

***Santa Cruz County  
Strategic Planning Initiative***

**PROJECT CHARTER**

**Date:** 8 / 29 / 2017  
**Version:** 1.0  
**Prepared by:** Nicole Coburn

# PROJECT CHARTER

<b>Project Name</b>	Strategic Planning Initiative
<b>Project Sponsor</b>	Carlos Palacios, County Administrative Officer
<b>Start Date</b>	7/1/2017
<b>End Date</b>	6/30/2018

## 1. Background

The County of Santa Cruz does not have an overarching strategic plan, though strategic planning has been conducted by some departments, particularly in the area of Health and Human Services. Developing a strategic plan would provide a long-term vision for the County and set a course of action through focus areas and goals. Once adopted, the County Strategic Plan will be transitioned to an implementation team, which will develop a shorter-term operational plan with objectives, tactics and performance measures.

Staff has begun preparing for this process by comparing existing models and formats in other counties and cities, reviewing department and subject-area plans, and receiving input on strategic plan development. The County Administrative Officer introduced the Strategic Planning Initiative to department heads on February 16, 2017, included a summary in the FY 2017-18 Proposed Budget, and presented the idea to the Board of Supervisors during budget hearings.

A County Strategic Plan Steering Committee has been formed, with two members from each subject area. The committee will meet for the first time on August 29, 2017 and weekly thereafter for at least the first two months.

## 2. Goals and Outcomes

- Develop a strategic planning process that is transparent, inclusive and mindful of the organization's capacity and resources.
- Adopt a strategic plan document that establishes a long-term vision for the County and sets a course of action through focus areas and goals.
- Provide the foundation for developing a shorter-term operational plan with objectives, tactics and performance measures.
- Transition the final strategic plan to an implementation team that will be focused on developing the operational plan.
- Provide clear concise communication on the strategic planning process and documents.

### **3. Deliverables**

- Websites on the internet and intranet with information and updates on the strategic planning process.
- Electronic surveys to obtain input from internal and external stakeholders, including County residents and various sub-demographics.
- Meetings, focus groups, workshops and/or other methods of engaging with internal and external stakeholders.
- A multi-year strategic plan document comprised of the following elements:
  - Vision – reflects the collective understanding of the ideal situation
  - Mission – identifies the County’s role in pursuing the vision
  - Values – provide the foundation on which the strategic plan is constructed
  - Focus areas – represent strategic initiatives, which organize the goals of an organization into a limited number of categories or themes
  - Goals – provide generalized statements of what the County will achieve consistent with the vision

### **4. Scope**

In scope for this project:

- Establish a Steering Committee to develop the framework and timeline for strategic plan development.
- Conduct internal and external scans to assess the current landscape and trends.
- Provide robust internal and external engagement of the County’s numerous stakeholders to be further defined by the Steering Committee.
- Solicit input through a variety of in-person, electronic and other methods.
- Collect, summarize and present data and other information collected through the strategic planning process.
- Develop a strategic plan document that contains the County’s vision, mission, values, focus areas and goals.

Out of scope for this project:

- Develop an operational plan that will implement the strategic plan.

### **5. Success Criteria**

- The Steering Committee contains representatives from each subject area of the County.
- The Board of Supervisors approves the framework and timeline for strategic plan development.
- Both internal and external stakeholders are engaged in the process.
- Stakeholders feel that their input has been received and considered.
- The Board of Supervisors adopts a multi-year strategic plan document.

- The strategic plan is transitioned to the team responsible for implementation through an operational plan.

## 6. Timeline

The Steering Committee will develop the framework and timeline for strategic plan development by October 2017. The strategic plan document will be presented to the Board of Supervisors for approval by June 2018. A work plan and timeline are attached.

## 7. Roles and Responsibilities

The following table describes the various roles and responsibilities of the project team and stakeholders.

What	Who	Role
Project Sponsor	Carlos Palacios, County Administrative Officer	Consult and Inform
Steering Committee	<u>General Government</u> Kevin Bowling, Director of Information Services Ajita Patel, Deputy Director of Personnel  <u>Health &amp; Human Services</u> Michael Beaton, Director of Administrative Services Ellen Timberlake, Interim Director of Human Services  <u>Land Use &amp; Community Services</u> Marcela Tvantzis, Director of Administrative Services Wanda Williams, Assistant Director  <u>Public Safety &amp; Justice</u> Fernando Giraldo, Chief Probation Officer Jeremy Verinsky, Undersheriff  <u>Other</u> Jason Hoppin, Communications Manager	Responsible and Accountable
Project Manager	Nicole Coburn, Principal Administrative Analyst	Responsible and Accountable
Team Members	David Brown, Senior Administrative Analyst	Accountable and Consult
Internal Stakeholders	Board of Supervisors Department Heads Executive Managers Mid-Level Managers Supervisors Line Staff Bargaining Units	Consult and Inform

What	Who	Role
External Stakeholders	Federal, State and Local Elected Officials County Boards and Commissions County Residents City Government Special Districts Service Providers Coalitions and Associations Business Community Schools, Colleges and Universities Transportation Agencies Library System State Parks Religious Institutions Community Organizations Youth, Family and Senior Groups	Consult and Inform

## 8. Assumptions

Develop the County Strategic Plan in a manner that:

- Provides transparency and engages internal and external stakeholders in the strategic planning process.
- Builds on the strategic planning work already done by departments.
- Uses the Steering Committee in an advisory capacity, bringing plan elements to them for review and feedback.
- Builds on best practices in other counties and cities.
- Creates and sustains buy-in for a strategic plan that will be implemented over time, in phases, through an operational plan.
- Achieves the support of the Board of Supervisors for strategic plan adoption.

## 9. Risks

- External
  - Lack of support and broad-based participation among stakeholders
  - Varied and accessible forums
- Organizational
  - Failure to think visionary
  - Reluctance to embrace change
  - Inexperience in strategic planning
- Project Management
  - Scheduling conflicts and adhering to timelines
  - Process is burdensome and complex
  - Strategic plan development exceeds resources
  - Scope creep

- Strategic plan quality limited by availability of resources
- Technical
  - Digital divide with the public
  - Difficulty synthesizing stakeholder feedback

## 10. Budget

The County Administrative Officer proposes an initial budget of \$50,000 to develop the County Strategic Plan. A professional strategic planning facilitator and local facilitator(s) will be used to assist with this effort. A more detailed budget will be developed and attached.

## 11. Meetings and Reporting

	What	Audience	Frequency	Responsible
<b>Meetings</b>	Board of Supervisors Meetings	Board	As needed	PS, PM
	Steering Committee Meetings	Steering Committee	Weekly in September and October	PM
	Department Head Meetings	Department Heads and Executive Managers	Quarterly	PS, PM
<b>Reports</b>	Status Updates	Board	Weekly or as needed	PS
	Status Updates	Departments	As needed	PM
	Board Items	Board, Departments, Public	As needed	PM
<b>Communications</b>	Press Releases	Media, Public	As needed	CM
	Newsletters	Media, Public	As needed	CM
	Social Media	Media, Public	As needed	CM

PS = Project Sponsor

PM = Project Manager

CM = Communications Manager

## 12. Authorizations

	Name	Signature	Date
<b>Approved By</b>			

Attachments:

- A. Work Plan
- B. Timeline

## Santa Cruz County Strategic Planning Initiative Work Plan

This is a work plan for the development and implementation of a multi-year strategic plan with development and implementation of a two-year operational plan to follow. The goals and outcomes of the Strategic Planning Initiative are to:

- Develop a strategic planning process that is transparent, inclusive and mindful of the organization's capacity and resources.
- Adopt a strategic plan document that establishes a long-term vision for the County and sets a course of action through focus areas and goals.
- Provide the foundation for developing a shorter-term operational plan with objectives, tactics and performance measures.
- Transition the final strategic plan to an implementation team that will be focused on developing the operational plan.
- Provide clear concise communication on the strategic planning process and documents.

Action	Tasks	Timeline	Lead	Notes/Outcomes
Identify Strategic Planning Steering Committee (SPSC) members	<ul style="list-style-type: none"> <li>• Send introductory email</li> <li>• Establish date and time for kick-off meeting</li> </ul>	Jul 2017	CAO	The SPSC consists of two members from each subject area: <ul style="list-style-type: none"> <li>• General Government</li> <li>• Health &amp; Human Services</li> <li>• Land Use &amp; Community Services</li> <li>• Public Safety &amp; Justice</li> </ul>
Develop project charter, work plan and timeline		Aug 2017	CAO	
Convene initial SPSC meeting	<ul style="list-style-type: none"> <li>• Review project charter</li> <li>• Discuss framework and timeline</li> <li>• Establish subcommittees</li> <li>• Review meeting schedule</li> </ul>	Aug 2017	CAO	Kick-off meeting scheduled 8/29/17 Additional meetings scheduled 9/5, 9/12, 9/20, 9/26, 10/3, 10/10, 10/18, 10/24 and 10/31
Develop websites (on the internet and intranet) and an email address		Sep 2017	ISD	Coordinated through CAO
Inventory existing plans and conditions	<ul style="list-style-type: none"> <li>• Review current inventory</li> <li>• Begin draft needs statement</li> </ul>	Sep 2017	CAO	
Facilitate introduction on strategic planning at DH retreat	<ul style="list-style-type: none"> <li>• Explain what's strategic planning, why it's important and how it's done</li> <li>• Introduce SPSC members and strategic plan elements</li> <li>• Conduct strategic external scan and SWOT/B analysis</li> </ul>	Sep 2017	SPF	Coordinated through CAO DH retreat scheduled 9/7/17

Action	Tasks	Timeline	Lead	Notes/Outcomes
Identify potential vision, mission and values  Identify internal stakeholders	<ul style="list-style-type: none"> <li>● Review elements in existing strategic plans</li> <li>● Review information gathered at DH retreat</li> <li>● Consider internal stakeholders:                             <ul style="list-style-type: none"> <li>○ Board of Supervisors</li> <li>○ Department Heads</li> <li>○ Executive Managers</li> <li>○ Mid-level Managers</li> <li>○ Supervisors</li> <li>○ Line Staff</li> <li>○ Bargaining Units</li> </ul> </li> </ul>	Sep 2017  Sep 2017	SPSC  SPSC	
Identify internal methods of engagement	<ul style="list-style-type: none"> <li>● Consider internal methods:                             <ul style="list-style-type: none"> <li>○ Retreat (scheduled)</li> <li>○ Virtual meetings</li> <li>○ Employee events</li> <li>○ Focus groups</li> <li>○ Brown bags</li> <li>○ Surveys</li> <li>○ Other?</li> </ul> </li> </ul>	Sep 2017	SPSC	
Identify external stakeholders	<ul style="list-style-type: none"> <li>● Consider external stakeholders:                             <ul style="list-style-type: none"> <li>○ Federal, State and Local Elected Officials</li> <li>○ County Boards and Commissions</li> <li>○ County Residents</li> <li>○ City Government</li> <li>○ Special Districts</li> <li>○ Service Providers</li> <li>○ Coalitions and Associations</li> <li>○ Business Community</li> <li>○ Schools, Colleges and Universities</li> <li>○ Transportation Agencies</li> <li>○ Library System</li> <li>○ State Parks</li> <li>○ Religious Institutions</li> <li>○ Community Organizations</li> <li>○ Youth, Family and Senior Groups</li> </ul> </li> </ul>	Sep 2017	SPSC	



Action	Tasks	Timeline	Lead	Notes/Outcomes
Identify external methods of engagement	<ul style="list-style-type: none"> <li>● Consider external methods:               <ul style="list-style-type: none"> <li>○ Community meetings (regional and/or subject area)</li> <li>○ Virtual meetings</li> <li>○ Local events</li> <li>○ Focus groups</li> <li>○ Workshops</li> <li>○ Surveys</li> <li>○ Other?</li> </ul> </li> </ul>	Sep 2017	SPSC	
Facilitate training session for leadership academy	<ul style="list-style-type: none"> <li>● Explain what's strategic planning, why it's important and how it's done</li> <li>● Introduce SPSC members and strategic plan elements</li> <li>● Conduct strategic external scan and SWOT/B analysis</li> </ul>	Sep 2017	SPF	Coordinated through CAO Training session scheduled 9/18/17
Facilitate study session on strategic planning at BOS meeting	<ul style="list-style-type: none"> <li>● Explain what's strategic planning, why it's important and how it's done</li> <li>● Introduce SPSC members and strategic plan elements</li> <li>● Provide highlights of strategic external scans and SWOT/B analyses</li> </ul>	Sep 2017	SPF	Coordinated through CAO Study session scheduled 9/19/17
Revisit potential vision, mission and values	<ul style="list-style-type: none"> <li>● Review information gathered at leadership academy and DH retreat</li> </ul>	Sep 2017	SPSC	
Launch websites and email address		Oct 2017	ISD	Coordinated through CAO
<b>Present strategic planning framework and timeline at BOS meeting</b>		<b>Oct 2017</b>	<b>CAO</b>	<b>Target 10/17/17</b>
Communicate plans for internal engagement	<ul style="list-style-type: none"> <li>● Email</li> <li>● Intranet Site</li> <li>● Flyers</li> <li>● Other?</li> </ul>	Oct/Nov 2017	CM	Involves ISD
Conduct scans and SWOT/B analyses with internal stakeholders	<ul style="list-style-type: none"> <li>● Schedule internal events</li> <li>● Develop electronic surveys</li> </ul>	Oct/Nov 2017	CAO	Involves SPF and LF

Action	Tasks	Timeline	Lead	Notes/Outcomes
Scan internal input for common themes and identify focus areas	<ul style="list-style-type: none"> <li>• Compile and summarize data and information</li> </ul>	Nov 2017	SPSC	Involves SPF and LF
Communicate plans for external engagement	<ul style="list-style-type: none"> <li>• Email</li> <li>• Social Media</li> <li>• Internet Site</li> <li>• Flyers</li> <li>• Press Release</li> <li>• Newsletter</li> <li>• Other?</li> </ul>	Nov/Dec 2017	CM	Involves ISD
Conduct scans and SWOT/B analyses with external stakeholders	<ul style="list-style-type: none"> <li>• Schedule external events</li> <li>• Develop electronic surveys</li> </ul>	Nov/Dec 2017	CAO	Involves SPF and LF
Scan external input for common themes and identify focus areas	<ul style="list-style-type: none"> <li>• Compile and summarize data and information</li> </ul>	Dec 2017	SPSC	Involves SPF and LF
Finalize draft vision, mission, values and focus areas at committee level		Jan 2018	SPSC	
<b>Present draft vision, mission, values and focus areas at BOS meeting</b>		<b>Jan 2018</b>	<b>CAO</b>	<b>Need meeting dates</b>
Begin goal setting within each focus area at committee level		Feb 2018	SPSC	
<b>Facilitate study session(s) on goal setting at BOS meeting(s)</b>	<ul style="list-style-type: none"> <li>• Consider study session for each focus area</li> </ul>	<b>Mar 2018</b>	<b>SPF</b>	<b>Coordinated through CAO</b> <b>Need meeting dates</b>
Finalize goals within each focus area at committee level		Mar 2018	SPSC	
Draft strategic plan document		Apr 2018	CAO	
Review draft strategic plan at committee level		Apr 2018	SPSC	

Action	Tasks	Timeline	Lead	Notes/Outcomes
<b>Present draft strategic plan at BOS meeting</b>		<b>May 2018</b>	<b>CAO</b>	<b>Need meeting dates</b>
Finalize strategic plan document at committee level		May 2018	SPSC	
<b>Present final strategic plan at BOS meeting</b>	<ul style="list-style-type: none"> <li>● Recommend the Board's approval</li> </ul>	<b>Jun 2018</b>	<b>CAO</b>	<b>Need meeting dates</b>
Disseminate the County Strategic Plan throughout community	<ul style="list-style-type: none"> <li>● Email</li> <li>● Social Media</li> <li>● Internet and Intranet Sites</li> <li>● Flyers</li> <li>● Press Release</li> <li>● Newsletter</li> <li>● Annual Report</li> <li>● Other?</li> </ul>	June 2018	CM	

**Glossary**

- BOS – Board of Supervisors
- CAO – County Administrative Office
- CM – Communications Manager
- DH – Department Heads
- ISD – Information Services Department
- LF – Local Facilitator
- SPF – Strategic Planning Facilitator
- SPSC – Strategic Plan Steering Committee
- SWOT/B – Strengths, Weaknesses, Opportunities, Threats/Barriers

Santa Cruz County Strategic Planning Initiative

# TIMELINE

