

**Yolo Local Agency Formation Commission
Shared Services Strategic Plan
December 2012**

Shared Services Vision

Yolo LAFCo is a valued, county-wide regional agency, aggressively promoting high-quality government services through collaboration and sharing of resources at an efficient scale.

Shared Services Values

1. A “culture of collaboration” is key to fostering the trust required for shared services to be successful. It is therefore worthwhile for LAFCo to invest its resources in fostering collaboration among our partner agencies.
2. Shared Services is a voluntary effort. LAFCo recognizes that each agency will determine what level of commitment and implementation is appropriate for them.
3. LAFCo will focus on shared programs that have the support of all five agencies, as it’s important for LAFCo to retain its independent objective status among the County and our four cities.
4. Oversight of existing shared partnerships through joint powers agreements (JPAs) is necessary to maintain high service delivery.
5. LAFCo will work with other agencies via their executive manager for feedback on shared service issues (similar to a consultant-client relationship) however, ultimate authority and direction on LAFCo shared services policies and initiatives rest with the Commission.
6. LAFCo will assist other agencies in “teeing-up” shared service opportunities; however detailed implementation must be handed off to the agencies. LAFCo can best assist agencies by keeping its eye on the big picture by analyzing new opportunities without getting mired down in technical work or detailed implementation.
7. LAFCo will utilize its existing tools and processes to evaluate new opportunities for shared services and improved government efficiencies such as the municipal service review (MSR).
8. LAFCo will proactively exercise its statutory mission and authority to initiate agency consolidations and/or dissolutions where appropriate and understands that such change will bring adaptive challenges that must be delicately handled.
9. Efficient government service delivery will involve partnerships with agencies at numerous levels: SACOG, school districts, UC Davis, Yocha Dehe, special districts, non-profits and potentially agencies in other counties.

Shared Services Goals and Action Items

Goal 1 - LAFCo promotes the most efficient forms of government for the common good.

Action 1.1 LAFCo is proactive with its Municipal Service Review process to review an agency’s financial ability to provide services and opportunities for shared services and facilities, including possible consolidation of government agencies.

Action 1.2 LAFCo will use the Municipal Service Review process to identify government efficiencies and initiate agency consolidations and/or dissolutions where necessary to “right size” public agencies.

Action 1.3 Following completion of the MSR process, staff aggressively follows up with agencies requiring status update as necessary regarding their implementation of/compliance with LAFCo recommendations.

Goal 2 - LAFCo actively works to promote shared services that will save agencies money and allow them to either maintain services levels during difficult financial times or even improve service delivery.

Action 2.1 LAFCo evaluates new shared service areas for their potential to maintain or improve services at a reduced cost in order to determine the value of implementation.

Action 2.2 LAFCo leverages its independent status to assist agencies to provide third-party independent analysis in evaluating existing conditions and studying new shared opportunities, such as discussions between the City of Woodland and Yolo County regarding potentially sharing building maintenance and other services.

Action 2.3 Staff facilitates next steps as determined by the Commission to implement shared service opportunities, such as contracting for transition plans to improve the Yolo County Animal Services program at the most efficient cost to partner agencies.

Goal 3 – LAFCo assists the agencies in providing a framework and/or platform to facilitate shared services.

Action 3.1 – Staff creates agreement framework(s) (JPA, MOU, contract templates, etc.) as appropriate to facilitate shared services among government agencies.

Action 3.2 – LAFCo promotes the creation of a web-based platform to foster information sharing, communication and a clearinghouse for shared services activities.

Goal 4 - Yolo LAFCo fosters and promotes agency collaboration at all levels.

Action 4.1 Yolo LAFCo organizes and promotes regular Yolo Leaders forums with agenda topics/speakers that are of interest and value to elected leaders in all geographic areas of the county and at all agency levels.

Action 4.2 LAFCo promotes shared services at any and all levels, speaking at and coordinating with CALAFCO, the SACOG shared services ad hoc committee, Yolo Non-Profit Leaders, and others to coordinate and compliment each others’ shared service efforts.

Goal 5 - LAFCo is the “go to” facilitator/convener for Yolo intra-agency issues.

Action 5.1 Yolo LAFCo acts as a convener for multi-agency joint projects in a coordinating role as appropriate such as the potential agricultural distribution hub project with the City of Winters and Yolo County.

Goal 6 – LAFCo facilitates oversight of existing shared service partnerships implemented through joint powers agreements (JPAs).

Action 6.1 LAFCo staff assists the County Auditor’s office in developing an inventory of JPAs, member agencies and the date of last audit performed.


Action 6.2 The shared services JPA is structured to allow for consolidation and oversight of existing JPAs that involve service delivery as deemed appropriate by the member agencies.

DRAFT



January 12, 2012

TO: SACOG Board of Directors

FROM: Peter Hill, Chair 

SUBJECT: Shared Services and New Initiatives Task Force

Background

In years past, SACOG has provided direct technical assistance services to many member cities and counties. This started in the late 1970's when SACOG's predecessor agency, the Sacramento Regional Area Planning Commission (SRAPC), received a series of grants from the Department of Housing and Urban Development (HUD) to fund direct services to member agencies. Aimed primarily at the smaller jurisdictions, assistance took the form of: preparation of general plans and housing elements and temporary assignment of staff to planning departments when staffing issues arose. Later, when the grant program ended, some technical assistance was provided on a reduced fee for service basis.

SACOG has also been asked to become involved in new initiatives. These requests involve a wide variety of activities. Some requests have asked SACOG to provide new agency planning, staffing and start up services. Some have asked for technical data and analysis. And recently, some have asked for leadership and coordination in areas of concern to member cities and counties.

The two-year period between development of MTPs is a unique time for the agency to consider strategic initiatives; past examples include the kickoff of RUCS and the regional efforts around the Delta Plan. We are also seeing continued pressures on the SACOG members through state budget impacts and other staff contractions. This is an opportune period for us to talk about how and where we want the agency to focus to better support and serve our needs, to develop revenue opportunities for project delivery and programs, and to save us money.

This idea has been discussed with management staff and they support the idea of starting an ad hoc task force. The main focus would be to save members money and improve the quality of service they receive from SACOG. It would serve as a place to begin to discuss how SACOG might provide shared services, such as traffic modeling to members. It would also provide a place to discuss how SACOG should respond to requests for involvement in new initiatives.

Shared Services and New Initiatives Task Force
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Page Two

Task Force

This is a primary example of SACOG's Strategic Plan Goal #3.

Strategic Plan Goal 3: Serve as a source of high quality information, convener, and/or advocate on a range of regional issues when the agency's involvement would provide unique, added value to promoting a sustainable future for the region.

Performance Indicator: Deliver cost savings to local governments by building the capacity of the agency in areas of highest need to member jurisdictions and/or leveraging new revenues in collaboration with local governments.

The formation of the Shared Services and New Initiatives Task Force will provide an opportunity for staff and members of the task force to discuss the potential for assistance to member cities through shared services. It will also provide a forum for discussion on how SACOG should respond to new initiative requests from member agencies and others. The Task Force would report back to the full SACOG Board.

While this Task Force may eventually become a standing committee of the SACOG Board, it seems appropriate to start as an ad hoc task force of the SACOG Board of Directors, with a limited term of one year.

I am asking the following board members to serve on this Task Force:

John Knight, Chair
Diane Hodges, Vice Chair
Steve Miklos
Leslie McBride
Phil Serna
Don Saylor
Tom Cosgrove
Mary Jane Griego
Steve Miller
Kevin Hanley
Tom Stallard
Peter Hill

If other board members have a particular interest in this project, I will consider expanding the task force.

PH:rt



Shared Services & New Initiatives Task Force

Thursday, August 30, 2012 at 12:00 p.m. – **LUNCH WILL BE PROVIDED**

Roll Call: Directors Cabaldon, Cosgrove, Griego, Hanley, Hill, Krovoza, McBride, Miklos, Saylor, Serna, Stallard, Vice Chair Hodges, and Chair Knight

Members of the public may comment on any item on the agenda at the time that it is taken up by the Board. We ask that members of the public come forward to be recognized by the Chair and keep their remarks brief.

1. Work Plan Overview (Mr. McKeever)
2. Demonstration of Orange County LACFCO Match Tool (Mr. Chew)
3. Update on Yolo County Shared Services Activities (Mr. Chew)
4. Sutter Animal Services Authority – Sutter County/Yuba City/Live Oak JPA (Director Hodges)
5. GIS Cooperative (Mr. Concannon)
6. Discussion of Shared Services Survey (Ms. Sloan)
7. Strategy for Working Group Development and Focus Group Discussions (Ms. Sloan)
8. Research/Speaker Requests or Recommendations (Mr. McKeever)
9. Other Matters
10. Adjournment

◀ Indicates Action

Prepared by:

Approved by:

Mike McKeever
Chief Executive Officer

John Knight
Chair

The Meridian Plaza Building is accessible to the disabled. If requested, this agenda, and documents in the agenda packet can be made available in appropriate alternative formats to persons with a disability, as required by Section 202 of the Americans with Disabilities Act of 1990 and the Federal Rules and Regulations adopted in implementation thereof. Persons seeking an alternative format should contact SACOG for further information. In addition, a person with a disability who requires a modification or accommodation, including auxiliary aids or services, in order to participate in a public meeting should contact SACOG by phone at 916-321-9000, e-mail (contact@sacog.org) or in person as soon as possible and preferably at least 24 hours prior to the meeting.

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Yuba County



Shared Services and New Initiatives Task Force

October 11, 2012

Shared Services Survey and Working Group Update

Issue: Update on the Shared Services Initiative and Working Group discussion

Recommendation: This is for information only.

Discussion: Following Task Force discussion at the September 27 meeting, staff worked with the survey responses to identify early opportunities for shared services. Attachment A, which includes three tables, explains in detail how staff attempted to organize the data by the key variables, including:

- the service category each fits into (data/information, coordination/collaboration, planning/policy, and service delivery);
- the percentage of survey respondents that rated their level of interest in the item as “high” or “very high”;
- whether the specific item fits into a general services categories for which respondents expressed high interest in shared service activity (Table 2); and
- if SACOG is involved in the activity, whether the service is related to current SACOG activities, or whether it might be classified as an MPO and/or COG function.

The end result is 15 shared service ideas out of the original 44 identified on the survey with a high level of interest from the survey respondents that could be further explored. These items are highlighted on Table 1 with a green or yellow dot.

The Shared Services Working Group, which is comprised of city managers, county administrators and their designees met to review these materials. The Working Group concluded that some of the initial 15 ideas could be consolidated in some cases (e.g., pooled purchasing of materials and vehicles could be one item). Beyond the survey, the Working Group expressed interest in convening department heads from local governments by discipline (e.g., IT, HR, procurement) to review the survey responses, discuss specific services for consideration, and identify ideas for potential shared services that may not have been captured by the survey. The local government staff may recommend ideas back to the Working Group and Task Force for further discussion or pursue partnership opportunities independently. The Working Group and Task Force may also recommend services they are not interested in pursuing as a shared service.

SACOG could assist in coordinating or facilitating policy area discussions with department heads, whether or not SACOG may ultimately be a partner in future shared service partnerships. Staff is seeking the Task Force’s input and guidance.

Approved by:

Mike McKeever
Chief Executive Officer

Key Staff: Kirk Trost, Chief Operating Officer, (916) 340-6210
Rebecca Sloan, Director of External Affairs & Member Services, (916) 340-6224
Greg Chew, Senior Planner, (916) 340-6227

Opportunity Analysis of the Shared Services Survey

Background

As part of the Shared Services and New Initiatives work, staff conducted an online survey of potential shared services. The survey was sent to the SACOG Board members, city managers and county executives. Twenty-five individuals representing 22 of the 28 SACOG member jurisdictions completed the survey (some had both an elected official and a manager complete, most had one representative participate).

There were two main sections of the survey: general service categories and specific services. In the first section, the survey asked respondents to identify any general categories of services (e.g., police, human resources) they currently share and whether they were interested in sharing the service in the future. The second section asked respondents to identify their level of interest in a limited list of specific services. The results of both sections, along with some staff analysis, are provided in the three attached tables.

General Service Category Discussion – Table 2

At the September 27 Task Force meeting, several members used the term "low-hanging fruit" to describe early opportunity areas for shared service partnering discussions. The Task Force requested that staff identify and bring back to the Task Force discussion a list of "low-hanging fruit." Staff was also able to meet with the Working Group to gather input from city managers, county executives and their designees on the survey results and potential "low-hanging fruit".

Using the shared services survey responses, staff developed a working definition of "low-hanging fruit" as a general category of service that:

a) is currently a shared service in limited ,orb) was identified in the survey as having a lot of interest from member jurisdictions.

The difference in percentage of respondents who said, "*My jurisdiction/organization may be interested in shared service in this service area*" and the percentage who responded, "*My jurisdiction/organization shares this service*" was used as a measure of the potential for new shared services. Table 1 shows this opportunity analysis of the shared services survey results.

The following general categories of services ranked as "low-hanging fruit":

- Fleet / Facility Management
- Human Resources
- Development Services
- Planning/Zoning/Permitting/General Planning Support
- Procurement Services
- Information Technology

Staff recognizes that this definition might miss some specific services with high potential, which might fall into one of the general categories but did not rank highly by this measure. For example, Government Affairs/Joint Advocacy and Economic Development scored lower in large measure because a high percentage of jurisdictions to some degree already share services (29% for each category). Even though a relatively high degree of sharing is already going on in these areas, there may be specific services which could be added to the shared category. Staff took this into consideration in analyzing the specific services portion of the survey.

Specific Services Discussion – Table 1 and 3

The second section of the survey asked respondents to identify their level of interest in 44 specific services. Table 3 shows the level of interest (“very high”, “high”, “medium”, “low or no interest”, “do not like” and “do not know or need more information”) for each specific service item. These service ideas were collected by SACOG from a variety of sources over time.

Table 1 provides a sorting and ordering of the results. First, it sorts each service into one of four categories: Data/Information, Coordination/Collaboration, Planning/Policy, and Service Delivery.

- Data/Information includes services that build on data and technical services that SACOG and many other organizations already do, such as monitoring land use, housing, demographics, and travel; and modeling and forecasting. Service sharing could involve discussion and adaptation of current activities to make existing activities and products more shareable and useful for multiple jurisdictions.
- The Coordination/Collaboration category includes jurisdictions partnering to provide specific services, with the goal of reducing costs or improving the outcomes of those activities. Service sharing could involve identifying new opportunities for coordination or collaboration, and developing partnership arrangements to support a multi-jurisdictional approach to the activity.
- The Planning/Policy category includes activities related to resource allocation or policy-making. Specific opportunities to undertake these activities as shared services could require more discussion amongst policy makers, jurisdiction staff and SACOG.
- The Service Delivery category includes many administrative and support activities (e.g., fleet management), for which sharing of services may result in equivalent outcomes at lower cost.

Second, Table 1 sorts those specific service items that had the highest percentage of respondents who marked their level of interest as “high” or “very high”. Those items with green dots indicate 62 percent or higher of survey respondents showing high or very high interest. The yellow dots indicate those items that had 55 to 61 percent of respondents indicating high or very

high interest. The remaining items without colored dots represent less than 55 response in the very high and high interest levels. The result is the 15 items with green or yellow dots indicating the most interest from jurisdictions and serves as the starting point for selecting items for initial exploration.

Next, the third column to the left on Table 1 includes an “X” for those services that fit into a general category of service that currently has limited service sharing now and a high level of survey respondents’ interest. As described earlier, Table 2 provides this information. Column 1 on Table 2 shows the percent of respondents indicating that there is an interest in sharing this general category of service. Column 2 shows the percentage of jurisdictions that currently share this service. Those with a big positive difference (defined as Column 1 minus 2 equals 43% or higher) are those identified as having a high opportunity for share service. Twelve of the 15 specific items in Column 2, Table 1, (those with the green or yellow dots) belong in general service categories identified as early opportunities.

Finally, Table 1 identifies how the specific services relate to SACOG’s functions. The survey was developed to identify services that could be jointly shared or coordinated within the region or within sub-areas. No discussion has been given to who the service provider would be, as specific services have not been analyzed. However, in the event that SACOG is identified as a potential service provider or has some other role (e.g., facilitator, coordinator), Column 6 in Table 1 provides additional detail as to whether the service is related to a current activity at SACOG or whether it relates to an MPO function, a COG function, or a combination of both. “MPO” indicates service sharing would be a relatively straightforward extension of SACOG’s federally designated MPO functions related to transportation. “COG” indicates that service sharing would either extend an existing Council of Governments function, or add a new COG function in SACOG’s Joint Powers Authority structure to be a forum for regional issues among the jurisdictions. “MPO/COG” services, depending on the extent and definition of service sharing, could fall in either category. By definition, service sharing would require multi-jurisdictional participation in the activity. These designations are intended to respond to discussion questions raised during the September 27 Task Force meeting. This coding is not intended to imply a recommendation for SACOG’s participation in these specific shared services.

Working Group

Staff convened two meetings/conference calls with the Working Group consisting of city managers, county executives, and their designees. The Working Group discussion helped identify areas of interest represented in both the general categories and specific services lists. The Working Group recommended consolidation of categories/services in some specific areas (e.g., pooled services and pooled purchasing) and suggested bringing together key staff from local governments to discuss opportunity areas in greater detail, to share information with the

Working Group and Task Force, and in some instances pursue shared service opportunities independently. The Working Group indicated value for SACOG serving as a coordinator, and as needed a facilitator, for these sub-area Working Group discussions.

SACOG JOINT POWERS AGREEMENT

ARTICLE 6 FUNCTIONS

The functions of the Council shall include, but not be limited to:

- a. Identify, study and recommend solutions to areawide problems through the development of comprehensive areawide plans and action programs. Such plans and programs shall be developed in close consultation with each member city and county and will include the following.
 1. Transportation planning and administration of funds
 2. Housing planning
 3. Water quality planning
 4. Land use planning
 5. Air quality planning
- b. Serve as the regional, areawide, or umbrella multi-jurisdictional organization which may be required by state or federal law or regulation so that local governments can continue to qualify for state or federal funds and programs, and serve as the designated organization to review and comment on local applications for federal or state funds or programs when required by law or regulation.
- c. Provide assistance to member cities and counties; to collect, analyze and disseminate information which will be of value to member cities and counties, including federal census data and information on state and federal aid programs, and provide technical assistance as may be requested by member cities and counties.
- d. Represent the area before state and federal governments; vigorously express to state and federal agencies the local government point of view on areawide problems, issues and needs, and, in this representation, strengthen the effectiveness of local government.
- e. Serve as the Airport Land Use Commission for Sacramento, Sutter, Yolo, and Yuba Counties, and for such other member counties that request and fund this service.
- f. To provide, with Council approval, services similar to those described in a. through e. above to non-member cities, counties, and special districts on a full or partial cost-reimbursement basis.

Table 1. Potential for Regional Shared Services (Draft October 11, 2012)

Column 1	Column 2	Column 3	Column 4	Column 5	Column 6
Service Categories	Survey Response - Interest Level ¹	High Interest/Low Current Shared Service Activity ²	Reference #	Specific Service	Notes on Potential SACOG service: Explanation on whether SACOG currently provides related service; whether via MPO and/or COG function ³
Data/ Information	●		Econ 1	Growth projections (regional and subregional)	MPO function - MTP service with possibility for expansion
	●	X	Plan 3	Growth projections (population and land use) for local plans	MPO function - MTP service with possibility for expansion
	●	X	Plan 5	Air quality impact modeling and analysis for local plans	MPO function - MTP service with possibility for expansion
	●	X	Plan 6	Technical support for maximizing CEQA streamlining benefits from SB375 for local plans	MPO function - SCS related service with possibility for expansion
	●	X	HR 1	Compile and keep updated all local government and JPA compensation surveys into a common database	Potential COG function - new potential service
	●	X	IT 1	Website and Web services support	MPO/COG - existing service for one transit agency; new potential service to members
	●	X	Plan 4	Traffic impact modeling and analysis for local plans	MPO/COG - new potential service
	●		Econ 4	Research on opportunities for employment growth, and the types, amount and location of land supply to encourage employment growth	MPO/COG function - MTP service with possibility for expansion
	●	X	IT 2	Demographic forecast and land use forecast mapping site to assist agencies with grant applications, infrastructure and school facilities planning	MPO/COG - related function to MTP service with possibility for expansion
			Econ 2	Housing market demand research	MPO/COG - related function to RHNA service with possibility for expansion
			Econ 3	Retail market demand research	MPO/COG - related function to MTP service with possibility for expansion
			Nat Res 2	Providing technical support for local government Climate Action Plans	MPO/COG - related function to MTP service with possibility for expansion
			Nat Res 4	Technical Support for local government natural resources planning (e.g. Habitat Conservation Plans, Integrated Water Planning, open space plans)	MPO/COG - related function to MTP service with possibility for expansion
			Nat Res 5	Providing subregional and/or regional resource inventories (GIS maps and data)	MPO/COG - related function to MTP service with possibility for expansion
	X	Plan 8	Compiling all local government zoning codes related to infill development into a common database and identifying commonalities/differences and best practices	MPO/COG - new potential service	
Coordination/ Collaboration	●	X	HR 2	Provide coordination services to assist local governments and JPAs to find cost-effective ways to consolidate compensation surveys	COG - new potential service
	●	X	Dev 1	Compiling all local government development impact fees into a common database and identifying commonalities/differences and best practices	MPO/COG - new potential service
			Nat Res 1	Compiling existing local government Climate Action Plans into common database and identifying commonalities/differences and best practices	MPO/COG - new potential service
			Gov Aff 4	Shared services JPAs, MOUs and contracts: Compile and keep updated an inventory of existing JPA bylaws, MOUs, and contracts between local government and partner agencies that set forth the methods for shared services delivery	COG - new potential service
			HR 3	Collective Bargaining Agreements: Compile and keep updated all local government, transit agencies, and JPA compensation agreements in a common database	COG - new potential service
			Budget 3	Information sharing and coordination of service level planning and level of service standards	COG - new potential service
			Gov Aff 5	Inventory local government and JPA approaches to state advocacy (i.e. advocate/consultant contracts, staff) and determine if there are opportunities to consolidate or better coordinate this function subregionally or regionally	MPO/COG - new potential service
			Gov Aff 6	Inventory local government and JPA approaches to federal advocacy (i.e. advocate/consultant contracts, staff) and determine if there are opportunities to consolidate or better coordinate this function subregionally or regionally	MPO/COG - new potential service
			Nat Res 3	Providing communication and coordination support to local governments on Climate Action Plans to identify opportunities for joint action, either subregionally or regionally	MPO/COG - new potential service
		X	Plan 10	Planning-related Website and Web services support	MPO/COG - related to current GIS and web services with possibility for expansion
			Gov Aff 1	Provide facilitation/mediation services subregionally to local governments and partner agencies to help form agreements for common action	COG - new potential service
			Gov Aff 3	Regional ombudsman with federal agencies on regulatory impacts	MPO/COG - related to current legislative activities with possibility for expansion
			Gov Aff 2	Regional ombudsman with state agencies on project delivery	MPO/COG - related to current legislative activities with possibility for expansion
			Plan 1	Developing a regional information sharing network for School Facility Planning	COG - new potential service
		Fin 1	Coordination of Financing authority (bonding)	MPO/COG - new potential service	
Planning / Policy	●	X	Dev 3	Promoting best practices and developing a regional toolkit for the development of infrastructure plans and/or financing districts	MPO/COG - new potential service
	●		Econ 5	Research on development economics for different sub-areas of the region (urban, inner and outer ring suburban, rural)	COG - potential new service related to MTP/SCS activities
		X	Plan 7	Support to local governments in preparing common local government planning documents like General Plans, Housing Elements, Specific and Community Plans (and their EIRs)	MPO/COG - new potential service
		X	Dev 2	Analysis tools to help local government assess the local government fiscal impacts of planning choices	MPO/COG - new potential service
			Nat Res 6	Local governments working alongside state and/or federal resource agencies to maximize influence	MPO/COG - related to legislative activities with possibility for expansion
			Plan 9	Provide facilitation services for local government community and stakeholder engagement activities	MPO/COG - related to current Blueprint activities with possibility for expansion
			Plan 2	Interactive citizen engagement tools for local plans	MPO/COG - new potential service
			Plan 11	Feasibility analysis of the region's food system infrastructure (eg, processing and distribution).	MPO/COG - related to current RUCS activities with possibility for expansion
Service Delivery	●	X	Fin 3	Pooled purchasing of materials (e.g., fuel)	COG - new potential service
	●	X	Fin 4	Pooled purchasing of equipment (e.g., vehicles)	COG - new potential service
			Budget 2	Grant writing – Develop cross-jurisdictional teams to write sub-regional or regional grant applications, lowering the cost to each individual jurisdiction while increasing the chance of success through cooperative submissions	COG - new potential service
			Budget 1	Grant application coordination – promote regional or sub-regional application coordination	MPO/COG - related to current SACOG grant coordination activities with possibility for expansion
		X	Fin 2	Pooled purchasing of services (e.g., various consulting services)	COG - new potential service
		X	Fin 5	Pooled insurance/risk management	COG - new potential service

Source: SACOG, October 2012. Based on responses by managers and SACOG Board members to Shared Services survey, administered in September 2012. There were 25 total respondents representing 22 jurisdictions who provided substantive input.

¹ Survey responses - Percent of responses that were either "High" or "Very High" interest in services: Green = 62% or higher; Yellow = 55% to 61%; Blank = less than 55%. This does not include "medium" interest responses.

² X denotes those services that have very little sharing of this service now, and has a high level of survey respondents indicating interest in sharing. The figures are found in Table 2, on the far-right hand column. The general service categories that had a 43% differential or higher are noted with an "X". The 43% figure was chosen because there was a clear separation between those services above this figure and the rest of the field.

³ This survey was intended to seek opportunities for shared services at a region-wide or sub-regional level, regardless of whether SACOG is involved in the service. However, for this table, information is provided on the potential for SACOG to play some role in deploying a shared service. "MPO" = SACOG's participation falls within statutory MPO function; "COG" = SACOG's participation falls within current or potential COG functions; "MPO/COG" = SACOG's participation might be related to both MPO and COG functions.

**Table 2: General Service Categories: Interested in Shared Service vs. Existing Shared Service
(Draft October 11, 2012)**

General Service Category	Column 1	Column 2
	My organization may be interested in shared services in this service area	My organization currently shares this service
Fleet/Facility Management	61%	4%
Human Resources	57%	0%
Development Services	54%	4%
Planning/Zoning/Permitting/G.P. Support	50%	0%
Procurement Services	46%	4%
Information Technology	57%	14%
Streets and Sanitation	46%	7%
Disability Services	32%	0%
Public Works	43%	11%
Clerk Services/Archiving/Doc. Sharing	32%	4%
Parks and Recreation	39%	11%
Economic Development	54%	29%
Finance and Accounting	25%	7%
Gen'l Counsel/Risk Mgmt/Contr.Template	32%	21%
Budget and Management	11%	0%
Business Affairs/Consumer Protection	14%	4%
Gov't Affairs/Joint or Regional Advocacy	36%	29%
Public Health	21%	14%
Water Management	29%	21%
Human/Social Services	21%	18%
Police	18%	18%
Housing/Fair Housing Educ.and Enforc.Svc	29%	32%
Emergency Management	36%	50%
Fire/Emergency Medical Service	32%	46%
Transportation/Transit	32%	54%
Library	18%	54%
Animal Care and Regulation	21%	71%

Source: SACOG, October, 2012

Based on responses by SACOG Board members and local government managers to Shared Service survey, administered in September 2012, with 25 respondents from 22 jurisdictions providing substantive responses.

Table 3: Board/Managers Survey Responses to Specific Services Questions: % in Each Category (Draft October 9, 2012)

Please indicate using the 1 to 6 scale, indicate how much you believe that each item should be provided as a shared service, regardless of who the service provider would be, and regardless of whether it would be performed on a regional level or a sub-regional level:

Ref #	Answer Options	6. Very High Interest	5. High Interest	4. Medium Interest	3. No or Low interest	2. Do NOT support this as a potential shared	1. Don't know/need more information	Response Count
Budget 1	Grant application coordination – promote regional or sub-regional application coordination	21%	25%	46%	4%	4%	0%	24
Budget 2	Grant writing – Develop cross-jurisdictional teams to write sub-regional or regional grant applications, lowering the cost to each individual jurisdiction while increasing the chance of success through cooperative submissions	24%	24%	44%	4%	4%	0%	25
Budget 3	Information sharing and coordination of service level planning and level of service standards	8%	38%	29%	17%	0%	8%	24
Dev 1	Compiling all local government development impact fees into a common database and identifying commonalities/differences and best practices	19%	38%	35%	4%	4%	0%	26
Dev 2	Analysis tools to help local government assess the local government fiscal impacts of planning choices	24%	28%	40%	4%	0%	4%	25
Dev 3	Promoting best practices and developing a regional toolkit for the development of infrastructure plans and/or financing districts	24%	44%	20%	8%	0%	4%	25
Econ 1	Growth projections (regional and subregional)	36%	28%	32%	4%	0%	0%	25
Econ 2	Housing market demand research	24%	28%	40%	8%	0%	0%	25
Econ 3	Retail market demand research	32%	20%	36%	12%	0%	0%	25
Econ 4	Research on opportunities for employment growth, and the types, amount and location of land supply to encourage employment growth	32%	28%	28%	12%	0%	0%	25
Econ 5	Research on development economics for different sub-areas of the region (urban, inner and outer ring suburban, rural)	32%	36%	20%	8%	0%	4%	25
Fin 1	Coordination of Financing authority (bonding)	8%	12%	40%	28%	0%	12%	25
Fin 2	Pooled purchasing of services (e.g., various consulting services)	8%	36%	32%	20%	0%	4%	25
Fin 3	Pooled purchasing of materials (e.g., fuel)	12%	48%	28%	8%	0%	4%	25
Fin 4	Pooled purchasing of equipment (e.g., vehicles)	12%	48%	24%	12%	0%	4%	25
Fin 5	Pooled insurance/risk management	22%	17%	30%	26%	0%	4%	23
Gov Aff 1	Provide facilitation/mediation services subregionally to local governments and partner agencies to help form agreements for common action	12%	24%	36%	16%	4%	8%	25
Gov Aff 2	Regional ombudsman with state agencies on project delivery	12%	16%	40%	16%	12%	4%	25
Gov Aff 3	Regional ombudsman with federal agencies on regulatory impacts	12%	20%	44%	12%	8%	4%	25
Gov Aff 4	Shared services JPAs, MOUs and contracts: Compile and keep updated an inventory of existing JPA bylaws, MOUs, and contracts between local government and partner agencies that set forth the methods for shared services delivery	16%	32%	40%	12%	0%	0%	25
Gov Aff 5	Inventory local government and JPA approaches to state advocacy (i.e. advocate/consultant contracts, staff) and determine if there are opportunities to consolidate or better coordinate this function subregionally or regionally	12%	28%	36%	20%	4%	0%	25
Gov Aff 6	Inventory local government and JPA approaches to federal advocacy (i.e. advocate/consultant contracts, staff) and determine if there are opportunities to consolidate or better coordinate this function subregionally or regionally	16%	24%	32%	24%	4%	0%	25
HR 1	Compile and keep updated all local government and JPA compensation surveys into a common database	16%	48%	24%	12%	0%	0%	25
HR 2	Provide coordination services to assist local governments and JPAs to find cost-effective ways to consolidate compensation surveys	16%	44%	24%	16%	0%	0%	25
HR 3	Collective Bargaining Agreements: Compile and keep updated all local government, transit agencies, and JPA compensation agreements in a common database	20%	28%	28%	20%	4%	0%	25
IT 1	Website and Web services support	29%	33%	25%	8%	4%	0%	24
IT 2	Demographic forecast and land use forecast mapping site to assist agencies with grant applications, infrastructure and school facilities planning	28%	32%	28%	12%	0%	0%	25
Nat Res 1	Compiling existing local government Climate Action Plans into common database and identifying commonalities/differences and best practices	20%	28%	36%	16%	0%	0%	25
Nat Res 2	Providing technical support for local government Climate Action Plans	20%	28%	36%	16%	0%	0%	25
Nat Res 3	Providing communication and coordination support to local governments on Climate Action Plans to identify opportunities for joint action, either subregionally or regionally	20%	20%	48%	12%	0%	0%	25
Nat Res 4	Technical Support for local government natural resources planning (e.g. Habitat Conservation Plans, Integrated Water Planning, open space plans)	20%	28%	40%	12%	0%	0%	25
Nat Res 5	Providing subregional and/or regional resource inventories (GIS maps and data)	16%	32%	40%	12%	0%	0%	25
Nat Res 6	Local governments working alongside state and/or federal resource agencies to maximize influence	24%	20%	40%	12%	0%	4%	25
Plan 1	Developing a regional information sharing network for School Facility Planning	8%	16%	32%	36%	0%	8%	25
Plan 2	Interactive citizen engagement tools for local plans	16%	24%	44%	12%	4%	0%	25
Plan 3	Growth projections (population and land use) for local plans	24%	40%	32%	4%	0%	0%	25
Plan 4	Traffic impact modeling and analysis for local plans	28%	32%	32%	8%	0%	0%	25
Plan 5	Air quality impact modeling and analysis for local plans	32%	32%	32%	4%	0%	0%	25
Plan 6	Technical support for maximizing CEQA streamlining benefits from SB375 for local plans	32%	32%	28%	4%	4%	0%	25
Plan 7	Support to local governments in preparing common local government planning documents like General Plans, Housing Elements, Specific and Community Plans (and their EIRs)	36%	20%	24%	12%	8%	0%	25
Plan 8	Compiling all local government zoning codes related to infill development into a common database and identifying commonalities/differences and best practices	36%	12%	28%	20%	4%	0%	25
Plan 9	Provide facilitation services for local government community and stakeholder engagement activities	20%	24%	28%	24%	4%	0%	25
Plan 10	Planning-related Website and Web services support	20%	16%	36%	24%	4%	0%	25
Plan 11	Feasibility analysis of the region's food system infrastructure (eg, processing and distribution).	24%	16%	28%	24%	8%	0%	25

Sacramento Regional Area Planning Commission (Predecessor to SACOG)

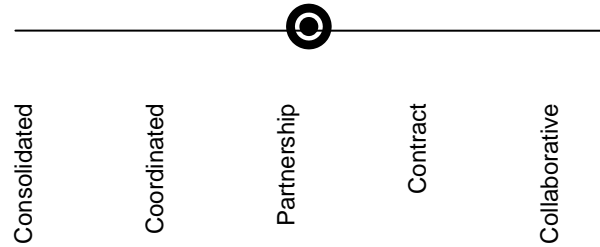
Regional Governance Type

Structure: Council of Governments

Governance: Some permanent seats; rotating seats for most cities

Noteworthy: grant writing, grant distribution, planning

Programs:



- Law Enforcement Assistance Administration (eight-county criminal justice planning)
- U.S. EPA Non-Attainment Planning Lead Agency
- U.S. EPA Water quality planning (Section 208): Water Quality Plan
- OMB (A-95 Areawide Clearinghouse)
 - SRAPC had an opportunity to review and comment on most federal grant applications in the region (this function was not funded by OMB)
- U.S. HUD Joint Funding Program
- U.S. HUD 204 review agency
- U.S. HUD 701 Comprehensive Planning and Management grantee
- Farmers Home Administration grant recipient
- Federal Aviation Administration grant recipient

Contract work with member jurisdictions:

- Emission reduction program
- Air quality implementation monitoring
- Technical assistance on energy conservation
- Technical planning and management assistance
- Housing rehabilitation program
- Group purchasing of office supplies, postage

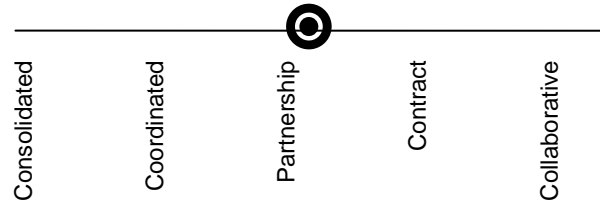
Association of Bay Area Governments

Regional Governance Type

Structure: Council of Governments

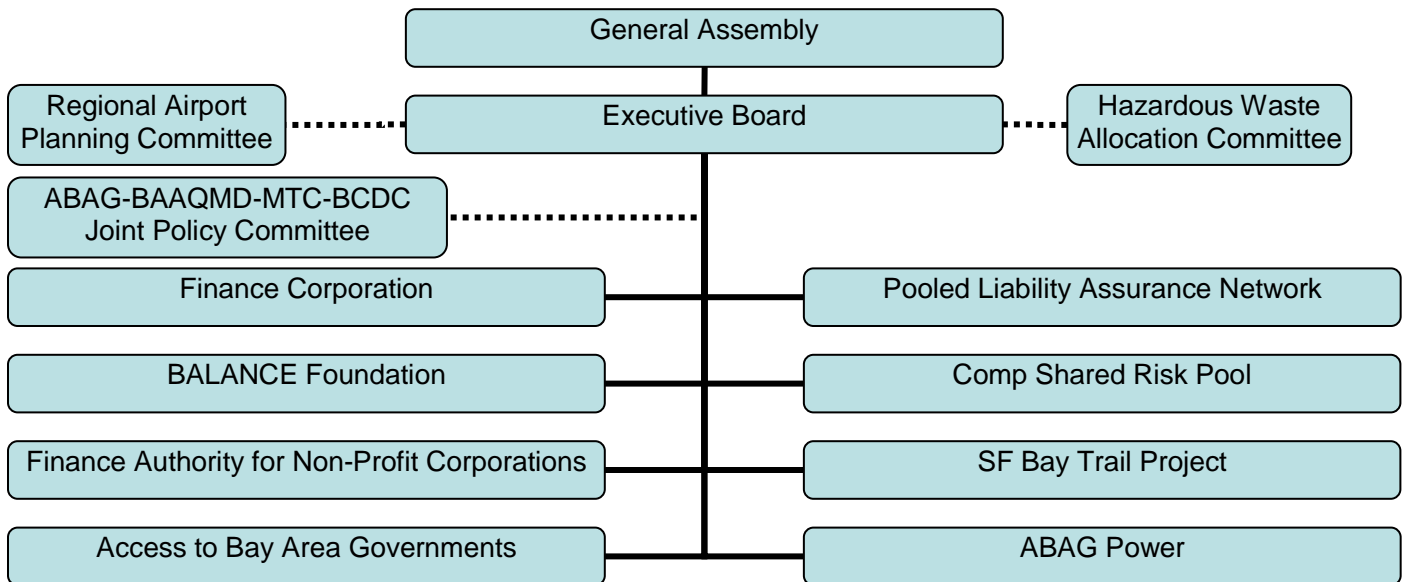
Governance: 38-member Executive Board represents nine counties and 101 cities (all cities participate in an annual meeting)

Noteworthy: Joint planning work done with Metropolitan Transportation Commission, Bay Area Air Quality Management District, and Bay Conservation and Development Commission.



Programs:

- Research & analysis
- Land use planning
- Public outreach
- Federal grant application clearinghouse
- Green business program
- Earthquake preparedness/hazard mitigation program
- Resource conservation planning and management
- Online training
- Web hosting
- Pooled purchasing
- Risk management



Metropolitan Council (Minneapolis-St. Paul)

Structure: MPO and special regional government (established by state statute in 1967).

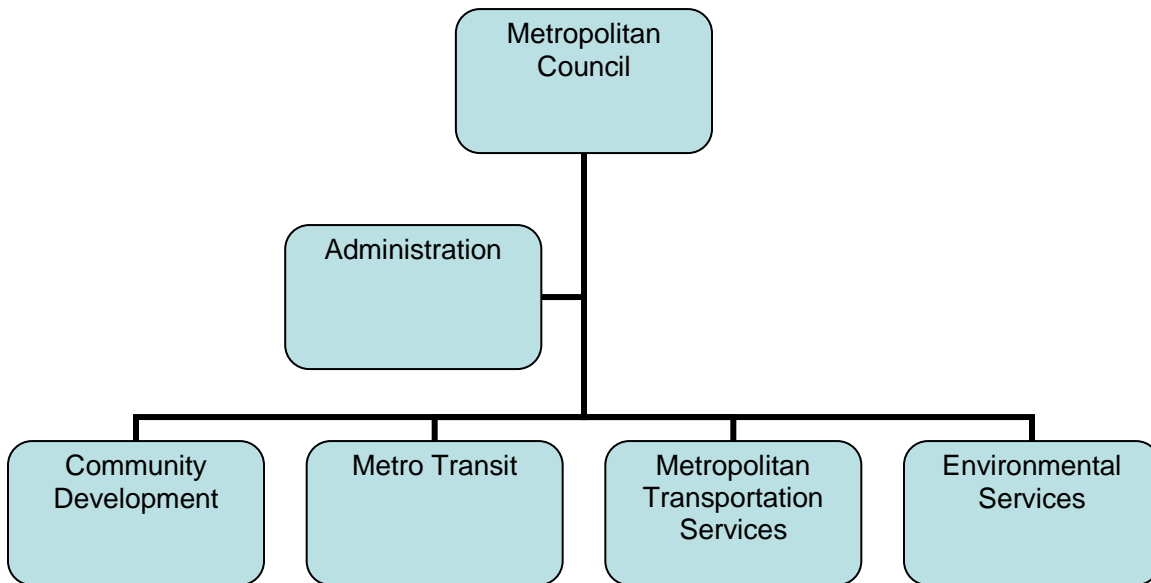
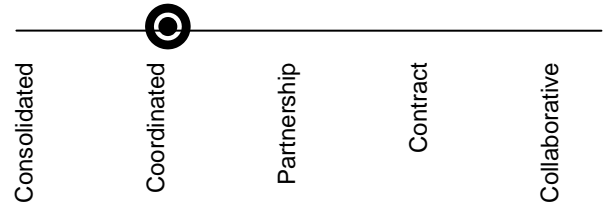
Governance: 17 members appointed by the governor (not elected officials), representing geographic districts (with one at-large chair). In total, the region consists of seven counties, 188 cities and townships, and 22 special purpose districts.

Noteworthy: A separate association, Metro Cities, has a board of elected officials and city managers representing 79 of the 188 cities and townships in the region. Metro Cities lobbies Metro Council as well as the legislature on the needs of local governments. They are supportive of a regional government appointed by the governor, but are interested in greater input and oversight.

Programs:

- Transit operator
- Wastewater operator
- Economic development coordination
- Land use planning
- Regional park/trail planning
- Affordable housing

Regional Governance Type



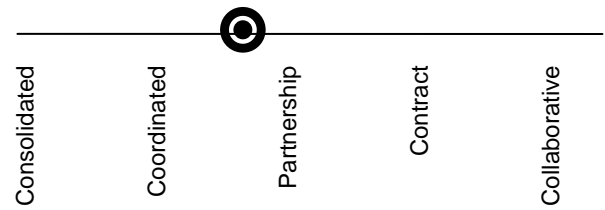
Mid-America Regional Council

Structure: MPO and nonprofit

Governance: 33 member board (nine counties and 120 cities in total)

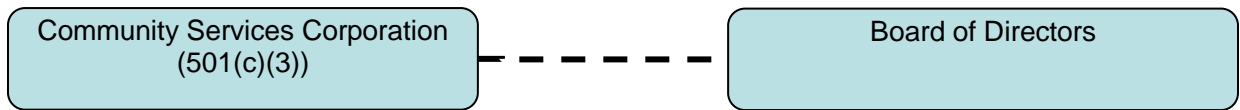
Noteworthy: Regional Workforce Intelligence Network of Greater Kansas City (RWIN) — a coalition of economic development professionals, chambers of commerce, workforce centers, community colleges and universities —was convened to encourage greater collaboration among the region’s workforce data and information professionals. RWIN launched a monthly dashboard that measures changes in the labor force, unemployment, help wanted ads, educational attainment and training. The dashboard also includes an employer confidence survey that helps identify real-time changes in hiring and other economic shifts in the region.

Regional Governance Type



Programs:

- Aging services
- Community development
- Public safety and emergency services
- Environmental programs
- Government innovations forum
- Government training institute
- Early childhood care and education planning
- Demographic research and analysis
- Transportation planning

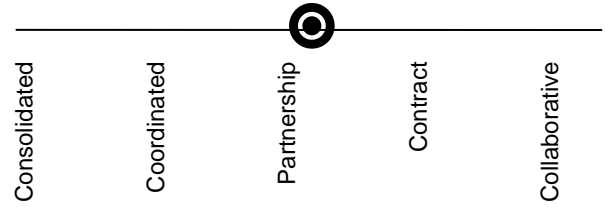


Chicago Metropolitan Agency for Planning & MPO Policy Committee

Regional Governance Type

Structure: CMAP created by state statute; MPO Policy Committee

CMAP develops a funding and implementation strategy for an integrated land use and transportation planning process. MPO prepares the MTP and MTIP.

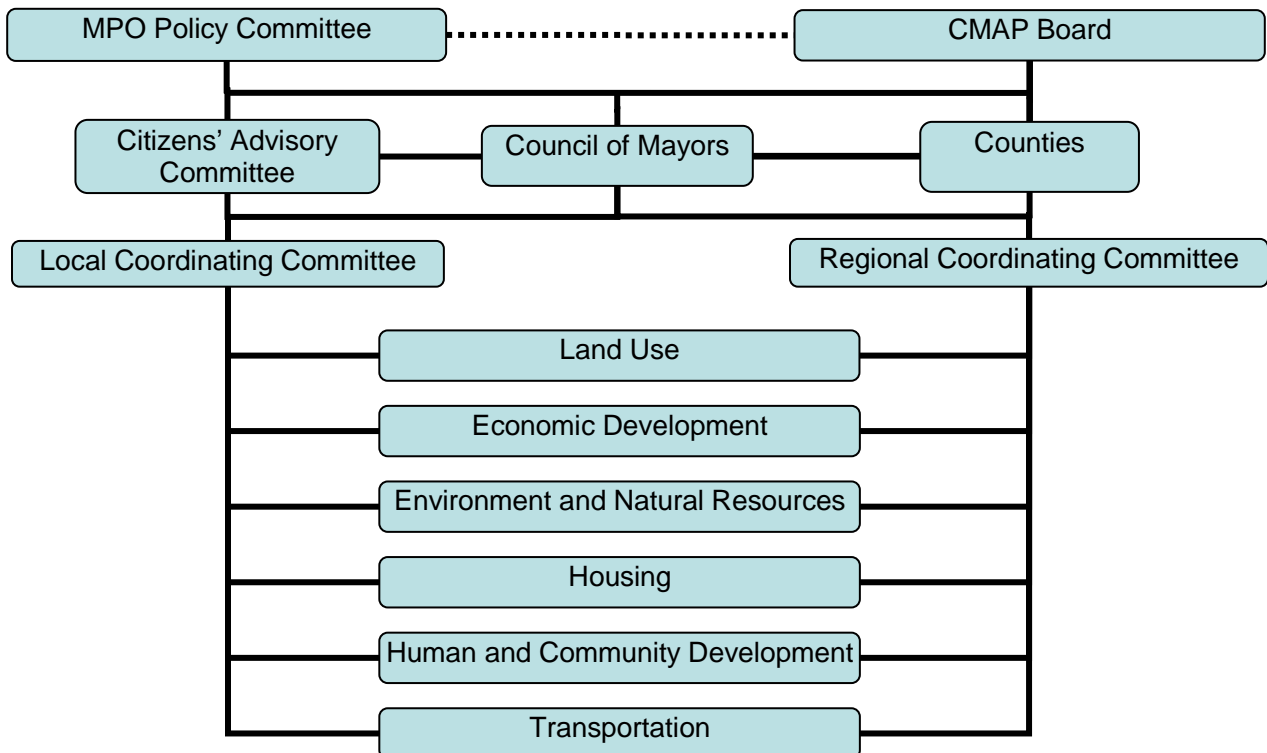


Governance: Two separate boards, with coordination by MOU. CMAP’s board is comprised of members appointed from the City of Chicago and two counties (15 members in total). Some, but not all, members are elected officials. A member of the MPO Policy Committee has a non-voting seat. The MPO Policy Committee is comprised of elected officials and staff representing local governments, federal agencies, and transit operators.

Noteworthy: Strong citizen and stakeholder engagement in all of their work.

Programs:

- Local planning technical support
- Policy analysis & development (regional mobility, human capital, livable communities)
- Communication
- Regional information & data development
- Data sharing & warehousing
- Transportation programming
- Congestion management
- Water resource planning
- Energy impact program
- IT management
- Finance and administration

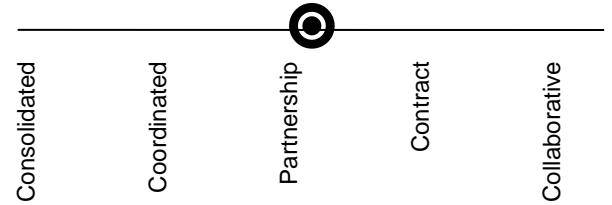


San Diego Association of Governments

Regional Governance Type

Structure: Council of Governments and MPO

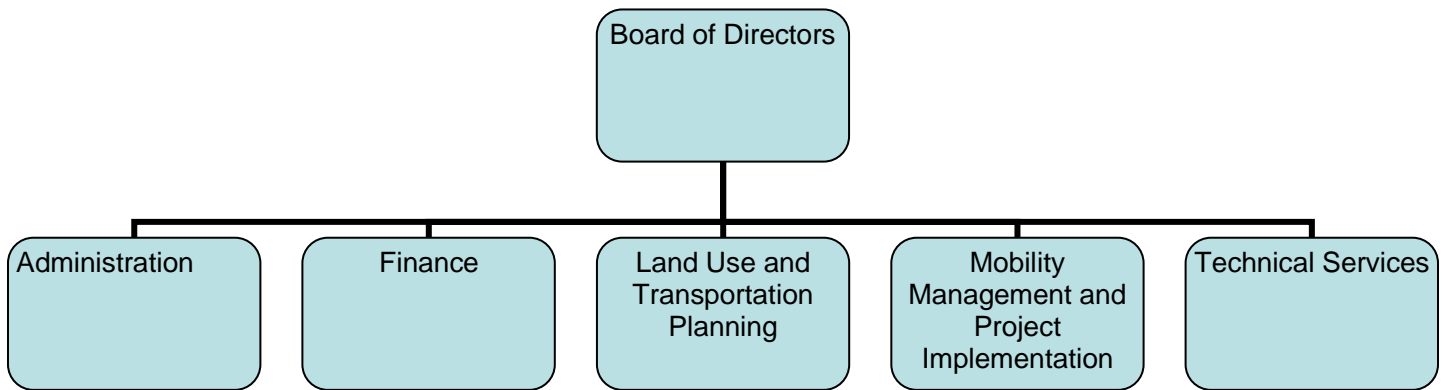
Governance: 19-member board representing all jurisdictions, plus advisory members representing Caltrans, transit operators, U.S. Department of Defense, Port of San Diego, County Water Authority, Tribal Chairmen’s Association, and Consulate General of Mexico.



Noteworthy: Still provides Criminal Justice Enforcement Assistance planning, which other COGs in California have dropped. Operates toll road and county sales tax authority.

Programs:

- Toll road maintenance and operations
- Criminal Justice Enforcement Assistance planning
- Airport planning
- Land use planning
- Demographic forecasting
- Transportation planning
- Transportation sales tax authority
- Economic research
- Energy planning
- Habitat planning
- Waste management planning
- Border planning
- Public safety planning



Metro Oregon (Portland)

Regional Governance Type

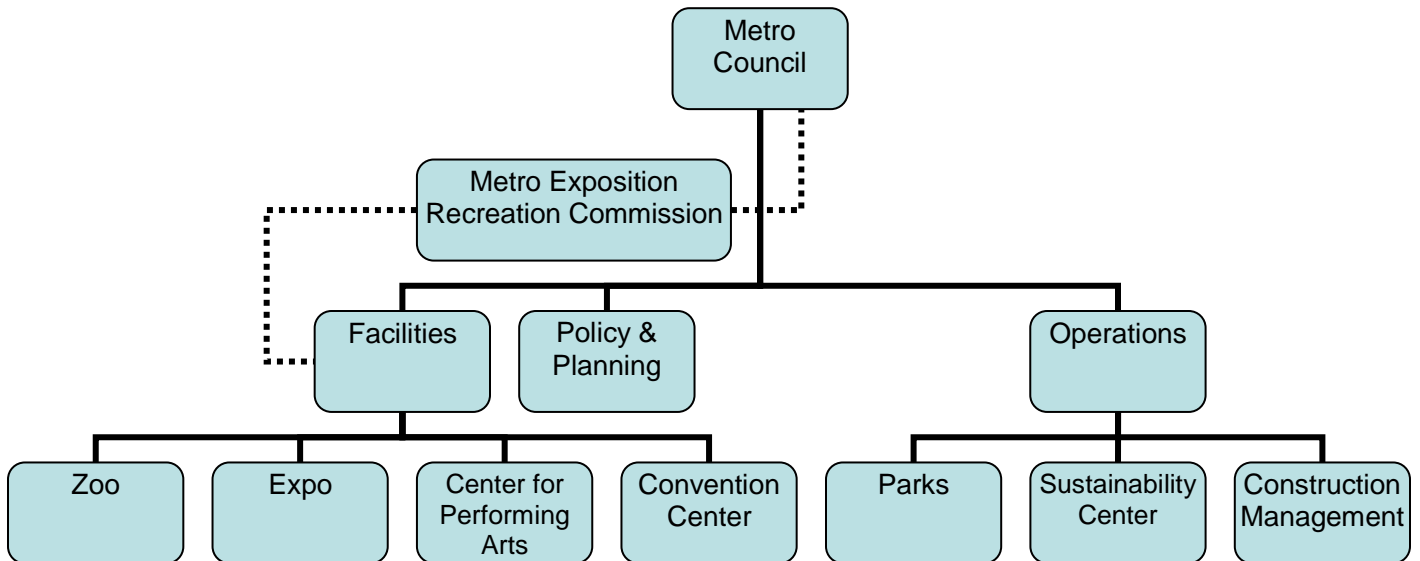
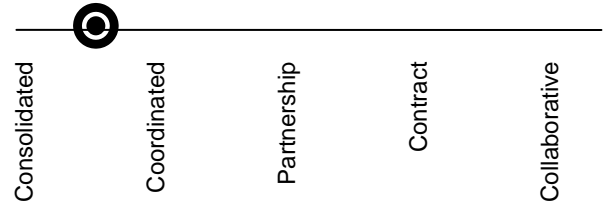
Structure: Charter regional government (created by statute) and MPO

Governance: Seven-member council directly elected, with six districts and one at-large president. Represents an area of three counties and 25 cities

Noteworthy: Directly elected council provides some municipal services, such as waste management and parks.

Programs:

- Regional planning and policy
- Urban development and revitalization
- Transportation and land use projects
- Natural areas, parks and trails
- Garbage and recycling
- Research and analysis



Mid-Ohio Regional Planning Commission (Columbus)

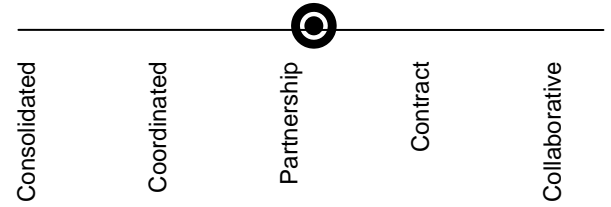
Regional Governance Type

Structure: MPO and council of governments

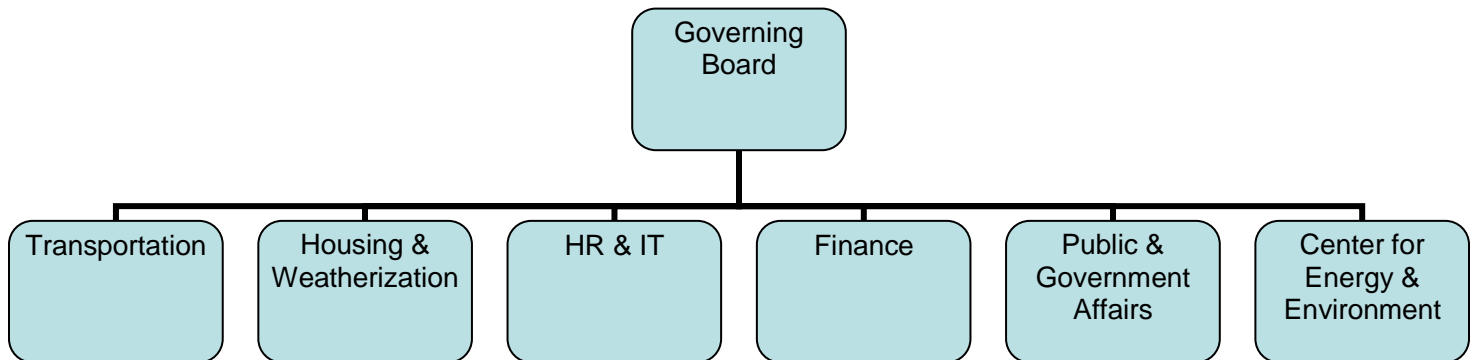
Governance: 44 local governments represented by elected officials and staff

Noteworthy: Public-private partnership for energy and environmental leadership

Programs:



- Energy & Environment
- Housing
 - Counseling
 - Rehabilitation
 - Housing Advisory Board
 - Neighborhood Stabilization Program
- Regional development
- Transportation
- Government affairs
 - Regional Policy Roundtable (public, private, non-profit sectors)



MEMO

DATE: March 13, 2012

TO: Task Force for Member Services & New Initiatives

FROM: Mike McKeever

SUBJECT: First Task Force Meeting Discussion

Our member jurisdictions, local governments within the region, continue to face challenging economic times. SACOG Board Chair Peter Hill created this Board Task Force to consider opportunities of SACOG members to save money, improve the quality of service, or both.

Over the past three years, we have heard a variety of suggestions for shared services from Board members, city managers and county executives, and agency partners. These ideas have come three broad categories: technical assistance and data services, information sharing & member partnering, and new regional initiatives. A partial list of these, follows. The ideas are intended to stimulate thinking and discussion.

Technical assistance:

- support for housing elements and environmental review
- support for general plan updates
- data collection and analysis
- traffic impact analysis
- community health index
- demographic data to inform local economic development

Information sharing and member partnering:

- grant writing
- advocacy services
- contract efficiencies (e.g. solid waste)
- shared services (e.g. fire management, dispatch services, animal care, and law enforcement)
- shared compensation surveys

New regional initiatives:

- streamlining permitting for solar improvements through Green Capital Alliance
- consistency and acceleration of PEV vehicles and charging infrastructure
- data collection and model development for agriculture viability

Again, these ideas are only offered to help start the conversation. Board members and jurisdictional staff sometimes say they believe there is a general lack of knowledge about all the activities, programs and services SACOG currently provides. Generally, we provide technical services to inform transportation demand impacts including circulation and mobility studies, project delivery assistance to help members secure funds to build projects, technical analysis to support land use analysis for specific development projects and overall growth patterns, data and demographic information and analysis for the region, and education and engagement activities including visualization, public outreach, and regional advocacy. We can address more specific questions about current services and access to services as they may emerge in Task Force discussions.

We have scheduled two meetings to get us started – March 15 and April 9. Future meetings will be scheduled on an as needed basis and may expand the membership of the Task Force on topics of interest to your staff and city managers and county executives.

March 15 Meeting – 11 a.m.

- I. Special Presentation -Yolo County Vision for Shared Services (Patrick Blacklock, Yolo County Executive)
- II. Group Discussion – Shared Budget Impact & Needs
- III. Discussion of California Forward Ballot Initiative (in preparation for Presentation at next meeting)

Shared Services & New Initiatives Task Force

October 18, 2012 Meeting Summary

Task Force Attendance: Directors Cabaldon, Cosgrove, Griego, Hanley, Hill, Hodges, Jankovitz, Miklos, Krovoza, Saylor and Serna
Vice Chair Diane Hodges and Chair Knight

Agenda

I. Harvard Symposium Summary

Kirk Trost shared summary of symposium. Participation drew on senior organizations and executives with international representation in one of four phases of identified shared services activities: visioning, launching, growing and sustaining. Trost also shared best practices from the symposium including: create structure to assess opportunities, engage elected officials at all levels, look for early opportunities for success to demonstrate possibilities, and consider key outreach to department heads and senior leaders.

II. MPO/COG Functions Summary

Kirk Trost shared staff research from national scan of MPOs and COGs including Association of Bay Area Governments, Metropolitan Council (Minnesota-St. Paul), Mid-America Regional Council (Kansas City), Chicago Metropolitan Agency for Planning and MPO Policy Committee, Metro Oregon (Portland). The summary report is attached relative to specific services and governance structures.

III. Regional Working Group Summary

Rebecca Sloan provided summary overview of discussions with the Task Force drawing back to April presentation from Yolo County Executive Patrick Blacklock, Yolo County LAFCO Executive Christine Crawford, and Yolo County Supervisor Don Saylor regarding modeling of Orange County efforts and service matching tool for local governments. Sloan summarized the development and administration of the regional survey to city managers and county executives. Survey participation included 22 of the 28 member jurisdictions.

Sloan also reviewed the worksheet reflecting staff analysis of survey responses and efforts to organize the services into four functional areas: Data/Information, Coordination/Collaboration, Planning/Policy, and Service Delivery. The presentation included review of the highest response areas amongst jurisdiction participants and discussion as to whether those reflected low hanging fruit for further discussion. Worksheet and aggregate survey responses of raw survey data are attached.

Auburn
Citrus Heights
Colfax
Davis
El Dorado County
Elk Grove
Folsom
Galt
Isleton
Lincoln
Live Oak
Loomis
Marysville
Placer County

To summarize Task Force discussion, staff heard interest in:

- full survey participation from 28 member jurisdictions
- broad elected official survey participation
- continuing regional discussion
- developing regional principles to guide shared services discussion
- interest in creating opportunity structure for on-going discussion of innovative ideas
- adding sub-regional analysis of high opportunity areas
- considering services with internal verses external orientation
- recognition of opportunities for cost savings in service delivery without change to service experience of community members
- discussion of unique differences between shared service opportunities with staff or contract implications
- staff proposals for specific service opportunities for Board Retreat dialogue

IV. Working Group Update

Rebecca Sloan summarized that the Working Group had met in person or by phone twice since Sept. 27. Group was supportive of continuing regional discussion, consistent in interest with areas of highest survey response, and interested in forming subgroups of department heads to discuss more specific services and share that input back to the working group for regional discussion or independent effort. The example from discussion was combining survey questions/responses regarding variety of pooled purchasing into one category of service for a more detailed discussion.

The Regional Managers will meet on Thursday, October 25 with a presentation on Shared Services & New Initiatives Task Force.

The next Shared Services & New Initiatives Task Force meetings are scheduled for November 8 and 29. The SACOG Board Retreat is scheduled for December 6th. The Working Group consisting of city managers and county executives is encouraged to participate in these meetings. There will also be a Working Group Meeting to be scheduled following the November 8th Task Force meeting. Date and time to be determined.

At the November 8 Task Force Meeting, staff will present brief proposals on opportunity areas including:

1. Regional Advocacy
2. General Plan Technical Support
3. Regional Grant Writer
4. Traffic Modeling
5. IT/Web Support
6. Regional Compensation Survey
7. Pooled Purchasing
8. Public Infrastructure Interface with Regional Economic Development

For questions or comments related to the Shared Services & New Initiatives Task Force, please contact Rebecca Sloan, Director of External Affairs & Member Services, at 916.340.6224 or rsloan@sacog.org.



Shared Services & New Initiatives: Support for Economic Development Initiatives

DESCRIPTION This concept proposal involves local general purpose governments and possibly special districts working together regionally and sub-regionally to more pro-actively promote economic development.

Services may include:

- Data gathering and analysis on economic trends
- More explicit leveraging of physical planning (land use, transportation) actions to support private sector economic development plans;
- Research on development economics for different types of land uses within different geographic sectors throughout the region
- Planning and policy making to better align wide variety of local actions with regional economic development goals, including expanding finance options and exploring opportunities to standardize and add efficiency to local, state and federal regulations that affect economic activity.

ORIGIN OF THE IDEA In a fall 2012 survey of SACOG members, several activities that relate to this topic scored highly, including: growth projections, research on opportunities to promote employment growth and development economics throughout the region, analyzing local government development impact fees, and developing a toolkit for infrastructure plans and finance districts. SACOG's role in regional scale physical planning touches on many of these issues associated with this topic, but would become an expanded and more prominent part of either SACOG's or some other regional collaboration's activities moving forward. Expansion of SACOG's current focus on transportation and land use planning to include economic development is consistent with the current practices of peer MPOs and COGs at the Metropolitan Council for Minneapolis-St. Paul, San Diego Association of Governments, Denver Regional Council of Governments, the Regional Planning Commission servicing New Orleans Metropolitan Region, and the North Carolina Regional Councils including 16 regional commissions or councils of governments collaborating in statewide economic development activities.

In some regions of the country, for example Seattle, Phoenix, Charlotte and Kansas City, joint public-private entities are responsible for regional economic development planning. Should the SACOG region determine that separate but coordinated efforts toward economic development are not as

effective as a joint effort, there are joint public-private governance structures to model.

CONCEPT A little more background on the four general task areas listed above:

Data gathering on economic trends – SACOG annually monitors current trends of all types of land uses and every four years updates a long-range growth forecast for the region. SACOG could work with regional economic development initiatives to determine most useful monitoring information to support their efforts, and seek input on how to conduct and interpret the results of the long-range growth forecasts to maximize benefit for economic development purposes.

Leveraging physical planning to support private sector economic development plans – This is about activities like ensuring that local and regional land use and transportation plans support the growth of economic clusters prioritized in regional economic development plans. Is there a sufficient quantity of permitted land, in the right sizes and locations? Are transportation, and possibly other (i.e. water, sewer) infrastructure plans targeted to provide the necessary services to support these economic development interests?

Research on development economics in subsectors – Very broadly, development economics tend to be different in the region's urban, suburban and rural areas. SACOG maintains an extensive database and modeling capacity to track and understand these dynamics, but at this point in time probably needs to expand its focus on inner suburban areas. What are the risks and opportunities that will determine whether the future of these areas is bright or cloudy? In addition to this geography-based analysis, land use subsector analysis could help support economic development efforts. While SACOG regularly tracks current and planned land supply for housing, retail, office, industrial lands, SACOG also works on housing demand studies and could expand research on employment demand by subsector.

Planning and policy making, including regulatory reform – In addition to physical planning, many local governments are having financial, marketing and technical programs to promote economic development. In an era of limited public and private funding, focusing on reducing costs of development may be a particularly fruitful area for public-private collaborative discussion. Are there ways to change planning standards or regulatory procedures that will reduce costs while protecting public values? Are there benefits to standardizing some of these practices? If the public and private sectors work together more could that increase our local effectiveness at securing state and federal policy change and regulatory streamlining that would advance the region's economic development goals and public values?



GEOGRAPHY/SCALABILITY No need for proximity between participating agencies; can scale to serve all participants.

SERVICE DELIVERY OPTIONS

- Cost-share position. Dedicate staff position to expand primary agency activities associated with economic development relevant to land use and transportation planning. SACOG analysis would include analysis of past economic trends, market research, and land use, housing and transportation patterns. SACOG would pursue model development for impact and market forecast tools to assist local governments in strategic efforts to identify supportive economic development opportunities, with urban compliment to rural tools developed for agriculture in the Rural Urban Connections Strategy. Staff would work with local governments and private interests to apply impact and forecasting tools to economic development strategies. Web center would also maintain coordinated information on unique community and regional assets to inform private sector regional economic development efforts. Could be incorporated in new fee structure for SACOG members or unique non-profit governance structure to expand flexibility for fund development opportunities. Staff talent would involve mid-level to low senior-level position with analytical and economic expertise at a full-time equivalent cost of approximately \$150,000 with benefits.
- Restructure SACOG’s membership fees and pursue regional fund development opportunities. SACOG role in partnership with other regional agencies and organizations would be to support public sector dialogue with economic development directors, planning directors, public works directors and senior staff including city managers and county executives to leverage unique place-based competitiveness. Agency activities would involve multiple staff in research studies, data purchases, development of new tools and consultant contracts to assist local governments in planning/funding for critical infrastructure and regulatory changes. Significant agency focus on new activity, implementing MTP/SCS and RUCS with specific economic development focus. Would require phased in activity with financing goals of potentially \$1 million annually.

POTENTIAL BENEFITS

- Support implementation of regional to local economic development strategies with analytical tools and research.

- Engage coordination of small, medium and large jurisdictions in economic development support activities.
- Maximize cross jurisdiction regional assets for place making to include attractive housing, transportation and employment choice.
- Unified economic development and business competitiveness message among public and private sector partners.
- Improved regional sharing of assets and needs to leverage unique economic development opportunities.

POTENTIAL RISKS

- Conflicting goals and objectives among partners and jurisdictions
- Competition between agencies when advocating for economic growth

FINANCIAL

Potential savings – Anticipate increase cost for expanding SACOG’s current activities in land use and transportation planning to include specific focus on economic development. Opportunity lies in improving economic competitiveness and bringing new wealth and employment opportunities to the region. Coordination of jurisdictional efforts would reduce the shifting of wealth and employment within the region and associated traffic, land use impacts, transportation infrastructure needs that result without new wealth and employment opportunities for the region. This would also bring efficiency to current private sector economic development activity, such as recent private sector efforts represented in the Next Economy effort, by expanding conversation to consider public sector permitting, consistency, and streamlining.

Potential costs – Costs range from full-time position estimated at \$100,000 with benefits to annual agency program with multiple staff participation estimated at a mid-six figure budget annually.

INTERESTED PARTIES Jurisdictional executives, staff and elected officials; and public agency partners including small business advocates, chambers of commerce, construction and development industry, and work force development organizations/institutions.

ISSUES TO RESOLVE

- Jurisdictional interest
- Public sector perspective on private sector economic development strategy
- Process for avoiding/resolving conflicts



Shared Services & New Initiatives:

General Plan Technical Support

SERVICE CONCEPT: General Planning Services

DESCRIPTION SACOG could provide data support and analysis services to agencies undertaking updates of General Plans (GP).

ORIGIN OF THE IDEA Over time, SACOG has developed expertise in land use data management, land use planning, infrastructure finance, public outreach, transportation planning, travel demand forecasting, and other technical disciplines needed for GP updates. Agencies generally contract out for many, or all, of these services when a GP is updated.

GEOGRAPHIC AREA OF INTEREST All counties and municipalities in the region are required to maintain and periodically update GPs so the need for this service does not vary by geography. Depending on the size of the agency, the complexity of the General Plan itself, and the availability of staff to manage or work on a GP update, varies widely. Many agencies have reduced the number of trained planners and engineers that are able to provide technical work and review for GP updates. Even when consultants are hired to do GP work, reduced budgets and staffing levels at many local agencies make it difficult to complete a comprehensive GP and provide effective project management of the contracted technical work.

CONCEPT SACOG could provide a wide range of technical, policy and project management services. The level of support could vary, depending on the needs of the agency and the extent of services provided through consultant contracts.

This proposal includes four types of support:

Technical Review & Project Management Support—assistance in reviewing the work scope and deliverables for GP work contracted by agencies. Support would also be available for more substantial project management of technical work contracted by agencies.

GP Data Support—assistance in developing land use, demographic, economic, transportation, or other data needed for GP updates.

GP Policy & Planning Support - assistance in developing future growth scenarios and associated investments and policies to implement the GP. Planning assistance can also be provided in ensuring the GP fulfills regulatory requirements, including CEQA compliance.

GP Public Participation Services— assistance in public opinion research, stakeholder identification, and outreach activities, such as focus groups and public workshops.

*Travel Demand Forecasting Services and Analysis**- Data, modeling and analysis for the Circulation Element of a GP.

*Cross-reference to “Travel Demand Forecasting” concept

SERVICE DELIVERY OPTIONS Delivery options would vary by the type of service provided, but would likely be provided on a fee-for-service basis.

POTENTIAL BENEFITS

- Lower costs of completing GPs and GP Updates.
- Increased understanding of the local jurisdiction’s planning opportunities and challenges benefit regional and sub-regional economic development initiatives.
- Increased alignment of growth forecasts and transportation needs between local GPs and the regional Metropolitan Transportation Plan (MTP)/Sustainable Communities Strategy (SCS).
- Clear and consistent documentation between the GP and MTP/SCS environmental documents may result in greater CEQA streamlining opportunities.

POTENTIAL RISKS

- GP updates are resource intensive efforts, and could result in workload issues if SACOG were committed to too many projects at once.

FINANCIAL

- *Potential savings* – By providing a line-item menu of data products and professional services by task, the GP services could reduce, or eliminate, the need to hire new, permanent staff or to let large contracts for data products and technical work. Savings could range from nominal to hundreds of thousands of dollars.
- *Potential costs* – Service cost varies by support service provided. A menu of services would provide costs by data product or specialized labor needed

INTERESTED PARTIES All local agencies and consultants who normally do GP technical studies and work.

ISSUES TO RESOLVE

- Cost-sharing structure, including the differentiation between one-time and ongoing service needs and level of support needs.
- Principles for coordination of application matching opportunity to local jurisdiction GP and regional MTP/SCS.
- Current practice allows local agencies to maintain their own land use and transportation network assumptions, largely without review by any outside agency. The shared service approach may require SACOG to maintain multiple land use and networks files, or work with agencies to develop an approach for maintaining consistent regional assumptions about growth and associated infrastructure.



Shared Services & New Initiatives: Regional Grant Writer

DESCRIPTION This concept proposal would create a range of service options for local governments relating to grant preparation services. SACOG's observations are that services needed by local governments fall into the following categories:

- Grant tracking and opportunity assessment
- Technical Expertise/Strategic Positioning
- Grant development Grant partner collaboration and coordination

ORIGIN OF THE IDEA In a fall 2012 survey of SACOG members, 10 of 28 indicated high or very high interest in this as a possible shared service opportunity. These included jurisdictions of all sizes.

SACOG has found success in bringing together unlikely partners and regional support for grant and other competitive fund acquisitions on infrastructure and research projects. SACOG staff also observed needs for individual jurisdiction grant development support in the SACOG Regional Funding Programs as well as state and federal opportunities. Staff interest in reducing the chance of highly competitive need-to-opportunity matches in our region for which jurisdictions may lack sufficient staff resources to complete a competitive application. The region continues to be increasingly competitive in grant fund attraction, which presumes this is an opportunity area if local and regional capacity and talent could be expanded.

CONCEPT Competitive fund opportunities require sufficient resources to research opportunities, develop an effective application strategy, and produce successful applications. Within the six-county region, there are varying levels of staff capacity for competing for these fund opportunities.

This proposal includes two types of support:

Individual local grant application support – assist agencies with grant application development including writing, data, graphics, maps, etc., which may not require subject matter expertise.

Partnership applications –research grant opportunities, identify grant approach strategy, build partnerships for joint applications, and identify matching funds or in-kind services.

GEOGRAPHY/SCALABILITY Local governments with common needs that do not share geographic boundaries may partner for research, engagement, collaborative policy development, and catalyst activities. Partnerships may include multiple partners within a geography or of like need across multiple jurisdictions including potentially chambers of commerce,

small business advocacy groups, community based organizations, universities, etc. This service could be provided to an individual jurisdiction or consortium, sub-regionally or regionally.

SERVICE DELIVERY OPTIONS

- Private contract provider. The grant tracking service could be provided by an outside company that tracks grant programs to all of the US for local governments. Some exist today and the region or individual governments within the region could subscribe.
- Sole public contract provider (SACOG or other entity) could fund a dedicated position.
- Shared cost position. Common to sole public contract and the shared cost position delivery options, is the likely provision of non-technical grant services potentially without subject matter or technical expertise. SACOG could help provide a list of known companies/contractors or a consortium could come together to hire or contract with a dedicated grant writer to be available at an hourly rate. Input from focus groups including grant writers and jurisdictional staff could help identify areas of local and regional interest to pursue in unique expertise for a selected position.
- Agency fee-for-service (one or more agencies provide services to others). The Technical Expertise/Strategic Positioning services needed are highly particular to the individual jurisdiction and potential grant subject. Here, jurisdictions seeking help in subject areas within SACOG's subject areas could request and/or hire SACOG staff time to develop the strategy and/or provide a specific related service in preparing the application. Or, jurisdiction may request references of potential resources for hire that SACOG is familiar with, or knows other jurisdictions have had success with in the past.
- Agency trade (one agency trades a service with another agency).

POTENTIAL BENEFITS

- Grant tracking done by one firm creates an economy of scale.
- Very targeted specific technical subject experts help provide a strategy for an application approach.
- Access to a list of available consultants in technical and non-technical areas that have proven track records for local governments in the region.



- Improved coordination of grant requirements (support letters, matching funds, in-kind services).
- Leverage of individual and regional work to support competitiveness of individual applications.
- Expanded advocacy opportunities for unique innovation and advancements throughout the region.

- The jurisdiction would retain entire governance and control over the grant application process.

POTENTIAL RISKS

- Competing applications from individual agencies using the same resources.

FINANCIAL

Potential savings – Savings may result from lower costs through shared resources as well as from lower labor rates if cheaper options are available. Most significant is the opportunity for expanding fund development opportunities for innovative projects for which without grant writing expertise funds may not be realized for the local government or the region.

Potential costs – Dedicated position could range between \$45,000 to \$75,000 plus benefits package depending upon technical expertise and grant experience. Could be billed to participating jurisdictions either as fee-for-service on an hourly basis or as a shared cost position funded by consortium of local governments. Contract relationship with consultant could be slightly higher, possibly hourly, but without risk of compensation of full time equivalent if staff is not fully subscribed with work requests from jurisdictions. Minimal costs for coordination/facilitation. Enhanced efficiency from dedicated position building knowledge for individual jurisdictions and the region to enhance competitiveness.

INTERESTED PARTIES Jurisdictional executives, staff and elected officials; consultants; non-profit and public agency partners.

ISSUES TO RESOLVE

- Guiding principles for coordination of application matching opportunity to jurisdiction interest and competitive interests within the region.
- Jurisdictions would need to willingly provide confidential reviews on technical and non-technical consultants.
- Jurisdictions would have to manage non-jurisdiction consultants in preparing grant applications.



Shared Services & New Initiatives: Information Technology and Web Support

DESCRIPTION This concept would offer a range of Information Technology (IT) and web support services to participating local governments and special districts or public agencies. Services could either be delivered for fee or through sharing agreements. Services may include:

- web page design
- database design
- network support
- data sharing
- other IT and web services

ORIGIN OF THE IDEA In the fall 2012 member services survey, many agencies ranked this as a medium or high interest area, and also an area where there is little current activity. In recent conversations with smaller local governments, SACOG staff heard interest in unique web-based data services or data pages that could be incorporated into local government web sites. Two inter-jurisdictional information maintenance programs use a collaborative model successfully in Sacramento and Yolo counties. SACOG also previously developed web sites for two transit agencies.

CONCEPT This service concept could provide two types of support:

Supportive Web Content — New demographic database information available to provide content through a data service that can support web pages designed by either local agency or SACOG staff, coordination assistance to share best practices among local agencies, demographic data feeds or other shared content, and regional transportation land use information.

Website development and IT assistance — New centralized support center responding to requests for assistance including: development of websites and web tools, potentially web surveys, engagement and public information sites, and database driven educational materials. Potential services include interactive place based public opinion surveys, an under-street infrastructure maintenance coordination tool, centralized procurement websites, or regionally supported transportation or land-use databases.

GEOGRAPHY/SCALABILITY No need for proximity between participating agencies; can scale to serve all willing participants.

SERVICE DELIVERY OPTIONS¹

- *Cooperatively purchase private contractor services* — SACOG's experience in shared contractor relationship with the Transportation Management Associations represents a cost effective way to provide highly skilled consultant team support for interactive, uniquely programmed functions, for high traffic websites. This option would be

best suited to a number of jurisdictions wanting a shared website for a specific initiative or activity.

- *Sole public contract provider (SACOG or other entity)* — This option would be best suited if local governments desire dedicated support in a shared staff position (or positions). The dedicated support would be employed by SACOG or another public agency, and local governments would contract for a base amount of service, with the option to add more support as needed.
- *Agency fee-for-service (one or more agencies provide specialized services to others)* — Similar to the previous option without a dedicated position. Agencies could agree to provide specific services on an hourly basis, this option could create local agency bid option on IT tasks.
- *Agency trade (one agency trades a service with another agency for services of a similar value)* — Local governments and public agency staff could arrange trades on IT or web support for other services. SACOG's experience is that this would be particularly useful in collaboration on shared interest projects/activities by example public engagement or data collection.

POTENTIAL BENEFITS

- Cost savings in contract costs for web and IT support.
- Greater access to information by agency staff and residents to improve public information and public engagement.
- Improved web access to agency-specific demographic information, which could help with grant applications.
- Improved data sharing for longer-term benefits to land use monitoring, forecasting, housing elements, modeling, and other planning activities.

POTENTIAL RISKS

- Interdependency for multiple local government web sites and public information. Security measures for servers and systems would need to be part of discussion with IT and web programmers from local governments in working group.
- Possible delayed response time without dedicated local staffing for each individual local agency. Agreement would need to include accountability measures for support requests and response. If sufficient demand over time, documenting requests and time for service, might substantiate need for additional staff resources within this partnership relationship.

FINANCIAL

Potential savings — Largely attributable to savings in contract costs if cheaper cooperative purchases are available. Savings could range from reduced staff costs for resource sharing or cost-share positions to full contract replacement.

Potential costs — Service cost is primarily for high-skill, high-wage labor estimated to cost between \$70 to \$200/hr. Potential benefit to

¹ For more information, see separate paper on Governance and Service Delivery Options



purchase the region's best local agency skills by the hour rather than by FTE. Costs are highly elastic, based on services used. Minimal costs for coordination/facilitation could be covered through a new regional program

INTERESTED PARTIES Jurisdictional executives, staff and elected officials; IT and web vendors and consultants

ISSUES TO RESOLVE

- Interest in specific services from member agency staff.
- Opportunities for data service sharing.
- Most cost effective and reliable hosting locations.
- Structure for identifying talent and needs.
- Cost-sharing structure.
- Differentiating between one-time/ongoing service needs and identify level of support needs.

DRAFT



Shared Services & New Initiatives: Pooled Purchasing and Pooled Risk

DESCRIPTION This concept proposal offers several types of pooled purchasing and pooled risk for local agencies. Services may include:

- Pooled materials purchasing (e.g., fuel, office supplies)
- Pooled equipment purchasing (e.g., vehicles, computers)
- Pooled service purchasing (e.g., consultants)
- Insurance/risk management pool

ORIGIN OF THE IDEA In a Fall 2012 survey of SACOG members, 6 of 28 respondents indicated high or very high interest in pooled purchasing of services, 3 indicated high or very high interest in pooled purchasing of materials, 4 indicated high or very high interest in pooled purchasing of equipment, and 7 indicated high or very high interest in pooled insurance or risk management. Those expressing this level of interest were small or medium-sized jurisdictions. Several members noted that they participate in California Communities (pooled financing) and CSAC Excess Insurance Authority (pooled risk).

CONCEPT After an assessment of interest and feasibility, there are four options for pooled purchasing and pooled risk:

Exploration of existing pooling entities – Several entities within the state offer pooled purchasing and pooled risk. Local agencies could explore joining those pools for specific uses. However, most are single-purpose entities (e.g., pooled risk, pooled vehicle purchasing, pooled office supplies purchasing). The California Department of General Services has a leveraged purchase agreement available for vehicles and other goods. All governmental entities may participate. U.S. Communities is a pooled purchasing nonprofit offering cooperative procurement (i.e., piggyback contracts). Many of our members show up in their list of participants.

Agency-to-agency purchasing agreements – One lead agency offers to work with other agencies on an ad hoc joint purchasing agreement. This could either be a jointly developed solicitation for equipment/services/materials, or an agency could allow others to piggyback on existing contracts.

Regional pooled purchasing – SACOG or another regional entity could offer pooled purchasing to interested local agencies.

Establish pooled risk entity – If there is interest in a risk pool other than existing options, SACOG could facilitate the formation of a separate pooling entity. This should need to be

a separate legal entity due to liability and other issues unique to pooled risk.

GEOGRAPHY/SCALABILITY In most cases, there would be no need for proximity between participating agencies, and the services would be scalable to serve all interested entities. However, some services (e.g., fleet, fuel) may be optimal for proximate agencies.

SERVICE DELIVERY OPTIONS The Concepts section describes the service delivery options generally. Specifically, in addition to identifying, analyzing, and providing information on existing pooling opportunity, local agencies also could use any of the following options:

- Agency fee-for-service (one or more agencies provide services to others) (pooled purchasing)
- SACOG or another regional entity could provide services (pooled purchasing)
- New independent entity (nonprofit) – Independent staff and a governing board representative of participating entities
- New Joint Powers Authority – The pooled entity could contract with SACOG or jurisdictions for staff, or could have independent staff. SACOG could also act as the fiscal and administrative agent. The JPA board would be comprised of representatives from participating entities.

POTENTIAL BENEFITS

- Lower costs for members
- Access to goods or services that would otherwise be cost-prohibitive

POTENTIAL RISKS

- No cost savings
- Shared liability

FINANCIAL

Potential savings – For pooled purchasing: savings attributable to cost savings from bulk purchasing and negotiated rates. Annual savings could range from thousands to low millions of dollars. For pooled risk: annual savings could range from thousands to low millions of dollars. A joint insurance pool in the Bay Area has cumulatively returned \$20 million in rebates to its members over 20 years.

Potential costs – Approximately \$20,000-50,000 in costs to establish a new entity, with higher costs for a pooled risk entity.

INTERESTED PARTIES Jurisdictional executives, purchasing staff, elected officials, and consultants.

ISSUES TO RESOLVE

- Jurisdictional interest (generally)



- Desirability of joining existing pools
- Governance and cost-sharing structure for an independent entity

DRAFT



Shared Services & New Initiatives: Regional Advocacy

DESCRIPTION This concept proposal would inventory local governments and JPAs about their current state and federal advocacy services, and could create a shared state and/or federal advocacy arrangement for public agencies. Services may include:

- Lobbying
- Legislative and regulatory analysis
- Creating educational materials
- Regional collaboration and coordination

ORIGIN OF THE IDEA In a fall 2012 survey of SACOG members, 10 of 28 indicated high or very high interest in inventorying current approaches to state and federal advocacy among local governments and JPAs, and to then determine if there are opportunities to consolidate or better coordinate this function regionally or sub-regionally. Those expressing this level of interest generally were small or medium-sized organizations.

SACOG has helped manage regional advocacy coalitions, and also has experience participating in statewide and national coalitions with varying degrees of effectiveness. We have learned over the past few years that several member jurisdictions have had to let go of or dramatically reduce the scope of their advocacy contracts and are relying solely on internal staff for host of advocacy functions. There may be natural partnership opportunities on issues relevant to economic development, infrastructure and natural resources to support coalition effort on issues of regional and local significance.

CONCEPT This proposal includes three options:

Inventory of advocacy services – SACOG would survey local governments and JPAs within the region about whether they rely on consultants, staff, or both to provide state and federal advocacy services. SACOG would facilitate an exploration of alternative service delivery for those jurisdictions interested in such a service.

Shared advocacy support – without structural change to current advocacy activities, public agencies could come together for more coordinated effort to share legislative, budget and authorization information from existing advocacy contracts or internal staff efforts. Minimal coordination involved in provided venue for discussion at SACOG or rotating member jurisdictions and partner agencies.

Agency advocacy support – based on interest from the inventory, individual agencies may need advocacy support. This service could provide those services directly to an

agency; the agency would be able to purchase the services they desire on an hourly or flat-fee basis.

Subregional or Regional advocacy – multiple agencies may wish to work together to advocate on issues of common interest. Agencies would need to agree on areas of mutual benefit (e.g., CDBG funding), or areas of sub-regional or regional interest (e.g., Delta issues).

GEOGRAPHY/SCALABILITY No need for proximity between participating agencies; can scale to serve all participants.

SERVICE DELIVERY OPTIONS

SACOG would inventory advocacy services. Advocacy support (individual or group) may be managed by SACOG or another agency, with advocacy services provided by a contract firm. The interested agencies may award a new contract collectively, may join onto existing contracts with individual agencies, or may initially expand coordinating function beyond annual state and federal advocacy programs.

POTENTIAL BENEFITS

- Greater access to advocacy services for small and medium-sized jurisdictions
- Unified message
- Dedicated, skilled professional services
- Improved regional sharing of assets and needs

POTENTIAL RISKS

- Conflicting goals and objectives among agencies
- Competition between agencies when advocating for funding
- Less individualized service through a common provider

FINANCIAL

Potential savings – Savings may result from lower costs through shared resources as well as from lower labor rates if cheaper options are available. Savings could range from nominal to tens of thousands of dollars. Potential benefit to purchase labor by the hour rather than by FTE.

Potential costs – Minimal costs for coordination/facilitation (less than \$5,000). Significant cost increases if new services are desired that are currently not funded.

INTERESTED PARTIES Jurisdictional executives, staff and elected officials; consultants; and public agency partners.

ISSUES TO RESOLVE

- Jurisdictional interest (generally)
- Areas of common interest



- Service delivery options
- Cost-sharing structure
- Process for avoiding/resolving conflicts

DRAFT



Shared Services & New Initiatives: Compensation Survey

DESCRIPTION This concept would provide a warehouse and resource center for compensation and benefit surveys. Services could either be delivered for a fee or through sharing agreements. Services may include:

- Compensation surveys
- Benefits surveys
- Document warehouse
- Other HR related services

ORIGIN OF THE IDEA In a Fall 2012 survey, many agencies ranked this as a medium or high interest area, and also an area where there is little current activity. There was high interest among SACOG Directors and city managers/county executives.

CONCEPT This service concept could provide three types of support:

Option 1: Web-based Center — Joint contract to access compensation and benefit surveys through a website that houses various documents from city and county governments throughout the state of California.

Option 2: Document Warehouse — A single entity could collect data from the various jurisdictions and/or other surveys that have recently been completed and house them in one location. Data could be updated on an annual basis. This option does not include preparing separate or independent compensation/benefit studies.

Option 3: HR Support — A single entity could provide HR support for compensation and benefit surveys/studies as needed by using data collected regionally from each jurisdiction within SACOG or from other jurisdictions and/or public entities. Jurisdictions would pay the contracting entity for each survey conducted on their behalf. This option could include various customized reports/studies.

GEOGRAPHY/SCALABILITY No need for proximity between participating agencies; can scale to serve all willing participants.

SERVICE DELIVERY OPTIONS

- Private contract provider
- Sole public contract provider (SACOG or other entity)
- Agency trade (one agency trades a service with another agency for services of a similar value), such as a shared position

POTENTIAL BENEFITS

- Cost savings in costs for HR support
- Greater access to information to executive and HR staff allowing devotion of time to other functions
- Improved and standardize compensation surveys
- Access to up-to-date compensation information
- Excellent for staff negotiations and recruiting potential candidates

POTENTIAL RISKS

- Jurisdictions would be dependent on a single source for information, which could be skewed if comparing jurisdictions of different sizes—although under all options the data should be sortable to tailor results for participant agencies.

FINANCIAL

Potential savings – This service could offset and/or eliminate labor and consultant costs currently used to provide data across the region. Savings could range from nominal to hundreds of thousands of dollars.

Potential costs –

Option 1: Cost could be anywhere from \$1,000-\$6000 per jurisdiction annually depending on number of jurisdictions participating and number of surveys needed.

Option 2: Cost would vary depending on number of hours to request, compile and organize documents into database. (\$15,000+/- annually)

Option 3: Cost would vary depending on needs of jurisdiction. If performed by SACOG, assuming a mix of staff at various levels, a blended rate of approximately \$100/hour is projected. This could be cost shared between interested jurisdictions.

INTERESTED PARTIES Jurisdictional electeds, City Managers/CEOs, HR personnel

ISSUES TO RESOLVE

- Interest from member agency staff
- Cost-sharing structure
- Determining levels of service(s)
- Differentiating between one-time and ongoing service needs and level of support needs



Shared Services & New Initiatives Task Force

STATUS: Draft

SERVICE CONCEPT: Travel Demand Forecasting and Analysis Services

DESCRIPTION SACOG could provide travel demand forecasting (TDF) services or analysis services directly to member agencies for their projects and studies.

ORIGIN OF THE IDEA SACOG develops and maintains TDF models and data needed to run them. Local agencies currently either adapt SACOG's models, or create their own. Regardless of the approach used, agencies contract this work, mostly to local transportation consultants. This practice can be very expensive, and results in different models, assumptions, and analysis results for projects and studies, depending on who does the analysis.

CONCEPT SACOG could provide a wide range of TDF support and services, listed in increasing order of complexity and effort*:

Technical Review Support—assistance in reviewing work scope and deliverables for TDF work contracted by agencies.

TDF Data Support—assistance in developing land use or transportation network datasets required for studies undertaken by agencies. This support could also include maintenance and tracking of modeling datasets and assumptions on behalf of the agency.

Low-Level TDF Services—providing customized travel forecasts for agency studies, drawn from existing SACOG forecasts (e.g. the MTP/SCS). Analysis work (e.g. level-of-service calculations, impact assessments, mitigation measures, etc.) and reporting would be done by the agency or its consultants.

Mid-Level TDF Services—working with agency staff to develop land use and transportation scenarios for a study, and preparing travel forecasts for those scenarios. Analysis and reporting work would be done by the agency or its consultants.

High-Level TDF Services—in addition to doing data and modeling, SACOG would conduct the analysis and prepare reports for agency studies.

GEOGRAPHIC AREA OF INTEREST All agencies in the region require TDF services from time to time, and no agency (other than Caltrans or El Dorado County) is currently staffed to provide this service “in house”, so the need for this service does not vary by geography. Larger agencies generally have at least one staff person familiar enough with TDF to manage consultant contracts, and to track the various versions of models which may be in play at any point in time. Smaller agencies generally have no staff familiar with TDF, and are totally reliant on consultants for this service.

SERVICE DELIVERY OPTIONS Delivery options would vary by the type of service provided. For the support and low-level TDF services, service could be provided on unit cost basis (e.g. a fixed cost per

intersection or segment). For the mid- and high- level TDF services, fee-for-service would be required.

POTENTIAL BENEFITS Especially for smaller agencies, the TDF support services could fill a gap in agency staffing. Direct SACOG involvement in TDF services would provide a higher level of consistency in data and assumptions across agencies than currently exists. For most projects and studies, SACOG's TDF model is more advanced and has more capabilities than the simpler models used by most agencies and all levels of the TDF service described above (low-mid-high) would expand the use of this model.

POTENTIAL RISKS Relying on SACOG for direct travel demand analysis could result in delays, if many studies are initiated in a short timeframe and SACOG staffing is insufficient to cover all the requests simultaneously.

FINANCIAL Depending on the range of services extent of services provided, and on the number of agencies choosing these services, the savings could vary widely from very marginal to very significant, compared to current practice. Specific estimates of savings will require focused discussion with agency staff.

INTERESTED PARTIES All member agencies; consultants and firms which have historically provided TDF services.

LIST OF ISSUES TO RESOLVE Current practice allows local agencies to maintain their own land use and transportation network assumptions, largely without review by any outside agency. This practice allows agencies maximum flexibility, but sacrifices consistency and, to a degree, accountability across agencies and studies.

Local transportation consultants provide TDF service as well as analysis under contract to most agencies in the region, and in many cases, the consultants operate as extensions of agency staff for this purpose. If SACOG provides TDF support or low- or mid- level TDF services (i.e. no analysis or reports), a “hand-off” process must be developed.

SACOG's current regional model (SACSIM) is model of record for the MTP/SCS and air quality conformity processes at a regional level. Local agencies have relied on simpler modeling tools. Providing travel demand analysis as a shared service would require most agencies to transition to SACSIM, or would require SACOG to maintain different modeling platforms. Given that many agency general plans and impact fee programs are based in part on analysis results from their current models, transitioning to new platform would be difficult, and would have to be timed with other projects and studies (e.g. a general plan update, or update of a traffic impact fee).

*Cross-reference to “General Plan Services” paper



Shared Services & New Initiatives Task Force

Thursday, November 8, 2012 at 12:00 p.m. – **LUNCH WILL BE PROVIDED**

Roll Call: Directors Cabaldon, Cohn, Cosgrove, Griego, Hanley, Hill, Jankovitz, Krovoza, Miklos, Saylor, Serna, Stallard, Vice Chair Hodges, and Chair Knight

1. Shared Service & New Initiatives Policy Principles
2. Concept Proposals
3. On-going Activities
4. Preview December Board Retreat
5. Other Matters
6. Adjournment

Auburn
Citrus Heights
Colfax
Davis
El Dorado County
Elk Grove
Folsom
Galt
Isleton
Lincoln
Live Oak
Loomis
Marysville
Placer County
Placerville
Rancho Cordova
Rocklin
Roseville
Sacramento
Sacramento County
Sutter County
West Sacramento
Wheatland
Winters
Woodland
Yolo County
Yuba City
Yuba County

◀ Indicates Action

Prepared by:

Approved by:

Mike McKeever
Chief Executive Officer

John Knight
Chair

The Meridian Plaza Building is accessible to the disabled. If requested, this agenda, and documents in the agenda packet can be made available in appropriate alternative formats to persons with a disability, as required by Section 202 of the Americans with Disabilities Act of 1990 and the Federal Rules and Regulations adopted in implementation thereof. Persons seeking an alternative format should contact SACOG for further information. In addition, a person with a disability who requires a modification or accommodation, including auxiliary aids or services, in order to participate in a public meeting should contact SACOG by phone at 916-321-9000, e-mail (contact@sacog.org) or in person as soon as possible and preferably at least 24 hours prior to the meeting.

Parking is available at 15th and K Streets



Task Force Meeting Schedule

Thursday, November 8 – noon to 1:30 p.m.

Thursday, November 29 – noon to 1:30 p.m.

Thursday, December 6 – Board Retreat