County of San Benito Strategic Plan

Dulce Alonso
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San Benito County’s Strategic Plan was developed through a multi-stage process with input from a wide variety of stakeholders including the Board of Supervisors, management, staff, and the public.

Stage 1: Planning

In February 2019, the Board of Supervisors held a Strategic Plan Workshop that was open to the public and facilitated by consultant Angela Antenore. At the workshop, staff, the Board, and members of the community developed a draft Strategic Plan and identified important values and goals.

Strategic Plan Facilitator: Angela Antenore

Stage 2: Development

The County Administrative Office formed a Steering Committee to facilitate the further development of the Strategic Plan:

Edgar Nolasco  
Deputy County Administrative Officer

Gabriel Orozco  
Accountant III  (Behavioral Health Dept.)

Angela Curro  
Asst. Clerk-Recorder-Registrar of Voters

Kellie Kennedy  
Director of Admin Services  (Sheriff Dept.)

Dulce Alonso  
Management Analyst III

Casey Estorga  
HHSA Fiscal Officer

Ashlyn Canez  
Probation Officer

Lauren Hull  
Management Analyst I

Stage 3: Adoption

Based on the input from community members, the Board of Supervisors, staff, and the Steering Committee, a final Strategic Plan was recommended to the Board of Supervisors for formal adoption and implementation.
November 2019

It is my pleasure to present San Benito County’s 2019-2024 Strategic Plan. During the past year, we have engaged our Board of Supervisors, Department Heads, community members, and staff in the strategic planning process. As your CAO, it is my objective to strengthen accountability and communications with our community and stakeholders.

The County’s Strategic Plan provides a blueprint for investments of resources, time, and energy to meet the needs of our community. The Strategic Plan establishes a Mission, Vision, Values, and key focus areas that the County will prioritize. We identified priorities to assist in planning the future by pursuing key areas of focus and strengthening our community. Our goal is to strive for financial and operational excellence by serving the community with high ethical standards.

I want to acknowledge our Board of Supervisors with their innovative leadership, guiding the County with a unified forward thinking perspective

Sincerely,

[Signature]

Ray Espinosa,
County Administrative Officer
**VISION**

San Benito County is a community that provides collaborative and affordable public services through diversity, innovation, and transparency.

**MISSION**

To adopt policies that reflect the goals and priorities of the community, design a network of services that prioritizes public safety, equality, and economic vibrancy while balancing commitments to the region's rich history and prosperous future.

**VALUES**

Community
Collaboration
Equality
Transparency
Respect
Innovation
Integrity
Serve & Protect
Accountability

**FOCUS AREAS**

1. Operational Development and Excellence
2. Planning for Sustainable Growth
3. Technology
4. Community Engagement
5. Healthy & Safe Communities
Executive Summary & Focus Areas

1. Operational Development & Excellence
   - Staffing
   - Customer Service
   - Organizational Leadership
   - Organizational Culture

2. Planning for Sustainable Growth
   - Economy
   - Housing
   - Infrastructure
   - Environment

3. Technology
   - External in the Community
   - Internal to the County
   - Innovation
   - Security

4. Community Engagement
   - Cross-Jursidictional Relationships
   - Communication
   - Public-Private Partnerships

5. Healthy & Safe Communities
   - Promote Healthy Choices
   - Local Justice
   - Community Support
   - Recreation/Leisure
## 1. Operational Development & Excellence

<table>
<thead>
<tr>
<th>Staffing</th>
<th>Customer Service</th>
</tr>
</thead>
<tbody>
<tr>
<td>Attract, grow, and retain a diverse, engaged, and high-performing County workforce that reflects our mission and strives for excellence.</td>
<td>Provide equitable access to efficient, effective, and culturally responsive services for our community and visitors.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Organizational Leadership</th>
<th>Organizational Culture</th>
</tr>
</thead>
<tbody>
<tr>
<td>Instill proactive strategies to empower future leaders while motivating individuals through engagement and development.</td>
<td>Nurture an organizational culture that embraces equality, collaboration, and open communication where all people are valued.</td>
</tr>
</tbody>
</table>
## 2. Planning for Sustainable Growth

<table>
<thead>
<tr>
<th>Economy</th>
<th>Housing</th>
</tr>
</thead>
<tbody>
<tr>
<td>Promote activity that fosters economic growth while sustaining the natural environment and social values.</td>
<td>Provide affordable options to our diverse community, remove barriers, and promote healthy growth.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Infrastructure</th>
<th>Environment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Create sustainable patterns of development by engaging the community through advancing and preserving social, economic and ecological processes.</td>
<td>Reduce our environmental impact by supporting and strengthening efforts for clean air and water to our community while focusing on conservation, renewable energy, recycling, and reuse.</td>
</tr>
</tbody>
</table>
### Technology

<table>
<thead>
<tr>
<th>External in the Community</th>
<th>Internal to the County</th>
</tr>
</thead>
<tbody>
<tr>
<td>Enhance access to our technologically-driven world by being a leader in innovation, transparency, and accountability.</td>
<td>Commit to maximizing the effective and efficient use of evolving technology to deliver exemplary public services.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Innovation</th>
<th>Security</th>
</tr>
</thead>
<tbody>
<tr>
<td>Incorporate smart technologies into our infrastructure to improve our citizen’s quality of life, health, safety, and economic prosperity.</td>
<td>Use best practices to enhance information security, maintain compliance, ensure confidentiality, protect information integrity, and guarantee availability.</td>
</tr>
</tbody>
</table>
## Community Engagement

<table>
<thead>
<tr>
<th>Public-Private Partnerships</th>
<th>Communication</th>
</tr>
</thead>
<tbody>
<tr>
<td>Leverage public-private partnerships to serve the community’s interest by providing better services and operational efficiency.</td>
<td>Exchange complete, accurate, and timely information with the entire community through open channels of communication.</td>
</tr>
</tbody>
</table>

### Cross-Jurisdictional Relationships

Foster partnerships that promote regional success by expanding and enhancing the quality of services that maximize the use of limited resources.
## 5. Healthy & Safe Communities

<table>
<thead>
<tr>
<th>Healthy &amp; Safe Communities</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Promote Healthy Choices</strong></td>
</tr>
<tr>
<td>Support a safe and healthy community that nurtures the body and mind across all ages and social conditions.</td>
</tr>
<tr>
<td><strong>Community Support</strong></td>
</tr>
<tr>
<td>Improve factors that influence health, including social and economic opportunities, healthy behaviors, clinical care, and the physical environment.</td>
</tr>
</tbody>
</table>