



San Fernando Valley Council of Governments

A Joint Powers Authority



Strategic Framework - 2019-2021

Adopted April 18, 2019

The following strategy is the result of a convening attended by 15 SFVCOG member jurisdiction staffers, 30-minute interviews with all SFVCOG board members/alternates, research on the operations of other councils of governments, and the strategic expertise of staff.

The unique structure of this strategy promotes operational clarity and analysis, as well as the identification and understanding of both successful and unsuccessful efforts. This framework will be maintained digitally and grow and change with the SFVCOG over time and allow the organization to more easily and confidently apply resources to productive efforts and limit those applied to less effective efforts.

As the structure of this framework may be unfamiliar, below is a description to help explain it:

1. The strategy is comprised of four sections: Operations, Transportation, Housing & Homelessness, and Economic Development
2. The strategic framework is structured using cells in rows (vertical) and columns (horizontal)
3. Each cell contains a specific goal and a metric by which to evaluate that goal's progress
4. If two cells are connected vertically, the goal in the bottom cell is how the goal in the cell above it will be achieved
5. Some cells are connected to more than one cell below them. That means there are several ways the SFVCOG will be working towards achieving the goal in the above cell

The framework will be used by SFVCOG staff in the form of a digital spreadsheet for ease of tracking and editing (as covered in the strategy under Operations). Over time, it will become apparent which goals are making progress, which are not, and why. The structure will grow and change with the SFVCOG by adding, removing, and rewriting cells to reflect performance. The attached framework is dated August 7th, 2019.

The strategy will be updated monthly, and the Chair will be briefed quarterly and as needed.

Operations

Operationally maximize the SFVCOG's ability to serve its mission

<p>Increase the number of promising new opportunities undertaken by the SFVCOG</p> <p>Metric - # of opportunities undertaken by the SFVCOG</p>		
<p>Deliver to board members regular briefs on policies and programs being undertaken by SFVCOG members and other jurisdictions within Southern California</p> <p>Metric - Quantified board member consumption of briefs (e.g. downloads, anecdotes)</p>		<p>Formalize a process for board members to propose items to be discussed by the SFVCOG for further action</p> <p>Metric - # of opportunities discussed by the SFVCOG for further action</p>
<p>Source standardized briefs on policy and programs being undertaken by member and regional jurisdictions</p> <p>Metric - # of briefs sourced</p>		<p>Staff to receive emails from board members by the first of the month regarding items to be considered for inclusion in the following agenda</p> <p>Metric - # of emails received</p>
<p>Chair will work with staff to review requests and set agenda</p> <p>Metric - # of member-issued items approved for inclusion in agenda</p>		
<p>Request submissions from board members on topics they want briefs on</p> <p>Metric - # of topic submissions</p>	<p>SFVCOG staff to select subjects from board member submissions based on demand and/or perceived importance</p> <p>Metric - # of topic selections</p>	<p>SFVCOG staff to reach out to relevant parties and solicit briefs</p> <p>Metric - # of relevant parties reached out to</p>

Operations

Operationally maximize the SFVCOG's ability to serve its mission

<p>Inform SFVCOG member actions outside of SFVCOG initiatives</p> <p>Metric - Bi-annual survey capturing anecdotal evidence of usefulness of provided information (with any additional evidence to corroborate)</p>	
<p>Deliver relevant information to key SFVCOG board members and jurisdiction staff members</p> <p>Metric - Quantified reception of information (e.g. opened emails, downloads, anecdotes)</p>	
<p>Maintain an email list of SFVCOG member staff members</p> <p>Metric - Confirmation that all appropriate staff members are included from board members or other staff members</p>	<p>Make briefs available via monthly email blasts</p> <p>Metric - # of briefs sent via email blasts</p>
	<p>Source standardized briefs on policy and programs being undertaken by member and regional jurisdictions</p> <p>Metric - # of briefs sourced</p>
<p>See <u>Operations B5</u></p>	

Operations

Operationally maximize the SFVCOG's ability to serve its mission

Maintain a space for members to productively and respectfully discuss issue areas and possible action Metric - Observation and board member anecdotes	
Develop healthy rapport among board members to communicate in an efficient, productive, and respectful manner Metric - Observation and board member anecdotes	Design agendas and meeting format to allow an appropriate amount of time for discussion and engagement Metric - Observation and board member anecdotes
Inclusive activities for board members to build rapport Metric - # of events	

Operations

Operationally maximize the SFVCOG's ability to serve its mission

<p>Maintain effective implementation of this strategic framework</p> <p>Metric - Observation of the impact this strategy has on SFVCOG processes, decisions, and external impact</p>		
<p>Maintain up-to-date and accurate information within this strategic framework</p> <p>Metric - Monthly reviews with SFVCOG Executive Director (reference to P4) to determine the accuracy of the framework</p>		<p>Executive Director and designated staff member (reference to N5) to review this strategic framework on a monthly basis to assess accuracy, fill gaps in information gaps, and touch base on updates, pivots, and general strategic development</p> <p>Metric - Recurring binary</p>
<p>Executive Director and Board Chair to review this Strategic framework on a quarterly basis to touch base on updates, pivots, and general strategic development</p> <p>Metric - Recurring binary</p>		
<p>Designate an individual to maintain framework upkeep on a biweekly (every two weeks) basis by working with the SFVCOG Executive Director to source information with which to update the framework</p> <p>Metric - Binary</p>	<p>Designated individual (reference to N5) to source information from the Executive Director and/or relevant feedback loops on a biweekly (every two weeks) basis</p> <p>Metric - Judgement of the comprehensiveness of updated information</p>	
	<p>Designated individual (reference to N5) to send bi-weekly (every two weeks) emails to the SFVCOG Executive Director clearly requesting information to be used in maintaining the framework</p> <p>Metric - Recurring binary</p>	<p>Develop feedback loops where possible and beneficial that capture information required to update this strategic framework</p> <p>Metric - # of feedback loops</p>

Transportation

Improve SFV regional mobility

Support & influence transportation organizations and agencies (e.g. Metro, Metrolink, SCAG)							
Metric - # of SFVCOG issues advanced at transportation organizations and agencies							
Establish the SFVCOG as an active authority on transportation			Annually update the regional transportation priority list	Establish positions on transportation topics as they arise through formal action of the Board	Promote SFVCOG positions and priorities to transportation organizations and agencies		
Metric - Observation			Metric - Recurring binary	Metric - # of positions established on new topics exclusive of annual priority list updates	Metric - Anecdotal evidence of promotion having been received by targeted audiences		
Increase SFVCOG presence and participation at key transportation meetings	Be referenced, quoted, and covered in media on transportation	Further partner with aligned organizations and agencies	Adhere to the existing process for updating transportation priority list	Formalize a process for board members to propose items to be discussed by the SFVCOG for further action	Increase SFVCOG presence and participation at key transportation meetings	Communicate specific positions to transportation organizations and agencies via direct means (letters, emails, calls, etc.) when appropriate	Be referenced, quoted, and covered in media on transportation
Metric - # of meetings attended and participated in	Metrics - # of SFVCOG-related media mentions on transportation	Metric - # of active partnerships	Metric - Recurring binary	Metric - # of opportunities discussed by the SFVCOG for further action	Metric - # of meetings attended and participated in	Metric - # of direct communications (with qualitative information such as type and purpose of communication)	Metrics - # of SFVCOG-related media mentions on transportation
	Ask board members to include their SFVCOG title among their titles when published in media releases	Reach out to media for releases regarding major SFVCOG transportation developments such as new initiatives or established positions					
	Metrics - Binary	Metric - # of times media reached out to			See <u>Operations E4</u>		See <u>Transportation C5</u>

Transportation

Improve SFV regional mobility

<p>Increase the general coordination and regional-mindedness of individual SFVCOG members regarding transportation policy</p> <p>Metric - Anecdotal evidence of influence (with any additional evidence to corroborate)</p>					
<p>Directly educate member jurisdictions' staff members on regional transportation issues and opportunities</p> <p>Metric - Anecdotal evidence of jurisdictional staff members familiarity with issue area</p>		<p>Keep board members abreast of regional developments around transportation</p> <p>Metric - Observation and anecdotes (with any additional evidence to corroborate)</p>		<p>Annually update the regional transportation priority list</p> <p>Metric - Recurring binary</p>	
<p>Mobility Academy</p> <p>Metric - Recurring binary</p>	<p>Mobility Workshop</p> <p>Metric - Recurring binary</p>	<p>Deliver relevant information to key SFVCOG board members and jurisdiction staff members</p> <p>Metric - Quantified reception of information (e.g. opened emails, downloads, anecdotes)</p>	<p>Deliver relevant information to key SFVCOG board members and jurisdiction staff members</p> <p>Metric - Quantified reception of information (e.g. opened emails, downloads, anecdotes)</p>	<p>Regular updates on transportation developments at the board meetings</p> <p>Metric - # of updates delivered</p>	<p>See <u>Transportation F4</u></p>
		<p>See <u>Operations H4</u></p>	<p>See <u>Operations H4</u></p>	<p>Formalize a process for board members to propose items to be discussed by the SFVCOG for further action</p> <p>Metric - # of opportunities discussed by the SFVCOG for further action</p>	
				<p>See <u>Operations E4</u></p>	

Transportation

Improve SFV regional mobility

Align regional transportation funding to SFVCOG transportation priorities			
Metric - Change in the amount of funding aligned with SFVCOG transportation priorities			
Annually update the regional transportation priority list Metric - recurring binary	Annually identify where existing regional transportation funding is going and how it is being spent Metric - Recurring binary	Promote SFVCOG positions and priorities to transportation organizations and agencies Metric - Anecdotal evidence of promotion having been received by targeted audiences	Promote available transportation resources, including funding, that are available to member jurisdictions Metric - Anecdotal and observational
See <u>Transportation F4</u>		See <u>Transportation H4</u>	Deliver relevant information to key SFVCOG board members and jurisdiction staff members Metric - Quantified reception of information (e.g. opened emails, downloads, anecdotes)
			See <u>Operations H4</u>

Housing & Homelessness

Improve SFV regional housing & reduce homelessness

Support & influence housing and homelessness organizations and agencies (e.g. LAHSA, LA County CEO's office. LA Family Housing)					
Metric - # of SFVCOG issues advanced at housing and homelessness organizations and agencies					
Annually update a regional housing and homelessness values, goals, and strategies document Metric - Recurring binary	Establish positions on housing & homelessness topics as they arise through formal action of the Board Metric - # of positions established on new topics exclusive of annual priority list updates	Promote SFVCOG positions and priorities to housing and homelessness organizations and agencies Metric - Anecdotal evidence of promotion having been received by targeted audiences			Develop public support for SFVCOG positions on housing & homelessness Metric - Anecdotal and observational
Coordination committee to review the regional housing and homelessness values, goals, and strategies document annually and present to board for consideration Metric - recurring binary	Formalize a process for board members to propose items to be discussed by the SFVCOG for further action Metric - # of opportunities discussed by the SFVCOG for further action	Increase SFVCOG presence and participation at key housing & homelessness meetings Metric - # of meetings attended and participated in	Communicate specific positions to housing and homelessness organizations and agencies via direct means (letters, emails, calls, etc.) when appropriate Metric - # of direct communications (with qualitative information such as type and purpose of communication)	Be referenced, quoted, and covered in media on housing & homelessness Metrics - # of SFVCOG-related media mentions on housing & homelessness	Partner with existing campaigns that align with SFVCOG positions to support messaging Metric - # of supported messaging campaigns
	See Operations E4			Ask board members to include their SFVCOG title among their titles when published in media releases Metrics - Binary	Reach out to media with releases regarding major SFVCOG housing & homelessness developments such as new initiatives or established positions Metric - # of times media reached out to

Housing & Homelessness

Improve SFV regional housing & reduce homelessness

<p>Increase the general coordination and regional-mindedness of individual SFVCOG members regarding housing & homelessness policy</p> <p>Metric - Anecdotal evidence of influence (with any additional evidence to corroborate)</p>					
<p>Directly educate member jurisdictions' staff members on regional housing & homelessness issues and opportunities</p> <p>Metric - Anecdotal evidence of jurisdictional staff members familiarity with issue area</p>		<p>Keep board members abreast of regional developments around housing & homelessness</p> <p>Metric - Observation and anecdotes (with any additional evidence to corroborate)</p>		<p>Annually update a regional housing and homelessness values, goals, and strategies document</p> <p>Metric - Recurring binary</p>	<p>Develop public support for board positions on housing & homelessness</p> <p>Metric - Anecdotal and observational (with any additional evidence to corroborate)</p>
<p>Monthly homelessness working group for staff members</p> <p>Metric - Recurring binary</p>	<p>Deliver relevant information to key SFVCOG board members and jurisdiction staff members</p> <p>Metric - Quantified reception of information (e.g. opened emails, downloads, anecdotes)</p>	<p>Deliver relevant information to key SFVCOG board members and jurisdiction staff members</p> <p>Metric - Quantified reception of information (e.g. opened emails, downloads, anecdotes)</p>	<p>Regular updates on housing and homelessness developments at the board meetings</p> <p>Metric - Quantified delivery</p>	<p>See Housing & Homelessness B4</p>	<p>See Housing & Homelessness H4</p>
	<p>See Operations H4</p>	<p>See Operations H4</p>	<p>Staff presents to board on homelessness working group findings</p> <p>Metric - Recurring binary</p>	<p>Reach out to media with releases regarding major SFVCOG housing & homelessness developments such as new initiatives or established positions</p> <p>Metric - # of times media reached out to</p>	
				<p>See Operations E4</p>	

Housing & Homelessness

Improve SFV regional housing & reduce homelessness

Align regional housing & homelessness funding to SFVCOG priorities				
Metric - Change in the amount of funding aligned with SFVCOG housing & homelessness priorities				
Annually update a regional housing and homelessness values, goals, and strategies document	Annually identify where existing regional housing & homelessness funding is going and how it is being spent	Annually identify where existing regional housing & homelessness funding is going and how it is being spent	Promote available housing & homelessness resources, including funding, that are available to member jurisdictions	
Metric - Recurring binary	Metric - Recurring binary	Metric - Recurring binary	Metric - Anecdotal and observational	
See Housing & Homelessness B4		See Housing & Homelessness D4	Monthly homelessness working group for staff members	Deliver relevant information to key SFVCOG board members and jurisdiction staff members
			Metric - Recurring binary	Metric - Quantified reception of information (e.g. opened emails, downloads, anecdotes)
				See Operations H4

Economic Development

Improve SFV regional economic development

<p>Increase the general coordination and regional-mindedness of individual SFVCOG members regarding economic development policy</p> <p>Metric - Anecdotal evidence of influence (with any additional evidence to corroborate)</p>					
<p>Establish positions on economic development topics as they arise through formal action of the Board</p> <p>Metric - # of positions established on new topics (if any arise) exclusive of annual priority list updates</p>	<p>Directly educate member jurisdictions' staff members on regional economic development issues and opportunities</p> <p>Metric - Anecdotal evidence of jurisdictional staff members familiarity with issue area</p>		<p>Keep board members abreast of regional developments around economic development</p> <p>Metric - Observation and anecdotes (with any additional evidence to corroborate)</p>		
<p>Formalize a process for board members to propose items to be discussed by the SFVCOG for further action</p> <p>Metric - # of opportunities discussed by the SFVCOG for further action</p>	<p>Deliver relevant information to key SFVCOG board members and jurisdiction staff members</p> <p>Metric - Quantified reception of information (e.g. opened emails, downloads, anecdotes)</p>	<p>Host Economic Development Bootcamp for board members and staff</p> <p>Metric - Recurring binary</p>	<p>Deliver relevant information to key SFVCOG board members and jurisdiction staff members</p> <p>Metric - Quantified reception of information (e.g. opened emails, downloads, anecdotes)</p>	<p>Regular updates on economic development developments at the board meetings</p> <p>Metric - # of updates delivered</p>	<p>Host Economic Development Bootcamp for board members and staff</p> <p>Metric - Recurring binary</p>
<p>See <u>Operations E4</u></p>	<p>See <u>Operations H4</u></p>		<p>See <u>Operations H4</u></p>	<p>Regular updates on economic development developments at the board meetings</p> <p>Metric - # of updates delivered</p>	
				<p>See <u>Operations E4</u></p>	