Santa Cruz County Strategic Plan 2018-2024

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.
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Constructing the Strategic Plan

- **July 2017**: CAO establishes Strategic Plan Steering Committee
- **September**: Board of Supervisors Study Session
- **November**: Steering Committee drafts vision, mission, values, focus areas and goals
- **January**: 1st Community Survey 2,200+ Participants
- **March**: Employee Focus Groups 30 Participants
- **May**: 2nd Community Survey 800+ Participants
- **June 2018**: Board of Supervisors adopts 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:

Top 5 Vision Words

- Safe: 1000
- Affordable: 750
- Sustainable: 700
- Accountable: 650
- Environmental: 600

Top 5 Values

- Integrity: 1000
- Transparent: 750
- Respect: 700
- Safety: 650
- Collaborate: 600
Top 5 Vision Words

- Safe: 1000
- Affordable: 700
- Sustainable: 650
- Accountable: 600
- Environmental: 550
OUR VALUES

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

Accountability  Effectiveness  Support
Collaboration  Innovation  Transparency
Compassion  Respect  Trust
5 key trends consistently emerged, with differences between North and South County.
Top Trends
North and South County

- Housing: North County - 55%, South County - 45%
- Transportation: North County - 20%, South County - 30%
- Safety & Health: North County - 30%, South County - 25%
- Economy: North County - 10%, South County - 15%
- Environment: North County - 5%, South County - 10%
Focus Areas

Comprehensive Health & Safety

Attainable Housing

Reliable Transportation

Sustainable Environment

Dynamic Economy

County Operational Excellence
Behavioral Health: Support residents through reduced stigma and increased access to integrated mental health, substance use disorder and health care services.
Affordable Housing: Partner to develop affordable housing, lower barriers to housing solutions, and access new funding sources.
Regional Mobility: Improve road infrastructure and intra-county connectivity, and enhance commuting solutions.
Natural Resources: Protect and restore natural resources, including water, air, forests, coastline and agriculture lands.
Regional Workforce: Create opportunities to develop a quality workforce and increase family-wage jobs in support of the regional economy.
Continuous Improvement: Embrace innovation and continuous improvement to optimize County operations and maintain fiscal stability.
Next Steps

- 2-year Operational Plan
- County Leadership Academy
- Continuous Process Improvement
- Performance Measurement
Acknowledgments

County Residents
Community Partners
Board of Supervisors
County Staff

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