

Background:

The Board of Supervisors adopted the County’s first Strategic Plan in December 2007, and a corresponding Implementation Plan in July 2008. At that time staff committed to providing an annual update on the overall Implementation Plan.

This report:

- a. Presents the 2009 Strategic Plan Update, focusing on the status of Implementation at the one-year mark;
- b. Seeks approval to amend the Implementation Plan, primarily to make implementation and tracking and reporting more efficient.
- c. Requests approval to hold a September Board workshop on the Strategic Plan, and recommends topics to consider then.

This report consists of the following components:

- 1. An Overview of the Strategic Plan
- 2. A Introduction to the Implementation Plan, which will help you to understand the approach to implementation
- 3. A Summary of Strategic Plan Implementation
- 4. Proposed Amendments to the Implementation Plan
- 5. Fiscal Impact and Organizational Capacity
- 6. Proposed Topics for a Strategic Plan Board Workshop
- 7. Recommended Actions, including proposed Next Steps

Overall, implementation of the Strategic Plan is proceeding according to the Implementation Plan, with some adjustments as anticipated in an effort of this size and complexity. Three projects have been completed since the Board adopted the Implementation Plan in July, 2008. Substantial progress has been made on all other projects started within the last year, and 11 are expected to be completed within the next year. While some projects have been delayed, none are at serious risk.

However, there is some uncertainty about the availability of resources – primarily staff time – to keep the Implementation Plan on schedule. The much higher than normal level of effort required for the FY 09-10 budget has been a primary factor contributing to delays. Looking ahead over the next 12 to 18 months, the organization may require a similar level of effort for the FY 10-11 budget, with fewer staff available due to budget cuts. We propose to address this change in circumstances during the Board Workshop.

Overview of the Strategic Plan: The Board of Supervisors initiated the County-wide Strategic Plan in December, 2005 to bring long-term, strategic thinking to the County’s decision-making processes, such as the annual budget and weekly agenda items. In developing and approving the plan, the Board identified several long-term challenges, including:

- 1. Setting and Implementing Priorities, particularly with increasing costs and limited resources;
- 2. Demographics and Service Delivery, with a changing population requiring the County to think afresh about how we deliver services;
- 3. Growth and Carrying Capacity, to address issues that accompany growth and urbanization such as gangs and transportation systems;
- 4. Facilities and Capital Improvements, to consider how to address the increasing need for facilities and capital improvements; and
- 5. Jurisdictional Roles, to delineate more clearly the role of the county vis a vis other government bodies.

Starting with these five issues, a Strategic Plan Steering Committee of senior County staff and four Work Groups from across the organization conducted in-depth analyses of these issues, culminating in November,

2006 Analysis Phase Final Report. This data-driven analysis provided the foundation for the Strategic Plan. The Plan is focused on six major Goals (starting on page 8 of the Plan), each with corresponding Objectives and Strategies. The Goals are:

- Goal #1, Make the most efficient and effective use of current resources.
- Goal #2, Enhance the county's fiscal soundness through the expansion and increased diversification of General Fund and other revenue sources.
- Goal #3, Enhance the capacity of County programs and community systems to more effectively meet the changing needs of individuals, families, and communities in Sonoma County.
- Goal #4, Plan, procure, operate, maintain, and manage Sonoma County's facilities and real estate assets at their highest and best use, such that they provide the best value to the County.
- Goal #5, Proactively address 1) unmet needs in the County's waste management and water and wastewater treatment infrastructure, 2) the failing transportation infrastructure so that it can be maintained and operated to provide safe, reliable, and accessible movement of people and goods throughout the county.
- Goal #6, Engage with the public and other jurisdictions to mutually define and build support for policies, programs, and services that benefit the entire community.

The Strategic Plan does not include all of the important projects in the County; it was intended to address long-term challenges that other initiatives were not addressing (see p. 4-5 of the Plan).

Introduction to Implementation Plan: The Strategic Plan is a fairly high-level document with both general and specific policy goals. The Implementation Plan translates the goals to a series of projects tied directly to the Strategic Plan's Goals and Objectives. By dividing it into a series of smaller, manageable projects the Implementation Plan becomes a practical and understandable work plan, increasing the probability of success and promoting accountability. Completion of projects will advance the Strategic Plans Goals and Objectives. Attachment A (Strategic Plan High-Level Summary Chart) provides an overview of the status of the projects.

Grid of Strategic Plan Projects: The Grid of Strategic Plan Projects (Attachment B) is the core of the Implementation Plan. It is organized to reflect the Strategic Plan with six sections, one for each Goal and its corresponding Objectives.

Each section includes up to five categories of activity:

1. Existing projects: Projects underway at the time of this report.
2. Future projects: Projects yet to begin. Some projects were scheduled to start later than others to reflect the organization's capacity to handle major initiatives, and some projects depend on the results of others.
3. Completed projects.
4. Combined projects: Those that have been combined with other Strategic Plan projects because they are closely related.
5. On-going practices: Practices which the County already follows that are directly tied to Strategic Plan objectives.

The Grid is a lengthy and complex document, reflecting the depth and breadth of the Strategic Plan; key points are summarized below.

Summary of Strategic Plan Implementation: Because it addresses complex, long-term issues, Strategic Plan implementation will occur over several years. Details are provided in Attachments A and B.

Three projects have been completed since adoption of the Implementation Plan:

1. Goal 1, Project #9, Contract Management System, which implemented an automated system to improve the management of County contracts by centrally tracking key data elements such as vendor, amount, insurance requirements, and expiration dates. Post-implementation adjustments to refine reporting are underway.
2. Goal 4, Project #27, Courthouse Ownership Transfer, which transferred responsibilities for courthouse facilities from the County to the State.
3. Goal 4, Project #55, Real Estate Plan Phase I, which identified options for future potential development of County administration campus.

Significant progress has occurred on all projects which have started. Of the 34 projects in the original Implementation Plan, we expect 11 to conclude within the next 12 months.

In some cases, the projects have led to good results prior to their completion; for example, the Early Case Resolution (ECR) effort in the criminal justice system is reducing the length of time to resolve numerous felony cases and allowing offenders to move more quickly through the criminal justice system.

Delays in expected completion dates have occurred for several projects; we expect all of these to conclude successfully. Delays have occurred for a variety of factors, including the extensive additional effort required for the FY 09-10 budget, the availability of better information, and the opportunity to improve coordination among projects.

The projects with notable delays include the following; details are included in the Grid:

Project ID	Project Name	Length of Delay
8	Review of County Policies	6 months
21	Criminal Justice Master Plan	5 months
22	Upstream Investments	5 months
24	Juvenile Justice Master Plan	5 months
42	Intergovernmental Relations	8 months
43	Community Relations	2 months
53	County Communication Practices	2 months

Proposed Administrative Amendments to Implementation Plan: The Implementation Plan was intended to be flexible to account for changes in circumstances and projects as implementation proceeds, particularly as new projects begin. For example, we intended to ensure in the Implementation Plan that all Goals and Objectives in the Strategic Plan had a corresponding implementation component (project or on-going practice). But because some of the Goals and Objectives overlap, combining some projects makes implementation more efficient. Most changes are specific to particular projects and are reflected in the Grid. Some affect multiple projects or simplify the presentation of information. We are proposing these in Attachment C as Amendments to the Plan; they are also reflected in the other Attachments.

In addition, staff will bring reports on several major Strategic Plan projects to the Board for your consideration. Within the next three months, these include the County Comprehensive Facilities Plan, Intergovernmental Relations, and Community Relations.

Fiscal Impact and Organizational Capacity: Implementation of the Strategic Plan requires significant resources, both in staff time and in financial support. The FY 09-10 budget includes funding for three projects scheduled to start in the current Fiscal Year: \$100,000 for Project 23, Changing Demographics; \$265,000 for Project 5, Phase II of Performance Measurement; and approximately \$1 million for Project 28, County

Comprehensive Facilities Plan. Because these projects require particularly substantial funding and new contracts, staff will bring them before the Board for final approval before the funds are spent. The budget adjustments to come before the Board in September will include carrying over unspent funds from FY 08-09 for projects that began then and are continuing.

We have not identified all the funds necessary to complete future phases, such as Phase III of Performance Measurement, that will play out over several years. Also, we have not identified the costs of implementing recommendations expected from the projects.

Strategic Plan projects also require a substantial amount of staff time. The Implementation Plan anticipated this by staggering the timing on some projects so that not all were occurring simultaneously, and by providing funding for numerous projects in FY 08-09.

The Implementation Plan did not anticipate the severity and duration of the County's budget crisis. Budget cuts have reduced the staff available to work on projects. The FY 09-10 budget process required substantially more time and effort than in past years, and for some departments the budget has become a year-round process. While the level of effort to prepare the FY 10-11 budget is unclear, it will be substantial. More impacting is the fact that the County has numerous other projects underway that also require significant staff time. Thus, the availability of resources to complete numerous projects is uncertain. The County Administrator will work with Project Owners and other Department Heads in the coming months to better assess and adjust the organization's ability to complete the Strategic Plan projects in light of competing demands. To the extent resources are constrained Project Owners and Managers will develop strategies that allow projects to move forward, with possible reductions in scope and/or extended timelines.

Proposed Topics for a Strategic Plan Board Workshop

Staff suggest that the Board hold a Workshop to consider the Implementation Plan more fully. The Strategic Plan represents a major policy document for the County, and the Implementation Plan's size and complexity makes it difficult to consider during a regular Board meeting. In addition, there have been significant changes in the County's fiscal situation and Board membership since adoption of the Strategic Plan and Implementation Plan. It is an appropriate time for the Board to review expectations from the Strategic Plan, and reaffirm or re-direct the policies associated with it. Thus, staff suggest the following topics for Board consideration in September:

1. Do the Strategic Plan's Goals reflect the Board's priorities?
2. Do the underlying "themes" in the Strategic Plan continue to reflect Board policy?
3. Should the FY 10-11 budget process reflect the Strategic Plan?

Recommended Actions: Staff recommends that the Board take the following actions:

1. Accept this Report as a First-year Status Report on the Implementation Plan.
2. Approve the Proposed Amendments to the Implementation Plan
3. Direct staff to schedule a Board Workshop on the Strategic Plan Implementation Plan for late September.

Attachments: Attachment A: Strategic Plan: High-Level Summary Chart, Attachment B: Grid of Strategic Plan Projects; Attachment C: Proposed Administrative Amendments to the Implementation Plan

On File With Clerk: July 8, 2008 Strategic Plan Implementation Plan

CLERK OF THE BOARD USE ONLY

Board Action (If other than "Requested")

Vote: