



SOUTHERN CALIFORNIA  
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## MEETING No. 2

# PRESIDENT'S STRATEGIC PLAN COMMITTEE

***Monday, January 30, 2017***  
***9:00 a.m. – 11:00 a.m.***

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

**(Available via Teleconference)**

If members of the public wish to review the attachments or have any questions on any of the agenda items, please contact Ludlow Brown at (213) 236-1976 or via email at [BROWN@scag.ca.gov](mailto:BROWN@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.

#### REGIONAL COUNCIL OFFICERS

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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

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**President Strategic Plan Committee**  
*Members – January 2017*

|              |                                 |                     |                       |
|--------------|---------------------------------|---------------------|-----------------------|
| <b>Chair</b> | <b>1. Hon. Michele Martinez</b> | <i>Santa Ana</i>    | <b>Orange County</b>  |
|              | 2. Hon. Margaret Finlay         | <i>Duarte</i>       | Los Angeles County    |
|              | 3. Hon. Alan Wapner             | <i>Ontario</i>      | San Bernardino County |
|              | 4. Hon. Cheryl Viegas-Walker    | <i>El Centro</i>    | Imperial County       |
|              | 5. Hon. Pam O'Connor            | <i>Santa Monica</i> | Los Angeles County    |
|              | 6. Hon. Margaret Clark          | <i>Rosemead</i>     | Los Angeles County    |
|              | 7. Hon. Jan Harnik              | <i>Palm Desert</i>  | Riverside County      |
|              | 8. Hon. Carmen Ramirez          | <i>Oxnard</i>       | Ventura County        |

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**LOCATION / TELECONFERENCE INFORMATION**

President's Strategic Plan (PSP) Committee  
 SCAG Los Angeles – Policy Room A  
 Monday, January 30, 2017  
 9:00 a.m. – 11:00 a.m.

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

| Members  | Participating at the following locations   |
|--|--|
| <p><b>1. Hon. Michele Martinez, Chair</b><br/>           (Santa Ana, representing Orange County)</p> | <p><b>Teleconference:</b> 302 W. 2<sup>nd</sup> Street, #458<br/>           Santa Ana, CA 92701</p>  |
| <p><b>2. Hon. Margaret Finlay</b><br/>           (Duarte, representing Los Angeles County)</p>       | <p>SCAG Los Angeles Office<br/>           818 W. 7<sup>th</sup> Street, 12<sup>th</sup> Floor – Policy Room A<br/>           Los Angeles, CA 90017</p> |
| <p><b>3. Hon. Cheryl Viegas-Walker</b><br/>           (El Centro, representing Imperial County)</p>  | <p><b>Teleconference:</b> 1275 Main Street<br/>           El Centro, CA 92243</p>  |
| <p><b>4. Hon. Pam O'Connor</b><br/>           (Santa Monica, representing Los Angeles County)</p>    | <p>SCAG Los Angeles Office<br/>           818 W. 7<sup>th</sup> Street, 12<sup>th</sup> Floor – Policy Room A<br/>           Los Angeles, CA 90017</p> |
| <p><b>5. Hon. Margaret Clark</b><br/>           (Rosemead, representing Los Angeles County)</p>      | <p>SCAG Los Angeles Office<br/>           818 W. 7<sup>th</sup> Street, 12<sup>th</sup> Floor – Policy Room A<br/>           Los Angeles, CA 90017</p> |
| <p><b>6. Hon. Carmen Ramirez</b><br/>           (Oxnard, representing Ventura County)</p>            | <p>SCAG Los Angeles Office<br/>           818 W. 7<sup>th</sup> Street, 12<sup>th</sup> Floor – Policy Room A<br/>           Los Angeles, CA 90017</p> |

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**PRESIDENT STRATEGIC PLAN (PSP) COMMITTEE  
AGENDA – MEETING NO. 2  
JANUARY 30, 2017**

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**CALL TO ORDER & PLEDGE OF ALLEGIANCE**

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

**Attachment**

**1**

2. Strategic Plan – Next Steps

**Discussion**

**FUTURE AGENDA ITEM/S**

**ANNOUNCEMENT/S**

**ADJOURNMENT**



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**DATE:** January 30, 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 Survey 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. This report summarizes the findings from the survey.*

**BACKGROUND:**

SCAG's current Strategic Plan was approved by the Regional Council in April 2009. Since then, the 2009 Strategic Plan 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 budget and Overall Work Program, align staff work plans, 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 one of the President's initiatives, the EAC directed staff to initiate an update to the Strategic Plan.

In November 2016, a President's Strategic Plan (PSP) Committee was formed. Members include: Hon. Michele Martinez, Santa Ana; Hon. Margaret Finlay, Duarte; Hon. Alan Wapner, Ontario; Hon. Cheryl Viegas-Walker, El Centro; Hon. 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.



# REPORT

The first meeting of the President's Strategic Plan Committee 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.

## Survey Results and Analysis

With input from the President's Strategic Plan Committee, staff distributed a Strategic Plan Survey to 1,442 individuals beginning on December 8, 2016. The survey was closed on January 6, 2017, with 378 people participating, or 26 percent of those invited. The findings for each question are briefly discussed below:

### **Question 1: What type of organization do you represent?**

Over half of the survey respondents came from local jurisdictions in the SCAG region. State and federal agencies were represented the least in this survey with 5 percent of all responses.

### **Question 2: Which county do you serve?**

The percentage of respondents from each county in the SCAG region are roughly proportional to their relative population sizes.

### **Question 3: What is your role at your organization?**

A majority of survey respondents (60%) hold senior management positions; 18% are elected officials; and 21% hold regular staff positions.

### **Question 4: How often do you or your organization interact with SCAG?**

The majority of respondents reported interacting with SCAG monthly or more often, with "monthly" as the most commonly reported frequency. Elected officials reported interacting with SCAG at the highest frequency.

### **Question 5: What are the most important challenges currently facing our region? (Please rank each of the following issues from 1 to 5, with 1 being not important and 5 being most important)**

While the average score across issues was high, participants ranked Transportation as the most important challenge, with Economy/Jobs and Housing similarly very important.

### **Question 6: (Open-Ended) What kind of role do you think SCAG should have in addressing these challenges?**

Stakeholders see SCAG as playing a primary role in providing services, convening, facilitation and coordination, and also as having an important role as a solution finder and regional leader.



**Question 7: How effective are SCAG’s communication methods in informing and engaging you and other stakeholders?**

SCAG communication methods were generally rated as somewhat effective, with email and in-person presentations considered most effective and newspaper public notices considered least effective.

**Question 8: Out of the following groups, which ones do you think should be more engaged with SCAG?**

Most respondents suggested that SCAG should engage more with state/federal legislators and universities, while few respondents indicated that SCAG should engage more with the agricultural industry.

**Question 9: How strongly does SCAG’s work impact or influence you and your organization? Scale of 1 to 5, 1 equals “No Influence,” while 5 equals “significant impact to core programs.”**

Approximately 83%, of respondents felts SCAG’s work had some direct or significant impact on their agencies core programs.

**Question 10: What is the value to SCAG’s services to you? (Please rate each item from 1 to 5, with 1 indicating no value and 5 indicating high value.) Responses include: Regional Collaboration, Data and Info Resources, Tech Assistance and Support, Participation at Regional Events and Training, Funding Assistance and Grants, and Legislative Monitoring and Advocacy.**

Respondents placed high value on all of SCAG’s services, with Regional Collaboration and Data and Information Resources scoring slightly higher, over 4.0, than the 3.6 overall average.

**Question 11: How effective is SCAG in offering the following services? (Please rank each item on a scale from 1 to 5, with 1 being ineffective and 5 being very effective)**

The average score for each service was somewhat consistent, all within the range of 3.3 and 3.94. Most services were scored with a 4 (804 total) followed by a 3 (622).

**Question 12: (Open-ended) How can SCAG improve its services? What additional services would you like SCAG to offer?**

Most survey respondents wrote that they wanted to see more outreach, specifically more personal engagement and improved outreach to city staff as well as non-municipal organizations.

Further analysis of these findings may be found in the attached SCAG Strategic Plan Stakeholder Survey Analysis Report.

**ATTACHMENT:**

Stakeholder Survey Analysis Report

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# SCAG STRATEGIC PLAN UPDATE

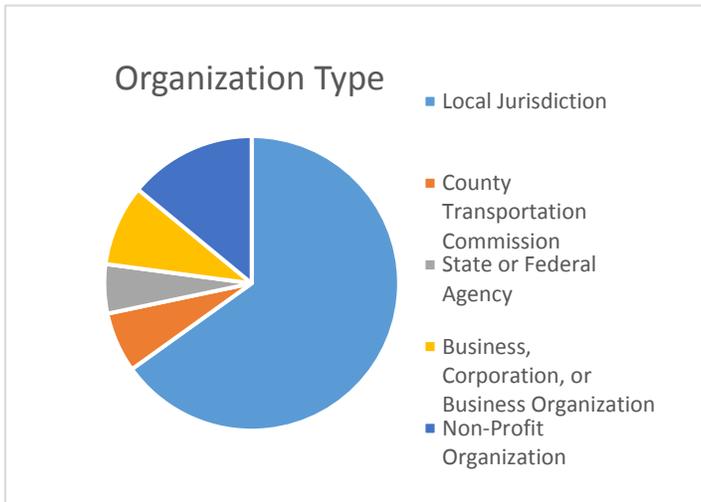
## STAKEHOLDER SURVEY ANALYSIS REPORT | JANUARY 2017

# SCAG STRATEGIC PLAN SURVEY

## Response Summary and Analysis

### QUESTION 1: *What type of organization do you represent?*

The data shows that over half of the survey responses came from Local Jurisdictions in the SCAG region. State and Federal Agencies were represented the least in this survey with 5% of all responses.

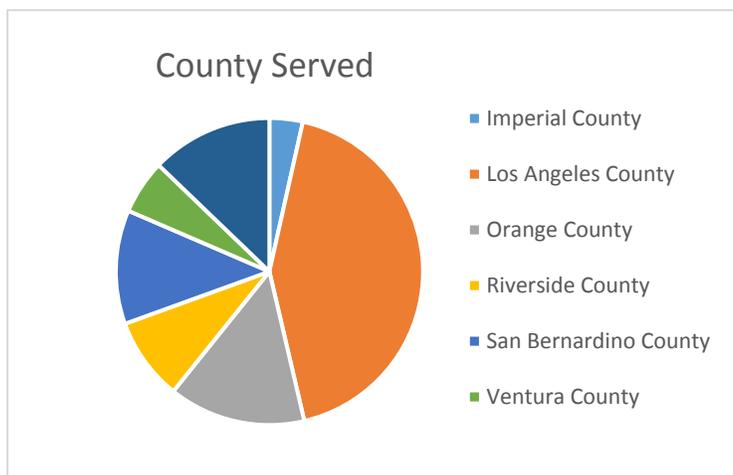


| Answer Options                                  | Percent | Count      |
|---|---------|------------|
| Local Jurisdiction                              | 65.1%   | 228        |
| County Transportation Commission                | 6.6%    | 23         |
| State or Federal Agency                         | 5.4%    | 19         |
| Business, Corporation, or Business Organization | 8.9%    | 31         |
| Non-Profit Organization                         | 14.0%   | 49         |
| Other (please specify)                          |         | 37         |
| <b>answered question</b>                        |         | <b>350</b> |
| <b>skipped question</b>                         |         | <b>27</b>  |

### QUESTION 2: *Which county do you serve?*

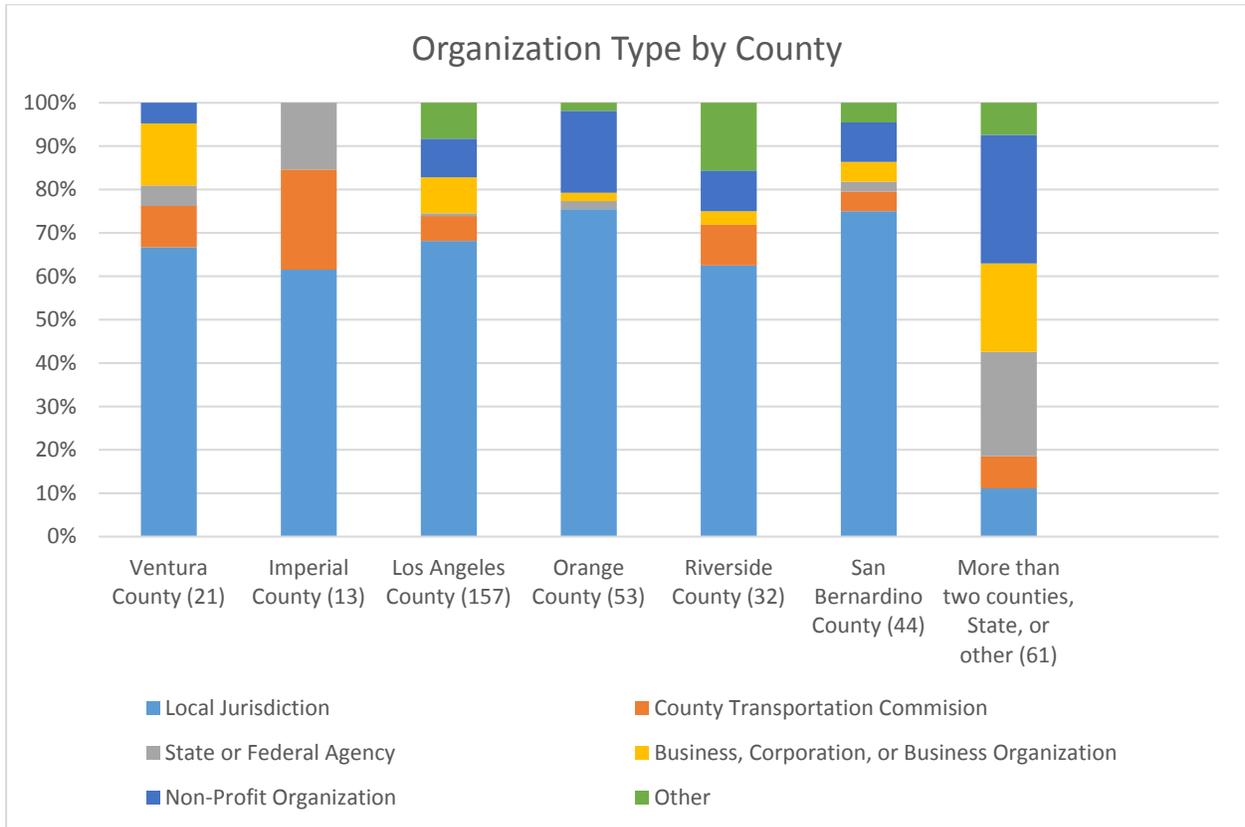
The percentage of respondents from each county in the SCAG region are roughly proportional to their relative population sizes.

About 43% of these respondents were from Los Angeles County, the most populous jurisdiction. 3.5% of respondents represented Imperial County, the least populous of the region's counties. About 13% of respondents represented more than one county or the the state or national level.



| Answer Options                            | Percent | Count      |
|---|---------|------------|
| Imperial County                           | 3.5%    | 13         |
| Los Angeles County                        | 42.8%   | 157        |
| Orange County                             | 14.4%   | 53         |
| Riverside County                          | 8.7%    | 32         |
| San Bernardino County                     | 12.0%   | 44         |
| Ventura County                            | 5.7%    | 21         |
| More Than One County, State or Nationwide | 12.8%   | 47         |
| Other (please specify)                    |         | 14         |
| <b>Answered Question</b>                  |         | <b>367</b> |
| <b>Skipped Question</b>                   |         | <b>10</b>  |

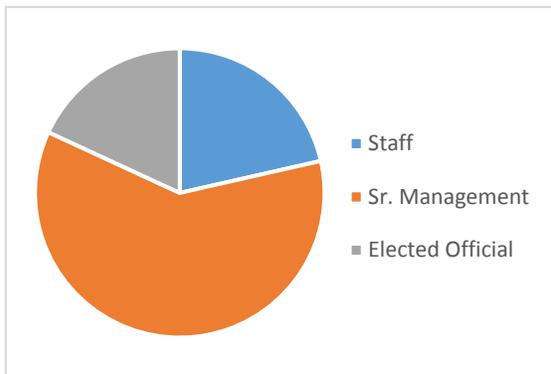
The following graph represents the different organization types represented by each county, and it is evident a large percent of responses from each county come from local jurisdictions. However, not all counties were equally represented. The response for each county is noted in each horizontal axis label.



**QUESTION 3: What is your role at your organization?**

**A majority of survey respondents (60%) hold senior management positions; 18% are elected officials 21% hold regular staff positions.**

Respondents identified themselves as holding one of three types of roles in their organization: Staff, Senior Management or Elected Official. The majority of respondents (217, or 60%) identified as Senior Management. Elected officials made up 18% of those surveyed, with 65 respondents. Elected officials from Orange and Riverside Counties were particularly well represented, each with a higher share of elected officials than overall respondents.



| What is your role at your organization? |            |            |
|---|------------|------------|
| Answer Options                          | Percent    | Count      |
| Staff                                   | 21%        | 77         |
| Senior Management                       | 60%        | 217        |
| Elected Official                        | 18%        | 65         |
| Other                                   |            | 18         |
| <b>answered question</b>                | <b>359</b> | <b>359</b> |
| <b>skipped question</b>                 | <b>18</b>  | <b>18</b>  |

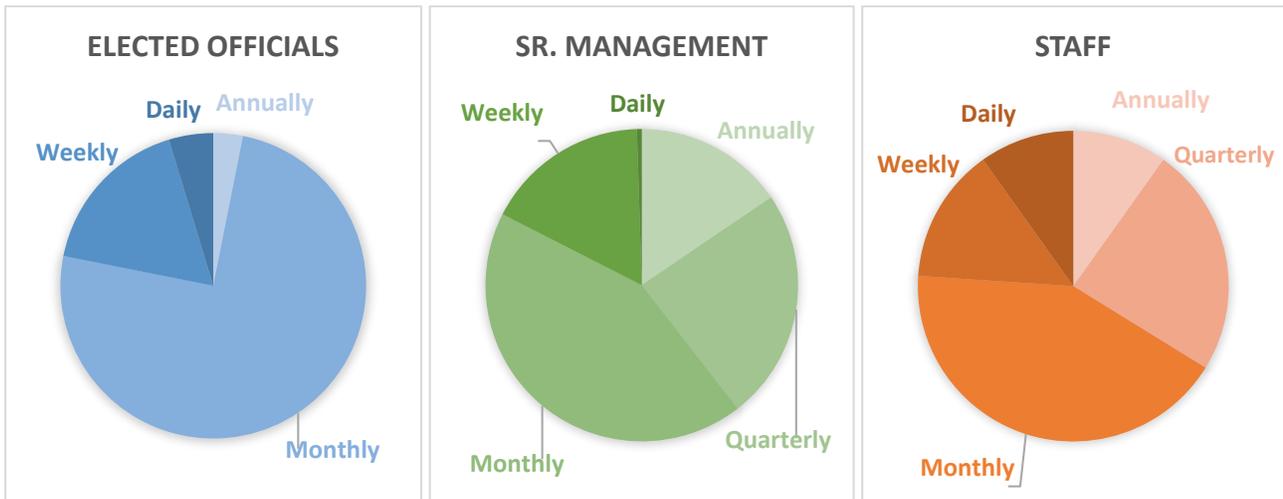
**QUESTION 4: How often do you or your organization interact with SCAG?**

The majority of respondents reported interacting with SCAG monthly or more often, with “monthly” as the most commonly reported frequency; elected officials reported interacting with SCAG at the highest frequency.

Respondents estimated the approximate frequency of their interactions, or their organization’s interactions, with SCAG, choosing between “Daily,” “Weekly,” “Monthly,” “Quarterly,” and “Annually.” Few respondents reported interacting with SCAG as often as daily (3%), and not many respondents reported interacting with SCAG as seldom as annually (12%). Over two-thirds of respondents interact with SCAG monthly or more often. Only 20% of respondents interact with SCAG weekly or more often.

| How often do you or your organization interact with SCAG? |         |            |
|---|---------|------------|
| Answer Options  | Percent | Count      |
| Daily   | 3.2%    | 11         |
| Weekly  | 16.5%   | 57         |
| Monthly   | 48.6%   | 168        |
| Quarterly   | 19.7%   | 68         |
| Annually  | 12.1%   | 42         |
| Other   |         | 37         |
| <b>answered question</b>                                  |         | <b>346</b> |
| <b>skipped question</b>                                   |         | <b>31</b>  |

Respondents from Imperial, Orange and Riverside Counties were most likely to report interacting with SCAG weekly or more often, though the distribution was fairly consistent across locations. When respondents were separated out into their work roles, there was some difference among types in frequency of interaction with SCAG. Elected officials reported interacting with SCAG by far the most often (97% monthly or more often), trailed by staff (66% monthly or more often) and senior management (60% monthly or more often).



**QUESTION 5:** *What are the most important challenges currently facing our region? (Please rank each of the following issues from 1 to 5, with 1 being not important and 5 being most important)*

**While the average score across issues was high, at 3.95, transportation was ranked as the most important challenge, with economy/jobs and housing very close behind.**

The responses to this question indicate that all challenges deserve attention from SCAG. The average across all issues was a 3.95 and across all categories, at least 88% of respondents rated the importance of each challenge as a 3 or greater. Although Air Quality had the lowest score, it is important to note that over half of survey respondents still consider Air quality to be a 4 or a 5 on importance as a regional challenge.

In Los Angeles, Orange, Riverside and San Bernardino Counties, the challenges with the greatest percent of “5” responses were Transportation, Housing and the Economy, though in varying orders in each county. A similar “Top 3” existed in Imperial and Ventura Counties with Sustainability replacing Housing in Imperial County and with Water/Drought replacing Transportation in Ventura County. While these commonalities existed in the Top 3 challenges for each county, the priority order for the remaining challenges differed geographically. For instance, Goods Movement was ranked 4<sup>th</sup> in Riverside County.

The table below shows the counts along with the average score for each issue:

| <b>Answer Options</b> | <b>1</b>  | <b>2</b>   | <b>3</b>   | <b>4</b>    | <b>5</b>    | <b>Average</b> |
|-----------------------|-----------|------------|------------|-------------|-------------|----------------|
| Transportation        | 4         | 5          | 23         | 131         | 185         | 4.40           |
| Economy/Jobs          | 2         | 10         | 44         | 95          | 197         | 4.36           |
| Housing               | 1         | 11         | 61         | 106         | 165         | 4.23           |
| Water/Drought         | 8         | 23         | 83         | 111         | 118         | 3.90           |
| Poverty/Homelessness  | 9         | 23         | 81         | 120         | 110         | 3.87           |
| Sustainability        | 9         | 24         | 91         | 127         | 90          | 3.78           |
| Education             | 6         | 28         | 96         | 132         | 82          | 3.74           |
| Goods Movement        | 7         | 40         | 97         | 120         | 79          | 3.65           |
| Air Quality           | 10        | 31         | 124        | 109         | 73          | 3.59           |
| <i>Totals</i>         | <i>56</i> | <i>195</i> | <i>700</i> | <i>1051</i> | <i>1099</i> |                |

**QUESTION 6:** (Open-Ended) *What kind of role do you think SCAG should have in addressing these challenges?*

**Stakeholders see SCAG as playing a primary role in providing services, convening, facilitation and coordination, and also as having an important role as a solution finder and regional leader.**

To analyze this question, all 277 open ended responses were coded into distinct categories and it was possible for one response to be appropriate for more than one category. The majority of responses (111) described a role for SCAG as a Convener, Facilitator, Consensus Builder, Coordinator, or Collaborator. Others talked about important roles for SCAG in Leadership, Research and Solution Finding, Advocacy and its ability to speak for the region with one voice. Providing services such as Education, Technical Assistance, and Funding or assistance with grants was also a role for SCAG. If combined, these distinct support categories would become a primary role for SCAG as a “Service or Resource Provider.”

Many respondents commented on issues that SCAG may take a lead on. Though the words “planning” or “RTP” were mentioned only 16 times, issues such as housing, transportation and sustainability were often mentioned. These 78 responses were coded as “Planning and Policy” suggesting that while respondents understood SCAG’s issue areas, they may see policy development and planning as related or interchangeable functions. It is noteworthy that the idea of implementation was very infrequent, (only 5 mentions) suggesting that while SCAG develops policies, advocates, researches and informs, implementation is not a major role.

Themes of Leadership came up frequently (76) and responses in this category also encouraged SCAG to take a more “Active,” “Huge” or “Proactive” role. However, the idea of SCAG as a “visionary” or “thought leader” only showed up 10 times in this data. There were only 9 responses out of 277 that encouraged SCAG to limit its scope or take a “back-seat” position. The responses to this question highlights the diversity of roles that SCAG provides and supports a high level of involvement from SCAG in solving regional challenges.

| <b>Survey Response</b>  | <b>Mentions</b> |
|---|-----------------|
| Convener, Consensus Builder, Collaborator, Facilitator, Coordinator | 111             |
| Solution Finder, Research and Best Practices                        | 90              |
| Planning and Policy   | 78              |
| Leader  | 76              |
| Technical Support, Resources, and Data                              | 55              |
| Regional Policy Advocate  | 54              |
| Funding and Grant Provision   | 48              |
| Educator  | 34              |
| Other   | 14              |

**QUESTION 7:** *How effective are SCAG’s communication methods in informing and engaging you and other stakeholders?*

**SCAG communication methods were generally rated as somewhat effective, with email and in-person presentations considered most effective and newspaper public notices considered least effective.**

Respondents were asked to rate the effectiveness of SCAG communication methods (including email, social media, print ads, etc.) on a scale of one to five, with zero being ineffective and five being very effective. The highest rated method was in-person presentations and workshops, with the runner-up being email, with ratings of 3.97 and 3.94 respectively. The lowest ranked method was newspaper public notices, with an average score of 2.16. All eight methods had ranked values of between 2.0 to 4.0, so there were no large disparities among methods, and none of the methods was rated either ineffective or very effective. Overall among the eight media categories taken as a whole, the average ranking was 3.11.

| <b>Answer Options</b>             | <b>1</b>  | <b>2</b>   | <b>3</b>   | <b>4</b>    | <b>5</b>    | <b>Average</b> |
|-----------------------------------|-----------|------------|------------|-------------|-------------|----------------|
| In-person presentations/workshops | 5         | 21         | 65         | 114         | 113         | 3.97           |
| Email                             | 10        | 12         | 83         | 104         | 118         | 3.94           |
| Website                           | 10        | 26         | 93         | 123         | 69          | 3.67           |
| Printed fact sheets               | 18        | 51         | 111        | 98          | 36          | 3.26           |
| Social media                      | 36        | 77         | 122        | 55          | 20          | 2.83           |
| Online video                      | 35        | 80         | 119        | 59          | 12          | 2.78           |
| Radio public announcements        | 84        | 95         | 93         | 27          | 7           | 2.27           |
| Newspaper public notices          | 102       | 85         | 94         | 20          | 6           | 2.16           |
| <i>Totals</i>                     | <i>56</i> | <i>195</i> | <i>700</i> | <i>1051</i> | <i>1099</i> |                |

**QUESTION 8:** *Out of the following groups, which ones do you think should be more engaged with SCAG?*

**Most respondents suggested that SCAG should engage more with state/federal legislators and universities, while few respondents indicated that SCAG should engage more with the agricultural industry.**

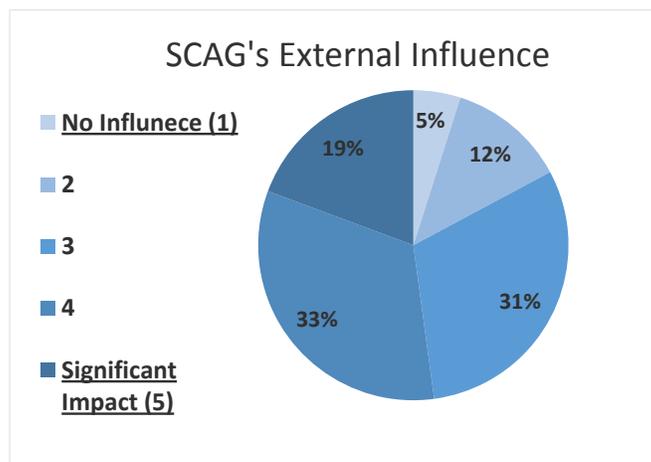
Respondents were asked which industry groups should be more engaged with SCAG, and given a choice of ten industry groupings, such as the agricultural industry, the manufacturing industry, think tanks, etc. The highest ranked group was state and federal legislators at 66.1%. The next highest ranked was universities, at 52.2%. The lowest ranked for the need for more engagement with SCAG was the agricultural industry at 19.3%. Respondents were given the opportunity to suggest other industry groups as well. These included city planning staff, regional collaborative groups, international interests, school districts (three suggestions) and goods movement firms and trade groups.

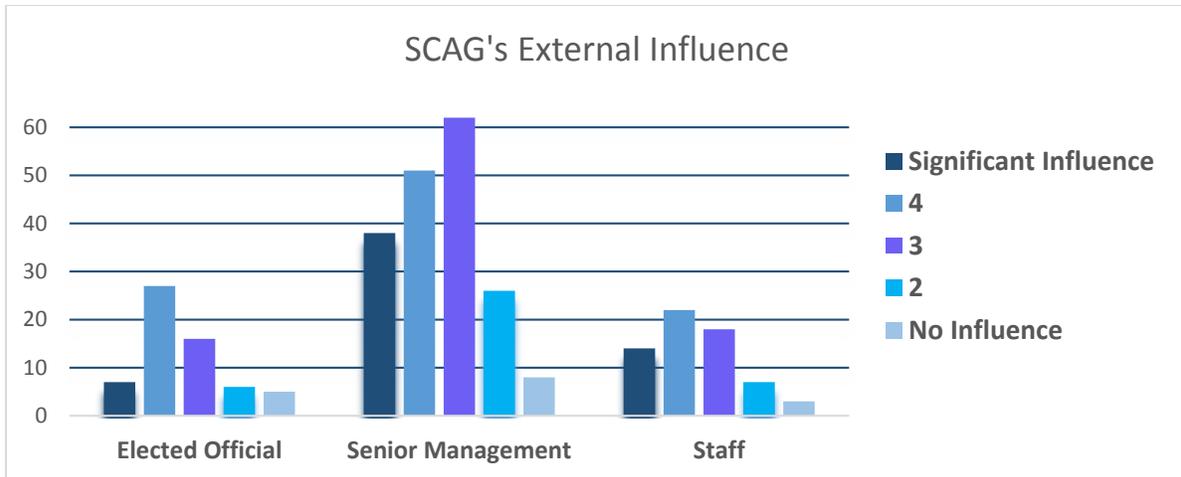
| <b>Out of the following groups, which ones do you think should be more engaged with SCAG? (Please select one or more)</b> |                |              |
|---|----------------|--------------|
| <b>Answer Options</b>   | <b>Percent</b> | <b>Count</b> |
| State and Federal Legislators   | 66.1%          | 209          |
| Universities  | 52.2%          | 165          |
| For-Profit Businesses   | 47.8%          | 151          |
| Water Districts (i.e. MWD, LADWP)   | 44.0%          | 139          |
| Ports, including landports, seaports & airports   | 42.4%          | 134          |
| Think tanks   | 38.9%          | 123          |
| Manufacturing Industry  | 38.6%          | 122          |
| Non-Profit Organizations  | 33.9%          | 107          |
| Utilities   | 32.9%          | 104          |
| Agricultural Industry   | 19.3%          | 61           |
| <i>Other (please specify)</i>   |                | 24           |

**QUESTION 9:** *How strongly does SCAG’s work impact or influence you and your organization? Scale of 1 to 5, 1 equals “No Influence,” while 5 equals “significant impact to core programs.”*

**Approximately 237 out of 287, or 83%, of respondents felts SCAG’s work had some direct or significant impact on their agencies core programs.**

53% of respondents felt that SCAG’s work impacted their core programs on a score of 4 or greater, meaning at least half of respondents feel SCAGS work has a high to significant effect on their programs. 53% amounts to 153 out of the 287 total responses to question number 9. 55, approximately 20%, of the 287 respondents selected 5. Approximately 30% selected a score of 3, which concludes that approximately 83% of respondents feel SCAG has a significant role or impact on their programs. Roughly 17% of respondents felt SCAG’s work had little to no effect on their core programs by selecting 1 or 2. When respondents were sorted by county and government agency type the responses stayed consistent. Very few respondents felt SCAG’s work has little to no influence on their agencies or organizations. The overall score when averaged was 3.5.





**QUESTION 10:** *What is the value to SCAG’s services to you? (Please rate each item from 1 to 5, with 1 indicating no value and 5 indicating high value.) Responses include: Regional Collaboration, Data and Info Resources, Tech Assistance and Support, Participation at Regional Events and Training, Funding Assistance and Grants, and Legislative Monitoring and Advocacy.*

**Respondents placed high value on all of SCAG’s services as shown by the range presented of 4.1 to 3.19, while Regional Collaboration and Data and Information Resources were 2 items which scored slightly higher, over 4, than the 3.6 overall average.**

Question 10 highlights the significance of all of SCAG’s activities to the respondents. Of the six choices for respondents, no service had a weighted average of more than 4.1 or lower than 3.2. 284 survey takers responded to the question. Regional collaboration and Data and Information Resources were the top two rankings service areas. Over 75% of each of the 2 categories, Regional Collaboration and Data and Informational Resources, respondents selected 4 or 5 when responding to the survey and both of the areas weighted average response is over 4. Very few respondents ranked the choices below a 2, which also supports the overall theme of appreciation and importance of SCAG’s services.

| Answer Options                                | 1         | 2          | 3          | 4          | 5          | Average |
|---|-----------|------------|------------|------------|------------|---------|
| Regional Collaboration                        | 5         | 17         | 53         | 105        | 140        | 4.11    |
| Data and Information Resources                | 6         | 19         | 47         | 125        | 120        | 4.05    |
| Technology Assistance and Support             | 22        | 68         | 100        | 77         | 48         | 3.19    |
| Participation at Regional Events and Training | 14        | 38         | 79         | 96         | 85         | 3.64    |
| Funding Assistance and Grants                 | 27        | 39         | 65         | 78         | 109        | 3.62    |
| Legislative Monitoring and Advocacy           | 18        | 34         | 79         | 115        | 73         | 3.56    |
| <b>TOTALS</b>                                 | <b>92</b> | <b>215</b> | <b>423</b> | <b>596</b> | <b>575</b> |         |

**QUESTION 11:** *How effective is SCAG in offering the following services? (Please rank each item on a scale from 1 to 5, with 1 being ineffective and 5 being very effective)*

The average score for each service was somewhat consistent, all within the range of 3.3 and 3.94. Most services were scored with a 4 (804 total) followed by a 3 (622).

| Answer options   | 1  | 2   | 3   | 4   | 5   | Average |
|--|----|-----|-----|-----|-----|---------|
| Fulfilling federal and state requirements for regional plans and programs            | 6  | 15  | 62  | 131 | 93  | 3.94    |
| Providing data, resources, and research on regional trends                           | 10 | 18  | 61  | 147 | 77  | 3.84    |
| Stakeholder engagement through workshops, summits, and trainings                     | 11 | 28  | 94  | 129 | 55  | 3.59    |
| Leading collaborative, inclusive efforts that move us forward as a region            | 11 | 27  | 97  | 122 | 56  | 3.58    |
| Innovative and sustainable regional plans that can be implemented at the local level | 19 | 43  | 92  | 106 | 53  | 3.41    |
| Providing a singular voice for the region in Sacramento and Washington, D.C.         | 15 | 51  | 100 | 91  | 51  | 3.36    |
| Financial support for local and regional initiatives                                 | 21 | 47  | 116 | 78  | 51  | 3.29    |
| <i>Totals:</i>   | 93 | 229 | 622 | 804 | 436 |         |

Respondents rated the effectiveness of several of SCAG’s services on a scale of 1-5, with 1 as least effective and 5 as most effective. The average score for each service was somewhat consistent, all within the range of 3.3 and 3.94. The most effective service according to survey respondents is “Fulfilling federal and state requirements for regional plans and programs” with an average overall score of 3.94. The least scored service is “Financial support for local and regional initiatives” with an average score of 3.3.

Most of the scores were evenly distributed. However, it is notable that some services had an equal amount of low and high scores. “Providing a singular voice for the region in Sacramento and Washington, D.C.” scored 17% in both 2s and 5s. Fifteen percent of participants scored “Financial support for local and regional initiatives” at a 2, and 16% gave it a score of 5.

Participants were also able to provide comments. Some stated that they were not knowledgeable of SCAG enough to rate the effectiveness of its services. Others wanted to improve upon SCAG’s role as a lobbyist in Sacramento and Washington DC.

**QUESTION 12:** (Open-ended) *How can SCAG improve its services? What additional services would you like SCAG to offer?*

**Most survey respondents wrote that they wanted to see more outreach, specifically more personal engagement and improved outreach to city staff as well as non-municipal organizations.**

This open-ended question received 129 individual responses. Several key themes emerged throughout the comments. The most frequently cited suggestions for service improvement included:

- More outreach and general engagement
- More education and workshops
- Stronger leadership role in state and federal-level legislation
- More technical assistance and grant assistance

Improved engagement and outreach was the dominant suggestion among the comments, emerging through five distinct themes (bolded in the table below). The majority of comments (23) called for general improvement in outreach. Example comments are “Add better means of communication and participation,” and “increased engagement.” Following, a nearly equal amount of comments called for improved outreach to city government staff (19) as private or non-municipal organizations (18). Over a dozen commenters called for more frequent “face-to-face” communication and outreach, specifically in-person presentations at City Council meetings, a city managers working group, one-on-one meetings, and consistent designated staff that local agencies can call for assistance. Finally, improved outreach about services was mentioned 8 times. Example comments include: “As a small city with limited resources additional outreach may help educate the city as to what resources are available” and “Be an information clearinghouse for experts on various topics that can be available to assist local governments with specific problems and issues.”

| <b>Survey Response Suggestion</b>  | <b>Mentions in individual comments</b> |
|--|--|
| Improve access to data   | 4                                      |
| <b>More outreach about services</b>  | <b>8</b>                               |
| Increased role in regional leadership                                      | 9                                      |
| More technical assistance/grant assistance                                 | 11                                     |
| More “face to face” engagement   | 13                                     |
| More engagement and legislative influence in Sacramento and Washington DC. | 13                                     |
| <b>More outreach to non-municipal organizations</b>                        | <b>18</b>                              |
| <b>More outreach to city government and staff</b>                          | <b>19</b>                              |
| More education/workshops   | 20                                     |
| <b>More outreach and general engagement</b>                                | <b>23</b>                              |

Some suggestions/critiques that were not mentioned frequently but are nonetheless notable include:

- Make data easier to access on website
- Board members need agendas earlier in the month
- Provide annual or bi-annual progress reports to demonstrate whether the region is improving and meeting goals
- Education for elected officials, especially on federal and state transportation funding.

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