



**County of Santa Cruz Board of Supervisors
Agenda Item Submittal**

From: County Administrative Office
(831) 454-2100

Meeting Date: June 12, 2018

Recommended Action(s):

1. Accept and file report on the proposed Santa Cruz County Strategic Plan for 2018-2024.
2. Direct the County Administrative Office to return on June 26, 2018 with the final strategic plan for Board approval.

Executive Summary

The County Administrative Officer initiated a countywide strategic planning effort in Fiscal Year (FY) 2017-18. Throughout this process, called "Vision Santa Cruz County," County staff have engaged with internal and external stakeholders through the use of surveys, employee mixers, community forums and focus groups. The information gathered was used to inform and develop the draft strategic plan elements and the proposed six-year strategic plan that has been attached for the Board's consideration. The County Administrative Office will return June 26, 2018 with the final Santa Cruz County Strategic Plan for 2018-2024.

Background

The purpose of strategic planning is to establish a long-term vision for the County and set a course of action through (1) overarching focus areas and (2) specific goals and objectives. This requires assessing the current landscape and trends, engaging internal and external stakeholders, and drafting and adopting a multi-year strategic plan and a shorter-term operational plan, which would inform County budget development.

Staff prepared 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. This work led to the identification of five key strategic plan elements:

- **Vision** - reflects the collective understanding of the ideal situation
- **Mission** - identifies the County's role in pursuing the community's 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 community wants to achieve consistent with its vision

The Strategic Plan Steering Committee (SPSC) met weekly for several months to finalize the strategic planning process that has led to the development of these elements. This process has included internal and external engagement of the County’s numerous stakeholders through a variety of in-person, electronic and other methods. Engagement efforts began with employees in September and the community in November, which resulted in feedback from thousands of county residents and employees.

The SPSC took the data generated and distilled it into the draft vision, mission, values and focus areas presented to the Board on February 27, 2018. Community meetings, employee mixers, and surveys were then conducted to gather input from the community and employees to draft a set of goals in each focus area. The goals drew from numerous local community-based strategic plans and reflected the collective wishes and interests of thousands of county residents and employees who participated in the process.

To allow everyone an opportunity to consider and prioritize the draft goals, staff released an online survey in April that was kept open through May 4, 2018 and garnered over 800 responses. Staff sought to boost survey participation through various outreach methods, as described in the update provided to the Board on May 8, 2018. Our strategic planning facilitator, Angela Antenore, also facilitated small group meetings with employees at the end of April to solicit their overall impressions of the draft goals. These focus groups provided important feedback for refining the plan’s elements.

Analysis

The survey conducted in April allowed respondents to agree, slightly agree, slightly disagree, or disagree with each goal, and subsequently asked respondents to rank each goal in order of importance to the respondent. Over 800 people took the survey (~40% were County employees). On average, each goal scored over 81% agree/slightly agree, with each of the 24 goals scoring at least 79% agree/slightly agree.

The table below demonstrates an overall endorsement of the draft goals.

Average Agreement (%) on Proposed Goals				
	Agree	Slightly Agree	Slightly Disagree	Disagree
All Goals	72.7%	18.7%	5.1%	3.5%
Health & Safety	73.2%	18.0%	5.3%	3.5%
Housing	64.0%	20.9%	7.0%	8.1%
Transportation	71.0%	19.9%	5.5%	3.6%
Economy	73.3%	19.2%	5.3%	2.3%
Environment	80.6%	13.7%	3.5%	2.2%
County Ops	74.1%	20.6%	4.1%	1.2%

The results of this internal and external engagement affirmed the direction of the draft

goals and allowed staff to refine the elements and prepare the proposed strategic plan that is attached. The County Administrative Office will return June 26, 2018 with the final Santa Cruz County Strategic Plan for 2018-2024.

Financial Impact

None.

Submitted by:

Carlos J. Palacios, County Administrative Officer

Recommended by:

Carlos J. Palacios, County Administrative Officer

Attachments:

- a Attachment 1: Proposed Strategic Plan
- b Attachment 2: Proposed Strategic Plan Trifold