



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

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## JOINT POLICY COMMITTEE — REGIONAL PLANNING PROGRAM

Date: May 9, 2014  
To: Joint Policy Committee  
From: Allison Brooks  
Executive Director  
Subject: **JPC Organizational Plan**

**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 the JPC 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.

## **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.

## **Timeline, Budget and Process**

It is proposed this effort will take no longer than six months to complete from the point of selection of the consultant. The maximum budget for this process is \$45,000. As part of this budget, the consultant will be expected to deliver completed organizational documents that incorporate the deliverables outlined above. Each of the four JPC member agency Executive Directors has agreed to contribute their organization's resources to fully support this effort.

It is proposed that the full JPC review and approve the recommended Organizational Planning consultant brought forward at the end of the selection process. While the consultants that respond to the RFP are expected to bring forward best practices for conducting a successful organizational planning process, it will be expected that through this process there are clearly identified points of engagement with the JPC Executive Committee, the full JPC, and with individual Commissioners/Board Members that serve on the JPC so that they play a strong role in guiding and informing the effort. It is proposed this project will be managed by the JPC Executive Director and conducted in close partnership with the JPC member agency Executive Directors.

Attachment:

Draft Request for Proposals