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## Monterey County Strategic Initiatives

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In 2009, the Monterey County Board of Supervisors approved a series of Strategic Initiatives and Key Objectives intended to provide a framework to guide overall County operations. The Strategic Initiatives/Key Objectives address five broad policy areas, including: Economic Development, Administration, Health and Human Services, Resource Management, and Public Safety.

POLICY AREA	STRATEGIC INITIATIVES
<b>Economic Development</b>	Actively engage in appropriate economic development to ensure a Countywide perspective in support of a diversified economy, higher paying jobs and an expanded revenue base for local government services, while preserving and protecting the County's agricultural, tourism and education economic base.
<b>Administration</b>	Streamline County operations for greater accountability and efficiency of service delivery and cost savings.
<b>Health And Human Services</b>	Improve health and quality of life through County supported policies, programs, and services.
<b>Resource Management</b>	<p>Plan and develop a sustainable physical infrastructure that improves the quality of life for County residents and supports economic development initiatives.</p> <p>Promote the use of alternative energy sources and related best practices that benefit the environment.</p>
<b>Public Safety</b>	<p>Realign the relationship and approach within criminal justice services and the courts to improve service integration and impact on the people served.</p> <p>Provide effective law enforcement and improve public safety infrastructure, local homeland security, and methods for reducing gangs and drug problems.</p>

As a means of implementing these Strategic Initiatives, the Board also adopted the following key objectives in each of the five policy areas to provide a framework to guide overall operations.

**Economic Development Key Objectives:**

- Develop a Countywide economic development strategy including specific action items for Monterey County focusing on the following economic pillars: Agriculture; Tourism; Research, Education, and Technology; and Small Business.
- Develop and implement a workforce strategy to support business and create career paths of economic opportunity for existing residents and workers of Monterey County in support of the County-wide economic development strategy.
- Evaluate existing institutional economic development organization networks, programs and agencies to determine the most strategic and cost effective opportunities for County participation. Evaluate return on investment of County funds expended on economic development efforts.

**Administration Key Objectives:**

- As part of the Annual Budget Development Process, Agency and departments will continue to identify outcomes for the coming year and on a yearly basis continue to evaluate program results/ accomplishments. Department Head Cost Savings Committee continues to review opportunities for countywide savings. Priority (2)
- Set performance standards for Agency and department heads, conduct performance review of Agency and department heads, perform an annual evaluation of Agency and departmental performance. Priority (1)
- Develop program priorities and an implementation plan.

- Centralize Human Resources. Priority (3)
- Request a report of ERP.

**Health and Human Services Key Objectives:**

- Reduce regional, ethnic, educational and income based disparities in health outcomes.
- Use best practices to promote wellness and health care service delivery.
- Develop a blueprint strategy for community planning and social human services and cultural programs that will enhance quality of life and wellness.

**Resource Management Key Objectives:**

- Participate in City of Salinas/Civic Center Downtown Revitalization Plan. Priority (3)
- Pave/maintain County roads and bridges:
  - Overlay 60 miles of County roads per year
  - Replace two bridges per year
- Identify best environmental practices for County operations, facilities, and infrastructure; and establish priorities for implementation. Priority (2)
- Identify alternative energy opportunities and develop best practices for reducing cost and adverse environmental impacts, carbon footprint and energy usage.
  - Inventory facilities
    - Number of energy efficiency opportunities identified
    - Identify funding source and prioritization

**Public Safety Key Objectives:**

- Establish an interagency criminal justice collaborative to include the courts to identify, strengthen and implement best practices for crime prevention, justice system efficiency and cost effectiveness and public safety realignment (Outcome example - video arraignments). Priority (1)
- Implement the Monterey County Integrated Justice Information System (MCJIS), intended to enable critical communications and information sharing between agencies serving similar clients.
- Develop and implement, in collaboration with school districts and cities, a comprehensive Countywide strategic plan that includes resource allocation and implementation timeline for anti-gang activities to include prevention, intervention, and suppression which includes alternatives for generating and reinvesting funds for prevention programs. Priority (1)
- Develop and implement a comprehensive Countywide strategic plan for anti-drug strategy to include demand reduction, interdiction, rehabilitation, and suppression. Priority (3)
- Develop a comprehensive plan for funding and rebuilding/expanding the County Jail and Juvenile Hall. Priority (2)

The Board also adopted the following performance measures for the Economic Development Strategic Initiatives.

**Economic Development Performance Measures:**

**Agricultural**

- Gross Value of Raw Product

**Research**

- Number of Patents Issued
- Research Expenditures

**Jobs/Labor**

- Unemployment Rate
- Average Wage

**Tourism**