

THE COUNTY OF SANTA CRUZ annual report 2018

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 | |

CARLOS J. PALACIOS

COUNTY ADMINISTRATIVE OFFICER



John Leopold
1st District



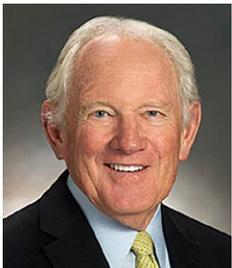
Zach Friend
2nd District



Ryan Coonerty
3rd District



Greg Caput
4th District



Bruce McPherson
5th District

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.

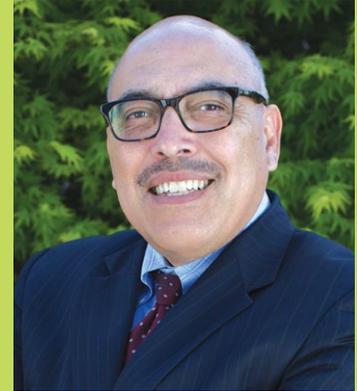
When I became County Administrative Officer, I committed to listening to residents and revitalizing how we do business so that we are always prepared to provide the best services to the community. In addition to completion of the Strategic Plan, we have implemented two-year budgeting and Continuous Process 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





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

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

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

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

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

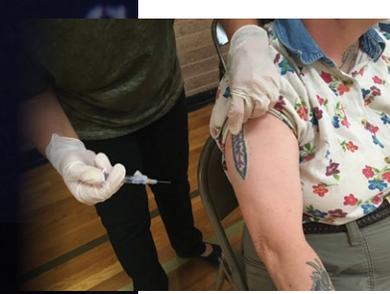
Launched **Whole Person Care**, a \$25 million program to provide those with multiple health issues, including homeless persons, with intensive **behavioral health support, disease management** and **housing assistance**

The County 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%

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**





ATTAINABLE HOUSING

AFFORDABLE HOUSING • COMMUNITY DEVELOPMENT • LOCAL INVENTORY • HOMELESSNESS

The housing crisis impacts local families, and government should not be an obstacle to more housing

Implemented program to **increase** construction of **accessory dwelling** units, including removal of building fees for small units



Youth homelessness is increasing and must be addressed through focused efforts

Created a **\$2 million plan** to address **youth homelessness**

Home ownership helps residents invest in their community

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



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.

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



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**



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





Road maintenance is a priority of the Public Works Department

Repaired

4,103 potholes



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

Completed

\$22 million

in winter **storm damage repairs**



With public support, the County puts public dollars to work

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

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.

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

Striped

30 miles of bike lanes



The County advocates for transportation equity

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



SUSTAINABLE ENVIRONMENT

OUTDOOR EXPERIENCE • NATURAL RESOURCES • LOCAL CONSERVATION • CLIMATE CHANGE

Clean energy is key to protecting against climate change

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

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

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



Water is a precious resource and should be utilized responsibly

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



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.

All residents deserve equal access to public facilities

Broke ground on **LEO's Haven**, the County's first **all-inclusive** playground

Investing in our youth is an investment in the future

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

Environmental leadership starts with us

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



The County has an ambitious goal of zero waste

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



Through our services, the County is committed to equity

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





DYNAMIC ECONOMY

REGIONAL WORKFORCE • COMMUNITY VITALITY • LOCAL BUSINESSES • EDUCATIONAL

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

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**

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



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



OPERATIONAL EXCELLENCE

CUSTOMER EXPERIENCE • COUNTY WORKFORCE • COUNTY INFRASTRUCTURE • COUNTY IMPROVEMENT • CONTINUOUS IMPROVEMENT



County employees give back the community in countless ways

Through the employee Holiday Food Drive, provided **172,429 meals** for needy families



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

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

