



SACOG Board of Directors

March 10, 2010

Approval of SACOG's Strategic Mission and Plan

Issue: Whether to adopt SACOG's Strategic Mission and Plan

Recommendation: The Strategic Plan did not go through committee since it went to the full Board for discussion and comments at the Board mini-retreat. The plan was favorably received by board members and staff requests that the Board approve SACOG's Strategic Plan including the Strategic Mission.

Committee Action/Discussion: At the beginning of 2009, SACOG initiated a strategic planning process to guide decision making and priority setting. Management Partners was engaged to assist with this effort by providing process advice and preparing a final written strategic plan. SACOG staff and board members were involved in the process and the resulting strategic plan reflects their ideas and recommendations.

The Strategic Plan has three overarching themes which are further spelled out in the hierarchy of mission, values, goals, strategies and, finally, an annual business plan. These themes, in no particular order of importance, are summarized below:

1. The Strategic Plan is going to be an important tool in helping SACOG to modernize and improve the federally required Overall Work Program (OWP) process. It will do this by linking the budget and the OWP to the development of annual business plans under the Strategic Plan umbrella.
2. The Strategic Plan is intended to establish a process for assisting SACOG with organizing and establishing its priorities. As an organization, SACOG exists in a highly dynamic environment; the Board, staff and community stakeholders will be aided by this structure for deciding what the organization can do successfully.
3. Finally, but importantly, the Strategic Plan is designed to guide SACOG's work as a partner with its member agencies by assisting the local governments in coping with the tremendous demands for service they face.

The specifics of how SACOG will approach this work are laid out in the Strategic Plan which is attached. The overall intent of the Plan is to give the organization the tools necessary to best serve the interests of the greater Sacramento region, and continue to be a leader in this regard across California and the nation.

Approved by:

Mike McKeever
Executive Director

MM:rt

Attachment



SACRAMENTO AREA COUNCIL OF GOVERNMENTS
2010 ANNUAL STRATEGIC PLAN

March, 2010



MANAGEMENT PARTNERS
INCORPORATED

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EXECUTIVE SUMMARY

The Sacramento Area Council of Governments (SACOG) plays a unique role in the greater Sacramento area. It was formed as a regional planning commission in 1965 and became a joint powers authority of city and county governments in 1980 to ". . . to provide a forum for the discussion and study of area wide problems of mutual interest and concern to the cities and counties, and to facilitate the development of policies and action recommendations for the solution of such problems." ¹ As a result, it serves as an integrator of city, county and other stakeholder interests in the region; a focus for the resolution of common issues facing the region. Its fundamental core mission is regional transportation planning and serving as the region's Metropolitan Planning Organization (MPO), which under Federal Law develop and implement regional transportation plans in partnership with local governments. Most of SACOG's funding sources are related to this transportation mission. Over the years, its members have expanded its role to address a range of environmental and land use issues requiring consensus building intended to improve the quality of life in the region. A major effort resulted in the preparation of the nationally recognized Blueprint Transportation and Land Use Study which created a vision for the Sacramento region's future growth.

At the beginning of 2009, SACOG initiated a strategic planning process to guide decision making and priority setting. Management Partners was engaged to assist with this effort by providing process advice and preparing a final written strategic plan. SACOG staff and board members were involved in the process and the resulting strategic plan reflects their ideas and recommendations.

The objectives of the strategic planning process were the following:

- Establish goals for the organization, intended to guide priority setting, decisions about work programs and staffing, and other decisions by staff and Board over the next several years.
- Strengthen SACOG's ability to successfully provide the support, innovation and assistance needed by our region to meet the challenges it is and will be facing.
- Create a dynamic document and framework which can be used on an ongoing basis to help guide budget and work planning efforts to ensure that they are focused, targeted and meet the interests of the Board and the region.
- Engage SACOG staff, Board and stakeholders in identifying important goals for the strategic plan.

¹ Joint Powers Agreement of the Sacramento Area Council of Governments.

The Strategic Plan which resulted from this effort has three overarching themes which are further spelled out in the familiar strategic plan hierarchy of mission, values, goals, strategies and, finally, an annual business plan. These themes, in no particular order of importance, are summarized below:

1. The Strategic Plan is going to be an important tool in helping SACOG to modernize and improve the federally required Overall Work Program (OWP) process. It will do this by linking the budget and the OWP to the development of annual business plans under the Strategic Plan umbrella.
2. The Strategic Plan is intended to establish a process for assisting SACOG with organizing and establishing its priorities. As an organization, SACOG exists in a highly dynamic environment; the Board, staff and community stakeholders will be aided by this structure for deciding what the organization can do successfully.
3. Finally, but importantly, the Strategic Plan is designed to guide SACOG's work as a partner with its member agencies by assisting the local governments in coping with the tremendous demands for service they face.

The specifics of how SACOG will approach this work are laid out in the Strategic Plan which follows. The overall intent of the Plan is to give the organization the tools necessary to best serve the interests of the greater Sacramento region, and continue to be a leader in this regard across California and the nation.

Strategic Planning Approach

A variety of methods were used to gather and analyze data and to engage staff, Board and other stakeholders. SACOG staff was involved through focus groups and a workshop. Through the focus groups and workshop, strengths, weaknesses, opportunities and threats were identified, along with a set of organizational values. The values are listed in the next section of this report (Strategic Planning Components). The complete list of supporting and detracting behaviors for the values is provided in Attachment A.

The management team was engaged through two workshops and participation in creating the environmental scan. Board members were engaged through a survey. Outside stakeholders were involved through interviews and meetings. Stakeholders included the city and county chief executives from the region, a community activist, a representative of the Building Industry Association and the real estate industry, and a non-profit group engaged in the development of the Blueprint.

In early December 2009, the draft Strategic Plan was reviewed and approved (with some modifications) for forwarding to the full SACOG Board.

As part of this process, an environmental scan was prepared by Management Partners with assistance from SACOG management team. It provided important context for identifying goals for the future. The complete environmental scan is shown in Attachment B.

Strategic Mission

SACOG's new strategic mission statement as created through this strategic planning process is:

Provide leadership and a dynamic, collaborative public forum for achieving an efficient regional transportation system, innovative and integrated regional planning, and a high quality of life within the greater Sacramento region.

Goals for the Future

SACOG has identified three goals for the future, each of which has supporting strategies and performance indicators. The three goals are as follows:

Goal 1: Sustain the agency's emphasis on information-based decision making by providing state-of-the-art data and tools to members, partners, stakeholders and residents to help them shape the futures of their communities and the region.

Goal 2: Maximize strategic influence for the region through integrated regional transportation plans that produce unique and significant quality of life benefits for residents of the region.

Goal 3: Serve as a source of high quality information, convener, and/or advocate on a range of regional issues when the agency's involvement would provide unique, added value to promoting a sustainable future for the region.

SACOG ORGANIZATION

SACOG serves six counties and twenty-two cities, comprising a 6,190 square mile area with an estimated population of 2,229,000. Member agencies are El Dorado, Placer, Sacramento, Sutter, Yolo, and Yuba counties; the cities of Auburn, Citrus Heights, Colfax, Davis, Elk Grove, Folsom, Galt, Isleton, Lincoln, Live Oak, Marysville, Placerville, Rancho Cordova, Rocklin, Roseville, Sacramento, West Sacramento, Wheatland, Winters, Woodland, Yuba City; and the town of Loomis. SACOG is governed by a thirty-two member Board of Directors (thirty-one voting and one nonvoting). Voting members are appointed by member jurisdictions. The one non-voting member is the Caltrans District 3 Director.

SACOG's breadth is demonstrated by its designations and certifications. Its range of participation and engagement with regional partners and stakeholders is shown in the types of committees it uses to ensure effective regional planning.

It is designated as:

- Regional Transportation Planning Agency for Sacramento, Sutter, Yolo, and Yuba counties by the California State Secretary of Business, Transportation and Housing Agency
- Metropolitan Planning Organization (MPO) by the Governor and the U.S. Department of Transportation for the six-county Sacramento region
- Airport Land Use Commission for Sacramento, Sutter, Yolo and Yuba counties
- Service Authority for Freeway and Expressways for Sacramento, San Joaquin, Yolo, Yuba, Sutter, and El Dorado counties
- Area Wide Clearinghouse for the counties of Sacramento, Sutter, Yolo, and Yuba and the cities of Lincoln, Rocklin, and Roseville by the State of California Procedures of Intergovernmental Review of Federal Financial Assistance and Direct Development Activities

SACOG has a number of Board of Directors' Committees and other advisory committees. The current Board Committees are:

- Climate & Air Quality Committee
- Government Relations and Public Affairs Committee
- Land Use and Housing Committee
- Transportation Committee
- Strategic Planning Committee

The current advisory committees are:

- Airport Advisory Committee
- Bikeway and Pedestrian Committee
- 5310 Regional Evaluation Committee
- Goods Movement Advisory Group
- Public Participation Committee
- Regional Planning Partnership
- SACMET Travel Demand Model Technical Advisory Committee (TAC)

- Sacramento Emergency Clean Air and Transportation (SECAT) Air Quality Policy Group
- Sacramento Emergency Clean Air and Transportation (SECAT) Technical Advisory Committee
- Social Service Transportation Advisory Council
- Transit Coordinating Committee
- Transportation Demand Management Task Force

SACOG also has several ad hoc committees, as follow:

- ADA Compliance Committee
- Community Design Grant Review Committee
- Sacramento Region Intelligent Transportation Systems Partnership

In addition to these committees, SACOG is involved in various other public/private efforts in regional planning. See the Overall Work Program document for a complete list and an explanation of each of the committees noted above.

In FY 2009-10, SACOG has a budget of \$38,235,151 and a staff of 54 employees. Its major programs include:

- Long and Short Range Transportation Planning
- Land Use and Housing Planning
- Government Relations, Public Affairs and Administration
- Public Services
- Member & Agency Services

STRATEGIC PLAN COMPONENTS

SACOG's leadership identified a need to set a path for the future so that SACOG could ensure that its decisions, priorities and work plans are focused on strategic goals for the organization. This strategic plan meets the organizations needs for:

- Clear goals and priorities
- Integration of agency-wide goals and priorities
- Keeping SACOG on the cutting edge
- Implementing the agency's strategic mission

Strategic planning is about setting multi-year, broad goals and strategies that are consistently used to guide decisions about resources and where effort will be directed. It is about providing the context and basis for a business plan for the agency. Strategic planning is a collaborative process involving staff, policy makers, and other stakeholders in order to ensure that the full range of interests are considered as part of the planning process.

As a designated Metropolitan Planning Organization, SACOG must follow Federal regulations with respect to budget planning in order to be able to draw from a variety of Federal funding programs. The Federal approach, which was first mapped out in the 1970s, is called the Overall Work Program (OWP). This is an annual budget and planning tool which essentially sets the annual SACOG budget and work plan.

One of the intents of this strategic plan effort is to provide a more policy-oriented and modern approach to setting the policy vision of SACOG, which will then be used to shape the development of the annual OWP. In this way, the elements of the OWP contribute to achieving the long-term goals set forth in the strategic plan.

The components of this SACOG strategic plan are shown in this graphic.



An organization needs both a strategic plan and a business plan. The distinguishing features of both are the following:

Strategic Plan	Business Plan
<ul style="list-style-type: none">• High level• Overall framework• Strategic mission• Values• Multi year• Broad goals• Strategies to reach the goals• Priorities• Simple	<ul style="list-style-type: none">• Implementation of the strategic plan• Overall Work Program• Departmental work programs tie to goals and strategies• Operational plan for each of the strategies• Resource allocation• Priorities• Detailed

There are two important components to the effective use of strategic planning: the “**what**” and the “**how.**” The “what” is the content of the plan, which comprises most of this document. It consists of the goals to be achieved and the strategies to reach them. The “how” is a combination of the values the organization uses to implement the plan and the business plan which will be created by the organization following adoption of this strategic plan.

In the SACOG setting, the annual business plan is designed to feed the development of the OWP. The OWP itself will acknowledge the strategic planning process and include the goals, strategies and performance indicators developed in the strategic / business planning process, as well as addressing the MPO requirements which must be addressed by the OWP.

A sample business plan is shown in Attachment C.

Strategic mission

The management team discussed the existing mission statement for SACOG and concepts that the team thought should be part of a strategic mission for the future. A strategic mission statement provides the purpose and direction for the organization. It gives a rationale for programs that are carried out by the organization, and fundamentally defines what the organization stands for and the reason for its existence. The team created the following new strategic mission statement:

Provide leadership and a dynamic, collaborative public forum for achieving an efficient regional transportation system, innovative and integrated regional planning, and a high quality of life within the greater Sacramento region.

Organizational Values

The entire SACOG staff was involved in identifying the key organizational values that guide work and behaviors. As a result, six values were identified, as listed and defined below. See Attachment A for a more complete description of behaviors that support each of the values and behaviors that would detract from the values.

Value: Professional Excellence

- Produces and communicates consistently high quality, technically competent work of value to the organization.
- Recognizes and maintains a clear focus on strategic goals and outcomes consistent with the organization's work program(s).
- Maximizes opportunities to increase productivity and achieve high quality results.

Value: Innovation

- Solves problems creatively and is open to new ideas.
- Creates new ways of moving the organization forward to achieve its mission.
- Fosters new and creative thinking and solutions.

Value: Integrity

- Adheres to individual and organizational professional standards in the conduct of the organization's business.
- Produces documents and work products that are objective, credible and reliable.

Value: *Leadership*

- Creates and sustains an atmosphere that fosters a culture of openness, inclusion, trust, and results.
- Contributes to creating a clear vision and direction.
- Inspires results and effective teamwork.
- Exhibits the full range of professional competencies and models integrity and ethics.

Value: *Responsiveness*

- Communicates readily and/or takes action in response to requests from others for information or assistance.
- Is observant, considerate and respectful of others' time and schedules.
- Is reliably prompt and does not require reminders to achieve results, communicate or meet obligations.

Value: *Teamwork*

- Takes the initiative to ensure that objectives are met and volunteers to help others for the good of the organization.
- Engages team members to work collaboratively and reliably towards a defined objective. Has a keen sense for having the right people on the team.
- Recognizes, values and leverages each person's strengths and differences.

Strategic Plan Goals, Strategies and Performance Indicators

As a result of this strategic planning process, SACOG has identified three goals. Each of the goals has a set of strategies for implementing the goals. Additionally, each of the goals has a set of performance indicators. The definitions of goals, strategies and performance indicators are provided below.

- **Goal:** Desired long-term outcome.
- **Strategy:** Specific methods of achieving the goal.
- **Performance Indicator:** How achievement of the goal will be measured; how the organization will know if the long-term outcome has been achieved (including progress being made in achieving the long-term outcome).

The three goals and their associated strategies and performance indicators are provided in the following pages.

Goal 1: Sustain the agency's emphasis on information-based decision making by providing state-of-the-art data and tools to members, partners, stakeholders and residents to help them shape the futures of their communities and the region.

Goal 1 Strategies:

1. Increase opportunities for member jurisdictions to utilize regional data, models and analysis to analyze impacts of their decisions on transportation, land use, air quality and other policy areas that affect quality of life.
2. Increase agency capacity to provide scientific information and analysis of transportation, land use, air quality and other matters of regional importance.

Goal 1 Performance Indicators:

- A. Members and planning partners routinely use a combination of appropriate planning tools (e.g., I-PLACE³S and SACSIM) to conduct technical analysis of general plan updates, corridor plans, transportation circulation plans, and neighborhood and community plans, and use of such planning tools by stakeholders and residents to evaluate proposed development projects.
- B. Interactive, information-based citizen engagement practices are commonly used by members in support of general plan updates, development of neighborhood and community plans, and evaluation of the impacts of significant proposed development projects. The Agency has an effective and active process for sharing information about SACOG activities with staff in service to local government
- C. Appointment to the SACOG Board is viewed as an attractive opportunity for local elected officials and SACOG's Board members are actively engaged in pursuing the mission of the agency and the agency's local, state and national recognition for leadership in the implementation of information rich, consensus-driven regional efforts to improve the quality of life in the region continues to be enhanced. SACOG actively engages in providing information to all elected leaders about the role it plays in regional affairs and how this role contributes to an improved quality of life.

Goal 2: Maximize strategic influence for the region through developing and implementing integrated regional transportation plans that produce unique and significant quality of life benefits for residents of the region.

Goal 2 Strategies:

1. Consolidate, expand and maximize strategic advantage from the agency's state and national leadership role and access to the best tools and methods for preparing an outstanding MTP.
2. Maximize the benefits of comprehensive planning and project implementation in the Sacramento region.

Goal 2 Performance Indicators:

- A. SACOG's MTP will remain a leader in the state in improving per capita VMT, congestion, air emissions and other performance measures that advance the quality of life.
- B. SACOG will leverage its high performing MTP to secure additional funding and policy support from federal, state and local sources to build key projects sooner than would otherwise be possible.
- C. SACOG and its member agencies continue to be leaders in the State in the timely delivery of projects.

Goal 3: Serve as a source of high quality information, convener, and/or advocate on a range of regional issues when the agency's involvement would provide unique, added value to promoting a sustainable future for the region.

Goal 3 Strategies:

1. Continue to expand SACOG's data and modeling capabilities to include topics that influence transportation behavior and planning (e.g., energy, climate change, land use economics and infrastructure).
2. Assist regional partners with the evaluation of functional service delivery opportunities and act upon the ones that will most assist the agencies.
3. Analyze options for increasing SACOG's financial analysis and capacity so that it is able to serve the region if and when new service needs are identified.

Goal 3 Performance Indicators:

1. Deliver cost savings to local governments by building the capacity of the agency in areas of highest need to member jurisdictions, and/or leveraging new revenues in collaboration with local governments.
2. SACOG's member services program will increase coordination activities relating to assistance with policy development, joint project delivery, grant development, and requests for technical assistance as measured by increase in requests from member jurisdictions for assistance and resulting grant acquisition or more integrated policy making.

IMPLEMENTING AND UPDATING THE PLAN

This strategic plan should be updated annually by the staff and Board. When the Overall Work Program and SACOG budgets are prepared, the strategic plan should be reviewed to determine whether changes are warranted. Additionally, accountability for implementation through the business plan will be critical to ensure that this plan is in fact used as the principal policy guide for the organization and Board.

Key steps that will help the organization keep on track and update the plan include:

- Preparing a business plan to implement the strategic plan, integrating the Overall Work Program and other projects. That will enable the organization to ascertain whether it has the resources to accomplish all that it is currently doing, and determine changes needed to match projects to the goals established as part of this strategic planning process.
- Conducting an annual review of the strategic plan that includes a review of progress toward goals and revising elements of the plan as appropriate to meet changing conditions.
- Keeping the Board apprised of status toward achievement of strategic plan goals by sharing information regularly, and referencing the goals and strategies in reports to the Board, including recommended actions.
- Providing a copy of the strategic plan to every SACOG staff member, and having each member of the management team use the plan for their individual work plans and accountability measures.
- Keeping SACOG staff apprised of accomplishments of strategic plan goals by sharing information regularly.
- Making the new SACOG strategic mission, values, and goals highly visible to staff and others, including SACOG board committees and advisory groups.
- Connecting the strategic plan goals and strategies to annual work plans developed collaboratively by SACOG teams.

Business Plan Template

A business plan will implement the strategic plan. It is the primary way that resources and timelines are applied to ensure that the strategic plan is made operational. The Overall Work Program should integrate with the strategic plan and be part of the business plan so that the organization has one fully coordinated set of long-term goals, priorities and projects, and so resources can be properly allocated to achieving the intended outcomes of the strategic plan and Overall Work Program.

The following template is provided as a starting point for the organization to use and/or modify as needed.

Goal 1:						
Success indicators for Goal 1:						
Strategy 1:						
OWP projects that contribute to strategy 1:						
Projects to Implement Strategy [OWP and Non-OWP Projects]	Project Sponsor and Lead Team Members	Milestones	Priority (1, 2, 3) Time to Accomplish	Staffing (Consultant) Resources Required	Financial Resources Required	Unavailable Resources That Are Needed

A sample business plan is shown in Attachment C.

ATTACHMENT A – ORGANIZATIONAL VALUES

On June 16, 2009, the SACOG staff, working in nine small groups, identified core values for the organization. Each small group recorded the values, along with behaviors that support and behaviors that detract from the top two values on their list. As a result, Management Partners identified six values as representative of those suggested by the nine small groups. The six values are:

- Professional excellence
- Innovation
- Integrity
- Leadership
- Responsiveness
- Teamwork

These are defined in detail below and were presented to the management team for review and confirmation.

Value: Professional Excellence

- Produces and communicates consistently high quality, technically competent work of value to the organization.
- Recognizes and maintains a clear focus on strategic goals and outcomes consistent with the organization's work program(s).
- Maximizes opportunities to increase productivity and achieve high quality results.

<i>Behaviors that support</i>	<i>Behaviors that detract</i>
<ul style="list-style-type: none"> • Strives to achieve maximum productivity and effectiveness. • Recognizes professional limitations. • Stays focused on results when faced with difficult situations. • Performs effectively among different management styles. • Sustains balance between professional and personal commitments. • Encourages and mentors colleagues. 	<ul style="list-style-type: none"> • Accomplishes the bare minimum or follows the status quo. • Produces poor quality work when faced with adversity. • Is easily swayed by political pressures within or outside the organization. • Displays a lack of commitment to the organization. • Does not recognize the significant from the insignificant.

Value: Innovation

- Solves problems creatively and is open to new ideas.
- Creates new ways of moving the organization forward to achieve its mission.
- Fosters new and creative thinking and solutions.

<i>Behaviors that support</i>	<i>Behaviors that detract</i>
<ul style="list-style-type: none"> • Recognizes patterns and interconnectivity of issues and factors • Applies critical thinking skills and checks assumptions. • Welcomes new ideas and change. • Encourages others to share ideas. • Is willing to risk failure. 	<ul style="list-style-type: none"> • Does not see the big picture and how issues relate to one another. • Dwells on the issues and is not solution oriented. • Avoids change. • Does not enable others to contribute solutions. • Defers to old solutions and plays it safe.

Value: Integrity

- Adheres to individual and organizational professional standards in the conduct of the organization's business.
- Produces documents and work products that are objective, credible and reliable

<i>Behaviors that support</i>	<i>Behaviors that detract</i>
<ul style="list-style-type: none"> • Produces complete and thorough work products. • Does what is right, even when no one is looking. • Gives proper credit for good work. • Is honest. • Admits mistakes. • Follows through on commitments. • Promotes transparency with the public. 	<ul style="list-style-type: none"> • Does what is easiest. • Interferes with others' success. • Says whatever will keep him or her from getting into trouble. • Blames others or avoids responsibility. • Justifies doing the wrong thing. • Completes work just to get it done. • Seeks personal advantages or perks.

Value: Leadership

- Creates and sustains an atmosphere that fosters a culture of openness, inclusion, trust, and results.
- Contributes to creating a clear vision and direction.
- Inspires results and effective teamwork.
- Exhibits the full range of professional competencies and models integrity and ethics.

<i>Behaviors that support</i>	<i>Behaviors that detract</i>
<ul style="list-style-type: none"> • Inspires others to accomplish organizational objectives. • Knows the subject matter of the work. • Rises to the occasion during a crisis. • Recognizes team members for their accomplishments. • Provides direction. • Initiates problem solving and innovation. 	<ul style="list-style-type: none"> • Micromanages other people's work. • Rests on one's laurels. • Misses opportunities to accomplish objectives. • Misuses authority for personal gain or credit. • Requires obedience.

Value: Responsiveness

- Communicates readily and/or takes action in response to requests from others for information or assistance.
- Is observant, considerate and respectful of others' time and schedules.
- Is reliably prompt and does not require reminders to achieve results, communicate or meet obligations.

<i>Behaviors that support</i>	<i>Behaviors that detract</i>
<ul style="list-style-type: none"> • Responds to requests in a timely manner. • Recognizes and reacts to needs when they arise. • Demonstrates initiative. • Is on time and fulfills commitments. • Listens to others. 	<ul style="list-style-type: none"> • Is dismissive of others' needs. • Ignores obvious needs. • Assumes others will respond. • Is frequently tardy. • Provides incomplete work. • Avoids communication.

Value: Teamwork

- Takes the initiative to ensure that objectives are met and volunteers to help others for the good of the organization.
- Engages team members to work collaboratively and reliably towards a defined objective. Has a keen sense for having the right people on the team.
- Recognizes, values and leverages each person’s strengths and differences.

<i>Behaviors that support</i>	<i>Behaviors that detract</i>
<ul style="list-style-type: none">• Meets deadlines and commitments to achieve the team’s objectives.• Includes others when making decisions.• Understands common goals.• Works towards team successes.• Accepts diverse ideas.• Is dependable.• Offers to help others.	<ul style="list-style-type: none">• Uses a “go it alone” approach.• Works in a silo.• Works primarily for personal success.• Is unwilling to accept others’ ideas as valid.• Breaks confidences or gossips.

ATTACHMENT B – ENVIRONMENTAL SCAN

An Environmental Scan provides critical data to be considered in creating goals and strategies. It identifies factors that:

- **Currently** influence the organization and its decisions
- Will likely affect the organization ***in the future***.

Data for the SACOG Environmental Scan was collected from the following:

- SACOG Staff
- Stakeholder Interviews
 - Mary Brill
 - Dennis Rogers, North State Building Industry Association
 - Bill Mueller, Valley Vision
 - Randy Sater, Teichert Inc.
 - Matt Mahood, Sacramento Metro Chamber of Commerce
- Electronic survey of SACOG Board Members
- City and County Chief Executives of the region
- Regional data sources
- Review of results from Sacramento Metro Chamber sponsored State of the Region Forum held on September 18, 2009

Major Factors Affecting SACOG

- Slow down in residential growth
- Realignment of region's economy
- Current economic environment
- Job growth
- State budget impact
- Local government ability to respond to state environmental and other mandates

Major Challenges Facing SACOG and its Members

- Slow down in residential growth
- Realignment of region's economy
- Current economic environment

- Job growth
- State budget impact
- Local government ability to respond to state environmental and other mandates

Current Economic Environment

- Region second fastest growing housing market in State prior to downturn
 - Concerns linger about traffic, loss of agricultural lands, quality of life
- Average job growth in region outperformed state and national rates, but has dropped
- More than 25% of jobs in Sacramento region are provided by federal, state and local governments
 - 1/3 higher than statewide average
 - 10 to 15% of professional services jobs are related to government (i.e., lawyers, lobbyists)

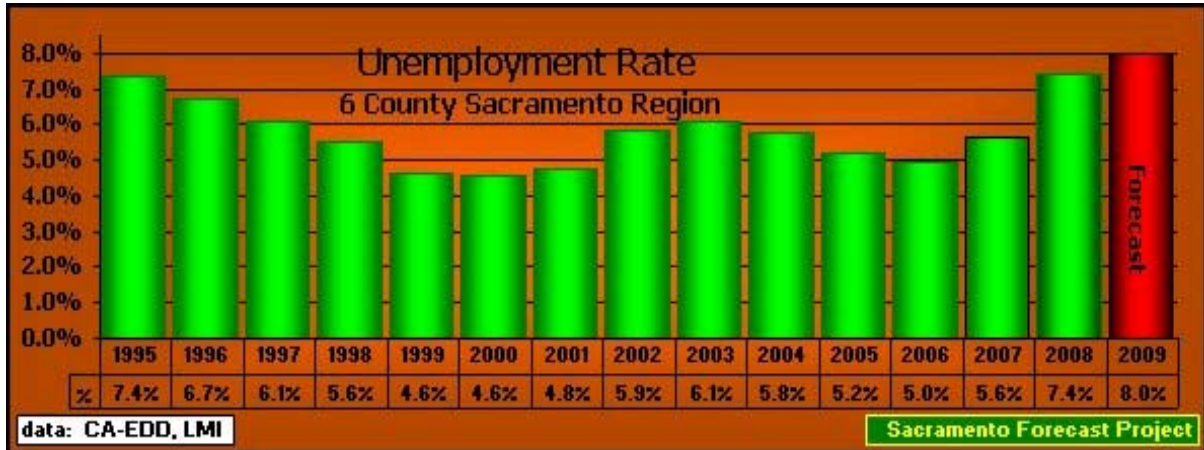
Leveling of Job Growth

Following ten year growth, 0.7% decrease in job growth in 2008.

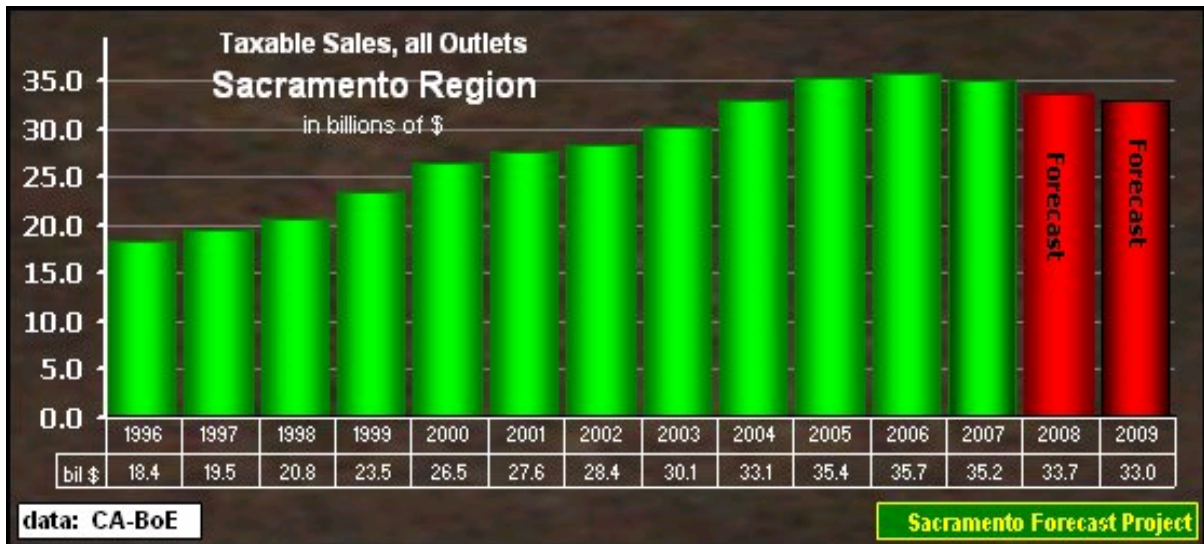


Lower Unemployment Rate Than State Average

Sacramento region unemployment rate for 2008 was 7.4%, significantly less than the current Statewide unemployment rate of 11.5%. Underemployment, such as the 85% furloughs for state workers, is not counted in these unemployment figures.



After Ten Year Increase, Taxable Sales Declining



Significant Five Year Decline in Building Permits



SACOG Funding Challenges

- Dependent on formula revenues and planning grants from Federal and State governments for functions beyond core mission
- OWP (mandated) drives the work program
- Funding formulas and grants may not help implementation of the Blueprint
- Sales tax revenue is down
- Challenges to transportation funding and project delivery, including declines in local and state funding sources; federal formula funds have been stable, with a one-time boost made possible by the federal stimulus package
- State and federal legislation linking transportation, land use and air quality planning
- Flexibility in funding transportation projects limited

Sustainability Initiatives Remain

- SB 375 implementation links:
 - Transportation and land use planning, affordable housing initiatives and CEQA reform
- Federal climate change legislation
- Blueprint implementation
- Streamlining CEQA

Current Economic Downturn Presents Opportunities

- Broaden region's economic base to strengthen financial health and capacity for growth
- Implement climate action plan initiatives
- Implement Blueprint through local/regional planning initiatives
- Construct more transportation projects (2009 stimulus dollars)

Possible Opportunities During Economic Slowdown

- "Green Capital Alliance" – economic development initiative
- Rural Economy and Habitat Conservation Study
- Responding to SB 375 mandates through CEQA reform
- Federal climate action initiatives
- Federal stimulus funding for transportation programs/projects

SACOG Legislative Strength

- Sustains a strong federal and state legislative network
- Effective, credible leadership in MPO's and COG's nationally
- Maintains strategic and "smart" approach to legislative advocacy

Board as Legislative Advocates

- Ensure alignment of regional priorities with local ones
- Consensus on expanding interests in broader and more national climate change issues

Stakeholder Input: *Don't Forget the Basics*

- What's next after completion of Rural/Urban Connections Strategy
- Where do RUCS and Blueprint fit into the next MTP
- Continue Blueprint advocacy and education
- Impact of AB 32/SB 375 on local government
- Sustaining SACOG's leadership at all levels of government
- Transportation planning
- Is it time for a Blueprint check in:
 - Impact of new economy on costs of sustainable development
 - New performance measures
 - New and innovative (less expensive) ways to approach sustainability

City/County Managers Input

- Technical assistance with climate change regulatory compliance and mandates
- Serve as forum for coalescing information/ideas around critical topics and issues, e.g., constitutional convention, economic development, regionalization
- Independent broker of information and analytical tools, e.g., trip generation

Survey of Board Members

- 13 Board Members responded
- Questions:
 - What issues are important as SACOG develops their Strategic Plan?
 - What constraints do you think SACOG will face in the future?
 - What you hope will be included in the Strategic Plan
 - What else should we keep in mind?

Input from Board Members: *Important Issues for Strategic Plan*

- Assistance with implementing regulatory requirements around land use/air quality
- Realignment of the region's economy is critical to future
- Leadership in transportation planning/funding must be maintained
- RUCS Study policy outcomes are important

ATTACHMENT C - SAMPLE DRAFT BUSINESS PLAN TEMPLATE

Goal 1: *Preserve the region's economic base and quality of life through a balanced and viable regional transportation system.*

Success Indicator for the Goal: *At least 60% of the region's residents living in urbanized areas have viable and sustainable alternative sources of commute transportation aside from the single occupancy vehicle.*

Strategy 1: *Create a long term funding strategy to ensure the region's bus system can provide a viable, reasonable share of alternative commute services for the next 10 years.*

OWP Objectives that contribute to the Strategy:

Element 10-003: Short-Range Transportation Planning and Studies

Objective: To identify certain transportation projects that are shorter in term or are related to specific studies.

Element 10-002: Long-Range Transportation Planning

Objective: To support the long range planning efforts as they relate to the Metropolitan Transportation Plan implementation and its related components.

Element 10-005: Continuing Transportation Implementation

Objective: To identify those projects which are ongoing and span multiple years. These projects support efforts related to programming federal and state funding, regional air quality planning activities and Metropolitan Transportation Plan implementation.

Projects to Implement Strategy [OWP and Non-OWP Projects]	Project Sponsor & Lead Team Members	Milestones	Priority 1, 2, 3 Time to Accomplish	Staffing (Consultant) Resources Required	Financial Resources Required	Unavailable Resources That Are Needed
Downtown Sacramento Transit Circulation and Facilities Plan	SACOG Technical Advisory Committee	<ul style="list-style-type: none"> • Prepare RFP • Establish Project Management Team • Review and analyze existing and ongoing studies • Review existing conditions in the downtown study area. 	Priority 1 Six months	Two SACOG staff planners to lead project and staff project committee Consultant	\$300,000 over two years	None