



Memorandum

TO: Joint MTC Planning Committee with the
ABAG Administrative Committee

DATE: September 7, 2018

FR: Executive Director

RE: Integrated Regional Planning Program Strategic Plan Introduction

Background

With the staff consolidation in July 2017, the planning departments of MTC and ABAG combined to become a 40 plus person strong integrated regional planning program (IRPP). The team is currently working on several important initiatives including CASA – the Committee to House the Bay Area, *Horizon*, establishing an Economic Development District, and a development of a funding strategy for the remaining gaps in the Bay Trail. A Strategic Plan is being developed to support the advancement of a dynamic, effective, high impact IRPP. MTC hired LeSar Development Consultants to develop a refined strategic plan for the new regional planning program and assist with key components of an implementation framework for the plan for the near-and mid-term. LeSar Development Consultants have significant expertise and experience related to organizational change, strategic planning for public entities, and priority setting for newly merged or expanded entities.

Approach

The development of the strategic plan will occur over an approximate 9 month timeframe, with guidance from a technical advisory committee comprised of staff from across the regional planning program, and will consist of four main tasks:

1. **Confirmation of Approach and Timeline (*complete*):** The consultant and advisory committee worked together to refine the purpose and need of the plan, as well as the best ways to engage and gather input from planning staff, executive staff, MTC and ABAG board members and commissioners, and external stakeholders. This task was completed in July 2018.
2. **Assessment of Challenges and Opportunities (*in process*):** In this phase, the consultant is gathering input from staff and other stakeholders through a combination of online surveys and in-person interviews. The purpose of this phase is to solicit feedback to better understand the day-to-day challenges faced by planning staff and opportunities to improve the program's impact on the region. The final product of this task will be a memo documenting the major findings identified through the surveys and interviews.
3. **Identify Key Drivers of Strategic Plan:** Based on the findings in previous phase, the consultant will lead a process to engage planning staff and others in identifying strategies to overcome challenges and pursue opportunities. This phase will likely include workshops with planning staff and conversations with executive leadership to discuss key findings and prioritize internal and external strategies to best position the planning program for success.

4. **Develop 5-Year Strategic Plan and Workplan Recommendations:** In the final phase of this work, the consultant will draft a five-year strategic plan for the program, as well as recommendations for improving the annual work planning process for Fiscal Years 2019-2020 and beyond. The process recommendations will position the planning program to better align their staff resources and activities with regional priorities, including methods for reprioritizing work plans as new needs emerge. The five-year strategic plan will identify the Bay Area's significant regional short-term needs and long-term challenges and opportunities to guide the program's work planning and prioritization through the year 2023.

Next Steps

The consultant has completed task 1 and work on task 2 is currently underway. The survey of planning program staff was completed in August, and the survey of MTC and ABAG board members and commissioners will be sent out the week of September 11. Interviews with planning staff and executive staff are underway. We welcome any feedback or input you have on the Strategic Plan development.



Steve Heminger

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