



**ASSOCIATION OF MONTEREY  
BAY AREA GOVERNMENTS**

**AMBAG**

**2009/11  
STRATEGIC PLAN**

---

---



April 25, 2009  
Strategic Planning Meeting  
Pajaro Dunes

Board Members describing  
'Where We Are' and  
'Where We Want to Be'  
without using words



Working together to  
develop AMBAG's  
Mission Statement

---

---

---

---

## Group Drafts of Mission Statement

### **CURRENT MISSION STATEMENT:**

The Association was organized for the permanent establishment of a forum for planning, discussion and study of regional problems of mutual interest and concern to the counties and cities in Monterey, San Benito, and Santa Cruz counties; and for the development of studies, plans, policy and action recommendations.

### **PROPOSED CHANGES:**

- AMBAG is dedicated to providing strategic leadership in collaborative action to address regional challenges of mutual interest.
  - AMBAG analyzes plans, implements State and Regional policies for the mutual benefit of Monterey, San Benito and Santa Cruz counties.
  - Our region is unique in its environment, industry and culture which need protection within the State and Federal structure. The Association of Monterey Bay Area Governments is committed to the cities and counties of Monterey, San Benito, and Santa Cruz as a forum for regional planning and environmental issues to the benefit of all members, ensuring consistent application of State and Federal standards, and helping all members protect the uniqueness of the Monterey Bay region and the common good.
  - AMBAG provides a forum for communication, education and planning of regional and statewide issues and solutions of mutual interests and concerns to the Monterey Bay Area.
- 
-

---

---

**AMBAG**  
**2009-2011 Strategic Plan**  
**Table of Contents**

PURPOSE AND VISION	2
MISSION	2
EXPECTATIONS	2
CORE COMPETENCIES	3
PROGRAMS THAT SHOULD BECOME CORE COMPETENCIES	6
FACILITATION PROGRAMS THAT ARE IMPORTANT BUT NOT CORE COMPETENCIES	7
OTHER CURRENT PROGRAMS	9
POTENTIAL AREAS OF INVOLVEMENT	10
ADMINISTRATION	11

---

---

## AMBAG

### 2009/11 Strategic Plan

#### PURPOSE AND VISION

The Association of Monterey Bay Area Governments (AMBAG):

- (1) Is a forum for transportation, land use, water, energy and public safety issues; and
- (2) Helps facilitate the flow of federal and state dollars into the region; and
- (3) Provides technical services and assistance to its member jurisdictions.

It is the strategic vision of the Board of Directors of AMBAG that the Agency's programs and services will reinforce these areas of involvement. These areas are termed "core competencies." To that end, this Strategic Plan has been organized to focus AMBAG's programs into categories of competency. The first part of the Strategic Plan lays out programs that are current core competencies for the Agency. The second section highlights programs the Board of Directors would like to move into Core Competency programs within the timeframe of this document (i.e. three years). The third section discusses the programs AMBAG currently "facilitates" or participates in. The fourth section captures programs AMBAG has undertaken that need to be transitioned. The fifth section discusses programs that the AMBAG Board has identified as potential areas of involvement. The final section addresses administrative goals and activities of the Agency during this Plan's horizon.

#### MISSION STATEMENT

The Association was organized for the permanent establishment of a forum for planning, discussion and study of regional problems of mutual interest and concern to the counties and cities in Monterey, San Benito, and Santa Cruz Counties; and for the development of studies, plans, and policy and action recommendations. **(To Be Revised)**

#### EXPECTATIONS

The Strategic Plan is covering a three year timeframe. The Strategic Plan is a "living" document and can be updated at any time. The Plan will be periodically brought to the Board of Directors for review and updating (at least every six months). Once a year the Plan will be thoroughly reviewed and amended.

---

---

## CORE COMPETENCIES

### Transportation Planning

*This activity is required as a function of being the Metropolitan Planning Organization (MPO). It is funded by Federal dollars.*

- o **By November 2009:**
  - Define AMBAG vs. RTPA competency to minimize duplication (e.g. AMBAG does planning; TAMC does implementation).
- o **By Spring 2010:**
  - Find additional funding such as VLF or in-kind replacement.

### Regional Travel Demand Model

*Everyone uses it. This is essential for CEQA compliance. Users do not pay, it is "free." Federal funding does not allow for charging expenses to public or private sector.*

- o **By November 2009:**
  - Research whether RAPS, Inc. can be used for funding on-going maintenance in connection with RTPA's, land use projects and other areas.
- o **By November 2009:**
  - Develop and adopt a pricing strategy.

### ITS

*Same key challenges as the Regional Travel Demand Model. Federal funding coming in so no charging allowed. City and County are the primary clients.*

- o **By November 2009:**
  - Research mechanism to charge for the services provided.
- o **By November 2009:**
  - Develop and adopt a pricing strategy.

---

---

## Regional Blueprint

*Third year of Blueprint (under Caltrans grant)*

- **By Spring 2010:**
  - Adopt an interim RTP 2010.
  - Synch up with the housing elements.
- **By Fall 2012:**
  - Adopt a fully updated RTP, including a Sustainable Communities Strategy.

## Census

*AMBAG is a Regional Data Center and viewed as a resource. This program is Federally funded. This activity is critical to getting funding into the Monterey Bay Area. Staff provides analysis to the data that adds value but is not getting reimbursed.*

- **By November 2009:**
  - Provide orderly transition to yearly data and market new information to member jurisdictions and the public.
- **By November 2009:**
  - Develop a marketing plan to take advantage of the marketable elements of the analysis – for example marketing to real estate agents.
- **By November 2009:**
  - Develop a pricing plan for the data.
- **By November 2009:**
  - Develop a contract format.

---

---

## Energy Watch

*AMBAG is the regional coordinator for greenhouse gas reduction efforts of the California Public Utilities Commission (CPUC). AMBAG is the local government partner to the CPUC. Staff represents region at the State level.*

- o **Regional Energy Plan** – now being implemented.
- o **By Fall 2011:**
  - Develop and adopt new program.

## Central Coast Commercial Flows Study

*This is a Caltrans funded study to analyze freight flow in the region.*

- o **By November 2009:**
  - Connect effort with Route 152 study.
- o **By Spring 2010:**
  - Develop how this study will coordinate with Blueprint effort.

---

---

## PROGRAMS THAT SHOULD BECOME CORE COMPETENCIES

### Regional Joint Data Committee

*Funded through Transportation Planning funds. This program provides a State-level connection with funding alternatives. This effort may not be totally paying currently. It is a "sellable" core service. This is a service that can be scaled – this should be something that agencies and cities can use and pay for.*

- **By November 2009:**
  - Determine whether this service is duplicating existing services and where.
- **By Spring 2010:**
  - Develop a plan to transition existing into one AMBAG run service.
- **By Spring 2010:**
  - Develop a pricing strategy.
- **By Spring 2010:**
  - Develop a contract format.

---

---

## FACILITATION PROGRAMS THAT ARE IMPORTANT BUT NOT CORE COMPETENCIES

### Coastal Sediment

*No AMBAG overhead covered in CRSMP South Monterey Bay Study. The North Sediment Study does have AMBAG overhead coverage.*

- o **By November 2009:**
  - Hire consultants or incorporate funding to provide the facilitation services.
- o **By Spring 2010:**
  - Determine on-going AMBAG role.

### Airport Land Use Commission

*Currently this is a service to Monterey only. There is nexus to AMBAG CEQA clearinghouse function. There is also potential connection to Freight Study*

- o **By Spring 2010:**
  - Analyze program and service to determine whether this should become a AMBAG core competency.
- o **By Spring 2010:**
  - Study whether this should be expanded to a three county effort.

### Pajaro River Watershed Flood Prevention Authority

*Involves all three AMBAG counties. This is a public safety issue. AMBAG does cover overhead for this program.*

- o **By November 2009:**
  - Educate the AMBAG Board on program elements.

*No appropriate cost code today.*

- **By November 2009:**
  - Research possible grant funding.
- **By Spring 2010:**
  - Develop and adopt a structure to get reimbursed for event planning.
- **By November 2009:**
  - Develop a mechanism to track expenditures – future decision point as to the level of effort.
- **By Fall 2010:**
  - Consider level of effort involvement, grants funding success and possible special assessment of member jurisdictions.

---

---

## OTHER CURRENT PROGRAMS

### Rideshare

*Currently this AMBAG program covers Monterey County Only. Currently CMAQ funded along with sponsors. Potentially there will be no new CMAQ funding*

- **By Spring 2010:**
  - Develop a plan to transition program to RTPA (TAMC) or a non-profit.

---

---

## POTENTIAL AREAS OF INVOLVEMENT

### Storm water run-off

*There is the potential to assist member agencies; possibly in a repository role.*

- By November 2009, define AMBAG relationship with the Regional Water Quality Control Board (RWQCB).
- By November 2009, determine whether it is AMBAG's role to bring together HCP, water, etc. and the Blueprint.

---

---

## ADMINISTRATION TIMELINE

- **By November 2009:**
  - Develop an Associate Memberships category -- include RTPA's, Air District, Water Districts, Airports, and other Special Districts.
- **By November 2009:**
  - Develop and have the Board adopt a formal plan to increase the unrestricted funding (need to get more than 4%).
- **By November 2009:**
  - Revisit the Memorandum of Understandings with RTPA's.
- **By November 2009:**
  - Develop and adopt a pricing strategy for AMBAG and RAPS, Inc. services.
- **By November 2009:**
  - Define core competency criteria to measure each new program opportunity against.
- **By November 2009:**
  - Develop and adopt a contract strategy.
- **By Spring 2010:**
  - Assess and adjust Regional Analysis and Planning Services, Inc. (RAPS) effort including pricing strategy, sponsorship of conferences etc.
- **By Spring 2010:**
  - Tie AMBAG conferences to AMBAG core competencies.