

Santa Barbara County

Internal Facing Organizational Strategic Plan



Includes

Vision Statement

Mission Statement

Organizational Values

Goals and Strategies

**Implementation
Action Plan**

Success Indicators

December 2016

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Process Overview



An internal strategic plan guides the work and future of the organization, focusing especially on the County's systems, processes and organizational culture.

The County of Santa Barbara engaged Management Partners, a local government consulting firm, to help County staff develop an internal strategic plan to guide the work and future of the organization. The focus of the plan is on the County's systems, processes and organizational culture. A staff Steering Committee guided the development of this strategic plan. Input to the Strategic Plan included an environmental scan, interviews with members of the Board of Supervisors, two strategic planning questionnaires issued to County employees and two strategic planning workshops.

Environmental Scan

County staff prepared an environmental scan as part of the strategic planning process. The environmental scan identified factors that will likely influence the County in the short and long term. It included data about County staff and resident demographics, human resources trends, and economic forecasts.

Interviews with the Board of Supervisors

Management Partners began the strategic planning process by conducting individual interviews with each member of the Board of Supervisors. These interviews were helpful in hearing insights from supervisors about the County organization, opportunities for the future, and other observations about an internal strategic plan.

The **environmental scan** included data on:

- County staff and resident demographics,
- Human resources trends, and
- Economic forecasts.



Online Senior Management Questionnaire

All members of the County's senior management team were invited to respond to an online questionnaire. The purpose was to solicit information about internal support functions and Countywide practices/processes that merited attention as part of the strategic planning process. Survey respondents were also asked to provide feedback on words and phrases that could be incorporated into the County's mission statement, vision statement, and organizational values.

Online Staff Questionnaire

The County conducted a comprehensive survey of all employees in 2015 and the results were used to inform this strategic planning process. A second survey specifically for the strategic planning process was sent in spring 2016 inviting County employees to provide feedback on the relative importance of specific internal services. It also asked about potential words and phrases that could be incorporated into the County's mission statement, vision statement and organizational values.

Strategic Planning Workshop

On May 20, 2016, the Santa Barbara County senior leadership team participated in a full-day workshop to discuss the future of the County organization. The group worked on the major components of the strategic plan, including draft mission and vision statements, a set of organizational values, broad, multi-year goals and specific strategies.

Implementation Workshop

Management Partners facilitated a workshop on July 29, 2016 to work with the County's senior leadership team and a number of their direct reports to develop an implementation action plan (IAP) for the strategic plan. An implementation action plan is the blueprint for carrying out the strategic plan. It contains the detailed steps that must be taken to ensure that the goals and strategies are achieved. Attachment A contains the action plan.

Internal Strategic Planning Steering Committee

An internal Strategic Planning Steering Committee was assembled to guide the process and coordinate communication about the plan to the broader organization. This group of senior managers was given the opportunity to review and refine all tools and materials developed as part of the strategic planning process. A list of committee members is included in Attachment B.

97 County executives, department directors and senior managers responded to the online senior management questionnaire.

1072 employees responded to the online strategic planning questionnaire.

32 County executives and department directors participated in the strategic planning workshop.

67 County employees participated in the implementation workshop.



Vision Statement



The vision statement sets the focus for the future. It is a statement of where the organization is going.

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.



Mission Statement



A mission is a statement of the purpose of the organization.

It fundamentally defines 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



Organizational values provide the basis for how the organization and its members will work to achieve the mission and vision.

Over **80%** of employee survey respondents thought the following should be incorporated into the County values:

- Professionalism (86%)
- Trust (84%)
- Ethics (84%)
- Accountability (82%)
- Customer focus (81%)

90% of employee survey respondents thought quality public service should be incorporated into the County's values.

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



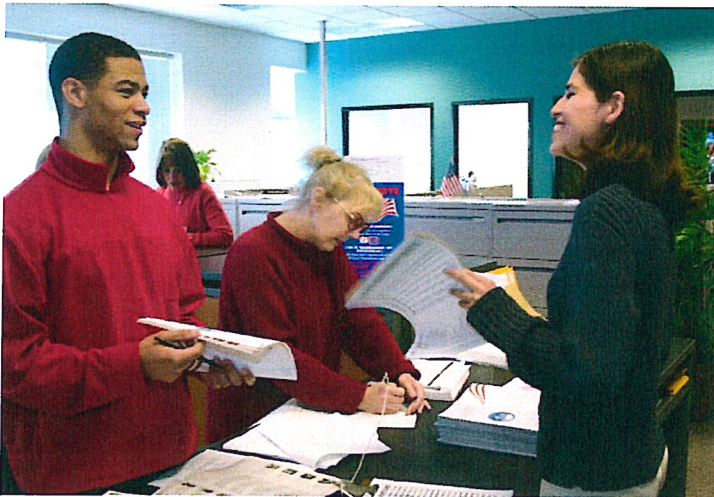
79% of senior management survey respondents thought innovation should be incorporated into the County's values.

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



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.

Recruitment and Retention Strategies

42% of senior management survey respondents thought employee recruitment and hiring were among the top five priorities for this strategic plan.

1. Evaluate and revise civil service rules to introduce enhanced flexibility into the hiring and performance system.
2. Strengthen the employee onboarding process to provide department-specific training as well as an orientation about the County's values and expectations.
3. Develop and share process maps for the entire recruitment process to clarify roles and responsibilities and increase understanding of the steps involved.
4. Explore policies and strategies that promote



work/life balance for employees.

5. Conduct a comprehensive review to strengthen training and development within each County department and employee level (manager, supervisors, front line, etc.) based on training needs assessments conducted in each department.
6. Develop a comprehensive succession planning program to prepare people for promotions, capture institutional knowledge of future retirees, and aid in smooth staffing transitions.
7. Evaluate, revise and communicate County policies and practices around probationary review to maximize the quality and commitment of the workforce.
8. Strengthen the County mentorship program to aid and inspire employees to grow and develop within the organization.
9. Develop a County fellowship program/cross-department collaboration allowing prospective employees to gain exposure and experience in a variety of County departments.
10. Create an internal career counseling program to aid County employees in planning future career paths.



Training, Development and Performance Strategies

60% of employee survey respondents thought that training and professional development were among the top-five priorities for this strategic plan.

11. Introduce a standardized practice of conducting an exit interview for employees who voluntarily leave the County to allow for analysis and study of employee retention challenges.
12. Develop appropriate reporting tools to assess human resource management trends within departments (lost time reports, hiring status reports, etc.) to effectively manage personnel and associated budgets.
13. Streamline the recruitment process to more quickly fill positions with high-quality candidates.
14. Repurpose the Employee University program to reach more employees and focus on the most relevant professional development needs based on a Countywide training needs assessment.
15. Explore and implement ways to ease employee commutes in an effort to foster employee retention, including housing assistance, telecommuting, multi-department satellite offices and commuter hubs.



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.

Strategies

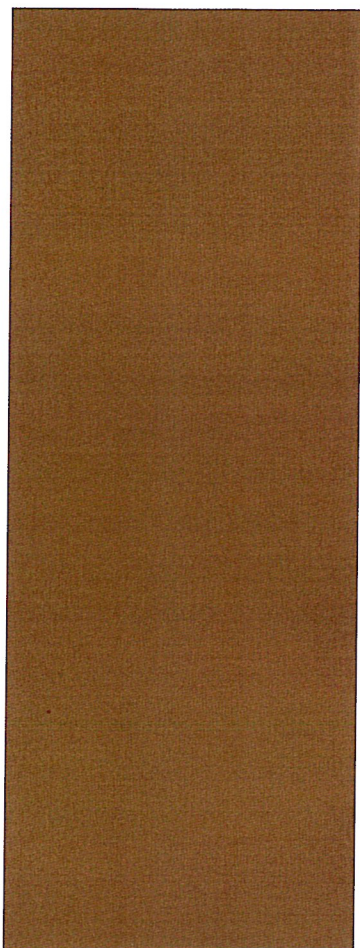
40.7% of employee survey respondents thought that collaboration and teamwork were among the top five priorities for this strategic plan.

1. Integrate organizational values into performance appraisals, recruitment practices, and departmental recognition practices.
2. Foster interdepartmental relationships by holding department head retreats and informal networking events focused on improving communication, education and increasing collaboration.
3. Practice transparency at the executive and management levels by routinely sharing the rationale behind important decisions.
4. Collectively share employee recognition best practices across departments on a routine basis to inspire supervisors and managers to look for new



ways to recognize the good work of their staff.

5. Identify key service areas and issues that require interdepartmental solutions and develop an action plan that fosters collaboration across departments.
6. Develop methods of improving communication and teamwork between departments.
7. Practice transparency at the executive and management levels by routinely sharing the rationale behind important decisions.
8. Develop innovative workplace designs and amenities that enhance interdepartmental collaboration and provide a space for teambuilding.



Goal C. Quality Services and Process Improvements



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



Strategies

1. Clarify roles and responsibilities in the board letter review process to focus on policy matters and streamline processes.
2. Encourage employees to offer new ideas about our processes and practices in the spirit of continuous improvement.
3. Administer a customer satisfaction survey to



31% of senior management survey respondents thought that Innovation and a willingness to take risks were among the top five priorities for this strategic plan.

53% of senior management survey respondents thought that a customer service orientation was among the top five priorities for this strategic plan.

regularly assess the quality of customer service internally and externally across County departments and to also seek direct feedback about how departments can improve services.

4. Expand content on the County's website to invite the viewer to learn about the County of Santa Barbara's values and who we are, in addition to what we do.
5. Develop meaningful outcome-based performance measures that relate to the delivery of important services.
6. Develop strategies to strengthen communications and share innovations in service delivery and process improvement across County departments to reinforce the value of continuous improvement.
7. Develop methods of providing more County information online to aid transparency to the public and reduce staff time required to respond to information requests.
8. Develop a Budget 101 training program to communicate the major steps and timelines involved in the budget development process.



Goal D. Technology and Facilities



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

Strategies

1. Update the information technology (IT) Strategic Plan to schedule the acquisition and implementation of high priority IT projects over the next five years.
2. Update the County facility capital improvement plan (CIP) to prioritize improvement projects over the next ten years.
3. Create an enhanced, centralized County purchasing process to improve efficiency and take advantage of economies of scale.
4. Standardize technology software and applications where possible across County departments to increase opportunities for information sharing and economies of scale.



Conclusion



This internal strategic plan is designed to guide the work and future of Santa Barbara County, focusing especially on the County's systems, processes and organization culture. The plan articulates the organizational vision and mission of Santa Barbara County and establishes a set of values, goals and strategies to guide County staff in future decision making. The implementation action plan, included in Attachment A, details how the County will implement the strategies included in this plan by identifying major implementation steps, start and end dates, responsibility assignments, and resources needed for successful implementation.

The strategic plan reflects the guidance and input of all County employees. Feedback was collected through two employee surveys, two workshops with the County senior management team, and an internal strategic planning steering committee.

