



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

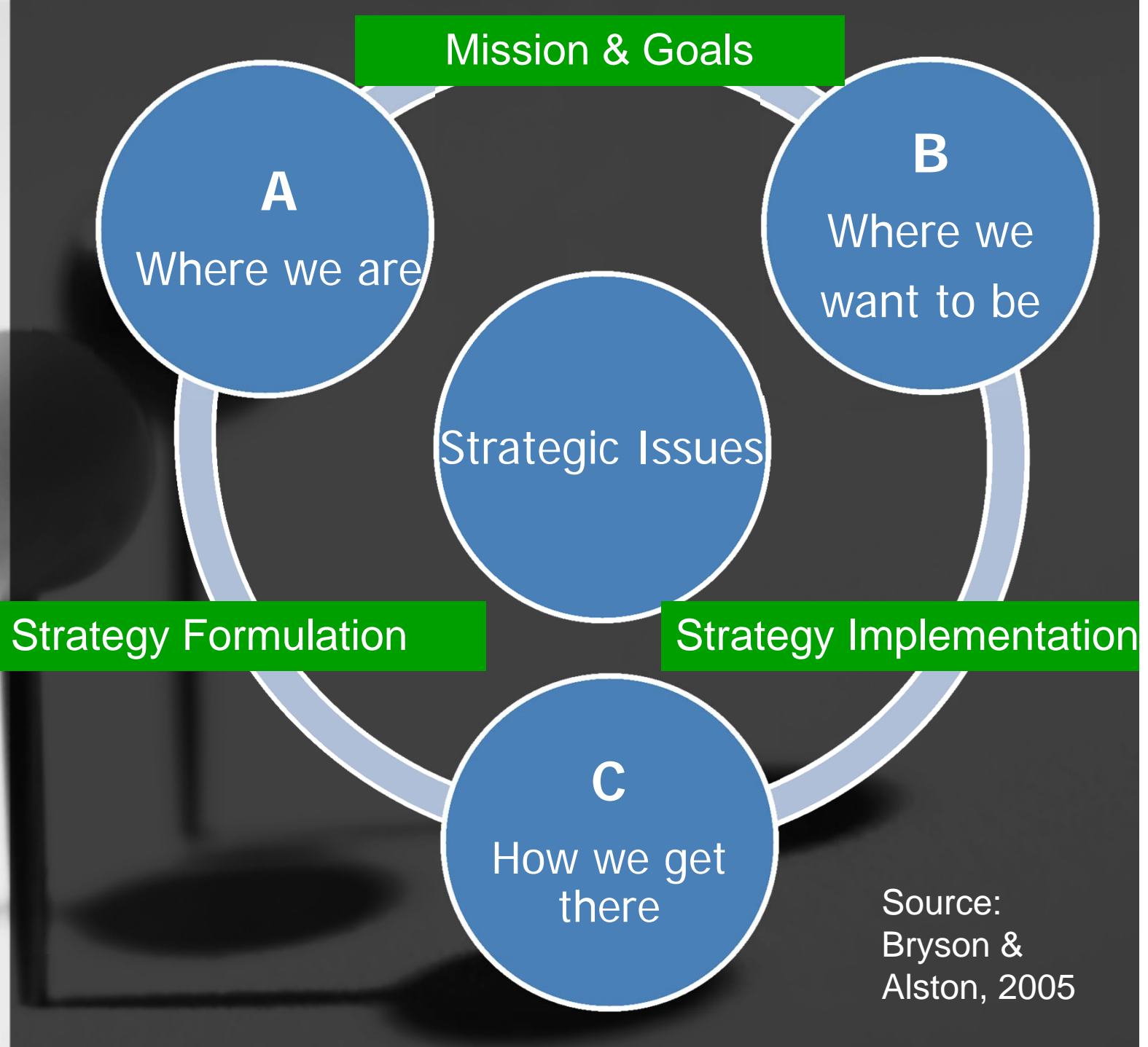


What is Strategic Planning?

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.

– GFOA, Best Practices, 2005



Source:
Bryson &
Alston, 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

Public-initiated



Board-initiated



Integrated





Planning Process Considerations

	Strengths	Limitations
Public first	Collective wisdom Many interests represented	Focus on specific issues Collecting data
Board first	Issues in broad context Leadership	Timing of public input
Together	All of the above 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