit, enabled individuals and organizations to make tax-deductible contributions. In turn, the funds were used directly for the median project. This allowed for greater participation in the project because of the tax benefit for private contributors. The project also received strong support from the business community because beautification efforts enhanced their area of operation. Through the public and private consultation process, the city has strengthened community communication and participation.

Contact: Joe Valentine, Management Specialist, City of Birmingham, 151 Martin Street, P.O. Box 3001, Birmingham, MI 48012. (248) 644-1800, ext. 221.

Outstanding Public/Private Partnership Honorable Mention

From Seedlings to Trees: A Natural Partnership

The Oakland County Parks and Recreation Commission, Oakland County Circuit Court Family Division, and Oakland County Facilities Management partnered with Eagle Valley Recycle and Disposal Facility to plant thousands of tree seedlings every year during Arbor Day celebrations. Local municipalities, parks departments, beautification committees, and dozens of local schools have benefited from this partnership.

More than 60,000 seedlings have been distributed through the Oakland County Parks and Recreation Department. Youth fulfilling community service projects under the direction of the Oakland County Circuit Court Family Division have planted the trees. The first-time offenders plant the trees and are also involved in the project's planning process. The cooperation that makes this program a success opens the door to further collaborative efforts that benefit the community.

Contact: Daniel Stencil, Operations Administrator, Oakland County Parks and Recreation, 2800 Watkins Lake Road, Waterford, MI 48328. (248) 858-4944.

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