

**SANTA BARBARA COUNTY  
BOARD AGENDA LETTER**



Clerk of the Board of Supervisors  
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**Agenda Number:**  
**Prepared on:** 8/5/05  
**Department Name:** CEO  
**Department No.:** 012  
**Agenda Date:** 8/15/05  
**Placement:** Departmental  
**Estimate Time:** 4 hrs.  
**Continued Item:** NO  
**If Yes, date from:**

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**TO:** Board of Supervisors  
**FROM:** Michael F. Brown  
County Executive Officer  
**STAFF CONTACT:** Terri Maus- Nisich, Assistant County Executive Officer  
**SUBJECT:** 2005 Strategic Scan

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**Recommendation(s):**

That the Board of Supervisors:

1. Receive the 2005 strategic scan including:
  - a.) Introduction of the scan, scenario planning tool and actual learning scenarios by the County Executive Office
  - b.) Overview of trends for key driving forces within the County of Santa Barbara.
2. Provide direction to staff regarding scenarios presented and critical issues to be addressed given the data provided.

**Alignment with Board Strategic Plan:**

The strategic scan process is an integral component of the countywide strategic planning process and is aligned with Goal 3: Organizational Effectiveness – A strong, professionally managed organization.

**Executive Summary and Discussion:**

This is the seventh strategic scan prepared for your Board of Supervisors. With the exception of 2004, scans have occurred on an annual basis. The primary purpose of the strategic scan is to provide your Board with a broad overview of emerging trends and their projected impacts to relevant County policies, programs and projects. In prior years the scan presentations focused on the trends occurring within each of the individual departments, critical issues and the potential implications of the trends on future service delivery.

## 2005 Strategic Scan

Agenda date: August 15, 2005

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In 2005, given the rapid rate of change, and the ever larger policy level issues to be addressed, an alternative model or approach to the strategic scan is proposed, scenario planning.

Among the many tools available for fostering strategic thinking and creating a desired future, scenario planning stands out for its ability to capture a wide range of possibilities in rich detail. Through a process to identify emerging trends and uncertainties, scenarios can be constructed that can assist in critical issue identification, decision making and policy setting. Given the County of Santa Barbara's strong management systems and emphasis on performance measurement, coupled with its many partnerships throughout the community to gather information on critical issues areas, the organization is rich in data.

During the Strategic Scan the following discussion areas will be presented:

- Key trends and occurrences within driving forces (i.e. population, land use, crime, etc.)
- Identification of uncertainties (i.e. those areas where the county is impacted yet does not exercise direct influence)
- Overview of *learning scenarios* to begin discussion of possible futures available to the County of Santa Barbara.

Learning scenarios to be presented during the scan include:

- Status Quo /Incremental
- Resource Preservation/Eco-zone
- Urban Villages
- Capital Intensive Approach

Each scenario poses a unique a different set of challenges and opportunities and requisite core capabilities. Exploring each of the scenarios provides a greater opportunity for discussion of critical issues and the development of actual *decision scenarios* that can be later analyzed in significant detail and achieved via strategic plan and related action items. The scenarios developed for the strategic scan form the basis for a policy level discussion designed to create and achieve the best possible future for the County of Santa Barbara in light of the trends, uncertainties, constraints and capabilities.

### **Mandates and Service Levels:**

Strategic Planning is not a mandated County activity. "Continuous Strategic Planning" is one of the County's five management strategies adopted by the Board of Supervisors.

### **Fiscal and Facilities Impacts:**

The strategic scan provides the information required for decision making and overall policy level direction impacting County plans, budgets, programs and projects.

### **Strategic Scan:**

- Management Systems and Strategic Plan Overview
- Driving forces and trend data
- Learning Scenarios