

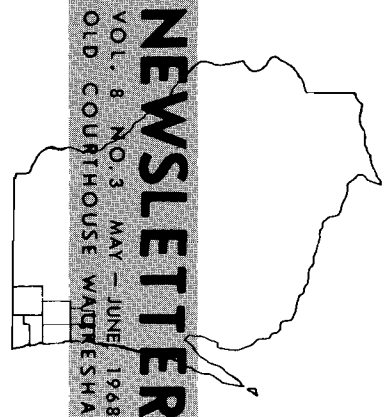
JURISDICTIONAL HIGHWAY PLANNING IN SOUTHEASTERN WISCONSIN

An essential step toward implementation of the adopted regional transportation plan is the conversion of the region-wide functional highway system plan contained in the regional transportation plan to a jurisdictional highway plan. Such a jurisdictional plan would contain specific recommendations as to which level of government—state, county, or local—should logically be responsible for each of the various facilities comprising the total arterial highway system. Thus, it would provide state trunk, county trunk, and local arterial subsystem plans and recommend adjustments in the federal aid routes.

The adopted regional transportation plan recommends that the necessary jurisdictional highway plans be prepared by county under the aegis of the respective County Highway Committees and County Highway Commissioners but in close cooperation with the U. S. Department of Transportation, Bureau of Public Roads; the State Highway Commission of Wisconsin; the Regional Planning Commission; and the local units of government.

To date, four of the seven counties in the Region—Milwaukee, Ozaukee, Racine, and Walworth—have formally requested the Regional Planning Commission to assist these counties in the conversion of the adopted functional highway plan to county jurisdictional highway plans. The amount of time needed to complete each of the county jurisdictional plans will necessarily depend upon the complexity of the planning situation, as evidenced by

SOUTHEASTERN WISCONSIN REGIONAL PLANNING COMMISSION



JURISDICTIONAL HIGHWAY PLANNING—continued

the extent of the existing and planned arterial highway network, the number of local units of government involved, and the extent and type of existing and expected urban development. The preparation of county jurisdictional highway plans, based upon a regionally prepared functional highway plan, represents an innovation in transportation planning virtually without precedent anywhere in the United States and, as a pioneering effort, requires time for procedural development. The first county jurisdictional highway planning study, for Milwaukee County, began in the spring of 1967 immediately after completion and adoption of the regional transportation plan and is now in its final stages. The other three county studies are in varying stages in the complex work program involved.

Major Objectives of a County Jurisdictional Highway Plan

The primary purpose in preparing a county jurisdictional highway plan is to identify and group those classes of arterial streets and highways that serve similar functions and which should, therefore, have similar design standards and levels of service. Once this identification and classification process is completed, it becomes possible to logically assign jurisdictional responsibility over the groups of arterials to the various levels of government—state, county, and local—responsible for the design, construction, operation, and maintenance of highway facilities. Thus, of the total arterial highway network delineated for each county in the regional transportation plan, certain segments would be designated as being the primary responsibility of state government; other segments would be designated as being the primary responsibility of county government, with the remaining segments designated as the primary responsibility of the appropriate city, village, or town government.

More specifically, a county jurisdictional highway plan is intended to achieve the following objectives:

1. Promote implementation of the adopted regional transportation plan.

JURISDICTIONAL HIGHWAY PLANNING—continued

2. Provide a sound basis for the efficient management of the total arterial street and highway system, thereby avoiding conflicts and duplication in the administration, financing, design, construction, maintenance, and operation of the individual facilities of which the system is composed.
3. Provide for the efficient planning and design of the total arterial system by grouping into subsystems those facilities which, by virtue of the type and extent of intended service, should have similar design, construction, operation, and maintenance standards.
4. Provide a basis for a sound, long-range fiscal policy and for the systematic programming of arterial improvements, thereby assuring the most effective use of the total public resources invested in the provision of highway transportation.
5. Provide for the equitable distribution of arterial highway system development costs and revenues among the levels and agencies of government concerned.

Steps in a Jurisdictional Highway Planning Program

The conduct of a county jurisdictional highway planning program involves a planning process very similar to, but not identical to, that employed in other Commission work programs. Upon formal request by the County Board that the Regional Planning Commission, the State Highway Commission of Wisconsin, and the U. S. Bureau of Public Roads cooperate with the county government in a jurisdictional highway planning program, the first step to be undertaken involves the formation by the County Board of a Technical Advisory Committee to provide guidance and assistance to the interagency staff during the course of the study. The formation of such a Committee is absolutely essential to obtain the active participation of the local, county, state, and federal units and agencies of government in the planning process. The memberships of the Technical Advisory Committees formed to date are:

JURISDICTIONAL HIGHWAY PLANNING—continued

MILWAUKEE COUNTY

Henry B. Wildschut	County Highway Chairman and Secretary Commissioner and Director of Public Works, Milwaukee County
Kurt W. Bauer.	Executive Director, SEWRPC
Robert W. Duncan	Village Manager- Engineer, Village of Shorewood
Roger Harris	City Engineer, City of South Milwaukee
Maurice L. Kimbrough	City Engineer, City of West Allis
Francis D. Kuckuck	City Engineer, City of Wauwatosa
Robert H. Paddock	Planning Engineer, U. S. Bureau of Public Roads
James E. Meier	District Engineer, Wisconsin Division of Highways
Nick T. Paulos	Village Engineer, Village of Greendale

JURISDICTIONAL HIGHWAY PLANNING—continued

Gerald Schwerm Village Manager,
Village of Brown Deer

Walter H. Tacke Deputy Commissioner
of Public Works, City
of Milwaukee

OZAUKEE COUNTY

Sylvester N. Weyker. County Highway
Chairman Commissioner,
Ozaukee County

Kurt W. Bauer. Executive Director,
Secretary SEWRPC

Stephen T. Banaszak. District Engineer,
Wisconsin Division
of Highways

Russel Dimick. City Engineer, City of
Cedarburg

Arne L. Gausmann Chief of System
Planning, Wisconsin
Division of Highways

James H. Groenier Planning Engineer,
U. S. Bureau of Public
Roads

Dennis E. Nulph City Engineer, City of
Port Washington

JURISDICTIONAL HIGHWAY PLANNING—continued

Herbert H. Peters Consulting Engineer,
Ozaukee County
Highway Department

Donald Roensch City Engineer, City of
Mequon

RACINE COUNTY

Earl G. Skagen County Highway
Chairman Commissioner, Racine
County

Donald Zenz County Highway
Secretary Engineer, Racine
County

Stephen T. Banaszak. District Engineer,
Wisconsin Division of
Highways

Kurt W. Bauer. Executive Director,
SEWRPC

Thomas R. Clark. Urban Planning
Supervisor, Wisconsin
Division of Highways

Arnold Clement County Planner,
Racine County

James Groenier Area Engineer, U. S.
Bureau of Public Roads

JURISDICTIONAL HIGHWAY PLANNING—continued

Douglas F. Haist Deputy Director for
Planning and Program-
ming, Wisconsin
Division of Highways

Fred H. Larson Commissioner of Public
Works, City of Racine

Eugene M. Taras City Engineer, City of
Burlington

The committee for Walworth County is in the process of being formed.

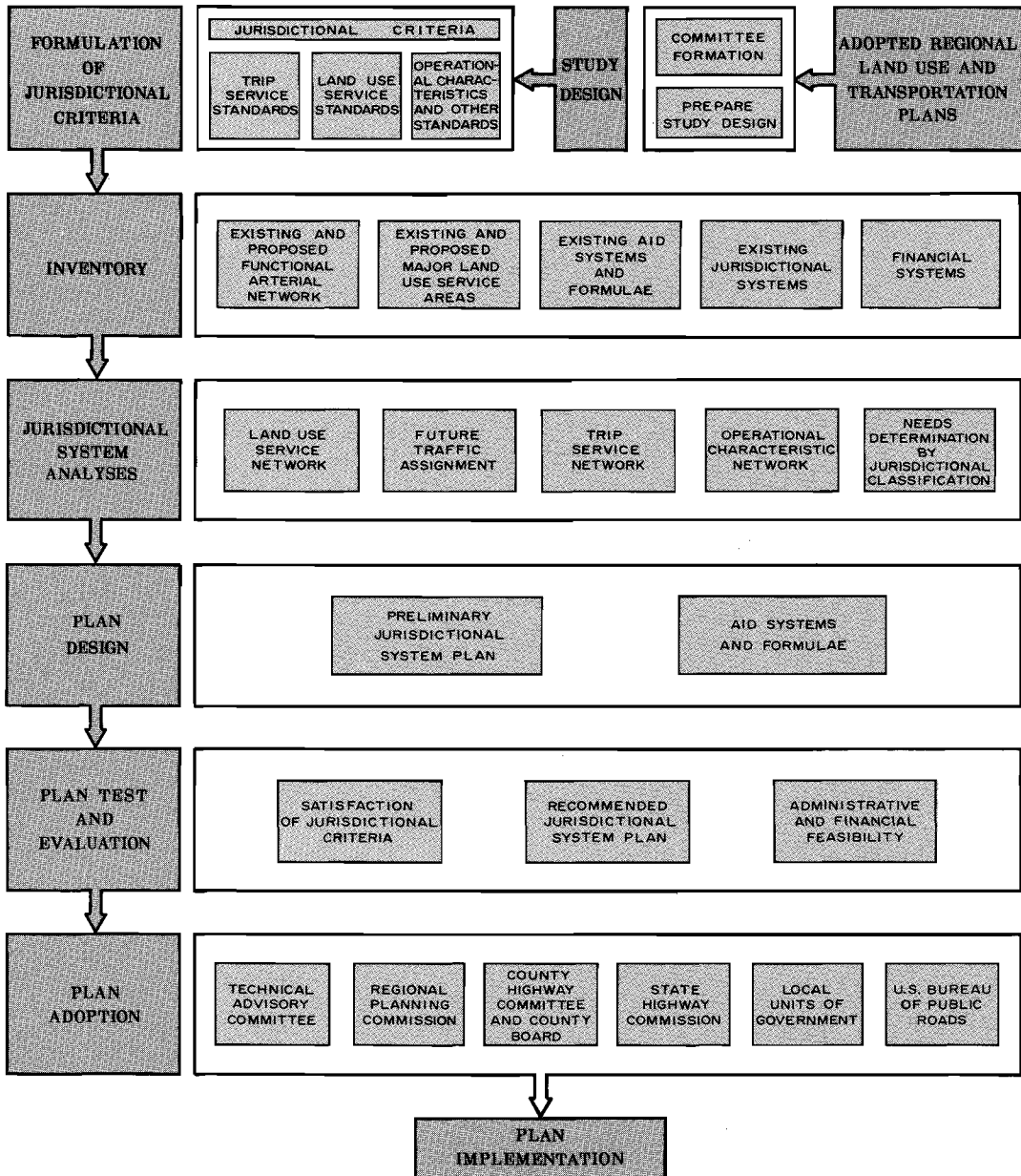
Once the advisory committee has been formed and the necessary inter-agency staff arrangements completed, work can begin on refining the functional arterial highway network that was prepared as part of the regional transportation plan. The refinement at the county level of the arterial highway plan is considered a prerequisite to jurisdictional classification and consists of a careful, detailed review of the type and location of all facilities comprising the total arterial network. This review is conducted in close cooperation with local planning and engineering staffs and includes consideration of the existing and proposed land use in the county, as well as of the location, spacing, and operational characteristics of the arterial street and highway facilities themselves. Upon review and approval by the Technical Advisory Committee, the refined network is ready for use as the basis for the jurisdictional classification.

The jurisdictional highway planning process itself, as shown in Figure 1, involves the following seven major steps:

1. Study Design: The preparation and advisory committee review of memoranda designed to detail the procedures to be followed in conducting the study.

Figure 1

THE JURISDICTIONAL HIGHWAY PLANNING PROCESS



2. Formulation of Jurisdictional Criteria: The formulation of study objectives and of jurisdictional highway classification criteria, including criteria for land use service; trip service; and operational characteristics, including system continuity, facility spacing, traffic volume and mobility, and land access.
3. Inventory: The conduct of inventories relating to the existing jurisdictional highway systems, the existing financial aid systems and formulae, the financial resources available for highway improvement, and the major land uses to be served by the various arterial subsystems.
4. Jurisdictional System Analyses: The development, through the application of the jurisdictional criteria, of preliminary jurisdictional networks designed to serve the major land use, the travel patterns, and group facilities having similar operating characteristics.
5. Plan Design: The preparation of a composite preliminary jurisdictional system plan and the development of supporting aid systems and formulae.
6. Plan Test and Evaluation: The development of a recommended jurisdictional system plan after test and evaluation relating the plan to the satisfaction of objectives and criteria and to administrative and financial feasibility.
7. Plan Adoption: The review and adoption of the recommended plan by the Technical Advisory Committee, the Regional Planning Commission, the respective County Board, the State Highway Commission of Wisconsin, and the U. S. Bureau of Public Roads.

Eventual completion of the recommended jurisdictional planning programs in each of the seven counties in the Region is essential not only to full implementation of the adopted regional transportation plan but also to the most effective use of the public funds available for highway facility construction and maintenance. Only through a properly prepared jurisdictional highway plan can the available resources be concentrated on the areas of greatest need. The adopted regional transportation plan served to identify the existing arterial street and highway system, determined its existing and probable future deficiencies, and recommended specific arterial street and highway additions and improvements required to adequately serve existing and forecast travel demands of the rapidly developing Southeastern Wisconsin Region. The jurisdictional highway plans will, within the areal limits of each county, assign right-of-way acquisition, construction, maintenance, and operational responsibilities for the various arterial highway facilities identified in the regional plan to the several levels and units of government concerned. The willingness thus far of four of the seven counties in the Region to prepare county jurisdictional highway plans designed to fully implement the regional transportation plan provides another good example of the effectiveness of a voluntary, cooperative regional planning effort.

COMPREHENSIVE REGIONAL LIBRARY PLANNING PROGRAM UNDERWAY

A two-year comprehensive study of library facilities and services in the Southeastern Wisconsin Region has begun. The study was recommended by a Technical Advisory Committee on Library Planning in a prospectus approved and published by the Commission. The prospectus, prepared by the Committee over a 12-month period with assistance from SEWRPC staff, discusses the major problems facing local librarians and library boards in the Region today and outlines the major work elements of, and organization for, a comprehensive regional library planning program.

The Commission undertook the preparation of the prospectus late in 1966 at the request of the Southeast Wisconsin Regional Library Conference, an organization of professional librarians from throughout the seven-county Region. The Conference requested that the Commission explore the possibility and feasibility of preparing a comprehensive long-range public library facilities and services plan for the Region as an important segment of an educational facilities plan. Acting on this request, the Commission formed the Technical Advisory Committee, drawing its membership from the Regional Library Conference; the Wisconsin Department of Public Instruction, Division for Library Services; and the Wisconsin Department of Administration, Bureau of State Planning.

Need for a Comprehensive Regional Library Planning Program

In developing the prospectus, the Committee carefully considered the unique conditions and problems relating to the provision of library facilities and services in the Region in order to establish the need to conduct a comprehensive library planning program. Nine factors were identified which, when taken together, tend to make the provision of adequate public library facilities and services today a regional as well as a local problem. Together, these factors create the need for an advisory areawide public library facilities and services plan. The nine factors, discussed in detail in the prospectus, are:

LIBRARY PLANNING PROGRAM—continued

1. Rapidly increasing use of library facilities and services.
2. Rapidly changing library service areas.
3. Rapidly increasing types and quantities of library materials.
4. Rapidly increasing demand for a wider variety of library services.
5. Impact of a rapidly changing technology on library facilities.
6. Aging of existing library facilities.
7. Shortage of qualified staff.
8. Rising costs of library facilities and services.
9. Lack of region-wide interlibrary cooperation.

Relationship of Library Planning Program to the Comprehensive Regional Planning Program

The Commission is charged by the Wisconsin Legislature, in Section 66.945(9) of the Wisconsin Statutes, with the responsibility of preparing an advisory master plan for the physical development of the Region. In the enabling legislation, the Legislature enumerated, without limitation because of enumeration, several elements that may be included in such an advisory regional master plan. These elements included traffic arteries, bridges, and viaducts; public places and areas; parks, parkways, and recreational areas; sites for public buildings and structures; airports; waterways; routes for public transit; the general location and extent of main and interceptor sewers, water conduits, and other public utilities; and areas for industrial, commercial, residential, agricultural, or recreational development.

LIBRARY PLANNING PROGRAM—continued

Thus far the Commission's efforts have been directed toward the preparation of a regional transportation plan, including recommendations for highway and transit development; a regional land use plan; and water-related community facilities plans for major watersheds in the Region, including recommendations for flood control and pollution abatement. It is logical that the Commission's efforts next be directed toward the preparation of additional important elements of a comprehensive or master plan for the physical development of the Region. One of these important elements is a regional public facilities plan. Normally, a public facilities plan is made up of four major components: public outdoor recreation facilities, public safety facilities, public health and welfare facilities, and public educational facilities. At the regional level, these components should be considered only to the extent that they have areawide significance. It is Commission policy that plans for these major areawide plan components and their subcomponents be developed as expeditiously as funds and staff resources permit.

Library facilities and services constitute a major subcomponent of a public educational facilities plan. At one time, libraries were thought of as having significance only at the neighborhood or community levels. However, such factors as rapidly increasing types and quantities of library materials; rising costs of library facilities and services; and the impact on library services of rapidly changing technology, such as miniaturization and computerization, have made provision of library facilities and services a problem having areawide as well as local significance.

What is needed, then, is a cooperatively prepared library facilities and services plan. Given such an areawide plan, affected and concerned agencies and units of government can cooperatively prepare programs directed at providing a high level of coordinated library facilities and services. Such programs may be jointly and cooperatively, as well as independently, implemented at the local level. In this way, a high level of library service can be obtained throughout the Region, while realizing economies and efficiencies obtained through areawide planning efforts.

LIBRARY PLANNING PROGRAM—continued

Major Elements of the Program

The regional library planning program now getting underway will involve the same basic steps found in other Commission comprehensive planning programs. Once the study procedures have been designed, work will begin on the formulation of objectives and standards relating to library facilities and services. Concurrently, work will begin on the conduct of several major inventories, including existing and committed library facilities, library service levels, library personnel, financial conditions and capabilities, organizational structure, and technological advancement affecting library service. When completed, these inventories will provide the basic data source for library facilities and services analyses, for forecasts of library services and facilities demand, for alternative plan preparation and evaluation, and for ultimate plan selection and adoption.

The comprehensive library planning program will culminate in an advisory plan for the provision of library facilities and services to adequately serve the existing and forecast future populations in the Region. With a cooperatively developed areawide library facilities and services plan, the affected and concerned agencies and local units of government can cooperatively prepare programs directed at providing a high level of fully coordinated library facilities and services.

Program Organization and Funding

The areawide library facilities and services planning program will be accomplished over a two-year period, with the SEWRPC assuming direct responsibility for all work elements of the program. In addition, the Wisconsin Department of Public Instruction, Division for Library Services, has agreed to assign a professional librarian to the Commission for the duration of the study. This staff assignee will not only contribute the necessary expertise in the field of library science but will assume a major role in the coordination of the regional planning program with on-going individual library programs throughout the Region and the state and will assist the Commission in the interpretation of the program and

LIBRARY PLANNING PROGRAM—continued

the recommended plans to the local library boards and staffs. Provision has also been made in the program budget for the retention of special consultant services as required to complete specific work elements.

The estimated total cost of conducting the comprehensive regional library planning program is \$213,000. Of that total, approximately \$71,000 represents work to be accomplished under concurrent SEWRPC studies, which is made available to the regional library planning program at no direct cost. Because the program is considered essential to future library development in the Region and the state, the Division for Library Services has agreed to fund the entire net cost of the program, or \$142,000. In the funding the Division will utilize federal funds granted to it pursuant to the Federal Library Services and Construction Act of 1966.

Technical Advisory Committee

The Technical Advisory Committee on Library Planning, which directed the preparation of the library planning program prospectus, will continue to advise the SEWRPC staff and cooperating agencies during the conduct of the study. The primary purpose of the Committee is to actively involve the various public library boards and their technical staffs in the planning process and to assist the Commission in determining and coordinating basic program policy. Members of the Technical Advisory Committee on Library Planning are:

Nolan Neds	Superintendent of
Chairman	Neighborhood Libraries
	and Extension Services,
	City of Milwaukee
	Public Library System
 George E. Earley	 Director, Kenosha
Vice-Chairman	Public Library

LIBRARY PLANNING PROGRAM—continued

Mrs. Grace Lofgren.	Director, Burlington Committee Secretary Public Library
Harlan E. Clinkenbeard.	Assistant Director, Staff Secretary SEWRPC
Mrs. Ethel A. Brann	Director, Lake Geneva Public Library
Daniel Eckert	Librarian, Cedarburg Public Library
Miss Fern Federman	Director, Shorewood Public Library
John Gregrich	Human Resources Planner, Bureau of State Planning, Wisconsin Department of Administration
Miss Marian Langdell	Director, Cudahy Public Library
Miss Dorothy L. Last	Librarian, West Bend Public Library
Edward W. Lynch.	Librarian, Waukesha Public Library
Miss Josephine M. Machus	Director, Oconomowoc Public Library
Forrest L. Mills	Librarian, Racine Public Library

LIBRARY PLANNING PROGRAM—continued

Miss Ione Nelson	Coordinator of Field Services, Division for Library Services, Wisconsin Department of Public Instruction
Mrs. Helen Pelzmann	Librarian, West Allis Public Library
Miss Esther Regli	Librarian, Wauwatosa Public Library

This Committee will have a particularly important role in the establishment of library service objectives and standards, as well as in the selection of the final plan and in assuring its financial and administrative feasibility. In the prospectus the Committee recommended that the possibility of an expanded Committee membership remain open as the study progresses.

SEWRPC NOTES

Town of Waukesha Rejoins Commission

By unanimous vote of the Town Board, the Town of Waukesha on May 10, 1968, elected to rejoin the Commission and become a participating member in its work programs. The Town of Waukesha thus becomes the third local community to rejoin the Commission of five which had withdrawn support subsequent to the initial 90-day withdrawal period as provided for in the regional planning enabling legislation. Of the 146 local units of government in the Region, only the Town of Vernon in Waukesha County and the Village of West Milwaukee in Milwaukee County are not now members of the SEWRPC and active participants in its work program.

Recent Adoptions of Regional Land Use-Transportation Plans

The Volume 7, Number 6 issue of the SEWRPC Newsletter contained a report listing the various governmental units and agencies that had adopted the regional land use and transportation plans. At that time three state agencies, all seven county boards;¹ eight county districts or commissions;² and nine cities, villages, or towns were reported as having adopted or endorsed the land use-transportation plans. Since that report the following additional local units of government and governmental agencies have acted to adopt the plans to serve as a guide in the making of day-to-day development decisions:

Kenosha County

Town of Bristol

Town of Paris

Town of Wheatland

¹*Ozaukee County has to date adopted the regional transportation plan only.*

²*The Milwaukee County Park Commission and the Waukesha County Park and Planning Commission were inadvertently omitted from the list.*

SEWRPC NOTES—continued

Milwaukee County
City of Franklin
City of Oak Creek

Ozaukee County
City of Cedarburg
Town of Cedarburg

Walworth County
County Park and Planning Commission

Washington County
Village of Germantown

Waukesha County
Village of Mukwonago
City of Waukesha Plan Commission
City of Waukesha

1967 Annual Report Published

The Commission is pleased to announce the publication of its 1967 Annual Report. This report, the Commission's seventh annual report, summarizes the activities of the Commission during 1967, the first year of an important period in which the Commission responsibilities for the promotion of regional plan implementation began to assume more nearly equal importance with the Commission responsibilities for inventory and plan design. The report covers activities during the year under the regional land use-transportation study, including a detailed progress report on regional plan implementation; progress on the three major comprehensive watershed planning programs, for the Root, Fox, and Milwaukee Rivers; the community assistance program; the review of applications for federal grants-in-aid; and various other programs and studies. Copies of the report are available for general distribution at prices of \$1.00 within the Region and \$2.00 outside the Region.

SEWRPC Planning Guide No. 5 Nears Completion

The first of two new local planning guides to be issued by the Commission has been completed and sent to the printer for publication. This guide, the fifth in a series, will be entitled Floodland and Shoreland Development Guide. The four previous local planning guides, prepared by the Commission in 1963 and 1964 and distributed to all local units of government, were on the subjects of land development (subdivision regulation), official mapping, zoning, and local planning agency organization. The second new guide will be on the subject of the use of soils data in local planning.

The Floodland and Shoreland Development Guide will discuss floodland and shoreland development problems and the concepts underlying floodland and shoreland use regulation, as well as the methods and devices available to local units of government for the prevention and minimization of flood damages and for the protection of shoreland areas and related water quality. The guide will contain suggested zoning districts for floodland and shoreland areas, model sanitary and aquatic recreation ordinances, and special floodland and shoreland regulations designed to be incorporated into existing zoning, land division, and building ordinances. The guide is intended to assist the local units of government in the Region in complying with the Wisconsin Water Resources Act of 1965. It is anticipated that the new guide will be published and available to local units of government by July 1968.

AROUND THE REGION

Town of Saukville

Recently the Town Board of the Town of Saukville, Ozaukee County, assisted by the SEWRPC Community Assistance Division, adopted a Land Division Ordinance based on the model ordinance prepared by the Commission, which includes special soil, floodland, and shoreland regulations. Similar ordinances have been adopted by the Town of Merton in Waukesha County, the Town of Polk in Washington County, and the City of Franklin and the Village of Brown Deer in Milwaukee County. Other units of government within the Region considering such a land division ordinance include Racine County and the Town of Cedarburg in Ozaukee County.

Town of Waterford

The Town Board of the Town of Waterford, Racine County, assisted by the SEWRPC Community Assistance Division, recently adopted a Sanitary Ordinance based upon the model ordinance prepared by the Commission, which includes special soil, floodland, and shoreland regulations. Similar ordinances have been adopted by the Town of Cedarburg in Ozaukee County and by Walworth County within the Region. Bayfield, Dodge, and Rock Counties within the state have also adopted such ordinances. Other units of government within the Region considering the adoption of such a sanitary ordinance include Racine, Washington, and Waukesha Counties.

Town of Wheatland

Recently the Town Board of the Town of Wheatland, Kenosha County, assisted by the SEWRPC Community Assistance Division, adopted an Ordinance Creating a Town Plan Commission based on the model ordinance prepared by the Commission. Similar ordinances have been adopted by the Village of Jackson in Washington County, the Towns of Belgium and Saukville in Ozaukee County, the Town of Paris in Kenosha County, and by Walworth and Washington Counties.

QUESTION BOX

WHAT IS THE DIFFERENCE BETWEEN A "FUNCTIONAL" AND A "JURISDICTIONAL" PLAN?

Planning traditionally has been oriented toward the preparation of long-range plans for the spatial arrangement of land uses and for the provision of the various public facilities necessary to support these land uses. It has been a process that has resulted typically in the preparation of plans that demonstrate the need for, and recommend the provision of, many types of public works improvements, including, among others, transportation facilities; sewerage, water supply, and storm water drainage facilities; and park and recreation facilities.

Each of these differing types of public facilities is, in the planning process, carefully designed as an integrated system to perform a given function in support of the underlying recommended land use plan. For example, the arterial street and highway system plan is designed to move vehicles between the various land uses, thereby partially meeting the existing and forecast demand for transportation service within the planning area, as well as providing the necessary accessibility to the land use activities being supported. Hence, these kinds of facility plans are termed "functional" plans; and such functional plans typically consist of recommendations concerning the general location, type, capacity, and service levels of the various public facilities required to serve the planning area through a selected plan design year. Again for example, the arterial street and highway system plan as a functional plan consists of an arterial system made up of various facility types that have been individually designed to carry the forecast design year volumes of traffic. Such functional plans do not normally contain recommendations as to which levels and agencies of government should be responsible for the construction, operation, and maintenance of each of the various facilities included in the functional plan.

QUESTION BOX—continued

In a rapidly urbanizing region, such as southeastern Wisconsin, that is composed of a great many local units of government and in which not only the local but also the county, state, and federal levels of government share a common concern and interest, it is not enough to prepare functional plans alone. The effective and full implementation of a functional plan for a facility element having areawide significance requires the cooperative and fully coordinated effort of all of the levels, agencies, and units of government concerned. It, therefore, becomes necessary to prepare corresponding "jurisdictional" plans for each "functional" plan.

A jurisdictional plan, such as the ones now being prepared for four of the seven counties within the Region with respect to the arterial street and highway facilities recommended in the regionally prepared functional transportation plan, assigns responsibility for the design, construction, operation, and maintenance of the various functional facilities comprising the total system under consideration to the level and agency of government having primary interest therein. While this jurisdictional planning concept is most readily applied to the existing hierarchy of highway facilities, it has equal relevance and importance for other types of public facilities and utilities, particularly with respect to park, sewerage, and water supply systems. Within a rapidly urbanizing area, such as southeastern Wisconsin, the effective application of this concept can contribute substantially toward the resolution of intergovernmental conflicts and elimination of duplicative effort, while serving to implement soundly developed functional plans.

In the overall planning process, the preparation of the functional plan must precede the preparation of the jurisdictional plan. In order to assign jurisdictional responsibility for the construction, operation, and maintenance of various public facilities, it is first necessary to determine precisely what facilities are needed and where they are to be located. This first step can be accomplished only by, and indeed comprises the very heart of, a functional plan. Once completed, the functional plan provides the basis for the jurisdictional plan.

QUOTABLE QUOTE.....

"I hold every man a debtor to his profession; from the which as men of course do seek to receive countenance and profit, so ought they of duty to endeavor themselves, by way of amends, to be a help and ornament thereunto."

Francis Bacon
1561 - 1626

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Kurt W. Bauer
Executive Director

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