

# NEWS

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SAN BERNARDINO COUNTY

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## Board defines County government role in Vision Supervisors also set 2012-13 Goals & Objectives

The Board of Supervisors today adopted a Job Statement and Paradigm that define the role County government will play in the achievement of the Countywide Vision. The board also adopted Goals & Objectives for the County Chief Executive Officer and the County organization for the coming year.

"The Board of Supervisors today took major steps toward helping the region achieve the Vision it has set for itself as well as setting a course for County government to follow toward economic recovery and public service," said Board of Supervisors Chair Josie Gonzales.

Last year San Bernardino Associated Governments (SANBAG) and the County worked with residents, government agencies, community organizations, and businesses to identify a vision for the county's future. SANBAG and the Board of Supervisors adopted the Vision on June 30, and since then County government has been working to determine what the County's part will be in making the Vision a reality. Information on the Vision is available at [www.sbcounty.gov/vision](http://www.sbcounty.gov/vision).

The Job Statement adopted by the board today is designed to make it clear to County employees and the public that the County's job is to do its part to create a community in which residents and businesses can prosper and achieve well-being in all aspects of life.

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## Countywide Vision

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The Paradigm is the framework within which County government will do this job – as a regional government that takes responsibility for ensuring that all elements of the “complete county” the Vision seeks to create are being addressed. This places the County in the role of convener and facilitator, seeing to it that the appropriate agencies and stakeholders continue to work toward achievement of the Vision.

“The Vision will come to life only when all sectors of the community work to make it a reality,” Chair Gonzales said. “It will not take hold if only one entity, such as County government, is involved in carrying it forward. However, County government is accepting the responsibility to encourage those sectors to continue to work on achieving the Vision.”

Determining County government’s role in achieving the Vision is one of the 39 Goals & Objectives for the coming year the Board of Supervisors established today. The 39 Goals & Objectives fall into eight categories:

- 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 and Objectives by Working with Other Governmental Agencies

Besides adopting the Job Statement and Paradigm, the Board of Supervisors moved toward fulfilling another one of the Goals & Objectives today when it voted to form a Joint Powers Authority with the cities of Fontana, Hesperia and Ontario to explore development of a program to assist homeowners suffering from negative equity caused by the economic downturn.

“There are thousands of homeowners, who through no fault of their own, are strapped with homes valued below the amount of their mortgages,” Chair Gonzales said. “These are people who might otherwise be buying new homes and making their current homes available for new buyers. We hope our efforts can help these families and stimulate the county’s housing market.”

A complete list of the Goals & Objectives adopted by the board today, as well as information on the County budget and organization, can be found on the County Administrative Office homepage at [www.sbcounty.gov/cao](http://www.sbcounty.gov/cao).

# Achieving Our Countywide Vision



**County of San Bernardino  
OUR JOB**

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

# Achieving Our Countywide Vision



## County of San Bernardino 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.*

**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.

- 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.