

## EXECUTIVE PERFORMANCE PLAN, CALENDAR YEAR 2013

### INTRODUCTORY STATEMENT

The primary function of the Executive Director is the vision-driven strategic positioning and leadership of the organization. The Executive Director is accountable for overall organizational operations and performance, convenes and leads the management team, and serves as the principle leader, representative, and spokesperson to the greater community and clients. The following Goals and Objectives provide further definition of the roles and performance expectations of the Executive Director that will drive activities to support the Strategic Plan for 2013. The objectives are set forth by time frame: Short (S); Medium (M), and Long Term (L).

### ABAG STRATEGIC GOALS

1. **Develop ABAG core competency regarding all land use issues associated with Smart/Compact Growth. (L)**
  - a. Adopt the Sustainable Community Strategy (SCS). (S)
  - b. Develop ABAG SCS Implementation Program in collaboration with local government, CMAs, and MTC. (M)
  - c. Monitor and assess local government nominated Priority Development Areas (PDAs) Growth and Investment Strategies. (L)
    - (1) Produce economic analysis of the SCS for local government, the region, and the State. (M)
    - (2) Engage with local government to assist in performing Complete Community assessment of PDAs. (M)
    - (3) Identify needed physical and social infrastructure investments required for strategic PDAs to develop. (L)
    - (4) Promote and publicize PDAs to developers and other potential partners. (M)
    - (5) Define Entitlement Efficiency and facilitate increased transparency and adoption of best practices to attract private investment to PDAs. (M)
  - d. Adopt the Regional Housing Need Allocation (RHNA) methodology consistent with the adopted SCS. (S)
  - e. Publish Plan Bay Area Policy Development White Papers, e.g., on housing, economic development, open space, complete communities. (M)
  - f. Develop a strategy for Plan Bay Area Public Engagement, Information, and Publication. (S)

2. **Create economic forecasting and demographic analytical competency.**
  - a. Build in-house unit to create and validate regional projections. (L)
  - b. Develop fiscal models that will demonstrate the cost benefit analysis of regional land use strategies. (M)
  - c. Identify best practice land use forecasting/modeling techniques. (L)
  
3. **Deepen partnerships with regional agencies through the integrated and collaborative planning process of the JPC. Work for consensus with the Joint Policy Committee (JPC) for an expanded regional role. Provide leadership in creating a work plan that addresses regional economic development, climate action, and integrated resiliency planning. (L)**
  - a. Work with the BAAQMD on simplifying air quality risk reduction plans in Priority Development Areas (PDAs). Convene multiparty meetings to discuss land use policies to replace CEQA requirements (M)
  - b. Work with San Francisco Bay Conservation and Development Commission (BCDC) on a sea level rise adaptation strategy in the current SCS and convene and support subregional and local adaptation planning efforts. Participate in a scan of activity throughout the region by special districts and local governments. (M)
  - c. Incorporate resiliency planning for earthquakes into (b) above, so that sea level rise, liquefaction, and earthquake preparedness are integrated in the regional adaptation plan with next steps sufficiently defined to create a work program.
  
4. **Begin meeting with State agencies to facilitate implementation of the Sustainable Communities Strategies. These agencies include Housing and Community Development, Housing Finance (CalHFA), Office of Planning and Research, Strategic Growth Council, Governor's Legislative staff, Senate Pro Tem's Legislative staff. (M)**

## CORE JOB RESPONSIBILITIES

### **Goal 1: Provide effective leadership for the organization.**

#### Objectives/Action Steps:

1. Provide a visible and active role in overall organizational operations and performance.
2. Convene and lead the management team.

3. Ensure the Senior Leadership team works well together to achieve the short and long term goals.
4. Evaluate and monitor organizational structure to ensure it continues to support strategy.
5. Attract, retain, and develop talent to support the organization's mission and vision for both short and long-term effectiveness.
6. Ensure internal structure, staffing, and business are aligned and operating effectively.

**Goal 2: Act as steward for the ABAG Board of Directors. Establish relationships and facilitate processes that ensure the success of the Board's collective intent and activities.**

Objectives/Action Steps:

1. Conduct Board business meetings, providing information to Board members by five (5) working days prior to the Board meeting. Include opportunities for the Board and staff to engage in meaningful dialogue.
2. Structure an Administrative Committee retreat in early 2013 to focus on areas identified by Board and staff that would improve ABAG's level of success, the Board process, or Board and Executive effectiveness.
3. Ensure complete agenda items are presented to the Board, including a staff report that covers background, recommendation, and costs.

## **ORGANIZATIONAL STRUCTURE**

The organizational structure is built to realize the vision and values of ABAG. We strive to foster responsible participation, capacity for quality, and working relationships that yield mutual respect by creating a work environment where (1) people experience dignity, purpose, professional growth, and respect; (2) the focus is on "how" we do our job by living our values and helping to build our community both internally and externally; and (3) the ABAG mission, vision, principles, and values are lived out in the context of doing our business.

**Goal: Strengthen ABAG's culture by continuing initiatives such as staff coaching, mentoring, and other workforce development activities, and by holding meetings for all ABAG employees to strengthen commitment and understanding of our vision and values. The Executive Director will model effective leadership competencies in all activities.**

Objectives/Action Steps:

1. Model effective leadership competencies.
2. Continue the development of leadership in all levels in the organization.
3. Allocate funds for enterprise-wide training, leadership development, and tuition reimbursement.
4. Participate with Senior Leadership in team building and organizational learning.
5. Hire a permanent Deputy Executive Director to lead regional policy advocacy and assist in overall administration of ABAG.
6. Hire a permanent Planning Director to lead the Planning and Research Department towards implementation of the SCS.
7. Hire a permanent staff manager to lead an Economics Unit within Planning and Research to integrate economic leadership into the Planning and Research department and develop internal economic capacity to replace outside consultants.
8. Complete reorganization of PLAN unit to ensure more integrated and efficient supervision of municipal claims within the claims management unit.
9. Reorganize Communications unit to become more integrated with ABAG land use policies and provide better community outreach.
10. Reorganize Human Resources function among several departments, and publish administrative guidelines and personnel policies. Develop more resources for the staff through out sourcing various functions.

### FINANCIAL SUCCESS

The achievement of balancing grant revenues with organizational expenditures is the primary measure used for this accountability. Financial goals are related to more efficient use of resources, more effective monitoring of budget variances, effective project management, greater financial knowledge/capacity, and reducing accounts receivables.

**Goal: Achieve competitive grant applications, cost containment, and reductions where appropriate.**

Objectives/Action Steps:

1. Achieve budget projections and cost containment.
2. Adhere to a budget that ensures minimum standards of public accountability. The budget needs to be complete and readable.

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3. Ensure financial management and tracking systems are in place.
4. Attempt to increase undesignated reserve fund balance by \$50,000 per year.
5. Improve the financial independence and budgetary stability of ABAG.