





























No.	Action Area	General Implementation Steps	Completion Date	Lead Implementation Responsibility	Comments
		<ul style="list-style-type: none"> <li>Recommend to ABAG Executive Board for approval</li> <li>Assess services of ABAG existing financial managers; recommend changes and process to do so if determined to be necessary</li> </ul>			
E4.	<b>Budget</b>	<ul style="list-style-type: none"> <li>Draft cost allocation program proposed to be implemented following Contract for Service; review with impacted grantees and grantors and enterprise services</li> <li>Develop and submit amended FY 2016-17 budget to ABAG policy bodies, if determined to be necessary</li> <li>Identify and recommend changes to annual budget process to ABAG policy bodies, if necessary</li> </ul>	January-March 2017	MTC Finance Director	
E5.	<b>Human Resources</b>	<ul style="list-style-type: none"> <li>Identify MTC human resources policies and procedures that need to be conveyed to ABAG employees</li> <li>Schedule briefing sessions with ABAG employees to ensure understanding of MTC human resources policies and practices.</li> </ul>	January-March 2017	MTC Human Resources Director/Manager	
E6.	<b>Information technology</b>	<ul style="list-style-type: none"> <li>Review current ABAG information technology systems and contracts</li> <li>Assess opportunities for consolidation and efficiency; develop a plan to do so</li> </ul>	January-March 2017	IT Directors/Managers for ABAG and MTC	
E7.	<b>General support</b>	<ul style="list-style-type: none"> <li>Identify and evaluate responsibilities of existing ABAG and MTC support staff</li> <li>Develop transition plan for most effective use of support staff</li> <li>Redistribute responsibilities as needed</li> </ul>	January-March 2017	Deputy Directors	
E8.	<b>Legal services</b>	<ul style="list-style-type: none"> <li>Identify legal services that may be provided by MTC legal counsel to the ABAG JPA and those that should be provided on a contract basis directly to the JPA Board</li> <li>Draft and issue an RFP for outside legal services; enter into a contract</li> </ul>	January 2017  January-March 2017	MTC Legal Counsel	ABAG legal counsel will also need to provide input.

**Organizational Development**

No.	Action Area	General Implementation Steps	Completion Date	Lead Implementation Responsibility	Comments
E9.	<b>Organization structure</b>	<ul style="list-style-type: none"> <li>Review and assess existing MTC and ABAG organization structure, staffing levels and expertise</li> <li>Meet with respective agency policy bodies to review organization structure interests</li> <li>Meet with ABAG senior staff to understand support and services currently provided to the JPA policy makers, committees and member agencies</li> <li>Gain consensus on an organization structure that meets identified needs as well as the placement of transitioned ABAG staff</li> <li>Review as necessary with appropriate MTC and ABAG Committees</li> <li>Implement new organization structure</li> </ul>	January-March 2017	MTC Executive Director/Deputy Directors	
E10.	<b>Unified, integrated planning department</b>	<ul style="list-style-type: none"> <li>Meet with each staff member individually to understand their interests and concerns regarding an integrated department and to assess the professional contributions each brings to the department</li> <li>Develop an integrated planning work program that sets forth how all work and the ABAG work program will be accomplished, eliminates duplication of effort, and assesses the staffing levels needed to carry it out</li> <li>Develop an organization structure that supports the integrated work program</li> <li>Communicate the structure and how work will be accomplished to the staff and policy bodies</li> <li>Conduct teambuilding session(s) with staff to establish vision, values and expectations of how staff will work together as an integrated planning function</li> <li>Engage staff periodically to gauge and evaluate team effectiveness</li> </ul>	January-March 2017	MTC Planning Director	
E11.	<b>Unified Agency mission, vision and values</b>	<ul style="list-style-type: none"> <li>Conduct teambuilding session(s) with staff to establish vision, values and expectations of working together</li> <li>Share results with MTC and ABAG policy bodies</li> <li>Engage staff periodically to gauge and evaluate team</li> </ul>	January-March 2017	Agency Executive Director/outside consultant	

No.	Action Area	General Implementation Steps	Completion Date	Lead Implementation Responsibility	Comments
		effectiveness			
<b>Commission, Board and Committee Support</b>					
E12.	<b>Reporting relationships</b>	<ul style="list-style-type: none"> <li>Determine the reporting relationship of the MTC Executive Director to the ABAG Executive Board and General Assembly</li> <li>Determine reporting relationships and board support for other ABAG Committees and JPAs</li> </ul>	December 2016	MTC Executive Director	
E13.	<b>ABAG Executive Board, Committee and associated JPA administrative support</b>	<ul style="list-style-type: none"> <li>Identify and assess ABAG Board, committee and associated JPA Board administrative support needs</li> <li>Assign staff</li> </ul>	January-March 2017	Deputy Directors	
E14.	<b>Policy committee structure</b>	<ul style="list-style-type: none"> <li>Develop process maps for selected MTC and ABAG committee processes to assess efficiency opportunities while respecting each agency's statutory duties and responsibilities as the region's MPO and COG</li> <li>Propose revisions to reduce staff and elected officials' time commitments and improve transparency to the public</li> </ul>	March 2017	MTC Executive Director/Other executive level staff	

## F. Planning Programs and Services

*Objective: To develop an integrated work program for Plan Bay Area and establish a unified planning team positioned to address the region's planning priorities.*

No.	Action Area	General Implementation Steps	Completion Date	Lead Implementation Responsibility	Comments
<b>Plan Bay Area</b>					
F1.	<b>Statutory and policy roles and responsibilities</b>	<ul style="list-style-type: none"> <li>Document, and if necessary, propose revised policy roles and responsibilities consistent with statute regarding the</li> </ul>	January-March 2017	MTC and ABAG Executive Board	



No.	Action Area	General Implementation Steps	Completion Date	Lead Implementation Responsibility	Comments
		preparation of the Sustainable Communities Strategy (SCS) <ul style="list-style-type: none"> <li>• Prepare a policy decision making process map showing steps to review and adopt the SCS</li> <li>• Review with respective MTC and ABAG committees</li> </ul>			
<b>F2.</b>	<b>Integrated work program and schedule</b>	<ul style="list-style-type: none"> <li>• Prepare a revised and fully integrated work program and schedule leading to adoption of a new Plan Bay Area in 2017</li> <li>• Revise the community outreach and stakeholder engagement plan as necessary</li> <li>• Review both with appropriate MTC and ABAG committees</li> </ul>	January-March 2017	MTC Planning Director	
<b>Integrated Planning Programs and Services</b>					
<b>F3.</b>	<b>Regional planning</b>	<ul style="list-style-type: none"> <li>• Identify existing and emerging regional issues that are not currently addressed by existing agency programs, and identify opportunities to address those issues, including funding opportunities</li> <li>• Forge closer relationships with BAAQMD and BCDC through BARC on cross-cutting regional issues</li> <li>• Discuss with local governments the opportunities and activities the unified department can undertake in support of local governments’ efforts to implement local programs and policies addressing region-wide issues</li> </ul>	June 2017	MTC Planning Director	ABAG and MTC committees will likely have an interest in this as well as stakeholder groups and partner agencies.
<b>F4.</b>	<b>Planning programs and services</b>	<ul style="list-style-type: none"> <li>• Inventory all planning programs and services</li> <li>• Assess duplication and opportunities for consolidation, integration or reassignment to other partners or agencies</li> <li>• Review possible changes with stakeholders, grantors or other partners’ agencies as appropriate</li> <li>• Develop work program, schedule and assign staff to implement proposed changes</li> </ul>	April-June 2017	MTC Planning Director	ABAG and MTC committees may also be involved in this effort.

## Attachment B. Overview of Proposed Implementation Plan for Option 7

Consolidation of All Staff Functions and Pursuit of New Governance Options

MTC-ABAG Merger Study



May 17, 2016

	2016						2017						
	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
<b>A. Framework and Schedule</b>													
<i>Objective: To achieve consensus regarding the general framework, schedule and plan for implementation of Option 7.</i>													
A1a. Adopt resolution expressing support for Option 7	█												
A1b. Enter into agreement to support ABAG planning services		█											
A2. Develop implementation schedule		█											
A3. Request Commission/Board Chairs to work on contract and MOU		█											
A4a. Establish a joint employee/management committee		█											
A4b. Meet with employee bargaining groups		█	█	█	█								
A5. Develop Communications Plan		█											
<b>B. Contract for Service</b>													
<i>Objective: To conduct a financial analysis of the impact on both MTC and ABAG of consolidating all staff functions within MTC and develop a contract for service if determined to be feasible.</i>													
<b>Financial Analysis (Due Diligence)</b>													
B1. Conduct financial analysis, forecast and actuarial study		█	█	█	█	█							
B2. Analyze programs and services and determine ongoing costs		█	█	█	█	█							
B3. Evaluate cost structure to provide contract services		█	█	█	█	█							
<b>Contract Development</b>													
B4. Assign contract development team		█											
B5. Develop outline for scope of services to be included		█	█	█	█								
B6. Prepare proposed executive level organization structure		█	█	█	█								
B7. Develop work program to be carried out by MTC		█	█	█	█	█							
B8. Conduct legal assessment		█	█	█	█	█							
B9. Draft and execute services contract							█	█	█				
<b>C. Memorandum of Understanding</b>													
<i>Objective: To establish a time frame for future consideration of governance options.</i>													
C1a. Establish timeframe for future consideration of governance options							█	█	█				
C1b. Draft MOU and review with respective policy bodies							█	█	█				
C1c. Adopt MOU								█					
C2. Conduct evaluation										TBD			

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May 17, 2016

	2016						2017						
	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
<b>D. Human Resources</b>													
<i>Objective: To establish the compensation and benefit structure for ABAG employees to be transitioned to a consolidated agency.</i>													
D1. Document ABAG staff and compensation policies			■										
D2. Document ABAG benefit structure			■										
D3a. Sustain ABAG and relevant MTC vacancies		■											
D3b. Develop transition plan		■											
D4a. Implement transition plan and make employment offers		■	■	■	■	■	■						
D4b. Transition employees								■	■				
D5. Determine how to address ABAG obligations to retirees					■	■							
D6. Brief existing retirees						■							
<b>E. General Administration</b>													
<i>Objective: To establish a work program for general administrative activities following execution of a contract for service.</i>													
<b>Administrative Services</b>													
E1. Establish policies and procedures for financial management								■	■	■	■	■	■
E2. Develop financial reporting policies								■	■	■	■	■	■
E3. Assess ABAG investment policies and make changes as needed								■	■	■	■	■	■
E4. Amend budget documents following contract implementation								■	■	■	■	■	■
E5. Brief ABAG employees on new HR policies and procedures								■	■	■	■	■	■
E6. Assess opportunities to consolidate IT systems								■	■	■	■	■	■
E7. Redistribute support staff responsibilities, as needed								■	■	■	■	■	■
E8. Contract outside legal services for ABAG								■	■	■	■	■	■
<b>Organizational Development</b>													
E9a. Review existing MTC and ABAG organization structure								■	■	■	■	■	■
E9b. Meet with designated stakeholders on organization structure								■	■	■	■	■	■
E9c. Gain consensus around new structure and implement								■	■	■	■	■	■
E10a. Meet with planning staff to understand interests								■	■	■	■	■	■
E10b. Develop integrated planning work program								■	■	■	■	■	■
E11a. Conduct teambuilding sessions								■	■	■	■	■	■
E11b. Establish vision, values and expectations for planning dept.								■	■	■	■	■	■
<b>Commission, Board and Committee Support</b>													
E12. Determine reporting relationships							■						
E13. Assess policy body staff support needs and assign staff								■	■	■	■	■	■
E14a. Study policy committee structure (using process maps)								■	■	■	■	■	■
E14b. Propose revisions to policy committee structure									■	■	■	■	■

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Consolidation of All Staff Functions and Pursuit of New Governance Options

MTC-ABAG Merger Study



May 17, 2016

	2016						2017						
	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
<b>F. Policy Programs and Services</b>													
<i>Objective: To develop an integrated work program for Plan Bay Area and establish a unified planning team positioned to address the region's planning priorities.</i>													
F1a. Prepare PBA policy decision making process map													
F1b. Propose revised policy roles and responsibilities, if necessary													
F2. Prepare revised and fully integrated PBA work program													
F3a. Identify existing and regional issues to include													
F3b. Forge closer relationship with BAAQMD and BCDC													
F4. Inventory services and develop planning work program													