

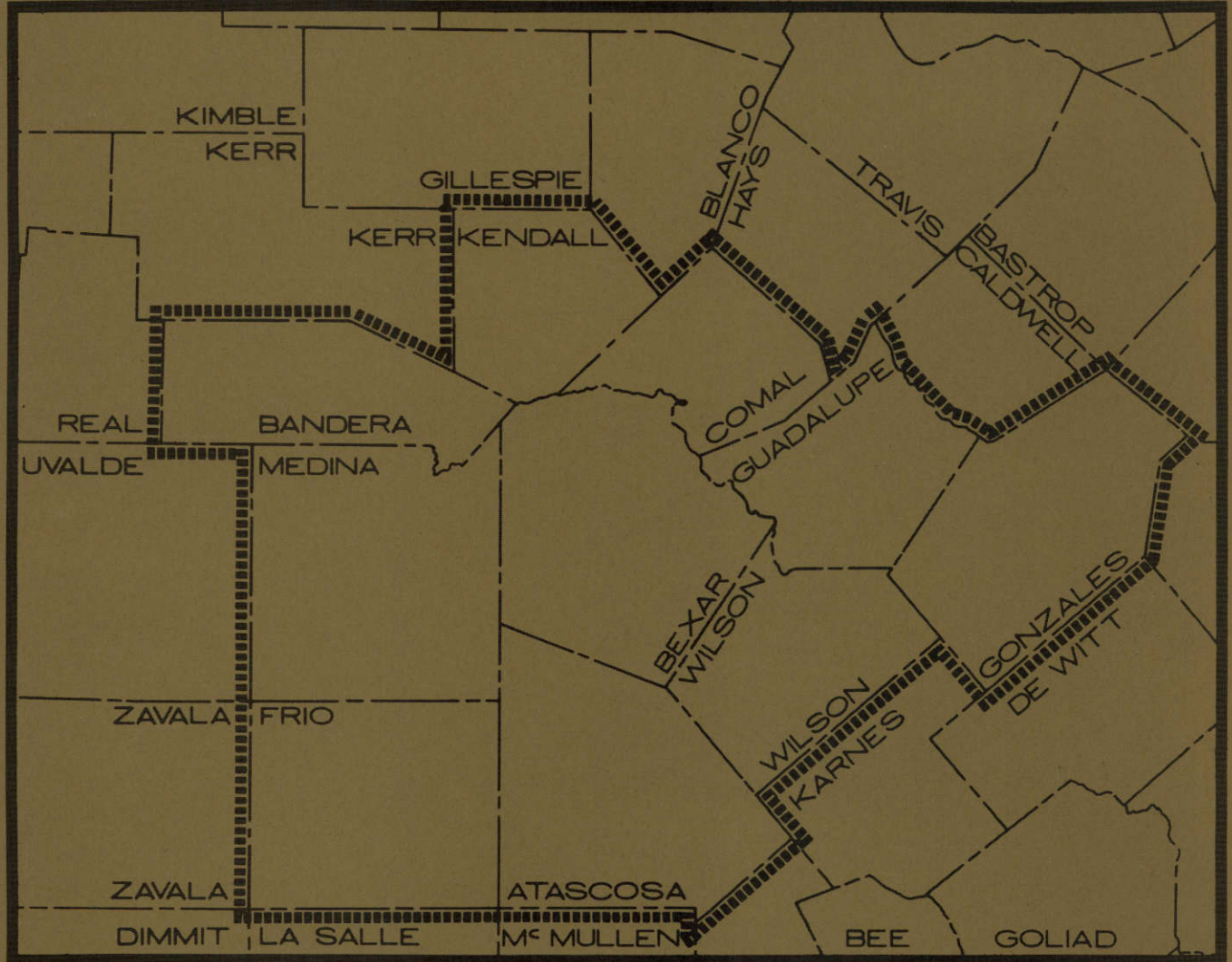
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STORAGE OF GOVERNMENTS

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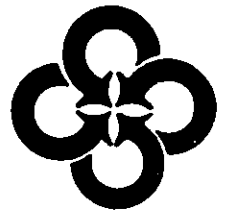
ALAMO AREA COUNCIL OF GOVERNMENTS



PROGRAM

1970

ALAMO AREA COUNCIL OF GOVERNMENTS



TO: AREA COUNCIL, ALAMO AREA COUNCIL OF GOVERNMENTS

FROM: EXECUTIVE COMMITTEE

December, 1969

We are pleased to present for your comment and consideration the annual work program ending October 31, 1970 for the Alamo Area Council of Governments.

This work program, we believe, will make a significant contribution toward the solution of problems that affect both urban and non-urban areas and which are essentially regional in nature. In coping with our problems, it is our aim to consider the following factors:

1. The geographic area - should be sufficiently broad to encompass all jurisdictions in the problem area now and in the foreseeable future. To reduce pollution, the geographic area must cover the source of pollutants. A study of flooding must include the area in which a dam or some other flood control device is needed.
2. Identification of interested jurisdictions and development of a procedure through which meaningful participation is achieved.
3. Efficiency and economy - advantages of economies through consolidation, contract, and coordination of efforts and resources must be kept sight of. Examples are a regional training center and a regional solid waste disposal plan.
4. Necessary resources - the necessary financial and human resources to handle the problem should be determined and candidly presented along with alternatives showing the results that may be expected from the expenditure of lesser sums.
5. Coordination of Effort - This is most important and includes a clear understanding of what each jurisdiction is doing with respect to the problem and how programs and organizations presently relate.
6. Political Implications - Involved in this factor is an understanding of the politics surrounding the problem such as the need for new or amended legislation.

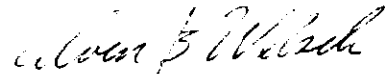
TO: AREA COUNCIL
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December, 1969

7. Citizen Participation - each planning program must assure itself sufficient broad based citizen input to achieve a high degree of responsiveness to the needs and interests of the citizenry.
8. Implementation - Any program which is attempted should be carefully evaluated in terms of possibilities for action, implementation and payoff.

All of the above factors are extremely important but we are particularly cognizant of the last one listed, for in the final evaluation of an organization's success, the key criterion is a high number of programs implemented to the satisfaction of local officials and the public.

We solicit your advice and participation throughout the year.

Sincerely yours,



Alvin B. Welsch, Chairman

ABW:va

ALAMO AREA COUNCIL OF GOVERNMENTS

1970 PROGRAM

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Building, San Antonio, Texas 78205

The preparation of this report was financed in part through urban planning grants from the Departments of Housing and Urban Development, Health, Education and Welfare, State of Texas, Texas Water Quality Board and the Criminal Justice Council of Texas.

I. 1969 HIGHLIGHTS: SUMMARY

AACOG, during 1969 in close cooperation with area political and community leaders, has attempted to bring about a regional perspective within our expanded planning area through its operation as both a Council of Governments and a Regional Planning Commission. The measure of AACOG's effectiveness can be seen in the following Highlights from the past year:

1. AACOG's Executive Committee adopted a policy statement for public participation in AACOG's planning programs. This included not only the structuring of policy committees and technical advisory committees, but also the formation of county committees representing a cross section of the county. These committees will enable each county to make recommendations and influence the regional planning program.
2. Because AACOG was the first Council of Governments in Texas to be approved to do Comprehensive Areawide Health Planning, the Governor's office has requested AACOG to develop a prototype of a regional health information system for the State. Some of the accomplishments of the Comprehensive Health Planning Program are:

A. Activities with predominant local impact:

1. Developing communication with state and local health departments, TB/RD Associations, and the Model Cities staff to achieve improved utilization of mobile chest x-ray units in areas of high incidence of tuberculosis;
2. Assisting the neighborhood clinics to establish a coordinated organization;
3. Assisting in the design of a comprehensive health services delivery system with the Hospital District, Medical Society, Medical School, Dental Society, Neighborhood Clinics and Voluntary Hospitals; and Health District.
4. Planning and development of an attitude survey of consumers in Model Cities.

B. Activities with regional impact:

1. Assisting in the development of an immunization level survey in the multi-county area;

2. Planning for development of a multi-county Receiving Center for psychiatric, alcoholic and drug abuse patients.
- C. Activities with state-wide or national impact:
1. Field trips to evaluate the activities of other COG's and planning groups in other states;
 2. Working with the Hospital Association and the University structure in health care administration curricula;
 3. Involvement in controlling the use of dieldrin on airports -- bringing to the attention of the national authorities the possible side effects.
3. AACOG, one of 12 regional councils in the nation selected to develop a program design for law enforcement, the administration of justice and crime reduction and prevention, completed its program design during 1968. In 1969 the Crime Studies Division and its committees began its Comprehensive law enforcement planning program and submitted nine action programs to the State Criminal Justice Council for implementation of its goals.
 - A. The Worden School of Social Service Juvenile Delinquency Project was approved and is presently assisting and advising children referred to Juvenile Authorities who have not been adjudicated delinquents.
 - B. The Alamo Area Law Enforcement Academy, New Braunfels, was approved for two sessions and an application for a third session is presently before the State Criminal Justice Council pending approval. On November 17, this academy graduated 23 officers from cities and towns throughout the region.
 - C. The Police Community Human Relations Seminar, under the direction of the San Antonio Police Department has been approved and should be implemented in the near future.
 - D. At the request of State Criminal Justice Council has conducted and will continue to update a ten county inventory of existing law enforcement, criminal justice and crime reduction or preventive systems.
 4. AACOG was one of the first Council of Governments selected by the Texas Water Quality Board for a regional Water Quality study,

a program directed toward coordinated approaches to problem solving. Examples of this are:

- A. The development of a map file system which provides access to all U.S.G.S. and Texas Highway Department maps in one central file. Agencies have saved hundreds of manhours of effort by utilizing these maps.
 - B. Systematic numbering and storage of water data have afforded all agencies an opportunity to utilize data from other agencies which heretofore was nearly impossible.
 - C. The development of a Cost Estimation Model for Sewer Design for the region. This model determines the total sewer system costs which will be associated for any land use configuration and/or sewer policy which may be proposed within the region. This program is now in operation and being utilized by several member agencies.
 - D. Sponsored a Federal Water Pollution Control Administration Research program which is developing a cost model capable of evaluating the economics of complete reuse of water within the planning region. The study will answer whether or not in this region complete reuse of water is feasible.
 - E. Provided a weekly forum and staff support for meeting by agencies involved in waste management to discuss protection of the area waste resources and other associated waste management problems resulting from development. Most important, this forum of interchanging philosophies, goals, objectives, and plans of agencies has created an environment for avoiding future wastage by proper planning ahead of time.
5. AACOG has conducted symposiums, seminars, and workshops and directed studies as requested in each planning program and by member governments:
- A. Held meetings with several members to determine the impact of the Texas Clean Air Act upon member jurisdictions. A complement to this endeavor was a cooperative venture by five sub-cities in the development of a sanitary landfill operation.
 - B. Organized and conducted several workshops on drug problems and a symposium on Drug Abuse for local educators was held.

In these programs, the Crime Studies Division was joined by many other local agencies. Authorities in the field from throughout the United States such as Dr. Fred Maddux and David Deitch were brought to the area.

- C. Held an Educational Seminar on Comprehensive Areawide Health Planning. Principal speakers included national, regional and state representatives involved in comprehensive health planning. Seminar was open to representatives of regional health agencies and interested citizens. More than 150 attendees participated in six workshops covering a broad spectrum of recognized community health problem areas.
 - D. Sponsored for its members an introductory session on Planning, Programming and Budgeting System (PPBS) conducted by the University of Texas.
 - E. Actively participated as one of the hosts for the annual American Water Resources Association -- convention held in San Antonio as a part of its Water Quality Program.
 - F. Conducted a study of a cooperative appraisal system and a centralized data processing facility between Bexar County and City of San Antonio in cooperation with the San Antonio Research and Planning Council.
 - G. Conducted preliminary research into the potential use of a "911" emergency telephone number system.
6. The Texas Research League at AACOG's request is currently conducting a study of inter-governmental cooperation within the ten county region to the end that further cooperation CAN be implemented where possible and existing cooperation can be furthered as determined by governments within the region.
7. AACOG has formed and developed a review process for Government applications within the region. Since the formation of the Government Application Review Committee in May, AACOG has reviewed approximately seventeen applications representing approximately \$5,567,000 in projects. These applications range from parks to water and sewer plans.
8. AACOG has published reports of general interest to its members and to the region which are available at the AACOG office. They are:
- A. General Information - 1969
 - B. Public Participation in AACOG - 1969

- C. Five Year Study Design. - 1967
- D. Crime Studies Program Design. - 1968
Comprehensive Law Enforcement Plan (1969-70)
- E. Economic and Demographic Characteristics of the Alamo Area
Council of Governments Area: An Overview. - 1969
- F. Considerations for the Development of a Regional Research
and Information System - 1969
- G. Social Indicators and a Social Accounting System for the
AACOG Region. - 1969
- H. Human Resources: 1969 Social Characteristics of the Model
Cities Residents of San Antonio. - 1969
- I. Existing Land Use Within the AACOG Region. - 1969
- J. Alternative Growth Patterns for the AACOG Planning Region. - 1969
- K. Dissolved Oxygen Resources of the San Antonio River. - 1969
- L. Waste Generation in the AACOG Region. - 1969
- M. Cost Estimation Model for Sewer Design. - 1969
- N. Housing Study Design for AACOG Region. - 1969
- O. Status of Comprehensive Health Planning. - 1969
- P. Inventory of Health Facilities in the AACOG Region. - 1969

In addition to the above reports, AACOG has served as a source for current information or provided information on where to find available data. Such information has been requested from AACOG by local, state and federal agencies. The effect of this service has begun to be felt in many quarters as the inquiries continue to increase.

II. GENERAL INFORMATION

The Alamo Area Council of Governments was established and organized to follow the objectives of Regional Planning Commissions and Council of Governments legislation, enacted by the State of Texas in 1965. The member governments of the Alamo Area Council of Governments in adopting the by-laws have agreed to the following:

"The purpose is to encourage and permit local units of government to join and cooperate with one another to improve the health, safety and general welfare of their citizens; to plan for the future developments of communities, areas and regions to the end that transportation systems may be more carefully planned; that communities, areas and regions grow with adequate street, utility, health, educational, recreational and other essential facilities; that needs of agriculture, business and industry be recognized, that residential areas provide healthy surroundings for family life, that historical and culture value be preserved; and that the growth of the communities, areas and regions is commensurate with and promotive of the efficient and economical use of public funds."

In 1969, the Texas Legislature passed an amendment to the regional planning legislation designating regional planning commissions as political subdivisions of the state and setting forth the approach regional councils will follow in the state:

Regional planning commissions are recognized as mechanisms for coordination of regional planning and development and review under Section 204 of the Demonstration Cities and Metropolitan Development Act of 1966. They also may make recommendations to member governments and assist their members in carrying out plans. Texas State policy is reflected in the recent increase of general support funding for regional councils. The Governor's Office has also recognized regional councils as the preferred applicant agencies for planning in areas such as water quality, criminal justice, and areawide comprehensive health planning.

The Alamo Area Council of Governments planning region includes the following ten counties of Atascosa, Bandera, Bexar, Comal, Frio, Gonzales, Guadalupe, Kendall, Medina and Wilson.

Currently, AACOG has a membership of five counties, twenty cities, eight school districts, and eight special districts and regional agencies, and six soil and water conservation districts (associate members).

PROGRAMS

GOALS

ADMINISTRATION & SERVICES

REGIONAL DEVELOPMENT

INFORMATION SYSTEMS

HOUSING & SOCIO-ECONOMIC

HEALTH

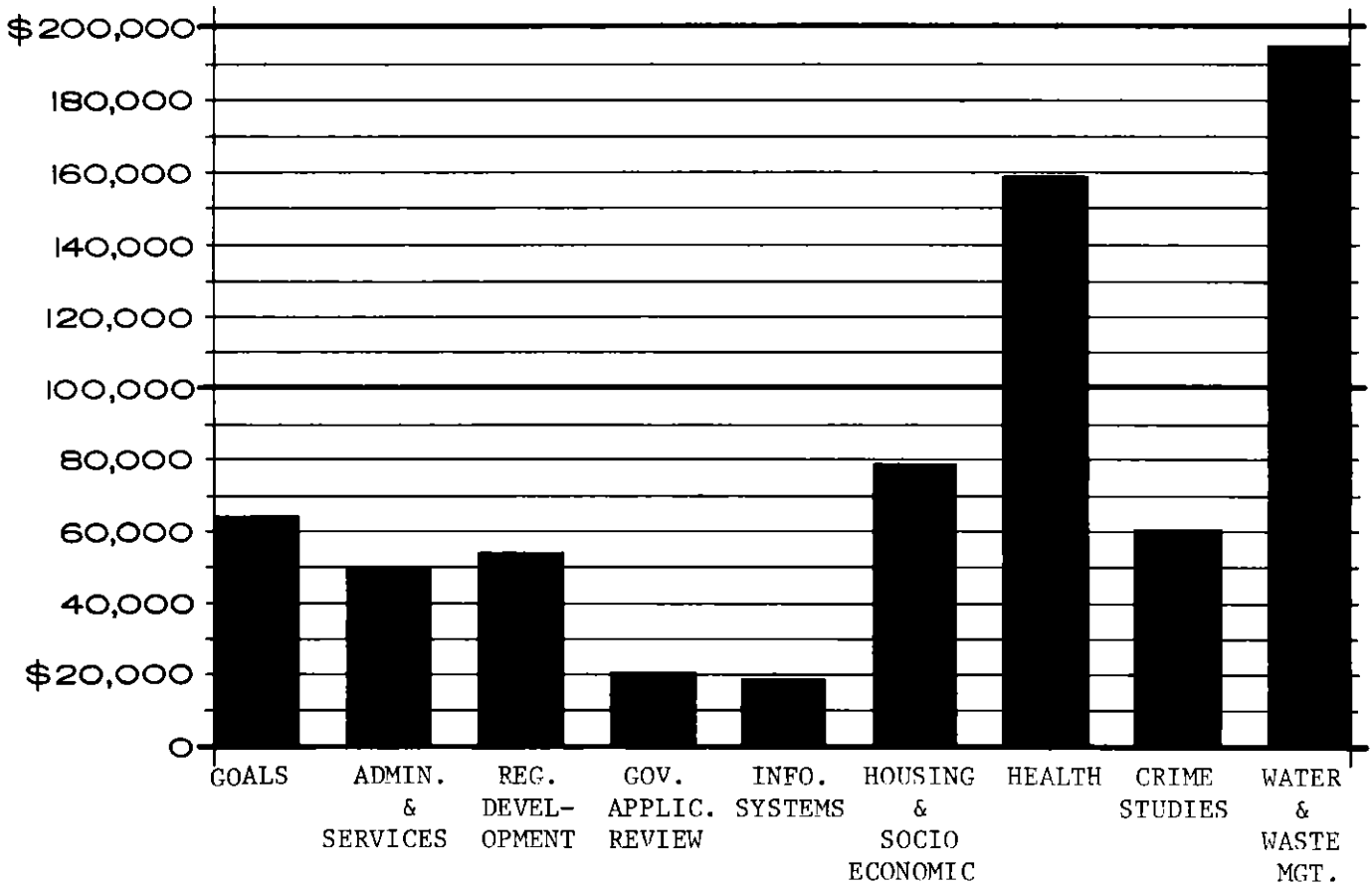
CRIME STUDIES

WATER & WASTE MANAGEMENT

EDUCATION

TOTAL PROGRAM BUDGETS - 1970

ALAMO AREA COUNCIL OF GOVERNMENTS



AACOG'S PROGRAM FOR 1970 REPRESENTS BALANCED PLANNING EFFORTS LINKED TOGETHER IN CITIZEN PARTICIPATION-GOALS AND REGIONAL PLAN DEVELOPMENT. ATTENDANT TO THESE PROGRAMS ARE THE INDIVIDUAL STUDY AREAS OF HEALTH, HOUSING/SOCIO-ECONOMIC, CRIME, AND WATER AND WASTE MANAGEMENT. SERVING ALL OF THESE PROGRAMS, MEMBER AGENCIES AND THE REGION ARE ADMINISTRATION AND REGIONAL SERVICES, INFORMATION SYSTEMS AND THE GOVERNMENT APPLICATION REVIEW SYSTEM.

IDENTIFICATION AND ARTICULATION OF REGIONAL GOALS

Objective

A successful planning program depends fundamentally on the specification of major goals and objectives of the governmental units and the citizens of the area. Implementation of plans depends on their acceptability to local governments and private organizations affected and to federal and state agencies in many cases as well. It is the purpose of this work item to develop a statement of goals which reflects the wishes, the desires, the hopes, and the aspirations of the governments and citizens within the region.

Outline of Proposed Work Program

This will be a continuous program over the next three years of preparing issue papers by the staff for those issues identified as highest priority through citizen and agency input. Issue papers will contain the following sections:

- 1.a. What seems to be the real problem, how widespread is it, who are the specific population groups affected? (If other than the general public, identify their special characteristics such as: age-group, ethnic background, income class, special needs, geographical location etc.)
- b. What appears to be the cause of the problem? (Include any national, state or local government policy or program or political factor, which may or may not be beneficial in other areas, which contribute to the problem. Identify the social forces at work which create the problem.)
- 2.a. What goals and objectives aimed at reducing the problems are now listed in state and federal statutes and regulations? Goals are here defined as broad, long-range statements of purpose. Objectives are short range, one to five year statements of program purposes.
- b. List alternative goals and objectives showing for each the possible fiscal and social implications.
- c. How can estimates of progress against these objectives be made.
3. What agencies, public or private, are involved in attempting to reduce the problem? Identify each current program, and to the extent possible, provide costs and their current estimated impact relative to the criteria defined in 2.d. Show the role local governments are playing in modifying the social forces identified in 1.b.

Then through an elaborate citizen participation process, goals and objectives will be selected among alternatives listed, highest priority action needed to achieve the goals and objectives will be developed, and problems and issues for further study will be identified.

Final reports will be prepared and all recommendations will be continuously monitored for assistance in implementation and to affect needed changes to goals, objectives, and recommendations to keep them practical and current in accordance with latest developments.

ADMINISTRATIVE AND REGIONAL SERVICES

All items listed are annual work activities to be performed continuously throughout the program design period.

GOVERNMENTAL MANAGEMENT AND COORDINATION

1. GENERAL ADMINISTRATION: Organization, Management and Staffing, including personnel management, budgetary accounting and bookkeeping, purchasing, management, information, central files, switchboard and reception, report writing and legal fees.

2. INTERGOVERNMENTAL STUDIES: Examine administrative as well as functional areas of operation among the various governmental units in the area focusing on the elimination of administrative duplication, possibilities for economies of scale, and more effective and efficient performance of public services which transcend jurisdictional limits. Define those functional areas of local government services which lend themselves to improvement and efficiency through cooperation, while retaining the same framework of local autonomy and control. The desired result is home rule plus economy through cooperation.

The staff has not yet enumerated all of the possible functional areas it will study. However, the following list provides an indication of the scope which is envisioned:

- a. Joint utilization of electronic data processing hardware
- b. Library services
- c. Fire protection
- d. Personnel administration
- e. Purchasing
- f. Tax administration
- g. Police protection (support and line functions)
- h. Civil Defense
- i. Refuse collection and disposal
- j. Park development
- k. Comprehensive Planning
- l. Public works
- m. Health services, etc.

3. REQUESTS FROM MEMBER GOVERNMENTS: Respond to requests for assistance from member governments whether it be for information regarding specific funding programs or funding potential or specific information such as population projections, specifications for municipal equipment, setting up meetings as desired between members, local agencies, governmental agencies or combinations as desired, and many other varied requests.

4. CITIZEN PARTICIPATION: Implement the citizen participation activities called for in the "Public Participation in AACOG" policy statement adopted by the Executive Committee. Included are special efforts to involve Minority Ethnic Groups, the youth, and the retired elderly.

5. GOVERNMENT APPLICATION REVIEW PROCEDURE:

Scope: To prepare the various review functions of the review application process.

6. Up date Three Year Program Design annually and prepare Annual Work Program and Annual Report of Programs achieved.

REGIONAL DEVELOPMENT PLANNING (PHYSICAL ELEMENTS)

Background:

In October, 1967 a five Year Program Design was prepared for the Alamo Area Council of Governments. Within this Program Design, a wide range of activities were proposed for development within a regional perspective. Since the preparation of the original Program Design, actual development of many of the work elements have begun. The following programs are currently in the process of development:

1. Health Planning Program funded by the Department of Health, Education and Welfare.
2. Water Quality Planning Program funded by the Texas Water Quality Board.
3. Crime Studies Planning Program funded by the Safe Streets, Act, Department of Justice through the State of Texas.
4. Social Planning Program funded by the Department of Housing and Urban Development with emphasis on the Model Cities Area.
5. Administration of the C.O.G. funded by the Department of Housing and Urban Development including:
 - a. The basic staffing needs of the COG at the Administrative level.
 - b. Development of a Regional Research and Information System to collect and provide the data base needed in all of the developing programs and make available data on a continuing basis thus aiding the governmental decision-making processes and the public data needs.
 - c. Provides for the development of a Study Design for Housing. This administrative grant makes possible the AACOG structure that contributes to the undertaking of the specific work programs listed above.

In June, 1968, the position of Director of Regional Planning was filled to provide assistance to the Executive Director in the areas of physical planning activities. (As noted on page 3-5 of the original Program Design).

The physical and economic planning activities were defined as follow:

Regional Economy
Population

Base Mapping
Land Use Planning
Water, Sewer & Waste Management
Housing and Living Conditions
Transportation
Physiographic Influences
Urban Esthetics & Historic Conservation
Storm Drainage & Flood Management
Leisure, Recreation & Culture Opportunities - including
Parks, Recreation & Open Space

Proposed Programs:

To qualify our region for HUD granting programs, AACOG should have a Preliminary Comprehensive Development Plan by October 1, 1969. To adequately undertake a program to prepare a Regional Long-Range Development Plan, the commitment to Regional Planning must be increased considerably. The following proposal reflects the resources needed, work elements, and time period to prepare a Comprehensive Development Plan for our AACOG Planning Region.

The purpose of the Comprehensive Regional Development Plan is the preparation of a series of alternate growth patterns or settlement patterns reflecting a variety of ways in which the region can grow and is based on the premise that the citizens and officials can shape their future environment.

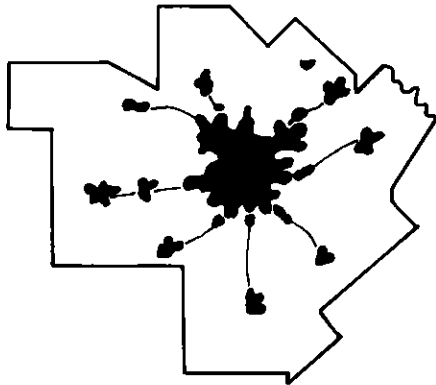
The Citizen Participation Program is the foundation for the selecting of different goals that will contribute to the development of the different growth patterns. When the citizens of the region have participated in selecting the goals and are shown what the alternatives are during the selection of the goals and the many actions needed to accomplish their goals, then the citizenry can be expected to support these needed actions or development to implement the goals.

Each of the four Alternate Growth Patterns will have a set of goals prepared reflecting the premise on which each proposal is developed. These are rough thumbnail sketches of detailed proposals to be developed. These patterns are described in more detail in the December 1969 AACOG publication, "Alternative Growth Patterns."

1. Existing Trends Study

- a. Utilizing past and current growth trends and projecting these trends into the future (year 2000). This type of study is similar to the of San Antonio's Development Plan for Bexar County.

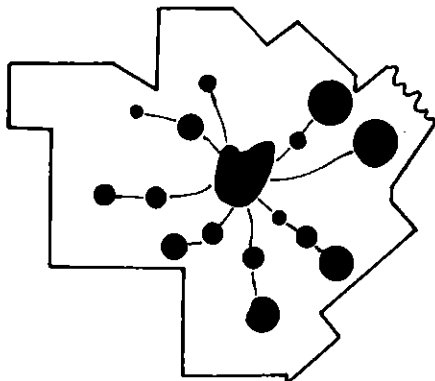
- b. Reflects the development of existing plans for Expressways, Major Streets.
- c. Stresses the existing low density type of subdivision development that is dependent on the use of the automobile.



EXISTING TRENDS

2. Radial Urban Centers

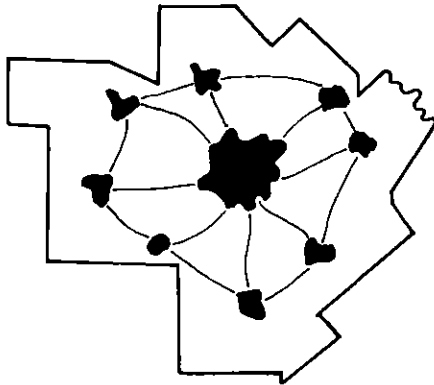
- a. Reflects the restructuring of future urban development into several medium to high density corridors complimented by surrounding low density subdivision development with large areas of park, recreation, and open space.
- b. Transportation would be oriented to a combination of expressways, mass/rapid transit and a major street/highway network complimenting one another.
- c. Regional parks, open space reserves, flood plains, agriculture and other private and public uses of an open space character would be located in the areas between the development corridors.



RADIAL URBAN CENTERS

3. Multiple Centers Study

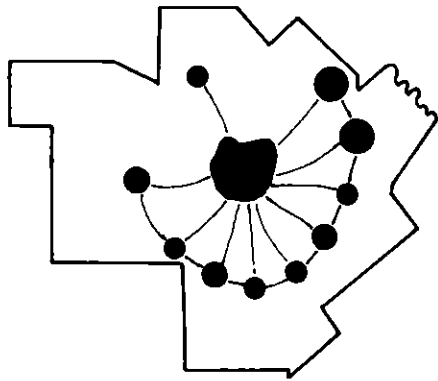
- a. Emphasizes major development centers that compliment one another instead of competitive centers of development. Example: Medical Facility Growth Center, University Oriented Growth Center, Retirement and Vocation Center type of development.
- b. This type of development would contribute to well defined, easily identified centers with open space separating the different areas thus reducing the continuous urban development that produces the loss of any well defined urban structure.
- c. Mass/Rapid transportation could become a reality reinforcing the intensive development needed at the centers contributing to the multiple centers development.



MULTIPLE CENTERS

4. New Satellite Towns

- a. New town development will compliment the radial urban center or the Multiple centers pattern. Private enterprise and government should be involved in new towns. Prime agricultural lands and regional open spaces will be preserved.
- b. A mass-rapid transit system will connect the satellite cities, supplementing the automobile transportation network.
- c. Provide a broad choice of housing in all economic ranges and density patterns. Initiate opportunities for the creation of new institutions contributing to educational, employment and governmental aspects of the urban environment.



NEW SATELLITE TOWNS

Combination Corridors - Multiple Centers and Current Trends Study.

After presenting the four basic types of alternate growth patterns, the citizenry representing the various parts of the region may adopt goals that could possibly contribute to a complimentary mix of development proposals. This could be reflected in the combination of varying development patterns, one possible combination is described below.

Exampes are:

- a. The developing areas around Canyon Lake may desire to continue to develop single-family dispersed residential and not care to become part of a multiple centers complex (including residential, job centers, commercial, etc. with a complimentary tax base contributing to providing the costs of urban services needed to serve the area).
- b. Possible new towns in our region located to provide economic stimulus to the local economy as well as contribute to a more viable and responsive total region.

Those varied concepts have to be coordinated into a complimentary regional plan and not one that will develop conflicts and inter-regional disagreement.

Following the six to nine month review analysis of the various proposals, a Comprehensive Regional Development Plan will be prepared incorporating the consensus of the citizenry and elected officials as to their desires for future regional growth. This plan will have to be complimented by detailed support work programs, such as Transporation, Parks, Open Space & Recreation and others.

1969-70

Services to be Performed:

1. Development of detailed open space, parks and recreation plan for the region showing location of potential sites, alternate methods of acquisition requirements based upon population projections.
2. Explore and evaluate the possibility of alternate modes of travel based upon land use trends, population growth, economics, air and water pollution and other related factors. Prepare a report of research finding which will provide regional decision makers with alternate work programs for the development of an adequate transportation system.
3. The preliminary development plans for the region will be reviewed and updated. Among other factors to be utilized are data furnished by the 1970 Census and conclusions that may be formed from the transportation study described below.
4. Air Transportation Study - Part One
 - a. A thorough analysis of the maximum potential for development of all growth factors affecting the San Antonio Regional area.
 - b. A systematic determination of the Region's air transportation requirements assuming maximum development.
 - c. A systematic determination through the use of computerized mathematic models of the capacity for expansion of San Antonio's International Airport.

Comprehensive Transportation Plan

1. Carry out the work program developed in 1969-70 including:
 - a. The utilization of Socio-economic studies to contribute to the location of expressway locations, primarily in the urbanized portions of the region.
 - b. The development of a mass/rapid transit study program to complement the existing SABCUTS (highway) study and contribute to the development of alternate growth patterns for the region.
2. To develop the transportation resourced needed to provide the review and comment (Section 204) on the numerous highway planning projects and related transportation activities in the region. Utilizing computerized data generated by current studies and developing data where needed to provide the background for this process, including programming of alternate modes of transportation, alternate land use patterns, etc. to provide the expertise needed to adequately provide Section 204 review in the transportation fields.

3. Preparation of a Regional Airport Plan for the Alamo Area region and coordinate the ground transportation studies with the Airport study.

Part Two. A plan of development of airport facilities in the San Antonio Area in accord with needs reflected in the 1969-70 study (part one). If part one of the project points to the need for an additional airport site or sites, part two should include site selection criteria and site alternatives.

Part Three should consist of the presentation of parts one and two to the region and amplification through additional study and analysis of any or all of the evaluations, analysis, projections or other aspects of parts one and two from the study project.

Part four should, of course, be contingent upon the outcome of part three and, if conducted, should consist of a master planning study for a new airport and the site selected by a local agency during the process of part three of this study project. Part four should also include alternatives for implementing and financing this plan of development.

Intensive studies of existing and alternative future land use utilizing economic and social indicators of proposed growth potentials to contribute to the plan development. Acquire aerial photographs and prepare and distribute graphic reports. Follow up on implementation steps to carry out the alternate growth pattern that is eventually adopted.

COMPREHENSIVE REGIONAL RESEARCH AND INFORMATION SYSTEM

General:

The scope of the information that the regional information system will provide will be limited only by the available funds and interests and desires of the member governments and AACOG functional programs. Presently, to satisfy these needs and accomplish established objectives, data gathering and dissemination will be in the following functional areas:

- Population Numbers and Characteristics
- Regional Economy and Employment
- Distribution of Regional Activities
- Land Use, Distribution and Intensity of Development
- Present Water Management (Controls and Future Plans)
- Health Services, Facilities and Manpower
- Social Needs and Resources
- Law Enforcement and Criminal Justice Administration
- Housing and Living Conditions
- Transportation (Facilities and Highways)
- State and Federal Assistance Programs
- Existing and Proposed Legislation
- Regional Projects and Programs
- Public Finance

The Regional Information System should reduce the problems associated with the increasing volume of data being collected and processed in the region. It will provide information on existing programs and new programs and thus insure that each member is not duplicating the effort of the others, thus wasting manpower and resources.

The first major benefit to be derived from the implementation of the regional information system will be a tabulated array to graphically display the information required by member governments, AACOG functional programs and the information available. The array will list the agencies horizontally across

the top of the display and by subject vertically down the side. Then within the display through the use of symbols indicate by agencies the requirements for the information, availability and frequency of collection. The array would then reflect the information required, available and maintained by the numerous agencies. It would also indicate areas of common interest among agencies, areas where there are gaps between needed and required information and duplication of efforts in collecting information required. After the initial preparation of the array it will be continually updated and revised and form the basis for the information repository and referral functions.

Other benefits that will accrue from the development of the system will be as follows:

- Provide assistance to users in determining specific information needs and the most efficient and economical method of obtaining same.
- Standardize definitions of terms and contribute to development of a common coding system for data collection and processing to affect savings in resources and communications.
- Eliminate overlaps in data collection by consolidation or joint agreements to prevent duplication of efforts.
- Provide for the ability to combine basic geographic units of the region in a regional overview to provide for general analysis and study.
- The classification of data by various subject categories to facilitate the assembly of all relevant data for any given major functional program.
- Provide for the standardization of reporting formats and methods and procedures of operation.
- Provide for the regular or as required up-dating of data to insure timeliness and accuracy.

In summary, effective planning and policy making within the region, which requires the orderly acquisition and analysis of appropriate, accurate and timely information will be accumulated in a well-defined regional information system and available through procedures to be provided by the Alamo Area Council of Governments and its members.

THREE YEAR PROGRAM DESIGN

Immediate work to be undertaken must be responsive to the needs of programs now in progress and those which will become active in the coming year. These programs will, as a minimum, include:

- Water and Waste Management
- Social Environmental Conditions
- Comprehensive Health
- Law Enforcement, Criminal Justice Administration and Crime Reduction
- Housing; and
- Physical Development Planning.

Clearly, planning and decision making for each of these programs will require information concerning:

- Existing service system characteristics
- The demand for functional facilities and services in both the immediate future, and over the next ten to twenty years
- The fiscal, personnel and other resources which are, or will be, available to implement plans being prepared.

Progress will be made toward long term development of CRRIS by:

- Developing the basic population, economic, physical characteristics and other background information necessary for decision policies, and the preparation of supporting plans for facilities and services in each of the functional programs cited above. This work will involve compilation of the detailed information which is pertinent in these subject areas in usable form, and supplementing that information as necessary through updating or applied research in substantive or geographic areas not presently or consistently covered.
- Translating the Areawide Information Survey (AIS) results into an index of available data and information in order to serve AACOG regional programs as well as member jurisdictions.
- Initiating the development of a geo-coding system for regional use. The geographic cross-references in computerized customer files of the San Antonio City Public Service Board can be utilized, as feasible, to provide base building blocks for erecting a system to span the entire eight county AACOG region.

- Initiating the development of a Manual of Operating Standards and Procedures for the purpose of establishing consistent definitions for terms, and record formats, timing, frequency, and procedures. The Manual would be prepared to enhance the utility of regional data resources.

- Advancing further Micro-design of the CRRIS. The work is to spell out substantive information input and output requirements for each component of the CRRIS, identifying procedures and data flows, and detail basic organization and administrative structure for establishing and maintaining the CRRIS.

- Accelerating System Development and Implementation as Micro-design work is completed in the current functional programs. Fundamental information will be actually acquired for use in the System as a part of the functional work and will be matched against the continuing need for similar information by local governments in the region.

COMPREHENSIVE HOUSING/SOCIO-ECONOMIC

INTRODUCTION:

The provision of safe and pleasant habitation for man is one of the foremost goals of society and as such, should receive a very high national and local priority. Unfortunately, however, this is not the case and in most areas of this nation, both remedial and developmental action is desperately needed. In the San Antonio Metropolitan area and the urban and rural areas that adjoin it, there is a vast disparity in the condition and types of housing, varying from high rise luxury apartment buildings to packing crates hardly fit for animals. Certainly it is not reasonable to expect great uniformity in the level of housing since it is directly keyed to the financial condition of the occupant, but it is a moral outrage in contemporary society to find families living in the squalor that frequently exists in this region.

The problems with housing cannot be separated from other human considerations such as employment, income, education and health. As the housing study proceeds it will be continuously reviewed not as an isolated activity but rather as a function of the complex living patterns of the region. In particular, the socio-economic dimensions of housing problems will be thoroughly integrated into the action portion of this planning effort.

The work program for AACOG's 1969-70 housing study will investigate and analyze those factors which contribute to current housing conditions. The study will also attempt to point out methods whereby member governments can begin to deal effectively with the housing situation from three viewpoints: (1) Rehabilitation, (2) Maintenance and the halt of obsolescence, and (3) the provision of an adequate supply of new housing.

The study design developed in the following pages is only a start towards a regional understanding of the housing problem. Real progress can only come when community leaders and the people of the region decide to deal forcefully and creatively with the current crisis in man's environment.

OBSTACLES TO SOLUTIONS: A Preliminary Outline

1. A lack of adequate regional land and building control systems which should be responsive to both urban and rural problems and needs. Existing Codes are not standardized. Zoning regulations are sporadically enforced at times due to lack in budget to hire sufficient number of trained personnel.
2. Inventories concerning land use information, housing data, etc., are generally outdated and in some areas non-existent.
3. Need for agreement and public acceptance of the definition: SUBSTANDARD HOUSING in our region.
4. A problem that affects prefabrication and transportation of finished units between cities is the lack of reciprocity of inspection between cities. If cities were to standardize their building codes and building inspection techniques it would facilitate development of low-income housing.

5. Tax structure needs study and revision. Home improvements should be encouraged not discouraged through taxation.
6. The national economy has increased:
 - a. Land prices
 - b. Cost of building materials
 - c. Wages of workers

These factors contribute to higher costs for standard construction.
7. Difficulties with job training programs is a major problem. There is an insufficient number of schools to train additional skilled personnel especially in smaller cities of the AACOG region.
8. Some smaller cities in the surrounding counties also have a shortage of basic building materials.
9. Statewide licensing for all building tradesman is not existent for some trades, e.g. for electricians which can be a device to discourage competition.
10. Construction insurance is very high to cover theft and vandalism on building jobs. This especially is a major problem in the San Antonio area.
11. Federal requirements for construction are sometimes rigid and create higher costs. Increases in the interest rates on construction financing and the lack of available financing have discouraged home building.
12. In many areas of the region, there is a lack of understanding between the consumers and suppliers of housing. Neighborhood residents are often suspicious of "outsiders" who might wish to undertake rehabilitation or new construction in their particular area.
13. In certain geographic area of the region, it is difficult to provide utilities and the existence of expansive clays creates cost increases due to the need for heavier foundations.
14. A lack of understanding of the social requirements of family environment is a barrier to the proper design of housing. More research is needed to measure these needs in order to create homes and neighborhoods that will more adequately meet the needs of the people.

HOUSING OBJECTIVES FOR THE AACOG AREA:

1. Eliminate dangerously dilapidated dwellings, and provide residents of these dwellings with safe, replacement housing of appropriate size for the family.
2. Encourage greater diversity in housing types especially in the lower income neighborhoods.

3. Remove blighting factors from existing residential neighborhoods and prevent encroachment in new areas.
4. Encourage updating and revision of obsolete housing and building codes.
5. Encourage innovation in residential construction and financing techniques.
6. Encourage programs that will train additional persons for construction work.
7. Encourage better land planning and the provision of adequate support facilities in all neighborhoods.
8. Provide an adequate volume of new housing to meet anticipated demand, replace units lost due to obsolescence, clearance activities, fire damage, etc.
9. Support state enabling legislation for county zoning and building codes.
10. Assist organizations and groups who deal with the critical area of low income housing and the complex social factors that are related to this problem.

THREE YEAR WORK PROGRAM:

1969-70 Work Program:

During the first year of the AACOG Housing Study an intensive effort should be made to accurately measure the magnitude and characteristics of the housing and housing-related problems in this region. It is proposed that this housing inventory be carried out concurrently with a regional economic study and that a high degree of coordination be established between the economic consultant and the AACOG housing staff. Materials developed during this study would be helpful for all people concerned with housing, including builders, mortgage personnel, developers, etc. The data would also be available to a local housing development corporation for coordination with the HUD "Breakthrough" program.

The Regional Housing Market

(1) Structure: Does the housing market operate functionally at a region-wide scale or is it more isolated in nature?

- 1-A. Aggregate Market Studies
- 1-B. Submarket Studies (Cities)
- 1-C. Neighborhood Market Studies
- 1-D. Intensive Neighborhood Analyses
- 1-E. Policy and Program Recommendations.

(2) Dynamics: How does the housing market change within the region?

- 2-A. Composition of Households

- 2-B. Population Shifts and Internal Changes
- 2-C. Housing Preferences (types and styles)
- 2-D. Internal Migration of various consumer types, e.g. non-whites, large low-income families, young couples without children, elderly, etc.

(3) Related Factors: What other factors influence the supply of housing? An inventory of the following is needed:

- 3-A. Sponsors and Agencies
- 3-B. Banking (Fiscal) Institutions
- 3-C. Labor Unions
- 3-D. Architects and Builders
- 3-E. National and Regional Training Programs in the construction trades.
- 3-F. Available land, its cost and the availability and cost of development, e.g., sewer, water, streets, grading, sub-soil conditions, etc.
- 3-G. Technological Innovations in construction techniques-system and a determination of their: Economies, Volume and Delivery time.

ACTION WORK PROGRAM:

Because AACOG's objectives are to establish a working relationship between low income organizations and groups and then assist and advise them as they request, specific steps in this latter process cannot be determined until the precise structure of the relationship is established. Basically the first planning activities under objective "A" are:

1. Identify all agencies, organizations, groups, and individuals which have an interest in the development of action related to the Goals and objectives identified in the AACOG Housing Study Design, i.e., find ways and means for low income residents to up-grade themselves educationally, economically, and in terms of better housing through the application of a wide variety of resources.
2. Through the coordinated efforts of the various planning programs in AACOG, more specifically social planning, health planning, and housing and through additional AACOG efforts, examine the extent and nature of the housing and related problems in relation to programs, Federal, State and local, which could be applied to meet these problems. It should be noted that no special study of MNA residents will be undertaken because considerable data has already been collected. Rather this information will be compiled relative to the more specific objectives of the Mexican-American organizations. Also, as the various funding and support programs are examined, special attention will be given to the Operation Breakthrough programs of HUD.

3. AACOG in its continuing working relationship with these organizations will prepare and provide technical leadership through its staff and written reports and materials which will assist them in meeting their objectives. If requested and if appropriate, AACOG will also provide leadership services in assisting the organizations in the implementation of its action programs.

SOCIO-ECONOMIC FUNCTIONS

One of the most serious obstacles to improvement of the quality of life in the region as a whole is the presence in the region of areas of poverty and decay. While the region as a whole experiences growth, development and prosperity, sections of the region experience economic and human deterioration. Aside from the several personal problems this situation poses for the people of the poor and decaying areas, the existence of such areas impedes growth and development for the entire region.

For the poor of the planning region, as for the poor everywhere, poverty is cyclical. That is, it is both cause and effect. Poverty breeds more poverty, because unemployment and low income are themselves the products most typical of the lack of the skills needed to function effectively in society. This lack of skills is the product of the inability of the poor to acquire these skills. They therefore remain poor, either unemployed or living on low incomes which come from low skill occupations.

The barriers to the acquisition of skills are many for the poor, in the AACOG region as elsewhere. Among the major barriers are the following:

1. Lack of education, training and other skills directly related to job acquisition.
2. Lack of information about job opportunities.
3. Ignorance of institutions and services which offer help.
4. Health problems which interfere with job performance.
5. Transportation problems which make it difficult to perform on the job.
6. Impediments to communications with those who could help.
7. Lack of services and facilities specifically designed to overcome the above obstacles or handicaps.
8. A feeling of hopelessness and an inability to adjust to a contributing role in the community.

These barriers can only be overcome by programs which use regional resources in the effort to find solutions. At the same time, the interest of the region as a whole will be served by overcoming these barriers, since these are barriers not only to the growth, development and prosperity of the people of the poor, but to the growth, development and prosperity of the region as a whole.

The comprehensive socio-economic planning program of AACOG therefore undertakes to develop over the next three years goals and programs to achieve those goals so that the poor of the region will be able to break the cycle of poverty into which they are locked and become participating and contributing members of the affluent society that surrounds them. This is not a utopian dream, but rather a determination to begin the awesome task of measuring the dimensions of the problems that confront the poor and the planning region and inhibit the total development of the region.

A.1. ECONOMIC AND SOCIAL PROFILE: Similar to the diagnostic survey done during the present work program of Comprehensive Social Planning in the Model Cities area, a social and economic diagnostic survey will be done on the East Side of San Antonio and in a rural area outside of Bexar County and within the AACOG region. Essentially the same measurements of social and economic factors will be undertaken so that the same kind of analyses can be made and compared with the analysis of the Model Cities area. Additional data on housing and living environment will be collected and further analysis will be performed on the aggregate data in order to furnish detailed information to the Housing Study to be conducted by AACOG. In particular, economic factors and mobility factors will be analyzed as they relate to previously identified problems that retard the upgrading of present housing among low-income groups.

A.2. COMMUNITY STRUCTURE ANALYSIS: In conjunction with the above studies, a community structure analysis will be undertaken in the same areas of the AACOG region as the Item A.1. study. The purpose of this analysis will be to determine the most effective neighborhood decision-making apparatus and to identify meaningful social relationships important to housing relocation and other public programs.

A.3. MODEL OF SOCIAL SERVICES DELIVERY SYSTEM: During the past year's program, the assessment of community social services carried out by the Community Welfare Council identified priorities of needed services within Bexar County. Based on these priorities, an analysis of individual agency capacity and potential capacity will be initiated so that a model of a comprehensive system for the delivery of social services can be constructed. This model will provide the basis for operational planning and actual expansion of needed services with priority given to services for the Model Neighborhood Area. This work will be performed by the Community Welfare Council and staff provided by this project.

A.4. PROGRAM EVALUATION: A SOCIAL ACCOUNTING SYSTEM: The development of a social accounting system, Item H of the present work program for Comprehensive Social Planning, is not scheduled for completion before September, 1970. Work will be completed on an evaluation system conjointly with the efforts of the Community Welfare Council of San Antonio and Bexar County so that the delivery of services within the MNA, within San Antonio and within the entire region of AACOG can be effectively measured and evaluated. The primary emphasis of this work will be on the analysis of indicators contained in AACOG's report of August, 1969, Social Indicators and a Social Accounting System for the AACOG region. The purpose of this

continuing analysis is to describe the importance of each indicator and to identify on-going sources of information whereby indicators can be formulated. This item of the work program will include the development of housing indicators and will provide direct input to the AACOG information System.

WORK ELEMENTS

ECONOMIC INVENTORY: The effort of the Economic Inventory is to collect development data of the AACOG region and will be available to meet the needs of the commercial, economic and social interests of the region. This collected data will be extremely valuable for local, regional, and national firms, organizations, agencies and researchers. The Economic Inventory will be maintained on a continuous basis and will support the data needs of the Economic Base Study.

ECONOMIC BASE STUDY. The study will differentiate between those economic activities which create dollar inflow from outside the region (Economic Base) and those economic activities whose principle function is to provide for, or service the needs of persons within the region. The Economic Base Study will:

1. Identify the basic employment areas and the amount of basic activity.
2. Estimate the proportion of basic employment to service activity.
3. Estimate the future trend of the Economic Base.
4. Calculate total employment and future population trends on the basis of trends in the basic employment. (With special emphasis on this analysis in the rural economy.)
5. Determine the interrelatedness of the Economic Base, Service activities and government services and physical planning: (specifically AACOG's planning areas.)

SPECIAL SOCIO-ECONOMIC STUDIES: The economic planning program will also conduct and prepare working papers on the following subjects:

1. Inventory and evaluate Job Training Programs within the region.
2. Patterns of Immigration, emigration, migration and migrant workers.
3. Analysis of culturally related Economic sub-systems.
4. Employment, unemployment and sub-underemployment measures.

HUMAN RESOURCES DEVELOPMENT

Overall Purpose - Identify what skill demands will likely be made because of industrial expansion and develop options for training programs.

WORK PROGRAM FOR SKILL DEMAND AND TRAINING STUDY

1. Inventory of present skill survey data:

Brief compilation of present federally and non-federally financed training programs with analysis of purpose and scope of each program. Particular emphasis will be placed on the over-all effect of voluntary efforts in manpower development programs on the total effort in the region.

This element of the work program will produce a working paper that will serve as a base of comparison with expected expansion of skill demand and will provide a base-line study on which planning for industrial expansion can be incorporated into manpower development programs.

2. Identification and analysis of trends in the economic expansion within the AACOG region. In the past, very little has been done to identify the probable direction of any industrial expansion in the region. The San Antonio Manpower Profile of 1968 limited itself to projected increases in presently existing businesses. This element of the work program will attempt to analyze projected industrial expansion and identify the demand of skill levels over and above those projected for presently existing businesses. This analysis will produce a working paper for Department of Labor Planning and for individual Manpower agency planning.
3. Development of indicators for projecting skill demands. In conjunction with local agencies such as Chamber of Commerce, Association of Manufacturers, private business and municipal agencies, a format of indicators will be developed so that regular annual updating of the data in this work program can take place. It is recognized that this first attempt at developing such indicators will be crude. However, notwithstanding the crudeness, it will be of enormous value for planning future manpower development programs so that they will be designed in advance of industrial expansion to meet the demands of such expansion.

COMPREHENSIVE HEALTH PLANNING

General

Picture a map of the Alamo Area, with a patchwork superimposed upon it, each patch labeled a specific activity. In one corner, we will have mental health; in another corner, Water Quality; off center a bit, will be personal health services for developed illness; down in another area will be facilities for the care of hospitalized patients, and so on, until the whole map is covered with health related items. There will, of course, be a few blanks for programs as yet to be developed. Then as we look at each one of these patches, there are sub-elements in each one. Under Water Quality, we would have the contribution of run-off, sewage treatment, wells or surface water, etc. Under Mental Health, we would have emergency care, in-patient care, day care, night care, half-way houses, consultation services, etc. Under Personal Health Care, on an out-patient basis, we would have preventive care, care of developed illness while still ambulatory, rehabilitation from illness, etc. Under facilities, we would have hospitals, nursing homes, home nursing services, etc. Supporting all of these would be manpower development and financing.

As we look over this montage, we would find that some programs are under development by appropriate agencies, whether official, voluntary, or private, and we could fill in these blanks with some color indicating that they are not of immediate concern, but as in all programs, bear follow-up. However, when we come to those blanks that are not filled in, and to which apparently, nobody is addressing themselves, we would first of all explore the reason for same. Next we would establish goals of achievement. Simultaneously, we would be exploring the facilities already available which are either doing part of the job or potentially available for solution of the problem. In between, there is always a gap, and it is to this gap that we must address ourselves insofar as arriving at solutions of the problem. As in all programs, there are alternatives, and these alternatives must be developed with costs, both in money and other resources such as manpower and facilities, to offer the decision-makers and operations people a choice of activities which they feel they can accomplish within the framework of their budgets and legal authorization.

Immediately that an operation is developed, we should establish a means of evaluation in cooperation with the operating agency.

An example would be the fact that the over-all population of this area has a very good immunization level record. However, with polio and diphtheria and tuberculosis occurring in high incidence, we find that something is amiss. Further exploration of the immunization level, reveals that that group of the population under six years of age which really is the most important group in which to develop an immunity level, is the group that is neglected. The many reasons for this are being explored and a series of alternative methods are being developed for solution of this problem. The tuberculosis problem is another one which calls for revision of approach by both the official and

voluntary agencies in order to more effectively use the personnel & equipment they already have available.

This in brief, outlines a continuing process of planning because with our own limited staff it is probable that we will only be able to address ourselves over the next three to five years to those problems which are of most critical importance. Furthermore, in these days of rapid discoveries and developments, some of the "patches" which were already filled in on our imaginary map may become erased and show up as being in need of further consideration in the light of new developments. This whole project in the health field ties in nicely with the Council of Governments' concept because other elements of the Council are addressing themselves to such things as solid waste, water quality, housing and so on. Therefore, the immediate concerns of the health program are those of working towards solutions of the problems pertaining to personal health care. Now, it is understood that most personal health care programs are aimed at correction of developed illness. Once such a network is developed to take care of the immediate problems, we must work back toward the most effective means of solution of the illness problem by moving into areas of secondary and primary prevention.

Primary prevention is that which concerns itself with preventing the disease-producing agent, be it bacterial, chemical, or physical, or indeed prolonged emotional dissatisfaction from attacking the individual who may be susceptible to the influences of this agent. Therefore, means of water protection, of noise control, of adequate housing, of job satisfaction and many other elements in the physical and social milieu need modification -- especially for low income groups.

Secondary prevention concerns itself with making the potentially susceptible individual resistant to the agents causing disease, be it physical or mental. Examples of this would be immunization procedures, adequate nutrition, and proper education and job skills to achieve job attainment.

Tertiary prevention has, of course, already been described in that early discovery of disease and treatment thereof, to prevent the disease becoming worse in the individual and/or spreading to others is always the one that attracts the greatest amount of attention and also one with which the appropriating bodies can empathize.

Even though the old maxim, "an ounce of prevention is worth a pound of cure" is as true today as ever, it is also true today that prevention is still a difficult item to "sell." Consequently, in the process of planning, we must always address ourselves to crash programs requiring immediate attention before we can really get on with the job of true planning, and that is for the prevention of situations which require crash programs.

ANNUAL WORK PROGRAM

Development of Relationships for the Three Year Planning Period: A continuing dialogue has been carried out between each agency and AACOG on the effectiveness of the working relationships already established. A formal review and

analysis of those relationships will be undertaken for the purpose of developing recommendations for working relationships during the forthcoming three year planning program period.

Continuing Analysis and Evaluation of Current Planning and Programs in Facilities, Services and Manpower: Data have been collected concerning the levels of planning achievement, organization of local planning and program efforts, program planning methods, nature and scope of services and programs, clientele and geographic area served, objectives of programs and resources available for planning and for programs. The data will be presented in a working document. In addition, the staff will ascertain consumer reaction to current planning and service programs and consumer assessment of the impediments to securing of services. This phase will continue through the balance of the planning period.

Determination of the Health Status of the Population: As a result of the information already collected concerning the health of the population, a health profile of the population will be drawn. This profile will serve as a tool in the development of goals, objectives and the detailed three year program. It will also serve as a major input in the the health information system.

Development of a Health Information System: An information system compatible with state and regional information systems will be developed that includes data concerning all activities in the area in physical, mental and environmental health at all levels of government and private activity. A complete picture of current health facilities, services and manpower in the area will emerge, as well as the current health priorities and needs.

Data Analysis: On the basis of the health profile of the population, major problem areas in personal health and major areas of evident and immediate need will be analyzed and evaluated, in terms of the health problems and needs of the population. On the basis of the data regarding current health planning and current health facilities, services and manpower, gaps in the ability of current programs to meet current needs will be identified. Insofar as possible, quantification of resources of all kinds required to close gaps and meet needs will be undertaken. Priority areas will be identified in terms of urgency of need, and resources available.

Identification of Future Data Needs: On the basis of the work accomplished in data organization and in data analysis and evaluation, it will be possible to identify data needs for future planning and program activities in the area. These needs will be set forth together with recommended methods, including developed research programs for obtaining the needed data.

Agency Goals: When relationships have been reviewed, the effort to determine health goals with the people and the community will begin. This initial set of goals will be general in character, but, on the other hand, will be as specific as possible. Each of the agencies will be asked to contribute a long-range goals statement including priority recommendations for its own agency or programs or both. Staff will develop, with the assistance of consultants a goals statement including priority recommendations which it will

recommend to the Health Coordinating Committee. Once the Health Coordinating Committee has received the staff recommendations, public hearings will be conducted. Individuals, agencies and organizations may offer suggestions about health goals and priorities among programs. These hearings will be held in representative parts of the planning area. Following public hearings, the Health Coordinating Committee will report its recommendations to the Executive Committee of AACOG, and to all health planning and other health agencies.

Development of the Planning Program for the Three Year Period: Following the final determination of goals for the region, the detailed planning program designed to accomplish the planning work of the next year and a more general program for the next three years will be developed. While this work will begin simultaneously with the development of objectives, it cannot be fully developed and completed until objectives are set. These planning programs will be set forth in terms of work to be accomplished; priority programs; products to be expected at the end of three years; staff, consultant, agency and public participation and coordination expected; methods of evaluating and reviewing work of health agencies and of their application for Federal and other governmental funds; methods of utilizing special technical advisory and functional area committees and subcommittees, special task forces and citizens groups; budget requirements, staff requirements and other resource requirements for the planning programs, as well as a statement of relationship to the other planning activities in the region, with special reference to the Model Cities program and to the environmental planning carried on by AACOG and other agencies in the area. Staff will work closely with the State 314 (a) office and H.E.W. Regional C.H.P. Office in a continuing partnership with a view toward establishing a model for planning which is not only applicable to assisting the people of the Alamo Area, but will provide to be a valuable resource to other areas as well.

LAW ENFORCEMENT, CRIMINAL JUSTICE AND CRIME REDUCTION PLANNING

The Crime Studies Division and its three citizens committees actively evaluate and recommend planning and action programs in the areas of law enforcement, criminal justice, and crime reduction-prevention for the purpose of developing programs and policies best suited to the needs of our region. The scope of our various studies and programs are inclusive of the entire law enforcement and criminal justice system now present in the Alamo Area Council of Governments planning region. Law Enforcement, Criminal Justice, and Crime Prevention-Reduction Planning is related to and presently coordinated with the Social Planning, Health Planning and Information Systems Division of the Alamo Area Council of Governments. Program recommendations have been made in accordance with AACOG policy regarding service primarily to 1) Facilitate regional coordination, 2) Assist constituent governments in their relations with the state and federal governments, and 3) to provide technical planning and programming assistance to constituent agencies.

Crime Studies Division and its committees recommend plans and institute needed programs in three areas of emphasis on both a municipal and county level. The planning process necessarily involves the activities of the state and federal governments, both from the standpoint of assistance to local governments and the law enforcement and criminal justice activities undertaken directly by other levels of government. The Crime Studies Division Committees are undertaking the establishment of effective programs that will improve law enforcement through the procurement of better equipment, utilization of existing facilities, and the systematic training of law enforcement officers. The committees are striving for a prompt equal administration of criminal justice, and a reduction and prevention of crime through a continuing emphasis on parental discipline. They are also concentrating on the influence of the various churches, and on the removal of conditions of environmental and employment deprivations which lead to moral decay.

The Law Enforcement Committee is chaired by the Rev. S. Clifton Byrd, and has as its Vice-Chairman, San Antonio Chief of Police, George Bichsel. This committee studies and makes recommendations related to police work and the many diversified problems that confront today's police officer. Specific interest is placed on areas of detection, apprehension, training, manpower, communications and technology in the law enforcement field.

The Criminal Justice Committee, chaired by Dean of St. Mary's School of Law, Ernest A. Raba; and Vice-Chairman, Assistant Bexar County Criminal District Attorney M.C. Gonzales; makes studies and recommendations related to all aspects of our court system and judiciary within this region, comparing the court and judiciary system of other areas both nationally and internationally. Criminal adjudication, detention of the criminal, probation systems available to the criminal, and the present bail bond systems also fall within the scope of this committee's responsibility.

The third committee is the Crime Reduction and Prevention Committee chaired by Louis Tomaino, Acting Director, Worden School of Social Work, Our Lady of the Lake College. This committee, which at the present time has no Vice Chairman, makes recommendations related to the causes of crime, the detection of potential criminal behavior prior to any criminal activity and the solving of the personal and environmental problems which may cause criminal behavior.

Projects of the Alamo Area Council of Governments, Crime Studies Committee

Law Enforcement:

1. Regional Crime and Medical Examiner Laboratory Feasibility Study**
2. Regional Police Academy* (Alamo Area Law Enforcement Academy)
3. Regional Chaplain Service for Law Enforcement Officers***
4. In-Service Training for Police Officers**
5. Police-Community Relations Seminar**
6. Metropolitan Crime Investigation Squad for Regional Services***
7. Feasibility Study and Possible Implementation of Regional Use of National "911" Emergency Communications Station***

Criminal Justice Committee:

1. Study and Analysis of Cost of Representation of Indigents vs. Public Defender System***
2. In Service Training Courses for Public Officials, Enforcement Officers, and Judicial Officers***
3. Examination and Comparison Studies of the present Justice of the Peace and Municipal Court Systems***

Crime Prevention and Reduction Committee:

1. Rehabilitation Programs for Bexar County Jail***
2. Goals, Objectives and Resources Study for Improvement of Bexar County and Regional County Jails by Staff and Committees*
3. Regional Facilities for Juvenile Delinquents***
4. Increasing the Diagnostic Social Services and Programs in Public Schools***
5. Worden School of Social Work Project for Counselling and Assisting Children referred to Juvenile Authorities in Region prior to Adjudication as Delinquents*
6. Establishment of Convicts Anonymous***
7. Establishment of a Regional Program for Juvenile Delinquency and Drug Abuse Reduction***

* In Service

** Application now before Governor's Criminal Justice Council

*** Under Study and Evaluation by AACOG Staff and Committees

WATER AND WASTE MANAGEMENT

The major purpose of AACOG in water and waste management is to provide a setting whereby allocation of resources can be investigated as to their total affects upon the region. Certainly the optimum allocation of water resources should not solely dictate the growth of a region anymore than the optimum allocation of fertilizers. There is no justification for separate water plans, separate housing plans, separate park plans, etc., and it should be the primary goal of AACOG to assure that a complete interplay results between all the alternative plans upon which the average citizen is continually asked to make decisions.

Any monies expended by AACOG should be expended toward the concept of studying the effects of proposed alternatives on the "total problem." In managing water and wastes, it is not nearly as necessary to develop plans as to develop ways of evaluating probable effects of proposed plans.

PROPOSED PROGRAMS FOR 1970

1. Complete Master Sewerage Program for Texas Water Quality Board. This program will establish the proposed physical sewerage plan for the area, associated costs to all parties concerned and legal machinery necessary to implement the proposed program.
2. The present Sewer Cost Design Model is capable of developing annual costs for operation, maintenance and construction of necessary waste treatment facilities for any proposed land use configuration and for sewer policy. A planning tool is therefore available to study innumerable alternatives with a minimum of effort, i.e. it is presently possible to determine the relative sewer costs associated with such factors as the location of the four year college, proposed high density areas, etc. Such costs therefore become a vital input in developing any proposed land use plans.

In 1970, this Sewer System Design will be extended as follows:

- a. Specific environmental quality goals for the region will be developed. These goals will then be used as constraints for all proposed waste management plans for the region.
- b. The Sewer Cost Design Model will be refined to evaluate alternative methods of financing the various proposed regional sewer plans and the costs to all parties concerned.
- c. The Sewer Design Cost Model will be further refined to evaluate and predict the water quality and quantity characteristics which will occur as a result of any proposed regional plan.

- d. A workable storage and retrieval system for all current water and waste data in the region will be developed through a cooperative venture with all federal, state, and local agencies presently collecting water data in the region. Such a system is necessary in order to continually update the proposed master sewer plan which will be completed next year.
3. In 1970, AACOG will extend its waste management program to include coordination of solid waste planning, air quality planning and water resource planning as interrelated problems affecting the total region.

COMPREHENSIVE PLANNING FOR EDUCATION

1. AIMS

The objective of AACOG in the field of education is to assist local governments and education institutions in the analysis of educational needs for the people of the region, and in the development of a regional approach to meeting educational needs for the people of the region.

The aims of government in American society are the promotion of the greatest possible development of each human being and the attainment of the public good. Both aims are concerned with the achievement of excellence, for the individual and for society. Individual excellence is prompted by permitting each man and woman to develop individual capabilities to the fullest through training and education for personal, social, and economic ends, beginning in early childhood and lasting an entire lifetime. Social excellence is promoted through the application of the high quality human resources which education and training produce to the achievement of the public good.

The achievement of excellence in human beings and for human beings requires planning for education. Excellence is not an accident. It must be sought with care and foresight, which is to say that careful plans must be made if excellence is to be realized.

2. SCOPE

AACOG must plan comprehensively. If waste, duplication and inefficiency are to be avoided and if needed programs not now offered are to be provided, planning must take account of all efforts which involve or affect the training and education of the people of the region. Health and welfare programs at the federal, state and local levels, including AACOG's own social planning program, are directly involved with and deeply affect education. Penal and correctional institutions conduct important educational activities, which means that AACOG's law enforcement planning program is involved. Business and government are heavily committed to training programs. All of these and many other activities in education and related areas must be taken into account in any plan which has excellence as its single criterion and human values as its base.

3. PROCEDURE AND RESULTS

The program for comprehensive planning for education depends in the first instance on the collection of detailed and precise information about the current state of and the results being achieved from education in AACOG. Information would be collected throughout the region at each level of education from preschool through graduate school and for every function of education, including student learning, curriculum, teaching personnel and methods, administration, organization and financing.

The program for comprehensive planning also depends on data about programs

affecting or relating to education. It depends additionally on data which show current characteristics of the population of the region and of its economy and which project trends in population and economy into the future. These data are already being collected by AACOG for other planning programs.

When these sorts of information have been assembled, it will be possible to identify areas of immediate and urgent need at each level of education for which short-range, fast action programs can be developed and implemented. It will also be possible on the basis of these data to establish intermediate and long-range goals and then to specify educational needs if goals are to be achieved. In order to specify needs, the capabilities of current educational activities and programs to achieve goals will be determined and a range of alternative ways of meeting goals will be set forth. From the list of alternatives a choice will then be made, priorities for action established, a strategy developed and specific plans for the region for each level of education and for each functional program set forth.

On the basis of these plans, a comprehensive plan and strategy for education in AACOG will be developed. Actions designed to implement the plan can then be taken, including administrative actions, coordination and changes in legislation.

4. ORGANIZATION OF THE PLANNING PROCESS

Separate task forces, under the direction of a central coordinator, should be organized for the collection of data about each of the levels of education. Each task force, will perform each of the major work items listed in the work program together with the relevant sub-items under each major work item. Thus, each task force will be responsible for the conduct of studies, suggestions for goals, determination of short, intermediate and long range needs, identification of gaps, suggestions for priorities, and development of alternative methods of meeting needs. Additionally, each will be responsible for development of plans and programs for its level of education and for descriptions of and recommendations for improvement in the relationship between educational activities at its level of responsibility and the next highest level. Task force descriptions and recommendations will be coordinated by the director of the planning program on the basis of the functions education does perform and should perform, on the basis of goals established. He will then be able to specify current and to recommend future relationships among levels of education as indicated by the diagram below:

Pre-school and elementary	Junior High and Secondary	Post-High School -Vocational and Technical -Collegiate -Junior Colleges -Four Year Colleges -Private Colleges -Adult and Continuing -Cultural	Post-Graduate and Professional
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He will also be able to describe the way in which the levels of education do perform and should perform the functions of education. These functions are:

Goal selection, articulation and establishment.

Student selection, placement, counselling, and measurement of performance and experiences.

Curriculum design, organization, purpose and quality.

Teacher training, recruitment, evaluation of performance, certification, promotion, conditions of work and pay.

Administrator training, recruitment, evaluation of performance, and use of modern management tools.

Organization of the educational enterprise, which involves making clear the organizational consequences of the above.

Financing of the educational enterprise.

BUDGET & EXPENDITURES

BUDGETS

November 1, 1969 - October 31, 1970
Approved and Estimated

	HUD 701 URBAN PLANNING ASSISTANCE	HEW HEALTH	STATE CRIME CONTROL	STATE & F.W.P.C.A. WATER QUALITY	HUD 266 GOALS
Salaries	132,910	83,365	29,750	80,432	37,283
In-Kind Services	4,750	-	-	-	-
Fringe Benefits	19,900	12,505	4,000	9,752	6,420
Furnished Rent	12,500	3,309	1,800	14,800	3,017
Indirect Expenses	-	28,902	11,316	11,316	-
Consultants, Interviews, Fees & Computer Time	13,980	16,000	5,000	65,998	-
Legal Fees	2,400	-	-	-	-
Information System	-	3,000	-	-	-
Car Allowance & Travel	11,000	3,441	3,200	2,600	2,227
Reproduction & Publica- tion	7,500	3,623	2,500	10,000	8,000
Communications	4,600	3,018	500	-	518
Communications Display	-	-	-	-	6,000
Supplies	5,512	956	3,000	-	719
Inspection Fee	1,104	-	-	-	429
Less Indirect Variable Expenses	(5,400)				
TOTAL	\$210,750	\$158,119	\$61,066	*\$194,898	\$64,613

Amount of Local Dues Committed per program	\$ 65,500	\$ 29,700	\$ 6,100	-0-	\$26,203
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* Expenditure of this amount during 1970 will conclude a two year program which has been funded 100% by the State.

Future Water Quality planning will have a much lower budget.

ALAMO AREA COUNCIL OF GOVERNMENTS

Local Dues Paid 1968

<u>MEMBER</u>	<u>DUES PAID</u>
Atascosa County	280.38
Bandera County	200.00
Bexar County	25,603.83
Comal County	673.17
Wilson County	394.47

CITIES

Alamo Heights	226.56
Boerne	200.00
Castle Hills	200.00
China Grove	50.00
Converse	200.00
Devine	150.00
Elmendorf	50.00
Grey Forest	100.00
Hill Country Village	100.00
Hollywood Park	200.00
Kirby	200.00
La Vernia	100.00
Lytle	50.00
Leon Valley	100.00
Olmos Park	100.00
San Antonio	22,158.36
Terrell Hills	200.00
Universal City	216.00
Windcrest	200.00

SCHOOL DISTRICTS

Alamo Heights	200.00
East Central	50.00
Harlandale	200.00
North East	200.00
Northside	200.00
San Antonio	200.00
San Antonio Jr. College	200.00
Somerset	50.00
South San Antonio	200.00

SPECIAL DISTRICTS

Bexar County Hospital District	200.00
Bexar Metropolitan Water District	200.00

SPECIAL DISTRICTS (continued)

Edwards Underground Water District	200.00
City Public Service Board	200.00
San Antonio River Authority	200.00
San Antonio Transit System	200.00
San Antonio Water Works Board of Trustees	200.00

ASSOCIATE MEMBERS

Alamo Area Soil & Water	50.00
Atascosa S.W.C.D.	50.00
Comal-Hays-Guadalupe S.W.C.D.	50.00
Kendall County S.W.C.D.	50.00
Medina Valley S.W.C.D.	50.00
Wilson County S.W.C.D.	50.00
	<u>55,152.77</u>

GRANTS

State of Texas	<u>48,250.00</u>
	\$103,402.77

ALAMO AREA COUNCIL OF GOVERNMENTS
Statement of Revenue & Expenditures
HUD 701
For Period November 1, - November 30, 1969.

Revenue:		210,750.00
Expenditures:		
Salaries	7,410.04	
F.I.C.A.	153.67	
Insurance	111.34	
Salary Reserves	405.60	
Travel	152.50	
Telephone	107.79	
Rent	355.37	
Office Supplies & Ed. Material	155.50	
Equipment	32.56	
Postage	20.00	
Legal Fees	91.50	
		<u>8,995.87</u>
Excess Revenue over Expenditures		201,754.13

ALAMO AREA COUNCIL OF GOVERNMENTS

Statement of Revenue & Expenditures
 Project Tex P-266
 Citizens Information/Response
 For Period June, 1969 to November 30, 1969

Revenue:

Federal Grant	52,406.00	
Local Funds	13,101.50	
State Funds	<u>13,101.50</u>	78,609.00

Expenditures:

Salaries	12,784.54	
Travel	622.86	
Office Rent	540.74	
Insurance	176.63	
Postage	94.25	
Telephone	145.81	
Office Supplies & Ed. Material	708.81	
Equipment	1,314.44	
F.I.C.A.	387.21	
Salary Reserves	981.16	
Miscellaneous	92.52	
Legal Fees	<u>81.30</u>	<u>17,930.27</u>
Excess Revenue over Expenditures		\$60,678.73

ALAMO AREA COUNCIL OF GOVERNMENTS

Statement of Revenue & Expenditures
 Project Health
 For Period September, 1968 - November, 1969

Revenue:

Federal Grant	130,200.00	
Local Dues	30,650.00	
State Funds	10,250.00	
San Antonio Metropolitan Health District Grant	1,425.00	
Bexar Metropolitan Hospital District Grant	<u>1,075.00</u>	173,600.00

Expenditures:

Salaries	58,303.62	
Consultants	25,500.00	
Travel	4,696.68	
Reproduction & Printing	97.71	
Insurance	640.36	
Office Rent	1,916.97	
Postage	555.82	
Subscriptions	216.09	
Telephone	1,114.97	
Office Supplies & Ed. Materials	1,307.48	
Equipment	4,826.00	
F.I.C.A.	1,742.24	
Miscellaneous	642.36	
Legal Fees	335.60	
Interview Expense	<u>420.27</u>	<u>102,316.17</u>
Excess Revenue over Expenditures		<u>71,283.83</u>

ALAMO AREA COUNCIL OF GOVERNMENTS

Statement of Revenue & Expenditures
Project Health (Model Cities)
For Period August, 1969 - November, 1969

Revenue:

Federal Grant	39,150.00	
Model Cities Grant	<u>13,050.00</u>	\$52,200.00

Expenditures:

Salaries	6,929.35	
Salary Reserves	604.83	
F.I.C.A.	333.36	
Insurance	110.43	
Telephone	97.11	
Equipment	1,356.36	
Supplies	296.46	
Office Rent	203.06	
Postage	55.65	
Travel	70.19	
Miscellaneous	3.33	
Legal Fees	<u>30.00</u>	<u>10,090.13</u>
Excess Revenue over Expenditure		\$42,109.87

ALAMO AREA COUNCIL OF GOVERNMENTS

Statement of Revenue & Expenditures
Project Crime Phase II

For Period July 1, 1969 - November 30, 1969

Revenue:

Local Grant	\$20,000.00
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Expenditures:

Salaries	14,286.44	
Travel	749.74	
Insurance	214.91	
Office Rent	739.52	
Postage	153.20	
Books & Subscriptions	249.85	
Telephone	345.72	
Office Supplies & Ed. Materials	623.40	
Equipment	750.43	
F.I.C.A.	577.62	
Miscellaneous	84.68	
Salary Reserves	805.09	
Legal Fees	<u>51.00</u>	<u>\$19,631.60</u>
Excess Revenue over Expenditures		\$ 368.40

MEMBERSHIP, COMMITTEES & STAFF

ALAMO AREA COUNCIL OF GOVERNMENTS

Statement of Revenue & Expenditures
Project Water Quality
For Period August, 1968 - November, 1970

Revenue:

State Grant	300,000.00
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Expenditures:

Salaries	97,349.49	
Special Personnel	1,811.00	
Travel	3,859.41	
Reproductions & Publications	1,534.52	
Insurance	1,461.45	
Office Rent	6,236.74	
Postage	446.23	
Subscription	362.24	
Telephone	2,843.77	
Office Supplies & Ed. Material	5,371.13	
Equipment	6,133.66	
F.I.C.A.	3,960.46	
Miscellaneous	264.68	
Legal Fees	144.50	
Salary Reserves	7,059.12	<u>138,838.40</u>
Excess Revenue over Expenditures		\$161,161.60

ALAMO AREA COUNCIL OF GOVERNMENTS

Statement of Revenue & Expenditures
Project Basin Management of Water Reuse
For Period August, 1969 - November, 1969

Revenue:

Federal Water Pollution Control Grant	\$44,898.00	
State Grant	<u>16,000.00</u>	\$60,898.00

Expenditures:

Consultant Fee		<u>\$ 5,234.08</u>
Excess Revenue over Expenditures		\$55,663.92

AACOG EXECUTIVE COMMITTEE AND MEMBERSHIP

Alvin Welsch, Chairman
Comal County Judge

Bill Ochse, Vice-Chairman
School District Representative

Roy Adams
Bandera County Judge

Dixon Brown
Hollywood Park Mayor

Mrs. S. E. Cockrell
San Antonio Mayor Pro Tem

David Davidson
Atascosa County Judge

Ancil Douthit
Assistant City Manager (San Antonio)

Bill Kinman
Leon Valley Mayor

Albert Pena
Bexar County Commissioner

Blair Reeves
Bexar County Judge

John Shields
Representative Public Utilities
& Special Districts

D. R. Voges
Wilson County Judge

MEMBER

City of Alamo Heights

City of Boerne

City of Castle Hills

City of China Grove

City of Converse

City of Devine

City of Elmendorf

City of Floresville

City of Grey Forest

Hill Country Village

City of Hollywood Park

City of Kirby

City of La Vernia

City of Leon Valley

City of Lytle

City of Olmos

Universal City

City of San Antonio

City of Terrell Hills

City of Windcrest

REPRESENTATIVE

W. L. Clyborne, Mayor

A. E. Howell, Jr., Mayor

Dr. H. P. Lundblade, Mayor

Ed A. Niemeyer, Mayor

Ed J. Kneupper, Mayor

S. R. Malone, Mayor

R. X. Ball, Mayor

Harry F. Woolsey, Mayor

J. R. Nottingham, Mayor

J. W. Roten, Mayor

Dixon Brown, Mayor

Milton J. Hoeneke, Mayor

Ewald Koepp, Jr., Mayor

W. G. Kinman, Mayor

T. E. Williams, Mayor

W. R. Rainey, Alderman

Earl G. Grover, Jr., Mayor

Mrs. Lila Cockrell, Councilwoman-
Mayor Pro Tem

Ancil Douthit
Assistant City Manager

Robert H. Seal, Mayor

Vernon C. Curtis, Mayor

SCHOOL DISTRICTS

Alamo Heights

William Ochse, Board Member

Harlandale

Estaban Sosa, Board Member

Northeast

Maxwell Higgenbotham
Chairman of the Board

Northside

Millard Judson
Chairman of the Board

San Antonio

Ralph Cardenas, Board Member

San Antonio Junior College

Jesse N. Fletcher
Chairman of the Board

South San Antonio

William T. Peace III, Board Member

Somerset

W. G. Morton
Chairman of the Board

East Central

Emil Bzuik
President of the Board

COUNTIES

Atascosa County

David Davidson, County Judge

Bandera County

Roy H. Adams, County Judge

Bexar County

Blair Reeves, County Judge
Albert Pena, County Commissioner

Comal County

Alvin Welsch, County Judge

Wilson County

D. R. Voges, County Judge

SPECIAL DISTRICTS

Bexar County Hospital District

William Sinkin, Board Member

San Antonio River Authority

Fred Pfeiffer, Manager

Edwards Underground Water District

William H. Spice, Jr. Board Member

City Water Board

John Shields, Comptroller

Bexar Metropolitan Water District

Henry Riemer, General Manager

San Antonio Transit System

Felix Tapp, Director of Personnel
and Safety

City Public Service Board

L. E. Boulden, Manager of
Administrative Services

POLICY COMMITTEES

AACOG HEALTH COORDINATING COMMITTEE

William E. Wallis Chairman	Carter Pannill, M.D.	Rudy Guerrero
Maurice B. Clark, Jr. Comal County	James A. Schmulen, Jr., D.D.S.	Mrs. Beverly Dudley
Miss Betty Coston	John Smith, M.D.	Mrs. Dora Cazares
George Geis	Bruce Sorenson	Gil Murillo
Maxwell Higgenbotham	O. J. Valdez	Col. Charles L. Eveland
Max Johnson, M.D.	Bernard Fein, M.D.	Gilberto Rico
Sam King	Albert Pena	Clarence Thompson
Olin LeBaron	William Sinkin	Theresa Guerrero
Sam A. Nixon, M.D.	Father Robert Flores	Minerva Gonzalez
	Ruth Ann Bellinger, M.D.	James F. Bailey

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Mrs. Grace Ann Durr	Loris Perkins	Harvey R. Wehman
E. J. Burke, Jr.	Juan J. Patlan	Rev. Ralph H. Seiler
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Mrs. Dolores Bradley	Murene Guilford	Consuelo Caballero
Mrs. Lisa Vasquez	Amador Aguilar	Daniel Munoz
Reverend John Yanta	Mutapa	John Gavlick
Dr. Harold H. Hitt	James Martin	Ed Rocha
Dr. Dwain Estes	Richard E. Glaser	Mario Obledo
Bob Burke	Marcus Vann	Mrs. Carmen Adams
	Charles Briggs	Mrs. Eva Mills
		Steve Catalani

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Judge H. F. Garcia	Gene Talbert	E. A. Raba
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J. Myers Cole	Adolfo Munoz	Ed Villarreal
George Keefer	Mrs. Elias Gutierrez	James L. Lewis
Larry Beauchamp Comal County	Barbara Payne	Alvaro Garza
George Bichsel	Jesse Guzman	Richard Moreno
W. B. "Bill" Hauck	James Bias	Pat Priest
	Mrs. Marie Porter	
	Dean Leonard Duce	

AACOG ATASCOSA COUNTY COMMITTEE

David Davidson, County Judge Jourdanton	Bill Dean Jourdanton	H. H. Coward Jourdanton
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ATASCOSA COUNTY COMMITTEE - Continued:

Hollis Duke Jourdanton	Clem Anderson Pleasanton	Rudy Faz Poteet
Dr. Gerald Phillips Pleasanton	Drew Reese Pleasanton	Isidro Cuellar Lytle
Manuel Casas Jourdanton	Abraham Saenz Pleasanton	Joe Compa Lytle
Carlos Flores Pleasanton	Frank Amador Jourdanton	Henry Chapa Lytle
Willie Amaya Poteet	Adolph Bustamente Jourdanton	Joe Cumpian, Jr. Charlotte
Arthur A. Bowen Lytle		

AACOG BANDERA COUNTY COMMITTEE

Paul Garrison Medina	A. J. Flowers Medina	Curly Thompson Utopia
Joe King Bandera	Robert Markolf Lakehills	C. A. Ritcheson Bandera
John Boyle Bandera	Bryan Miller Bandera	Ed Jennings Pipe Creek
Joe Sellers Bandera	Stanley Tschirhart Pipe Creek	Frank Sprague Bandera
Col. Bill Densford Pipe Creek	Melvin King Bandera	Archie Gallant Medina
Bill Parkinson Pipe Creek	Ben Adams Medina	Major R. P. Hood Lakehills

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Melvin Johec New Braunfels	Chris Tolle New Braunfels	Edward Badouh New Braunfels
Larry Beauchamp New Braunfels	Joe Herring New Braunfels	Esteban Lopez New Braunfels

COMAL COUNTY COMMITTEE - Continued:

Mrs. Ruth Chapa
New Braunfels

Pedro Grimaldo
New Braunfels

Mr. Guadalupe Suarez
New Braunfels

Aguinaldo Zamora
New Braunfels

Hilmar Staats
New Braunfels

Judge Alvin Welsch
New Braunfels

AACOG WILSON COUNTY COMMITTEE

Judge B. Richard Voges
Floresville

Asa G. Fuller, Jr.
Floresville

Clyde Fahrenthold
Poth

C. W. Millikin, Jr.
Floresville

Martha Artus
Poth

Troy Talley
Floresville

Dr. J. O. Brumlow
Floresville

Eleanor L. Crain
Floresville

Joe R. Zuniga, Jr.
Floresville

W. W. Lorenz
Stockdale

Kenneth Brown
Floresville

Fred Quintanilla
Stockdale

Rudy Sanchez
Floresville

TECHNICAL ADVISORY COMMITTEES

AACOG GOVERNMENT APPLICATION REVIEW COMMITTEE

Reginald Roberts
Chairman

Sam Granata

Wayne A. Phares
Comal County

John Specht, Vice-Chairman
Guadalupe County

Paul Green

Boone Powell

Ralph C. Bender

Billy Griffin

Edgar Schwarz
Kendall County

Robert Frazer

James E. Keeter

Steve Taylor

Gilbert Garza

Robert Opitz

Arthur Troilo

AACOG INFORMATION SYSTEM COMMITTEE

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Jim Bellinghousen	Tom Jackson	Carl White
Dick Balmos	Susan Kaddatz	Lou T. Rosenberg
Gene Neeley	Claude McRaven	Col. W. H. Greer
Olin LeBaron	Robert M. Hackett	Bill Cooke
Hershel Ankrom	Doug Tiner	Henry Young

AACOG REGIONAL TRAINING ADVISORY COMMITTEE

Robert Dalglish	Dr. Jarret Woods	Clyde McCullough
Dr. Paul Goelz		

AACOG WATER & WASTE MANAGEMENT COMMITTEE

G. M. Harrison Medina County	Charles Troell Atascosa County	Lloyd A. Denton
Henry Riemer	John H. Specht Guadalupe County	Joe H. Bruns Guadalupe County
Phil Kosub	Leroy Smith	James Gordon
Gene Maeckel	Fred S. Bell, Jr.	Herb R. Schneider Comal County
Mel Sueltenfuss	Fred N. Pfeiffer	Frank H. Silvey Medina County
Hugh Anderson	Herman Blank	George Ozuna
Col. McDonald Weinert	Mrs. Merry Baker	Elam Scull Wilson County
Edward H. Sokolowski		

AACOG STAFF

Executive Director -- Robert E. Jamison

Administration:

Budget Director - John Smollen
Administrative Assistant - Sallie Aguirre
Executive Secretary - Barbara Hughes
Bookkeeper - Louise Yost

Regional Services:

Director - Aloys J. Notzon, III
Assistant - Rudy Lopez
Secretary - Vicki Anastas
Economic Development Manager - J. C. Cooley

Goals Development:

Director - Alfredo E. Cervera, Jr.
Information Systems Manager - Edward E. Jordan
Statistician - Christine Boesz
Secretary - Vacant

Regional Planning:

Director - Edward F. Davis
Regional Planner - Milburn Goodwin
Planning Assistant - Elly Houben
Planning Intern - Michael Forester
Draftsman - Fred Gonzalez
Secretary - Willene Crowley

Health Planning:

Director - Dr. Hugh Dierker
Assistant - Bernard Rappaport
Manager - Model Cities - Louis Michalski
Research Analyst-Model Cities - Vacant
Secretary - Elsie Zatarain
Stenographer - Mamie Martinez

Socio/Economic - Housing Studies:

Director - James M. Brandes
Housing Planner - Mary Lou Hill
Social Planning - Joan Arbuckle
Secretary - Vacant

AACOG STAFF - Continued:

Crime Studies:

Director	- Ernest A. Guinn, Jr.
Research Assistant	- Rita Schonhoff
Legal Research	- Evelyn Leopold
Secretary	- Ofelia Garcia

Water and Waste Management:

Director	- C. Thomas Koch
Assistant	- Calvin C. Reigel
Geologist	- Weldon Hammond
Environmental Scientist	- Frankie Boyd
Engineering Assistant	- Steve Roufa
Planning Assistant	- Robert L. Deckert
Draftsman	- Rosalio Romero
Draftsman	- Rupert Trevino
Secretary	- Elsa Borders
Typist	- Linda Hysaw

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