Shared Services & New Initiatives Task Force

Thursday, August 15, 2013, at 11:00 AM or directly following the Board Meeting
Rivers Rooms

The Shared Services and New Initiatives Task Force may take up any agenda item at any time, regardless of the order listed. Public comment will be taken on the item at the time that it is taken up by the committee. We ask that members of the public complete a request to speak form, submit it to the clerk of the committee, and keep their remarks brief. If several persons wish to address the committee on a single item, the chair may impose a time limit on individual remarks at the beginning of the discussion.

Roll Call: Directors Aguiar-Curry, Buckland, Cabaldon, Hanley, Jankovitz, Samayoa, Saylor, Scherer, Stallard, Yuill, Vice Chairs Hodges and Davis, Chair Miklos

Public Communications: Any person wishing to address the committee on any item not on the agenda may do so at this time. After ten minutes of testimony, any additional testimony will be heard following the agenda items.

1. Concept Proposal Early Actions
   1-A. Travel Demand Forecasting & General Plan Services (Mr. Griesenbeck)
   1-B. Regional Advocacy Coordination (Ms. Sloan)
   1-C. Pooled Purchasing Update (Mr. Johnson)
   1-D. Grant Tracking Database Subscription Update (Mr. Chew)

2. MPO and COG Best Practices Research (Mr. McKeever)

Other Matters

Adjournment

Prepared by: Mike McKeever
Chief Executive Officer

Approved by: Steve Miklos
Chair

Next committee meeting: Date to be determined.

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Shared Services & New Initiatives Task Force
May 16, 2013
Summary Notes

Agenda

1. Summary of March, 2013 Task Force Meeting (Ms. Sloan)
   Summary Notes from March Task Force discussion shared with Task Force and public participants

2. Concept Proposal Early Actions
   - Travel Demand Forecasting and General Plan Services
     (Mr. Griesenbeck)

   Mr. Griesenbeck shared discussions with city staff and consultants for Woodland. Will engage other jurisdictions staff in focus group discussions and input from Woodland experience.

   Sacramento County is working on major traffic impact study on Jackson Corridor. SACOG staff will support county staff and consultant as they navigate through that project.

   Results from county and city staff are positive and hopefully learning opportunity for services SACOG might provide more broadly.

   Task Force Members comments included:
   - Suggestion that goal of shared service should be to reduce some of the cost for this work by connecting the data to some specific tasks
   - Interest and support from Task Force member and their staff for pursuing opportunities for data and information sharing in support of planning

   - Regional Grant Coordination
     (Mr. Chew)

   Mr. Chew presented a summary of staff research and communications with working group. Grant writing database was of immediate use to the interested stakeholders. Staff worked with working group to identify two companies with subscription products. First product with range of costs upward of $25k with additional license fees per jurisdiction of $1-3k/each. Product includes compilation of original information and availability of additional support services. Second product was cost of $2k for the entire year for the full region using database for other company related needs, set up as joint-venture such that the subscriptions are pure profit for their overhead.
Sixteen jurisdictions on conference call expressed interest. Seven participated in web tour demo to compare with current services. All agreed with product quality and asked for assistance a.s.a.p. to execute. Offer also provides opportunity for local non-profits to participate within the region. They also have an RFP website.

Task Force Members comments included:

- Concern for product consistency and opportunity for quality check
- Interest in regional discount for grant writing software. Interest common amongst participants
- Some debate regarding whether additional support would be helpful either in grant tracking or grant writing
- Concern over competitiveness on grant opportunities amongst jurisdictions
- Interest in possibly forming a technical group for support on grant writing needs amongst member jurisdictions

- Pooled Purchasing
  (Mr. Johnson)

  Johnson provided summary presentation of initial research and communications noting that discussions were focused on one specific product initially. Mark Prestwich, City of Sacramento, brought this forward to us to explore with other jurisdictions for current fuel purchasing arrangements, interests for shared purchasing arrangements, and basic price information to be gathered. Could come back with feasibility analysis if we find interest in moving forward.

  Task Force Member comments included:

- Interest in opportunities for intern tasks to contact all the jurisdictions initially
- Interest in including special districts in the research
- Interest in information sharing of research results
- Support for role of SACOG as a convener
- Considerations for other shared service areas including shared use of specialized equipment, e.g. regrinding equipment
- Recommendation to look at other best practices with example of Orange County LAFCO model for future presentation

- Regional Advocacy Coordination
  (Ms. Sloan)

  Sloan provided brief update of early stages of process including initial discussions with member jurisdictions who maintain dedicated advocacy
budgets. Staff intends to meet with member jurisdictions to identify common areas of advocacy interest, and learn about legislative processes with city councils and boards of supervisors. These member visits will help inform broader working group in the fall to identify areas of shared needs among smaller jurisdictions that may not have active advocacy or government affairs programs.

3. Review and Discussion of Shared Services & New Initiatives Project Origins and Purpose (Ms. Sloan)

Sloan provided a summary of the Shared Services & New Initiatives Task Force from its initiation in January 2012. Chair Hill established the SSNI, with interest in cost saving, improvements in services, and the thought that SACOG provided a place where we could discuss issues and new initiatives.

Chair Hill made committee assignments with Task Force members from the SACOG Board. Staff efforts included survey of current shared services activities in the region and areas of perceived high value for shared services. The responses to the survey were analyzed regionally as well as for sub-regional areas of high interest, low activity. Staff developed eight concept proposals as early opportunity areas or case studies for regional discussion and learning. Board Retreat and Board action in December provided further staff direction. In January 2013, staff came back to the newly constituted SACOG Board for a confirming action to guide staff work in 2013.

To remind the Task Force of those 2013 Board actions:

- Board adopted criteria questions to guide discussion of new initiatives when they come to the SACOG Board
- Board directed staff to work on feasibility analysis on the eight shared services concepts
- Board directed staff to pursue governance structure for each of the new shared services proposals (i.e., including possible formation of a non-profit agency development for greatest flexibility)
- Add support activities to our Overall Work Plan Goal #3

Other Board guidance from 2012 Retreat included:

- Assessment of demand, flexible staffing and voluntary participation assurances
- Consideration of unique small jurisdiction challenges and benefits of reducing redundancy
- Assessment of any cost impacts to other MPO functions
- Assurance of non-competitive stance for public service delivery with private sector models
- Support for leveraging public and private entrepreneurial opportunities
• Monitoring for emerging shared service needs in the region and possible inclusion of special districts
• Monitoring for critical checks and balances for public agency involvement
• Consideration for alternative regional governance structures for unique shared service partnerships

Ms. Sloan also provided a brief overview of the eight shared service concept proposals including timeline.

Task Force Member comments included:
• Appreciation for the breadth of engagement from SACOG staff
• Appreciation for the summary and clear connection of this initiative with work of SACOG
• Interest in opportunities for how SACOG can be a matchmaker – natural progression as long as we remember our underlying function – and it doesn’t distract from that
• Interest in being opportunistic in this discussion to the benefit of limited public agency resources
• Concern that public agencies may not see same rate of recovery as the private sector
• Interest in keeping the communication and discussions open and inclusive of the full Board
• Interest in maximizing SACOG’s advanced technology and web advancements
• Concern for maintaining the focus of SACOG’s mission in mind
• Interest in monitoring and quantifying cost savings and sharing that information with jurisdictions

4. Other Matters

Sloan extended an invitation to all Task Force members to consider shared services and best practices from their jurisdictions to share at Task Force meetings.

5. Adjournment

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Shared Services & New Initiatives Task Force Information

August 12, 2013

Travel Demand Forecasting & General Plan Services

Issue: Staff will update the Task Force on work with local jurisdictions on Travel Demand Forecasting & General Plan Services support to date.

Recommendation: None, this is for information only.

Discussion: Work continues on the Woodland General Plan Update pilot effort for both travel demand forecasting and general plan services. Since the May Task Force meeting, SACOG has continued to work with the city of Woodland staff and consultants on the update, although at a reduced level. As the project team moves to develop future alternatives, SACOG will provide support on an as-needed basis.

SACOG has been providing technical support and data to Sacramento County on the Jackson Highway Traffic Impact Study. Since the May Task Force meeting, SACOG has assisted Sacramento County staff in identifying travel demand modeling tools appropriate for the project. SACOG’s SACSIM travel model was selected. In June and July 2013, SACOG staff provided training and technical support to the transportation consultant retained by the County for this project.

It was planned that focus groups comprised of member agency staff to explore ideas for packaging Travel Demand Forecasting & General Plan shared services moving forward would be held between the May and August Task Force meetings. However, due to staff time constraints, this work has been postponed until the Fall.

Approved by:

Mike McKeever
Chief Executive Officer

MM:RS:lo

Key Staff: Rebecca Sloan, Director of External Affairs and Member Services, (916) 340-6224
Erik Johnson, Government Affairs Coordinator, (916) 340-6247
Regional Advocacy Coordination Activities

**Issue:** Staff will update the Task Force on discussions with local jurisdictions regarding potential regional advocacy coordination activities.

**Recommendation:** None, this is for information only.

**Discussion:** Since the May Task Force meeting, staff has met individually with subset of member jurisdictions with advocacy budgets to identify areas of shared interest. These meetings afforded opportunity to share legislative platforms and learn about internal advocacy processes.

Member visits included the cities of West Sacramento, Sacramento, Roseville, Folsom and Elk Grove, Yolo County and Sacramento County. Meeting is also scheduled in August with Rancho Cordova. There continues to be interest from early jurisdiction communications to better share state and federal advocacy information, possibly through a website with legislative platforms, letters of support/opposition, and other position papers. SACOG staff also heard interest in quarterly or bi-monthly convenings of government affairs staff for information sharing similar to regular regional meetings of public information officers.

Next steps for this shared service concept proposal will include member jurisdiction survey and broader working group meeting of government affairs staff in September. Discussions will further identify common areas of interest and possibly unique needs for member jurisdictions without dedicated legislative staff or advocacy budgets.

Approved by:

Mike McKeever  
Chief Executive Officer

MM:RS:lo

Key Staff:  
Rebecca Sloan, Director of External Affairs and Member Services, (916) 340-6224  
Erik Johnson, Government Affairs Coordinator, (916) 340-6247
Pooled Purchasing Update

Issue: Staff is exploring the feasibility of fuel purchasing among a subset of member jurisdictions

Recommendation: None, this is for information only.

Discussion: One of the eight shared services concepts is pooled purchasing and pooled risk. One early action suggested by the City of Sacramento is pooled purchasing of vehicle fuel. Currently, the City of Sacramento and County of Sacramento have a pooled purchasing agreement for fuel with several other public agencies. SACOG staff is interested in focusing on fuel as a pilot area for pooled purchasing. Over the summer, SACOG staff surveyed eight member jurisdictions about their current fuel procurement processes, and their interest in joining with other jurisdictions to purchase fuel in the future.

Fuel is typically purchased either through bulk delivery to a corporation yard, or through access to a commercial cardlock fueling station. Of the jurisdictions surveyed, all but one have all or some of their fuel delivered in bulk. Jurisdictions have one of three types of contracts: directly with the vendor, indirectly through another jurisdiction, or indirectly through the California Department of General Services. Based on available information, the lowest prices are available to those jurisdictions working off of a single local agency contract.

Jurisdictions interested in joint procurement may wish to do one of three things:

- Identify a jurisdiction willing to have others piggyback on their agreement;
- Have SACOG provide standard RFP/contract language allowing others to piggyback; or
- Identify a lead agency to release an RFP for fuel procurement that specifies the fuel to be purchased.

In the course of talking with local agencies about fuel, staff will also ask whether there are other logical areas for pooled purchasing agreements. Staff will report back regularly to the Task Force on the progress on this initiative.

Approved by:

Mike McKeever
Chief Executive Officer
MM:EJ:lo

Key Staff: Rebecca Sloan, Director of External Affairs and Member Services, (916) 340-6224
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Shared Services & New Initiatives Task Force

August 12, 2013

Grant Tracking Database Subscription Update

**Issue:** Staff will update the Task Force on the regional subscription to [www.efficientgov.com](http://www.efficientgov.com), a national grant tracking service that has been made available to all SACOG jurisdictions and their partners.

**Recommendation:** None, this is for information only.

**Discussion:** As a result, at the May 16 Task Force meeting, staff was directed to subscribe to the national grant tracking database [www.efficientgov.com](http://www.efficientgov.com). The cost of the subscription, $2000, was substantially less than what its main competitor charges for just one jurisdiction.

The [www.efficientgov.com](http://www.efficientgov.com) subscription started in early June and all city and county managers in the region were notified that the service is available free of charge. The only conditions are that one person per jurisdiction serve as the point person for that jurisdiction. This person is responsible for: notifying others in the jurisdiction and partner organizations of the subscription, collecting all of the user access requests, and agrees to provide input on the database. To date, 15 SACOG cities and counties have requested user access, plus another half dozen non-profits or partner public agencies.

In the early fall, SACOG staff will request input from users on the database. In addition, jurisdictions will be asked if they wish SACOG to explore further potential for shared services related to grant writing, tracking, or other related activities.

Approved by:

Mike McKeever
Chief Executive Officer

MM:RS:lo

**Key Staff:** Rebecca Sloan, Director of External Affairs and Member Services, (916) 340-6224
Greg Chew, Senior Planner, (916) 340-6227
MPO and COG Best Practices Research

**Issue:** Staff is seeking Task Force discussion on opportunities for best practices research and information sharing.

**Recommendation:** None, this is for information only.

**Discussion:** SACOG staff heard interest in opportunities to expand Board knowledge of best practices relative to metropolitan planning organizations and similar regional activities nationally at the June Board meeting and in individual conversations with Board members. This research and information sharing provides opportunity for broader Board education, engagement and opportunity to inform SACOG’s innovative work. As a Council of Governments (COG), SACOG may take on new activities or research initiatives at the direction of the Board. As an example, the Rural Urban Connections Strategy was initiated by the Board in 2009 and naturally expands on unique agency expertise and technical capacity related to transportation planning.

The Shared Services & New Initiatives Task Force was initiated in 2012 to look at opportunities for cost savings and enhanced services for member jurisdictions with SACOG acting as a convener or direct service provider. While Shared Services is but one aspect of the agency activities to be informed by further best practices research, staff is interested in learning more about areas of specific Task Force interest. This is by no means intended to be an exhaustive list or interpreted as a staff recommendation, i.e. intended as discussion starter not discussion stopper.

**Topics of Interest –**

- What are other regions doing with performance metrics when selecting transportation projects for inclusion in their long-range plan and funding during programming cycle. Also, are there examples of using performance metrics to drive decision-making on the OWP work scope and budget?

- How do other regions keep other local elected officials not seated on the regional board informed and supportive of regional agency actions?

- How do they involve stakeholders in providing constructive input to regional Board decisions on an ongoing basis?

- How do they involve themselves in tracking, reviewing, commenting on local land use actions?

- What suite of services do they offer their members and stakeholders? (i.e. Are there services beyond those in SACOG’s main portfolio that are beneficially being provided in other regions? How did those originate? How well are they working?)

**Potential organizations to research:**

- Within California
  - The San Diego Region (SANDAG) provides the most comprehensive suite of services, in part because of a state law that was passed about a decade ago. Their Executive Director is a former Caltrans district executive and has close, innovative partnerships with Caltrans. Annually, they hold a 2.5 day retreat within their region for all local elected officials, i.e. not just their board.
  - In the Bay Area SACOG’s functions are split between two agencies, the MPO (Metropolitan Transportation Commission) and the Council of Governments (Association of Bay Area Governments). MTC is known nationally for using performance metrics and made
advances in this area in the RTP/SCS they adopted last month under SB375. ABAG has a much more diverse portfolio of services it offers its members than SACOG does through its COG function.

- Mid-America Regional Council (MARC), Kansas City metropolitan region. MARC has a very robust suite of services it offers through its COG function, including a number of economic development related functions. They recently have gotten serious about integrated land use-transportation funding through a U.S. Department of Housing and Urban Development (HUD) grant. Their executive director is widely respected among his peers and his mother lives in Sacramento. MARC would be particularly high on SACOG staff’s recommended regions to study.

- Denver Regional Council of Governments. For nearly a decade they have been implementing a “Mile High Compact”, their version of a voluntary regional land use strategy. In some ways, it has been more formal than how we have implemented the Blueprint, and they explicitly link transportation funding decisions to the willingness of their members to implement the Compact. That region also has an active Mayor’s Caucus, highlighted in the Metro Chamber’s Study Mission last year. It might be useful to learn more about the value/function of that body vis-a-vis the regional planning agency.

- Puget Sound Regional Council of Governments. They are a well-respected organization that we have good staff contacts with, especially at the technical level. They recently completed a detailed study of how to focus their efforts to support transit-oriented development along with social equity concerns that may be useful to us in our next MTP update.

- Others: Boston Area COG very active of late on land use and housing issues; Connecticut MPO/COG very active in working to leverage transportation investments to promote economic development; Regional Planning Association in New York over 100 year old, highly respected, private (i.e. business based) planning organization that covers multi-state metropolitan area.

Mechanisms of Research – These ideas are not mutually exclusive, but among techniques we could use are:

- Topic – Focused: Board gives direction on which topics are of interest, SACOG staff does best practices research and recommends short list of agencies that may be worth more in depth exploration.

- Agency – Focused: Board selects short list of regions and we do a more comprehensive examination of all of the things they do, hoping to find some ideas/best practices that we might not uncover any other way.

- Need to discuss how much direct SACOG Board involvement. One option is to select a relatively small group of Board members (say 3 to 6) to work with staff on this.

- Should decide whether travel to some of the other regions is part of the program. And if we visit some other regions, we may want to invite some of them to come to Sacramento to present/interact with the entire SACOG Board.

Approved by:

Mike McKeever
Chief Executive Officer

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Key Staff: Rebecca Sloan, Director of External Affairs and Member Services, (916) 340-6224