

STRATEGIC PLAN

STRATEGIC PLAN INTRODUCTION

In early 1996, the County Executive of Sacramento County initiated a Strategic Planning effort. This process was designed to provide Sacramento County with a long-range plan to provide quality public services within limited funding, and to guide the future direction by establishing a long-term Strategic vision.

This document is the county's Strategic Plan. It outlines the county's direction for the future, and explains the steps we must take to ensure organizational effectiveness and quality customer service in the coming years.

Elements of the Strategic Plan include:

- The County's Vision, Mission and Values
- The Five Strategic Issues that provide the direction for the future
- The areas of focus within each Strategic Issue that are being addressed for the next three to five years

THE STRATEGIC PLANNING PROCESS

The County's Strategic Planning process was built on the County's Quality Management foundation. The process was divided into four phases:

- Assessment Phase
- Development Phase
- Implementation Phase
- Evaluation Phase

Assessment Phase: The Assessment Phase defines "Where are we now?" Sacramento County's Strategic Planning process began in 1996 with an internal and external scan to identify the major issues and priorities affecting the County over the next three to five years. This phase, which also prepares the organization to begin development of the Strategic Plan, involved collecting input from the community and the workforce to determine County priorities and future needs. The assessment phase culminated in the development of County Vision, Mission, and Values statements.

Development Phase: This phase includes development of comprehensive issues and direction with measurable objectives and evaluation criteria. In 1997, we entered the Development Phase, where actual development of the strategic plan occurred. During this phase, the county's Strategic Issues were chosen and steering committees and task teams were formed. The teams defined the focus areas for the strategic plan. To assist with the process, a County Quality Facilitator training program was implemented to provide facilitators for the various steering committees and task teams to assist them in meeting their goals.

Implementation Phase/Evaluation Phase: The Implementation Phase takes place over the next three to five years; it is where we put our words into actions while monitoring results and outcomes. Teams of employees will continue with implementation and evaluation of the County's Strategic Plan.

VISION

A vision is a compelling conceptual image of the desired future.

This statement describes “what we want to be” in the twenty-first century.

Our Vision is for Sacramento County to be:

- The most livable community with the highest quality public service

MISSION

Our mission statement defines why our organization exists.

It describes what we want to do for the community.

Our Mission for Sacramento County is to:

- Improve quality of life in the community
- Promote individual responsibility and achievement
- Protect one another and the environment we share
- Provide innovative and cooperative quality customer service
- Recognize and seize opportunities for improvement
- Stimulate economic growth and regional cooperation

VALUES

These values are the basic principles and beliefs for the County of Sacramento.

They govern the way we make and carry out our decisions.

Our Values for Sacramento County are:

- Trust
- Dignity and respect for the individual
- Customer service
- Partnership
- Empowerment
- Continuous improvement
- Personal and professional growth
- Respect for cultural and ethnic diversity

STRATEGIC ISSUES

Strategic issues are long-term challenges or opportunities that are of critical importance to the organization.

These strategic issues provide a direction which enables us to focus on the highest priority goals for the organization as a whole.

- **WORKFORCE :** Sacramento County is committed to investing in and maintaining a highly skilled, well trained workforce.
- **COLLABORATION:** Sacramento County is committed to collaborating internally, as well as externally with businesses, other agencies and the community.
- **ECONOMIC GROWTH:** Sacramento County is committed to creating an environment that will promote economic growth and prosperity within the region.
- **CUSTOMER SERVICE:** Sacramento County is committed to exceeding customer expectations in the delivery of services.
- **TECHNOLOGY:** Sacramento County is committed to promoting an efficient and reliable technological infrastructure for its employees, businesses, and community.

I. INTERNAL SERVICES AGENCY/GENERAL GOVERNMENT

WORKFORCE

During the past three years, departments within the Internal Services Agency have implemented Employee Recognition Events to honor their employees who have provided exemplary service and to thank their entire workforce for achieving results stated in the department’s goals and objectives. These events have included formal events at the workplace as well as informal events such as picnics or after hour celebrations where family members of the employees could also participate.

- Human Resources Department completed renovation of its Employee Health Office to provide employees with attractive, ergonomically correct work stations.
- Human Resources and Personnel Services Departments:

- Continued an internal incentive reward/recognition program – the “Shining Star” program – that enabled departmental employees to nominate each other for recognition in a variety of categories. In 2002-03, 127 nominees were recognized and received award certificates.
- Conducted both internal and countywide training programs intended to improve and supplement employees’ skills and encourage career development. Examples of these programs include Introduction to Supervision, Personnel/Payroll System Processes and Procedures Training, Sexual Harassment Awareness, Diversity in the Workplace, and Illness and Injury Prevention.
- Sacramento County Airport System continued to work on creating a working environment that attracts the best and the brightest aviation professionals seeking to be part of a highly motivated and competent airport management team.
- Department of Economic Development had three gold award winners at recent Excellence in County Service ceremonies.

COLLABORATION

The Internal Services Agency has worked together as a team and collaborated with the County Counsel’s Office to help find solutions to the County’s overall budget difficulties. Examples of collaboration during Fiscal Year 2002-03 include debt refinancing of existing bonded debt for the Sheriff’s Main Jail, restructuring of our existing Pension Obligation Bonds and two debt service interest rate “swaps” executed in the spring/summer of 2003 that provided one-time premium payments of approximately \$19.0 million. In total, these efforts provided approximately \$40.0 million in budgetary relief for the County in Fiscal Year 2003-04, and helped avoid painful reductions to county programs and services to our constituents.

- Human Resources Department collaborated with other county departments to ensure compliance with federal and state disability laws, ensuring that disabled citizens and employees have access to county programs, services, facilities, and employment. An example of this collaboration was the development by the Human Resources Department and representatives from other county departments of a County Web Accessibility Policy, which intended to guarantee that

individuals with disabilities have access to the county’s Internet-based information and services.

- Human Resources and Personnel Services Departments collaborated with other county departments to ensure compliance with federal and state personnel laws. An example of this collaboration was the development by a multidepartmental task force headed by the Human Resources and Personnel Services Departments of a countywide Family and Medical Leave Act (FMLA)/California Family Rights Act (CFRA) Policy, which intended to ensure that county departments understand the requirements of FMLA/CFRA and administer those requirements in an appropriate and uniform fashion.
- UCCE, in collaboration with Airports, created a conceptual design of the MacReady Way entrance to Mather Airport, provided critique for the landscape design of the new Executive Airport parking lot, and helped solve problems with the International Airport landscape.
- To maintain its role as a major economic engine for the Sacramento region, the Sacramento County Airport System will continue to participate in key stakeholder organizations such as the Metro Chamber of Commerce, Northern California World Trade Center, Sacramento Convention and Visitors Bureau, Sacramento Area Commerce and Trade Organization (SACTO), and Valley Vision.
- Department of Economic Development continued collaboration with inside and outside agencies to continue the reuse and development of Mather and McClellan – both former Air Force Bases.
- Department of Economic Development participated in Community Service Teams located in Arden-Arcade, Carmichael, Orangevale-Fair Oaks, Rancho Cordova, South Sacramento and led the North Highlands project.
- Department of Economic Development maintains continuing relationships with SACTO, Sacramento Sports Commission, Sacramento Convention and Visitors Bureau, the Metropolitan Chamber of Commerce, other local chambers, and many other business and governmental organizations.

ECONOMIC GROWTH

Due to the incorporation of three unincorporated area communities during the past six years, and the build-out of what remains of the urbanized unincorporated area, Economic Growth in the County's unincorporated area has slowed considerably. In recognition of these circumstances that are somewhat beyond the County's control, the Internal Services Agency has worked with the Economic Development Department and the Planning Department to determine a new strategic for growth of the County's Tax Base in these difficult times. The strategy development resulted in a Memorandum of Understanding with the City of Sacramento known as the "Joint Vision for North Natomas" wherein the County and the City agreed to a set of land-use principles for the developing North Natomas area, and revenue sharing of municipal revenues from the area. This Joint Vision will be the baseline for annexations of unincorporated areas by any city located within the County, and will allow the county's tax base to grow even without significant development occurring within the unincorporated areas of the County.

- The Personnel Services Department promotes regional economic growth and prosperity by ensuring that the County is positioned to attract and retain the highest caliber of employees. Examples of the Department's activities to attract and retain these employees include assisting other departments with their classification and organizational design needs, developing recruitment strategies that are tailored to meet departments' needs, providing a variety of training and development opportunities to continuously improve the effectiveness and productivity of County employees, and ensuring that the County is able to offer competitive salaries and benefits.
- Sacramento County Airport System is committed to expanding its economic contribution to the region which currently is over \$2.0 billion annually to the local economy, plus jobs, \$172.0 million in tax revenues, and \$1.8 billion in business sales.
- Economic Development Department's Mission is to compliment this strategic initiative in everything it does: Business Attraction, Retention and Inquire; Community Initiatives Participation; Commercial Corridors Revitalization; and General Economic Development/Coordination

CUSTOMER SERVICE

The Internal Services Agency continuously attempts to enhance customer service. One example is the creation during Fiscal Year 2003-04 of a Revenue & Collections Task Force, whose duties include improving opportunities for constituents to be able to make payments on their obligations to the County at multiple locations across the County, instead of having to come downtown to make payments, as has historically been the case.

- The Personnel Services Department continuously strives to improve its effectiveness and efficiency in delivery of services to its customers. An example of the Department's service delivery improvement includes the implementation of an Internet-based job application system, enabling job applicants to apply for County jobs online, and to receive automatically generated emails confirming receipt of their applications or notifying them of job openings.
- Sacramento County Airport System recognizes that our customers are the source of all our revenues, and our goal is to be the Airports of Choice for all Northern Californians by offering customer service that is second to none.
- Department of Economic Development continues to pool resources and create response teams to expedite permitting and services to businesses wanting to locate in Sacramento County.

TECHNOLOGY

The Internal Services Agency has several efforts underway to take advantage of improved technology applications.

- The Office of Budget & Debt Management migrated to the Windows XP platform during October 2003.
- The Department of Finance is working with the Office of Communications and Information Technology to investigate the replacement of our legacy special district payroll system with a new LAN-based technology that will permit electronic deposits and other modern innovations.
- The Department of Revenue Recovery is initiating a process to seek a replacement of its accounts receivable system and collaborate with

other California counties in developing the requirements and funding for the new system.

- The Human Resources and Personnel Services Departments implemented significant improvements to their technological infrastructure in order to enhance the effectiveness and efficiency of their employees and to improve their ability to deliver services to their customers. Examples of technological improvements include the digital imaging of employee personnel and medical records for more efficient archiving and information retrieval; the implementation of an Internet-based job application system, enabling job applicants to apply for County jobs online, and to receive automatically generated emails confirming receipt of their applications or notifying them of job openings; and the continuous updating of the Internet and Intranet Web sites to provide customers with the most current and accurate information.

Sacramento County is committed to promoting an efficient and reliable technological infrastructure for its employees, businesses, and community. All ISA departments utilize technology to increase use of the World Wide Web to provide information and access to our customers.

II. COUNTYWIDE SERVICES AGENCY

WORKFORCE

For the past three years, departments within the Countywide Services Agency have worked with affiliate agencies in sponsoring the Trading Secrets Conference. The Conference is designed to deal with the legal and welfare issues related to the juvenile system and is structured so that employees working within the system can gain knowledge, share information and learn to navigate through the system.

COLLABORATION

The Countywide Services Agency is focusing efforts to facilitate a solution to the lack of capacity for health care by working together with hospitals and healthcare service providers. This effort includes contract re-negotiations and exploring the feasibility of community clinics.

ECONOMIC GROWTH

Despite the difficult economic times, the Department of Human Assistance (DHA), within the Countywide Services Agency, continues to provide extensive employment services for its clients. DHA through partnerships with the Sacramento Education and Training Agency (SETA), the Sacramento County Office of Education (SCOE) as well as other community based providers assist individuals with goal setting, provide employment training, and placement. This effort has been successful in that a significant number of clients have obtained and retained employment and overall Temporary Assistance to Needy Families (TANF) caseloads have been steadily decreasing with an overall 33.7 percent decrease since the passage of the TANF legislation (1997-2003).

CUSTOMER SERVICE

The Countywide Services Agency continuously attempts to enhance customer service. One example is the DNA Training Institute that was held in order to educate a core group of attorneys in the Public Defender and Conflict Criminal Attorney offices. As a result of the training received, there is now an ongoing cost-effective pool of attorney expertise that can be applied as needed to complex DNA-related cases.

TECHNOLOGY

California County Information System (CalCIS) is a multifaceted computer system created specifically for California health and human service agencies that will make it possible to perform a wide variety of tasks, such as:

- Practice Management, which includes scheduling, intake and assessment.
- Electronic Medical Record System.
- Billing, Accounts Receivable, and Collections System.
- Payer System, including contract management, authorization management and utilization review.

The CalCIS system will improve client services and transactions as well as billing processes. Additionally, it will assist with the technological means to comply with federal Health Insurance Portability and Accountability Act (HIPAA) requirements.

The Department of Health and Human Services will be implementing the CalCIS system over the next few years. It is anticipated that the Mental Health portion of the CalCIS system will be implemented in the spring of 2004. Primary Health services is in the contract negotiation phase. Public Health and Alcohol & Other Drug services are in the evaluation phase of the project.

III. MUNICIPAL SERVICES AGENCY

WORKFORCE

- **Succession Planning**

Due to the retirement enhancement benefit and shrinking revenue sources, the County is experiencing significant losses of institutional knowledge throughout the organization. To address this issue, the Municipal Services Agency (MSA) has implemented programs to enhance the skill sets of its employees.

- **360 Degree Evaluation:** The MSA has identified the key positions for replacement and is utilizing a 360 Degree Evaluation method for potential candidates. In this process, candidates request candid evaluation of key management elements such as leadership, knowledge, interpersonal skills, and task proficiency by their superiors, peers, subordinates and customers. By identifying and strengthening their weaknesses, candidates can improve their chances to compete for higher levels of responsibility and become better managers and leaders.
- **Training and Development:** MSA has implemented a formal development program to help clerical and technical accounting candidates transition into the administrative classifications. In addition, the Financial Analysis Section provides customized budgetary workshops to departments within the MSA. While the countywide budgetary and COMPASS training sessions have provided an overview for the participants, more specific and practical applications are provided during these workshops to meet the needs of the departments' individual programs.

- **Productivity Enhancement**

The key element to increasing productivity has been the improvement of communications from the MSA Administrator to the

individual employee delivering services to the community. The MSA uses a number of methods to increase communications.

- **Quarterly Leadership Meetings:** The quarterly leadership meetings bring together the top one hundred managers to discuss the major issues that affect the direction and delivery of our services.
- **Information Sharing Sessions:** The MSA Administrator presents the information sharing sessions at 26 different work sites every six months. New projects, emerging issues, and financial status are discussed, followed by a question and answer period.
- **Flash, Conduit, Intranet Web Information:** The Flash is an electronic newsletter produced every Monday highlighting current changes in the organization, news article links, employment opportunities and future events. The Conduit is a monthly publication that discusses new programs, organizational changes, employee supervision tips, completed construction projects and departmental programs. The Intranet Web pages provide an opportunity to learn more about other department activities, functions, processes and areas of responsibility.
- **COMPASS/Accounting & Fiscal Services User Group Meetings:** These meetings provide a forum to discuss more complex problems and solutions related to the financial system and accounting issues throughout the MSA. Secondly, for smaller operations that need additional financial expertise, the groups provide a supportive environment for the employee's initial exposure to the complexities of governmental accounting.

COLLABORATION

- **Municipal Services**

Leaders within the MSA continue to work collaboratively to evaluate the future direction and delivery of municipal services within the County. On March 25, 2004, the Public Works Agency and the Community Development and Neighborhood Assistance Agency merged to form the Municipal Services Agency. In the course of the merger, a new Department of Neighborhood Services was created. The issues addressed by the group include:

- Determining the governance structure that delivers more responsive community services.
 - Quantifying the priority needs of the individual communities.
 - Evaluating conflicts between regional and community program priorities and providing solutions.
 - Delivering programs that are economically viable matched against a system of accountability for results.
 - Providing flexibility in the organizational structure that will allow decisions to be made across traditional departmental authority lines.
 - Identifying a mechanism to facilitate the delivery of services and to increase community involvement in the unincorporated areas.
 - Presenting the recommendations to the Board of Supervisors.
- **Animal Care and Regulation**
Animal Care and Regulation is a participant in the UC Davis Shelter Medicine Program providing Veterinarian students an exposure to the care of shelter animals and at the same time, bringing enhanced care to the animals. In addition, Animal Care and Regulation partners with the City of Sacramento and Sacramento Prevention for the Cruelty of Animals (SPCA) sharing resources, adoption programs and staff training, and is working to expand partnerships with other area cities to form a Regional Animal Care system.

ECONOMIC GROWTH

- **Business Incentives**
The County offers incentives to attract businesses to the area. The MSA is involved in some of these programs.
 - The Waste Management & Recycling Department operates under a Non-Exclusive Franchise System that allows for special "Tip Fee Reductions" to small, independent haulers. This Tip Fee Reduction (Incentive) Program helps small haulers to remain competitive.
 - The Sacramento Regional County Sanitation District (SRCSD), administered through the MSA Water Quality Department, has created an Economic Development Treatment Capacity Bank Program. At the inception of this program, the SRCSD purchased excess sewer capacity (sewer credits) from industry

rated at 16,606 equivalent single-family dwelling units (ESDs) with 4,386 ESDs (sewer credits) allocated to Sacramento County. The Bank was established so that Sacramento County and member cities could create economic incentives for commercial and industrial sewer customers through the sale of discounted ESDs (sewer credits) that significantly reduce sewer impact fees.

- **Community Planning Process**

The Arden-Arcade Community Planning process successfully involves area citizens and business leaders in the setting of priorities for that community.

CUSTOMER SERVICE

- **Satellite Offices**

Community initiatives to provide more responsive services have resulted in several services moving closer to the communities served. Examples include:

- **North County Corporation Yard:** This facility houses Water Quality, Transportation and Fleet Services increasing efficiency by reducing drive time to project worksites.
 - **Building Inspection Field Office:** The Building Inspection office in the City of Rancho Cordova better serves the community by providing local permit and inspection services.
 - **Water Supply Field Office:** Water Resources is opening an office in the City of Elk Grove to better serve the customers in the South County.
 - **Neighborhood Service Centers:** The Department of Neighborhood Services will be opening community service centers and assisting in the establishment of community service teams to empower and assist communities with local governance and decision making efforts.
- **Public Outreach**
Public outreach efforts are very important to the MSA for informing constituents of the services provided; garnering community input, concerns and ideas regarding specific MSA projects; and educating the communities about environmental issues and the benefits of

proactive approaches to conservation. Some of the outreach programs include:

- **Waste Management:** Recycling, Green Waste, Backyard Composting, and Neighborhood Clean-Up
- **Water Quality:** Watershed Conservation and Walk on the Wild Side.
- **Water Resources:** Flood Kits and Adopt a Storm Drain programs.
- **Transportation:** Low energy efficient street lights, rubberized asphalt utilizing recycled tires, and landscaping requiring less irrigation and maintenance.
- **Building Inspection:** Participation in community events such as the County Fair, Carmichael Founder's Day in the Park and Home and Garden shows.
- **Mathematics, Engineering, and Science Administration (MESA):** Partnering with schools such as Washington Elementary School through the MESA program with brief presentations to 2nd, 3rd and 4th grade students about MSA services and demonstrating how they can make a difference.

TECHNOLOGY

• Converged voice/data network

Currently, the County maintains and supports two separate networks which deliver phone service and data/resource connectivity. The County's standard data network equipment vendor, Cisco, has developed equipment that will allow the County to converge these two separate network infrastructures into one. A pilot project completed by the MSA proved that this technology is viable for use in the County and that there is potential for cost savings in converging our existing voice and data networks. New technologies include:

- **Voice-Over IP (VoIP):** VoIP connects a telephone system to the data network and uses the Internet Protocol for sending voice between phones. A countywide team, sponsored by the Technology Review Group (TRG), is working on a business case for a seamless coordinated implementation of a Countywide VoIP infrastructure.

- **Unified Messaging and FAX:** MSA implemented on-line fax capabilities and unified messaging that deliver fax and voice mail messages to the Outlook inbox. This has been very useful to MSA staff managing construction projects. Project related faxes and voice messages are stored on-line in the appropriate project's folder.
- **Video Streaming:** MSA implemented video streaming in two separate projects that allow staff to operate more efficiently. Transportation had a need to view the video from its cameras installed at high accident count intersections outside of the Traffic Operations Center. Management Information Systems (MIS) worked with Transportation to stream this video over the County Wide Area Network (WAN). Additionally, the Board of Supervisors meetings are now being streamed over the County network. This process has eliminated the need to install and pay monthly charges for new cable connections that were once needed to view these meetings.

• Internet/Intranet

MSA departments utilize the internet and intranet to provide information and access to their internal and external customers. The county's Web presence has grown dramatically over the years. Examples of MSA sites include:

- The Transportation Department's on-line service request program.
- Water Resource Department's "Real Time" rain and creek level data.
- Water Quality's Fiscal Budget Application on the Intranet for its managers.

• Wireless Technologies

Within the MSA, wireless technology is being used to save money and increase the efficiency and productivity of its employees. MIS has implemented point-to-point wireless WAN connections at new sites. These have a one-time cost for installation but avoid the recurring costs of PacBell data network class telephone lines. MSA uses this technology to connect Construction Management Division employees who work in remote facilities to the WAN. All of these technologies are dependent on the County developing wireless policies and standards.

- **Geographic Information System (GIS)**

The County has been developing its GIS technologies over the past several years. The parcel-base maps have been loaded into the system. Other applications that have been and are being developed include:

- Easement locations.
- Manhole cover locations.
- Drainage facility maps.
- Parcel Viewer, which allows maps to be downloaded from the Recorder's Office.
- A right-of-way application that allows for coordination of infrastructure installation.

- **Liquefied Natural Gas (LNG) Fueled Vehicles**

- The Waste Management & Recycling Department is converting the Refuse fleet to Clean-Air vehicles; i.e., converting from diesel to LNG fueled vehicles in order to comply with Air Quality Regulations. This is a major step forward in reducing smog-forming soot particles and harmful oxides of nitrogen emissions in the Sacramento region.