



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.

