



MEETING No. 3

PRESIDENT'S STRATEGIC PLAN COMMITTEE

SOUTHERN CALIFORNIA
ASSOCIATION OF GOVERNMENTS
818 West 7th Street, 12th Floor
Los Angeles, CA 90017
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Wednesday, March 1, 2017
2:00 p.m. – 4:00 p.m.

SCAG Main Office
818 W. 7th Street, 12th Floor
Policy Committee Room A
Los Angeles, CA 90017
(213) 236-1800

(Available via Teleconference)

REGIONAL COUNCIL OFFICERS

President
Michele Martinez, Santa Ana

First Vice President
Margaret E. Finlay, Duarte

Second Vice President
Alan Wapner, Ontario

Immediate Past President
Cheryl Viegas-Walker, El Centro

COMMITTEE CHAIRS

Executive/Administration
Michele Martinez, Santa Ana

Community, Economic &
Human Development
Bill Jahn, Big Bear Lake

Energy & Environment
Carmen Ramirez, Oxnard

Transportation
Barbara Messina, Alhambra

If members of the public wish to review the attachments or have any questions on any of the agenda items, please contact Tess Rey-Chaput at (213) 236-1908 or via email at REY@scag.ca.gov.

Agendas and Minutes for the President's Strategic Plan Committee are also available at: <http://www.scag.ca.gov/committees/Pages/default.aspx>

SCAG, in accordance with the Americans with Disabilities Act (ADA), will accommodate persons who require a modification of accommodation in order to participate in this meeting. SCAG is also committed to helping people with limited proficiency in the English language access the agency's essential public information and services. You can request such assistance by calling (213) 236-1908. We request at least 72 hours notice to provide reasonable accommodations and will make every effort to arrange for assistance as soon as possible.

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LOCATION / TELECONFERENCE INFORMATION

President's Strategic Plan (PSP) Committee
 SCAG Los Angeles – Policy Room A
 Wednesday, March 1, 2017
 2PM – 4PM

**For Brown Act Requirements, please post the Agenda at your Teleconference Locations
 (Pursuant to Government Code Section 54953)**

List of Members	Participating at the following locations
<p>1. Hon. Michele Martinez, Chair (Santa Ana, representing Orange County)</p>	<p>SCAG Los Angeles Office 818 W. 7th Street, 12th Floor – Policy Room A Los Angeles, CA 90017</p>
<p>2. Hon. Margaret Finlay (Duarte, representing Los Angeles County)</p>	<p>Teleconference: 8081 Moody Street La Palma, CA 90623</p>
<p>3. Hon. Cheryl Viegas-Walker (El Centro, representing Imperial County)</p>	<p>SCAG Los Angeles Office 818 W. 7th Street, 12th Floor – Policy Room A Los Angeles, CA 90017</p>
<p>4. Hon. Pam O'Connor (Santa Monica, representing Los Angeles County)</p>	<p>SCAG Los Angeles Office 818 W. 7th Street, 12th Floor – Policy Room A Los Angeles, CA 90017</p>
<p>5. Hon. Margaret Clark (Rosemead, representing Los Angeles County)</p>	<p>Teleconference: 8838 E. Valley Boulevard Rosemead, CA 91770</p>
<p>6. Hon. Carmen Ramirez (Oxnard, representing Ventura County)</p>	<p>SCAG Los Angeles Office 818 W. 7th Street, 12th Floor – Policy Room A Los Angeles, CA 90017</p>
<p>7. Hon. Jan Harnik (RCTC, representing Riverside County)</p>	<p>SCAG Los Angeles Office 818 W. 7th Street, 12th Floor – Policy Room A Los Angeles, CA 90017</p>
<p>8. Hon. Alan Wapner (SANBAG, representing San Bernardino County)</p>	<p>[Unable to attend]</p>

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PRESIDENT STRATEGIC PLAN (PSP) COMMITTEE
AGENDA – MEETING NO. 3
MARCH 1, 2017

CALL TO ORDER

(The Honorable Michele Martinez, Chair)

PUBLIC COMMENT PERIOD – Members of the public desiring to speak on items on the agenda, or items not on the agenda, but within the purview of the Committee, must fill out and present a speaker’s card to the Assistant prior to speaking. Comments will be limited to three (3) minutes. The Chair may limit the total time for all comments to twenty (20) minutes.

DISCUSSION ITEM

Page No.

1. Strategic Plan Survey Update
(Darin Chidsey, Chief Operating Officer)

Attachment

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2. Strategic Plan – Next Steps

Discussion

FUTURE AGENDA ITEM/S

ANNOUNCEMENT/S

ADJOURNMENT

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DATE: March 1, 2017
TO: President's Strategic Plan (PSP) Committee
FROM: Darin Chidsey, Chief Operating Officer, (213) 236-1836, chidsey@scag.ca.gov
SUBJECT: SCAG Strategic Plan Update

EXECUTIVE DIRECTOR'S APPROVAL: 

RECOMMENDED ACTION:

For Information Only - No Action Required.

EXECUTIVE SUMMARY:

In November 2016, President Martinez appointed members to the President's Strategic Plan (PSP) Committee to guide an update of SCAG's Strategic Plan. At its December 7, 2016 meeting, the Committee reviewed a timeline and work plan for updating the Strategic Plan, as well as an external survey on the value of SCAG's services, critical issues facing the region and how they view SCAG's role in the future. The survey was sent to 1,442 individuals, including Regional Council members, elected officials, business leaders, federal/state agency partners and other partner organizations. At the January 27, 2017 PSP meeting, staff presented a summary of the stakeholder survey results. Since that time, the Staff Strategic Plan Committee (SSPC) shared the survey results with all staff and invited interested participants to engage in one of three focus groups to provide staff input into the update of the Strategic Plan. This report summarizes the results of those focus groups and suggests a path forward.

BACKGROUND:

SCAG's current Strategic Plan was approved by the Regional Council in April 2009. Since then, the 2009 Strategic Plan has provided a framework for the agency's Work Plan and continued success. It continues to be used to frame issues brought to the Regional Council and all other Policy Committees, to develop the budget and Overall Work Program, align staff work plans, and track performance and measurable goals.

More than seven (7) years after its initial adoption, SCAG has made progress on many of the Strategic Plan's goals. The agency has raised its profile as a convener of the region's many elected, community and business leaders, while promoting collaboration to address some of Southern California's toughest public policy issues. In addition, SCAG has continually provided valuable services to its member cities. In June 2016, the Executive/Administration Committee (EAC) conducted a review of the current Strategic Plan and determined that many of the goals were no longer strategic but operational best practices as SCAG has fulfilled the goals of its 2009 Vision Statement. As one of the President's initiatives, the EAC directed staff to initiate an update to the Strategic Plan.

In November 2016, the PSP was formed. Members include: Hon. Michele Martinez, Santa Ana; Hon. Margaret Finlay, Duarte; Hon. Alan Wapner, Ontario; Hon. Cheryl Viegas-Walker, El Centro; Hon.



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Pam O'Connor, Santa Monica; Hon. Margaret Clark, Rosemead; Hon. Jan Harnik, Palm Desert; and Hon. Carmen Ramirez, Oxnard. To support the work of the PSP and ensure that staff from all levels of the organization is included in the strategic planning process, a Staff Strategic Planning Committee (SSP) was also formed.

The first meeting of the PSP was held on December 7, 2016. Staff presented a timeline and work plan for updating the Strategic Plan, with the goal of submitting a revised Strategic Plan to the General Assembly in May 2017 for consideration. Staff also proposed an external assessment of the agency as one of the first tasks and shared with members a draft survey, along with a distribution list of stakeholders from throughout the region. The survey would target Regional Council members, elected officials, business leaders, federal/state agency partners and other partner organizations and ask questions relating to SCAG's role, what issues are most critical to the future of the region and define SCAG's role in addressing related challenges.

The second meeting of the PSpC was held on January 27, 2017. Staff presented the results of the stakeholder survey and discussed the results with the PSpC. Since the stakeholder survey was externally focused the PSpC inquired about engaging a broader group of staff in the strategic plan update. Following the review of the survey results it has become clear that the agency likely needs to update the Vision, Mission and Values as well as the goals. Since the January meeting, staff has conducted three focus groups for staff to provide input into the update of the Strategic Plan.

As a foundation for the focus group meetings, the SSP used the stakeholder survey results and the following guidance about Vision and Mission for the focus group discussions.

Vision (aspirational, future-focused):

- A vision is the ultimate picture of what you are striving to achieve. It is an aspirational statement that clarifies intent.
- Comprehensive, positive and inspiring, it is an emotional appeal to some of the most fundamental needs –the need to be important, to make a difference, to feel useful and be a part of a successful and worthwhile enterprise. A vision captures the worth of work. It allows individuals to identify how they are going to contribute and participate in the success of the organization.
- It defines where the organization wants to be in the future, describes a future identity, reflects the optimistic view of the organization's future and outlines what a company wants to be. It should be a memorable and engaging expression, and brief- a one liner.

Mission (operational, present-focused):

- A mission is a broad statement of purpose describing why you exist. It is an operational statement that explains what you do.
- Focused on the present, it incorporates the core concepts and nature of your business, the reason your organization exists. It defines the organization's products, services, markets, values, and its concern for public image, and provides a frame of reference for all major planning decisions.



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- A mission should be clear and understandable to all people, brief enough for most people to keep in mind, broad enough to allow flexibility in implementation but not so broad as to lack focus. It should be achievable and realistic enough for organizational members to support.

The results of the January 27, 2016 SSPC were shared with all staff and everyone was invited to participate in one of three focus groups. Approximately half the staff participated in these sessions. The participants reflected the agency as a whole as each group was diverse in terms of participation. The results of the Focus Groups are discussed below highlighting Roles, Values, and Aspirations.

Focus Group Themes

At each focus group staff members were asked a series of questions ranging from:

*“What makes you want to work at SCAG?” to
“Is there something you want to work on that you are not currently working on?”
and “What makes SCAG innovative?”*

Staff highlighted three key roles that the Agency should continue to pursue as it moves forward:

- Facilitating regional connections and relationships
- Information Sharing
- Meeting statutory requirements

Staff reflected on the values of the organization and what currently makes SCAG a great place to work. Topic areas included:

- Collaborating with partners and local agencies
- Improving the quality of life for Southern California residents
- Sharing knowledge and data with elected officials and stakeholders
- Supporting “Big Picture” thinking for the region and setting an example for the region and country
- Taking pride in the efficiency, accountability, and expertise of the agency

Staff provided input on where they would like to see the agency go in the future. Topic areas included:

- Building on SCAG’s current resources to address regional issues
- Building and strengthening relationships with new and existing stakeholders
- Researching and supporting cutting edge fields and technologies
- Improving the agency’s efficiency and effectiveness
- Maintaining an adaptable and future-focused outlook
- Expanding efforts to market our added value as a regional resource



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- Embracing new areas of study and action such as emergency preparedness, tribal inclusion, water, poverty, sustainable economies, data assembly/development/analysis and new technologies

The following ideas, terms, and themes were noted by staff when asked to consider the current SCAG Vision Statement and how it could be made more aspirational to guide us over the coming years. Staff thoughts include that the vision statement should achieve the following:

- Identify what we “do,” rather than what we “are”
- Consider the words sustainable, innovation, equity, effectiveness and connectivity
- Include future-oriented words
- Express the idea of choices, diversity, and opportunity
- Embrace SCAG’s ability to support different visions for the region (from suburban development to dense Transportation Oriented Development depending on local priorities)
- Indicate SCAG’s ability to be a resource to local agencies and the public, who we serve
- Indicate SCAG’s ability to facilitate/help other agencies with implementation
- Provide a vision for what the region will become/accomplish with SCAG’s support
- Distinguish SCAG from other MPOs with similar functions

I. SCAG’s Roles

Themes about SCAG’s roles flowed from questions about SCAG’s current essential roles and what makes it unique to other agencies in the region.

Facilitating regional connections and relationships

Participants most frequently mentioned bringing municipalities together and connecting ideas and people, providing technical support and data, and being responsive to requests for information. Consensus building was also mentioned.

Information Sharing

The second most commonly cited operation was SCAG’s role in sharing information. This included sharing data, introducing new research, and providing a forum for introducing new ideas to help inform policy decisions. One example was SCAG’s success as a transportation leader that has initiated conversations around needed regional transportation projects, such as the Alameda Corridor.

Meeting statutory requirements

A lesser theme mentioned repeatedly was the need to fulfill our state and federal statutory requirements in relation to current funding streams and programs.

II. SCAG’s Values

Participants were asked to describe what is meaningful about their jobs, specifically what makes them want to work at SCAG and what inspires them about the agency. The following themes emerged from their answers:



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Collaboration

Collaboration was by far the most common response, particularly related to SCAG's work connecting different agencies throughout the region.

Improving Quality of Life

Many participants said that improving the quality of life, or "making a positive difference," was what made them want to work at SCAG or what inspired them about the agency. This sentiment ranged from the "helping people live closer to work" to "the future well-being of the next generation." Though "quality of life" is a broad concept, staff embraced the ideas of choice, diversity, equity and opportunity.

Knowledge Sharing

Participants found providing data, educational opportunities, and sharing information with policy makers and the public to be an important aspect of working at SCAG.

"Big Picture" Thinking

Staff noted the positive qualities of being "less mired in details," "having a bigger footprint to make a difference," and the ability to "think beyond constraints." They also appreciated being able to look towards the future in the work, and initiate far-reaching strategies and "big ideas."

Accountability and Transparency

Staff discussed the importance of following regulatory requirements, and fulfilling our responsibilities in an ethical and transparent way. Accountability to the public and the "tax-payer" was a theme that was discussed.

Expertise

Staff noted the positive culture at SCAG that is the result of having a talented and driven workforce that "focuses on performance" to serve its "clients" (the people) of Southern California. There was also an acknowledgement that the agency is constantly trying to improve the agency's efficiency and accountability by upgrading internal operations, and providing opportunities for continued professional development and training of staff.

Leading by Example

Staff was proud of the things that SCAG does to lead by example. For instance, many employees take transit to work. SCAG is also maintaining certification as a green business and seeking ways to improve operational efficiency and resource conservation.

III. Aspirations

These themes emerged from questions related to how SCAG can be more innovative and what staff desire to work on in the future.



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Building on SCAG's current resources

Many of the improvements and aspirational ideas stemmed from finding opportunities in SCAG's current capacity as a regional planning organization with significant resources and brain power. Examples included regional emergency management, engaging tribal organizations on a regional level and addressing regionally significant concerns such as the economy, the housing shortage, homelessness, climate change, drought and food accessibility.

Relationship building

Participants noted that they wanted to see stronger relationships with other MPOs, think tanks and educational institutions.

Researching and supporting cutting edge fields and technologies

Participants were interested in economic analyses of new technological industries as well as engaging in state of the art practices such as demonstration projects.

Improve efficiency and effectiveness

Diverse strategies for improving efficiency and SCAG and for its stakeholders were frequently mentioned. To improve the efficiency of cities within the SCAG region and to help them make the most of their resources, SCAG could play a role in finding inefficiencies, reducing redundancies, standardizing activities and improving performance monitoring.

Increase access to and provide more detailed data

Participants were interested in increasing and diversifying the amount of available data, especially more detailed data for information at the local level.

Adaptable and future-focused thinking

Staff wanted to see SCAG have a strong focus on anticipating and preparing for possible events. Strategies mentioned were more alternative scenario planning, preparing for future mandates, climate change preparedness, training future leaders and looking into potential catastrophic events relevant to the region. SCAG has the opportunity to "be transformative" in its approach to the future.

Marketing our added value

Staff were interested in expanding outreach efforts to ensure that local jurisdictions/regional agencies are aware of SCAG's resources and know how to "plug in." The support of the current graphics staff in making complex ideas easily presentable was acknowledged in being crucial to the agency's continued success.

NEXT STEPS:

Staff reviewed the Staff Focus Group results last Wednesday and plans to incorporate the feedback from the PSP at its March 1st meeting, then follow up with further discussion and analysis in anticipation of presenting an updated vision, and mission at the next meeting of the PSP.

ATTACHMENT: SCAG Vision, Mission and Values Adopted 2009



Current Vision, Mission and Values Adopted in 2009

Our Vision

An international and regional planning forum trusted for its leadership and inclusiveness in developing plans for a sustainable Southern California.

Our Mission

Under the guidance of the Regional Council and in collaboration with our partners, our mission is to facilitate a forum to develop and foster the realization of regional plans that improve the quality of life for Southern Californians.

Our Core Values

Collaboration

We foster collaboration through open communication cooperation and a commitment to teamwork

Service

Our commitment to service is second to none

Trust

The hallmark of our organization is trust and is accomplished through a professional staff, transparency in decision making and objectivity and accuracy in our day-to-day work

Revolutionary

We are revolutionary in our thinking to achieve a cutting-edge work program that is emulated by others

Sustainability

We work with our partners and local governments to achieve a quality of life that provides resources for today's generation while preserving an improved quality of life for future generations

Empowering

The empowering of staff occurs to reward initiative, confidence and creativity while promoting inclusionary decision making

Rewarding

We promote a work environment that allows for professional and personal growth, recognizes astounding achievement and makes a positive difference in the lives of the staff and the community