



Strategic Planning Workshop Summary

July 24, 2015 3:00 to 6:00 p.m.

University of Southern California - University Club.

Attendees: **(see attachment)**

Welcome and Introductions

President Gustavo Camacho called the meeting to order at approximately 6:15 pm. and welcomed all of the attendees. Mr. Camacho emphasized the importance of this meeting relative to establishing a new vision for California Contract Cities Association (CCCA). CCCA has had these planning sessions over the past several years and many of the goals have been accomplished. Mr. Camacho outlined the meeting agenda. (see attachment)

President Camacho introduced Bill Kelly, President/CEO of Kelly Associates Management Group who will facilitate the meeting. Mr. Kelly briefly described his professional and academic experience, including being the retired city manager of Arcadia.

Mr. Kelly then asked each Board member to introduce themselves including their profession and why they ran for city council in their respective cities.

Strategic Planning Process

Mr. Kelly distributed a “Strategic Planning Process” handout (see attachment) and explained the steps in achieving a strategic plan including the follow up process (see attachment – example City of Stanton).

Mr. Kelly then discussed the issue of leadership versus management, in that most organizations are very good at managing (processing) and very poor at leading (visioning). In the case of CCCA, the Board should be focused on visioning and the staff does the processing to insure the vision is reached.

Communications Style Discussion

Sometimes the best processes are delayed due to poor communication and misunderstandings. In order to assist the CCCA Board of Directors and staff to improve their communication skills Mr. Kelly walked the Board and staff through a “Birth Order” exercise. This exercise (summary attached) provided each member with their style, as well as each member’s style. The goal of the exercise is to remind each member of whom they are talking to in order to speak to that member’s style.

Overview of SWOT Comments

Mr. Kelly provided a summary of comments (see attachment) received from the SWOT survey for those members who submitted comments. The comments were somewhat repetitive of previous year’s comments. The Board members after reviewing the comments focused on opportunity’s and threat’s in order to address new goals and objectives.

Staff Roles and Responsibilities

Sam Olivito distributed a handout which described each staff and their responsibilities. In addition the scope of work for CCCA was outlined. (see attachment)

Establish Goals and Objectives

After a lengthy discussion about the CCCA budget issues (revenues/expenditures with the Associates paying more than member cities), cities with memberships in CCCA and ICA (21), the role/boundaries of the Associates, the numbers of committees (perhaps too many without functions), lack of participation by member cities, the name of the organization (in that almost all cities do some form of contracting) and lastly succession planning for the Executive Director position.

Significant discussion ensued regarding the issues and relevant priorities. After debate and dialogue the Board moved to adopt the following for the next several years;

Mission Statement “Promote Collaborative Government”

Vision Statement:

- Provide Education
- Provide Advocacy
- Provide Networking

Goals: 1 to 3 years

- Complete succession planning program (1 year)
- Increase membership – Los Angeles County nonmember cities (1year)
adjacent counties (2nd year)
- Review nominating committee governance process (1 year)

- Review Associates – prepare formal acceptance rules and solicit more associates (1-2 years)
- Increase legislative efforts (1 year)
- Increase educational efforts i.e. municipal budgeting/elected official advocacy training and related (1 -2 years)
- Improve participation of member cities that don't participate very much (1 year)
- Improve marketing/branding including name of the organization (1 year)

The staff will now convert these goals into a matrix for implementation similar to the City of Stanton format and then distribute back to the Executive Board.

Meeting adjourned by President Camacho at 8:00 p.m.