



SACOG Board of Directors

**Item #16-4-10
Information**

April 18, 2016

2016 Strategic Planning, Outreach, and CEO Recruitment Update

Issue: 2016 Strategic Planning, Outreach, and CEO Recruitment Update

Recommendation: This is an information only item.

Discussion: Attached please find the second draft of the CEO Recruitment brochure. This is very much still a work in progress but I want to keep all of you apprised of it as it evolves to give everyone the maximum chance to provide input. It will not be final until after we hire the recruitment firm and they make their recommendations on this document. I intend to have the Strategic Planning Committee be the final decision-making body for the document, but all Board members will be notified and invited to participate in that meeting if they like.

I want you to know a little about the genesis of the attached document. It follows the format, and actually much of the substance, of the brochure the SACOG Board and search firm used the last time you recruited a new Executive Director, in 2004. We updated that prior document to reflect input to date we have received during our stakeholder outreach/strategic planning process with Board members, regional city managers and county executives, and selected staff and board leadership from external stakeholders. The input we have been getting is remarkably consistent. I then sent the first draft of our 2016 brochure to the Strategic Planning Committee for input. From the comments I received we prepared the draft that is attached. Please give me any thoughts you have, in writing or verbally. I will continue to collect them and provide them to the search firm once it is hired. Thank you so much for your active involvement in this important issue.

Approved by:

Susan Rohan
Chair

Attachment

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The Sacramento Area
Council of Governments
Seeks an Experienced,
Creative Leader
To be the New Chief
Executive Officer

UNIQUE OPPORTUNITY

This is a unique opportunity to lead an organization with a national reputation for cutting-edge creativity and innovation.

SACOG

Many regions today face challenges whose solutions are beyond the capability of local governments working alone. Since its establishment in 1965, the Sacramento Area Council of Governments (SACOG), a voluntary association of city and county governments, has provided a forum for mutual problem solving and regional advancement. SACOG's member jurisdictions have enjoyed a cooperative atmosphere that respects the jurisdictional authority of each member but that fosters collaboration to address important regional issues.

The agency's mission is to "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." The agency has three strategic goals:

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.
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.
3. Serve as a source of high quality information, convenor, 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.

The majority of SACOG's activities have been focused on transportation planning, funding and project delivery. In the last several years, SACOG has taken on a new role managing three regionally significant projects: Downtown Sacramento/Riverfront Streetcar, Connect Card Universal Transit Fare System, and a regional Bike Share Program. The agency has developed a wide-range of related programs of regional significance including rural-urban connections, air quality, land use, affordable housing, shared services, coordination and sometimes advocacy on a range of topics including flood control, water, and state and federal regulations.

SACOG serves a diverse region of 2.4 million people and 6,561 square miles. SACOG consists of 28 city and county member governments.

El Dorado County

- City of Placerville

Placer County

- City of Auburn • City of Colfax

- City of Lincoln • Town of Loomis
- City of Rocklin • City of Roseville

Sacramento County

- City of Citrus Heights • City of Elk Grove
- City of Folsom • City of Galt
- City of Isleton • City of Rancho Cordova
- City of Sacramento

Sutter County

- City of Live Oak • City of Yuba City

Yolo County

- City of Davis • City of West Sacramento
- City of Winters • City of Woodland

Yuba County

- City of Marysville • City of Wheatland

Funding

Major revenue sources include federal, state, and local grants. In addition, all members pay annual dues based on population. SACOG has an operating budget of about \$30 million and a staff of about 60.

Public Participation

SACOG encourages participation of interested citizens and groups in its planning programs. Standing advisory committees and ad hoc committees are often created for major projects.

Community workshops and public hearings are part of most projects. SACOG has a strong commitment to inclusion of all stakeholders and incorporates a community outreach element in all its projects. Special efforts are made to include environmental justice communities, and other traditionally under-represented groups.

PROGRAMS AND RESPONSIBILITIES

Each year the SACOG Board adopts an Overall Work Program (OWP) and budget to guide agency activities. Each major work activity is included as a separate work element:

Project Delivery and Programming – Assists local jurisdictions in meeting all state and federal requirements for funding projects, and identifying available state and federal funds.

Multi-modal Transportation Planning and Coordination – Develops Metropolitan Transportation Plan, balancing federal mandates with the needs and interests of member jurisdictions.

Air Quality and Greenhouse Gas Emissions Planning, Analysis and Coordination – Implements requirements of the federal Clean Air Act and California Sustainable Communities and Climate Protection Act (SB 375) by ensuring that delivered projects do not impede the region's air quality and greenhouse gas emissions reduction goals.

Transit Planning and Coordination – Provides planning support and a forum for coordination opportunities for the region's transit operators.

Housing and Land Use – Provides analysis and planning support for projects related to the housing and land use needs of the region consistent with the region's Blueprint Growth Scenario with technical assistance tools for both

urban and rural communities, including the Rural-Urban Connections Strategy supporting the rural economy and environment.

Regional Monitoring and Forecasting – Provides data and technical tools needed for high quality transportation and air quality analysis, and project development.

Geographic Information Systems – Provides technical support and facilitates the cooperative development of GIS programs for local agencies in the SACOG region.

Public Information, Outreach and Advocacy – Supports SACOG programs by providing information to and receiving input from the public and other interested parties; fosters public awareness of SACOG and its efforts; advocates for funding, legislation, and other favorable outcomes that will aid in delivery of regional priority projects.

Intelligent Transportation Systems (ITS) and Service Authority for Freeways and Expressways – Coordinates ITS planning and operations among jurisdictions and Caltrans, and operates a call boxes program in the SACOG region and two bordering counties.

Transportation Demand Management/Rideshare/511 Travel Information – Operates a rideshare and public education/marketing program encouraging multi-mode transportation options, and manages in coordination with Caltrans the regional 511 traveler information system.

BOARD OF DIRECTORS

SACOG is governed by a 31-member Board of Directors made up of elected officials representing all member cities and counties. Each city and county has at least one representative on the SACOG Board; the City of Sacramento has two, and the County of Sacramento has three. Caltrans also has an ex officio member. Voting is weighted, based on population. The Board meets once a month to set regional policy and direct the overall work program for the Council. There are three standing committees: Transportation, Land Use & Natural Resources, and Government Relations & Public Affairs. The committees meet monthly. Currently, the Board also has an Innovations Task Force exploring shared services, member services and best practices of councils of governments.

ACCOMPLISHMENTS

The SACOG Board and its staff have accomplished a great deal in recent years. Highlights (and awards) include:

- High-performance Metropolitan Transportation Plans that integrate transportation, land use, air quality and emissions reductions, housing, and cost-benefit analysis (Federal Highway Administration and Federal Transit Administration Transportation Planning Excellence Award, Association of Metropolitan Planning Organizations National Award for Outstanding achievement in Transportation Planning)
- Creation and implementation of Blueprint Growth Strategy (Governor's Environmental and Economic

Leadership Award, U.S. Environmental Protection Agency's National Award for Smart Growth Achievement, American Lung Association Clean Air Award, Harvard Kennedy Center Innovations in Government recognition)

- Key role in writing and implementing nation's leading statewide regional planning legislation, The Sustainable Communities and Climate Protection Act of 2008 (SB 375)
- Programs average \$125-150 million in funds for transportation projects biannually. Uniquely in the country, California law sub-allocates 75 percent of major funding streams to regional agencies
- SACOG is also active in California's new Climate Change Cap and Trade program, a multi-billion dollar program statewide that targets over 60 percent of the funds to transit, housing and other projects that help to implement regional plans
- SACOG currently is managing efforts to implement a streetcar system, a regional bike share system, and a universal fare card to better connect regional transit operators
- A one of its kind Rural-Urban Connections Strategy (RUCS) designed to help the region's substantial rural communities achieve economic sustainability and success. (National Association of Development Organizations Innovation Award, Harvard Kennedy School Innovations in Government recognition)
- A high caliber professional staff with a strong reputation for leading edge data processing, analytics, geographic information systems (GIS) mapping, as well as community involvement practices that support performance-based regional planning. SACOG plays a leading role in statewide and national initiatives that promote improvement and greater use of open source scenario planning tools. (ESRI) Special Achievement Award in Geographic Information Systems, Women in Transportation Seminar - Advancing Women in Transportation Employer of the Year, multiple awards for public involvement and information from the California Association of Public Information Officers

KEY ISSUES AND PRIORITIES

In preparation for the recruitment of a new Chief Executive Officer the Board, with input from community representatives and SACOG staff, identified issues and priorities a successful candidate will be expected to manage and advance:

Board Relationships

The new Chief Executive Officer will have a strong working relationship with the Board, its committees and key staff from member agencies that is based on partnership, mutual

trust, respect, open communication, and equal treatment of all members.

Local Government Connections

Build on current initiatives that promote stronger connections between SACOG Board members and their colleagues on City Councils and County Boards of Supervisors; with local government staff including City Managers and County Executives, and with their local public agency partners including school districts, park districts, fire and water districts, and other special districts.

External Partnerships

Enhance efforts to establish strong relationships with various community, civic and business organizations, and sub-regional local government organizations, including regional transportation planning agencies and other transportation organizations, air districts, transit operators, Local Agency Formation Commissions, flood districts, water districts, farm bureaus and others.

Program Focus

"SACOG's primary focus has been on preparing and implementing the Metropolitan Transportation Plan/Sustainable Communities Strategy, programming transportation funds to implement the MTP/SCS and providing technical assistance members and partners to assure effective use of those funds. The MTP/SCS, under federal and state law, is now an integrated plan with significant land use, housing, air quality and other elements.

In response to input from the Board's Innovations Task Force, a regional group of City Managers and County Executives, and other stakeholders, the organization in the last few years has been expanding its activities in other areas in which its members find that efficiencies, effectiveness or both can be achieved through common action, regionally or sub-regionally. In order for SACOG to grow its services in areas not directly related to the MTP/SCS it will be necessary to develop new financial and possibly organizational systems that support this growth, while at the same time not detracting from the resources and focus needed to maintain its high quality standards for the MTP/SCS."

Continue focus on key Metropolitan Planning Organization activities of increasingly integrated transportation, land use, air quality, and housing planning, and transportation project funding and project delivery, while also looking for appropriate and financially viable opportunities to implement recommendations coming from the Regional Managers and the Board's Innovations Task Force, many of which are within the portfolio of SACOG's Council of Governments role.

Organization Development

SACOG has a highly qualified management team and staff. The new Chief Executive Officer will focus on organizational leadership including staff development, team building and succession planning.

Location

SACOG's offices are located in Downtown Sacramento, across from the State Capitol Building. [photos to be added for brochure]

IDEAL CANDIDATE

Given the issues and priorities facing SACOG, the new Chief Executive Officer must be an energetic, results-oriented leader. The ideal candidate will possess excellent communication skills and be capable of facilitating change, developing and strengthening relationships, and building consensus with many regional partners. Specific requirements of the position are as follows:

Education and Knowledge, Skills and Abilities

A Bachelor's degree in a related field is required but an advanced degree is desirable.

In addition to the experience and education described above, the ideal candidate will possess:

Knowledge

- Strong understanding of transportation funding and project delivery
- Familiar with regional planning principles associated with the following: demographics, air quality, housing, natural resource protection, and land use planning.
- Understanding of California's unique policy and regulatory environment, including regional transportation funding sub-allocation practices, Sustainable Communities and Climate Protection Act, Regional Housing Needs Allocation law, and California Environmental Quality Act.
- Knowledge of diverse issues facing urban, suburban, and rural areas

Skills

- Good at building effective partnerships, both with local government members and with multiple external organizations and stakeholders
- Decisive once input has been received and viewpoints are known
- Politically astute, yet not political
- Experienced with, and committed to, implementing data-driven, performance-based decision-making
- Experienced in personnel management and employee relations

Abilities

- Interested in creating a partnership with the Board
- Creative, willing to take risks
- Willing to follow Board direction and able to take the initiative in refining and implementing SACOG policy
- Calm under pressure, possess a positive attitude and a good sense of humor
- An effective listener and negotiator who is able to build consensus

- A strong, dynamic leader
- Effective in establishing strong relationships with multiple stakeholders with diverse interests
- Able to carefully evaluate and improve the organization's efficiency, effectiveness and financial health
- Able to delegate both authority and responsibility while promoting individual accountability
- Flexible, unbiased, compassionate and have a high level of integrity
- People-oriented and able to establish a strong working relationships with the Board and employees

COMPENSATION AND BENEFITS

The salary for the position will be negotiated with the Board and based on candidate qualifications. The current base salary range is \$212,364-288,924. In addition, SACOG offers an excellent benefit package that includes:

- CalPERS Retirement Plan (2% at 55 for Classic Members, 2% at 62 for those subject to PEPR). SACOG pays a portion of employee contribution.
- Social Security
- 401(a) and 457 – Optional deferred compensation contribution plans
- Health – SACOG offers several health insurance options through CalPERS. Any unused premium is paid to employees.
- Dental – SACOG pays for employee and dependents.
- Vision – SACOG pays for employees .
- Life Insurance – \$50,000.
- Long Term Disability – SACOG pays premium; includes \$5,000 life insurance policy.
- Leave benefits – SACOG provides up to 25.34 hours monthly of Paid Time Off.
- Transportation Benefits – transit pass or subsidy for bicycle, walk or carpool commuting.

APPLICATION PROCESS

For additional information regarding this opportunity, contact:

(Consultant to be selected and consultant will specify process details)