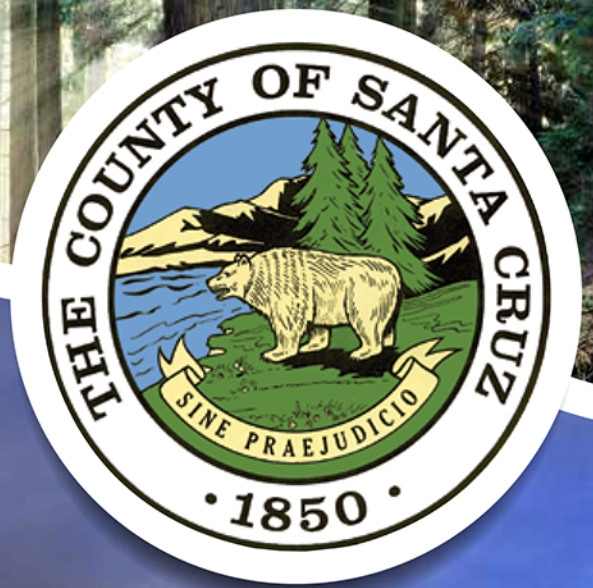


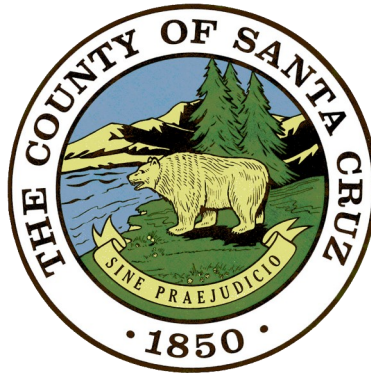


THE COUNTY OF SANTA CRUZ operational plan

Fiscal Years 2019-20 & 2020-21

Click on a link to continue:

- County Administrative Officer's Message
- Table of Contents



Santa Cruz County Operational Planning Initiative

Project Sponsor:	Carlos J. Palacios County Administrative Officer	Project Manager:	Nicole Coburn Assistant County Administrative Officer
-------------------------	---	-------------------------	--

Operational Plan Steering Committee

Michael Beaton General Services Director	Kevin Bowling Information Services Director	Fernando Giraldo Chief Probation Officer	Mimi Hall Health Services Director
Juan Hidalgo Agricultural Commissioner	Jason Hoppin County Communications Manager	Matt Machado Public Works Director; Deputy County Administrative Officer	Kathleen Molloy Planning Director
Ajita Patel Personnel Director	Ellen Timberlake Human Services Director	Craig Wilson Undersheriff	

Staff Support to Operational Planning Process

David Brown Senior Admin Analyst	Trish Daniels Senior Admin Analyst	Erich Friedrich Senior Admin Analyst	Sven Stafford Senior Admin Analyst
	Nathalie Flores Intern	Angela Antenore Consultant	

The Operational Plan Steering Committee would also like to thank the County staff that served on the six subcommittees, and all employees and partners who contributed to the development of this plan and its success.

Cover Photo by Maitreya Maziarz (Information Services), Cover Design by Jenny Sandrof

TABLE OF CONTENTS

[Click on a Link to Continue:](#)

INTRODUCTION

Introduction.....	1
A Guide to the Operational Plan	3
Strategic & Operational Planning	4

OPERATIONAL PLAN OVERVIEW..... 7

Framework	8
Development Process.....	9
Community Engagement	10
County Values, Equity & Sustainability	11
Collaboration	12
Connection to Two-Year Budget	13
SMART Objectives Methodology	14

MEASURING PLAN PERFORMANCE 15

Community Profile & Sample Indicators.....	16
Objective Targets & Updates	24

GOALS, STRATEGIES & OBJECTIVES 25

 Comprehensive Health & Safety.....	27
 Attainable Housing	41
 Reliable Transportation.....	51
 Sustainable Environment	59
 Dynamic Economy	69
 Operational Excellence	81

COUNTY OBJECTIVES 103

General Government	105
Assessor-Recorder	107
Auditor-Controller-Treasurer-Tax Collector	109
Cannabis Licensing	113
County Administrative Office	115
County Clerk-Elections	121
Economic Development	123
General Services	127
Information Services.....	131

Personnel.....	135
----------------	-----

Health & Human Services 141

Child Support Services	143
Health Services Agency	147
Homeless Services Coordination.....	155
Human Services Department.....	159

Land Use & Community Services..... 167

Agricultural Commissioner	169
Agricultural Cooperative Extension	173
Parks, Open Space, & Cultural Services	177
Planning.....	181
Public Works	187

Public Safety & Justice..... 195

District Attorney-Public Administrator	197
Emergency Services	201
Probation	203
Sheriff-Coroner	207

Supplemental Objectives 209

APPENDIX..... 213

Operational Plan Subcommittee Roster.....	214
Acronyms	215