ACHIEVING our COUNTYWIDE VISION

YOUR COUNTY... YOUR FUTURE

Vision, Goals & Objectives

Department Head Meeting

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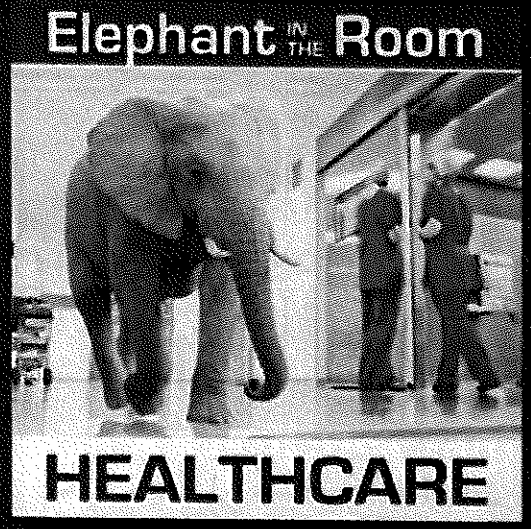
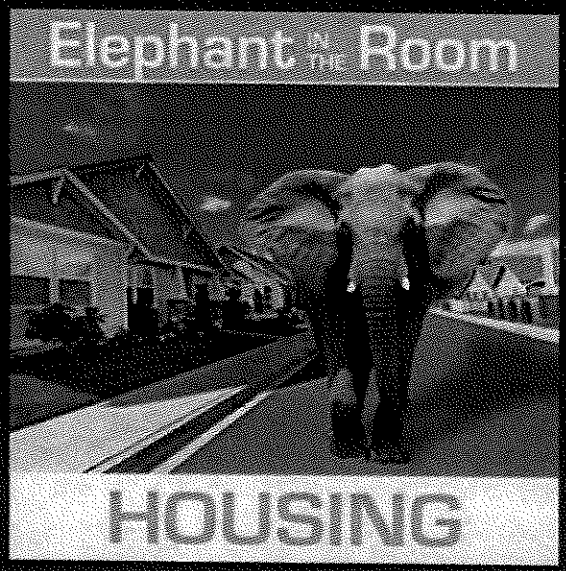
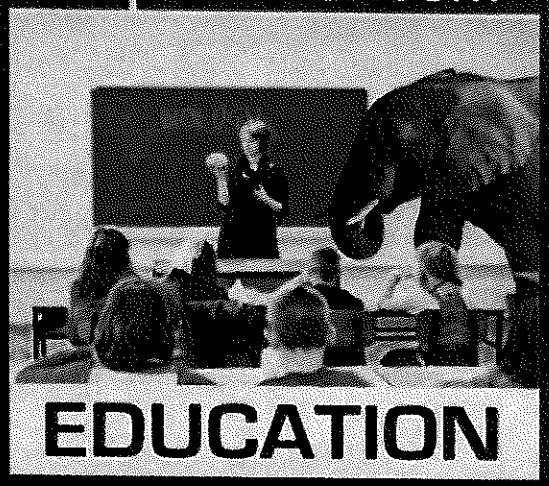
Vision Elements

- Jobs & The Economy
- Education
- Healthcare
- Public Safety
- The Environment
- Housing
- Water
- Infrastructure
- Image
- Quality of Life

City/County Conference







Vision Goals

- Partner with all sectors of the community to support the success of every child from cradle to career.
- Establish San Bernardino County as a model in the state where local government, regulatory agencies and communities are truly business friendly.

Element Groups

- Jobs & The Economy
  - Develop the next generation of business and community leaders
- Public Safety
  - Encourage shared resources and planning for public safety programs and services
- Water
  - Create a water inventory and explore a plan to share water resources

Our Job

Our job is to create a county in which those who reside and invest can prosper and achieve well-being.

Our Paradigm

The County of San Bernardino is a regional government.

We understand that every aspect of the quality of life in a community is part of an interrelated system.

The County takes responsibility for ensuring that the community has determined how, when and by whom each element of that system is being addressed in pursuit of our shared Vision of the county and the future we desire.

2003 Mission, Vision, Values

The following statements were adopted by the San Bernardino County Board of Supervisors on September 30, 2003.

MISSION STATEMENT

The mission of the government of the County of San Bernardino is to satisfy its customers by providing service that promotes the health, safety, well being, and quality of life of its residents according to the County Charter, general laws, and the will of the people it serves.

VISION STATEMENT

Our vision is to create a safe, clean, and healthy environment that appeals to families and individuals, and attracts the best in business and industry. We will create, support, and enhance vibrant communities that emphasize beauty, culture, art, recreation, education, and a sense of history.

VALUES STATEMENT

To achieve our Vision, we dedicate ourselves to these values:

Valuing our workforce by providing recognition, training and education, opportunities for customer service and career development, a safe and healthy work environment and fair compensation.

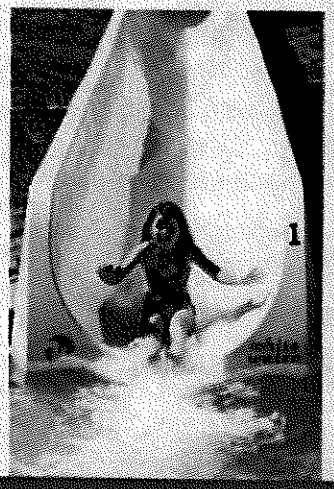
Appreciation and promotion of the diverse cultures that comprise our workforce and the communities we serve.

Leadership by coordinating regional planning through collaboration with local communities and businesses.

Unquestioned integrity that embraces a culture of honor and trustworthiness.

Excellence in the development of efficient and cost-effective strategies to improve customer service in an atmosphere that allows and encourages new ideas.

Service of the highest quality to our customers delivered with dignity and respect.



Goals & Objectives 2012-13

- Implement the Countywide Vision
- Create, Maintain and Grow Jobs and Economic Value in the County
- Improve County Government Operations
- Operate in a Fiscally Responsible and Business-Like Manner
- Ensure Development of a Well-Planned, Balanced, and Sustainable County
- Maintain Public Safety
- Provide for the Health and Social Services Needs of County Residents
- Pursue County Goals & Objectives by Working with Other Government Agencies

Implement the Countywide Vision

- Determine County government's role in realization of the Countywide Vision.
- Continue the County role of convening conversations on community collaboration and collective action.
  - The adoption of the Job Statement and Paradigm accomplish this.

Create, Maintain and Grow Jobs and Economic Value in the County

- Stable leadership, consistent decision-making & efficient processing.
- Utilize County programs in a way that will generate jobs.

Improve County Government Operations

- We have clarified roles and created clear lines of authority within the organization.
- Review the County's approach to employee relations to ensue that employees know they are valued and that we are all working to achieve the Vision.
  - Make efforts to share information with all employees.

Operate in a Fiscally Responsible and Business-Like Manner

- Develop a budget for the coming fiscal year that brings the County into fiscal balance and addresses the most pressing countywide needs.
- Develop a long-term budget plan which brings the County into operational and programmatic balance.
- Centralize financial management and oversight.
- Eliminate silos and consolidate administrative functions.

Ensure Development of a Well-Planned, Balanced and Sustainable County

- Continue to identify and implement short-term solutions to systemic problems.

County of San Bernardino
Chief Executive Officer

GOALS & OBJECTIVES
FISCAL YEAR 2012-13

Implement the Countywide Vision

- Determine County government's role in realization of the Countywide Vision.
- Continue the County role of convening conversations on community collaboration and collective action.

Create, Maintain and Grow Jobs and Economic Value in the County

- Focus EDA efforts on competing globally for investment, retraining and finding employment for those who have lost jobs or are under-employed, developing a more highly-educated and trained workforce, and creating an effective approach to tourism.
- Continue business retention and expansion programs while implementing office and industrial attraction strategies emphasizing provision of high-paying jobs.
- Provide stable governmental leadership, consistent decision-making and efficient processing to inspire confidence in investors.
- Develop financing plans and approaches that will ensure provision of the infrastructure necessary for development and the movement of goods.
- Utilize enterprise zones and other tools as catalysts for growth.
- Invest County resources in projects that will immediately generate jobs.
- Utilize County programs in a manner that maximizes job creation.
- Work with cities to explore programs and approaches to address the mortgage crisis.

Improve County Government Operations

- Enhance and protect the Board of Supervisors' policy-making role and ensure authority exists for staff actions.
- Create clear lines of authority within the County organization.

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- Clarify roles, responsibilities and governance of all County programs.
- Review the County's current approach to employee relations in order to ensure that employees know they are valued and that we are all working toward achieving the Countywide Vision by performing "Our Job" and utilizing "Our Paradigm."

Operate in a Fiscally-Responsible and Business-Like Manner

- Develop a multi-year plan to address the projected shortfalls in the County's budget.
- Develop a budget for the coming fiscal year that brings the County into fiscal balance and addresses the most pressing countywide needs.
- Develop a long-term budget plan which brings the County into operational and programmatic balance.
- Live within our means, fully funding liabilities and reserves, while forming capital to strategically invest in the future.
- Invest County resources in ways which create more ongoing revenue to reinvest in maintaining services.
- Centralize financial management and oversight.
- Eliminate silos and consolidate administrative functions.
- Ensure that County Redevelopment Oversight Board appointees understand and represent County interests.
- Fully fund basic operating systems.

Ensure Development of a Well-Planned, Balanced, and Sustainable County

- Take steps to ensure that the Land Use Services Department continues to make progress in terms of operating more efficiently.
- Continue to identify and implement short-term solutions (i.e., Code amendments) to systemic problems.
- Fund an update to the General Plan and create more Community and Specific Plans in order to move away from a "one size fits all" approach and better reflect the unique character of all areas of the County.
- Fund amendments to the Development Code and Master Plans, such as infrastructure, to implement those changes.

- Work with cities to ensure that County zoning and development standards in their spheres of influence are more compatible.

- Work with the Board to ensure that it has developed clear policy guidance for development, and then create a system that provides for implementation and decision-making at the lowest level legally allowed.

Maintain Public Safety

- Work with all elements of the County's public safety services to reduce costs while maintaining the highest level of service that funding will support.

- Develop a better understanding of the effects of increases or decreases of resources in one area of law and justice on all other areas.

Provide for the Health and Social Services Needs of County Residents

- Promote Healthy County and Healthy City plans and programs.

- Prepare for the implementation of federal Healthcare Reform, which will take effect January 1, 2014.

- Maximize the utilization of Federal and State programs and funding to mitigate the effects of the economic downturn on county residents.

Pursue County Goals and Objectives by Working with Other Governmental Agencies

- Work with Federal, State and regional governments and organizations to ensure San Bernardino County receives its fair share of resources.

- Participate in State and regional transportation, water, air quality and planning efforts affecting the County.

- Work with all Federal and State agencies, such as the Bureau of Land Management and the Armed Services, which own land in San Bernardino County to maximize the benefit to the County.

- Provide support for renewable energy projects while working to protect County interests.

- Develop a closer working relationship with the cities, tribes and other governmental agencies.