



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



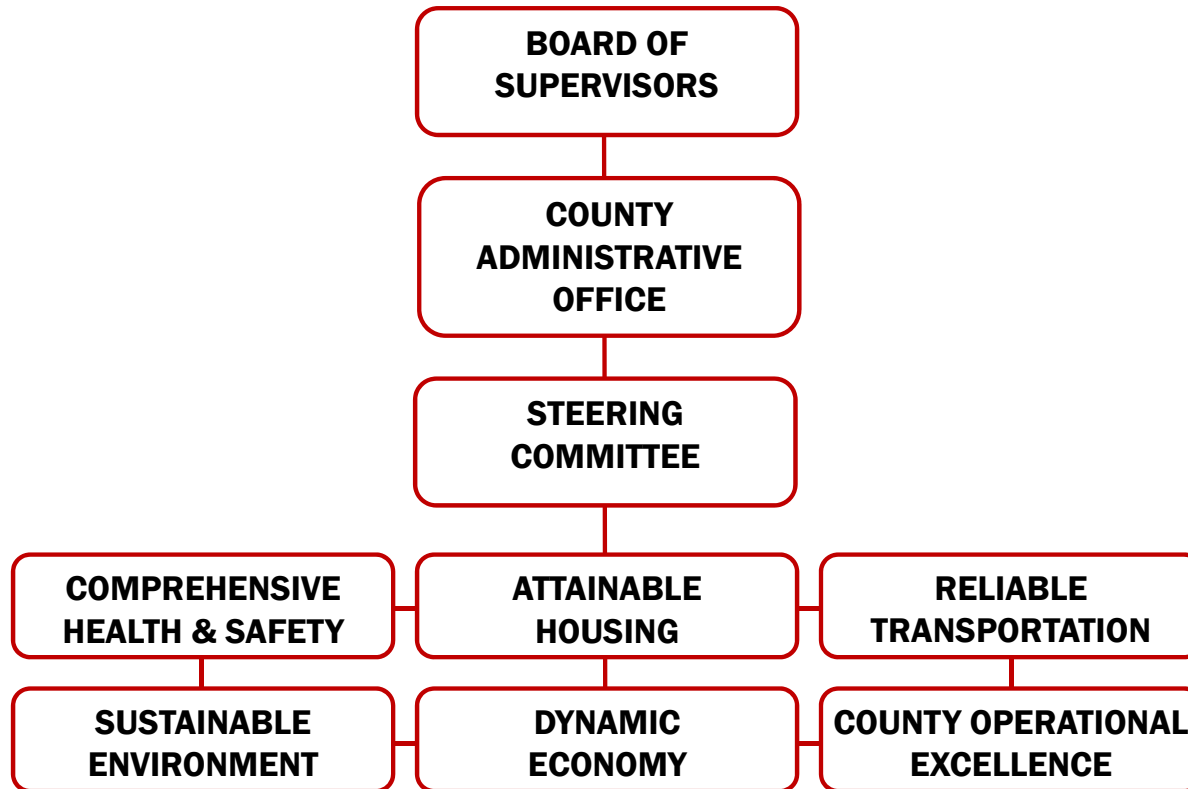
Dynamic
Economy



Operational
Excellence

[Strategic Plan Website](#)

Operational Planning Committees



Plan Hierarchy

Vision
Mission
Values
Goals

Strategic Plan

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

Countywide
Strategies

Operational Plan

Our approach.

Department Objectives &
Key Steps

Two-Year
Budget

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

