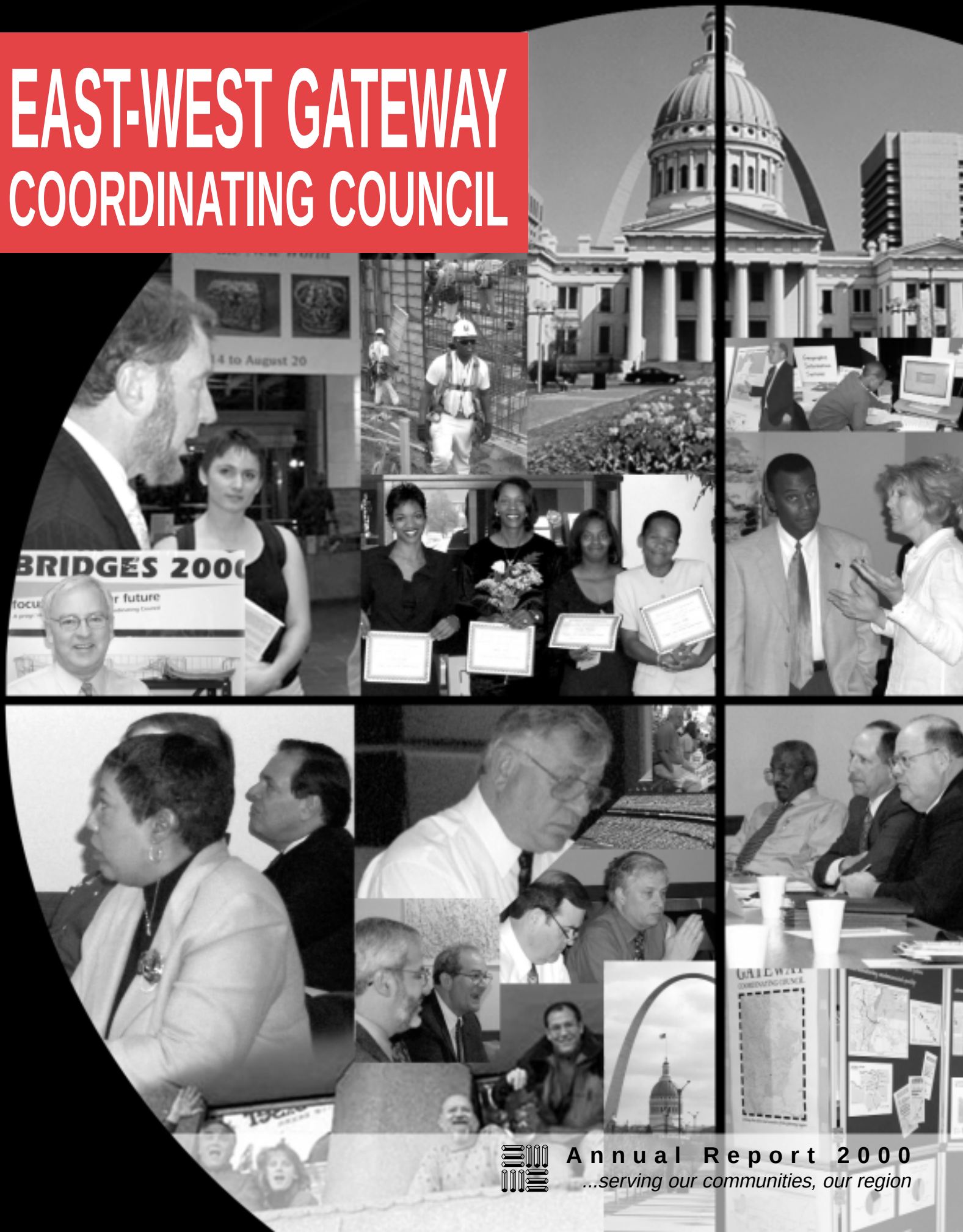
EAST-WEST GATEWAY COORDINATING COUNCIL



Annual Report 2000

...serving our communities, our region

East-West Gateway Coordinating Council

Serving our communities, our region

for 35 years

1965-2000

TO OUR COLLEAGUES

The theme of this year's annual report is a simple one—people. The individuals who make up the Board of Directors and the staff are the people who make East-West Gateway work, as the reader will see in the pages that follow. But the 2.5 million people who are joined together in one metropolitan community are the reason why we're all here. You provide the focus of all the plans, programs, and problem-solving activities that kept us busy during the year 2000.

We recognize that attention often falls on our differences in this bi-state region, but we believe that it is our similarities that hold us together. No matter where we live, our color or our national origin, our age or our ability, we want the same things for ourselves and our families: communities where we can live in peace, schools where learning is valued, and cultural opportunities to lift our spirits. We want meaningful work at fair pay. We ask for a region where each of us has the opportunity to achieve our aspirations.

In the course of a single year the Board and staff of East-West Gateway make hundreds of decisions, often based on sophisticated analysis and carefully constructed budgets. Every one of our plans and programs is supported by a statement of goals. Our long range transportation plan, *Transportation Redefined*, is not simply a collection of projects; it is about what we hope to accomplish by building better roads, bridges and public transit systems. We are quite explicit in what we hope to accomplish—eight regional goals adopted by the Board define how we think, not only about transportation improvements, but about the relationship of infrastructure to the region's economy, our communities, and our natural environment.

East-West Gateway is unique among our counterparts nationwide in the degree to which we have expanded our more traditional planning roles to develop new programs that link transportation with human services, education, and other regional systems. We have done so because we felt that we could not meet the goals of our transportation program with concrete and steel alone. We developed and are implementing new ideas to help people use the transportation system better to access learning and employment opportunities and improve their lives. We launched the Initiative for a Metropolitan Community to provide a forum for the region's communities to come together to address our shared economic aspirations.

Citizens express their opinions and give us advice. Our decision-making processes are increasingly public and transparent, in fact, which is important, but this sometimes adds to the appearance of conflict and tension and the labels of "winners" and "losers." In the last few years, much of the attention on regional decision-making has been on conflict, whether about the location of MetroLink, the use of public development subsidies, or the way that we manage our transportation capital budget. Often these tensions play out as a competition between local and regional interests, between city and suburb, between one jurisdiction and another, between public purpose and private gain. Each decision requires us to weigh fact and opinion, and despite deeply-held feelings, there are few times when there is only one answer that is "right."

That's where goals, objectives and values come in, giving us a framework to relate decisions to the aspirations of the people we serve. When we are debating the merits of projects and deciding where the money will go, public attention is heightened and spectators are drawn in some numbers and with some passion to our Board meetings. These dialogues are important, but the foundation for every decision is constructed long before, when goals are adopted and problems are defined.

As East-West Gateway enters its 36th year, a number of critical investment-related decisions are at the top of our agenda. We invite you to think about our shared goals and values as a region as you watch and work with us to make the right choices. Together, we will understand our differences, but hopefully also recognize and build on the similarities among us that are often more meaningful.

Rudy Papa
Chair

Buzz Westfall
Vice-Chair

Les Sterman
Executive Director

ACCOMPLISHMENTS

Bringing the year 2000 to a close, the halls of the East-West Gateway Coordinating Council are abuzz with the jargon of new-millennium information technologies: Internet, e-mail, e-commerce, e-learning, dot.com, the digital divide, and so on. It would be easy to become fixed on the latest electronic bells and whistles that are transforming all our planning, policy analysis, and administrative functions. From time to time, it seems that the speed of new technological developments might outpace our ability to master them, and some pundits ask: who's in the lead these days—humans or computers?

Our response: people! And to emphasize the point, we have made people the focus of this annual report of the East-West Gateway Coordinating Council. In the agency's 35-year history at the center of regional planning and cooperative problem-solving in the bi-state area, the technological tools of the trade have changed many times, but people committed to working hard for progress have been our most essential and enduring resource. Without them, after all, the latest capabilities of the e-world have no real use.

Among the most visible people who make up East-West Gateway's world are three individuals featured on the facing page of this report: Madison County Board Chair **Rudy Papa**, completing a two-year term as East-West Gateway's chair in 2000; St. Louis County Executive **Buzz Westfall**, the Board's vice-chair; and Executive Director **Les Sterman**, an engineering professional and 22-year veteran of regional planning in St. Louis. They provide leadership to a diverse and talented group of elected officials and staff who forge the relationships, harness the technologies, analyze the information, build and broker the strategies needed to solve regional problems and improve the quality of metropolitan life. The pages that follow describe the individuals who make up this group, and some of the things they accomplished by working together in 2000.

TRANSPORTATION REDEFINED AND THE TIP

Ensuring that the region's transportation system can support economic and community goals is one of East-West Gateway's most important responsibilities. The year 2000 was a period of preparation for the next significant update of the 20-year plan—*Transportation Redefined*—that focuses regional policy and strategy toward these ends. Accordingly, **Jerry Blair**, the agency's director of transportation planning and chief transportation investment analyst, expanded and reorganized his staff during the year. New to the transportation team are **Justin Carney**, who has worked on comprehensive plans in both Colorado and Missouri, and **Caroline Keating**, a graduate of the University of Missouri with a degree in interdisciplinary studies and experience as a demographer. They are assigned to monitor and manage progress in the seven key focus areas of the plan: preservation, safety, congestion mitigation, freight movement, access to opportunity, sustainable development, and resource conservation. **Molly Salmieri**, also a new staffer with experience in environmental issues and transportation, works under the mentorship of **Al Walls** (whose 15-year career at East-West Gateway began when he was a college intern) to coordinate the Bicycle and Pedestrian Advisory Committee and the Special Transportation Management Authority. Their objective is to make sure that the multi-modal system works well for travelers who use these alternative modes. **John Lang**, an aviation systems professional from New England, monitors freight and general aviation transport.

Coordinating the agency's long- and short-range planning activities is **Jim Wild**, a graduate of Iowa State University who has had lead responsibility for managing the Transportation Improvement Program—the implementation arm of the long-range plan—since 1993. The 2001-2003 TIP, adopted by the Board in a series of votes in the summer and fall of the year, included 840 projects estimated to require more than $1.4 billion in federal funds. When the local cost share is included, the region's three-year transportation investment approaches $2.25 billion. Of this amount, 47 percent is dedicated to preserving the existing transportation system and making it safe, and 30 percent will be used to expand existing highway capacity. $654 million has been committed to transit improvements.

Regional policy guides investments toward defined transportation problems with an emphasis on effectiveness and equity. In addition, federal laws require that the long-range plan and the Transportation Improvement Program conform to both air quality goals and financial constraints. To satisfy these needs, considerable time and energy is spent behind-the-scenes with complex computer tools to model and map various transportation investment scenarios and calculate their potential impact on travel demand, congestion, and air quality. The folks behind the curtain who carry out these tasks include manager **Martyn James**, a geographer and urban planner who hails from England; **Candi Jefferson**, who specializes in air quality conformity; and **David Bookless** and **Johnnie Smith**, who handle a variety of technical support needs and use Geographic Information Systems to analyze and display the relationship between the transportation system and other physical features of the region.

The interim products of this technical work often hold little immediate appeal for the general public, but there was one notable exception during 2000. This was an aerial survey of 'round-the-clock traffic conditions on major roadways and bridges in the bi-state region, with photographs taken from airplanes deployed specifically for this purpose. East-West Gateway's manager of special transportation projects **Marty Altman**, a civil engineer with more than 40 years of experience in traffic analysis, oversaw the project.

When large-scale, costly transportation improvements are proposed for travel corridors of regional significance, East-West Gateway staff works closely with a variety of partners—including the affected public—to conduct a thorough study of mobility problems in the corridor and to evaluate and contrast all potential solutions to these problems. The Board is asked to determine what, if any, improvements are to be made only after these "Major Transportation Investment Analyses" are complete.

During 2000, East-West Gateway staff and teams of public engagement and engineering consultants concluded three Major Transportation Investment Analyses that had been underway for nearly two years. The first of these encompassed portions of the northside of the City of St. Louis and St. Louis County; the second focused on the southside of these two neighboring jurisdictions; and the third included an east-west swath of central and west St. Louis County referred to as the Daniel Boone Corridor. In May, the Board of Directors selected the preferred transit and roadway improvements for each corridor. Subsequently, staff researched a variety of possible financing strategies, which will provide the basis for difficult decisions to be made in 2001.

All MTIAs are managed by an interagency staff team created as the first of its kind in the nation in 1996 by East-West Gateway, the Missouri Department of Transportation, and the Bi-State Development Agency. **Donna Day**, an engineer and geographer who has worked in Canada and the U.S., heads up this team, called the Transportation Corridor Improvement Group. Working with her are East-West Gateway planner **Jim Seamon** (the agency's resident railroad enthusiast); **Jeanne Fuchs** and **Steve Clark**, professionals with MoDOT; and **Bob Innis** and **Gary Smith**, transit system development planners with Bi-State.

In addition to the northside, southside, and Daniel Boone studies, the TCIG concurrently balanced five major investment studies in 2000, all nearing completion by the end of the year. These studies consider potential improvements in Franklin, Jefferson, and St. Louis counties around US Route 50, MO Route 47, MO Route 100, MO Routes MM and W, and MO Route 109. Among the most actively-engaged of the Policy Group members advising these projects are **Sam Rauls** and **Gene Scott**, presiding commissioners of Jefferson and Franklin counties, respectively, and members of East-West Gateway's Board of Directors.

THE TRANSPORTATION POLICY ADVISORY COUNCIL

The region's surface transportation system is comprised of more than 17,700 miles of roadway and bridges and 18 miles of light rail. Making sure that this system is preserved and maintained and that it expands appropriately requires balancing and reconciling many different needs as part of a big-picture vision. This is a far more complicated process in 2000 than it was when East-West Gateway's first transportation planning studies were conducted in 1965, due in part to several trends of the past decade—the deterioration of older highway segments, a shift in priority from capacity expansion to system preservation, growth patterns favoring outlying areas, and rising public expectations in the face of limited funding.

With a number of difficult investment decisions slated for 2000 and 2001, the Board established a new Transportation Policy Advisory Council mid-year to better inform and strengthen the decision-making process. The Council is a 52-member group which includes representatives of business, labor, government, community, environmental, and special consumer interests. To ensure regular and close communication with the Board of Directors, St. Clair County Board Chairman **John Baricevic**, a member of East-West Gateway's Executive Committee, and Franklin County Presiding Commissioner **Gene Scott**, also a member of the East-West Gateway Board, serve in key leadership roles. **Michael Fausz**, Chair of the Bi-State Development Agency and an East-West Gateway Board member, also sits on the Policy Council.

The Transportation Policy Advisory Council held four extended educational meetings during 2000 and agreed upon an ambitious agenda for 2001. The members intend to put forward very specific regional policy and strategy proposals in such areas as transportation and metropolitan development, access and equity, and transportation finance.

ACCESS TO JOBS

In partnership with transportation, economic development, and social service agencies from both states, East-West Gateway staff developed the first *Regional Transportation Plan for Access to Jobs*, which was adopted by the Board late in 1998. Consistent with the policies and strategies of this plan, the region competed successfully for $600,000 in discretionary federal funds later that year for two projects which were implemented in 2000 to address the information and mobility needs of low-income job-seekers from the region's Missouri and Illinois counties. St. Charles, St. Clair, and Madison counties; the Missouri Department of Economic Development, and the Bi-State Development Agency were the project sponsors.

In 2000, staff submitted a successful application for a second year of support for these projects and added a third initiative to the region's Access to Jobs portfolio. This project, the MetroLink Corridor for Learning and Work,

brings workforce development, education, and transportation professionals together from the City of St. Louis, St. Louis County, and St. Clair County to improve accessibility to job training and jobs via light rail and integrated bus service. Making sure that all these institutional relationships work well and that the customers of the projects have ample opportunity to be involved in designing and implementing them is planner **Tabitha Wilson**, who began her career at East-West Gateway as a labor market specialist and learned about transportation from the ground up.

To assist local project implementors in targeting transportation programs to those jobs and economic activity centers that pay good wages, East-West Gateway staff also completed and disseminated a year-2000 update of *The Family Supporting Wage for the St. Louis Region* and analyzed federal and state data to draw conclusions about the regional and county-level distribution of fast-growing occupations.

East-West Gateway has been implementing the Bridges to Work project since 1996 as part of a five-city national research and demonstration effort funded by the U.S. Department of Housing and Urban Development and Public / Private Ventures. The program provides unemployed and underemployed adults from urban core communities who want to work in job-rich suburban centers with counseling and job search assistance as well as van transportation to and from work. During 2000, East-West Gateway made some important improvements to Bridges to Work, reflected in its new name: Bridges 2000. These included obtaining additional funds to expand the program, adding a second destination area for jobs, and securing new office space for staff in a more accessible, community-based location. Staff is positioned to connect job-seekers from throughout the urban core with employers in the Chesterfield Valley and Earth City Business Park areas. Van service is provided to eligible commuters from the Forest Park and Hanley MetroLink stations.

The new Bridges 2000 initiative is a partnership between community-based referral agencies, employers, and East-West Gateway, with financial commitments from the business community, the U.S. Department of Transportation, and Area Resources for Community and Human Services (ARCHS). **Roz Staples-Streeter**, a human services professional who has managed the Bridges to Work program for two years, helped design the project expansion. The staff includes

Jackie Todd, a licensed clinical social worker; **Wayne Flesch**, who has made workforce development a lifelong career; **Sheaneather Hunt**, an entrepreneur and "people-person"; and two young professionals committed to community service: **Robert Nichols** and **Prinsetta Garrett** (both of whom recently returned home to St. Louis after pursuing higher education elsewhere). Prinsetta first joined the East-West Gateway family as a high school volunteer in 1990.

THE ST. LOUIS REGIONAL JOBS INITIATIVE

Under the direction of **Tom Rhodenbaugh**, a seasoned community organizer with more than 20 years of experience in program development, the St. Louis Regional Jobs Initiative reached an important milestone mid-year when the 1,200th individual began employment training through one of it programs. East-West Gateway is the convener and administrator of this eight-year collaboration funded by the

Annie E. Casey Foundation and state and local partners. The partners work together to design, test, and refine innovative programmatic approaches to assisting low-income individuals obtain and retain good jobs. The first 1,200 individuals to join the program include chronically unemployed and underemployed adults, former welfare recipients, the non-custodial parents of children in welfare households, and others who also face numerous barriers to work.

Four projects now in the Jobs Initiative's portfolio provide the laboratory for developing better approaches to supporting these customers in finding good jobs and advancing on productive career paths. Three of the projects are being implemented by partner agencies under contract with East-West Gateway: New Pathways to Construction Careers (implemented by the St. Louis Works Partnership), the Customer Services Training Academy (implemented by the St. Louis Workforce Partners), and WorkLink (implemented by Better Family Life, Inc., and the St. Louis Community College). The fourth project—the Center for Health Careers—is being run by East-West Gateway staff in conjunction with human resource professionals from the SSM Healthcare System. **Marnée Morgan**, whose college-level training was in business administration but whose passion is health education, manages the Center. She is assisted by job coach **Alison Harold** and program support coordinator **Patricia Chestnut**, both of whom came to their jobs with considerable hands-on experience working with low-income women.

Monitoring progress, tweaking project design, expanding partnerships, institutionalizing reforms—these are the other important tasks that comprise the work of the St. Louis Regional Jobs Initiative. East-West Gateway has assembled a diverse team of individuals to support this work. They include **Jim Moody**, a Chicago native and political science buff who manages the agency's efforts in the construction and aviation sectors; **Gena Gunn**, also a northern Illinois transplant and a former educator who oversees the first state-funded Individual Development Account program in the region; **LaDoris Payne**, a women's advocate who coordinates multi-generational mentoring program for individuals who are leaving the welfare system; **Jennifer Hill**, who supports the customer service and WorkLink projects; and **Kelly Camrud**, a recently- credentialed MSW who manages the jobs project information systems. Two other individuals serve as consultants to the Jobs Initiative team: **Albert Moore**, a journeyman carpenter and community activist who works directly with construction contractors to diversify their workforce, and **Jack Quigley**, a long-time organizer and bridge builder, who crafted a specialized initiative to help entry-level workers advance to jobs that pay a family-supporting wage.

THE REGIONAL WORKFORCE DEVELOPMENT POLICY GROUP

The St. Louis region is the only area in the nation to have begun the difficult task of building an interstate regional workforce development plan in order to ensure that all our jurisdictions can have the skilled workforce needed to promote and sustain economic vitality. The regionwide importance of education and training for employment was emphasized at a meeting early in the year in which the most vocal proponents of a cooperative process included both **Buzz Westfall**, the chief elected official of the region's largest jurisdiction—St. Louis County—and **Franklin Kohler**, commissioner of the region's smallest jurisdiction—Monroe County.

The region began to assemble the leadership needed to craft a coordinated workforce development strategy in January 2000 when Missouri Governor Mel Carnahan and Illinois Governor George Ryan gave the eight-county area the formal interstate regional designation needed under the terms of the federal Workforce Investment Act. The governors asked East-West Gateway and the St. Louis Regional Chamber and Growth Association to steward the planning process, which both agencies agreed to do.

By year's end, a 38-member Regional Workforce Development Policy Group had been established—comprised of business, labor, government, and educational interests. Organizational meetings were held, background research prepared, and priorities set for the first stage of the planning process. Managing the development and evolution of this planning process will continue to be one of the principal responsibilities of **Blair Forlaw**, a North Carolina native who has been directing East-West Gateway's multi-disciplinary and policy-related activities since 1994.

REGIONAL POLICY DEVELOPMENT

St. Charles County Executive **Joe Ortwerth** and City of St. Louis Aldermanic President **Francis Slay** were the key local elected officials leading East-West Gateway's Committee on Wealth, Taxation, and Finance during 2000. The committee developed two important legislative proposals which were introduced by bi-partisan sponsors in the Missouri General Assembly in January. The first of these, filed as Senate Bill 802 and HB 1629, was designed to reform the Tax Increment Financing statute, restoring TIF to its originally-intended purpose as a redevelopment tool for areas that are truly blighted and economically distressed. The second proposal, HB 1881, would assign ownership of certain principal arterial roadways in the City of St. Louis to the state of Missouri, as is the case in all other counties of the state. The proposals received considerable support, but neither was enacted during the 2000 session. By the end of the calendar year, both bills were being refined and polished for reintroduction.

At the heart of these legislative proposals is the desire to create a more rational, objective, and judicious process for the use of public incentives for development and to strengthen the overall economic and fiscal vitality of the region. These objectives formed the basis of additional work undertaken by East-West Gateway staff during the year. The analysis team included **John Messmer**, an engineer and political scientist who manages the policy development section, and **Leah Hummert**, who spent the summer with the agency as a graduate school intern working on tax increment financing and other topics and joined the staff in the fall. Their research focused on the use of TIF and other incentives for development and on a variety of other tax and fiscal policy issues. In a supporting role was administrative assistant **Renee Orabka**, who came to East-West Gateway from the Lindbergh School District well prepared to monitor legislative progress and organize meetings, mailings, and such.

The St. Louis region experienced one of its cleanest air quality seasons on record in 2000, with man-made ozone levels exceeding the federally-designated health standard only once—for one hour—during the months of highest risk, April through October. This good news came officially from East-West Gateway staff member **Carol Lawrence**, a geographer-turned-environmental planner, who has overseen the region's Ozone Data Sharing Project for the past seven years. Ozone information is collected by 16 monitors operated and maintained by the Missouri Department of Natural Resources, the Illinois Environmental Protection Agency, and the City of St. Louis and St. Louis County Air Pollution Control Programs. East-West Gateway staff coordinates the data received from the monitors, checking for missing values, noting problems, and disseminating information among all the partner agencies. The year-2000 success story can be attributed to mild weather conditions as well as emission reductions brought about by enhanced motor vehicle inspection programs, transit and ridesharing improvements, and the use of reformulated gasoline.

Mike Coulson, who started work with East-West Gateway nearly 25 years ago as a water quality planner and now serves as manager of environmental services, took a hands-on role in producing a water quality management study for the City of Wildwood in west St. Louis County in 2000. Faced with an intense level of development that cannot be well supported with existing infrastructure, Wildwood officials asked for East-West Gateway's assistance in finding ways to link and expand existing wastewater treatment and sewer services—ranging from septic tanks to package treatment plants. The final study recommended the establishment of a formal interagency development review committee to focus specifically on wastewater and stormwater management issues, and delineated management and public information initiatives which Wildwood could implement.

The Community Environmental Resource Program is the name given to a new collaborative endeavor, spearheaded by East-West Gateway, the St. Louis Development Corporation, and the East St. Louis Neighborhood Technical Assistance Center. It was funded early in 2000 through the EMPACT program of the U.S. Environmental Protection Agency and the U.S. Department of Agriculture's Urban Resource Conservation program. The partnering agencies will link existing data systems and improve public access to information about environmental concerns that were identified by residents of the cities of St. Louis and East St. Louis in a 1998 survey: abandoned and derelict residential properties, older industrial brownfield sites, instances of improper disposal of hazardous waste, soil contamination, and others. With better and more time-relevant information, residents of these two communities will be able to avoid exposure to health and ecological risks and will have a better understanding of activities underway in their neighborhoods to improve the environment. The CERP is being led by the agency's most unique job-sharing team, **Arnold Montgomery** and **Ron Steinkamp**, each of whom served as air quality professionals for the City of St. Louis for more than 30 years, retired, and then rejoined the workforce through East-West Gateway.

At year's end, the partners' commitment to solving complex urban core environmental problems was heightened with their engagement in a new Mississippi River Corridor Brownfields Initiative through which St. Louis and East St. Louis were jointly designated a "Showcase Community" by cooperating federal agencies. The proposal to the federal agencies came directly from St. Louis Mayor **Clarence Harmon** and East St. Louis Mayor **Debra Powell**, both members of the East-West Gateway Board of Directors.

ASSISTANCE TO LOCAL GOVERNMENTS

Providing technical assistance and other services to member local governments is one of East-West Gateway's most long-standing responsibilities as regional council of governments. A principal mechanism for coordinating the many tasks associated with this responsibility is the Local Government Management and Leadership Partnership, which brings together East-West Gateway, the University of Missouri - St. Louis, and the University Outreach and Extension. The partnership is directed by **Mike McDowell**, a former city administrator from the City of Creve Coeur who now divides his time between East-West Gateway's office and the UMSL campus. During 2000, the Partnership assisted more than 50 local governments—many of which are small cities and towns without full-time professional staff; sponsored a series of seminars and training sessions on topics such as media and communications skills, sunshine laws, infrastructure, and other topics; and coordinated the Outstanding Achievement in Local Government Awards program.

East-West Gateway began a new initiative in 2000 to strengthen the planning capacity of local governments by making some of its own federal funds available on a competitive basis to a limited number of government and public-private partnerships desiring to develop plans to improve mobility and solve community problems. Under this new initiative, the "Community Improvement Challenge Grant Program," East-West Gateway provided federal transportation planning dollars to cover 80 percent of costs and applicants committed the remaining 20 percent from their own sources. Planner **Todd Antoine**, who received his masters-level training in urban studies at St. Louis University, coordinated the project solicitation and selection process, which resulted in seven awards being approved by the Board in June. The recipients were: the City of Alton, for comprehensive planning project; Mid-County Partners for Progress, a consortium of 20 municipalities in near-north St. Louis County and the University of Missouri - St. Louis, for coordinated streetscape improvements; the City of Lake St. Louis for an educational seminar on development issues; St. Louis County for the development of alternative transportation strategies for elders; the City of Washington for a series of visioning activities; six municipalities in St. Louis County, led by the City of Brentwood, to develop strategies to improve a stretch of Manchester Road; and St. Louis Community College in partnership with Better Family Life for a grass roots-led community accessibility and improvement plan for the West End of the City of St. Louis.

During the year, East-West Gateway staff also completed a transit coordination study and an economic development background paper for St. Charles County and performed an analysis of motor vehicle crash fatality factors for Franklin County.

As part of ongoing efforts to ensure that local governments have good information, East-West Gateway produced and distributed two publications specifically for local officials: the weekly e-mail newsletter "Briefings for Local Government," and a new edition of the *Public Officials Directory*.

This latter project required the careful attention of **Brenda Harden**, who maintains and is constantly updating the lists of officials included in the directory (just as she has been doing for all East-West Gateway's mailing lists for more than 20 years), and **Cynthia Anderson**, the administrative assistant who coordinates layout and distribution.

The interests and concerns of the region's cities, towns, and villages are represented at the Board level by the leadership of various membership organizations and commissions. At the close of 2000, sitting on the Board in this capacity were **Bert Gates**, Mayor of the City of Shrewsbury and President of the St. Louis County Municipal League; **Lester Schneider**, Mayor of the City of Columbia and President of the Southwestern Illinois Council of Mayors; **Gary Neibur**, Mayor of the City of Edwardsville and Vice-President of the Southwestern Illinois Council of Mayors; and **David Meyer**, Chair of the Washington County Board and President of the Southwestern Illinois Metropolitan and Regional Planning Commission.

During 2000, East-West Gateway made significant investments in computer software, hardware, and human resources in order to better exploit new technology-based opportunities to manage and disseminate information. **Julia Cole** joined the staff in the newly-created position of Manager of Geographic Information Systems, bringing with her more than ten years of experience as a geographer and cartographer with private sector firms. Working with her is **Gary Mook**, whose tenure at East-West Gateway has included assignments in geographic data research and graphic design.

The information that comprises the agency's data bases comes from a variety of sources, including federal, state, and local agencies as well as original files created by staff. Maintaining and managing these data bases and preparing customized and regular reports from them is the responsibility of **Glenn Griffin**, who celebrated his 25th anniversary with the agency during the year, and **Terry Stuchlik**, a veteran research geographer who has never thrown away a single map or chart of the agency's creation. During 2000, the Regional Information Systems Division prepared and disseminated annual population and employment projections for all counties of the region, upgraded basic production methods, including the development of a land use allocation model to support transportation planning, and responded to requests for specialized products and assistance from multiple internal and external customers.

None of these tasks would be possible without access to the appropriate computer tools. Making certain that staff members have what they need to get the job done is the responsibility of **Warren Sallade**, whose formal academic training focused on mathematics, but whose practical day-to-day skills encompass nearly all aspects of computing and communications technologies.

COMMUNITY OUTREACH AND COMMUNICATIONS

Engaging citizens and others who have a stake in the outcomes of regional planning and problem-solving efforts was a priority for East-West Gateway in 2000. The agency considers the voice of community interests to be an important thread that runs throughout planning and decision-making processes, which means that open forums and seminars, small focus and dialogue groups, advisory committees, community-based partnerships, and other interactions are woven into all the tasks and activities that are described in this report.

At the Board level, East-West Gateway's commitment to the active participation of citizens is institutionalized by means of six "regional citizens," appointed as voting members of the Board by elected officials under guidelines set out in the by-laws. During 2000, these regional citizens were: **Donald Bennett**, Illinois counties at large; **Pierre Blaine**, City of St. Louis; **Billy Collier**, St. Charles County; **Richard Kellett**, St. Louis County; **Judy Nelson**, Madison County; and **Larry Reinneck**, St. Clair County.

Staff recognizes that effective community outreach begins when members of the public have their first contact with the agency over the telephone or at the front desk. Consequently, some of the responsibility for good public relations rests with East-West Gateway's switchboard and reception staff. During 2000, this team included **Flo Levy**, who has been greeting East- West Gateway's guests and answering the agency's phones since the days when messages were all hand-recorded on little notepads, and **Suzette Blanton**, who came to the agency as a community service intern in 1998 and later joined the full-time staff to assist on the switchboard and in the reference area. The reception and reference area activities are coordinated by executive assistant, **Toni Phillips**.

A major redesign of East-West Gateway's information site on the World Wide Web—http://www.ewgateway.org—improved the agency's ability to communicate with countless individuals who have an interest in St. Louis region and the issues that the agency addresses. Graphic designer **Janise Chamblin** (once an art major at Murray State who began crafting East-West Gateway's presentations with T-squares and paste-up boards back in the 1980s) and webmaster **Donna Humphreys** (a programmer and data base manager for more than 15 years) took lead roles in web site improvements, working with an interdepartmental staff team.

Despite the emphasis on electronic communications, however, there was no substitute for good old-fashioned paper work in getting the word out and back during 2000. Planning and graphic design staff created multiple products during the year—ranging from *The Aviator* newsletter to the *Talking the Talk* pocket guidebook to the language of transportation planning, the *Regional Workforce Development Policy Group Briefing Book*, and five issues of *Gateway Trends*. **Roxanne Olunloyo**, who runs the agency's printshop, logged more than one million copies on the photocopier during the year 2000.

East-West Gateway's 2000 budget, detailed on page 18 of this report, is supported by grants and contracts with multiple federal, state, local, and private sector sources—all of which have rigorous accounting and reporting requirements. Grants management, compliance with federal and state regulations, personnel and payroll—these are among the complex tasks that require constant attention from staff. **Royce Bauer**, a CPA who has lived on both sides of the region's major river, heads the agency's department of administration. She oversees the work of **Sandra Lough**, who manages the agency's accounting functions and joined the agency in 2000; **Brenda Padgett**, who handles payroll and has certificates in computer information systems and bookkeeping; and **Lisa Meyers**, who is continuing her education at SIU-Edwardsville while keeping track of East-West Gateway's deposits and accounts payable. While these staff members focus intently on their ledgers and computer screens, two others can be seen in near-constant motion walking through East-West Gateway's offices to make sure that employees' needs are being met: **Dee Wellman**, who handles all purchasing and insurance for the agency, where she has worked for more than 20 years, and **Dan Costello**, whose academic credentials in business administration and extensive real-world experience in management serve him well as manager of human resources.

PEOPLE

To learn more about the people of East-West Gateway and the work that we do, please call, fax, or e-mail any of us.

The following staff members are located at 10 Stadium Plaza in downtown St. Louis and can be reached by phone at 314-421-4220 or 618-274-2750, fax at 314-231-6120, or at the e-mail addresses listed.

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The following individuals staff the Bridges 2000 program, located at 4144 Lindell Blvd., St. Louis, MO 63108.
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STAPLES-STREETER, Roz	Manager	roz.staples-streeter@ewgateway.org
TODD, Jacquelyn	Commuter Service Representative	jacquelyn.todd@ewgateway.org

The following individuals staff the Regional Jobs Initiative's Center for Health Careers
located in St. Mary's Hospital, 6420 Clayton Road, St. Louis, MO 63117.
They can be reached at 314-768-8383, by fax at 314-768-7167 or at the e-mail addresses below.

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Staff can be reached by phone at 314-381-5352 or at the e-mail address below.

PAYNE, LaDoris	Coordinator	familyf@swbell.net

FINANCIAL REPORT

	1999 AUDITED	2000 ESTIMATED
RESOURCES:		
Federal Grants	$3,095,172	$3,249,305
State Appropriations & Grants	588,755	1,506,339
Local Contributions		
Cash—Per Capita	274,806	286,754
Cash—Other	3,805,915	1,864,017
In-kind Services	213,628	270,923
Miscellaneous Income	60,846	54,273
TOTAL RESOURCES	**$**8,039,122	**$**7,231,611
EXPENDITURES:		
Salaries, Benefits	$2,618,147	$2,709,565
Public Agencies, Planning Consultants	4,452,999	3,537,350
In-kind Services	213,628	270,923
Operating Expenses, Staff Development & Travel	730,394	719,540
TOTAL EXPENDITURES	**$**8,015,168	**$**7,237,378

COMMITTEES

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Steve Carey
David A. Dietzel
J. Michael Dooley
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Tim Fischesser
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William A. Koehrer
Joseph K. Kuss
Gene K. Leung
Delores Lysakowski
Freeman McCullah
Kyschia Patton
Ronald A. Polka
William E. Polka
Debra A. Powell
Richard A. Sauget
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Gary Turner
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Paul L. Wojciechowski

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Ginger Harris
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Geri Weis
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William McKenna
Marcia Mellitz
Matt Melucci
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Richard Oldenburg
Ron Ortyl
James Pennekamp
Al Richter
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Consuelo Washington
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James S. Pona
Roger D. Randolph
Michael J. Right
Don Spencer
Susan A. Stauder

Bridges 2000 Partners

Area Resources for Community and Human Services (ARCHS)
Belt Service Corporation
Central Mine Equipment
Defiance Innovations
Express Scripts
Forrest Pharmaceuticals
Harrah's Hotel and Casino
Hinges (Jay) Enterprises
St. Louis Auto Auction
United Parcel Service (UPS)
Young Innovations Dental Manufacturing

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