



## Retreat Summary

### I. Finding a Mission on the El Camino Real

CALCOG has always had a general sense of purpose. But it lacked a well-defined mission. Our “generalist nature” is codified in Article II of our bylaws (see attached Background Materials), which list several activities over two and half pages that may be implemented—without a specific mission.

Last June, the Board of Directors directed staff to convene a strategic retreat to examine CALCOG systems and work program. The retreat was held at the Hayes Mansion in San Jose, located next to the El Camino Real—the great road of missions that first connected many of California’s regions. What better place to define a mission for CALCOG?

Approximately 35 board members and executive staff attended. Bill Chiat was retained as a facilitator for the retreat. The results of the retreat are focused and include a draft mission statement. The following notes, summary and background materials are being shared with the entire Board and membership to get wide input on the conclusions and recommendations from the retreat.

### II. Next Steps

In the coming weeks and months, staff will be developing implementation proposals in the four priority action areas identified at the retreat. We encourage all members to review and engage. This summary is not the final word, but a work in progress. Please review the enclosed materials and send your comments and recommendations to Bill Higgins ([bhiggins@calcog.org](mailto:bhiggins@calcog.org))

### III. Enclosed Materials

1. Draft Executive Summary
2. Retreat Notes (*Summarized From the Facilitator Flipcharts*)
3. Retreat Agenda and Background Materials



November 7-8, 2014

## EXECUTIVE SUMMARY

### 1. What *Should* CALCOG Be Doing? Current Issue Priorities:

- Increase capital and maintenance funding to address California's crumbling transportation (and other) infrastructure
- Protect the strong role for regional and local governments in planning, programming and decision-making.
- Tell a better story about regional governments

### 2. What We Do: Draft Mission Statement:

*Collaborate, share, and advocate to improve the capacity of California's regional governments to serve their local agency members.*

### 3. What Keeps CALCOG From Doing More?

Unknown identity, lack of capacity and resources, small staff, not good storytellers

### 4. What Could We Become in Three Years?

- Effective and capable advocate on priority policy issues
- Unified local and regional support for bottoms-up regional solutions
- Key policy and funding and programming decisions are made at regional level
- CALCOG brand (and opinion) is respected
- Facilitate collaboration amongst advocacy groups (non-polarization)
- A respected advocate and expert in (1) Cap & trade; (2) transportation funding (SB 45); (3) Affordable Housing; (4) Regional common services; (5) Sustainable growth

### 5. Four Core Focus Areas for Improvement

- Build an effective principled advocacy program; established processes and Board oversight; empower staff to get the job done;
- SB 375 Implementation: add capacity to current focus of work.
- Communication-Education: -tell a good story; build materials, events, and social media to provide a baseline about what CALCOG and its members do.
- Address the Capacity Issue: a plan for improved levels of CALCOG capacity will have to be developed and considered by the membership and the board.

### 6. Next Steps: (*Timeline: 3 to 18 months depending on element*)

- **Everyone.** Start by reviewing this draft summary. This is a work in progress.
- **More Discussion.** Input will be sought from the executive directors group and other forums to assure that we get the best information.
- **Action Plans.** Staff anticipates developing plans to address the core areas identified above. The Board can implement some elements quickly; others will take time.
- **Task Force.** Improved organization capacity will involve a review of the budget, dues, and management. One idea is to form a Task Force to oversee this process. – similar to the association management bidding process used four years ago.



# RETREAT NOTES

## 1. Significant and Novel Trends

To start things off, attendees were asked to identify significant and novel trends that are affecting our world we live in (not only specific to CALCOG)

<ul style="list-style-type: none"> <li>• Drought</li> <li>• Climate Change</li> <li>• Funding</li> <li>• Political Landscape</li> <li>• Technology</li> <li>• Terrorism</li> <li>• Global Economy</li> <li>• AB 109</li> <li>• Cost of Education</li> <li>• Affordable Care Act</li> <li>• Political Polarization</li> <li>• Loss of Middle Class</li> <li>• Metro v rural differences heightened</li> <li>• Aging Population</li> </ul>	<ul style="list-style-type: none"> <li>• Cap and Trade</li> <li>• Concentration of Power in Sacramento</li> <li>• Bullet Trail</li> <li>• Social Media</li> <li>• VMT vs. gas tax</li> <li>• State concern/authority of land use</li> <li>• Elimination of RDA</li> <li>• Ebola-Plagues</li> <li>• Dissolving borders</li> <li>• Environment of fear</li> <li>• Political gridlock</li> <li>• Shorter times for decisions</li> <li>• 24 hr "breaking" news</li> </ul>	<ul style="list-style-type: none"> <li>• Economic recovery</li> <li>• Agenda 21</li> <li>• Pension reform</li> <li>• Losing pensions</li> <li>• Millennials</li> <li>• Infrastructure disintegration</li> <li>• Global pollution</li> <li>• China</li> <li>• Sea level rise</li> <li>• Apathy</li> <li>• Community disengagement</li> <li>• Pace of life</li> <li>• Social emptiness</li> <li>• Negative discourse-political</li> <li>• Independent voter party affiliation</li> </ul>
--	---	--

## 2. Values: Key Trends Affecting Regional Government in California

Small groups identified several trends, but the following were ranked as the most significant trends by the attendees:

- Lack of capital and maintenance funding at a time of crumbling infrastructure
- State government asserting a stronger role in local and regional planning, programming, and decision-making (includes shift to statewide competitive grant awards away from performance-based formula programs)
- More of a constant than a trend, but policy makers and the public generally do not have sufficient understanding of what regional governments do

### Other Identified Trends Specific to Regional Governments:

<ul style="list-style-type: none"> <li>• Changes in diversity and demographics, and the influence on choices such as driving, density, housing, transit, interaction with local government, and other factors</li> <li>• Regions increasingly work together on common interests and acknowledge regional diversity</li> <li>• Infill and density increasing</li> <li>• Increase understandings of how transportation choice interacts with social health, safety, land use, and infrastructure.</li> </ul>	<ul style="list-style-type: none"> <li>• Rise of super adversarial constituencies</li> <li>• Balancing of multiple policy measures, e.g., a focus on safety leaves less funding available for public transit.</li> <li>• Increased public expectation related to service delivery combined with flat or dwindling funding</li> <li>• Performance Based planning and programming</li> <li>• Climate Change</li> <li>• Technology</li> </ul>
--	--



November 7-8, 2014

### 3. Mission-Vision

CALCOG does not have a mission statement. Instead Article 2 of the bylaws includes a lengthy listing of actions that can be made on behalf of the members. After full discussions about CALCOG’s history and function, attendees were asked to describe CALCOG’s core functions and purposes. The following were listed:

<ul style="list-style-type: none"> <li>• Consensus based</li> <li>• Balance needs of large, small; urban, rural</li> <li>• Member driven</li> <li>• Policy advocacy</li> <li>• Government to government</li> <li>• Alignment</li> <li>• Communicate-educate</li> <li>• Advocate</li> <li>• Transcend boundaries and differences in the state on regional issues</li> <li>• To promote, educate, and defend regional transportation policy and funding</li> </ul>	<ul style="list-style-type: none"> <li>• Provide a forum for regional collaboration and information exchange</li> <li>• Targeted advocacy</li> <li>• Sharing of information</li> <li>• Expand protect funding and authority</li> <li>• Advocate for interests</li> <li>• Be a collaborative organization</li> <li>• To protect, serve, and advocate for local and regional governments</li> <li>• Improve capacity (increase effectiveness) of members to serve their member local governments</li> </ul>
--	---

Staff then combined these into the following draft mission statement (underlines indicate key language changes):

**Very Short:** *Improving the capacity of California’s regional governments to serve their local agency members*


**Short:** *Collaborate, share, and advocate to improve the capacity of California’s regional governments to serve their local agency members.*

**Medium:** *Collaborate through information sharing, education, and advocacy to improve the capacity of California’s regional governments to serve their local agency members*

**Long:** *Work collaboratively through the exchange of information, education, and targeted advocacy to improve the capacity of California’s councils of governments, regional transportation planning agencies, and metropolitan planning organizations to serve their member local governments.*



November 7-8, 2014

	<p style="text-align: center;"><b>The CALCOG Badge</b></p> <p>Staff anonymously designed this “Protect and Serve” badge after the facilitator noted that the Los Angeles Police Department has one of the most remembered missions because of its simplicity. Workshop attendees barely resisted the temptation to adopt this as a logo, but a T-Shirt licensing deal is in the works.</p>
---	--



November 7-8, 2014

#### 4. ORGANIZATIONAL ANALYSIS

CALCOG Strengths	CALCOG Weaknesses
<ul style="list-style-type: none"> <li>● Reputation = connections</li> <li>● Membership – brand diversity and perspective</li> <li>● Expertise</li> <li>● Regional Brand Perspective – Small Big Tent</li> <li>● Trend toward emphasizing regionalism</li> <li>● Provides quality information</li> <li>● Moving in right direction</li> <li>● Perceiving value</li> <li>● Good leadership in numbers, unified voice respecting diversity, proven record, institutional knowledge, ability to put a local face on state policy</li> <li>● Staff abilities</li> </ul>	<ul style="list-style-type: none"> <li>● Lack of perceived value</li> <li>● Unknown identity</li> <li>● Lack of organizational funding (also diversity of funding)</li> <li>● Competing priorities among members (CSAC v. League v. CALCOG)</li> <li>● Complex issue</li> <li>● Small staff</li> <li>● Unknown immediate sense of urgency</li> <li>● General capacity issues</li> <li>● Not good strong tellers (what is a COG?) statewide and for individual roles</li> <li>● Lack of staff and funding (again)</li> </ul>
Threats and Barriers	Opportunities
<ul style="list-style-type: none"> <li>● Legislature – Trend toward stronger state control</li> <li>● Legislators forgot where they come from</li> <li>● State takeaways and unfunded mandates</li> <li>● Governor too powerful, not collaborative</li> <li>● Loss of funding</li> <li>● Trend to competitive funding vs. funding</li> <li>● CALCOG organization-structure; capacity</li> <li>● Current lack of mission</li> <li>● Resources</li> <li>● Lack of identity</li> <li>● Potential repeal of SB 45 (highway programming)</li> <li>● Potential threat in reauthorization</li> <li>● Loss of bike/ped</li> <li>● No solution to trust fund</li> <li>● Transit \$</li> <li>● Amtrak</li> </ul>	<ul style="list-style-type: none"> <li>● Get a “regional seat” at the SGC</li> <li>● State concern in transp. and land use</li> <li>● Collective expertise to influence decisions</li> <li>● State is floundering on key policy</li> <li>● Crumbling infrastructure begs action</li> <li>● Create a model for coordinating implementation of regional projects</li> <li>● Influential and knowledgeable resource</li> <li>● Sharing of best practices, successes, and challenges</li> <li>● Defining regionalism in a local contest</li> <li>● Bottoms up opportunities</li> <li>● SB 45 protection</li> <li>● Adopt light rail principles</li> <li>● Effective legislative policy</li> <li>● Influence MAP 21 reauthorization</li> <li>● Educate New Legislators and staff</li> </ul>



November 7-8, 2014

	<ul style="list-style-type: none"><li>• Improve resources and importance of interregional transportation plan and project implementation</li><li>• Resource circumstances favor regionalism</li><li>• Use technology and social media</li></ul>
--	---



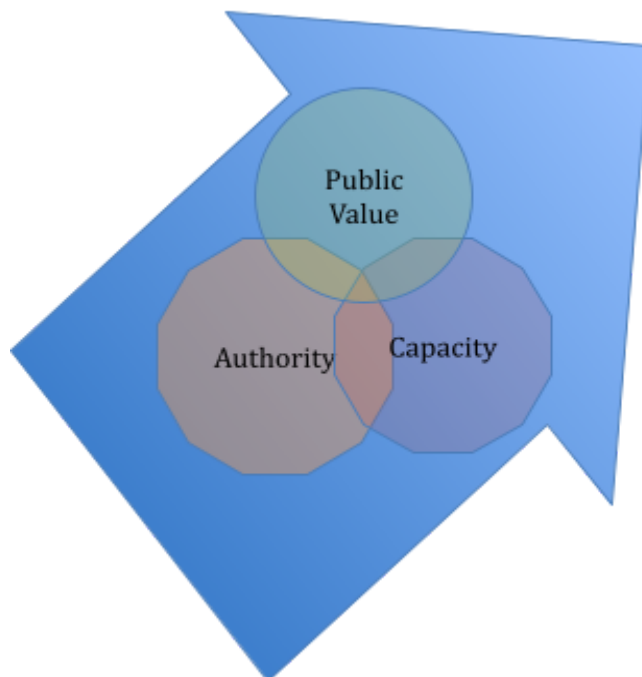
November 7-8, 2014

## 5. What Does Success Look Like? Visioning 2018.

Attendees were asked to describe what “success” might look like on key issues in 2018 – or approximately three years away.

- Buy in at local level for regional approach
- Key policy and funding decisions are made at regional level
- CALCOG “at the table” - CALCOG brand seen as respected opinion
- Catalytic organization – come to us for information and influence and authoritative group whose members get stuff done
- Engage members as resources for information, ideas
- Facilitate collaboration amongst advocacy groups (non-polarization)
- Influential as our peer association – (our members believe in mission)
- Improved brand of our membership
- Choreographer of regional multi-jurisdictional projects – “Choreograph catalytic carrotism”
- A respected expert in (1) Cap and trade programmatic authority; (2) California Highway improvement monies (SB 45); (3) Affordable Housing; (4) Regional common services; (5) Sustainable growth
- Bottoms up regionalism – respects regional diversity, local agency authority

Organizational direction comes from aligning efforts where public value, authority, and capacity overlap –







November 7-8, 2014

**6. Action Plan:**

Attendees were then asked what actions could or need to be taken within the next six months and then two years in order to realize success. Ultimately, these recommendations focused on the four main priority areas as identified below. This focus provides the framework for the next steps straight-forward an easy to write:

6 Months	24 Months
<p><b>1. General Advocacy</b></p> <ul style="list-style-type: none"> <li>● Develop effective bottoms-up common advocacy principles (5)</li> <li>● CSAC &amp; League Outreach –regionalism; and general advocacy (2)</li> <li>● Engage <i>Transportation CA &amp; SHCC</i> on funding issues/opportunities</li> <li>● Educate new legislative members (3)</li> </ul> <p><b>2. SB 375, Cap and Trade; SGC</b></p> <ul style="list-style-type: none"> <li>● Improvement of Cap and Trade Role Out (better connection to SB 375)(3)</li> <li>● Direct regional/local representation on Strategic Growth Council</li> </ul> <p><b>3. Communication-Education</b></p> <ul style="list-style-type: none"> <li>● General education of regional government structure; value</li> </ul> <p><b>4. CALCOG Organization</b></p> <ul style="list-style-type: none"> <li>● Board action to improve organizational capacity with membership buy-in (2)</li> <li>● Assessment of membership needs</li> <li>● Review bylaws if needed</li> <li>● Invest in staff</li> <li>● Evaluate essential staff level related to mission (3)</li> <li>● Improved board-staff connection</li> <li>● Develop strategy for increased membership</li> </ul>	<p><b>1. General Advocacy</b></p> <ul style="list-style-type: none"> <li>● SB 45 protection (2)</li> <li>● 55% threshold</li> <li>● Respected state advocate</li> <li>● Leg program is addressing long term funding needs of members (2)</li> <li>● Collaborate effectively on federal transportation policy</li> <li>● Maintain and update policy goals</li> </ul> <p><b>2. SB 375, Cap and Trade, SGC</b></p> <ul style="list-style-type: none"> <li>● Support MPO RTP/SCS Development</li> <li>● SCS/ARB/MPO internal coordination</li> <li>● Advocate for change as needed to make improvements, fund process</li> </ul> <p><b>3. Communication -Education</b></p> <ul style="list-style-type: none"> <li>● Improve CALCOG “Brand” (2)</li> <li>● Establish outreach and marketing plan focused on stakeholders and legislature</li> </ul> <p><b>4. CALCOG Organization</b></p> <ul style="list-style-type: none"> <li>● Member “buy-in” on vision, goals</li> <li>● Establish staffing level to meet the core mission</li> <li>● Diversify revenues</li> <li>● Increase membership by ___ percent</li> <li>● Enhanced communication on status of legislation</li> <li>● Achieve improved organization capacity</li> <li>● Board-CDAC Task Force overseas staffing transition</li> </ul>



November 7-8, 2014