



## SAN JOAQUIN VALLEY POLICY COUNCIL

# SUMMARY OF DEVELOPMENT WORKSHOP, OUTCOMES, AND RECOMMENDATIONS

On March 26, 2010, the San Joaquin Valley Policy Council met at the offices of the Fresno County Council of Government for a Development Workshop designed to determine the priority work plan and organizational structure for the Policy Council over the coming year, and to better define the relationship between the Policy Council and the San Joaquin Valley Partnership. This report summarizes discussions and decisions from the Workshop, and makes recommendations for next steps based on those decisions. In addition there are three appendices: a list of workshop attendees; a discussion of alternative structures for regional governance bodies; an excerpt from the San Joaquin Valley Partnership's Strategic Action Proposal (2006); and an update on the status of the transportation goals from this plan.



## SUMMARY OF WORKSHOP

Prior to the workshop, all members of the Policy Council and all of the Executive Directors of the Councils of Government (COGs) for the eight participating Counties were interviewed for their views on the current state of the Valley, the highest priorities for the future, areas where they felt the Policy Council could be most effective, the structure of the Policy Council, and how it could best work with the Partnership. Views and ideas from these interviews were summarized and distributed to participants prior to the workshop, and helped provide a shared foundation from which to start the discussion.

The workshop agenda consisted of a guided discussion of the following four questions:

1. What are the priorities for the San Joaquin Valley?
2. Based on those priorities, what should the work plan for the Policy Council be?
3. What should the structure of the Policy Council be in order to best serve the work plan?
4. How can the Policy Council and Partnership best be organized to address this work program?

A total of 26 people including Policy Council members, COG directors, and members of related boards attended; a list of attendees can be found at the end of this report. The general process of the discussion was to address questions to the Policy Council members, and then to ask for comment from the COG directors.

## PRIORITIES FOR THE SAN JOAQUIN VALLEY

Based on the interviews prior to the workshop, the priorities for the San Joaquin Valley broadly agreed on by the Policy Council are to:

- Preserve agricultural land
- Broaden the jobs base
- Provide excellent education
- Target future growth to developed areas
- Identify reliable water sources and build a robust water system (storage, conveyance, recycling)
- Improve transportation: widen key highways and provide alternate modes of travel
- Support high-speed, freight, and short-haul rail

Participants were asked to comment on these priorities, and to add others they felt were missing. Several Policy Council members felt that the largest problem in the Valley is economic, characterized by the interrelated elements of poverty, low education levels, and unemployment. It was suggested that the Policy Council should “hold the economic perspective” throughout the day’s discussion, viewing decisions with an eye toward creating jobs and reducing regulation that impedes businesses.

## WHERE SHOULD THE POLICY COUNCIL TAKE A LEADING ROLE?

In order to begin to narrow the focus of the Policy Council, members were then asked which of these priority areas they felt were appropriate for the Policy Council to take a leadership role in addressing, and which might be better addressed by other bodies.

Members acknowledged that choosing an issue to lead is difficult because everything is, to some extent, interrelated. Legislation recently passed in California, Assembly Bill 32 and Senate Bill 375, compels local planning agencies to make choices that reduce Vehicle Miles Traveled (VMT) and emphasize the interrelatedness of transportation and land use planning. These bills, dealing directly with the Policy Council's main areas of transportation and land use, surfaced as a primary focus for the Policy Council.

The group arrived at a firm consensus regarding both the Policy Council's county-oriented roots and its ongoing State-mandated responsibility: to oversee and coordinate regional transportation projects and policies. The group also agreed that recent state legislation (AB 32 and SB 375) mandates that the Policy Council consider land use (including preservation of agricultural land) and housing in relationship to transportation. There was general agreement that the Policy Council should take a lead role in:

### Transportation planning and funding

Transportation planning and funding is the primary role of the COGs, so it is natural that they take a leading role in this at the regional level. The Policy Council currently serves the function of the Partnership's Transportation Working Group. Members coalesced around the idea that transportation improvements build stronger counties and communities, and facilitate economic development.

### Land use planning

Policy Council members felt that they could serve a lead role in setting the agenda for land use issues, including meeting housing requirements, preserving agricultural land, and following up with San Joaquin Valley Blueprint projects.

### AB 32 and SB 375

Implementation of AB 32 and SB 375 is an integrated part of transportation and land use planning. The Council would take the lead in guiding compliance with and implementa-



tion of the Valley's approach to AB 32/SB 375, including seeking adjustment of the requirements of these bills to better suit rural areas. One member succinctly summarized this expanded leadership role: There should be one body, the Policy Council, that addresses how the AB 32/SB 375 legislation will affect the Central Valley with regard to transportation, land use, and housing issues.

### Advocacy for the Valley

A fundamental reason for the existence of the Policy Council is to advocate for the Valley at both the State and Federal level. Policy Council members see this as an area of success for the Policy Council and see their primary role as being the "Voice of the Valley."

## WHERE SHOULD THE POLICY COUNCIL TAKE A SUPPORTING ROLE?

In other areas, there may be other bodies better suited to lead efforts for the Valley, while the Policy Council takes more of a coordination and advocacy role. Policy Council members acknowledged that although water and air quality were certainly issues that fall within the Policy Council's sphere of concern (encouraging healthy businesses and job creation), they were not within the group's regulatory directive. They tentatively agreed that decisions regarding these complex issues should be left to the experts in those fields and boards whose sole job it is to manage these issues.

## Air Quality

Air quality measures in the Valley are managed by the California Air Resources Board (CARB) and the San Joaquin Valley Air Pollution Control District (APCD, or Air District). Since transportation represents a large source of air pollution, the Policy Council can coordinate with CARB and the APCD on transportation (and other) projects affecting air quality. It was suggested that the Policy Council could support the Air District (and future water boards) by lobbying for increased State funding on its behalf.

## Water

To create a comprehensive, integrated plan for water resources in the Valley, State legislators from the area initiated the development of the San Joaquin Valley Integrated Regional Water Management Plan (SJVIRWMP). At the request of this group, the California Water Institute at Fresno State (CWI) began coordination of an eight-county planning effort. With this focused regional planning ongoing, the Policy Council would not take the lead, but would coordinate and stay in communication with this body, with the goal of improving water resources for the Valley, including establishing reliable sources, and building a reliable storage and distribution system.

## Partnering for funding

Any projects which cross county lines will require coordinated funding. The Policy Council can coordinate funding requests and seek funding for region-wide projects.

## Sponsoring studies to guide implementation of projects

The gap between planning and implementation can be wide enough to prevent plans from becoming reality. Studies which explore implementation options and relative costs can provide clear direction to move projects forward.

### WHAT SPECIFICALLY DOES THE POLICY COUNCIL WANT TO ACCOMPLISH IN THE NEXT YEAR?

In order to get more specific direction and clarity for the Policy Council work plan, each member of the Policy Council and each COG director present was asked what he or she would like the Council to accomplish in the next 12 to 24 months. Most of the answers fell under the broad categories the Policy Council previously identified as areas in which they would like to take a leading role; others addressed the workings and organization of the Council itself.

## Transportation Planning & Funding

Transportation projects were focused on rail – freight and high-speed – and development of a region-wide transportation plan. The COGs supported the idea of developing a Valley-wide transportation plan, as it could be used as a template for support in Sacramento and Washington, D.C.

Specific actions suggested were:

- Develop an integrated Valley-wide transportation plan, from the Port of Oakland to the Grapevine
- Improve goods movement on the west side of the Valley
- Identify and secure funding to preserve rail corridors throughout the Valley
- Have high-speed rail “on the ground” in the Valley
- One member suggested that the Policy Council require each county in the Valley to contribute a percentage of its retirement funds to HSR from Stockton to the Grapevine

Beyond transportation funding, several Policy Council members also addressed other funding sources:

- Find a way to put American Recovery and Reinvestment Act (Federal stimulus) funding into Community Development Block Grant (CDBG) accounts
- Find funding for planning and implementation of infrastructure projects to provide jobs
- Fund enterprise zones in the state budget

## Land Use Planning

Specific land use projects addressed preservation of agricultural land, and moving forward with plans already completed.

- Implement/expedite projects within the Blueprint
- Keep the Williamson Act in the State budget
- Have Sacramento exempt the Valley from CEQA regulations

## AB 32 and SB 375

This category garnered the greatest number of specific actions. Several highlighted the perceived inappropriateness of these bills when applied to rural areas. The COG directors were nearly unanimous in their call for additional meetings to directly discuss how or if to set state-mandated greenhouse gas (GHG) emission targets for the whole Valley (or as individual counties). The directors also asked that the Policy Council seriously consider the policy decisions that go along with AB 32/SB 375 implementation and mitigation measures. In response, the Policy Council agreed that it was essential for future effectiveness that the COGs be forthright about the regulatory necessities of AB 32 and SB 375, and actively engage the Policy Council in these efforts.

In sum:

- Develop a plan for implementing AB 32 and SB 375 in the San Joaquin Valley.

The plan should be cooperatively developed with the input of the Partnership, the California Business, Transportation and Housing Agency (BT&H), CARB, and the Air District, and with the full involvement of the COGs.

- This coalition should work to reduce the negative impacts of AB 32/SB 375.

This would include amending AB 32 and SB 375 to better fit the rural context, and looking at rules and standards related to AB 32 and SB 375 as they affect the economy.

- Within six months, determine if and how the Council and the Valley will set GHG targets.

### Communications & Organization

The COG Directors envisioned that in a year, communications between the Policy Council and the COGs would be greatly improved. Specifically, within 12 to 24 months:

- COGs should be receiving clear direction from the Policy Council on a more focused agenda

- COGs should be consulted with and informed by the Policy Council
- There should be more communication and coordination between the Policy Council and all related boards

Reflective of this, the Policy Council also envisioned that:

- By the end of this year, the Policy Council should be clear on its role and the supporting roles of the COGs; and this should be communicated to COGs and local jurisdictions

### Advocacy for the Valley

Finally, several people suggested that the Policy Council continue advocacy work in Sacramento and Washington D.C., but in a more organized and efficient manner, strengthening its position as the Valley's voice, particularly in transportation.



Image from Flickr user Omar Omar. License info <http://creativecommons.org/licenses/by/2.0/deed.en>.

## ORGANIZATION STRUCTURE OF THE POLICY COUNCIL

This section of the meeting examined how members of the Policy Council felt about the organization of the group and what changes they may want to make to better fit the organizational structure to the work plan just outlined. The discussion started with areas of agreement distilled from the pre-meeting interviews.

A few Policy Council members emphasized that they already have too much communication: their informational “critical mass” has been reached. Others agreed that narrowing the focus of the Policy Council would increase the chance of accomplishing something; therefore, the sheer amount of communication should also narrow. So far, members noted, the Blueprint was the only topic of shared (local/Policy Council) communication.

The Policy Council is in its infancy, but is moving in the right direction. Members like the consensus-building style and the equal voting power of every member, regardless of the population of their jurisdictions. Gaining consensus and then advocating these positions at the State and Federal level is an effective way for Counties to gain legislative attention and funding. However, the group acknowledged that there is a lack of effective communication between the Policy Council and the Partnership, the COGs, and other related bodies such as the Air District and San Joaquin Water District. Some members also expressed a sense of frustration with the pace of action, and wondered, “What do we really do?”

As a result of this discussion, it was suggested that the Council might have an annual agenda-setting workshop to set the course for the following 12 to 24 months. This might include setting the calendar for meetings and subcommittee meetings (if needed). The resulting plan showing priorities and direction could then serve as the basis for direction to COGs for their focus for the coming year.



The group was asked: Is there another kind of organizational structure that would better serve to reach the stated goals? The idea of fundamentally changing the Policy Council structure was met with hesitation; some members highlighted that because the group was still only a few years old, it had yet to achieve stability.

The Policy Council discussed three options for the future organization of the group.

- A more efficient and improved version of the current model, deemed a “confederation of volunteers,” at least in the short term
- A stronger, Joint Powers Authority (JPA) form of organization such as the Association of Bay Area Governments (ABAG) or Southern California Association of Governments (SCAG); it was not clear on whether such a “Super-COG” would supplant the County COGs or be in addition to them, leading to some concern about the dilution of local control
- Some sort of functional hybrid, possibly serving to bridge the gap between the current model in the short term and a “Super-COG” in the long term

At the end of this discussion, it was the consensus of the group to continue with the current organizational structure, while exploring other models. See Appendix B for a discussion of different models of regional planning organizations.

### Relationship of the COGs to the Council

As part of the discussion on organization and communication, the group explored the relationship of the COGs to the Policy Council. Procedurally, the COGs strongly supported the role of the Policy Council as the voice for the San Joaquin Valley. On a day-to-day organizational level, the COGs reiterated the need for members of the Policy Council to share their positions with their COG directors before anything is written.

Currently COG executive staffs inform the Policy Council on technical issues; they handle front-line day-to-day issues at the County level. COG directors can bring issues to the COG Boards, which are then forwarded to the Policy Council. With regard to policy and direction, COG directors need access to the Policy Council members to give input before the Policy Council makes decisions. Adequate and expedient timing is a major issue among COG directors, because more direct communication of Valley-wide policy decisions ensures that COG directors give and get information everyone needs for further decision making.

Currently, there is a significant disconnect between the Policy Council and the COG boards; the Boards are not aware of the direction or activities of the Policy Council. Similarly, COG directors need the Policy Council to be more avail-

able and responsive, especially for questions of Valley-wide policy. What is needed is a two-way system of communication and support so that COG directors can “sound the alert” on important issues, and can understand the policies and agendas set forth by the Policy Council. This would allow both bodies to act more quickly when needed.

On a practical level, the Policy Council should drive the regional agenda, and should inform all of the COG directors of Policy Council meetings and the issues to be discussed, as well as decisions taken.

Further, the relationship between the Policy Council and the COGs should be strengthened: Both the Policy Council and the COG directors agreed that Policy Council members should be clear about where they want their staff (COG staff) to help. COGs can take action at the County level, and the COGs have adequate staffing; but they need more clear direction, a stronger voice, and a clear vision at the regional level from the Policy Council.

This reinforced the idea of an annual workshop where the Policy Council would set its agenda and calendar for the coming 12 to 24 months. With a clear agenda at the Council level and then communicated to the COGs, COG directors would have more clarity in short- and long-term areas of focus.

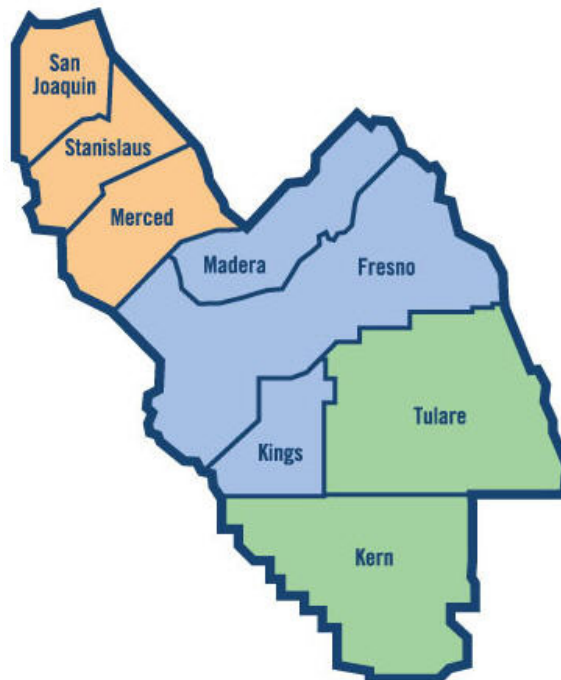


Image from CA Air District: [www.valleyair.org/general\\_info/aboutdist.htm](http://www.valleyair.org/general_info/aboutdist.htm)

## THE POLICY COUNCIL AND THE PARTNERSHIP: WORKING TOGETHER

Pete Weber, a public observer of the workshop, took a seat at the table for the discussion about the Policy Council’s current and future working relationship with the Partnership. Mr. Weber stated that the Partnership was beginning to work on an update to its Valley-wide policy document (Strategic Action Proposal 2006), and invited members of the Policy Council to contribute their expertise in transportation (and future applications in land use and housing) to this revision. A number of Policy Council members supported this idea, but also proposed that the Policy Council should have input into the water and air sections of the Partnership’s updated Blueprint. See Appendix C for the Transportation and Land Use sections of the 2005 Partnership report.

It was proposed that the Policy Council identify what exactly it does best, and what should be handled by the Partnership. Following this, COG executive directors should negotiate a Memorandum of Understanding (MOU) with the Partnership to identify areas of focus for the two bodies to ensure no overlap or duplication of efforts.

The Policy Council was mildly supportive of several near-term steps to increase communication and integration with the Partnership. One Policy Council member suggested that at the next Policy Council meeting, the group should review

the Partnership’s transportation goals to determine “where we’ve been, where we are and where we need to go.”

Another Policy Council member supported the concept, but proposed that COG staff should prepare a report on the 2005 Partnership transportation goals for Policy Council perusal. This report would address questions including: What is in the 2005 Partnership plan? What has been accomplished? What is in the update so far? What are staff recommendations for other items that should be in the update?

Another proposal was to have the Policy Council reserve time at its quarterly meeting to hear what the Partnership is doing. Reports could be provided by one of their own members who is also on the Partnership, or by another Partnership member.

The representative from the Partnership agreed that the Partnership will inform the Council on issues being considered, and will send each participant the Partnership’s 2009 Annual Report. Finally, Mr. Weber noted that the Partnership would like to see private representatives on the Policy Council.

## SUMMARY OF OUTCOMES

Policy Council members agreed that their main areas of focus are transportation, land use, Implementing AB 32/SB 375, and advocating for the Valley at the State and Federal levels.

The Policy Council will take a supporting role – collaborating, communication, and cooperating – in the areas of air quality, water sourcing and distribution, partnering for funding for inter-county projects, and sponsoring studies to enable implementation of plans.

Specific projects the Council would like to complete in the next 12 to 24 months are listed in more detail above; generally, these projects are in the areas of Valley-wide transportation, implementing Blueprint projects, preserving agricultural land through various means, and driving the agenda on implementation of AB 32/SB 375. In addition, the Council wants to become more efficient in its advocacy and more communicative with the COGs and other Boards related to valley-wide issues.

While the Policy Council was not ready to move to a new model immediately, members are open to finding an organizational structure that provides them more authority, clarity in their work plan, and better communication with other bodies.

The Council is the de facto Transportation Working Group for the San Joaquin Valley Partnership. Members would like to have more input into Partnership plans, and be more informed about the Partnership's future directions and agenda.

## RECOMMENDATIONS

In support of the desired outcomes identified at this workshop, the following specific actions are recommended for implementation within six months of the Workshop.

- Hold a full-day Policy Council retreat to determine specifically, within the areas of focus, what the Policy Council wants to accomplish in the next 12-24 months.
- Distribute the resulting work plan and agenda to the COG Directors and the Partnership. Work with the COG Directors to align County-level actions with the Policy Council work plan.
- Calendar a year's worth of Policy Council meetings, and distribute the calendar to all Council members and COG Directors, as well as the Partnership and other related boards.
- Establish an MOU with the Partnership clearly outlining the Policy Council's role as the Transportation Working Group, as well as which areas each group will lead or support, and how the two groups will communicate with each other. As part of this, request that the Partnership send agendas of upcoming meetings to all Policy Council members and COG directors.
- As part of each meeting, include an agenda item for an update on Partnership activities, to be delivered by Policy Council members who are also Partnership members. If none are available, invite a Partnership member to attend the Policy Council meeting in person or by phone for this purpose.
- Determine if subcommittees would be an effective way to cover more ground between quarterly meetings. Determine which of these meetings could be conference calls or web conferences rather than in-person meetings.
- Research alternative structures for regional governments that would fit the Valley, and revisit the issue at next year's annual agenda-setting meeting.
- Direct COG Staff to prepare a report on the 2005 Partnership transportation and land use goals, in order to update the Council on what has been planned and what has been accomplished.
- Based on this review, provide input to the transportation and land use sections of the upcoming Partnership Strategic Action Plan update.

## APPENDIX A: WORKSHOP ATTENDEES

Following is a list of people who attended the workshop on March 26, 2010.

County	First	Last	Title	Organization
Fresno	Barbara	Steck	Deputy Executive Director	Fresno COG
Fresno	Judy	Case	Supervisor, District 4	County of Fresno
Kern	Cheryl	Wegman	Alt	City of Wasco
Kern	Sam	Ramirez	Councilmember	City of Delano
Kern	Ronald	Brummett	Executive Director	Kern Council of Governments
Kern	Michael	Rubio	Supervisor	County of Kern
Kings	Sid	Craighead	Councilmember	City of Avenal
Kings	Terri	King	Executive Director	Kings Co. Association of Governments
Madera	Steve	Mindt	Councilmember	City of Madera
Madera	Patricia	Taylor	Executive Director	Madera Co. Transportation Commission
Merced	Bill	Spriggs	Mayor	City of Merced
Merced	Marjie	Kirn	Deputy Executive Director	Merced County Association of Governments
Merced	Jesse	Brown	Executive Director	Merced County Association of Governments
Merced	Mike	Nelson	Supervisor/District 3	County of Merced
San Joaquin	Andy	Chesley	Executive Director	San Joaquin Council of Governments
San Joaquin	Rudy	Dhaliwal	Mayor	City of San Joaquin
San Joaquin	Ann	Johnston	Mayor	City of Stockton
San Joaquin	Chuck	Winn	Mayor (Alt )	City of Ripon
Stanislaus	Vince	Harris	Executive Director	Stanislaus Council of Governments
Stanislaus	Jeff	Grover	Supervisor	County of Stanislaus
Tulare	Paul	Boyer	Councilmember	City of Farmersville
Tulare	Ted	Smalley	Executive Director	Tulare County Association of Governments

In addition, these people also attended:

San Joaquin Valley Partnership - Pete Weber, Stacie Dabbs

Caltrans - John Gedney

San Joaquin Valley Air Pollution Control District - Tom Jordan

### OVERVIEW AND BACKGROUND

The San Joaquin Valley is one of California's largest and fastest growing regions. It covers eight counties: San Joaquin, Stanislaus, Merced, Madera, Fresno, Kings, Tulare, and Kern. Each of these counties is represented by a council of governments (COG), which in the case of San Joaquin Valley, also serve as the federal metropolitan planning organizations (MPOs) and Regional Transportation Planning Agencies (RTPAs). Given the breadth and depth of challenges facing the San Joaquin Valley, and the limited availability of local, state, and federal resources, regional collaboration is essential to improving quality of life for Valley residents.

In 2006, the eight COGs came together to create the San Joaquin Valley Regional Policy Council (Policy Council), a regional advisory body that provides guidance on inter-regional policy issues, seeks to build regional consensus, represents the San Joaquin Valley at public forums, and advocates on behalf of the San Joaquin Valley at the state and federal levels. The Policy Council is made up of two representatives, one county supervisor and one elected city official, from each of the eight COGs in the San Joaquin Valley. The Policy Council has no regulatory authority, but its major activities have included participation in the development of the *San Joaquin Valley Blueprint* and "Valley Voice" lobbying trips to Sacramento and Washington D.C. Thus far the Policy Council has largely relied on existing agency staff for financing, data, and policy expertise. As the Policy Council has grown in visibility, and seeks to become more effective in representing the interests of the San Joaquin region, its members have begun to explore potential structural and operational changes.

This memo seeks to inform those potential changes by highlighting case studies of existing regional and inter-governmental partnerships, with a focus on regional transportation planning entities. It is important to recognize, however, that the San Joaquin Valley is a unique region with its immense geographic scope, largely rural and agricultural character, and diversity of economic, social, and transportation challenges. The Policy Council should be cognizant of this and be careful when applying other organizational models to the San Joaquin region. In other words, there is likely not a "perfect" organizational case study for the San Joaquin Valley. Rather than attempt to offer an "ideal" model, this memo presents a simplified spectrum<sup>1</sup> of regional planning and advisory bodies from which the Policy Council can potentially appropriate specific structural and governance elements. The memo presents three case studies organized into three general categories:

- "Enhanced" coordination agency: Consensus-building entity that seeks to unify a region's collective resources, but with a limited implementation role.
- "Super" COG/MPO: Multi-county COG/MPO that administers/monitors regional plan(s) developed in conjunction with local jurisdictions, provides a forum for regional collaboration, obtains and allocates resources, and provides information.
- "Authoritative" agency: Regional body that has statutory authority to develop regional plan(s) and oversee implementation.

### ENHANCED COORDINATION AGENCY

#### How might this case study be applicable to the Policy Council?

The Policy Council is currently a volunteer advisory body with limited authority and resources. One option for restructuring the Policy Council would be to formalize its current coordination and advocacy activities, but also enhance them with dedicated staffing resources that could offer additional technical and regional planning assistance to the eight COGs. This type of regional body would likely not be a dramatic overall, but the degree to which such a regional body is formalized (i.e. integrated within existing planning structures) would depend on the ultimate objectives of the Policy Council.

The case study below highlights the King County Subarea Transportation Boards in Washington's King County. While the greater Seattle region differs dramatically for the San Joaquin Valley, this case study does offer some ideas about how the Policy Council might:

- Formalize its advocacy and collaboration efforts
- Enhance its resources
- Organize its Board structure to increase participation from other regional agencies and coalitions
- Develop an annual work program
- Use annual dues to secure commitment and resources from member agencies

#### Case Study #1: King County Subarea Transportation Boards

##### What is it?

The King County Subarea Transportation Boards are advisory organizations of government leaders designed to address transportation issues affecting communities located in King County. There are three such transportation boards, each covering a different geographic subarea of King County:

<sup>1</sup> Adapted from: Benjamin G. Hitchings (1998). "A Typology of Regional Growth Management Systems," *The Regionalist*. Volume 3, Numbers 1/2. Accessed at [www.narc.org](http://www.narc.org).

- Eastside Transportation Partnership (ETP)
- South County Area Transportation Board (SCATBd)
- Seashore Transportation Forum (SeaShore)

The three boards were formed in the late 1980s and early 1990s by Interlocal Agreements in an effort to coordinate transportation planning in King County. The primary mission of each board is to “provide forums for sharing information and building consensus to solve common transportation problems.” Over the years, however, each board has undertaken more specific planning efforts, such as a regional transportation study by the ETP, development of the south county elements of the Regional Transit Authority’s (RTA) “Sound Move” plan by SCATBd, and the development of the King County Metro Transit Six Year Plan by SeaShore.

### *Who is represented?*

The three boards are housed in the transportation department of King County in Washington, but its members include elected officials from King and Snohomish Counties and local municipalities. The elected officials, in addition to a representative to the Washington State DOT, make up the voting members of the three boards. The boards also include non-voting members from several coalitions, as well as other transportation and government agencies, including: the Transportation Improvement Board, Puget Sound Regional Council (the region’s COG/MPO), Sound Transit, State Transportation Commission, Eastside Transportation Association, Eastside Transportation Choices Coalition, SeaTac, and the Port of Seattle. Each member agency or jurisdiction must contribute nominal annual dues (\$100 per voting member). These dues are largely seen as a symbolic commitment to the boards.<sup>2</sup> Each board meets once a month.

### *What are the primary responsibilities and programs?*

The majority of the boards’ current activities are focused on regional coordination, information sharing, education of elected officials, agency and project monitoring of implementation, and advocacy for King County transportation priorities. Each board develops an annual work program which guides its activities and resource allocation. For example, the ETP 2008 Work Program covered four major programs:

- **Implementation:** Monitor implementation of transit, freeway, and bridge projects
- **Planning:** Update ETP plan and priorities, provide input on Metropolitan Transportation Plan and State Transportation Plan, and monitor WSDOT, Port, PSRC and Transportation Commission activities
- **Funding:** Identify priority projects and programs for funding opportunities, provide input to 2009 federal reauthorization, monitor transportation pricing issues, and identify local transportation needs

- **Education/Advocacy:** Provide input during the state legislative session, monitor Governor’s Climate Change Action Team, coordinate with other subareas, and advocate for projects or programs that advance approaches of transportation pricing

Advocacy is one of the primary activities of all the boards, but there is no formal “lobbying” program. Instead, the boards will often arrange ad hoc meetings between board members and legislators. Other advocacy activities have included a legislator breakfast and presentations by board members to key regional transportation committees.

### *What is the Board structure?*

Each elected official representing a city or county has one vote, and the Washington State Department of Transportation has one vote. All other members are non-voting members.

### *What is the Committee structure?*

The three boards do not have standing committees, but a number of ad hoc committees have been created over the years to address major issues. For example, ad hoc committees have been created to develop the annual legislative program or to develop a set of recommendations to regional and local transit service providers.

### *What are the staffing levels?*

The King County Subarea Transportation Boards are staffed by King County Department of Transportation. King County has recognized the value of the advisory boards in enhancing regional collaboration, informing local elected officials, and advocating for regional priorities<sup>3</sup>. As a result, the boards have one full-time staff member to coordinate and manage the boards’ activities. In addition, each member jurisdiction must provide staff on a bi-weekly basis for the purposes of developing board agendas and addressing board technical needs.

### *Additional Information*

[www.kingcounty.gov/transportation](http://www.kingcounty.gov/transportation)

## **SUPER COG/MPO**

### *How might this case study be applicable to the Policy Council?*

The Policy Council represents an enormous eight county region in the San Joaquin Valley with a wide range of issues and resources. The Policy Council is currently debating how to effectively manage regional planning efforts, while ensuring that the San Joaquin Valley secures its share of financial resources and allocates them efficiently. Several other large regions in California have faced similar organizational challenges for their government agencies and responded by creat-

<sup>2</sup> Phone interview with Sally Marks, Office of Regional Transportation planning. April 5, 2010.

<sup>3</sup> Phone interview with Sally Marks, Office of Regional Transportation planning. April 5, 2010.

ing COGs/MPOs that cover multiple counties.

The case study outlined below is defined by a major metropolitan region with different transportation needs and priorities from the Policy Council. Furthermore, this region is defined by a major metropolitan center, while the San Joaquin valley is not. It is also important to note that the SACOG case study is one in which the “super” COG serves as the COG for all of its member counties. In other words, county-level COGs do not exist in the Sacramento region, as is the current case in San Joaquin. On the other hand, Placer and Sutter counties have retained some level of autonomy because they remain as the RTPAs for their respective counties. Whether this model is applicable to San Joaquin would require additional study. Despite all these differences, the case study can inform the Policy Council’s decision to potentially form a “super” COG/MPO and offers an example of how the Council might:

- Provide a variety of technical assistance services to its member agencies
- Develop a weighted voting structure
- Create a structure for advisory committees that involve citizen participation
- Develop a formal legislative program
- Coordinate with other non-transportation regional bodies, such as the air quality board
- Integrate other public agencies into the decision-making process
- Provide staff support

## Case Study #2: Sacramento Area Council of Governments (SACOG)

### What is it?

The Sacramento Area Council of Governments (SACOG) is an association of Sacramento region county and local governments. SACOG provides the region’s transportation planning and funding, as well as managing the distribution of affordable housing. SACOG also serves as a forum for the study and resolution of regional issues.

### Who is represented?

Members of SACOG include the six Sacramento region counties (Yolo, Sacramento, Sutter, Yuba, El Dorado, and Placer) and 22 cities within the region.

### What are the primary responsibilities and programs?

SACOG serves as the COG, MPO, and RTPA<sup>4</sup> for the six-county region. As COG, its responsibilities include regional forecasting and monitoring, management of the Regional Housing Needs Assessment (RHNA), and the development and implementation of regional planning efforts, such as the

2004 Sacramento Regional Blueprint. As the MPO, SACOG is responsible for managing transportation planning and allocation of federal transportation dollars. SACOG’s primary RTPA responsibilities are to adopt a regional transportation plan and to prepare and adopt a regional transportation improvement program.

In addition to its traditional duties, SACOG has several additional planning initiatives:

- Airport Land Use Planning
- Bicycle and Pedestrian Planning
- Development of a Form-Based Code Handbook
- Intelligent Transportation Systems

Furthermore, SACOG provides substantial resources and technical assistance to its member agencies, including:

- Legislative Team, which tracks legislation and helps SACOG implement its annual Advocacy Principles for both the state and federal levels.
- Complete Streets Implementation
  - Complete Streets Coalition, which coordinates outreach and education activities to bring regional focus to completing the streets.
  - Web-based Walkability Audit
  - Online bicycle trip planner
  - Online resources and presentations
- Sacramento Emergency Clean Air & Transportation (SECAT) Program: Partnership between the Sacramento Metropolitan Air Quality Management District (SMAQMD) and SACOG, which is designed to reduce harmful emissions from on-road heavy-duty vehicles operating in the region.
- Mapping Center, which coordinates regional mapping services, provides a GIS Clearing House, and GIS Cooperative
- SACOG Information Center
  - Fact Sheets
  - Population and Housing Estimates
  - Census Data
- SacRegion511
- I-PLACE3S: Software tool that provides a web-based platform from which to communicate ideas, store data, and analyze potential planning outcomes.
- Civic Engagement
  - Staffing technical assistance
  - Direct grants for local planning efforts
  - Educational materials: Educational Videos and Powerpoint Presentations; Photo Simulations; Planning and Transportation Improvement Photo Database; Visual Simulation (3D) Planning
- Publication Center

<sup>4</sup> El Dorado County Transportation Commission (EDCTC) and the Placer County Transportation Planning Agency (PCTPA) serve as the RTPAs for these counties.

### What is the Board structure?

The SACOG Board of Directors is made up of 31 voting members, 1 ex-officio member from the local Caltrans district, and the SACOG Executive Director. Each member county is entitled to 1 Board Member, except Sacramento County which has 3, who must be a County Supervisor. Each member city is entitled to 1 Board Member, except the City of Sacramento which has 2, who must either be a mayor or city councilmember.

SACOG voting is weighted. In order for an action to be taken by the Board it requires an affirmative vote in each of three categories:

- Population: Each Director's vote is counted as the total population of the appointing agency. Because Sacramento City and County have multiple Board members, the population total is divided equally among the voting members.
- Member Cities: Each Board Member gets one vote, except Sacramento Board Members which get two. For an action to pass there must be a majority of support.
- Member Counties: Each Board Member gets one vote, except Sacramento Board Members which get three. For an action to pass there must be a majority of support.

### What is the Committee structure?

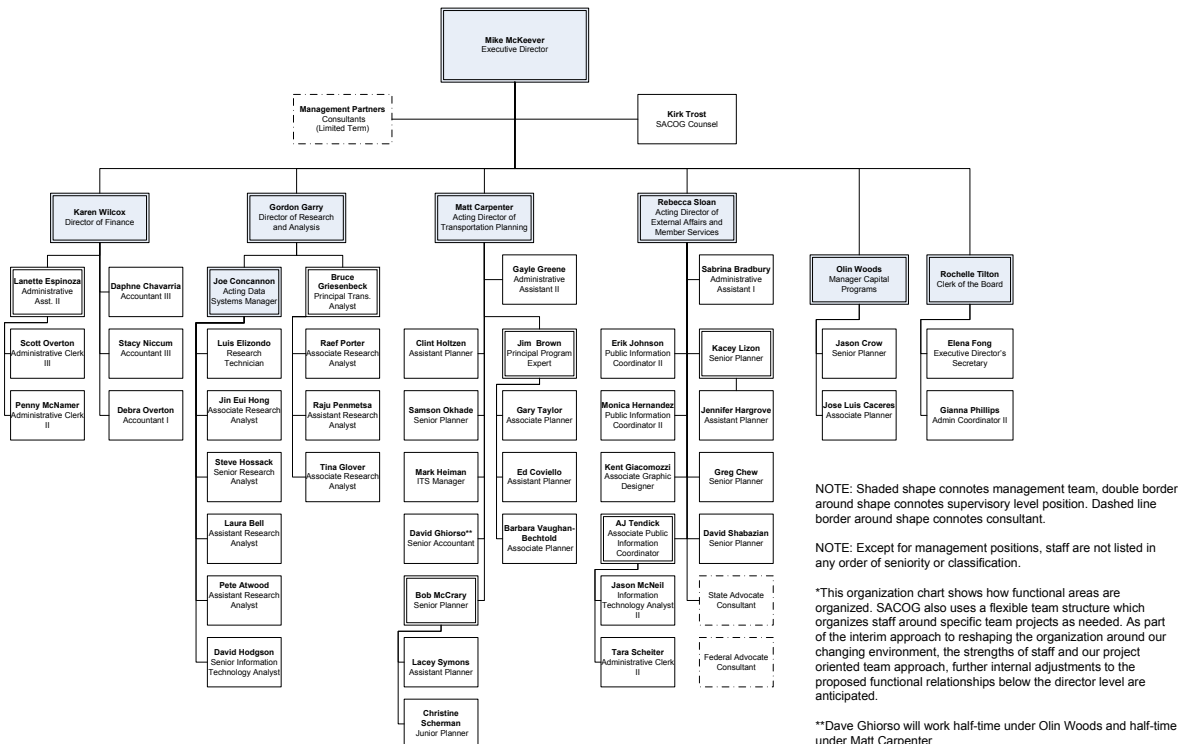
SACOG has three types of committees, which help to shape SACOG's planning and policy efforts, as well as help inform Board decisions.

- Board Committees: Transportation, Land Use and Housing, Climate, Government and Public Affairs, and Strategic Planning
- Advisory Committees: SACOG advisory committees are used as a means of obtaining advice from citizens, key interest groups in the community, and partner planning agencies. Typical representation includes representatives of citizens' advocacy groups, the private sector, major colleges and universities, transportation management professionals, and private citizens.
  - Airport Planning
  - Bicycle and Pedestrian
  - 5310 Regional Evaluation
  - Goods Movement
  - Planning Directors
  - Public Participation
  - Regional Planning
  - SACMET Travel Demand Model
  - Sacramento Emergency Clean Air and Transportation (SECAT) Air Quality Policy and Technical

Figure 1. SACOG Organizational Chart

6/16/2009

#### SACOG FUNCTIONAL ORGANIZATION STRUCTURE\*



- Social Service Transportation
- Transit Coordinating
- TDM
- Ad Hoc Committees: ADA Compliance, Community Design Grant Review, and Sacramento Region Intelligent Transportation Systems Partnership

### *What are the staffing levels?*

SACOG has an Executive Director and several program directors. Overall staffing level is around 50 people divided among finance, research and analysis, planning, external affairs and member services, capital projects, and administration. See the organizational chart below for more information.

### *Additional Information*

[www.sacog.org](http://www.sacog.org)

## **AUTHORITATIVE AGENCY**

### *How might this case study be applicable to the Policy Council?*

The case study below is of Portland Metro, an admittedly unique regional governance structure in which an elected regional body has local land use control and provides specific services outside the realm of transportation. While such an “authoritative” structure is likely beyond the scope of the Policy Council’s ambitions, the Portland Metro case does offer perhaps the best example of how a single body can affect regional control over land use and transportation. Once again, there are elements of Metro which the Policy Council might seek to study further, such as:

- A governing council organized by district, not county
- Committee structure and citizen involvement process
- Development of a data resource center for member agencies and the public at large

## **Case Study #3: Portland Metro**

### *What is it?*

Metro is the only directed elected regional body in the United States. Metro began its operation in 1979 and serves as the MPO for the greater Portland metropolitan region. Unlike most MPOs and regional transportation planning agencies, Metro has direct land use regulatory control.

### *Who is represented?*

Metro represents the Clackamas, Multnomah and Washington counties plus the 25 cities in the Portland metropolitan region.

### *What are the primary responsibilities and programs?*

Metro primary responsibility is land use and transportation planning for the region. Metro has developed the key regional plans, including the Regional Urban Growth Goals and Objectives, 2040 Growth Concept, The Future Vision, Regional Framework Plan, and Regional Transportation Plan. Metro also plays a significant role in managing the region’s natural resources and providing regional services, such as:

- solid waste disposal system
- operation of regional facilities
- acquisition and management of a system of parks and open spaces
- planning and response coordination for natural disasters
- managing sustainability initiatives
- Data Resource Center

Metro has also been given the authority to raise funds through voter-approved revenue sources such as a property tax, sales tax, or income tax. Metro’s fiscal duties also include pass-through grantmaker, not only managing the flow of all transportation planning funds, but also redistributing dollars collected from local bond measures and managing smaller grant programs.

### *What is the Board structure?*

Metro is governed by a region-wide Council president and six Councilors who are elected by district every four years in nonpartisan races. The president presides over the council, sets its policy agenda and appoints all members of Metro committees, commissions and boards. The Councilors represent distinct sub-regions and local municipalities, but strive to focus on issues that cross district boundaries and build regional solutions. The Council is also responsible for developing long range regional plans and approving regional funding measures. Portland Metro also has an elected Auditor, whose role is to conduct performance audits.

### *What is the Committee structure?*

Metro has a number of committees that are crucial in helping to guide policy decisions and planning efforts. They are also a primary mechanism by which Metro solicits input from citizens and community groups. The size of each committee and citizen representation varies by the type and purpose of each committee. Many committees also have sub-committees. Outlined below is a summary<sup>5</sup>:

- Metro Policy Advisory Committee: 28-member charter-mandated committee of local government representatives and citizens who consult on policy issues, especially those related to services provided by local governments. Three citizen members.

<sup>5</sup> From Portland Metro website: <http://www.oregonmetro.gov/index.cfm/go/by.web/id=311>

- Metro Technical Advisory Committee: 37-member committee of planners, citizens and business representatives that provide detailed technical support to MPAC. Three citizen members.
- Joint Policy Advisory Committee on Transportation: JPACT is a 17-member committee that provides a forum of elected officials and representatives of agencies involved in transportation needs in the region.
- Transportation Policy Alternatives Committee: TPAC is a technical committee that supports JPACT with input on transportation planning priorities and financing alternatives. Six citizen members.
- Regional Travel Options Subcommittee: Subcommittee of TPAC that makes recommendations about planning, funding and implementation of the regional travel options program. Four citizen members.
- High Capacity Transit Subcommittee: The subcommittee is charged with reviewing public input and technical analysis to provide guidance and consensus-based recommendations that reflect the interests and priorities of local jurisdictions through the High Capacity Transit System Plan process.
- Metro Committee for Citizen Involvement: MCCI is a 20-member citizen committee assisting in the develop-

ment, implementation and evaluation of Metro's citizen involvement activities. All members are citizens.

- Natural Areas Program Performance Oversight Committee
- Metro Solid Waste Advisory Committee:
- Smith and Bybee Wetlands Management Committee
- Reserves Steering Committee

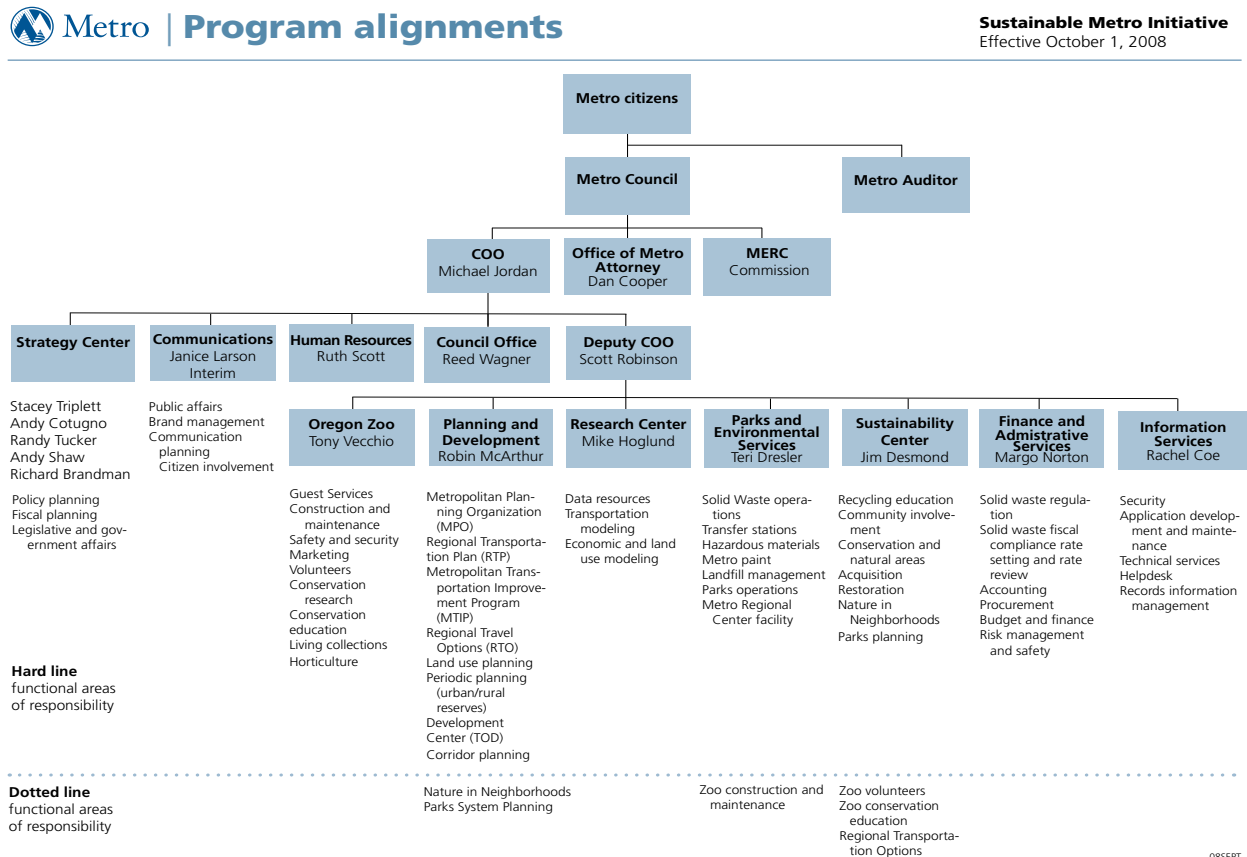
### What are the staffing levels?

Given the number of planning program and service activities, it is not surprising that Metro has a large staff to support its work. The Council appoints a chief operating officer who oversees a workforce of more than 1,600 employees. See the chart below for more information.

### Additional Information

[www.oregonmetro.gov](http://www.oregonmetro.gov)

Figure 2. Portland Metro Organization Chart



## SUMMARY OF CASE STUDIES

This memo provides three case studies of regional bodies, with varying degrees of responsibilities, authority, and resources. There are hundreds of other regional bodies across the country which might be applicable to the Policy Council, but these were chosen because they offer a range of ideas from which the Policy Council can draw from as it moves forward with deciding its future role in the region. These agencies are not a perfect fit, but they showcase what is possible and highlight certain elements that might enhance the Policy Council's ability to coordinate the eight COGs and advocate on their behalf.

Finally, for additional information on regional governance as it pertains to COGs/MPOs, please refer to the following organizations and websites:

- National Association of Regional Councils (NARC) serves as the “national voice for regionalism by advocating for regional cooperation as the most effective way to address a variety of community planning and development opportunities and issues. NARC’s member organizations are composed of multiple local governments that work together to serve American communities - large and small, urban and rural.” [www.narc.org](http://www.narc.org)
- Association of Metropolitan Planning Organizations (AMPO) is a “nonprofit, membership organization established in 1994 to serve the needs and interests of MPOs nationwide.” [www.ampo.org](http://www.ampo.org)
- The Association of Bay Area Governments (ABAG) is the COG for the nine county Bay Area. It also lists all of the MPOs/COGs in the country. [www.abag.ca.gov](http://www.abag.ca.gov)
- A statewide map of California MPOs and RTPAs can be found at the web site for Caltrans’ Office of Regional and Interagency Planning: <http://www.dot.ca.gov/hq/tpp/offices/orip/>.

**STRATEGIC ACTION PROPOSAL, OCTOBER 2006**

Following are excerpts from the Partnership Strategic Action Proposal covering goals, objectives, and actions in two areas: Transportation; and Land Use, Agriculture, and Housing.

The full report can be found at [http://www.sjvpartnership.org/uploaded\\_files/fck/Partnership\\_SAP.pdf](http://www.sjvpartnership.org/uploaded_files/fck/Partnership_SAP.pdf)

<b>Transportation</b>				
<b>Mission</b>				
<p><b>Build innovative transportation systems to increase travel choices and improve mobility, regional and state goods movement, air quality, and economic prosperity.</b></p> <p><b>Indicators:</b> Increase in mobility (through-put and velocity). Increase in quality rating of roadway conditions. Decrease in vehicle hours of delay. Increase in transit availability. Increase in goods movement productivity. Increase in safety. Increase in transit availability and alternative mode trips. Decrease in percentage of single-occupant-vehicle trips. Increase in investments in Highway 99 corridor consistent with the Enhancement Master Plan and Business Plan Elements, including improvements to roadside rest stops consistent with GreenStop© concept. Increase in deployment of intelligent transportation systems (ITS) technology.</p>				
<b>Immediate Actions</b> (First Year)	<b>Short-Term Actions</b> (2-3 Years)	<b>Intermediate Actions</b> (4-6 Years)	<b>Long-Term Actions</b> (7-10 Years)	<b>Responsible Implementer</b>
<p><b>Goal 1: Implement a universally-accepted Route 99 Corridor Master Plan (Enhancement and Business Plan Elements) for the 274-mile section within the San Joaquin Valley as a leading economic development strategy.</b></p>				
<p><b>Objective A: Improve Highway 99 to freeway standards to increase safety.</b></p>				
<p>Memorialize support of the Master Plan (including Enhancement Master Plan and Business Plan Elements) through resolutions from local governments. Work with Councils of Government (COGs) and California Transportation Commission (CTC) to prioritize investments for safety improvements from State Transportation Improvement Plan (STIP) and General Obligation Bond funds.</p>	<p>Begin construction of safety improvement projects. Secure appropriate complementary investments from local self-help measures. Identify other prospective funding sources. Integrate plans into the Regional Blueprint Plan process. Report results in the Annual Progress Reports and at Annual Summits.</p>	<p>Continue construction of safety improvement projects. Secure additional funds to complete safety improvements. Report results in the Annual Progress Reports and at Annual Summits.</p>	<p>Produce a State of the Corridor report to assess progress and update Master Plan as needed. Secure requisite remaining funding. Complete construction of safety improvements consistent with the Master Plan. Report results in the Annual Progress Reports and at Annual Summits.</p>	<p>Department of Transportation, including Districts 6 and 10 (Caltrans), CTC, COGs, U.S. Department of Transportation Federal Highway Administration (FHWA), Local Governments, Highway 99 Task Force</p>
<p><b>Objective B: Increase Highway 99 capacity which will result in improved mobility and reduced congestion, while protecting environmental resources and fostering economic vitality.</b></p>				
<p>Memorialize support of the Master Plan as above. Work with CTC, Caltrans and COGs to prioritize and sequence capacity improvements. Monitor interstate designation negotiations to ensure consistency with policy of COGs and State.</p>	<p>Begin construction of priority capacity improvement projects. Explore innovative funding and financing approaches to identify requisite funding to complete the Master Plan and prepare a report and recommended actions. Report results in the Annual Progress Reports and at Annual Summits.</p>	<p>Continue construction of capacity improvement projects. Secure additional funds to complete capacity improvements. Report results in the Annual Progress Reports and at Annual Summits.</p>	<p>Produce a State of the Corridor report to assess progress and update Master Plan as needed. Secure requisite remaining funding. Complete construction of capacity improvements consistent with the Master Plan. Report results in the Annual Progress Reports and at Annual Summits.</p>	<p>Caltrans, CTC, COGs, FHWA, Local Governments, Highway 99 Task Force</p>
<p><b>Objective C: Create a San Joaquin Valley Route 99 Corridor identity.</b></p>				
<p>Memorialize support of the Master Plan as above. Work with CTC, Caltrans and COGs to integrate the Master Plan Enhancement Element into safety and capacity projects. Begin development of the Highway 99 identity components, including branding logos, signage, rest stops, landscaping, community gateways and soundwalls.</p>	<p>Begin implementation and construction of identity components of the Enhancement Element, including branding of Highway 99 with signage and improvement of a rest stop to prototype the GreenStop© concept.</p>	<p>Inventory enhancements completed and planned. Identify additional opportunities to improve corridor identity and establish “best practice” library.</p>	<p>Complete implementation and construction of identity components of the Enhancement Element. Report results in the Annual Progress Reports and at Annual Summits.</p>	<p>Caltrans, CTC, COGs, FHWA, Local Governments, Highway 99 Task Force</p>

Immediate Actions (First Year)	Short-Term Actions (2-3 Years)	Intermediate Actions (4-6 Years)	Long-Term Actions (7-10 Years)	Responsible Implementer
<b>Objective D: Build an ongoing coalition of civic leaders to support improvements to the Highway 99 corridor.</b>				
Continue working sessions focused on Enhancement Master Plan Element and Business Plan Element implementation. Initiate convening and work of the Highway 99 Master Plan Advisory Committee under development by Caltrans Districts 6 and 10. Monitor interstate negotiations.	Using Route 99 Improvement Guide, GVC, May 2004, engage and educate local elected officials and staff in the benefits of corridor-adjacent land use policies, viewshed enhancement, and other enhancements. Continue to monitor interstate negotiations facilitating consensus and consent as appropriate.	Inventory enhancements completed and planned. Identify additional opportunities to improve corridor identity and establish “best practice” library.	Expand efforts to other corridors, as appropriate.	Caltrans, CTC, COGs, FHWA, Local Governments, Highway 99 Task Force
<b>Goal 2: Improve safety and capacity of vital east-west corridors.</b>				
<b>Objective A: Support construction of projects to improve safety and capacity of vital east-west corridors.</b>				
Organize and convene a work group within the Regional Blueprint Plan process to identify and prioritize projects to improve safety and capacity of vital east-west corridors. Prepare a report and recommend actions.	Prepare a region-wide plan for improving safety and capacity of vital east-west corridors. Develop a funding and financing plan. Begin construction of critical projects.	Identify and secure funding. Begin construction of priority projects.	Continue construction of priority projects. Evaluate results and determine longer-term actions.	COGs, Caltrans, CTC, Local Governments
<b>Objective B: Incorporate plans for improving east-west corridors into Regional Blueprint Plan.</b>				
Complete above action.	Determine the appropriate land use patterns associated with the improved safety and capacity. Incorporate the priority east-west corridor projects into the Regional Blueprint Plan, Regional Transportation Improvement Plans, and county and city general plans.	Continue to evaluate impact of project improvements on expected outcomes of the Regional Blueprint Plan.	Incorporate longer-term actions into Regional Blueprint Plan.	COGs, Caltrans, CTC, Local Governments
<b>Goal 3: Improve goods movement within the region to increase economic vitality, traffic safety, and mobility.</b>				
<b>Objective A: Increase benefits to the San Joaquin Valley from goods movement through a “goods movement enhancement system” specific to the region.</b>				
Identify stakeholders to participate with Business, Transportation and Housing Agency (BTH) and California Environmental Protection Agency (Cal/EPA) in developing regional goods movement plan specific to the San Joaquin Valley to be integrated into the overall state Goods Movement Action Plan.	Complete the San Joaquin Valley Goods Movement Action Plan. The plan should address all relevant modes of goods movement including, but not limited to, truck, rail, and air.	Develop a business plan that identifies projects and funding strategies necessary to implement the San Joaquin Valley Goods Movement Action Plan. Identify and secure funding and/or investors.	Implement the San Joaquin Valley Goods Movement Action Plan.	BTH, Cal/EPA, Caltrans, CTC, FHWA, San Joaquin Valley Air Pollution Control District, Stakeholders

Immediate Actions (First Year)	Short-Term Actions (2-3 Years)	Intermediate Actions (4-6 Years)	Long-Term Actions (7-10 Years)	Responsible Implementer
<b>Goal 4: Enhance goods movement capacity while increasing safety, decreasing congestion, improving air quality, and promoting economic development.</b>				
<b>Objective A: Accommodate current and future goods movement needs while improving air quality and economic prosperity.</b>				
Initiate through BTH meetings with Caltrans, CTC, California Air Resources Board (ARB) and other appropriate State agencies to determine how to fully utilize the Shafter Intermodal Freight Facility and other rail-dependent projects. Explore and study development of projects such as “Short Sea Shipping” and other innovative technologies.	Identify strategies to improve rail capacity in goods movement. Identify resources to fund research and development on innovative technologies. Coordinate with existing transportation groups, economic development organizations, and the Regional Blueprint Plan process.	Identify and secure funding and/or investors. Implement rail strategies and goods movement pilot projects.	Continue implementation. Assess results and determine longer-term actions.	BTH, Caltrans, CTC, ARB, State Agencies, COGs, Stakeholders
<b>Goal 5: Develop a sustainable region-wide transit system.</b>				
<b>Objective A: Implement a comprehensive and efficient alternative transportation system for intra-regional and inter-regional passenger trips.</b>				
Work with COGs and Caltrans to initiate a planning process for a comprehensive transit system. Coordinate activities with the Regional Blueprint Plan process.	Explore strategic approaches to identifying, preserving and acquiring rights-of-way. Prepare a report and recommended actions. Work with San Joaquin Valley Air Pollution Control District (SJVAPCD) to analyze air quality benefits. Integrate actions into Regional Blueprint Plan.	Develop an action plan, including prioritization of projects. Identify and secure funding sources.	Begin implementation of the action plan and initial project construction.	COGs, Transit Agencies, Caltrans, SJVAPCD, Stakeholders
<b>Goal 6: Transform roadside rest stops into user-friendly amenities that benefit the overall region and host communities.</b>				
<b>Objective A: Improve roadside rest stops amenities and facilities to benefit user safety, facilitate tourism, and educate users about the environment and local communities.</b>				
Request CTC to adopt plan submitted by BTH and Caltrans. Address the regulatory issues regarding designer selection, commercial activity, and interagency partnerships.	Develop a specific work plan. Identify and secure funding. Move project through planning, design, engineering and permitting phase.	Begin implementation of the work plan and construction of improvement rest stops and other amenities.	Continue implementation of work plan and construction or projects. Evaluate results and revise work plan as appropriate. Evaluate impacts on economic development in the region.	BTH, Caltrans, CTC, COGs, California Travel and Tourism Commission, California State Parks, FHWA, Highway 99 Task Force
<b>Goal 7: Improve mobility through more efficient land use patterns that will reduce single-occupant trip generation and support use of alternative modes.</b>				
<b>Objective A: Encourage the Regional Blueprint Plan process to integrate land use and transportation planning to improve mobility.</b>				
Establish a formal working relationship with the Regional Blueprint Plan process. Reach agreement on scope of work for identifying and evaluating all strategies to improve mobility through integration of transportation and land use planning and the development of a world-class multi-modal system.	Develop methodology and evaluate impacts on mobility from alternative land use patterns and policies. Determine magnitude of transportation investments to support range of growth projections in Regional Blueprint Plan process. Determine and approve most cost-effective, preferred regional transportation component of the Regional Blueprint Plan.	Continue to monitor land use region-wide and determine impacts on transportation plans and mobility. Determine needed amendments to the Regional Blueprint Plan.	Assess degree to which land use decisions are consistent with Regional Blueprint Plan and the impacts on mobility goals. Determine appropriate changes in both land use and transportation plans to achieve goals.	COGs, Caltrans, Blueprint Regional Advisory Committee, Local Governments

Immediate Actions (First Year)	Short-Term Actions (2-3 Years)	Intermediate Actions (4-6 Years)	Long-Term Actions (7-10 Years)	Responsible Implementer
<b>Objective B: Incorporate into regional transportation plans those actions that support and encourage implementation of the Regional Blueprint Plan.</b>				
Complete above action.	Provide feedback to county transportation agencies and local governments to obtain further input to Regional Blueprint Plan. Develop process and criteria for evaluating transportation projects based on goals, objectives and strategies of the Regional Blueprint Plan.	Work with local governments to incorporate the regional transportation component of the Regional Blueprint Plan into county and city general plans. Prepare an action plan to fund and finance the regional transportation improvements. Develop methods for meeting regional transportation needs and insuring integrity of regional land use plans.	Determine appropriate amendments to regional transportation plans and general plans consistent with above determinations.	COGs, Caltrans, Blueprint Regional Advisory Committee, Local Governments
<b>Goal 8: Improve understanding by public officials and public of the relationship between investments in transportation improvements and economic development.</b>				
<b>Objective A: Develop and implement a system for tracking economic development that results from investments in transportation improvements.</b>				
Work with stakeholders to develop a framework for the system.	Hold "Transportation: A Cornerstone of the Economy" workshop(s) for COGs, economic development organizations, Chambers of Commerce, and other stakeholders. Develop commitment for instituting measurement system.	Issue first report on findings.	Promote continued and more refined tracking of how transportation infrastructure improvements encourage and support economic development.	Great Valley Center, COGs, Economic Development Organizations, Chambers of Commerce, Local Governments
<b>Goal 9: Implement "intelligent transportation system" (ITS) technologies to assist the region in achieving mobility goals.</b>				
<b>Objective A: Integrate ITS into all transportation planning and construction projects.</b>				
Update COGs and Highway 99 Task Force on the status of the San Joaquin Valley ITS Strategic Deployment Plan.	Determine which elements of the ITS Plan should/can be integrated into planned projects.	Develop a work plan for implementing ITS technologies. Deploy ITS best practices and become a model region for use of technology.	Evaluate results and incorporate next generation ITS technology into regional transportation plans.	Caltrans, COGs, Local Governments, Technical Experts
<b>Goal 10: Assure the high-speed rail system, if implemented, supports the San Joaquin Valley in achieving its economic, environmental, land use, and mobility goals.</b>				
<b>Objective A: Provide tangible benefits and mitigate impacts to the region while assisting the State in meeting transportation goals.</b>				
Identify advocates of the proposed system who also understand the broad range of possible benefits and challenges the project could bring to the region. Engage them in the process.	Monitor progress of the proposal and continue to advocate on behalf of the region.	Develop action plan based on status of high-speed rail system.	Develop longer-term actions based on status of high-speed rail system.	COGs, State Legislators, Congressional Representatives, Local Governments, Stakeholders

## Work Group Recommendations

### Land Use, Agriculture and Housing

#### Challenge

In light of the ever-increasing population of the San Joaquin Valley, the growth challenge facing the region is complex. It is necessary to ensure that the growth creates healthy, sustainable cities that provide a wide range of employment opportunities and the amenities that Californians have come to expect, while minimizing impacts on valuable natural resources and important agricultural land.

However, a lack of coordination and certainty hamper positive outcomes. General Plans have not been updated to prepare the region for the projected growth; city and county plans are not necessarily coordinated. The eight Councils of Government coordinate to the extent possible, but report to independent boards and often demonstrate different priorities, making the development of a comprehensive, well planned regional transportation system difficult, if not impossible. State and federal agencies have begun to proactively engage in the region recently, but more collaboration is needed. The availability and use of geographic information systems and computer models is uneven across the region, and no one entity provides data to local agencies and the public. Enormous investments are being made in land in the region, and while developers and investors see opportunity in growth, there is uncertainty about the direction and the “rules” that will guide the development of the region. Further, while the development of housing in the Valley has brought many economic benefits, it also presents several challenges. Although new housing in the region is more affordable for Bay Area and Southern California workers, the demand for housing from the workforce in coastal regions has significantly driven up the cost of housing for long-term Valley residents, ironically making housing affordability for the region a major problem. Further, housing development is taking important agricultural lands out of production, threatening the strength of this economic sector for the region at the same time that there are new frontiers for agriculture in food processing and renewable energy biofuels.

The collaboration among the eight Councils of Government to successfully compete for and secure State funding for the Regional Blueprint Plan is a pivotal process for addressing these problems. It also provides an opportunity for testing new regulatory solutions and models. Preparation and adoption of the Regional Blueprint for sustainable growth is essential for long-term economic prosperity in the San Joaquin Valley.

#### Scope of Work

- Develop a macro-level concept plan for the San Joaquin Valley by bringing together stakeholders and existing efforts/resources to develop a strategy for integrating related parts of a complex system into a cohesive model for the region. (Great Valley Center will convene a series of workshops with interested groups and stakeholders to develop a plan for integration of local priorities, housing goals, land and natural resources GIS data such as the “Great Places” program and U-Plan Model, and existing local General Plans.)
- Consider the fiscal implications for local government related to land use scenarios. Encourage and support a coordinated Regional Blueprint Plan application and program implementation.
- Develop principles, guidelines, and investment incentives for landowners, developers, and local governments to coordinate their actions on a regional basis.
- Identify legislative and regulatory issues, which if changed or amended, could lead to better, more consistent and predictable outcomes for communities, landowners and investors. (Resources Agency will provide an overview of legislative and regulatory issues.)
- Consider reorganization or consolidation strategies that would aid the region in greater cohesion and collaboration for large-scale regional issues.
- Provide the mechanism for greater availability and use of spatial data by state and local agencies, stakeholders and the public. (ICE at UC Davis and its partners will design a data base for CEQA documents to monitor and assess cumulative impacts of land use changes and development.)
- Ensure the coordination of regional and state agencies to provide the greatest level of efficiency and accomplishment.

## APPENDIX D: UPDATE ON STATUS OF PARTNERSHIP TRANSPORTATION GOALS

### Lead Organization(s): Great Valley Center (through June 2009), Central Valley Councils of Government

C = Completed  
 IP = In Progress  
 NP = No Progress  
 W = WIA Grant

ACTIONS	STATUS	2009 4th QUARTER REPORT (October–December 2009)	STATUS	2010 1st QUARTER (Jan 1–Mar 31)
Goal 1: Implement a universally accepted Route 99 Corridor Master Plan (Enhancement and Business Plan Elements) for the 274-mile section within the San Joaquin Valley as a leading economic development strategy.	<input type="checkbox"/> IP		<input type="checkbox"/>	
Objective A: Improve Highway 99 to freeway standards to increase safety.				
Promote adoption of resolutions supporting the Master Plan for Route 99, by counties and cities along the Highway 99 corridor.	IP	San Joaquin Valley Regional Policy Council has endorsed the SR 99 Master Plan; individual Councils of Government (COGs) are currently considering approval/acceptance		San Joaquin Valley Regional Policy Council has endorsed the SR 99 Master Plan; individual Councils of Government (COGs) have also acted on the Business Plan.
Work with Caltrans and the Council of Governments (COGs) to work toward implementation schedule for projects and additional funding.	IP	San Joaquin Valley COGs are working with Caltrans Districts 6 and 10 to identify potential cost savings from Proposition 1B projects on SR 99; should revised project cost estimates be realized, additional project(s) may be identified on SR 99		San Joaquin Valley COGs are working with Caltrans Districts 6 and 10 to identify potential cost savings from Proposition 1B projects on SR 99; selected new projects are scheduled to be presented to the CTC in June 2010.
Objective B: Increase Highway 99 capacity which will result in improved mobility and reduced congestion while protecting environmental resources and fostering economic vitality.				
Work with Caltrans on progress of interstate negotiation.		Regional Policy Council has taken a position of not pursuing Interstate designation for SR 99		Regional Policy Council has taken a position of not pursuing Interstate designation for SR 99
Monitor development of report on funding needs and financing approaches for Master Plan implementation.		See response to Objective 1A above		See response to Objective 1A above
Objective C: Create a San Joaquin Valley Route 99 Corridor identity.				
Provide oversight, input and act a catalyst to move forward recommendations.		No action has been taken on Objective C		No action has been taken on Objective C
Objective D: Build an ongoing coalition of civic leaders to support improvements to the Highway 99 corridor.				
Convene working sessions of Highway 99 Master Plan Advisory Committee to support Master Plan implementation.		See response to Objective 1A above		See response to Objective 1A above
Provide educational opportunities for elected officials and staff on benefits of corridor-adjacent land use policies.		Regional Policy Council held its annual conference in Fresno Oct 1-2, 2009, with several sessions on this topic		Regional Policy Council will hold its annual conference in Modesto in fall 2010.
Goal 2: Improve safety and capacity of vital east-west corridors. (Assumes timing of Blueprint work is conducive to proposed action items according to the schedule outlined in the Partnership Strategic Action Plan)	<input type="checkbox"/>		<input type="checkbox"/>	

ACTIONS	STATUS	2009 4th QUARTER REPORT (October–December 2009)	STATUS	2010 1st QUARTER (Jan 1–Mar 31)
Objective A: Support construction projects to improve safety and capacity of vital east-west corridors.		San Joaquin Valley COGs submitted a proposal to Caltrans in 2009 for studying east-west corridors focusing on Goods Movement; grant proposal not approved; revised proposal will be resubmitted to Caltrans by March 1, 2010		SJV COGs submitted a proposal to Caltrans in February, 2010 to study east-west corridors focusing on Goods Movement. A favorable response is anticipated from Caltrans.
Work with COGs and Blueprint Regional Advisory Committee (BRAC) to discuss potential safety and capacity improvements vital east-west corridors.				
Work with Transportation Work Group to assist Caltrans in development of East-West Corridor Plan.				
Objective B: Incorporate plans for improving east-west corridors into Regional Blueprint Plan.		See Objective 2A above		See Objective 2A above
With COGs, Work Group will develop appropriate east-west corridor land use patterns to address Blueprint land use goals.				
Goal 3: Improve goods movement within the region to increase economic vitality, traffic safety, and mobility.	<input type="checkbox"/>	See Objective 2A above		See Objective 2A above
Objective A: Increase benefits to the San Joaquin Valley from goods movement through a “goods movement enhancement system” specific to the region.				
Engage Work Group in efforts by Business Housing and Transportation Agency (BTH) and CAL/EPA to develop the San Joaquin Valley Regional Goods Movement Action Plan.	IP			
Goal 4: Enhance goods movement capacity while increasing safety, decreasing congestion, improving air quality, and promoting economic development.	<input type="checkbox"/>	See Objective 2A above	<input type="checkbox"/>	See Objective 2A above
Objective A: Accommodate current and future goods movement needs while improving air quality and economic prosperity.				
Working through BTH, analysis of projects to augment goods movement will be conducted.				
Identification of subgroup of interested stakeholders to identify and prioritize issues and projects to improve goods movement.				
Goal 5: Develop a sustainable regionwide transit system.	<input type="checkbox"/>	Regional Policy Council approved the San Joaquin Valley Express Transit Study in June 2009 and incorporated its findings and recommendations into the Council's Regional Transportation Plan Element	<input type="checkbox"/>	Regional Policy Council approved the San Joaquin Valley Express Transit Study in June 2009 and incorporated its findings and recommendations into the Council's Regional Transportation Plan Element
Objective A: Implement a comprehensive and efficient alternative transportation system for intra-regional and inter-regional passenger trips.				

ACTIONS	STATUS	2009 4th QUARTER REPORT (October–December 2009)	STATUS	2010 1st QUARTER (Jan 1–Mar 31)
Engagement of COGs and Caltrans in planning process for development of a comprehensive and interoperable transit system.				
Goal 6: Transform roadside rest stops into user-friendly amenities that benefit the overall region and host communities.	<input type="checkbox"/>	No action was taken on this Goal	<input type="checkbox"/>	No action was taken on this Goal
Objective A: Improve roadside rest stops amenities and facilities to benefit user safety, facilitate tourism, and educate users about the environment and local communities.				
Monitor BTH progress on regulatory challenges regarding designer selection, commercial activity, and interagency partnerships.				
Goal 7: Improve mobility through more efficient land use patterns that will reduce single-occupant trip generation and support use of alternative modes.	<input type="checkbox"/>	San Joaquin Valley Blueprint year 4 activities include transportation/land use model development that may be used as a basis for evaluating urban form/transportation relationships		SJV COGs have contracted for consultant services to prepare a Blueprint Implementation Plan scheduled for delivery in Nov 2010.
Objective A: Encourage the Regional Blueprint Plan process to integrate land use and transportation planning to improve mobility.				
Development of methodology and evaluation of impacts on mobility from alternative land use patterns and policies.				
Objective B: Incorporate into regional transportation plans those actions that support and encourage implementation of the Regional Blueprint Plan.	C			
Work with Caltrans to ensure COGs and local governments have assistance in incorporating complimentary land use and transportation plans into the Blueprint.				
Goal 8: Improve understanding by public officials and public of the relationship between investments in transportation improvements and economic development.	<input type="checkbox"/>	San Joaquin Valley Blueprint year 4 activities include public communication and education of transportation/economic development relationships	<input type="checkbox"/>	A SJV Blueprint Summit is scheduled for June. Local elected and planning commission officials are targeted for attendance and participation.
Objective A: Develop and implement a system for tracking economic development that results from investments in transportation improvements.				
Design and organize "Transportation: A Cornerstone of the Economy" workshop and identify "volunteer" communities for implementation.				
Goal 9: Implement "intelligent transportation system" (ITS) technologies to assist the region in achieving mobility goals.	<input type="checkbox"/>	Regional Policy Council did not act on this Goal	<input type="checkbox"/>	Regional Policy Council did not act on this Goal

ACTIONS	STATUS	2009 4th QUARTER REPORT (October–December 2009)	STATUS	2010 1st QUARTER (Jan 1–Mar 31)
Caltrans and/or COG representative will provide status report to Work group on San Joaquin Valley ITS Strategic Deployment Plan.				
Goal 10: Assure the high-speed rail system, if implemented, supports the San Joaquin Valley in achieving its economic, environmental, land use, and mobility goals.	<input type="checkbox"/> IP	San Joaquin Valley COG directors and Regional Policy Council receive regular status reports on high-speed rail; Regional Policy Council supports HSR implementation in the San Joaquin Valley including construction of the Heavy Maintenance Facility	<input type="checkbox"/>	San Joaquin Valley COG directors and Regional Policy Council receive regular status reports on high-speed rail; Regional Policy Council supports HSR implementation in the San Joaquin Valley including construction of the Heavy Maintenance Facility
Objective A: Provide tangible benefits and mitigate impacts to the region while assisting the State in meeting transportation goals.				
Facilitate updates for Work Group that present benefits and challenges that could result from implementation.				
Challenges/Problems/Bottlenecks/Feedback encountered during the quarter		N/A		N/A
New funds leveraged during the quarter.		N/A		N/A