

OCCOG STRATEGIC PLANNING

Options to innovate regional planning paradigm for Orange County and all Southern California communities.

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Executive Summary

Consideration of New Regional Planning Governance Model(s)

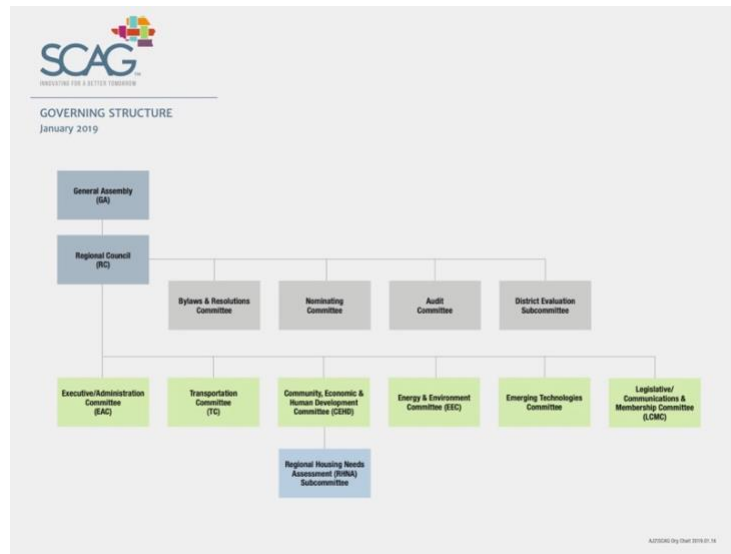
Southern California contends with the most severe multi-modal congestion and air quality in the country, an escalating housing crisis and unprecedented levels of homelessness, widespread disparities and access to quality jobs, education, water resources, and health care. Regional collaboration to address these vital issues is of paramount importance.

Federal law established metropolitan planning organizations (MPOs) to facilitate regional cooperation as the most effective way to address community planning, housing, transportation, and land-use matters that extend beyond individual jurisdictions. The intent was for regional planning agencies to foster collaboration and work with their local communities to plan for the future. Southern California counties, with the exception of San Diego, are governed by the Southern California Association of Governments (SCAG) the largest MPO in the United States.

Orange County is the sixth largest county in the United States (by population) and more populous than eight of the top 10 cities in the country. Representing 3.2 million people and 35 jurisdictions, Orange County is larger than 21 states. The county is significant not only for its size and population, but is also home to world-class coastal communities, resort districts, and championship sports teams. Some of the state and nation's most esteemed universities and largest employers, including entertainment, technology, manufacturing, and health care industries choose Orange County to operate their businesses.

However, as it pertains to regional planning for state and federal housing, transportation, and land-use planning for the region, Orange County regularly loses out on funding and policy discussions that have long-term impacts for its residents. The Orange County Council of Governments (OCCOG) is one of 15 designated subregional planning agencies in the SCAG region. SCAG oversees six counties (Imperial, Los Angeles, Orange, Riverside, San Bernardino and Ventura), 191 incorporated cities, and more than 19 million people.

SCAG's policy direction is guided by an 86-member Regional Council, which serves as its official governing board. Throughout SCAG's history, given its size and scope, compliance with and implementation of regional transportation and housing programs has occasionally caused contention among the subregions. As state and federal regulations become more complex, it has become increasingly difficult for SCAG's Regional Council to reach consensus on these critical regional issues.



Southern California is facing unprecedented challenges, from intensifying wildfire seasons and historic drought, responding to a global pandemic and the subsequent economic fallout, to an escalating housing crisis. It is essential to have a functional and responsive regional MPO that works cooperatively to improve our region's resiliency and sustainability, as well as to ensure the quality of life and access to opportunities for all residents.

Recognizing the need for improvements, OCCOG's board instructed staff to explore alternative MPO and subregional governing models legally authorized in California and to bring back a comprehensive report on options for reform to improve local control, transparency, and parity for regional planning.

Specifically, OCCOG's board is exploring several options as enumerated below:

1. Work internally within SCAG to adopt reforms resulting in greater local control, engagement, and leadership for Orange County and all subregions;
2. Consider merging with another subregion(s) or Metropolitan Planning Organization (MPO) such as the San Diego Association of Governments (SANDAG), with shared county borders, similar demographics, and governing objectives.
3. Establish Orange County as its own MPO in California.

What is an MPO and Why Does it Matter to Orange County?

As mentioned, MPO's were originally legislated by Congress as part of the Federal-Aid Highway Act of 1962 to ensure regional cooperation in transportation and land-use planning. Subsequent federal transportation authorization bills expanded the regulatory and programmatic roles of MPOs.

Under the 1973 Highway Act and the Urban Mass Transit Act, MPOs were designated to perform significant planning and programming of federally funded highway and transit projects.

Under federal transportation legislation in the 1990s, the Long Range Transportation Program (LRTP) and the Transportation Improvement Program (TIP), further expanded regional MPOs role in programming transportation projects. In addition, MPOs have a more significant role in regional transportation planning, with additional resources and powers authorized by the Intermodal Surface Transportation Efficiency Act of 1991 (ISTEA) and the Transportation Efficiency Act for the 21st Century (TEA-21).

In addition, with the passage of ISTEA, federal law was amended to make it more difficult to break up the SCAG region into independent MPOs. Specifically, federal law was amended to give the City of Los Angeles veto power over any other jurisdiction in the SCAG territory wishing to form its own MPO.

MPOs are federally funded and regulated for all urbanized areas (UZA) with more than 50,000 residents. In total, there are 408 MPOs in the United States. In the State of California, there are 18 MPOs, four of which are multi-county MPOs that coordinate planning in three or more counties. The legislative and regulatory role of MPOs at the state and federal level have long-term impacts on local communities as it pertains to housing, land-use, and transportation programming.

STATE AND FEDERAL COMPLIANCE

As the Southern California region's MPO, SCAG is responsible for overseeing significant state and federal program requirements for transportation, housing, clean air, and natural resources. Managing a federal and state regulatory framework that evolves on an annual basis is a massive undertaking for

a region of SCAG's size and complexity. The ability to maintain state and federal regulatory compliance has a direct nexus on the region's apportionment of hundreds of millions in state and federal funding. The two most significant long-range planning programs include the Regional Transportation Plan/Sustainable Communities Strategy (RTP/SCS) and the Regional Housing Needs Assessment (RHNA). SCAG also serves as the pass-through agency for state and federal transportation funding for the region.

REGIONAL TRANSPORTATION PLAN/SUSTAINABLE COMMUNITIES STRATEGY

The 2020-2045 Regional Transportation Plan (RTP) is a federally mandated long-term planning document that is the basis for federal transportation fund distribution. It must be updated every four years. The Sustainable Communities Strategy (SCS) was first mandated in 2012 as an outcome of new state legislation, SB 375, aimed at reducing greenhouse gas emissions (GHG's). Combined these two planning efforts are the region's long-range plan that projects future mobility and housing needs taking into account economic, environmental, and public health objectives. As the regional MPO, SCAG, develops the RTP/SCS, now called "Connect SoCal" in consultation with local governments, county transportation commissions (CTCs), tribal governments, non-profit organizations, businesses, and community stakeholders within the SCAG region. Currently, the 2024 ConnectSoCal planning process is underway and the framework and guidelines will be brought before the Regional Council in fall 2021 for approval.

SCAG's Connect SoCal document includes over 4,000 transportation projects, including highway improvements, railroad grade separations, transit programs, as well as pedestrian and bicycle lanes all intended to reduce emissions and improve mobility. The projects included in the RTP/SCS are provided to SCAG by each of the six county transportation commissions (CTCs). In Orange County this effort is led by the Orange County Transportation Authority (OCTA). The RTP/SCS is an important planning document for the region to qualify for significant federal funding. The planning accounts for operations and maintenance costs to ensure reliability, sustainability, and cost-effectiveness.

The adopted plan must also consider future growth projections and contemplates transportation and land-use strategies that achieve state greenhouse gas emission reduction goals and federal Clean Air

Act requirements, improve public health and roadway safety, support goods movement, and preserve open space.

REGIONAL HOUSING NEEDS ASSESSMENT (RHNA)

The RHNA process is mandated by State Housing Law as part of updating local Housing Elements for municipal General Plans. The California Department of Housing and Community Development (HCD) regulates the RHNA process, which is undertaken every eight years to quantify the need for housing units for residents in specified income ranges within each jurisdiction.

Communities use RHNA in land-use planning, to prioritize local resources, and decide how to address identified existing and future housing needs resulting from population, employment, and household growth. RHNA was developed and intended to be a resource for cities to plan for anticipated growth, so that collectively the region and subregion can grow in ways that enhances quality of life, improves access to jobs, and enhances transportation mobility. Most importantly, RHNA is intended to provide a roadmap for building enough housing to meet the needs of all California residents.

SCAG's process for allocating housing units through the RHNA process is influenced by political processes that create conflicts, rather than regional cooperation, between its diverse jurisdictions. In addition, the process for allocation of housing units to the SCAG region by HCD is a point of regional contention. This was the case most recently with the adoption of SCAG's 6th Cycle RHNA Allocation Plan. The outcome was a wide disparity in the distribution of new housing units regionally.

Ultimately, the private sector must provide the capital, financing, and labor to build new housing, including affordable housing for very low- and low-income residents, on the sites that jurisdictions identified through the RHNA process.

Options to Improve OCCOG'S Leadership Role and Local Control

The purpose of this report is to provide comprehensive data for OCCOG's board to consider viable options to improve local control, transparency, and governing parity for Orange County and all subregions represented by SCAG. All of these options would require varying degrees of expense, time, and staff resources to pursue.

Orange County agencies and officials have considered separating from SCAG multiple times since the early 1990s. In each instance, county officials ultimately determined to stay with the current system due to the complexities, as well as potential regulatory and funding impacts of separating from SCAG to form an independent MPO.

What has not been fully vetted in past considerations by Orange County officials, are the breadth of options OCCOG's Board is currently considering. In addition to possibly forming a new, independent MPO, additional options include merging with another MPO or combining with other subregions to create a new, multi-jurisdiction MPO. There are also steps OCCOG and other jurisdictions could take to reform SCAG's governing structure and committee processes.

Below are the three options under consideration:

1. Develop reforms within SCAG to achieve greater governing integrity and parity among the Regional Council members and subregions.

The composition of SCAG's Regional Council and governance has not been substantially changed in decades. Collectively, the local jurisdictions within Los Angeles County have a significant governance advantage based on the Regional Council's membership and voting structure. As such, all other member jurisdictions are constrained by funding, planning, and regulatory decisions influenced by the Los Angeles delegation. There are reforms OCCOG could assist in leading with other regional partners to amend SCAG's bylaws to create a level playing field and in the long-term, ensure greater regional collaboration.

- **PROCESS**

SCAG is governed by a set of bylaws that can only be changed through a process that requires action by the Regional Council, as well as approval during the annual General Assembly. The process requires notification to SCAG's President at least 45 days in advance of the annual General Assembly. OCCOG's Board would be required to submit proposed changes as a resolution to the Regional Council. A Resolutions Committee would then be formed by SCAG's President to review the changes and make recommendations to

the Regional Council. With approval by the Regional Council, the resolution would be agendized for consideration at the General Assembly. Amendments to SCAG's Bylaws may also be considered at the General Assembly. OCCOG could forward a resolution directly to the General Assembly, which requires a two-thirds vote to be considered and approved.

- **ADVANTAGES**

OCCOG and other jurisdictions could achieve a more collaborative governance structure, as well as planning and policy reforms, while maintaining the current SCAG structure. This option has far less legal, regulatory, and legislative requirements than forming a new MPO. If successful, reforms could be implemented much more quickly and at much less expense. Rather than separating from SCAG, this option is diplomacy-based and could strengthen Orange County's leadership role in the region.

- **DISADVANTAGES**

Every decade for the past 30 years, Orange County has considered the option of separating from SCAG. The reasons are consistent over time, primarily a lack of local control and negative impacts on Orange County cities as a result of policy decisions made by SCAG's Regional Council. This option would not provide independence for Orange County that separating from SCAG and establishing a new MPO would provide.

2. Consider joining another MPO or forming a MPO among other subregions

There are 15 Councils of Government (COGs) in the SCAG region. OCCOG shares a border with the Western Region Riverside Council of Governments (WRCOG) and Gateway Cities Council of Governments (GCCOG), two subregions that have developed innovative programming within the SCAG region. OCCOG also shares a border with the San Diego Association of Governments (SANDAG) and could initiate the process to leave SCAG and join SANDAG or consider joining another MPO.

- **PROCESS**

The same process to form an independent MPO is required to separate from SCAG (see below). In addition, OCCOG would need to secure approval by the appropriate

jurisdiction(s) to join another MPO or to combine with one or more subregions to form a new MPO.

- **ADVANTAGE**

By working with another MPO that shares the same objectives for local control, transparency, and governing parity, OCCOG would assist in the formation and development of governing principles to ensure the county’s planning and regulatory objectives are met.

- **DISADVANTAGE**

The steps, resources, and time required to pursue this option are significant. In addition, Orange County would not achieve full independence and self-determination for planning of housing, transportation, and land-use planning.

3. Create a New MPO

The process for Orange County to create a new MPO is complex, requires changes in federal law, and a complex approval process by local, state, and federal officials. If a subregion within an existing metropolitan planning area pursues forming their own MPO, the steps within existing state and federal law are extensive and enumerated below.

- **PROCESS**

Phase I: Initial Legal Steps

- a) Largest incorporated city in the subregion (OCCOG’s is Anaheim) must agree;
- b) 75 percent of the city councils within the county must agree (34 cities);
- c) U.S. Census Bureau must approve creating (1) Urbanized Area out of (2) – can be done every 10 years through the census.
 - a. Los Angeles-Long Beach-Anaheim, CA UZA
 - b. Mission Viejo-Lake Forest-San Clement, CA UZA

Phase II: If initial legal steps are met, SCAG redesignation is triggered and the following actions are required.

- a) City of Los Angeles must approve;

- b) A majority of SCAG's Regional Council must approve (covering 75 percent of population for SCAG region);
- c) SCAG Bylaws must be amended, which requires:
 - a. Regional Council approval; and
 - b. General Assembly approval.
- d) California's Governor must approve.

- **ADVANTAGES**

- a) Orange County would directly receive federal planning funds for MPO functions.
- b) Provides Orange County greater local control in determining planning priorities and eliminates impacts of decisions made by jurisdictions with different or conflicting interests.
- c) MPO would be smaller, more nimble, and responsive to Orange County's cities, residents, businesses and community stakeholders.

- **DISADVANTAGES**

- a) Establishing a new MPO would require significant, upfront staffing, time, resources, and investment to stand-up and operate a new agency.
- b) Significant duplication of SCAG resources that would not be available to OCCOG as an MPO.
- c) Resources and funding needed would be significant. Capital investments would include facilities, capital equipment, software, databases and personnel.
- d) Orange County would assume full liability for transportation (RTP/SCS), housing (RHNA), and state and federal requirements for greenhouse gas emissions and targets. This includes California Environmental Quality Act (CEQA), liability that comes with the RTP/SCS Program and Environmental Impact Report (EIR) under state law.
- e) Orange County would remain in the South Coast Air Basin and would be required to submit regional conformity findings regardless of MPO boundaries.
- f) Orange County has a much smaller state and federal delegation than SCAG's to compete for funding and legislative priorities.

CONCLUSION

MPOs were established in federal law to create regional entities that work collaboratively to implement state and federal programs. As this report outlines, there are numerous models, sizes, and governance structures for MPOs within the State of California. The SCAG region has some unique federal requirements for any subregion or jurisdiction to easily separate from SCAG and form its own MPO. There are also significant funding and policy implications if OCCOG were to separate from SCAG in any capacity.

As one of SCAG's 15 subregional planning organizations, OCCOG has the ability to take a leadership role, in collaboration with other jurisdictions, to develop and advocate for reforms to SCAG's bylaws focused on improving the quality of regional planning and governance. Alternatively, OCCOG can take the necessary steps to form its own MPO, align with another MPO, or form a new MPO with other subregions.

Following the Board's consideration of these options, addressing identified questions, and Board direction on next steps, it is recommended that the Board's executive leadership and staff conduct extensive outreach within Orange County and with regional stakeholders, representing transportation, housing, economic, and community interests, to obtain a comprehensive understanding of any potential impacts. OCCOG staff will then be better-equipped to develop a strategic plan, budget, and resources needed to advise the Board further on how best to proceed.

APPENDIX A

MPOs and their Governing Models Operating in California

As referenced, there are 18 MPOs in the State of California. They vary by geography, demographics, governing models, and voting structures. A summary of all 18 MPOs operating in the State of California is posted below as a reference:

1. Association of Monterey Bay Area Governments (AMBAG)

- Designated MPO and Council of Governments (COG)

- Regional MPO Governance: 24 Members
 - 18 cities; three counties
 - Each member city has one representative on the board; Each member county has two representatives on the board.

- **1 Subregional COG: San Benito Council of Governments (SBCOG)**
 - Joint Powers Agreement (JPA) with County of San Benito, and cities of Hollister and San Juan Bautista.
 - Local Transportation Authority (LTA)
 - Airport Land Use Commission (ALUC)
 - Service Authority for Freeways and Expressways (SAFE)
 - Measure A Authority (MEA)

2. Butte County Association of Governments (BCAG)

- Five cities; one county (Butte)
- Regional MPO Governance: Five Members
 - One representative from each member city, and
 - Five County Supervisors each have one seat on the board.

3. Fresno Council of Governments (FresnoCOG)

- 15 cities; one county (Fresno)
- Regional MPO Governance: 16 Members
 - Chairman of the County Board of Supervisors or their designated elected official.
 - Mayors of each incorporated city.
 - Voting System:
 - Fresno COG has a “double-weighted” voting system to ensure urban/rural balance.
 - Each member has a percentage of the vote based on population.
 - To approve any action the vote must pass two tests:
 - Agencies representing over 40 percent of the population must be in favor of an action, AND

- A majority of all the members must support the action (9 of 16).

4. Kern Council of Governments (KCOG)

- 11 cities; one county (Kern)
- Regional MPO Governance: 13 Members two ex-officio representatives.
 - One elected official from each of the 11 incorporated cities,
 - Two Kern County Supervisors, and
 - Ex-officio members representing Caltrans and Golden Empire Transit District.

5. Kings County Association of Governments (KCAAG)

- Four cities; one county (Kings)
- Regional MPO Governance: Six Members
 - One Representative for each city.
 - Two Representatives from County Board of Supervisors.
 - Caltrans District 6 staff serves in advisory capacity.

6. Madera County Transportation Commission (Madera CTC)

- Two cities; one county (Madera)
- Regional MPO Governance: Six Members
 - 3 Members from the Madera County Board of Supervisors,
 - 2 Members from the City of Madera,
 - 1 Member from the City of Chowchilla, and
 - Caltrans District 6 staff serves in advisory capacity.

7. Merced County Association of Governments (MCAG)

- Six cities; one county (Merced)
- Regional MPO Governance: 11 Member Board
 - One elected official from each of the six incorporated cities, and
 - Five County Supervisors – one from each of the five county districts.

8. Metropolitan Transportation Commission (MTC)

- 101 cities; nine counties
- One Subregion – Association of Bay Area Governments (ABAG) Not AMBAG, listed above.
- Regional MPO Governance: 21 Commissioners; 18 of them voting members, representing all nine Bay Area counties.
 - Alameda and Santa Clara counties each have three representatives, one selected by the county Board of Supervisors; one selected by the mayors of the cities in each county; and one appointed by the mayors of the counties' largest cities, Oakland and San Jose.
 - San Francisco is represented by three members as well, one appointed by the Board of Supervisors; one by the mayor; and a third selected by the Bay Conservation and Development Commission (BCDC), whose representative is required by state law to be a San Francisco resident.
 - Contra Costa and San Mateo counties each have two representatives, one selected by each county's Board of Supervisors; and the other selected by the mayors of the cities in each county.
 - Marin, Napa, Solano, and Sonoma counties each appoint one MTC commissioner to represent both their Board of Supervisors and the cities within each county.
 - ABAG also selects a local elected official from its board to sit on MTC.
 - Three ex-officio non-voting members represented by:
 - U.S. Department of Transportation
 - U.S. Department of Housing and Urban Development
 - California State Transportation Agency

9. Sacramento Area Council of Governments (SACOG)

- 22 cities; six counties
- Regional MPO Governance: 28 Members
 - Each member county may appoint one representative who must be a county supervisor and appointed by the Board of Supervisors of the appointing county (with the exception of Sacramento County).

- Sacramento County Board of Supervisors may appoint one, two or three representatives from the Board of Supervisors.
- City of Sacramento shall appoint one or two representatives from the Mayor or City Council.
- Every other city shall appoint one representative from the Mayor, City Council, or County of the appointing City.
- Voting System:
 - **Population:** Each director's vote shall be counted as the total population of the Director's appointing agency. Action by the board shall require an affirmative vote of at least a majority of the total population.
 - **Member Cities:** Each director appointed by a City shall have one vote, except as provided below for the City of Sacramento. Action by the board shall require an affirmative vote from at least a majority of the Directors representing member Cities present and voting.
 - **Member Counties:** Each Director appointed by a County shall have one vote, except as provided below for the County of Sacramento. Action by the board shall require an affirmative vote from at least a majority of the Directors representing member counties present and voting.
 - Director(s) appointed from the County of Sacramento shall have a total of three votes, divided equally among those Directors present and voting.
 - Director(s) appointed from the City of Sacramento shall have a total of three votes, divided equally among those Directors present and voting.

10. San Diego Association of Governments (SANDAG)

- 18 cities; one county (San Diego)
- Regional MPO Governance: 19 member agencies constitute the Board of Directors.
 - In all votes except when electing the Chair and First Vice Chair (see below) a majority vote of the Board Members present on the basis of one vote per agency (tally vote) is required. After the tally vote of the Board Members, a weighted vote may be called by the Board Members of any two Member Agencies unless otherwise required by law. Approval under the weighted vote procedure requires the vote of not less than four

board members representing separate Member Agencies and not less than 51% of the total weighted vote to supersede the original action of the board.

- The election of the Chair and First Vice Chair shall require of the weighted vote procedure. For the weighted vote, there shall be a total of 100 votes. Each member agency shall have that number of votes determined by an apportionment formula outlined in bylaws.

11. San Joaquin Council of Governments (SJCOG)

- Seven cities; one county (San Joaquin)
- Regional MPO Governance: 12 Members
 - One representative from cities of Ripon, Escalon, Lathrop, Lodi, Manteca, and Tracy;
 - Three representatives from the city of Stockton; and
 - Three representatives from the county Board of Supervisors.
 - Advisory representatives from Caltrans District 10, San Joaquin Regional Transit District, and Port of Stockton.
 - *San Joaquin Valley Regional Policy Council is an Advisory Board that also provides guidance on San Joaquin Valley-wide subject matters.*

12. San Luis Obispo Council of Governments (SLOCOG)

- Seven cities; one county (San Luis Obispo)
- Regional MPO Governance: 12 Delegates
 - Five members from the County Board of Supervisors, and
 - One Representative from each of the seven member cities: One representative from each member city: Grande, Atascadero, Grover Beach, Morro Bay, Paso Robles, Pismo Beach and San Luis Obispo.

13. Santa Barbara County Association of Governments (SBCAG)

- Eight cities; one county (Santa Barbara)
- Regional MPO Governance: 13 Members
 - Five county supervisors, and
 - One city council member from each of the eight cities within the County.

- Quorum requires a simple majority with at least one representative from the County.

14. Shasta County Regional Transportation Planning Agency (SCRTPA)

- Three cities; One county (Shasta County);
- Regional MPO Governance: Seven Members
 - Three members of the Shasta County Board of Supervisors,
 - One member from each of the three cities, and
 - One member Redding Area Bus Authority.

15. Southern California Association of Governments (SCAG)

- 191 cities, six counties (Orange, Los Angeles, Imperial, Riverside, San Bernardino, Ventura)
- 15 Sub-Regions
 - Imperial County Transportation Commission (CTC)
 - Arroyo Verdugo Cities
 - City of Los Angeles
 - Gateway Cities Council of Governments (GCCOG)
 - Las Virgenes/Malibu Council of Governments
 - North Los Angeles County
 - San Gabriel Valley Council of Governments (SGVCOG)
 - San Fernando Valley Council of Governments (SFVCOG)
 - South Bay Cities Council of Governments (SBCCOG)
 - Westside Cities Council of Governments (WCCOG)
 - Orange County Council of Governments (OCCOG)
 - Coachella Valley Council of Governments (CVAG)
 - Western Riverside Council of Governments (WRCOG)
 - San Bernardino County Transportation Authority (SBCTA)/San Bernardino Council of Governments (SBCOG)
 - Ventura Council of Governments (VCOG)
- Regional MPO Governance: 86 Members

- The Regional Council is composed of 67 Districts that include one elected representative of one or more cities of approximately equal population that have a geographic community of interest. Exception, City of Long Beach has two representatives.
- SCAG's Regional Council includes one representative from each county Board of Supervisors (except the County of Los Angeles, which has two representatives).
- One representative of the Southern California Native American Tribal Governments.
- All members representing the Los Angeles City Council and the Mayor of Los Angeles who serves as the city's At-Large Representative.

16. Stanislaus Council of Governments (StanCOG)

- 9 Cities; 1 County (Stanislaus)
- Regional MPO Governance: 16 Members
 - 3 Representatives from the Modesto City Council
 - 1 Representative from each of the other 8 City Councils
 - 5 representatives from the Stanislaus County Board of Directors

17. Tahoe Metropolitan Planning Agency (TMPA)

- 14 Member Governing Board (with non-voting federal representative)
 - 7 members from California
 - 7 members from Nevada

18. Tulare County Association of Governments (TCAG)

- Eight cities; one county (Tulare)
- Regional MPO Governance: 17 Members
 - Five members from the Board of Supervisors,
 - One elected representative from each City, and
 - Three Residents (over the age of 18) appointed by majority vote of elected members.

APPENDIX B

Glossary of Terms

ABAG	Association of Bay Area Governments
ALUC	Airport Land Use Commission
AMBAG	Association of Monterey Bay Area Governments
AQMP	Air Quality Management Plan
BCAG	Butte County Association of Governments
BDAC	Bay Conservation and Development Commission
CEQA	California Environmental Quality Act
COG	Councils of Government
CTC	County Transportation Commissions
CVAG	Coachella Valley Council of Governments
EIR	Environmental Impact Report
FresnoCOG	Fresno Council of Governments
GCCOG	Gateway Cities Council of Governments
GHG	Greenhouse Gas Emissions
HCD	California Department of Housing and Urban Development
ImperialCTC	Imperial County Transportation Commission
JPA	Joint Powers Agreement
KCAG	Kings County Association of Governments
KCOG	Kern Council of Governments
L RTP	Long Range Transportation Program
LTA	Local Transportation Authority
MaderaCTC	Madera County Transportation Commission
MCAG	Merced County Association of Governments
MPO	Metropolitan Planning Organization
MTC	Metropolitan Transportation Commission
OCCOG	Orange County Council of Governments
OCTA	Orange County Transportation Authority

RHNA	Regional Housing Needs Assessment
RTP	Regional Transportation Plan
RTP/SCS	Regional Transportation Plan/Sustainable Communities Strategy
Connect SoCal	Name for SCAG Region’s RTP/SCS document
SACOG	Sacramento Area Council of Governments
SAFE	Service Authority for Freeways and Expressways
SANDAG	San Diego Association of Governments
SBCAG	Santa Barbara County Association of Governments
SBCOG	San Bernardino Council of Governments
SBCCOG	South Bay Cities Council of Governments
WRCOG	Western Riverside Council of Governments
VCOG	Ventura County Council of Governments