# INSTITUTIONAL ARRANGEMENTS WHITEPAPER

## *PROFILES AND OPTIONS FOR THE SAN JOAQUIN VALLEY*

Prepared by:

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July 25, 2011

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# INSTITUTIONAL ARRANGEMENTS

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*July 25, 2011*

*Reflects review and input from the San Joaquin Valley Regional Planning Agency Executive Committee*

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## INTRODUCTION

In March 2010 the San Joaquin Valley Regional Policy Council (RPC) met for a Development Workshop to determine their priority work plan, to better define their relationship with the California Partnership for the San Joaquin Valley, and to discuss potential organizational structures for the RPC.   Discussions and results from that meeting were summarized in a memorandum entitled *San Joaquin Valley Policy Council Summary of Development Workshop, Outcomes, and Recommendations* (Nelson Nygaard).   The memo included a list of short-term recommendations based on the desired outcomes identified during the workshop, one of which was to: "*Research alternative structures for regional governments that would fit the Valley, and revisit the issue at the next year's annual agenda-setting meeting.*"   The memo also included case studies of existing regional and inter-regional partnerships.

In August 2010 the San Joaquin Valley Regional Planning Agency[1] Directors directed Mintier Harnish, as part of its work on the Blueprint Roadmap, to research different existing regional institutional arrangements. The Directors also directed Mintier Harnish to: "*identify options for effective institutional arrangements for the Valley that would facilitate implementation of the San Joaquin Valley Blueprint.*"

This whitepaper builds on the Nelson Nygaard memo and information from a Federal Highway Administration funded study, *Staffing and Administrative Capacity of Metropolitan Planning Organizations* (FWA Report). This whitepaper includes nine profiles of regional planning agencies, illustrating different types of organizational structures with varying levels of responsibilities, authority, and resources.   The profiles include California agencies as well as agencies in Washington, Oregon, and Colorado.   Additional profiles of MPOs from throughout the United States can be found in the Federal Highway Administration study.[2]

This whitepaper also identifies three institutional options for the San Joaquin Valley to implement the Valley Blueprint and further Valleywide programs and initiatives.  The options are described in terms of organization type; legal authority; membership and representation; voting structure; responsibilities and functions; staffing; and potential revenue sources.  Each option also includes a set of conclusions.

This whitepaper is organized into three major sections.  The first section describes the relationship of institutional arrangements to implementation of the Valley Blueprint. The second provides a summary of nine regional planning agencies profiled.  The third section outlines three institutional arrangement options for the Valley.

Following the whitepaper are two appendices.  Appendix A provides detailed information for each regional agency profiled followed by a comparative summary table. Appendix B provides a detailed outline for each institutional arrangement option followed by a comparative summary table.

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[1] Valley Regional Planning Agencies include: SJCOG, StanCOG, MCAG, MCTC, FCOG, KCOG, TCAG, and KernCOG.

[2] At the time of the publication of this whitepaper the *Staffing and Administrative Capacity of Metropolitan Planning Organizations* report (May 2010) had not been formally released by the Federal Highway Administration.  The report was made available by its authors to Mintier Harnish in October 2010 to support the research for this whitepaper.

## INSTITUTIONAL ARRANGEMENTS AND VALLEY BLUEPRINT IMPLEMENTATION

The San Joaquin Valley Blueprint was the result of the combined efforts of the Valley Regional Planning Agencies to plan for the future of the San Joaquin Valley. Upon its adoption by the RPC in April 2009, the Valley Blueprint focus shifted toward implementation.

### Background

To facilitate the Blueprint planning process, the Valley Regional Planning Agencies signed a Memorandum of Understanding (MOU) in 2006 to secure funding from the California Regional Blueprint Planning Program and to create a Regional Policy Council to provide guidance on policy issues for the Valley, including the Blueprint. Initially, the Valley Regional Planning Agencies designated Merced Council of Governments (MCAG) as the lead agency to apply for and administer grant funding for all the Valley Regional Planning Agencies and to oversee and staff the Valleywide Blueprint effort. Upon award of grant funding, each Valley Regional Planning Agency conducted individual Blueprint planning processes in their respective counties. Once complete, the eight county Blueprints where combined to create the Valley Blueprint, which was adopted by the RPC in April 2009.

After adoption of the Valley Blueprint by the RPC, the Valley Regional Planning Agencies designated Fresno Council of Governments (FCOG) as the lead agency to oversee implementation. Under this arrangement FCOG applies for and administers grant funding for implementation, while specific tasks pertaining to Valleywide issues are delegated to the various Valley Regional Planning Agencies.

Currently, the Valley Regional Planning Agencies share Blueprint implementation responsibilities. The RPC is the body responsible for making Blueprint-related decisions and setting the agenda for Blueprint implementation. However, it is a volunteer advisory body with limited authority and resources. During the Development Workshop in Spring 2010, RPC members acknowledged that there is a lack of a clear understanding of and direction about their responsibilities and authority. In providing direction on Valleywide issues, the RPC relies on input and direction from individual Valley Regional Planning Agencies. It is also dependent on Valley Regional Planning Agencies for financing, staffing, data, and policy expertise.

### Importance of Regional Institutions

The Valley Blueprint is intended to provide guidance for growth for the entire San Joaquin Valley, which includes large metropolitan regions, medium- and small-size cities, rural communities, and unincorporated communities. These communities will ultimately be responsible the success of the Blueprint. They will also be looking for regional leadership to help direct Blueprint implementation and to provide support for their implementation efforts. Because of the diversity of agencies and organizations in the Valley that are and will be involved in Blueprint implementation, several factors and considerations underscore the importance of establishing clear and effective institutional arrangements to carry out this effort:

- *Leadership.* Leadership on a Valleywide scale is important to champion the Blueprint and to build support for its implementation locally, regionally, statewide, and nationally.

- *Advocacy.* Advocacy on behalf of the entire Valley demonstrates that that the Valley is a

unified region, which should help garner State and Federal support and funding for Blueprint implementation.

▪ *Representation.*  Representation of all the partners involved in Blueprint implementation ensures that each has a place at the table and a stake in the outcomes.

▪ *Consensus Building.* Consensus building provides a forum for discussion at the regional level to raise issues, identifies solutions, and prioritizes strategies for Blueprint implementation.

▪ *Decision-Making.*  Decision-making for Blueprint implementation that represents the entire Valley provides clear direction for cohesive and consistent implementation.

▪ *Staff Support.*  Staff support dedicated to carrying out Valleywide efforts provides capacity and administration for Blueprint implementation.

▪ *Funding.*  Funding can be secured and administered to ensure resources are available for Blueprint implementation.

## REGIONAL PLANNING AGENCY PROFILES SUMMARY

This section summarizes and compares nine regional planning agencies in California and the nation. Detailed profiles of each agency are included in Appendix A. The six California agencies profiled include the Metropolitan Transportation Commission (MTC), the Sacramento Area Council of Governments (SACOG), the Southern California Association of Governments (SCAG), the Association of Bay Area Governments (ABAG); the San Diego Association of Governments (SANDAG), the Association of Monterey Bay Area Governments (AMBAG). The three other agencies profiled include the Denver Regional Council of Governments (DRCOG), the Puget Sound Regional Council (PSRC), and the Portland Metro Charter (METRO).

This section highlights similarities and differences in the way the agencies are structured and organized, what responsibilities the agencies have, and how the agencies operate. Each topical area is followed by a text-box with comparative information for the San Joaquin Valley.

### Profile

The geographic size, population, and number of cities and counties represented vary widely among the regional agencies profiled. SCAG is by far the largest. Most are between 3,000 and 7,000 square miles in size with populations ranging from 700,000 to over 7 million; SCAG's population is over 19 million and covers 38,000 square miles. The political geography covered by the regional agencies ranges from a single county (e.g., SANDAG) to nine counties (MTC, ABAG, DRCOG). The number of cities within each region ranges dramatically. Some regional agencies include just over 100 cities (MTC, ABAG), and others 25 or fewer (SACOG, SANDAG, AMBAG, METRO). SCAG includes 190 cities.

> **San Joaquin Valley Comparison**
>
> The eight-county San Joaquin Valley covers 27,515 square miles (including Sierra Nevada regions), includes 62 cities, and has a population of over 4 million (2010).

### Agency Type/Designation

Almost all the California-based regional agencies profiled function as the COG, RTPA, and MPO for their respective regions. This is not true for MTC and ABAG. For the nine-county Bay region MTC acts as the transportation authority (i.e., RTPA/MPO), while ABAG acts as the COG. MTC also operates the Bay Area Toll Authority (BATA) and the MTC Service Authority for Freeways and Expressways (MTC SAFE). ABAG also oversees other affiliate organizations that provide services including financing, energy, liability insurance, and open space/recreation facility maintenance.

Most of the other regional agencies in California have additional functions beyond being the COG, RTPA, and MPO. For example, SANDAG and AMBAG are also co-lead for their respective Air Pollution Control Districts; SANDAG is also the Regional Consolidated Transit District; SACOG is the Airport Land Use Commission; and AMBAG is designated by HUD as the Area-Wide Planning Organization.

There are some similarities between regional agencies located outside California and their in-

state counterparts, but there are also some differences. All three (DRCOG, PSRC, and METRO) are the designated MPO for their respective regions. DRCOG is also designated as the Regional Commission, the Transportation Planning Region (TPR), and the Area Agency on Aging. PSRC is the designated Regional Transportation Planning Organization (RTPO) and the "trustee for regional aspirations." METRO was formed through a voter initiative, which resulted in the Metro Charter.

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**San Joaquin Valley Comparison**

The San Joaquin Valley includes three categories of agencies that perform regional planning functions. The first are the seven COGs/MPOs, which cover seven of the eight counties (SJCOG, StanCOG, MCAG, FCOG, TCAG, KCOG, and KernCOG). These seven also act as the Regional Transportation Planning Agency (RTPA) for their respective counties. The same is true for MCTC, which covers Madera County. MCTC is the designated RTPA and MPO for that county, but is not a COG. Finally, the Regional Policy Council is the designated Valley Regional Planning Agency advisory board for regional issues Valleywide.

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## Legal Authority

Several of the California regional agencies were created through Joint Powers Agreements (JPA). In the case of AMBAG, MTC, and SANDAG, special Sate legislation created them. Some have also used other agreements to form alliances and share responsibilities with other agencies and organizations. For example, SACOG has a Memorandum of Understanding (MOU) with Caltrans to pursue funding and AMBAG has several MOUs and Memorandums of Agreement to carry out its functions.

Regional agencies outside California were created through special state legislation. DRCOG was formed under the Colorado revised Nonprofit Act and given its responsibilities as the Area Agency on Aging by the Older Americans Act (1973). PSRC was formed under the Washington State Growth Management Act. It operates through an Interlocal Agreement (i.e., JPA) of its member agencies and has an MOU with the Central Puget Sound Economic Development District to conduct economic development activities. Finally, METRO was created as the Metropolitan Service District in 1992 through a voter-approved initiative.

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**San Joaquin Valley Comparison**

The seven San Joaquin Valley COGs/MPOs were all created through a JPA of the cities and counties within their respective counties. MCTC is the State-designated Local Transportation Commission (California Government Code Section 29532) and Federally-designated MPO for Madera County. The Regional Policy Council was created through an MOU of the seven COGs/MPOs and MCTC.

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## Responsibilities/Functions

One of the main objectives of regional agencies is to provide member agencies with a forum to discuss and resolve regional issues and to establish regional priorities and policy positions. Most

agencies have specific responsibilities based on their type and designation or legal authority. Their responsibilities include conducting research and analysis and providing planning and outreach. Many act as a clearinghouse and regional data center that member agencies use to share and coordinate information. They also act on behalf of their member agencies to apply for and administer grant funding. All the agencies provide legislative advocacy on behalf of their regions. Most have conducted regional visioning processes (i.e., blueprint programs).

Responsibilities and functions common among the regional planning agencies are transportation-related planning, modeling, priority setting, and funding administration (i.e., MPO, TIP, RTP). California-based regional agencies also oversee the Regional Housing Needs Allocation (RHNA) process. One exception is in the Bay Area, where these responsibilities are split between MTC and ABAG, with MTC responsible for transportation planning and ABAG responsible for RHNA.

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**San Joaquin Valley Comparison**

The eight MPOs are responsible for transportation planning functions and all but MCTC are responsible for RHNA. The Regional Policy Council is an advisory board. It provides guidance on interregional policy issues, seeks to build regional consensus, represents the Valley at public forums, and advocates on behalf of the San Joaquin Valley at the State and Federal levels. Its major activities have included participation in the development of the Valley Blueprint, participation in "Valley Voice" lobbying trips to Sacramento and Washington D.C, and acting as the Transportation Working Group for the California Partnership for the San Joaquin Valley.

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## Organizational Structure

The regional agencies profiled are governed by a board or commission of member agency representatives, with the exception of METRO, whose representatives are directly elected. Boards range from as few as five seats to over 80. Generally, the number of board members increases with regional population.

Boards and commissions are generally of two types: a single-board or tiered-boards. Under the single-board system, representatives discuss and address regional issues, establish and implement regional priorities and policy, direct regional programs, and appoint and manage committees on specific regional issues. The single-board system is used by MTC, SACOG, SANDAG, and AMBAG.

Under the tiered-board system an assembly of representatives from all member agencies meets once or more times per year to discuss and address regional issues, set regional priorities, approve policy matters, and adopt the annual budget. An executive board or committee meets more frequently throughout the year (e.g., monthly) to implement regional priorities and policy, direct regional programs, approve expenditures, appoint and manage committees on specific regional issues, and manage staff. The tiered-board system is used by SCAG, ABAG, DRCOG, and PSRC.

Members of boards and commissions can include voting members and/or ex-officio (i.e., non-voting) members. Most voting members are elected officials from counties and cities within each

region and generally are appointed by their respective city councils and boards of supervisors. In the case of SCAG and PSRC voting members can also include representatives from tribal governments. While it is rare for non-elected officials to be voting members, SCAG's boards also include representatives from county transportation commissions, air districts, and transit commissions. MTC includes voting members from ABAG and the Bay Conservation and Development Commission (BCDC). METRO's membership is unique among all regional agencies profiled, with directly elected commissioners from six districts and an at-large elected president. Almost all the agency boards include non-voting members who represent agencies and organizations that operate in the region or have influence over regional matters.

The number of representatives on each board varies by region and board system. Most boards include one representative from each city and county. Some include additional representatives from more populated cities and counties (e.g., SACOG, SANDAG). Others (e.g., MTC, ABAG) use population by county to guide the make-up of the board.

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**San Joaquin Valley Comparison**

The eight MPOs are governed by boards and commissions that include representatives from each of the cities and the county within their respective counties. The Regional Policy Council is a 17-member board with two representatives from each MPO and one representative from the San Joaquin Valley Air Pollution Control District. The Regional Policy Council meets quarterly.

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## Voting

Regional agency voting structures range from simple to complex. Under simple voting structures, a quorum requires a simple majority of voting-representatives. Generally, each representative has one, equally-weighted vote. Affirmative votes must achieve a simple majority. MTC, ABAG, and METRO use a simple voting structure. At SCAG a quorum require at least one-third of its member cities, counties, and CTCs. Each SCAG representative has one vote and affirmative votes are achieved through a simple majority. Some simple-voting structures allow for voting to be split and tallied between cities and counties. Under SCAG's voting structure, any city or county may request that a vote be split, with an affirmative vote requiring a majority of city representatives and a majority of county representatives. DRCOG uses a similar voting structure.

More complex voting structures tend to use a combination of population and member type. At SACOG a quorum requires a majority of members representing the total population of member agencies, a majority of city representatives, and a majority of county representatives. Each representative has one vote. Affirmative votes must achieve a majority of the population represented, a majority of city-representative votes, and a majority of county-representative votes. SANDAG uses an even more complex population-based voting system. Affirmative votes must achieve a simple majority of representatives present and a simple majority of 100 possible votes that are distributed among representatives based on member agency population. SANDAG's system uses a complex formula to allocate the 100 possible votes among representatives.

Similarly, PSRC uses a population-based voting system, with each member representative having a weighted vote based on their respective jurisdiction population. However, counties are entitled to 50 percent of their entire county vote. Affirmative votes must achieve a simple majority. Voting structures can also change when addressing major policy issues or taking action on the budget. At PSRC actions involving certain major work program, budget, policy, or organizational issues require a super majority (i.e., two-thirds).

> **San Joaquin Valley Comparison**
>
> The eight MPOs all have their own voting structures. Affirmative decisions of the Regional Policy Council require a quorum of at least 50 percent of voting members and a super majority (i.e., two-thirds) vote.

### Committees

Nearly all regional agencies, with the exception of AMBAG, have committees that provide focused support to the agency governing board. The focus and scope of issues covered by committees differs by agency, but most have committees that address topics such as transportation, land use/housing, the environment, legislation, and agency operations. Some committee structures include only members of the governing board, while others allow for member agency representatives to participate. In some cases, committees are open to the public. Generally, the JPA forming the agency or the bylaws provide direction on committee purposes and formation procedures.

> **San Joaquin Valley Comparison**
>
> The eight MPOs all have committees based on their bylaws or specific needs. The Regional Policy Council does not have any defined committees.

### Assessments/Fees

Nearly all the regional agencies profiled are supported financially to some degree by member assessments. However, almost all the agencies are also supported by Federal and State funding and grants. Typically, assessments are collected annually and are determined each year based on member city and county population. AMBAG uses a two-part assessment system that is based on population and assessed property value. SCAG also assesses fixed fees on member CTCs and air districts. Unlike all of the other regional agencies, and due to its legislative authority, METRO does not assess fees on its member agencies. Rather, it uses enterprise funds and taxes to fund its operations.

> **San Joaquin Valley Comparison**
>
> The eight MPOs assess fees on member agencies based on their bylaws. The Regional Policy Council relies solely on the Valley Regional Planning Agencies for funding.

**Operations**

All the regional agencies profiled have dedicated staff and operating budgets to carry out work programs, support boards and committees, and provide services to their members. Staffing and budgets vary based on the agency type and designation, mandated responsibilities, and the services provided to members.  Most agency staffs are overseen by an executive director who is hired by and acts at the direction of the governing board.   Operating budgets range from around $7 million to over $67 million.

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**San Joaquin Valley Comparison**

The eight MPOs have dedicated staffs and operating budgets.  The Regional Policy Council relies solely on the Valley Regional Planning Agency staffs for its operations.

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## INSTITUTIONAL ARRANGEMENT OPTIONS

This section summarizes three institutional options for regional coordination in the San Joaquin Valley. These include the Existing Arrangement (Option 1), Regional Joint Powers Authority (Option 2), and Policy Board/Sub-regional MPOs (Option 3). The diagrams to the right illustrate the three options. Detailed descriptions of the three options are included in Appendix B. These options are intended to help facilitate a discussion about possible institutional arrangements for the Valley. Ultimately, a hybrid or a completely different arrangement may be selected.

### Option 1: Existing Arrangement

Option 1 would continue the existing institutional arrangement established by an MOU among the Valley Regional Planning Agencies, which created the Regional Policy Council. The Valley is unique in its existing arrangement compared to the other regional agencies profiled in this whitepaper.

### Option 2: Regional Joint Powers Authority

Option 2 would create a tiered regional representation system that would include a General Assembly and an Executive Committee. It would involve Valley cities and counties directly in regional policy and priority setting, centralize several Valleywide functions, and leverage additional regional resources to address Valleywide issues. Option 2 proposes a membership and representation arrangement similar to those used by SCAG, ABAG, and PSRC.

Option 2 uses a General Assembly of representatives from all local governments in the Valley to discuss, build consensus, and identify solutions to regional transportation planning issues (e.g., State/Federal Highways, Interstates, High Speed Rail, Sustainable Communities Strategies), and to create an institutional structure to organize, support, and implement change (e.g., Blueprint) at the Valleywide level. The Executive Committee would carry out the day-to-day operations of the Valleywide JPA and implement the regional policies and priorities established by the General Assembly. The responsibilities, functions, boards, and staffs of the Valley Regional Planning Agencies would remain basically unchanged.

### Option 3: Policy Board/Sub-regional MPOs

Option 3 would create a Policy Board with regional duties and responsibilities. It would establish a framework for regional support and would leverage additional regional resources to address Valleywide issues. The Valley Regional Planning Agencies would retain their decision-making authority and priority setting responsibilities, but they would consolidate their transportation-related planning duties into three sub-regional MPOs. Transportation planning (e.g., preparing the RTP) would be hosted by one of the Valley Regional Planning Agencies in each sub-region. Option 3 proposes an organization, membership, and representation arrangement similar to those used by MTC, SACOG, SANDAG, and AMBAG.

A defining feature of Option 3 is its focus on creating a single policy body (i.e., Policy Board) to organize, support, and implement policy and programs (e.g., Blueprint) at the Valleywide level. Unlike in Option 2, a Policy Board would not focus on transportation-related coordination issues. Rather, transportation matters would be dealt with at the sub-regional level, by the three sub-regional MPOs and each Valley Regional Planning Agency.

Depending on the option, a new MPO would be created. An MPO also has the responsibility to mange federal transportation funding such as federal transit funds, CMAQ and TE. The creation of a Valley MPO would result in federal transportation management shifting from the current MPO structure.
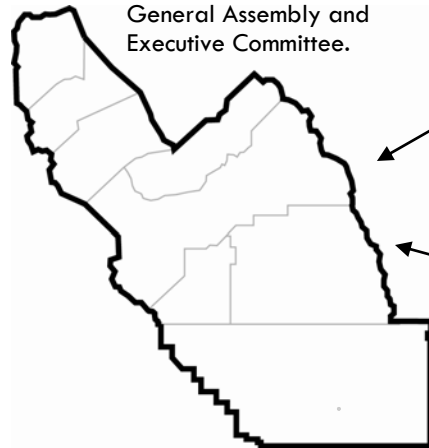
## OVERVIEW OF OPTIONS

**1**

MOU forming the
Regional Policy Council.
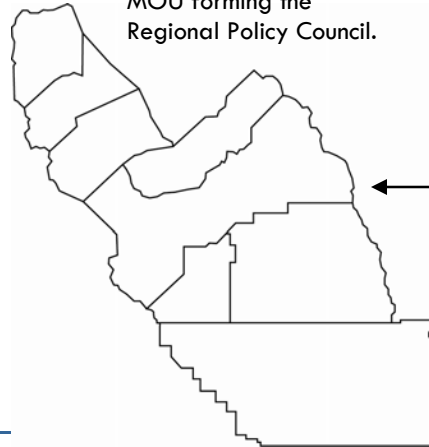
Regional Policy Council consisting
of 2 representatives from each
Valley Regional Planning Agency
and one representative from the
San Joaquin Valley Air Pollution
Control District.

**2**

JPA forming a Valleywide
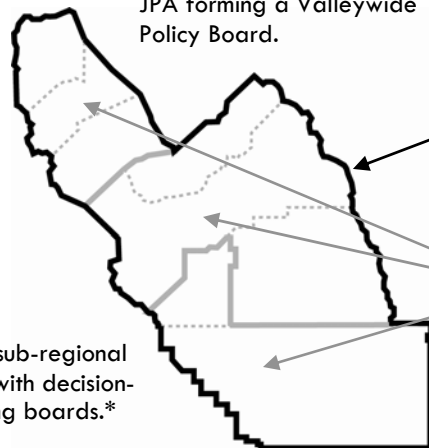General Assembly and
Executive Committee.

General Assembly consisting of
one representative from each city
and county.

Executive Committee consisting of
selected representatives from
Valley Regional Planning
Agencies, cities, and counties.

**3**

JPA forming a Valleywide
Policy Board.

Policy Board consisting of selected
representatives from Valley
Regional Planning Agencies, cities,
and counties.

Sub-regional MPOs consisting of
boards with representatives from
each COG/RTPA.

Three sub-regional
MPOs with decision-
making boards.*

*Diagram for illustrative purposes only.  Does not indicate proposed boundaries for sub-regional MPOs.*

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AMBAG Website: www.ambag.org

DRCOG Website: www.drcog.org

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PSRC Website: www.psrc.org

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# INSTITUTIONAL ARRANGEMENTS
# WHITEPAPER

# ATTACHMENT A

# REGIONAL PLANNING AGENCY PROFILES

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# METROPOLITAN TRANSPORTATION COMMISSION (MTC)

## PROFILE

| | |
|---|---|
| Geographic Coverage | 7,000 Square Miles |
| Population | 7.1 Million (FY 2006) |
| Member Agencies | Nine Counties/101 Cities |

## OPERATIONS

| | |
|---|---|
| Staff Size | 160+/- |
| Operating Budget | $7.2 Million (FY 2009/10) |
| Revenue Sources | Member assessments/taxes/grants |

## FUNCTIONS AND STRUCTURE

**Type/Designations**

- Regional Transportation Planning Agency (RTPA)

- Metropolitan Planning Organization (MPO)

- Operates the Bay Area Toll Authority (BATA)

- Operates the MTC Service Authority for Freeways and Expressways (MTC SAFE)

**Legal Authority**

- Created by the State Legislature in 1970 (California Government Code § 66500 et seq.)

**Organizational Structure**

MTC is governed by a 19-member Policy Board. Matters come to the Policy Board in the form of recommendations from standing committees. Much of the day-to-day work of MTC is conducted at the committee level.

- Ten voting commissioners represent the five most populous counties (FY 2010: Alameda, Contra Costa, San Francisco, San Mateo, and Santa Clara). Each board of supervisors appoints one commissioner and each county's council of mayors and city council members appoints one commissioner.

- Four voting commissioners represent the four least populous counties (FY 2010: Marin, Napa, Solano, and Sonoma). Each county's council of mayors and city council members nominates up to three candidates to the board of supervisors, which selects one commissioner.

- One voting commissioner represents the Association of Bay Area Governments (ABAG).

- One voting commissioner represents the Bay Conservation and Development Commission (BCDC).

- Three non-voting commissioners represent the State Business, Transportation, and Housing Agency; the U.S. Department of Housing and Urban Development; and the U.S. Department of Transportation.

**Voting**

- Each voting commissioner has one equally weighted vote. Affirmative decisions require a simple majority.

**Assessments/Fees**

- Unknown

**Committees**

- Policy Committees: Administration Committee; Bay Area Toll Authority (BATA) Oversight Committee; Executive Committee; Legislation Committee; Operations Committee; Planning Committee; and Programming and Allocations Committee.

- Advisory Committees: MTC Advisory Council; Elderly and Disabled Advisory Committee; Minority Citizens Advisory Committee.

- ABAG-BAAQMD-MTC Joint Policy Council

- Bay Area Partnership

## METROPOLITAN TRANSPORTATION COMMISSION (MTC) (con't)

### RESPONSIBILITIES/PROGRAMS

MTC is the transportation planning, coordinating, and financing agency for the nine-county San Francisco Bay Area. It is responsible for regularly updating the Regional Transportation Plan.  It also screens requests from local agencies for State and Federal grants for transportation projects to determine their compatibility with the plan. Specific programs and responsibilities include:

- Regional Transportation Plan (RTP)
- Regional Transit Expansion Program (Res. 3434)
- Transportation Improvement Program (TIP)
- State Transportation Improvement Program (STIP)
- Bay Area Toll Authority (BATA)
- Safe Authority for Freeways and Expressways (SAFE)
- Bay Area Partnership
- Regional Measure 2 Traffic Relief Plan
- Transportation for Livable Communities (TLC) Program
- Housing Incentive Program (HIP)
- Low Income Flexible Transportation (LIFT) Program
- State Transportation Improvement Program (STIP)
- 511 Traveler Information

- FasTrak
- Trans-Link Smart Card
- Freeway Service Patrol
- Call Boxes
- Getting There on Transit
- Transportation Improvements/Funding
- Ongoing Operations and Maintenance
- System Efficiency
- Strategic Expansion and Capital Investments
- Grant Administration
- Legislative Advocacy
- Resources and Technical Assistance

### REFERENCES

- MTC Website: www.mtc.ca.gov
- California Government Code § 66500 et seq.
- The ABCs of MTC. October 2007.
- MTC Staffing Organization Chart. July 2009.
- Transit in Transition (MTC 2009 Annual Report). 2009.

## SACRAMENTO AREA COUNCIL OF GOVERNMENTS (SACOG)

### PROFILE

Geographic Coverage....................6,190 Square Miles

Population...................................2.25 Million (FY 2010)

Member Agencies ........................Six Counties/22 Cities

### OPERATIONS

Staff Size ..................................................50+/-

Operating Budget ...................$37.6 Million (FY 2010)

Revenue Sources .........Member assessments and grants

### FUNCTIONS AND STRUCTURE

**Type/Designations**

- Council of Governments (COG)
- Regional Transportation Planning Agency (RTPA)
- Metropolitan Planning Organization (MPO)
- Airport Land Use Commission (ALUC)
- Service Authority for Freeway and Expressways

**Legal Authority**

- Joint Powers Agreement (JPA), pursuant to Government Code Section 6500, et seq.
- State designated Region RTPA for the counties of Sacramento, Sutter, Yolo, and Yuba.
- State and Federal designated MPO for Sacramento, Yuba City, and Davis Urbanized Areas; Sacramento Metropolitan Planning Area; and ozone nonattainment area in Sacramento, Yolo, El Dorado, and Placer counties, and the Sutter Buttes
- Memorandum of Understanding (MOU) to coordinate with the El Dorado County Transportation Commission (EDCTC) and the Placer County Transportation Planning Agency (PCTPA).
- MOU with Caltrans for funding applications in SACOG RTPA area.

**Organizational Structure**

SACOG is represented by a 32-member Board of Directors with 31 voting members and 1 non-voting member:

- 8 voting board members represent the six counties. Each board of supervisors appoints one supervisor to represent their county, except for Sacramento County which appoints three.
- 23 voting board members represent the 22 cities; each city council appoints either the mayor or a city council member to represent their city, except for the City of Sacramento which appoints two.
- 1 non-voting member represents the Caltrans District 3 Director.

**Voting**

SACOG voting is weighted. Formal actions by the Board requires all of the following:

- Population: A majority of members representing the total population of member agencies must be present. Affirmative decisions a simple majority of the total population represented. Agencies with more than one director (i.e., Sacramento County and the City of Sacramento) have their total population divided equally among voting members.
- Member Cities: A majority of members representing cities must be present. Affirmative decisions require a simple majority of the cities. Each member has one vote.
- Member Counties: A majority of members representing counties must be present. Affirmative decisions require a simple majority of the counties. Each member has one vote.
- Special approvals by the governing bodies of two thirds of member counties and member cities are required for area-wide plans, standards, and programs.

## SACRAMENTO AREA COUNCIL OF GOVERNMENTS (SACOG) (con't)

**Assessments/Fees**

- Member cities and counties make annual contributions, in the form of assessments, sufficient to fund the functions of SACOG. Annual assessments are determined each year based on city and county population.

**Committees**

- Board Committees. Annually, the Board Chair appoints committees from among the Board's members to make policy recommendations to the Board. Each Board member serves on at least one committee. Board Committees include: Climate and Air Quality Committee; Government Relations and Public Affairs Committee; Land Use and Housing Committee; Transportation Committee; and the Strategic Planning Committee.

- Advisory Committees. The Board appoints advisory committees as necessary to obtain advice from citizens, key interest groups in the community, and partner planning agencies on a variety of subjects.

- Ad Hoc Committees. The Board appoints special committees to assist in guiding efforts on projects of great significance.

## RESPONSIBILITIES/PROGRAMS

SACOG provides transportation planning and funding for the region, and serves as a forum for the study and resolution of regional issues. In addition to preparing the region's long-range transportation plan, SACOG approves the distribution of affordable housing in the region (RHNA) and assists in planning for transit, bicycle networks, clean air and airport land uses. The specific responsibilities include:

- Regional Transportation Plan (RTP)
- Regional Housing Needs Assessment (RHNA)
- Airport Land Use Planning
- Planning Activities

- Legislative Advocacy
- SACOG Regional Blueprint
- Rural Urban Community Strategy (RUCS)
- Resources and Technical Assistance

## REFERENCES

- SACOG Website: www.sacog.org
- Joint Powers Agreement (JPA) for the Sacramento Area Council of Governments. May 15, 2003.
- Overall Work Program (FY 2010-11). May 20, 2010.

## SOUTHERN CALIFORNIA ASSOCIATION OF GOVERNMENTS (SCAG)

### PROFILE

| | |
|---|---|
| Geographic Coverage................. 38,000 Square Miles |
| Population....................................... 19 Million (FY 2010) |
| Member Agencies ......................Six Counties/190 Cities |

### OPERATIONS

| | |
|---|---|
| Staff Size ................................................................ 118+/- |
| Operating Budget .................... $38.7 Million (FY 2010) |
| Revenue Sources ................Member assessments/grants |

### FUNCTIONS AND STRUCTURE

**Type/Designations**

- Council of Governments (COG)
- Metropolitan Planning Organization (MPO)
- Regional Transportation Planning Agency (RTPA)

**Legal Authority**

- Joint Powers Agreement (JPA), pursuant to Government Code Section 6500, et seq.

**Organizational Structure**

SCAG is represented by two governing bodies with the authority to approve and act upon policies, operations, and funding. The General Assembly is the official body representing SCAG member agencies. The General Assembly meets annually to discuss and approve policy matters, the annual budget, and regional studies. The Regional Council directs the day-to-day affairs of SCAG; implements General Assembly policy decisions; acts upon policy recommendations from SCAG policy committees and external agencies; appoints committees to study specific problems and programs; and amends, decreases, or increases the proposed budget to be reported to the General Assembly. The Regional Council meets monthly.

- General Assembly membership is available to all cities, counties, and County Transportation Commissions (CTC). Representation includes one official and one alternate from each member city, except for the City of Los Angeles which has three; each county; and each CTC. Federally-recognized Indian Nations and Special Districts may be advisory (i.e., non-voting) members

- Regional Council membership includes one member from each county Board of Supervisors, except the County of Los Angeles which has two; one member from the Tribal Government Regional Planning Board; one member from each District (i.e., groups of cities); the Mayor of the City of Los Angeles serving as the Los Angeles City At-Large Representative; one general purpose local elected official representing each of the CTCs; one elected official representing all air districts; and one elected official representing all transportation corridor agencies. Most representatives on the Regional Council represent Districts within SCAG. SCAG may establish up to 67 Districts comprised of a group of cities that have a geographic community of interest with approximately equal population.

SCAG also uses fourteen sub-regions to represent parts of SCAG with similar issues and geography. Some sub-regions have their own council of governments. The sub-regions participate in and provide input on SCAG activities and to the Regional Policy Council. SCAG provides funding and assistance to the sub-regions.

**Voting**

- General Assembly. A quorum requires one-third of the member city representatives, one-third of the member county representatives, and one third the member CTCs. Each representative has one, equally-weighted vote. Affirmative decisions require a simple majority; however, this may be split to require a majority of cities and a majority of counties.

- Regional Council. A quorum is one-third of the members of the Regional Council. Each member has one equally weighted vote. Affirmative decisions require a simple majority; however, this may be split to require a majority of cities and a majority of counties.

## SOUTHERN CALIFORNIA ASSOCIATION OF GOVERNMENTS (SCAG) (con't)

**Assessments/Fees**

- Member cities, counties, and tribal governments make annual contributions, in the form of assessments, sufficient to fund the functions of SCAG. Annual assessments are determined each year based on city and county population.

- Regional Council Member CTCs make a fixed annual contribution based on total population.

- Regional Council Member TCAs and Air Districts make a fixed annual contribution.

**Committees**

- Administration Committee develops policy recommendations to the Regional Council on administration, human resources, budgets, finance, operations, communications, and other matters specifically referred by the Regional Council.

- Policy Committees: Transportation and Communications committee; Energy and the Environment committee; and Community, Economic, and Human Development committee. Regional Policy Council members and other stakeholder organizations serve on the committees for two-year terms.

- Executive Committee acts on issues delegated by the Regional Council.

- Policy task forces and subcommittees formed as needed and are subject to change based on current issues and needs.

## RESPONSIBILITIES/PROGRAMS

- Maintain the Regional Transportation Plan (RTP) and a Regional Transportation Improvement Program.

- Develop demographic projections plus the integrated land use, housing, employment, transportation programs, measures, and strategies portions of the South Coast Air Quality Management Plan

- Serve as co-lead agency for air quality planning for the Central Coast and Southeast Desert air basin districts.

- Determine conformity projects, plans and programs with the Air Plan.

- Function as the authorized regional agency for intergovernmental review of programs proposed for Federal financial assistance and direct development activities.

- Review of environmental impact reports for projects having regional significance.

- Function as the authorized area-wide waste treatment management planning agency.

- Prepare the Regional Housing Needs Assessment (RHNA).

- Prepare the Southern California Hazardous Waste Management Plan in coordination with the San Diego Association of Governments and the Santa Barbara County/Cities Area Planning Council.

## REFERENCES

- SCAG Website: www.scag.ca.gov

- SCAG Bylaws. As amended May 6, 2010.

- Your Guide to SCAG 2009-1010

- SCAG Regional Council Policy Manual. September 2009.

- SCAG Strategic Plan. February 5, 2009.

## ASSOCIATION OF BAY AREA GOVERNMENTS (ABAG)

### PROFILE

Geographic Coverage....................7,300 Square Miles

Population..........................................7 Million (FY 2010)

Member Agencies ...................Nine Counties/101 Cities

### OPERATIONS

Staff Size ....................................................80+/-

Operating Budget .......................$23 Million (FY 2010)

Revenue Sources ................Member assessments/grants

### FUNCTIONS AND STRUCTURE

**Type/Designations**

- Council of Governments (COG)

ABAG administers and/or participates in several affiliate organizations, including: the ABAG Finance Corporation, ABAG Pooled Liability Assurance Network (PLAN), BALANCE Foundation, ABAG Comp Shared Risk Pool, ABAG Finance Authority for Non-Profit Corporations, San Francisco Bay Trail Project, ABAG, Inc (Access to the Bay Area Governments), and ABAG Power.

**Legal Authority**

- Unknown

**Organizational Structure**

ABAG is represented by two governing bodies with the authority to approve and act on policies, operations, and funding. The General Assembly determines policy, adopts the annual budget and work program, and reviews policy actions of the ABAG Executive Board. The Executive Board directs the day-to-day operations of ABAG, makes operating decisions, appoints committee members, authorizes expenditures, and recommends policy.

- General Assembly membership includes an elected official from each member city town and county.

- Executive Board membership includes locally-elected officials based on regional population.

**Voting**

Affirmative decisions require:

- General Assembly. A majority of city and county votes.

- Executive Committee. Unknown.

**Assessments/Fees**

- Unknown

**Committees**

- Standing Committees include the Administrative Committee; Finance and Personnel Committee; Legislation and Governmental Organization Committee; and Regional Planning Committee.

- Interagency Committees include the Regional Airport Planning Committee; Hazardous Waste Allocation Committee; and ABAG-BAAQMD-MTC-BCDC Joint Policy Committee.

## ASSOCIATION OF BAY AREA GOVERNMENTS (ABAG) (con't)

### RESPONSIBILITIES/PROGRAMS

- Conducts research and analysis and provides planning and outreach.

- Prepares the Regional Housing Needs Assessment (RHNA).

- Serves as the State-designated clearinghouse for Federal grant applications.

- FOCUS Regional Blueprint Planning Initiative

- Pooled natural gas purchasing program

- Hazardous Waste/Green Business Program

- Earthquake preparedness and hazard mitigation program

- Prepares *Projections*, an annual housing report and the biennial demographic and economic forecast for the Bay Area.

### REFERENCES

- ABAG Webstite: www.abag.ca.gov

- Wikipedia: http://en.wikipedia.org/wiki/Association_of_Bay_Area_Governments

- ABAG Overview Brochure

## SAN DIEGO ASSOCIATION OF GOVERNMENTS (SANDAG)

### PROFILE

Geographic Coverage....................3,570 Square Miles

Population...................................... 3.2 Million (FY 2010)

Member Agencies ........................ One County/18 Cities

### OPERATIONS

Staff Size ............................................................ 200+/-

Operating Budget ............ $64.7 Million  (FY 2010-11)

Revenue Sources ................Member assessments/grants

### FUNCTIONS AND STRUCTURE

**Type/Designations**

- Council of Governments (COG)

- Metropolitan Planning Organization (MPO)

- San Diego County Regional Transportation Commission

- Co-lead agency for Air Quality Planning with the San Diego Air Pollution Control District (APCD)

- San Diego Regional Consolidated Agency (Metropolitan Transit System and North County Transit District)

**Legal Authority**

- Senate Bill 1703. (Consolidated SANDAG with the Metropolitan Transit System and the North County Transit District)

**Organizational Structure**

SANDAG is governed by a Board of Directors.

- Voting members include mayors, council members, and county supervisors from each of the region's 19 local governments (with two representatives each from the City of San Diego and the County of San Diego).

- Non-voting advisory representatives include Imperial County, Caltrans, MTS, NCTD, the U.S. Department of Defense, San Diego Unified Port District, San Diego County Water Authority, Southern California Tribal Chairmen's Association, and Mexico.

**Voting**

SANDAG voting is weighted. Formal action by the Board requires the following:

- A quorum requires 50 percent of voting member representatives.  Each representative has one vote. Affirmation Decisions require a simple majority.

- Weighted Population Votes:  Affirmative decisions require majority of the weighted vote of the member agencies present.  There is a total of 100 votes distributed by population, with every agency receiving at least one, but not more than 40 votes.  A complex formula is used to distribute the 100 votes.  The City and County of San Diego must determine how to allocate their single vote and weighted votes between them.

**Assessments/Fees**

Member assessments are based on member agency jurisdiction population.

**Committees**

- Policy Advisory Committees: Borders Committee; Executive Committee; Public Safety Committee; Regional Planning Committee; and Transportation Committee.  The committees make policy recommendations to the Board of Directors.

- Working Groups provide advice to Policy Advisory Committees.

## SAN DIEGO ASSOCIATION OF GOVERNMENTS (SANDAG) (con't)

### RESPONSIBILITIES/PROGRAMS

- Regional Transportation Plan (RTP)
- Regional Housing Needs Assessment (RHNA)
- San Diego County Regional Transportation Commission
- Area-wide Clearinghouse
- Regional Transportation Planning and Fund Allocation Agency
- Freeway Service Patrol Administration
- Regional Transportation Demand Management Program Administration
- Interstate 15 Congestion Pricing and Transit Development Program
- State Route 125 Toll Collection
- Regional Beach Sand Replenishment Program
- Manage and Administer the North County Multiple Habitat Conservation Program
- Airport Multimodal Accessibility Plan (State)
- Integrated Waste Management Task Force (State and Local)
- Other: Regional Criminal Justice Clearinghouse; Automated Regional Justice Information System (ARJIS); Regional Census Data Center; Regional Information System development and maintenance; local planning activities pursuant to agreements with Navy, Caltrans, State Office of Planning and Research, MTS, NCTD, APCD, San Diego County Water Authority (SDCWA), the San Diego County Regional Airport Authority, cities and the County, and others; and provides outside services as SourcePoint/Service Bureau.

### REFERENCES

- SANDAG: San Diego Association of Governments FACT SHEET. September 2010.
- FY 2011 SANDAG BUDGET (Including the Overall Work Program). July 2010.
- SANDAG Bylaws. As amended January 2010.
- Senate Bill 1703 (Chaptered 743). September 20, 2002.
- SANDAG Board Policy No. 001. As amended January 2010.
- SANDAG Board Policy No. 002. As amended July 2007.

## ASSOCIATION OF MONTEREY BAY AREA GOVERNMENTS (AMBAG)

### PROFILE

Geographic Coverage.....................5,159 Square Miles

Population........................................ 760,000 (FY 2010)

Member Agencies ....................Three Counties/18 Cities

### OPERATIONS

Staff Size ....................................................13+/-

Operating Budget ...............$6.9  Million (FY 2009-10)

Revenue Sources ................Member assessments/grants

### FUNCTIONS AND STRUCTURE

**Type/Designations**

- Council of Governments (COG)
- Metropolitan Planning Organization (MPO)
- Designated Area-wide Planning Organization (APO) by HUD
- Designated grantee responsible for non-point water quality planning by the U.S. EPA
- Co-lead agency for air quality planning with Monterey Bay Unified Air Pollution Control District

**Legal Authority**

- Joint Powers Agreement (JPA), pursuant to Government Code Section 6500, et seq.
- Transportation Planning Memoranda of Understanding (MOU), June 2003 and June 2005
- Memoranda of Agreement (MOA), under Executive Order 12372
- MOA between AMBAG and Caltrans
- MOU between AMBAG and the Council of San Benito County Governments
- MOU between AMBAG and the Monterey and Santa Cruz County Regional Transportation Planning Agencies, Monterey-Salinas Transit (MST) and the Santa Cruz Metropolitan Transit District (SCMTD)
- 501 c 3. non profit RAPs

**Organizational Structure**

AMBAG is governed by a 25-member Board of Directors.  The Board of Directors includes:

- Two voting members from the board of supervisors of each member county.
- One voting member from the city council of each member city.
- One ex-officio representative from the Council of San Benito County Governments

**Voting**

Voting is by majority vote or weighted vote. Affirmative decisions by the Board requires the following:

- A question requires a majority if Board members and at least two county members.
- Affirmative decisions require a simple majority.  Each member agency has one vote.
- A member may request a vote by population.  AMBAG bylaws outline procedures for a population-based vote.

**Assessments/Fees**

Member assessments are determined one half by population and one half by assessed valuation.

## ASSOCIATION OF MONTEREY BAY AREA GOVERNMENTS (AMBAG) (con't)

**Committees**

Standing committees include:

- Executive Committee;
- Finance Committee; and
- Personnel Committee

## RESPONSIBILITIES/PROGRAMS

AMBAG performs metropolitan level transportation planning on behalf of the region. The Association provides a forum for planning, discussion and study of regional issues of mutual interest and concern to the counties and cities in Monterey, San Benito, and Santa Cruz Counties, and for the preparation of studies, plans, policy and action recommendations. Through its Board of Directors AMBAG contracts for goods and services; employs necessary personnel, experts and consultants; contracts for special reports, surveys and studies; and accepts gifts, loans and grants. Among its many duties, AMBAG manages the region's transportation demand model and prepares regional housing, population and employment forecast that are utilized in a variety of regional plans.

- Metropolitan Transportation Plan (MTP)
- Metropolitan Transportation Improvement Program (MTIP)
- RAPS, Inc. Regional Economic Forum and Community Planning Forum
- Central Coast Joint Data Committee (CCJDC)
- Commute Alternatives
- Energy Watch
- Regional Blueprint
- Special Projects: Electric Vehicle Charging Stations Program; Central Coast Commercial Flows Study; Monterey Truck-to-Rail Intermodal Feasibility Study

## REFERENCES

- AMBAG Website: www.ambag.org
- Joint Powers Agreement of the Association of Monterey Bay Area Governments. As amended.
- Bylaws of the Association of Monterey Bay Area Governments (AMBAG). As amended.
- Monterey Bay Region Overall Work Program (OWP) FY 2010-2011. May 12, 2010.
- Association of Bay Area Governments 2009/11 Strategic Plan. 2009.
- MONTEREY BAY REGION DIRECTORY. January 2010.

## DENVER REGIONAL COUNCIL OF GOVERNMENTS (DRCOG)

### PROFILE

| | |
|---|---|
| Geographic Coverage....................... 921 Square Miles |
| Population...................................... 2.8 Million (FY 2007) |
| Member Agencies ................... Nine Counties/ 47 Cities |

### OPERATIONS

| | |
|---|---|
| Staff Size .................................................. 90+/- |
| Operating Budget ................... $ 16.5 Million (FY 2010) |
| Revenue Sources ................ Member assessments/grants |

### FUNCTIONS AND STRUCTURE

**Type/Designations**

- Regional Commission
- Metropolitan Planning Organization (MPO)
- Transportation Planning Region (TPR)
- Area Agency on Aging

**Legal Authority**

- Colorado revised Nonprofit Corporation Act
- Older Americans Act (1973)

**Organizational Structure**

DRCOG is governed by a two-tiered board and committee structure. The DRCOG Board uses Standing Committees and ad hoc committees to conduct agency business. Standing Committees are formed by Board action, interagency agreement, Federal or State status, or memoranda of understanding.  Their scope and responsibility is approved by the Board. Ad-hoc committees are created by the Board of Directors to study specific issues.

- The DRCOG Board of Directors consists of 57 voting members and 3 non-voting members.  Voting members include one representative from each member agency, except the City and County of Denver  which has two members because it is both a city and a county.  Non-voting members are appointed by the Governor of Colorado.
- Membership in Standing Committees and their criteria for membership are outlines in the DRCOG Articles of Association.
- Membership in ad-hoc committees is determined by the Board of Directors.

**Voting**

Decision-making occurs at two levels: the DRCOG Board of Directors and Standing Committees.  Standing Committee voting responsibilities and procedures are outlined in the DRCOG Articles of Association, as approved by the Board of Directors. Action by the Board of Directors require:

- A quorum requires of one-third of the total voting members
- Affirmative votes decision require a simple majority of the members present.  Each member agency has one vote.

**Assessments/Fees**

- Member assessments are determined annually by the Board when adopting the budget.

**Committees**

DRCOG standing committees and ad hoc committees are formed by the Board of Directors. DRCOG's committee structure is designed to involve many individuals and interests in its programs and in its decision-making process. The Board of Directors goal is to include: elected officials and appointed staff from local governments; officials of other governmental agencies; citizen, business and labor representatives; and other interests. Standing Committees include the following.

- Administrative Committee

## DENVER REGIONAL COUNCIL OF GOVERNMENTS (DRCOG) (con't)

- Regional Transportation Committee
- Metro Vision Issues Committee
- Advisory Committee on Aging
- Transportation Advisory Committee
- Firefighter Advisory Committee
- Water Quality Advisory Committee

## RESPONSIBILITIES/PROGRAMS

The Council promotes regional cooperation and coordination among local governments and between levels of governments, and performs regional activities, services, and functions for the region as authorized by statute. The Council serves as a forum for local officials to work together to address regional challenges. The Council serves as an advisory coordinating agency for investigations and studies for improvement of government and services in the region, disseminates information regarding comprehensive plans and proposals for the improvement of the region, and promotes general public support for such plans and programs as the Council may endorse. Specific responsibilities include:

- Transportation planning for the region
- Growth and development planning for the region
- Traffic control coordination
- Pass-through Federal and State grants for region's aging population
- Advocacy for residents of long-term care facilities
- Promotion of alternative transportation modes
- Testing for fire candidates on behalf of many local governments
- Elevator and escalator inspections for most of region's local governments
- The region's Clean Water Plan

## REFERENCES

- DRCOG Website: www.drcog.org
- DRCOG Board Member Handbook. May 2010.
- Articles of Association of the DRCOG. As amended July 21, 2010.
- DRCOG Membership Structure. 2008.
- DRCOG Membership Directory. 2010.
- With Once Voice. 2008.
- Shaping the Region with One Voice. 2005.

## PUGET SOUND REGIONAL COUNCIL (PSRC)

### PROFILE

Geographic Coverage...................6,290 Square Miles

Population...................................... 3.6 Million (FY 2010)

Member Agencies ...Four Counties/71 Cities and Towns

### OPERATIONS

Staff Size ...................................................75+/-

Operating Budget ................... $26.2 Million (FY 2010)

Revenue Sources ...............Member assessments/grants

### FUNCTIONS AND STRUCTURE

**Type/Designations**

- Metropolitan Planning Organization (MPO)

- Regional Transportation Planning Organization (RTPO)

- Trustee of regional aspirations, maintaining and updating VISION 2040

**Legal Authority**

- Washington State Growth Management Act

- Interlocal Agreement (i.e., JPA)

- MOU with Central Puget Sound Economic Development District

**Organizational Structure**

PSRC is governed by two governing bodies with the authority to approve and act upon policies, operations, and funding. The General Assembly is the official body representing PSRC member agencies. The General Assembly meets annually to: adopt or amend a regional transportation plan, regional growth management strategy or by-laws, the annual work program, and budget; to elect a president and vice president; and to take action on such other matters as the Executive Board or the President may determine. The Executive Board directs the affairs of the PSRC between the annual meetings of the General Assembly. The Executive Board has managerial and administrative authority and appoints the Executive Director.

- General Assembly is composed of all voting member agencies, including statutory members and member tribal governments, as provided for in the Interlocal Agreement. Member counties, cities, towns, ports and tribal governments are represented on the General Assembly by elected officials from their executive and legislative branches. Statutory members that do not have elected officials on their governing bodies designate their representatives.

- The Executive Board is composed of elected officials representing member agencies and representatives of statutory members as determined in the Interlocal Agreement.

**Voting**

General Assembly voting is weighted. In order for an action to be taken by the Assembly, all of the following must occur:

- A quorum requires one-half the member jurisdictions making up at least 50 percent of the regional population.

- Total votes of all city and county jurisdictions within each county are proportional to each county share of the regional population. Counties are entitled to 50 percent of their respective county total vote. City and town votes are based on their respective share of the total incorporated population of their county. Tribal representatives votes are based on respective share of the region's population. Representatives present shall cast the jurisdictions total weighted votes, or may split their vote as they choose. The vote of statutory members is prescribed in the applicable statute or as determined by the Executive Board where the applicable statute is silent on the matter of voting.

- Affirmative decisions require a simple majority, unless the action involves approval of the annual work program and budget adoption or amendment of a regional growth management strategy adoption or amendment of a regional transportation plan or amendment of the Bylaws in which case a two-thirds majority is required.

## PUGET SOUND REGIONAL COUNCIL (PSRC) (con't)

Executive Board voting is weighted. In order for an action to be taken by the Board, the all of the following must occur:

- A quorum requires 50 percent of the Executive Board members are present.

- Total votes of all city and county jurisdictions within each county are proportional to each county's share of the regional population. Counties are entitled to 50 percent of their respective county's total vote. City and town votes are based on their respective share of the total incorporated population of their county. Tribal representatives votes are based on their respective share of the region's population. Representatives may cast the jurisdiction's total weighted votes and may split their vote, as they choose. The vote of statutory members shall be as prescribed in the applicable statute or as determined by the Executive Board where the applicable statute is silent on the matter of voting.

- Affirmative decisions require a simple majority. A two-thirds majority vote may be requested if the board members representing a county, the largest city within that county, and the other cities and towns within that county, unanimously request a two-thirds vote.

**Assessments/Fees**

- Dues are calculated annually based on the most recent population and assessed property values.

**Committees**

- Transportation Policy Board

- Growth Management Policy Board

- Advisory Committees: Regional Staff Committee; Regional Food Policy Council, Electric Vehicle Infrastructure, Transportation Operators Committee; Regional Traffic Operations Committee, Regional Freight/Mobility Roundtable, Bicycle Pedestrian Advisory Committee, Regional Project Evaluation Committee, Seattle-Tacoma-Everett FTA Caucus, Special Needs Transportation Committee, Regional Technical Forum, Model Users Group, Land Use Technical Advisory Committee, Interagency Data Group

## RESPONSIBILITIES/PROGRAMS

- Maintain VISION 2040 as the adopted regional growth, transportation and economic strategy.

- Prepare Transportation 2030 as the regional long-range transportation plan.

- Develop and maintain a regional database.

- Forecast and monitor economic, demographic and travel conditions in the region as the foundation for local and regional planning.

- Provide technical assistance to local governments, the state and federal governments, and business and community organizations.

- Distribute transportation funding.

- Provide a forum to discuss emerging regional issues.

- Provide staff support for the Central Puget Sound Economic Development District and Prosperity Partnership.

## REFERENCES

- PSRC Website: www.psrc.org

- Bylaws of the Puget Sound Regional Council, as amended April 30, 2009

- PSRC Biennial Budget and Work Program (FY 2010-2011); December 2009

- PSRC Timeline

## PORTLAND METRO CHARTER (METRO)

### PROFILE

| | |
|---|---|
| Geographic Coverage | 397.5 Square Miles |
| Population | 1.4 Million (FY 2009) |
| Member Agencies | Three Counties/25Cities |

### OPERATIONS

| | |
|---|---|
| Staff Size | 1,600+/- |
| Operating Budget | $26.2 Million (FY 2010) |
| Revenue Sources | Taxes, Enterprise, and Grants |

### FUNCTIONS AND STRUCTURE

**Type/Designations**

- Metropolitan Planning Organization (MPO)
- Regional Charter

**Legal Authority**

- 1992 Metro Charter creating the Metropolitan Service District, approved by voters in 1992, amended 2002.

**Organizational Structure**

Metro covers three counties and 25 cities. Metro is governed by a region-wide Council, which includes seven members: a President and six Councilors. The President and Councilors are elected directly by the voters every four years. Councilors are elected by sub-region and the President is elected at-large. Metro also has an elected Auditor who performs audits of the organization.

- The President presides over the Council, sets its policy agenda, and appoints all members of Metro committees, commissions, and boards.
- Councilors represent sub-regions and local municipalities. The Council is responsible for developing long-range regional plans and approving regional funding measures.

**Voting**

- A quorum requires a majority of Councilors. Affirmative decisions require a simple majority.

**Assessments/Fees**

- None

**Committees**

- Metro Policy Advisory Committee (MPAC). A 28-member charter-mandated committee of local government representatives and citizens who consult on policy issues, especially those related to services provided by local governments.
- Metro Technical Advisory Committee (MTAC). A 37-member committee of planners, citizens and business representatives that provides detailed technical support to MPAC.
- Joint Policy Advisory Committee on Transportation (JPACT). A 17-member committee that provides a forum of elected officials and representatives of agencies involved in transportation needs in the region. The committee makes recommendations to the Metro Council related to transportation policy.
- Transportation Policy Alternatives Committee (TPAC). A technical committee that supports JPACT with input on transportation planning priorities and financing alternatives.
- Regional Travel Options Subcommittee. A subcommittee of TPAC that makes recommendations about planning, funding and implementation of the regional travel options program.
- High Capacity Transit Subcommittee. A subcommittee that reviews public input and technical analysis to provide guidance and consensus-based recommendations that reflect the interests and priorities of local jurisdictions through the High Capacity Transit System Plan process.
- Metro Committee for Citizen Involvement. A 20-member citizen committee assisting in the development, implementation and evaluation of Metro's citizen involvement activities. Metro's home-rule charter mandates this committee.

## PORTLAND METRO CHARTER (METRO) (con't)

- Natural Areas Program Performance Oversight Committee. The Metro Council includes an independent oversight committee as part of the natural areas bond measure voters approved in November 2006.

- Metro Solid Waste Advisory Committee. A committees that develops policy options for the Metro Council to reduce the amount and toxicity of waste generated and disposed by the region, and to enhance the effectiveness and sustainability of the region's solid waste system.

- Smith and Bybee Wetlands Management Committee. A 10-member committee representing neighborhoods, "friends" groups and resource agencies to provide management guidance for the 2,000-acre natural area.

- Reserves Steering Committee. The committee, co-led by Metro and Clackamas, Multnomah and Washington counties, provides guidance on the study of potential urban and rural reserves and advises the Metro Council and county commissions on the formal designations of these areas.

### RESPONSIBILITIES/PROGRAMS

Metro's primary responsibilities are land use and transportation. Unlike most regional planning agencies, Metro has direct land use regulatory control. Metro develops regional plans, including the Regional Urban Growth Goals and Objectives, 2040 Growth Concept, The Future Vision, Regional Framework Plan, and Regional Transportation Plan. Metro also provides regional services, including:

- Transport solid waste

- Preserve natural areas

- Manage and develop regional parks and trails

- Manage venues for conventions, exhibits, performing arts, and Oregon Approve Regional Transportation Plan

- Distribute regional transportation funds

- Review and approve local comprehensive plans

- Adopt urban and rural reserves (in cooperation with counties)

- Manage the urban growth boundaries

- Manage and distribute grants and funds

Metro also has the authority to raise funds through voter-approved revenue sources such as property tax, sales tax, or income tax. The Metro Council has the authority to adopt ordinances under the Metro Charter.

### REFERENCES

- Portland Metro Website: www.oregonmetro.gov

- Metro Charter, as amended November 2002

- By the Numbers FY 2010-11 Adopted Budget; July 1, 2010

## PROFILE SUMMARY COMPARITIVE MATRICES

| Regional Agency | Geographic Coverage | Population | Member Agencies | Staff Size | Operating Budget | Revenue Sources |
|---|---|---|---|---|---|---|
| MTC | 7,000 Sq/Mi | 7.2 Million | 9 Counties 101 Cities | 160+/- | $7.2 Million | Grants |
| SACOG | 6,190 Sq/Mi | 2.25 Million | 6 Counties 22 Cities | 50+/- | $37.6 Million | Member Assessments Grants |
| SCAG | 38,000 Sq/Mi | 19 Million | 6 Counties 190 Cities | 118+/- | $38.7 Million | Member Assessments Grants |
| ABAG | 7,300 Sq/Mi | 7 Million | 9 Counties 101 Cities | 80 +/- | $23 Million | Grants |
| SANDAG | 3,570 Sq/Mi | 3.2 Million | 1 County 18 Cities | 200+/- | $64.7 Million | Member Assessments Grants |
| AMBAG | 5,159 Sq/Mi | 760,000 | 3 Counties 18 Cities | 13+/- | $6.9 Million | Member Assessments Grants |
| DRCOG | 921 Sq/Mi | 2.8 Million | 9 Counties 47 Cities | 90+/- | $16.5 Million | Member Assessments Grants |
| PSRC | 6,290 Sq/Mi | 3.6 Million | 4 Counties 71 Cities | 75+/- | $26.2 Million | Member Assessments Grants |
| METRO | 397.5 Sq/Mi | 1.4 Million | 3 Counties 25 Cities | 1,600+/- | N/A | Taxes Enterprise Funds Grants |

## PROFILE SUMMARY COMPARITIVE MATRICES

| Regional Agency | Type/Designations | Legal Authority | Assessments/Fees |
|---|---|---|---|
| **MTC** | RTPA<br>MPO<br>CTC<br>BATA<br>MTC SAFE | California Government Code §66500 et seq. | N/A |
| **SACOG** | COG<br>MPO<br>RTPA<br>ALUC | JPA<br>MOUs | Annual contributions by member agencies based on city and county population. |
| **SCAG** | COG<br>MPO<br>RTPA<br>CTC | JPA | Annual contributions by member agencies based on city and county population or based on fixed fees. |
| **ABAG** | COG | N/A | N/A |
| **SANDAG** | COG<br>MPO<br>Co-Lead SDAPCD<br>SD RTC | Senate Bill 1703 (California Government Code §29532.1 et seq. and California Public Utilities Code §99233.5 et seq.) | Annual contributions by member agencies based on city and county population. |
| **AMBAG** | COG<br>MPO<br>APO<br>Co-Lead MBUAPCD | JPA<br>MOUs<br>MOAs<br>501 c 3 (non profit) | Annual contributions by member agencies based 1/2 on city and county population and 1/2 based on assessed property values. |
| **DRCOG** | Regional Commission<br>MPO<br>TPR<br>Area Agency on Aging | Colorado Revised Nonprofit Act<br>Older Americans Act (1973) | Annual contributions are assessed by the DRCOG Board. |
| **PSRC** | MPO<br>RTPO<br>Trustee | Washington State Growth Management Act<br>Interlocal Agreement<br>MOU | All based on the most recent population Amend contributors, and assessed property values. |
| **METRO** | MPO<br>Regional Charter | 1992 Metro Charter creating the Metropolitan Service District | None (has taxing authority) |

## PROFILE SUMMARY COMPARITIVE MATRICES

| REGIONAL AGENCY | REPRESENTATION | VOTING |
|---|---|---|
| **MTC** | 10 from the 5 most populous counties<br>4 from the 4 least populous counties<br>1 from AMBAG<br>1 from BCDC<br>3 non-voting from BTHA, HUD, DOT | 1 Vote per Member<br>Simple majority of members present |
| **SACOG** | 3 from Sacramento County<br>5 from 5 other counties<br>2 from the City of Sacramento<br>21 from 21 other cities<br>1 non-voting from Caltrans District 5 | 1. Simple majority of total population present<br>2. Majority of cities represented<br>3. Majority of counties represented<br>(*Special approvals require two-thirds*) |
| **SCAG** | General Assembly<br>Regional Council<br>*(Note: Complex System. See Profile)* | 1 Vote per Member<br>Simple majority of members present<br>*(Vote may be split to require a majority of cities and a majority of counties)* |
| **ABAG** | General Assembly: 1 per member agency<br>Executive Board: based on member populations | 1 Vote per Member<br>Simple majority of members present |
| **SANDAG** | 1 per member agency<br>*(2 for City of San Diego)*<br>*(2 for San Diego County)* | 1. Simple majority of member agencies present<br>2. Simple majority of 100 votes distributed based on population |
| **AMBAG** | 2 per member county<br>1 per member city<br>1 ex-officio from SBCOG | 1 Vote per Member<br>Simple majority of members present |
| **DRCOG** | 2 from City/County of Denver<br>1 per member agency<br>3 non-voting members appointed by State | 1 Vote per Member<br>Simple majority of members present |
| **PSRC** | General Assembly<br>Executive Board<br>*(Note: complex system. See Profile)* | Majority of the member agency populations represented |
| **METRO** | 1 at-large President<br>6 District Councilors<br>*(Directly elected by voters)* | 1 Vote per Member<br>Simple majority of members present |

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# ATTACHMENT B

# INSTITUTIONAL ARRANGMENTS OPTIONS

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## OPTION 1: EXISTING ARRANGMENT

### ORGANIZATION/STRUCTURE

The Valley Regional Planning Agencies continue as COGs, RTPAs, and MPOs for their respective counties. The Regional Policy Council continues under the MOU among the Valley Regional Planning Agencies and the SJVAPCD. The Regional Policy Council is supported by staff and funding from each of the Valley Regional Planning Agencies. The Regional Planning Agency Executive Committee (i.e., directors from each Valley Regional Planning Agency) determines how support and funding is allocated to the Regional Policy Council.

### MEMBERSHIP/REPRESENTATION

Regional Policy Council membership is voluntary and includes the Valley Regional Planning Agencies and the SJVAPCD. The Regional Policy Council includes two voting representatives from each Regional Planning Agency board and one voting representative from the SJVAPCD.

### VOTING STRUCTURE

A quorum requires at least 50 percent of member representatives. Regional Policy Council member representatives each have one equally-weighted vote. Decisions are made by a super majority (i.e., two-thirds) vote.

### DUTIES/RESPONSIBILITIES

The duties and responsibilities of the Regional Policy Council and the Valley Regional Planning Agencies would remain essentially unchanged. Primary duties and responsibilities of the Regional Policy Council include:

- Discuss policy matters.
- Provide focus and guidance on interregional policy issues.
- Represent the Valley at the State and Federal levels.
- Work with the Partnership for the San Joaquin Valley.

### CONCLUSIONS

- It is an accepted and familiar arrangement.
- Is not known well within or outside the Valley; it is not a widely-recognized regional institution.
- Allows the Valley Regional Planning Agencies and their Directors to directly oversee and manage the arrangement.
- Includes representatives from the Valley Regional Planning Agencies and SJVAPCD, but not the cities or counties.

## OPTION 1: EXISTING ARRANGEMENT (con't)

- Operations and programs are supported by funding and staff of the individual Valley Regional Planning Agencies.

- As a MOU the Regional Policy Council cannot receive or manage grant funds directly.

- Valley Regional Planning Agencies must continue to fund and staff regional programs and operations and Blueprint implementation.

## OPTION 2: REGIONAL JOINT POWERS AGREEMENT

### ORGANIZATION/STRUCTURE

The Valley Regional Planning Agencies would form a JPA creating a two tiered membership and representation arrangement that includes a General Assembly and an Executive Committee. The Valley Regional Planning Agencies would continue to be the COGs, RTPAs, and MPOs for their respective counties. The General Assembly and Executive Committee and any regional programs, projects, and committees would be staffed at the regional level, separate from the individual Valley Regional Policy Agencies, and funded through member assessments and grants.

### MEMBERSHIP/REPRESENTATION

- *General Assembly*. The General Assembly would be made up of representatives from each county and city and ex-officio representatives from other agencies and organizations. Voting members would include one representative from each county board of supervisors and one representative from each city council. Larger cities or metropolitan regions might have more than one representative. Non-voting members would be appointed by the General Assembly and include representatives from other agencies and organizations (e.g., SJVAPCD) and public representatives.

- *Executive Committee*. The Executive Committee would be made up of representatives from the Valley Regional Planning Agencies, cities, and counties. The specific make up of the Committee would need to be determined; however, it could be structured to resemble a rotating system based on county and city population and agency representatives. Non-voting members could include representatives from other agencies and organizations (e.g., SJVAPCD).

### VOTING STRUCTURE

- *General Assembly*. A quorum of the General Assembly would require at least 50 percent of voting member representatives from the eight counties and 50 percent of the voting member representatives from the 62 cities. Each representative would have one vote. Affirmative decisions would be made according to the following voting system: a simple majority of the county member representatives present; a simple majority of the city member representatives present; and a weighed majority of all member representatives present based on the population of the jurisdictions they represent.

- *Executive Committee*. A quorum of the Executive Committee would require at least 50 percent of its voting member representatives. Each voting representative would have one equally-weighted vote. Decisions would be made by a simple majority vote. Ten per cent of the general assembly could request a weighted vote on any issue before the Executive Committee.

### DUTIES/RESPONSIBILITIES

Duties and responsibilities of the JPA could include: providing focus and guidance on interregional policy issues; representing the Valley at the State and Federal levels (e.g., Valley Voice); working with the Partnership for the San Joaquin Valley; overseeing and implementing the Blueprint and Greenprint; coordinating regional transportation planning, modeling, and priority setting (e.g., RTP/TIP); coordinating re-

## OPTION 2: REGIONAL JOINT POWERS AGREEMENT (con't)

gional GHG reduction target setting and RHNA distribution (per SB 375); increasing regional capacity (e.g., Interagency Coordinating Committee, Valley Data Center, Member Training/Support/Resources, Events/Conferences); forming, appointing, and overseeing committees; and directing regional staff and operational funding. The authority, responsibilities (e.g., transportation planning), and duties of the Valley Regional Planning Agencies would remain essentially unchanged.

- *General Assembly*. The General Assembly would meet annually to discuss and approve policy matters, bylaws, committee structures, the annual work program, and the annual budget. The General Assembly would also set policy priorities and decision-making guidelines for the Executive Committee.

- *Executive Committee*. The Executive Committee would make policy recommendations, direct and approve day-to-day affairs, and implement the General Assembly's policy decisions. It would make operating decisions, appoint committee members, and authorize expenditures. The Executive Committee would implement regional priorities and policy, direct regional programs, and appoint committees on specific regional issues, and appoint and direct staff.

### CONCLUSIONS

- Affirms the valley as a region and provides a focused point of contact for other state and national entities.

- Creates consistent and stable leadership at the Valleywide level and a champion for the Blueprint.

- Increases the funding eligibility for the region from a number of sources. Demonstrates that the Valley is a unified region, which may help it garner increased support and funding for Blueprint implementation.

- Gives every city and county and the Valley Regional Planning Agencies a place at the table and makes them responsible for Blueprint implementation and for addressing regional (Valleywide) issues.

- New approach to addressing regional issues which may be viewed with skepticism or as an attempt to usurp existing agencies' authority and responsibilities.

- Operations and staffing would require significant staff and resources; however the JPA can apply for funding, manage funds, and maintain a staff to support Blueprint implementation that may not otherwise be available to the Valley.

- The Valley Regional Planning Agencies would be freed up from some of their staff and funding responsibilities to support the Regional Policy Council and its programs (e.g., Blueprint Implementation).

- Regional JPA could take on other duties over time such as economic development, water, and regional infrastructure finance.

## OPTION 3: POLICY BOARD/SUB-REGIONAL MPOs

### ORGANIZATION/STRUCTURE

The Valley Regional Planning Agencies would form a JPA forming a Policy Board. Regional programs and committees and the Policy Board would have a dedicated staff and be funded at the regional level. The Valley Regional Planning Agencies would also define three sub-regions of the Valley (e.g., north, central, south). The Valley Regional Planning Agencies within each sub-region would enter into an MOU to consolidate MPO duties and functions (e.g., preparing the Regional Transportation Plan) at one COG in each sub-region. MPO funding would be distributed to and administered according to the MOU. The Valley Regional Planning Agencies would continue to be the COGs and RTPAs for their respective counties.

### MEMBERSHIP/REPRESENTATION

- *Policy Board*. The Policy Board would be made up of representatives from the Valley Regional Planning Agencies, cities, and counties. The specific make up of the Board would need to be determined; however, it could be structured to resemble a rotating system based on county and city population and agency representatives. Non-voting members could include representatives from other agencies and organizations (e.g., SJVAPCD).

- *Sub-regional MPOs*. Each sub-regional MPO would be made up of two voting representatives from each of the Valley Regional Planning Agencies from that sub-region. Membership and representation on individual Valley Regional Planning Agency boards and commissions would be guided by each agency.

### VOTING STRUCTURE

- *Policy Board*. A quorum of the Policy Board would require at least 50 percent of its voting member representatives. Each voting representative would have one equally-weighted vote. Decisions for annual policy, work program, and budget decisions would be made by a super-majority (i.e., two-thirds) of the representatives present. All other decisions would be made by a simple majority vote.

- *Sub-regional MPOs*. A quorum of the each sub-regional MPO would require at least 50 percent of its voting member representatives. Each voting representative would have one equally-weighted vote. Decisions would be made by a simple majority.

### DUTIES/RESPONSIBILITIES

- *Policy Board*. The Policy Board would discuss and approve policy matters, committee structures, the annual work program, and the annual budget; conduct and direct day-to-day affairs; make operating decisions; appoint committee members; authorize expenditures; and appoint and direct staff. Duties and responsibilities of the could include: providing focus and guidance on interregional policy issues; representing the Valley at the State and Federal levels (i.e., Valley Voice); overseeing and implementing the Blueprint and Greenprint; increasing regional capacity (e.g., Interagency Coordinating Committee, Valley Data Center, Member Training/Support/Resources, Events/Conferences); forming,

## OPTION 3: POLICY BOARD/SUB-REGIONAL MPOs (con't)

appointing, and overseeing committees; and overseeing regional staff and operational funding. Implement regional priorities and policy, direct regional programs, and appoint and manage committees on specific regional issues. The JPA would not affect the authority, responsibilities (e.g., transportation planning), or duties of the Valley Regional Planning Agencies.

- *Sub-regional MPOs.* The sub-regional MPOs would conduct regional transportation-related planning (e.g., preparation and adoption of the RTP, SCS).

### CONCLUSIONS

- Creates consistent and stable leadership at the Valleywide level and a champion for the Blueprint.

- Demonstrates that the Valley is a unified region, which may help it garner additional support and funding for Blueprint implementation.

- Gives cities and counties and the Valley Regional Planning Agencies a place at the table and makes them responsible for Blueprint implementation and for dealing with regional issues.

- Separates land use and transportation planning, in spite of the goal of Blueprint and SB 375 to join them.

- New approach to addressing regional issues which may be viewed with skepticism or as an attempt to usurp existing agencies' authority and responsibilities.

- Operations and staffing would require significant staff and resources; however the JPA can apply for funding, manage funds, and maintain a staff to support Blueprint implementation that may not otherwise be available to the Valley.

- Consolidated MPOs address transportation planning within sub-regions that have interconnected transportation systems and issues.

- Existing Valley Regional Planning Agencies may not want to consolidate their responsibilities and duties into a sub-regional MPO.

- The Valley Regional Planning Agencies would be freed up of some of their staff and funding responsibilities to support the Regional Policy Council and its programs (e.g., Blueprint Implementation).

## INSTITUTIONAL ARRANGEMENT OPTIONS COMPARITIVE MATRICES

| OPTION | ORGANIZATION/ STRUCTURE | MEMBERSHIP/ REPRESENTATION | VOTING STRUCTURE |
|---|---|---|---|
| **1** | MOU forming the Regional Policy Council | Regional Policy Council consisting of 2 representatives from each Valley Regional Planning Agency and one representative from the San Joaquin Valley Air Pollution Control District | 1 Vote per Representative Simple majority of members present. |
| **2** | JPA forming a General Assembly and Executive Committee | General Assembly consisting of one representative from each city and county | 1 Vote per Representative Simple majority of members present. (Major decisions require 2/3 majority) |
| | | Executive Committee consisting of representatives from Valley Regional Planning Agencies, cities, and counties | 1 Vote per Representative Simple majority of members present. |
| **3** | JPA forming a Policy Board | Policy Board consisting of representatives from Valley Regional Planning Agencies, cities, and counties. | 1 Vote per Representative Simple majority of members present. (Major decisions require 2/3 majority) |
| | Three sub-regional MPOs with decision-making boards  MOU among the sub-regional MPO/COGs/RTPAs to consolidate and share transportation-related planning duties | Sub-regional MPOs consisting of boards with representatives from each COG/RTPA | 1 Vote per Representative Simple majority of members present. |

## INSTITUTIONAL ARRANGEMENT OPTIONS COMPARITIVE MATRICES

| OPTION | | DUTIES AND RESPONSIBILITIES |
|---|---|---|
| **1** | | - Discuss policy matters.<br>- Provide focus and guidance on interregional policy issues.<br>- Represent the Valley at the State and Federal levels.<br>- Work with the Partnership for the San Joaquin Valley.<br>- Oversee the Blueprint and Greenprint. |
| **2** | General Assembly | - Discuss and approve policy matters, bylaws, committee structures, the annual work program, and the annual budget.<br>- Set policy priorities and decision-making guidelines for the Executive Committee. |
| | Executive Committee | - Conduct and approve day-to-day affairs and implement the General Assembly's policy decisions.<br>- Make operating decisions, appoint committee members, authorize expenditures, and make policy recommendations.<br>- Implement regional priorities and policy, direct regional programs, and appoint and manage committees on specific regional issues. |
| **3** | Policy Board | - Discus and approve policy matters, committee structures, the annual work program, and the annual budget.<br>- Conduct and approve day-to-day affairs, make operating decisions, appoint committee members, authorize expenditures, and make policy recommendations.<br>- Implement regional priorities and policy, direct regional programs, and appoint and manage committees on specific regional issues. |
| | Sub-regional MPOs | - Conduct regional transportation-related planning (e.g., preparation and adoption of the RTP, SCS). |

# INSTITUTIONAL ARRANGEMENT OPTIONS COMPARITIVE MATRICES

| OPTION | CONCLUSIONS |
|---|---|
| **1** | <ul><li>It is an accepted and familiar arrangement.</li><li>Is not known well within or outside the Valley; it is not a widely-recognized regional institution.</li><li>Allows the Valley Regional Planning Agencies and their Directors to directly oversee and manage the arrangement.</li><li>Includes representatives from the Valley Regional Planning Agencies and SJVAPCD, but not the cities or counties.</li><li>Operations and programs are supported by funding and staff of the individual Valley Regional Planning Agencies.</li><li>As a MOU the Regional Policy Council cannot receive or manage grant funds directly.</li><li>Valley Regional Planning Agencies must continue to fund and staff regional programs and operations and Blueprint implementation.</li></ul> |
| **2** | <ul><li>Affirms the valley as a region and provides a focused point of contact for other state and national entities.</li><li>Creates consistent and stable leadership at the Valleywide level and a champion for the Blueprint.</li><li>Increases the funding eligibility for the region from a number of sources. Demonstrates that the Valley is a unified region, which may help it garner increased support and funding for Blueprint implementation.</li><li>Gives every city and county and the Valley Regional Planning Agencies a place at the table and makes them responsible for Blueprint implementation and for addressing regional (Valleywide) issues.</li><li>New approach to addressing regional issues which may be viewed with skepticism or as an attempt to usurp existing agencies' authority and responsibilities.</li><li>Operations and staffing would require significant staff and resources; however the JPA can apply for funding, manage funds, and maintain a staff to support Blueprint implementation that may not otherwise be available to the Valley.</li><li>The Valley Regional Planning Agencies would be freed up from some of their staff and funding responsibilities to support the Regional Policy Council and its programs (e.g., Blueprint Implementation).</li><li>Regional JPA could take on other duties over time such as economic development, water, and regional infrastructure finance.</li></ul> |
| **3** | <ul><li>Creates consistent and stable leadership at the Valleywide level and a champion for the Blueprint.</li><li>Demonstrates that the Valley is a unified region, which may help it garner additional support and funding for Blueprint implementation.</li><li>Gives cities and counties and the Valley Regional Planning Agencies a place at the table and makes them responsible for Blueprint implementation and for dealing with regional issues.</li><li>Separates land use and transportation planning, in spite of the goal of Blueprint and SB 375 to join them.</li><li>New approach to addressing regional issues which may be viewed with skepticism or as an attempt to usurp existing agencies' authority and responsibilities.</li><li>Operations and staffing would require significant staff and resources; however the JPA can apply for funding, manage funds, and maintain a staff to support Blueprint implementation that may not otherwise be available to the Valley.</li><li>Consolidated MPOs address transportation planning within sub-regions that have interconnected transportation systems and issues.</li><li>Existing Valley Regional Planning Agencies may not want to consolidate their responsibilities and duties into a sub-regional MPO.</li><li>The Valley Regional Planning Agencies would be freed up of some of their staff and funding responsibilities to support the Regional Policy Council and its programs (e.g., Blueprint Implementation).</li></ul> |