

SANTA BARBARA COUNTY BOARD AGENDA LETTER



Clerk of the Board of Supervisors
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Agenda Number:
Prepared on: 10/25/05
Department Name: CEO
Department No.: 012
Agenda Date: 11/08/05
Placement: Departmental
Estimate Time: 1 hr.
Continued Item: NO
If Yes, date from:

TO: Board of Supervisors

FROM: Michael F. Brown
County Executive Officer

STAFF CONTACT: Terri Maus- Nisich, Assistant County Executive Officer

SUBJECT: 2005 Strategic Scan - Follow up Presentation

Recommendation(s):

That the Board of Supervisors:

1. Receive the remainder of the 2005 strategic scan trend data including:
 - a.) Public Safety
 - b.) Health and Human Services

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:

On August 15, 2005, the Board was presented with the majority of the scan trend data as well as an overview of four learning scenarios. Due to time constraints, the presentation of the remaining portion of the trend data was deferred. Following this presentation, staff will again return on a regular agenda to further discuss the learning scenarios outlined on August 15, 2005 and begin the discussion of decision *scenarios* and a vision for the future.

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

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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.

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 initial Strategic Scan meeting the following discussion was 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.
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Learning scenarios presented during the scan included:

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

Each scenario poses a unique and 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.

Attachment: Strategic Scan trend data updates from Public Safety and Health and Human Services.