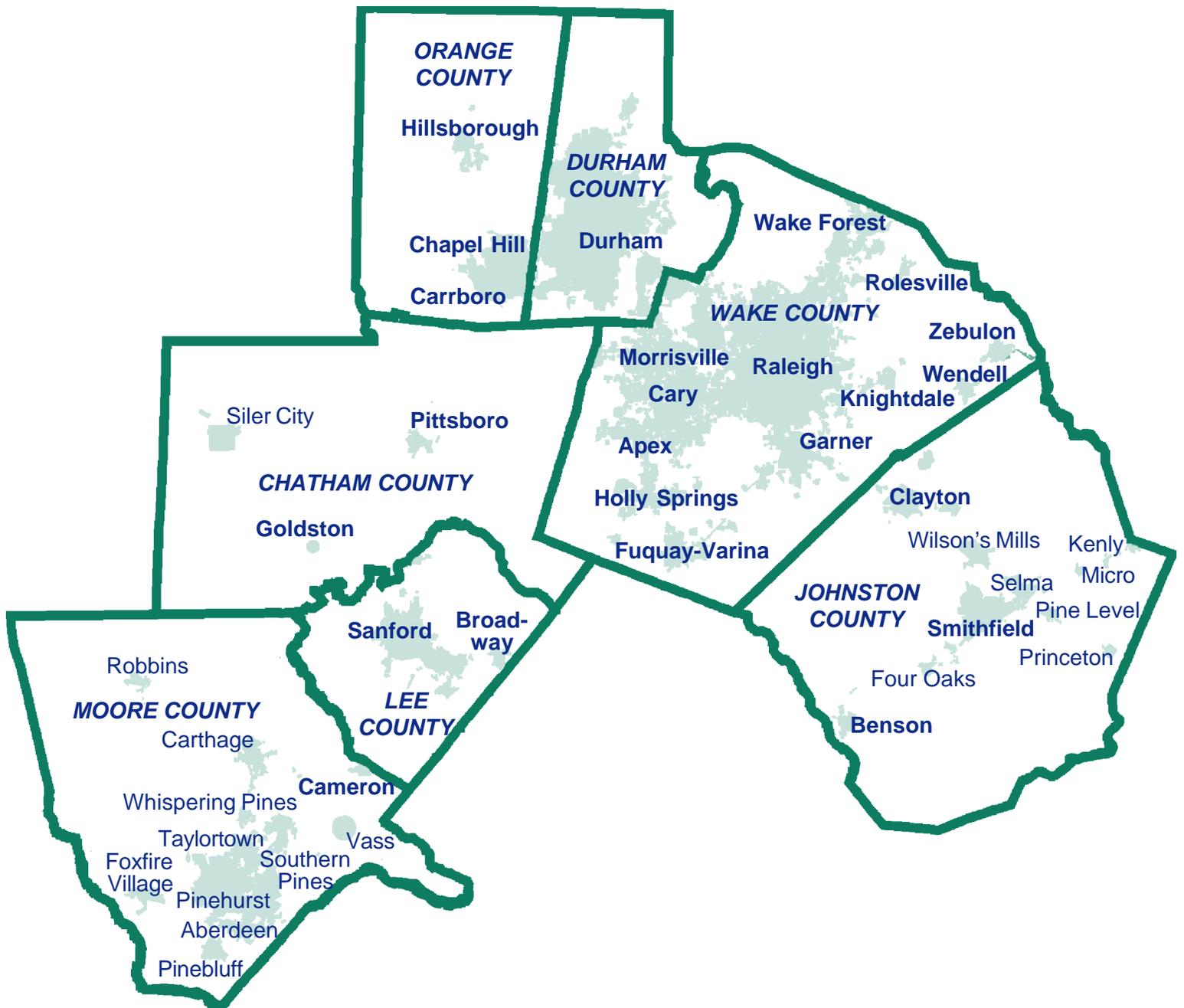


Triangle J Council of Governments

Annual Report 2001-2002



History of Triangle J Council of Governments

The idea to create a “Research Park” in the area along the Wake County and Durham County border was in its infancy during the late 1950s. The Research Triangle Park (RTP) was soon created and it quickly became apparent that a need existed to coordinate the development of RTP with the surrounding cities, towns and counties.

Pearson Stewart, then chief planner for the Park, proposed the creation of the Research Triangle Regional Planning Commission. In September 1959, Governor Luther Hodges hosted an organizational meeting among representatives from Durham, Orange and Wake Counties, the Cities of Durham and Raleigh, and the Town of Chapel Hill. These units of local government decided to form the Research Triangle Regional Planning Commission and named Pearson Stewart as its Secretary.

During the 1960s, the State of North Carolina became very interested in regional issues. This interest was associated with the many federal grant programs flourishing at the time, the need for administration of the A-95 Review Process for federal programs, the obvious imperative to coordinate federal/state/local government projects, and the wisdom in promoting regional cooperation.

In 1970 Governor Bob Scott created the Councils of Government system that exists today by designating seventeen Regional Councils or Councils of Governments across the state. By way of executive order the Research Triangle Regional Planning Commission became the Triangle J Council of Governments serving the area designated as Region J (the counties of Chatham, Durham, Johnston, Lee, Orange and Wake, and the municipalities within).

Triangle J COG was designated the Lead Regional Organization for Region J and was principally responsible for the processing of federal grants. The General Assembly later institutionalized the establishment of Councils of Governments by enactment of legislation in Chapter 160A, Article 20 of the North Carolina General Statutes. These statutes, along with additional executive orders issued by succeeding governors, provide the legal basis upon which Regional

Councils and Councils of Governments operate today.

In April 2001 Governor Easley issued the latest executive order that authorized the Secretary of the Department of Administration to amend the state’s regional boundaries. Secretary Gwynn Swinson then added Moore County to Region J, making it a seven-county region.

Triangle J COG operates as an instrumentality of local government and is governed by a Board of Delegates and an Executive Committee. Each county and municipality appoints elected officials from its respective governing body to serve as the delegate and alternate delegate to the Triangle J board. The board sets policy and appoints the executive director who manages the affairs of TJCOG. Since its inception Triangle J has had four executive directors: Pearson Stewart (1970-1977), Brad Barker (1978-1994), Chick Krautler (1994-2000), and Dee Freeman (since 2000).

The Executive Committee is comprised of the delegate from each of the seven counties, plus one municipal representative from each county. Members of the Board of Delegates elect officers from their own membership to serve as chairman, first vice chair, second vice chair, and secretary/treasurer. The board and executive committee meet in alternate months, while numerous committees work continuously throughout the year.

Triangle J prides itself as the regional representative of local government in Region J. The interests of cities, towns and counties are always the first concern of Triangle J as we work to advocate for local government issues on a regional basis. The mission of Triangle J is *to serve as an intergovernmental organization for local elected officials that works proactively on regional issues in order to sustain and improve the quality of life for our citizens.*

Today, Triangle J COG administers programs relating to aging, water resources, regional planning, open space, solid waste, clean air, workplace safety, economic development, and much more. Our delegates and staff are always attentive to promoting harmony and cooperation among the member governments of Triangle J.

Members and Delegates

Chatham County

Bob Atwater
Margaret Pollard

Goldston

Vacant

Pittsboro

Max Cotten

Durham County

Ellen Reckhow
Becky Heron

Durham

Thomas Stith
Tamra Edwards

Johnston County

Thomas Moore

Benson

Don Johnson
Jack Littleton

Clayton

Kathleen Boykin
Doug McCormac

Smithfield

Vic Ogburn
Bill Jordan

Lee County

Bert Matthews
Ed Paschal

Broadway

Tommy Beal
Harold Harrington

Sanford

Winston Hester
Joe Martin

Moore County

Paul Helms
Colin McKenzie

Cameron

Ken Fairbanks
Michael Thomason

Orange County

Alice Gordon
Barry Jacobs

Carboro

Alex Zaffron
Joal Hall Broun

Chapel Hill

Bill Strom
Jim Ward

Hillsborough

Frances Dancy
Joe Phelps

Wake County

Betty Mangum
Kenn Gardner

Apex

Donald Grimes
Michael Jones

Cary

Marla Dorrel
Julie Robison

Fuquay-Varina

Jim Hunsberger
Arthur Mouberry

Gamer

Samuel Bridges
Gra Singleton

Holly Springs

Chet VanFossen
Dick Sears

Knightdale

Jeanne Bonds
Joe Bryan

Morrisville

Gordon Cromwell
Thayne Conrad

Raleigh

Benson Kirkman
Neal Hunt

Rolesville

Nancy Kelly
Frank Eagles

Wake Forest

Kim Marshall
Chris Malone

Wendell

William Connolly
Lucius Jones

Zebulon

Beverly Clark
Curtis Strickland

*Delegate is listed first, followed by
alternate delegate.*

Executive Committee denoted by italics.

It has been a period of accomplishment

From December 2001 until June 30th of this year, it was my honored privilege to serve as your chairman. This period of time will be one of the most memorable in my tenure as a public servant. It has been a period of accomplishment for the Triangle J Council of Governments during a time of fiscal challenge and crisis in state government. Throughout it all, however, Triangle J has stood to the test and advanced its mission for our local governments.

The list of accomplishments on regional issues is long and distinguished. While including the addition of two new local governments – Moore County and the Town of Cameron – to our membership, projects and programs such as Project Impact, the Center of the Region Enterprise (CORE) project, the GreenPrint Project, and others constituted major accomplishments for our region. Additionally, our efforts have included a more visible and active presence in the General Assembly to advocate for regional local government issues as our Council has become more engaged and an important player in a variety of issues.



In this copy of the Triangle J Council of Governments' 2001 - 2002 Annual Report you will find information about the organization and its activities during the last fiscal year. I know you will find this material helpful in highlighting your council of government's work during FY 2001-2002. Included is a list of staff members and contact information should you have any questions or desire any further material on a particular issue or service.

Allow me to express my sincere appreciation to the delegates, staff, and executive director of Triangle J for our service together for the regional citizenry. I am confident the future is bright for our cities, towns and counties throughout the region, and it is my conviction that Triangle J's future is equally bright as Chairman Benson Kirkman takes the helm. My thanks is also expressed to Chairman Floyd McKissick for his time of service to Triangle J. Mostly, however, thank you for your dedication and loyalty to regional cooperation.

—Tom Moore

2001 - 2002 Officers

Chair

Thomas Moore

Johnston County Commission

First Vice Chair

Benson Kirkman

Raleigh City Council

Second Vice Chair

Bert Matthews

Lee County Commission

Secretary/Treasurer

Frances Dancy

Hillsborough Town Commission

2002-2003 Officers

Chair

Benson Kirkman

Raleigh City Council

First Vice Chair

Bert Matthews

Lee County Commission

Second Vice Chair

Frances Dancy

Hillsborough Town Commission

Secretary/Treasurer

Paul Helms

Moore County Commission

Triangle J will continue to be a leader

The Triangle J Council of Governments has a rich tradition of professionalism and service to our region's local governments. The year ahead is replete with opportunity and fraught with fiscal challenges as our region, the state, and country struggle with economic issues. In view of the times in which we live, let us be steadfast in our determination to embrace opportunities and unswerving in our resolve to meet challenges as we move forward with Triangle J's mission to be truly proactive in advocating on behalf of our citizens.

As my first official act, I would like to express my heartfelt thanks to Floyd McKissick and Tom Moore for their leadership of Triangle J as chairmen of the COG during the past fiscal year. Their dedication and loyalty to the region is sincerely appreciated, particularly during this period of challenges and transitions. Although each of them served only a half a year, their long-term service at home and throughout the region sets an exemplary model for us all.

We can look back on last year and all our accomplishments as Region J's Lead Regional Organization with much pride, as evidenced in this annual report. The Center of the Region Enterprise (CORE) project, the services provided by our Area Agency on Aging, our regional cable and appearance services, and a host of other

projects and programs attest to a productive year.

Now we look to the future. As I begin my tenure as chair of the TJCOG Board, I would like to renew the challenge to all of our membership to think and act regionally, so that we may establish a true culture of regional cooperation amongst our municipalities and counties.

With the multitude of challenges that are common to us all, we could apply our energies in a shotgun approach. I expect to focus my personal attention and leadership on clean air, clean water, and improving our recycling and solid waste management on a regional scale. Suffice it to say that

Triangle J will continue to be a leader on all regional issues that are important to our cities, towns and counties. The spirit of getting the job done – within our means and resources – will provide evidence of our resolve and our ability to serve the public for a brighter future. In that vein, I will follow my own vision of *government serving as a catalyst to help good things happen*.

To the delegates, staff and executive director of Triangle J, thank you for your excellent work and leadership and your continued dedication. I look forward to the year ahead as we meet the future with a positive attitude and vision.

—Benson Kirkman



Bert Matthews



Frances Dancy



Paul Helms

Aging Services

The focus of TJCOG's work as the Triangle J Area Agency on Aging (TJAAA) is on issues faced by older adults and their families – whether they are receiving assistance in long term care facilities, coping with the responsibilities of family caregiving, seeking services in their own homes or in their community, or seeking meaningful employment opportunities.

The TJAAA *regional ombudsman program* provides ongoing training, information and technical assistance to the Community Advisory Committees (CAC) serving the seven-county area. Each of the seven Boards of County Commissioners in Region J appoints county residents to serve on the local Nursing Home and/or Adult Care Home CAC. These 156 volunteers regularly visit nursing and adult care homes and contribute approximately 3000 volunteer hours during the year. During fiscal year 2001-2002, the TJAAA regional ombudsmen facilitated 5 resident councils and 25 family councils, and conducted 76 training sessions and 60 community education sessions.

In June 2002, the ombudsmen organized an education and recognition session for all CAC volunteers, with speakers discussing conflict resolution, elder abuse, and “reminiscence therapy.” County commissioners showed their appreciation by adopting resolutions declaring June 5, 2002 Community Advisory Committee Member Appreciation Day.

As advocates for residents' rights, the regional ombudsmen work to enhance the quality of care and quality of life for residents of the region's nursing homes and adult care homes by seeking first to work with facility administrators to mediate and resolve issues. During the program year the regional ombudsmen investigated and resolved over 500 complaints.

The program continues to publish the *Ombudsman Quarterly* to inform the public about long term care issues, resources and options. It also continues to provide a toll-free access to the program for residents outside the local telephone calling area.

Working with Friends of Residents in Long Term Care, the regional ombudsman program assisted with Orange County's “Conversation With Friends” event that honored nurses aides and personal care aides and gave them an

opportunity to discuss issues with local elected officials and other decision-makers connected with long term care.

With support from the regional ombudsmen, a regional Access Dental Care task force continued to pursue obtaining a mobile Access Dental Care van, based upon a program already in service in Greensboro. The target population to receive services would be older adults in long term care settings and the community, and those with mental retardation and/or developmental disabilities living in the community. The van would travel to long term care facilities, senior centers, and health departments in several counties in Region J.

Greg Tanner, one of TJCOG's regional ombudsmen, was recently appointed to the North Carolina Nursing Home Abuse and Neglect Task Force. The 22-member task force is composed of a group of concerned individuals from different disciplines that meet with the United States Attorney for the Middle District of North Carolina. The main focus of the task force is to build a relationship with the key agencies that have input with Medicaid. The task force also works to identify facilities and/or individuals throughout the state that are exploiting the state's Medicaid payment system.

The recently launched Triangle J Area Agency on Aging website, www.tjaaa.org is also a great resource for seniors and their families. Information is available about the aging network (national and statewide), TJAAA, long-term care, caregiving, local aging services, advocacy, disaster preparedness, and programs of local interest. An extensive “links” section offers a review of many web sites of interest to older adults with direct links to those sites. There are also direct links to county sites of interest such as county government, chambers of commerce, visitor centers, sheriff's departments, local libraries and volunteer centers.

The *family caregiver support program* concentrates on developing a more focused awareness of the situations and needs of family caregivers. During the year efforts in each county have either inaugurated a new program to make respite care available or expanded an existing program. New training activities are beginning to give caregivers the missing skills they need to help their loved one, especially in cases where they find themselves unexpectedly in the caregiving role.

A new website, www.fullcirclecare.org launched by staff at Triangle J, was designed specifically with family caregivers in mind. It provides information on topics such as legal issues, paying for care, remaining independent, independent housing options, evaluating and assessing needs, assisted living, nursing home care, Alzheimer's disease and dementia, long-distance caregiving, geriatric evaluation clinics, prescription drug assistance, disease information, home safety, hospice and end of life care, grandparents raising grandkids, support groups, web resources, accessing personalized service and available services. The federally sponsored web site *FIRSTGOV for Seniors* identifies the Triangle J site as "the best State web site we've seen for family caregivers. Most of the information offered will be useful for caregivers anywhere in the United States."

The Triangle J Area Agency on Aging also assists income eligible adults, age 55 and over, secure part-time positions with local organizations with the aim of placing them in public and private sector jobs. During the year 28 participants of the employment and training program were placed in permanent employment (a 40% placement rate that exceeds the national 35% minimum). Forty-four new participants entered the program that has an average of 75 workers placed in nonprofit agencies, governmental organizations, businesses and industry. During the past fiscal year, the program expanded its employment and training activities to include Moore County.

In September 2001, AARP of North Carolina, the NC Division of Aging and the Triangle J Senior Community Service Employment Program sponsored a celebration honoring the older worker. The event was held at Pullen Park in Raleigh during national "Employ the Older Worker Week."

Staff continued to respond to requests throughout the region for presentations on various topics: "Aging at Any Age;" "Affordable Dress for the Workplace;" "Living Well Without Spending a Lot of Money;" and "Serving Older Workers Through JobLink Centers." A six-week self-help course teaching people with arthritis how to cope with the illness was conducted in Chatham County and will be repeated in Orange County (and in other counties by request) during 2002-2003.

Area Agency on Aging staff continued to support the senior

center certification process through the NC Division of Aging. This year the facilities administered by the Johnston County Council on Aging in Benson and Clayton became certified as Centers of Merit. This brings the number of state certified senior centers in Region J to six.

Older adults in the seven-county Region J area are fortunate to receive support from quality services offered through local nonprofit and governmental agencies. TJAAA staff performed compliance monitoring site visits for 43 distinct services, reporting the results to county commissioners and county managers. County Home and Community Care Block Grant funding plans now involve over \$5 million to provide in-home aide, meals, transportation, senior center services, information assistance and other services.

TJAAA staff participated in a special public information effort regarding stroke prevention sponsored by the American Stroke Association. Several hundred older adults viewed the video "Stroke – When Minutes Matter" at senior centers and congregate nutrition sites throughout the region.

As part of Region J's Medicare Lookout Initiative, over 250 older adults participated in workshops designed to share information about ways to document health care visits and avoid errors and possible fraud pertaining to Medicare billing.



Information Services

Over the past year Triangle J's Information Services staff has been involved in an uncommonly high number of smaller projects, in addition to a number of major efforts and special project support. Nearly all of Triangle J's programs utilized management information systems/geographic information systems (MIS/GIS) services and products, and many benefited from TJCOG's Web development and support services. Information Services staff also provided MIS/GIS services to numerous external organizations and individuals.

Between July 2001 and June 2002, GIS data and/or support services were provided to the Towns of Apex, Cary, Chapel Hill, Southern Pines and Zebulon, the Cities of Durham and Raleigh, and the Counties of Harnett, Johnston, Moore, Orange and Wake. Other governmental recipients of GIS products and services include the Kerr-Tar Council of Governments, Piedmont Triad Council of Governments, Capital Area Metropolitan Planning Organization, North Carolina Division of Water Quality, United States Department of Agriculture, and Triangle Transit Authority (TTA).

Many private sector organizations also took advantage of Triangle J's GIS data and/or support services, including: Action Audits; Banks Law Firm; Greenways Inc.; KCI Technologies, Inc.; LandDesign; Martin Alexious Bryson; The John R. McAdams Company, Inc.; Parsons Brinckerhoff, Inc.; Polaris Cartography; Tetra Tech, Inc.; and Thompson & Associates. Graduate students from the University of North Carolina at Chapel Hill and North Carolina State University and numerous individuals also made use of TJCOG's MIS/GIS services.

Major GIS endeavors included:

- continued participation in a cooperative effort funded by the North Carolina Center for Geographic Information and Analysis Million Acres Project, as a pilot location for the collection, evaluation and transfer of open space data;
- extensive mapping, database design and web site development for the Triangle GreenPrint Project;
- mapping, database development and analysis for the Jordan Lake Nutrient Response Modeling Project, the Upper Neuse River Basin Association (UNRBA) Watershed Management Plan, and the Upper Cape Fear River Basin Association;
- assisting the UNRBA's program coordinator with GIS database setup, analysis, and mapping;
- mapping, aerial digital photography rectification, and data creation, collection and compilation for the Center of the Region Enterprise (CORE) project;
- application and initial groundwork for a federally funded NASA project to identify and characterize impervious surfaces using satellite data (much of the work on this project will occur in fiscal year 2003);
- creating formal metadata and updating the in-house coverage catalog – TJCOG currently maintains over 1,200 discreet coverages. Some of the newer GIS coverages include locations of EMS, police and fire stations; EMS, police and fire districts; hospitals; childcare facilities; cemetery sites; Natural Heritage sites; schools; archaeological sites; jurisdictional boundaries; Census 2000 public law, Urbanized Area and SF1 data; hydrology; roads; and parcels.

Other MIS/GIS projects included:

- hosting a spring picnic for the region's public sector GIS professionals. The picnic, held at Bond Park in Cary, included a demonstration of the Town of Cary's use of GIS in law enforcement and crime analysis;
- restructuring a popular demographic analysis tool developed by Triangle J in the early 1990s—the Targeted Demographic Profile. With this tool in place, staff will be able to quickly incorporate detailed Census 2000 data from the SF3 database, scheduled for release in fall 2003, and provide demographic analyses useful to both the public and private sectors;
- conducting an ArcView training session for GIS staff in Johnston County and its municipalities;
- increasing involvement in graphics design work, including designing and providing banners, brochures and posters for several events, in addition to website elements; and
- developing a GIS brochure, which will be used to communicate the value and availability of Triangle J's MIS/GIS services to local governments, government agencies and to the public.

World Wide Web development highlights include

Triangle J continued to assist the state's Air Quality Coalition with its *Air Awareness Campaign* in the Triangle. Staff helped coordinate the fourth annual End-of-the-Ozone Season luncheon to recognize the Coalition's many members. Staff also provided administrative support for the annual Care-for-the-Air road race, the proceeds of which go to the American Lung Association to benefit summer camps for children with asthma and other respiratory diseases.

Triangle J staff continues to coordinate the *Triangle Clean Cities Coalition*, part of a U.S. Department of Energy initiative that supports public-private partnerships to accelerate the use of cleaner burning, domestically produced fuels for the transportation sector.

During the past year, the Coalition reorganized in an effort to enhance communication among Coalition members and improve implementation of Coalition objectives. This reorganization resulted in the expansion of the Coalition's steering committee and the election of an Executive Committee. The reorganization also included the addition to the steering committee of a TJCOG Board Delegate, who serves as liaison between the TJCOG Board and the Coalition. The Executive Committee meets bimonthly and is comprised of a Chair and Vice Chair, the Clean Cities coordinator, and the chairs of the Coalition's three working groups: Fleets and Infrastructure; Education and Communication; and Public Affairs and Incentives. The 21-member steering committee meets quarterly and includes representatives



from state agencies, local governments, and associated industries and nonprofit organizations.

In March 2002, the Triangle Clean Cities Coalition and Wake Technical Community College co-sponsored the AFV Day Odyssey. The day-long educational event was part of a national observance aimed at recognizing the air quality and domestic security benefits of alternative fuels. Over 120 students, elected officials, and government, industry and nonprofit representatives listened to presentations about alternative fuel technologies, viewed table top displays and participated in an alternative fuel and advanced technology Ride-n-Drive.

In the fall of 2001, TJCOG staff submitted two proposals to the NC Department of Transportation for Congestion

Mitigation Air Quality (CMAQ)

funding to develop alternative

fuel related projects. In

spring of 2002, NC DOT

notified TJCOG that it

would receive a \$280,700 CMAQ grant to develop and fund a Biofuels Rebate Program. This program will refund up to 80% of the incremental costs of ethanol (E-85) and biodiesel (B20/B100) to eligible participants in the region's EPA-designated "maintenance" or "non-attainment" counties. Currently Wake and Durham are the only counties in Region J whose ambient air quality standards are at the maintenance level; no counties in Region J have been designated as non-attainment. The NC Department of Administration State Energy Office is providing a \$60,000 cost share match for the administration of the Biofuels Rebate Program.

Information Services continued

creating new websites for the NC Clean Water Education Partnership (www.nccwep.org) and the Triangle GreenPrint Project (www.trianglegreenprint.org); providing technical support for the Triangle J Area Agency on Aging's new family caregiver website (www.fullcirclecare.org); redeveloping the Upper Neuse River Basin Association's website (www.unrba.org); adding major updates to the Triangle Transit Authority

website (www.ridetta.org); posting member government budget messages on the Triangle J website (www.tjcog.dst.nc.us); and redesigning the TJCOG website, adding sections for the CORE Project, Triangle Green Space Database, High Performance Guidelines, Jordan Lake Nutrient Response Modeling project, Project Impact, and the Regional Appearance Committee.

Member Services

For the fifth straight year, the Triangle J *Regional Appearance Committee* received a grant of hardwood tree seedlings from the National Tree Trust. The most recent award was for 1000 bare root seedlings that were potted by participants in a juvenile restitution program as part of a community service requirement. These seedlings are housed at the City of Raleigh's Marsh Creek Parks and Recreation Maintenance Facility and will be distributed in the fall of 2002 at no cost to community groups for planting on public property throughout Region J.

During fiscal year 2001-2002, the Regional Appearance Committee distributed almost 1100 seedlings received from the National Tree Trust in spring 2001. Recipients were the Town of Aberdeen Parks and Recreation Department, Aberdeen Primary School (Moore County), Durham County General Services Department, Enloe High School National Honor Society (Wake County), Green Hope High School (Wake County), Lee County Economic Development Corporation, Moncure School (Chatham County), Moore County Parks and Recreation Department, Orange County Cooperative Extension Service, Southern Pines Appearance Commission, Wake County Keep America Beautiful, and Town of Wake Forest Tree Board.

Regional Appearance Committee members maintaining seedlings at Marsh Creek.



The Regional Appearance Committee also received a \$4320 award from the NC Division of Forest Resources' Urban and Community Forestry Grant Program. The funds are being used to support a tree planting, tree inventory and benefit analysis using CITYgreen software. The demonstration project is underway and taking place on the campus of Southeast Raleigh High School.

During the 2001-2002 fiscal year, the *Cable Consortium* reorganized and developed a new service agreement

offering ongoing cable consultant and technical services to participating local governments—the consortium is currently providing service to twenty-seven local governments. This fee-for-service project assists local governments to hold their local cable television provider(s) accountable to the community and includes completing franchise transfers, conducting rate reviews, monitoring the cable operator's compliance with the franchise, monitoring happenings in both the cable industry and at the Federal Communications Commission, helping subscribers resolve complaints and issues with their cable provider, and responding to other concerns and issues related to the cable television and telecommunications industries.

On behalf of the Town of Benson, the Cable Consortium worked with the local cable provider to negotiate carriage of a local low power television station on the Town's cable system. Charter Communications has agreed to carry the local channel and has provided the station with three scenarios to achieve this effort.

On behalf of the Town of Smithfield, the Cable Consortium challenged Time Warner Cable's proposed hourly service charge. The cable provider then filed an appeal to the challenge with the Federal Communications Commission and the Consortium has provided its defense to the FCC. The challenge is currently under consideration by the FCC. Subsequently, Time Warner Entertainment filed a petition with the Federal Communications Commission seeking a declaration of effective competition and relief from rate regulation. The petition named many local governments in region J; the Cable Consortium is preparing its opposition to the petition.

Triangle J continued to administer a comprehensive *drug and alcohol testing program* that meets US DOT regulations requiring employees who must hold a commercial drivers license participate in a program that provides pre-employment, random, reasonable cause, post accident, follow up and return to duty testing. This fee-for-service program continued to provide administrative and technical expertise to the following participants: the Towns of Apex, Benson, Carrboro, Chapel Hill, Clayton, Fuquay-Varina, Garner, Hillsborough, Morrisville, Smithfield, and Zebulon, the

Greater Triangle Regional Council

The Greater Triangle Regional Council (GTRC) is a public-private membership-based organization created in 1993 following recommendations developed during Triangle J's second World Class Region Conference.

The GTRC serves as a think tank on issues of regional importance, develops strategies and recommendations to resolve these issues, and then passes the project to a regional organization(s) for implementation. The GTRC is guided by an executive committee and has 40 members representing local governments, businesses and universities. Triangle J appoints eight local elected officials to the Greater Triangle Regional Council.

For the past year the Greater Triangle Regional Council has served as the region's liaison organization to the Clusters of Innovation Project, undertaken by the Washington, DC based Council on Competitiveness. The Triangle region was one of only five regions in the country chosen to participate in the study to identify the region's existing clusters of economic activity and emerging innovative projects. In October, UNC President Molly Broad hosted Harvard University

Professor Michael Porter as he presented the "Triangle Clusters Report" to regional leaders. The report is available online at www.monitor.org.

After receiving this report, the Greater Triangle Regional Council and the Research Triangle Regional Partnership began work to implement the recommendations made by Professor Porter. A steering committee comprised of diverse regional leaders is being developed; former Governor Jim Hunt has agreed to serve as the steering committee's chairman.

The Greater Triangle Regional Council also agreed to focus efforts and resources on regional transportation issues and work in cooperation with the Regional Transportation Alliance to support their recommendations and strategies. The GTRC has organized air quality representatives who meet regularly to discuss the GTRC's role in more effectively addressing air quality issues. The Greater Triangle Regional Council formed an air quality task force to further discuss recommendations and develop an action plan to present to the region.

Member Services continued

City of Sanford, the Counties of Chatham and Orange and the Triangle Transit Authority. Additionally, Johnston County and the Town of Holly Springs joined the program during the 2001-2002 fiscal year.

Program activities include monitoring federal regulations, conducting random selections, reporting of test results, record keeping, quarterly billing, database maintenance, breath alcohol testing services, policy and procedure development, and employee and supervisor training programs. A "look-alike" program is also available for employers who choose to incorporate testing for selected non-DOT covered positions.

In fiscal year 2001-2002, 98 breath alcohol tests and 673 drug tests were performed for program participants. Staff also coordinated a supervisory training session for over

forty participants from six member governments, TTA and TJCOG, and a separate training session for Johnston County. Staff was also successful in renegotiating drug testing rates and lowering the cost to participants by \$4.50 per drug screen.

TJCOG staff, working with the Board of Delegates and member government staffs, developed a *regional legislative agenda* identifying region-wide priorities. After receiving approval from the Board of Delegates, the agenda was hand delivered to all thirty-two members of the region's legislative delegation.

Quarterly *regional manager's luncheons* were held throughout the year. Guest speakers were State Treasurer Richard Moore, State Auditor Ralph Campbell, and NC Secretary of Commerce Jim Fain.

Thanks for a job well done!



Floyd McKissick accepts a plaque in recognition of his service as TJCOG chairman from July 2001 – December 2001. Making the presentation is his successor, Tom Moore.



Pat Evans (Chapel Hill) accepts a plaque in appreciation of her service to TJCOG. Evans served as a delegate from 1994-2001 and was chairman during the 1997-1998 fiscal year. Pictured with Evans is TJCOG chairman Tom Moore.



Floyd McKissick (Durham), Horace Johnson (Hillsborough) and Don Rohrbaugh (Garner) each received a plaque in appreciation of their service to TJCOG. In addition to his term as chairman, McKissick served as a delegate from 1994-2001. Johnson served as a delegate or alternate delegate from 1996-2001. Rohrbaugh served as a delegate from 1991-2001 and as chairman during the 1995-1996 fiscal year.

Also receiving plaques, but not on hand for the presentation, were Hank Dickson (Holly Springs, 1998-2001), Jan Faulkner (Morrisville, 2001), Ronald Gurganus (Clayton, 2001), Vivian Jones (Wake Forest, 2001), Steve Meadows (Knightdale, 2000-2001), Gary Phillips (Chatham County, 2001) and Nels Roseland (Cary, 2000-2001).

Triangle J welcomes two new members!

Moore County and the Town of Cameron are the newest members of Triangle J, both joining during fiscal year 2001-2002. Moore County joined in September 2001, the Town of Cameron in May 2002. Each jurisdiction has added its official seal to the "membership wall" located in the TJCOG conference room.



Moore County Commission Chairman Paul Helms and Triangle J Chairman Floyd McKissick unveil the County's seal.

Cameron Mayor George Womble, Triangle J Chairman Tom Moore, and Cameron Commissioner Michael Thomason stand in front of the Town's seal.



Regional Planning

The planning program addresses regional-scale development, conservation and infrastructure issues, focusing on land use and transportation, affordable housing, green space and natural hazards. It is closely integrated with the water resources and solid waste and materials resources programs.

The *Regional Principles Project* continued its work of promoting the eight regional development, conservation and mobility principles—providing research and guidance on strategies to implement the principles, and supporting planning and design efforts that incorporate the principles in the region’s communities. This USDOT-supported project contributed to a number of ongoing efforts, including several of the projects described below.

The *Triangle GreenPrint* is a partnership that brings together the Triangle J Council of Governments, the Triangle Land Conservancy, and the N.C. Department of Environment and Natural Resources (NC DENR) with local governments and other partners to develop a regional vision for protecting green space in the Triangle. The project is designed to help link green space protection investments made at the local level into a functioning regional green space network. In February 2002, the project issued a *Triangle GreenPrint Regional Open Space Assessment* summarizing the technical phase of the project. The project team also worked with local governments to hold public meetings across the region to present the technical information, receive input, and

solicit resolutions of endorsement for the project from county appointed boards and county commissions. The project partners received an award for outstanding multi-jurisdictional planning from the North Carolina Chapter of the American Planning Association for their work to date on the initiative. In 2002-2003, the project team will finish this outreach phase and begin a tracking and implementation phase made possible by a new \$40,000 grant from the Z. Smith Reynolds Foundation. When combined with the newly developed Triangle Green Space Database, this project will provide the framework for an integrated green space data management and tracking system for the region.

The *Center of the Region Enterprise* (CORE) project demonstrates how local governments, regional organizations and the private sector can work together to identify opportunities for new development that would best match the extensive public infrastructure investments that exist and are planned for the center of the region. The project involves a partnership of a dozen local governments and regional organizations, together with several private sector sponsors. The principle focus of the project was a week-long planning and design workshop (charrette) held in April 2002 which concentrated on land use, transportation and green space in the 60 square-mile study area. In addition to the charrette final report, other products from the project include summaries of six background sessions, together with presentations made at the sessions; a summary of market conditions and trends in the study area; and a



Pictured with the award for outstanding regional planning are Bill Ross (Secretary, NC DENR), Marc deBree (Senior Conservation Planner, NC DENR), Carol Tingley (Chief of Planning and Natural Resources, NC Division of Parks & Recreation), and Ben Hitchings (Senior Planner, TJCOG).

Triangle GreenPrint Project partners include TJCOG, the Triangle Land Conservancy, and NC DENR.

manual of planning and design guidelines associated with the development and infrastructure opportunities that were identified. Complete information about this project is available at the project website (www.tjcoг.dst.nc.us/regplan/core.htm).

The TJCOG *Smart Growth Committee*, chaired by Durham County Commissioner Ellen Reckhow, brings together elected officials, local and state government staff, university researchers and interested residents to share information about programs designed to guide growth. Meetings in 2001-2002 addressed walkable mixed use development plans and guidelines, the final report of the North Carolina Smart Growth Commission and related state activities, proposals for a regional development blueprint, land use and water quality relationships (a joint meeting with the Water Resources Advisory Committee), regional development trends, and local and regional smart growth work programs.

TJCOG, the N.C. Center for Geographic Information and Analysis, and NC DENR worked with local governments, conservation organizations, universities, and other partners to develop a common *Triangle Green Space Database* for the Triangle. The database will improve our information about what lands are currently protected across the region. In the process, it will facilitate the sharing of information across jurisdictional lines and help support collaborative efforts to plan and protect a linked network of green space throughout the region. The first round of data collection using the new system will take place in the fall of 2002.

Triangle J conducted the first phase of *Project Impact*, a program to undertake actions that protect families, businesses and communities by reducing the effects of natural disasters. The Federal Emergency Management Agency is providing \$300,000 – to be matched by \$100,000 in local funds and in-kind services – to identify and assess risks, develop and prioritize hazard mitigation strategies, build a partnership and long-term plan to implement the strategies, and educate and communicate with regional decision-makers about risks and mitigation.

Triangle J initiated a *Regional Affordable Living Program* as an outgrowth of the Regional Principles Project. The program is designed to incorporate affordable housing in growth management programs, so there will be a mix of housing in all large new developments, especially near jobs and in transit service areas. The program included analyses and presentations on manufactured housing, models for the development of affordable housing in transit stations areas, regional housing density, and preventing displacement. The program was awarded \$30,000 from the Z. Smith Reynolds Foundation to launch the Center for Affordable Living as a regional resource. The program's manager received a prestigious fellowship from the Fannie Mae Foundation to continue to build management expertise in the area of affordable housing. The program continues to collect and disseminate information on housing needs and monitor housing-related legislative activities.

TJCOG continues to be an active participant in *regional transportation planning*, providing technical input to the two transportation Metropolitan Planning Organizations (the Durham-Chapel Hill-Carrboro MPO and the Capital Area MPO), the planning studies of the Triangle Transit Authority, and the work of the Regional Transportation Alliance, the Regional Transportation Strategy and the Regional Transportation Model. Triangle J developed options to form a Rural Transportation Planning Organization (RPO) among three or more member counties.

Under contract with the City of Durham, Durham County and the Durham Public School system, TJCOG facilitated a team of managers from the three organizations as they identified potential projects for joint siting or joint use as part of their capital improvement programs.

TJCOG hosts the Durham-Wake Work Group, elected officials who meet quarterly to address issues along the border of the two counties. The group generated the Center of the Region Enterprise (CORE) project.

TJCOG helped local government agencies and other planners and researchers locate and map statistical data from the Census and other organizations, and provided

Water Resources

TJCOG staff continued to provide support for the Triangle Area Water Supply Monitoring Project, a local-state-federal partnership that has been in existence since the late 1980s. Seven local governments provide funding for the project that involves water quality monitoring at 22 locations and streamflow gaging at 10 locations in the Triangle region. Monitoring activities are conducted by the United States Geological Survey under a joint funding agreement with the project partners.

Monitoring is also coordinated with the ongoing efforts of the North Carolina Division of Water Quality.

TJCOG was successful in getting the Cape Fear River Assembly to provide \$30,000 of funding support for the project for each of FY 2002 and FY 2003.

During fiscal year 2001-2002, TJCOG staff played a major role in supporting the ongoing work of the Upper Neuse River Basin Association (UNRBA). Under a service agreement with the UNRBA, TJCOG hired a program coordinator to manage and support the UNRBA's efforts to develop a comprehensive watershed management plan for the 770-square mile Upper Neuse Basin. Other TJCOG staff members provided technical planning and geographic information systems support for that effort. The Preliminary Draft Upper Neuse Watershed Management Plan was completed, and participating local governments began a detailed review and consideration of the draft plan.

Additionally, the UNRBA was involved in several outreach and community education efforts. In June, the UNRBA sponsored two 2-day conservation easement workshops for local landowners. Planning for low impact design and environmental education workshops is also underway. The UNRBA is currently involved in the development of detailed watershed assessments for the Lake Rogers (Granville County) and Ellerbe Creek (Durham) watersheds. This process will create local watershed plans and identify priority locations for stream and wetland restoration projects.

In partnership with the Piedmont Triad Council of Governments, Triangle J continued to provide technical and management support services to the Upper Cape Fear River Basin Association (UCFRBA). The Association provides a forum for interested organizations to cooperate on water quality monitoring, research and management activities in the Haw, Deep and Rocky river basins. There are 17 local governments and four private industries participating in the Association, who together provide about \$120,000 in annual funding for this effort. Coordinated water quality monitoring is conducted at 44 sampling locations under a contract with a private laboratory. During fiscal year 2002, Triangle J assisted the UCFRBA in obtaining supplemental funding support to expand the Association's water quality monitoring and research program.

Regional Planning continued

information for local projects and programs and grant applications.

TJCOG planning staff participated in a number of local, regional and state technical assistance and cooperative efforts, including:

- Orange County Housing Needs Task Force,
- Durham County Impact Fee work group,
- Chatham/Lee/Moore County manufactured housing forum,
- Wake County Land Use Analysis and Modeling committee,
- Durham City affordable housing location policy,
- Wake County Housing Resource Center,
- Apex Mixed-Use Focus Group,
- Durham City/County Comprehensive Plan Steering Committee,
- Community Success Forum,
- Southwest Durham transit-oriented development charrette,
- Leadership Triangle Board,
- Triangle Eisenhower Fellows Program, and
- Legislative Committee of the North Carolina chapter of the American Planning Association (NCAPA) — TJCOG staff were instrumental in preparing and presenting material for the state chapter's Smart Growth Challenge, which won a national planning award from the American Planning Association for outstanding outreach to the community.

Triangle J continued to provide extensive support services relating to the development of a water quality model for Jordan Lake, the largest water supply reservoir in the region. TJCOG manages this project on behalf of the nine local governments that fund this \$410,000 effort (the Towns of Apex, Cary and Pittsboro, the Cities of Burlington, Graham, Greensboro, Mebane and Reidsville, and the Orange Water and Sewer Authority). In April 2002 the model and Provisional Final Project Report were completed and submitted to the State Environmental Management Commission (EMC) in accordance with an agreement between the local governments and the EMC. Once approved by the EMC, the modeling tools will be used to evaluate the environmental effectiveness and cost effectiveness of alternative nutrient management strategies for the Jordan Lake Watershed. The State must use the model to substantiate future nutrient limits for wastewater treatment facilities in the watershed. Triangle J Council of Governments and Piedmont Triangle Council of Governments have worked in close partnership to inform and involve more than 50 watershed stakeholder organizations in this effort.

In partnership with several local governments and nonprofit organizations such as the Upper Neuse River Basin Association, the Lower Neuse Basin Association, and the Cape Fear River Assembly, TJCOG spearheaded the Clean Water Education Partnership (CWEP) initiative. The CWEP program is a collaborative, cost-effective nonpoint source pollution education and

awareness campaign involving the mass media. Nineteen local governments, state agencies, and nonprofit organizations have provided \$145,000 of funding support for this new initiative. The first phase of this education campaign began in the early spring of 2002 and included the development of television advertisements used to kick-off the campaign. Radio and newspaper advertisements and other program materials will also be developed. Consideration is being given to expanding the program to include water conservation education and awareness.

TJCOG continued to provide technical assistance to local governments on a variety of water resources issues, including evaluation of opportunities for interlocal partnerships for providing water and sewer service. Staff also participated on several local task forces and work groups relating to local watershed management and utility planning efforts. TJCOG staff continues to serve on State and basinwide task forces relating to water supply planning, watershed protection and water quality monitoring and research.

During the past year, TJCOG's Water Resources Advisory Committee continued to meet and consider important regional water resources planning, management and protection issues. Of particular significance, TJCOG's Water Resources Advisory Committee and Smart Growth Committee held their first joint meeting to discuss regional land use and water resource interrelationships and issues of mutual concern.



Scott Crocker, a park ranger at Eno River State Park, explains how to measure in-stream sediment levels during the "Living Water and Beyond" workshop sponsored by the UNRBA, Eno River State Park, and City of Durham.



Mike Fuller, from the City of Durham's Stormwater Services Division, teaches participants how to monitor water quality parameters in Ellerbe Creek during the "Living Water and Beyond" workshop.

Solid Waste/Materials Resources

Facility design, construction, and management professionals learned more about achieving *high performance buildings* thanks to numerous TJCOG workshops conducted during the year. The workshops, held throughout the Triangle, focused on using TJCOG's *High Performance Guidelines: Triangle Region Public Facilities* to achieve buildings that save energy and water, reduce the use of materials and indoor pollutants, and achieve other goals. Workshops lasting two to four hours were conducted in eight locations and attracted over 200 architects, engineers, facility managers, and other professionals. Four additional day-long workshops attracted 148 professionals.

TJCOG also produced case studies documenting the use of the *High Performance Guidelines* on a dozen projects in Durham, Orange and Wake Counties. The case studies and workshops were made possible with funding from the State Energy Office.

Composting within industrial parks was the subject of a report produced by TJCOG in the spring. This report, *Comparative Analysis of Composting Options for an Industrial Park Tenant*, was also funded by the State Energy Office and presents a detailed comparison of the economic and environmental impact of several alternative methods for handling food waste and landscape trimmings by industrial park tenants. As a result of the report, tenants in RTP are exploring the

idea of composting within the park to save money and reduce their impact on the environment.

Judy Kincaid's expertise in *industrial ecosystem development* was called upon near and far. She drafted a set of model guidelines for a new industrial park in Lee County, and she was flown to Paris by the French government to give a presentation about her work with TJCOG at an international conference on regional development. The TJCOG industrial ecosystem development project seeks to reduce the impact of industry on resources and infrastructure by identifying partnerships between neighboring industries for the reuse of materials, water, and energy. An article she wrote regarding this project was published in the *Journal of Industrial Ecology*.

TJCOG negotiated with Time Warner Cable on behalf of the regional household hazardous waste (HHW) program to place 500 HHW ads on cable television over a 13-week period. Ads reached an 11-county area and appeared on the News 14 Carolina program as well as the Weather Channel and Headline News. A rotating banner ad also appears on the website of News 14 Carolina. TJCOG continued to provide radio and newspaper advertising and printed materials in order to achieve significant cost savings for HHW collection programs in Chatham, Durham, Orange and Wake Counties.



Architects and engineers listen intently at a TJCOG workshop on high performance buildings.

Other Projects and Activities

Economic Development Triangle J continued to administer Foreign Trade Zone (FTZ) #93, the Port of Durham. FTZ #93, North Carolina's most active Zone, is operated by Longistics, Inc., an international logistics, trucking, warehousing, and staffing company that is locally owned and operated. FTZ #93 has two fully activated sites – one in Raleigh, operated exclusively for Dudson China of Great Britain; the other, serving several clients and handling a variety of products, is at the World Trade Park adjacent to RDU International Airport. A third site is under consideration by the FTZ Board. In June 2002, an application was submitted to the US Foreign Trade Zones Board for a manufacturing subzone for General Electric Aircraft Engines (RTP).

Triangle J continued to work collaboratively with the World Trade Center North Carolina (WTCNC). Pamela Davison serves as Secretary of the WTCNC Board. Angela Lewis also serves on the Board, Dee Freeman is an ex officio member.

During the past year, a delegation of German government officials visited with Triangle J staff to discuss the history of local government and regionalism in North Carolina.

Emergency Medical Services Due to its elimination from the

FY 2001-2002 state budget, Triangle J's emergency medical services program was discontinued.

Marketing and Communications Task Force The Board of Delegates recently appointed the Marketing and Communications Task Force. This new standing committee has been asked to work with COG staff to develop marketing and communications tools that promote the work of TJCOG. Delegates appointed to the task force are: Marla Dorrel, Don Johnson, Benson Kirkman, Kim Marshall, Bert Matthews and Jeanne Bonds.

Regional Emergency Preparedness Many of the region's governmental leaders and top administrative staffs convened last fall to begin an effort of coordinating services and activities in the event of a terrorist attack in or around the Triangle. Out of that gathering a steering committee was formed, chaired by Chapel Hill Town Manager Cal Horton, to look at the issues and concerns that were identified. The steering committee is now determining objectives, categorizing issues and concerns, and establishing practices/actions to address potential problems in the Triangle. A long-term goal is to secure federal funding support for the program, while addressing regional emergency preparedness needs in Region J.

Financial Report

Revenues Received

Federal Government Grants	6,844,759
State Government Grants	245,696
Local Contributions	625,608
Special Local Contributions	196,642
In Kind/Contract Services	50,197
Interest Income	16,344
Program Income/Fees	597,969
Miscellaneous	14,015
Total Revenues	8,591,230

Program Expenditures

Technical Services	267,370
Regional Planning.....	675,472
Economic Strategies	23,463
Aging Services	6,998,232
Water Resources	417,409
Solid Waste/Materials Resources	199,545
Total Program Expenditures	8,581,491
<i>Revenues in Excess of Expenditures</i>	<i>9,739</i>
<i>Fund Balance, Beginning of Year</i>	<i>412,016</i>
<i>Fund Balance, End of Year</i>	<i>421,755</i>

Triangle J is proud of its achievements

What a year! It has been a time of notable successes and extraordinary challenges for Triangle J as our region and the entire nation have moved from a period of innocence to the realization that the 21st century is fraught with peril. All the while, local governments in Region J have been steadfast in the delivery of services, creative in meeting the state's fiscal crisis, and attentive to regional concerns.

As we reflect on last year and look ahead to the new fiscal year, the Triangle J Council of Governments is proud of its achievements and takes stock in their benefits for our member cities, towns and counties. The CORE Project, Regional GreenPrint, Triangle Clean Cities Coalition, Access Dental, Cable Consortium, High Performance Building Guidelines, Clean Water Education Partnership, and Center for Affordable Living are just some of the success stories for our region. Our quarterly managers meetings, collaborations with area mayors, participation with the World Trade Center North Carolina, continued administration of our Foreign Trade Zone, work with the Greater Triangle Regional Council, and facilitation of the Regional Emergency Preparedness initiative have equally provided for significant progress on regional cooperation among Region J's local governments.

In fact, the mission of Triangle J is well engaged and progressing. The Board of Delegates this year updated its goals

and objectives while addressing one of the toughest budget years ever seen in North Carolina's history. The Regional Legislative Agenda was revised and hand-delivered to each member of Region J's 32-member legislative delegation. Local government revenues, growth management, transportation, and water resources continue to be the top legislative priorities of our region.

It is my continuing pleasure to serve the Triangle J Council of Governments as your Executive Director and my appreciation is extended to each of you for the opportunity to be a part of local government in our region. As we look to the future and the challenges we face, local governments and

your Council of Governments will together meet the tasks of balancing budgets, maintaining services, and cooperating regionally on all these issues. While we will work with fewer resources and leaner organizations, excellence in local government will still be our goal.

My most sincere thanks are expressed to all those individuals that have dedicated themselves to public service throughout the region. Through your good work, Region J will flourish as we realize our individual and collective potentials. Thank you for allowing me to be a part of the life of each of our member local governments and that of Triangle J.

—Dee Freeman



TRIANGLE J COUNCIL OF GOVERNMENTS' MISSION STATEMENT

*To serve as an intergovernmental organization
for local elected officials that works proactively on regional issues
in order to sustain and improve the quality of life for our citizens.*

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Water Resources Program Manager (Vacant) 919.558.9392

Committees and Affiliated Organizations

Aging Advisory Council

Chair: Becky Heron
Staff: David Moser

Aging Community Advisory Committees

Chatham County Adult Care CAC

Chair: Dr. Melvin Bruckstein
Staff: Greg Tanner

Chatham County Nursing Home CAC

Chair: John Cooper
Staff: Jill Al-hafez Passmore

Durham County Adult Care CAC

Chair: Jacqueline Allen
Staff: Jill Al-hafez Passmore

Durham County Nursing Home CAC

Chair: Ruth Wallace
Staff: Jill Al-hafez Passmore

Johnston County Joint CAC

Chair: Ruth Daniel
Staff: Greg Tanner

Lee County Joint CAC

Chair: Willard Garren
Staff: Greg Tanner

Moore County Adult Care CAC

Chair: Margaret K Shields
Staff: Greg Tanner

Moore County Nursing Home CAC

Chair: Vivienne Ulansey
Staff: Greg Tanner

Orange County Adult Care CAC

Chair: Carol Gunther-Mohr
Staff: Jill Al-hafez Passmore

Orange County Nursing Home CAC

Chair: Margaret "Ricki" Hudson
Staff: Jill Al-hafez Passmore

Wake County Adult Care CAC

Chair: Sherry Harris
Staff: Nancy Murphy

Wake County Nursing Home CAC

Chair: Brenda Martin
Staff: Nancy Murphy

Cable Consortium

Staff: Renée Boyette

Clean Cities Coalition

Chair: Scott Gardner
Staff: Anne Tazewell

FTZ #93 Rates, Tariffs and Legal Review Board

Chair: Jennifer Dirienzo
Staff: Pamela Davison

Greater Triangle Regional Council

Chair: Ben Taylor
Executive Director: Pam Wall

Marketing and Communications Task Force

Chair: Marla Dorrel
Staff: Renée Boyette

Region J Senior Tar Heel Legislature

(Appointed by the Aging Advisory Council)

Chatham County

Delegate: Uva Holland
Alternate: Bill Dudenhausen

Durham County

Delegate: Lorene Bradley
Alternate: Cecil Patterson

Johnston County

Delegate: Hernando Palmer
Alternate: Jane Patterson

Lee County

Delegate: Mary Lou Lewis
Alternate: Velner Jones

Moore County

Delegate: Gladys Britt

Orange County

Delegate: Ann Johnson

Wake County

Delegate: Jack Kimbrell
Alternate: Marie McBride

Regional Appearance Committee

Co-Chairs: Benson Kirkman, Mark Smith
Staff: Renée Boyette

Regional Center for Affordable Living

Staff: Lanier Blum

Regional Emergency Preparedness Steering Committee

Chair: Cal Horton
Staff: Peggy Handon

Regional Legislative Committee

Chair: Winston Hester
Staff: Dee Freeman

Safety Consortium

Staff: Renée Boyette

Smart Growth Committee

Chair: Ellen Reckhow
Staff: John Hodges-Copple, Ben Hitchings

Triangle Region Solid Waste Planners Committee

Chair: Gayle Wilson
Staff: Judy Kincaid

Upper Cape Fear River Basin Association

Chair: Allan Williams
Staff: Water Resources Program Manager

Upper Neuse River Basin Association

Chair: Becky Heron
Staff: Chris Dreps

Water Resources Advisory Committee

Chair: Bert Matthews
Staff: Water Resources Program Manager

Water Supply Monitoring Steering Committee

Chair: Robert K. (Kim) Fisher
Staff: Water Resources Program Manager

World Trade Center North Carolina

Chair: William Harazin
Director: Pamela Davison

Inactive Committees

Electric Deregulation Policy Committee
Construction and Demolition Waste Task Force
Regional EMS Advisory Committee

Triangle J Staff



Seated, left to right: Angela Lewis, Dee Freeman, Mary Jane Chapman, Chris Dreps

Standing, left to right: Pam Wall, Greg Tanner, Edythe Natrass, Pat Davis, Benny Keith, Nancy Washington, Pamela Davison, Ellison Jones, Margie DeWoskin, Jeff Essic, Peggy Handon, David Moser, Lanier Blum, Bob Bacon, John Hodges-Copple, Jill Passmore, Nancy Murphy, Judy Kincaid, Linda Grimm, September Barnes, Kathy Ruffner-Linn, Ben Hitchings, Anne Tazewell, Terri Taylor, Renée Boyette



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