

STRATEGIC PLAN

STRATEGIC PLAN INTRODUCTION

The County Executive has directed staff to update the Strategic Plan and to refine the Performance Measurement system to more effectively answer the question “How are we doing?” Staff is integrating these two directives into a Strategic Performance Management process that will be completed and fully implemented during 2006.

This new system started with a re-examination of the Strategic Priorities. In the past five years, the County has 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 have 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.

Strategic Objective: Achieve continual business growth in the unincorporated area, particularly among businesses that generate tax revenue for the County.

Strategic Objective: 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.

Strategic Objective: Ensure a fair and just criminal justice system.

Strategic Objective: Maximize diversion of first and early offenders.

Strategic Objective: Provide quality services to the public.

Transportation

Strategic Objective: Bolster safe and efficient movement of people and goods.

Strategic Objective: 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.

Strategic Objective: Keep citizens safe from environmental hazards.

Strategic Objective: Keep residents healthy and free from preventable disease.

Strategic Objective: 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.

Strategic Objective: Minimize the impact of substance abuse and mental illness on families.

Strategic Objective: Protect families from violence.

Strategic Objective: 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.

Strategic Objective: Minimize the impact of substance abuse and mental illness on communities.

Strategic Objective: Promote opportunities for civic involvement.

Strategic Objective: Foster community identity.

Strategic Objective: Achieve a high degree of public satisfaction with the quality, timeliness of response, and coordination of County services to neighborhoods.

With Strategic Priorities in place, the County is in the process of identifying quantifiable community outcomes that measure our overall success. Staff throughout the organization continues to be trained on how to develop meaningful performance measures. The County has contracted with Mary Campbell and Associates to provide training to nearly 300 additional individuals representing all departments. These individuals will work with their departments to develop indicators that better measure effectiveness, program outcomes, and efficiency.

Departments have identified their programmatic contributions to these community outcomes and will develop measurable indicators to track the success of their contributions. These measures form the core of the County's overall performance measurement tracking and reporting. Departments will also identify measurable outcomes related to their critical mission and mandates if they are not directly related to the Strategic Plan priorities.

With Strategic Objectives and Performance Management in place, the County will then issue a Community Report Card detailing our outcomes and develop a Strategic Plan. The Plan will detail strategies, activities, and responsibilities that will result in measurable performance improvement and achievement of the Strategic Objectives. Strategies will incorporate a best-practice or evidence-based approach so that the County's activities will be based on proven relationships to performance results.

The County is also exploring future linkages between its Strategic Objectives, Strategic Plan, and allocation of resources. A recent study by the Public Strategies Group and the Government Finance Officers Association resulted in a recommendation to connect these efforts, so that budgeting can be based on strategic goals and allocations can be tied to desired outcomes. In order to determine how the County is expending its resources on each Strategic Issue and specifically on each Strategic Objective, programs and funding were matched to one Strategic Objective. With this data, the Board of Supervisors will be able to better plan on how to use its limited resources.

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