

South Bay Cities Council of Governments

October 28, 2021

TO: SBCCOG Board of Directors
FROM: SBCCOG Steering Committee
SUBJECT: Strategic Planning – Next Steps

Previously, the SBCCOG Board approved a Mission, Vision and Goals. We reaffirm them every year in the work program. Reviewing the goals, SBCCOG staff believes that they still provide a framework to incorporate the issues identified through the 2021 Strategic Planning Process. While there is overlap, retaining the goals and adding the new issues would look as follows:

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.

1. Research & Educate – Promoting South Bay Louder & Wider
2. Address Homelessness & our Subregional Response
3. Practical, Affordable Housing Solutions
4. Improved Health, Accountability & Independence
6. Expand SBFN for Applications & Growth with Commercial, Institutional & Residential Partners
8. Improve Region's Environment

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

6. Expand SBFN for Applications & Growth with Commercial, Institutional & Residential Partners
7. Transportation Innovation & Advocacy

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

1. Promoting the South Bay Louder & Wider

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

10. Succession Planning

REMOVE

5. Coyote Management and Education

The Board has agreed that Rancho Palos Verdes will take the lead on coyote management and we will assist as needed and monitor. Therefore, it is recommended that this be removed as part of our work program as there are many issues that fall into this monitoring category.

NEXT STEPS

The Strategic Planning Process planned to set up achievable targets or performance measurements for the issue areas. This can be difficult as the SBCCOG is a voluntary organization with its largest strength being that of persuasion. Cities are the implementation agencies; the SBCCOG is the planning agency for almost all of our program areas. Therefore, the SBCCOG cannot be responsible for meeting performance metrics for project implementation in most cases. With that in mind, the staff has reviewed the issue areas and suggests the following measurements which are in italics:

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.

- 1. Research & Educate – Promoting South Bay Louder & Wider**
 2. Share our expertise and strategies with member cities, other sub-regional COGs, regional agencies and state policy makers. Ex. South Bay Sustainable Strategy, Local Travel Network, South Bay Fiber Network Applications
 3. Work with our representatives at SCAG, CalCities, Contract Cities, ICA, CALCOG, etc. to collaborate more effectively to represent South Bay cities' issues and priorities
 - *Work closely with other COGs to promote our common agendas*
 - *By June 30, 2022, distribute “What is the SBCCOG/What is the SBESC” through all SBCCOG member communication channels and working groups*
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- 2. Address Homelessness & our Subregional Response**
 - Work on prevention programs since more people become homeless than are housed each day
 - *By January 2022, hold a workshop for South Bay landlords on how they can help and get guaranteed rent as well – California Rental Relief payments going back to April 2020.*
 - Promote interjurisdictional cooperation
 - *Develop a regional tiny home site @ Hawthorne/Lennox by 2023*
 - Help cities find additional funds for their programs to address homelessness
 - *By January 2022, develop additional SMART goals with Ronson Chu that can be achieved through means currently available to the South Bay*
 - Assist service providers with list of Voucher friendly landlords to maximize use of Emergency Housing Vouchers
 - Increase shared housing inventory in the South Bay by x % by 2023 (Lease Up, Home Share, Family Promise, SHARE, etc.)
 - Promote Project Homekey ideas and identify sites throughout the South Bay (motels/hotels, condos, duplex/triplexes, commercial-residential conversions)
 - Forecast the 2023 homeless count, and set a goal to reduce that number by x% (indications are that homelessness will increase coming out of the pandemic)

- Access and provide tertiary level data for the different cities (our regional homeless crisis is not homogenous, different cities will have different needs as dictated by data) by June 2022
- Provide Homeless Court funding for interested cities in perpetuity by 2023
- Increase mental health capacity in the region
 - Mobile mental health response 911/988
 - Mental health beds
 - Conservatorship reform
- *When the pandemic is over, plan tours of tiny homes and other observable strategies for elected officials and city staff*

3. Practical, Affordable Housing Solutions

- Continue to promote reasonable strategies for affordable housing in the South Bay and to oppose those that take away local control
 - Determine if SB9 will allow local restrictions such as:
 - Split one tract into 3-4 units, at least one of the units needs to be deed restricted affordable housing for a certain income level, or
 - Split more than one tract into 2 or more units, at least 25% of the units need to be deed restricted affordable housing for a certain income level.
- Understand and acknowledge required infrastructure costs associated with new housing
- Look at subsidies for rent or mortgage payments for those in jeopardy of losing their housing
- Explore the implementation of a South Bay Housing Trust which would help build affordable housing
- Explore State Funded project based housing vouchers
- Research workforce housing fee for building a luxury home, banning private investors, and other innovative ways to control price of current housing
- *Starting in January 2022, support housing legislation that addresses the problems of gentrification, speculation, etc and builds affordable housing*
- *By June 2022, decide whether to pursue a South Bay Housing Trust fund and how it would be organized and operate*
- *By the end of 2022, have a South Bay strategy for building and keeping affordable housing*

4. Improved Health, Accountability & Independence

- Learn how SPA 8 works in the South Bay to improve health outcomes and determine whether there are specific issues in our area such as addiction, stress and/or obesity that should be focused on
- Decide how the South Bay cities can work more cooperatively in addressing health outcomes
- Understand, acknowledge and address impacts of air quality to health issues
- *By the end of 2022, determine opportunities for the South Bay to address health issues separately from the county if the South Bay conditions are appreciably different than the rest of the county.*

6. Expand SBFN for Applications & Growth with Commercial, Institutional & Residential Partners

- Continue to learn about effective applications for cities that are enabled by the SBFN
- Select 3rd party providers to work with the SBCCOG on extending the network throughout the South Bay to residents and businesses
- *By March 2022, approve expansion of the network for other uses and determine SBCCOG's role as possible sales agent for services for fractionalized services for businesses*
- *By July 2022, implement funding for transportation related projects using the SBFN*

8. Improve Region's Environment

- Develop an understanding of water, electricity and gas usage as well as solid waste and recycling loads in the South Bay and what the principal sources are in order to update the subregional and the cities' climate action plans
- Identify resources to leverage the SBCCOG planning and marketing efforts towards this goal.
- Assess greenhouse emission sources and needed reductions to help the South Bay reduce the impacts of climate change.
- *By November 2021, adopt voluntary statewide goals for the South Bay.*
- *By June 2022, develop numerical targets beyond the statewide targets (for water=15% voluntary reduction) and specific to the South Bay based on how much we can affect the conservation of uses.*

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

NEW

- Monitor proposed legislation and take positions identifying subregional concerns
- *In coordination with homeless service providers and other stakeholders, identify 3-5 issues that can be addressed by state/federal legislation and work with South Bay legislators to find possible solutions. (possibly conservatorships)*
- *By February 2022, meet with all South Bay legislators to discuss SBCCOG legislative priorities*

6. Expand SBFN for Applications & Growth with Commercial, Institutional & Residential Partners

- See Goal A.

7. Transportation Innovation & Advocacy

- Facilitate cities working together to implement corridors of the Local Travel Network
- Advocate for fair funding from Metro for South Bay transit providers and for projects of our cities
- Work on transportation applications that are facilitated by the SBFN
- Work with cities in partnership with the SBCCOG regional planner to providing NEV parking regulations in their congested areas along with charging stations

- *By March 2022, work with our legislators, AQMD and CARB to get rebates for purchase of all micromobility devices, multi-unit EV Charging incentives and/or shared NEV programs*
- *Every 3 months, promote the Local Travel Network story map to the South Bay community through our media channels*
- *By July 2022, several cities will have endorsed the Local Travel Network and begun implementation*
- *By July 2022, apply for funding to create a templated strategy for cities to plan/execute future electrification network if it is agreed that they will use it*
- *By September 2022, advocate for Metro to modify guidelines on Measure R & M eligibility so that they promote SBCCOG adopted priorities – reducing ghg emissions, interjurisdictional, etc. beginning in July 2023*

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

1. Promoting the South Bay Louder & Wider

- Define the audience(s) for each of the SBCCOG’s major initiatives
- Grow social media audience and place more articles on city websites and in elected official newsletters
- Encourage cities to publicly discuss their role in the subregion and what the SBCCOG does for them
- Take credit publicly for SBCCOG initiatives while also sharing the credit with the cities
- *By July 2022, increase social media presence by 10% as well as distribution list.*
- *By July 2022, double the amount of press releases and other outreach to promote SBCCOG programs*
- *By July 2022, increase by 10% the number of shares and comments on posts*

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

10. Succession Planning

- Review succession planning in reevaluation of the management services contract which expires June 2022
- *By June 2022, understand and facilitate, if required, succession planning options*

RECOMMENDATION

The Steering Committee recommends Board approval of these issue areas and measures as the basis for the 21-22 SBCCOG Work Program.