



SOUTH BAY CITIES
COUNCIL OF GOVERNMENTS

Strategic Plan 2nd Quarter Report

Covering the period of July 1, 2015 to December 31, 2015

January 28, 2016

Progress on Goals

- ▶ ***Goal A: Environment, Transportation and Economic Development.*** Facilitate, implement and/or educate members and others about environmental, transportation and economic development programs that benefit the South Bay.

Progress on Goal A Strategies

- ▶ Continue to implement programs for energy efficiency for member agencies through partnerships with utilities that provide grant funds.
 - Grant contracts approved through 2016.
 - Green Building Challenge for commercial buildings launched Fall of 2015.
 - Municipal energy efficiency measures identified and potential savings quantified.
- ▶ Promote sustainable communities and serve as a resource to member cities as we move forward to 2020 in response to AB 32.
 - EECAP/CAP and Livable Communities meetings every other month for city staff to discuss best practices.
 - Information on electric vehicles and charging provided to cities .
 - Development of autonomous vehicles monitored.

Goal A Strategies (cont'd)

- ▶ Seek funding to develop climate action plan strategies and work with cities to adopt and implement their climate action plans and strategies. Seek new funding to support the Sustainable South Bay Land Use and Transportation strategy (SSBS). **SUGGESTED RE-WORDING - With grant funding, complete city and subregional climate action plans and work with cities to adopt and implement them.**

EECAPs adopted for each city and the subregion (funded by SCE & SCG).

Through Strategic Growth Council grant progress was made on waste, urban greening, energy storage, transportation and land use chapters to complete climate action plans for cities and the subregion.

- ▶ Implement regional transportation strategies of benefit to the South Bay through Measure R funding and other regional, state and federal funds, and seek new funding to support the completion and adequate maintenance of the rail and highway South Bay networks.
 - Potential sales tax wish list compiled and submitted to Metro at their request.
 - Submitted FY 2016-17 Measure R SBHP Metro Budget Request.
 - Actively commented on development of proposed new sales tax.
 - Advocated for restructuring of the Metro Call for Projects.

Goal A Strategies (cont'd)

- ▶ Facilitate and assist with implementation of city partnerships for economic development (such as bi-monthly meetings of economic development directors and annual shopping center conference exhibit).

Convened Economic Development Directors Roundtable every other month.

Participated in LAAFB conference calls bi-weekly & meetings once a month.

- SBCCOG attended 1st of 5 scheduled LAAFB Community Partnership meetings.

Monitored LAEDC meetings of the e-Mobility Alliance.

- ▶ Strengthen relationships with diverse communities within our member jurisdictions to enable them to better access our programs.

Provided: Spanish-language workshops

- Spanish-speaking staff to assist callers
- Printed materials distributed through SBESC in Spanish, Korean, and Chinese

Participated as an exhibitor/presenter at ethnic celebrations and community events/presentations

Progress on Goals

- ▶ ***Goal B: Regional Advocacy.*** Advocate for the interests of the South Bay.

Progress on Goal B Strategies

- ▶ Continue the leadership role of SBCCOG and its members within the wider region and state.
 - Facilitated selections for regional agency representatives.
 - SBCCOG Exec Director is Chair of Executive Directors of the Subregions of So. Cal.
 - Obtained funding for Homeless Services Initiative and will provide oversight.
- ▶ Engage members in providing leadership to advocate for regional policy issues and collaborate with other regional agencies to benefit the South Bay.
 - Monitored SCE infrastructure reliability and CPUC rulings.
 - Sent letters to Metro on Long Range Transportation Planning & proposed sales tax.
 - Provided regularly comments to SCAG Policy Committee & Regional Council reps as well as Metro on their policies and programs.
 - Hosted LAEDC Strategic Plan workshops with their President.
- ▶ Maintain and continue to nurture effective relationships with regional, state and federal representatives and other policy and regulatory bodies to advocate for interests of the South Bay and to protect against mandates, programs and initiatives that would have a negative effect on the sub-region.
 - Hosted quarterly Legislative Breakfasts.
 - Hosted CPUC Commissioner Liane Randolph at meeting with board member and city participation
 - Agendized Board meeting speakers: Hasan Ikhata, SCAG Executive Director re: RTP/SCS
Howard Choy, LA County Sustainability Office re: Community Choice Aggregation
Jeff Prang, LA County Assessor, Update from the Office
Phillip Washington, Metro Executive Director, Update from the Office
Fernando Paludi, WBMWD re: Ocean Desalination

Goal B Strategies (cont'd)

- ▶ Collaborate with the agencies that are in the lead on issues that are important to the sub-region (such as power reliability and water sustainability).
 - Provided information on Community Choice Aggregation through workshops with LGSEC and LA County - participate on LA County task force.
 - Lobbied for more funding for water projects at request of WBMWD.
- ▶ Actively pursue opportunities for infrastructure funding for member agencies.
 - Participate in Metro meetings on proposed sales tax.
 - Issued Technical Consultant RFP for Project Management staff training and Board training on Measure R Oversight.
- ▶ Identify challenges and opportunities that transcend municipal boundaries and work with the cities for the SBCCOG to assume the leadership to address the threats and capture the opportunities.
 - Promoted a neighborhoods first funding strategy for new sales tax funds.
 - Addressed concerns that cap and trade money is too narrowly focused and that state programs are chipping away at local control through their funding categories.
 - Lobbied successfully for county funding for enhanced homeless services for the South Bay
 - Studied challenges to electric vehicle charging in multi-family dwellings

Progress on Goals

- ▶ ***Goal C: Member Networking and Communications.***
Sustain and strengthen Board and member commitment to SBCCOG and its initiatives.

Progress on Goal C Strategies

- ▶ Establish a method for the board to determine whether SBCCOG should pursue a new area of emphasis and, if the decision is to do so, how SBCCOG will proceed. This will involve determining whether the new policy or program meets SBCCOG's vision and is consistent with board priorities as well as determining the expected outcome, how members will be engaged with the discussion, and the expected measures of success specific to the program or project. - **SUGGESTED RE-WORDING: Utilize established method for board determination to pursue new areas of emphasis that meet the SBCCOG's vision and are consistent with Board priorities and proved guidance on how to proceed.**

New issue consideration starts with Board approval through work program and special action. Plan of action discussed with Steering Committee and City Managers. Reports and updates through Steering Committee and Board as appropriate. Examples - Homeless issue, Senior Services, Transit Operators.

- ▶ Devote sufficient time at one board meeting annually to review, validate and/or revise policy direction, identify the top issues of interest to cities, and set priorities for the year as well as reporting on the success of meeting program goals.
At April Board meeting each year.
- ▶ City managers attend and participate in the Annual Work Program meeting of the Board where there is a discussion of the prior year's accomplishments and the plans for the coming year.
Invite City Managers to participate each year.

Goal C Strategies (cont'd)

- ▶ City Managers strengthen dialogue and communication with SBCCOG, and specifically with the Executive Director, by effectively using the time set aside for discussing SBCCOG issues at the monthly city manager meeting or some other regular meeting dedicated to SBCCOG, and by active participation of at least a majority of cities at the city manager meetings at which there is a discussion of SBCCOG issues.
SBCCOG staff regularly attends City Managers' meetings.
- ▶ Strengthen relationships between staff of SBCCOG and staff in member cities to increase collaboration between SBCCOG and cities.
 - **Held one on one meetings with staff on EECAP, Measure R, and Energy Leader program.**
 - **Provided information for cities to put in their newsletter re: SBESC programs.**
- ▶ Facilitate sharing of information between cities about their successful approaches to service delivery and projects, and ways of sharing services.
 - **Held regular networking meetings of Planning Directors, Parks & Recreation Directors, Economic Development Directors, Transit Operators, Energy Managers, Senior Services Working Group, Social Media Working Group & Infrastructure Working Group, Livable Communities, and GIS staff.**

Goal C Strategies (cont'd)

- ▶ Improve communication of information in the following manner: (a) focus the information provided to members on what is most important; (b) inform City Managers at the same time as elected officials; (c) provide enough time to allow for internal city discussions of major decisions to come before the Board; and, (d) solicit input on effective methods and formats for communicating with member agencies.

How are we doing?

- ▶ Regularly communicate the value and accomplishments of SBCCOG to its members and the general public. Make use of social media tools.
 - Issued newsletters regularly and prepared for annual General Assembly
 - Posted regularly on social media platforms, such as Facebook and Twitter
 - Held Social Media Working Group and communicated through LinkedIn account
- ▶ Implement formal and informal methods of obtaining feedback from member agencies, including Board members and staff from those agencies, about their satisfaction with SBCCOG programs.
 - Feedback is encouraged on every issue
 - Evaluation surveys distributed at trainings and General Assembly
- ▶ Board members brief their city managers and city councils on SBCCOG actions, programs and opportunities.
 - ????? Is this happening???? Please let us know so we may report it here next time.

Progress on Goals

- ▶ ***Goal D: Organizational Stability: Be a high performing organization with a clear path to long-term financial health, staffing continuity and sustained board commitment.***

Progress on Goal D Strategies

- ▶ Create a structure to enable SBCCOG to have stability through leadership transitions of staff and board members. Clarify the relationship between contractors and staff. **SUGGESTED RE-WORDING: Keep organizational chart up to date with clarification between contractors and staff and include in the budget. SUGGESTION TO ADD - Provide continued professional development for staff to help ensure stability and build strong leadership skills.**
 - Organizational chart included in new budget format describes funding for contractors and staff
 - Provided professional development for staff through training, workshops, and challenging work assignments
- ▶ Provide interesting programs that encourage elected officials to participate and an environment that supports high-achieving public sector entrepreneurialism.
 - “Go see tours” this quarter: AQMD, SoCalRoc, Long Beach Harbor Guest speakers invited to all working groups to share best practices and lessons learned
- Review the relationship between, and branding of, the Environmental Service Center (SBESC) and SBCCOG with the goal of clarifying that the SBESC is a program of SBCCOG in such a way that the reputation of both the SBCCOG and the SBESC is assured or enhanced. **SUGGESTED RE-WORDING: Change ‘Review’ to ‘Reinforce’**
 - “a program of the SBCCOG” is included on all SBESC information
 - Business cards describe the SBESC as a program of the SBCCOG
 - The relationship is described at all workshops and outreach events

Goal D Strategies (cont'd)

- ▶ Enhance orientation methods for new board members so that they have a clear understanding of their role and can determine how they will most effectively contribute. Include a discussion of the bylaws in the orientation.
 - **Provided individual orientation session for every newly elected councilmember**
 - **Sent new member packets to every newly elected councilmember and newly appointed city manager which includes the bylaws**
 - **Started planning for SBHP Orientation in Spring 2016**
- ▶ Review the roles and responsibilities of the Steering Committee as outlined in the bylaws and clarify with Steering Committee members, if necessary, so the Committee can be most effective in providing leadership and assisting the Board in carrying out its roles. Consider changing the name to Executive Steering Committee.

RECOMMEND REMOVING THIS ITEM

Discussed at December 2014 Steering Committee meeting

- ▶ Streamline board meetings to make them most productive for members and staff. Create agendas that sustain interest and stay on schedule but with sufficient time to discuss, debate, disagree and develop consensus when required.

All Board meetings have been 2 hours or less with guest speakers and required business on the agendas

- ▶ Create a long-range financial plan to assure the future viability of SBCCOG.

Reserve fund established with ongoing plan to increase reserves

Changes Needed???

- ▶ Conducting an annual review and update of the strategic plan that includes a review of progress toward goals and revising elements of the plan as appropriate to meet changing conditions.

Reports provided twice a year.

Remove strategies that have been accomplished and adopt proposed revised language to meet current organizational needs.