



# 2024 STRATEGIC PLANNING KICKOFF

INYO COUNTY BOARD OF SUPERVISORS | NOVEMBER 7, 2023

# WHAT IS STRATEGIC PLANNING?



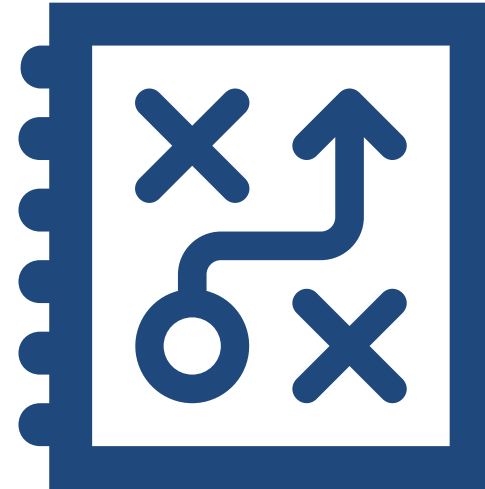
**Ongoing process to document the organization's intended direction**

- Harvard Business Review

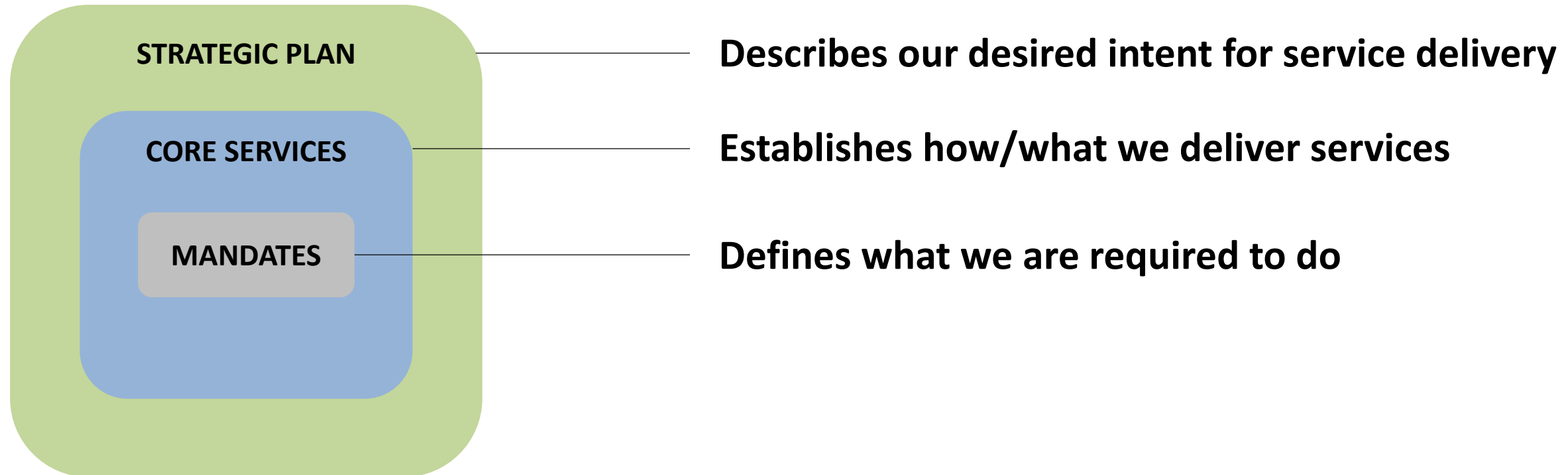
# WHY PLAN STRATEGICALLY?



- **Set Clear Priorities and Expectations**
  - Effectively allocate resources
  - Align budget to priorities
- **Define Services & Service Delivery Models**
  - Clarify capacity and set expectations
- **Develop Organization Culture**
  - Achieve Vision & Mission clarity
  - Value setting
- **Establish Organizational Transparency**
  - Post Pandemic Recalibration
  - Leadership Changes
  - Develop data-informed success measures



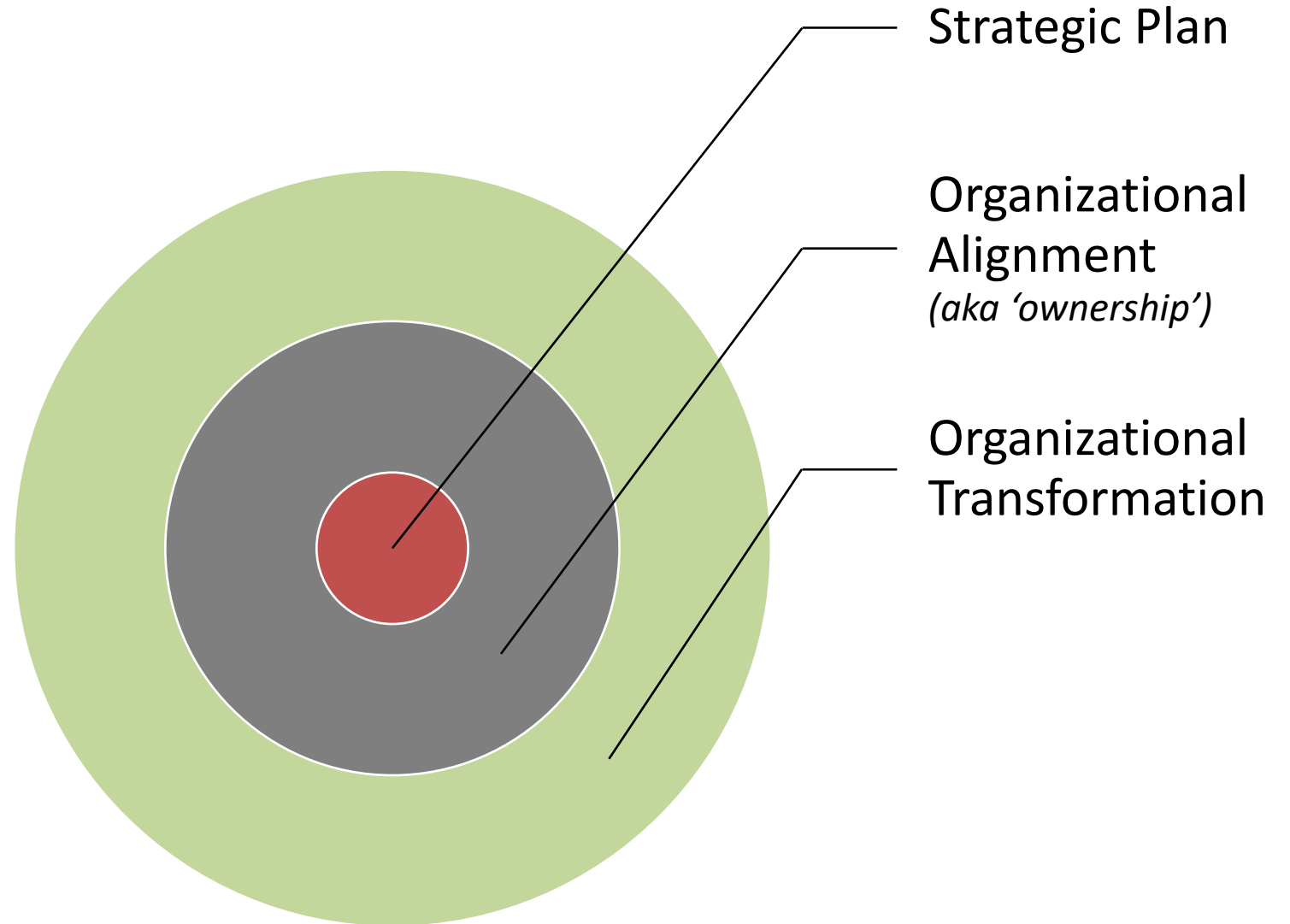
# IMPROVING SERVICE DELIVERY THROUGH STRATEGIC PLANNING



# STRATEGIC PLANNING AND PERFORMANCE MANAGEMENT



Creating and sustaining a high-performing organization depends on integration between organizational objectives and individual expectations



# PERFORMANCE MANAGEMENT



PUBLIC

BOARD

ADMINISTRATIVE

DEPARTMENTAL

STAFF

Service  
Delivery  
Expectations

Customer  
Satisfaction

Performance  
Metrics

Operational  
Effectiveness

Deliverables  
&  
Performance

Project Management

Performance Evaluations

Career Advancement

Staffing Levels

Customer Satisfaction

# STRATEGIC PLANNING PROCESS



## INPUT GATHERING

INTRO

DATA GATHERING

DATA ANALYSIS

## WORKSHOPPING

STRATEGY CREATION

Refine Initiatives  
Create Objectives  
Performance Measures  
Strategic Criteria

PROJECT PLANNING

Tactical:  
Project Portfolio  
Strategic Criteria  
Performance Measures

PRIORITY SETTING

Criteria-Based  
Weighting  
Prioritization

## OPERATIONALIZING

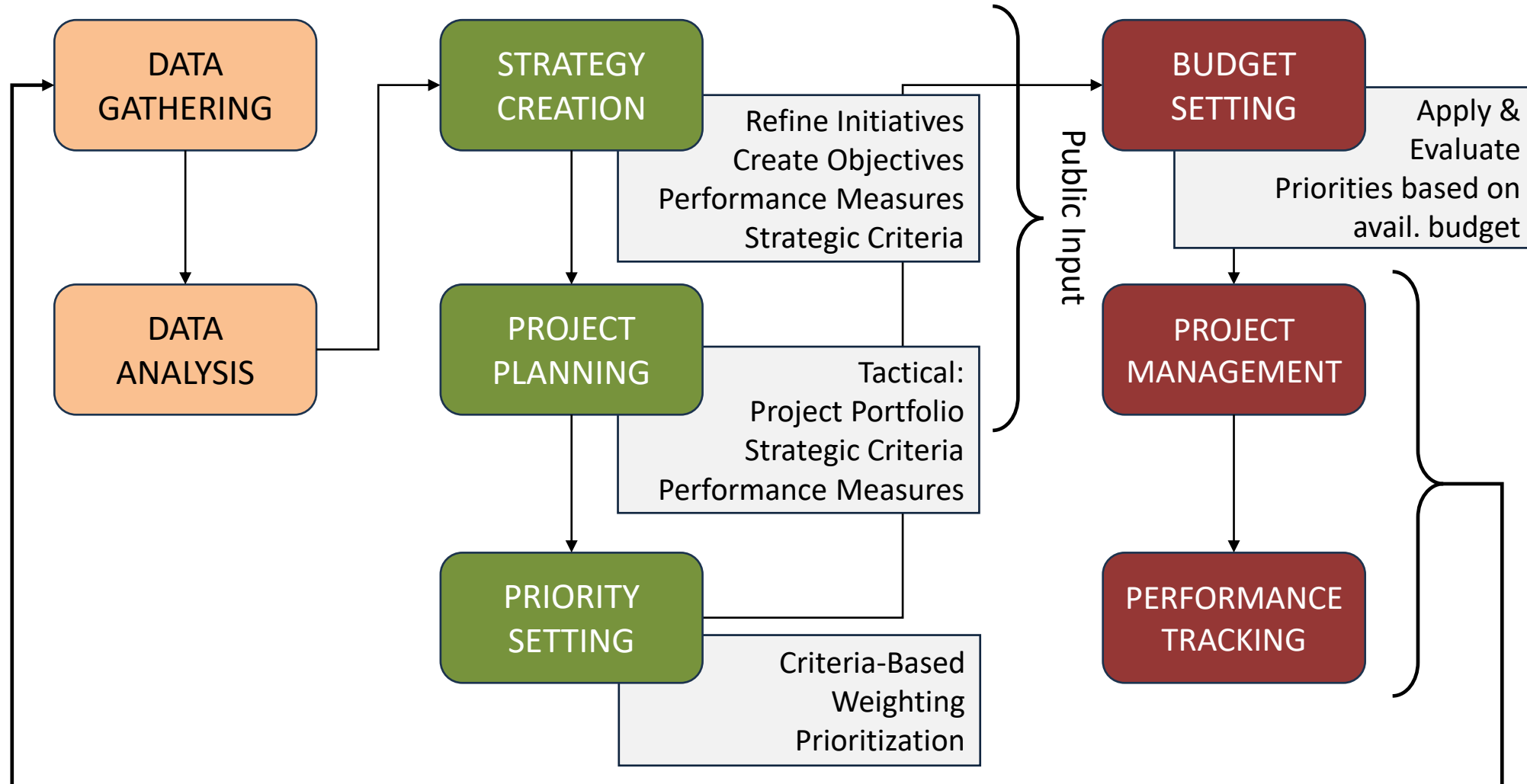
BUDGET SETTING

Apply & Evaluate  
Priorities based on  
avail. budget

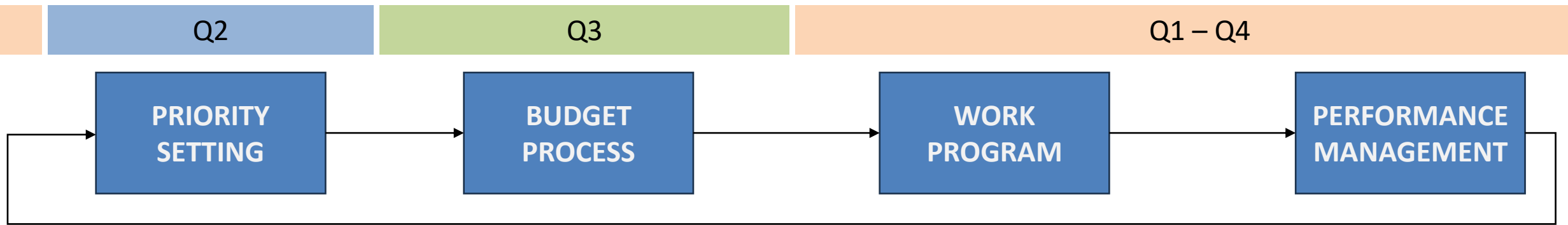
PROJECT MANAGEMENT

PERFORMANCE TRACKING

Public Input

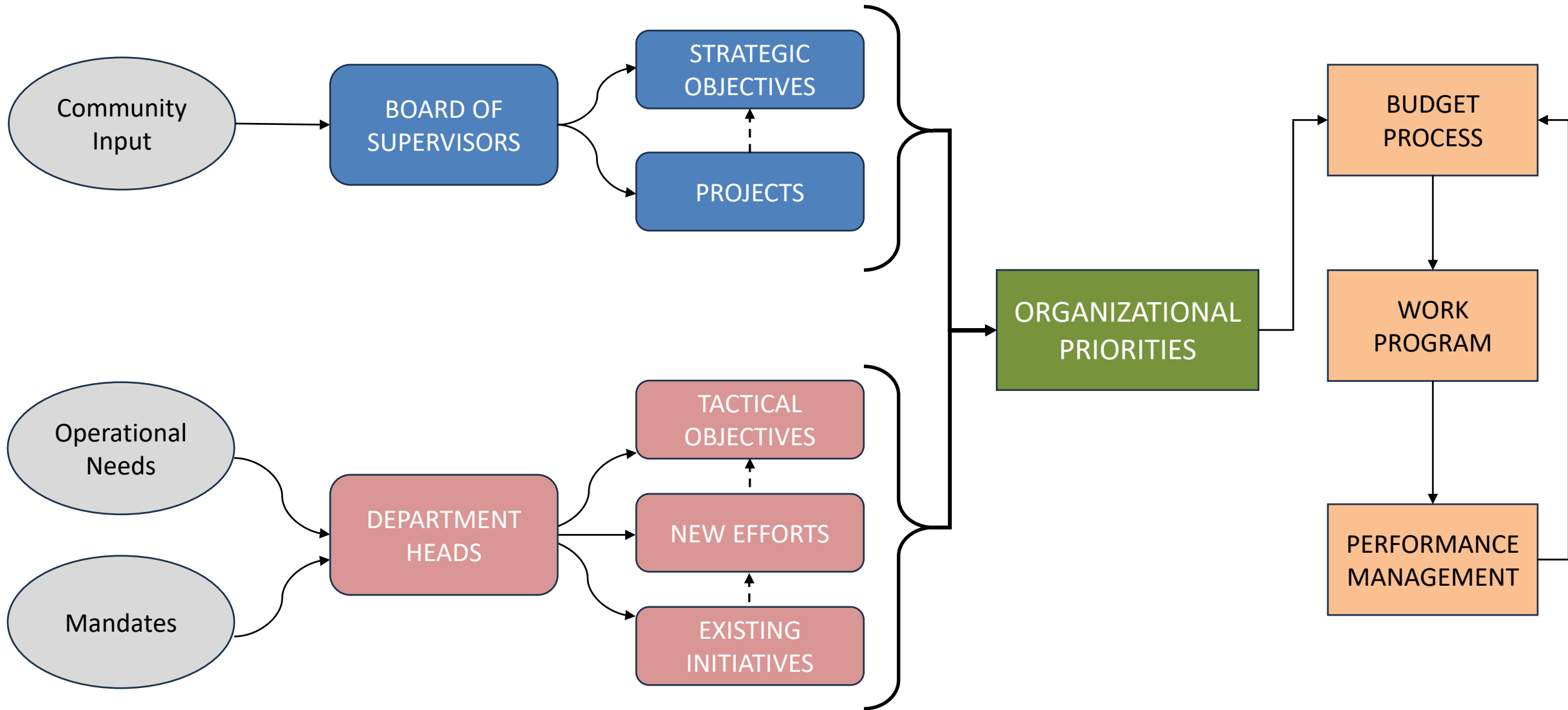


# STRATEGIC PLANNING ROADMAP (IDEAL)

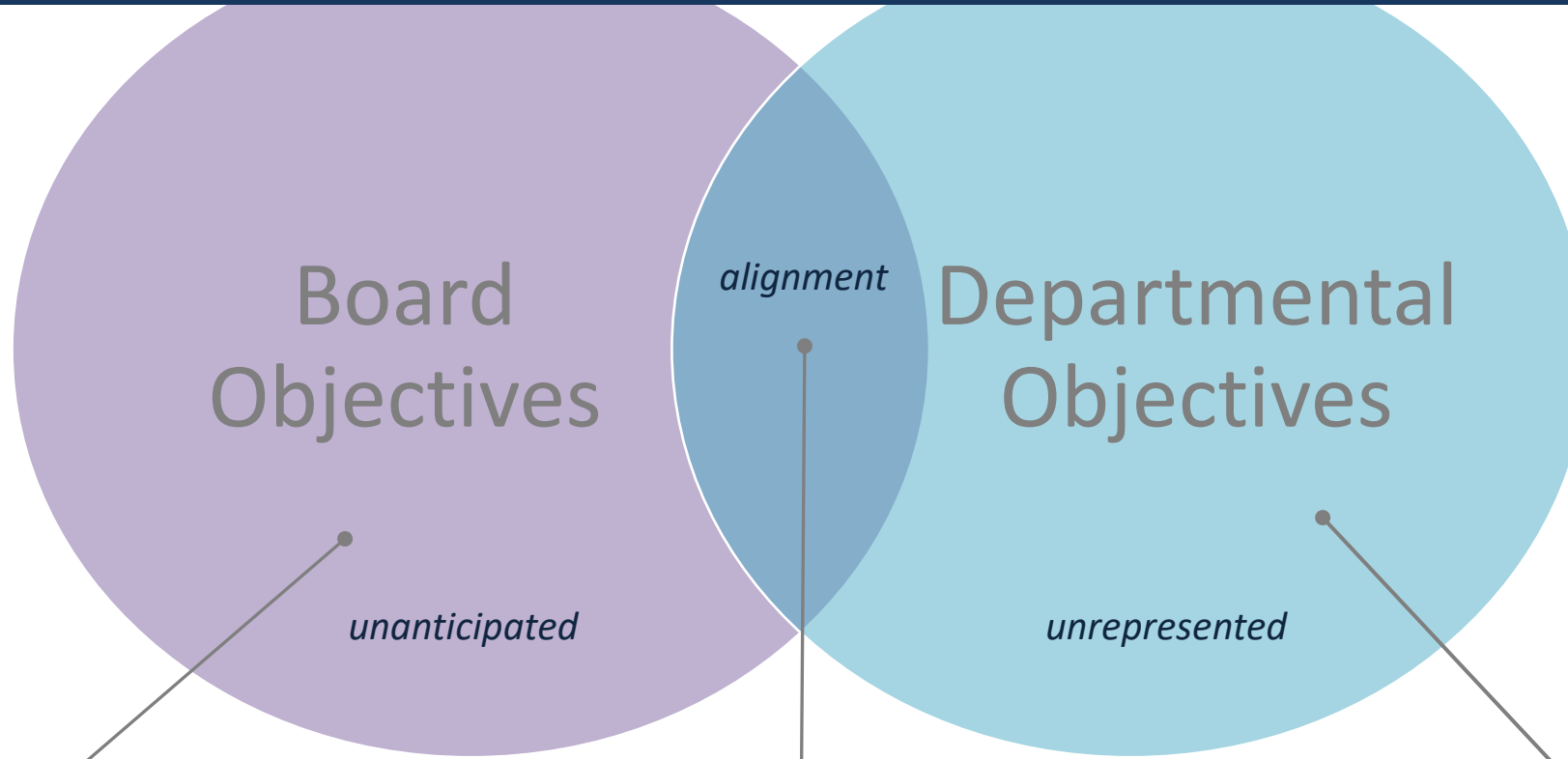




# SETTING ORGANIZATIONAL PRIORITIES



# RECONCILING BOARD AND DEPARTMENT OBJECTIVES



Priorities that the Board has set for the County that were not anticipated by Departments

**What will it take for Departments to get these done?**

Departments were planning on doing work in this area already

**Are those work efforts adequately addressing the vision of the Board for that priority area?**

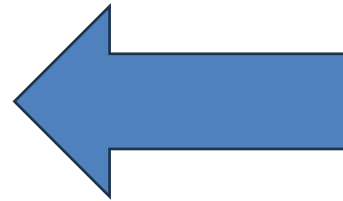
Work that Departments plan on doing outside of the Board Priorities

**Do the Board Priorities need to be modified at all to include any of these?**

# STRATEGIC CRITERIA EXAMPLES



- **Organizational Impact**
- **Cost : Value**
- **Geography**
- **Alignment**
- **Etc...**



**MISSION**

**VISION**

**VALUES**

**CULTURE**



# STRATEGIC PLAN EXAMPLES

1

## Improve County Operations

1A

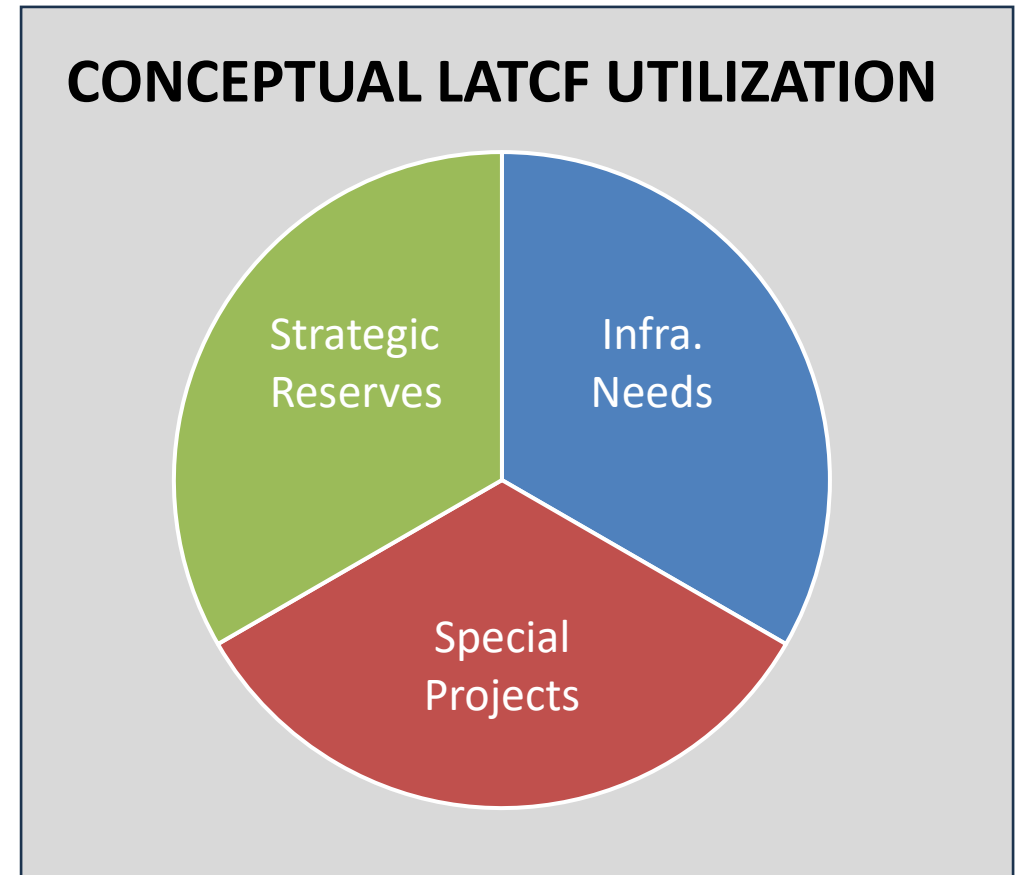
Seek out energy efficiency throughout County departments

1A.1	Implement a car-sharing or ride pool program for County employees	All	Vehicle Miles Traveled decrease by 25% by 2025
1A.2	Implement a virtual customer service program across all county departments	All	Customer satisfaction rates increase by 10% by 2026
1A.3	Refine and leverage a remote-work policy	All	Customer satisfaction rates remain consistent / staff satisfaction increases by xx% by 2025

# FINANCIAL CONNECTION



- **One Time vs. Ongoing Funding**
- **Leveraging Funding Streams**
  - LATCF
  - ARPA
  - General Fund
  - Etc....
- **Assess Funding Sources**
  - Bigger Picture / Current Needs
  - LATCF Utilization
  - ARPA review / re-appropriation



# ROUGH SCHEDULE



Timeframe	What
Nov. 7	Board Kickoff Presentation
Now – End Nov.	Data Gathering Efforts
Nov. 28	TFG Visit: Organizational Priorities
Early Dec.	Data Analysis Effort
Early Jan	Strategy Creation Workshop
Late Jan	Project Planning Workshop
Early Feb	Priority Setting Workshop
March	Delivery of draft Strategic Plan

