



# CALL AND NOTICE

## **CALL AND NOTICE OF A SPECIAL MEETING OF THE ADMINISTRATIVE COMMITTEE OF THE ASSOCIATION OF BAY AREA GOVERNMENTS**

As Chair of the Administrative Committee of the Association of Bay Area Governments (ABAG), I am calling a special meeting of the ABAG Administrative Committee as follows:

Special Joint Meeting with the MTC Planning Committee

Friday, February 26, 2016, 9:00 a.m. to 12:00 p.m.

Location:

Joseph P. Bort MetroCenter  
Lawrence D. Dahms Auditorium  
101 8<sup>th</sup> Street  
Oakland, California

*The ABAG Administrative Committee may act on any item on this agenda.*

*Agenda and attachments available at [abag.ca.gov](http://abag.ca.gov)*

*This meeting is scheduled to be audiocast live on the Metropolitan Transportation Commission website at [mtc.ca.gov](http://mtc.ca.gov)*

*For information, contact Fred Castro, Clerk of the Board, at (510) 464 7913.*

- 1. CALL TO ORDER / ROLL CALL / CONFIRM QUORUM**
- 2. PLEDGE OF ALLEGIENCE**
- 3. MTC COMPENSATION ANNOUNCEMENT**
- 4. ABAG COMPENSATION ANNOUNCEMENT**
- 5. MTC PLANNING COMMITTEE CONSENT CALENDAR**
  - MTC Planning Committee Approval
  - A. MTC Planning Committee Minutes of the January 22, 2016 Meeting**
- 6. APPROVAL OF ABAG ADMINISTRATIVE COMMITTEE SUMMARY MINUTES OF MEETING ON JANUARY 22, 2016**
  - ABAG Administrative Committee Action

**ABAG Administrative Committee**

February 26, 2016

2

**7. ABAG/MTC MERGER STUDY—MANAGEMENT PARTNERS**

ABAG Administrative Committee Information / MTC Planning Committee Information

**A. Merger Study Update—Land Use and Transportation Agency Profiles**

**B. MTC and ABAG Functional Organization**

**C. Existing Regional Land Use and Transportation Planning Organizational Profiles**

**D. Summary of MTC and ABAG's Sustainable Communities Strategy Statutory Responsibilities under Senate Bill 375**

**8. PUBLIC COMMENT / OTHER BUSINESS**

**9. ADJOURNMENT / NEXT MEETING**

The next joint meeting of the ABAG Administrative Committee and MTC Planning Committee on the ABAG/MTC Merger Study will be held on March 25, 2016, 9:00 a.m., Joseph P. Bort MetroCenter, 101 8<sup>th</sup> Street, Lawrence D. Dahms Auditorium, Oakland.

Members of the public shall be provided an opportunity to directly address the ABAG Administrative Committee concerning any item described in this notice before consideration of that item.

Agendas and materials will be posted and distributed for this meeting by ABAG staff in the normal course of business.

Submitted:

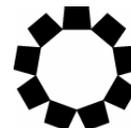
/s/ Julie Pierce  
Chair, Administrative Committee

Date Submitted: February 19, 2016

Date Posted: February 23, 2016

# ASSOCIATION OF BAY AREA GOVERNMENTS

Representing City and County Governments of the San Francisco Bay Area



ABAG

## AGENDA

### **ADMINISTRATIVE COMMITTEE**

Special Joint Meeting with the MTC Planning Committee

Friday, February 26, 2016, 9:00 a.m. to 12:00 p.m.

Location:

Joseph P. Bort MetroCenter  
Lawrence D. Dahms Auditorium  
101 8<sup>th</sup> Street  
Oakland, California

*The ABAG Administrative Committee may act on any item on this agenda.*

*Agenda and attachments available at [abag.ca.gov](http://abag.ca.gov)*

*This meeting is scheduled to be audiocast live on the Metropolitan Transportation Commission website at [mtc.ca.gov](http://mtc.ca.gov)*

*For information, contact Fred Castro, Clerk of the Board, at (510) 464 7913.*

- 1. CALL TO ORDER / ROLL CALL / CONFIRM QUORUM**
- 2. PLEDGE OF ALLEGIENCE**
- 3. MTC COMPENSATION ANNOUNCEMENT**  
MTC Committee Secretary
- 4. ABAG COMPENSATION ANNOUNCEMENT**  
ABAG Clerk of the Board
- 5. MTC PLANNING COMMITTEE CONSENT CALENDAR**  
MTC Planning Committee Approval
  - A. MTC Planning Committee Minutes of the January 22, 2016 Meeting**  
*Attachment: MTC Planning Committee Minutes of January 22, 2016*
- 6. APPROVAL OF ABAG ADMINISTRATIVE COMMITTEE SUMMARY MINUTES OF MEETING ON JANUARY 22, 2016**  
ABAG Administrative Committee Action  
*Attachment: Summary Minutes of January 22, 2016*

**ABAG Administrative Committee**

February 26, 2016

2

**7. ABAG/MTC MERGER STUDY—MANAGEMENT PARTNERS**

ABAG Administrative Committee Information / MTC Planning Committee Information

Lynn Dantzker, Partner, and Dan Marks, Special Advisor, Management Partners

*Attachments: Merger Study Update Memo; MTC Functional Organization Chart; ABAG Functional Organization Chart; Organizational Profiles; SB 375 Responsibilities*

**A. Merger Study Update—Land Use and Transportation Agency Profiles**

**B. MTC and ABAG Functional Organization**

**C. Existing Regional Land Use and Transportation Planning Organizational Profiles**

**D. Summary of MTC and ABAG's Sustainable Communities Strategy Statutory Responsibilities under Senate Bill 375**

**8. PUBLIC COMMENT / OTHER BUSINESS**

**9. ADJOURNMENT / NEXT MEETING**

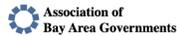
The next joint meeting of the ABAG Administrative Committee and MTC Planning Committee on the ABAG/MTC Merger Study will be held on March 25, 2016, 9:00 a.m., Joseph P. Bort MetroCenter, 101 8<sup>th</sup> Street, Lawrence D. Dahms Auditorium, Oakland.

Submitted:

/s/ Ezra Rapport, Secretary-Treasurer

Date Submitted: February 19, 2016

Date Posted: February 23, 2016



101 Eighth Street,  
Joseph P. Bort  
MetroCenter  
Oakland, CA

## Meeting Minutes - Draft

# Joint MTC Planning Committee with the ABAG Administrative Committee - Merger Study

### *MTC Committee Members:*

*James P. Spering, Chair Anne W. Halsted, Vice Chair*

*Alicia C. Aguirre, Scott Haggerty, Steve Kinsey  
Sam Liccardo, Julie Pierce*

*Non-Voting Members: Tom Azumbrado, Dorene M. Giacopini*

---

Friday, January 22, 2016

9:00 AM

Lawrence D. Dahms Auditorium

---

## 1. Roll Call / Confirm Quorum

**Present:** 5 - Chairperson Spering, Vice Chair Halsted, Commissioner Aguirre, Commissioner Kinsey and Commissioner Pierce

**Absent:** 2 - Commissioner Haggerty and Commissioner Liccardo

Non-Voting Member Present: Commissioner Giacopini

Non-Voting Member Absent: Commissioner Azumbrado

Ex Officio Voting Members Present: Commission Chair Cortese and  
Commission Vice Chair Mackenzie

Ad Hoc Non-Voting Members Present: Commissioner Bates, Commissioner Luce, and  
Commissioner Rein Worth.

ABAG Administrative Committee Members Present: Cortese, Eklund, Gupta, Luce, Pierce, and  
Spering.

ABAG Executive Board Members Present: Scharff and Peralez.

## 2. Pledge of Allegiance

## 3. MTC Compensation Announcement - Committee Secretary

## 4. ABAG Compensation Announcement - Clerk of the Board

## 5. Consent Calendar

Approval of the Consent Calendar

**Upon the motion by Commissioner Kinsey and second by Commissioner Aguirre, the Consent Calendar was unanimously approved by the following vote:**

**Aye:** 5 - Chairperson Spering, Vice Chair Halsted, Commissioner Aguirre, Commissioner Kinsey and Commissioner Pierce

**Absent:** 2 - Commissioner Haggerty and Commissioner Liccardo

5a. [15-1166](#) MTC - Minutes of the January 8, 2016 Meeting

**Action:** MTC Planning Committee Approval

## 6. ABAG Administrative Committee Approval of Summary Minutes

6a. [15-1167](#) ABAG - Minutes of the January 8, 2016 Meeting

**Action:** ABAG Administrative Committee Approval

## 7. MTC / ABAG Merger Study

8. [15-1244](#) Review Today's Agenda and Process

9. [15-1245](#) Create a Shared Understanding of Problem(s) To Be Solved

10. [15-1246](#) Consensus on Study Objective(s)

11. [15-1247](#) Consensus on Key Principles for Evaluating Options

12. [15-1248](#) Feedback on Community Engagement/Stakeholder Plan

Gabriel Haaland, Policy Director, SEIU 1021 was called to speak.

## 13. Wrap Up and Next Steps

## 14. Public Comment / Other Business

## 15. Adjournment / Next Meeting

**The next meeting of the Joint MTC Planning Committee with ABAG Administrative Committee - Merger Study will be held on February 26, 2016 at 9:00 a.m. in the Lawrence D. Dahms Auditorium, First Floor, 101 Eighth Street, Oakland, CA.**

# SUMMARY MINUTES (DRAFT)

ABAG Administrative Committee Special Meeting  
Friday, January 22, 2016  
Joseph P. Bort MetroCenter  
101 8<sup>th</sup> Street, Oakland, California

## 1. CALL TO ORDER / ROLL CALL / CONFIRM QUORUM

ABAG President and Committee Chair Julie Pierce, Councilmember, City of Clayton, called the special meeting of the Administrative Committee of the Association of Bay Area Governments to order at about 9:05 a.m.

The Committee met jointly with the Planning Committee of the Metropolitan Transportation Commission.

A quorum of the Committee was present at about 9:10 a.m.

### Members Present

Councilmember Julie Pierce, City of Clayton  
Supervisor Dave Cortese, County of Santa Clara  
Mayor Pat Eklund, City of Novato  
Councilmember Pradeep Gupta, City of South San Francisco  
Supervisor Mark Luce, County of Napa  
Councilmember Raul Peralez, City of San Jose  
Mayor Greg Scharff, City of Palo Alto

### Members Absent

Supervisor Scott Haggerty, County of Alameda  
Mayor Bill Harrison, City of Fremont  
Supervisor Eric Mar, City and County of San Francisco  
Supervisor Dave Pine, County of San Mateo (Alternate)  
Supervisor David Rabbitt, County of Sonoma

### Staff Present

Brad Paul, ABAG Deputy Executive Director  
Kenneth Moy, ABAG Legal Counsel  
Miriam Chion, ABAG Planning and Research Director

## 2. PLEDGE OF ALLEGIANCE

## 3. MTC COMPENSATION ANNOUNCEMENT

## 4. ABAG COMPENSATION ANNOUNCEMENT

Fred Castro, Clerk of the Board, made the compensation announcement.

Members next took up Item 7.

## 5. MTC PLANNING COMMITTEE CONSENT CALENDAR

### A. MTC Planning Committee Minutes of the January 8, 2016 Meeting

MTC Planning Committee approved its minutes of the January 8, 2016 meeting.

**6. APPROVAL OF ABAG ADMINISTRATIVE COMMITTEE SUMMARY MINUTES OF MEETING ON JANUARY 8, 2016**

President Pierce recognized a motion by Pat Eklund, Mayor, City of Novato, which was seconded by Greg Scharff, Mayor, City of Palo Alto, to approve the Administrative Committee summary minutes of January 8, 2016.

The ayes were: Pierce, Cortese, Eklund, Gupta, Luce, Peralez, Scharff.

The nays were: None.

The abstentions were: None.

The absences were: Haggerty, Harrison Luce, Mar, Pine (Alternate), Rabbitt.

The motion passed unanimously.

**7. FACILITATED DISCUSSION ON ABAG/MTC MERGER STUDY**

**A. Review Today's Agenda and Process**

Jan Perkins, Senior Partner, Management Partners, reviewed the facilitated discussion agenda; meeting objectives, including understanding the problem, study objectives, principles for evaluating options; and community engagement.

She facilitated the discussion on the ABAG/MTC merger study, assisted by Andy Belknap, Project Director; Lynn Dantzker, Project Manager; Dan Marks, Special Advisor; Heain Lee, Management Advisor; and Patricia Black, Management Analyst.

Members and stakeholder representatives participated in small group discussions.

**B. Create a Shared Understanding of Problem(s) To Be Solved**

Members and stakeholder representatives participated in small group discussions.

**C. Consensus on Study Objective(s)**

Members and stakeholder representatives participated in small group discussions.

**D. Consensus on Key Principles for Evaluating Options**

Members and stakeholder representatives participated in small group discussions.

The MTC Planning Committee next took up Item 5.

The ABAG Administrative Committee next took up Item 6.

**E. Feedback on Community Engagement/Stakeholder Plan**

Danzkter reviewed the proposed stakeholder engagement plan for elected officials, regional stakeholders, local agency professional staff, and general outreach. Reports on existing alternative state and national models and on discussion group reports will be presented at the February meeting. Alternative options for analysis will be presented at the March meeting.

Members and stakeholder representatives discussed the proposed stakeholder engagement plan; outreach objectives and questions; outreach to elected officials and regional stakeholders; convening regional stakeholder meetings; stakeholder engagement process, advisory group, and having materials in advance; public stakeholder outreach; communities of concern and social equity; media strategy.

The following individuals gave public comment: Lee Huo, ABAG Chapter President, SEIU Local 1021; Gabriel Haaland, Policy Director, SEIU Local 1021.

**8. WRAP UP AND NEXT STEPS**

Perkins reported on preparing discussion notes, completing evaluation forms, and providing meeting schedules.

**9. PUBLIC COMMENT / OTHER BUSINESS**

There was no public comment.

**10. ADJOURNMENT / NEXT MEETING**

The meeting adjourned at about 11.52 p.m.

The next joint meeting of the ABAG Administrative Committee and MTC Planning Committee on the ABAG/MTC Merger Study will be held on February 26, 2016, 9:00 a.m. to 12:00 p.m., Joseph P. Bort MetroCenter, 101 8<sup>th</sup> Street, Lawrence D. Dahms Auditorium, Oakland.

Submitted:

/s/ Ezra Rapport, Secretary-Treasurer

Date Submitted: February 9, 2016

Date Approved: TBD

*For information, contact Fred Castro, Clerk of the Board, at (510) 464 7913 or FredC@abag.ca.gov.*

Blank Page

# Management Partners



To: MTC Planning Committee  
ABAG Administrative Committee

From: Lynn Dantzker, Partner  
Dan Marks, Special Advisor

Subject: Merger Study Update  
Land Use and Transportation Agency Profiles

Date: February 19, 2016

---

At the February 26, 2016 meeting of the MTC Planning and ABAG Administrative Committees, Management Partners will present the following information:

1. An update on the Merger Study
2. An overview of the MTC and ABAG functional organizations
3. An overview of other major metropolitan area land use and transportation planning agencies inside and outside of California
4. A brief review of the sustainable community strategies (SCS) duties and responsibilities as set forth in SB 375

## Project Update

During January and February we have:

- Completed the individual interview of the respective committee members and compiled an interview summary.
- Conducted individual interviews with the MTC and ABAG executive directors, deputy directors, and planning directors.
- Held a workshop of the committee members to discuss the problem underlying the study and its objective and issued a report documenting the results.
- Developed a stakeholder/community engagement plan and began implementing it.
- Issued a work plan to provide the committees and other interested parties an overview of how the project will proceed.
- Developed a Merger Study Information Sheet and established a website ([www.mtcabagmergerstudy.com](http://www.mtcabagmergerstudy.com)) to provide information about the study and public meetings; post deliverables for the two committees; and allow those interested in commenting about the study to do so directly to Management Partners.
- Drafted a survey to be issued electronically to all Boards of Supervisors and City Council members in the nine Bay Area counties.

- Held separate, individual focus group discussions with MTC and ABAG planning staff.
- Obtained and analyzed financial information and conducted several meetings with both MTC and ABAG regarding their financial forecasts (currently in draft form) for presentation at the March 25 meeting of the two committees.
- Researched other major regional land use and transportation agencies inside and outside California resulting in profiles of the respective agencies.
- Continued to obtain background information to inform alternative options and models for analysis to be considered at the March 25 meeting.

### ***Stakeholder/Community Engagement Plan***

The stakeholder/community engagement plan is well underway. As of the drafting of this memorandum, we have:

- Scheduled the congestion management agency (CMA) meetings with either their technical advisory committees (including planning directors in some cases) or other staff they may have designated, to the extent the agency wishes to do so.
- Met with the Bay Area Planning Directors Association (BAPDA).
- Scheduled all the Mayors Conferences (or equivalent) meetings, with the exception of San Mateo County, which is unable to do so before the end of April.
- Scheduled and/or held meetings with some of the individual stakeholders (some are still in progress).
- Held meetings with some county City Managers' Associations, upon request; more may be forthcoming.
- Scheduled three regional forums (see website for details).

### **Functional Organization Structures**

To understand the general functional duties and responsibilities of organizations, it is useful to generate functional organization charts. These are distinguished from typical organization charts in that they are intended less to show hierarchy than how major functions of the organization are distributed across the organization, along with the number of employees allocated to each function. In consultation with both MTC and ABAG staff, Attachment A provides the functional organization charts for both organizations. This is meant to provide background information and inform the impact of alternative models and options.

### **Other Agency Profiles**

Again, to provide background information and inform the future discussion about alternative models and options, and using primarily online, publicly available information, we have researched other regional land use and transportation agencies in major metropolitan areas in California, as well as three outside of California. Attachment B provides an overview of each organization. However, the overviews are not meant to provide in-depth examinations of the respective statutory or contractual authorities or a comprehensive review of all the services and programs provided by each agency.



While there may be other models worthy of analysis, our focus was on California for three reasons. First, California has unique regulatory roles and requirements under state law that makes it different from other areas of the United States. Second, with restricted time and resources, we had to limit the scope and number of agencies for this analysis. Finally, there are only about two dozen agencies with over 2 million people in the country and four of them are in California, far more than in any other state. If a new regional governance structure for the Bay Area's land use and transportation planning efforts ensues, much more work in this area should be done.

In general, when selecting the agencies nationally, we asked:

1. How do the other major metropolitan areas in the California organize their regional planning?
2. What two or three agencies nationally (serving over 3 million people) represent interesting case studies with respect to:
  - A recent consolidation or reorganization of functions (CMAP)
  - Consolidated staffing that supports a separate MPO and COG governing bodies (MWCOG)
  - A similar physical environment (PSRC)

Attachment B provides profiles of the following agencies:

1. Metropolitan Transportation Commission (MTC)
2. Association of Bay Area Governments (ABAG)
3. Southern California Association of Governments (SCAG)
4. San Diego Association of Governments (SANDAG)
5. Sacramento Area Council of Governments (SACOG)
6. The Chicago Metropolitan Agency for Planning (CMAP)
7. Metropolitan Washington Council of Governments (MWCOG)
8. Puget Sound Regional Council (PSRC)

## **SB 375 Sustainable Communities Strategy (SCS) Statutory Responsibilities**

Attachment C provides a brief review of the SCS statutory duties and responsibilities as set forth by SB 375 for MTC and ABAG.

### **Meeting Agenda for March 25 (next meeting)**

The next meeting of the MTC Planning Committee and ABAG Administrative Committee on the merger study is scheduled for March 25. At that meeting, we intend to present:

- The financial forecasts for MTC and ABAG.
- Alternative models/options for consideration by the respective committees. An analysis of each model will not be presented; however we will provide a summary of the analysis criteria.



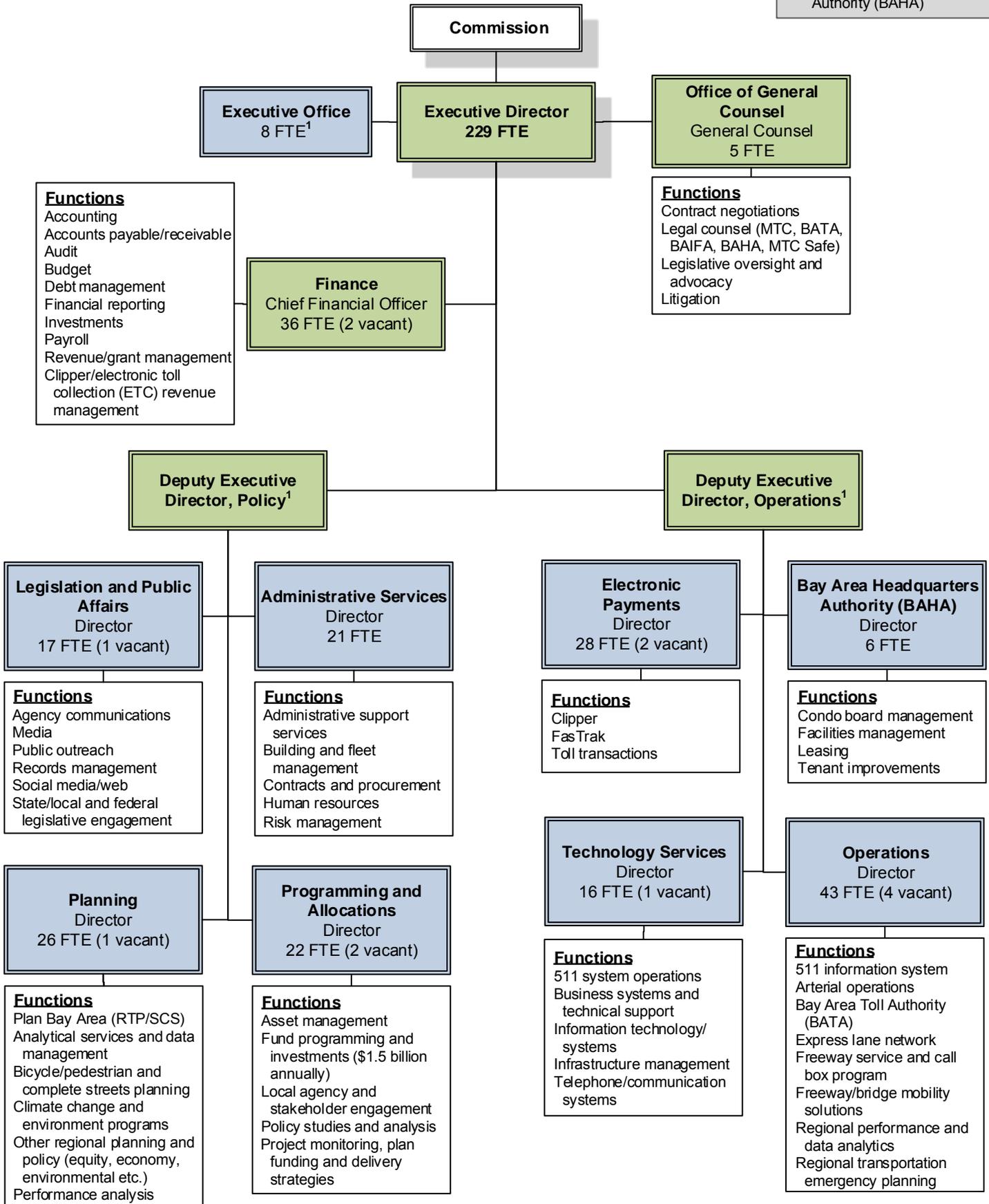
- A summary of stakeholder and engagement comments and themes to the extent the meeting schedule permits compilation in time for March 25.



**Attachment A**  
**Metropolitan Transportation Commission (MTC)**  
 Functional Organization Chart  
 February 17, 2016

The following operate as separate joint powers authorities (JPAs) with support from MTC staff:

- Bay Area Infrastructure Financing Authority (BAIFA)
- Bay Area Headquarters Authority (BAHA)



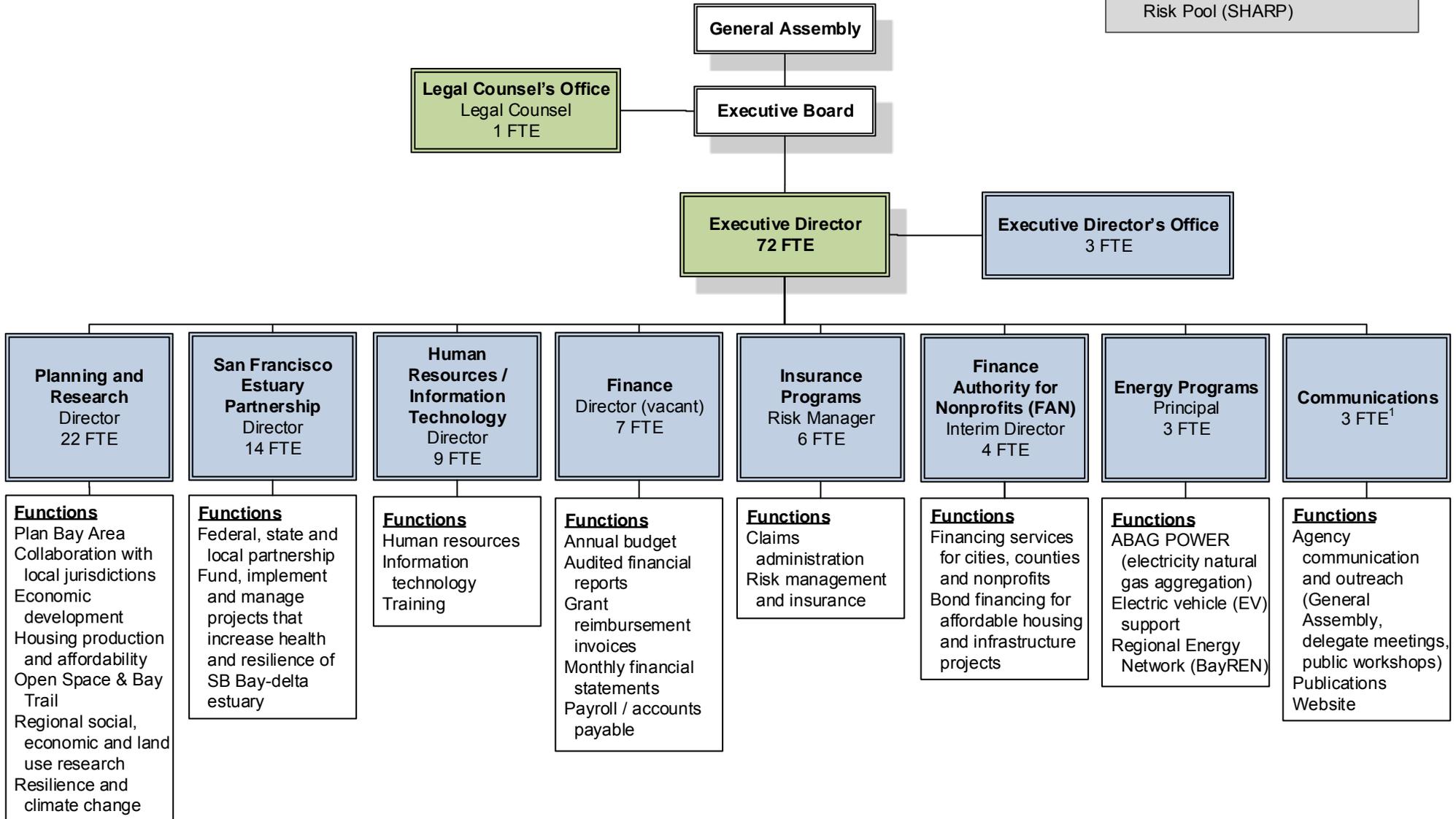
<sup>1</sup>Both Deputy Executive Director positions are included in the total FTE count for the Executive Office.

Blank Page

Association of Bay Area Governments (ABAG)  
 Functional Organization Chart  
 February 22, 2016

The following operate as separate joint powers authorities (JPAs) with support from ABAG staff:

- ABAG POWER
- Financing Authority for Nonprofit Corporations (FAN)
- Workers Compensation Shared Risk Pool (SHARP)



<sup>1</sup>The Deputy Executive Director position is allocated to the Executive Director's Office, but supervises the Communications team (3 FTE).

Blank Page

**Attachment B:  
Existing Regional Land Use and Transportation  
Planning Organizational Profiles**

February 19, 2016

This document summarizes Management Partners' research on six other regional transportation and land use planning organizations in the United States. It provides an overview of each organization, but is not meant to provide an in-depth examination of the respective statutory or contractual authorities or a comprehensive review of all the services and programs provided by each agency. Each organization's profile is designed to provide background information and inform the future discussion of alternative models and options as the MTC and ABAG Joint Committee considers functional integration and merger options during the next several months.

## Executive Summary

### Organization Selection

Management Partners selected the six organizations below.

1. ***Three Largest MPOs in California.*** Our focus was on California because it has unique requirements under state law that make it different from other areas of the United States. We selected the three largest metropolitan planning organizations (MPOs) in California outside of the Bay Area: the Southern California Association of Governments (SCAG) serving over 18 million people, the San Diego Association of Governments (SANDAG) serving over 3 million people, and the Sacramento Area Council of Governments (SACOG) serving over 2.2 million people.
2. ***Other Large MPOs in the United States.*** There are 15 MPOs in the United States serving over three million people and three of them are in California. Among those outside California, Management Partners selected three organizations that represented either a recent reorganization or consolidation, have staff serving two different governing bodies, or have a similar physical environment. (There may be other agencies nationally that merit review, but limited time and resources impacted the ability to examine them.)

The Chicago Metropolitan Agency for Planning (CMAP) was selected because it serves slightly more than 8.4 million people, which allows a strong comparison to the Bay Area. CMAP also comparatively recently consolidated transportation planning and land use planning into a new organization established through state legislation in 2005.

The Metropolitan Washington Council of Governments (MWCOG) was selected because it has an unusual governance model with an independent board, the National Capital Transportation Planning Board (TPB), serving as the federally-designated MPO, while the staff for that Board resides within MWCOG.

Finally, Puget Sound Regional Council (PSRC) was selected as a west coast MPO outside of California, serving a geographic region with similar regional planning challenges to the Bay Area. Table 1 provides a summary of the agencies chosen for comparison.

Table 1. Overview of Alternative Organizations

Organization	Number of Cities and Counties Served	Population Served	Land area served (square miles)
Metropolitan Transportation Commission (MTC)	Cities: 101 Counties: 9	7,150,828	7,485
Association of Bay Area Governments (ABAG)			
Sacramento Area Council of Governments (SACOG)	Cities: 22 Counties: 6	2,274,557	6,189
Southern California Association of Governments (SCAG)	Cities: 191 Counties: 6	18,051,203	38,649
San Diego Association of Governments (SANDAG)	Cities: 18 Counties: 1	3,095,271	4,260
The Chicago Metropolitan Agency for Planning (CMAP)	Cities: 284 Counties: 7	8,453,793	4,137
Metropolitan Washington Council of Governments (MWCOC) / National Capital Transportation Planning Board (TPB) <sup>1</sup>	Cities: 12 Counties: 8 + District of Columbia	4,586,770	3,558
Puget Sound Regional Council (PSRC)	Cities: 73 <sup>2</sup> Counties: 4	3,690,866	6,384

Source: Metropolitan Planning Organization (MPO) Database (based on 2010 US Census data)

<sup>1</sup>The federally-designated MPO for the Washington DC region is the National Capital Transportation Planning Board (TPB), which is formally associated with the broader Metropolitan Washington Council of Governments. The two governing bodies share a single staff team that develops the comprehensive regional transportation and land use plans.

<sup>2</sup>Of the 82 cities in the Puget Sound region, 73 are members.

Table 2 provides a summary of the respective agency FY 2015-16 annual operating expenditures, revenue from membership dues/assessments, and staffing.

Table 2. Budgeted Operating Expenditures and Staffing in Alternative Organizations

Organization	Annual operating expenditures (FY 2015-16)	Annual revenue from membership dues/assessment	Total employees (FTE)
MTC (Bay Area)	\$64,346,402 <sup>1</sup>	Not applicable	229
ABAG (Bay Area)	\$27,000,000	\$1,896,622 (7.1% of total)	73
SACOG (Sacramento)	\$33,327,738 <sup>2</sup>	\$424,530 (1.1% of total)	57 positions
SCAG (Southern CA)	\$51,117,432	\$1,922,576 (3.8% of total)	139
SANDAG (San Diego)	\$1,395,717,251 <sup>3</sup>	\$2,683,122 (0.2% of total)	353.6
CMAP (Chicago)	\$18,674,688 <sup>4</sup>	\$250,000 (1.4% of total)	104.5
MWCOC / TPB (Washington DC)	\$25,899,624 <sup>5</sup>	\$3,766,255 (13.4% of total)	131.8
PSRC (Puget Sound)	~\$13,702,000 <sup>6</sup>	~\$1,564,500 <sup>6</sup> (11.4% of total)	75.0

<sup>1</sup>Annual operating expenditures from adopted MTC 2015-16 Operating Budget; MTC is responsible for an annual budget of over \$900 million, including other component units such as Bay Area Toll Authority (BATA), Bay Area Infrastructure Financing Authority (BAIFA), and Bay Area Headquarters Authority (BAHA).

<sup>2</sup>SACOG's annual operating expenditures exclude a reported \$14,394,886 in pass-through funds; the total reported for FY 2015-16 including pass-through funds was \$47,722,624.

<sup>3</sup>This figure does not represent a comparable operating budget to the other agencies profiled. SANDAG is responsible for the design and construction of the regional transportation network and these costs significantly increase the agency's reported annual operating expenditures. In the table, SANDAG's reported annual operating expenditures include \$283 million in TransNet expenditures (half-cent sales tax authority) and \$1.0 billion in direct project costs, both of which differentiate it from the other agencies profiled. Similar to the other annual operating expenditures reported in the table, the figure does not include reported pass through funds (\$7,165,026).

<sup>4</sup>CMAP's annual operating expenditures provided in the table includes an additional \$1,219,269 in in-kind services in addition to the reported \$17,455,419 in operating expenditures. This amount excludes another \$4,414,270 in pass through grants.

<sup>5</sup>MWCOC's annual operating expenditures provided in the table exclude agency reported pass through funds, including \$1,064,400 for local jurisdictions, \$1,165,800 in user payments and promotions, and \$28,900 in equipment and other costs.

<sup>6</sup>PSRC has a biennial budget that reports \$27,404,000 in amended operating expenditures and \$3,129,000 in revenue from membership dues over the course of a two-year period. In the table, the reported annual operating expenditure for FY 2015-16 is estimated as half these amounts.

## Organization Formation

As indicated in Table 3, the agencies were originally established and operate under varying statutory or contractual authorities:

- Two (SANDAG and CMAP) were established under state law.
- Four (SACOG, SCAG, PSRC, and SANDAG) were originally established through inter-local agreements or joint powers agreements (JPAs). SANDAG was established as a consolidated regional agency by state law in 2003, therefore only three of these organizations now operate under such agreements.
- One (MWCOG) is an independent nonprofit corporation.

Table 3. History of Alternative Organizations

Organization	Year Established	How was the Organization Formed?
<b>MTC (Bay Area)</b>	<b>1970</b>	MTC was created by the California Legislature in 1970.
<b>ABAG (Bay Area)</b>	<b>1961</b>	ABAG was founded in 1961 as a joint powers authority (JPA) under California state law.
<b>SACOG (Sacramento)</b>	1981	SACOG was founded in 1981 as a joint powers authority (JPA) under California state law.
<b>SCAG (Southern CA)</b>	1965	SCAG was founded in 1965 as a joint powers authority (JPA) under California state law.
<b>SANDAG (San Diego)</b>	Established in 1966; renamed in 1980; established under state law in 2003	The planning organization was established under another name in 1966 as a joint powers authority (JPA); it was renamed the San Diego Association of Governments (SANDAG) in 1980; SANDAG was established as a consolidated regional agency under California state law through Senate Bill 1703 in 2003.
<b>CMAP (Chicago)</b>	CMAP established in 2005 (replacing CATS and NIPC)	CMAP was established in 2005 through state legislation. The formation of CMAP consolidated functions associated with the Chicago Area Transportation Study (CATS) and the Northeastern Illinois Planning Commission (NIPC). CATS had been the region's federally-designated MPO, while NIPC had been responsible for the region's regional land use planning.
<b>MWCOG / TPB (Washington DC)</b>	MWCOG incorporated in 1965; TPB founded in 1965 and formally associated with MWCOG in 1966	MWCOG was incorporated in 1965 as an independent, nonprofit corporation serving local governments in suburban Maryland, Northern Virginia and Washington DC. <sup>1</sup> During the same year, TPB was created by an agreement among local governments and the Maryland and Virginia state Departments of Transportation in response to the requirements of the Federal Aid Highway Act of 1962. In July 1966, by mutual agreement, the TPB became formally associated with MWCOG.
<b>PSRC (Puget Sound)</b>	1991 (in its current form)	In its current form, PSRC was founded in 1991 through an inter-local agreement, developed to comply with the 1990 Washington State Growth Management Act.

<sup>1</sup>MWCOG originated from the Washington Metropolitan Regional Conference, which was a voluntary association of governments established in 1957. (Source: [50-year History of MWCOG](#))

## Regional Transportation and Land Use Planning Functional Responsibilities

An overview of how regional transportation and land use functional responsibilities are performed across organizations is shown in Table 4. Many of the agencies perform additional functional responsibilities and provide services or programs not listed in this table, but are included in the organizational profiles later in this document.

Table 4. Regional Transportation and Land Use Planning Functional Responsibilities

Organization	Federally-Designated MPO	Serves as the Regional Council of Governments (COG)	Regional Transportation Planning (State-designated RTPA in CA)	Regional Land Use Planning (SCS preparation in CA)	State Transportation Funding Allocation (Determines STIP Allocation in CA)	Determines RHNA in CA
MTC (Bay Area)	✓		✓	✓	✓	
ABAG (Bay Area)		✓		✓		✓
SACOG (Sacramento)	✓	✓	✓	✓	✓	✓
SCAG (Southern CA)	✓	✓	✓	✓	✓	✓
SANDAG (San Diego)	✓	✓	✓	✓	✓	✓
CMAP (Chicago)	✓	✓	✓	✓		Not applicable
MWCOG / TPB (Washington DC)	✓	✓	✓	✓		Not applicable
PSRC (Puget Sound)	✓	✓	✓	✓	✓	Not applicable

Based on this comparison of the transportation and land use functional responsibilities, the following observations emerged:

- *Regional transportation and land use planning occur within a single organization.* Unlike MTC and ABAG, all the alternative organizations profiled have consolidated regional transportation planning and regional land use planning into a single organization. As noted in the profiles, MWCOG and CMAP are different in that they have independent boards or policy committees responsible for making final MPO-related determinations. Nevertheless, in the case of every organization, regional plans are prepared by a consolidated staff team.
- *In California, the regional housing need allocation (RHNA) determinations are made by the same organization performing regional transportation and land use planning.* The three California MPOs profiled were all responsible for determining the regional housing need allocation, in addition to their other regional planning responsibilities.
- *It is common for the MPO to also serve as a regional council of government or its equivalent.* In all instances, the vast majority of members on the governing boards of these agencies are local elected officials. To some degree, every organization profiled serves as a forum for discussing broad-based regional planning issues affecting local governments, although CMAP appears to coordinate this function through the use of sub-regional COGs. In the Bay Area, both ABAG and MTC have some land use related roles, especially under SB 375. However, ABAG has traditionally been the forum for discussing regional land use and economic development issues, while MTC's primary focus has been on transportation.

## Governance Structure

Table 5 provides an overview of the primary governing bodies across organizations. As indicated in the profiles that follow, each organization has different rules governing how votes are counted for policy decision-making, with some organizations using a weighted voting framework based on population. Each profile also provides a snapshot of how cities, counties and other entities are represented within the governing bodies. The profiles provide an overview or snapshot of the complex committee and policy-making structures within these organizations. If ABAG and MTC choose to pursue an alternative regional governance structure for performing regional transportation and land use planning in the Bay Area, additional research on the benefits and challenges of these models, as well as alternatives, should be conducted.

*Table 5. Overview of Primary Governing Bodies*

Organization	Primary Governing Bodies
<b>MTC</b> (Bay Area)	<ul style="list-style-type: none"> <li>• MTC Commission (18 voting members)</li> </ul>
<b>ABAG</b> (Bay Area)	<ul style="list-style-type: none"> <li>• General Assembly (110 voting members)</li> <li>• Executive Board (up to 38 voting members)</li> </ul>
<b>SACOG</b> (Sacramento)	<ul style="list-style-type: none"> <li>• Board of Directors (32 voting members)</li> </ul>
<b>SCAG</b> (Southern CA)	<ul style="list-style-type: none"> <li>• General Assembly (205 voting members)</li> <li>• Regional Council (87 voting members)</li> </ul>
<b>SANDAG</b> (San Diego)	<ul style="list-style-type: none"> <li>• Board of Directors (21 voting members)</li> </ul>
<b>CMAP</b> (Chicago)	<ul style="list-style-type: none"> <li>• Board of Directors (15 voting members)</li> <li>• MPO Policy Committee (21 voting members)<sup>1</sup></li> </ul>
<b>MWCOG/ TPB</b> (Washington DC)	<ul style="list-style-type: none"> <li>• MWCOG Board of Directors (34 voting members)</li> <li>• Transportation Planning Board (TPB) (36 voting members)</li> </ul>
<b>PSRC</b> (Puget Sound)	<ul style="list-style-type: none"> <li>• General Assembly (86 voting members)</li> <li>• Executive Board (32 voting members)</li> </ul>

<sup>1</sup>CMAP's MPO Policy Committee is featured in table because it has final decision-making authority over MPO related matters.

## Organizational Profile

# Metropolitan Transportation Commission (MTC)

## Agency Overview

MTC was created by the California Legislature in 1970. It is the federally-designated metropolitan planning organization (MPO) and the state-designated regional transportation planning agency (RTPA) for the region.

As the transportation planning, financing and coordinating agency for the nine Bay Area counties, MTC collaborates with other public agencies to plan and finance the region's streets, highways, and transit network. It is responsible for preparing a regional transportation plan (RTP) every four years which, under SB 375, must include and support the sustainable communities strategy (SCS).

MTC annually programs and allocates about \$1.5 billion in transportation revenues and is responsible for an \$8+ billion debt portfolio. MTC also operates a suite of services to help travelers move around the Bay Area, including the 511 traveler information system, FasTrak® electronic toll collection, Clipper® transit fare card, the Freeway Service Patrol's fleet of roving tow trucks, and the upcoming Express Lane Network.

## Statistical Overview of MTC

Population Served	
Number of counties served	9
Number of cities served	101
Population served <sup>1</sup>	7,150,828
Land area (square miles) served	7,485
FY 2016 Budget and Staffing Data	
Annual operating expenditures	\$64,346,402*
Annual revenue from membership dues	Not applicable
Total employees (in full-time equivalent employees)	229 FTE

Sources: MPO Database; agency website; MTC staff.

\*Annual operating expenditures from adopted MTC 2015-16 operating budget; MTC has responsibility for an annual budget of over \$900 million, including other component units such as Bay Area Toll Authority (BATA), Bay Area Infrastructure Financing Authority (BAIFA), and Bay Area Headquarters Authority (BAHA).

## Major Functions

- Federally-designated MPO
- State-designated RTPA
- Regional land use planning (SCS)<sup>1</sup>
- Determines RHNA
- Serves as regional COG
- Determines STIP allocation

## Other Major Functions

- Regional transportation investment
- Regional transit agency coordination
- Congestion management initiatives
- Bridge and highway operations
- Climate initiatives

## Major Operational Responsibilities

- Bay Area Toll Authority (BATA)
- FasTrak® electronic toll collection
- Clipper® transit fare card
- 511 Traveler Information
- Express Lanes
- Freeway Service Patrol's fleet of roving tow trucks

<sup>1</sup>Shares SCS responsibility with ABAG by SB 375 legislation.

## **MTC's Approach to Regional Transportation and Land Use Planning**

---

As the Bay Area's designated metropolitan planning organization and regional transportation planning agency, MTC is required to prepare and adopt the regional transportation plan (RTP), which includes the sustainable communities strategy under SB375. Under SB 375, both MTC and the Association of Bay Area Governments (ABAG-the region's designated COG) have statutory responsibilities for preparing the SCS, or Plan Bay Area. The RTP guides Bay Area transportation development over a 25-year period.

The RTP is the comprehensive blueprint for transportation investment (transit, highway, local roads, bicycle and pedestrian projects), and establishes the financial foundation for how the region invests in its surface transportation system. MTC is responsible for ensuring that the RTP and its investments are internally consistent with the land use pattern encompassed in the SCS.

MTC prepares several companion documents for the RTP/SCS updates. These include a program-level Environmental Impact Report (EIR) per the California Environmental Quality Act (CEQA) guidelines, an equity analysis of the RTP to determine whether minority and low-income communities in the Bay Area share equitably in the benefits of the RTP, and a transportation air quality conformity analysis. MTC planning staff provide analytical services, including land use and transportation modeling for the RTP/SCS, and coordinates the development of innovative climate change-related initiatives that are a key component of Plan Bay Area's greenhouse gas reductions strategy.

### **Planning Committee**

MTC's Planning Committee is responsible for guiding the RTP update and other transportation and land use initiatives including the Regional Goods Movement Plan, priority development area (PDA) Planning Program, Vital Signs Performance Initiative, and the Transit Oriented Affordable Housing (TOAH) Fund.

### **Programming and Allocations Committee**

Related to its role in allocating state and federal transportation funding, the Programming and Allocations Committee is responsible for guiding various components of Plan Bay Area implementation including the One Bay Area Grant (OBAG) program, Cap and Trade recommendations for the nine-county Bay Area, and active transportation programming including the Bay Area Bikeshare program.

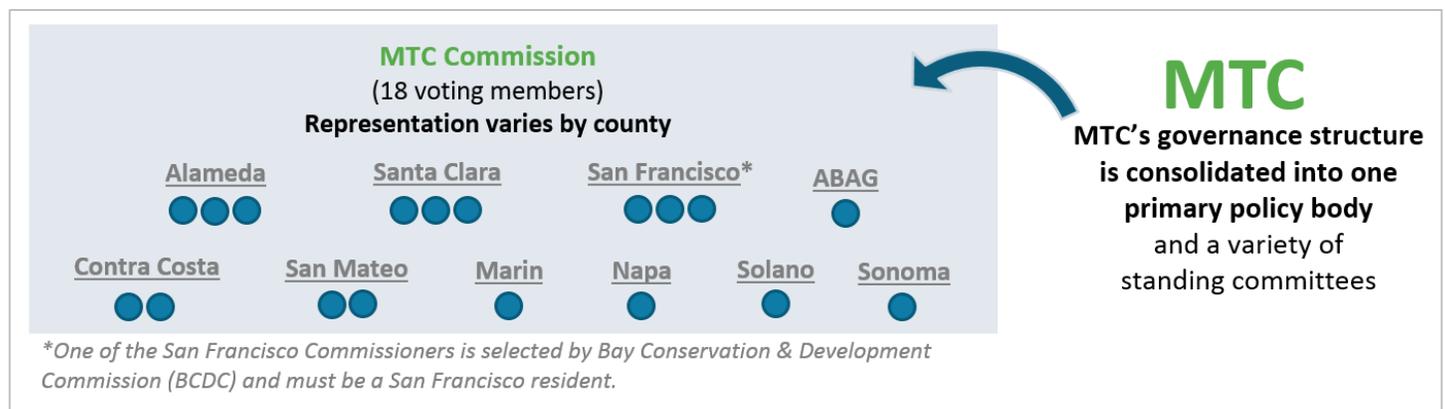
### **Policy Advisory Council**

The Policy Advisory Council is a 27-member advisory panel that brings a range of interests to the Commission and its standing committees on policy matters, including Plan Bay Area and its implementation.

## MTC Governance Structure

MTC is governed by a commission of 18 voting members representing the nine Bay Area counties and three non-voting members representing federal and state agencies. Figure 1 shows the member composition of MTC's Commission.

Figure 1. Member Composition of MTC's Commission



### Voting Members (18)

- Alameda (3) [one selected by the Board of Supervisors (BOS), one by the mayors, and one by the Oakland mayor]
- Santa Clara (3) (one selected by the BOS, one by the mayors, and one by the San José mayor)
- San Francisco (3) [one selected by the BOS, one by the mayor, and one by the Bay Conservation and Development Commission (BCDC)<sup>1</sup>]
- Contra Costa (2) (one selected by the BOS, one by the mayors)
- San Mateo (2) (one selected by the BOS, one by the mayors)
- Marin (1) (one selected to represent the BOS and the cities within the county)
- Napa (1) (one selected to represent the BOS and the cities within the county)
- Solano (1) (one selected this to represent the BOS and the cities within the county)
- Sonoma (1) (one selected to represent the BOS and the cities within the county)
- ABAG (1) (must be on ABAG's Executive Board)

### Nonvoting members (3)

- U.S. Department of Transportation
- U.S. Department of Housing and Urban Development
- California State Transportation Agency

### MTC and BATA Standing Committees

- Administration
- BATA Oversight
- Legislation
- Operations
- Planning
- Programming and Allocations
- Policy Advisory Council

<sup>1</sup>The representative from BCDC must also be a San Francisco resident.

The Commission Procedures Manual describes how the standing committees function and which matters may be considered by each committee without referral to the Commission. Matters are typically brought to the appropriate committee for consideration and referral (with or without approval or a recommendation) to the Commission. The Commission then acts in its discretion on the referral. Action is taken at the committee level and at the Commission by majority vote.

In addition to the MTC and BATA standing committees, two joint powers authorities act on matters within their respective purview. The Bay Area Infrastructure Financing Authority (BAIFA) and the Bay Area Headquarters Authority (BAHA) were formed by MTC and BATA and each contain a separate subset of commissioners on their respective governing board.

# Association of Bay Area Governments (ABAG)

## Agency Overview

ABAG was formed as a joint powers authority in 1961 and is a voluntary association of the Bay Area’s 101 cities and nine counties.

As a comprehensive regional planning agency, ABAG works with local governments and stakeholders to integrate local plans into the region’s sustainable communities strategy (or Plan Bay Area), develop forecasts for the region’s growth, identify regional housing needs, address resilience and climate change, and conduct regional economic and land use research.

ABAG also provides special services to local governments to support affordable housing and infrastructure financing, open space and the Bay Trail, risk management insurance, energy efficiency funding, electricity and natural gas aggregation and resilience policies.

## Statistical Overview of ABAG

<b>Population Served</b>	
<b>Number of counties served</b>	9
<b>Number of cities served</b>	101
<b>Population served</b>	7,150,828
<b>Land area (square miles) served</b>	7,485
<b>FY 2016 Budget and Staffing Data</b>	
<b>Annual operating expenditures</b>	\$27,000,000
<b>Annual revenue from membership dues</b>	\$1,896,622 (7.1% of total)
<b>Total employees (in full-time equivalent employees)</b>	73 FTE

Sources: MPO Database; agency Website; FY 2016 Adopted Budget; ABAG staff.

## Major Functions

- Federally-designated MPO
- State-designated RTPA
- Regional land use planning (SCS)<sup>1</sup>**
- Determines RHNA**
- Serves as regional COG**
- Determines STIP allocation

## Other Major Functions

- Affordable housing finance
- Regional forecasts and economic prosperity
- Resilience and Climate Change Programs
- Support sustainability and equity in local plans
- San Francisco Estuary Partnership
- San Francisco Bay Trail

## Major Operational Responsibilities

- Bay Area Regional Energy Network (BayREN)
- Publicly Owned Energy Resources (POWER)
- Pooled Liability Assurance Network (PLAN)
- Finance Authority for Nonprofits (FAN)
- Hazardous Materials Training

<sup>1</sup>Shares SCS responsibility with MTC by SB 375 legislation.

## ABAG’s Approach to Regional Land Use Planning

ABAG’s regional land use planning relies on a local collaborative approach to support sustainability, equity and prosperity. At the broadest level, the 109-member General Assembly discusses key regional issues to explore innovative strategies through a collective learning process. Under SB 375, both ABAG and the Metropolitan Transportation Commission, the region’s MPO, have statutory responsibilities for preparing the SCS, or Plan Bay Area.

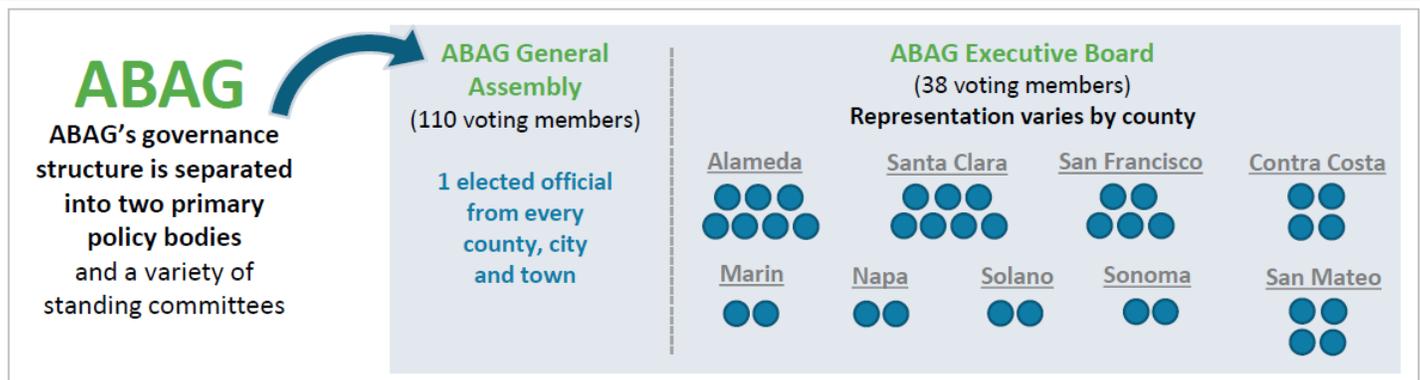
For Plan Bay Area, the collaborative approach is centered on locally nominated priority development areas (PDAs) and Priority Conservation Areas (PCAs), which are proposed by towns, cities and counties and approved by ABAG’s Regional Planning Committee and its 35-member Executive Board. PDAs and PCAs provide a framework for future job, population and housing growth. These areas are discussed in the context of neighborhood character and vision, transportation investments, resilience strategies, and access to services and amenities by local city councils, ABAG delegates, and the Regional Planning Committee. Based on this input, the Executive Board discusses and defines priorities.

A similar collaborative process takes place in the regional housing need allocation (RHNA), established and approved by the state, based on the ABAG Executive Board’s recommendations that rely on input from cities and stakeholders. RHNA sub-regions have been formed in San Mateo, Napa and Solano, where local jurisdictions discuss and adjust the housing allocations within each county.

## ABAG Governance Structure

ABAG is governed by a General Assembly, an overall policy board made up of one representative appointed by each of the region’s 101 cities and 9 counties, and an Executive Board of up to 38 voting members. Figure 2 shows the member composition of ABAG’s General Assembly and Executive Board.

Figure 2. Member Composition of ABAG’s General Assembly and Executive Board



Note: Once the president, vice president and immediate past president have been seated for their term, each county that they represent may appoint an additional board member to fill the remaining three seats on the 38-member board.

### General Assembly

ABAG convenes its General Assembly once a year in April. Conference attendees include Bay Area elected officials, civic and business leaders, and researchers from leading academic institutions to identify and address land use planning, sustainability, and other policy issues that impact the entire region.

#### General Assembly Members

- One (1) elected official from each of the nine counties
- One (1) delegate for each of the 101 member cities and towns

## **Executive Board**

The 35-member Executive Board meets bimonthly to make operating decisions, appoint committee members, authorize expenditures, and recommend policy.

*Twelve (12) members appointed by County Board of Supervisors*

- Two (2) each from the counties of Alameda, Contra Costa, San Mateo and Santa Clara
- One (1) each from the counties of Marin, Napa, Solano and Sonoma

*Twelve (12) members appointed by the mayors of member cities meeting in conference*

- Two (2) each from the counties of Alameda, Contra Costa, San Mateo and Santa Clara
- One (1) each from the counties of Marin, Napa, Solano and Sonoma

*Six (6) members appointed by the City Councils in large Bay Area Cities*

- Three (3) each from the City of Oakland and the City of San José

*Five (5) members representing the City and County of San Francisco*

- Two (2) appointed by the Board of Supervisors
- One (1) appointed by the Mayor
- One (1): The mayor of the City and County of San Francisco
- One (1) appointed alternately by the Mayor and the Board of Supervisors, with two-year appointments. When such fifth representative is selected by the Mayor, the representative may be an elective or appointive officer or member of the Mayor's staff.

*The Final Three*

Once the president, vice president and immediate past president have been seated for their term, each county that they represent may appoint an additional board member. This hasn't been done in recent years, so board membership has stayed at 35 but it could be up to 38 members.

*Alternates*

Each of the appointing bodies may designate an alternate for each of their representatives to act in the representative's absence. Appointments of alternates are made in the same manner, with the same qualifications and for the same term as representatives.

## **ABAG Standing Committees**

- Administrative Committee
- Finance and Personnel Committee
- Legislation and Governmental Organization Committee
- Regional Planning Committee

## Organizational Profile

# Sacramento Area Council of Governments (SACOG)

## Agency Overview

The Sacramento Area Council of Governments (SACOG) was established in 1981 by a joint powers agreement under California state law. SACOG serves the region's six counties and 22 cities as a council of governments (COG) and a metropolitan planning organization (MPO). SACOG also serves as the state regional transportation planning agency (RTPA) for four counties within the Sacramento region. The state has designated different agencies as RTPAs for El Dorado County and Placer County.<sup>1</sup>

SACOG is responsible for transportation planning and programming of state and federal funds, air quality conformity and housing allocations. Through its role as a COG, the agency provides technical modeling and forecasting, integrated transportation and land use and air quality planning to the region and its member agencies. Its regional forecasting also serves to improve mobility through coordination of land use, transportation and air quality decisions.

## Statistical Overview of SACOG

Population Served	
Number of counties served	6
Number of cities served	22
Population served (2010 Census)	2,274,557
Land area (square miles) served	6,189
Budget and Staffing Data (FY 2015-16)	
Annual operating expenditures	\$33,327,738*
Annual revenue from membership dues	\$424,530 (1.1% of total)
Total employees	57 positions

Source: MPO Database; agency Website; FY 2016 adopted budget.

\*SACOG's annual operating expenditures above excludes a reported \$14,394,886 in pass-through funds; the total reported for FY 2015-16 including pass-through funds was \$47,722,624.

## Major Functions

- ✓ Federally-designated MPO
- ✓ State-designated RTPA<sup>1</sup>
- ✓ Regional land use planning (SCS)
- ✓ Determines RHNA
- ✓ Serves as regional COG
- ✓ Determines STIP allocation<sup>1</sup>

## Other Major Functions

- Regional transportation investment
- Regional transit agency coordination
- Callbox and 511 program management
- Shared services (cooperative purchasing)
- Congestion management initiatives
- Demographic, economic and housing data and forecasts
- Economic development
- Rural-Urban Connections Strategy<sup>2</sup>
- Airport Planning
- Climate initiatives

<sup>1</sup>The El Dorado County Transportation Commission (EDCTC) and the Placer County Transportation Planning Agency (PCTPA) serve their respective counties as the state-designated RTPA. The distinction between SACOG's federal responsibilities as an MPO and its state responsibilities as an RTPA is important because of the considerable overlap between the two roles. Memoranda of Understanding (MOUs) between SACOG, EDCTC and PCTPA guide the coordination of the region's three RTPAs. Specifically, RTPAs are responsible for:

- Preparing a long-range regional transportation plan (RTP)
- Approving programs and projects for both the regional share of the State Transportation Improvement Program (STIP) and federal funds passed through by state law to regions
- Adopting an Airport Land Use Compatibility Plan (ALUCP) to forestall incompatible developments around public airports

<sup>2</sup>The strategy includes both rural and urban perspectives when viewing the region's prosperity and sustainability.



## Board of Directors

- One supervisor from each county except Sacramento County;
- Sacramento County appoints up to three supervisors;
- City of Sacramento will appoint up to two members (mayor or council member); and
- One non-voting member from Caltrans District 3.

*Decisions of the Board must meet the following three tests:*

1. Majority of total population represented by the members;
2. Majority of members representing cities; and
3. Majority of members representing counties.

*(Source: [SACOG Handbook](#))*

## SACOG Standing Committees

In addition to the SACOG Board of Directors, SACOG has three standing committees established to make policy recommendations to the Board and ten advisory committees to advise specific programs or projects within the organization. Three of these committees play important roles in the context of regional transportation and land use planning:

- *Transportation Committee (Policy)*: Review all items relating to transportation issues, such as the Metropolitan Transportation Plan (MTP), Metropolitan Transportation Improvement Program (MTIP), project delivery plan, federal and state transportation funding, and the call box and freeway service program.
- *Land Use and Natural Resources Committee (Policy)*: Review topics related to the *Rural-Urban Connections Strategy*, *Blueprint* implementation, airport land use, housing need allocation, open space, climate and air quality issues and the Sacramento Emergency Clean Air and Transportation (SECAT) program.
- *Regional Planning Partnership (Advisory)*: The Partnership assists SACOG with its transportation and air quality planning responsibilities. It is a committee with close to 100 representatives from local, regional, state, federal agencies, and tribal governments, as well as representatives of business, environmental, and minority organizations and associations. It also serves as the primary forum for interagency and public consultation requirements of federal transportation and air quality regulations.

Although these committee play important roles in the development of the MTP, the SACOG Board of Directors, in its policy role overseeing long-range transportation planning in the region, is ultimately responsible for the MTP. *(Source: [SACOG Handbook](#))*

## Organizational Profile

# Southern California Association of Governments (SCAG)

## Agency Overview

Founded in 1965, the Southern California Association of Governments (SCAG) is a joint powers authority under which an association of local governments and agencies convene as a forum to address regional issues. Under federal law, SCAG is designated as a metropolitan planning organization (MPO) and under state law as the regional transportation planning agency (RTPA); it is also a council of governments (COG).

SCAG is the nation's largest MPO, representing 6 counties, 191 cities and more than 18 million residents. The agency develops long-range regional transportation plans including the sustainable communities strategy, long range population, housing and job forecasts, regional transportation improvement programs, and regional housing need allocations (RHNA). SCAG also works with the Air Quality Districts to ensure transportation plans conform to air quality standards.

## Statistical Overview of SCAG

<b>Population Served</b>	
Number of Counties served	6
Number of Cities served	191
Population served (2010 Census)	18,051,203
Land area (square miles) served	38,649
<b>FY 2016 Budget and Staffing Data</b>	
Annual operating expenditures	\$51,117,432
Annual revenue from membership dues	\$1,922,576 (3.8% of total)
Total employees (in full-time equivalent employees)	139

Source: MPO Database; agency website; FY 2016 adopted budget; SCAG staff.

## Major Functions

- ✓ Federally-designated MPO
- ✓ State-designated RTPA
- ✓ Regional land use planning (SCS)
- ✓ Determines RHNA
- ✓ Serves as regional COG
- ✓ Determines STIP allocation

## Other Major Functions

- Regional transportation investment
- Regional transit agency coordination
- Congestion management initiatives
- Climate initiatives
- Transportation, population, economic data and forecasts
- Sustainability grants and programs
- Southern California economic recovery and job creation strategy

## SCAG's Approach to Regional Transportation and Land Use Planning

---

In April 2012, SCAG's Regional Council adopted the *2012-2035 RTP/SCS: Towards a Sustainable Future*. In accordance with federal and state law, SCAG updates this plan every four years to reflect changes in economic trends, state and federal requirements, progress made on projects and adjustments for population and jobs.

The *2012-2035 RTP/SCS* regional plan was developed through a collaborative, continuous and coordinated process involving key stakeholders such as SCAG's 15 sub-regions, the 6 County Transportation Commissions (CTCs), Caltrans, transit operators, airport and port authorities, air districts and other agencies including local jurisdictions in our region.

### SCAG's 15 Sub-regions

A total of 15 sub-regions represent portions of Southern California with shared interests, issues and geography. Nearly all sub-regions have an established sub-regional council of governments (COG) representing local jurisdictions. These sub-regional COGs play an important role as a conduit between SCAG and the cities and counties of the region by participating and providing input about SCAG's planning activities. This involvement helps the Regional Council and its committees make better-informed decisions. The sub-regional COGs provide advice and recommendations on the RTP and SCS to SCAG regarding their sub-regions. (Source: [SCAG Sub-regions](#))

### County Transportation Commissions

In addition to the 6 counties and 191 cities that make up SCAG's region, there are 6 County Transportation Commissions (CTCs; also known as congestion management agencies) that hold the primary responsibility for programming and implementing transportation projects, programs and services in their respective counties. These CTCs provide advice and recommendations on the RTP and SCS to SCAG in relation to their corresponding jurisdictions. (Source: [About SCAG webpage](#))

## SCAG Governance Structure

---

There are two levels of governing entities at SCAG: the General Assembly and the Regional Council. In both bodies, decisions are made by simple majority of quorum (one-third of voting-eligible members).

### General Assembly

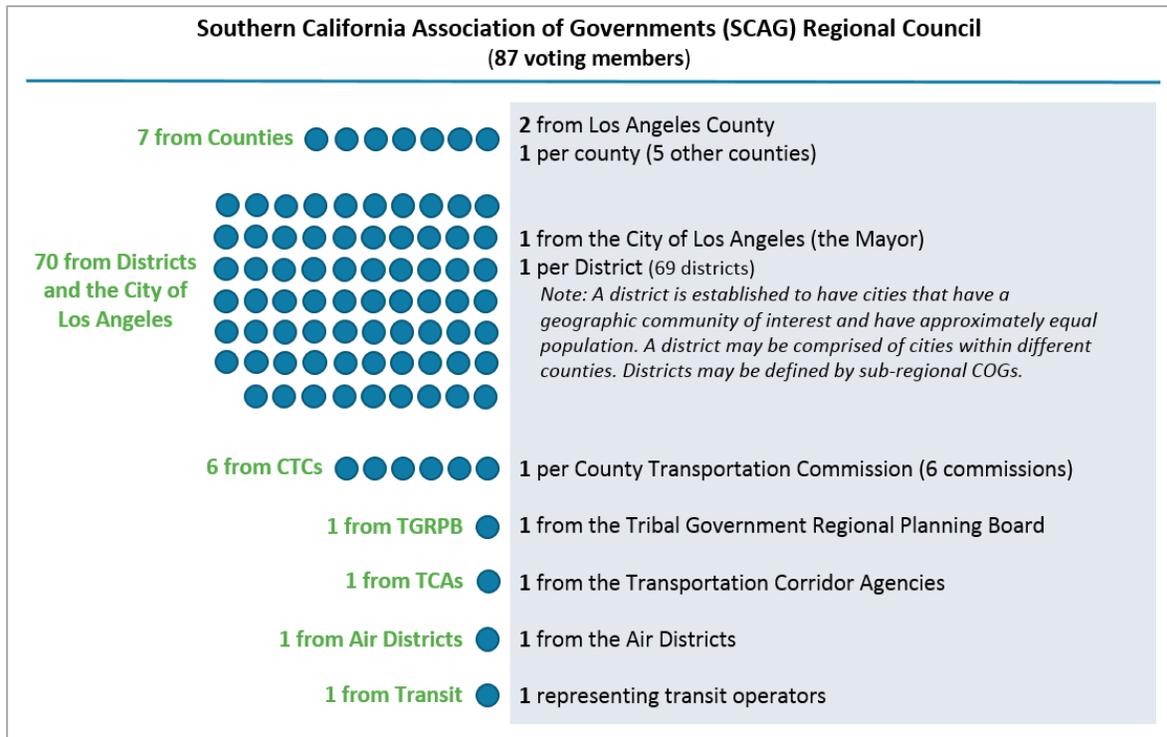
The SCAG General Assembly is open to all members and meets once a year. It is responsible for reviewing and approving the SCAG general fund budget, and provides members an opportunity to raise policy matters for consideration by the Regional Council. Each member city has one official representative designated by the Mayor, except in Los Angeles, which has three official representatives, including the Mayor. Each member county has one official representative from the county board of supervisors. Each County Transportation Commission also has one official representative. (Source: [SCAG Bylaws](#))

### Regional Council

The Regional Council is SCAG's governing body. In 1992, SCAG expanded its Executive Committee to a larger Regional Council to help accommodate new responsibilities mandated by federal and state law and regulatory requirements, and provide more broad-based representation of Southern California's cities and counties. With its expanded membership structure, SCAG created regional districts to provide for more diverse and equitable representation. The districts were formed with the goal of serving equal populations and communities of interest. Figure 4 shows the member composition of SCAG's existing Regional Council.

(Source: [About SCAG webpage](#))

Figure 4. Member Composition of SCAG's Regional Council



Currently, the Regional Council consists of 87 members, including:

- One (1) from each county Board of Supervisors (five counties, excluding Los Angeles);
- Two (2) from the County of Los Angeles;
- One (1) from the Tribal Government Regional Planning Board;
- One (1) elected representative from each of the six boards of County Transportation Commissions;
- One (1) Mayor of the City of Los Angeles (serving as at-large representative for the City);
- One (1) elected representative from one of the five Air Districts;
- One (1) elected representative from Transportation Corridor Agencies;
- One (1) elected representative serving to represent the transit interests of all of the operators in the SCAG region; and
- One (1) member from each of the 69 districts, defined as follows: a district is established to have cities that have a geographic community of interest and have approximately equal population. A district may be comprised of cities within different counties. Districts may be defined by sub-regional COGs.

The Regional Council acts on policy recommendations from SCAG policy committees and external agencies, appoints committees to study specific problems and programs, amends, decreases or increases the proposed budget to be reported to the General Assembly, and directs the actions of the agency throughout the year.

(Source: [SCAG Bylaws](#))

### SCAG's Standing Committees

SCAG has a number of executive, administrative, and policy committees. The Transportation Committee and the Community Economic and Human Development Committees provide most of the guidance and oversight about land use and transportation. These committees are composed of Regional Council members, and may include other relevant public-agency stakeholders. Most discussion and debate on the intricacies of policy

issues occur in the committees. Issues to be considered by the Regional Council must come through one or more of the committees.

- *Transportation Committee (TC)*: The TC is the largest of the policy committees, currently with 67 members. The TC examines regional policies, programs and other matters pertaining to roads and highways, transit, airports and seaports and other aspects of Southern California's transportation system. It guides the policy process for transportation-related planning and recommends transportation plans and programs to the Regional Council. Its responsibilities include the regional transportation plan (RTP), regional transportation improvement program (RTIP), aviation, highway, transportation finance and transportation conformity. (Source: [Your Guide to SCAG](#))
- *Community, Economic and Human Development Committee (CEHD)*: The CEHD, with 40 members, oversees the agency's efforts to study regional issues pertaining to community, economic and human development and growth. The CEHD Committee has oversight of the growth visioning and growth forecasting processes, as well as the regional housing need allocation, the intergovernmental review effort and the monitoring and analysis of the regional economy. The committee also reviews projects, plans and programs of regional significance for consistency and conformity with applicable regional plans. (Source: [Your Guide to SCAG](#) and [SCAG Committee webpage](#))

## Organizational Profile

# San Diego Association of Governments (SANDAG)

## Agency Overview

Originally established in 1966 as a joint powers authority, the Comprehensive Planning Organization (CPO) was the first organization to serve as the San Diego region's federally-designated MPO and state-designated RTPA.

In 1980, CPO was renamed the San Diego Association of Governments (SANDAG). Over the next two decades, SANDAG expanded its responsibilities to eventually become the Congestion Management Agency for the county, the half-cent transportation sales tax (TransNet) authority, and the San Diego-Coronado Bridge Toll Authority. SANDAG is unusual among California MPO/COGs in that under Senate Bill 1703 in 2003, SANDAG was established under state law as a consolidated regional agency responsible for transportation planning and for designing and supervising the construction of regionally significant transportation infrastructure, including light-rail lines, airport access, and other transportation improvements. It has also purchased the lease for and manages the SR 125 toll road.

As the region's council of governments (COG), SANDAG serves as the forum for regional decision making for San Diego County and its 18 cities. In addition to its regional transportation and land use planning responsibilities, SANDAG focuses on interagency border coordination and border policy, as well as criminal justice and crime control analysis.

## Statistical Overview of SANDAG

<b>Population Served</b>	
<b>Number of counties served</b>	1
<b>Number of cities served</b>	18
<b>Population served (2010 Census)</b>	3,095,271
<b>Land area (square miles) served</b>	4,260
<b>FY 2016 Budget and Staffing Data</b>	
<b>Annual operating expenditures</b>	\$1,395,717,251*
<b>Annual revenue from membership dues</b>	\$2,683,122 (0.2% of total)
<b>Total employees (in full-time equivalent employees)</b>	353.6 FTEs

Sources: MPO Database; agency website; FY 2016 adopted budget

## Major Functions

- ✓ Federally-designated MPO
- ✓ State-designated RTPA
- ✓ Regional land use planning (SCS)
- ✓ Determines RHNA
- ✓ Serves as regional COG
- ✓ Determines STIP allocation

## Other Major Functions

- Regional transportation investment
- Regional transit agency coordination
- Congestion management initiatives
- Demographic, economic and housing data and forecasts
- Climate initiatives
- Smart growth grants
- Automated Regional Justice Information System (ARJIS)
- Criminal justice and crime control analysis
- Interagency border coordination and border policy

## Major Operational Responsibilities

- Maintain and construct the regional transportation network, including rail transit, regional road network, bicycle network
- Regional toll authority and operation of State route 125 Toll Facility
- Freeway Service Patrol's fleet of roving tow trucks

*\*This figure does not represent a comparable operating budget to the other agencies profiled. SANDAG is responsible for the design and construction of the regional transportation network and these costs significantly increase the agency's reported annual operating expenditures. In the table, SANDAG's reported annual operating expenditures include \$283 million in TransNet expenditures (half-cent sales tax authority) and \$1.0 billion in direct project costs, both of which differentiate it from the other agencies profiled. Similar to the other annual operating expenditures reported in the table, the figure does not include reported pass through funds (\$7,165,026).*

**SANDAG’s Approach to Regional Transportation and Land Use Planning**

The SANDAG Board of Directors adopted the comprehensive regional plan *San Diego Forward: The Regional Plan* on October 9, 2015. *The Regional Plan* is a comprehensive roadmap to guide the San Diego region through 2050. It integrates the regional transportation plan (RTP), its sustainable communities strategy (SCS), and the Regional Comprehensive Plan into one document to chart the region’s future growth and transportation investments. *The Regional Plan* is updated every four years.

(Source: [San Diego Regional Plan Quick Guide](#))

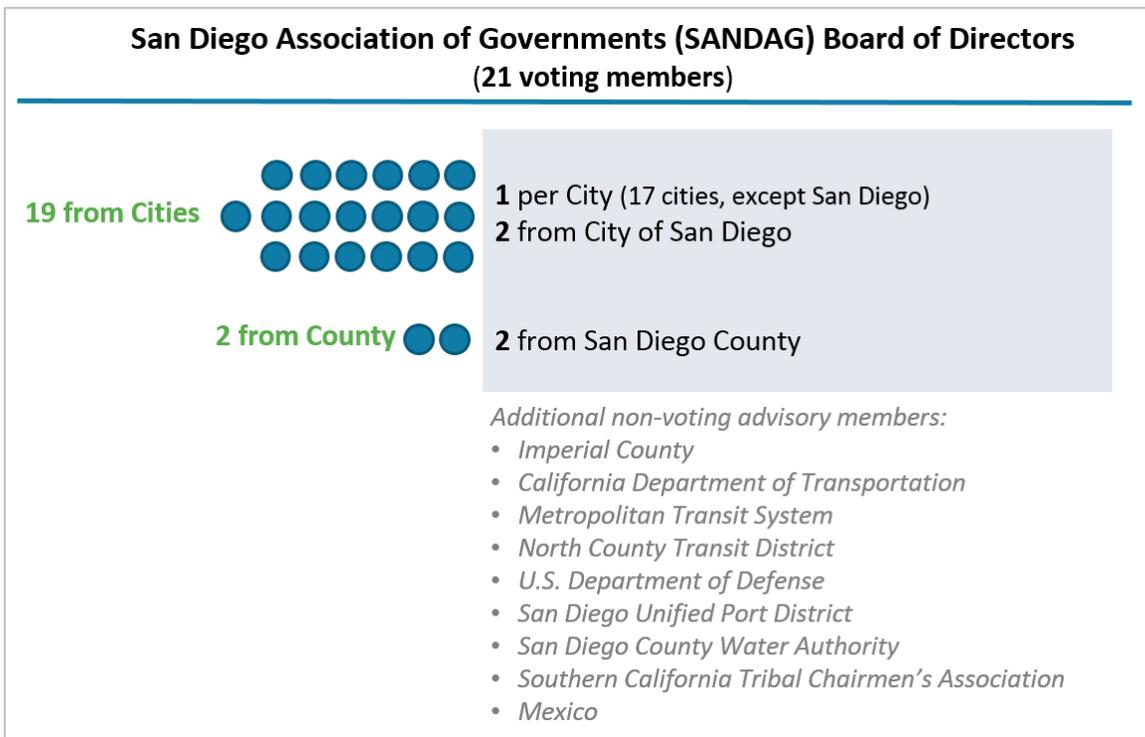
**SANDAG Governance Structure**

SANDAG’s Board of Directors serves as the primary governing body for the organization, as outlined in Senate Bill 1703. The Board is comprised of 21 members from 19 local government agencies, as well as 9 non-voting advisory members. As Figure 5 shows, the Board is composed of:

- One (1) elected representative from each city, except San Diego,
- Two (2) elected representatives from the City of San Diego, and
- Two (2) elected representatives from San Diego County.

(Source: [SANDAG Fact Sheet](#) and [About SANDAG webpage](#))

Figure 5. Member Composition of SANDAG’s Board of Directors



Board decisions must meet two criteria:

1. Simple majority of member agencies present, with each member jurisdiction receiving one vote, including the City of San Diego and County of San Diego, (whose representatives must decide how to allocate their two votes);
2. Majority of weighted vote (with the City of San Diego getting 40 votes, and 60 additional votes divided among other members based on population, with all jurisdictions getting at least one weighted vote).

(Source: [Senate Bill 1703](#))

### SANDAG's Standing Committees

In addition to the Board of Directors, SANDAG has a number of executive, administrative, policy and program committees. Among these committees, the most relevant for regional transportation and land use planning are the Transportation Committee and the Regional Planning Committee. Both committees provide oversight for the preparation and implementation of *San Diego Forward: The Regional Plan*.

- *Transportation Committee*: The Transportation Committee advises the SANDAG Board of Directors on major policy-level matters related to transportation and provides oversight over the preparation and implementation of *San Diego Forward: The Regional Plan*. It also provides oversight for the major highway, transit, regional arterial, and regional bikeway projects funded under the regional transportation improvement program, including TransNet projects.  
(Source: [Transportation Committee Website](#))
- *Regional Planning Committee*: The Regional Planning Committee provides oversight for the preparation and implementation of *San Diego Forward: The Regional Plan*, including outreach and public information about the plan. Recommendations of the committee are forwarded to the SANDAG Board of Directors for action. (Source: [Regional Planning Committee Website](#))

## Organizational Profile

# The Chicago Metropolitan Agency for Planning (CMAP)

## Agency Overview

Established in 2005 by state legislation, the Chicago Metropolitan Agency for Planning (CMAP) is responsible for comprehensive regional planning in seven counties in northeastern Illinois. The agency develops and guides the implementation of the *GO TO 2040* comprehensive regional plan, which establishes coordinated strategies to address transportation, housing, economic development, land use, open space, the environment, and other quality-of-life issues in the region.

Embedded within the governance structure of CMAP, the MPO Policy Committee is designated as the region's metropolitan planning organization (MPO). It is the decision-making body for most regional transportation plans and programs for this area.

## Statistical Overview of CMAP

<b>Population Served</b>	
<b>Number of Counties served</b>	7
<b>Number of Cities served</b>	284
<b>Population served (2010 Census)</b>	8,453,793
<b>Land area (square miles) served</b>	4,137
<b>FY 2016 Budget and Staffing Data</b>	
<b>Annual operating expenditures</b>	\$18,674,688*
<b>Annual revenue from membership dues</b>	\$250,000 (1.4% of total)
<b>Total employees (in full-time equivalent employees)</b>	104.5

Source: MPO Database; agency website; FY 2016 adopted budget  
 \*CMAP's annual operating expenditures include an additional \$1,219,269 in in-kind services in addition to the reported \$17,455,419 in operating expenditures. This amount excludes another \$4,414,270 in pass through grants.

## Major Functions

- ✓ Federally-designated MPO
- ✓ Regional land use planning
- ✓ Serves as regional COG<sup>1</sup>
- ✓ Housing and economic development forecasting
- ✓ Regional transportation investment

## Other Major Functions

- Regional transit agency coordination
- Congestion management initiatives
- Regional plan outcome measurement and reporting (MetroPulse)
- Transportation data analysis
- Workforce development programs
- Affordable housing programs
- Water supply and water quality planning
- Storm water management

<sup>1</sup>The Chicago metropolitan region also has a number of sub-regional councils representing constituents. It has:

- Eleven sub-regional Councils of Mayors (COMs) serving 12 to 47 municipalities each. The organization and structure of the individual councils varies greatly from one area to another. Each Council of Mayors receives an annual allocation of local Surface Transportation Program (STP) funds and is responsible for programming those funds according to their own STP methodology.
- Nine sub-regional municipal councils of governments (COGs) exist to promote sub-regional coordination and collaboration between municipalities on a broader range of issues. (Source: [CMAP Sub-regional Councils](#))

## Organization Formation

---

In the summer of 2005, the State of Illinois enacted the Regional Planning Act (*Public Act 094-0510*) which required the creation of a new regional planning board to merge operations of the Chicago Area Transportation Study (CATS) and the Northeastern Illinois Planning Commission (NIPC). For 50 years, CATS had been responsible for regional transportation planning as the federally-designated metropolitan planning organization (MPO) for the Chicago region. During the same period, NIPC was responsible for regional land use planning.

In 2006, the Chicago Metropolitan Agency for Planning (CMAP) was established as a new organization that consolidated the MPO and regional land use planning functions. The State of Illinois legislation that created CMAP gave the agency the task of integrating the previously separate topics of land use and transportation into one agency that would protect natural resources, improve mobility, and minimize traffic congestion in the seven-county region. Under federal legislation, CMAP is responsible for developing the region's short term Transportation Improvement Plan (TIP), part of the broader *GO TO 2040* long range comprehensive plan that integrates transportation with land use, housing, economic development, open space, the environment, and other quality-of-life issues. This TIP must be updated every four years.

## CMAP's Approach to Regional Transportation and Land Use Planning

---

Beginning in September 2007, CMAP initiated a three-year process to develop and implement the comprehensive regional plan, *GO TO 2040*. The comprehensive regional plan includes recommendations for policies, strategies, and investments in land use and transportation, as well as economic development, environment, housing, and human services. Implementation began immediately after the completed plan was approved by the CMAP Board and the MPO Policy Committee on October 13, 2010.

*GO TO 2040* sets a vision and establishes recommended policies and goals and a long-term capital improvement program to implement the plan. CMAP's Transportation Improvement Plan sets forth a set of near-term transportation investments that must be in conformance with the policies of *GO TO 2040*.

## CMAP's Governance Structure

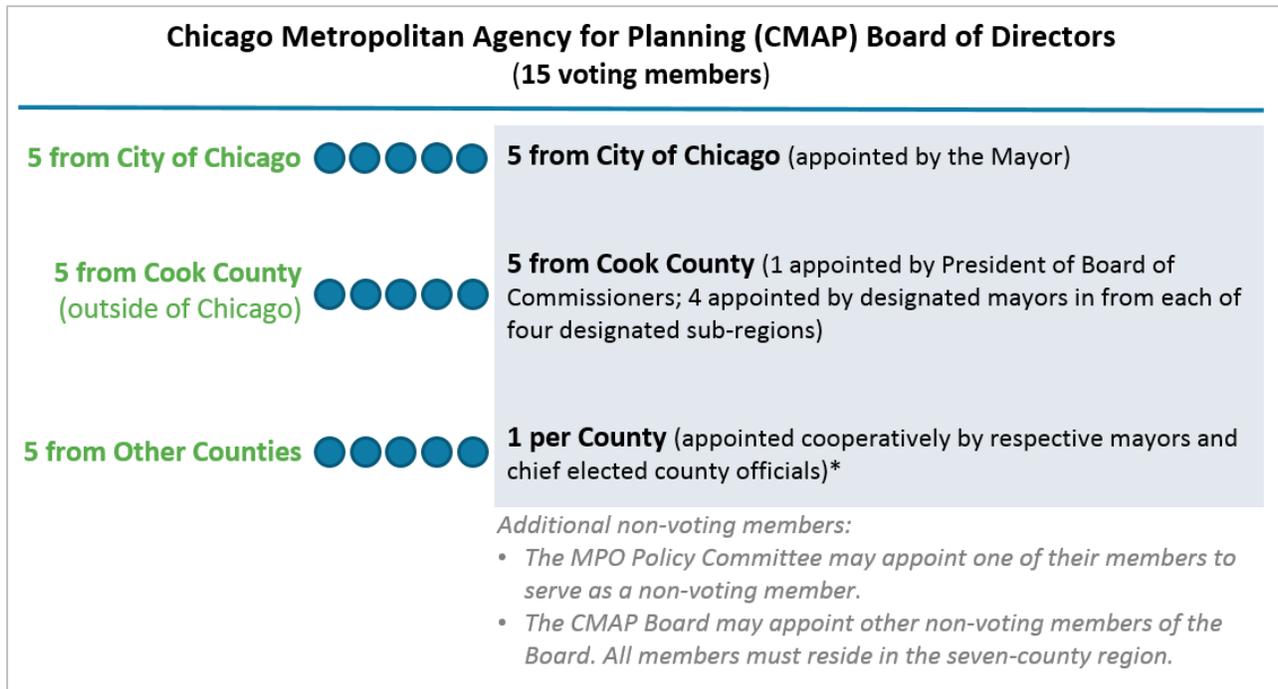
---

Decision-making is distributed across two primary policy bodies in CMAP, the CMAP Board and the MPO Policy Committee, both of which jointly adopted a memorandum of understanding on March 14, 2007 that describes their roles in the comprehensive transportation and land use planning process.

### CMAP Board

The CMAP Board's membership, set forth in the state legislation establishing CMAP, includes 15 voting members representing the seven counties in the region, as well as the City of Chicago. Figure 6 shows the member composition of CMAP's Board of Directors.

Figure 6. Member Composition of CMAP’s Board of Directors



\*Kane and Kendall Counties share a representative

A majority of the voting Board members holding office constitute a quorum for the purpose of convening a meeting of the Board. However, at least four-fifths of the voting Board members in office are required for any affirmative vote by the Board. (Source: [CMAP Bylaws](#))

**Standing Committees**

In addition to the CMAP Board, CMAP has 12 standing committees established to set policies, advise the organization, coordinate work across local and regional boundaries, and strengthen the region’s approach to addressing key regional issues. The MPO Policy Committee is designated as the region’s MPO and is the final decision-making body for transportation plans and programs. Table 6 shows the types of committees.

Table 6. CMAP’s Standing Committees

Committee Level	Committee Name
<b>Policy</b>	<ul style="list-style-type: none"> <li>• MPO Policy Committee (<i>designated as the region’s MPO</i>)<sup>1</sup></li> <li>• CMAP Executive Committee</li> </ul>
<b>Advisory</b>	<ul style="list-style-type: none"> <li>• Citizens’ Advisory Committee</li> <li>• Council of Mayors</li> </ul>
<b>Coordinating</b>	<ul style="list-style-type: none"> <li>• Local Coordinating</li> <li>• Regional Coordinating</li> </ul>
<b>Working</b>	<ul style="list-style-type: none"> <li>• Economic Development</li> <li>• Environment and Natural Resources</li> <li>• Housing</li> <li>• Human and Community Development</li> <li>• Land Use</li> <li>• Transportation</li> </ul>

Source: CMAP website [Committee List](#).

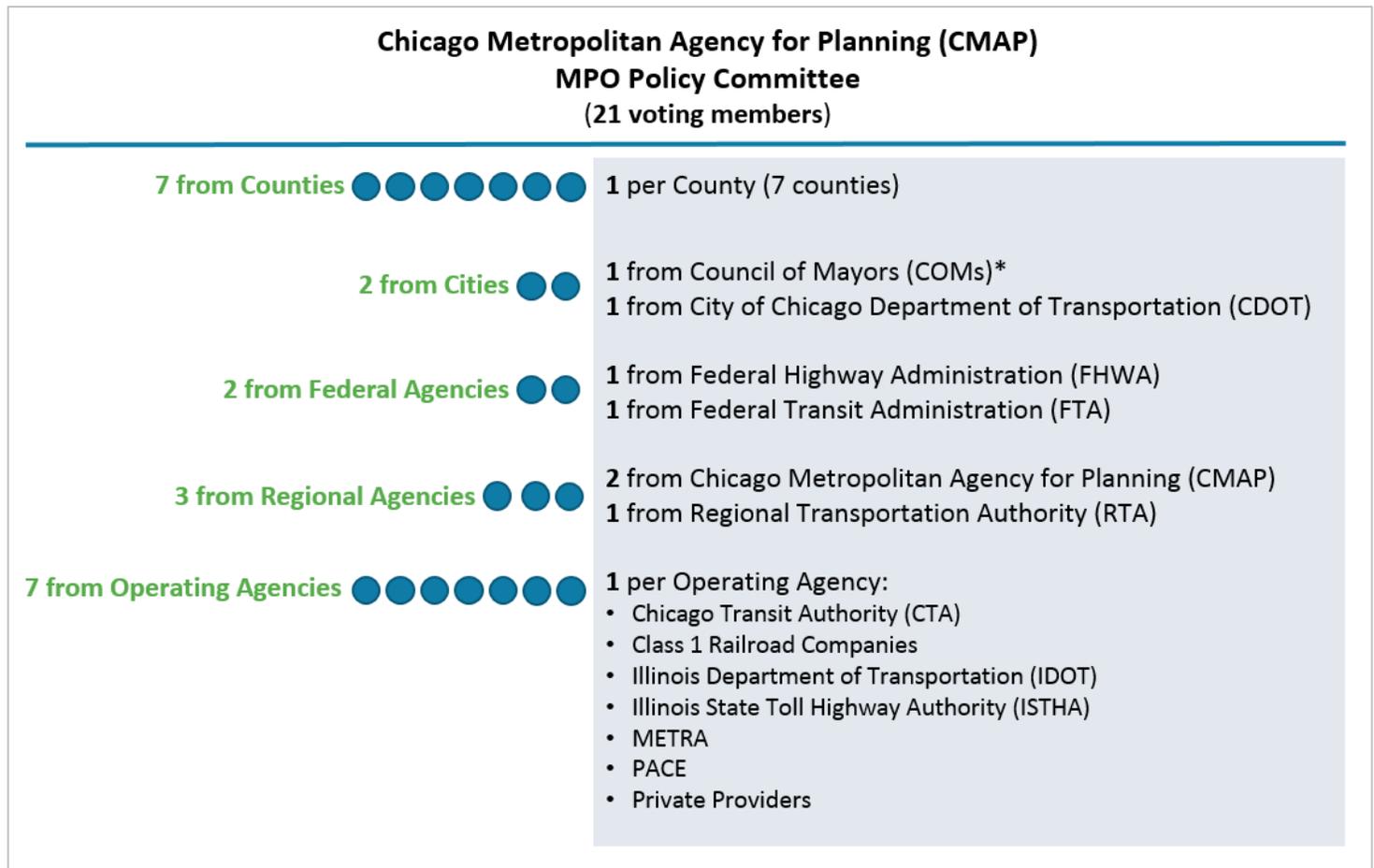
<sup>1</sup>See governance structure of the MPO Policy Committee below.

**MPO Policy Committee**

The MPO Policy Committee is designated as the region's metropolitan planning organization (MPO). It is the decision-making body for all regional transportation plans and programs for this area. The mission of the MPO Policy Committee is to plan, develop and maintain an affordable, safe and efficient transportation system for the region, providing the forum through which local decision makers develop regional plans and programs. The MPO Policy Committee and the CMAP Board adopted a memorandum of understanding regarding transportation planning and programming in Northeastern Illinois. The agreement covers the working relationship between the two boards, whose responsibilities are defined in the Regional Planning Act and federal legislation. By adopting this agreement, the MPO Policy Committee and CMAP Board affirmed a commitment to coordinate and integrate the region's land use and transportation planning. Figure 7 shows the member composition of the MPO Policy Committee.

(Source: [MPO Policy Committee webpage](#) and [MPO Policy Committee Bylaws](#))

Figure 7. Member Composition of CMAP's MPO Policy Committee



\*The Council of Mayors is composed of the chief executives of the 283 municipalities in the seven-county CMAP region, organized into 11 sub-regional councils plus the City of Chicago. It is an advisory body.

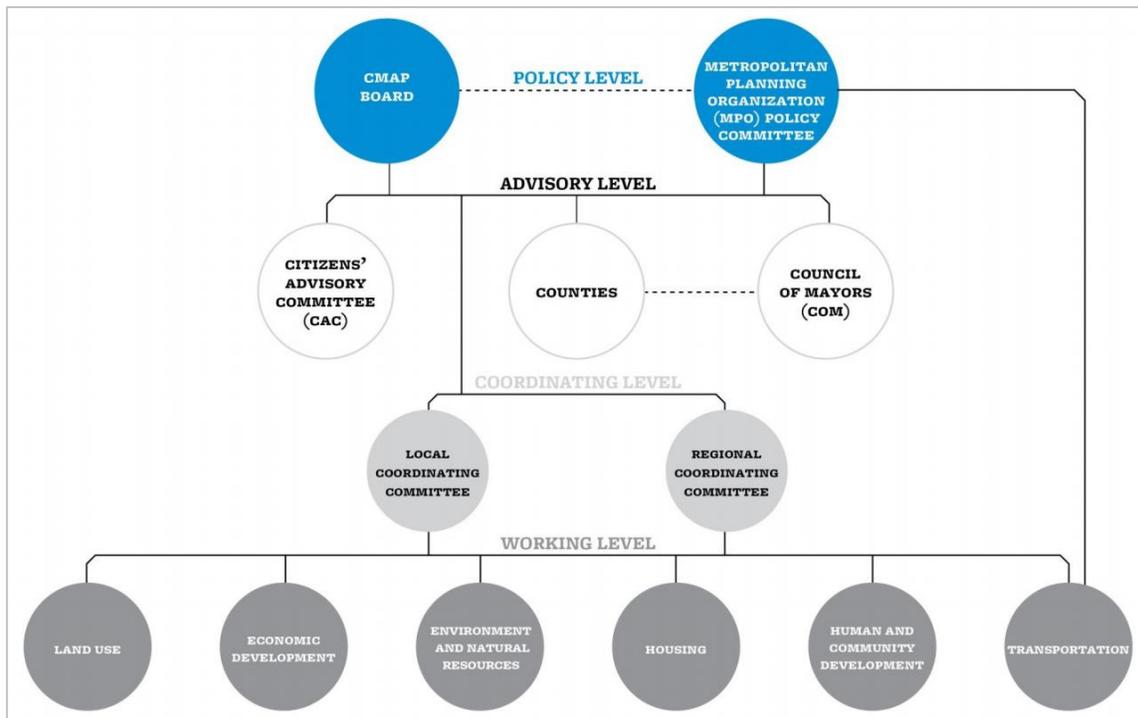
**Transportation Plan Decision-Making at CMAP**

Because the MPO Policy Committee takes final action on all MPO-related matters, the process for taking action on transportation plans, programs and documents involves a multiple step process that incorporates input from different policy-making bodies. An excerpt from the Memorandum of Understanding between the Chicago Metropolitan Agency for Planning (CMAP) and the MPO Policy Committee describes the process:

Federal regulations require the MPO to approve various plans, programs and related documents. Such plans, programs and related documents will be developed by CMAP staff utilizing the committee structure established by the CMAP board and the Policy Committee. Recommendations made by the Transportation Committee will be forwarded to the Policy Committee and either the Local or Regional Coordinating Committee as appropriate. Recommendations from these committees will be forwarded to the CMAP board which will also receive input from the Citizens' Advisory Committee, a county officials committee and the Council of Mayors. The CMAP board will then forward its recommendation with comments to the Policy Committee, which will act upon that recommendation. The Policy Committee will take final action as required by federal law. (Revised and affirmed on March 11, 2015).  
 (Source: [MOU Agreement](#))

To illustrate how these various committees and policy-making bodies relate, CMAP published the governance structure shown in Figure 8 in its Adopted Budget for FY 2016.

Figure 8. CMAP's Governance Structure for Policy Decisions



## Organizational Profile

# Metropolitan Washington Council of Governments (MWCOG)

## Agency Overview

Incorporated in 1965, the Metropolitan Washington Council of Governments (MWCOG) is an independent, nonprofit corporation composed of local governments including the District of Columbia, suburban Maryland, and Northern Virginia. MWCOG is supported by financial contributions from its participating local governments, federal and state grants and contracts, and donations from foundations and the private sector.

The National Capital Region Transportation Planning Board (TPB) was founded in 1965 and became associated with MWCOG in 1966 by mutual agreement. TPB is the federally-designated metropolitan planning organization (MPO) for the region, and plays an important role as the regional forum for transportation planning.

Although the TPB is an independent body, its staff is provided by MWCOG's Department of Transportation Planning.

## Statistical Overview of TPB

<b>Population Served</b>	
<b>Number of counties served</b>	8 (+ DC)
<b>Number of cities served</b>	12 (+ DC)
<b>Population served (2010 Census)</b>	4,586,770
<b>Land area (square miles) served</b>	3,558
<b>FY 2016 Budget and Staffing Data</b>	
<b>Annual operating expenditures</b>	\$25,899,624*
<b>Annual revenue from membership dues</b>	\$3,766,255 (13.4% of total)
<b>Total employees (in full time equivalents)</b>	131.8 FTE

Source: MPO Database; agency website; FY 2016 adopted budget

\*MWCOG's annual operating expenditures exclude agency reported pass-through funds, including \$1,064,400 for local jurisdictions, \$1,165,800 in user payments and promotions, and \$28,900 in equipment and other costs.

## Major Functions

- ✓ Federally-designated MPO
- ✓ Regional land use planning
- ✓ Serves as regional COG
- ✓ Demographic, land use, economic and transportation forecasting
- ✓ Regional transportation investment

## Other Major Functions

- Regional transit agency coordination
- Congestion management initiatives
- Climate initiatives
- Affordable housing programs
- Economic development coordination
- Child welfare advocacy and coordination
- Public safety, health and homeland security intergovernmental coordination
- Water resource preservation programs
- Air quality management

## Organization Formation

In 1957, the Washington Metropolitan Regional Conference was founded as a voluntary association of governments. On July 1, 1965, the organization incorporated as the Metropolitan Washington Council of Governments (MWCOG) and established itself as a non-profit corporation. The agency members include the District of Columbia, surrounding counties, and municipalities, and representatives of Virginia and Maryland. Together, these agencies collaborate on common regional issues like transportation, regional planning, the environment, economic development and public safety.

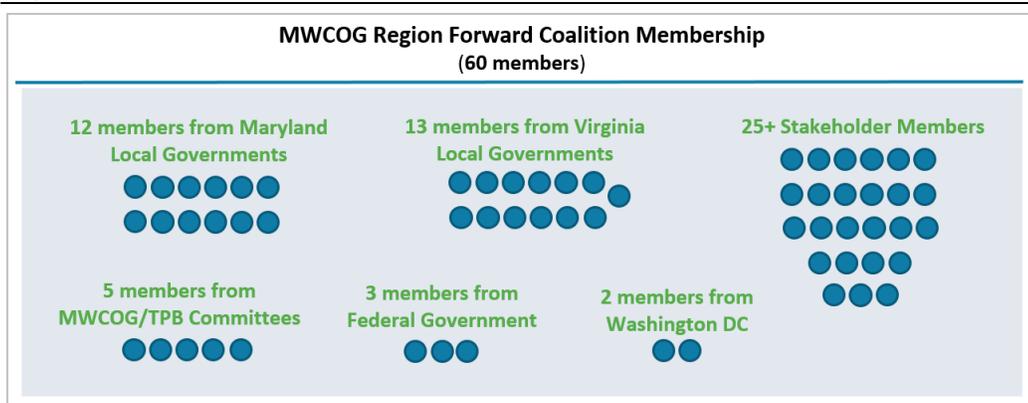
In 1965, the National Capital Region Transportation Planning Board (TPB) was designated as the region's metropolitan planning organization (MPO) by the governors of Virginia and Maryland and the president of the Board of Commissioners for Washington DC based upon an agreement among the local governments. A year after being formally established, the TPB and MWCOG jointly adopted a plan for associating the two organizations under which the TPB serves as the transportation policy committee of the COG. The purpose of this association was to improve coordination between the TPB's transportation planning process and MWCOG's comprehensive regional planning process, and to achieve economies of scale through joint staffing and joint administration of these two activities. Under this arrangement, the TPB relies on MWCOG staff and their forecasts of land use, population and employment as the basis for developing transportation plans and programs consistent with the area's growth policies. Over the years, TPB has remained an "associated" but independent policy making board in relation to the MWCOG's Board of Directors.

Since its formation, TPB has been focused on carrying out the federally-mandated metropolitan transportation planning duties and responsibilities. Through its close association with MWCOG (through common staffing and regional transportation and land use modeling), it coordinates transportation planning with other regional goals with respect to land use and economic development as represented in the *Region Forward* plan adopted by MWCOG in 2010. (Sources: [50-year History of MWCOG](#), [TPB Weekly Report](#), [TPB Bylaws](#), [Region Forward Report](#))

## MWCOG's Approach to Regional Transportation and Land Use Planning

Regional land use planning for the Washington DC region is guided by the *Region Forward* vision, which focuses future regional development around the values of accessibility, sustainability, prosperity and livability. To assist in drafting the *Region Forward* plan, MWCOG established a coalition of regional leaders – the Region Forward Coalition – made up of representatives from local jurisdictions in Maryland and Virginia, MWCOG/TPB committees, the federal government, Washington DC, and stakeholder organizations, as shown in Figure 9. (Source: [Region Forward Coalition](#))

Figure 9. Membership Composition of the Region Forward Coalition



*Region Forward Vision*

RF

**Accessibility:** Walkable, mixed-use communities with housing and transportation choices

**Sustainability:** Healthy air, water, and land, abundant renewable energy sources, and a smaller carbon footprint

**Prosperity:** Resilient economy and preeminent knowledge hub

**Livability:** Vibrant, safe, and healthy neighborhoods

The coalition works collaboratively with local governments to identify regional “activity centers,” similar to priority development areas (PDAs) in Plan Bay Area. These take the form of existing urban centers, traditional towns, transit hubs, or areas expecting future growth. The *Region Forward* plan calls for public investments in these activity centers to enhance their attractiveness to housing development and job creation. The *Region Forward* plan establishes a vision for the region based on key principles and goals. Implementation of that vision is left to local jurisdictions. The Coalition has sought the support of local governments for *Region Forward* by asking each jurisdiction to approve a “compact” committing its support to the plan. Each jurisdiction in the region has adopted the “compact,” as have many of the stakeholder organizations who worked on the plan.

**MWCOG’s Governance Structure**

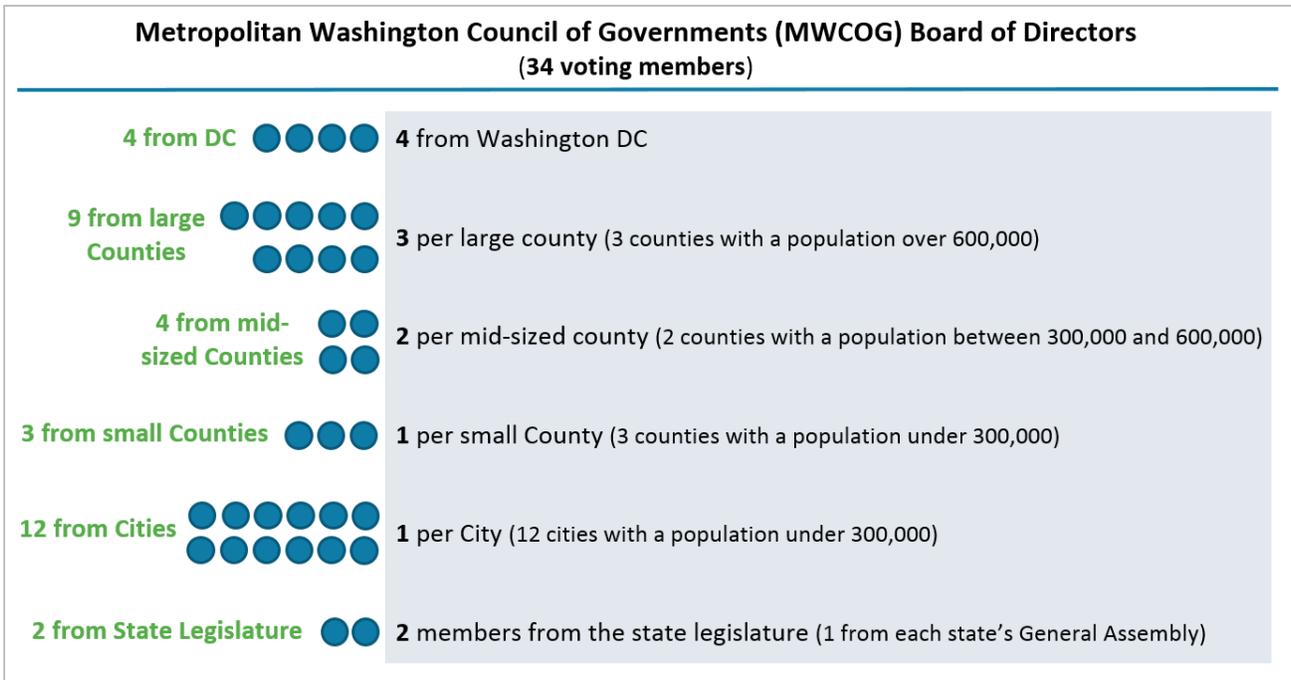
There are three policy making bodies governing the work of MWCOG staff:

1. The MWCOG Board of Directors (*primary policy making body; approves regional land use plans*);
2. The National Capital Region Transportation Planning Board (TPB) (*federally-designated MPO*); and
3. The Metropolitan Washington Air Quality Committee (MWAQC).

**Board of Directors**

MWCOG’s Board of Directors is responsible for overall policy, functions, and the agency’s budget. The Board takes action on committee recommendations, discusses current and emerging regional problems, and receives briefings on issues facing the region. The Board of Directors is composed of 34 voting members representing Washington DC, local jurisdictions from Maryland and Virginia, and each state’s General Assembly, as shown in Figure 10. (Source: [MWCOG Board Handbook](#))

Figure 10. *Membership Composition of MWCOG’s Board of Directors*



The Board of Directors is selected from the general membership as follows:

- Four (4) members selected by the District of Columbia, with two (2) from the Executive Branch and two (2) from the Legislative Branch, unless the two (2) branches decide on a different apportionment. A

representative from the Executive Branch of the District of Columbia need not be selected from the general membership

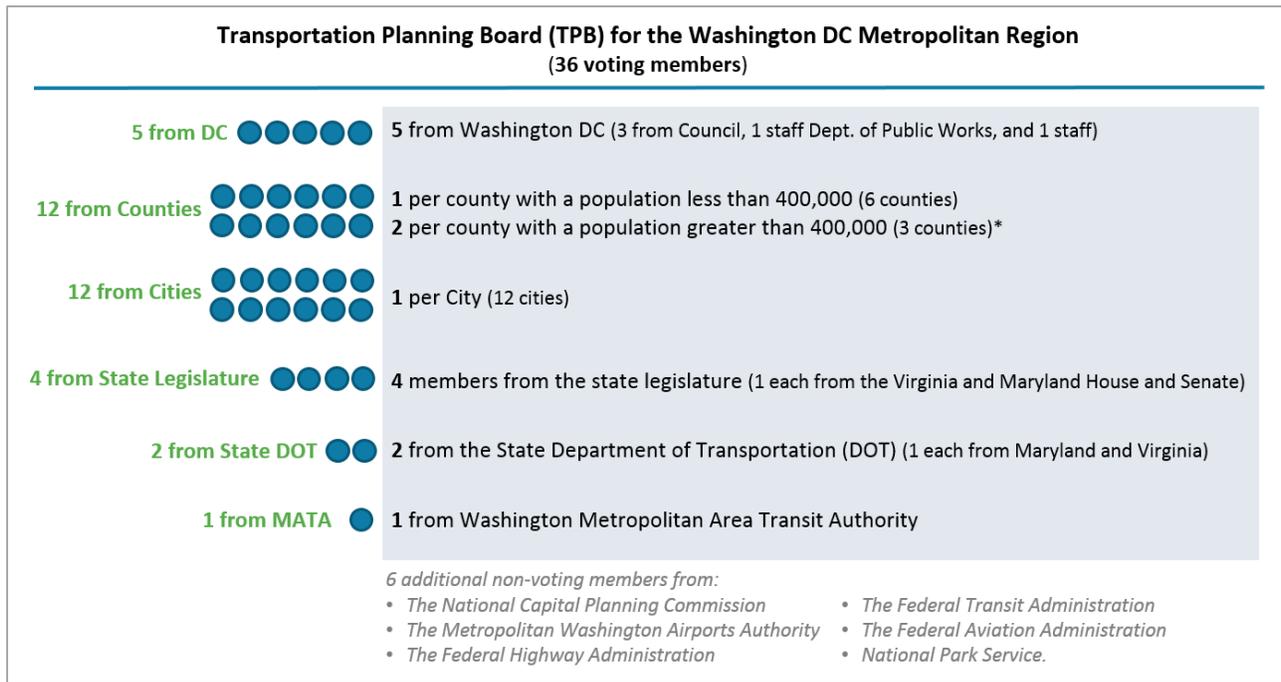
- One (1) member selected by each government having a population of no more than 300,000
- Two (2) members selected by each government having a population of more than 300,000 but no more than 600,000
- Three (3) members selected by each government having a population of more than 600,000
- One (1) member of the Maryland General Assembly and one (1) member of the Virginia General Assembly, representing portions of the Washington Metropolitan Statistical Area, both of whom are selected biennially by separate consultation of the same-state Board members of MWCOG followed by election by the entire Board of Directors. (Source: [MWCOG Board Handbook](#))

While voting on the Board is generally by majority of those present, two members may call for a “weighted vote” on any item. Under those circumstances, the number of votes given to any jurisdiction will be based on the population of that jurisdiction (in increments of 25,000, with any jurisdiction under 25,000 having one vote), with the two state representatives having no votes.

**National Capital Region Transportation Planning Board (TPB)**

The TPB is responsible for developing regional transportation policy and a long-range transportation plan for the metropolitan Washington region, as well as programs that the federal government must approve for federal-aid transportation funds to flow to the area. As an independent policy body, the TPB has its own governing structure and bylaws, with representatives from Washington DC, local member jurisdictions, each state legislature, each state’s Department of Transportation, as well as the Washington Metropolitan Area Transit Authority. The director of the MWCOG Department of Transportation Planning reports directly to the TPB, as well as the MWCOG Executive Director. Figure 11 shows the membership composition of the TPB. (Source: [TPB Bylaws](#))

Figure 11. *Membership Composition of MWCOG’s Transportation Planning Board*



\*Includes one representative from Fauquier County, which is not listed on the website as a registered member of MWCOG.

### **Standing Committees**

The TPB is an independent board and is also a committee within the broader MWCOG structure. While the TPB must ultimately adopt the transportation plans that are under the purview of the MPO (including the Transportation Improvement Plan), COG staff members prepare all of the plans. Discussion and recommendations on those plans proceed through the COG committee structure, as set forth in the MOU. In addition to TPB, MWCOG has dozens of advisory committees established to steer the work of the organization. In reference to regional land use and transportation planning, two committees stand out:

- Region Forward Coalition, and
- Planning Directors Technical Advisory Committee (advisory to Region Forward Coalition)

*(Source: [Committee Business Website](#))*

## Organizational Profile

# Puget Sound Regional Council (PSRC)

## Agency Overview

The Puget Sound Regional Council (PSRC) is a regional planning organization that develops policies and establishes a framework for transportation investment, economic development and growth management in the four-county Puget Sound region. The organization was founded in 1991 by an inter-local agreement (a voluntary association of governments) to comply with the 1990 Washington State Growth Management Act.<sup>1</sup> PSRC is designated under federal law as the metropolitan planning organization (MPO), and under Washington state law as the regional transportation planning organization (RTPO), for the four-county region.

PSRC works with local government, business and residents to build a common vision for the region's future, expressed through three connected major activities:

- *VISION 2040*, the region's growth strategy;
- *Transportation 2040*, the region's long-range transportation plan; and
- *The Regional Economic Strategy*, the region's blueprint for long-term prosperity.

PSRC also performs strategic analyses of trends and the consequences of future growth and transportation policies. It is a center for the collection, analysis and dissemination of information vital to business, citizens and governments in the region. (Source: [About PSRC webpage](#))

## Statistical Overview of PSRC

Population Served	
Number of counties served	4
Number of cities served	73*
Population served (2010 Census)	3,690,866
Land area (square miles) served	6,384
FY 2016 Budget and Staffing Data	
Annual operating expenditures	~\$13,702,000**
Annual revenue from membership dues	~\$1,564,500** (11.4% of total)
Total employees (in full -time equivalent employees)	75.0 FTEs

Source: MPO Database; agency Website; FY 2016/FY 2017 biennial budget. document

\*Of the 82 cities in the Puget Sound region, 73 are members.

\*\*PSRC has a biennial budget that reports \$27,404,000 in amended operating expenditures over the course of a two-year period. In the table, the reported annual operating expenditure for FY 2015-16 is estimated at half that amount.

## Major Functions

- ✓ Federally-designated MPO
- ✓ State-designated regional transportation planning organization (RTPO)
- ✓ Regional land use planning
- ✓ Serves as regional COG
- ✓ Demographic, land use, economic and transportation forecasting
- ✓ Regional transportation investment

## Other Major Functions

- Regional transit agency coordination
- Congestion management initiatives
- Outcome measurement and reporting (Performance Trends)
- Data collection, management and analysis
- Economic development strategy
- Forum for regional issues

<sup>1</sup>The Puget Sound Regional Council has a long and complex history starting as early as 1956. The existing organization was developed through an inter-local agreement between a group of counties, cities and towns, political subdivisions, municipal corporations and federally-recognized Indian tribes. A more complete history of the organization can be found at the [PSRC History webpage](#).

## PSRC's Approach to Regional Transportation and Land Use Planning

In 1990 the Washington State Legislature adopted the Growth Management Act as the framework for managing growth in a coordinated and comprehensive manner. This act required local governments to adopt regulations to protect valued resource lands and critical areas and called for establishing urban growth areas to curb sprawl. The Growth Management Act directed planning agencies at the countywide, regional, and local levels of government to coordinate their planning efforts.

PSRC has three inter-linked policy documents that address transportation, land use and economic development:

- **VISION 2040**, adopted in 2008, serves as the region's strategy for addressing anticipated growth of population and employment through 2040. The Growth Management Policy Board led the process for developing VISION 2040 in coordination with PSRC staff and in consultation with the broader community of stakeholders.
- **Transportation 2040** is the region's long-range transportation plan, adopted in May 2010. The plan outlines the investments and strategies needed to keep the region moving as it grows. Transportation 2040 is built upon the foundation of VISION 2040. Transportation 2040 is also the metropolitan transportation plan required by federal law.
- **Regional Economic Strategy**, led by the PSRC's Economic Development Board, is a plan for strengthening the region's economic foundations and supporting industries that offer outstanding potential for good-paying jobs and long-term sustainability.

(Source: [VISION 2040 update process](#))

## PSRC Governance Structure

The PSRC's primary decision-making body is the General Assembly. It is composed of county executives, commissioners, mayors, councilmembers, and other leaders representing PSRC member jurisdictions. An Executive Board of 32 voting members meets on a monthly basis to oversee ongoing functions and responsibilities of the organization. Two policy boards provide recommendations to the Executive Board on matters involving growth management and transportation.

### The General Assembly

The PSRC General Assembly is composed of representatives from member cities, towns, counties, tribes, ports, and state agencies. Each member organization of PSRC designates a single voting representative to the General Assembly. The group meets at least annually to make major regional decisions, adopt the PSRC's budget, and elect a president and vice president.

#### Decision-Making in the General Assembly

Representatives vote on issues according to a weighted scale. Decisions are made by the weighted majority.

The General Assembly is composed of:

#### *County, City, and Tribe members*

- One (1) member each from PSRC's four counties
- One (1) member each from PSRC's 73 member cities
- One (1) member each from PSRC's member tribes (the Muckleshoot Tribe, the Puyallup Tribe of Indians, and the Suquamish Tribe)

*Statutory members (where membership is required by state or federal statute)*

1. One (1) member from each of the four port authorities of Everett, Seattle, Bremerton and Tacoma
2. One (1) member from the Washington State Department of Transportation
3. One (1) member from the Washington State Transportation Commission

*Associate (non-voting) members*

1. The Snoqualmie Tribe
2. The Tulalip Tribes
3. Island County
4. The Thurston Regional Planning Council
5. Washington State Aerospace Partnership
6. University of Washington
7. Port of Edmonds

Votes in the General Assembly are on a weighted voting system based on population similar to the Executive Board (see below). Certain key decisions must be approved by a two-thirds vote, such as for the annual work program and budget, and adoption of a regional growth management strategy or regional transportation plan.

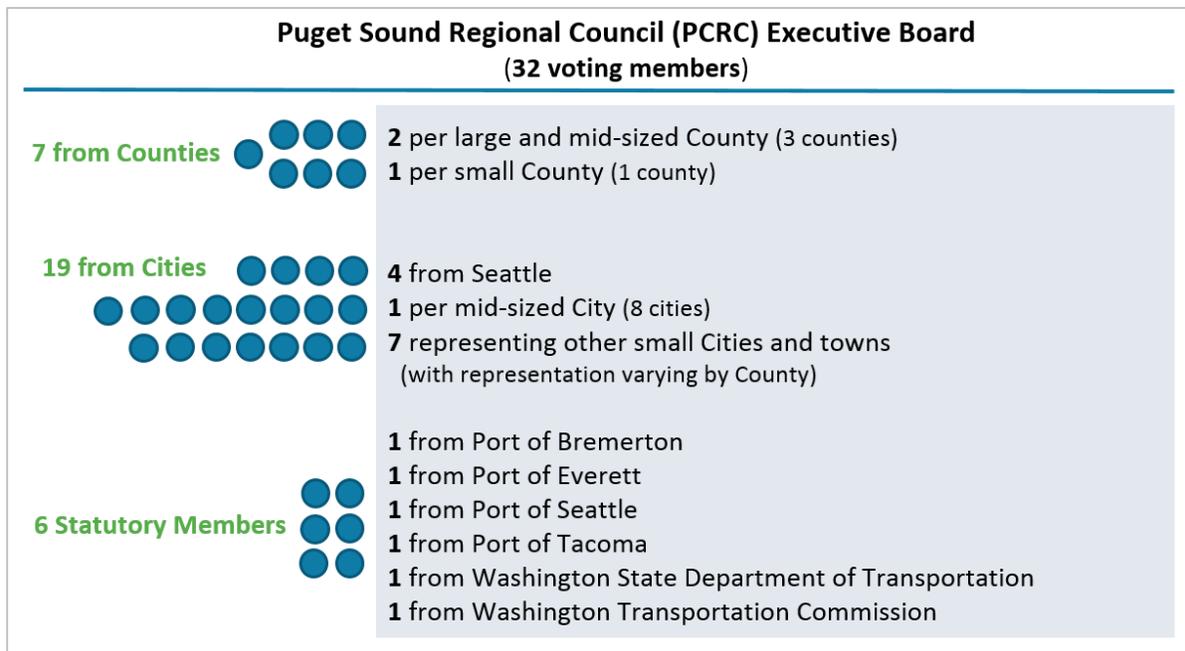
*Transit Agencies*

The PSRC has a memorandum of understanding with the region’s six transit agencies that outlines their participation in the PSRC.

**The Executive Board**

The Executive Board members are appointed by the General Assembly. The board is chaired by PSRC’s president, meets monthly and carries out delegated powers and responsibilities between meetings of the General Assembly. Fifty percent of the county and city elected officials who serve on the PSRC Executive Board must also serve on transit boards. Figure 12 shows the membership composition of the Executive Board.

Figure 12. *Membership Composition of the PSRC’s Executive Board*



The Board's membership and weighted voting structure are shown in Table 7. A two-thirds majority vote of the Board may be called for if the board members representing a county, the largest city within that county, and the other cities and towns within that county, unanimously call for a vote.

Table 7. PSRC Executive Board Weighted Voting Framework

	Member Jurisdiction	Number of Representatives	Weighted Votes
<b>Member Jurisdictions</b>			
<b>King County</b>	King County	2	262.07
	Seattle	4	98.21
	Bellevue	1	20.01
	Federal Way	1	13.46
	Kent	1	18.22
	Kirkland	1	12.37
	Renton	1	14.60
	Other Cities and Towns	3	85.20
<b>Kitsap County</b>	Kitsap County	1	33.48
	Bremerton	1	15.30
	Other Cities and Towns	1	18.19
<b>Pierce County</b>	Pierce County	2	107.35
	Tacoma	1	49.16
	Other Cities and Towns	1	58.18
<b>Snohomish County</b>	Snohomish County	2	97.11
	Everett	1	24.55
	Other Cities and Towns	2	72.56
	<b>Total Member Jurisdictions</b>	<b>26</b>	<b>1,000</b>
<b>Statutory Members</b>			
<b>Statutory Members</b>	Port of Bremerton	1	3
	Port of Everett	1	10
	Port of Seattle	1	50
	Port of Tacoma	1	30
	WA State Dept. of Trans.	1	30
	WA Trans. Commission	1	30
	<b>Total Statutory Members</b>	<b>6</b>	<b>153</b>

Sources: Puget Sound Regional Council Interlocal Agreement for regional planning in the central Puget Sound area, March 11, 1993. (Source: [PSRC Interlocal Agreement](#))

## PSRC Policy Boards

In addition to the General Assembly and Executive Board, the PSRC has two policy boards that help guide regional planning, one with a focus on regional land use planning and another with a focus on transportation planning:

- Growth Management Policy Board, and
- Transportation Policy Board.

(Source: [PSRC Committee webpage](#))



**Attachment C: Summary of MTC and ABAG's Sustainable Communities Strategy  
Statutory Responsibilities under Senate Bill 375  
Information Sheet  
February 19, 2016**

**What is a Sustainable Communities Strategy?**

Senate Bill 375 requires each of California's 18 metropolitan planning organizations (MPOs) to include a sustainable communities strategy (SCS) in the regional transportation plan (RTP). The SCS sets forth a vision for regional growth that takes into account the region's transportation, housing, environmental, and economic needs. The SCS is the blueprint for how each region intends to meet its greenhouse gas emissions reductions target. Plan Bay Area, or PBA (the San Francisco Bay Area's first SCS), is a long-range integrated transportation and land-use housing strategy for the region. Plan Bay Area was approved by the Association of Bay Area Governments' (ABAG) Executive Board and the Metropolitan Transportation Commission (MTC) in July 2013.

**MTC and ABAG's Statutory Responsibilities under SB 375**

Created by the California state legislature in 1970, MTC is the federally-designated MPO and the state-designated regional transportation planning agency (RTPA) for the region.

MTC is responsible for adopting the regional transportation plan and transportation improvement program for the nine-county Bay Area. ABAG, the region's council of governments and regional planning agency, was formed under a joint powers agreement (JPA) in 1961. ABAG develops regional growth forecasts, identifies regional housing needs, addresses resilience and climate change, and conducts regional economic and land use research.

*What action does the legislation require with respect to a Sustainable Communities Strategy?*

Each of California's MPOs must prepare a sustainable communities strategy as an integral part of its regional transportation plan. Because MTC is the region's MPO, SB 375 statutorily requires that MTC include a SCS in its RTP. After adoption, the MPO must submit the SCS to the State Air Resources Board for review.

*What are MTC's and ABAG's responsibilities regarding preparation of information related to the SCS?*

As there are two separate regional planning, land use and transportation planning organizations in the Bay Area, SB 375 sets forth specific statutory responsibilities for MTC and ABAG regarding preparation of information related to the SCS. The legislation states:

*Within the jurisdiction of the Metropolitan Transportation Commission, as defined by Section 66502, the Association of Bay Area Governments shall be responsible for clauses (i), (ii), (iii), (v), and (vi), the Metropolitan Transportation Commission shall be responsible for clauses (iv)*

and (viii); and the Association of Bay Area Governments and the Metropolitan Transportation Commission shall jointly be responsible for clause (vii) of subparagraph (B).

Figure 1 shows the respective agency's statutory responsibilities regarding preparation of information related to the SCS.

Figure 1. MTC and ABAG Designated Statutory Responsibilities Under SB 375

<b>ABAG Responsibilities</b>
<b>Clause (i)</b> identify the general location of uses, residential densities, and building intensities within the region
<b>Clause (ii)</b> identify areas within the region sufficient to house all the population of the region, including all economic segments of the population, over the course of the planning period of the regional transportation plan taking into account net migration into the region, population growth, household formation and employment growth
<b>Clause (iii)</b> identify areas within the region sufficient to house an eight-year projection of the regional housing need for the region pursuant to Section 65584
<b>Clause (v)</b> gather and consider the best practically available scientific information regarding resource areas and farmland in the region as defined in subdivisions (a) and (b) of Section 65080.01
<b>Clause (vi)</b> consider the state housing goals specified in Sections 65580 and 65581
<b>MTC Responsibilities</b>
<b>Clause (iv)</b> identify a transportation network to service the transportation needs of the Region
<b>Clause (viii)</b> allow the regional transportation plan to comply with Section 176 of the federal Clean Air Act (42 U.S.C. Sec. 7506)
<b>Joint Responsibilities</b>
<b>Clause (vii)</b> set forth a forecasted development pattern for the region, which, when integrated with the transportation network, and other transportation measures and policies, will reduce the greenhouse gas emissions from automobiles and light trucks to achieve, if there is a feasible way to do so, the greenhouse gas emission reduction targets approved by the state board

Source: Accompanying legislation from Senate Bill 375

### **SB 375 and Local Land Use Control**

“(K) Neither a sustainable communities strategy nor an alternative planning strategy regulates the use of land, nor, except as provided by Section J (review of the SCS by the Air Resources Board), shall either one be subject to any state approval. Nothing in a sustainable communities strategy shall be interpreted as superseding the exercise of land use authority of cities and counties within the region...Nothing in this section shall require a city’s or county’s land use policies and regulations, including its general plan, to be consistent with the regional transportation plan or an alternative planning strategy.”

