Update on Santa Cruz County Operational Planning Initiative

Board of Supervisors

December 11, 2018
Strategic Plan Overview

Our Vision
Santa Cruz County is a healthy, safe and more affordable community that is culturally diverse, economically inclusive and environmentally vibrant.

Our Mission
An open and responsive government, the County of Santa Cruz delivers quality, data-driven services that strengthen our community and enhance opportunity.

Our Values
The County provides services and supports partnerships built on:
Accountability, Collaboration.
Compassion, Effectiveness,
Innovation, Respect, Support,
Transparency, Trust

Strategic Plan Website
Strategic Plan Overview

FOCUS AREAS

Comprehensive Health & Safety  
Attainable Housing  
Reliable Transportation  
Sustainable Environment  
Dynamic Economy  
Operational Excellence

Strategic Plan Website
Operational Planning Committees

- BOARD OF SUPERVISORS
- COUNTY ADMINISTRATIVE OFFICE
- STEERING COMMITTEE
  - COMPREHENSIVE HEALTH & SAFETY
  - ATTAINABLE HOUSING
  - SUSTAINABLE ENVIRONMENT
  - DYNAMIC ECONOMY
  - RELIABLE TRANSPORTATION
  - COUNTY OPERATIONAL EXCELLENCE
Plan Hierarchy

- Strategic Plan
- Operational Plan
- Two-Year Budget

Vision
Mission
Values
Goals

Countywide Strategies

Department Objectives & Key Steps

Why we exist.
What we stand for.
What we want to achieve.

Our approach.

What we do to get there and how.
Operational Plan Elements

• **Countywide Strategies** – Approaches taken to achieve strategic plan goals. They provide the overarching plan, not specific actions or steps.

• **Department Objectives** – Specific, measurable, attainable, relevant and time-bound (SMART) actions that work towards strategic plan goals and countywide strategies.

• **Key Steps** – Critical activities or steps necessary to achieve each objective.
SMART Objectives

• **Specific** – What exactly is being done and by/for whom?

• **Measurable** – Is it quantifiable and can we measure it?

• **Attainable** – Can we get it done in the proposed timeframe with the resources and support we have available?

• **Relevant** – Will it have an effect on the desired goal and strategy?

• **Time-bound** – When will it be accomplished?
Example Objective

By June 2019, the CAO will produce a two-year Operational Plan with Countywide Strategies, Department Objectives and Key Steps that implement all 24 Strategic Plan Goals.
Example Key Steps

Objective: Operational Plan

1. Establish and train Steering Committee and Subcommittees.
2. Work with departments to identify, refine, and bring consistency to department objectives and key steps.
3. Develop countywide strategies based on department objectives and key steps and through stakeholder engagement.
4. Confirm strategies, objectives and key steps with the community and Board of Supervisors.
Operational Planning Timeline

- **July 2018**: Inventory Existing Plans
- **October 2018**: Community Survey Data
- **January 2019**: Identify Objectives & Key Steps
- **April 2018**: Training
- **June 2019**: Board Adoption

Activities:
- CAO Staff
- Steering Committee & Subcommittees
- Departments
- Board Study Session & Community Engagement
- Draft Countywide Strategies