

County of Santa Barbara

Internal Facing Organizational Strategic Plan



What is strategic planning?

“Strategic Planning seeks to answer such questions as, ‘What is our Mission?, What are our assumptions about the future?, How should we be organized for that future? . . . strategic planning helps an organization create a desired future within the context of a dynamic and changing environment.”

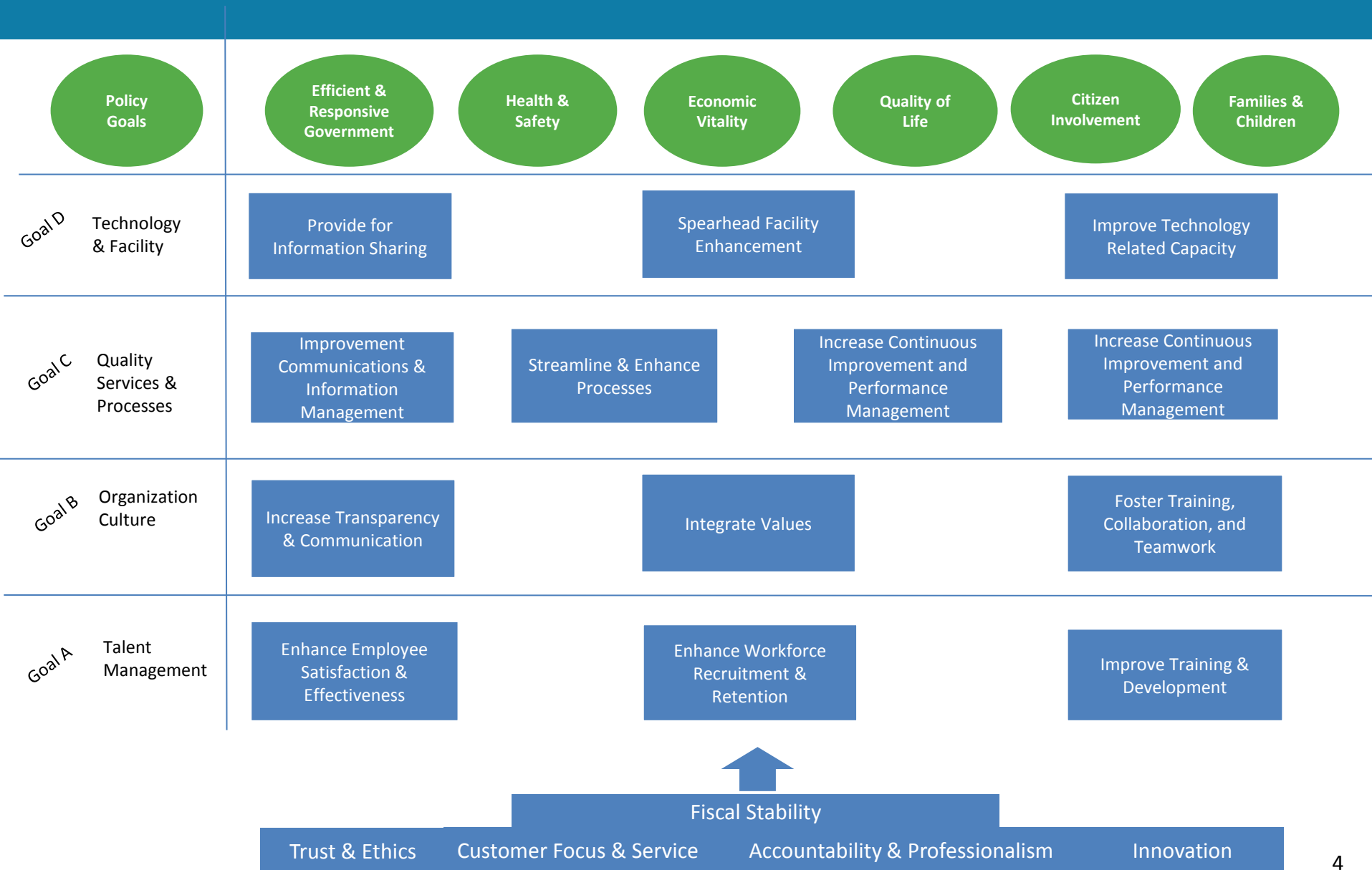
- John Bryson

And....

- Set priorities
- Focus energy and resources
- Strengthen operations
- Leverage team strengths to address shared priority organizational issues
- Gain agreement on desired outcomes and results
- Allocate resources



Organizational Strategic Planning Framework



Strategic Planning Process

**November
2015**

**Employee
Engagement
Survey**

**Spring
2016**

**Scan
Surveys**

**May 20
2016**

**Strategic
planning
session**

**Summer
2016**

**Check in
Survey**

IAP

**Draft and
Review**

**Summer
2017**

Roll Out

Organizational Vision

The **ideal future** for our organization and...
What kind of organization it hopes to become.

Santa Barbara County employees are empowered to deliver exceptional public service to diverse communities, while striving for continuous improvement in an environment of trust, accountability and fiscal responsibility.

Organizational Mission

The purpose of the organization.

What the organization stands for and what it will do

Deliver high quality and innovative services that assist Santa Barbara County residents and visitors in enjoying a safe, healthy and prosperous life.

Organizational Values

How an organization and its members will work to achieve the mission and vision

Trust and Ethics

- Make decisions in accordance with the highest ethical standards
- Communicate consistently and strive for transparency
- Follow through with your commitments
- Listen with empathy so people feel understood
- Practice the Golden Rule

Customer Focus and Quality Public Service

- Focus on public service and strive to improve the customer experience
- Design processes with the customer in mind
- Take customer complaints seriously and look for solutions
- Be friendly and greet customers with warmth and respect

Organizational Values (continued)

How an organization and its members will work to achieve the mission and vision

Accountability and Professionalism

- Clearly state expectations for County programs
- Regularly track and report performance
- Admit when you make mistakes and correct them
- Show commitment, dedication and dependability

Innovation

- Be open and willing to hear new ideas
- Foster an environment where risk taking is valued
- Adapt as the environment changes
- Continuously explore new opportunities to improve

Organizational Values (continued)

Employee Survey Results

Trust and Ethics

85% of employee survey respondents **agreed** or **strongly agreed** with this value.

Customer Focus and
Quality Public Service

88% of employee survey respondents **agreed** or **strongly agreed** with this value.

Accountability and
Professionalism

84% of employee survey respondents **agreed** or **strongly agreed** with this value.

Innovation

72% of employee survey respondents **agreed** or **strongly agreed** with this value.

Goals

Provide **direction and focus** to the organization

Goal A. Talent Management

Strengthen employee recruitment and retention, prepare the next generation of County appointed leaders, and enhance employees' effectiveness in providing public services.

88%

of employee survey respondents **agreed** or **strongly agreed** with this goal.

Goal B. Organizational Culture

Cultivate a strong organizational culture centered on our values, strengthen teamwork across departments, and enhance communications with, and between, all County team members.

90%

of employee survey respondents **agreed** or **strongly agreed** with this goal.

Goals

Provide **direction and focus** to the organization

Goal C. Quality Services and Process Improvements

Continually improve our internal processes and methods of delivering quality services to the Santa Barbara County community.

88%

of employee survey respondents **agreed** or **strongly agreed** with this goal.

Goal D. Technology and Facilities

Invest strategically in County facilities, processes and technology tools to ensure all employees have the resources they need to efficiently carry out their responsibilities.

90%

of employee survey respondents **agreed** or **strongly agreed** with this goal.

Implementation Action Plan (IAP)

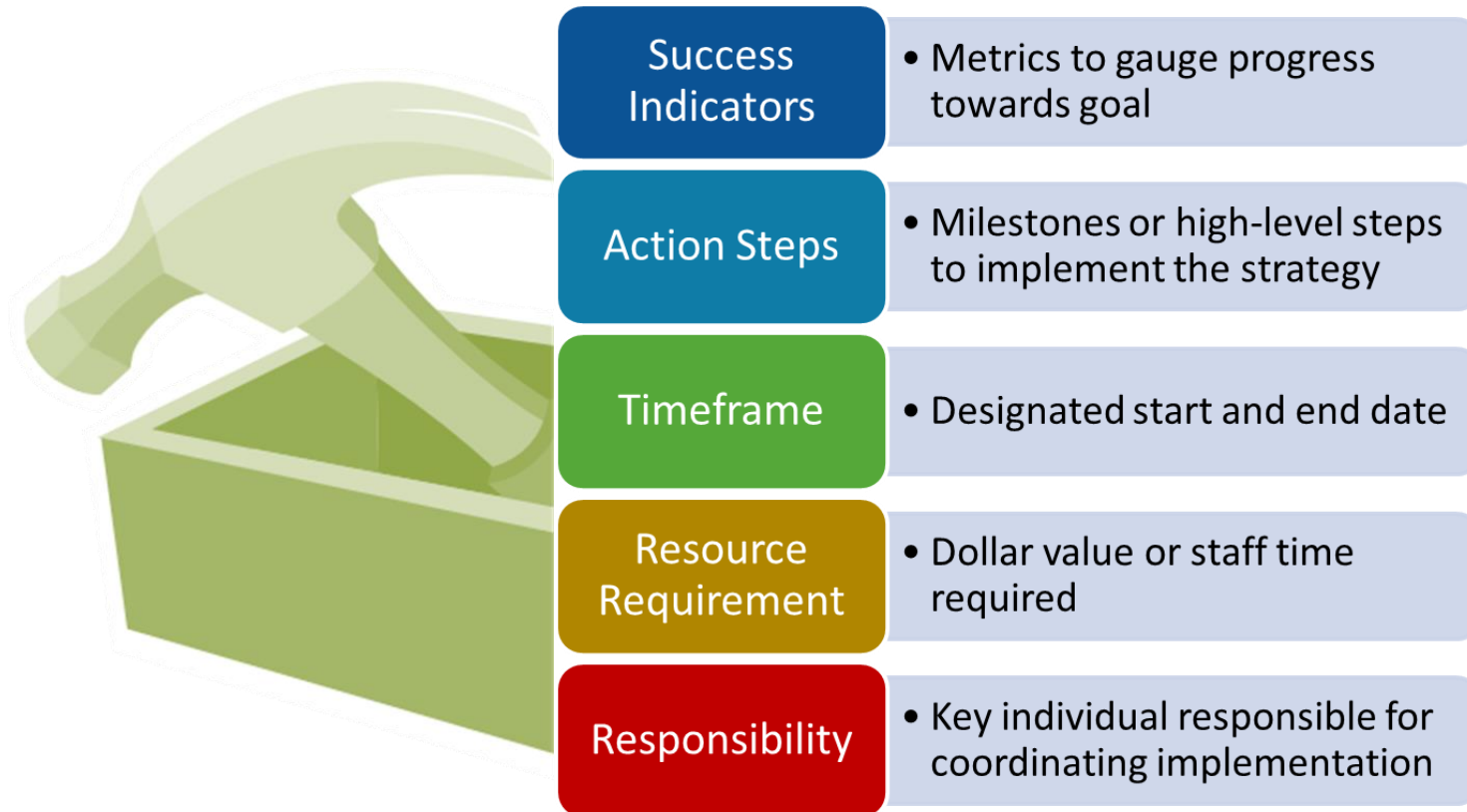
A Management Tool

Identifies how the County will implement its strategies to achieve long-term goals



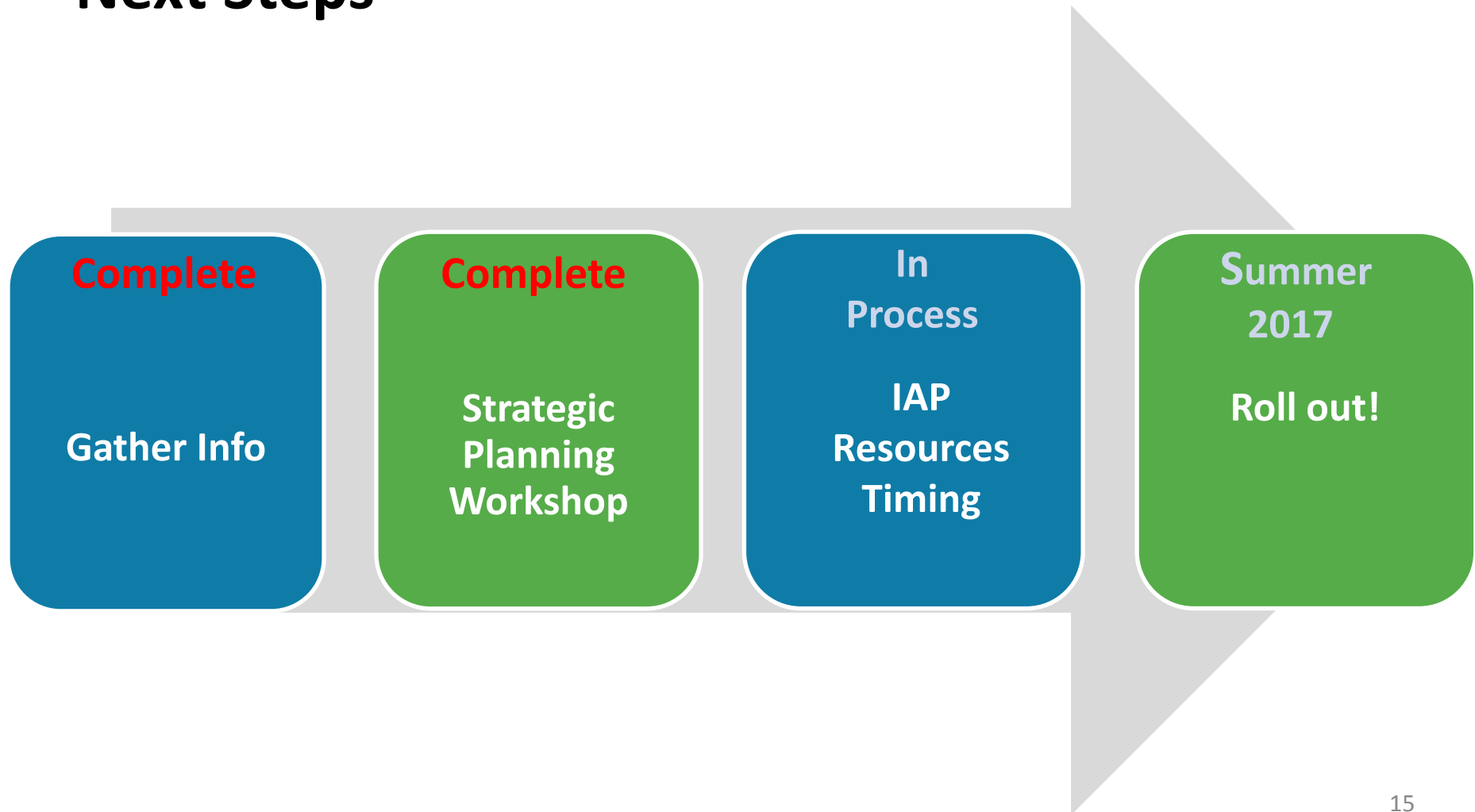
What is an IAP?

How we implement strategies to achieve goals



Strategic Planning Process

Next Steps



The future is not some place we are going, but one we are creating. The paths are not to be found, but made. And the activity of making them changes both the maker and the destination.

- John Schaar

Thank you

Steering Committee Members

- **Lori Gentles, Human Resources Director**
- **Scott McGolpin, Public Works Director**
- **Matt Pontes, Assistant CEO**
- **Ben Romo, Executive Director, First Five**
- **Eric Peterson, Fire Chief**
- **Glenn Russell, Planning and Development Director**
- **Joe Holland, Clerk Recorder Assessor**
- **Gina DePinto, Communications Manager/PIO**
- **Terri Nisich, Assistant CEO**