



SOUTHERN CALIFORNIA ASSOCIATION OF GOVERNMENTS

STRATEGIC PLAN

SOUTHERN CALIFORNIA ASSOCIATION OF GOVERNMENTS

STRATEGIC PLAN

TABLE OF CONTENTS

4 STRATEGIC PLANNING PROCESS

5 SCAG REGION AT A GLANCE

6 VISION

7 MISSION

8-21 GOALS & OBJECTIVES

22 SCAG'S CORE VALUES

23 COMMITTEE MEMBERS

STRATEGIC PLANNING PROCESS

The Southern California Association of Governments, or SCAG, is the metropolitan planning organization for one of the largest and most diverse regions in the world, with a unique combination of languages, ethnicities and cultures. The six-county region spans 38,000 square miles, 191 cities and a population of 19 million and counting. For over 50 years of significant growth and change, SCAG has developed long-range transportation and land use plans that have helped Southern California thrive.

Our last strategic plan, adopted in 2009, was instrumental in allowing the agency to focus its vision, improve operations and become a more effective organization. Nearly a decade later, we look ahead to new challenges and evolving technologies, and set our sights even higher. In early 2018, SCAG adopted a new strategic plan to guide us as we work toward a brighter future for Southern California.

Developing this new roadmap for the agency was an inclusive process that challenged and engaged staff, board members, and stakeholders across sectors. Using stakeholder surveys, focus groups and best-practice analysis, the President's Strategic Plan Committee and a cohort of SCAG staff developed an update designed to provide new and ambitious guidance for the agency.

In the process of collecting input and examining the ecosystem of planning and transportation in Southern California, we identified several key trends that influenced our strategy:

- » Transportation, the economy and housing are seen as the most important challenges facing the region today.
- » Our constituencies want to see their regional representatives actively engaging with legislators at the state and federal level.
- » SCAG's role in the region, and value to our members, centers on providing innovative services, convening and facilitating conversations between diverse parties, and finding creative solutions for individualized issues.

With fresh mission and vision statements, refined core agency values and a new set of goals and objectives, we have created a strategic path that prioritizes innovation, collaboration and solution-finding as we continue our work to improve the quality of life for all Southern Californians.

THE SCAG REGION



SCAG REGION AT A GLANCE



191 cities



6 counties



48.3% of total state population



15th largest economy in the world



38,618 square miles



19m people in the region

Our Vision

SOUTHERN CALIFORNIA'S
CATALYST FOR A
BRIGHTER
FUTURE

Our Mission

To foster innovative regional solutions that improve the lives of Southern Californians through inclusive **collaboration**, visionary **planning**, regional **advocacy**, information **sharing**, & promoting **best practices**.

GOAL 1

Produce innovative solutions that improve the quality of life for Southern Californians.

- » Create plans that enhance the region's strength, economy, resilience and adaptability by reducing greenhouse gas emissions and air pollution.
- » Be the leading resource for best practices that lead to local implementation of sustainable and innovative projects.
- » Ensure quality, effectiveness, and implementation of plans through collaboration, pilot testing, and objective, data-driven analysis.
- » Identify partnership opportunities with the private sector that yield public benefits.
- » Facilitate inclusive and meaningful engagement with diverse stakeholders to produce plans that are effective and responsive to community needs.
- » Partner with the broader research community to ensure plans are informed by the most recent research and technology.





HON. RUSTY BAILEY
DISTRICT 10

GOAL 2

Advance Southern California's policy interests and planning priorities through regional, statewide, and national engagement and advocacy.

- » Cultivate dynamic knowledge of the major challenges and opportunities relevant to sustainability and quality of life in the region.
- » Develop and implement effective legislative strategies at both the state and federal level..
- » Advocate for the allocation, distribution and expenditure of resources to meet the region's needs.
- » Promote and engage partners in a cooperative regional approach to problem-solving.
- » Act as the preeminent regional convener to shape regional, state and national policies.

GOAL 3

Be the foremost data information hub for the region.

- » Develop and maintain models, tools, and data sets that support innovative plan development, policy analysis and project implementation.
- » Become the information hub of Southern California by improving access to current, historical, local, and regional data sets that reduce the costs of planning and increase the efficiency of public services.
- » Allocate resources to accelerate public sector innovation related to big data, open data and smart communities with a focus on social equity in the deployment of new technologies across the region.
- » Develop partnerships and provide guidance by sharing best practices and promoting collaborative research opportunities with universities, local communities and the private sector regionally, nationally, and internationally.
- » Facilitate regional conversations to ensure data governance structures are in place at the local and regional level to standardize data sets, ensure timely updates of data, and protect the region's data systems and people.
- » Model best practices by prioritizing continuous improvement and technical innovations through the adoption of interactive, automated, and state-of-the-art information tools and technologies.

SENIORS 235
CHILDREN 189

POPULATION DENS. 27
MULTI-FAMILY SQFT 10,567
WATER USE
ELECTRICITY USE

AVG VMT





Go Human
GoHumanSoCal.org

La Quinta
— GOLD OF THE DESERT —

Go Human
GoHumanSoCal.org

Provide innovative information and value-added services to enhance member agencies' planning and operations and promote regional collaboration.

- » Promote information-sharing and local cost savings with enhanced services to member agencies through networking events, educational and training opportunities, technical assistance, and funding opportunities.
- » Provide resources and expertise to support local leaders and agencies in implementing regional plans.
- » Expand SCAG's ability to address local and regional planning and information needs by prioritizing regular engagement with members to develop innovative, insight-driven, and interactive tools.
- » Promote data-driven decision making, government transparency, and information as public engagement tools to increase opportunities for the public to inform local and regional policy.
- » Identify, support, and partner with local champions to foster regional collaboration.

GOAL 5

Recruit, support, and develop a world-class workforce and be the workplace of choice.

- » Integrate the Strategic Plan into SCAG's day-to-day operations by defining roles and responsibilities across the agency.
- » Prioritize a diverse and cooperative environment that supports innovation, allows for risk-taking, and provides opportunities for employees to succeed.
- » Encourage interdepartmental collaboration through the use of formal and informal communication methods.
- » Adopt and support enterprise-wide data tools to promote information sharing across the agency.
- » Anticipate future organizational needs of the agency by developing a systematic approach to succession planning that ensures leadership continuity and cultivates talent.
- » Invest in employee development by providing resources for training programs, internal mentorship opportunities, and partnerships with universities.
- » Foster a culture of inclusion, trust, and respect that inspires relationship-building and employee engagement.





Deploy strategic communications to further agency priorities and foster public understanding of long-range regional planning.

- » Leverage cutting-edge communication tools and strategies to maximize connectivity and sustain regional partnerships.
- » Produce clear and consistent communications, media, and promotional campaigns that exemplify agency values and standards
- » Enhance the SCAG brand as a respected and influential voice for the region by increasing awareness of agency's work and purpose.
- » Practice robust public engagement, conducting proactive outreach to traditionally underrepresented communities as well as long-term stakeholders.

GOAL 7

Secure funding to support agency priorities to effectively and efficiently deliver work products.

- » Pursue innovative funding opportunities for planning and infrastructure investments.
- » Maximize efficiency and effectiveness in resource allocation to maintain adequate working capital, appropriate reserves, and investments, and utilize resources in a timely and responsible fashion.
- » Pioneer best practices and streamline administrative processes to better support agency activities.
- » Focus resources to maintain and expand programs that are aligned with agency values.





SCAG's Directors, from left to right: Basil Panas, Art Yoon, Debbie Dillon, Julie Loats, Joann Africa, Darin Chidsey, Hasan Ikhtrata, Kome Ajjise.

SCAG'S CORE VALUES

Our values as an agency are defined by the way each one of us acts in the work place, conducts our business, and treats each other. It is crucial that they be more than a collection of nice-sounding words – they must sum up the core priorities in the culture of our organization.

These values embody the philosophy of our operations: How we approach our work? How do we relate to the world around us? What do we want our organization to stand for?

By clarifying and codifying these principles, we are committing to a standard of work that every person at SCAG can internalize and apply daily.

In all our work, we strive to:

BE OPEN

Be accessible, candid, collaborative and transparent in the work we do.

LEAD BY EXAMPLE

Commit to integrity and equity in working to meet the diverse needs of all people and communities in our region.

MAKE AN IMPACT

In all endeavors, effect positive and sustained outcomes that make our region thrive.

BE COURAGEOUS

Have confidence that taking deliberate, bold and purposeful risks can yield new and valuable benefits.

COMMITTEE MEMBERS & CREDITS

PRESIDENT'S STRATEGIC PLAN COMMITTEE

Hon. Michele Martinez (Chair)	City of Santa Ana
Hon. Margaret Finlay	City of Duarte
Hon. Alan Wapner	San Bernardino County Transportation Authority (SBCTA)
Hon. Cheryl Viegas-Walker	City of El Centro
Hon. Pam O'Connor	City of Santa Monica
Hon. Margaret Clark	City of Rosemead
Hon. Jan Harnik	City of Palm Desert
Hon. Carmen Ramirez	City of Oxnard

STAFF STRATEGIC PLAN COMMITTEE

Jason Greenspan (Chair)	Manager of Sustainability
John Asuncion (Vice-Chair)	Senior Regional Planner
Rye Baerg	Senior Regional Planner
Joseph Briglio	Regional Affairs Officer
India Brookover	Assistant Regional Planner
Kimberly Clark	Regional Planner Specialist
Margaret de Larios	Public Affairs Specialist
Stephen Fox	Senior Regional Planner
Nicole Katz	Human Resources Analyst
Alison Linder	Senior Regional Planner
Andrew Mora	Budget & Grants Analyst
David Salgado	Regional Affairs Officer
Frank Wen	Manager of Research & Analysis

MAIN OFFICE

900 Wilshire Blvd., Ste. 1700,
Los Angeles, CA 90017
T: (213) 236-1800

IMPERIAL COUNTY REGIONAL OFFICE

1503 North Imperial Ave., Ste. 104
El Centro, CA 92243
T: (760) 353-7800

ORANGE COUNTY REGIONAL OFFICE

OCTA Building
600 South Main St., Ste. 1233
Orange, CA 92868
T: (714) 542-3687

RIVERSIDE COUNTY REGIONAL OFFICE

3403 10th St., Ste. 805
Riverside, CA 92501
T: (951) 784-1513

SAN BERNARDINO COUNTY REGIONAL OFFICE

Santa Fe Depot
1170 West 3rd St., Ste. 140
San Bernardino, CA 92418
T: (909) 806-3556

VENTURA COUNTY REGIONAL OFFICE

950 County Square Dr., Ste. 101
Ventura, CA 93003
T: (805) 642-2800

SCAG.CA.GOV