

# South Bay Cities Council of Governments

August 12, 2013

TO: Steering Committee

FROM: Strategic Plan Subcommittee – Medina, Franklin, Goodhart, Lesser

SUBJECT: Strategic Plan Scope of Work & Release of Request for Proposal

## Background

At the July Steering Committee, a memo was presented which outlined the following:

- Requirements of the Jacki Bacharach & Associates contract with the SBCCOG for a strategic plan to be completed
- A proposed schedule
- A proposed scope and tasks
- The outline of a proposal
- The adopted Vision, Mission & Guiding Principles

Also in July, 2 of the 4 member City Manager subcommittee met to review the purpose and process for a strategic plan exercise. Their ideas were presented to the Strategic Plan subcommittee when the subcommittee met on July 25. This memo serves to summarize all of these discussions and provide the subcommittee's recommendations for moving forward with a strategic planning exercise.

## STRATEGIC PLANNING SCOPE – THE WHAT

The Subcommittee:

- Reviewed the Mission, Vision, and Guiding Principles which were adopted in June 2012 and there was consensus that they do not need to be re-evaluated and were still accurate and relevant.
- Agreed that a SWOT analysis should be done (strengths, weaknesses, opportunities & threats).
- Agreed that there should be a discussion of how the SBCCOG came to its current work program and where the organization is going – a 5-year outlook
- Posed some questions for further facilitator led discussion:
  - How do we identify priorities?
  - Are the SBCCOG's priorities the cities' priorities?
  - Why do SBCCOG members come to the meetings? What are they finding of value?
  - What do the cities want from the SBCCOG?
  - What are the roles and responsibilities of those who serve on the Board and Steering Committee and of the City Managers?
  - What is the SBCCOG's worth to its members?
  - Who are other stakeholders (regional agencies) that find value in the SBCCOG?

## STRATEGIC PLANNING PROCESS – THE HOW

The Subcommittee also decided that the participants should include all Board members (delegates and alternates), city managers, SBCCOG Committee Chairs (IWG, GIS) and SBCCOG staff.

The format should include interviews by the facilitator in advance with a number of key people, a full-day workshop, a presentation of the findings, and a written summary report. Specifics of this format would be filled in by the selected facilitator consultant.

## STRATEGIC PLANNING PRODUCT

It was also important to the Subcommittee to have a product that addresses the questions above and initiates focused action with measurable results.

## BUDGET:

\$15,000-\$25,000 which will come from reserves.

## SOLICITATION:

A list of 27 firms obtained from Hermosa Beach will receive a request for proposal.

## Revised Draft Schedule

Steering Committee recommend to the Board solicitation focus, budget and process – August 12, 2013

City Managers to discuss strategic plan process – August 21, 2013

Board meeting approval (should go to the Board since this is an unbudgeted item) – August 22, 2013

Release of RFP or Solicitation starts – August 26, 2013

Proposals/Responses due – September 20, 2013

Interviews if desired – October 1, 2013

Selection by Steering Committee – October 14, 2013

Board ratification – October 24, 2013

Notice to Proceed – no later than October 28, 2013

Strategic Planning - November 1 – December 13, 2013

Report to Steering Committee – January 13, 2014

Report to Board – January 23, 2014

## RECOMMENDATION

- Review the scope, process, budget, solicitation method and schedule proposed by the subcommittee and make a recommendation for adoption to the Board.
- Recommend to the Board that the JB&A contract requirement be modified from having the completed strategic plan to the Steering Committee no later than November, 2013 to no later than February, 2014 at the earliest.

**Appendix** (includes proposed scope of work for the RFP, relevant provisions of the RFP & vision, mission & guiding principles)

### Proposed Scope for Inclusion in the Request for Proposal

The South Bay Cities Council of Governments (SBCCOG) wishes to clearly define its priorities and value to its members and to establish goals and objectives consistent with its vision, mission and guiding principles adopted June, 2012, in a defined time frame and within the organization's capacity for implementation. It also would like to review the roles and responsibilities of its leadership.

The SBCCOG wishes to utilize the services of a professional facilitator to facilitate its strategic plan and goal setting effort to address the next five years by prioritizing programs and services based on their ability to achieve these goals and to create a document to memorialize this effort.

The SBCCOG invites consultant firms or individuals experienced in strategic plan/goal setting facilitation with elected officials to submit proposals. The SBCCOG is looking for an objective voice, someone who is not likely to have strong predispositions about the organization's strategic issues and ideas in order for the entire membership to benefit. The SBCCOG is ultimately seeking consensus among its elected officials and city managers or senior management within our member jurisdictions.

#### Specific Tasks:

- A. Facilitation of Strategic Planning/Goal Setting and Workshop Process:
  1. Preparatory meetings with city managers (at least 3) and SBCCOG senior staff
  2. Workshop with the Board of Directors and SBCCOG senior staff
  3. Follow-up meetings with the City Managers Committee and Board of Directors to review the results
  4. Preparation of final report
  
- B. Full day Workshop with Board and City Managers (at least 3 – not necessarily the same as the interviewees) and SBCCOG senior staff
  1. Assessment of the SBCCOG's strengths, weaknesses, opportunities and threats
  2. Identify and develop specific short-term and long-term goals and priorities for the SBCCOG and how they add value for the members
  3. Review roles and responsibilities of the membership
  4. Identify potential fiscal constraints and opportunities in order to achieve strategic goals and objectives
  5. Review budget process for potential modifications
  
- C. It is the desire of the SBCCOG to begin the Strategic Plan/Goal-Setting Facilitation process in no later than November 1, 2013.
  
- D. Facilitator must summarize the results of the workshop and pre-meetings and prepare a document by January 6, 2014 that summarizes the consensus reached regarding the SBCCOG's strategic goals and objectives for the next 5 years, and priorities and ranking the SBCCOG's programs and services based on their programmatic and financial ability to achieve these goals.

E. Process – describe:

1. How you would facilitate the required pre-meetings
2. How you would format and handle the full day Board workshop
3. How would you achieve consensus
4. The format for your final annual strategic plan/goal setting document

## **Proposal (would include our standard clauses and contract)**

**Background** - The South Bay Cities Council of Governments (SBCCOG) is a joint powers authority of 16 cities and the County of Los Angeles that share the goal of maximizing the quality of life and productivity of our area. Within this structure, the cities and the County maintain the qualities and characteristics that make them unique and independent, while collectively addressing issues of common interest for a greater good. This collective vision of what the SBCCOG can do for our communities is what motivates our members and can best be described four ways — *Partnership, Planning, Persuasion, and Performance*

Overseen by a Board of Directors, the SBCCOG conducts business through committees and working groups made up of city and county elected officials and staff, city and county staff, government partners, and members of the community. These groups focus on issues such as public transportation, energy, sustainability, livable communities, geographic information systems (GIS), legislation, economic development, regional planning, carbon emission reductions, and city infrastructure.

The major programs of the SBCCOG are:

1. Operating the South Bay Environmental Services Center
2. Facilitating the implementation of the \$906 million South Bay Measure R Highway Program
3. Bringing to the members programs and projects addressing sustainability of the region including developing sustainability strategies for transportation and land use including alternative transportation programs such as electric vehicle readiness and climate action planning.
4. Monitoring the work of and representing South Bay interests at regional and state agencies

**Qualifications** – The firm or individual responding to this RFP must provide:

1. Evidence of substantial knowledge and experience in developing strategic plans/goal-setting efforts for local government organizations at the elected official level.
2. References including the name and contact information for 3 similar organizations (councils of governments, local governments) where facilitator worked recently in goal setting/strategic planning.
3. One copy of a similarly scoped strategic plan developed for one of these elected bodies.

**Costs** – The Board of Directors has allocated \$15-25,000 for this planning process.

Please provide ‘not to exceed’ costs for the following categories:

1. Preparatory meetings
2. ½ day workshop with the Board
3. Full day workshop with the Board

4. 1 follow-up meeting with the Board and 1 follow up meeting with the City Managers to review the results
5. Preparation of the final report

**Disclaimer** – The SBCCOG Board of Directors is desirous of conducting a strategic plan exercise but does not currently have a budget for it and will be funding it by using reserves. Therefore, based on the responses received, the SBCCOG reserves the right to consider the different tasks as options and select all, some or none of them.

## **Vision, Mission & Guiding Principles adopted by Board 6/12**

### **VISION**

- The SBCCOG will be a force in the South Bay to achieve sustainable communities through education, collaboration and cooperation of local government focused on improving the environment, transportation alternatives, and the well being of residents, business and the local economy

### **MISSION**

- Provide a forum for local government efforts to work collaboratively in the pursuit of programs and studies directed at:
  - Improving the environment and preserving natural resources
  - Supporting and advocating for regional efforts to expand transportation alternatives, and
  - Increasing the awareness of residents, local business and jurisdictions for effective policies for a sustainable community and economic development

### **GUIDING PRINCIPLES**

The South Bay Cities Council of Governments shall:

- Promote cooperation among the cities and county unincorporated areas of the South Bay region of Los Angeles County in the discussion of area-wide issues of mutual interest
- Support member proposals that further the objectives of South Bay Cities' Council of Governments
- Seek solutions to issues of common concern through joint studies and cost-effective, multi-jurisdictional programs
- Provide a forum for communication and representation on behalf of the South Bay sub-region with other governing bodies and organizations in the South Bay, as well as facilitate the exchange of ideas and information
- Increase visibility and awareness of the South Bay as an outstanding place to live, work and play
- Adopt an annual work program which advances the Vision and Mission