



STRATEGIC PLAN



2018 - 2024





Santa Cruz County Strategic Planning Initiative

Project Sponsor: Carlos J. Palacios County Administrative Officer	Project Manager: Nicole Coburn Assistant County Administrative Officer
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Strategic Plan Steering Committee

Michael Beaton General Services Director	Kevin Bowling Information Services Director	Fernando Giraldo Chief Probation Officer	Mimi Hall Interim Health Services Director
Jason Hoppin County Communications Manager	Ajita Patel Interim Personnel Director	Marcela Tavantzis Assistant Public Works Director	Ellen Timberlake Human Services Director
	Jeremy Verinsky Chief Deputy Sheriff	Wanda Williams Assistant Planning Director	

Staff Support to Strategic Planning Process

David Brown Senior Admin Analyst	Nathalie Flores Intern	Rita Sanchez Admin Aide	Sven Stafford Senior Admin Analyst
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Strategic Planning Facilitators

Angela Antenore	
Cynthia Cuéllar	Shebreh Kalantari-Johnson

The Strategic Plan Steering Committee would also like to thank the County departments, hundreds of employees, partner municipalities and community-based organizations, and thousands of residents who contributed to the development of this plan and its success.

MESSAGE FROM THE COUNTY ADMINISTRATIVE OFFICER

June 2018

I am pleased to present the Santa Cruz County Strategic Plan for 2018-2024. Over the past year, we have been inspired by the thousands of residents and employees who have shared their vision for the County. We share this passion and dedicate ourselves through this Strategic Plan to delivering a healthy, safe and more affordable community.

The Strategic Plan, for the first time, establishes a vision, mission, values, focus areas and goals for the County of Santa Cruz. Over 3,000 people participated through online surveys, employee mixers, community meetings, focus groups, and emails to inform the Strategic Plan. The plan is a reflection of those voices, their hopes and fears, their creativity and empathy.



As we embark on implementing the Strategic Plan, I especially want to thank County staff for their service as we strive to build a culture of excellence that enriches the lives of people in our community. Through our continuous process improvement and performance measurement efforts, we aim to empower County staff and release their potential to create positive change.

Finally, I want to acknowledge the Board of Supervisors for taking the bold step to initiate this process, and the work of the Strategic Plan Steering Committee under the leadership of Assistant CAO Nicole Coburn for delivering a plan that is a reflection of the community and a guide for the next six years.

Respectfully Submitted,

A handwritten signature in black ink, appearing to read "Carlos J. Palacios". The signature is written in a cursive, flowing style.

Carlos J. Palacios
County Administrative Officer

VISION, MISSION, & VALUES

OUR VISION

Santa Cruz County is a healthy, safe and more affordable community that is culturally diverse, economically inclusive and environmentally vibrant.

OUR MISSION

An open and responsive government, the County of Santa Cruz delivers quality, data-driven services that strengthen our community and enhance opportunity.

OUR VALUES

The County of Santa Cruz provides services and supports partnerships built on:

Accountability

Effectiveness

Support

Collaboration

Innovation

Transparency

Compassion

Respect

Trust

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FOCUS AREAS

Comprehensive Health & Safety



GOALS



COMPREHENSIVE HEALTH & SAFETY

Health Equity	Community Support
Promote a safe and healthy community that nurtures body and mind across all ages and social conditions.	Provide access to food and basic support through integrated health care and social services.
Local Justice	Behavioral Health
Increase public safety through practices, partnerships and transformative opportunities that respect victims and reduce recidivism.	Support residents and lessen community impacts through increased access to integrated mental health, substance use disorder and health care services.



ATTAINABLE HOUSING

Affordable Housing	Community Development
Partner to develop affordable housing, lower barriers to housing solutions, and access new funding sources.	Sustain and rejuvenate communities by integrating places to live, work and play.
Local Inventory	Homelessness
Increase and diversify housing options through smart growth programs, adaptive reuse and innovation.	Expand services to reduce homelessness and increase housing stability.

GOALS



RELIABLE TRANSPORTATION

Regional Mobility	Community Mobility
Improve road infrastructure and intra-county connectivity, and enhance commuting solutions.	Grow alternative transportation networks, and lower barriers to mobility.
Local Roads	Public Transit
Upgrade pavement conditions and road safety for everyone.	Work to enhance functionality and promote use of public transit.

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SUSTAINABLE ENVIRONMENT

Outdoor Experience	Natural Resources
Ensure access to and enhance experience in parks, open spaces, water areas and outdoor activities.	Protect and restore natural resources, including water, air, forests, coastline and agricultural lands.
Local Conservation	Climate Change
Support and strengthen efforts for clean air and water, conservation, renewable energy, recycling and reuse.	Increase resilience to climate change impacts, including sea-level rise and changing weather patterns.

GOALS



DYNAMIC ECONOMY

Regional Workforce	Community Vitality
Create opportunities to develop a quality workforce and increase family-wage jobs in support of the regional economy.	Stimulate vibrant and inclusive economies offering robust shopping, dining, cultural and gathering spaces.
Local Businesses	Educational Opportunity
Strengthen and retain small businesses and key sectors through innovation, flexibility and technology.	Support partnerships that promote early learning, higher education, and vocational and lifelong studies.



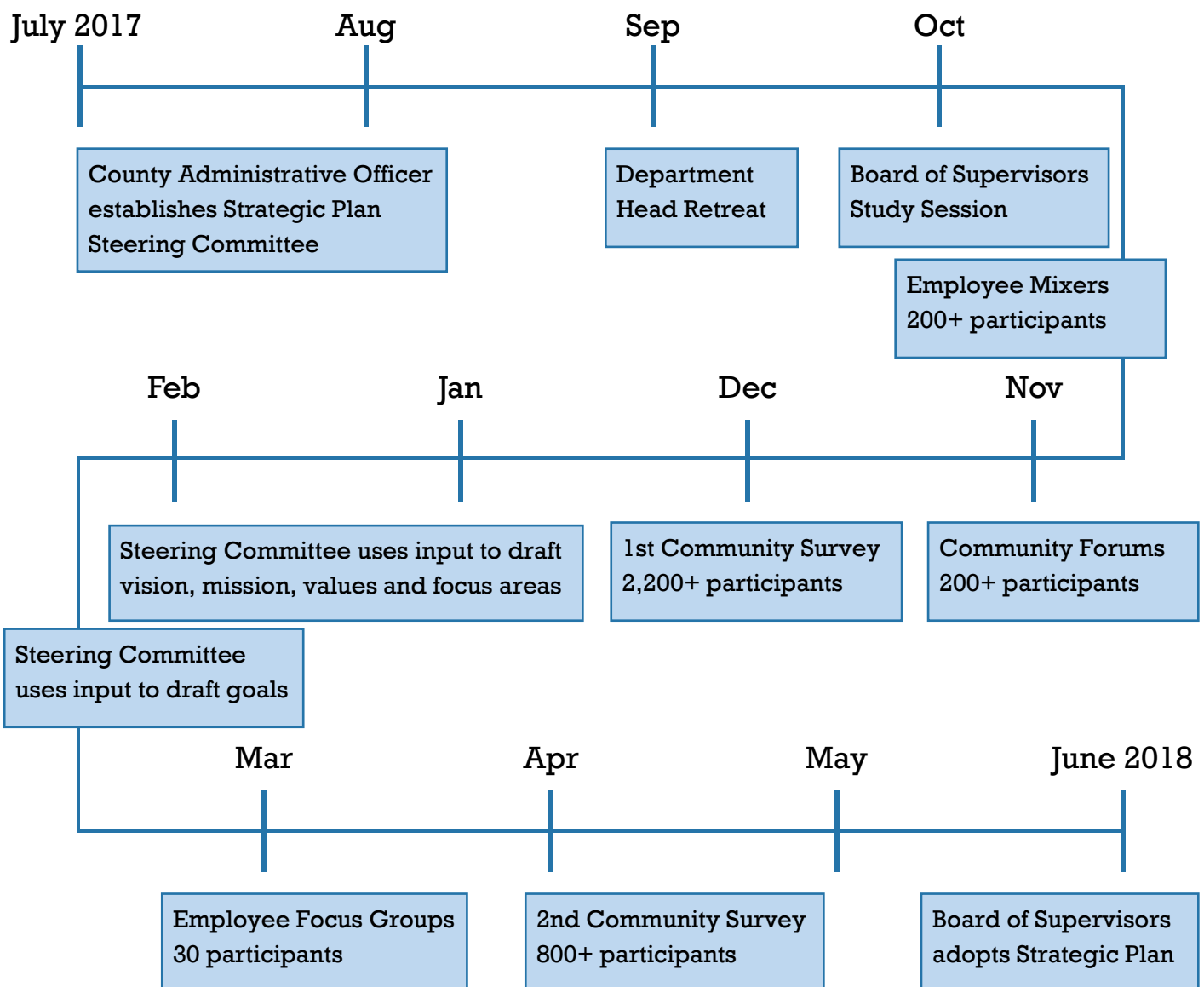
COUNTY OPERATIONAL EXCELLENCE

Customer Experience	County Workforce
Provide our customers with equitable access to efficient, effective and culturally responsive services.	Attract, grow and retain a diverse, engaged and high-performing County workforce that reflects our community.
County Infrastructure	Continuous Improvement
Maximize and responsibly maintain County assets in support of community goals.	Embrace innovation and continuous improvement to optimize County operations and maintain fiscal stability.

ABOUT THE COUNTY OF SANTA CRUZ

Established in 1850, the County of Santa Cruz is one of California's original 27 counties. The County provides a broad spectrum of services, paid for with a combination of local taxes, user fees, and State and federal funding. The County is governed with local representation from five districts on the Board of Supervisors. Over 2,400 employees work at offices throughout the region, providing services that impact all 276,603 community members.

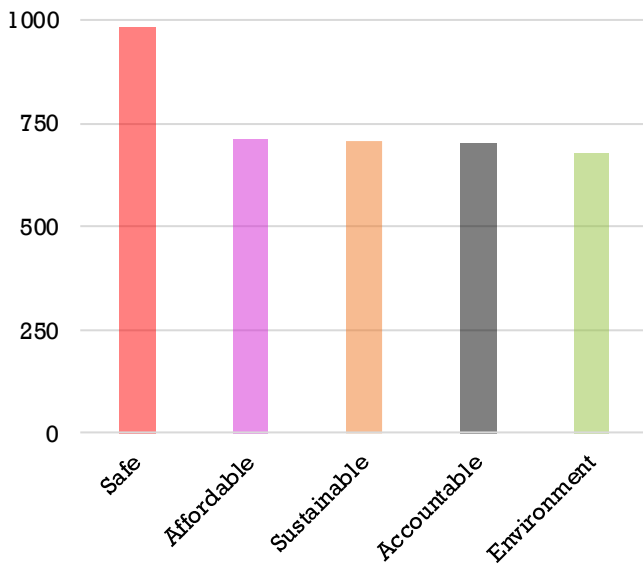
BUILDING THE STRATEGIC PLAN



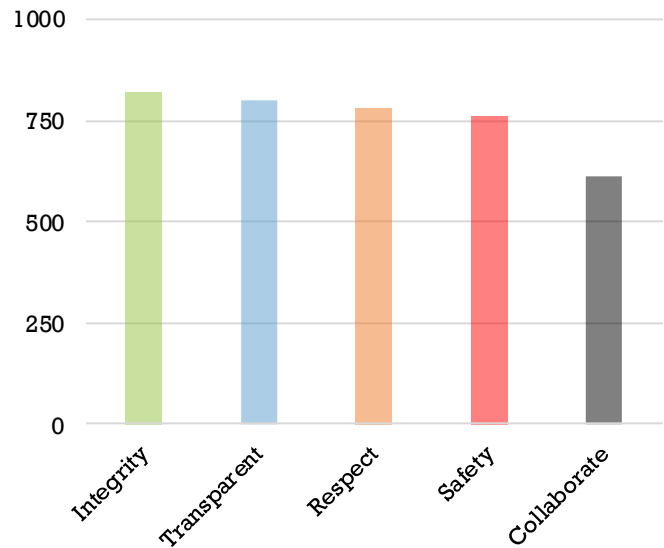
COMMUNITY ENGAGEMENT

In developing the Strategic Plan, the County engaged the voices of thousands of community members, partners and staff to develop the plan elements. Below are some of the key findings that informed the work of the Steering Committee.

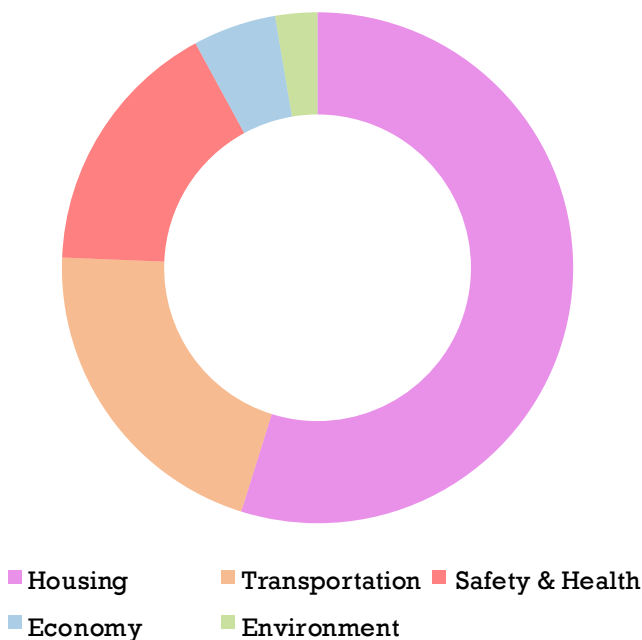
Top 5 Vision Words



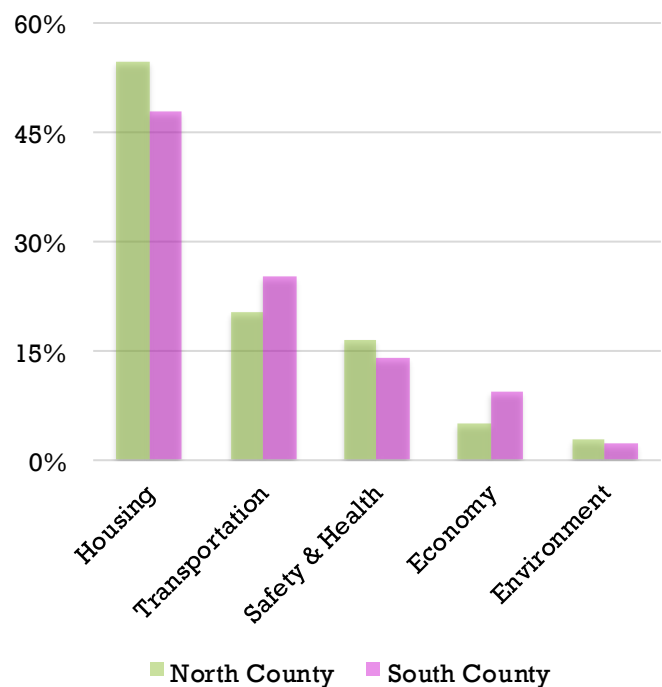
Top 5 Values



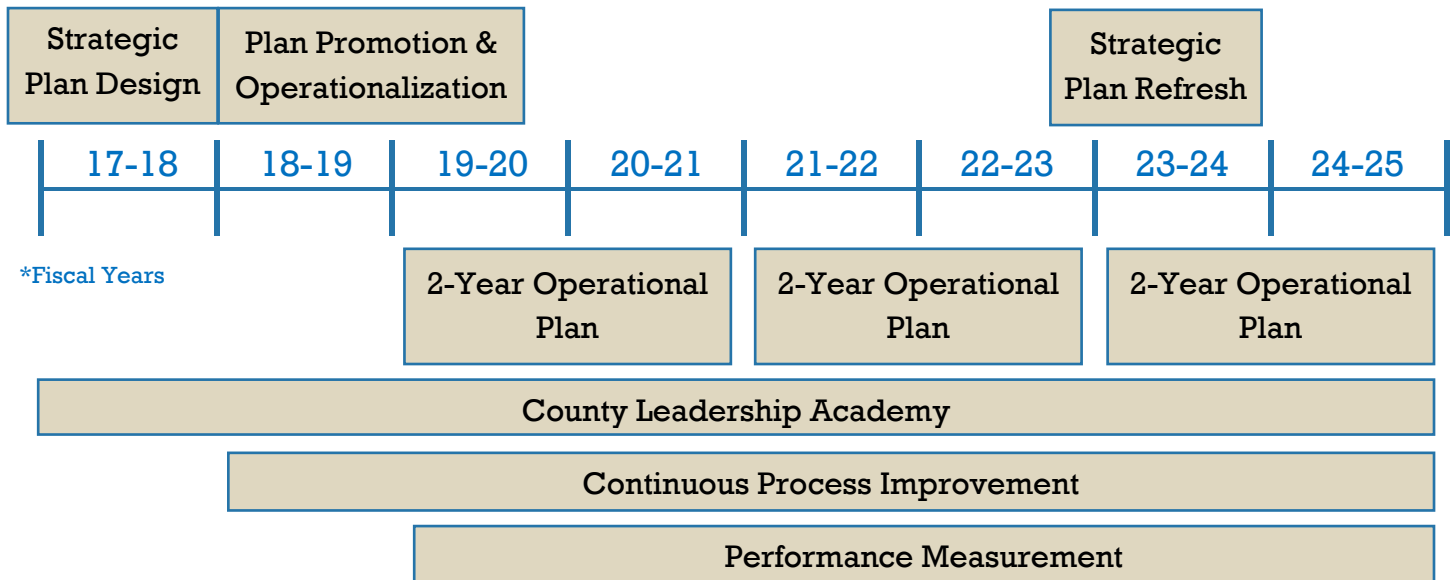
Top Countywide Trends



Top Trends North and South County



STRATEGIC PLAN TIMELINE



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STRATEGIC PLAN OPERATIONALIZATION

The Strategic Plan will be implemented across all County departments through a 2-Year Operational Plan and Budget, and supported through targeted efforts to develop the County workforce and improve service to County residents. The first Operational Plan will cover years 2019-2021, and include Objectives and Tactics.

- **Objectives** will provide specific, measurable, attainable, relevant and timely (SMART) actions that work towards our Goals.
- **Tactics** represent activities and steps necessary to achieve each Objective.

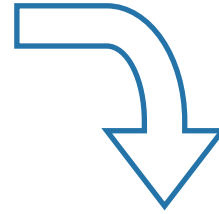
Targeted efforts to achieve the County's vision are divided into three areas:

The **County Leadership Academy** is an initiative to train the workforce and encourage participation in implementing all the elements of the Strategic Plan, including Performance Measurement and Continuous Process Improvement. The program will help develop a common language, culture and approach across departments.

SAMPLE GOAL, OBJECTIVE, TACTICS

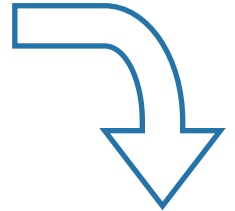
Goal:

Customer Experience
Provide our customers with equitable access to efficient, effective and culturally responsive services.



Objective:

Every customer is entitled to a prompt response
By July 2019, County departments will establish and post reasonable timelines for responding to inquiries and measuring customer satisfaction.



Tactics:

Inquiry Tracking	Customer Satisfaction
Departments will identify baseline service levels and set performance goals.	Departments will establish customer checkpoints and report customer satisfaction.



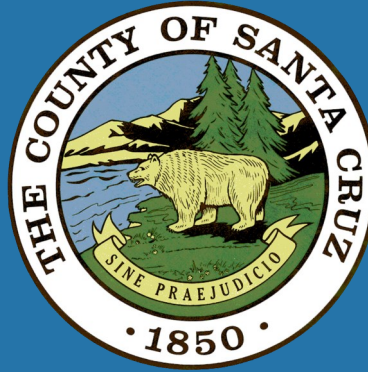
Key program elements include:

- Courses delivered by the California State Association of Counties (CSAC) Institute for Excellence in County Government.
- Train the Trainer program to create a learning organization.

Continuous Process Improvement (CPI) focuses on involving the County workforce in enhancing the delivery of County services by improving systems, processes, and customer service. CPI is a process that will empower staff to develop actions and tactics that support County Objectives and Goals.

Performance Measurement is an effort to quantify impact, support data-driven decision making, and inform the budget and policy-making process. In the second Operational Plan (2021-23), the County will incorporate Performance Measurement to enable the public to assess the Strategic Plan's effectiveness and the County to evaluate and manage department performance.

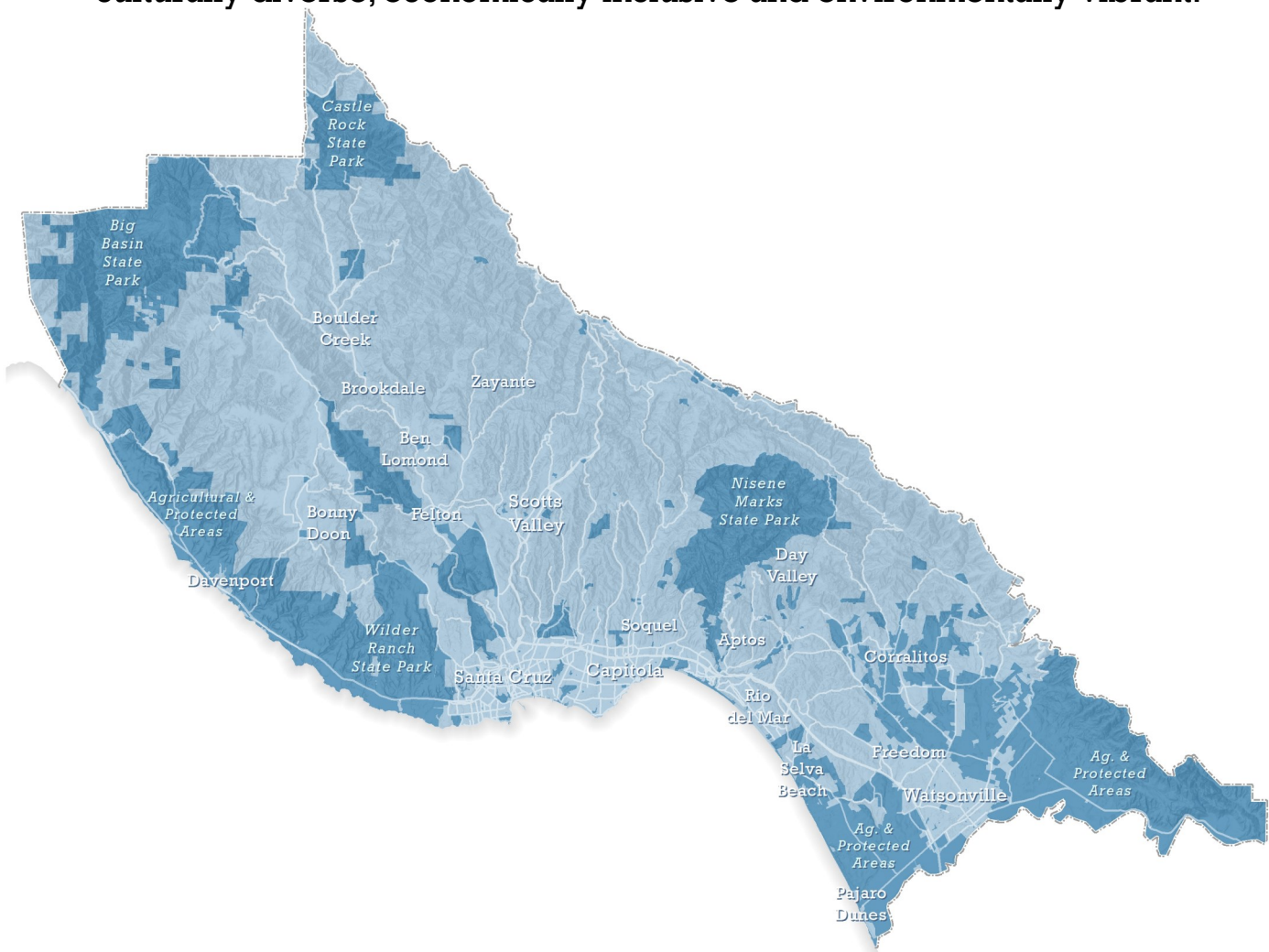
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OUR VISION

Santa Cruz County is a healthy, safe and more affordable community that is culturally diverse, economically inclusive and environmentally vibrant.



THE COUNTY OF SANTA CRUZ

701 Ocean St, Santa Cruz, CA 95060

Learn more and tell us what you think at:

www.SCCVision.us

