

**PLAN**

**Updates**

**Kim Chase - My letter to staff**

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**From:** Ezra Rapport  
**To:** Group-AllStaff  
**Date:** 9/16/2016 11:28 AM  
**Subject:** My letter to staff

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Last night I submitted my letter of resignation to the Executive Board, as follows:

To the Executive Board:

I hereby submit my letter of resignation and retirement from ABAG.

I trust you know that I am a great advocate for ABAG. The region needs a strong Council of Governments to navigate the many challenges our residents face in keeping the Bay Area a wonderful and fascinating place to live.

There have been many accomplishments during my tenure as Executive Director. We developed a very solid regional planning framework for the Bay Area's future growth in housing, jobs, and population. We have units working on energy efficiency, clean water supply, earthquake preparation, risk management, local finance, trail management, open space, economic development, climate adaptation, infrastructure expansion and many other important subjects. These efforts are funded using an efficient administration of relatively small grants and then leveraging that work with our member cities and counties, along with countless stakeholders.

All of these work units help tackle the principle issues of the day, but we are also flexible enough to take on any new challenges that arise. The combined intellectual strength in the Bay Area is astounding. It helps power the State, the nation, and even international markets.

I am truly grateful for my career time at ABAG. I want to thank my fellow Executive Directors for the time I spent working with them. I would also like to express my appreciation to the ABAG Executive Board for the opportunity to have this job. And foremost, I would like to thank ABAG's amazing staff, who made it a pleasure for me to come to work each and every day.

Respectfully,

Ezra Rapport

As I said in my letter, I can't express the level of satisfaction I have had working for ABAG. I am so thankful that I have worked with all of you as my colleagues.

My last day of work will be September 30<sup>th</sup>. For the rest of my time here, my door will remain open. I'd be happy to talk with you to say goodbye if you have time before I leave.

Following September 30<sup>th</sup>, Brad as Deputy Director will be assuming my responsibilities for the foreseeable future. Brad, Miriam, Ken and Courtney will be developing a plan to ensure all our executive responsibilities are covered, and if they need additional help until the contract for services is in place, they will do that.

I wish you all the best,

Ezra



# ASSOCIATION OF BAY AREA GOVERNMENTS

Representing City and County Governments of the San Francisco Bay Area



September 22, 2016

Dear ABAG Staff:

Following last week's resignation of Ezra Rapport from his position as Executive Director, the Executive Board of the Association of Bay Area Governments wishes to assure you of our strong support of the vital planning and service programs provided by all ABAG staff. We recognize that these programs have solidified ABAG's role as an essential resource to local governments and other stakeholders throughout the Bay Area. Indeed, ABAG's impact extends well beyond its regional significance. This is obviously a time of major transition for ABAG. The ABAG Executive Board understands the uncertainty inherent in this transitional period and would like to reassure staff that our support remains an element of stability during this time.

Mr. Rapport put together a strong executive management team to lead our agency. We have the utmost confidence in their ability to provide continuity and strong leadership through this transition. This evolution of leadership remains committed to the responsibility the ABAG Executive Board has, and will continue to have, in maintaining and promoting ABAG's programs, scope, staff and collaborative partnerships.

Very truly yours,

Julie Pierce, ABAG President

David Rabbitt, ABAG Vice President

Mark Luce, ABAG Immediate Past President

Dave Cortese, MTC Chair, ABAG Executive Board Member; ABAG Past President

Scott Haggerty, ABAG L&GO Committee Chair,  
ABAG Executive Board Member, ABAG Past President



**Kim Chase - Update on the MTC/ABAG Staff Consolidation Effort**

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**From:** Wally Charles  
**To:** Group-AllStaff  
**Date:** 9/9/2016 3:27 PM  
**Subject:** Update on the MTC/ABAG Staff Consolidation Effort

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On 9/9/2016 at 12:01 PM, Steve Heminger <SHeminger@mtc.ca.gov> wrote:  
September 9, 2016

**Re: Update on the MTC/ABAG Staff Consolidation Effort**

In late May, both the Metropolitan Transportation Commission (MTC) and the Association of Bay Area Government (ABAG) Executive Board, along with the ABAG General Assembly representing the cities and counties of the Bay Area, voted to support Option 7 -- full functional consolidation of staff and the pursuit of new governance options. This option retains the independence and statutory responsibilities of both boards and calls for new governance options to be considered by ABAG and MTC over the longer term. The Commission and Executive Board's actions were formalized by adoption of MTC Resolution 4245 and ABAG Resolution 07-16, respectively.

The plan — referred to as "Option 7" — is based on one of seven options identified by our consultant, Management Partners, and was presented to MTC and ABAG in the Spring of 2016. Transitioning from these significant policy decisions to implementation of this option requires that many additional details be worked out. Management Partners has begun the effort by preparing an Implementation Action Plan (IAP) that identifies those next steps. MTC and ABAG's Executive Board approved the Implementation Action Plan at their respective June meetings.

The Implementation Plan calls for a sequence of some 40 actions over the next roughly five months to make the vision of a consolidated staff a reality. As one of the first steps, we are conducting financial and legal analyses to determine the impacts on both ABAG and MTC of a staff consolidation.

In the near term, both ABAG and MTC are also developing a Contract for Services (contract) to officially consolidate the two staffs under the MTC executive director. The contract will ensure adequate staffing and support for all of ABAG's statutory duties and responsibilities as the Bay Area's Council of Governments, or COG. And since the consolidation won't happen overnight, MTC in June approved a \$1.9 million agreement to provide full financial support for ABAG's existing planning activities through December 31, 2016.

As part of this transition, we have established an Employee Relations Group consisting of members of the MTC Committee for Staff Representation (CSR) and ABAG's SEIU leadership teams to discuss labor issues inherent in this staff merger. (MTC staff who have questions or comments can direct them to this group via [csr@mtc.ca.gov](mailto:csr@mtc.ca.gov) or Mamie Lai, [mlai@mtc.ca.gov](mailto:mlai@mtc.ca.gov), as management's labor liaison, while ABAG staff can direct their questions to ABAG's staff liaison to SEIU, Lee Huo, [leeh@abag.ca.gov](mailto:leeh@abag.ca.gov), or management's labor liaison, Courtney Ruby, [courtneyr@abag.ca.gov](mailto:courtneyr@abag.ca.gov).) Meanwhile, Koff & Associates has

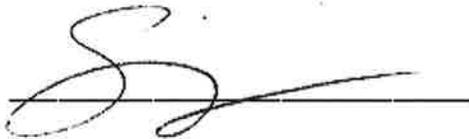
been brought on board to help with the transition of ABAG employees to MTC by documenting and comparing MTC and ABAG employee programs, including classifications, organizational structure, jobs and employee programs. A kick-off meeting to review the scope of this effort was held with the Employee Relations Group in early August. Further updates about the process will be provided on a regular basis by both the agency representatives and by the employee representative groups.

As we are approaching the benefit open enrollment season for both ABAG and MTC, the Human Resources teams of both agencies feel this is an opportune time to provide informational benefit sessions open to all ABAG and MTC staff. At these sessions—to be scheduled for late September—HR staff will provide a thorough overview of MTC's benefit programs and highlight where they may differ from ABAG's, as well as be available to answer any normal open enrollment process questions.

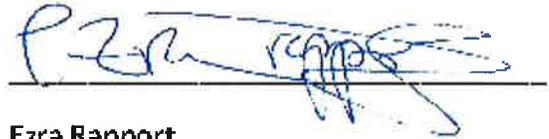
On the policy side, a Joint MTC Planning and ABAG Administrative Committee meeting focusing on the staff consolidation activities is scheduled for Friday, October 28, 2016.

The staff consolidation offers opportunities for staff to grow and learn, and try their hand at new tasks, and new working relationships. It is our belief that a thoughtful consolidated staff structure will make our institutions stronger, more efficient and smarter, and that we will be in a much better position to tackle climate change, sea level rise, housing affordability, traffic congestion, transit overcrowding, displacement of disadvantaged populations, threats to open space and other daunting challenges head on. We look forward to working with each and every one of you on our renewed mission to make the Bay Area a better, more livable, sustainable place.

Sincerely,



Steve Heminger



Ezra Rapport