



Strategic Plan Framework

For FY 2007-08 & FY 2008-09

March 13, 2007



Why a Strategic Plan?

Author and management consultant Stephen R. Covey once said that people and their managers are working so hard to be sure things are done right, they hardly have time to decide if they are doing the right things.

Why a Strategic Plan?

- Establishes long-term goals
- Informs annual objectives
- Suggests actions/strategies to achieve our mission
- Compels us to look forward as an organization
- Moves from performance measurement to performance management

The Balanced Scorecard

“The balanced scorecard is a **management system** (not only a measurement system) that enables organizations to **clarify their vision and strategy** and **translate** them into **action**. It provides **feedback** around both the **internal business processes** and **external outcomes** in order to **continuously improve** strategic **performance** and **results**. When fully deployed, the balanced scorecard transforms strategic planning from an academic exercise into the nerve center of an enterprise.”

—P. Averson, 1998



The Balanced Scorecard

Characterized by four perspectives:

Serve the Customer

Is the organization delivering the services customers want?

Run the Business

Can the organization improve upon a service by changing the way it is delivered?

Manage Resources

Is the service delivered at a reasonable cost?

Cultivate Employees

Is the organization recruiting a skilled workforce, developing employee training, and maintaining technology for continuous improvement?

Context for Strategy

Vision, Mission, and Customer
Service Statements



Strategic Priorities

Board vision becomes broad strategic themes



Strategic Goals and Objectives
Management translates themes into
actionable goals and objectives



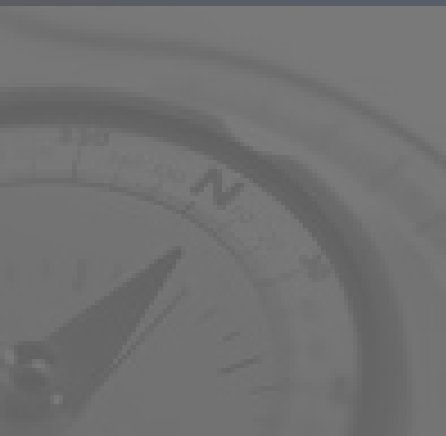
Balanced Scorecard

Goals and objectives categorized into balanced
scorecard perspectives, strategies developed



Organization

Organization implements strategies and
measures performance



Vision

El Dorado County will remain the leader in supporting our safe, healthy, and vibrant communities, wisely managing our natural resources, and preserving our local heritage.

(Adopted by the Board of Supervisors, November 7, 2006)

Mission

El Dorado County government will provide efficient, courteous, and effective services and infrastructure for the safety, protection, and well-being of our residents, businesses and visitors.

(Adopted by the Board of Supervisors, November 7, 2006)

Customer Service

All customers will receive quality service and accurate information in a courteous, professional, and timely manner.

(Adopted by the Board of Supervisors, November 7, 2006)

Strategic Priorities

Public Infrastructure

Economic Development

Financial Stability

Organizational Development

Effective Services

Customer Satisfaction



S.W.O.T. Analysis

- A strategic planning tool
- Evaluates:
 - internal strengths & weaknesses*
 - external opportunities & threats*
- Conducted for each Strategic Priority



STRENGTHS	WEAKNESSES
OPPORTUNITIES	THREATS

The diagram shows a 2x2 matrix with a compass rose in the background. The top-left quadrant is labeled 'STRENGTHS', the top-right 'WEAKNESSES', the bottom-left 'OPPORTUNITIES', and the bottom-right 'THREATS'. The matrix is divided into four quadrants by a horizontal and a vertical line.

Goals and Objectives

- Translate the broad Strategic Priorities into more narrowly defined targets
- Represent desired outcomes of County performance
- By designing actions and performance indicators to effect these outcomes, department-level functions more closely align with County-wide Strategic Priorities.



Goals and Objectives

Serve the Customer

STRATEGIC GOAL	DESCRIPTION	STRATEGIC PRIORITIES ADDRESSED
Reduce Crime	Decrease crime with community oriented enforcement and other strategies that target crime categories or offenders.	Effective Services Public Infrastructure
Maintain Vibrant and Healthy Communities	Provide programs and services that promote the safety, vitality, and health of people within our communities.	All
Increase Infrastructure Maintenance	Optimize investment in existing roads and facilities resulting in increased value to the public.	Public Infrastructure
Safeguard the Environment	Wisely manage our natural resources and preserve our local heritage.	Economic Development Effective Services
Promote Economic Opportunity	Provide programs and services that enhance the quality of life and make El Dorado an attractive location for quality jobs and businesses.	Economic Development Organizational Development Effective Services

Goals and Objectives

Run the Business

STRATEGIC GOAL	DESCRIPTION	STRATEGIC PRIORITIES ADDRESSED
Develop Collaborative Solutions	Establish internal and external partnerships to solve problems.	All
Enhance Customer Service	Improve quality service and accuracy of information to internal and external customers.	Customer Satisfaction
Improve Technology Efficiencies	Explore and integrate technology to increase operational efficiencies and improve service delivery.	Public Infrastructure Effective Services Customer Satisfaction
Improve External and Internal Communication	Improve the exchange of ideas with the general public and between County employees.	Effective Services Customer Satisfaction

Goals and Objectives

Manage Resources

STRATEGIC GOAL	DESCRIPTION	STRATEGIC PRIORITIES ADDRESSED
Maximize Funding Opportunities	Seek partnerships and other revenue sources to get the most out of existing funds and capitalize on new opportunities.	Public Infrastructure Financial Stability
Invest in Infrastructure	Assure adequate County roads and facilities in anticipation of the public need.	Public Infrastructure Economic Development Customer Satisfaction
Maintain Fiscal Efficiency and Stability	Maintain an emphasis on sound fiscal management that provides for sustainable County operations.	Financial Stability Customer Satisfaction

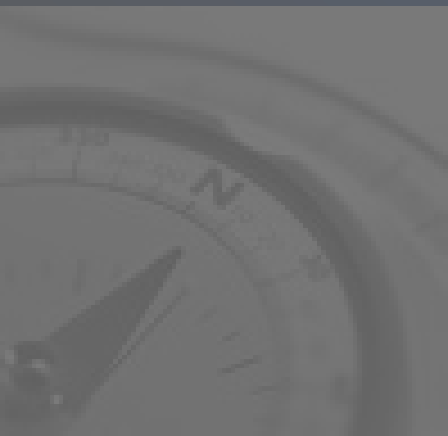
Goals and Objectives

Cultivate Employees

STRATEGIC GOAL	DESCRIPTION	STRATEGIC PRIORITIES ADDRESSED
Recruit and Retain Skilled Workforce	Attract, select and retain a qualified workforce.	Financial Stability Organizational Development Effective Service Customer Satisfaction
Promote Positive Employee Climate	Promote an environment where employees are empowered, motivated, and productive.	Organizational Development Customer Satisfaction
Promote Learning and Growth	Create a learning environment where employees are encouraged to test ideas and explore new methods.	Organizational Development

Board Action Requested

- Adopt the Strategic Plan Framework for FY 2007-08 & FY 2008-09



Next Steps

- Departments will identify department-level strategies that support Board adopted goals and objectives
- Initial strategies will be incorporated into the FY 2007-08 Budget
- Departments will identify performance indicators that measure how well strategies achieve the goals and objectives

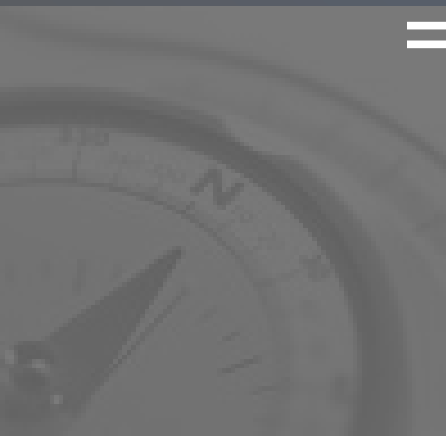
Final Step

Framework

+ Strategies

+ Performance Indicators

= **STRATEGIC PLAN**



Questions

