

## ABAG STRATEGIC PLAN COMMITTEE

Wednesday, November 9, 2005, 9:00 a.m.  
ABAG Conference Room A  
MetroCenter, 8<sup>th</sup> and Oak Streets  
Oakland, CA

### Summary Notes

The meeting began at 9:23 a.m.

#### Members present:

Scott Haggerty  
Mark Green  
Rose Jacobs Gibson

#### Staff present:

Henry Gardner  
Joseph Chan  
Janet McBride  
Clarke Howatt (by telephone)

Gardner stated that the development of a long-term strategic plan was raised at a Finance & Personnel Committee meeting where a suggestion was made to produce a five-year budget. This concept was later refined to focus first on developing a five-year strategic plan and second on developing funding that would support the strategic plan. The Executive Board established the Strategic Plan sub-committee to lead this effort and staff members were designated to assist the sub-committee.

Gardner informed members that Howatt recommended that a consultant be hired to guide the organization in developing a strategic plan and that the ABAG Finance Authority board will be requested to appropriate up to \$50,000 to cover consultant service costs for this project. Gardner noted that the actual costs for consultant services range from about \$15,000 to \$20,000, and would be closely monitored.

Gardner proposed that members assist in framing the guiding principles and provide input in defining the organization's mission statement and goals, and that staff develop the objectives and prospective funding sources. He noted that the strategic plan would be completed by next spring, but certainly not later than next fall.

Gardner cited the California College of the Arts' strategic plan, with mission statement, goals and objectives, as a model process, stating that goals change over time. He informed members that ABAG's managers will hold a retreat on November 28 during which they will work on the mission statement.

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Members offered the following as key words to be included in the mission statement: regional, legislation advocacy, local government, leadership, equity, environment, education. Haggerty recommended that the mission statement should include the organization's main functions.

Gardner reviewed the proposed process for developing a strategic programmatic and financial plan. He stated that the programmatic goals would focus on planning, research, environment and services. He reiterated members' role in defining the significant goals of ABAG and staff's role in developing the objectives.

Green asked about private sources for funds. Gardner replied that both foundations and corporations are sources for funds. Green commented that proposals for funds need to demonstrate a benefit to the funding source. Jacobs Gibson suggested that ABAG will need assistance in marketing the strategic plan to different organizations and funding sources.

Gardner stated that the financial strategic plan would need to fund the organization's major goals, i.e., its core activities including planning, research, environment and services, as defined in the programmatic strategic plan.

Gardner suggested that the strategic programmatic and financial plan be completed by the May executive board meeting at the earliest, or by the September executive board meeting to precede the Fall general assembly.

Gardner noted that the Administrative Committee will be involved in developing the strategic plan.

Green asked whether the financial strategic plan will include specific targets, e.g., as related to general fund reserves and staff compensation packages. Gardner responded that terms in the financial strategic plan will be stated broadly in these areas. He said that in general ABAG needs to be competitive to attract qualified employees.

Green asked whether there is a reachable target. Gardner replied that a goal would be to attain 60 percent budget predictability. Members discussed ways to attain budget predictability, including assessments on housing, commercial and retail developments, and vehicle registration; pooled regional fees; raising member dues; regional assessments. Jacobs Gibson commented on the challenge of competing with cities and counties in assessments. Gardner noted that the RHNA legislation may be modified to mandate fees

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assessed for development planning. Members requested data on recent development and units built.

Gardner provided an approximate figure that would provide the organization budget predictability for planning and research. He noted that ABAG may provide technical planning assistance to local governments for a fee.

Haggerty noted that the organization may consider increasing its outreach to elected officials in ways that would provide it with a means of fundraising, educating, generating goodwill, and enhancing the organization's profile. Members discussed the feasibility of having an event such as a President's Dinner.

The next meeting will be scheduled at the Finance & Personnel Committee meeting.

The meeting ended at 10:50 a.m.

Respectfully submitted:

/s/ Frederick Castro  
Frederick Castro  
Clerk of the Board

November 22, 2005  
Date Signed