

#6

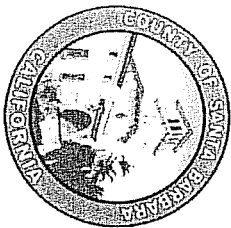


# Overview of Strategic Planning

Santa Barbara County Board of Supervisors

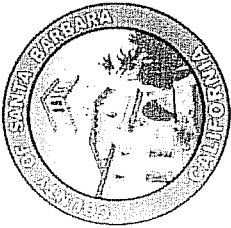
September 11, 2012





# Background

- Strategic Scan
  - Last completed in 2005
  - High-level metrics on key focal areas
  - Assist in planning and policy development
- Not the same as a strategic planning process

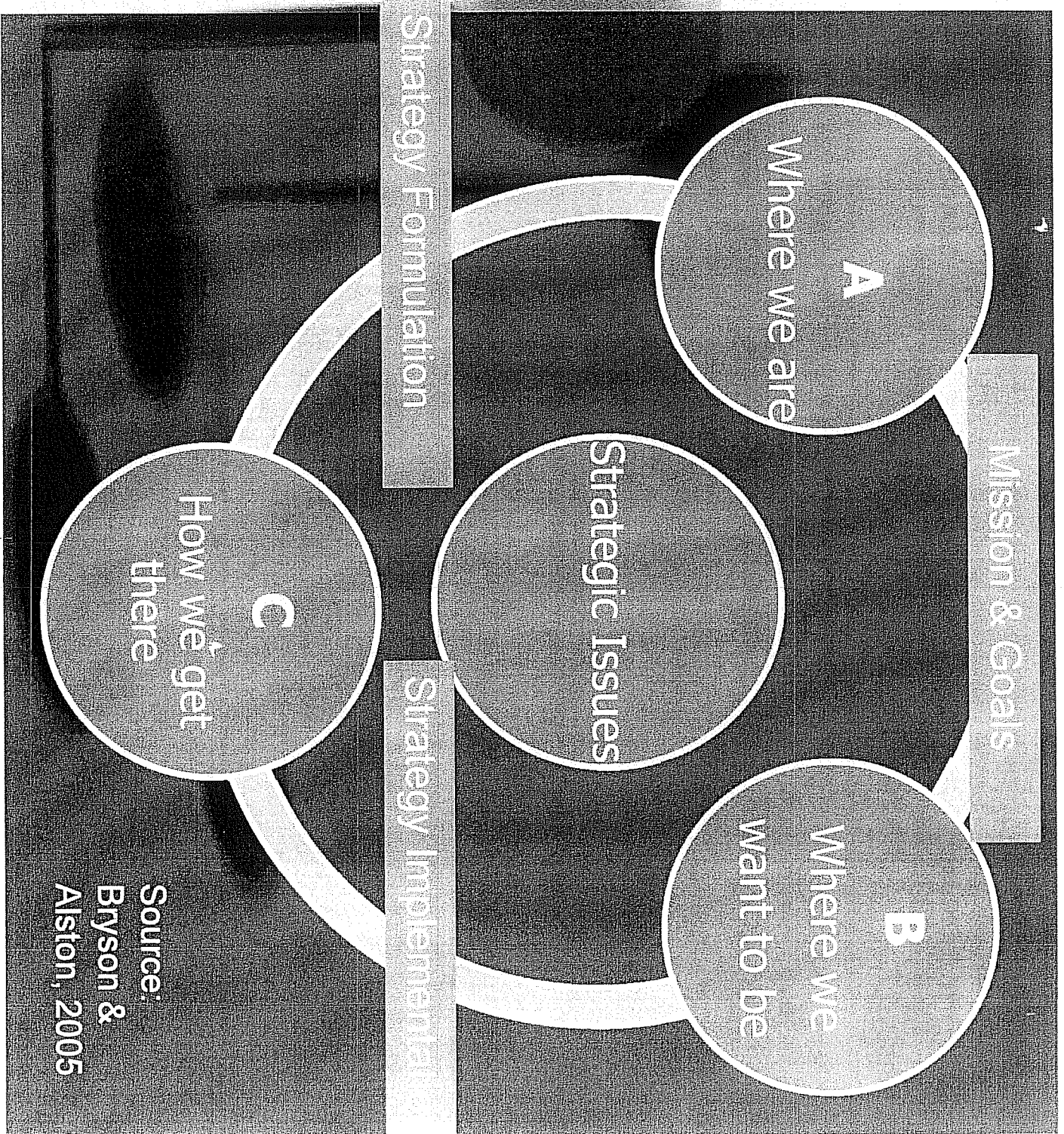
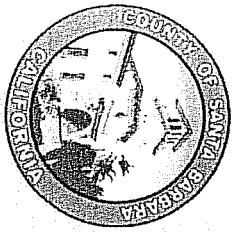


# What is Strategic Planning?

Management tool to help organizations:

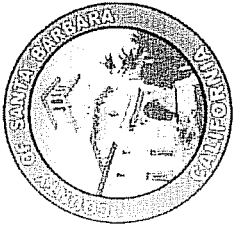
- Assess the current environment
- Assess and respond to changes in the environment
- Envision the future
- Increase effectiveness
- Develop commitment to the organization's mission, and
- Achieve consensus on the strategies and objectives for achieving that mission.





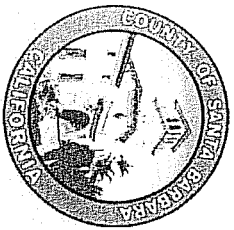
Source:  
Byson &  
Aiston, 2005





# The Goals of a Strategic Plan

- Create public value
- Influence the organization's future
- Align the organization's resources



# Strategic Planning Roles

- **Board** – Articulate strategy
- **Public** – Prioritize needs
- **Departments** – Align programs
- **Budget** – Allocate resources

## Result

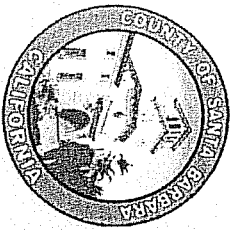
**Matching public needs with public resources to create public value**





# Proposed Board Tasks

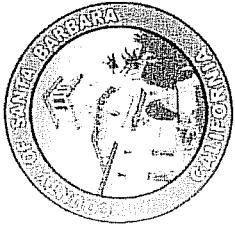
- Identify
  - Mandates, Mission and Values
  - Strengths & weaknesses
  - Threats & opportunities
  - Strategic issues
- Receive public feedback
- Approve strategies
- Direct strategy implementation



# Proposed Public Tasks

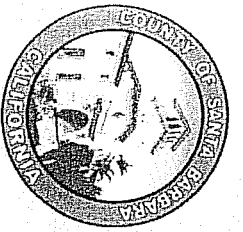
- Participate in:
  - Hearings
  - Surveys
  - Forums or workshops
- Provide suggestions for ongoing public input processes
- Provide ongoing feedback on the strategic plan and results



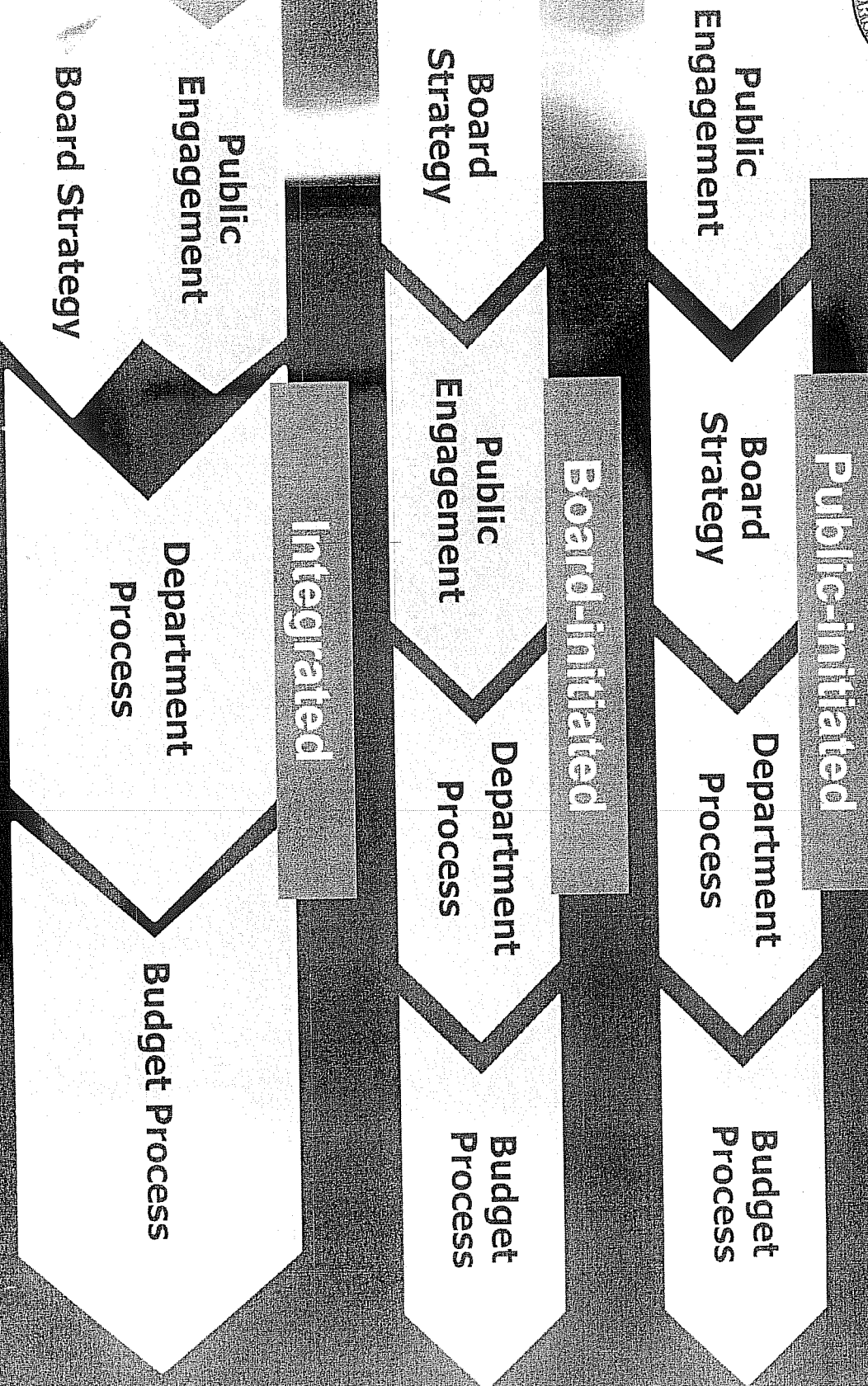


# Proposed Department Tasks

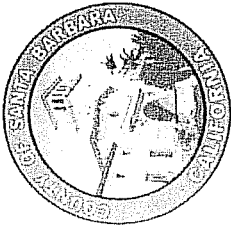
- Conduct program inventory and review
- Review mandates, mission and objectives
- Align departmental mission and program objectives
- Identify performance standards
- Conduct process improvements
- Update outcome measures



# Planning Process Options





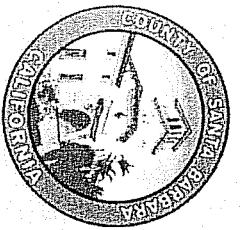


# Planning Process Considerations

|                         | Strengths                                       | Limitations                                 |
|-------------------------|---|---|
| <b>Public initiated</b> | Collective wisdom<br>Many interests represented | Focus on specific issues<br>Collecting data |
| <b>Board initiated</b>  | Issues in broad context<br>Leadership           | Timing of public input                      |
| <b>Integrated</b>       | All of the above<br>Shortest time               | More voices to integrate                    |

## Expenses are anticipated to be limited to:

- Existing staff time and
- Minimal cost of survey software



# Today's Recommended Actions

- Receive and file presentation
- Consider directing the County Executive Officer to:
  - Initiate a strategic planning process
    - Public-initiated planning process,
    - Board-initiated planning process or
    - Integrated planning process
  - Prepare necessary processes



# Questions

