



2021-2022 COUNTY AND CHIEF EXECUTIVE OFFICER'S GOALS AND OBJECTIVES

Adopted May 4, 2021

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. Create an internal initiative to re-familiarize all staff with the Countywide Vision and its 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.
- f. Support collaborative efforts between the County and its educational partners to encourage student exposure to County career pathways.
- g. Identify opportunities to facilitate initiatives that will foster recovery after major emergency responses.

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.
- g. Improve succession planning through:
 - i. Ongoing development programs for County employees.
 - ii. Development/maintenance of policies and operational documents to ensure continuity during succession.

- 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.

- 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 that will enable fiscally sustainable growth in 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.
 - d. Develop a strategic plan for homelessness that identifies key metrics and outcomes.

- 7. Pursue County Goals and Objectives by Working with Other Agencies and Stakeholders**
 - 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, while encouraging flexibility to address the geographic, economic, and environmental diversity of San Bernardino County.
 - c. Establish and maintain close working relationships with cities, tribes, other governmental agencies, and community organizations.

- 8. Focus on Recovery and Resiliency Following Major Emergency Responses such as the December 2, 2015 Terrorist Attack (SB Strong) and the Global COVID-19 Pandemic**
 - 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.
 - d. Perform countywide after-action sessions with all stakeholders involved in major emergency responses.