

# STRATEGIC PLAN

## INTRODUCTION

The Strategic Performance Management process is underway. In the past five years, the County directed significant resources toward working with communities and others to identify their priority concerns. Planning efforts in Arden-Arcade, Carmichael, South Sacramento, and North Highlands provided a wealth of information on the most important issues to the public. Using this information and other sources of similar information, department heads and the Board held day-long retreats to focus on external objectives that reflect the public's concerns. After further outreach and discussion, the Board of Supervisors approved the following Strategic Issues and Objectives, which will form the foundation for the County's Strategic Plan and Performance Management System.

### **Economic Growth**

- Strategic Objective:
  - Promote employment and self-sufficiency through the job market.
  - Achieve continual business growth in the unincorporated area, particularly among businesses that generate tax revenue for the County.
  - Achieve a high degree of recipient and user satisfaction with the quality, timeliness of response, and coordination of County economic development and employment services.

### **Law and Justice**

- Strategic Objective:
  - Foster a safe community.
  - Ensure a fair and just criminal justice system.
  - Maximize diversion of first and early offenders.
  - Provide quality services to the public.

### **Transportation**

- Strategic Objective:
  - Bolster safe and efficient movement of people and goods.
  - Achieve a high degree of public satisfaction with the quality, timeliness of response, and coordination of transportation services.

### **Public Health and Safety**

- Strategic Objective:
  - Minimize injury and property loss caused by emergencies and natural disasters.
  - Keep citizens safe from environmental hazards.
  - Keep residents healthy and free from preventable disease.
  - Achieve a high degree of public and user satisfaction with the quality, timeliness of response, and coordination of County health and safety services.

**Healthy Families**

- Strategic Objective:
  - Ensure that needy families and senior citizens have adequate food, shelter, and health care.
  - Minimize the impact of substance abuse and mental illness on families.
  - Protect families from violence.
  - Achieve a high degree of public and user satisfaction with the quality, timeliness of response, and coordination of County services.

**Sustainable and Livable Communities**

- Strategic Objective:
  - Develop and sustain livable and attractive neighborhoods.
  - Minimize the impact of substance abuse and mental illness on communities.
  - Promote opportunities for civic involvement.
  - Foster community identity.
  - Achieve a high degree of public satisfaction with the quality, timeliness of response and coordination of County services to neighborhoods.

During the year, departments identified their programmatic contributions to the strategic objectives and developed measurable indicators to track the success of their contributions. These measures form the core of the County's overall performance measurement tracking and reporting.

The County contracted with Mary Campbell and Associates to provide training to nearly 300 additional individuals representing all departments. Staff throughout the organization will annually be trained on how to identify quantifiable outcomes and develop meaningful indicators that better measure effectiveness, program outcomes, efficiency and our overall success at meeting the County's strategic objectives and department critical missions that are not directly related to the Strategic Plan priorities.

The County issued its first annual Community Report Card detailing our outcomes. With training in place, outcomes and measures will be refined and incorporated into the second Community Report Card and strategies developed that will result in measurable performance improvement and achievement of the Strategic Objectives.

**VISION**

*A vision is a compelling conceptual image of the desired future.*

This statement describes “what we want to be” in the twenty-first century.

Our Vision is for Sacramento County to be:

- The most livable community with the highest quality public service

**MISSION**

*Our mission statement defines why our organization exists.*

It describes what we want to do for the community.

Our Mission for Sacramento County is to:

- Improve quality of life in the community
- Promote individual responsibility and achievement
- Protect one another and the environment we share
- Provide innovative and cooperative quality customer service
- Recognize and seize opportunities for improvement
- Stimulate economic growth and regional cooperation

**VALUES**

*These values are the basic principles and beliefs for the County of Sacramento.*

They govern the way we make and carry out our decisions.

Our Values for Sacramento County are:

- Trust
- Dignity and respect for the individual
- Customer service
- Partnership
- Empowerment
- Continuous improvement
- Personal and professional growth
- Respect for cultural and ethnic diversity