



**2019-2020 COUNTY AND CHIEF EXECUTIVE OFFICER'S  
GOALS AND OBJECTIVES  
Adopted March 12, 2019**

**1. Promote the Countywide Vision**

- a. Continue the County role of convening conversations on community collaboration and collective action; expanding our reach to emerging stakeholders.
- b. Strategically engage particular Vision Element groups to support and expand the County's public facing Vision projects.

**2. Create, Maintain and Grow Jobs and Economic Value in the County**

- a. Focus on training, education, employment and support services for the unemployed and underemployed, developing a more highly-educated and trained workforce.
- b. Continue business retention and expansion programs while implementing office and industrial attraction strategies for companies providing high-paying jobs.
- c. Provide stable governmental leadership, consistent decision-making and efficient processing to inspire confidence in investors and ensure a business-friendly environment.
- d. Compete globally, regionally and locally for businesses and investment.
- e. Utilize County programs and resources to support the local economy, maximize job creation and promote tourism.

**3. Improve County Government Operations**

- a. Maintain clear lines of authority and clarity in terms of roles, responsibilities and governance of all County departments and programs.
- b. Develop an approach to evaluate the performance of department heads who report to the Board.
- c. Continue to develop and maintain consistent messaging for the organization.
- d. Ensure employees know that they and their work are valued.
- e. Attract, develop and retain a skilled and diverse County workforce.
- f. Monitor and evaluate operations and implement strategies to continually improve efficiency, effectiveness and collaboration.

**4. Operate in a Fiscally-Responsible and Business-Like Manner**

- a. Develop a long-term budget plan which brings County operations into both fiscal and programmatic balance, including full funding of reserves for infrastructure and operating system maintenance and replacement.
- b. Invest County resources in ways which create more ongoing revenue to reinvest in maintaining and improving services.
- c. Eliminate silos and consolidate and centralize administrative functions, including financial management and oversight.
- d. Implement information management best-practices that will fully utilize innovative technology, unify platforms and move toward a standardized enterprise approach.
- e. Make strategic investments in technology, data sharing, and analytics to improve efficiency, effectiveness, transparency, and collaboration.

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- 5. Ensure Development of a Well-Planned, Balanced, and Sustainable County**
  - a. Ensure that the County's approach to development recognizes the diverse character of County unincorporated areas.
  - b. Work collaboratively with cities on zoning and development standards in their spheres of influence.
  - c. Prioritize investments in services and amenities for County unincorporated communities.
  
- 6. Provide for the Safety, Health and Social Service Needs of County Residents**
  - a. Partner with County and non-County agencies and maximize the use of Federal and State programs and funding to address the public health, safety and social service needs of County residents and move participants to self-sufficiency.
  - b. Support efforts to improve the capacity of non-profit organizations to help address the needs of County residents.
  - c. Develop a clinically integrated network of County departments and other health providers to support a comprehensive approach to population health management for County residents to achieve well-being.
  
- 7. Pursue County Goals and Objectives by Working with Other Agencies**
  - a. Work with Federal, State and regional governments and organizations, to ensure San Bernardino County receives its fair share of resources.
  - b. Collaborate with other agencies to help shape legislation and regulations which affect the County.
  - c. Maintain close working relationships with cities, tribes and other governmental agencies.
  
- 8. Focus on Recovery and Resiliency Following the December 2, 2015 Terrorist Attack (SB Strong)**
  - a. Support County employees affected by the December 2, 2015 terrorist attack.
  - b. Construct a memorial honoring County victims and first responders.
  - c. Develop a stronger, safer and more resilient San Bernardino County workforce.