

Background

In September 2010, the CAO, Department and Agency Heads began a process to consider updates to the Strategic Plan. On November 9, 2010 the Board adopted the attached Vision, Mission, Organizational Values and Four Focus Areas. This framework resulted from a facilitated conversation in which all Department and Agency Heads participated.

On November 9, the Board also endorsed a recommendation that the CAO and DAHA continue developing the Strategic Plan framework to include a set of Outcomes and Measures of Success through which to evaluate progress towards meeting the four Focus Area goals.

What We Have Accomplished

Since November, a Steering Committee, led by Rita Scardaci, and consisting of Department and Agency heads or their delegates has been meeting regularly. In addition to the Steering Committee four Focus Area workgroups were formed. Following is a list of the members of the workgroups, all of which have also participated on the Steering Committee.

| Safe, Healthy & Caring Communities | Invest in the Future | Economic & Environmental Stewardship | Civic Services & Engagement |
|---|---|--|---|
| Jo Weber - Facilitator | Jose Obregon - Facilitator | Bill Keene - Facilitator | Mark Aston – Facilitator |
| <ul style="list-style-type: none">• Kathleen Kane• Mark Aston• Rita Scardaci• Bob Ochs• John Abrahams | <ul style="list-style-type: none">• Jo Weber• Rita Scardaci• Lori Norton• Tawny Tesconi• Caryl Hart• Steve Freitas• Phil Demery• Grant Davis | <ul style="list-style-type: none">• Kathleen Kane• Jose Obregon• Rita Scardaci• Mike Thompson• Ben Stone• Pete Parkinson• Caryl Hart• Rod Dole/Donna Dunk• Bruce Goldstein | <ul style="list-style-type: none">• Janice Atkinson• Jim Leddy |

To ensure all Department and Agency Heads remained informed of the effort, regular status reports were provided at monthly DAHA meetings.

The process to develop Outcomes and Measures of Success that cross the entire organization has proven challenging. The county is engaged in so many programs and projects, and provides so many different services, all of which support the achievement of critical outcomes. In addition, many county departments and agencies have strategic plans specific to their organizations and the services they provide. In spite of the challenges, substantial progress has been made in the identification of draft outcomes for each of the four Focus Areas. The draft outcomes define in very broad terms objectives the County is working to achieve in support of each of the focus areas goals.

Work has also progressed on the development of draft measures of success which will provide a means through which to evaluate whether progress is being made towards meeting each desired outcome. Where possible, success measures are being drawn from existing sources, such as the Economic Development Board Annual Economic and Demographic Indicators Report, or Healthy Sonoma.org Community Snapshot. These sources provide independently collected data, eliminating the need for additional data collection and evaluation. A copy of the latest Draft Outcomes and Measures of Success is attached(Attachment A)

In addition to ongoing work to develop Outcomes and Measures of Success, the CAO, Department and Agency Heads have begun the process to integrate the Strategic Plan into the Annual Budget. For FY 11-12. Department and Agency Heads were asked to use the Strategic Plan as a lens through which to evaluate and prioritize programs and services, and to the degree possible ensure their budget recommendations align with the Strategic Plan. The Recommended Budget for FY 11-12 includes a discussion, within each department's

narrative, of how the services maintained align with the Strategic Plan and the Focus Areas adopted by the Board.

Next Steps

Staff recommends the next steps include a workshop, to include the Board, CAO, and Department and Agency Heads, to affirm the work completed to date, and to develop a process through which to more fully integrate the Strategic Plan into the County's. If the Board approves, staff will identify a date in August or September 2011 for the workshop.

Attachments: Attachment A – Draft Outcomes and Measures of Success

On File With Clerk: None.

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Board Action (If other than "Requested")

Vote: