



Strategic Planning Committee

Monday, August 6, 2018, at 1:00 p.m.

SACOG River Rooms, 1415 L Street Suite 300, Sacramento, CA 95814

The Strategic Planning Committee may take up any agenda item at any time, regardless of the order listed. 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. Action may be taken on any item on this agenda.

2018 Strategic Planning Committee Roll Call: Directors Cabaldon, Frerichs, Miklos, Onderko, Peters, Rohan, Sander, Saylor, Stallard, Veerkamp, Vice Chair Sander and Chair Schenirer

Public Communications: Members of the public may comment on any item on the agenda at the time that it is taken up by the Committee. We ask that members of the public come forward to be recognized by the Chair and keep their remarks brief.

Action:

1. Adoption of SACOG Nominating Committee Framework and Schedule (James Corless) (Est. time: 10 minutes)

Information:

2. SACOG's Role in Advancing Economic Prosperity (James Corless) (Est. time: 45 minutes)
3. SACOG Quarterly Work Plan (James Corless) (Est. time: 10 minutes)

Other Matters

Adjournment

Prepared by:

James Corless
Chief Executive Officer

Approved by:

Jay Schenirer
Chair

Next proposed meeting date: November 5, 2018

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Strategic Planning Committee
Meeting Date: 8/6/2018
Agenda Item No.: 2018-August-1.

Subject: SACOG Nominating Committee Framework (Est. time: 10 minutes)

Action

Prepared by: James Corless

Approved by: James Corless

Attachments: Yes

1. Issue:

What guidelines should the board adopt to guide the nominating committee in selecting the 2019 SACOG Board Chair and Vice Chair?

2. Recommendation:

None, this item is for information and discussion.

3. Background/Analysis:

Every year, the SACOG Board appoints a nominating committee to select the following year's Chair and Vice Chair. Up until the last year, the Board had no formal guidelines that governed the selection of the Chair and Vice Chair, other than the fact that the Chair is typically the prior year's Vice Chair, and the two seats usually alternate between city and county representation. For a number of reasons, the nominating committee decided to break with tradition in 2017 and elect both a Chair and Vice Chair who represent cities. The 2017 nominating committee also drafted a set of guidelines to advise future nominating committees of the criteria that should be considered when selecting the board leadership.

4. Discussion/Analysis:

The Strategic Planning Committee reviewed the nominating committee's guidance at its January 2018, and April 2018, meetings. If the attached framework meets with the Strategic Planning Committee's approval, it will be brought to the August Board meeting for adoption. This will provide ample time for the nominating committee to then proceed with its work for the 2019 chair election (see Attachment B for a proposed schedule leading up to the nomination of the 2019 SACOG Board Chair and Vice Chair).

5. Fiscal Impact/Grant Information:

This item has no fiscal impact to the agency's budget over and above staff time that is

already budgeted.

6. This staff report aligns with the following SACOG Work Plan Goals:

10. Strengthen Internal Functions and Protocols

ATTACHMENTS:

Description

Attachment A - SACOG Nominating Framework

Attachment B - Nominating Committee Timeline

Sacramento Area Council of Governments Annual Selection of Board Chair and Vice Chair

On an annual basis the Board of Directors of the Sacramento Area Council of Governments selects a Chair and Vice-Chair no later than the regular December meeting of the Board. The new Chair and Vice Chair are sworn in and assume their roles at the January Board meeting following that selection. The Bylaws of the Joint Powers Agreement (Section 5.5 Officers) establishing the Sacramento Area Council of Governments states:

- ***Chair. The Chair of the Board shall be elected annually at the last regular meeting in each calendar year and shall begin serving as Chair at the first regular meeting in the next calendar year. Any Director may be authorized to represent the Board upon approval by the Chair. The Board may determine, by Rule, that the Chair shall alternate or rotate between directors representing city and county member agencies.***
- ***Vice-Chair. The Vice-Chair of the Board shall be elected annually at the last regular meeting in each calendar year and shall begin serving as Vice-Chair at the first regular meeting in the next calendar year. He/she will have all the powers and act in the place of the Chair in his/her absence. The Board may determine, by Rule, that the Vice-Chair shall alternate or rotate between directors representing city and county member agencies.***

Nominating Committee. In order to support a smooth annual transition of leadership, the Board Chair appoints an Ad Hoc Nominating Committee from among the interested members of the Board in a timely fashion, typically prior to the November Board meeting. Members of the Nominating Committee shall not be seeking Board Chair or Vice-Chair roles themselves. The Board Chair may determine the number of members of the Nominating Committee and shall endeavor to appoint a broadly representative Committee. The Nominating Committee is responsible for reviewing candidates for the roles of Chair and Vice-Chair and making recommendations to the full Board. The Nominating Committee will assure that all members of the Board are informed in advance of the annual process, timelines and due dates, and other information.

Board Chair Nomination. The election of the Chair requires a nomination and a vote by the full Board at a regularly scheduled and posted public meeting. The Nominating Committee will consider the nomination of the Chair as part of its deliberations. Customarily, the Vice-Chair will advance to nomination as Board Chair. The Nominating Committee shall confirm the Vice-Chair's interest in continuing in this role.

Vice-Chair Nomination. The election of the Vice-Chair requires a nomination and a vote by the full Board at a regularly scheduled and posted public meeting. The Nominating Committee will consider the nomination of the Vice-Chair and make a recommendation to the full Board. The Nominating Committee will establish their selection process. This has typically included requesting a written statement of interest from Board Members interested in serving as Vice-Chair and has sometimes included in-person interviews.

Qualifications for Board Vice-Chair. The Nominating Committee is charged with considering all relevant factors in selecting their nominees. All members of the Board expecting to continue service through the term of the Vice-Chair and Chair rotation are eligible for consideration for appointment to the position of Vice-Chair. Each Nominating Committee is faced with unique circumstances in choosing individuals to

assume Board leadership and is charged with exercising their discretion. Some factors that have been considered in the past are:

- Balance over time of Board Members representing cities and those representing counties. Section 5.5 of the SACOG Bylaws states that the Board may determine by Rule that the Vice-Chair role alternate between City and County members. Past practice has been that County and City representatives alternate in the Chair role.
- Geographic representation of jurisdictions in leadership roles each year. Typically, one consideration has been desirability of having each year's Chair and Vice-Chair represent two different sub-regions or counties in the region.
- Prior representation in Chair and Vice-Chair roles from home jurisdictions. Past Nominating Committees have considered whether individual jurisdictions' Directors have served in these leadership roles and how long it has been since that service by any representative of the jurisdiction.
- Prior service by the individual as Board Chair and Vice-Chair. Past practice has been to preclude repeat service in these leadership roles by past Chairs. This has been guided by the principle of sharing leadership among individuals and jurisdictions.
- Demonstrated commitment to SACOG service and regional leadership. This may be demonstrated by length of tenure of service on the SACOG Board, attendance at Board and Committee meetings, and experience as a SACOG Committee Chair, Vice-Chair and other leadership roles.
- Diversity among those who serve in the SACOG leadership roles.

Attachment B: Proposed Schedule for Nominating 2019 SACOG Board Chair & Vice-Chair

| Month | Meeting/Milestone | Action/Input requested |
|----------------------|------------------------------|--|
| April 9 | Strategic Planning Committee | Provide staff further input on Board Chair & Vice Chair nominating guidelines |
| August 6 | Strategic Planning Committee | Recommend adoption of final Board Chair & Vice Chair |
| August 16 | Board Meeting | Adopt final Board Chair & Vice Chair nominating guidelines; Solicit candidates for 2019 nominating committee |
| September 20 | Board Meeting | Name final 2019 nominating committee; Solicit candidates for 2019 Board leadership (Vice Chair) |
| October/ November | as needed | Nominating committee meets to evaluate and recommend candidates |
| December | Board Meeting | SACOG 2019 Board Chair and Vice Chair elected |
| January (2019) | Board Meeting | SACOG 2019 Board Chair and Vice Chair sworn in; 2019 committee chairs, vice chairs and members announced |



Strategic Planning Committee
Meeting Date: 8/6/2018
Agenda Item No.: 2018-August-2.

Subject: SACOG's Role in Advancing Economic Prosperity (Est. time: 45 minutes)

Information

Prepared by: James Corless

Approved by: James Corless

Attachments: No

1. Issue:

How can SACOG help the region advance economic prosperity?

2. Recommendation:

None; this item is for information and discussion only.

3. Background/Analysis:

Advancing economic prosperity is the first goal of SACOG's 2018 Work Plan. Historically, regional planning agencies have tended to focus on planning for the sake of planning and allowed their work to proceed in a silo that is separate from the priorities of other private sector partners. More recently, stronger partnerships between COGs and business groups have emerged in regions across the country similar to ours. They have learned that aligning the funding and technical capacity of COGs with strategic initiatives led by the private sector creates a powerful synergy for advancing economic competitiveness and prosperity.

Over the past year, the SACOG board has engaged in ongoing discussions focused on how we can make strengthening the regional economy a more fundamental part of our work.

We have been a major partner in the recent Brookings Institution report that took a critical look at our region's economy. We made economic prosperity the focus of our April 30th Regional Futures Forum. And we are devoting a lot of staff work to developing our upcoming MTP/SCS in a way that can support economic prosperity through a focus on access to jobs and investments in infrastructure that can grow the most important tradeable economic sectors for our six county region. We are doing all of this in close partnership with some of our key regional economic partners who will be attending the August 6th Strategic Planning Committee meeting.

4. Discussion/Analysis:

While the SACOG Board has shown strong support for a focus on economic prosperity, there are still important questions that need to be answered in terms of how we truly

integrate it into our work. For example, how can we best evaluate proposed transportation investments based on how well they support a regional economic prosperity strategy?

How can we use our transportation planning and capital grants to partner with organizations like GSEC and the Metro Chamber to support specific business expansion and recruitment efforts in the six county region? How can we help ensure that our regional investments connect low-income residents to economic opportunity?

Representatives from the Sacramento Metropolitan Chamber of Commerce, Valley Vision, Region Business, and the Greater Sacramento Economic Council have been invited to attend the meeting and contribute to the discussion.

Attached is a letter from Region Business, Valley Vision, Greater Sacramento Economic Council, and the Sacramento Metropolitan Chamber of Commerce, asking that we strengthen and formalize our role in the emerging partnership with our regional business and civic organizations.

5. Fiscal Impact/Grant Information:

There is no fiscal impact at this time.

6. This staff report aligns with the following SACOG Work Plan Goals:

1. Advance Economic Prosperity

ATTACHMENTS:

Description

Letter from Economic Partners



May 14, 2018

The Honorable Jay Schenirer, Chairman
The Honorable David Sander, Vice Chairman
Sacramento Area Council of Governments
1415 L Street, Suite 300
Sacramento, CA 95814

Dear Chairman Schenirer and Vice Chairman Sander:

On behalf of Valley Vision, the Greater Sacramento Economic Council, the Sacramento Metro Chamber and Sacramento Region Business Association, we write to urge you and the SACOG Board to take formal action to allocate resources and agency staff to activities that support economic prosperity and inclusion.

It is our view that SACOG has been involved in activities that contribute to prosperity and inclusion for decades, though not always labeled this way. Examples include, but are not limited to, the Metropolitan Transportation Plan (MTP), the Sustainable Communities Strategy (SCS), the Rural Urban Connections Strategy, and the Sacramento Blueprint for Transportation and Land Use. Each have influenced private sector investment decisions, contributed to business formation, retention, expansion, and recruitment, and shaped housing, office, and industrial land use decisions that directly bear on the economic wellbeing of the region's current and future residents.

Recently SACOG's Board has made regional prosperity a guiding consideration in the actions you undertake as an agency, and in the past six-months SACOG has played an indispensable support role in the Brookings Institution project that has evaluated our short term and long-term economic risks and opportunities. As you know, the work of Brookings is meant to inform baseline considerations within the forthcoming MTP/SCS as well as a regional business plan containing economic growth and workforce preparedness strategies our organizations are committed to deliver with many others. We appreciate SACOG's leadership in organizing and hosting the Regional Futures Forum April 30th where the results of our joint work was shared to a VIP audience, and favorably received.

Taking this step to formalize this economic activity area within SACOG will enable its elected leadership and staff to signal to the rest of our region and to those beyond these six counties the seriousness and depth of your commitment to building an inclusive economy, using the tools and resources available to SACOG to achieve that end. SACOG would stand in great company with other Councils of Government across the country that have helped shoulder responsibility with private sector business and civic groups to organize coordinated public-private action that improves the lives of those whom they represent.

In sum, in order for this region to achieve the result of a truly inclusive economy that serves everyone, it will take all of our region's major public and the private organizations working together in a sustained and aligned effort, with dedicated budget and staff expertise. SACOG has proven itself as a trusted regional

convener; spacial and quantitative and qualitative research, plan and technical assistance provider; and strong and value-added partner that local governments and private sector organizations like ours can rely upon. We urge you to:

- Continue to provide leadership in the region by actively participating in ongoing work with our organizations;
- Align investments in the upcoming MTP/SCS to support the economic prosperity strategy and act on findings from the Brookings report; and
- Make what has been informal, formal, by allocating budget and staff time to activities that build an inclusive economy for all.

Working closely with SACOG and its leadership these past few months gives our group confidence we are on the right path, together. We are grateful for the agency's leadership to date and the promise of future results derived from a tighter focus on prosperity and inclusion and the added service capacity SACOG will bring to the immediate and long-term needs of our entire region, urban, suburban, and rural.

We look forward to your reply.

Sincerely,



Bill Mueller
Valley Vision



Barry Broome
Greater Sacramento



Amanda Blackwood
Sacramento Metro Chamber



Josh Wood
Region Builders

CC: SACOG Board members
To file



Strategic Planning Committee
Meeting Date: 8/6/2018
Agenda Item No.: 2018-August-3.

Subject: SACOG Quarterly Work Plan (Est. time: 10 minutes)

Information

Prepared by: James Corless

Approved by: James Corless

Attachments: No

1. Issue:

What progress is being made in the implementation of the 2018 SACOG work plan?

2. Recommendation:

None, this item is for information and discussion.

3. Background/Analysis:

SACOG staff developed a 2018 calendar year work plan that was based on input from the October 2017 board retreat. The work plan is based off 10 goals for the year and spells out specific tasks, projects, and deliverables that the agency is aiming to meet by the end of the calendar year.

4. Discussion/Analysis:

James Corless will present an update on the implementation of the 2018 work plan at the Strategic Planning Committee meeting on August 6.

5. Fiscal Impact/Grant Information:

This item has no significant fiscal impact to the agency's budget over and above staff time that is already budgeted to prepare the work plan. The related deliverables that are part of the work plan are being carried forward into the 2018-2019 Overall Work Program that was approved by the board in May.

6. This staff report aligns with the following SACOG Work Plan Goals:

10. Strengthen Internal Functions and Protocols

ATTACHMENTS:

Description

Attachment A - Work Plan Presentation

SACOG 2018 Work Plan: Mid-Year Update

Draft 2018 SACOG Work Plan Goals

The agency adopted 10 goals for the calendar year 2018 work plan:

1. Use SACOG's programs and investments to advance economic prosperity
2. Benchmark ourselves against – and learn from – other peer regions
3. Define and help implement tailored economic development strategies for urban infill, suburban corridors and rural areas
4. Connect low-income & disadvantaged populations to jobs & opportunity
5. Establish the Sacramento region as an innovator & test-bed for new ideas
6. Help the region advance a vision for “next generation transit”
7. Deliver key high-profile transportation projects
8. Build out our Council of Governments functions
9. Better connect & communicate with member jurisdictions and regional electeds
10. Strengthen internal teams, protocols and staff engagement to deliver the work plan

Key Successes to Date

1. Advance Economic Prosperity w/ business groups
 - Brookings Report – economic assessment and call to action for region
 - Phase 2 work – focusing on clusters, higher ed
2. Establish the region as an innovator
 - Civic Lab Year 1 completion – \$1.4 million to fund pilot projects
 - SB 375 pilot project – ARB has acknowledged we need state help
3. Deliver key high-profile projects
 - Won nearly \$800 million in competitive SB 1 grants
4. Vision for next generation transit w/ RT and other operators
 - Route Optimization Study
 - TOD Strategy
5. Connecting low-income and disadvantaged to opportunities
 - New Youth Leadership Academy adopted by the board in June
6. Connect w/ elected officials and jurisdictions
 - Regional Futures Forum Event – April 30th
 - Board study tours – Denver, Maryland

Key Challenges to Date

| Challenge | Impact |
|--|---|
| We were overly ambitious in the work plan | Time horizon extended through 6/2019 |
| We had to backfill a new finance and accounting team | much of our COG work (Goal 8) has been put on hold or delayed |
| Development of the MTP/SCS takes a lot of resources & staff capacity | some of our benchmarking work (Goal 2) has been pushed back |
| There continues to be a critical need to get our regional profile raised in both the state capitol and in Congress | We need stronger and better coordinated advocacy in both places |
| Innovation in the region requires multiple jurisdictions to embrace it | If we are going to make our mark as a region in innovation and testing, we need and local electeds to support risk-taking by SACOG and jurisdictional staff |

Work Plan: Next Steps

1. Check-in with Strategic Planning Committee in November
2. Continue with the 10 goals and framework through end of fiscal year (June 2019)
 - projects that support the 10 goals will proceed
3. Next SACOG Board retreat in early 2019 to set 2019-2020 work plan
 - likely board retreat February 2019 once new board is in place
 - adopt new 2019-20 work plan in June 2019
4. Continue work with Economic Prosperity Partnership
 - continue to help build regional economic strategy
 - use MTP investment and policies to support economic strategy
 - define other ways that SACOG's work can support it

2018 Work Plan: Update on 10 Goals

(1) Advance Economic Prosperity

| Deliverable | Original Timeline | Measurables | Status |
|---|-------------------|--|---|
| Regional economic prosperity framework | April 2018 | Document defining regional economic prosperity framework | Brookings report delivered April 2018; Phase 2 now underway with Spring 2019 timeline |
| Transportation plan that advances economic prosperity | February 2020 | MTP that evaluates investments based on economic benefit | MTP on schedule for Feb 2020 adoption |

(2) Benchmark Against Other Regions

| Deliverable | Original Timeline | Measurables | Status |
|--|------------------------|---|--|
| Develop peer region benchmarking analysis | December 2018 | Analysis comparing our region to others | Slightly delayed due to MTP/SCS needs but work is underway |
| Data set that allows quick comparison to other regions | October 2018 | Provide specific analysis for Metro Chamber region-to-region comparison | Underway |
| Board tour to comparable region | April 2018 | Study tour of DC's Maryland suburbs | Completed |
| Regional manager tour to comparable region | August or October 2018 | Study tour of Seattle or Denver | On hold |

(3) Advance Economic Development Strategies

| Deliverable | Original Timeline | Measurables | Status |
|--|-------------------|--|---|
| Regional transit-oriented development strategy | December 2018 | New regional TOD strategy document w/ RT | Underway |
| Suburban corridors revitalization strategy | Fall 2018 | New suburban corridor strategy document; deep dive in one aging corridor | Focus on civic lab year 2 plus Michelle Reeves and TA program we are about to launch |
| Pilot Food Hub for rural economic development | Fall 2018 | Raise funds to launch “start up” food hub pilot project | State bill on food hubs advanced with SACOG support, but no funding was allocated in final state budget. RUCS 2.0 strategy wrapping up. |
| Regional housing strategy | Ongoing | Reduce barriers to infill housing – prep region for RHNA | Underway |

(4) Connect Low Income Residents to Opportunity

| Deliverable | Original Timeline | Measurables | Status |
|--|-------------------|--|--|
| Better connect low income youth to job sites | Summer 2018 | Develop & win funding for Civic Lab projects | BIA project was funded by STA; other projects need to be identified |
| Support youth internships | Summer 2018 | Hire 3 “1000 Strong” interns at SACOG | 3 Summer at City Hall interns hired; 2 Cristo Rey High School students hired with plans to expand to 4; first post-graduate fellow hired |
| Partner with community colleges on workforce development | Spring 2018 | At least one partnership agreement | On hold |

(5) Establish the Region as an Innovator & Testbed

| Deliverable | Original Timeline | Measurables | Status |
|---|-------------------|---|---|
| Advance policy to loosen state regulations | Fall 2018 | At least one bill signed into law | Bills advanced, but unlikely to be signed in 2018 |
| Complete “Civic Lab” 1 st year program | Summer 2018 | At least three projects secure funding | Funding secured for 5-6 projects |
| Deliver TDM 2.0 program | Summer 2018 | Award \$200K in TDM innovation grants and \$100K in mini grants | Grant awards expected this fall |
| Develop Smart Region/ ITS Action Plan | Late 2018 | Strategies to implement data, infrastructure and mobility as services | Underway |

(6) Help Advance “Next Generation Transit”

| Deliverable | Original Timeline | Measurables | Status |
|--|-------------------|---|---|
| Develop “next gen transit” strategy for region | Fall 2018 | Next generation transit strategy document | RFQ is out; document expected spring 2019 |
| Reassess region’s transit networks & routes | 2018-2020 | 2020 MTP transit analyses & RT route optimization study | Project well underway with SACOG support |
| Support pilot projects to test new services including community shuttles | Ongoing | Secure funding for at least three pilot projects | SACOG and RT have secured significant funding for new shuttles & microtransit |

(7) Deliver High Profile Transportation Projects

| Deliverable | Original Timeline | Measurables | Status |
|--|-------------------|---|--|
| Win competitive SB1 transportation grants for the region | Ongoing | Ensure region gets more of our “fair share” of funding | Major success (nearly \$800 million) in SB 1 grants this spring |
| Launch initial 3 city bike-share system | May 2018 | Full launch as planned | Launch occurred on schedule |
| Deliver 2018 funding round | Fall 2018 | Award full funding of \$60M-\$130M | Funding round on track |
| Advance key transportation projects | Ongoing | Help win funds for key projects | Staff are spending significant time with local project partners on grants & advocacy |
| Apply data-driven cost/benefit analysis to future projects | 2018-2020 | Tool to quantify benefits from transportation investments | Project on track |

(8) Build Out COG Functions

| Deliverable | Original Timeline | Measurables | Status |
|--|-------------------|---|---|
| Develop new regional “issue forum” | TBD | Forum for local electeds & staff to debate issues of significance (“3 rd gear”) | On hold |
| Connect region’s city managers & county CAOs | ongoing | Quarterly regional managers meetings | 2 quarterly meetings held in jurisdictions; 2 meetings scheduled |
| Expand shared services offered to members | Fall 2018 | Launch at least one new revenue-generating shared service; Sign up at least 6 jurisdictions for shared services | Launched 2 revenue-generating shared services (IBTS and HGAC Buy); 2 jurisdictions added to existing contracts since January, 2 addt’l jurisdictions pending. |

(9) Better Connect Region's Electeds & Jurisdictions

| Deliverable | Original Timeline | Measurables | Status |
|---|-------------------|---|---|
| Launch new external newsletter | Ongoing | 12 issues published in 2018 | Newsletter launched and on schedule |
| Hold regional elected officials forum | Spring 2018 | One forum with 150+ participants | Successful event held April 30 with nearly 200 participants |
| Engage region in MTP development | Ongoing | Provide MTP forums & updates to all jurisdictions | Ongoing & on schedule |
| SACOG CEO site visits to member jurisdictions | Ongoing | Visit at least 15 city manager/county CAOs | Half a dozen visits to date |

(10) Strengthen Agency & Internal Protocols

| Deliverable | Original Timeline | Measurables | Status |
|--|-------------------|---|--|
| Successfully guide and execute 2018 work plan | Year-long | At least 80% of deliverables achieved | Evaluation will be provided at the end of the calendar year |
| Implement more efficient & transparent budgeting | Year-long | Automated & quarterly budget reports | New finance team working to implement quarterly reporting by October |
| Improve procurement & contracting procedures | December 2018 | Develop master agreements for subrecipients | UC Davis master agreement in-place; new finance team working to implement other improvements in fall |