

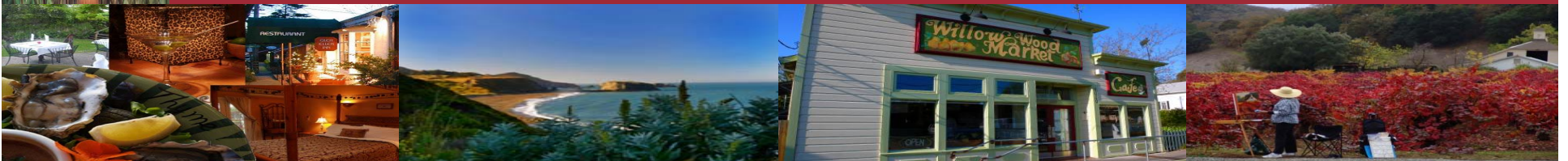


Strategic Plan Update

November 9, 2010

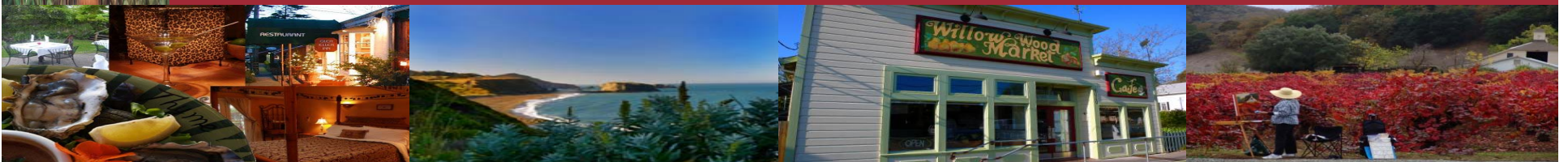
Presentation Overview

1. Strategic Plan Overview
2. Projects & Successes
3. 2010 Update - Process & Framework
4. Proposed Vision, Mission, Values, Focus Areas
5. Next Steps
6. Recommended Actions
7. Questions and Comments



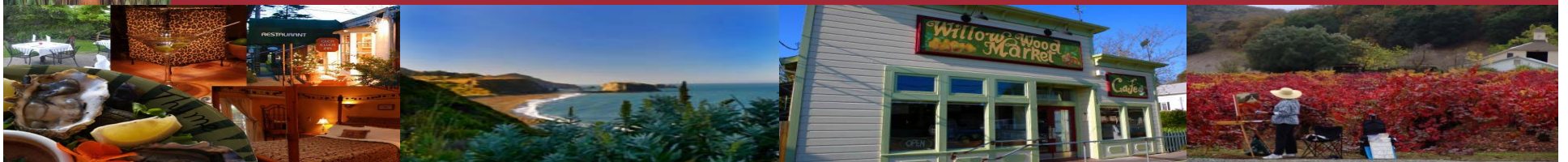
Value of Strategic Planning

- ❖ Opportunity to “step back” and consider countywide Vision, Mission, and Values
 - ✓ What do we desire Sonoma County to be?
 - ✓ Why do we exist as an organization and how do we contribute to the larger community?
 - ✓ What do we value in one another and what values do we want to promote and foster for the organization?
- ❖ Provide a lens through which to establish goals, objectives, and priorities
- ❖ Align the organization in the pursuit of commonly understood purpose



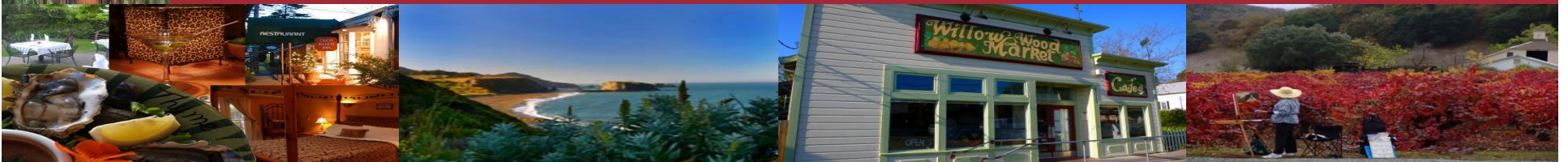
Strategic Plan History of Actions

- ❖ Plan Initiated, 2005
- ❖ Goals Adopted, 2006
- ❖ Plan Adopted, 2007
- ❖ Implementation Plan adopted, 2008
- ❖ Status Report on Projects, August 2009
- ❖ Review of Plan, October 2009



2006 Strategic Plan Goals

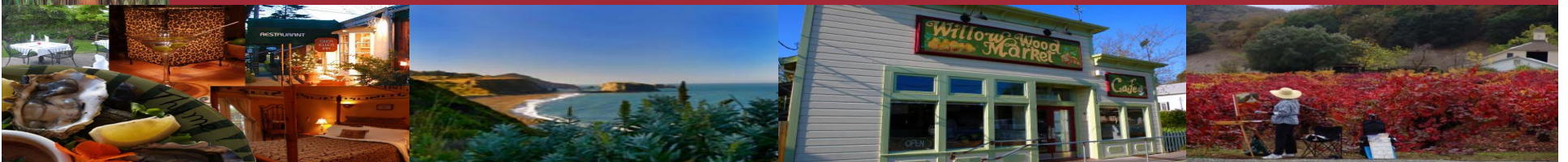
1. Efficient & Effective Use of Resources
2. Enhance Fiscal Soundness & Expand Revenues
3. Address Changing Demographics
4. Maximize Real Estate & Facilities
5. Address Infrastructure Needs
6. Expand Engagement and Coordination





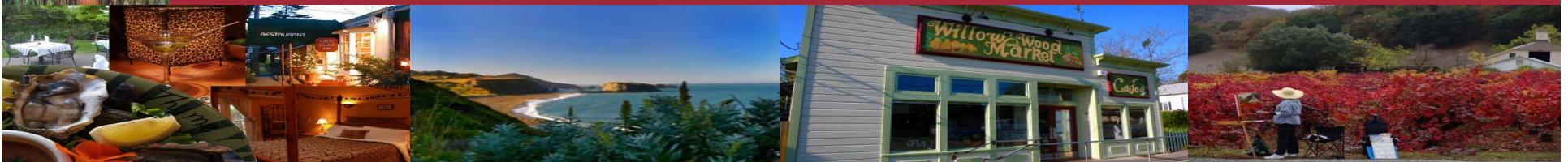
Strategic Plan Projects

Successes by Goal



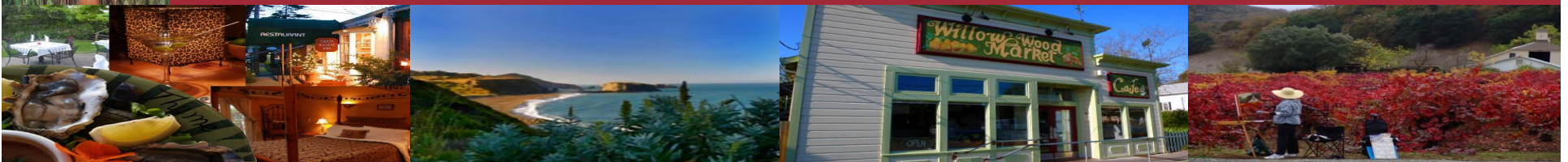
Goal 1 – Efficient and Effective Use of Resources

- ❖ Other Post Employment Benefits (OPEB)
 - ✓ OPEB liability has been reduced
- ❖ Human Resource Management System (HRMS)
- ❖ Performance Measure Pilot - Complete
- ❖ Contract Management System – In progress
- ❖ County Policy Review – On going
- ❖ Technology Fund – On going



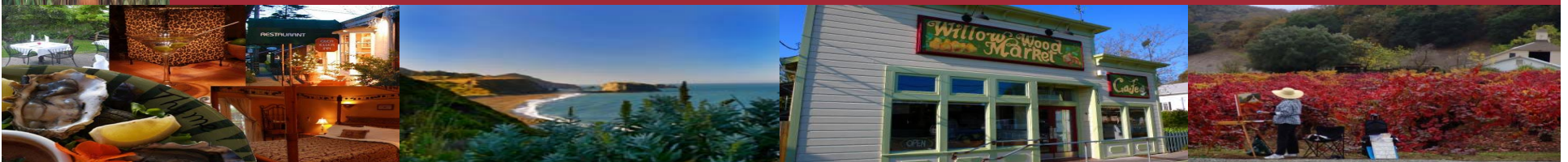
HRMS Status Report

- ❖ Phase 1 go live December 21, 2010; first paychecks issued from new system 1/5/2011
 - ✓ (Payroll, Foundation, Benefits, Attendance and Salary Admin)
- ❖ Benefits and employee self service in time for Annual Open Enrollment Process in March of 2011
- ❖ Phase 2 go live June 2011
 - ✓ (Manager self service, Forecasting & Cost, Discoverer, Org Publisher)
- ❖ Following Phase 2 go live, HR will begin development of Labor Relations, Training and Development, and the Safety & Health Modules



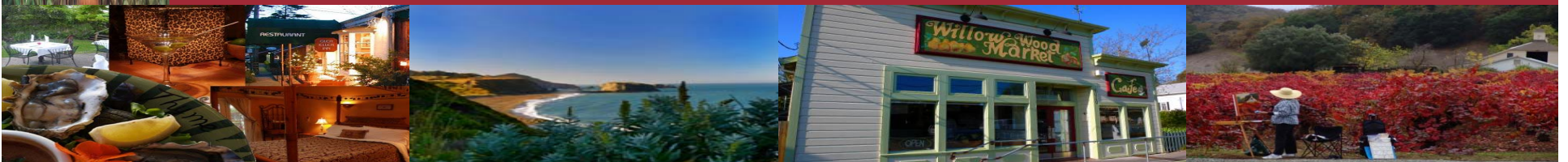
Goal 2 – Enhance Fiscal Soundness & Expand Revenues

- ❖ GF Fee & Revenue Enhancement – Ongoing
- ❖ Tribal Development Projects
 - ✓ Dry Creek MOU Complete, Model for other Projects
- ❖ Prioritize & Dedicate Resources - Ongoing
- ❖ Increase Economies of Scale – Ongoing
- ❖ Increase Investment Effort
 - ✓ Declining due to market conditions, but ongoing effort
- ❖ Russian River RDA Plan Amend – Canceled
 - ✓ 2/23/10 Board determine not to proceed with project



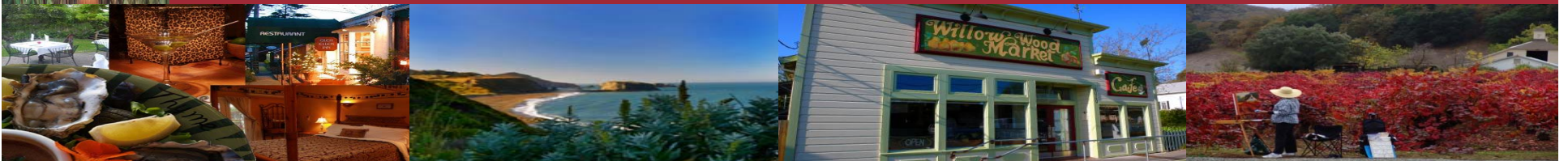
Goal 3- Address Changing Demographics

- ❖ Criminal Justice Master Plan – Complete
- ❖ Juvenile Justice Master Plan – Complete
- ❖ Upstream Investments – Ongoing
- ❖ Changing Demographics Study
 - ✓ Recently Initiated project led by Health Services
- ❖ Health Action Collaborative – Ongoing
- ❖ Build on Collaborative Relationships – Ongoing
- ❖ Mental Health Systems and Finances - Ongoing



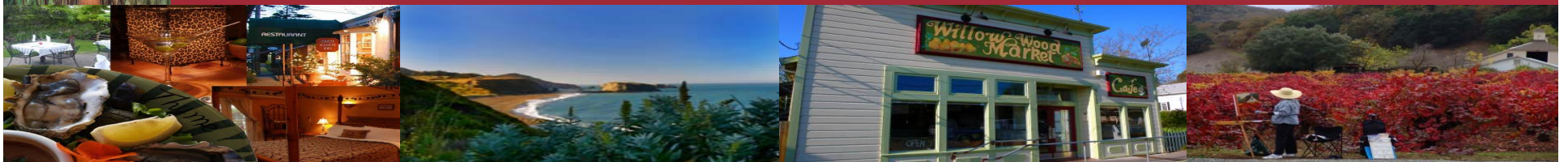
Goal 4- Maximize Real Estate & Facilities

- ❖ Courthouse Ownership Transfer – Complete
- ❖ Comprehensive County Facilities Plan - Ongoing
- ❖ Real Estate Plan – Ongoing
- ❖ Major Repairs and Replacement Funding



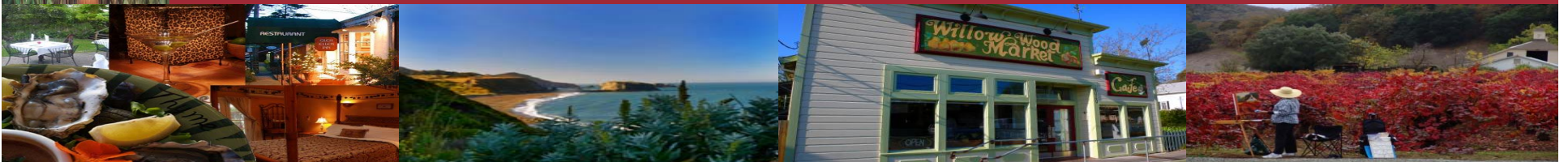
Goal 5 – Proactively Address Infrastructure Needs

- ❖ Landfill Divestiture – completed
- ❖ TPW Management Review – complete, implementation ongoing
- ❖ Road & Bridge Funding Ongoing
- ❖ Public Transit, SMART & Freight Rail
- ❖ Groundwater, Wastewater Assessment and Management Program – Ongoing
- ❖ Telecommute Policy – In progress



Goal 6 – Expand Engagement & Coordination

- ❖ Intergovernmental Relations – Ongoing
- ❖ County roles in CBO's and Forums – Ongoing
- ❖ Community Relations – Ongoing
- ❖ Board Communications – Ongoing

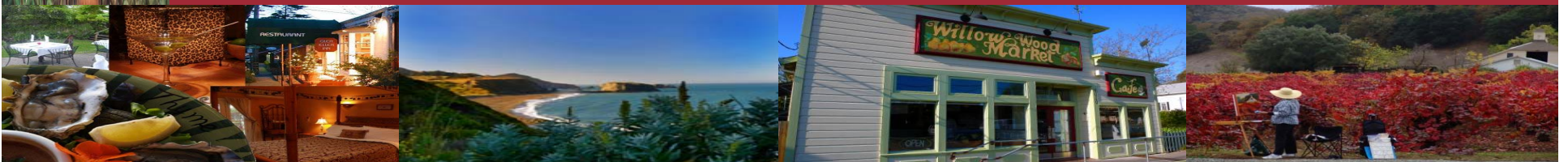


Some Project Challenges – Need to Reinvigorate Efforts

- ❖ **Prioritize and Dedicate Resources**
 - ✓ Develop methodology to prioritize limited resources

- ❖ **Fee and Revenue Enhancement**
 - ✓ Reaffirm full-cost recovery policy
 - ✓ Identify opportunities for community supported revenues increases to offset service costs

- ❖ **Telecommute Program**
 - ✓ Assist in reducing facility and green house gas footprint



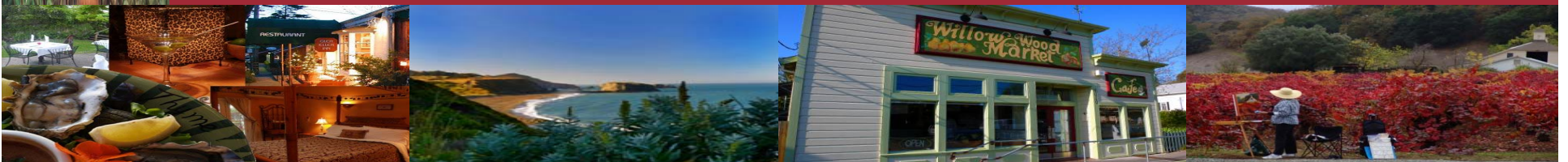


Board Comments or Questions?



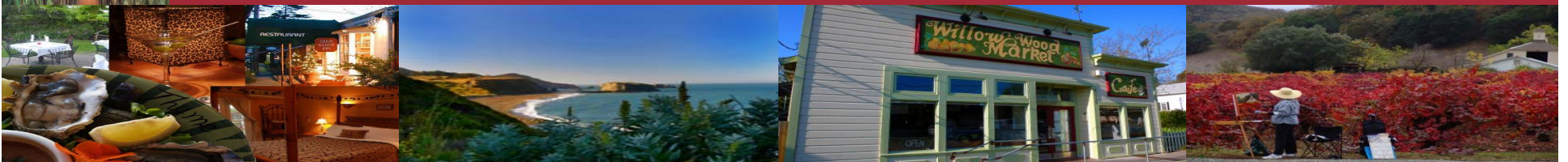
2010 Plan Update

Process and Framework



Department/ Agency Head Strategic Plan Retreat

- ❖ Department/Agency Heads began to frame the foundation for update
 - ✓ Retreat held on September 22-23, Follow-up October 22
 - ✓ Build upon and broaden existing Plan
- ❖ Desired Retreat Outcomes Identified:
 - ✓ A vision of who we want to be as a County organization and how that relates to the Strategic Plan
 - ✓ Identification of Vision, Mission, Values and Goals to guide the County and shape the Strategic Plan
 - ✓ Opportunity to learn more about what other departments and agencies are working on



Collaborative Effort

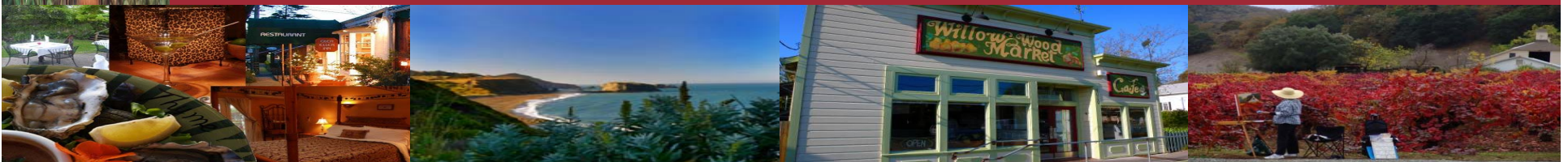
- ❖ All Department / Agency Heads participated
- ❖ Acknowledge & Thank Committee Members

Retreat Planning & Steering Committee

- ✓ Jo Weber, Mark Aston, Janice Atkinson, Mary Burns, Jose Obregon, Julie Paik, Lori Norton, Jim Leddy

Vision, Mission, Values Subcommittee

- ✓ Pete Parkinson, Mary Burns, Julie Paik, Lori Norton, Jim Leddy



Retreat Included Facilitated Discussion of Framework

Vision

Aspirational, long-term view of desired future state
(What do we desire Sonoma County to be?)

Mission

Expression of our role in the community
(Why do we exist as an organization?)

County Values

Shared beliefs that describe our culture and guide our actions
(What character attributes do we subscribe to as an organization?)

Focus Areas

Strategic priority to move the county towards achieving vision
(Where do we focus resources in the next 3–5 years to have the greatest impact on realizing vision?)

Proposed Vision & Mission

- ❖ Vision Statement – New

 - ✓County does not currently have an adopted Vision Statement

- ❖ Mission Statement – Proposed Update

**Sonoma County
Investing in Beautiful, Thriving and
Sustainable Communities for All**

**To Enrich the Quality of
Life in Sonoma County
through Superior Public
Services**

Comparison of Current & Proposed Mission

Current

Our Mission is to
Provide Superior and
Courteous Service to
Support, Preserve and
Enhance the Health,
Safety and Quality of
Life For the People of
Sonoma County

Proposed

To Enrich the Quality
of Life in Sonoma
County through
Superior Public
Services

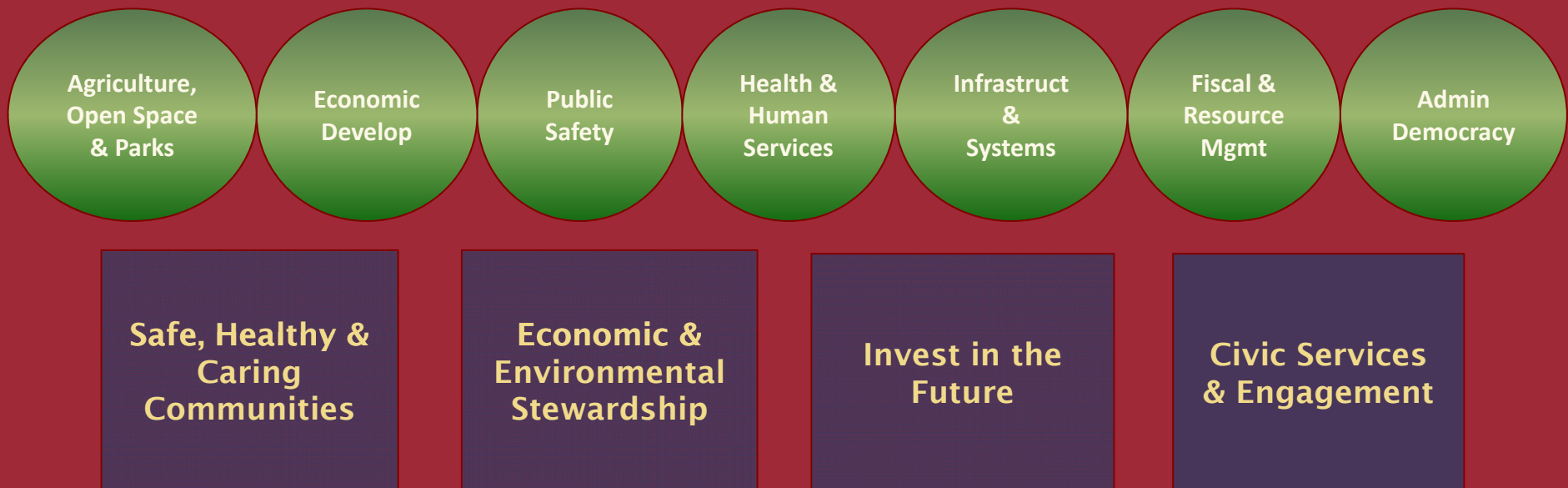
Proposed Values

- ❖ Identification of Organizational Values - New
 - ✓ Facilitated exercise resulted in the following proposed countywide values

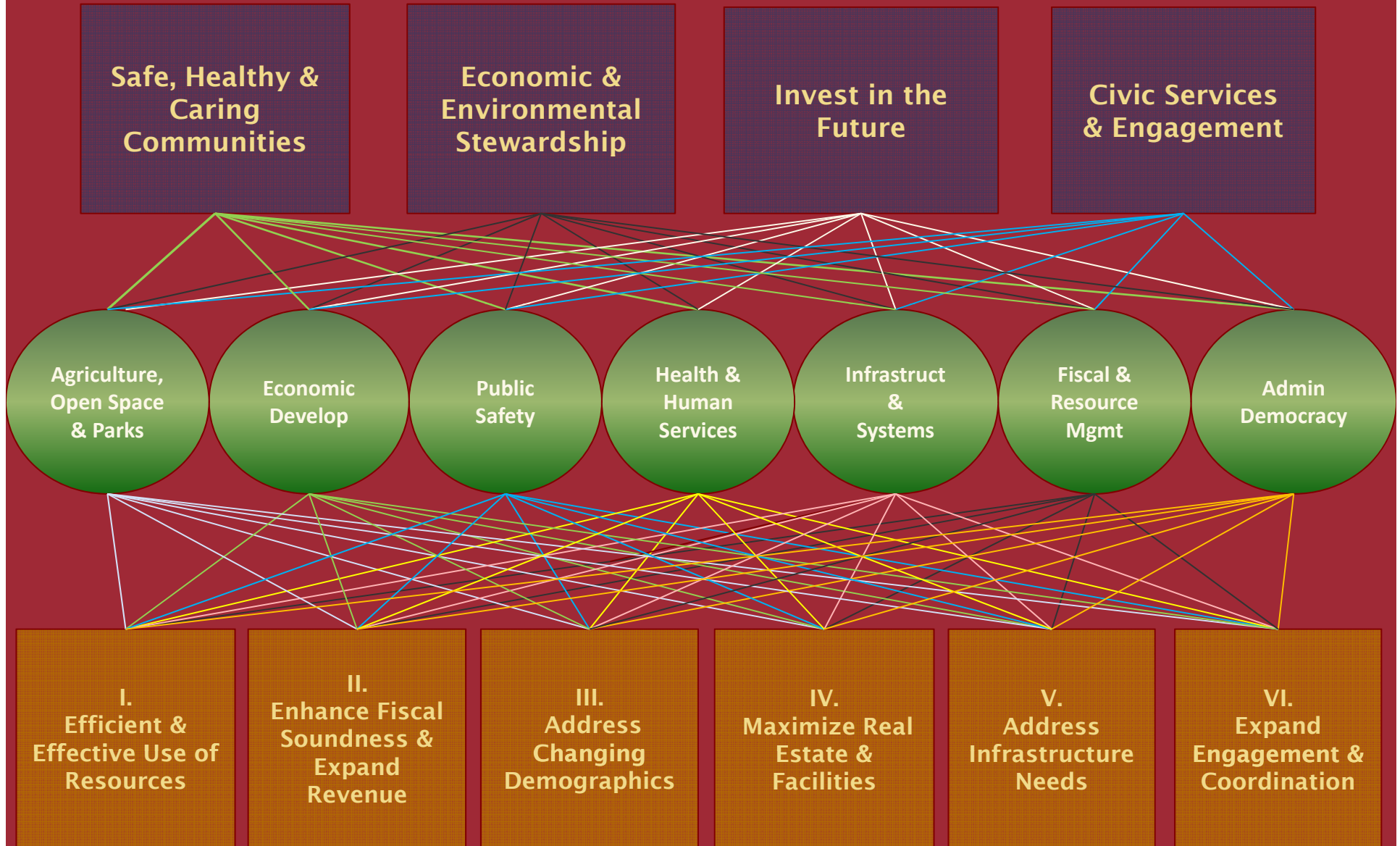


County Functions and Proposed Focus Areas

- ❖ Facilitated discussion of County Functions
 - ✓ Identified variety of functions County performs
 - ✓ Discussed County role in these functions and strategies, projects & programs that support
- ❖ Identification of Strategic Focus Areas
 - ✓ Focus Areas cross functional areas and departments
 - ✓ Strategic priorities to help move towards achieving Vision



Building From and Linking to 2006 Strategic Plan Goals



Bringing it all Together

**Sonoma County
Investing in Beautiful, Thriving and Sustainable Communities for All**

**To Enrich the Quality of
Life In Sonoma County
Through Superior Public
Service**

**Innovation
&
Creativity**

Collaboration

**Diversity
&
Equity**

**Vision
& Leadership**

**Fiscal
Responsibility**

**Honesty
&
Integrity**

**Accountability
&
Transparency**

**Trust
&
Respect**

**Community
Service**

**Safe, Healthy &
Caring
Communities**

**Economic &
Environmental
Stewardship**

**Invest in the
Future**

**Civic Services
& Engagement**

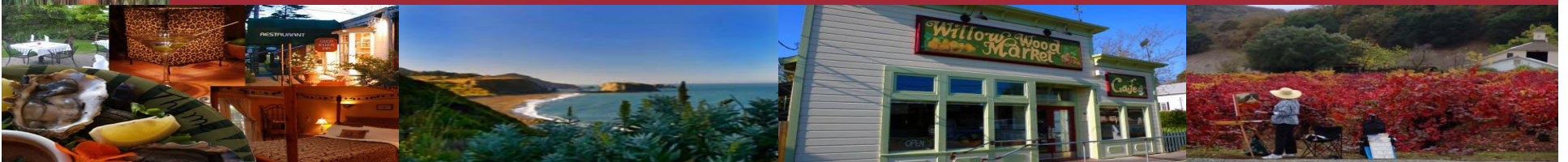
Focus Areas – Concepts

❖ Safe, Healthy & Caring Communities

- ✓ Needs of diverse communities are met through innovative public safety, health care, housing, educational, recreational & volunteer opportunities
- ✓ Individuals recognize need for all to contribute (shared responsibility) to the betterment of the community

❖ Economic & Environmental Stewardship

- ✓ Investments in the work force, jobs, institutions, and community infrastructure support a diverse and thriving economy, invest and support agriculture and agribusiness
- ✓ Create community where local governments, businesses, CBO's, and residents value and use resources wisely to protect and enhance the County's natural environment



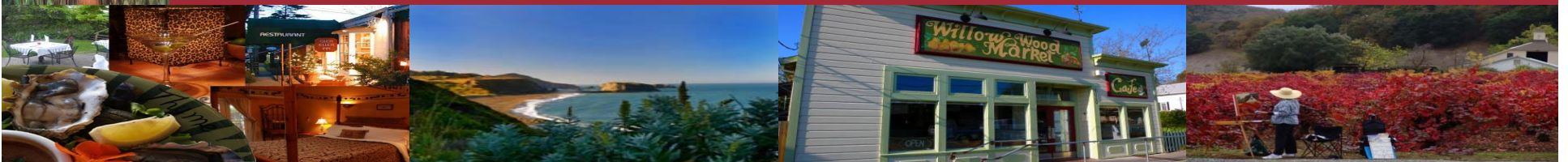
Focus Areas – Concepts

❖ Invest in the Future

- ✓ Adopt a balanced budget and maintain appropriate reserves, invest in infrastructure, systems, workforce that will save money in the long term, invest upstream in health, education and human services (prevention) to decrease need for and costs of enforcement, incarceration (treatment & punishment)

❖ Civic Services and Engagement

- ✓ Engage and encourage public participation through elections, increase support for county services and programs, foster increased understanding of what the county does, seek to align service provided with community needs and desires



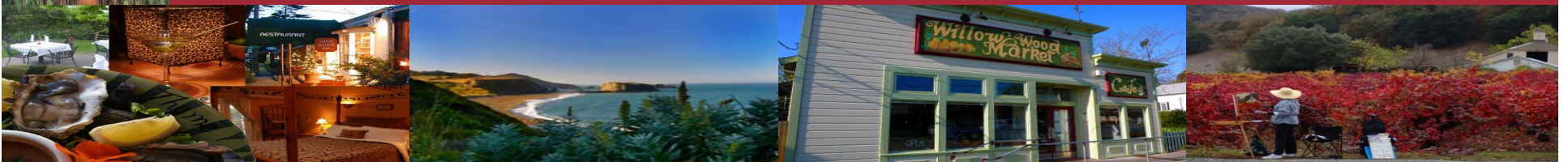


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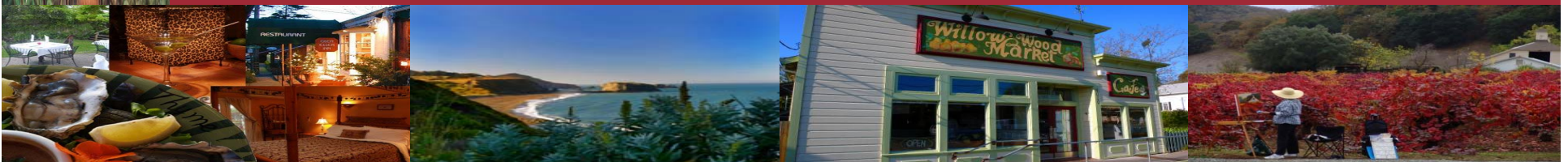
Next Steps

Focus Areas, Strategic Outcomes & Measures of Success



Outcomes and Success Measures

- ❖ Subcommittee to develop outcomes / measures of success for each Focus Area
 - ✓ Rita Scardaci, Janice Atkinson, Mark Aston, Grant Davis, Phil Demery, Bill Keene, Cathy Neville, Jose Obregon, Ben Stone, Jo Weber, Lori Norton
- ❖ Will seek consensus with Department & Agency Heads then present to the Board for consideration
- ❖ Where possible use existing sources of information, i.e. Sonoma County Indicators



Outcomes and Success Measures

- ❖ How will we know if we are making progress towards Safe, Healthy & Caring Community?

Type of Measures to be Considered

Safety	Crime & Prevention Corrections & Alternatives Emergency Planning & Response	Transportation Safety Planning & Code Enforcement
Health	Wellness & Lifestyle Prevention & Safety Access to Health Services	Substance Abuse Chronic Diseases Births & Mortality
Caring	Housing Affordability & Supply Home Ownership	Government Assistance Poverty Rates Homelessness

Building a Foundation for Establishing Priorities

❖ Process to develop short term priorities

Focus Areas

Defines short list of Strategic Priorities

Success Measures or Outcomes

Identify high level community Indicators on which county programs and projects have an impact

Catalytic Programs or Projects

Identify individual projects or programs that are critical or core to the success of short list of priorities

Performance Measures

Develop performance measures to evaluate internal program efficiency and effectiveness – Are we providing the right service at the right cost?

Strategic Plan to Inform Redesign & Budget

Nov 9, 2010

Jan 2011

Apr 2011

Ongoing

Strategic Plan Update

Consider Proposed Vision, Values, Focus Areas & Mission Update

Budget Kickoff

Consider Proposed links to Budget and Redesign

New Board Workshop

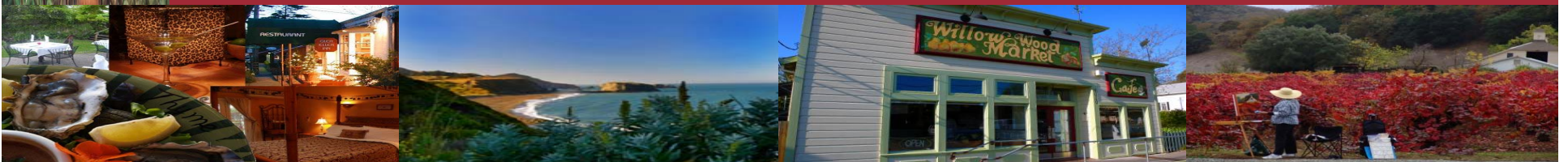
Strategic Plan, Redesign & Budget

Employee and Community Engagement

Board engage community; Depart/ Agency Heads engage employees
Seek input on Vision, Mission, Values and Focus Areas

Recommended Board Actions

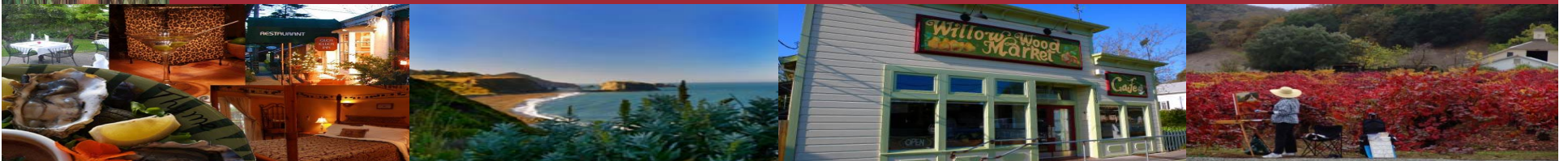
- ❖ Adopt Vision, Mission, Values, and Focus Areas
- ❖ Direct staff to develop Outcomes & Success Measures
- ❖ Direct staff to engage employees and assist Board to engage community and other stakeholders
- ❖ Return in January, as part of the Budget Kickoff, to discuss how the Strategic Plan will be used to inform and support the FY 11-12 Budget development process and County redesign efforts
- ❖ Schedule New Board Workshop in April



Alignment of Purpose and Dedication of Resources



Questions and Comments





Sonoma County

Investing in Beautiful, Thriving and Sustainable Communities for All