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
Accountability  Respect
Collaboration  Support
Compassion  Transparency
Effectiveness  Trust
Innovation
I am pleased to present Santa Cruz County’s 2018 Annual Report.

As we reflect on the last 12 months and look forward to the next, Santa Cruz County is rising to meet the collective challenges before us. We have completed the County’s first-ever Strategic Plan, County finances are sound, and we are doing important work on behalf of our residents.

When I became County Administrative Officer, I committed to listening to residents and revitalizing how we do business so that we are always prepared to provide the best services to the community. In addition to completion of the Strategic Plan, we have implemented two-year budgeting and Continuous Process Improvement, and are in the process of creating a two-year operational plan based on the Strategic Plan. And we will soon launch performance measurements to assure our work remains of the highest quality.

In addition to the successes of the past year, 2019 should bring positive changes as well, including progress on our ongoing library projects and the completion of a South County behavioral health facility. Thanks to voters, Measure G will also help complete or renovate several parks, including LEO’s Haven, the County’s first all-inclusive playground, as well as programs to address public safety and behavioral health, homelessness, and more. We look forward to providing these vital services in an effective, collaborative and accountable manner.

And of course we will continue to focus on our employees, since they are the backbone of everything we do. Investing in our workforce is investing in our residents. They are the foundation of our work, and when we provide them the tools to be the best version of themselves, everything around us becomes better too.

Thank you,

Carlos J. Palacios
County Administrative Officer

Thank you,
To address the opioid crisis, Santa Cruz County is committed to providing treatment on demand for anyone who needs it.

By 2019, the County is projected to increase residential treatment beds 270% since 2016.

Responded to 112,000 calls for public safety services and conducted 16,041 school checks, resulting in a crime rate of half of the rest of California.

Santa Cruz County promotes a safe and healthy community that nurtures body and mind across all ages and social conditions, provides access to integrated health and social services including comprehensive behavioral health services, and increases public safety through practices and partnerships that respect victims and reduce recidivism.

Public safety in unincorporated Santa Cruz County is a top priority.

The County believes addressing underlying issues reduces criminal behavior.

Under a grant aimed at 160 criminal offenders with mental health issues, reduced jail bookings by 72% and convictions by 90%.

We are committed to comprehensive solutions to address homelessness.

Launched the HOPES Team to provide local homeless persons with coordinated, multidisciplinary services.

Our commitment to local families is lifelong.

Fully implemented Thrive by Three and Nurse Family Partnership to support young, low-income families and expectant mothers.

Whole Person Care will reach 1,000 individuals in the first three years of the program.

Launched Whole Person Care, a $25 million program to provide those with multiple health issues, including homeless persons, with intensive behavioral health support, disease management and housing assistance.

The County supports health care for all, and is a leading provider of low-income health care services.

Conducted 92,557 appointments at County clinics, including 6,611 at the Homeless Persons’ Health Clinic.

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Conducted 92,557 appointments at County clinics, including 6,611 at the Homeless Persons’ Health Clinic.
The housing crisis impacts local families, and government should not be an obstacle to more housing.

The County is committed to providing shelter for homeless residents.

Provided more than 10,000 bed nights to homeless families and individuals through the Winter Shelter program.

Deposits and other costs associated with finding a home should not be an obstacle to housing.

Provided $365,625 in move-in costs and other housing support for families experiencing homelessness.

The County is committed to addressing community needs.

Created community-based plan for affordable housing and community-based health services at 1500 Capitola Road site.

Youth homelessness is increasing and must be addressed through focused efforts.

Created a $2 million plan to address youth homelessness.

Issued 77 mortgage assistance or rehabilitation loans to qualifying needy families through HOME and CalHome programs.

Preventing homelessness before it happens is not only cost-effective, but better for families.

Provided $250,000 in rental deposits and emergency rental assistance to low-income families to prevent homelessness.

Home ownership helps residents invest in their community.

The County seeks to develop affordable housing and lower barriers to housing solutions, sustain and rejuvenate communities by integrating places to live, work and play, and expand services to reduce homelessness and increase housing stability.

Provided more than 10,000 bed nights to homeless families and individuals through the Winter Shelter program.
The County is committed to improving road infrastructure and intra-county connectivity, growing alternative transportation options and lowering barriers to mobility, and upgrading pavement conditions and road safety for everyone.

**Completed**

$22 million in winter storm damage repairs

**Collaborating with state and federal partners, the County is working to complete $125 million in repairs from 2016-17**

**Through Measure D, resurfaced** roads in La Selva Beach, Boulder Creek and Bonny Doon, and **replaced** Casserly Road Bridge

**The County seeks to assure the safety of all road users**

**Distributed** 400 free bicycle helmets in low-income communities and educated 2,200 elementary students on bicycle safety

**The County advocates for transportation equity**

**Supported congestion relief** to alleviate neighborhood traffic and **promote mobility**

**Road maintenance is a priority of the Public Works Department**

**Repaired** 4,103 potholes

**Completed**

30 miles of bike lanes

**Striped**

**The County is committed to growing alternative transportation networks, and increasing mobility options**

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**With public support, the County puts public dollars to work**

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Helped launch Monterey Bay Community Power, which provides 100% renewable energy throughout Monterey Bay and a 3 percent rebate to customers.

Set and serviced 7,370 pest detection traps to monitor for exotic and destructive pests.

Broke ground on LEO’s Haven, the County’s first all-inclusive playground.

Provided 5,516 hours of summer camp and afterschool programming for area youth.

Secured $4 million in grant funding to create groundwater sustainability plans throughout Santa Cruz County.

Installed solar panels at seven County facilities, eliminating 637 tons of carbon emission annually.

Diverted 200 million pounds of waste from landfills through curbside recycling and other programs.

Opened the Pinto Lake Pump Track, South County’s first facility for young mountain bikers.

All residents deserve equal access to public facilities.

Environmental leadership starts with us.

Clean energy is key to protecting against climate change.

Protecting our people and the environment from diseases and other vectors is a priority.

Water is a precious resource and should be utilized responsibly.

Investing in our youth is an investment in the future.

Parks and open spaces are a cherished resource that enlivens and connects all residents. Our natural resources including water, air, forests, coastline and agricultural lands are the foundation of community well-being and should be protected. Conservation and renewable energy are a priority to help protect against the impacts of climate change.

The County has an ambitious goal of zero waste.

Through our services, the County is committed to equity.

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Strong community partnerships help us help residents.

Through Small Business Development Center, helped 330 small businesses, presented 30 small business workshops and increased local sales $24 million.

People deserve fair value for their dollar at the market.

Tested 3,415 commercial devices such as produce scales and fuel dispensers, and price-scanned 5,771 packages, for accuracy.

Veterans deserve our support.

The Veteran’s Service Office helped nearly 1,000 veterans obtain $450,000 in new monthly benefits and $2 million in one-time benefits.

Small businesses are the backbone of our local economy, and we are committed to supporting them.

Through 3rd annual 82% Micro Business Summit, helped hundreds of small businesses thrive.

The County strives to develop a quality workforce and increase family-wage jobs, stimulate vibrant and inclusive economies offering robust shopping, dining, cultural and gathering spaces, partners to strengthen and retain small businesses and key sectors through innovation, flexibility and technology, and supports partnerships that promote early learning, higher education, and vocational and lifelong studies.

Santa Cruz County is a national leader in the organic and local food movements.

Issued 139 Certified Producers Certificates allowing commodities to be sold at local Certified Farmers Markets.

Helping residents through layoffs and other life changes is part of our mission.

Provided job training and counseling to 5,199 individuals through Workforce Santa Cruz County.

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OPERATIONAL EXCELLENCE

COUNTY INFRASTRUCTURE • COUNTY WORKFORCE • CONTINUOUS IMPROVEMENT

The County seeks to provide customers with equitable access to efficient, effective and culturally responsive services, develop and maintain a first-rate workforce and set of community assets in support of community goals, and embrace fiscal responsibility, innovation and continuous improvement throughout our operations.

The Strategic Plan is a blueprint for the future of County services. Based on feedback from 3,000 community members and stakeholders, adopted County’s first-ever Strategic Plan, stating the County’s Vision, Mission and Values.

The County practices responsible fiscal management. For the first time, achieved 10% general fund reserves and a AAA bond rating.

Our workforce is empowered to create change. Initiated Primo! Continuous Process Improvement to create a culture of improvement that is employee-based and customer-focused.

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County employees give back the community in countless ways. Through the employee Holiday Food Drive, provided 172,429 meals for needy families.

On behalf of residents, we have launched an unprecedented overhaul of library services. Initiated four Measure S library projects, including breaking ground on the long-awaited new $12 million Felton Library.

The County is committed to improving services for residents. Passed Measure G to support public safety and parks and address homelessness and behavioral health.

CUSTOMER EXPERIENCE • COUNTY WORKFORCE • COUNTY INFRASTRUCTURE • CONTINUOUS IMPROVEMENT