



Association of Bay Area Governments  
Bay Area Air Quality Management District  
Bay Conservation and Development Commission  
Metropolitan Transportation Commission

Joseph P. Bort MetroCenter  
101 Eighth Street  
P.O. Box 2050  
Oakland, CA 94607-4756  
(510) 464-7900  
fax: (510) 464-7985  
info@abag.ca.gov  
www.abag.ca.gov/jointpolicy

## JOINT POLICY COMMITTEE — REGIONAL PLANNING PROGRAM

### JPC EXECUTIVE COMMITTEE

Thursday, May 8, 2014  
2:00 p.m. to 4:00 p.m.

MetroCenter, 101 8<sup>th</sup> Street, Conference Room 171  
Oakland, California

### MEETING NOTICE AND AGENDA

1. **Call to Order**
2. **JPC Organizational Planning Proposal (Allison Brooks, JPC)**
  - a) **Recommended Scope of Work and Request for Proposals for Consultant Firm**  
Discussion  
*Attachments: Organizational Planning; Draft RFP Organizational Planning*
3. **Cap & Trade Investment Plan – Discuss Cal Enviro Screen (Jean Roggenkamp, BAAQMD)**  
Discussion
4. **Review of Agenda for JPC Meeting on May 16, 2014**  
Information
5. **Committee Comment**  
Discussion
6. **Public Comment**
7. **Adjournment**

Next JPC Executive Committee Meeting:  
July 10, 2014

The JPC Executive Committee may take action on any item listed in the agenda.

This meeting is scheduled to end promptly at 4:00 p.m. Agenda items not considered by that time may be deferred.

The public is encouraged to comment on agenda items by completing a request-to-speak card and giving it to JPC staff or the chairperson.

Although a quorum of the Metropolitan Transportation Commission may be in attendance at this meeting, the Executive Committee of the Joint Policy Committee may take action only on those matters delegated to it. The Executive Committee of the Joint Policy Committee may not take any action as the Metropolitan Transportation Commission unless this meeting has been previously noticed as a Metropolitan Transportation Commission meeting.

**JOINT POLICY COMMITTEE**  
**Memorandum**

To: Joint Policy Committee Executive Committee

From: Allison Brooks  
Executive Director

Date: May 8, 2014

Re: Agenda Item #2: Recommendation for JPC Organizational Plan

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**Recommendation**

That the JPC hire a consultant to help JPC Commissioners/Board Members and member agency Executive Directors reach a shared understanding and agreement on the discrete set of deliverables outlined in the attached RFP, including:

**1. Clarify Roles, Responsibilities, and Functions:**

- Assist in defining most impactful and valuable roles of Commission/Board Members, JPC Member Agency Executive Leaders, and JPC Staff in improving the day-to-day functionality of the JPC and so that it meets its highest and best purpose.
- Outline process for deciding what is a JPC project or area of focus. Are there particular characteristics that make up a JPC project or area of focus? What are the respective roles of JPC staff and JPC member agency staff in the implementation of a project? What is the role of the Commission/Board?
- Develop clear systems to facilitate communication and decision-making among JPC, JPC staff, and Member Agency staff.

**2. Development of Organizational Policies and Bylaws:**

- Develop a clear mission statement for the JPC, based on review and refinement of mission stated in the legislation, in light of history over last 10 years, and in light of current conditions and longer-term needs.
- Assist in determining best structure for representation from JPC member agencies.
- Assist in determining best method to select JPC Officers.

**3. Organizational Development:**

- Identify best practices to develop and manage organizational functions for a complex inter-agency effort.
- Identify best practices for matching resources with the work to be accomplished, including possible administrative and other staffing options to support implementation of work plan.

This focused effort will take no longer than six months to complete, with a maximum budget of \$45,000. Each of the four JPC member agency Executive Directors has agreed to contribute their organization's resources to fully support this effort.

### **Background**

The JPC has reached its ten-year anniversary. An anniversary can serve as an important benchmark and point in time to assess an organization's strength, to reflect on what's working and not working, and to take necessary steps to improve the organization's ability to meet its mission.

JPC Commissioners/Board Members and their staffs should be congratulated for making substantial inroads in fostering better coordination among the agencies during those ten years. Yet, those successes have occurred despite a lack of clarity regarding how the JPC functions in relation to its member agencies and its specific role(s) in coordinating regional transportation, land use, and air quality planning and policy implementation, along with an expanded set of issues related to regional economic competitiveness and climate change adaptation.

The attached DRAFT Request for Proposals (RFP) outlines an effort to clarify the JPC's structural and functional operations, and will enable the JPC member agencies, their Commissioners/Board Members, and their staffs to hone in on how the JPC can be positioned to best add value for the region as a whole in light of the increasing need to coordinate, collaborate, and partner among governmental organizations.

**Request for Proposals (RFP)**  
**Bay Area Joint Policy Committee Organizational Planning**  
**May 2014**

The Bay Area Joint Policy Committee (JPC), comprised of Commissioners/Board Members representing the Metropolitan Transportation Commission (MTC), the Bay Area Air Quality Management District (BAAQMD), the Association of Bay Area Governments (ABAG) and the Bay Conservation and Development Commission (BCDC), is seeking a qualified consultant to assist the JPC in the development of an organizational plan for the JPC. The purpose of such a plan is to ensure that the JPC's mission, goals and objectives, roles and responsibilities, and foundational organizational policies and guidelines clearly articulate how the JPC will achieve success on behalf of its member agencies now and into the future.

## **I. Overview**

The Bay Area Joint Policy Committee (JPC) was created in 2004 by the passage of SB 849 and the addition of Sections 66536 and 66536.1 to the Government Code. The JPC was created initially to address the structural challenges faced by MTC and ABAG as they attempted to coordinate their regional planning efforts. Government Code 66536 also directed the BAAQMD to become a member agency of the JPC by 2005, and BCDC was added as a full voting member in 2008 through a vote of the JPC.

JPC's authorizing legislation provides broad guidance regarding the JPC's purpose, and minimal guidance as to its form and function. Section 66536.1 in the Government Code reads as follows:

- (c) The joint policy committee shall coordinate the development and drafting of major planning documents prepared by ABAG, MTC, the Bay Area Air Quality Management District, and the San Francisco Bay Conservation and Development Commission, including reviewing and commenting on major interim work products and the final draft comments prior to action by ABAG, MTC, BAAQMD, BCDC.

Over the last ten years, several attempts have been made by the JPC's executive leadership, its Commissioners/Board Members, and JPC member agency staff to develop more structure, establish organizational policies and programmatic priorities, and facilitate better coordination among the JPC members agencies, each of whom have different organizational cultures, mandates and missions.

While the JPC and the four regional agencies has made inroads in fostering better coordination, the JPC continues to face – both internally and externally - a lack of clarity regarding how the JPC functions in relation to its member agencies, and its specific role(s) in coordinating regional transportation, land use, and air quality planning and policy implementation, along with an expanded set of issues related to regional economic competitiveness and climate change adaptation.

Now ten years old, the JPC is at an important inflection point – a time to reflect on what has worked and not worked and a time to chart a clearer path forward that will help the JPC play a more effective role in advancing significant regional planning and implementation efforts. This role must sync with the roles of its member agencies and provide added value to each of their efforts, and to the region as a whole.

## **II. Opportunities**

Advancing regional governmental coordination, collaboration, and partnerships is more important now than ever in the Bay Area. Reducing our greenhouse gas emissions in order to meet the targets mandated through AB32, while continuing to strengthen our region socially, economically, and environmentally, requires a new level of coordination and alignment. Additionally, the Bay Area must be prepared to deal with the impacts of a changing climate, such as rising sea level, in a coordinated and proactive manner that protects our most vulnerable communities and residents.

While each of the JPC member agencies is engaged on its own in mission-critical work, there are many instances in which two, three or all four of the regional agencies must work together to advance cross-cutting regional strategies that require coordinated action, benefit from improved efficiencies, and call for sustained and productive communication. Coordination happens at many levels of intensity, along different timelines and for different purposes among all or some of the regional agencies. This organizational planning effort is focused on identifying the circumstances under which JPC coordination is needed, the form that coordination takes and how it functionally takes place. This may include the need for ongoing coordination, information sharing and troubleshooting. This may also include the identification of short or longer-term JPC projects, including the development of criteria for identifying what makes a JPC project.

Ultimately, the goal of regional coordination should be an improved experience for the “end user” of regional-scale public policies – such as local governments, congestion management agencies, the business community, service providers, non profit organizations, the general public, among others – that enable each to advance their missions as efficiently as possible. Determining how to create and operationalize the best systems to coordinate, align, and focus policies, actions and investment among the four agencies– with a specific focus on defining the JPC’s role in that process, if at all – is priority number one for this organizational planning effort.

## **III. Organizational Planning Deliverables**

The JPC is seeking a qualified consultant to help achieve the following deliverables as part of this strategic planning effort:

### **Clarify Roles, Responsibilities, and Functions:**

- Assist in defining most impactful and valuable roles of Commission/Board Members, JPC Member Agency Leaders, and JPC Staff in improving the day-to-day functionality of the JPC and so that it meets its highest and best purpose.
- Outline process for deciding what is a JPC project or area of focus. Are there particular characteristics that make up a JPC project or area of focus? What are the respective roles of JPC staff and JPC member agency staff in the implementation of a project? What is the role of the Commission/Board?
- Develop clear systems to facilitate communication and decision-making among JPC, JPC staff, and Member Agency staff.

#### **Development of Organizational Policies and Bylaws:**

- Develop a clear mission statement for the JPC, based on review and refinement of mission stated in the legislation, in light of history over last 10 years, and in light of current conditions and longer-term needs.
- Assist in determining best structure for representation from JPC member agencies.
- Assist in determining best method to select JPC Officers.

#### **Organizational Development:**

- Identify best practices to develop and manage organizational functions for a complex inter-agency effort.
- Identify best practices for matching resources with the work to be accomplished, including possible administrative and other staffing options to support implementation of work plan.

### **IV. Qualifications**

The JPC seeks consultants with the qualifications outlined below:

- Demonstrated experience working with the public sector, including public agency staff and elected leadership
- Demonstrated experience working with complex, cross-sector collaborative efforts
- Demonstrated experience conducting strategic planning efforts with public sector entities with success in helping participants reach consensus on outcomes
- Facilitator with good listening skills with demonstrated ability to lead participants through a challenging process.

### **V. Application Process**

**Timeline and Budget:**

The JPC has no interest in a long, drawn-out organizational planning process. We are seeking precision and focus in helping the Commissioners/Board Members, the JPC member agency Executive Leadership, and JPC staff in reaching a shared understanding and agreement on the deliverables outlined above largely focused on the structural and functional operations of the JPC. We seek a process in the range of 3 to 6 months from beginning to end. The total budget for this effort cannot exceed \$45,000.

**Point of Contact:**

Proposals and all inquiries related to this RFP should be submitted to Allison Brooks, Director of the Bay Area Joint Policy Committee at the address shown below. For telephone inquiries call (510) 464-7942. Email inquiries may be addressed to: [abrooks@mtc.ca.gov](mailto:abrooks@mtc.ca.gov)

Allison Brooks  
Director, Bay Area Joint Policy Committee  
Joseph P. Bort MetroCenter  
101 Eighth Street  
Oakland, CA 94609

**Proposal Due Date**

**Selection Timetable**

DRAFT