



# Bay Area Regional Collaborative

## Organizational Plan

### Contents

Purpose.....	1
Governance Structure & Roles.....	4
Governing Board.....	4
Executive Directors .....	7
Issue-Area Regional Task Force .....	8
Staff .....	8
Work Plan and Budget Development.....	10

*On March 20, 2015, the Governing Board approved a motion for use of the name the “Bay Area Regional Collaborative, also known as the Joint Policy Committee” in all messaging materials and internal and external communications for the organization referenced in California State Government Code 66536, 66536.1 and 66536.2 under Senate Bill 849 (Torlakson).*

### Purpose

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**Intent** The Bay Area Regional Collaborative is a consortium of member agencies that come together to address crosscutting issues of regional significance, with the ultimate goal of improving the quality of life for all Bay Area residents. The Bay Area Regional Collaborative provides a mechanism through which its member agencies can learn, explore, collaborate, incubate, coordinate, and communicate policies and best practices that agency leadership can decide to advance collectively and singularly. The Bay Area Regional Collaborative is made up of a Governing Board of member agency commission/board representatives, an Executive Directors Group, and other staff cross-agency work teams.

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<b>Member Agencies</b>	<p>The Collaborative has four agency members:</p> <ul style="list-style-type: none"> <li>Association of Bay Area Governments (ABAG)</li> <li>Bay Area Air Quality Management District (BAAQMD)</li> <li>Metropolitan Transportation Commission (MTC)</li> <li>San Francisco Bay Conservation &amp; Development Commission (BCDC)</li> </ul>
<b>Policy Focus</b>	<p><b>Climate Change</b></p> <p>Each of the regional agencies is deeply engaged in work to mitigate climate change and make the Bay Area more resilient to the impacts of a changing climate. The agencies are working together to create coordinated policies, increase efficiencies, leverage resources, and provide better services to local governments and special districts that are grappling with these issues. This collaborative work provides clear distinctions among the different roles and responsibilities of the four agencies in relation to climate; fosters linkages between regional, state, and federal programs; and communicates outcomes in a clear and coherent manner to regional stakeholders. Efforts that fall under this issue area, with varying degrees of integration among staff teams:</p> <ul style="list-style-type: none"> <li>- Resilient Shorelines Partnership</li> <li>- Regional Climate Protection Strategy (BAAQMD)</li> <li>- Sustainable Communities Strategy (Plan Bay Area)</li> <li>- ABAG's Resilience Program</li> <li>- BCDC Regional Adaptation Planning/Adapting to Rising Tides Program (ART)</li> </ul>
<b>Guiding Principles</b>	<p>The Regional Collaborative embraces these guiding principles:</p> <p>The Regional Collaborative anticipates, identifies, and solves nascent and long-term crosscutting regional issues.</p> <p>The Regional Collaborative reaches across jurisdictional boundaries to maximize resources and develop effective public policy.</p> <p>The Regional Collaborative improves coordination and communication between the regional agencies and the Bay Area's cities, counties, transit agencies, and special districts creating greater efficiencies, delivering desired outcomes, and providing better service.</p> <p>Each member agency retains its autonomy and voluntarily makes and implements Regional Collaborative agreements.</p> <p>The Regional Collaborative agrees to create alignment and efficiency, adding value to each agency's functions, for each policy issue that it tackles.</p> <p>The regional focus that the Regional Collaborative provides informs Board member decision-making in all positions of responsibility.</p>

<b>Tools</b>	<b>Legislative Coordination</b>
	<p>The Regional Collaborative coordinates agency action on national and state legislation for issues related to its charge. The Collaborative forwards a coherent and coordinated regional voice to support outcomes that benefit the Bay Area in its policy focus and other issues of significance. Joint letters, coordinated legislative action, and joint meetings with State and/or Federal representatives focus on climate change and other issues of significance to the Bay Area that benefit from the four agencies advocating together.</p> <p><b>Agency Coordination on Cross-Cutting Issues</b></p> <p>The agencies coordinate bilaterally and multi-laterally on crosscutting regional issues that affect more than one agency. The Executive Directors identify and set the course for addressing these issues.</p>
<b>Name Change Proclamation</b>	<p>On March 20, 2015, the Governing Board approved a motion for use of the name “The Bay Area Regional Collaborative, also known as the Joint Policy Committee” in all messaging materials and internal and external communications for the organization referenced in California State Government Code 66536, 66536.1 and 66536.2 under Senate Bill 849 (Torlakson).</p>
<b>Founding Legislation Excerpts</b>	<p>The following excerpts the original legislation that established the Joint Policy Committee. In 2014 on its tenth anniversary, the Joint Policy Committee conducted organizational planning that led to renaming the effort the Bay Area Regional Collaborative to recognize the value of staff collaboration in serving legislative intent. The Collaborative encompasses the Governing Board and an Executive Directors Group and provides a structure to support member agency staff to coordinate and collaborate on critical regional issues.</p> <p>66536.1 (c) The joint policy committee shall coordinate the development and drafting of major planning documents prepared by ABAG, MTC, BAAQMD, and the San Francisco Bay Conservation and Development Commission, including reviewing and commenting on major interim work products and the final draft comments prior to action by ABAG, MTC, BAAQMD, BCDC.</p> <p>66536.2. (a) (1) The Association of Bay Area Governments, the Bay Area Air Quality Management District, and the Metropolitan Transportation Commission have been working together through a joint policy Board to coordinate and improve the quality of land use, transportation, and air quality planning in the Bay Area.</p> <p>(2) The San Francisco Bay Conservation and Development Commission has comprehensive planning and regulatory authority in all nine Bay Area counties for the San Francisco Bay, Suisun Marsh...and through that authority plays a critical role in the land use and transportation future of the Bay Area.</p>

# Governance Structure & Roles

## Governing Board

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**Intent** The Governing Board is a venue for learning, information sharing, and cross-coordination among the four member agencies to support goals and strategies requiring regional focus, perspective, and governance. The Board is made up of members from each member agency's governing body. Each member commits to communicating broadly the awareness and understanding gained through Governing Board deliberation.

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**Board Member Responsibilities** Through Governing Board participation, members learn about issues of regional significance and commit to sharing insights in other forums, including member agency governing bodies and local jurisdictions. When engaging as a Governing Board, members commit to advancing regional interests and understanding, informed by their local experience and responsibilities.

The Governing Board approves the Regional Collaborative Work Plan and Budget.

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**Governing Board Chair & Vice Chair** The Board Chair formally presides at each Governing Board meeting and ensures that members work together effectively. The Chair is responsible for managing and facilitating effective meetings of the Board and setting each Board meeting agenda in consultation with the Collaborative Executive Director, member agency Executive Directors, Vice Chair, and board members.

The Vice Chair presides at Governing Board meetings when the Chair is absent or at the request of the Chair. The Vice Chair participates in setting the Board meeting agenda in consultation with the Chair and the Collaborative Executive Director.

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**Terms** Board members serve at the discretion of their agency's governing board for one-year terms. Terms begin in February. Members can serve multiple one-year terms. If a member's tenure on the agency's governing board ends during the member's term, the agency chair will replace the board member following its own agency protocols.

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**Composition** Each agency's board or commission selects four representatives to serve one or more annual terms on the Governing Board. Annual terms begin in February. The agency's chair and vice chair are encouraged, but not required, to sit on the

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Collaborative Governing Board.

*(The legislation says “the combined membership for the joint policy Board shall include at least one representative from each of the nine regional counties: Alameda, Contra Costa, Marin, Napa, Sonoma, San Mateo, San Francisco, Santa Clara, and Solano.)*

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**Officer Selection**

The Board Chair and Vice Chair serve a two-year term beginning and ending in March. All members are eligible and can serve multiple terms as either Chair or Vice Chair. The Governing Board strives to rotate the officers among the four agencies.

If the Chair or Vice-Chair’s tenure on the agency’s governing board ends during the officer’s term, the Governing Board will elect a new officer following this protocol. That officer will serve for up to two years until the March officer selection.

Governing Board members may nominate another member or put forward his or her own name to serve as the Chair or the Vice Chair. Nominations can be for both officers at the same time.

The Governing Board will elect the Chair and Vice Chair using its decision making protocol at the March meeting. The previous Chair or Vice Chair will facilitate the March meeting. If absent, the newly elected Chair or Vice Chair will facilitate.

*Note: In January 2015, Supervisor Scott Haggerty representing ABAG became Chair, and Zack Wasserman representing BCDC became Vice Chair. They will serve until the March 2017 Chair and Vice Chair selection.*

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**Meeting  
Organization &  
Documentation**

The Governing Board meets quarterly (four times) each year, typically in March, June, September, and December. The Board can shift its schedule or schedule additional meetings if deemed necessary or timely.

The Collaborative Executive Director works with the four agencies’ Executive Directors and the Governing Board Chair and Vice Chair to develop the agenda for each Board meeting.

All Governing Board meetings are open to the public and subject to the Brown Act. Meeting agendas will be available on the web site in advance of each meeting. The Board will designate public comment periods on the agenda.

The Collaborative Executive Director will be responsible for note taking and documentation. The Executive Director will ensure meeting summaries reflect Board insights and make them available on the web site. The Board will refine and approve meeting summaries at its subsequent meeting.

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**Governing Board  
Decision Making**

The Governing Board is a forum for learning, dialogue, and guidance tied to its purpose. The Board may periodically make decisions to advance or develop its core agenda. The Board cannot make decisions or set policy for any of its member agencies.

The Governing Board strives for consensus in its decision-making. Consensus is reached when members agree they can “live with” the proposal. The definition of consensus spans the range from strong support to neutrality to abstention to “I can live with it.” A member may not like a part or the full proposal and still allow it to move forward. This would still constitute a consensus agreement.

If unable to reach agreement, the member who has a concern must present a constructive proposal that is responsive to others’ interests for the Board to consider.

If still unable to reach agreement, members will consider and select a fallback option to resolve the issue. Fallback options include:

- a) Identifying issues requiring further research and suspending deliberations until the research has been completed;
- b) Seeking a recommendation from the Governing Board, member agency or Collaborative Executive Director regarding possible ways to resolve the remaining disagreement;
- c) Letting the primary responsible agency impose a decision;
- d) Setting the issue aside and discussing it at a later date;  
Or
- e) Holding a traditional vote in which the proposal passes with a two-thirds majority of Governing Board members present at the meeting. To hold a vote, a quorum of a simple majority of total Governing Board membership must be present (9 of 16 members). If the Governing Board approves the proposal with a two-thirds majority of members who are present, the meeting minutes will document the concerns of those who voted against the proposal. If the vote is not approved, the Governing Board may keep working on the issue or chose to set it aside.

## Executive Directors

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**Executive Directors Group** Member agency Executive Directors and the Regional Collaborative Executive Director meet together every two months, or more often if necessary, to share information and anticipate, coordinate, and address policy and program issues. The Executive Directors identify issues that would benefit from discussion and information sharing across the agencies. The Executive Directors address and resolve emergent issues, concerns, and conflicts.

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**Member Agency Deputy & Planning Directors** Member agency Deputy Directors and Planning Directors meet every two months (between the Executive Directors Group), or more if necessary, to further agency and staff coordination.

The Deputy Directors and Planning Directors strive for consensus as defined in the Executive Directors Group. If unable to reach agreement on any particular decision, someone from the group will present the problem at the Executive Directors Group for resolution.

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**Decision Making** The Executive Directors, including the Regional Collaborative Executive Director, strive for consensus in decision-making. Consensus is reached when members agree they can “live with” the proposal. The definition of consensus spans the range from strong support to neutrality to abstention to “I can live with it.” A director may not like a part or the full proposal and still allow it to move forward. This would still constitute a consensus agreement.

If unable to reach agreement, the director who has a concern must present a constructive proposal that is responsive to others’ interests for consideration.

If still unable to reach agreement, the directors will consider and select a fallback option. Fallback options include:

- a) Identifying issues requiring further research and suspending deliberations until the research has been completed;
- b) Seeking a recommendation from the Governing Board or member agency or Regional Collaborative Executive Director regarding possible ways to resolve the remaining disagreement that the Executive Directors would then consider;
- c) Requesting that the Regional Collaborative Executive Director work with the Executive Directors to negotiate a consensus agreement; or
- d) Letting the primary responsible agency impose a decision.

## Issue-Area Regional Task Force

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The Regional Collaborative Executive Director may periodically convene an ad hoc issue-specific Regional Task Force. The Regional Collaborative Executive Director would identify the charge and duration of a Task Force as part of the Regional Collaborative annual work plan. This would include how the Regional Collaborative would use Task Force outcomes or recommendations.

A Task Force would likely consist of 15-20 members that the Regional Collaborative Executive Director would select from non-profits, private sector, public agencies, philanthropy, elected officials, etc. and could include representation from staff of the four member agencies. The goal of Task Force composition would be representing different interests on the specific issue. The Regional Collaborative Executive Director would finalize the Task Force's composition in consultation at the Executive Directors Group and with Task Force members to ensure Task Force recommendations would provide value and add credibility to Regional Collaborative efforts.

Governing Board members could serve on a Regional Task Force. Board members could recommend participants for the Task Force for the Regional Collaborative Executive Director's consideration.

The Executive Directors would approve staffing assignments to support the Task Force. Assigned staff would organize Task Force meetings and manage agenda and meeting documentation, with reports to the Regional Collaborative on findings, progress, and recommendations.

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## Staff

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### **Executive Director**

The Regional Collaborative Executive Director works for and is staff to the Governing Board and works directly with member agency Executive Directors. The Regional Collaborative Executive Director is independent and dedicated to achieving collaborative goals by guiding the vision and strategy, supporting aligned activities, advancing policy, mobilizing resources, establishing shared measurement practices, and building public will. The Executive Director acts as a convener to facilitate problem solving and regional coordination among the agencies and with interested parties.

The Executive Director prepares an annual work plan to advance the Regional Collaborative agenda.

The Executive Director works with the Governing Board Chair

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	and Vice Chair and member agency Executive Directors to plan Board meetings. The Executive Director also organizes Board meetings, including designing meeting agendas; coordinating with presenters; and ensuring documentation of meeting summaries and outcomes.
<b>Agency Staff</b>	Member agency Deputy Directors and Planning Directors join the Executive Directors Group and then meet in the off-months between Group meetings.
<b>Relationship Agency Staff</b>	The Regional Collaborative Executive Director communicates directly with staff to identify and understand crosscutting issues, emerging tension points, or nascent issues that merit coordination.
<b>Cross-Agency Staff Teams</b>	Executive Directors and Deputies select staff to serve on cross-agency staff teams to tackle specific issue areas, deliverables, and longer-term work plans. The Regional Collaborative Executive Director coordinates this dedicated staff time and the work plan deliverables of Regional Collaborative cross-agency staff teams. The Executive Director will work with the Deputy Directors and Planning Directors or the Executive Directors to resolve any issues. The Regional Collaborative work plan intends to create efficiencies across agencies through the cross-agency staff teams.
<b>Website Management</b>	The Regional Collaborative will create a new, updated website in 2015.
<b>Administrative Functions</b>	The primary administrative functions include web posting, noticing, and support at meetings. ABAG has provided this administrative support. MTC has provided additional support for contracting and other administrative tasks.

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## Work Plan and Budget Development

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<b>Method &amp; Timeframe</b>	<p>Each year, the Regional Collaborative Executive Director is responsible for developing a work plan each year that will correspond with the annual budgeting process for the four member agencies (all on fiscal calendars starting July 1<sup>st</sup>).</p> <p>The work plan will project two years of the Regional Collaborative's efforts, with most detail focused on the first year. The Regional Collaborative Executive Director will develop the work plan and budget in collaboration with the members' Deputy and Planning Directors, with the Executive Directors' providing approval. The annual budget associated with the work plan would include salaries for the Regional Collaborative Executive Director, time allocations of staff from each of the member agencies to work on cross-agency staff teams, and other expense items (e.g. consulting, convening).</p> <p>The Regional Collaborative Executive Director would report on the previous year's accomplishments and share a preliminary proposal for the subsequent two-year work plan at the Governing Board's December meeting. The Executive Director would then recommend the Governing Board approve the work plan and budget, at its March or June meeting.</p>
<b>Funding Structure</b>	<p>Each year, member agencies determine their annual contributions to support the budget to complete the work plan. The Governing Board then approves the budget.</p>
<b>Accountability &amp; Reporting</b>	<p>The Regional Collaborative Executive Director will report annual accomplishments and progress at the last Governing Board meeting of the calendar year. This meeting will provide an opportunity for the Governing Board and Executive Directors to reflect on progress made over the course of the year and set priorities for the subsequent two years.</p>

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