



Strategic

Focus
County of Orange



County of Orange

Strategic Plan for Fiscal Years

2008-2013



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Board of Supervisors



Board Chairwoman



Vice Chairwoman



First District

Second District

Third District

Fourth District

Fifth District

Janet Nguyen
Garden Grove
(Portions of),
Santa Ana,
Westminster

John M.W. Moorlach
Costa Mesa, Cypress,
Fountain Valley, Garden
Grove (Portions of),
Huntington Beach, La
Palma, Los Alamitos,
Newport Beach, Seal
Beach, Stanton

Bill Campbell
Anaheim
(Portions of),
Brea, Irvine,
Orange, Tustin,
Villa Park, Yorba
Linda

Chris Norby
Anaheim
(Portions of),
Buena Park,
Fullerton, La
Habra, Placentia

Pat Bates
Aliso Viejo, Dana
Point, Laguna Beach,
Laguna Hills, Laguna
Niguel, Laguna
Woods, Lake Forest,
Mission Viejo, Rancho
Santa Margarita, San
Clemente, San Juan
Capistrano





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Introduction



In early 2006, the County began an ambitious strategic planning process stemming from the Board of Supervisors Goals for that year. Chairman Campbell outlined a number of specific directives to the CEO and asked that he “facilitate the County’s re-emergence as a strategic role-player in the governance of Orange County.”

Since then, the CEO has been engaged in a full range of strategic planning efforts referred to as Strategic Focus. Through Strategic Focus, the County of Orange has engaged in a multi-layered effort designed to identify and address its current and future role. Underpinning this effort is the belief that by identifying the community’s needs and dreams for the County of Orange in the future, we can maximize the positive impact of our organizational and community collective efforts in serving those who live, work and play in Orange County. To strengthen the County’s role as a strategic leader on regional issues of importance to Orange County, the Orange County Board of Supervisors has initiated a Strategic Focus partnership in the form of an External Stakeholder Committee including leaders from other local governments, non-profits and the private sector.

The 2007-2012 Strategic Plan outlines the County of Orange’s priorities for the next five years, its vision, values and principles for operation. It will serve as a road map identifying where we are today and where we want to be for generations to come. The Strategic Plan is implemented by a committee structure (illustrated on page 10) and an Annual Work Plan and Communications Plan.



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Introduction (Continued)

The County's Strategic Plan employs Balanced Scorecard strategic planning. The County is in the process of implementing Balanced Scorecards countywide for the purpose of aligning department core services with the County's overarching Initiatives and Great Goals. The County intends to procure Balanced Scorecard software by mid-2008 to ensure the systematic linking and reporting of County and departmental measures and outcomes. This 2007- 2012 Strategic Plan will be updated periodically.

The CEO, with the support of the Board of Supervisors, Orange County Leadership Academy Alumni (OCLA), an OCLA Leadership Lessons Committee, Department Head Steering Committee, a Leadership Alum Committee, Communications Committee and Technical Advisory Committee have accomplished a Strategic Focus kick-off, two summits, several workshops, an extensive interview process of internal and external stakeholders, two surveys of county employees, three pilot balanced scorecards and two community surveys. We are well along on our Strategic Focus journey!

This County of Orange Strategic Plan embodies our mission, vision statements for business and cultural, core values, guiding principles, initiatives, great goals and slogan. This document shall serve as the visionary platform for decisions involving the County's workforce, financial resources, technology, facilities and equipment. The County intends to build upon this Strategic Focus foundation through Annual Work Plans accomplished by the Strategic Focus Committee Structure. The Strategic Focus effort submits status reports and Annual Work Plans to the Board.





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Mission Statement

A Mission Statement is a brief description of an agency's fundamental purpose. It answers the question, "Why do we exist?" Our Mission Statement articulates the County's purpose both for those in the organization and for the public.



"Making Orange County a safe, healthy, and fulfilling place to live, work, and play, today and for generations to come, by providing outstanding, cost-effective regional public services."



Vision Statement for Business and Cultural Values

A vision statement can be referred to as a picture of the County in the future. The County's vision statement is the County's inspiration and the framework for all strategic planning.

Vision Statement - Business Values

We strive to be a high quality, model governmental agency that delivers services to the community in ways that demonstrate:

- ❖ EXCELLENCE- Provide responsive and timely services
- ❖ LEADERSHIP- Leverage available resources as we partner with regional businesses and other governmental entities
- ❖ STEWARDSHIP- Seek cost-effective and efficient methods
- ❖ INNOVATION- Use leading-edge innovative technology

Vision Statement - Cultural Values

We commit to creating a positive, service-oriented culture which:

- ❖ Attracts and retains the best and the brightest workforce
- ❖ Fosters a spirit of collaboration and partnership internally and externally
- ❖ Supports creativity, innovation, and responsiveness
- ❖ Demonstrates a "can-do" attitude in accomplishing timely results
- ❖ Creates a fun, fulfilling, and rewarding working environment
- ❖ Models the following **core values** in everything we do:

-  RESPECT
-  INTEGRITY
-  CARING
-  TRUST
-  EXCELLENCE





Guiding Principles

The County's guiding principles establish the broad philosophy that guides the organization throughout its life in all circumstances, irrespective of changes in its goals, strategies, type of work or top management.



Guiding Principles - Business

- ❖ Deliver quality and timely services by leveraging our resources through innovation and technology
- ❖ Create and communicate a brand image of the County
- ❖ Engage the community to build collaborative approaches to solve regional issues
- ❖ Create a more accessible & transparent government that anticipates community needs

Guiding Principles - Cultural

- ❖ Embrace and enhance policy established by elected officials
- ❖ Create a safe, ethical & caring environment that attracts, develops and rewards an exceptional workforce
- ❖ Foster collaborative relationships that focus on quality customer service and results



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Strategic Initiatives

County Strategic Initiatives

-  Promoting a Healthy Community
-  Building for the Future of Our Community
-  Protecting Our Community

Strategic Initiatives add a greater level of detail and direction to an organization's Mission Statement. They provide several key areas of focus around which people and resources can be organized to ensure that the mission is carried out.

Our Strategic Initiatives provide focus and direction. Great Goals identify what the County will do to implement those Initiatives. Each Agency and Department in the County builds their own unique plan to help accomplish one or more Great Goals.





Goals

Promoting a Healthy Community

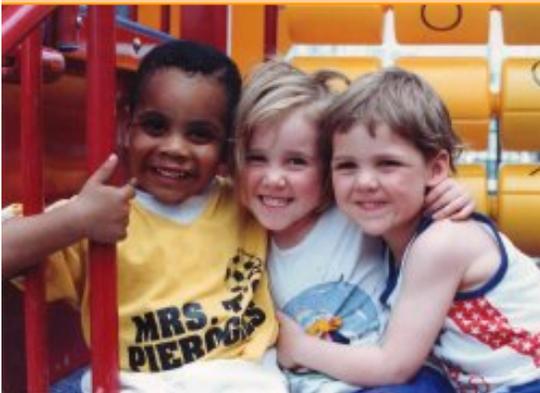
- 🍊 Assure access to healthcare & social services
- 🍊 Promote and maintain a healthful environment
- 🍊 Promote self-sufficiency and healthy lifestyles

Building for the Future of Our Community

- 🍊 Maintain fiscal integrity
- 🍊 Attract and retain the best and brightest workforce
- 🍊 Provide and maintain essential infrastructure and community programs

Protecting Our Community

- 🍊 Assure disaster preparedness and prompt emergency response
- 🍊 Reduce crime and recidivism
- 🍊 Promote a fair and equitable criminal justice system





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Orange County Strategic Focus Process



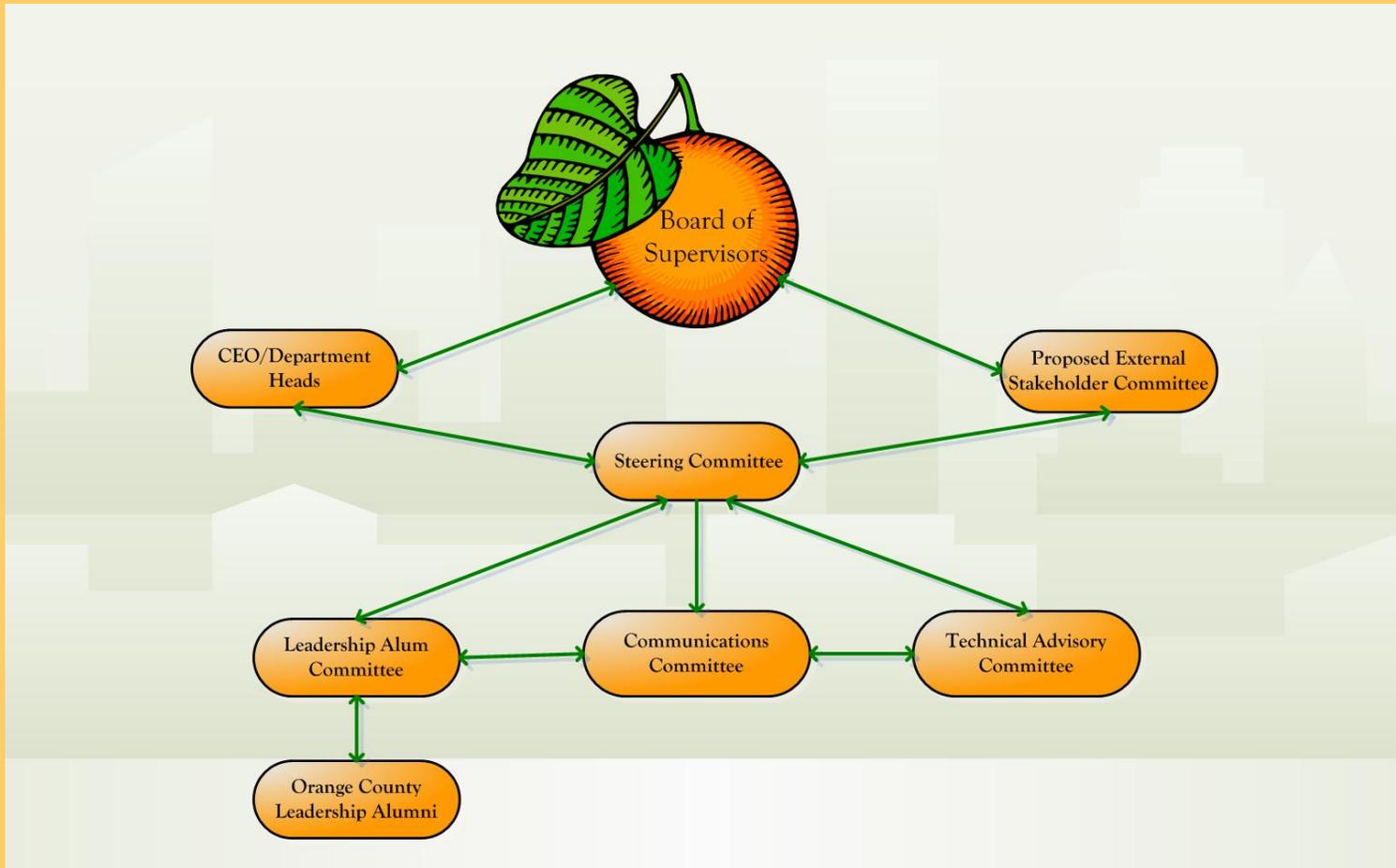
 Board Approved

 To be defined in Department Business Plans / Scorecards





The County's Strategic Planning Process Committee Structure





C O U N T Y O F O R A N G E

MISSION STATEMENT



“Making Orange County a safe, healthy, and fulfilling place to live, work, and play, today and for generations to come, by providing outstanding, cost-effective regional public services.”

Vision Statement for
BUSINESS VALUES

We strive to be a high quality model governmental agency that delivers services to the community in ways that demonstrate:

Excellence

Provide responsive and timely services

Leadership

Leverage available resources as we partner with regional businesses and other governmental entities

Stewardship

Seek cost-effective and efficient methods

Innovation

Use leading-edge innovative technology

Vision Statement for
CULTURAL VALUES

We commit to creating a positive, service-oriented culture which:

Attracts and retains the best and the brightest

Fosters a spirit of collaboration and partnership internally and externally

Supports creativity, innovation, and responsiveness

Demonstrates a “can-do” attitude in accomplishing timely results

Creates a fun, fulfilling and rewarding working environment

Models the following core values in everything we do:
Respect • Integrity • Caring
Trust • Excellence

