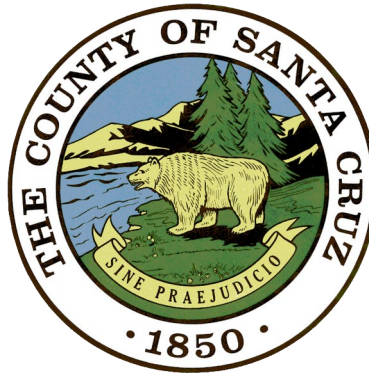


THE COUNTY OF SANTA CRUZ

operational plan

Fiscal Years 2019-20 & 2020-21



Santa Cruz County Operational Planning Initiative

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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	
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<p><i>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.</i></p> <p><i>Cover Photo by Maitreya Maziarz (Information Services), Cover Design by Jenny Sandrof</i></p>			



COUNTY ADMINISTRATOR'S MESSAGE

Members of the Board:

Following two years of thoughtful planning, community outreach, and collaboration across numerous County departments, I am pleased to present the County's 2019-21 Operational Plan, the first in a series of three to implement the 2018-24 Strategic Plan.

PROCESS

The operational plan is reflective of our shared community priorities, informed by County values, and dedicated to achieving equitable, sustainable outcomes for all county residents. Guided by six cross-departmental committees organized around each of our strategic plan focus areas, this plan is the result of a year of discussion and outreach to design objectives that are focused and attainable, but more importantly work collectively to provide equitable improvements for the lives of all Santa Cruz County residents.

MAJOR PROJECTS

This document is also a work plan. These objectives provide an ambitious road map for the next two years of County work, and County staff and leadership have made enthusiastic commitments to projects that will have positive impacts for the community.

They include a new one-stop permitting center, a study on revitalization of County campuses, eliminating medical clinic wait times, completing LEO's Haven accessible

playground, progress on the Monterey Bay Sanctuary Scenic Trail, a feasibility study for neighborhood courts, a review of public defender services, traffic improvements and road resurfacing, growing our Thrive by Three program, expanding voter access, support for crime survivors, improvements to our crime lab to provide DNA services, a sustainability update to the General Plan, expansion of housing opportunities including for farm workers, and more.

In total, there are 178 objectives across 22 departments, many of which impact several areas of our strategic plan. Our progress toward these objectives will be tracked, and the results will be public and inform future budget cycles.

While we have begun preliminary work on some of these objectives, much of our work lies ahead. The next two years will give definition to our strategic plan commitments, which we look forward to honoring on behalf of our employees and residents.

Respectfully Submitted,

Carlos J. Palacios
County Administrative Officer



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INTRODUCTION

INTRODUCTION



VISION SANTA CRUZ COUNTY

In June 2018, the Board of Supervisors approved a six-year strategic plan. The Santa Cruz County Strategic Plan for 2018-2024 was the result of a year-long planning effort, during which the County engaged with thousands of residents and employees to develop a vision, mission, values, focus areas and goals.

Following approval of the strategic plan, the County began development of a two-year operational plan. The 2019-21 Operational Plan is the first of three designed to achieve the County's mission and vision.

Each operational plan will develop further as the County implements complementary initiatives, including this year's two-year budget, PRIMO! Santa Cruz - the County's continuous process improvement effort, and performance measurement.

OPERATIONAL PLAN OVERVIEW

The 2019-21 Operational Plan defines the County's approach to achieving its goals through countywide strategies. Each strategy is comprised of department objectives and key steps.

To create the plan, the County Administrative Office convened an Operational Plan Steering Committee and six subcommittees made up of County leaders and subject-matter experts.

In addition, the County conducted extensive community outreach, convening six focus groups of key community partners, holding seven open

houses in the community, and presenting to over 20 local boards and commissions.

The result is a plan reflective of community priorities, imbued with County values, and dedicated to achieving equitable, sustainable outcomes for all Santa Cruz County residents.

In order to successfully implement the operational plan, the County is adapting to meet current challenges. Collaboration and teamwork are key to our success, and will allow the County to develop trust and ask the difficult questions that lead to real change for employees and residents.

The other key to success is financing. Every objective presented in the operational plan is funded through the County's new two-year budget. In future iterations, this link will be made explicit.

Finally, the operational plan is a living document, and County successes and challenges will be transparent. Through the website www.sccvision.us, the County will track progress on each objective, as well as local, State, and national indicators that demonstrate progress towards achieving the County's goals, mission, and vision.

If you have comments or would like to participate in future planning efforts, please contact us at vision@santacruzcounty.us.

A GUIDE TO THE OPERATIONAL PLAN

The operational plan is made up of three elements:

- Countywide Strategies
- Department Objectives
- Key Steps

STRATEGY FORMAT

"We will ACT to IMPACT."

Strategies define an action that the County will take to create an impact that leads to achieving a goal.

OBJECTIVE FORMAT

"By DATE, DEPARTMENT will ..."

Objectives are specific deliverables that follow the SMART framework: **S**pecific, **M**easurable, **A**ttainable, **R**elevant, and **T**ime-bound.

Objectives may appear under up to three strategies.

KEY STEPS

Key steps begin with a verb, and define a sub-action necessary to complete an objective.

SAMPLE OBJECTIVE GUIDE

Each objective contains eight elements:

- Objective Number - A unique number assigned to each objective in alpha order by government area and then by department name.
- Objective Title
- Objective
- Key Steps - Up to four per objective
- Plan Reference - The focus areas, goals and strategies to which an objective belongs.
 - Focus Area (1-6). Goal (A-D). Strategy (i-iv)
 - Up to three references per objective
- Collaborating Departments - Partners necessary for completing the objective.
- Target - The measurable output; a document, event, or level of service. Level of service targets represent new baselines as opposed to additional units of service.
- Estimated Completion Date

SAMPLE OBJECTIVE GUIDE

A	B	Digital Records	
#1	C	By December 2019, the Assessor-Recorder will offer digitized vital records/certificates from 1950-1980 to the general public.	
D Key Steps			
Identify staffing needed to complete project.	Create an inventory of current original books, their condition and utilization.	Work with vendor (BMI) to repair, scan, film and digitize 608 vitals books and 1,600 fiche.	Approve and review random sample of records for accuracy and clarity.
E	F	G	H
Plan Reference:	Collaborating Depts:	Target:	Est. Completion Date:
6.A.i	ISD	Digitized Vital Record	December 2019

STRATEGIC & OPERATIONAL PLANNING

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

FOCUS AREAS

COMPREHENSIVE HEALTH & SAFETY



ATTAINABLE HOUSING



RELIABLE TRANSPORTATION



SUSTAINABLE ENVIRONMENT



DYNAMIC ECONOMY



COUNTY OPERATIONAL EXCELLENCE

STRATEGIC & OPERATIONAL PLANNING

COUNTY INITIATIVES

The strategic plan will be implemented through four initiatives:

- **Operational Plan**
 - What we will do?
- **Two-Year Budget**
 - How we will finance it?
- **Continuous Process Improvement**
 - Can we do it better?
- **Performance Measurement**
 - What is the impact?

The operational plan and two-year budget are companion documents that describe the short-term actions and financing necessary to achieve the County's long-term goals, mission and vision. The six-year strategic plan will have three operational plan/budget cycles.

Continuous process improvement, known as PRIMO! Santa Cruz, and performance measurement are daily initiatives aimed at equitable distribution of resources, efficient use of taxpayer money, and creating a culture of improvement centered on customers, driven by employees and focused on measurable outcomes.



6	2	2	365	365
Years	Years	Years	Days	Days

County Strategic Plan	Operational Plan	Two-Year Budget	Performance Measurement	PRIMO! Santa Cruz
			<p>How Much? How Well? Is Anyone Better Off?</p>	



OPERATIONAL PLAN OVERVIEW

FRAMEWORK

OPERATIONAL PLAN ELEMENTS

The operational plan adds countywide strategies, department objectives and key steps for achieving the 24 strategic plan goals. These elements are:

- **Countywide Strategies** – Approaches for achieving strategic plan goals.
- **Department Objectives** – Specific, Measurable, Attainable, Relevant and Time-bound (SMART) actions that work towards strategic plan goals and countywide strategies.
- **Key Steps** – Activities or steps necessary to achieve each department objective.

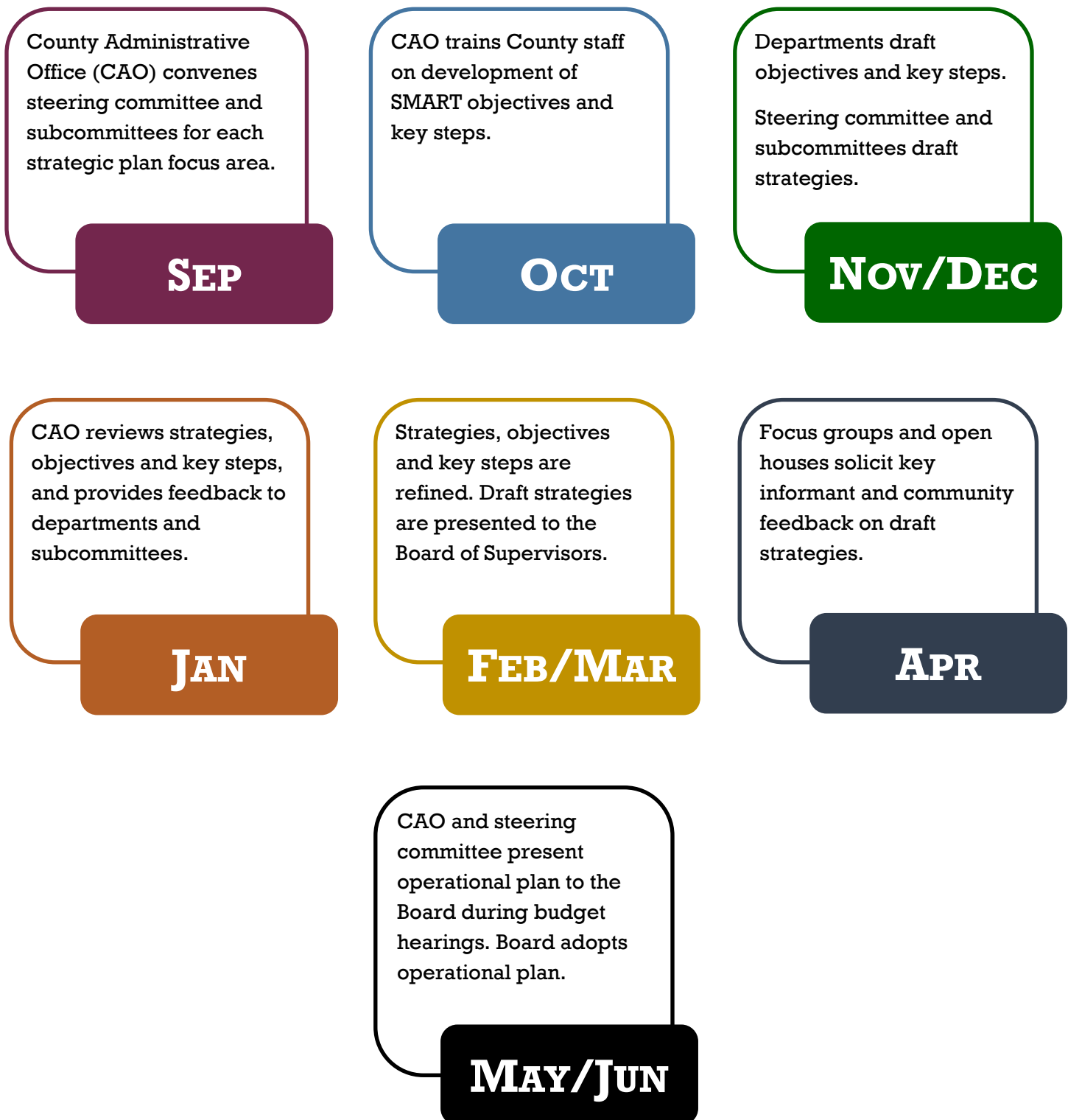
The diagram below shows the hierarchy of strategic plan and operational plan elements. The strategic plan is the County's north star, a long-term vision for what the County wants to achieve.

The operational plan is a concrete, two-year plan that details the County's first step in achieving its vision. Countywide strategies indicate what we will do to achieve County goals, while department objectives and key steps say how this will be done. Objectives may appear under multiple strategies, as many objectives work towards multiple County goals.



DEVELOPMENT PROCESS

Following approval of the strategic plan, an Operational Plan Steering Committee and subcommittees, comprised of a diverse group of leaders and subject-matter experts from each functional area of the County, were convened to develop the operational plan elements for each strategic plan focus area. A roster of the committee structure and membership is available in the Appendix.



COMMUNITY ENGAGEMENT

ENGAGEMENT PROCESS

Community engagement has been and continues to be an important component in developing the strategic and operational plans. As part of the strategic planning process, the County engaged thousands of community members, partners and staff through employee mixers, community meetings, online surveys and focus groups.

Following the adoption of the strategic plan in June 2018, the County continued to work on engagement by compiling numerous countywide community plans that were used to identify the work already being done, and to align and inform the objectives for the operational plan.

Draft strategies were presented to the Board in February 2019, followed by tailored presentations to over 20 additional boards and commissions. Furthermore, key informants were invited to participate in focus groups. Key informants were defined as those with subject-matter expertise in a strategic plan focus area.

Six community open houses were held in north, mid

and south county locations. These open houses allowed the community to learn about the operational plan from subject-matter experts and share their feedback on the draft strategies.

INCLUSIVE PARTICIPATION

The County has also been working on developing methods for reaching more of the community in south county, especially the Spanish speaking population, to ensure that their voices are heard and represented as the County continues to operationalize the strategic plan.

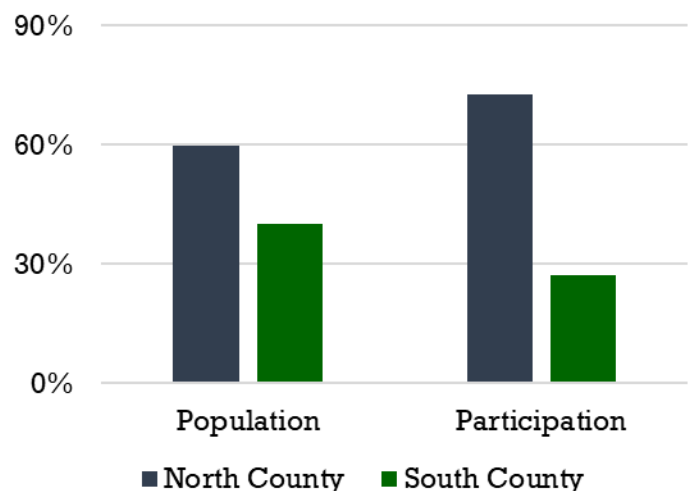
The chart below shows that although south county residents make up about 40% of the population, they represented less than 30% of the participants in strategic and operational planning events.

To increase engagement, the County has listened to south county residents and partners to identify best practices for reaching and serving this community. The County plans to use these identified practices and strategies in the future as it develops subsequent operational plans.

Operational Plan Community Outreach Events



Whose Voice is Heard?
Population vs. Participation in
County Planning



COUNTY VALUES, EQUITY & SUSTAINABILITY

VALUES

Values provide the foundation upon which County services and partnerships are built. Nine core values were enumerated in the strategic plan, derived directly from community input on their expectations of County government.

These nine values are reflected throughout the countywide strategies, department objectives and key steps of the operational plan. Both the steering committee and subcommittees used County values to guide development of the strategies, and in providing feedback to departments on objectives. In future iterations of the operational plan, the County will look for opportunities to make the relationship to its values more explicit.

EQUITY & SUSTAINABILITY

Cross-cutting themes of equity, sustainability and collaboration emerged while developing the operational plan. These themes resonated with the community and key informants, and were subsequently adopted as guiding principles by the steering committee. Although incorporating specific language into each strategy presented a challenge, implicit in the operational plan is a desire to create equitable, sustainable outcomes for Santa Cruz County residents.

As the County shifts towards implementing, evaluating and improving, the intention is to make equity and sustainability explicit in how operational plan success is defined.

SAMPLE DIMENSIONS OF EQUITY & SUSTAINABILITY

EQUITY

ABILITY

AGE

ETHNICITY

GENDER

LOCATION

SEXUAL

ORIENTATION



SUSTAINABILITY

ECONOMIC

ENVIRONMENTAL

SOCIAL

SAMPLE VALUES & DIMENSIONS IN OBJECTIVES

COUNTY VALUES

DIMENSIONS OF EQUITY & SUSTAINABILITY

#94

Thrive by Three

By June 2021, Human Services will increase by 25% the number of low income families with children ages 0-3 receiving home visiting services through the Thrive by Three Initiative.

Transparency **Economic** **Age** **Innovation**

Key Steps

Accept new home visiting funding; refer families enrolled in the CalWORKs program.

Identify and refer child-only CalWORKs cases to home visiting services.

Monitor the program.

Accountability

Enhance efforts as needed.

Effectiveness

COLLABORATION

COMMUNITY SURVEY

Collaboration and teamwork are vital to successfully implementing the operational plan and delivering results for the community. In developing the plan, the County surveyed departments and partners to better understand current goals and plans serving Santa Cruz County. Over 1,000 goals were cataloged and reviewed by committee members, and important connections were made and strengthened in the process.

DEPARTMENT COLLABORATION

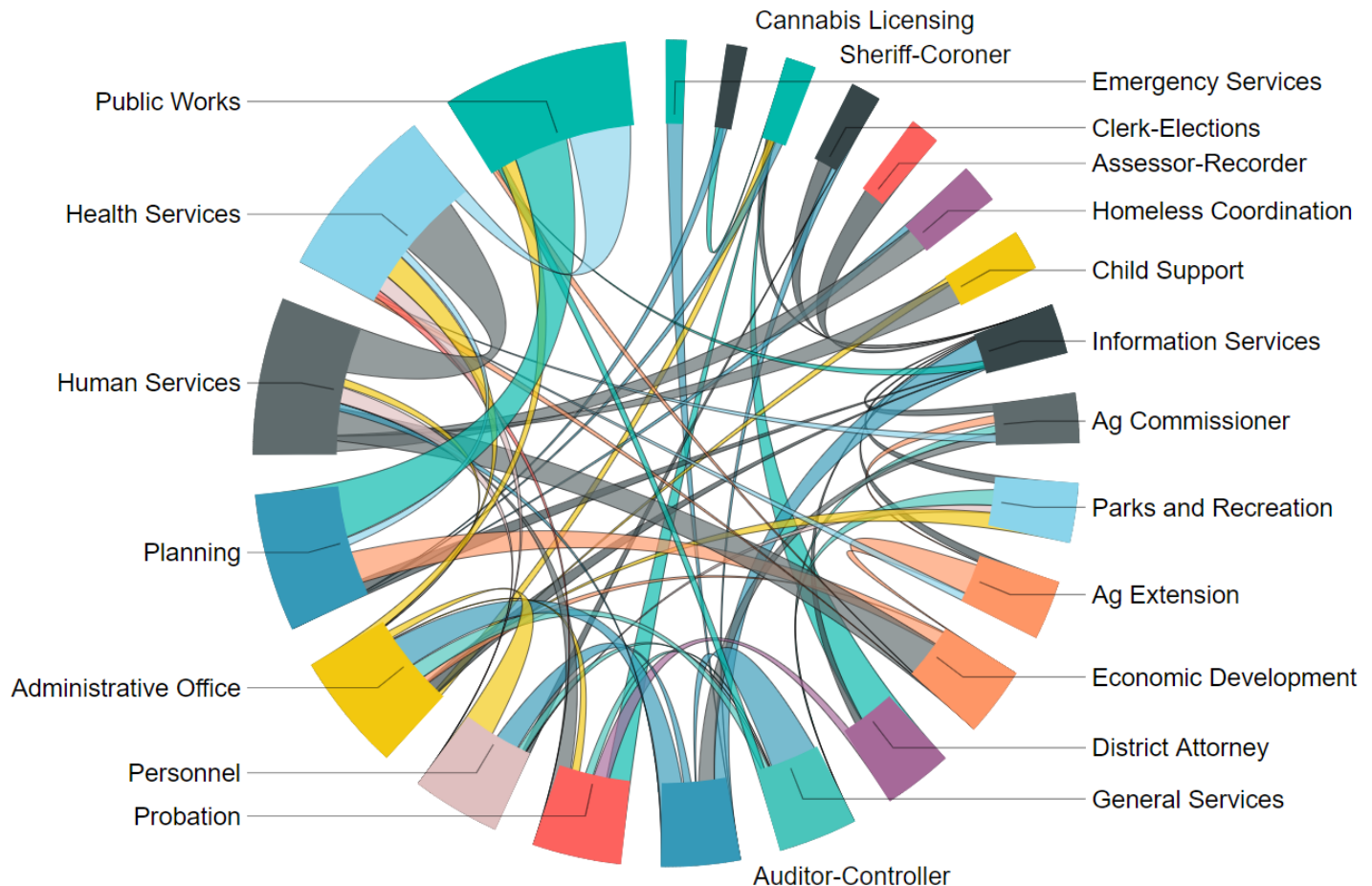
No department is an island. The County necessarily works together to achieve its vision and mission. Within the operational plan, every objective has an accountable department and at least one collaborating department. The chart below shows this collaboration, and the extent to which departments rely on one another.

COMMUNITY COLLABORATION

The operational plan also recognizes the County's reliance on external agencies, service providers, and community members in achieving its vision and mission. Over 25% of the countywide strategies identify collaboration and partnership as the approach necessary to achieve County goals.

In addition, the operational plan lays out several department objectives for bolstering and supporting partner agencies and service providers that make a healthy, safe and more affordable community.

**2019-21 Operational Plan
Objective Coordination Map by Department**



CONNECTION TO TWO-YEAR BUDGET

OPERATIONAL PLAN AND BUDGET

The 2019-21 Operational Plan is the first blueprint for how the County intends to achieve the mission, vision and goals delineated in the strategic plan. The 2019-21 Proposed Budget documents how the County intends to pay for it. Each objective presented in the 2019-21 Operational Plan is funded, and County departments are accountable for completing objectives within their means.

PRE-OPERATIONAL PLAN GOALS

Up to and including the 2018-19 fiscal year, the County budget document has included department accomplishments for the prior year, and goals for the upcoming year. These accomplishments and goals varied widely across departments, creating a challenge for policy makers and the public to ask informed questions and think systematically about the community impact of changes to County programs and services.

CONSISTENCY AND ACCOUNTABILITY

Goals and accomplishments will no longer be a part of the budget in the future. Instead, the 2019-21 Operational Plan presents 178 objectives across 22 departments that are formatted consistently, whose progress will be tracked biannually, and whose results will be public and inform future budget cycles.

WORK IN PROGRESS

Much work has gone into training staff on SMART objectives and developing the first of three operational plans. Although this is no small feat, much work remains to be done. In this iteration of the two-year budget and operational plan, there are no program-level budget details with the cost of each objective. Program-level details will be a part of the next two-year cycle. Additionally, performance measures will provide even more insights into the County's most important services.

SAMPLE OBJECTIVE-BUDGET CONNECTION

CLINICS EXPANSION

The Health Services Agency has completed an extensive remodel at the Emeline Clinic to add 14 exam rooms and completed a remodel at the Watsonville Health Center to add four exam rooms.

OBJECTIVE

#64

Clinics Wait Times

By June 2021, Health Services will increase access to health care by decreasing the wait time for the next available appointment from an average of 1.3 days down to zero days.

BUDGET

Financing Uses	Description/ Impact	Cost/ (Savings)
Salaries & Benefits	Add 14 FTE positions for Clinics expansion at Emeline and Watsonville. (1.0 Medical Director, 1.0 Director of Nursing, 3.0 Department Analysts, 2.0 Medical Billing Tech, 3.0 Medical Assistant, 1.0 Office Assistant, 1.0 Lab Assistant, 1.0 Health Client Benefit Rep, 1.0 Medical Assistant)	1,651,958

SMART OBJECTIVES METHODOLOGY

DEVELOPING OBJECTIVES

In order to develop and standardize objectives across the operational plan, the County employed the SMART approach. In this methodology, developing objectives required County departments to think clearly about the expected results of objectives and present them in a consistent way that can be compared and measured. SMART stands for:

Specific

- Identifies the population or setting, and specific actions that will result, including appropriate indication of how the change will be implemented. Direct verbs such as provide, train, publish, increase, decrease, schedule, or purchase indicate clearly what will be done.

Measurable

- The ability to count or otherwise quantify an activity or its results. Additionally, that the sources of and mechanisms for collecting measurement data are identifiable, accurate and meaningful, and that collection of these measures are feasible and timely. Measures can be quantities, percentages, dates or completion of a task, such as a study or project.

Attainable:

- Must be feasible with the available resources, appropriately limited in scope, and within the department's control and influence. They must balance being challenging yet achievable.

Relevant:

- The relationship between the objective and the overall goals of the strategic plan based on best practices and professional experience. Objectives that directly relate to the goal will help achieve the goal.

Time-Bound:

- A specified and reasonable timeframe for when the objective will be achieved or measured. This provides a sense of practical urgency.

Drafting SMART objectives allows the County to develop performance measures that provide accountability and provide insight on dimensions of equity and sustainability.

KEY STEPS

Each objective has up to four key steps, which are the critical activities necessary to accomplish an objective, and function as a checklist that breaks down a complex problem into manageable tasks.

SAMPLE SMART OBJECTIVE

STRATEGY

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

Relevant

OBJECTIVE

#64

Clinics Wait Times

By June 2021, Health Services will increase access to health care by

Time-Bound

decreasing the wait time for the next available appointment from an

Specific

average of 1.3 days down to zero days.

Measurable

BUDGET

**Financing
Uses**

**Description/
Impact**

**Cost/
(Savings)**

Salaries &
Benefits

Add 14 FTE positions for Clinics.
Attainable

1,651,958



MEASURING PLAN PERFORMANCE

COMMUNITY PROFILE & SAMPLE INDICATORS

COMMUNITY PROFILE & INDICATORS

The strategic plan sets forth a vision of a healthy, safe and more affordable community that is culturally diverse, economically inclusive, and environmentally vibrant. In order to measure progress towards achieving that vision, the County is aligning indicators with local funders and service providers to demonstrate community-level impacts, and partnering with DataShare Santa Cruz County (SCC) to make that data accessible and available.

The 2019-21 Community Profile provides a sample of the indicators that the County will use to determine whether it is achieving its vision. For each of the six strategic plan focus areas, there will be a set of three to five indicators that signify success towards achieving County goals. This printed edition is a draft, and intended to solicit feedback on our alignment and measurement effort. The final set of indicators will consider all feedback and be available online in fall 2019 at both www.sccvision.us and www.datasharescc.org.

COUNTY INDICATOR ALIGNMENT

The Collective of Results and Evidence-based (CORE) Investments is a movement to achieve equitable health and well-being in Santa Cruz County using a results-based, collective impact approach that is responsive to community needs. For the past year, CORE Investments has been working with local funders, service providers, strategic plan holders, and other partners to determine CORE Results across eight CORE Conditions for health and well-being, with communitywide results and a menu of indicators that will be used to measure equity and impact.

The Santa Cruz County Strategic Plan aligns with the CORE Investments vision and mission. In an effort to speak with one community voice, strategic plan indicators will be derived from the CORE Results menu of indicators. Alignment will allow for greater investment in long-term communitywide goals, and measurement to demonstrate the cumulative effect of that investment.

Population

County: Santa Cruz

278,224 Persons

State: California 39,964,848 Persons

Percent Population Change: 2010 to 2019

County: Santa Cruz

6.04%

State: California 7.28%

Median Age

County: Santa Cruz

37.9 Years

State: California 37.1 Years

Average Household Size

County: Santa Cruz

2.64 Persons

State: California 2.90 Persons

Percent Household Change: 2010 to 2019

County: Santa Cruz

6.07%

State: California 7.16%

COMMUNITY PROFILE & SAMPLE INDICATORS

Population Age 25+ with Less Than High School Graduation

County: Santa Cruz

24,604 Persons
(13.35% of Population: Age 25+)

State: California 4,766,911 Persons (17.65% of Population: Age 25+)

Population 16+: Unemployed

County: Santa Cruz

5.78%

State: California 6.97%

Families Below Poverty

County: Santa Cruz

5,406 Families
(8.83% of Families)

State: California 1,027,891 Families (11.12% of Families)

Owner-Occupied Housing Units Average Value

County: Santa Cruz

\$903,666

State: California \$684,409

Percent Housing Unit Change: 2010 to 2019

County: Santa Cruz

5.58%

State: California 6.83%

COUNTY DATA PARTNERSHIP

With CORE Investments serving as a framework for alignment, two powerful tools will provide the data and make it accessible and available. The Community Assessment Project (CAP) surveyed and reported on community-level indicators for 25 years, and is currently in the process of aligning itself with CORE Investments. The second tool, DataShare SCC, is a web-based platform to house and display data that correspond with CORE Investments.

Online and open to the public in March 2019, DataShare SCC was developed by a collaboration of over 20 community organizations, businesses and county departments, and provides an accessible, comprehensive, and reliable resource for local, regional, and national data available to everyone. Incubated by the Health Improvement Partnership (HIP) of Santa Cruz County, DataShare SCC has 238 indicators and 30 unique data sources. Additionally, CAP and other local data will be incorporated into DataShare SCC to create a robust database from which results can be measured, shared, and used to create better policies and programs.

LOCAL DATA

DataShare SCC will support local data on its platform. HIP is currently working with Applied Survey Research (ASR) from Watsonville and County Public Health epidemiologists to establish criteria for uploading data including:

- Relevance to CORE Results
- Validity of Methodology (sample size, etc.)
- Period of collection
- Context in comparison to other values

DataShare SCC is currently working with Santa Cruz county community-based organizations to pilot data integration projects. In addition to locally-sourced data, DataShare SCC also supports locally-maintained data, such as national, statewide, or regional surveys that provide information about Santa Cruz County.

COMMUNITY PROFILE & SAMPLE INDICATORS

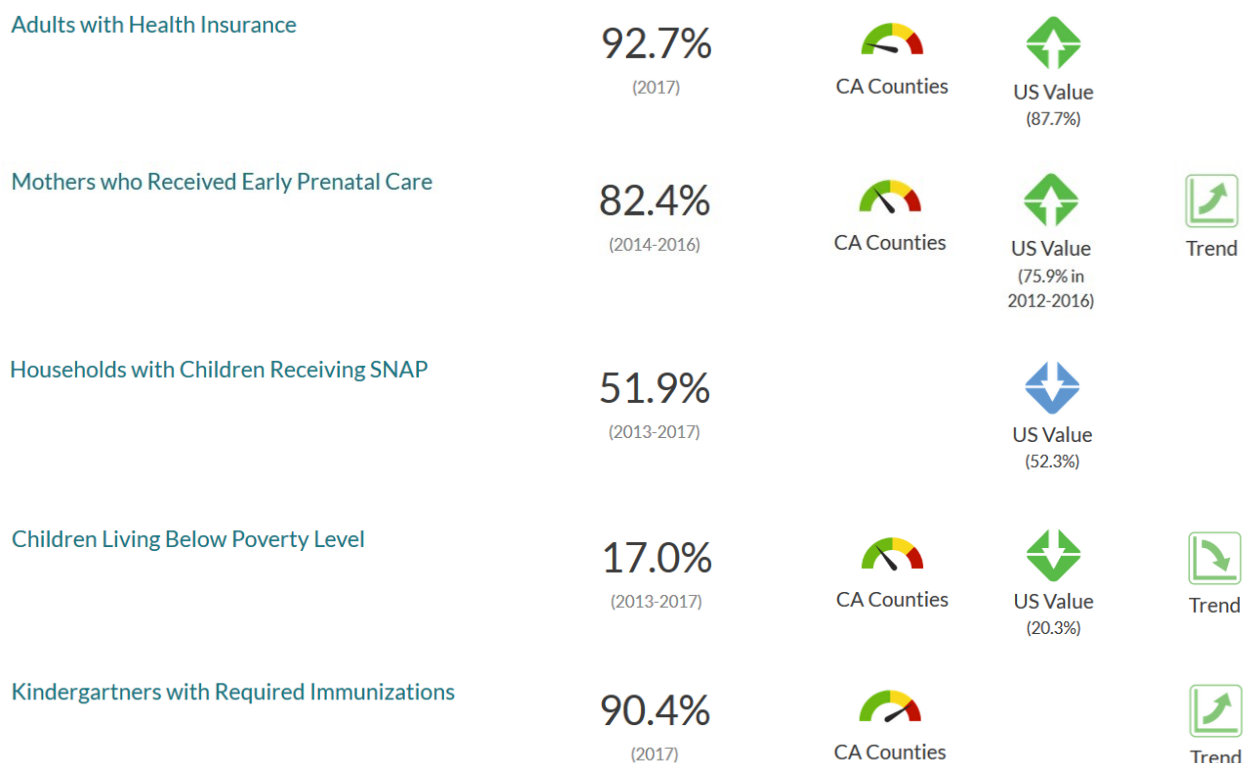
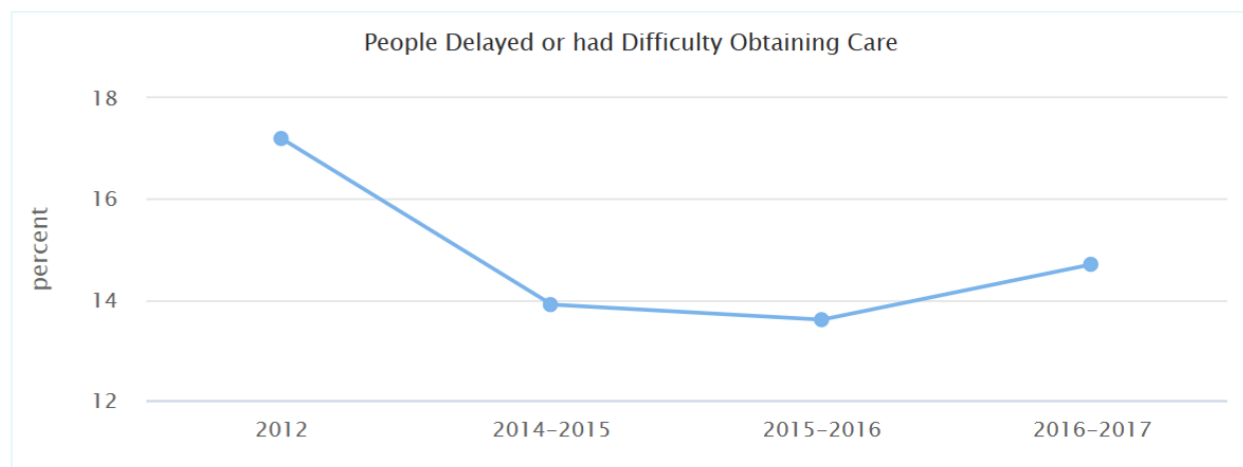
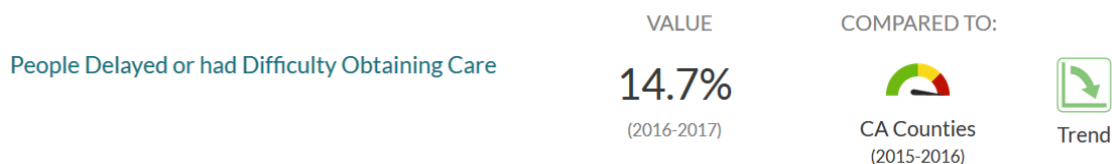


1 - COMPREHENSIVE HEALTH & SAFETY

PEOPLE DELAYED OR HAD DIFFICULTY OBTAINING HEALTH CARE

Why is this important?

Utilizing appropriate clinical and preventative services in a timely fashion can have important implications on the progression and treatment of many diseases. Individuals who receive services in a timely manner have greater opportunity to prevent disease or detect disease during earlier, treatable stages. A delay of necessary care can lead to an increased risk of complications.



COMMUNITY PROFILE & SAMPLE INDICATORS

VIOLENT CRIME RATE

Why is this important?

A violent crime is a crime in which the offender uses or threatens to use violent force upon the victim. According to the FBI'S Uniform Crime Reporting Program, violent crime includes four offenses: murder and nonnegligent manslaughter, rape, robbery, and aggravated assault. Violence negatively impacts communities by reducing productivity, decreasing property values, and disrupting social services.

Violent Crime Rate

VALUE

382.0

Crimes per 100,000
population
(2017)

COMPARED TO:



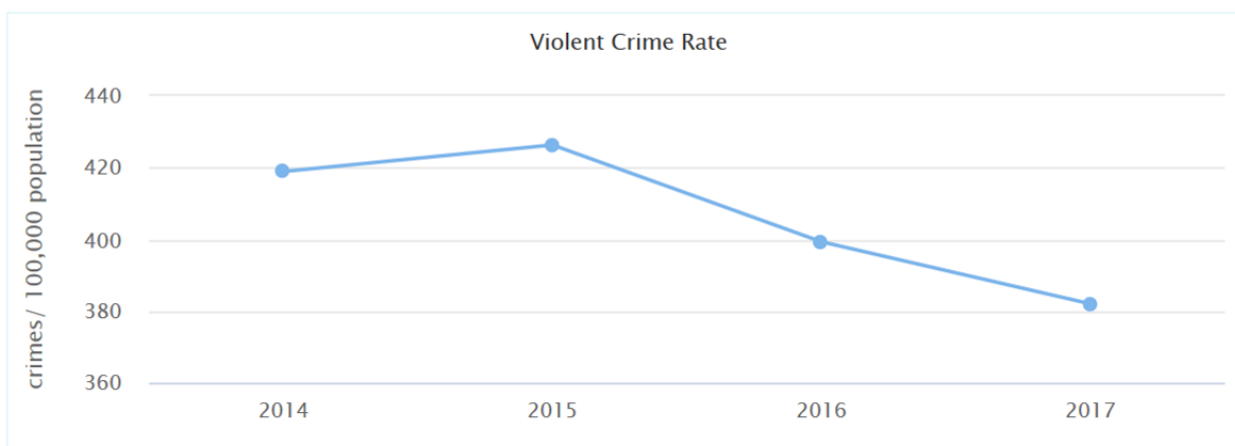
CA Counties
(2015)



US Value
(386.3 in 2016)



Trend



Adults Needing and Receiving Behavioral Health Care Services

55.8%

(2016-2017)



CA Counties



Trend

Age-Adjusted Death Rate due to Drug Use

19.7

Deaths per 100,000
population
(2014-2016)



CA Counties



Trend

Age-Adjusted Hospitalization Rate due to Suicide and Intentional Self-inflicted Injury

7.0

Hospitalizations per 10,000
population 18+ years
(2013-2015)



CA Counties

People 65+ Living Below Poverty Level

7.8%

(2013-2017)



CA Counties



US Value
(9.3%)



Trend

Depression: Medicare Population

14.2%

(2015)



CA Counties



US Value
(16.7%)



Trend



COMMUNITY PROFILE & SAMPLE INDICATORS



2 - ATTAINABLE HOUSING

RENTERS SPENDING 30% OR MORE OF HOUSEHOLD INCOME ON RENT

Why is this important?

Spending a high percentage of household income on rent can create financial hardship, especially for lower-income renters. With a limited income, paying a high rent may not leave enough money for other expenses, such as food, transportation and medical. Moreover, high rent reduces the proportion of income a household can allocate to savings each month.

Renters Spending 30% or More of Household Income on Rent

VALUE
62.3%
(2013-2017)

COMPARED TO:



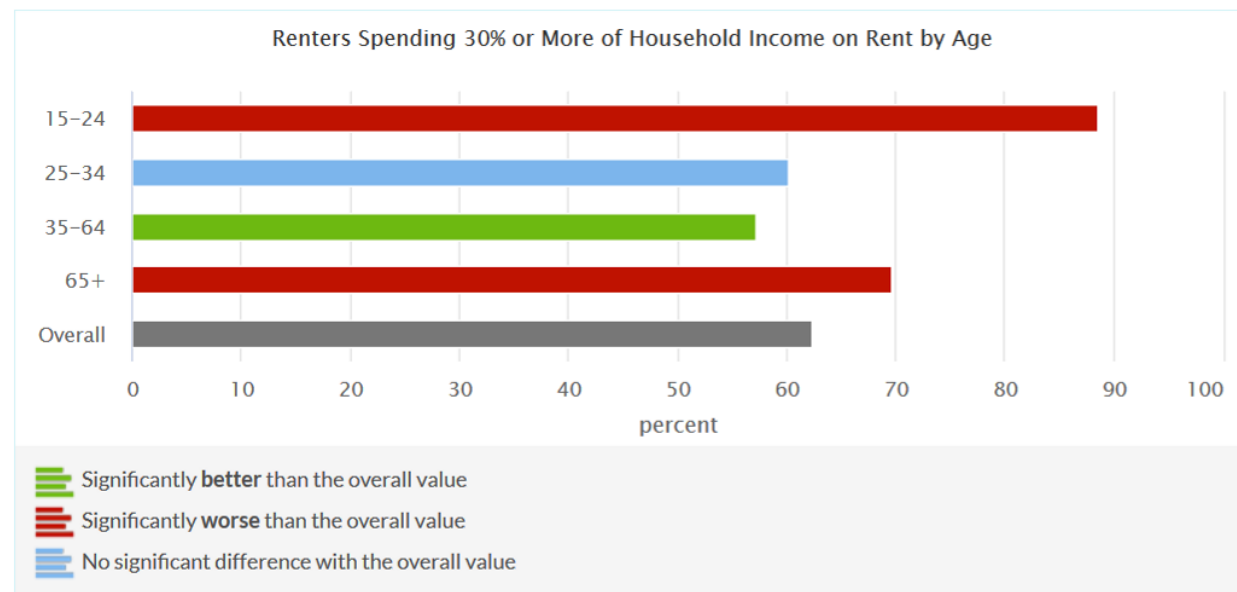
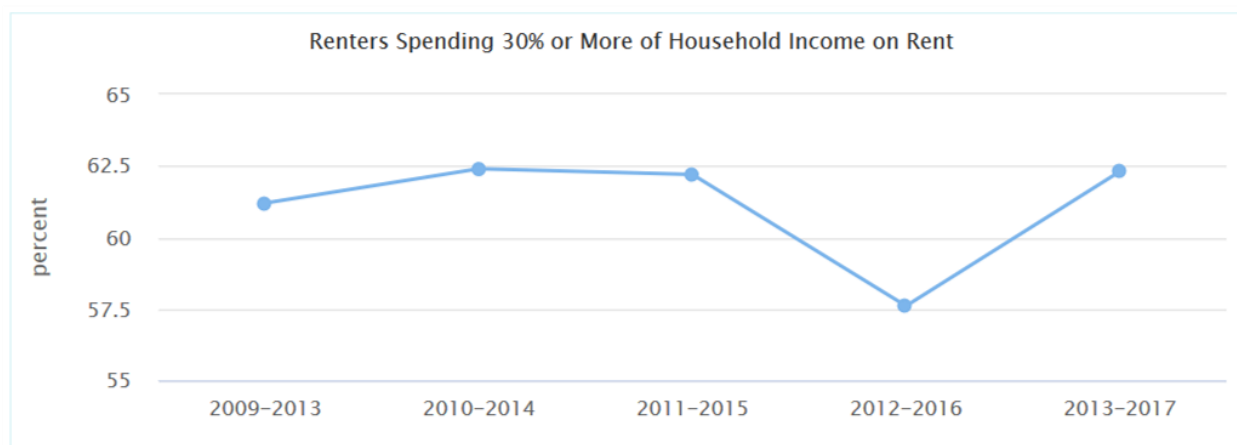
CA Counties



US Value
(50.6%)



Trend



Severe Housing Problems

27.3%
(2010-2014)



CA Counties



US Value
(18.8%)



Trend

Homeownership

54.0%
(2013-2017)



CA Counties



US Value
(56.0%)



Trend

COMMUNITY PROFILE & SAMPLE INDICATORS

WORKERS COMMUTING BY PUBLIC TRANSPORTATION

Why is this important?

Public transportation offers mobility to U.S. residents, particularly people without cars. Transit can help bridge the spatial divide between people and jobs, services, and training opportunities. Public transportation is also beneficial because it reduces fuel consumption, minimizes air pollution, and relieves traffic congestion.

Workers Commuting by Public Transportation

VALUE

2.8%

(2013-2017)

COMPARED TO:



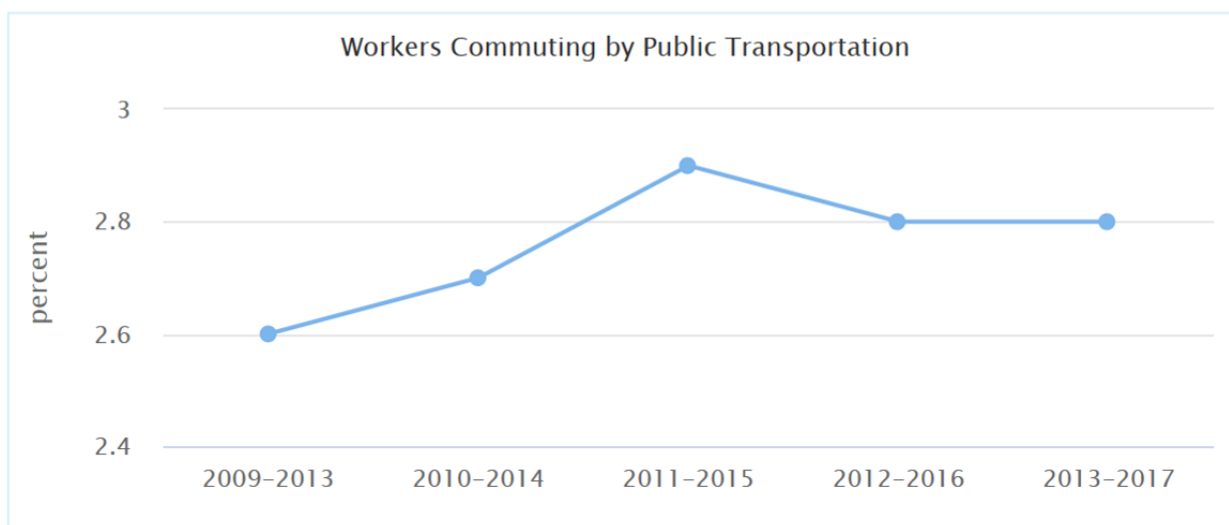
CA Counties



US Value
(5.1%)



Trend



Mean Travel Time to Work

26.8

Minutes

(2013-2017)



CA Counties



US Value
(26.4)



Trend

Solo Drivers with a Long Commute

37.7%

(2012-2016)



CA Counties



US Value
(34.7%)



Trend

Bicycle-Involved Collision Rate

71.0

Collisions per 100,000
population



CA Counties



Trend

Workers who Walk to Work

4.5%

(2013-2017)



CA Counties



US Value
(2.7%)



Trend



3 - RELIABLE TRANSPORTATION

COMMUNITY PROFILE & SAMPLE INDICATORS

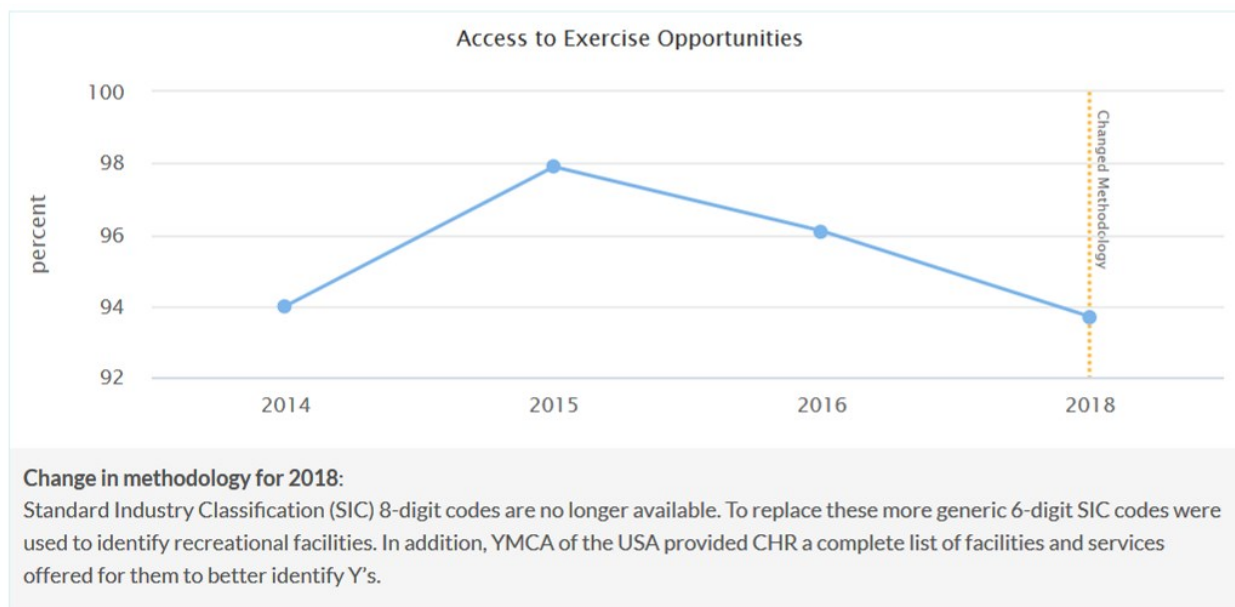
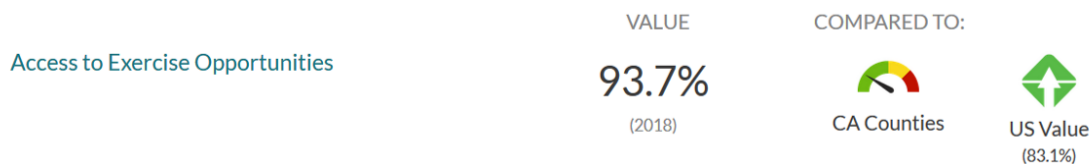


4 - SUSTAINABLE ENVIRONMENT

ACCESS TO EXERCISE OPPORTUNITIES

Why is this important?

Proximity to exercise opportunities, such as parks and recreation facilities, has been linked to an increase in physical activity among residents. Regular physical activity has a wide array of health benefits including weight control, muscle and bone strengthening, improved mental health and mood, and improved life expectancy. Furthermore, exercise reduces the risk of cardiovascular disease, type 2 diabetes and metabolic syndrome, and some cancers.

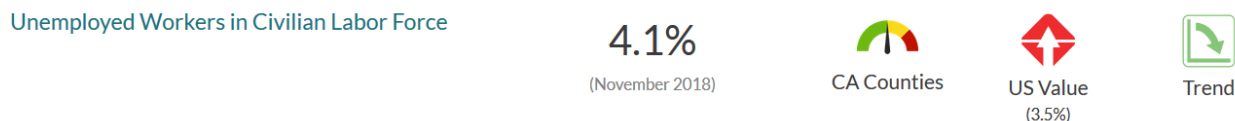
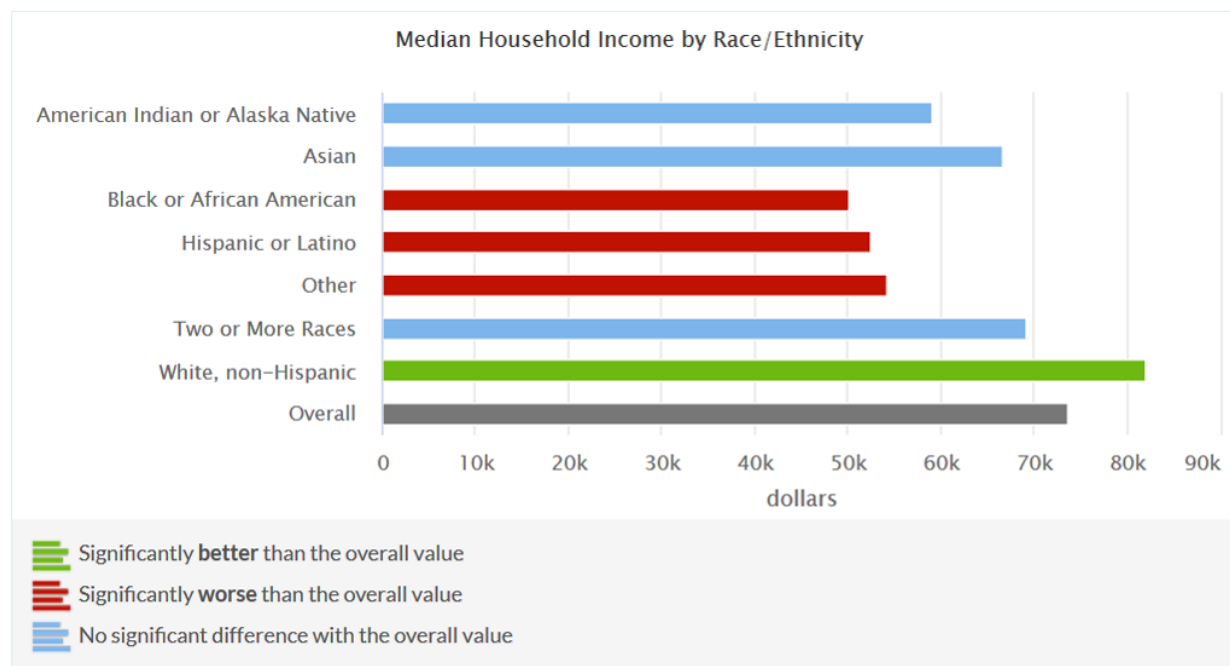


COMMUNITY PROFILE & SAMPLE INDICATORS

MEDIAN HOUSEHOLD INCOME

Why is this important?

Median household income reflects the relative affluence and prosperity of an area. Areas with higher median household incomes are likely to have more educated residents and lower unemployment rates. Higher employment rates lead to better access to healthcare and better health outcomes, since many families get their health insurance through their employer. Areas with higher median household incomes also have higher home values and their residents enjoy more disposable income.



OBJECTIVE TARGETS & UPDATES

OPERATIONAL PLAN TRACKING

Each operational plan objective is measurable. The County Administrative Office, in collaboration with Information Services, has created a website to track County progress on all 178 objectives. Progress reports will be made biannually:

- December 2019
- June 2020
- December 2020
- June 2021

Each objective appears on a card that shows whether the objective is complete (green) or in progress (yellow). Clicking on the objective opens an expanded window that displays additional objective information including the complete objective text, key steps and detailed information about the target.

VISION SANTA CRUZ COUNTY WEBSITE

The website www.sccvision.us was established during the County's strategic planning process. The site will now be the home of the following initiatives:

- Operational Plan
- Two-Year Budget
- Community Indicators
- Performance Measurement
- PRIMO Continuous Process Improvement

In addition to tracking progress on operational plan objectives, the County will feature results from its performance measurement pilot project, as well as its continuous process improvement program. Finally, the new community indicator section will show progress towards meeting strategic plan goals, aligned with CORE Investments, and linking to DataShare SCC, a new community tool to house and display data.



STRATEGIC PLAN
Santa Cruz County

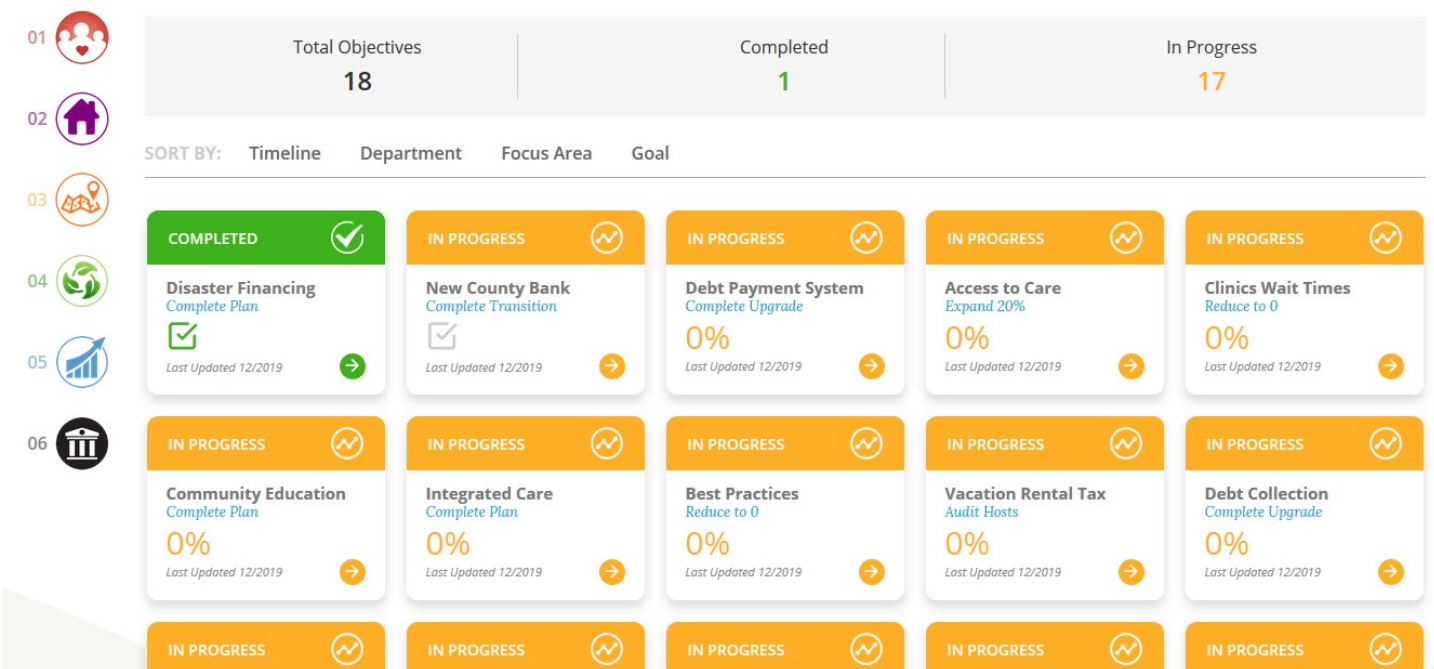
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19-21 Operational Plan Community Indicators Performance Measurement Contact



19-21 Operational Plan

All County Objectives





GOALS, STRATEGIES & OBJECTIVES



COMPREHENSIVE HEALTH & SAFETY

GOALS & STRATEGIES



1 - COMPREHENSIVE HEALTH & SAFETY

OVERVIEW

The Comprehensive Health and Safety Operational Plan consists of 12 strategies and 54 objectives contributed from 11 departments.

COLLABORATION

Health Services and Human Services collaborate on 75% of their objectives in this focus area. There is

also significant collaboration among Public Safety and Justice agencies, and between Public Safety and Health and Human Services.

MAJOR PROJECTS & INITIATIVES

Major projects include the FIT Pilot, Drug Medi-Cal, Whole Person Care, LEO's Haven Playground, and a study on Neighborhood Courts.

GOALS

STRATEGIES

Health Equity

A

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.

Community Support

B

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 with local partners to advance coordination of care.

Local Justice

C

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 facilities necessary to foster shared safety and opportunity.

iv

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

Behavioral Health

D

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.

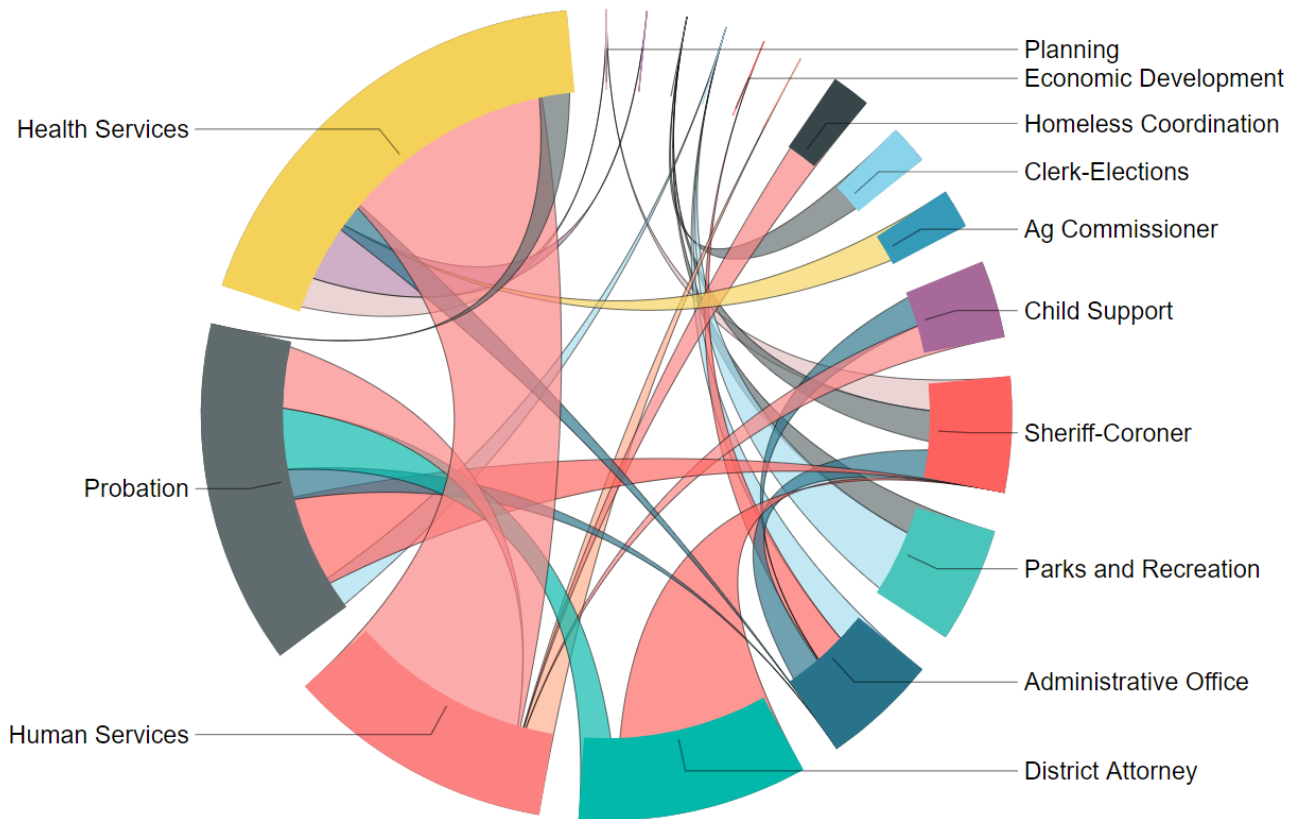
ii

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

COLLABORATION & TIMELINE



DEPARTMENT OBJECTIVE COLLABORATION



MAJOR PROJECT/INITIATIVE TIMELINE

Dec 2019

June 2020

Dec 2020

June 2021

#20 FIT PILOT PROGRAM

#64 CLINICS WAIT TIMES REDUCTION

#71 TREATMENT UTILIZATION (DRUG MEDI-CAL)

#78 INTEGRATED CARE (WHOLE PERSON CARE)

#97 COMMUNITY IMPACT INVESTMENT

#114 LEO'S HAVEN

#158 NEIGHBORHOOD COURTS

STRATEGIES & OBJECTIVES



GOAL

A **Health Equity**
Promote a safe and healthy community that nurtures body and mind across all ages and social conditions.

STRATEGY

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

OBJECTIVES

#63

Access to Care

By June 2021, Health Services will promote services such as medication assisted treatment and diabetes self-management education by engaging 20% of its patient population.

#64

Clinics Wait Times

By June 2021, Health Services will increase access to health care by decreasing the wait time for the next available appointment from an average of 1.3 days down to zero days.

#87

Best Practices

By June 2021, Human Services, through CORE Investments, will develop an online library of evidence-based programs/practices associated with the CORE Conditions.

#94

Thrive by Three

By June 2021, Human Services will double the number of low income families with children 0-3 participating in home visiting services through the Thrive by Three Initiative to improve health and education outcomes.

#168

Juvenile Hall Gym

By June 2021, Probation will complete construction of multi-purpose gymnasium and significant renovation to the Juvenile Hall facility to ensure compliance with State requirements and adequate programming space.

#176

Syringe Services

By December 2019, Health Services will establish targets for the Syringe Services Program (SSP), including increasing access to treatment, and reducing syringe litter and communicable disease.

STRATEGIES & OBJECTIVES

A **Health Equity**
Promote a safe and healthy community that nurtures body and mind across all ages and social conditions.

GOAL



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

STRATEGY

#63 **Access to Care**
By June 2021, Health Services will promote services such as medication assisted treatment and diabetes self-management education by engaging 20% of its patient population.

OBJECTIVES

#64 **Clinics Wait Times**
By June 2021, Health Services will increase access to health care by decreasing the wait time for the next available appointment from an average of 1.3 days down to zero days.

#65 **Community Education**
By June 2020, Health Services will develop a community education and outreach campaign across the issues of homelessness, mental health and substance use disorders, and health equity.

#66 **Integrated Care**
By June 2020, Health Services will have a plan in place for the integration of primary care, behavioral health, and public health.

#75 **Optimizing Resources**
By June 2021, Health Services will increase federal revenue for Medi-Cal Administrative Activities (MAA) by 25% over fiscal year 2017-18.

#88 **Food Access**
By June 2021, Human Services will increase by 50% the number of low-income seniors and disabled single adults enrolled in CalFresh.

#173 **Livable Community**
By June 2021, the County Administrative Office, in partnership with the Area Agency on Aging, will develop an action plan to become an age-friendly community.

#176 **Syringe Services**
By December 2019, Health Services will establish targets for the Syringe Services Program (SSP), including increasing access to treatment, and reducing syringe litter and communicable disease.

STRATEGIES & OBJECTIVES



1 - COMPREHENSIVE HEALTH & SAFETY

GOAL

A **Health Equity**
Promote a safe and healthy community that nurtures body and mind across all ages and social conditions.

STRATEGY

iii We will leverage community partnerships to improve social determinants of health.

OBJECTIVES

- #65** **Community Education**
By June 2020, Health Services will develop a community education and outreach campaign across the issues of homelessness, mental health and substance use disorders, and health equity.
- #66** **Integrated Care**
By June 2020, Health Services will have a plan in place for the integration of primary care, behavioral health, and public health.
- #83** **Homeless Navigation**
By June 2021, Homeless Services Coordination will work with the Homeless Action Partnership to plan and open year-round homeless services centers in North and South County.
- #97** **Impact Investment**
By June 2021, Human Services and Health Services will provide 24 opportunities for technical assistance to support systemwide collaborations among local public, private, non-profit, and community partners.
- #104** **Mosquito Education**
By June 2021, the Agricultural Commissioner will improve access and knowledge of our services to the community and under-served groups by 10% compared to 2018.
- #113** **Youth Recreation Camp**
By June 2021, Parks will create a new recreation camp for pre-teens and teenage youth.
- #114** **LEO's Haven at Chanticleer Park**
By June 2020, Parks will complete construction of Chanticleer Park Phase 1 and LEO's Haven playground project.
- #115** **Simpkins Pool Maintenance**
By June 2021, Parks will complete the Simpkins Swim Center deferred maintenance to preserve a safe facility for the community.

STRATEGIES & OBJECTIVES

B **Community Support**
Provide access to food and basic support through integrated health care and social services.

GOAL



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

STRATEGY

#25 **2020 US Census**
By June 2020, the County Administrative Office in partnership with the cities and community-based organizations will ensure a complete count in the 2020 Census.

OBJECTIVES

#26 **Voter Turnout**
By June 2020, the County Clerk will increase the number of Same Day Voter Registration Centers, install additional ballot drop boxes, and implement a coordinated voter program for the March 2020 election.

#59 **Client Satisfaction**
By June 2021, Child Support Services will develop baseline and tracking for client satisfaction, and report on the relationship between client satisfaction and timely child support payments.

#69 **Oral Health**
By June 2021, Health Services will partner with the local Oral Health Access Coalition to reduce cavities in children ages 0-5 by increasing Medi-Cal dental visit rates from 38.8% to 40%.

#81 **Disease Prevention**
By June 2021, Health Services will publish an annual Immunization Report to promote childhood immunization rates in children ages 0-5 to reduce the risk of preventable disease outbreaks.

#86 **Community Impact**
By June 2021, Human Services, through CORE Investments, will develop an online menu of community- and program-level results associated with the CORE conditions.

#88 **Food Access**
By June 2021, Human Services will increase by 50% the number of low-income seniors and disabled single adults enrolled in CalFresh.

1 - COMPREHENSIVE HEALTH & SAFETY

STRATEGIES & OBJECTIVES



1 - COMPREHENSIVE HEALTH & SAFETY

GOAL	B	Community Support Provide access to food and basic support through integrated health care and social services.
STRATEGY	ii	We will pursue policies and programs that support vulnerable populations.
OBJECTIVES	#61	Unpaid Child Support By June 2021, Child Support Services will increase the reliability of child support to families by decreasing the amount of unpaid child support by 0.5% for each federal fiscal year.
	#79	Public Guardian By June 2021, Health Services Public Guardian will increase capacity to investigate four new probate referrals per month.
	#81	Disease Prevention By June 2021, Health Services will publish an annual Immunization Report to promote childhood immunization rates in children ages 0-5 to reduce the risk of preventable disease outbreaks.
	#89	Food Security By June 2020, Human Services will have 65% of In Home Support Service (IHSS) providers and recipients who participate in the MENU program, reporting less food insecurity according to USDA assessment.
	#90	Child Wellbeing By June 2021, Human Services will ensure 75% of children entering care will receive at least one Child and Family (CFT) meeting.
	#94	Thrive by Three By June 2021, Human Services will double the number of low income families with children 0-3 participating in home visiting services through the Thrive by Three Initiative to improve health and education outcomes.
	#162	Survivor Services By June 2021, Probation will establish three standard practices or protocols that will increase the level of support provided for survivors of crime.
	#177	Permanent Housing By June 2021, Homeless Services Coordination will work with the local Continuum of Care (CoC) to increase by 15% the number of persons who exited to permanent housing.

STRATEGIES & OBJECTIVES

B **Community Support**
Provide access to food and basic support through integrated health care and social services.

GOAL



iii We will innovate and collaborate with local partners to advance coordination of care.

STRATEGY

#20 **FIT Pilot**
By June 2020, the County Administrative Office will coordinate report on outcomes of the Focused Intervention Team (FIT) pilot program with the Sheriff-Coroner and Health Services.

OBJECTIVES

#75 **Optimizing Resources**
By June 2021, Health Services will increase federal revenue for Medi-Cal Administrative Activities (MAA) by 25% over fiscal year 2017-18.

#86 **Community Impact**
By June 2021, Human Services, through CORE Investments, will develop an online menu of community- and program-level results associated with the CORE conditions.

#97 **Impact Investment**
By June 2021, Human Services and Health Services will provide 24 opportunities for technical assistance to support systemwide collaborations among local public, private, non-profit, and community partners.

#166 **School Outreach**
By June 2021, Probation will collaborate with at least three school partners to adopt policies and procedures to implement social-emotional responses to student behaviors or absences.

#175 **Homeless Outreach Proactive Engagement Services**
By June 2021, Health Services will increase HOPES client engagement by 40% and substance use treatment completion by 25%, and reduce arrests six months after program engagement by 20%.

1 - COMPREHENSIVE HEALTH & SAFETY

STRATEGIES & OBJECTIVES



1 - COMPREHENSIVE HEALTH & SAFETY

GOAL	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.
	#20	FIT Pilot By June 2020, the County Administrative Office will coordinate report on outcomes of the Focused Intervention Team (FIT) pilot program with the Sheriff-Coroner and Health Services.
	#152	Human Trafficking By December 2019, the District Attorney will conduct at least two events to increase community awareness of Human Trafficking.
	#155	Environmental Crimes By June 2020, the District Attorney will institute more proactive outreach and increase investigation of environmental law violations by 25%.
	#156	Gang Prevention By December 2019, the District Attorney will implement one new gang prevention and outreach program to the community.
	#163	Domestic Violence By June 2021, Probation will provide recommendations to the State based on the implementation and operation of an alternative domestic violence prevention program based on a risk and needs assessment.
	#164	Megan's Law By June 2021, Probation will train 100% of dedicated staff responsible for implementing new sex offender registration requirements established by State law.
	#170	Custodial Assessment By June 2020, the Sheriff-Coroner will develop a plan to establish separate custodial facilities for incarcerated men and women.
	#172	Public Safety Center By December 2019, the Sheriff-Coroner, District Attorney, and Probation will open a new Public Safety Center in Aptos Village to increase the availability of services to mid-county residents.

STRATEGIES & OBJECTIVES

C

Local Justice

Increase public safety through practices, partnerships and transformative opportunities that respect victims and reduce recidivism.

GOAL



ii

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

STRATEGY

#22

Public Defender

By June 2020, the County Administrative Office will complete an organizational review of the Public Defender's Office to determine whether to continue contracting for services or create a new County department.

OBJECTIVES

#63

Access to Care

By June 2021, Health Services will promote services such as medication assisted treatment and diabetes self-management education by engaging 20% of its patient population.

#161

Probation Services

By June 2020, Probation will serve 10% of all clients at the new service center.

#162

Survivor Services

By June 2021, Probation will establish three standard practices or protocols that will increase the level of support provided for survivors of crime.

#165

Group Homes

By June 2021, Probation will decrease the number of youth placed in Short Term Residential Therapeutic Programs (STRTP) by 50% for juvenile justice involved youth.

#166

School Outreach

By June 2021, Probation will collaborate with at least three school partners to adopt policies and procedures to implement social-emotional responses to student behaviors or absences.

#167

Impact Contracting

By June 2021, Probation will increase outcome-based service agreements by 80% for the delivery of client services.

#169

Youth Resilience

By December 2020, Probation will enhance education by providing six tablets and add vocational skills through a community garden program offered to 80% of youth while detained.

STRATEGIES & OBJECTIVES



1 - COMPREHENSIVE HEALTH & SAFETY

GOAL	C	Local Justice Increase public safety through practices, partnerships and transformative opportunities that respect victims and reduce recidivism.
		iii We will develop the facilities necessary to foster shared safety and opportunity.
		#153 Interview Center By December 2019, the District Attorney's Office will expand services by 100 clients at the Multi-Disciplinary Interview Center (MDIC) for child survivors of crime.
		#161 Probation Services By June 2020, Probation will serve 10% of all clients at the new service center.
		#168 Juvenile Hall Gym By June 2021, Probation will complete construction of multi-purpose gymnasium and significant renovation to the Juvenile Hall facility to ensure compliance with State requirements and adequate programming space.
		#170 Custodial Assessment By June 2020, the Sheriff-Coroner will develop a plan to establish separate custodial facilities for incarcerated men and women.
		#171 DNA Laboratory By June 2020, the Sheriff-Coroner will operate an accredited laboratory with plans, cost estimates and procedures to support the efforts to add DNA analysis services.
OBJECTIVES	#172	Public Safety Center By December 2019, the Sheriff-Coroner, District Attorney, and Probation will open a new Public Safety Center in Aptos Village to increase the availability of services to mid-county residents.

STRATEGIES & OBJECTIVES

C

Local Justice

Increase public safety through practices, partnerships and transformative opportunities that respect victims and reduce recidivism.

GOAL



iv

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

STRATEGY

#73

Trauma-Informed

By June 2021, Health Services will implement policies and procedures that reflect practices of trauma-informed care to improve client outcomes.

OBJECTIVES

#153

Interview Center

By December 2019, the District Attorney's Office will expand services by 100 clients at the multi-disciplinary interview center for child survivors of crime.

#157

Crime Survivors

By June 2021, the District Attorney will create an outreach program to educate the community and law enforcement about the effects of criminal activity and prosecution on crime survivors.

#158

Neighborhood Courts

By June 2020, the District Attorney will complete a feasibility study for operating a neighborhood court to use restorative justice principles to resolve low level criminal offenses.

#162

Survivor Services

By June 2021, Probation will establish three standard practices or protocols that will increase the level of support provided for victims of crime.

STRATEGIES & OBJECTIVES



1 - COMPREHENSIVE HEALTH & SAFETY

GOAL

- Behavioral Health**
- D** Support residents and lessen community impacts through increased access to integrated mental health, substance use disorder and health care services.

STRATEGY

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

OBJECTIVES

- #20** **FIT Pilot**
By June 2020, the County Administrative Office will coordinate report on outcomes of the Focused Intervention Team (FIT) pilot program with the Sheriff-Coroner and Health Services.
- #66** **Integrated Care**
By June 2020, Health Services will have a plan in place for the integration of primary care, behavioral health, and public health.
- #71** **Treatment Utilization**
By June 2020, Health Services will maintain utilization to substance use disorder services at 150%, and double withdrawal management (WM) service days.
- #78** **Whole Person Care**
By December 2020, Health Services will complete implementation of pilot program to improve the outcomes of adult Medi-Cal beneficiaries with behavioral health and chronic medical conditions.

STRATEGIES

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

OBJECTIVES

- #70** **Child Crisis Services**
By June 2021, Health Services will reduce children's crisis visits to the Crisis Stabilization Program by 10% and reduce wait times for an initial children's intake by 10% to improve children well-being.
- #72** **Supported Housing**
By June 2021, Health Services will increase the number of supported housing beds sited throughout the county for homeless adults with mental illness by 20 beds from the baseline calendar year 2018.
- #90** **Child Wellbeing**
By June 2021, Human Services will ensure 75% of children entering care will receive at least one Child and Family (CFT) meeting.



ATTAINABLE HOUSING

GOALS & STRATEGIES



2 - ATTAINABLE HOUSING

OVERVIEW

The Attainable Housing Operational Plan consists of 8 strategies and 28 objectives contributed from 7 departments.

COLLABORATION

Planning contributes the most objectives in this focus area, and collaborates with Public Works 63%

of their objectives. There is also significant collaboration among Human Services, Homeless Services Coordination, and other departments.

MAJOR PROJECTS & INITIATIVES

Major projects include the sustainability plan update, and several projects to address the homelessness crisis.

GOALS

STRATEGIES

Affordable Housing

- A 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 and rental assistance.

Community Development

- B Sustain and rejuvenate communities by integrating places to live, work and play.

- i We will update planning documents and processes to encourage desirable development that is dense where appropriate.
- ii We will partner with the community on projects to improve neighborhoods and local economies, and ensure availability of supporting infrastructure.

Local Inventory

- C 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.
- ii We will pilot initiatives to expand housing options for people of all income levels.

Homelessness

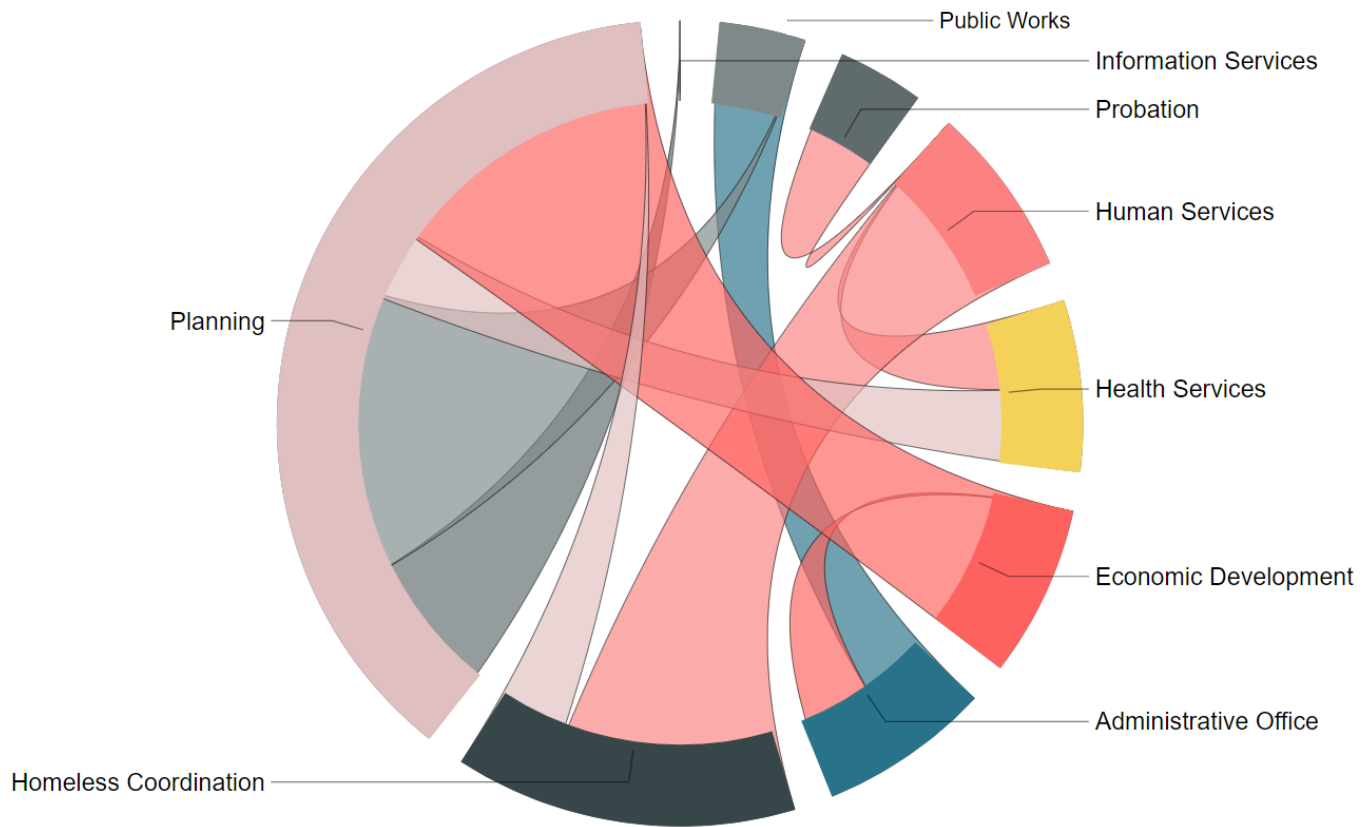
- D Expand services to reduce homelessness and increase housing stability.

- i We will join with the cities and the community to expand emergency shelter capacity and use, and support transition to permanent housing.
- ii We will focus on proven prevention and housing stability strategies to reduce homelessness.

COLLABORATION & TIMELINE



DEPARTMENT OBJECTIVE COLLABORATION



MAJOR PROJECT/INITIATIVE TIMELINE

Dec 2019

June 2020

Dec 2020

June 2021

#82 EMERGENCY SHELTER

#85 CRISIS RESPONSE

#120 SUSTAINABILITY UPDATE

#124 DEVELOPMENT PERMITS

#130 FARMWORKER HOUSING

#140 CAMPUS MASTER PLAN

STRATEGIES & OBJECTIVES



2 - ATTAINABLE HOUSING

GOAL

- Affordable Housing**
- A** Partner to develop affordable housing, lower barriers to housing solutions, and access new funding sources.

STRATEGY

- i** We will modernize land use policies and reduce barriers to support affordable housing creation.

OBJECTIVES

- #125 One-Stop Permitting**
By June 2021, Planning will implement a "One Stop" Development Services Public Counter with coordinated staffing by all permitting departments and agencies.
- #130 Farmworker Housing**
By June 2021, Planning will identify at least two potential sites and initiate affordable year-round farmworker housing projects.
- #131 Housing Preservation**
By June 2021, Planning will complete amendments of General Plan policies and County Land Use Regulations to support preservation of existing housing.
- #132 Workforce Housing**
By June 2021, Planning will complete amendments of General Plan policies and County Land Use Regulations to enable employers to utilize land occupied by public facilities for workforce housing.
- #140 Campus Master Plans**
By June 2021, Public Works, in collaboration with the County Administrative Office and General Services, will develop master plans for County campuses to provide affordable housing and supportive services.

STRATEGIES & OBJECTIVES

GOAL



STRATEGY

OBJECTIVES

2 - ATTAINABLE HOUSING

Affordable Housing

- A** Partner to develop affordable housing, lower barriers to housing solutions, and access new funding sources.

- ii** We will pursue local and state funding to support affordable housing projects and rental assistance.

#25

2020 US Census

By June 2020, the County Administrative Office in partnership with the cities and community-based organizations will ensure a complete count in the 2020 Census.

#29

17th & Capitola

By June 2020, Economic Development will complete the disposition of the Redevelopment Agency Successor Agency property located near 17th Avenue and Capitola Road to create jobs, housing, and tax revenue.

#30

7th & Brommer

By June 2021, Economic Development will complete the disposition of the Redevelopment Agency Successor Agency property located near 7th Avenue and Brommer Street to create jobs, housing, and tax revenue.

#119

Housing Financing

By June 2021, Planning will collaborate to submit five applications for financing for affordable housing projects and rental assistance.

STRATEGIES & OBJECTIVES



2 - ATTAINABLE HOUSING

GOAL

B

Community Development

Sustain and rejuvenate communities by integrating places to live, work and play.

STRATEGY

i

We will update planning documents and processes to encourage desirable development that is dense where appropriate.

OBJECTIVES

#120

Sustainability Update

By June 2021, Planning will complete certification of Environmental Impact Report (EIR) and adoption of the General Plan "Sustainability Update", Local Coastal Program, and relevant County Codes.

#121

Housing Element

By June 2021, Planning will initiate work on the Housing Element Update, for adoption and submittal to the State by 2023 as required by State law.

#126

Permit Center Team

By December 2019, Planning will establish inter-department "Permit Center Team" (PCT) communication protocols and collaboration mechanisms to maximize efficiencies and problem solving.

#127

Permit Center Service


By June 2021, Planning, in collaboration with Information Services, will identify and implement changes to ensure optimal use of technology to support internal and external customer service goals.

#129

Housing Database

By December 2020, Planning will operationalize County housing web-based database for homeowner loans, deed restricted affordable units and multifamily developments and map.

STRATEGIES & OBJECTIVES

B	Community Development Sustain and rejuvenate communities by integrating places to live, work and play.	GOAL	 2 - ATTAINABLE HOUSING
ii	We will partner with the community on projects to improve neighborhoods and local economies, and ensure availability of supporting infrastructure.	STRATEGY	
#16	Capital Policy By December 2020, the County Administrative Office, in collaboration with General Services and Public Works, will establish policy guidance for long-range facilities planning and campus master planning.	OBJECTIVES	
#124	Development Permits By June 2021, Planning will work with property owners to complete several key development applications, including for medical offices, shopping center revitalization, mixed use developments, and workforce housing.		
#129	Housing Database By December 2020, Planning will operationalize County housing web-based database for homeowner loans, deed restricted affordable units and multifamily developments and map.		
#130	Farmworker Housing By June 2021, Planning will identify at least two potential sites and initiate affordable year-round farmworker housing projects.		
#173	Livable Community By June 2021, the County Administrative Office, in partnership with the Area Agency on Aging, will develop an action plan to become an age-friendly community.		

STRATEGIES & OBJECTIVES



2 - ATTAINABLE HOUSING

GOAL

- C** **Local Inventory**
Increase and diversify housing options through smart growth programs, adaptive reuse and innovation.

STRATEGY

- i** We will prioritize infill and urban density housing solutions that support housing choice.

OBJECTIVES

#29 **17th & Capitola**
By June 2020, Economic Development will complete the disposition of the Redevelopment Agency Successor Agency property located near 17th Avenue and Capitola Road to create jobs, housing, and tax revenue.

#30 **7th & Brommer**
By June 2021, Economic Development will complete the disposition of the Redevelopment Agency Successor Agency property located near 7th Avenue and Brommer Street to create jobs, housing, and tax revenue.

#121 **Housing Element**
By June 2021, Planning will initiate work on the Housing Element Update, for adoption and submittal to the State by 2023 as required by State law.

#131 **Housing Preservation**
By June 2021, Planning will complete amendments of General Plan policies and County Land Use Regulations to support preservation of existing housing.

STRATEGY

- ii** We will pilot initiatives to expand housing options for people of all income levels.

OBJECTIVES

#126 **Permit Center Team**
By December 2019, Planning will establish inter-department "Permit Center Team" (PCT) communication protocols and collaboration mechanisms to maximize efficiencies and problem solving.

#130 **Farmworker Housing**
By June 2021, Planning will identify at least two potential sites and initiate affordable year-round farmworker housing projects.

STRATEGIES & OBJECTIVES

D

Homelessness

Expand services to reduce homelessness and increase housing stability.

GOAL



i

We will join with the cities and the community to expand emergency shelter capacity and use, and support transition to permanent housing.

STRATEGY

#82

Emergency Shelter

By June 2021, Homeless Services Coordination will work with Homeless Action Partnership to increase total emergency shelter and/or emergency bridge housing bed capacity by 20% each year over the 2019 baseline.

#85

Crisis Response

By June 2021, Homeless Services Coordination with the Homeless Action Partnership (HAP) will implement and report annually on State emergency homeless funding to realize investments in homeless crisis response.

#91

Homeless Assessments

By June 2021, Human Services will collaborate with community partners to complete assessments (Smart Path) for at least 1,600 individuals experiencing homelessness.

#177

Permanent Housing

By June 2021, Homeless Services Coordination will work with the local Continuum of Care (CoC) to increase by 15% the number of persons who exited to permanent housing.

#178

AB 109 Recidivism

By June 2021, Probation will decrease by 10% the three-year recidivism rate for the AB 109 population, as defined by the California Board of State and Community Corrections.

OBJECTIVES

2 - ATTAINABLE HOUSING

STRATEGIES & OBJECTIVES



2 - ATTAINABLE HOUSING

GOAL

D

Homelessness

Expand services to reduce homelessness and increase housing stability.

STRATEGY

ii

We will focus on proven prevention and housing stability strategies to reduce homelessness.

OBJECTIVES

#72

Supported Housing

By June 2021, Health Services will increase the number of supported housing beds sited throughout the county for homeless adults with mental illness by 20 beds from the baseline calendar year 2018.

#78

Whole Person Care

By December 2020, Health Services will complete implementation of pilot program to improve the outcomes of adult Medi-Cal beneficiaries with behavioral health and chronic medical conditions.

#83

Homeless Navigation

By June 2021, Homeless Services Coordination will work with the Homeless Action Partnership to plan and open year-round homeless services centers in North and South County.

#84

Homeless Systems

By June 2020, Homeless Services Coordination will assess the current system performance and capacity, and develop an improvement roadmap for homeless services.

#91

Homeless Assessments

By June 2021, Human Services will collaborate with community partners to complete assessments (Smart Path) for at least 1,600 individuals experiencing homelessness.

#100

Housing Assistance

By June 2021, Human Services housing assistance programs will house 187 individuals/families experiencing homelessness.

#165

Group Homes

By June 2021, Probation will decrease the number of youth placed in Short Term Residential Therapeutic Programs (STRTP) by 50% for juvenile justice involved youth.



RELIABLE TRANSPORTATION

GOALS & STRATEGIES



3 - RELIABLE TRANSPORTATION

OVERVIEW

The Reliable Transportation Operational Plan consists of 8 strategies and 17 objectives contributed from 8 departments.

COLLABORATION

Public Works and Planning collaborate on 80% of their objectives in this focus area. There is also

significant collaboration among Health and Human Services, and General Government departments.

MAJOR PROJECTS & INITIATIVES

Major projects include repair of storm damaged roads, traffic solutions for Soquel Road, and Safe Routes to School

GOALS

STRATEGIES

Regional Mobility

- A Improve road infrastructure and intra-county connectivity, and enhance commuting solutions.

- i We will improve traffic flow to reduce intra-county travel times.
- ii We will work with local transportation partners to improve the multimodal transportation network.

Community Mobility

- B Grow alternative transportation networks, and lower barriers to mobility.

- i We will support policies and infrastructure that encourage active and sustainable transportation networks.
- ii We will plan transportation networks that are adaptive to innovative mobility solutions.

Local Roads

- C Upgrade pavement conditions and road safety for everyone.

- i We will prioritize local road projects based on daily usage and safety to efficiently maintain the County road network.
- ii We will implement timely, quality repairs to increase road resiliency along critical evacuation routes.

Public Transit

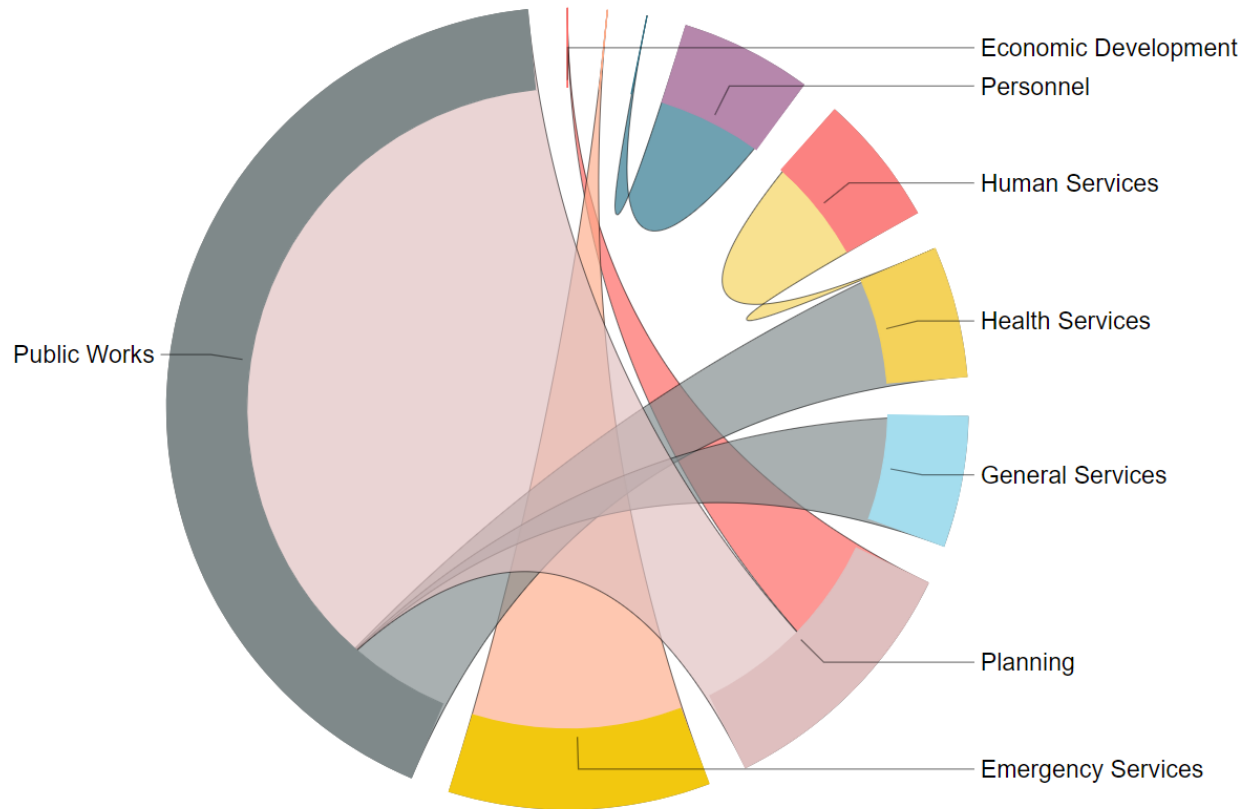
- D Work to enhance functionality and promote use of public transit.

- i We will work with local partners to prioritize transit-oriented development and support increased transit use.
- ii We will promote policies and programs that support populations that have limited transportation options.

COLLABORATION & TIMELINE



DEPARTMENT OBJECTIVE COLLABORATION



MAJOR PROJECT/INITIATIVE TIMELINE

Dec 2019

June 2020

Dec 2020

June 2021

#136 STORM DAMAGE

#53 SOUTH COUNTY SATELLITE OFFICE

#76 SAFE ROUTES TO SCHOOL

#138 ROAD RESURFACING

#150 RAIL TRAIL

#151 BUS PRIORITY

STRATEGIES & OBJECTIVES



3 - RELIABLE TRANSPORTATION

GOAL

- A** **Regional Mobility**
Improve road infrastructure and intra-county connectivity, and enhance commuting solutions.

STRATEGY

- i** We will improve traffic flow to reduce intra-county travel times.

OBJECTIVES

- #53** **South County Office**
By December 2020, Personnel will support efforts to establish a pilot program for shared workspaces to reduce commute burden and support improved work-life balance.
- #134** **Soquel Congestion**
By June 2021, Public Works will reduce congestion at key intersections on Soquel Drive from 41st Avenue to Main Street.
- #135** **Traffic Counts**
By June 2021, Public Works will create a countywide traffic count program and will complete traffic counts on major roadways.
- #146** **Efficient Road Design**
By June 2021, Public Works will reduce construction changes orders to 10% or less of the bid amount for all construction projects.

STRATEGY

- ii** We will work with local transportation partners to improve the multimodal transportation network.

OBJECTIVES

- #150** **Rail Trail**
By June 2021, Public Works will collaborate with the Regional Transportation Commission and Planning to complete environmental documentation and preliminary design of three Rail Trail Segments.
- #151** **Bus Priority**
By June 2021, Public Works, in partnership with Santa Cruz METRO and the bicycle community, will design and construct and test a signal priority project along Soquel Ave/Drive (city limit to State Park Drive).

STRATEGIES & OBJECTIVES



3 - RELIABLE TRANSPORTATION

GOAL

- B** **Community Mobility**
Grow alternative transportation networks, and lower barriers to mobility.

STRATEGY

- i** We will support policies and infrastructure that encourage active and sustainable transportation networks.

OBJECTIVES

#76 **Safe Route 2 School**
By June 2020, Health Services and Public Works, with community partners, will finalize a Complete Streets to Schools Plan that identifies safe routes to 19 schools in the County and Scotts Valley jurisdictions.

#150 **Rail Trail**
By June 2021, Public Works will collaborate with the Regional Transportation Commission and Planning to complete environmental documentation and preliminary design of three Rail Trail Segments.

#173 **Livable Community**
By June 2021, the County Administrative Office, in partnership with the Area Agency on Aging, will develop an action plan to become an age-friendly community.

STRATEGY

- ii** We will plan transportation networks that are adaptive to innovative mobility solutions.

OBJECTIVES

#39 **Multimodal Mobility**
By June 2020, General Services will expand and improve parking at the Government Center for employees and the public, and increase the number of electric vehicle charging stations.

#121 **Housing Element**
By June 2021, Planning will initiate work on the Housing Element Update, for adoption and submittal to the State by 2023 as required by State law.

#122 **Multimodal Planning**
By December 2020, Planning will conduct a traffic study and update the Circulation Element of the General Plan to improve transportation choice.

STRATEGIES & OBJECTIVES



3 - RELIABLE TRANSPORTATION

GOAL

C **Local Roads**
Upgrade pavement conditions and road safety for everyone.

STRATEGY

i We will prioritize local road projects based on daily usage and safety to efficiently maintain the County road network.

OBJECTIVES

#137

Road Resurfacing

By June 2021, Public Works will resurface 25 miles of county-maintained roadways.

#138

Road Restriping

By June 2021, Public Works will re-stripe 298 miles or 50% of county-maintained roadways.

#159

Disaster Preparedness

By June 2021, Emergency Services will expand readiness of County staff to respond to natural and manmade disasters by implementing a plan to train all existing workers on Disaster Service Worker procedures.

#160

Disaster Command

By June 2021, Emergency Services will expand readiness of County staff to respond to natural and manmade disasters by implementing a plan to train all existing workers on Disaster Service Worker procedures.

STRATEGY

ii We will implement timely, quality repairs to increase road resiliency along critical evacuation routes.

OBJECTIVES

#136

Storm Damage

By June 2021, Public Works will initiate construction on 20% of the 170 storm damaged sites remaining to be repaired from the 2016/2017 storms.

#146

Efficient Road Design

By June 2021, Public Works will reduce construction changes orders to 10% or less of the bid amount for all construction projects.

STRATEGIES & OBJECTIVES

<p>D Public Transit</p> <p>Work to enhance functionality and promote use of public transit.</p>	<p>GOAL</p>	
<p>i We will work with local partners to prioritize transit-oriented development and support increased transit use.</p>	<p>STRATEGY</p>	
<p>#122 Multimodal Planning</p> <p>By December 2019, Planning will hire staff and consultants to enable a stronger focus on transportation planning for sustainability.</p>	<p>OBJECTIVES</p>	
<p>#151 Bus Priority</p> <p>By June 2021, Public Works, in partnership with Santa Cruz METRO and the bicycle community, will design and construct and test a signal priority project along Soquel Ave/Drive (city limit to State Park Drive).</p>		
<p>ii We will promote policies and programs that support populations that have limited transportation options.</p>	<p>STRATEGY</p>	
<p>#76 Safe Route 2 School</p> <p>By June 2020, Health Services and Public Works, with community partners, will finalize a Complete Streets to Schools Plan that identifies safe routes to 19 schools in the County and Scotts Valley jurisdictions.</p>	<p>OBJECTIVES</p>	
<p>#88 Food Access</p> <p>By June 2021, Human Services will increase by 50% the number of low-income seniors and disabled single adults enrolled in CalFresh.</p>		



SUSTAINABLE ENVIRONMENT

GOALS & STRATEGIES



4 - SUSTAINABLE ENVIRONMENT

OVERVIEW

The Sustainable Environment Operational Plan consists of 8 strategies and 36 objectives contributed from 11 departments.

COLLABORATION

Departments from all government areas collaborate on sustainable environment objectives. In General Government, General Services is modernizing the County fleet. In Health and Human Services, Environmental Health is working on groundwater recharge projects. In Land Use and Community

Development, Public Works is reducing the use of plastics countywide, and in Public Safety and Justice, the District Attorney is prosecuting environmental crimes. Collaboration cuts across every objective, showing that environmental sustainability is a countywide issue.

MAJOR PROJECTS & INITIATIVES

Major projects include cannabis licensing, fleet redesign, groundwater recharge projects, climate ready agriculture, disaster mitigation, and organic waste diversion.

GOALS

Outdoor Experience

- A Ensure access to and enhance experience in parks, open spaces, water areas and outdoor activities.

Natural Resources

- B Protect and restore natural resources, including water, air, forests, coastline and agricultural lands.

Local Conservation

- C Support and strengthen efforts for clean air and water, conservation, renewable energy, recycling and reuse.

Climate Change

- D Increase resilience to climate change impacts, including sea-level rise and changing weather patterns.

STRATEGIES

- 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.

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

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

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

- iii We will pursue policies and programs to encourage recycling and waste reduction, and reduce emissions and the carbon footprint.

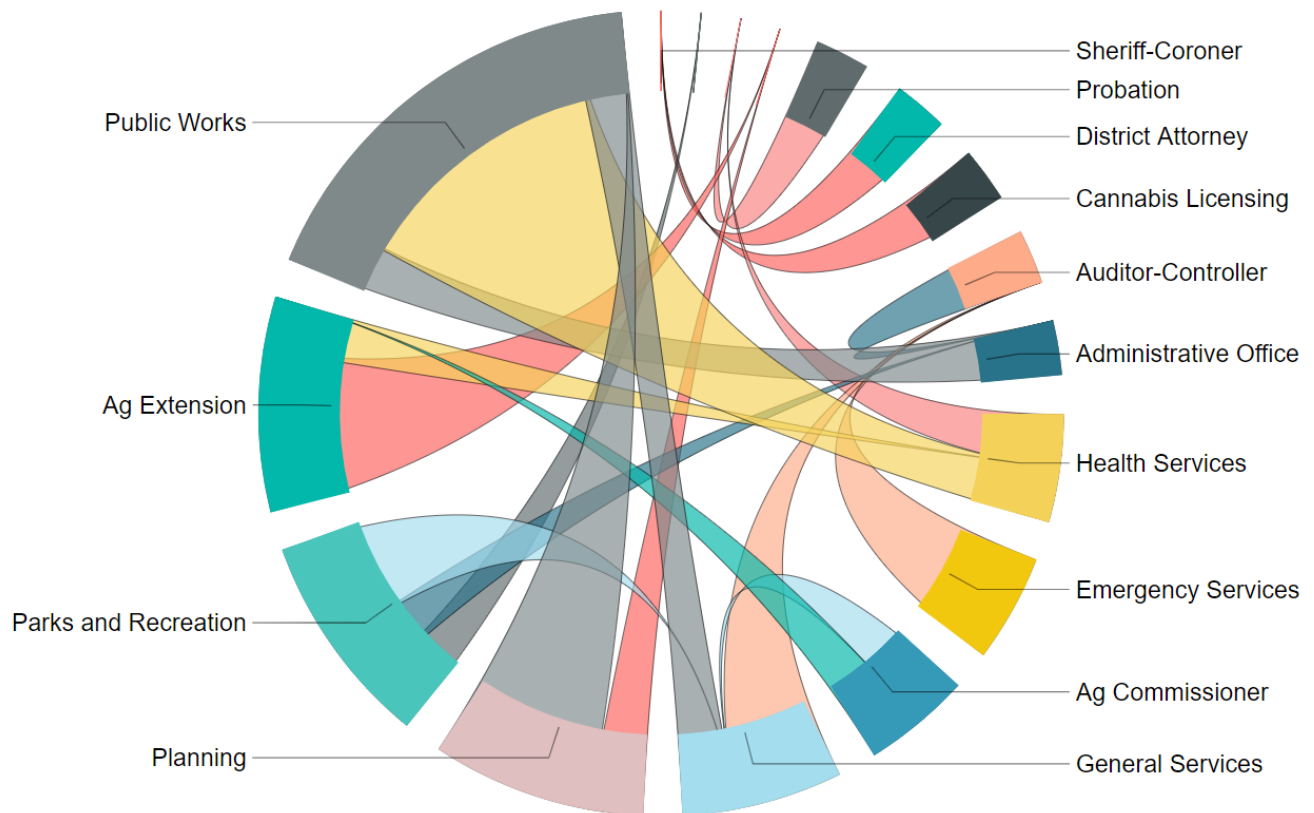
- i We will advance policies and programs that reduce impacts from and increase community resiliency to climate hazards.

- ii We will be prepared for and respond to natural disasters, including those resulting from climate change.

COLLABORATION & TIMELINE



DEPARTMENT OBJECTIVE COLLABORATION



MAJOR PROJECT/INITIATIVE TIMELINE

Dec 2019

June 2020

Dec 2020

June 2021

#12 CANNABIS LICENSING

#42 FLEET REDESIGN

#77 GROUNDWATER RECHARGE

#108 CLIMATE READY AG

#123 DISASTER MITIGATION

#148 ORGANIC WASTE DIVERSION

STRATEGIES & OBJECTIVES



4 - SUSTAINABLE ENVIRONMENT

GOAL

A Outdoor Experience
Ensure access to and enhance experience in parks, open spaces, water areas and outdoor activities.

STRATEGY

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

OBJECTIVES

#114 LEO's Haven at Chanticleer Park
By June 2020, Parks will complete construction of Chanticleer Park Phase 1 and LEO's Haven playground project.

#115 Simpkins Pool Maintenance
By June 2021, Parks will complete the Simpkins Swim Center deferred maintenance to preserve a safe facility for the community.

STRATEGY

ii We will create and promote a variety of recreational programs to meet community needs.

OBJECTIVES

#113 Youth Rec Camp
By June 2021, Parks will create a new recreation camp for pre-teens and teenage youth.

#117 Smart Park Maintenance
By June 2020, Parks will develop metrics for the maintenance section to implement changes for cost-effective travel time and task assignment improvements.

#118 Parks Community Outreach
By June 2020, Parks will improve community outreach by conducting public surveys, expanding marketing, and increasing social media followers by 25% in order to increase park visitation and program participation by 10%.

STRATEGIES & OBJECTIVES

B	Natural Resources Protect and restore natural resources, including water, air, forests, coastline and agricultural lands.	GOAL	
i	We will advance policies and programs to protect and promote environmental stewardship and sustainability.	STRATEGY	
#12	Cannabis Licensing By June 2021, Cannabis Licensing will have licensed all registrants who have applied for both state and local licensing.	OBJECTIVES	
#77	Water Recharge By June 2020, Health Services will work with natural resource agencies to complete one additional project to capture and recharge stormwater and implement additional managed groundwater recharge projects.		
#107	Fruit Loss Reduction By June 2021, the Agricultural Extension will issue recommendations to reduce blackberry fruit harvest losses, which represent approximately 25% of local harvest.		
#108	Climate Ready Ag By June 2020, the Agricultural Extension will hire a Community Education Specialist to assist at least 10 farmers and ranchers adopt farming practices that mitigate greenhouse gas emissions and adapt to climate change.		
#109	Organic Agriculture By June 2020, the Agricultural Extension will hire a UC Cooperative Specialist in Organic Agriculture to be based at the UC Santa Cruz campus.		
#120	Sustainability Update By June 2021, Planning will complete certification of Environmental Impact Report (EIR) and adoption of the General Plan "Sustainability Update", Local Coastal Program, and relevant County Codes.		

4.B.i continued on next page...

STRATEGIES & OBJECTIVES



4 - SUSTAINABLE ENVIRONMENT

...4.B.i continued from previous page.

GOAL

B

Natural Resources

Protect and restore natural resources, including water, air, forests, coastline and agricultural lands.

STRATEGY

i

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

OBJECTIVES

#145

Sewer Upgrades

By June 2021, the Santa Cruz County Sanitation District will upgrade undersized sewer pipes within the Rodeo Gulch Basin, thus lifting the existing moratorium on new sewer connections.

#147

Plastic Reduction

By June 2021, Public Works will implement comprehensive plastic pollution prevention programs.

#148

Divert Organic Waste

By June 2021, Public Works will fully implement organic waste diversion for all businesses and single-family homes in the County.

#149

Sewer Repair

By June 2021, the Santa Cruz County Sanitation District will repair or replace a minimum of 10,000 linear feet of sewer mains, rated poor or worse, to protect water quality and public health.

#155

Environmental Crimes

By June 2020, the District Attorney will institute more proactive outreach and increase investigation of environmental law violations by 25%.

STRATEGIES & OBJECTIVES

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

GOAL



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

STRATEGY

#16 **Capital Policy**
By December 2020, the County Administrative Office, in collaboration with General Services and Public Works, will establish policy guidance for long-range facilities planning and campus master planning.

OBJECTIVES

#39 **Multimodal Mobility**
By June 2020, General Services will expand and improve parking at the Government Center for employees and the public, and increase the number of electric vehicle charging stations.

#77 **Water Recharge**
By June 2020, Health Services will work with natural resource agencies to complete one additional project to capture and recharge stormwater and implement additional managed groundwater recharge projects.

#102 **Emissions Reduction**
By June 2021, the Agricultural Commissioner will reduce its greenhouse gas emissions by 10% (LBS of CO₂) compared to 2018 levels to support clean air efforts.

#128 **General Plan Training**
By June 2021, Planning will design and carry out a training program on the General Plan Sustainability Update, including stakeholder and public workshops.

#131 **Housing Preservation**
By June 2020, Planning will complete amendments of General Plan policies and County Land Use Regulations to support preservation of existing housing.

#140 **Campus Master Plans**
By June 2021, Public Works, in collaboration with the County Administrative Office and General Services, will develop master plans for County campuses to provide affordable housing and supportive services.

STRATEGIES & OBJECTIVES



4 - SUSTAINABLE ENVIRONMENT

GOAL

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

STRATEGY

- ii** We will work with partner agencies, private water users, residents and the agricultural community to sustainably manage water resources to meet human and environmental needs.

OBJECTIVES

#67

Groundwater Use

By December 2019, Health Services, in collaboration with community partners, will complete a Groundwater Sustainability Plan for the Mid-County Groundwater Basin.

#103

Safe Pesticide Use

By June 2021, the Agricultural Commissioner will increase issuance of pesticide use permits by 15% over 2018 levels, to foster safe and effective pesticide use, protect agricultural lands and natural resources.

#109

Organic Agriculture

By June 2020, the Agricultural Extension will hire a UC Cooperative Specialist in Organic Agriculture to be based at the UC Santa Cruz campus.

#142

Stream Maintenance

By June 2021, Santa Cruz County Flood Control and Water Conservation District - Zone 7 will develop a permitted Stream Maintenance Program for the Pajaro River and Salsipuedes Creek.

#143

County Flood Plan

By June 2021, Santa Cruz County Flood Control and Water Conservation District - Zone 5 will develop a Master Plan, Capital Improvement Program (CIP) and Impact Fee Program.

#149

Sewer Repair

By June 2021, the Santa Cruz County Sanitation District will repair or replace a minimum of 10,000 linear feet of sewer mains, rated poor or worse, to protect water quality and public health.

#169

Youth Resilience

By December 2020, Probation will enhance education by providing six tablets and add vocational skills through a community garden program offered to 80% of youth while detained.

STRATEGIES & OBJECTIVES



4 - SUSTAINABLE ENVIRONMENT

C Local Conservation Support and strengthen efforts for clean air and water, conservation, renewable energy, recycling and reuse.	GOAL
iii We will pursue policies and programs to encourage recycling and waste reduction, and reduce emissions and the carbon footprint.	STRATEGY
#110 Water Use Reduction By June 2021, the Agricultural Extension will work with Pajaro Valley growers to achieve a 10% reduction in water use through the implementation of improved irrigation practices.	OBJECTIVES
#139 Capital Improvements By June 2021, Public Works will develop a Capital Improvement Program (CIP) to ensure compliance with State regulations by updating our facilities and properly maintaining our equipment.	
#174 Carbon Footprint By June 2020, the County Administrative Office, in collaboration with County departments, will demonstrate a 20% reduction in the organization's carbon footprint compared to 2015.	
D Climate Change Increase resilience to climate change impacts, including sea-level rise and changing weather patterns.	GOAL
i We will advance policies and programs that reduce impacts from and increase community resiliency to climate hazards.	STRATEGY
#42 Fleet Redesign By June 2020, General Services will develop new procedures and guidelines for purchasing and utilization of fleet vehicles that encompass current safety standards and alternative fuels.	OBJECTIVES
#120 Sustainability Update By June 2021, Planning will complete certification of Environmental Impact Report (EIR) and adoption of the General Plan "Sustainability Update", Local Coastal Program, and relevant County Codes.	
#143 County Flood Plan By June 2021, Santa Cruz County Flood Control and Water Conservation District - Zone 5 will develop a Master Plan, Capital Improvement Program (CIP) and Impact Fee Program.	

STRATEGIES & OBJECTIVES



4 - SUSTAINABLE ENVIRONMENT

GOAL

- Climate Change**
- D** Increase resilience to climate change impacts, including sea-level rise and changing weather patterns.

STRATEGY

- ii** We will be prepared for and respond to natural disasters, including those resulting from climate change.

OBJECTIVES

#4

Disaster Financing

By June 2021, the Auditor-Controller will implement a disaster recovery plan with specifications for each division in the event of a disaster.

#36

Emergency Guide

By December 2020, General Services will deploy a new emergency operations desktop guide to all County employees to increase education, preparedness and awareness of emergency situations.

#123

Disaster Mitigation

By December 2020, Planning will update the Local Hazard Mitigation Plan (LHMP) to ensure continued eligibility for federal emergency, planning and post-disaster relief funds.

#145

Sewer Upgrades

By June 2021, the Santa Cruz County Sanitation District will upgrade undersized sewer pipes within the Rodeo Gulch Basin, thus lifting the existing moratorium on new sewer connections.

#159

Disaster Preparedness

By June 2021, Emergency Services will expand readiness of County staff to respond to natural and manmade disasters by implementing a plan to train all existing workers on Disaster Service Worker procedures.

#160

Disaster Command

By June 2021, Emergency Services will expand readiness for natural and manmade disasters, communicable disease outbreaks and other crises by certifying senior staff in Incident Command System training.



**DYNAMIC
ECONOMY**

GOALS & STRATEGIES



5 - DYNAMIC ECONOMY

OVERVIEW

The Dynamic Economy Operational Plan consists of 8 strategies and 34 objectives contributed from 12 departments.

COLLABORATION

County policies and programs help create the type of economy that residents want. Directly and indirectly, County departments work with community partners, businesses, and educational institutions to ensure inclusive opportunities for all.

Human Services, through its Workforce Innovation

Board, collaborates extensively with Economic Development and the community to help the most vulnerable find work and resources. Innovative collaborations such as the Agricultural Cooperative Extension bring university research directly to local farmers.

MAJOR PROJECTS & INITIATIVES

Major projects include the development at 17th and Capitola Road, a focus on parent employment, career technical training, Thrive by Three, an economic blackberry study, and Probation's effort to bolster youth resiliency in schools.

GOALS

Regional Workforce

- A Create opportunities to develop a quality workforce and increase family-wage jobs in support of the regional economy.

Community Vitality

- B Stimulate vibrant and inclusive economies offering robust shopping, dining, cultural and gathering spaces.

Local Business

- C Strengthen and retain small businesses and key sectors through innovation, flexibility and technology.

Educational Opportunity

- D Support partnerships that promote early learning, higher education, and vocational and lifelong studies.

STRATEGIES

- i We will promote policies and align resources to develop and retain the local workforce employers need.

- ii We will support policies and programs that reduce barriers to workforce entry and provide workers with in-demand skills for livable wages.

- i We will encourage expanded access to emerging technologies and practices to provide opportunities for rural, alternative and home-based work.

- ii We will promote small business and leverage local artisans, entrepreneurs and cultural resources to revitalize town centers and commercial areas.

- i We will leverage community partnerships to retain and expand small business ownership.

- ii We will strengthen policies that support key economic sectors such as agriculture, technology, health care and tourism.

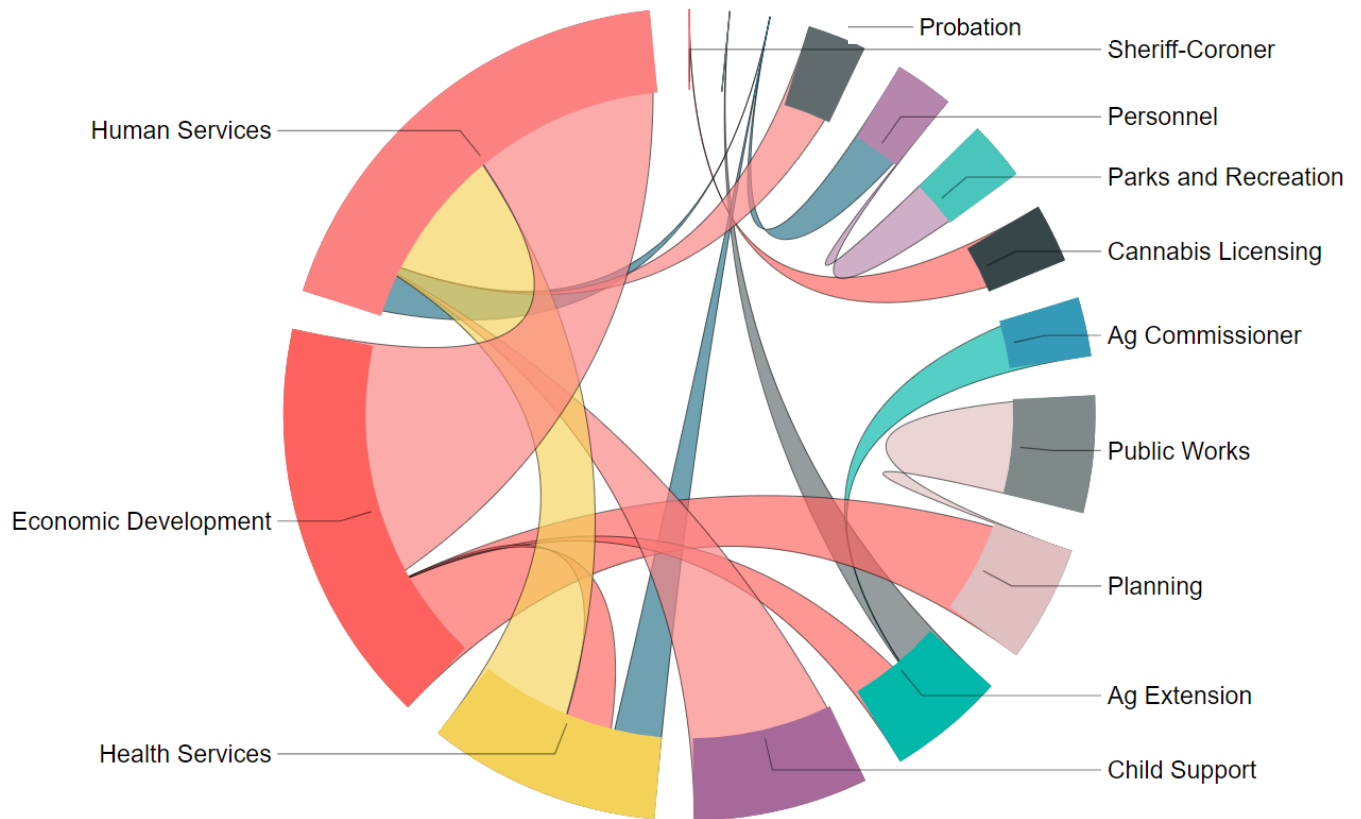
- i We will work with educational institutions to support career technical education and bridge to career opportunities.

- ii We will leverage community partnerships that increase access to early childhood education and quality child care.

COLLABORATION & TIMELINE



DEPARTMENT OBJECTIVE COLLABORATION



MAJOR PROJECT/INITIATIVE TIMELINE

Dec 2019

June 2020

Dec 2020

June 2021

#29 17TH & CAPITOLA ROAD

#62 PARENT EMPLOYMENT

#92 CAREER PREP

#94 THRIVE BY THREE

#111 BLACKBERRY STUDY

#169 YOUTH RESILIENCE

STRATEGIES & OBJECTIVES



5 - DYNAMIC ECONOMY

GOAL

- A** **Regional Workforce**
Create opportunities to develop a quality workforce and increase family-wage jobs in support of the regional economy.

STRATEGY

- i** We will promote policies and align resources to develop and retain the local workforce employers need.

OBJECTIVES

- #87** **Best Practices**
By June 2021, Human Services, through CORE Investments, will develop an online library of evidence-based programs/practices associated with the CORE Conditions.
- #150** **Rail Trail**
By June 2021, Public Works will collaborate with the Regional Transportation Commission and Planning to complete environmental documentation and preliminary design of three Rail Trail Segments.
- #151** **Bus Priority**
By June 2021, Public Works, in partnership with Santa Cruz METRO and the bicycle community will, design and construct and test a signal priority project along Soquel Ave / Drive (city limit to State Park Drive).

STRATEGIES & OBJECTIVES

- A** **Regional Workforce**
Create opportunities to develop a quality workforce and increase family-wage jobs in support of the regional economy.

GOAL



- ii** We will support policies and programs that reduce barriers to workforce entry and provide workers with in-demand skills for livable wages.

STRATEGY

#60 **Child Support Payment**

By June 2021, Child Support Services will improve on program outcomes by increasing current collections by 1.0% (Child Support Collected/Child Support Owed).

OBJECTIVES

#62 **Parent Employment**

By June 2021, Child Support Services will develop and strengthen collaborative partnerships with Workforce Development to assist non-custodial parents find employment.

#92 **Career Preparation**

By June 2021, Human Services will ensure 70% of low income adults who are enrolled in both career preparation activities and CalWORKs employment services, will be employed six months after completing services.

#93 **Veterans Outreach**

By June 2021, Human Services will conduct 15% more outreach contacts with Veterans in order to connect them with their benefits and local resources.

#116 **Park Internships**

By December 2020, Parks will develop an internship program giving students an opportunity to learn the functions of a park agency while bringing new ideas and perspective to department processes.

#178 **AB 109 Recidivism**

By June 2021, Probation will decrease by 10% the three-year recidivism rate for the AB 109 population, as defined by the California Board of State and Community Corrections.

STRATEGIES & OBJECTIVES



5 - DYNAMIC ECONOMY

GOAL

B Community Vitality
Stimulate vibrant and inclusive economies offering robust shopping, dining, cultural and gathering spaces.

STRATEGY

i We will encourage expanded access to emerging technologies and practices to provide opportunities for rural, alternative and home-based work.

OBJECTIVES

#32 Business Promotion
By June 2020, Economic Development will facilitate or assist at least 50 small business owners achieve placement of their businesses on Google Maps.

#35 Business Summit
By June 2020, Economic Development will convene the small business educational symposium known as the 82% Micro Business Summit.

#53 South County Office
By December 2020, Personnel will support efforts to establish a pilot program for shared workspaces to reduce commute burden and support improved work-life balance.

#92 Career Preparation
By June 2021, Human Services will ensure 70% of low income adults who are enrolled in both career preparation activities and CalWORKs employment services, will be employed six months after completing services.

#98 Employee Ownership
By June 2021, Human Services will avert closures and layoffs of two small businesses due to retirement through the transition of ownership to employees.

#112 Crop Management
By June 2021, the Agricultural Extension will expand use of the CropManage online irrigation and nutrient management tool by adding new crop varieties, and increasing grower participation by ten.

STRATEGIES & OBJECTIVES

B **Community Vitality**
Stimulate vibrant and inclusive economies offering robust shopping, dining, cultural and gathering spaces.

GOAL



ii We will promote small business and leverage local artisans, entrepreneurs and cultural resources to revitalize town centers and commercial areas.

STRATEGY

#29 **17th & Capitola**
By June 2020, Economic Development will complete the disposition of the Redevelopment Agency Successor Agency property located near 17th Avenue and Capitola Road to create jobs, housing, and tax revenue.

OBJECTIVES

#30 **7th & Brommer**
By June 2021, Economic Development will complete the disposition of the Redevelopment Agency Successor Agency property located near 7th Avenue and Brommer Street to create jobs, housing, and tax revenue.

#31 **Broker Event**
By December 2019, Economic Development will hold an annual broker event and roundtable to develop interest and educate the group on the unique characteristics and values of Santa Cruz County.

#132 **Workforce Housing**
By June 2021, Planning will complete amendments of General Plan policies and Land Use Regulations to enable employers to utilize public facility properties for workforce and school employee housing.

STRATEGIES & OBJECTIVES



5 - DYNAMIC ECONOMY

GOAL

C **Local Business**
Strengthen and retain small businesses and key sectors through innovation, flexibility and technology.

STRATEGY

i We will leverage community partnerships to retain and expand small business ownership.

OBJECTIVES

#32

Business Promotion

By June 2020, Economic Development will facilitate or assist at least 50 small business owners achieve placement of their businesses on Google Maps.

#33

Cottage Foods

By December 2019, Economic Development will convene a meeting of permitted Cottage Food operators in order to learn their challenges and growth potential.

#34

Small Business Saturday

By June 2021, Economic Development will facilitate the Small Business Saturday event with a goal of improving participation by 20% each fiscal year.

#35

Business Summit

By June 2020, Economic Development will convene the small business educational symposium known as the 82% Micro Business Summit.

#68

Health Inspections

By June 2020, Health Services will reduce Health Violations by 25% and ensure on-time completion of all facility inspections, ensuring safe restaurants and facilities.

#98

Employee Ownership

By June 2021, Human Services will avert closures and layoffs of two small businesses due to retirement through the transition of ownership to employees.

STRATEGIES & OBJECTIVES

C **Local Business**
Strengthen and retain small businesses and key sectors through innovation, flexibility and technology.

GOAL



ii We will strengthen policies that support key economic sectors such as agriculture, technology, health care and tourism.

STRATEGY

#12 **Cannabis Licensing**
By June 2021, Cannabis Licensing will have licensed all registrants who have applied for both state and local licensing.

OBJECTIVES

#103 **Safe Pesticide Use**
By June 2021, the Agricultural Commissioner will increase issuance of pesticide use permits by 15% over 2018 levels, to foster safe and effective pesticide use, protect agricultural lands and natural resources.

#111 **Blackberry Study**
By June 2021, the Agricultural Extension will complete, publish and distribute a Cost and Return Study for Primocane Bearing Blackberry.

#112 **Crop Management**
By June 2021, the Agricultural Extension will expand use of the CropManage online irrigation and nutrient management tool by adding new crop varieties, and increasing grower participation by ten.

#124 **Development Permits**
By June 2021, Planning will work with property owners to complete several key development applications, including for medical offices, shopping center revitalization, mixed use developments, and workforce housing.

STRATEGIES & OBJECTIVES



5 - DYNAMIC ECONOMY

GOAL

D Educational Opportunity
Support partnerships that promote early learning, higher education, and vocational and lifelong studies.

STRATEGY

i We will work with educational institutions to support career technical education and bridge to career opportunities.

OBJECTIVES

#95

Job Training

By June 2021, Human Services will increase by 30% the number of CalFresh recipients in CalFresh Employment and Training (CFET) programs focused on unemployed youth and individuals experiencing homelessness.

#96

Apprenticeships

By June 2021, Human Services will secure funding to continue the Workforce Innovation and Opportunity Act (WIOA) Apprenticeship Readiness Program and 30% more job seekers will be enrolled.

#116

Park Internships

By December 2020, Parks will develop an internship program giving students an opportunity to learn the functions of a park agency while bringing new ideas and perspective to department processes.

#169

Youth Resilience

By December 2020, Probation will enhance education by providing six tablets and add vocational skills through a community garden program offered to 80% of youth while detained.

STRATEGIES & OBJECTIVES

D Educational Opportunity
Support partnerships that promote early learning, higher education, and vocational and lifelong studies.

GOAL



ii We will leverage community partnerships that increase access to early childhood education and quality child care.

STRATEGY

#60 Child Support Payment
By June 2021, Child Support Services will improve on program outcomes by increasing current collections by 1.0% (Child Support Collected/Child Support Owed).

OBJECTIVES

#61 Unpaid Child Support
By June 2021, Child Support Services will increase the reliability of child support to families by decreasing the amount of unpaid child support by 0.5% for each federal fiscal year.

#62 Parent Employment
By June 2021, Child Support Services will develop and strengthen collaborative partnerships with Workforce Development to assist non-custodial parents find employment.

#69 Oral Health
By June 2021, Health Services will partner with the local Oral Health Access Coalition to reduce cavities in children ages 0-5 by increasing Medi-Cal dental visit rates from 38.8% to 40%.

#70 Child Crisis Services
By June 2021, Health Services will reduce children's crisis visits to the Crisis Stabilization Program by 10% and reduce wait times for an initial children's intake by 10% to improve children well-being.

#81 Disease Prevention
By June 2021, Health Services will publish an annual Immunization Report to promote childhood immunization rates in children ages 0-5 to reduce the risk of preventable disease outbreaks.

#90 Child Wellbeing
By June 2021, Human Services will ensure 75% of children entering care will receive at least one Child and Family (CFT) meeting.

#94 Thrive by Three
By June 2021, Human Services will double the number of low income families with children 0-3 participating in home visiting services through the Thrive by Three Initiative to improve health and education outcomes.



**OPERATIONAL
EXCELLENCE**

GOALS & STRATEGIES



6 - OPERATIONAL EXCELLENCE

OVERVIEW

The Operational Excellence Operational Plan consists of 11 strategies and 99 objectives contributed from 17 departments.

COLLABORATION

Operational Excellence provides objectives from departments that provide the backbone infrastructure for frontline services. Departments

such as Information Services, and Personnel collaborate across departments to ensure equitable access to services, a workforce reflective of the community, and continuously improving services.

MAJOR PROJECTS & INITIATIVES

Major projects include mobilizing for the 2020 Census, redesigning the permit center, process improvement, working with non-profits to increase impact, and an operational DNA Lab.

GOALS

Customer Experience

- A Provide our customers with equitable access to efficient, effective and culturally responsive services.

County Workforce

- B Attract, grow and retain a diverse, engaged and high-performing County workforce that reflects our community.

County Infrastructure

- C Maximize and responsibly maintain County assets in support of community goals.

Continuous Improvement

- D Embrace innovation and continuous improvement to optimize County operations and maintain fiscal stability.

STRATEGIES

- 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.

- 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 an engaged and productive workforce.

- 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.

- i We will responsibly manage and communicate about County finances to ensure transparency and public trust.

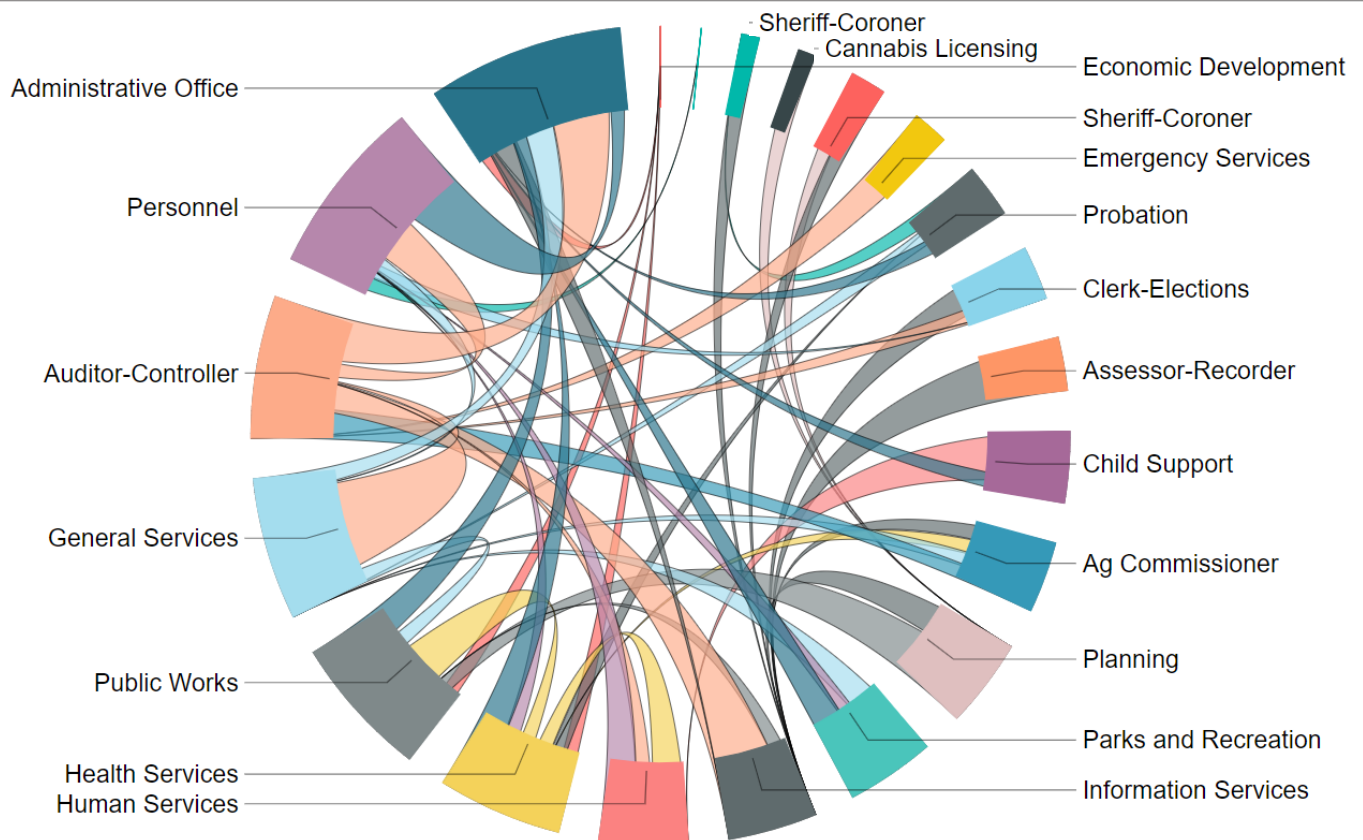
- ii We will foster County culture and practices that result in measurable operational improvements that are employee-driven and customer-focused.

- iii We will provide opportunities for non-profit technical assistance to support systemwide services, collaborations and impact.

COLLABORATION & TIMELINE



DEPARTMENT OBJECTIVE COLLABORATION



MAJOR PROJECT/INITIATIVE TIMELINE

Dec 2019

June 2020

Dec 2020

June 2021

#19 CONTINUOUS PROCESS IMPROVEMENT

#22 PUBLIC DEFENDER STUDY

#25 2020 CENSUS

#86 COMMUNITY IMPACT TECHNICAL ASSISTANCE

#125 PERMIT CENTER IMPROVEMENTS

#171 DNA LABORATORY

STRATEGIES & OBJECTIVES



6 - OPERATIONAL EXCELLENCE

GOAL

- Customer Experience**
- A** Provide our customers with equitable access to efficient, effective and culturally responsive services.


STRATEGY

- i** We will communicate clearly and proactively to keep the community informed and engaged

OBJECTIVES

- #23 Website Redesign**
By December 2020, the County Administrative Office will convene a multi-departmental committee to study a website redesign with consistent branding and design standards.
- #24 Social Media**
By June 2021, the County Administrative Office will increase social media followers by 30% across all County accounts.
- #25 2020 US Census**
By June 2020, the County Administrative Office in partnership with the cities and community-based organizations will ensure a complete count in the 2020 Census.
- #28 Plain Language**
By December 2019, the County Clerk will share tools used to implement plain language guidelines in all of our written materials.
- #80 Health Communication**
By June 2020, Health Services will develop a communications plan.
- #104 Mosquito Education**
By June 2021, the Agricultural Commissioner will improve access and knowledge of our services to the community and under-served groups by 10% compared to 2018.

STRATEGIES & OBJECTIVES

<p>Customer Experience</p> <p>A Provide our customers with equitable access to efficient, effective and culturally responsive services.</p>	<p>GOAL</p>	
<p>ii We will simplify processes to improve service delivery and increase customer satisfaction.</p>	<p>STRATEGY</p>	
<p>#1 Digital Records</p> <p>By December 2019, the Assessor-Recorder will offer digitized vital records/certificates from 1950-1980 to the general public.</p>	<p>OBJECTIVES</p>	
<p>#2 E-Recording</p> <p>By December 2019, the Assessor-Recorder will increase submitter participation from internal and external submitters in e-recording.</p>		
<p>#3 Digital Archive</p> <p>By June 2020, the Assessor-Recorder will convert archived documents to a new digital product (Laserfiche).</p>		
<p>#13 Cannabis Merger</p> <p>By June 2021, Cannabis Licensing will merge with the Planning Department to streamline and improve licensing process.</p>		
<p>#14 E-Signature Contracts</p> <p>By June 2021, the County Administrative Office will implement e-signature for all signed contracts, ordinances and resolutions coming before the Board of Supervisors.</p>		
<p>#27 Voting Equipment</p> <p>By June 2020, the County Clerk will upgrade the existing voting equipment purchased in 2006 to a new and more modern and accessible system meeting state and federal requirements.</p>		
<p>#44 Customer Experience</p> <p>By June 2020, Information Services will increase customer departments' satisfaction by 10% with service delivery based on survey results.</p>		

6.A.ii continued on next page...

STRATEGIES & OBJECTIVES



6 - OPERATIONAL EXCELLENCE

...6.A.ii continued from previous page.

GOAL

Customer Experience

- A** Provide our customers with equitable access to efficient, effective and culturally responsive services.

STRATEGY

- ii** We will simplify processes to improve service delivery and increase customer satisfaction.

OBJECTIVES

#61

Unpaid Child Support

By June 2021, Child Support Services will increase the reliability of child support to families by decreasing the amount of unpaid child support by 0.5% for each federal fiscal year.

#73

Trauma-Informed

By June 2021, Health Services will implement policies and procedures that reflect practices of trauma-informed care to improve client outcomes.

#105

Electronic Payments

By June 2021, the Agricultural Commissioner will provide all customers access to expanded payment options.

#125

One-Stop Permitting

By June 2021, Planning will implement a "One Stop" Development Services Public Counter with coordinated staffing by all permitting departments and agencies.

#126

Permit Center Team

By December 2019, Planning will establish inter-department "Permit Center Team" (PCT) communication protocols and collaboration mechanisms to maximize efficiencies and problem solving.

#127

Permit Center Service

By June 2021, Planning, in collaboration with Information Services, will identify and implement changes to ensure optimal use of technology to support internal and external customer service goals.

STRATEGIES & OBJECTIVES



6 - OPERATIONAL EXCELLENCE

GOAL

- A Customer Experience**
Provide our customers with equitable access to efficient, effective and culturally responsive services.

STRATEGY

- iii** We will provide culturally responsive services across County platforms to welcome everyone.

OBJECTIVES

- #26 Voter Services**
By June 2020, the County Clerk will increase the number of Same Day Voter Registration Centers, install additional ballot drop boxes, and implement a coordinated voter program for the March 2020 election.

- #38 Construction Projects**
By December 2019, General Services, in collaboration with Public Works, will manage County construction projects through development of standard roles and responsibilities.

- #51 Cultural Competence**
By June 2021, Personnel will lead a diversity initiative to promote an inclusive workplace and culturally competent service delivery.

- #55 Gender Neutrality**
By June 2020, Personnel will update all policies and practices to be gender neutral and inclusive.

- #59 Client Satisfaction**
By June 2021, Child Support Services will develop baseline and tracking for client satisfaction, and report on the relationship between client satisfaction and timely child support payments.

- #99 Cultural Responsivity**
By June 2021, Human Services staff will increase understanding of its own cultural responsiveness to racial/ethnic equity, sexual orientation, and gender identity and expression (SOGIE).

- #172 Public Safety Center**
By December 2019, the Sheriff-Coroner, District Attorney, and Probation will open a new Public Safety Center in Aptos Village to increase the availability of services to mid-county residents.

STRATEGIES & OBJECTIVES



6 - OPERATIONAL EXCELLENCE

GOAL

B **County Workforce**
Attract, grow and retain a diverse, engaged and high-performing County workforce that reflects our community.

STRATEGY

i We will recruit an inclusive and diverse workforce that is representative of the community we serve.

OBJECTIVES

#50 **Employee Engagement**
By June 2020, Personnel will develop and establish an employee engagement platform.

#52 **Talent Acquisition**
By June 2020, Personnel will expand the talent acquisition program to brand the County as the employer of choice within the community.

#116 **Park Internships**
By December 2020, Parks will develop an internship program giving students an opportunity to learn the functions of a park agency while bringing new ideas and perspective to department processes.

STRATEGIES & OBJECTIVES

GOAL



STRATEGY

OBJECTIVES

6 - OPERATIONAL EXCELLENCE

B **County Workforce**
Attract, grow and retain a diverse, engaged and high-performing County workforce that reflects our community.

ii We will expand learning and training opportunities to maximize workforce development.

#15 **Staff Development**
By December 2020, the County Administrative Office, in collaboration with Personnel, will establish three new professional development programs for staff.

#37 **Ergonomic Evaluations**
By June 2021, General Services will implement a new process for ergonomic evaluations, train department representatives to perform evaluations, and complete a report on the evaluation results.

#49 **Leadership Training**
By December 2020, Personnel, with the County Administrative Office, will provide leadership training through the Learn, Engage, Apply and Perform (LEAP) initiative to at least 70 staff to improve succession planning.

#51 **Cultural Competence**
By June 2021, Personnel will lead a diversity initiative to promote an inclusive workplace and culturally competent service delivery.

#73 **Trauma-Informed**
By June 2021, Health Services will implement policies and procedures that reflect practices of trauma-informed care to improve client outcomes.

#99 **Cultural Responsivity**
By June 2021, Human Services staff will increase understanding of its own cultural responsiveness to racial/ethnic equity, sexual orientation, and gender identity and expression (SOGIE).

#101 **Mentorship Program**
By June 2021, Human Services will report that 90% of employees who completed the department mentorship program as a mentee, have increased job satisfaction and development of leadership skills.

STRATEGIES & OBJECTIVES



6 - OPERATIONAL EXCELLENCE

GOAL

- B** **County Workforce**
Attract, grow and retain a diverse, engaged and high-performing County workforce that reflects our community.

STRATEGY

- iii** We will invest in work-life balance and wellness programs to promote an engaged and productive workforce.

OBJECTIVES

- #37** **Ergonomic Evaluations**
By June 2021, General Services will implement a new process for ergonomic evaluations, train department representatives to perform evaluations, and complete a report on the evaluation results.
- #50** **Employee Engagement**
By June 2020, Personnel will develop and establish an employee engagement platform.
- #53** **South County Office**
By December 2020, Personnel will support efforts to establish a pilot program for shared workspaces to reduce commute burden and support improved work-life balance.
- #56** **Employee Benefits**
By June 2020, Personnel will promote online benefits transactions so employees can efficiently and independently access the resources necessary to optimize their benefits and support their County careers.
- #57** **Deferred Compensation**
By June 2021, Personnel will implement an online adjustment feature for the Deferred Compensation Plan to increase employees' participation in the program, their contributions toward the program, and program assets.

STRATEGIES & OBJECTIVES

C

County Infrastructure

Maximize and responsibly maintain County assets in support of community goals.

GOAL



i

We will develop a sustainable funding strategy for County facilities and equipment.

STRATEGY

#16

Capital Equity

By December 2020, the County Administrative Office, in collaboration with General Services and Public Works, will establish policy guidance for long-range facilities planning and campus master planning.

OBJECTIVES

#17

Capital Financing

By June 2020, the County Administrative Office will develop a comprehensive methodology for prioritizing and financing capital projects.

#38

Construction Projects

By December 2019, General Services, in collaboration with Public Works, will manage County construction projects through development of standard roles and responsibilities.

#42

Fleet Redesign

By June 2020, General Services will develop new procedures and guidelines for purchasing and utilization of fleet vehicles that encompass current safety standards and alternative fuels.

#102

Emissions Reduction

By June 2021, the Agricultural Commissioner will reduce its greenhouse gas emissions by 10% (LBS of CO₂) compared to 2018 levels to support clean air efforts.

#133

Landfill Closure

By June 2021, Public Works will complete a detailed plan for eventual closure of the Buena Vista Landfill (estimated at 2030) and replacement with a new transfer station

#139

Capital Improvements

By June 2021, Public Works will develop a Capital Improvement Program (CIP) to ensure compliance with State regulations by updating our facilities and properly maintaining our equipment.

#171

DNA Laboratory

By June 2020, the Sheriff-Coroner will operate an accredited laboratory with plans, cost estimates and procedures to support the efforts to add DNA analysis services.

STRATEGIES & OBJECTIVES



6 - OPERATIONAL EXCELLENCE

GOAL

C

County Infrastructure

Maximize and responsibly maintain County assets in support of community goals.

STRATEGY

ii

We will maximize impact of County properties to their greatest community benefit.

OBJECTIVES

#39

Multimodal Mobility

By June 2020, General Services will expand and improve parking at the Government Center for employees and the public, and increase the number of electric vehicle charging stations.

#40

Facilities Assessment

By June 2020, General Services will perform a facilities conditions assessment and develop a process to keep updated.

#41

Facilities Security

By December 2019, General Services will deploy a new access control system for the Government Center and establish minimum security standards for County facilities.

#43

Facility Maintenance

By December 2019, General Services will implement a new facilities maintenance management system and procedures for estimating, assigning, performing and charging user departments.

#45

Data Security

By December 2020, Information Services will develop and publish countywide security training policies, and implement a security curriculum, including testing to protect County data and assets.

#46

Radio Reliability

By December 2020, Information Services Radio Shop will improve the reliability of the Radio system.

#47

Map Upgrades

By December 2020, Information Services Geographic Information Systems will update the County's aerial imagery data used for mapping and establish a four-year refresh cycle of that data.

6.C.ii continued on next page...

STRATEGIES & OBJECTIVES

...6.C.ii continued from previous page.



C **County Infrastructure**
Maximize and responsibly maintain County assets in support of community goals.

GOAL

ii We will maximize impact of County properties to their greatest community benefit.

STRATEGY

#114 **LEO's Haven at Chanticleer Park**
By June 2020, Parks will complete construction of Chanticleer Park Phase 1 and LEO's Haven playground project.

OBJECTIVES

#115 **Simpkins Pool Maintenance**
By June 2021, Parks will complete the Simpkins Swim Center deferred maintenance to preserve a safe facility for the community.

#140 **Campus Master Plans**
By June 2021, Public Works, in collaboration with the County Administrative Office and General Services, will develop master plans for Freedom Boulevard and County Government Center campuses.

#141 **Library Projects**
By June 2021, Public Works will have completed or initiated construction of six Measure S funded County Libraries.

#142 **Stream Maintenance**
By June 2021, Santa Cruz County Flood Control and Water Conservation District - Zone 7 will develop a permitted Stream Maintenance Program for the Pajaro River and Salsipuedes Creek.

#143 **County Flood Plan**
By June 2021, Santa Cruz County Flood Control and Water Conservation District - Zone 5 will develop a Master Plan, Capital Improvement Program (CIP) and Impact Fee Program.

#168 **Juvenile Hall Gym**
By June 2021, Probation will complete construction of multi-purpose gymnasium and significant renovation to the Juvenile Hall facility to ensure compliance with State requirements and adequate programming space.

6 - OPERATIONAL EXCELLENCE

STRATEGIES & OBJECTIVES



6 - OPERATIONAL EXCELLENCE

GOAL

Continuous Improvement

D Embrace innovation and continuous improvement to optimize County operations and maintain fiscal stability.

STRATEGY

i We will responsibly manage and communicate about County finances to ensure transparency and public trust.

OBJECTIVES

#4 Disaster Financing

By June 2021, the Auditor-Controller will implement a disaster recovery plan with specifications for each division in the event of a disaster.

#5 New County Bank

By June 2021, the Auditor-Controller will transition to a new County bank and credit card processing service for all funds held in the County Treasury to improve efficiencies, take advantage of new services and decrease costs.

#6 Debt Payment System

By December 2020, the Auditor-Controller will transition to a computerized system to manage and track the County's long-term debt and debt payments, ensuring efficient payments and reporting.

#7 Vacation Rental Tax

By June 2020, the Auditor-Controller will increase identification of vacation rentals not paying sufficient transient occupancy tax (TOT), and perform at least five additional desk audits to increase TOT compliance and revenues.

#8 Debt Collection

By December 2020, the Auditor-Controller will fully transition to a modern computerized collection software and updated collection procedures to efficiently collect debts owed to the County.

#9 Electronic Payments

By June 2021, the Auditor-Controller will annually increase vendors paid electronically by 5%, reducing direct and indirect check processing fees, and providing a quicker payments to County vendors.

#11 Annual Audits

By June 2021, the Auditor-Controller will annually perform audits to improve efficiency, effectiveness, assess the completeness of internal controls and to safeguard the assets of the taxpayers.

6.D.i continued on next page...

STRATEGIES & OBJECTIVES

...6.D.i continued from previous page.

Continuous Improvement

- D Embrace innovation and continuous improvement to optimize County operations and maintain fiscal stability.

GOAL

i

We will responsibly manage and communicate about County finances to ensure transparency and public trust.

STRATEGY

#17

Capital Financing

By June 2020, the County Administrative Office will develop a comprehensive methodology for prioritizing and financing capital projects.

OBJECTIVES

#21

Program Budgeting

By June 2021, the County Administrative Office will present a two-year budget with financing at the program level.

#22

Public Defender

By June 2020, the County Administrative Office will complete an organizational review of the Public Defender's Office to determine whether to continue contracting for services or create a new County department.

#42

Fleet Redesign

By June 2020, General Services will develop new procedures and guidelines for purchasing and utilization of fleet vehicles that encompass current safety standards and alternative fuels.

#58

Risk Management

By June 2020, Personnel will establish and institute a culture in which safety, loss prevention, and risk mitigation are continuously evaluated through coordinated efforts.



STRATEGIES & OBJECTIVES



6 - OPERATIONAL EXCELLENCE

GOAL

- Continuous Improvement**
- D Embrace innovation and continuous improvement to optimize County operations and maintain fiscal stability.

STRATEGY

- ii We will foster County culture and practices that result in measurable operational improvements that are employee-driven and customer-focused.

OBJECTIVES

#10

Document Management

By December 2020, the Auditor-Controller will implement a document management system to comply with California Controller Accounting Standards, including electronic routing for at least three forms.

#18

Performance Measures

By June 2021, the County Administrative Office will feature performance measurement in an integrated two-year budget and operational plan.

#19

Process Improvement

By June 2021, the County Administrative Office will annually sponsor 25 County staff from at least 10 departments in continuous process improvement (CPI) projects.

#27

Voting Equipment

By June 2020, the County Clerk will upgrade the existing voting equipment purchased in 2006 to a new and more modern and accessible system meeting state and federal requirements.

#28

Plain Language

By December 2019, the County Clerk will share tools used to implement plain language guidelines in all of our written materials.

#36

Emergency Guide

By December 2020, General Services will deploy a new emergency operations desktop guide to all County employees to increase education, preparedness and awareness of emergency situations.

#41

Facilities Security

By December 2019, General Services will deploy a new access control system for the Government Center and establish minimum security standards for County facilities.

#43

Facility Maintenance

By December 2019, General Services will implement a new facilities maintenance management system and procedures for estimating, assigning, performing and charging user departments.

6.D.ii continued on next page...

STRATEGIES & OBJECTIVES

...6.D.ii continued from previous page.

D **Continuous Improvement**
Embrace innovation and continuous improvement to optimize County operations and maintain fiscal stability.

GOAL

ii We will foster County culture and practices that result in measurable operational improvements that are employee-driven and customer-focused.

STRATEGY

#48 **IT Performance**
By June 2020, Information Services will analyze, standardize and improve the problem resolution process across all service delivery teams, using performance metrics to measure success.

OBJECTIVES

#54 **Job Recruitment**
By December 2019, Personnel will complete a PRIMO! Project on the lifecycle of job recruitments and establish targets to identify and address inefficiencies.

#56 **Employee Benefits**
By June 2020, Personnel will promote online benefits transactions so employees can efficiently and independently access the resources necessary to optimize their benefits and support their County careers.

#60 **Child Support**
By June 2021, Child Support Services will improve on program outcomes by increasing current collections by 1.0% (Child Support Collected/Child Support Owed).

#62 **Parent Employment**
By June 2021, Child Support Services will develop and strengthen collaborative partnerships with Workforce Development to assist non-custodial parents find employment.

#68 **Health Inspections**
By June 2020, Health Services will reduce Health Violations by 25% and ensure on-time completion of all facility inspections, ensuring safe restaurants and facilities.

#74 **Health Data**
By June 2021, Health Services will collaborate with Orange County to apply for a grant to connect Emergency Medical Services patient care records with our Santa Cruz County Health Information Organization (SCHIO).

6.D.ii continued on next page...



STRATEGIES & OBJECTIVES

...6.D.ii continued from previous page.



GOAL

Continuous Improvement

D Embrace innovation and continuous improvement to optimize County operations and maintain fiscal stability.

STRATEGY

ii We will foster County culture and practices that result in measurable operational improvements that are employee-driven and customer-focused.

OBJECTIVES

#77

Water Recharge

By June 2020, Health Services will work with natural resource agencies to complete one additional project to capture and recharge stormwater and implement additional managed groundwater recharge projects.

#102

Emissions Reduction

By June 2021, the Agricultural Commissioner will reduce its greenhouse gas emissions by 10% (LBS of CO₂) compared to 2018 levels to support clean air efforts.

#106

Equipment Upgrade

By June 2021, the Agricultural Commissioner will increase staff efficiency by transitioning 100% of field staff from desktops to laptops and mobile devices.

#117

Smart Park Maintenance

By June 2020, Parks will develop metrics for the maintenance section to implement changes for cost-effective travel time and task assignment improvements.

#118

Parks Community Outreach

By June 2020, Parks will improve community outreach by conducting public surveys, expanding marketing, and increasing social media followers by 25% in order to increase park visitation and program participation by 10%.

#128

General Plan Training

By June 2021, Planning will design and carry out a training program on the General Plan Sustainability Update, including stakeholder and public workshops.

#129

Housing Database

By December 2020, Planning will operationalize County housing web-based database for homeowner loans, deed restricted affordable units and multifamily developments and map.

6.D.ii continued on next page...

STRATEGIES & OBJECTIVES

...6.D.ii continued from previous page.

Continuous Improvement

- D** Embrace innovation and continuous improvement to optimize County operations and maintain fiscal stability.

GOAL

- ii** We will foster County culture and practices that result in measurable operational improvements that are employee-driven and customer-focused.

STRATEGY

#133 Landfill Closure

By June 2021, Public Works will complete a detailed plan for eventual closure of the Buena Vista Landfill (estimated at 2030) and replacement with a new transfer station

OBJECTIVES

#144 Live Oak Parking

By June 2021, Public Works will implement changes to the Live Oak Parking Program to expand the area of coverage, update all permitting requirements and have the program be financially self supporting.

#146 Efficient Road Design

By June 2021, Public Works will reduce construction changes orders to 10% or less of the bid amount for all construction projects.

#154 Discovery Procedure

By June 2020, the District Attorney will leverage technology to streamline existing discovery procedure to be more efficient and compliant.

#159 Disaster Preparedness

By June 2021, Emergency Services will expand readiness of County staff to respond to natural and manmade disasters by implementing a plan to train all existing workers on Disaster Service Worker procedures.

#160 Disaster Command

By June 2021, Emergency Services will expand readiness for natural and manmade disasters, communicable disease outbreaks and other crises by certifying senior staff in Incident Command System training.



STRATEGIES & OBJECTIVES

...6.D.ii continued from previous page.



GOAL

- D** **Continuous Improvement**
Embrace innovation and continuous improvement to optimize County operations and maintain fiscal stability.

STRATEGY

- ii** We will foster County culture and practices that result in measurable operational improvements that are employee-driven and customer-focused.

OBJECTIVES

#174 **Carbon Footprint**
By June 2020, the County Administrative Office, in collaboration with County departments, will demonstrate a 20% reduction in the organization's carbon footprint compared to 2015.

#175 **Homeless Outreach Proactive Engagement Services**
By June 2021, Health Services will increase HOPES client engagement by 40% and substance use treatment completion by 25%, and reduce client arrests six months after program engagement by 20%.

#176 **Syringe Services**
By December 2019, Health Services will establish targets for the Syringe Services Program (SSP), including increasing access to treatment, and reducing syringe litter and communicable disease.

#177 **Permanent Housing**
By June 2021, Homeless Services Coordination will work with the local Continuum of Care (CoC) to increase by 15% the number of persons who exited to permanent housing.

STRATEGIES & OBJECTIVES

GOAL



STRATEGY

OBJECTIVES

6 - OPERATIONAL EXCELLENCE

Continuous Improvement

- D** Embrace innovation and continuous improvement to optimize County operations and maintain fiscal stability.

- iii** We will provide opportunities for non-profit technical assistance to support systemwide services, collaborations and impact.

#71 Treatment Utilization

By June 2020, Health Services will maintain utilization to substance use disorder services at 150%, and double withdrawal management (WM) service days.

#75 Optimizing Resources

By June 2021, Health Services will increase federal revenue for Medi-Cal Administrative Activities (MAA) by 25% over fiscal year 2017-18.

#86 Community Impact

By June 2021, Human Services, through CORE Investments, will develop an online menu of community- and program-level results associated with the CORE conditions.

#87 Best Practices

By June 2021, Human Services, through CORE Investments, will develop an online library of evidence-based programs/practices associated with the CORE Conditions.

#97 Impact Investment

By June 2021, Human Services and Health Services will provide 24 opportunities for technical assistance to support systemwide collaborations among local public, private, non-profit, and community partners.

#161 Probation Services

By June 2020, Probation will serve 10% of all clients at the new service center.

#167 Impact Contracting

By June 2021, Probation will increase outcome-based service agreements by 80% for the delivery of client services.



COUNTY OBJECTIVES



GENERAL GOVERNMENT



ASSESSOR-RECORDER

ASSESSOR-RECORDER OBJECTIVES & KEY STEPS

#1 Digital Records			
By December 2019, the Assessor-Recorder will offer digitized vital records/certificates from 1950-1980 to the general public.			
Key Steps			
Identify staffing needed to complete project.	Create an inventory of current original books, their condition and utilization.	Work with vendor to repair, scan, film and digitize 608 vitals books and 1,600 fiche.	Approve and review random sample of records for accuracy and clarity.
Plan Reference: 6.A.ii	Collaborating Depts: ISD	Target: Digitized Vital Record	Est. Completion Date: December 2019

#2 E-Recording			
By December 2019, the Assessor-Recorder will increase submitter participation from internal and external submitters in e-recording.			
Key Steps			
Work with California Electronic Recording Transaction Network Authority (CeRTNA) on outreach to prospective e-recording submitters.	Participate in CeRTNA Strategic Business Summit to review benefits of e-recording.	Track, train, and set up new submitters in Electronic Recording Delivery System. Monitor utilization, error rate, and document volume.	
Plan Reference: 6.A.ii	Collaborating Depts: ISD	Target: 65% of all Recorded Documents	Est. Completion Date: December 2019

#3 Electronic Archive			
By June 2020, the Assessor-Recorder will convert archived documents to a new digital product (Laserfiche).			
Key Steps			
Create folder structure and document templates in Laserfiche and provide conversion mapping to vendor.	Review and approve vendor solution.	Implement new system and train staff on its use.	
Plan Reference: 6.A.ii	Collaborating Depts: ISD	Target: Electronic Archive	Est. Completion Date: June 2020



**AUDITOR-CONTROLLER-
TREASURER-TAX COLLECTOR**

AUDITOR-CONTROLLER OBJECTIVES & KEY STEPS

#4

Disaster Financing

By June 2021, the Auditor-Controller will implement a disaster recovery plan with specifications for each division in the event of a disaster.

Key Steps

Partner with General Services and Information Services Departments to identify consultant to assist with developing disaster recovery plan.	Work with consultant to identify inventory of key processes requiring inclusion in disaster-recovery plan.	Work with consultant, Information Services, Emergency Services, and other County departments to identify disaster recovery solutions.	Issue formal department-wide disaster recovery plan, and review annually for necessary changes.
Plan Reference: 4.D.ii, 6.D.i	Collaborating Depts: CAO, GSD, ISD	Target: Disaster Recovery Plan	Est. Completion Date: June 2021

#5

New County Bank

By June 2021, the Auditor-Controller will transition to a new County bank and credit card processing service for all funds held in the County Treasury to improve efficiencies, take advantage of new services and decrease costs.

Key Steps

Identify key staff to lead the project with vendors and create project schedule. Work with new bank and credit card vendors.	Transition banks running parallel for one year, allowing for interfaces and modules to be transitioned as system and staff are ready.	Terminate predecessor accounts. Successor bank will be the primary bank. Transition to new credit card processing provider.	Identify new modules the County will implement, review remote deposits, armored vehicle schedules and remote safes, etc.
Plan Reference: 6.D.i	Collaborating Depts: ALL	Target: Bank Transition	Est. Completion Date: June 2021

#6

Debt Payment System

By December 2020, the Auditor-Controller will transition to a computerized system to manage and track the County's long-term debt and debt payments, ensuring efficient payments and reporting.

Key Steps

Implement Debt Management software, and identify and train staff for project.	Work with vendor to convert all Excel and paper debt documents and tracking to the Debt Management software.	Create sample user reports and work with the County departments and County Financial Advisor to determine reporting needs.	Test and finalize an interface between the software and accounting system to submit debt payments.
Plan Reference: 6.D.i	Collaborating Depts: CAO, ISD	Target: System Upgrade	Est. Completion Date: December 2020

AUDITOR-CONTROLLER OBJECTIVES & KEY STEPS

#7

Vacation Rental Tax

By June 2020, the Auditor-Controller will increase identification of vacation rentals not paying sufficient transient occupancy tax (TOT), and perform at least five additional desk audits to increase TOT compliance and revenues.

Key Steps

Expand agreement with short-term rental host monitoring vendor to identify non-reporting vacation rentals for unincorporated county.

Reallocate a clerical staff to provide support; free audit staff up to increase TOT desk audit time. Complete five desk audits.

Report the status and progress on TOT audits and collections with five-year comparison statistics to the Board.

Plan Reference:

6.D.i

Collaborating Depts:

CAO, ISD

Target:

5 Host Audits

Est. Completion Date:

June 2020

#8

Debt Collection

By December 2020, the Auditor-Controller will fully transition to a modern computerized collection software and updated collection procedures to efficiently collect debts owed to the County.

Key Steps

Upgrade from old legacy software to modern collection software.

Complete training and implementation plan. Cross-train collections staff on all system functions to ensure continuity of operations.

Complete ongoing file reviews until database is current and reflects mandated collections that are viable.

Identify whether integration of electronic payments acceptance is a viable options for Collections.

Plan Reference:

6.D.i

Collaborating Depts:

CAO

Target:

System Upgrade

Est. Completion Date:

December 2020

#9

Electronic Payments

By June 2021, the Auditor-Controller will annually increase vendors paid electronically by 5%, reducing direct and indirect check processing fees, and providing a quicker payments to County vendors.

Key Steps

Partner with Personnel to bargain with County employee groups to mandate direct deposit. Expand to other agencies/districts.

Implement credit card workflow to allow departments to review monthly credit card bills, attach documents and approve payments.

Review vendor listings and create target list and goal for electronic transition each year.

Review accounts payable and other payments, and analyze for inclusion and direct billing to the Cost Plan, and billings for departments/agencies.

Plan Reference:

6.D.i

Collaborating Depts:

GSD, PER

Target:

1,273 Total Vendors Paid Electronically

Est. Completion Date:

June 2021

AUDITOR-CONTROLLER OBJECTIVES & KEY STEPS

#10

Document Management

By December 2020, the Auditor-Controller will implement a document management system to comply with California Controller Accounting Standards, including electronic routing for at least three forms.

Key Steps

Identify key staff to lead the project and prepare Gantt chart to complete the goal.

Inventory what is stored onsite and in the warehouse, in paper as well as electronically. Inventory historical files on microfilm and tape.

Crosswalk payroll and property tax record storage inventory to requirements for that may need to be kept for 40 years. Plan for long-term storage needs.

Create and monitor department electronic storage files including files stored on servers and Microfilm.

Plan Reference:

6.D.ii

Collaborating Depts:

ISD

Target:

3 E-routed Forms

Est. Completion Date:

December 2020

#11

Annual Audits

By June 2021, the Auditor-Controller will annually perform audits to improve efficiency, effectiveness, assess the completeness of internal controls and to safeguard the assets of the taxpayers.

Key Steps

Prepare a countywide risk assessment every other year to assess countywide risk that results in audits of department internal controls and functions.

Assign audit staff to projects with the highest risk identified, based upon results of risk assessment.

Complete planning, fieldwork, finalization and reporting on each audit assigned.

Issue final audit report which includes recommendations to improve internal controls, as applicable.

Plan Reference:

6.D.i

Collaborating Depts:

ALL

Target:

5 Audits

Est. Completion Date:

June 2021



CANNABIS LICENSING

CANNABIS LICENSING OBJECTIVES & KEY STEPS

#12

Cannabis Licensing

By June 2021, Cannabis Licensing will have licensed all registrants who have applied for both state and local licensing.

Key Steps

Conduct weekly coordination meetings with collaborating departments and maintain effective licensing tracking systems.

Develop useful materials to support potential licensees through the process, including checklists, outreach meetings, updated website, etc.

Operate an effective compliance program through regular compliance checks.

Update ordinance as needed based on licensing experience.

Plan Reference:

4.B.i, 5.C.ii

Collaborating Depts:

DAO, HSA, PLN, SHF

Target:

102 Registrants

Est. Completion Date:

June 2021

#13

Cannabis Merger

By June 2021, Cannabis Licensing will merge with the Planning Department to streamline and improve licensing process.

Key Steps

Create a process map of current processes and identify key points that will be impacted by the merge.

Work with Information Services and Hansen contractor to develop integrated licensing, time and finance tracking systems.

Work with Auditor-Controller-Treasurer-Tax Collector to develop integrated financial data.

Coordinate with Planning to develop plans for and finance space improvements.

Plan Reference:

6.A.ii

Collaborating Depts:

ACT, ISD, PLN

Target:

Merge with Planning Department

Est. Completion Date:

June 2021



COUNTY ADMINISTRATIVE OFFICE

COUNTY ADMINISTRATIVE OFFICE OBJECTIVES & KEY STEPS

#14

E-Signature Contracts

By June 2021, the County Administrative Office will implement e-signature for all signed contracts, ordinances and resolutions coming before the Board of Supervisors.

Key Steps

Develop staggered timeline with County departments for e-signature implementation.

Train County staff on how to use e-signature for signed contracts, ordinances and resolutions.

Communicate change in contract execution with County vendors.

Plan Reference:

6.A.ii

Collaborating Depts:

ALL

Target:

E-Signature Contracts

Est. Completion Date:

June 2021

#15

Staff Development

By December 2020, the County Administrative Office, in collaboration with Personnel, will establish three new professional development programs for staff.

Key Steps

Continue partnership with the California State Association of Counties (CSAC) in providing an on-site campus for the CSAC Institute.

Continue to provide Lean Six Sigma Greenbelt training for process improvement.

Continue to develop program on setting SMART Objectives and Performance Measurement.

Continue to develop training on Board memo writing to improve clarity for public and policy makers.

Plan Reference:

6.B.ii

Collaborating Depts:

PER

Target:

3 Development Programs

Est. Completion Date:

December 2020

#16

Capital Policy

By December 2020, the County Administrative Office, in collaboration with General Services and Public Works, will establish policy guidance for long-range facilities planning and campus master planning.

Key Steps

Ensure alignment with the County's values, mission and vision.

Prepare Opportunities and Challenges Study and workplan.

Develop policy guidance for long-range facilities planning and campus master planning.

Complete Freedom Boulevard and County Government Center campus master plans.

Plan Reference:

2.B.ii, 4.C.i, 6.C.i

Collaborating Depts:

DPW, GSD

Target:

Capital Policy Guidance

Est. Completion Date:

December 2020

COUNTY ADMINISTRATIVE OFFICE OBJECTIVES & KEY STEPS

#17

Capital Financing

By June 2020, the County Administrative Office will develop a comprehensive methodology for prioritizing and financing capital projects.

Key Steps

Develop prioritization criteria that align with the County Strategic Plan values.

Create a Capital Projects Review Committee to analyze and review capital project requests.

Prepare and identify financing for capital improvements that address County needs.

Plan Reference:

6.C.i, 6.D.i

Collaborating Depts:

GSD

Target:

Financing Methodology

Est. Completion Date:

June 2020

#18

Performance Measures

By June 2021, the County Administrative Office will feature performance measurement in an integrated two-year budget and operational plan.

Key Steps

Deploy performance measurement guidebook and training to County departments.

Support County departments in identifying data and generating performance measures.

Work with Information Services to develop automated external facing dashboards.

Track and report progress on department objectives in first operational plan.

Plan Reference:

6.D.ii

Collaborating Depts:

ISD

Target:

Performance Measurement Pilot

Est. Completion Date:

June 2021

#19

Process Improvement

By June 2021, the County Administrative Office will annually sponsor 25 County staff from at least 10 departments in continuous process improvement (CPI) projects.

Key Steps

Work with departments in identifying practitioner training candidates. Provide practitioner training.

Work with departments in identifying process improvement projects.

Support departments in creating and implementing systems of support for current and future process improvement efforts.

Host employee engagement events showcasing process improvement efforts. Maintain internal tracking of results.

Plan Reference:

6.D.ii

Collaborating Depts:

ALL

Target:

50 Staff-Initiated Projects

Est. Completion Date:

June 2021

COUNTY ADMINISTRATIVE OFFICE OBJECTIVES & KEY STEPS

#20

FIT Pilot

By June 2020, the County Administrative Office will coordinate report on outcomes of the Focused Intervention Team (FIT) pilot program with the Sheriff-Coroner and Health Services.

Key Steps

Complete outcome study on pilot phase of the project using an independent consultant.	Refine eligibility and referral protocols with local law enforcement agencies.	Establish baseline for client arrests six months after program engagement.	Develop FIT performance measures based on initial assessment.
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Plan Reference: 1.B.iii, 1.C.i, 1.D.i	Collaborating Depts: DAO, HSA, SHF	Target: FIT Outcome Report	Est. Completion Date: June 2020
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#21

Program Budgeting

By June 2021, the County Administrative Office will present a two-year budget with financing at the program level.

Key Steps

Work with budget software consultant to allow budget development at the program level.	Train County staff on new program level budget development.	Modify budget document and website to include program level details.	Research participatory budgeting and develop plan for increased public communication and engagement.
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Plan Reference: 6.D.i	Collaborating Depts: ALL	Target: Program Level Budgeting	Est. Completion Date: June 2021
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#22

Public Defender

By June 2020, the County Administrative Office will complete an organizational review of the Public Defender's Office to determine whether to continue contracting for services or create a new County department.

Key Steps

Coordinate with current law firms providing Public Defender services to survey local trends, caseload management and needs of indigent defendants.	Compare Public Defender services for similar counties with either contracted or in-house services.	Work with Personnel to establish a salary and benefits projection for a potential new County department.	Work with General Services, Information Services and other County departments on potential new expenses and requirements.
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Plan Reference: 1.C.ii, 6.D.i	Collaborating Depts: GSD, ISD	Target: Organizational Review	Est. Completion Date: June 2020
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COUNTY ADMINISTRATIVE OFFICE OBJECTIVES & KEY STEPS

#23

Website Redesign

By December 2020, the County Administrative Office will convene a multi-departmental committee to study a website redesign with consistent branding and design standards.

Key Steps

Outreach to County departments and form committee with timeline.	Review current departmental practices in managing websites.	Review website design and management practices in other jurisdictions.	Determine cost and feasibility of website redesign.
Plan Reference: 6.A.i	Collaborating Depts: ALL	Target: Website Design Standards	Est. Completion Date: December 2020

#24

Social Media

By June 2021, the County Administrative Office will increase social media followers by 30% across all County accounts.

Key Steps

Update inventory of current social media accounts, including administrators.	Expand social media offerings to be more inclusive of younger residents.	Identify and implement improved social media management tools.	Publicize new social media offerings.
Plan Reference: 6.A.i	Collaborating Depts: ISD	Target: 13,000 Followers	Est. Completion Date: June 2021

#25

2020 US Census

By June 2020, the County Administrative Office in partnership with the cities and community-based organizations will ensure a complete count in the 2020 Census.

Key Steps

Produce Strategic and Implementation Plans that are approved by the State.	Form Complete Count Committee with broad representation and subcommittees based on hard-to-count populations.	Implement media and public relations strategies, including press conferences, opinion editorials and website development.	Implement outreach and language access efforts identified in the Strategic and Implementation Plans.
Plan Reference: 1.B.i, 2.A.ii, 6.A.i	Collaborating Depts: CCE, OED	Target: 2020 Census Implementation Plan	Est. Completion Date: June 2020



COUNTY CLERK - ELECTIONS

COUNTY CLERK-ELECTIONS OBJECTIVES & KEY STEPS

#26

Voter Services

By December 2019, the County Clerk will increase the number of Same Day Voter Registration Centers, install additional ballot drop boxes, and implement a coordinated voter program for the March 2020 election.

Key Steps

Identify and reserve seven new facilities that could be used as Same Day Voter Registration Centers.

Identify three new locations for ballot drop boxes based on transportation patterns and population centers.

Work with Information Services to establish connectivity and security at the new centers.

Implement a voter outreach program with communities of interest using media to educate voters about the expansion of services.

Plan Reference:

1.B.i, 6.A.iii

Collaborating Depts:

ACT, GSD, ISD

Target:

10 Voter Registration Centers

Est. Completion Date:

December 2019

#27

Voting Equipment

By June 2020, the County Clerk will upgrade the existing voting equipment purchased in 2006 to a new and more modern and accessible system meeting state and federal requirements.

Key Steps

Meet with General Services, the vendor, and County Counsel to prepare the documents for leasing of the new system.

Identify community events where we can educate the public about the new voting system.

Hold meetings with our Voting Accessibility Advisory Committee, and other partners, to educate them on the new voting system.

Conduct three community forums to educate voters about the new voting system.

Plan Reference:

6.A.ii, 6.D.ii

Collaborating Depts:

ACT, GSD, ISD

Target:

Voting Equipment Upgrade

Est. Completion Date:

June 2020

#28

Plain Language

By December 2019, the County Clerk will share tools used to implement plain language guidelines in all of our written materials.

Key Steps

Provide an overview of plain language at a department head meeting or other meeting identified by the County Administrative Office.

Update and distribute plain language tools used by our department that can be shared with other departments.

Support County departments that want to implement a plain language policy by reviewing materials they create and providing feedback.

Work with Information Services to develop a webpage on plain language tools for all departments to be able to access when needed.

Plan Reference:

6.A.i, 6.D.ii

Collaborating Depts:

ALL

Target:

Plain Language Training

Est. Completion Date:

December 2019



ECONOMIC DEVELOPMENT

ECONOMIC DEVELOPMENT OBJECTIVES & KEY STEPS

#29

17th & Capitola

By June 2020, Economic Development will complete the disposition of the Redevelopment Agency Successor Agency property located near 17th Avenue and Capitola Road to create jobs, housing, and tax revenue.

Key Steps

Negotiate with developer for an affordable housing and community health project for the site.

Negotiate and approve an Affordable Housing and Disposition Agreement (AHDA).

Plan Reference:

2.A.ii, 2.C.i, 5.B.ii

Collaborating Depts:

PLN

Target:

17th and Capitola Disposition

Est. Completion Date:

June 2020

#30

7th & Brommer

By June 2021, Economic Development will complete the disposition of the Redevelopment Agency Successor Agency property located near 7th Avenue and Brommer Street to create jobs, housing, and tax revenue.

Key Steps

Negotiate with developer for a mixed-use visitor serving development project for the site.

Negotiate and approve Development and Disposition Agreement.

Plan Reference:

2.A.ii, 2.C.i, 5.B.ii

Collaborating Depts:

PLN

Target:

7th and Brommer Disposition

Est. Completion Date:

June 2021

#31

Broker Event

By December 2019, Economic Development will hold an annual broker event and roundtable to develop interest and educate the group on the unique characteristics and values of Santa Cruz County.

Key Steps

Meet with Santa Cruz County cities for partnership opportunities in 2018-19.

Create a list of key development opportunity sites and completed successful project examples.

Identify the top 15 commercial brokers serving Santa Cruz County.

Plan Reference:

5.B.ii

Collaborating Depts:

HSD

Target:

Broker Event

Est. Completion Date:

December 2019

ECONOMIC DEVELOPMENT OBJECTIVES & KEY STEPS

#32

Business Promotion

By June 2020, Economic Development will facilitate or assist at least 50 small business owners achieve placement of their businesses on Google Maps.

Key Steps

Reach out to small businesses through events such as Small Business Saturday and 82% Micro Business Summit.

Train business owners and employees on Google Map placement.

Plan Reference:

5.B.i, 5.C.i

Collaborating Depts:

HSD

Target:

50 Businesses

Est. Completion Date:

June 2020

#33

Cottage Foods

By December 2019, Economic Development will convene a meeting of permitted Cottage Food operators in order to learn their challenges and growth potential.

Key Steps

Prepare agenda for meeting with clear purpose and goals.

Send invitations and recruit key participants.

Convene meeting and document challenges and opportunities for growth.

Develop County-level policies to aid growth.

Plan Reference:

5.C.i

Collaborating Depts:

HSA

Target:

Cottage Foods Needs Assessment

Est. Completion Date:

December 2019

#34

Small Business Saturday

By June 2021, Economic Development will facilitate the Small Business Saturday event with a goal of improving participation by 20% each fiscal year.

Key Steps

Compile event data from 2018 to document sales and successes.

Recruit new business participation through events such as 82% Micro Business Summit.

Promote and participate in Small Business Saturday events.

Plan Reference:

5.C.i

Collaborating Depts:

HSD

Target:

Small Business Saturday

Est. Completion Date:

June 2021

ECONOMIC DEVELOPMENT OBJECTIVES & KEY STEPS

#35		Business Summit	
By June 2020, Economic Development will convene the small business educational symposium known as the 82% Micro Business Summit.			
Key Steps			
Prepare agenda for summit with clear purpose and goals.	Send out invitations and recruit key note speaker and panelists.	Convene summit and document challenges and opportunities for small businesses.	
Plan Reference:	Collaborating Depts:	Target:	Est. Completion Date:
5.B.i, 5.C.i	HSD	82% Micro Business Summit	June 2020



GENERAL SERVICES

GENERAL SERVICES OBJECTIVES & KEY STEPS

#36

Emergency Guide

By December 2020, General Services will deploy a new emergency operations desktop guide to all County employees to increase education, preparedness and awareness of emergency situations.

Key Steps

Incorporate final input and changes from the County Administrative Office.	Develop communications and training guide to support guide rollout.	Support distribution and training at work group level.	Gather feedback to improve guide for future iterations.
Plan Reference: 4.D.ii, 6.D.ii	Collaborating Depts: ALL	Target: Emergency Operations Desktop Guide	Est. Completion Date: December 2020

#37

Ergonomic Evaluations

By June 2021, General Services will implement a new process for ergonomic evaluations, train department representatives to perform evaluations, and complete a report on the evaluation results.

Key Steps

Finalize all changes to internal policies and procedures for ergonomic evaluations.	Send the new forms and templates to departments through a well structured communication plan.	Perform trainings with managers and supervisors regarding the changes in practices	
Plan Reference: 6.B.ii, 6.B.iii	Collaborating Depts: ALL	Target: Ergonomic Evaluation Report	Est. Completion Date: June 2021

#38

Construction Projects

By December 2019, General Services, in collaboration with Public Works, will manage County construction projects through development of standard roles and responsibilities.

Key Steps

Define the roles and scopes of responsibilities for construction projects between General Services and Public Works.	Communicate service expectations to County departments and implement a customer service agreement for capital projects.		
Plan Reference: 6.A.iii, 6.C.i	Collaborating Depts: DPW	Target: 4 Capital Projects Under Management	Est. Completion Date: December 2019

GENERAL SERVICES OBJECTIVES & KEY STEPS

#39

Multimodal Mobility

By June 2020, General Services will expand and improve parking at the Government Center for employees and the public, and increase the number of electric vehicle charging stations.

Key Steps

Complete plans and specification for the proposed parking area.

Schedule and hold three parking program redesign meetings.

Develop and issue request for proposals for new parking area.

Complete new parking area and roll out redesigned parking program with employee input.

Plan Reference:

3.B.ii, 4.C.i, 6.C.ii

Collaborating Depts:

DPW

Target:

11 Charging Stations

Est. Completion Date:

June 2020

#40

Facilities Assessment

By June 2020, General Services will perform a facilities conditions assessment and develop a process to keep updated.

Key Steps

Undertake facility condition assessment that includes building and equipment dates of installation, types, age, and remodel history.

Assign an experienced staff with background in facility condition indexing.

Complete the initial phase of facility condition indexing and develop plans for assessment.

Complete assessments and make recommendations.

Plan Reference:

6.C.ii

Collaborating Depts:

CAO

Target:

Facility Condition Assessment

Est. Completion Date:

June 2020

#41

Facilities Security

By December 2019, General Services will deploy a new access control system for the Government Center and establish minimum security standards for County facilities.

Key Steps

Install and test access control system.

Develop minimum security standards.

Test security standards with departments and facilities.

Plan Reference:

6.C.ii, 6.D.ii

Collaborating Depts:

ALL

Target:

Access Control System

Est. Completion Date:

December 2019

GENERAL SERVICES OBJECTIVES & KEY STEPS

#42

Fleet Redesign

By June 2020, General Services will develop new procedures and guidelines for purchasing and utilization of fleet vehicles that encompass current safety standards and alternative fuels.

Key Steps

Analyze, inventory and review of fleet services and make recommendations of fleet redesign.

Complete and finalize the procedures and practices to implement new fleet management criteria.

Begin operating utilizing the new procedures and standards for vehicle purchases and utilization.

Plan Reference:

4.D.i, 6.C.i, 6.D.i

Collaborating Depts:

ALL

Target:

Fleet Policies and Procedures

Est. Completion Date:

June 2020

#43

Facility Maintenance

By December 2019, General Services will implement a new facilities maintenance management system and procedures for estimating, assigning, performing and charging user departments.

Key Steps

Finalize purchase of the software required.

Begin a pilot project with the new system.

Complete the pilot project and finalize procedures and purchase all remaining equipment required for full roll-out.

Deploy the new system and finalize reports needed to inspect the expectations.

Plan Reference:

6.C.ii, 6.D.ii

Collaborating Depts:

ALL

Target:

Facility Maintenance Management System

Est. Completion Date:

December 2019



INFORMATION SERVICES

INFORMATION SERVICES OBJECTIVES & KEY STEPS

#44

Customer Experience

By June 2020, Information Services will increase customer departments' satisfaction by 10% with service delivery based on survey results.

Key Steps

Create two types of customer satisfaction surveys that measure our satisfaction with our service.

Create system generated email upon ticket resolution that asks one question and a multi-question survey to our customers.

Plan Reference:

6.A.ii

Collaborating Depts:

ALL

Target:

10% Increased Satisfaction

Est. Completion Date:

June 2020

#45

Data Security

By December 2020, Information Services will develop and publish countywide security training policies, and implement a security curriculum, including testing to protect County data and assets.

Key Steps

Develop an employee training module on end user security practices for all County staff.

Train employees on how to avoid and report email cyberattacks.

Develop a semi-annual phishing campaign to test county employees' understanding of cyberattacks through email.

Plan Reference:

6.C.ii

Collaborating Depts:

ALL

Target:

Publish Security Policies

Est. Completion Date:

December 2020

#46

Radio Reliability

By December 2020, Information Services Radio Shop will improve the reliability of the Radio system.

Key Steps

Radio Shop will replace all multiplexers with new equipment

Radio Shop will establish a periodic maintenance schedule for all radio infrastructure

Radio Shop will convert one Simulcast site from copper to fiber technology

Radio Shop will establish Mount Toro as a standby backup site for the Santa Cruz Radio system

Plan Reference:

6.C.ii

Collaborating Depts:

ALL

Target:

98% Uptime

Est. Completion Date:

December 2020

INFORMATION SERVICES OBJECTIVES & KEY STEPS

#47

Map Upgrades

By December 2020, Information Services Geographic Information Systems will update the County's aerial imagery data used for mapping and establish a four-year refresh cycle of that data.

Key Steps

Work to select a vendor and sign contracts.

Hire a quality assurance and control consultant.

Coordinate flight and load the imagery into the GIS database.

Plan Reference:

6.C.ii

Collaborating Depts:

DPW

Target:

Aerial Imagery Data

Est. Completion Date:

December 2020

#48

IT Performance

By June 2020, Information Services will analyze, standardize and improve the problem resolution process across all service delivery teams, using performance metrics to measure success.

Key Steps

Determine key performance indicators based on tickets to IT Support and establish measurements and goal.

Create online dashboard for our top five customers to track our key performance indicators from our ticketing system.

Assign a liaison to each department to provide a single point of contact, and meet at least twice a year or more with their respective departments.

Plan Reference:

6.D.ii

Collaborating Depts:

ALL

Target:

Standardization of Workflow

Est. Completion Date:

June 2020



PERSONNEL

PERSONNEL OBJECTIVES & KEY STEPS

#49

Leadership Training

By December 2020, Personnel, with the County Administrative Office, will provide leadership training through the Learn, Engage, Apply and Perform (LEAP) initiative to at least 70 staff to improve succession planning.

Key Steps

Continue partnership with the California State Association of Counties (CSAC) in providing an on-site campus for the CSAC Institute.

Identify classes in Santa Cruz County Learns to provide a complementary online training program.

Solicit and select 30 participants for third group of County staff taking on-site CSAC classes in 2020.

Provide structure and support for LEAP Program participants to mentor and train County staff.

Plan Reference:

6.B.ii

Collaborating Depts:

CAO

Target:

70 Staff Trained

Est. Completion Date:

December 2020

#50

Employee Engagement

By June 2020, Personnel will develop and establish an employee engagement platform.

Key Steps

Conduct a countywide survey to measure current employee satisfaction and solicit feedback on how to make employees feel more engaged at work.

Create and maintain a calendar of ongoing employee engagement events and activities.

Design a content map for a centralized online platform where employees can access information and links to employee engagement activities and programs.

In collaboration with CAO, roll out "Community Reads" website.

Plan Reference:

6.B.i, 6.B.iii

Collaborating Depts:

CAO

Target:

Employee Engagement Website

Est. Completion Date:

June 2020

#51

Cultural Competence

By June 2021, Personnel will lead a diversity initiative to promote an inclusive workplace and culturally competent service delivery.

Key Steps

Perform a voluntary Diversity and Inclusion survey to measure the County's performance in maintaining an inclusive workplace.

Review and update all Equal Employment Opportunity (EEO) visual resources.

Incorporate appropriate training assignments into employee development plans.

Obtain data with respect to additional protected classes beyond those currently tracked pursuant to federal reporting standards.

Plan Reference:

6.A.iii, 6.B.ii

Collaborating Depts:

ALL

Target:

Cultural Competence Initiative

Est. Completion Date:

June 2021

PERSONNEL OBJECTIVES & KEY STEPS

#52

Talent Acquisition

By June 2020, Personnel will expand the talent acquisition program to brand the County as the employer of choice within the community.

Key Steps

Research and utilize appropriate advertising options available through social media platforms in order to achieve a 10% increase in the County's followers.	Host career fair and informational sessions throughout the County to reach a broad representation of the community.	Integrate social media links throughout and improve the accessibility and aesthetic appeal of all Personnel websites and materials.	Leverage diverse, local community-based organizations, universities and schools to generate interest.
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Plan Reference: 6.B.i	Collaborating Depts: GSD, ISD	Target: Branding Strategy	Est. Completion Date: June 2020
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#53

South County Office

By December 2020, Personnel will support efforts to establish a pilot program for shared workspaces to reduce commute burden and support improved work-life balance.

Key Steps

Collaborate with County departments with South County facilities to identify potential cubicle space for periodic use.	Research remote workspace policies from other organizations in developing guidelines and parameters for remote office use.	Select a cohort of employees to participate in the pilot program.	Assess long-term feasibility of program in coordination with campus master planning process.
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Plan Reference: 3.A.i, 5.B.i, 6.B.iii	Collaborating Depts: AGC, CAO, GSD, HSD	Target: South County Satellite Office	Est. Completion Date: December 2020
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#54

Job Recruitment

By December 2019, Personnel will complete a PRIMO! Project on the lifecycle of job recruitments and establish targets to identify and address inefficiencies.

Key Steps

Perform audit of recent recruitments to gather data on timelines and lifecycles from requisition to establishment of eligible list of candidates.	Establish a baseline average for the lifecycle of job recruitments overall and among similar job classes and categories.	Analyze data for patterns at various stages of the recruitment process that are indicative of barriers, redundancies, inefficiencies, and waste.	Survey and train hiring managers and personnel liaisons from departments on the recruitment process to obtain strategies for improvement.
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Plan Reference: 6.D.ii	Collaborating Depts: CAO	Target: Recruitment Improvement Process	Est. Completion Date: December 2019
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PERSONNEL OBJECTIVES & KEY STEPS

#55

Gender Neutrality

By June 2020, Personnel will update all policies and practices to be gender neutral and inclusive.

Key Steps

Research gender inclusive policies and guidelines from other municipalities and the Equal Employment Opportunity (EEO) Consortium.

Establish subcommittee to review and update all personnel regulations, administrative manual, and departmental policies to be gender inclusive.

Develop a gender sensitivity training to promote an inclusive, respectful, and accepting workplace environment.

Develop a Transgender Employment Policy and Workplace Gender Transition Guidelines to support transgender employees and customers.

Plan Reference:

6.A.iii

Collaborating Depts:

ALL

Target:

Inclusive Personnel Policies

Est. Completion Date:

June 2020

#56

Employee Benefits

By June 2020, Personnel will promote online benefits transactions so employees can efficiently and independently access the resources necessary to optimize their benefits and support their County careers.

Key Steps

Produce interactive benefits video to equip employees with important information about wellness and safety programs.

Increase 5% per year the number of online open enrollment transactions.

Perform countywide trainings on how to use online benefits platforms and improve awareness of the County's Benefits Mobile Application.

Survey employees to get input on what features, resources, designs, or content would incentivize their use of online benefits transactions.

Plan Reference:

6.B.iii, 6.D.ii

Collaborating Depts:

ALL

Target:

513 Online Enrollees

Est. Completion Date:

June 2020

#57

Deferred Compensation

By June 2021, Personnel will implement an online adjustment feature for the Deferred Compensation Plan to increase employees' participation in the program, their contributions toward the program, and program assets.

Key Steps

Develop the necessary online adjustment procedures, forms, and web content for implementation.

Discuss with Deferred Compensation Commission to determine scope of implementation.

Advertise and market online adjustment capabilities through benefits presentations to encourage employees to use the feature.

Plan Reference:

6.B.iii

Collaborating Depts:

CAO

Target:

1,590 Employees

Est. Completion Date:

June 2021

PERSONNEL OBJECTIVES & KEY STEPS

#58		Risk Management	
By June 2020, Personnel will establish and institute a culture in which safety, loss prevention, and risk mitigation are continuously evaluated through coordinated efforts.			
Key Steps			
Reinstitute quarterly claim review meetings, and develop reporting for risk mitigation.	Survey high-risk departments to develop strategies and systems to mitigate their risk exposures.	Distribute monthly workers' compensation data reports on claims and costs to each department.	Analyze claims by department, job class, and type of injury to identify patterns and preemptive measures to reduce workplace injuries.
Plan Reference: 6.D.i	Collaborating Depts: ALL	Target: Risk Evaluation Report	Est. Completion Date: June 2020



HEALTH & HUMAN SERVICES



CHILD SUPPORT SERVICES

CHILD SUPPORT SERVICES OBJECTIVES & KEY STEPS

#59

Client Satisfaction

By June 2021, Child Support Services will develop baseline and tracking for client satisfaction, and report on the relationship between client satisfaction and timely child support payments.

Key Steps

Work with community partners to reach child support clients and connect them with our services.

Enhance and promote effective communication methods through early intervention efforts contacting customers to walk them through the child support processes.

Communicate in various languages to meet customer needs.

Monitor Statewide Customer Service Survey Results Monthly For Santa Cruz/San Benito Regional - Seven Standard Questions based on Core Values.

Plan Reference:

1.B.i, 6.A.iii

Collaborating Depts:

CAO

Target:

Client Satisfaction Report

Est. Completion Date:

June 2021

#60

Child Support Payment

By June 2021, Child Support Services will improve on program outcomes by increasing current collections by 1.0% (Child Support Collected/Child Support Owed).

Key Steps

Set annual goals for Federal Fiscal Year 2019/2020 and explore methods to improve performance.

Monitor Federal Performance Measures 3 Current Collections- Current Collections Performance.

Plan Reference:

5.A.ii, 5.D.ii, 6.D.ii

Collaborating Depts:

HSD

Target:

\$9,172,190 Child Support Collections

Est. Completion Date:

June 2021

#61

Unpaid Child Support

By June 2021, Child Support Services will increase the reliability of child support to families by decreasing the amount of unpaid child support by 0.5% for each federal fiscal year.

Key Steps

Manage child support cases to increase consistent collections by monitoring the Federal Performance Measure 3 - Current Collections Performance.

Monitor child support cases using the Case Management Tool (CMT) for follow up review dates out 180 days or less.

Review child support caseload using Banding Toolkit to identify arrears -only cases and target Federal Performance Measure 4 - Arrearage Collections Performance.

Plan Reference:

1.B.ii, 5.D.ii, 6.A.ii

Collaborating Depts:

HSD

Target:

70.9% Collections of Cases in Arrears

Est. Completion Date:

June 2021

CHILD SUPPORT SERVICES OBJECTIVES & KEY STEPS

#62		Parent Employment	
By June 2021, Child Support Services will develop and strengthen collaborative partnerships with Workforce Development to assist non-custodial parents find employment.			
Key Steps			
Partner with Workforce Development to assist non custodial parents in seeking employment.	Develop and implement a plan to share service information between Child Support Services and Workforce Development staff.	Develop and implement a work search referral process with Workforce Development, Child Support Services and our Family Law Commissioner.	
Plan Reference: 5.A.ii, 5.D.ii, 6.D.ii	Collaborating Depts: HSD	Target: Job Training Partnerships	Est. Completion Date: June 2021



HEALTH SERVICES

HEALTH SERVICES OBJECTIVES & KEY STEPS

#63

Access to Care

By June 2021, Health Services will promote services such as medication assisted treatment (MAT) and diabetes self-management education by engaging 20% of its patient population.

Key Steps

Increase by at least three the number of providers with the Drug Enforcement Agency waiver to provide buprenorphine.

Increase case management to support prescribers.

Increase options for patient support such as peer mentors.

Increase MAT services by 75% to more than 230 unique patients.

Plan Reference:

1.A.i, 1.A.ii, 1.C.ii

Collaborating Depts:

HSD

Target:

3,010 Patients

Est. Completion Date:

June 2021

#64

Clinics Wait Times

By June 2021, Health Services will increase access to health care by decreasing the wait time for the next available appointment from an average of 1.3 days down to zero days.

Key Steps

Hire additional providers and support staff.

Utilize all new exam room space.

Assess provider patient capacity.

Plan Reference:

1.A.i, 1.A.ii

Collaborating Depts:

PER

Target:

0 Day Wait Time

Est. Completion Date:

June 2021

#65

Community Education

By June 2020, Health Services will develop a community education and outreach campaign across the issues of homelessness, mental health and substance use disorders, and health equity.

Key Steps

Complete a stakeholder engagement process to develop a comprehensive suicide prevention plan.

Assess internal capacity and expertise across the existing spectrum of community education and prevention programs.

Establish stakeholder advisory group to review best practice models on community education, and developing an anti-stigma campaign in the County.

Develop a communications plan and timeline for community education campaign key activities.

Plan Reference:

1.A.ii, 1.A.iii

Collaborating Depts:

CAO, HSC, HSD

Target:

Anti-stigma campaign

Est. Completion Date:

June 2020

HEALTH SERVICES OBJECTIVES & KEY STEPS

#66

Integrated Care

By June 2020, Health Services will have a plan in place for the integration of primary care, behavioral health, and public health.

Key Steps

Develop a training plan for an evidence-based practice called, "Integrated Dual Disorders Treatment".

Assess funding, programs and services that could be restructured for more effective and integrated service delivery.

Implement key recommendations for funding and integrated and effective services across the spectrum of HSA programs and populations.

Support an integrated service model, and development of new program models that support services using an evidence-based approach.

Plan Reference:

1.A.ii, 1.A.iii, 1.D.i

Collaborating Depts:

HSD

Target:

Integrated Health Plan

Est. Completion Date:

June 2020

#67

Groundwater Use

By December 2019, Health Services, in collaboration with community partners, will complete a Groundwater Sustainability Plan for the Mid-County Groundwater Basin.

Key Steps

Participate and collaborate with the Mid-County Groundwater Agency.

Work with consultant and Advisory Committee to establish goals for groundwater dependent ecosystems.

Complete subsurface investigations and plans for groundwater recharge projects

Work with small water systems and non-municipal pumpers to be a part of the groundwater management planning process.

Plan Reference:

4.C.ii

Collaborating Depts:

PLN

Target:

Groundwater Sustainability Plan

Est. Completion Date:

December 2019

#68

Health Inspections

By June 2020, Health Services will reduce Health Violations by 25% and ensure on-time completion of all facility inspections, ensuring safe restaurants and facilities.

Key Steps

Collect data using the Envision Connect Software application, develop custom reports and provide training to Environmental Health staff.

Identify and assign appropriate Environmental Health staff to review data for reports

Develop strategies to implement new frequency of inspections.

Develop strategies to increase training at consumer facilities and implement strategies.

Plan Reference:

5.C.i, 6.D.ii

Collaborating Depts:

OED

Target:

3,375 Violations

Est. Completion Date:

June 2020

HEALTH SERVICES OBJECTIVES & KEY STEPS

#69

Oral Health

By June 2021, Health Services will partner with the local Oral Health Access Coalition to reduce cavities in children ages 0-5 by increasing Medi-Cal dental visit rates from 38.8% to 40%.

Key Steps

Implement an annual comprehensive media campaign to promote the 1st Tooth 1st Birthday message.	Institutionalize fluoride varnish application at well-child medical visits by identifying and training providers, clinics, and Cabrillo College students.	Partner to include oral health requirements, resources and linkages to care in school enrollment packets for pre-kindergarten and kindergarten students.	Increase the number of dental chairs in the Health Services Agency Clinic Division from 5-10, increasing access to dental care.
Plan Reference: 1.B.i, 5.D.ii	Collaborating Depts: HSD	Target: 40% Medi-Cal Dental Visit Rate	Est. Completion Date: June 2021

#70

Child Crisis Services

By June 2021, Health Services will reduce children's crisis visits to the Crisis Stabilization Program by 10% and reduce wait times for an initial children's intake by 10% to improve children well-being.

Key Steps

Pilot program to centralize intake services and crisis intervention services for South County children and families.	Apply the model to the North County Access team.	Use an integrated model that incorporates access and crisis assessments.	
Plan Reference: 1.D.ii, 5.D.ii	Collaborating Depts: HSD	Target: 160 Visits	Est. Completion Date: June 2021

#71

Treatment Utilization

By June 2020, Health Services will maintain utilization to substance use disorder services at 150%, and double withdrawal management (WM) service days.

Key Steps

Finalize and launch a comprehensive plan to implement in-house provision of Drug Medi-Cal Organized Delivery System (ODS) Services.	Support two additional providers through the certification process, expanding adult residential and youth outpatient capacities.	Complete the Drug Medi-Cal ODS certification for the newly constructed South County service site.	Identify and contract for additional withdrawal management services within the network.
Plan Reference: 1.D.i, 6.D.iii	Collaborating Depts: HSD	Target: 4,000 WM Days of Service	Est. Completion Date: June 2020

HEALTH SERVICES OBJECTIVES & KEY STEPS

#72

Supported Housing

By June 2021, Health Services will increase the number of supported housing beds sited throughout the county for homeless adults with mental illness by 20 beds from the baseline calendar year 2018.

Key Steps

Add 10 supported housing beds and successfully house 5 adults who are enrolled in the Whole Person Care pilot program, Cruz to Health.

Submit a completed application to the State for the non-competitive No Place Like Home grant funding.

Submit No Place Like Home competitive grant application written with Planning for a new multi-unit project for homeless adults with mental illness.

Acquire three single family homes to permanently house up to fifteen adults under the No Place Like Home grant.

Plan Reference:

1.D.ii, 2.D.ii

Collaborating Depts:

PLN

Target:

133 Beds

Est. Completion Date:

June 2021

#73

Trauma-Informed

By June 2021, Health Services will implement policies and procedures that reflect practices of trauma-informed care.

Key Steps

Contract with Trauma Transformed to assist in implementation of becoming a trauma-informed organization.

Establish training goals for each Health division, incorporate Trauma Informed Service (TIS) measures into the annual workforce staff survey.

Train at least 90% of staff in TIS 101. Incorporate into the new employee orientation program.

Develop baseline improvement measures on trauma informed work environment and empathic workplace measures.

Plan Reference:

1.C.iv, 6.A.ii, 6.B.ii

Collaborating Depts:

PER

Target:

Trauma-Informed Policies

Est. Completion Date:

June 2021

#74

Health Data

By June 2021, Health Services will collaborate with Orange County to apply for a grant to connect Emergency Medical Services patient care records with our Santa Cruz County Health Information Organization (SCHIO).

Key Steps

Apply for a California Emergency Medical Services Authority Health Information Exchange Grant to connect Emergency Medical Services patient records.

Complete required agreements with Orange County, Image Trend, and other required organizations to gain approval of the grant request.

Work with OCPRHIO to implement the technical and operational processes to integrate the two systems.

Monitor and respond to the needs of the systems to assure grant deliverables are met.

Plan Reference:

6.D.ii

Collaborating Depts:

CAO

Target:

Grant Submission

Est. Completion Date:

June 2021

HEALTH SERVICES OBJECTIVES & KEY STEPS

#75

Optimizing Resources

By June 2021, Health Services will increase federal revenue for Medi-Cal Administrative Activities (MAA) by 25% over fiscal year 2017-18.

Key Steps

Revise HSA claiming plans to include program managers and division directors.

Include the request for MAA in all community based organization contracts which receive certified public expenditure.

Provide training to departments and contractees in MAA claiming.

Plan Reference:

1.A.ii, 1.B.iii, 6.D.iii

Collaborating Depts:

PRB

Target:

\$3,125,000 MAA Revenue

Est. Completion Date:

June 2021

#76

Safe Route 2 School

By June 2020, Health Services and Public Works, with community partners, will finalize a Complete Streets to Schools Plan that identifies safe routes to 19 schools in the County and Scotts Valley jurisdictions.

Key Steps

Conduct a collaborative and extensive public participation process to engage diverse stakeholders and the public.

Conduct bike and walking route audits.

Identify improvements that encourage walking and biking to school.

Produce a plan to guide future infrastructure improvements to increase the frequency and safety of active transportation.

Plan Reference:

3.B.i, 3.D.ii

Collaborating Depts:

DPW

Target:

19 Safe Routes

Est. Completion Date:

June 2020

#77

Water Recharge

By June 2020, Health Services will work with natural resource agencies to complete one additional project to capture and recharge stormwater and implement additional managed groundwater recharge projects.

Key Steps

Utilize available grant funds to complete the evaluation of suitable sites and prepare designs for recharge projects.

Submit projects for funding under the State Stormwater Grant Program.

Incorporate policies and programs for promoting enhanced sustainability through recharge measures and managed recharge projects.

Provide outreach to rural property owners on best management practices and assistance for increasing groundwater recharge.

Plan Reference:

4.B.i, 4.C.i, 6.D.ii

Collaborating Depts:

DPW

Target:

Stormwater Capture Project

Est. Completion Date:

June 2020

HEALTH SERVICES OBJECTIVES & KEY STEPS

#78

Whole Person Care

By December 2020, Health Services will complete implementation of pilot program to improve the outcomes of adult Medi-Cal beneficiaries with behavioral health and chronic medical conditions.

Key Steps

Recruit and enroll 625 unduplicated adult Medi-Cal beneficiaries.	Train sixty clients in evidence-based practice program of Integrated Illness Management and Recovery.	Implement telehealth monitoring devices for 120 individuals with a mental illness and/or substance use disorder and a co-occurring health condition.	Increase percent of housing navigated clients that secure housing from 70% to 90%.
Plan Reference: 1.D.i, 2.D.ii	Collaborating Depts: HSC, HSD	Target: Whole Person Care Pilot	Est. Completion Date: December 2020

#79

Public Guardian

By June 2021, Health Services will increase capacity to investigate four new probate referrals per month.

Key Steps

Receive and process referrals from adult protective services, hospitals, or other community partners.	Assign each case to a deputy and determine appropriateness.	Investigate cases and make determination to file petition for conservatorship or give specifics of alternatives to avoid conservatorship.	
Plan Reference: 1.B.ii	Collaborating Depts: HSA	Target: 8 Probate Investigations per month	Est. Completion Date: June 2021

#80

Health Communication

By June 2020, Health Services will develop a communications plan.

Key Steps

Centralize prevention outreach into the Community Health Education unit in Public Health.	Establish a team to work on the development of the communications plan.	Ensure the plan includes specific community engagement activities, efforts towards the reduction of stigmas, etc.	Ensure syringe services program communication on public health risk, exchange and disposal programs, and treatment options.
Plan Reference: 6.A.i	Collaborating Depts: CAO	Target: Communications Plan	Est. Completion Date: June 2020

HEALTH SERVICES OBJECTIVES & KEY STEPS

#81	Disease Prevention		
By June 2021, Health Services will publish an annual Immunization Report to promote childhood immunization rates in children ages 0-5 to reduce the risk of preventable disease outbreaks.			
Key Steps			
Support the Central Coast Alliance for Health in the formation of a regional Immunization Coalition.	Assess capacity of the Communicable Disease Unit by reviewing structure and staffing.	Implement a new structure that integrates epidemiology, family health, and communicable disease.	
Plan Reference: 1.B.i, 1.B.ii, 5.D.iii	Collaborating Depts: CAO	Target: Immunization Report	Est. Completion Date: June 2021



HOMELESS SERVICES COORDINATION

HOMELESS SERVICES COORDINATION OBJECTIVES & KEY STEPS

#82

Emergency Shelter

By June 2021, Homeless Services Coordination will work with Homeless Action Partnership to increase total emergency shelter and/or emergency bridge housing bed capacity by 20% each year over the 2019 baseline.

Key Steps

Develop current capacity baseline and needs analysis.	Research and analyze public facilities throughout the County where emergency shelter can be provided by right and or privately with willing owners.	Determine whether any County-owned buildings or property can be used for shelter.	Develop an operating model that incorporates County services such as primary care and connections to benefits.
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Plan Reference: 2.D.i	Collaborating Depts: HSA, HSD, PLN	Target: Establish Baseline	Est. Completion Date: June 2021
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#83

Homeless Navigation

By June 2021, Homeless Services Coordination will work with the Homeless Action Partnership to plan and open year-round homeless services centers in North and South County.

Key Steps

Develop current capacity baseline and needs analysis.	Research and analyze best practices to both stabilize and assist in securing housing.	Determine if any County-owned buildings or property can be used.	Develop an operating model that incorporates County services.
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Plan Reference: 1.A.iii, 2.D.ii	Collaborating Depts: HSA, HSD, PLN	Target: North/South Homeless Service Centers	Est. Completion Date: June 2021
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#84

Homeless Systems

By June 2020, Homeless Services Coordination will assess the current system performance and capacity, and develop an improvement roadmap for homeless services.

Key Steps

Develop contract with consultant to assess local system and provide recommendations.	Assess internal organization, investments and systems performance, and continuum of care governance	Evaluate consultant recommendations and establish work plan for completion.	Determine organizational structure and identify financing to address resource gaps.
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Plan Reference: 2.D.ii	Collaborating Depts: HSA, HSD, PLN	Target: Homeless Services Assessment	Est. Completion Date: June 2020
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HOMELESS SERVICES COORDINATION OBJECTIVES & KEY STEPS

#85		Crisis Response	
By June 2021, Homeless Services Coordination with the Homeless Action Partnership (HAP) will implement and report annually on State emergency homeless funding to realize investments in homeless crisis response.			
Key Steps			
Develop and issue a request for proposals, oversee selection process, and make funding awards in partnership with HAP.	Enter into contracts with sub-recipients for delivery of programs and services, and track and evaluate program outcomes.	Facilitate program development and key partnerships to ensure capacity for the effective delivery of programs.	Report to State and community on uses and effectiveness of funding.
Plan Reference: 2.D.i	Collaborating Depts: HSA, HSD, PLN	Target: \$11,000,000 Expended	Est. Completion Date: June 2021



HUMAN SERVICES

HUMAN SERVICES OBJECTIVES & KEY STEPS

#86

Community Impact

By June 2021, Human Services, through CORE Investments, will develop an online menu of community- and program-level results associated with the CORE conditions.

Key Steps

Identify options and select the web-based platform and user interface for the interactive menu.	Continue to partner with DataShare Santa Cruz County on data projects.	Build, test, and conduct a soft launch of the menu prototype.	Launch the menu to the broader community of County departments, local funders, strategic plan owners, service providers, and other interested groups.
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Plan Reference: 1.B.i, 1.B.iii, 6.D.iii	Collaborating Depts: HSA, PRB	Target: Online Menu	Est. Completion Date: June 2021
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#87

Best Practices

By June 2021, Human Services, through CORE Investments, will develop an online library of evidence-based programs/practices associated with the CORE Conditions.

Key Steps

Build community agreement on the structure, features, and user interface, the process for submitting and including programs.	Identify options and select the web-based platform for the library of programs.	Build, test, and conduct a soft launch of the program library.	Continue providing training understanding, selecting, implementing, and evaluating evidence-based programs and practices.
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Plan Reference: 1.A.i, 5.A.i, 6.D.iii	Collaborating Depts: HSA, PRB	Target: Online Program/Practice Library	Est. Completion Date: June 2021
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#88

Food Access

By June 2021, Human Services will increase by 50% the number of low-income seniors and disabled single adults enrolled in CalFresh.

Key Steps

Identify potential eligible seniors and disabled individuals, including supplemental security income recipients, currently receiving services.	Work with partners to reach out to and enroll aged and disabled individuals, including supplemental security income recipients into the CalFresh program.	Establish or continue agreements for outreach services.	Enroll new recipients.
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Plan Reference: 1.A.ii, 1.B.i, 3.D.ii	Collaborating Depts: HSA	Target: 7,100 Individuals	Est. Completion Date: June 2021
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HUMAN SERVICES OBJECTIVES & KEY STEPS

#89

Food Security

By June 2020, Human Services will have 65% of In Home Support Service (IHSS) providers and recipients who participate in the MENU program, reporting less food insecurity according to USDA assessment.

Key Steps

Refer recipients and providers with food insecurity to MENU, which provides food supplies and cooking and nutrition education.

Conduct MENU sessions and track attendance.

Re-assess all MENU participants for food insecurity.

Plan Reference:

1.B.ii

Collaborating Depts:

HSA

Target:

Establish Baseline

Est. Completion Date:

June 2020

#90

Child Wellbeing

By June 2021, Human Services will ensure 75% of children entering care will receive at least one Child and Family (CFT) meeting.

Key Steps

Work with Health Services to develop the CFT protocol, which will be a collaborative approach. Establish baseline.

Identify and train staff to conduct meetings and any associated procedures.

Conduct meetings with children who are entering out of home care to support placement stability.

Track progress, identify lessons learned, enhance programs as needed.

Plan Reference:

1.B.ii, 1.D.ii, 5.D.ii

Collaborating Depts:

HSA

Target:

75% CFT Meeting Rate

Est. Completion Date:

June 2021

#91

Homeless Assessments

By June 2021, Human Services will collaborate with community partners to complete assessments (Smart Path) for at least 1,600 individuals experiencing homelessness.

Key Steps

Offer biannual trainings on the Smart Path assessment tool and related topics to agencies conducting assessments.

Expand locations throughout the community where Smart Path assessments are available.

Establish agreements with community partners to conduct assessments and identify events and locations where assessments could be conducted.

Analyze data to inform decisions regarding housing assistance.

Plan Reference:

2.D.i, 2.D.ii

Collaborating Depts:

HSA, HSC

Target:

1,600 Assessments

Est. Completion Date:

June 2021

HUMAN SERVICES OBJECTIVES & KEY STEPS

#92

Career Preparation

By June 2021, Human Services will ensure 70% of low income adults who are enrolled in both career preparation activities and CalWORKs employment services, will be employed six months after completing services.

Key Steps

Continue agreements to provide services.	Conduct services in collaboration with service providers.	Monitor service provided.	Evaluate job earnings status two quarters after exit using Employment Development Department and other available data measures.
Plan Reference: 5.A.ii, 5.B.i	Collaborating Depts: OED	Target: 70% Employed after 6 Months	Est. Completion Date: June 2021

#93

Veterans Outreach

By June 2021, Human Services will conduct 15% more outreach contacts with Veterans in order to connect them with their benefits and local resources.

Key Steps

Identify outreach strategies.	Increase outreach events and mobile outreach to rural areas or areas with potentially underserved vets.	Review data to ensure increase in outreach.	Hold bimonthly staff meetings to enhance efforts as needed.
Plan Reference: 5.A.ii	Collaborating Depts: CAO, HSA	Target: 8,000 Contacts/Events	Est. Completion Date: June 2021

#94

Thrive by Three

By June 2021, Human Services will double the number of low income families with children 0-3 participating in home visiting services through the Thrive by Three Initiative.

Key Steps

Identify and refer eligible families to Thrive by Three home visiting services.	Build capacity among home visiting staff through the Home Visiting Learning Collaborative.	Monitor utilization of home visiting programs and enhance services as identified.	Enhance efforts as needed.
Plan Reference: 1.A.i, 1.B.ii, 5.D.ii	Collaborating Depts: HSA	Target: 42 Families in Services	Est. Completion Date: June 2021

HUMAN SERVICES OBJECTIVES & KEY STEPS

#95

Job Training

By June 2021, Human Services will increase by 30% the number of CalFresh recipients in CalFresh Employment and Training (CFET) programs focused on unemployed youth and individuals experiencing homelessness.

Key Steps

Establish baseline numbers and methodology.

Work with existing partners to expand CFET services.

Amend CFET plan to include new services and providers.

Establish agreements with new community Partners to provide CFET services.

Plan Reference:
5.D.i

Collaborating Depts:
OED

Target:
130 Clients in Training Programs

Est. Completion Date:
June 2021

#96

Apprenticeships

By June 2021, Human Services will secure funding to continue the Workforce Innovation and Opportunity Act (WIOA) Apprenticeship Readiness Program and 30% more job seekers will be enrolled.

Key Steps

Secure funding and work with County and community partners to do outreach.

Enroll and expand Apprenticeship Job Program.

Monitor the program.

Enhance efforts as needed.

Plan Reference:
5.D.i

Collaborating Depts:
OED

Target:
13 Apprenticeship Placements

Est. Completion Date:
June 2021

#97

Impact Investment

By June 2021, Human Services and Health Services will provide 24 opportunities for technical assistance to support systemwide collaborations among local public, private, non-profit, and community partners.

Key Steps

Identify funding to support technical assistance

Identify trainers, and establish agreements. Topics may include program design and evaluation, management, and finance.

Develop training and technical assistance and foster community engagement in results-based, collective impact investments.

Explore interest in a public-private partnership to formally establish a CORE Institute for Innovation and Impact.

Plan Reference:
1.A.iii, 1.B.iii, 6.D.iii

Collaborating Depts:
ALL

Target:
Technical Assistance

Est. Completion Date:
June 2021

HUMAN SERVICES OBJECTIVES & KEY STEPS

#98

Employee Ownership

By June 2021, Human Services will avert closures and layoffs of two small businesses due to retirement through the transition of ownership to employees.

Key Steps

Develop a new protocol to support retiring small business owners to transition ownerships.

Adopt a new Small Business Development Association (SBDA) protocol.

Provide training and coaching to retiring owners and potential new owners through the SBDA.

Assess impact and enhance program as needed.

Plan Reference:

5.B.i, 5.C.i

Collaborating Depts:

OED

Target:

2 Businesses

Est. Completion Date:

June 2021

#99

Cultural Responsivity

By June 2021, Human Services staff will increase understanding of its own cultural responsiveness to racial/ethnic equity, sexual orientation, and gender identity and expression (SOGIE).

Key Steps

Develop SOGIE Training to collect voluntary self-identification data, and identify trainings to address racial and ethnic disparities.

Administer training and gather attendee feedback on transfer of learning. Provide opportunities for other Departments to attend.

Review staff compliance with training and analyze staff feedback.

Refine training based on feedback as needed.

Plan Reference:

6.A.iii, 6.B.ii

Collaborating Depts:

PER

Target:

Cultural Responsiveness Training

Est. Completion Date:

June 2021

#100

Housing Assistance

By June 2021, Human Services housing assistance programs will house 187 individuals/families experiencing homelessness.

Key Steps

Continue agreements for Bringing Families Home, which serves families who are at risk of homelessness, and Housing for Disabled Adults Program.

Monitor implementing partners, and establish new protocols to administer HOME SAFE, a program to prevent homelessness with seniors.

Track number of people housed and review lessons learned.

Plan Reference:

2.D.ii

Collaborating Depts:

HSC

Target:

187 Individuals/Families

Est. Completion Date:

June 2021

HUMAN SERVICES OBJECTIVES & KEY STEPS

#101		Mentorship Program	
By June 2021, Human Services will report that 90% of employees who completed the department mentorship program as a mentee, have increased job satisfaction and development of leadership skills.			
Key Steps			
Recruit mentees and mentors. Establish supervisor approval for all participants.	Train mentors to provide at least four hours of mentorship per month over six months	Develop a post program survey to gain feedback	Review survey results and enhance program as needed.
Plan Reference: 6.B.ii	Collaborating Depts: PER	Target: 90% Employee Satisfaction	Est. Completion Date: June 2021



LAND USE & COMMUNITY SERVICES



AGRICULTURAL COMMISSIONER

AGRICULTURAL COMMISSIONER OBJECTIVES & KEY STEPS

#102

Emissions Reduction

By June 2021, the Agricultural Commissioner will reduce its greenhouse gas emissions by 10% (LBS of CO₂) compared to 2018 levels to support clean air efforts.

Key Steps

Evaluate and consider operational changes to reduce fuel use.	Track vehicle and equipment fuel usage.	Strive to replace equipment with battery models as they age out.	Research/test feasibility of drone applications.
Plan Reference: 4.C.i, 6.C.i, 6.D.ii	Collaborating Depts: GSD	Target: 183,671 LBS of CO ₂	Est. Completion Date: June 2021

#103

Safe Pesticide Use

By June 2021, the Agricultural Commissioner will increase issuance of pesticide use permits by 15% over 2018 levels, to foster safe and effective pesticide use, protect agricultural lands and natural resources.

Key Steps

Issue pesticide use permits to newly licensed commercial cannabis to ensure compliance with pesticide laws and regulations.	Ensure staff receive training on State software used to issue agricultural pesticide use permits and monitor regulatory compliance.	Work with UC Cooperative Extension to support research towards feasible alternatives for control of soil-borne pathogens in strawberries.	
Plan Reference: 4.C.ii, 5.C.ii	Collaborating Depts: AGE	Target: 282 Pesticide Use Permits	Est. Completion Date: June 2021

#104

Mosquito Education

By June 2021, the Agricultural Commissioner will improve access and knowledge of our services to the community and under-served groups by 10% compared to 2018.

Key Steps

Expand outreach and provide feedback opportunities through email. Track public knowledge of our services (surveyed at 30% in 2018).	Partner with other County departments on outreach opportunities such as social media campaigns with Animal Services for ticks, fleas, and heartworm.	Educate the public about invasive mosquitoes. Continue to evaluate and update its response and informational plans for new mosquitoes and diseases.	Increase distribution of bilingual surveys and educational materials to include the homeless and Spanish speakers.
Plan Reference: 1.A.iii, 6.A.i	Collaborating Depts: CAO, HSA	Target: 40% Program Awareness	Est. Completion Date: June 2021

AGRICULTURAL COMMISSIONER OBJECTIVES & KEY STEPS

#105

Electronic Payments

By June 2021, the Agricultural Commissioner will provide all customers access to expanded payment options.

Key Steps

Work with Auditor-Controller to evaluate credit/debit payment options.

Complete the installation of credit/debit system and train staff on use.

Work with Information Services to evaluate online payment options.

Implement online payment options.

Plan Reference:

6.A.ii

Collaborating Depts:

ACT, ISD

Target:

Accept Online Payments

Est. Completion Date:

June 2021

#106

Equipment Upgrade

By June 2021, the Agricultural Commissioner will increase staff efficiency by transitioning 100% of field staff from desktops to laptops and mobile devices.

Key Steps

Work with Information Services to ensure mobile device and county network security.

Provide staff with training to operate mobile devices in the field.

Work with State agencies to ensure staff are trained to use mandated activities tracking programs and new applications.

Plan Reference:

6.D.ii

Collaborating Depts:

ISD

Target:

Mobile Equipment Upgrade

Est. Completion Date:

June 2021



AGRICULTURAL EXTENSION

AGRICULTURAL EXTENSION OBJECTIVES & KEY STEPS

#107

Fruit Loss Reduction

By June 2021, the Agricultural Extension will issue recommendations to reduce blackberry fruit harvest losses, which represent approximately 25% of local harvest.

Key Steps

Obtain funding for and execute field experiments to investigate solutions to blackberry fruit harvest losses.

Share promising practices to reduce harvest losses by use of promotional materials and direct presentations to local growers.

Plan Reference:

4.B.i

Collaborating Depts:

OED

Target:

Blackberry Fruit Harvest Study

Est. Completion Date:

June 2021

#108

Climate Ready Ag

By June 2020, the Agricultural Extension will hire a Community Education Specialist to assist at least 10 farmers and ranchers adopt farming practices that mitigate greenhouse gas emissions and adapt to climate change.

Key Steps

Continue to apply for grants to support the Community Education Specialist position and further assist farmers and ranchers.

Plan Reference:

4.B.i

Collaborating Depts:

OED

Target:

10 Farmers Mitigating Emissions

Est. Completion Date:

June 2020

#109

Organic Agriculture

By June 2020, the Agricultural Extension will hire a UC Cooperative Specialist in Organic Agriculture to be based at the UC Santa Cruz campus.

Key Steps

Establish Organics Specialist at the UCSC campus and doing material research and extension throughout Santa Cruz county.

Plan Reference:

4.B.i, 4.C.ii

Collaborating Depts:

OED

Target:

Recruit Organic Agriculture Specialist

Est. Completion Date:

June 2020

AGRICULTURAL EXTENSION OBJECTIVES & KEY STEPS

#110

Water Use Reduction

By June 2021, the Agricultural Extension will work with Pajaro Valley growers to achieve a 10% reduction in water use through the implementation of improved irrigation practices.

Key Steps

Identify and develop a program to educate growers on irrigation practices.	Hold at least two events to educate growers on improved irrigation practices.	Follow up with growers and host workshops in the fields to provide further assistance.	Ask growers to provide water use information (meter readings) after implementation.
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Plan Reference: 4.C.iii	Collaborating Depts: HSA	Target: 49,500 Acre Feet of Water	Est. Completion Date: June 2021
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#111

Blackberry Study

By June 2021, the Agricultural Extension will complete, publish and distribute a Cost and Return Study for Primocane Bearing Blackberry.

Key Steps

Publish and post study to the UC Davis Agriculture website, along with other sites such as the UCCE Strawberry and Caneberry blog.	Conduct at least two presentations on the cost and return study to at least 40 growers and other agriculture professionals.		
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Plan Reference: 5.C.ii	Collaborating Depts: OED	Target: Cost/Return Blackberry Study	Est. Completion Date: June 2021
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#112

Crop Management

By June 2021, the Agricultural Extension will expand use of the CropManage online irrigation and nutrient management tool by adding new crop varieties, and increasing grower participation by ten.

Key Steps

Hold at least two meetings to train growers how to use CropManage.	Continue to hold training events for CropManage.	Strengthen the CropManage program by adding more raspberry data.	
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Plan Reference: 5.B.i, 5.C.ii	Collaborating Depts: ISD	Target: 50 Growers Participating	Est. Completion Date: June 2021
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PARKS, OPEN SPACE & CULTURAL SERVICES

PARKS, OPEN SPACE, & CULTURAL SERVICES OBJECTIVES & KEY STEPS

#113

Youth Rec Camp

By June 2021, Parks will create a new recreation camp for pre-teens and teenage youth.

Key Steps

Schedule and organize new camp structure and details.

Evaluate possible recreational offerings in existing facilities at Chanticleer Park and Pinto Lake Park.

Outreach to local schools, youth organizations, libraries, and after-school programs.

Plan Reference:

1.A.iii, 4.A.ii

Collaborating Depts:

ISD

Target:

Recreation Camp

Est. Completion Date:

June 2021

#114

LEO's Haven at Chanticleer Park

By June 2020, Parks will complete construction of Chanticleer Park Phase 1 and LEO's Haven playground project.

Key Steps

Manage the construction of the project to ensure timely completion.

Communicate with community on construction timelines.

Celebrate the completion of the LEO's Haven playground project with ribbon cutting.

Plan Reference:

1.A.iii, 4.A.i, 6.C.ii

Collaborating Depts:

GSD, PLN

Target:

LEO's Haven Playground

Est. Completion Date:

June 2020

#115

Simpkins Pool Maintenance

By June 2021, Parks will complete the Simpkins Swim Center deferred maintenance to preserve a safe facility for the community.

Key Steps

Plan pool closures for construction projects. Coordinate with other facilities for pool use.

Request bids and award projects.

Begin construction to replace water slide, re-plaster 50-meter pool, repair pool deck.

Plan Reference:

1.A.iii, 4.A.i, 6.C.ii

Collaborating Depts:

DPW, GSD, PLN

Target:

Swim Center Maintenance

Est. Completion Date:

June 2021

PARKS, OPEN SPACE, & CULTURAL SERVICES OBJECTIVES & KEY STEPS

#116

Park Internships

By December 2020, Parks will develop an internship program giving students an opportunity to learn the functions of a park agency while bringing new ideas and perspective to department processes.

Key Steps

Develop job descriptions for interns to be used for college internship programs.

Develop a project list for interns including (1) improve social media engagement and (2) develop surveys to get feedback about County Parks.

Identify key staff to train interns and monitor projects.

Plan Reference:

5.A.ii, 5.D.i, 6.B.i

Collaborating Depts:

PER

Target:

Internship Program

Est. Completion Date:

December 2020

#117

Smart Park Maintenance

By June 2020, Parks will develop metrics for the maintenance section to implement changes for cost-effective travel time and task assignment improvements.

Key Steps

Participate in PRIMO demonstration project, "Parks Maintenance Deployment", to collect and analyze deployment data.

Implement initial deployment changes and analyze data after six months for improvements.

Give all Parks maintenance workers smartphones for better communication and task tracking.

Work with Information Services to identify and begin implementing ways to use smartphones for timecard and work order tracking.

Plan Reference:

4.A.ii, 6.D.ii

Collaborating Depts:

CAO, ISD

Target:

Maintenance Baseline Measures

Est. Completion Date:

June 2020

#118

Parks Community Outreach

By June 2020, Parks will improve community outreach by conducting public surveys, expanding marketing, and increasing social media followers by 25% in order to increase park visitation and program participation by 10%.

Key Steps

Determine outreach methods; draft and conduct survey.

Engage new interns in branding strategies and social media posts.

Analyze data. Make adjustments to improve Parks based on performance measures.

Plan Reference:

6.D.ii

Collaborating Depts:

CAO, ISD

Target:

10% Increased Participation

Est. Completion Date:

June 2020



PLANNING

PLANNING OBJECTIVES & KEY STEPS

#119

Housing Financing

By June 2021, Planning will collaborate to submit five applications for financing for affordable housing projects and rental assistance.

Key Steps

Submit an application for CDBG funding for a project at 17th/Capitola Road to assist creation of affordable housing and medical/dental clinics.	Submit applications for HOME, CalHome and Planning grant funding in response to Notices of Funding Availability (NOFAs).	Issue request for proposals for up to two No Place Like Home Shared Housing residences.	Execute grant and funding agreements with State and project sponsors, ensure grant activities are carried out.
Plan Reference: 2.A.ii	Collaborating Depts: HSA, OED	Target: 5 Grant Submissions	Est. Completion Date: June 2021

#120

Sustainability Update

By June 2021, Planning will complete certification of Environmental Impact Report (EIR) and adoption of the General Plan "Sustainability Update", Local Coastal Program, and relevant County Codes.

Key Steps

Complete drafts of proposed components.	Complete Environmental Impact Report and Public Review Drafts.	Provide final EIR responses to comments and finalize policy and ordinance recommendations.	Hold public hearings, and certify EIR. After Board adoption Local Coastal Program will be certified by Coastal Commission.
Plan Reference: 2.B.i, 4.B.i, 4.D.i	Collaborating Depts: DPW, OED	Target: Sustainability Update	Est. Completion Date: June 2021

#121

Housing Element

By June 2021, Planning will initiate work on the Housing Element Update, for adoption and submittal to the State by 2023 as required by State law.

Key Steps

Prepare data required for reporting on past performance and housing needs; carry out analysis and draft initial proposals; understand new state laws.	Develop and carry out work program, including community meetings and coordination with various stakeholders and agencies.	Carry out environmental review and conduct public hearings for adoption.	Ensure that the Board of Supervisors adopts the Housing Element Update by 2023, and submit to State Housing and Community Development.
Plan Reference: 2.B.i, 2.C.i, 3.B.ii	Collaborating Depts: DPW, HSA, ISD, OED	Target: Housing Element Update	Est. Completion Date: June 2021

PLANNING OBJECTIVES & KEY STEPS

#122

Multimodal Planning

By December 2020, Planning will conduct a traffic study and update the Circulation Element of the General Plan to improve transportation choice.

Key Steps

Update the Travel Demand Model and develop alternative scenarios for analysis with key partners.

Monitor Unified Corridor Study, Highway One Environmental Impact Report, and other efforts within the Draft Circulation Element Update.

Identify mitigation projects and programs that would decrease congestion and increase choice for safe modes of travel.

Seek funding for implementation of improvements, and consider pilot projects of temporary installations.

Plan Reference:

3.B.ii, 3.D.i

Collaborating Depts:

DPW, OED

Target:

Staff/Consultant

Est. Completion Date:

December 2020

#123

Disaster Mitigation

By December 2020, Planning will update the Local Hazard Mitigation Plan (LHMP) to ensure continued eligibility for federal emergency, planning and post-disaster relief funds.

Key Steps

Assemble internal committee, develop work plan, collect data, conduct public meetings to identify need for amendments to existing plan.

Issue Draft Local Hazard Mitigation Plan for review and comment by other agencies and the public, and prepare for adoption by the Board of Supervisors.

Submit adopted LHMP update to the CA Office of Emergency Services (OES) and the Federal Emergency Management Agency (FEMA).

Seek funding for Shoreline Management Plans that would assist with implementation of the Safety Element.

Plan Reference:

4.D.ii

Collaborating Depts:

DPW, GSD

Target:

Local Hazard Mitigation Plan

Est. Completion Date:

December 2020

#124

Development Permits

By June 2021, Planning will work with property owners to complete several key development applications, including for medical offices, shopping center revitalization, mixed use developments, and workforce housing.

Key Steps

Collaborate to ensure appropriate structure of and consistency of traffic analysis between projects.

Carry out project analysis and identify appropriate conditions for approval and mitigations; prepare clear recommendations.

Ensure high-quality information is available to the public; appropriate findings/conditions made, and no procedural deficiencies

Increase by 10% over 2018-19 permits issued for accessory dwelling units (ADUs).

Plan Reference:

2.B.ii, 5.C.ii

Collaborating Depts:

DPW, HSA, ISD, OED

Target:

4 Development Applications

Est. Completion Date:

June 2021

PLANNING OBJECTIVES & KEY STEPS

#125

One-Stop Permitting

By June 2021, Planning will implement a "One Stop" Development Services Public Counter with coordinated staffing by all permitting departments and agencies.

Key Steps

Complete building permit process mapping and identify short-, medium- and long-term improvement proposals for implementation	Consider alternatives and select approach for key infrastructure modifications (office space, secure staff work areas, etc.)	Designate Permit Center Manager to manage all permitting agencies and establish protocols, priorities and admin practices.	Develop baseline and reduction targets for discretionary permit processing times and costs, including for commercial new business use.
Plan Reference: 2.A.i, 6.A.ii	Collaborating Depts: DPW, HSA	Target: One-Stop Permit Shop	Est. Completion Date: June 2021

#126

Permit Center Team

By December 2019, Planning will establish inter-department "Permit Center Team" (PCT) communication protocols and collaboration mechanisms to maximize efficiencies and problem solving.

Key Steps

Establish monthly PCT meetings of key staff from each permitting division/department for collaboration, cross-training, problem-solving and team-building.	Work to review existing timeframes that establish deadlines for plan check comments by agencies; and revise to ensure aggressive yet realistic times, by class of permit.	Review existing counter materials to identify needed updates, and then implement a program of updates which will be completed.	Ensure that public counter staff know codes and permit processes, are trained for consistent answers to questions, and are cross-trained to understand other departments' roles.
Plan Reference: 2.B.i, 2.C.ii, 6.A.ii	Collaborating Depts: DPW, HSA	Target: Permit Center Team	Est. Completion Date: December 2019

#127

Permit Center Service

By June 2021, Planning, in collaboration with Information Services, will identify and implement changes to ensure optimal use of technology to support internal and external customer service goals.

Key Steps

Ensure all permitting agencies use the same database tracking software; identify gaps, budget, procure and install software.	Create a fully-integrated "Development Services" function-based website.	Develop a schedule to improve and integrate on-line informational materials and increase types of permits available online.	Implement changes that address obstacles to the functioning of E-Plan electronic plan submission, make it easier for public to use.
Plan Reference: 2.B.i, 6.A.ii	Collaborating Depts: DPW, HSA, ISD	Target: Database Upgrade	Est. Completion Date: June 2021

PLANNING OBJECTIVES & KEY STEPS

#128

General Plan Training

By June 2021, Planning will design and carry out a training program on the General Plan Sustainability Update, including stakeholder and public workshops.

Key Steps

Update General Plan / Local Coastal Program in hard copy and on website.	Update County Code in hard copy and on website; update brochures and handouts.	Carry out training for staff in all departments/agencies, and for stakeholders and the public	Conduct outreach to educate the public on updated regulations.
Plan Reference: 4.C.i, 6.D.ii	Collaborating Depts: CAO, DPW	Target: General Plan Workshops	Est. Completion Date: June 2021

#129

Housing Database

By December 2020, Planning will operationalize County housing web-based database for homeowner loans, deed restricted affordable units and multifamily developments and map.

Key Steps

Complete data entry for creation of loan database.	Update Affordable Housing Monitoring Database to include all deed restricted real estate.	Work with GIS to map units that have been assisted by the County of Santa Cruz.	Secure data, and determine which sites/projects will be publicly accessible.
Plan Reference: 2.B.i, 2.B.ii, 6.D.ii	Collaborating Depts: ISD, OED	Target: County Housing Database	Est. Completion Date: December 2020

#130

Farmworker Housing

By June 2021, Planning will identify at least two potential sites and initiate affordable year-round farmworker housing projects.

Key Steps

Work with MidPen Housing, the Land Trust and other partners to identify sites and commit funding and technical assistance.	Work with owners of agricultural land to assist in providing small farmworker housing projects.	Implement strategy that results in construction of two to five farmworker multi-family affordable rental projects, in projects of up to 12 units/36 beds.	
Plan Reference: 2.A.i, 2.B.ii, 2.C.ii	Collaborating Depts: AGC, DPW, HSA, OED	Target: 2 Farmworker Housing Sites	Est. Completion Date: June 2021

PLANNING OBJECTIVES & KEY STEPS

#131

Housing Preservation

By June 2020, Planning will complete amendments of General Plan policies and County Land Use Regulations to support preservation of existing housing.

Key Steps

Propose regulations that support preservation of affordable-by-design rental housing to be considered by the Board of Supervisors and Coastal Commission.

Include in the Growth Goal Annual Report, information about numbers and types of units that are recognized through these land use programs.

Update Safe Structures Program and Permanent Room Housing Overlay Districts.

Plan Reference:

2.A.i, 2.C.i, 4.C.i

Collaborating Depts:

DPW, HSA, OED

Target:

General Plan Amendments

Est. Completion Date:

June 2020

#132

Workforce Housing

By June 2021, Planning will complete amendments of General Plan policies and Land Use Regulations to enable employers to utilize public facility properties for workforce and school employee housing.

Key Steps

Propose regulations that support affordable rental and school employee housing to be considered by the Board of Supervisors and Coastal Commission.

Include in the Growth Goal Annual Report, information about numbers and types of units that are created through land use policy programs.

Work with school districts and others to explore feasibility of school employee housing and 100% affordable rental housing projects.

Offer technical assistance and assist with funding applications as feasible.

Plan Reference:

2.A.i, 5.B.ii

Collaborating Depts:

DPW, HSA, OED

Target:

General Plan Amendments

Est. Completion Date:

June 2021



PUBLIC WORKS

PUBLIC WORKS OBJECTIVES & KEY STEPS

#133

Landfill Closure

By June 2021, Public Works will complete a detailed plan for eventual closure of the Buena Vista Landfill (estimated at 2030) and replacement with a new transfer station

Key Steps

Complete RSW Long-Term Strategic Plan and Capital Improvement Plan.

Determine site for Transfer Station.

Complete plans for Transfer Station.

Plan Reference:

6.C.i, 6.D.ii

Collaborating Depts:

HSA

Target:

Landfill Closure Plan

Est. Completion Date:

June 2021

#134

Soquel Congestion

By June 2021, Public Works will reduce congestion at key intersections on Soquel Drive from 41st Avenue to Main Street.

Key Steps

Determine existing Level of Service (LOS).

Install signal at Soquel Drive and Robertson Street.

Synchronize signals at 41st Avenue, Robertson Street, Porter Street and Main Street.

Measure LOS after synchronization.

Plan Reference:

3.A.i

Collaborating Depts:

PLN

Target:

B - AM/C - PM Level of Service

Est. Completion Date:

June 2021

#135

Traffic Counts

By June 2021, Public Works will create a countywide traffic count program and will complete traffic counts on major roadways.

Key Steps

Procure a traffic engineering consultant.

Perform traffic counts on arterials and collectors.

Create database of traffic counts.

Create a traffic count layer on Geographic Information System.

Plan Reference:

3.A.i

Collaborating Depts:

PLN

Target:

Countywide Traffic Count System

Est. Completion Date:

June 2021

PUBLIC WORKS OBJECTIVES & KEY STEPS

#136

Storm Damage

By June 2021, Public Works will initiate construction on 20% of the 170 storm damaged sites remaining to be repaired from the 2016/2017 storms.

Key Steps

Secure required funding and budget for the repairs.	Secure all required construction permits from the regulatory agencies.	Complete Plans, Specifications and Estimate (PS&E) package and obtain permission to advertise projects.	Advertise projects, open bids and award contracts.
Plan Reference: 3.C.ii	Collaborating Depts: HSA	Target: 34 Storm Recovery Projects	Est. Completion Date: June 2021

#137

Road Resurfacing

By June 2021, Public Works will resurface 25 miles of county-maintained roadways.

Key Steps

Perform Baseline Survey of PCI (Pavement Condition Index) for all County Maintained Roadways.	Create a five year countywide Pavement Management Plan.	Complete Plans, Specifications and Estimate (PS&E) package and obtain board permission to advertise projects.	Advertise projects, open bids and award contracts.
Plan Reference: 3.C.i	Collaborating Depts: PLN	Target: 25 Miles	Est. Completion Date: June 2021

#138

Road Restriping

By June 2021, Public Works will re-stripe 298 miles or 50% of county-maintained roadways.

Key Steps

Establish the asset inventory and deficiency level of centerline, fog line and bike lanes throughout the County road system.	Budget and upgrade/purchase paint striping equipment.	Prioritize roads to be striped.	Perform striping.
Plan Reference: 3.C.i	Collaborating Depts: PLN	Target: 298 Miles	Est. Completion Date: June 2021

PUBLIC WORKS OBJECTIVES & KEY STEPS

#139

Capital Improvements

By June 2021, Public Works will develop a Capital Improvement Program (CIP) to ensure compliance with State regulations by updating our facilities and properly maintaining our equipment.

Key Steps

Analyze and determine costs for facility improvements, environmental compliance, and processing organic waste.

Develop options with costs for short and long-term equipment replacement.

Analyze and research options and develop budget plan to implement improvements.

Develop a Capital Improvement Program.

Plan Reference:

4.C.iii, 6.C.i

Collaborating Depts:

GSD

Target:

Capital Improvement Plan

Est. Completion Date:

June 2021

#140

Campus Master Plans

By June 2021, Public Works, in collaboration with the County Administrative Office and General Services, will develop master plans for County campuses to provide affordable housing and supportive services.

Key Steps

Prepare Opportunities and Challenges Study and workplan.

Complete long-range facilities planning.

Complete Freedom Boulevard and County Government Center campus master plans.

Complete environmental impact analysis for Freedom Boulevard and County Government Center.

Plan Reference:

2.A.i, 4.C.i, 6.C.ii

Collaborating Depts:

CAO, GSD

Target:

Campus Master Plans

Est. Completion Date:

June 2021

#141

Library Projects

By June 2021, Public Works will have completed or initiated construction of six Measure S funded County Libraries.

Key Steps

Complete all schematic designs and design-build criteria documents, as applicable.

Complete environmental review and development permits, as applicable.

Complete construction documents and secure building permits.

Award all construction contracts.

Plan Reference:

6.C.ii

Collaborating Depts:

CAO

Target:

6 Libraries

Est. Completion Date:

June 2021

PUBLIC WORKS OBJECTIVES & KEY STEPS

#142

Stream Maintenance

By June 2021, Santa Cruz County Flood Control and Water Conservation District - Zone 7 will develop a permitted Stream Maintenance Program for the Pajaro River and Salsipuedes Creek.

Key Steps

Conduct channel surveys and reporting of existing roughness and topography/bathymetry.	Conduct channel capacity analysis to assess maintenance needs that support the operations of the existing flood control facility.	Develop a maintenance strategy that addresses maintenance needs and is feasible to permit through State and federal agencies.	Ensure the maintenance plan is consistent with existing EIR for stream maintenance. Obtain permits to implement maintenance program.
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Plan Reference: 4.C.ii, 6.C.ii	Collaborating Depts: HSA, PLN	Target: Stream Maintenance Program	Est. Completion Date: June 2021
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#143

County Flood Plan

By June 2021, Santa Cruz County Flood Control and Water Conservation District - Zone 5 will develop a Master Plan, Capital Improvement Program (CIP) and Impact Fee Program.

Key Steps

Develop the scope of the project and issue a Request for Proposals.	Hire a consultant to Develop the Master Plan, CIP and Impact Fee Program.	Present the Master Plan, CIP and Impact Fee Program to the Board for adoption.	
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Plan Reference: 4.C.ii, 4.D.i, 6.C.ii	Collaborating Depts: HSA, PLN	Target: Capital Improvement Program	Est. Completion Date: June 2021
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#144

Live Oak Parking

By June 2021, Public Works will implement changes to the Live Oak Parking Program to expand the area of coverage, update all permitting requirements and have the program be financially self supporting.

Key Steps

Prepare projections comparing scenarios as to area of coverage and permit pricing policies to determine the best solution to reach objectives.	Engage citizens within the program boundaries to ensure they understand the programs changes and the timing of the changes.	Update all permits as required.	Install infrastructure needed to run the program in the increased areas and hire and train additional staff as needed.
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Plan Reference: 6.D.ii	Collaborating Depts: OED	Target: Financial Sustainability Plan	Est. Completion Date: June 2021
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PUBLIC WORKS OBJECTIVES & KEY STEPS

#145

Sewer Upgrades

By June 2021, the Santa Cruz County Sanitation District will upgrade undersized sewer pipes within the Rodeo Gulch Basin, thus lifting the existing moratorium on new sewer connections.

Key Steps

Develop the scope of the upsizing project.	Perform preliminary engineering design, write a Preliminary Engineer's Report and perform any necessary environmental and geotechnical studies for the project area.	Apply for grant/loan funding for the project. Prepare final plans, specifications, and engineer's estimate for the project and receive Board approval.	Bid and construct the project. Appeal to the Board to lift the moratorium. Perform preliminary engineering design and write a Preliminary Engineer's Report.
Plan Reference: 4.B.i, 4.D.ii	Collaborating Depts: HSA, PLN	Target: Upgrade Sewer Pipes	Est. Completion Date: June 2021

#146

Efficient Road Design

By June 2021, Public Works will reduce construction changes orders to 10% or less of the bid amount for all construction projects.

Key Steps

Establish procedures for constructability reviews at 30%, 60% and final stages of plans, specifications and estimates (PS&E).	Assign a Civil Engineer in the construction management division to be the primary reviewer to relay comments back to engineering.	Establish yearly "lessons learned" at the conclusion of the construction season with Construction, Engineering and Maintenance staff.	
Plan Reference: 3.A.i, 3.C.ii, 6.D.ii	Collaborating Depts: PLN	Target: 10% of Project Costs	Est. Completion Date: June 2021

#147

Plastic Reduction

By June 2021, Public Works will implement comprehensive plastic pollution prevention programs.

Key Steps

Consult with Waste Task Force, Commission on the Environment, and community stakeholders.	Submit plastics prevention ordinances to the Board.	Design program and conduct outreach to stakeholders.	Implement program.
Plan Reference: 4.B.i	Collaborating Depts: HSA	Target: Plastic Pollution Prevention Program	Est. Completion Date: June 2021

PUBLIC WORKS OBJECTIVES & KEY STEPS

#148

Divert Organic Waste

By June 2021, Public Works will fully implement organic waste diversion for all businesses and single-family homes in the County.

Key Steps

Complete design for Buena Vista compost facility.

Complete permitting for new facility and begin construction.

Complete outreach to affected businesses and residents.

Begin expanded collection. Send to Monterey waste management district until a new facility is completed.

Plan Reference:
4.B.i

Collaborating Depts:
HSA

Target:
44,569 Businesses and Homes

Est. Completion Date:
June 2021

#149

Sewer Repair

By June 2021, the Santa Cruz County Sanitation District will repair or replace a minimum of 10,000 linear feet of sewer mains, rated poor or worse, to protect water quality and public health.

Key Steps

Identify sewer pipers to be included in pipe rehabilitation projects.

Prepare plans, specifications, estimates (PS&E), and develop project budgets.

Seek environmental clearances, bid and construct the pipe rehabilitation projects.

Plan Reference:
4.B.i, 4.C.ii

Collaborating Depts:
HSA

Target:
10,000 Linear Feet

Est. Completion Date:
June 2021

#150

Rail Trail

By June 2021, Public Works will collaborate with the Regional Transportation Commission and Planning to complete environmental documentation and preliminary design of three Rail Trail Segments.

Key Steps

Secure required funding and budget for the environmental and design work on Rail Trail segments 10, 11, and 12.

Establish working group with RTC and Planning to streamline problem-solving.

Analyze whether to complete the work with internal or external resources.

Complete project design and ensure quality.

Plan Reference:
3.A.ii, 3.B.i, 5.A.i

Collaborating Depts:
PLN

Target:
Preliminary Design

Est. Completion Date:
June 2021

PUBLIC WORKS OBJECTIVES & KEY STEPS

#151		Bus Priority	
By June 2021, Public Works, in partnership with Santa Cruz METRO and the bicycle community, will design and construct and test a signal priority project along Soquel Ave/Drive (city limit to State Park Drive).			
Key Steps			
Secure required funding and budget for the signal priority project.	Establish working group with Metro and Planning to streamline problem-solving.	Complete Plans, Specifications and Estimate (PS&E) package and obtain board permission to advertise projects.	Advertise projects, open bids and award contracts.
Plan Reference: 3.A.ii, 3.D.i, 5.A.i	Collaborating Depts: PLN	Target: Signal Priority Project	Est. Completion Date: June 2021



PUBLIC SAFETY & JUSTICE



DISTRICT ATTORNEY

DISTRICT ATTORNEY OBJECTIVES & KEY STEPS

#152

Human Trafficking

By December 2019, the District Attorney will conduct at least two events to increase community awareness of Human Trafficking.

Key Steps

Identify and evaluate available educational and self-help resources for purposes of preventing and reacting to Human Trafficking crimes.	Coordinate with local law enforcement agencies to provide training to officers to properly identify cases and perform investigations.	Convene a “summit” on Human Trafficking, assembling various subject-matter experts in the field of Human Trafficking.	Study feasibility of local Human Trafficking Task force for developing the necessary protocols and investigating and prosecuting Human Trafficking crimes.
Plan Reference: 1.C.i	Collaborating Depts: SHF	Target: 2 Human Trafficking Events	Est. Completion Date: December 2019

#153

Interview Center

By December 2019, the District Attorney will expand services by 100 clients at the Multi-Disciplinary Interview Center (MDIC) for child survivors of crime.

Key Steps

Identify and deploy qualified forensically trained Spanish interviewers to assist in related investigations and prosecutions.	Develop and implement internal and external training programs to provide education and outreach regarding trauma-informed care for survivors.	Increase local law enforcement agency awareness of the MDIC as an available interview tool in the investigation of non-sexual assault cases.	
Plan Reference: 1.C.iii, 1.C.iv	Collaborating Depts: SHF	Target: 200 Child Interviews	Est. Completion Date: December 2019

#154

Discovery Procedure

By June 2020, the District Attorney will leverage technology to streamline existing discovery procedure to be more efficient and compliant.

Key Steps

Review existing discovery process to identify areas where processes can be modified to reduce delays.	Work with local law enforcement agencies, the Public Defender and technology vendors to revise processes or enhance technology.	Continue exploration of use of cloud and web-based services for storing and retrieving data captured on Body-Worn Cameras (BWC).	
Plan Reference: 6.D.ii	Collaborating Depts: ISD	Target: Upgrade Discovery Software	Est. Completion Date: June 2020

DISTRICT ATTORNEY OBJECTIVES & KEY STEPS

#155

Environmental Crimes

By June 2020, the District Attorney will institute more proactive outreach and increase investigation of environmental law violations by 25%.

Key Steps

Increase community awareness of appropriate reporting procedures for potential environmental law violations.

Collaborate with Sheriff-Coroner through the Cannabis Program on investigations that exhibit violations of environmental law.

Plan Reference:

1.C.i, 4.B.i

Collaborating Depts:

SHF

Target:

75 Environmental Investigations

Est. Completion Date:

June 2020

#156

Gang Prevention

By December 2019, the District Attorney will implement one new gang prevention and outreach program to the community.

Key Steps

Work with local partners to identify program.

Train community partners to implement program.

Implement and execute program to reach at-risk youth before potential exposure to gang violence and/or drugs.

Plan Reference:

1.C.i

Collaborating Depts:

SHF

Target:

Gang Outreach Program

Est. Completion Date:

December 2019

#157

Crime Survivors

By June 2021, the District Attorney will use data collected from the Survivor Engagement Survey to educate the community and law enforcement about the effects of criminal activity and prosecution on crime survivors.

Key Steps

Study results of data collected from the CCP Survivor Engagement Survey.

Create education and outreach program in consultation with CCP and other community partners.

Engage with victims, their families, and the surrounding community through special events and media.

Plan Reference:

1.C.iv

Collaborating Depts:

PRB, SHF

Target:

Crime Survivor Outreach

Est. Completion Date:

June 2021

DISTRICT ATTORNEY OBJECTIVES & KEY STEPS

#158	Neighborhood Courts		
By June 2020, the District Attorney will complete a feasibility study for operating a neighborhood court to use restorative justice principles to resolve low level criminal offenses.			
Key Steps			
Consult with San Francisco and other established neighborhood court programs to learn best practices.	Identify potential State, federal, and foundation funding sources to provide start-up financing.	Work within established criminal justice groups to solicit input on customizing program for local use.	
Plan Reference: 1.C.iv	Collaborating Depts: PRB, SHF	Target: Feasibility Study	Est. Completion Date: June 2020



EMERGENCY SERVICES

EMERGENCY SERVICES OBJECTIVES & KEY STEPS

#159

Disaster Preparedness

By June 2021, Emergency Services will expand readiness of County staff to respond to natural and manmade disasters by implementing a plan to train all existing workers on Disaster Service Worker procedures.

Key Steps

Develop policy, identify gaps and create lists of untrained existing staff in conjunction with Personnel.

Work with County departments to schedule and train staff through existing technology.

Work with six communities to increase preparedness through workshops and trainings.

Implement workshop and training schedule.

Plan Reference:

3.C.i, 4.D.ii, 6.D.ii

Collaborating Depts:

ALL, PER

Target:

2,488 Staff Trained

Est. Completion Date:

June 2021

#160

Disaster Command

By June 2021, Emergency Services will expand readiness for natural and manmade disasters, communicable disease outbreaks and other crises by certifying senior staff in Incident Command System training.

Key Steps

Develop policy implementing training requirement for Incident Command System (ICS) in conjunction with Personnel.

Work with Personnel to identify staff for training and develop training schedule.

Identify and select appropriate training methodology in conjunction with Personnel.

Implement basic ICS training and certification (100, 200, 700) for supervisors, middle managers, managers and directors.

Plan Reference:

3.C.i, 4.D.ii, 6.D.ii

Collaborating Depts:

ALL

Target:

338 Managers Trained

Est. Completion Date:

June 2021



PROBATION

PROBATION OBJECTIVES & KEY STEPS

#161

Probation Services

By June 2020, Probation will serve 10% of all clients at the new service center.

Key Steps

Expand agreements with treatment and intervention service providers.	Establish or enhance agreements with non-contracted community service providers (faith-based, Dominican Hospital, Public Libraries, etc.).	Maintain and expand services to this population in South County locations with the purpose of establishing a South County Probation Service Center.	Increase the amount and frequency of direct services by co-locating service providers, Probation staff and key County partners
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Plan Reference: 1.C.ii, 1.C.iii, 6.D.iii	Collaborating Depts: DAO, SHF	Target: 165 Clients	Est. Completion Date: June 2020
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#162

Survivor Services

By June 2021, Probation will establish three standard practices or protocols that will increase the level of support provided for survivors of crime.

Key Steps

Train staff with District Attorney on different practices/approaches to improve restitution collection for survivors of crime and available community resources.	Collect, analyze and review data regarding court ordered restitution and collection trends.	Create opportunities to incorporate components of the Restorative Justice Model into services offered at the Probation Service Center.	Explore opportunities to expand the knowledge of and implementation of State victim's bill of rights requirements.
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Plan Reference: 1.B.ii, 1.C.ii, 1.C.iv	Collaborating Depts: DAO	Target: 3 Standard Protocols	Est. Completion Date: June 2021
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#163

Domestic Violence

By June 2021, Probation will provide recommendations to the State based on the implementation and operation of an alternative domestic violence prevention program based on a risk and needs assessment.

Key Steps

Provide program oversight and collect data.	Work with researchers and other pilot counties to make recommendations to legislature.	Utilize the Domestic Violence Commission as an established group/entity to report back to and solicit feedback from.	
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Plan Reference: 1.C.i	Collaborating Depts: DAO, SHF	Target: Domestic Violence Prevention Report	Est. Completion Date: June 2021
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PROBATION OBJECTIVES & KEY STEPS

#164

Megan's Law

By June 2021, Probation will train 100% of dedicated staff responsible for implementing new sex offender registration requirements established by State law.

Key Steps

Work with criminal justice partners to clarify roles and responsibilities for tracking the newly established timelines and time tolling requirements.

Reconcile current case management system with the new "standard data elements" to facilitate data collection and reporting.

Plan Reference:

1.C.i

Collaborating Depts:

DAO, SHF

Target:

2 Dedicated Employees

Est. Completion Date:

June 2021

#165

Group Homes

By June 2021, Probation will decrease the number of youth placed in Short Term Residential Therapeutic Programs (STRTP) by 50% for juvenile justice involved youth.

Key Steps

Recruit and train additional Child and Family Team (CFT) meeting facilitators.

Expand use of wraparound to maintain youth in their community and provide support to family/caretakers.

Ensure staff and partners are trained on the use of the Child and Adolescent Needs and Strengths (CANS) assessment.

Plan Reference:

1.C.ii, 2.D.ii

Collaborating Depts:

HSA, HSD

Target:

5 Youth in STRTP

Est. Completion Date:

June 2021

#166

School Outreach

By June 2021, Probation will collaborate with at least three school partners to adopt policies and procedures to implement social-emotional responses to student behaviors or absences.

Key Steps

Establish school-based system to respond to behavioral situation with needs assessment and community service referrals.

Establish social-emotional responses to moderate-severe behavior and/or absences.

Leverage or implement the use of restorative justice practices to resolve conflicts or challenging behaviors.

Plan Reference:

1.B.iii, 1.C.ii

Collaborating Depts:

DAO, SHF

Target:

3 Schools Adopting Protocols

Est. Completion Date:

June 2021

PROBATION OBJECTIVES & KEY STEPS

#167

Impact Contracting

By June 2021, Probation will increase outcome based service agreements by 80% for the delivery of client services.

Key Steps

Work with providers to collect, analyze and report relevant outcome data.

Refine and release new request for proposals for FY 2020-21 based on prior program utilization and outcomes.

Plan Reference:

1.C.ii, 6.D.iii

Collaborating Depts:

CAO, HSD, ISD

Target:

54 Outcome-Based Contracts

Est. Completion Date:

June 2021

#168

Juvenile Hall Gym

By June 2021, Probation will complete construction of multi-purpose gymnasium and significant renovation to the Juvenile Hall facility to ensure compliance with State requirements and adequate programming space.

Key Steps

Begin construction.

Utilize new gymnasium facility

Occupy fully renovated Juvenile Hall facility.

Plan Reference:

1.A.i, 1.C.iii, 6.C.ii

Collaborating Depts:

CAO, DPW, GSD

Target:

Juvenile Hall Renovation

Est. Completion Date:

June 2021

#169

Youth Resilience

By December 2020, Probation will enhance education by providing six tablets and add vocational skills through a community garden program offered to 80% of youth while detained.

Key Steps

Establish secure tablets in Juvenile Hall to support the education of detained youth towards their high school diploma or college credit earning courses.

Establish agreements with vendors to create and support garden, horticulture, and culinary programs with the Seed to Table program.

Plan Reference:

1.C.ii, 4.C.ii, 5.D.i

Collaborating Depts:

HSD, ISD

Target:

80% Detained Youth

Est. Completion Date:

December 2020



SHERIFF-CORONER

SHERIFF-CORONER OBJECTIVES & KEY STEPS

#170

Custodial Assessment

By June 2020, the Sheriff-Coroner will develop a plan to establish separate custodial facilities for incarcerated men and women.

Key Steps

Identify alternate County properties or assets that may be modified to house the population.

Work with the State Board of State and Community Corrections and other regulatory agencies and authorities.

Coordinate with County Administrative Office to identify funding to create alternative site for incarcerated women.

Plan Reference:

1.C.i, 1.C.iii

Collaborating Depts:

CAO, DPW

Target:

Custodial Services Plan

Est. Completion Date:

June 2020

#171

DNA Laboratory

By June 2020, the Sheriff-Coroner will operate an accredited laboratory with plans, cost estimates and procedures to support the efforts to add DNA analysis services.

Key Steps

Obtain equipment and faculty specifications and cost estimates.

Recruit and hire staff with education in the life sciences to function as DNA analysts.

Prepare plans for DNA accreditation.

Plan Reference:

1.C.iii, 6.C.i

Collaborating Depts:

GSD, PLN

Target:

Accredited DNA Laboratory

Est. Completion Date:

June 2020

#172

Public Safety Center

By December 2019, the Sheriff-Coroner, District Attorney, and Probation will open a new Public Safety Center in Aptos Village to increase the availability of services to mid-county residents.

Key Steps

Determine departmental needs for Sheriff-Coroner, District Attorney, and Probation, and identify funding. Enter development agreements with builder.

Work with builder during construction phases based on department needs.

Identify, select, order, and install office furniture and data infrastructure.

Begin operations at new site.

Plan Reference:

1.C.i, 1.C.iii, 6.A.iii

Collaborating Depts:

DAO, GSD, ISD, PRB

Target:

Open Public Safety Center

Est. Completion Date:

December 2019



SUPPLEMENTAL OBJECTIVES

SUPPLEMENTAL OBJECTIVES & KEY STEPS

#173

Livable Community

By June 2021, the County Administrative Office, in partnership with the Area Agency on Aging, will develop an action plan to become an age-friendly community.

Key Steps

Identify best practices, resources, and stakeholders necessary for exploratory activities.	Establish an advisory committee comprised of County departments and community-based organizations.	Conduct assessments to identify local needs.	Identify priorities and specific achievable goals based on "The 8 Domains of Livability", as defined by the American Association of Retired Persons (AARP).
Plan Reference: 1.A.ii, 2.B.ii, 3.B.i	Collaborating Depts: ALL	Target: Age-Friendly Community Action Plan	Est. Completion Date: June 2021

#174

Carbon Footprint

By June 2020, the County Administrative Office, in collaboration with County departments, will demonstrate a 20% reduction in the organization's carbon footprint compared to 2015.

Key Steps

Continue to work with General Services to identify opportunities for energy efficiency upgrades.	Continue to work with General Services on improving fleet fuel standards.	Ensure that the County's long-range facilities planning effort aligns with the Climate Action Strategy.	Work with Planning to streamline and automate reporting on emission target measurements.
Plan Reference: 4.C.iii, 4.D.i, 6.D.ii	Collaborating Depts: ALL	Target: 27,414 Metric Tons CO ₂ e	Est. Completion Date: June 2020

#175

HOPES

By June 2021, Health Services will increase Homeless Outreach, Proactive Engagement Services (HOPES) client engagement by 40% and substance use treatment completion by 25%, and reduce client arrests six months after program engagement by 20%.

Key Steps

Complete onboarding of HOPES staff to have a dedicated care team.	Continue to work with community partners to identify and refer eligible clients to the HOPES program.	Continue to coordinate with the Homeless Action Partnership to ensure HOPES operates efficiently within the system of care .	
Plan Reference: 1.B.iii, 1.D.i, 6.D.ii	Collaborating Depts: DAO, HSC, HSD, PRB	Target: 80% Engagement in Services	Est. Completion Date: June 2021

SUPPLEMENTAL OBJECTIVES & KEY STEPS

#176

Syringe Services

By December 2019, Health Services will establish targets for the Syringe Services Program (SSP), including increasing access to treatment, and reducing syringe litter and communicable disease.

Key Steps

Work with substance use treatment services to improve pipeline from SSP referral to starting treatment program.

Conduct ongoing client surveys and community meetings to address underlying barriers to SSP participation and safe disposal of used syringes.

Conduct a three-day walkaround with the California Department of Public Health.

Bring forward an ordinance to create an SSP Advisory Commission.

Plan Reference:

1.A.i, 1.A.ii, 6.D.ii

Collaborating Depts:

CAO, DPW

Target:

Establish Targets

Est. Completion Date:

December 2019

#177

Permanent Housing

By June 2021, Homeless Services Coordination will work with the local Continuum of Care (CoC) to increase by 15% the number of persons who exited to permanent housing.

Key Steps

Work with CoC to improve data collection, frequency, quality, and dissemination.

Identify subpopulations and tailor exit strategies to specific needs.

Continue to partner with cities and non-profits to improve system collaboration and capacity.

Continue to partner with County departments to leverage local, State, and federal dollars for housing.

Plan Reference:

1.B.ii, 2.D.i, 6.D.ii

Collaborating Depts:

HSA, HSD, PLN, PRB

Target:

390 Persons exiting to permanent housing

Est. Completion Date:

June 2021

#178

AB 109 Recidivism

By June 2021, Probation will decrease by 10% the three-year recidivism rate for the AB 109 population, as defined by the California Board of State and Community Corrections.

Key Steps

Utilize baseline recidivism rate established by Probation's 2018 external program evaluation.

Utilize the new Probation Service Center to increase participation in evidence-based services.

Continue to work with partners to improve outcomes of treatment and support programs.

Plan Reference:

1.C.ii, 2.D.i, 5.A.ii

Collaborating Depts:

DAO, HSA, HSD, SHF

Target:

43% AB 109 Recidivism Rate

Est. Completion Date:

June 2021



APPENDIX

SUBCOMMITTEE ROSTER



COMPREHENSIVE HEALTH & SAFETY

Chair: Fernando Giraldo, Probation

Co-Chair: Mimi Hall, Health Services

Subcommittee Members:

Emily Balli, Human Services
Emily Chung, Health Services
Sarah Fletcher, Probation
Tara George, District Attorney
Joshua Pastor, Sheriff-Coroner
Jessica Randolph, Health Services
Erik Riera, Health Services
Ellen Timberlake, Human Services
Craig Wilson, Sheriff-Coroner



ATTAINABLE HOUSING

Chair: Kathleen Molloy, Planning

Co-Chair: Elissa Benson, Administrative Office

Subcommittee Members:

Julie Conway - Planning
Joey Crottogini - Health Services
Peter Detlefs - Economic Development
Suzanne Ise - Planning
Paia Levine - Planning
Rayne Marr - Homeless Services
Erik Riera - Health Services
Jessica Scheiner - Human Services
Melodye Serino - Administrative Office
Carol Sutherland, Assessor-Recorder



RELIABLE TRANSPORTATION

Chair: Matt Machado, Public Works

Co-Chair: Stephanie Hansen, Planning

Subcommittee Members:

Andy Constable, Economic Development
Jason Hoppin, Administrative Office
Jessica Randolph, Health Services
Kathleen Molloy, Planning
Melodye Serino, Administrative Office
Mike McConnell, Human Services
Steve Wiesner, Public Works



SUSTAINABLE ENVIRONMENT

Chair: Juan Hidalgo, Agricultural Commissioner

Co-Chair: Michael Beaton, General Services

Subcommittee Members:

Mark Bolda, Agricultural Extension
Carolyn Burke, Planning
David Carlson, Public Works
Steve Carney, Cannabis Licensing
Kent Edler, Public Works
Jeff Gaffney, Parks, Open Space & Cultural Services
Carol Johnson, General Services
John Ricker, Health Services
Eric Strum, Parks, Open Space & Cultural Services



DYNAMIC ECONOMY

Chair: Andy Constable, Economic Development

Co-Chair: Ellen Timberlake, Human Services

Subcommittee Members:

Cynthia Chase, Sheriff-Coroner
Katy Chevalier, Human Services
Jocelyn Drake, Planning
Juan Hidalgo, Agricultural Commissioner
Barbara Mason, Economic Development
Christina Mowrey, Administrative Office
Jamie Murray, Child Support Services
Kim Namba, Parks, Open Space & Cultural Services
Andy Stone, Workforce Development



OPERATIONAL EXCELLENCE

Chair: Ajita Patel, Personnel

Co-Chair: Kevin Bowling, Information Services

Subcommittee Members:

Michael Beaton, General Services
Elissa Benson, Administrative Office
Laura Bowers, Auditor-Controller
Brittany Harmssen, Personnel
Jason Heath, County Counsel
Jennifer Kaley, Human Services
Betsey Lynberg, Public Works
Amy Miyakusu, Public Works
Gail Pellerin, Clerk-Elections
Andrew Stewart, Human Services

ACRONYMS

DEPARTMENTS

AGC - Agricultural Commissioner
AGE - Agricultural Cooperative Extension
ASR - Assessor-Recorder
ACT - Auditor-Controller-Treasurer-Tax Collector
CLO - Cannabis Licensing
CAO - County Administrative Office
CCE - County Clerk-Elections
DAO - District Attorney-Public Administrator
CSS - Child Support Services
DPW - Public Works
GSD - General Services
HSA - Health Services
HSC - Homeless Services Coordination
HSD - Human Services
ISD - Information Services
OED - Economic Development
OES - Emergency Services
PER - Personnel
PLN - Planning
PRB - Probation
PRC - Parks, Open Space, & Cultural Services
SHF - Sheriff-Coroner

OPERATIONAL PLAN REFERENCES

AARP - American Association of Retired People
AB 109 - Assembly Bill 109
ADU - Accessory Dwelling Unit
AHDA - Affordable Housing and Disposition Agreement
BWC - Body-Worn Camera
CalWORKs - California Work Opportunity and Responsibility to Kids
CANS - Child and Adolescent Needs and Strengths
CAOES - California Office of Emergency Services
CCP - Community Corrections Partnership
CDBG - Community Development Block Grant
CeRTNA - California Electronic Recording Transaction Network
CFET - CalFresh Employment and Training
CFT - Child Family Team
CIP - Capital Improvement Program
CMT - Case Management Tool

CoC - Continuum of Care
CSAC - California State Association of Counties
DNA - Deoxyribonucleic Acid
EEO - Equal Employment Opportunity
EIR - Environmental Impact Review
FEMA - Federal Emergency Management Agency
FIT - Focused Intervention Team
GIS - Geographic Information System
HAP - Homeless Action Partnership
HOME - Home Investment Partnerships
HOPES - Homeless Outreach Proactive Engagement Services
ICS - Incident Command System
IHSS - In Home Support Service
LCP - Local Coastal Program
LEAP - Learn, Engage, Apply and Perform
LHMP - Local Hazard Mitigation Plan
MAA - Medi-Cal Administrative Activities
MDIC - Multi-Disciplinary Interview Center
NOFA - Notice of Funding Availability
NPLH - No Place Like Home
OCPRHIO - Orange County Partnership Regional Health Information Organization
ODS - Organized Delivery System
PCI - Pavement Condition Index
PCT - Permit Center Team
PRIMO - Process Improvement Onward
PS&E - Plans, Specifications, and Estimates
RSW - Recycling and Solid Waste
SBDA - Small Business Development Association
SCCRTC - Santa Cruz County Regional Transportation Commission
SCHIO - Santa Cruz County Health Information Organization
SOGIE - Sexual Orientation, and Gender Identity and Expression
STRTP - Short-Term Residential Therapeutic Program
TIS - Trauma Informed Service
TOT - Transient Occupancy Tax
UCCE - University of California Cooperative Extension
UCSC - University of California Santa Cruz
USDA - United States Department of Agriculture
WIOA - Workforce Innovation and Opportunity Act

