



# MEMORANDUM

AGENDA ITEM #VI.C

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DATE: SEPTEMBER 25, 2017

TO: COUNCIL MEMBERS

FROM: STAFF

SUBJECT: STRATEGIC PLANNING RETREAT UPDATE

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The attached report is a compilation of the major priorities set during the South Florida Regional Planning Council's Strategic Planning Retreats held on June 8 and July 24, 2017. These retreats were facilitated by John Kaliski of Cambridge Systematics and Carla Coleman of Coleman & Associates Consulting, P.A. The main goal of the two-part process was to help set the Council's strategic focus and priorities for the next several years.

The economy, climate change, prosperity issues, disruptive technologies, and population growth were among some of the major drivers of future trends affecting the region. Council members identified the following four opportunity areas for special emphasis in moving the Council's mission and work program forward. They include:

1. Strengthening the Council's multi-jurisdictional mission, especially through opportunities to serve as a platform for regional convenings and as an interface with state agencies, federal agencies, and other regions.
2. Focusing on economic prosperity for the region, including building the Council's collaboration, research, and database roles in support of a stronger regional economy.
3. Securing 'fee for service' opportunities to assist local governments and other regional partners.
4. Improving communication about the Council's mission and work.

Next steps will be discussed at the October 23, 2017 Council Meeting.

## Recommendation

Information Only



**South Florida Regional Planning Council  
2017 Board Strategic Planning Retreat Parts I & II  
Summary Report**

*Creating partnerships to grow greater economic prosperity in our region*

**Summary**

The following report is a compilation of the major priorities set during the South Florida Regional Planning Council (SFRPC) Strategic Planning Retreats held on June 8 and July 24, 2017 in the Council offices. Retreat notes, as well as a Summary Report on Part I of the retreat, are available upon request. The main goal of the two-part process was to help set the Council's strategic focus and priorities for the next several years.

The economy, climate change, prosperity issues, disruptive technologies, and population growth were identified as some of the major drivers of future trends affecting the region. It is critical that the Council refocus its mission and operations to reflect these changing forces, as well as clearly communicate the Council's value to the region's economic prosperity.

Council members identified the following four opportunity areas for special emphasis in moving the Council's mission and work program forward. They include:

1. Strengthening the Council's multi-jurisdictional mission, especially through opportunities to serve as a platform for regional convenings and as an interface with state agencies, federal agencies, and other regions.
2. Focusing on economic prosperity for the region, including building the Council's collaboration, research, and database roles in support of a stronger regional economy.
3. Securing 'fee for service' opportunities to assist local governments and other regional partners.
4. Improving communication about the Council's mission and work.

The remainder of this short summary report outlines each of these four opportunity areas and emphasizes next steps in implementation.

**Opportunity I: Strengthening the SFRPC's Multi-Jurisdictional Mission**

*Overview*

A stronger emphasis on activities that bring multiple jurisdictions together to organize regional convenings, provide intergovernmental coordination services, and offer dispute resolution services was identified as its most important priority. Specific ideas include:

- Making regional convenings of county and city elected officials, legislative delegations, and other partners compelling enough to encourage attendance. Two different types of convenings could be pursued. The first type could focus on setting an annual regional agenda, especially for the legislative session. The second type would focus on convening a broader set of partners on a specific issue, similar to last year's Coastal Link meeting.
  - Think broadly and include other jurisdictions, where appropriate, i.e., Treasure Coast Regional Planning Council.
  - Focus initially on convening the chairs of these bodies, perhaps focusing on a limited agenda, like transportation or housing.
- Strengthening emphasis on 'hot topics', e.g., transportation.
  - Pursue opportunity driven regional convenings of key partners to discuss issues and build consensus around solutions.
  - Emphasize education, collaboration, advocacy for a good regional perspective, and conflict resolution.
  - Pursue broad regional convenings that are opportunity and issue-driven. i.e. US 27 corridor, Tri-Rail Coastal Link
  - Explore using SFRPC's Regional Prosperity Institute, a 501(c)3, to fund these and other activities through sponsorships.
- Focusing on organizing convenings and providing services relating to infrastructure issues, especially P3 projects and 'intelligent approach' strategies. (This strategy will be especially relevant to exploring 'fee for services' ideas, discussed in a subsequent section of this report.)
  - Provide research on mobility hubs and similar locales. Partner with the Florida Department of Transportation (FDOT), the regional Metropolitan Planning Organizations (MPOs), the South Florida Regional Transportation Authority (SFRTA), and others to provide this service on a fee basis where possible.
- Strengthening the Council's lobbying focus by:
  - Developing a legislative agenda early.
  - Providing more direction and clear expectations to the Florida Regional Councils Association (FRCA) lobbyist in a timely way.
  - Making sure Council has a regional lobbying agenda to promote to the delegations.
  - Involving other organizations, such as the Climate Compact in a 'Coalition of Coalitions.'

#### *Next Steps for Implementation*

- Become a member (either formal or ex-officio) of other regional groups, e.g., Southeast Florida Transportation Council and Southeast Florida Climate Compact.
- Seek even greater coordination with Palm Beach County on metropolitan-level issues, as well as with the Treasure Coast Regional Planning Council and other neighboring councils on regional/megaregional issues.
- Focus initially on where SFRPC can tap into available funding.
  - Organize convenings focusing on and with the cities.
  - Approach the International City Managers Association (ICMA) on county-wide basis to speak at a monthly meeting about partnership opportunities.
  - When appropriate, seek funding for activities from partners in those activities, including the cities, MPOs, SFRTA, and FDOT
- Long term, revisit SFRPC's charter regarding board membership to broaden possible membership.

## **Opportunity II: Focusing on Economic Prosperity for the Southeast Florida Region**

### *Overview*

As the Council refines its changing mission and future activities, an important priority is developing a 'lens' that views activities through their relationship to attracting/retaining jobs and growing economic prosperity throughout the region. SFRPC must cultivate its reputation as an unbiased third party while it evaluates impacts on the larger region. Specific activities might include:

- Positioning SFRPC as more like a local think tank with emphasis on economic prosperity.
  - Consider "Think Smarter" as a branding title.
  - Consider issuing an annual regional economic report card, and perhaps an event to roll out the report
- Creating a broader data repository by enhancing the Council's data collection, analysis, sharing, and visualization capabilities, and building on the recent DataCommon work.
  - Explore grants to build organizational capacity for these functions.
  - Perhaps also pursue grants to provide access to the database for smaller governments (develop criteria to define who has access under a grant program).
  - Explore areas where the Council can provide research and data coordination and services for multiple governments.
  - Consider analyzing implications of selected data, such as drafting white papers.
  - Aggressively market the available databases externally, so that SFRPC becomes 'top of the mind' and is thought of as the 'Wikipedia of Data' for this region.
- Increasing a special focus on transportation and housing, which are critical issues across the region and have high impact on economic prosperity.
- Elevating the importance of the Comprehensive Economic Development Strategy (CEDS).

### *Next Steps for Implementation*

- Focus on developing DataCommon offerings.
  - Develop a 'buy-in' fee schedule, perhaps with three levels, to be developed as part of the 'fee for service' program.
  - Market membership opportunities based on a list of deliverables and their fee schedule.
- Continue CEDS with or without federal assistance, emphasizing its usefulness as a tool to local governments and other organizations.
  - Might be possible to fund through a cost sharing proposal with local governments.

## **Opportunity III: Securing 'Fee for Service' Opportunities**

### *Overview*

As the Council redefines its mission and activities, new models to generate the revenue necessary to support priorities must be explored and secured. Especially important at a time when local government revenues are shrinking and state/federal funding is uncertain, the Council must determine specific local government/agency service needs, which will enable it to respond with services designed to fill the gaps. A more aggressive 'fee for service' program and marketing of those services, especially to smaller governmental entities without the capacity to handle all governmental functions in-house, is a high priority. Initially, services might focus on hands on/quick projects, especially where the SFRPC can act as a 'one stop shop'.

Building and enhancing the Council's research and data collection roles is also an important component in pursuing this opportunity. As was discussed under the last opportunity area focusing on economic prosperity projects, serving as a data repository is a needed regional activity.

Some of the activities and ideas for services include:

- Offering proactive services (before the problem occurs).
- Offering preapplication services.
- Convening consensus building forums/meetings.
- Providing contract negotiation services.
- Developing data on local government salaries/benefits, as this is one product not readily available, but in high demand.
- Exploring outreach opportunities/functions needed by other agencies on a regional basis, including training needs.
- Adding a pooled lobbying function (for a fee).
- Exploring the possibility of establishing and charging a fee for plan review services.
- Early projects might also be related to state or local regulatory or planning requirements. Examples include:
  - Transportation and land use planning (e.g., transit-oriented development and mobility hubs)
  - Water re-use plans and water supply management
  - Economic prosperity related planning
  - Resiliency planning (e.g., resilient redesign)
  - Regional and community indicators
  - Data management
  - Building a dispute resolution function.

#### *Next Steps for Implementation*

- Immediately develop a process for moving forward.
  - Set up a task force or other group of Council members to delve into this topic and make recommendations to the full Council.
- Conduct a survey or focus groups to figure out what services would be in most demand, as well as who already might be providing these services.
  - Concentrate first on developing list of possible services to market to cities through such mechanisms as focus groups, meeting with ICMA, Broward League of Cities, etc.
- Conduct a gap analysis of staff skills and capacity, and subsequently identify an inventory of consultants who might be available to work on special projects. If there is not sufficient demand for a full-time employee yet, consider opportunities to bring on contract employees with a markup. For consensus building and dispute resolution, consider an on-call facilitator and some of Isabel's time initially, and add full-time staff as demand for this service grows.
- Extremely important to figure out a membership structure for services (including DataCommon discussed in previous section). Make membership mandatory to access information, with a tiered level of membership fees for additional services, such as analysis of the data.
- Work with Council attorney to determine how data developed through fee for service activities might fall under public records laws.
  - Determine whether fee for service opportunities are better offered through the 501c3
- Building a marketing plan for the initiative after the program parameters are drafted.
- Conduct 'pilot project(s)' to use as examples in marketing efforts.

- Target five potential clients for fee for service projects, first approaching those who best understand SFRPC and its mission, such as Board members' host communities. Potential targeted clients could include:
  - County and city governments
  - MPOs
  - SFRTA
  - FDOT District 4 and 6
  - Other state agencies
  - Water management districts
  - Economic development organizations

#### **Opportunity IV: Improving Communication about the Council and its Work**

##### *Overview*

The Council must make a *strong case for adding value* in these changing times. Implementation of a new branding plan was identified as a critical opportunity, recognizing that costs are associated with strong communications programs with active websites and social media platforms. In redeveloping this core competency, the following points are key:

- The need to reeducate the SFRPC constituents and partners about the Council's mission
  - Be pithy and brief
  - Be laser focused
  - Differentiate SFRPC from others
- As a new branding plan is developed, important components include the following points:
  - What is the value proposition?
  - What are the best ways to implement a successful plan?
  - Spend time reflecting on recent successful projects, such as the American Dream Mall.
  - Must include a social media presence.
- Continue engagement and communication with all the issues and suggestions developed at the Retreats with Board members who could not attend.
- Must focus on branding and communication more consistently, especially in terms of the Council's mission, work, and accomplishments.
- Engaging more millennials with the Council, perhaps as members or on special committees to involve a broader constituency in Council activities and decisions. This is strategically important, as the work plots future trends and solutions

##### *Next Steps for Implementation*

- Develop better information on what enhanced communications will cost and how much effort it will take to accomplish the mission well.
- Explore obtaining potential pro bono assistance to get started, especially in terms of updating the website and adding social media (Facebook, etc.).
  - Explore in-kind and/or an intern through the county governments.
- Initially, push out these sources through the members.
- Form a Speaker's Bureau and develop a standard script.
- Initiate a newsletter (web-based).
- Engage next generation of leadership (millennials) through avenues such as Twitter, Indeed, etc., as their engagement is key to regional success.



**South Florida Regional Planning Council  
2017 Board Strategic Planning Retreat – Part II  
Retreat Notes – July 24, 2017**

*The following notes capture the discussion among attendees during the Board's July 24<sup>th</sup> Retreat Part II, which focused on implementation issues for priorities set during the June 8<sup>th</sup> Retreat. This meeting was held in the SFRPC Hollywood office.*

**Attendees:**

Council Members:

- Patricia T. Asseff, M. Margaret Bates, Frank Caplan, Daniella Levine Cava, Tim Daubert, Beam Furr, Greg Ross, Sandra Walters (by phone), Jimmy Weekly

Ex-Officio Members:

- Dat Huynh

Staff:

- Isabel Cosio Carballo, Manny Cela, Sam Goren

Facilitators:

- Carla Coleman & John Kaliski

**Overall Strategy from Retreat Parts I & II:**

- Do relevant work, charge for it when appropriate, and better communicate successes

*Major implementation discussion points regarding the identified priorities from June 8<sup>th</sup> are outlined below:*

**Strengthen the Council's Multi-Jurisdictional Mission**

- Strengthen emphasis on 'hot topics', e.g., transportation.
  - Pursue opportunity driven regional convenings of key partners to discuss issues and build consensus around solutions.
  - Emphasize education, collaboration, advocacy for a good regional perspective, and conflict resolution.
- Become a member (either formal or ex-officio) of other regional groups, e.g., Southeast Florida Transportation Council & Southeast Florida Climate Compact.
- Seek even greater coordination with Palm Beach County on metropolitan-level issues, as well as with the Treasure Coast Regional Planning Council.
- Focus initially on where SFRPC can tap into available funding.
  - One idea is convenings focusing on and with the cities.
  - Approach the International City Managers Association (ICMA) on county-wide basis to get on the agenda to discuss partnership opportunities with the city managers.
  - When appropriate, seek funding for activities from partners in those activities, including the cities, MPOs, SFTRA, and FDOT

- Long term, revisit SFRPC's charter regarding board membership to broaden possible membership.

### **Focusing on Economic Prosperity for the Southeast Florida Region**

- Position SFRPC as more like a local think tank with emphasis on economic prosperity.
  - Consider "Think Smarter" as a branding title.
  - Consider issuing an annual regional report card, and perhaps an event to roll out the report
- Focus on developing DataCommon offerings.
  - Develop a 'buy-in' fee schedule, perhaps with three levels, to be developed as part of the 'fee for service' program. Preliminary suggestions include a basic membership level plus two enhanced service levels.
  - Market membership opportunities based on deliverables and fee schedule.
  - Consider developing data on local government salaries/benefits, as this is one product not readily available, but in high demand.
- Continue CEDS with or without federal assistance, emphasizing its usefulness as a tool to local governments and other organizations.
  - Might be possible to fund through a cost sharing proposal with local governments.
- Engage next generation of leadership (millennials) through avenues such as Twitter, Indeed, etc., as their engagement is key to regional success.

### **Securing "Fee for Service" Opportunities**

- Immediately develop a process for moving forward.
- Add contract negotiations and consensus building as a possible service to the list previously developed.
- Conduct a survey or focus groups to figure out what services would be in most demand, as well as who already might be providing these services.
- Conduct a gap analysis off staff skills and capacity, and subsequently identify an inventory of consultants who might available to work on special projects. If there is not sufficient demand for a full-time employee yet, consider opportunities to bring on contract employees with a markup. For consensus building and dispute resolution, consider an on-call facilitator and some of Isabel's time initially, and add full-time staff as demand for this service grows.
- Extremely important to figure out a membership structure for services (including DataCommon discussed in previous section). Make membership mandatory to access information, with a tiered level of membership fees for additional services, such as analysis of the data.
- Work with Council attorney to determine how data developed through fee for service activities might fall under public records laws.
- Determine whether fee for service opportunities are better offered through the 501c3
- Concentrate first on developing list of possible services to market to cities through such mechanisms as focus groups, meeting with ICMA, Broward League of Cities, etc.
- Conduct 'pilot project(s)' to use as examples in marketing efforts.
  - Target five potential clients for fee for service projects, first approaching those who best understand SFRPC and its mission, such as Board members' host communities. Potential targeted clients could include:
    - County and city governments
    - MPOs
    - SFRTA
    - FDOT District 4 and 6



- Other state agencies
- Water management districts
- Economic development organizations
- Identify priority services for fee for service projects. Early priorities might be related to state or local regulatory or planning requirements. Examples include:
  - Transportation and land use planning (e.g., transit-oriented development and mobility hubs)
  - Water re-use plans and water supply management
  - Economic prosperity related planning
  - Resiliency planning (e.g., resilient redesign)
  - Regional and community indicators
  - Data management

### **Improving Communication of the Council's Mission and Work**

- Must focus on branding and communication more consistently, especially in terms of the Council's mission, work, and accomplishments.
- Develop better information on what enhanced communications will cost and how much effort it will take to accomplish the mission well.
- Explore obtaining potential pro bono assistance to get started, especially in terms of updating the website and adding social media (Facebook, etc.).
  - Explore in-kind and/or an intern through the county governments.
- Initially, push out these sources through the members.
- Form a Speaker's Bureau and develop a standard script.
- Initiate a newsletter (web-based).

### **Next Steps**

- Draft overall implementation Plan for review by the Council, including specific actions/next steps.
- Determine Council/staff roles in implementation, e.g., Council Task Force on Fee for Service.
- Identify resources to get started. In-kind possible?
- Secure ongoing Board ownership for implementation.