

**COUNTY OF SONOMA
AGENDA ITEM
SUMMARY REPORT**

Clerk of the Board Use Only
Meeting Date / / **Held Until** / /
Agenda Item No: _____ **Agenda Item No:** _____

Department: County Administrator

() **4/5 Vote Required**

Contact: Don Schwartz
or Jim Andersen

Phone:
565-2431

Board Date:
July 8, 2008

Deadline for Board Action:
July 8, 2008

AGENDA SHORT TITLE:

Strategic Plan Implementation Phase

REQUESTED BOARD ACTION:

Approve the Implementation Plan and related budget estimates for the Sonoma County Strategic Plan.

Direct staff to make necessary budget changes through the technical adjustment process during the budget hearings in August.

CURRENT FISCAL YEAR FINANCIAL IMPACT

EXPENDITURES

Estimated Cost \$

Amount Budgeted \$

Other Avail Approp. \$
(Explain below)

Additional Requested: \$

ADD'L FUNDS REQUIRING BOARD

Contingencies \$
(Fund Name:)

Unanticipated Revenue \$
(Source:)

Other Transfer(s) \$
(Source:)

Add'l Funds Requested: \$

Explanation (if required): See Fiscal Impact section in background report.

Prior Board Action(s): December 2005: Board approved contract with The Results Group to support preparation of a Countywide Strategic Plan. January 9, 2007: Presentation and Discussion of Strategic Planning Analysis Phase Report. August 7, 2007: Approval of Draft Strategic Plan and proposal for Public Outreach. December 11, 2007: Approval of final Sonoma County Strategic Plan. February 26, 2008: Authorized consulting assistance for Strategic Plan Implementation.

Alternatives - Results of Non-Approval: Non-approval would result in lost opportunity to implement the Sonoma County Strategic Plan and contribute to ad hoc decision making practices. The Board could direct staff to pursue projects or approaches other than those proposed.

Background:

The Board of Supervisors approved the first-ever Sonoma County Strategic Plan on December 11, 2007, and directed staff to prepare an Implementation Plan. As you can see upon reviewing the attached Strategic Plan, this is a fairly high level document with a list of both general and specific policy goals. To ensure that we achieve these goals, rather than acquire another document that lists lofty ideals and goals with limited follow through, we proposed to bring back a specific Implementation Plan. This report presents the Implementation Plan, which translates the policy 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 workplan, increasing the probability of success and making accountability more transparent. The Implementation Plan addresses every material Goal and Objective in the Strategic Plan, with one exception that will be discussed later.

The Implementation Plan consists of three components:

- a. The Sonoma County Grid of Major Projects
- b. Project Charters for New and Future Projects
- c. A GANTT Chart further summarizing the Implementation Plan

Upon reviewing your Strategic Plan (beginning on page eight of the Plan), you will notice it is organized around six key Goals, along with Objectives and Strategies to support each Goal. Understanding this format and list of Goals and Objectives will be helpful in reviewing the attached documents.

Grid of Major Projects: The attached Sonoma County Grid of Major Projects is the core of the Implementation Plan. It is a key management reporting tool that summarizes all the efforts to achieve your strategic goals and objectives. This Grid is divided into seven sections. The first six represent each of the Goals in the Strategic Plan. They 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.

Attachments: a) Sonoma County Strategic Plan and Summary of Findings; b) Grid of Major Projects, c) GANTT Chart summarizing the Implementation Plan; d) Project Charters for New and Future Projects

On File With Clerk: None.

CLERK OF THE BOARD USE ONLY

Board Action (If other than "Requested")

Vote:

Background: (Continued)

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 seventh section includes other major County projects not specifically addressed in the Strategic Plan. These are included because they affect the organization's capacity to manage multiple initiatives and may have an indirect impact on the Plan. A legend on the front page of the Grid explains how to understand the information it contains; a brief summary is provided here.

The County is addressing some Strategic Plan Objectives through projects that the Board previously approved. On the Grid, these are noted under the category of "Existing Projects." For example, our OPEB initiatives are classified as an "Existing Project" necessary to support Objective D under Goal 1 of the Plan. Some Objectives are addressed by existing practices, noted on the Grid as "On-going Practices," meaning they are already part of our operating philosophies and practices.

For other Objectives, the Implementation Plan proposes additional projects, some to start upon Board adoption of this Implementation Plan, i.e. July 2008, ("New Projects"), and others proposed for a future start ("Future Projects").

The Grid will be the core management report for tracking implementation of the Strategic Plan. Staff will provide annual periodic updates to the Board. As the projects reach critical points, we will return to the Board for consideration of key policy and/or fiscal issues.

Project Charters: For most new and future projects, the Implementation Plan includes Project Charters. These are core planning documents commonly used as a best practice in project management. They describe expected deliverables or outcomes, and identify project owners and partners, milestones, resource needs, any key policy issues to be addressed as part of the projects, and in some cases information on other factors such as key assumptions and risks. Some components of the Charters are rolled forward and summarized on the Grid. Project Charters were not developed for existing projects because your Board has previously approved them.

We are proposing 16 new and future projects directly as a result of the Strategic Plan. For 11 of these projects staff has prepared Project Charters:

New Projects:

1. Performance Measurement, Phase I (Goal 1)
2. Upstream Investments (Goal 3)
3. Juvenile Justice Master Plan (Goal 3)

Background: (Continued)

4. Comprehensive County Facilities Plan (Goal 4)
5. Groundwater Basin Assessment and Management Program (Goal 5)

Future Projects:

1. Review of County Policies (Goal 1)
2. Technology Innovation Fund (Goal 1)
3. Fee and Revenue Collection (Goal 2)
4. Russian River Redevelopment Area (Goal 2)
5. Changing Demographics (Goal 3)
6. Major Repairs and Replacement Funding (MR&R) (Goal 4)

We do not have a Project Charter for the Wastewater Goal #5.1, Objective E. We plan to discuss this item with the Board ad hoc committee and report back to the full Board.

Remaining future projects that do not have Charters include Phases II and III of Performance Measurement, which are dependent largely on the results of Phase I, and three projects related to Goal 6 on engaging the public and other jurisdictions. Plans for those projects will be developed by the Community and Government Affairs staff approved by the Board for these roles.

While the Charters outline specific expectations for the projects, not all details of project components, such as roles, steps, time requirements, etc. will be tied down until projects commence. Charters also can be adjusted as projects get underway or circumstances change and after review and approval by the County Administrator. Charters for projects scheduled to begin in the future (January 1, 2009 or later) will be reviewed and reaffirmed just prior to the initiation of the projects. Many of these later projects are impacted by the completion of projects in process or scheduled to begin now.

GANTT Chart: The attached GANTT Chart provides the highest-level management report of the Implementation Plan. It presents, in a summary and graphical form, basic information on all projects which require considerable resources (funding and/or staff time). It includes existing, new, and future projects, as well as some other major county projects. It does not include on-going practices that are part of regular County business.

The Chart provides a graphic view of how much the organization and particular departments are taking on during specific time increments.

Fiscal Impact: Some of the new and future projects require additional one-time funding, and all require staff time. In addition, maintenance of and improvements to the various management reports associated with this unique initiative will require some support from ISD. While the County faces difficult financial challenges now, committing the funds and staff time to support these projects is essential to positioning the organization for the long-term. In many cases the projects will develop solutions that will serve county residents for generations to come. Investing these resources to implement the Strategic Plan is consistent with the original intent of the Strategic Planning process – making difficult choices to address long-term challenges with meaningful action.

We cannot suspend our long term goals because of the current budget challenges. We propose to use one time funds to support these projects. Some of these projects will not affect the budget until FY 09-10, due to later

Background: (Continued)

starting dates. Furthermore, we have not identified all the funds necessary to complete future phases, such as the future Performance Measurement phases that will play out over five years and further effort on the Comprehensive County Facilities Plan. The table below summarizes the funding support required:

Project	One-time, New	Source	One-time, Existing	Source
Performance Measurement, Phase I	\$190,000	GF		
Technology Innovation Fund	\$25,000	GF		
Review of County Policies	\$25,000	GF		
Fee and Revenue Collection	\$35,000	GF		
Upstream Investments	\$105,000	GF		
Changing Demographics	\$100,000	GF		
Juvenile Justice Master Plan	\$75,000	GF	\$75,000	State Juvenile Justice Funds
Major Repairs and Replacement (MR&R) Funding	\$100,000	GF		
Groundwater	TBD	TBD		
Wastewater	TBD	TBD		
ISD support for Strategic Plan maintenance	\$40,000	GF		
Comprehensive Facilities Plan			\$150,000	GF
Russian River RDA			\$50,000 - \$500,000	Redevelopment
Total	\$695,000		\$275,000 - \$725,000	

Total General Fund	\$845,000
Total State	\$75,000
Total Redevelopment	\$50,000 - \$500,000

Next Steps: Once the Board approves the Implementation Plan staff will:

1. Initiate work on the new projects, and report back to the Board for key decisions or as otherwise appropriate.
2. Initiate the future projects per the timelines in the Implementation Plan, adjusted if necessary with CAO approval.
3. Promote public understanding of and engagement with the Plan, including updating the County's Strategic Plan web site and e-mailing those who provided contact information during the public forums held in last fall's Strategic Plan "Road Show."
4. Return annually to the Board with updates on the overall Implementation Plan.
5. Adjust the budget(s) as described above.