Santa Cruz County
Operational Plan
Progress Update
Agenda

• Introductions
• Strategic Plan Overview
• Operational Plan Overview
• Strategy Framework and Development
• Next Steps
Strategic Plan Overview

**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 provides services and supports partnerships built on: Accountability, Collaboration. Compassion, Effectiveness, Innovation, Respect, Support, Transparency, Trust.
Strategic Plan Overview

FOCUS AREAS

Comprehensive Health & Safety  Attainable Housing  Reliable Transportation  Sustainable Environment  Dynamic Economy  Operational Excellence

Strategic Plan Website
Plan Hierarchy

- **Vision**
  - Why we exist.
  - What we stand for.
  - What we want to achieve.

- **Mission**

- **Values**

- **Goals**

- **Countywide Strategies**
  - Our approach.

- **Department Objectives & Key Steps**
  - What we do to get there and how.

- **Strategic Plan**

- **Operational Plan & Budget**
Operational Plan Inputs

- Community Voices: 3,000
- Existing Department & Partner Goals: 1,000
- County Staff: 800
- Department Objectives: 180
Department Collaboration

- Planning
- Health Services
- Personnel
- Probation
- Human Services
- Auditor-Controller
- Agricultural Commissioner
- County Administrative... 
- Economic Development
- Homeless Services
- Information Services
- Sheriff
- Public Works
- General Services
- Parks
Embedding County Values in Strategies

- **Guiding Principle** – Operational Plan development is guided by principle of equity.

- **County Values** – Strategies are linked to County values enumerated in the Strategic Plan and reflect guiding principle.

<table>
<thead>
<tr>
<th>Accountability</th>
<th>Effectiveness</th>
<th>Support</th>
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<tbody>
<tr>
<td>Collaboration</td>
<td>Innovation</td>
<td>Transparency</td>
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<td>Compassion</td>
<td>Respect</td>
<td>Trust</td>
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<td>Strategy Framework</td>
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<tr>
<td><strong>Act</strong></td>
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<tr>
<td>We will advance prevention and intervention services</td>
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<td><strong>Impact</strong></td>
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<td>that promote community wellness.</td>
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| We will ________,  |
| (Act) |
| That/To ________.  |
| (Impact) |
### Strategy Development

#### Comprehensive Health & Safety

<table>
<thead>
<tr>
<th>Goal</th>
<th>Strategy</th>
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<tbody>
<tr>
<td>Health Equity</td>
<td>Promote a safe and healthy community that nurtures body and mind across all ages and social conditions.</td>
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#### Sample Projects/Initiatives

- Clinic Wait Times – Health Services
- Evidence-Based Practices Library – CORE Investments
- Thrive by Three – Human Services
## Strategy Development

### Attainable Housing

<table>
<thead>
<tr>
<th>Goal</th>
<th>Strategy</th>
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<tbody>
<tr>
<td>Local Inventory</td>
<td>We will prioritize infill and urban density housing solutions that support housing choice for all.</td>
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<tr>
<td>Increase and diversify housing options through smart growth programs, adaptive reuse and innovation.</td>
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**Sample Projects/Initiatives**

- Development Permits for Key Projects – Planning, Econ. Development
- Housing Element Update to General Plan – Planning
- Long-Range Facilities Plan – CAO, Public Works, General Services
Next Steps

• **Today’s Discussion**
  - ✓ Consider the Strategies
  - ✓ What’s Useful/Important?
  - ✓ Any Gaps or Questions?

• **Community Engagement in March/April**
  - ✓ Key Informant Focus Groups
  - ✓ Community Open Houses

• **Proposed Operational Plan in May**
Summary

• County Strategic Plan:
  ✓ Vision, Mission, Values
  ✓ 6 Focus Areas
  ✓ 24 Goals

• County Operational Plan:
  ✓ 54 Strategies – Approaches to Achieve County Goals
  ✓ 180 Objectives – Specific, Measurable, Attainable, Relevant, Time-Bound
  ✓ Emphasis on Department Collaboration, County Values

• Email Comments To: vision@santacruzcounty.us