

STRATEGIC INITIATIVE	
Initiative Vision #1	
<div>Strategic Goal</div> <div>Goal Category #1</div> <ul style="list-style-type: none">Action #1Action #2 <div>Goal Category #2</div> <ul style="list-style-type: none">Action #1Action #2	<div>Key Performance Indicators</div> <ul style="list-style-type: none">Indicator #1Indicator #2Indicator #3
Initiative Vision #2	
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COMMUNITY	
<i>Our communities, stakeholders, and partners are engaged and valued.</i>	
<p>Strategic Goals</p> <p><i>Engagement</i></p> <ul style="list-style-type: none"> Inspire civic engagement by providing information, programs, public forums or other avenues that increase access for individuals or communities to use their voice, their vote, and their experience to impact change. <p><i>Communications</i></p> <ul style="list-style-type: none"> Create proactive communication that is accessible and transparent. Offer interpreters for community meetings or translations of information to ensure residents have every opportunity to make informed decisions while listening to, participating in or using County services or programs. <p><i>Partnership</i></p> <ul style="list-style-type: none"> Facilitate meaningful conversations, shared programming, grant opportunities, or other opportunities to maximize resources through community partnerships to benefit the region. 	<p>Key Performance Indicators</p> <ul style="list-style-type: none"> Percent of programs and initiatives that are shaped through community, stakeholder, and partner input. Number of opportunities for engagement at programs, forums, or partnership events. Percentage of subregional areas throughout the region where in-person engagement opportunities were provided.
<i>Our communities are safe and enjoy greater health and well-being.</i>	
<p>Strategic Goals</p> <p><i>Safety</i></p> <ul style="list-style-type: none"> Support safety for all communities, including protection from crime, availability of emergency medical services and fire response, community preparedness and regional readiness to respond to a disaster. <p><i>Quality of Life</i></p> <ul style="list-style-type: none"> Provide programs and services that enhance the community through increasing the well-being of our residents and our environments. 	<p>Key Performance Indicators</p> <ul style="list-style-type: none"> Percent of programs that meet their goals for community safety and quality of life. Percent of programs that improve access to necessary resources within communities Health of infrastructure that supports communities

EMPOWER

Our County team feels valued, engaged, and that they belong.

Strategic Goals

Workforce

- Invest in our workforce and operations by providing support services and excellent customer service to ensure continuity of operations remains at its best.

Key Performance Indicators

- Overall level of employee engagement
- Workforce demographics
- Internal career opportunities for our employees
- Workforce retention rate
- HEART Customer Service Scores
- Collaboration with Labor Partners

Community trust is strengthened by being open, responsible, and finding new ways to improve.

Strategic Goals

Transparency and Accountability

- Maintain program and fiscal integrity through reports, disclosures, and audits.

Innovation

- Foster new ideas and the implementation of proven best practices to achieve organizational excellence.

Key Performance Indicators

- Percent of County programs with transparent and accessible information
- Processes or programs that increase efficiencies and accountability

EQUITY

Communities and businesses are supported to grow and develop.**Strategic Goals***Economic Opportunity*

- Dismantle barriers to expanding opportunities in traditionally underserved communities and businesses, especially communities of color and low income.
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Key Performance Indicators

- Percent of County contracts awarded to small and local owned businesses.
- Number of County process reviews to support businesses, individual customers, and other entities.

Everyone has equitable access to health, housing, and economic resources and opportunities.**Strategic Goals***Health*

- Reduce disparities and disproportionality and ensure access for all through a fully optimized health and social service delivery system and upstream strategies.
- Focus on policy, systems and environmental approaches that ensure equal opportunity for health and well-being through partnerships and innovation.

Housing

- Utilize policies, facilities, infrastructure, and finance to provide housing opportunities that meet the needs of the community.

Economic Opportunity

- Advance opportunities for economic growth and development to all individuals and the community.

Key Performance Indicators

- Number of housing opportunities created through adopted homelessness and housing strategies and policies
- Clients enrolled in County programs who demonstrate progress toward economic stability.
- Percent of County departments that use the Healthy Places Index as a tool for decision making in policy and systems development.

JUSTICE

Everyone has access to an equitable justice system and supportive programs.

Strategic Goals

Safety

- Ensure a fair and equitable justice system in the defense and prosecution of crimes, investigations of abuse and neglect, and support and services for victims.
- Focus efforts to reduce disparities and disproportionality across the justice system.

Restorative

- Contribute to a system of restorative justice that strives to repair harm to victims and to the community at large, as well provide inclusive opportunities for justice involved individuals to contribute to the region.

Key Performance Indicators

- Percent of justice system-related programs that make data publicly available.
- Disparities and disproportionalities across the justice and social systems for those affected by crime, abuse, and neglect. [Disparity Reduction Index]

Everyone has a voice in creating healthy communities protected from environmental harm.

Strategic Goals

Environmental

- Advance equal protection and meaningful involvement of all people regardless of race, color, national origin, or income with respect to the development, implementation, and enforcement of environmental laws, regulations, and policies with an urgent focus on communities of color and low-income communities recognizing they historically lacked the same degree of protection from environmental and health hazards.
- Ensuring equal access to decision-making processes that create healthy environments in which to live, learn and work.

Key Performance Indicators

- Percent of new County initiatives that incorporate Environmental Justice principles, particularly those addressing equal protection and meaningful involvement of impacted communities.

SUSTAINABILITY

Our region supports a sustainable environment and resilient communities.

Strategic Goals

Climate

- Actively combat climate change through innovative or proven policies, green jobs, sustainable facility construction or maintenance and hazard mitigation.

Environment

- Protect and promote our natural and agricultural resources, diverse habitats and sensitive species.
- Cultivate a natural environment for residents, visitors and future generations to enjoy.

Resiliency

- Ensure the capability to respond to and recover to immediate needs for individuals, families, and the region.

Key Performance Indicators

- Greenhouse gas emissions from County operations.
- Community resiliency through prevention and preparedness activities.

We prioritize economic sustainability to help communities thrive.

Strategic Goals

Economy

- Align the County's available resources with services to maintain fiscal stability and ensure long-term solvency.
- Reduce and eliminate poverty and promote economic sustainability for all.

Key Performance Indicators

- Fiscal stability
- Health of infrastructure that supports communities
- Percent of County programs that promote economic opportunity