



2016-2017 COUNTY AND CHIEF EXECUTIVE OFFICER GOALS & OBJECTIVES

Adopted March 1, 2016

1. **Implement the Countywide Vision**
 - a. Continue the County role of convening conversations on community collaboration and collective action.
 - b. Continue to promote the Countywide Vision and support the Element Groups.
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 that employees know that they and their work are valued.
 - e. 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 available technology, unify platforms and move toward a standardized enterprise approach.

- 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.

- 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. Develop a memorial honoring County victims and first responders.
 - c. Pursue economic investment in the City of San Bernardino and the region.
 - d. Document actions taken to support the victims and the County organization and analyze their effectiveness in order to share lessons learned with those preparing for or suffering similar tragedies.

In addition to the adoption of annual Goals & Objectives, since 2010 the Board of Supervisors is continuing to focus on maintaining the County's infrastructure and facilities, investing in underlying operating systems and improving service levels while implementing long-term solutions needed to establish a solid financial foundation for the County.