STRATEGIC PLAN 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

STRATEGIC PLAN FOCUS AREAS

- Comprehensive Health & Safety
- Attainable Housing
- Sustainable Environment
- County Operational Excellence
- Reliable Transportation
- Dynamic Economy
### COMPREHENSIVE HEALTH & SAFETY

<table>
<thead>
<tr>
<th>Goal</th>
<th>Strategy</th>
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</table>
| **A**  | **Health Equity**  <br>Promote a safe and healthy community that nurtures body and mind across all ages and social conditions.  

i. We will advance prevention and intervention services that promote community wellness.  

ii. We will reduce barriers and increase access to quality and community-supported services.  

iii. We will leverage community partnerships to improve social determinants of health. |
| **B**  | **Community Support**  
Provide access to food and basic support through integrated health care and social services.  

i. We will use targeted campaigns and integrated systems to ensure basic needs are met.  

ii. We will pursue policies and programs that support vulnerable populations.  

iii. We will innovate and collaborate among departments to advance coordination of care.  

iv. We will advance collaborative and innovative programs to promote safety.  

v. We will focus on proven and promising practices to prevent crime, reduce recidivism, and increase successful reintegration.  

vi. We will develop the infrastructure necessary to foster community safety and opportunity.  

vii. We will become a trauma-informed organization and expand services to ensure justice for victims of crime.  

viii. We will expand eligibility and integrate care to expedite access to behavioral health services.  

ix. We will support housing, family reunification and counseling to increase the success of behavioral health programs. |
| **C**  | **Local Justice**  
Increase public safety through practices, partnerships and transformative opportunities that respect victims and reduce recidivism.  

i. We will advance collaborative and innovative programs to promote safety.  

ii. We will focus on proven and promising practices to prevent crime, reduce recidivism, and increase successful reintegration.  

iii. We will develop the infrastructure necessary to foster community safety and opportunity.  

iv. We will become a trauma-informed organization and expand services to ensure justice for victims of crime. |
| **D**  | **Behavioral Health**  
Support residents and lessen community impacts through increased access to integrated mental health, substance use disorder and health care services.  

i. We will expand eligibility and integrate care to expedite access to behavioral health services.  

ii. We will support housing, family reunification and counseling to increase the success of behavioral health programs. |

### Sample Projects/Initiatives

- Clinic Wait Times - Health Services  
- Evidence-Based Practices Library - CORE Investments  
- Focused Intervention Team - Sheriff, Health Services  
- Neighborhood Court Study - District Attorney  
- Outcome-Based Contracting for Youth Services - Probation  
- Probation Service Center - Probation  
- Thrive by Three - Human Services  
- Whole Person Care - Health Services
## OPERATIONAL PLAN DRAFT STRATEGIES

### ATTAINABLE HOUSING

<table>
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| **A** | **Affordable Housing**  
Partner to develop affordable housing, lower barriers to housing solutions, and access new funding sources. |
| i | We will modernize land use policies and reduce barriers to support affordable housing creation. |
| ii | We will pursue local and state funding to support affordable housing projects. |
| **B** | **Community Development**  
Sustain and rejuvenate communities by integrating places to live, work and play. |
| i | We will update planning documents to encourage desirable development that is dense where appropriate. |
| ii | We will partner with the community on projects to sustain and rejuvenate neighborhoods and local economies. |
| **C** | **Local Inventory**  
Increase and diversify housing options through smart growth programs, adaptive reuse and innovation. |
| i | We will prioritize infill and urban density housing solutions that support housing choice for all. |
| ii | We will pilot initiatives to expand the range of housing options for people of all income levels. |
| **D** | **Homelessness**  
Expand services to reduce homelessness and increase housing stability. |
| i | We will join with the cities and the community to expand emergency shelter capacity and utilization. |
| ii | We will focus on proven prevention and housing stability strategies to reduce homelessness. |

### Sample Projects/Initiatives

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<thead>
<tr>
<th>Initiative</th>
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<tbody>
<tr>
<td>Development Permits for Key Projects - Planning, Economic Development</td>
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<tr>
<td>Housing Element Update to General Plan - Planning</td>
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<tr>
<td>Long-Range Facilities Plan - County Administrative Office, Public Works, General Services</td>
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<tr>
<td>North and South County Year-Round Permanent Shelter - Homeless Services</td>
</tr>
<tr>
<td>One-Stop Shop for Development Services - Planning, Public Works, Environmental Health</td>
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<tr>
<td>Permanent Supportive Housing - Planning, Health Services, Human Services</td>
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<tr>
<td>Sustainability Update to General Plan - Planning</td>
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## OPERATIONAL PLAN DRAFT STRATEGIES

### RELIABLE TRANSPORTATION

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<tr>
<th>Goal</th>
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<tr>
<td><strong>Regional Mobility</strong></td>
<td>i We will improve traffic flow to reduce intra-county travel and commute times.</td>
</tr>
<tr>
<td>Improve road infrastructure and intra-county connectivity, and enhance commuting solutions.</td>
<td>ii We will work with local transportation partners to improve the multi-modal transportation network.</td>
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<tr>
<td><strong>Community Mobility</strong></td>
<td>i We will support policies and infrastructure that encourage alternative transportation.</td>
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<tr>
<td>Grow alternative transportation networks, and lower barriers to mobility.</td>
<td>ii We will plan transportation networks that are adaptive to innovative mobility solutions.</td>
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<tr>
<td><strong>Local Roads</strong></td>
<td>i We will prioritize local road projects based on daily usage and safety to efficiently maintain the County road network.</td>
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<tr>
<td>Upgrade pavement conditions and road safety for everyone.</td>
<td>ii We will implement timely, quality repairs to increase road resiliency along critical evacuation routes.</td>
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<tr>
<td><strong>Public Transit</strong></td>
<td>i We will work with local partners to prioritize transit-oriented development and support increased transit use.</td>
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<tr>
<td>Work to enhance functionality and promote use of public transit.</td>
<td>ii We will promote policies and programs that support populations that have limited transportation options.</td>
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### Sample Projects/Initiatives

- Level of Service Improvements (Measure D, SB1) - Public Works
- Road Resurfacing (Measure D, SB1) - Public Works
- Safe Routes to School - Health Services
- South County Satellite Office Study - Personnel
- Storm Recovery Projects - Public Works
- Traffic Count and Demand Management - Public Works
- Transportation Planning - Planning, Public Works
## SUSTAINABLE ENVIRONMENT

<table>
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<th>Goal</th>
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<tr>
<td><strong>Outdoor Experience</strong></td>
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Ensures access to and enhance experience in parks, open spaces, water areas and outdoor activities.  

i. We will create parks and outdoor environments that enhance everyone’s access and experience.  

ii. We will create and promote a variety of recreational programs to meet community needs. |
| **Natural Resources** |  
Protect and restore natural resources, including water, air, forests, coastline and agricultural lands.  

i. We will advance policies and programs to protect and promote environmental stewardship and sustainability.  

| **Local Conservation** |  
Support and strengthen efforts for clean air and water, conservation, renewable energy, recycling and reuse.  

i. We will demonstrate sustainable practices within the County government as a model for the community.  

ii. We will work with partner agencies and the agricultural community to sustainably manage water resources to meet human and environmental needs.  

iii. We will pursue policies and programs to eliminate waste and encourage recycling. |
| **Climate Change** |  
Increase resilience to climate change impacts, including sea-level rise and changing weather patterns.  

i. We will advance policies and programs that increase community resiliency to climate hazards.  

ii. We will be prepared for natural disasters, including those resulting from climate change. |

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### Sample Projects/Initiatives

- Electric Vehicle Charging Stations - General Services
- Environmental Law Violation Outreach and Investigation - District Attorney
- Groundwater Sustainability Plan - Health Services
- Leo’s Haven at Chanticleer Park - Parks
- New Pre-Teen/Teen Recreation Camp - Parks
- Simpkins Pool Renovation - Parks, General Services
- Sustainability Update to General Plan - Planning
- Zero Waste - Public Works
# OPERATIONAL PLAN DRAFT STRATEGIES

## DYNAMIC ECONOMY

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<tr>
<td><strong>Regional Workforce</strong></td>
<td>i  We will promote policies and align resources to attract and retain the workforce employers need.</td>
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<td>ii We will support policies and programs that reduce barriers to workforce entry and provide workers with in-demand skills.</td>
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<tr>
<td><strong>Community Vitality</strong></td>
<td>i  We will encourage expanded access to emerging technologies and practices to provide opportunities for rural, alternative and home-based work.</td>
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<td>ii We will promote small business and leverage local strengths to revitalize town centers and commercial areas.</td>
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<tr>
<td><strong>Local Business</strong></td>
<td>i  We will leverage community partnerships to retain and expand small business ownership.</td>
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<td>ii We will strengthen policies that support key economic sectors such as agriculture, technology, health care and tourism.</td>
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<tr>
<td><strong>Educational Opportunity</strong></td>
<td>i  We will work with educational institutions to support vocational training, education and bridge to career</td>
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<td></td>
<td>ii We will leverage community partnerships that build capacity in early childhood education and increase access to quality child care.</td>
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### Sample Projects/Initiatives

- Development Permits for Key Projects - Planning, Economic Development
- Downtown Revitalization Projects - Economic Development
- Juvenile Hall Education - Probation
- One-Stop Shop for Development Services - Planning, Public Works, Environmental Health
- Technology for Crop Management - Agricultural Extension
- Thrive by Three - Human Services
- Training Services - Human Services
- Workforce Development Employment Targets - Human Services
### COUNTY OPERATIONAL EXCELLENCE

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| **A**  | **Customer Experience**  
Provide our customers with equitable access to efficient, effective and culturally responsive services. | i. We will communicate clearly and proactively to keep the community informed and engaged  
ii. We will simplify processes to improve service delivery and increase customer satisfaction.  
iii. We will provide culturally responsive services across County platforms to welcome everyone. |
| **B**  | **County Workforce**  
Attract, grow and retain a diverse, engaged and high-performing County workforce that reflects our community. | i. We will recruit an inclusive and diverse workforce that is representative of the community we serve.  
ii. We will expand learning and training opportunities to maximize workforce development.  
iii. We will invest in work-life balance and wellness programs to promote a happy, engaged and productive workforce. |
| **C**  | **County Infrastructure**  
Maximize and responsibly maintain County assets in support of community goals. | i. We will develop a sustainable funding strategy for County facilities and equipment.  
ii. We will maximize impact of County properties to their greatest community benefit. |
| **D**  | **Continuous Improvement**  
Embrace innovation and continuous improvement to optimize County operations and maintain fiscal stability. | i. We will responsibly manage and communicate on County finances to ensure transparency and public trust.  
ii. We will foster County culture and practices that result in measurable operational improvements that are employee-driven and customer-focused. |

### Sample Projects/Initiatives
- LEAP Staff Leadership Training - County Administrative Office, Personnel  
- Library Construction - Public Works  
- Long-Range Facilities Plan - County Administrative Office, Public Works, General Services  
- Performance Measurement - All County Departments  
- Public Defender Study - County Administrative Office  
- South County Satellite Office Study - Personnel  
- Spanish Language Outreach - All County Departments