



**SOUTH BAY CITIES**  
COUNCIL OF GOVERNMENTS

# **Strategic Plan Update**

**Covering the period of July 1, 2016 to December 31, 2016**

**January 26, 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 2017.
  - Green Building Challenge for commercial buildings - contract extended until June 30, 2017.
  - Municipal energy efficiency measures identified and potential savings quantified. All cities qualified to move up either to Gold or Platinum Energy Leader Program tier level by close of 4<sup>th</sup> Quarter 2016.
- ▶ Promote sustainable communities and serve as a resource to member cities as we move forward to 2020 in response to AB 32.
  - Energy Management Working Group and Livable Communities meetings every other month for city staff to discuss best practices.
  - Information on EV Charging & Multi-Unit Dwellings; Microgrid Project in Carson; Anaerobic Digestors to Electricity information provided to cities .
  - Development of autonomous vehicles monitored.

# Goal A Strategies (cont'd)

- ▶ With grant funding, complete city and subregional climate action plans and work with cities to adopt and implement them.
  - Through Strategic Growth Council grant, progress was made on land use, transportation, waste, greening, and energy generation/storage chapters to complete climate actions plans for cities and the sub-region. Updates have been shared at meetings with city staff for review.
- ▶ 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.
  - Although the SBCCOG opposed Measure M, after it was approved by LA County voters in November, SBCCOG initiated implementation planning with Board orientation presentation.
  - Held four-session SBHP Project Management Workshops for South Bay Public Works and Traffic Engineering staff.
  - Following SBCCOG approval in December, submitted FY 2017-18 Measure R SBHP Metro Budget Request to Metro.
  - 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 South Bay Broadband study in collaboration with SBWIB.
  - Participated in monthly SBACC/LAAFB Base Retention meetings.
  - Monitored LAEDC monthly 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 Sub-regions of So. Cal.
  - Provided oversight for funding for Homeless Services Initiative
  - Homeless Services Committee meeting bi-monthly.
  - Short term rental Task Force established and held first meeting
  - Coyote Regional Task Force was implemented and meeting set for early January 2017.
- ▶ 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 Rolling Portfolio Proceeding.
  - Sent letters to Metro on Long Range Transportation Planning & proposed sales tax as well as met with editorial boards re: Measure M.
  - Provided regular comments to SCAG Policy Committee & Regional Council reps as well as Metro on their policies and programs.
  - Monitored MS4 Stormwater Permit activities.
- ▶ 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.
  - Agendized Board meeting speakers: Alex Turek, MUD Barrier to Plug-in EV Adoption; L.A. Mayor Eric Garcetti, Transportation Funding Update; Ray Tahir, New Ruling on Stormwater Mandates; Dr. Philip Fine, Dep. Ex. Officer AQMP; Greg Stevens, SBCCOG Energy Engineer -Quarterly Energy Leader Program Status; and SBCCOG Board shared their city projects.

# 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 from workshops hosted by LGSEC and LA County - participating on LA County task force.
  - Lobbied for more funding for water projects at request of WBMWD.
  - Participated in development of South Bay Net, a sub-regional broadband initiative.
  - Hosted in Senior Services Working Group.
- ▶ Actively pursue opportunities for infrastructure funding for member agencies.
  - Following SBCCOG approval in December, submitted FY 2017-18 Measure R SBHP Metro Budget Request to Metro.
  - Following voter approved Measure M, SBCCOG initiated implementation planning with Board orientation presentation.
- ▶ 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.
  - Studied challenges to electric vehicle charging in multi-family dwellings
  - Initiated Coyote Management Task Force.

# 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

- ▶ 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, Short Term Rentals, Transit Operators, Coyote Management Task Force.

- ▶ 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.

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 and provides a report.**
- ▶ 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 Measure R, SCG Grant meetings re land use, transportation, waste, greening, and energy generation/storage with cities, 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 SBCCOG and SBESC 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

- ▶ **Keep organizational chart up to date with clarification between contractors and staff and include in the budget. 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 period: TraPac, CSUDH Archieve & Campus and Long Beach Container Terminal Automated Facility; Guest speakers invited to all working groups to share best practices and lessons learned

# 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 and newly appointed city manager**
  - **Sent new member packets to every newly elected councilmember and newly appointed city manager which includes the bylaws**
- ▶ 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 - January & April through work program.**

**Remove or revise strategies as needed**