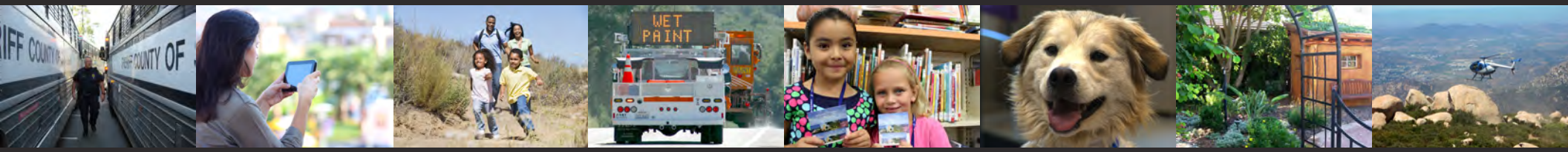


COUNTY OF SAN DIEGO

STRATEGIC PLAN - FISCAL YEARS 2013- 2018

2013- 2018 STRATEGIC SNAPSHOT

VISION}

A county that is safe, healthy and thriving

MISSION}

To efficiently provide public services that build strong and sustainable communities

VALUES/GUIDING PRINCIPLES}

Integrity, Stewardship and Commitment

STRATEGIC INITIATIVES}

Our commitment to the residents of San Diego County is to provide a safe, healthy and thriving county. By focusing our priorities through Strategic Initiatives and the objectives within each initiative we will continue to advance the County's Vision.

SAFE COMMUNITIES}

Promote safe communities

- Prevent crime and make neighborhoods safe places to live, work and play
- Provide for a strong, collaborative criminal justice system that holds offenders accountable and protects victims' rights
- Reduce recidivism and help offenders successfully reenter society
- Ensure the most vulnerable residents are protected from abuse and neglect
- Help communities prepare, respond, and recover from natural disasters, public health threats, environmental hazards and other emergencies

SUSTAINABLE ENVIRONMENTS}

Support environments that foster viable, livable communities while bolstering economic growth

- Provide for planning, development, infrastructure and services that support the local economy and are fundamental to a strong, vibrant region
- Implement land use strategies that protect and promote our natural and agricultural resources, diverse habitats and sensitive species
- Promote an environment where communities can prosper and residents can enjoy parks, open spaces, clean air and water, and outdoor experiences
- Encourage residents of all ages to engage in community life, civic activities, and recreational interests

HEALTHY FAMILIES}

Make it easier for residents to lead healthy lives while improving opportunities for children and adults

- Help residents of every age adopt a healthy lifestyle
- Make neighborhoods healthy places to live, work and play
- Improve access to high-quality and efficient care that leads to improved physical and behavioral health
- Assist families in achieving and maintaining self-sufficiency and promote the future well-being and prospects of all residents

Download Strategic Snapshot

2013- 2018 STRATEGIC SNAPSHOT

VISION}

A county that is safe, healthy and thriving

MISSION}

To efficiently provide public services that build strong and sustainable communities

VALUES/GUIDING PRINCIPLES}

Integrity, Stewardship and Commitment

REQUIRED DISCIPLINES FOR EXCELLENCE}

To sustain operational excellence and ensure sufficient resources for the Strategic Initiatives

- Customer Satisfaction
- Fiscal Stability
- Essential Infrastructure
- Regional Leadership
- Skilled, Adaptable and Diverse Workforce
- Accountability, Transparency and Ethical Conduct
- Continuous Improvement and Innovation
- Information Services

CORE VALUES} In recognition that "The noblest motive is the public good," we are committed to the following values:

INTEGRITY}

We are dedicated to the highest ethical standards.

- We maintain the public's trust through honest and fair behavior.
- We exhibit the courage to do the right thing for the right reason.

STEWARDSHIP}

We will ensure responsible stewardship of all that is entrusted to us.

- We are accountable to each other and the public for providing service and value.
- We uphold the law and effectively manage the County's public facilities, resources and natural environment.
- We accept personal responsibility for our conduct and obligations.

COMMITMENT}

We are committed to excellence in all that we do.

- We work with professionalism and purpose.
- We make a positive difference in the lives of the residents we serve.
- We support a diverse workforce and inclusive culture by embracing our differences.
- We practice civility by fostering an environment of courteous and appropriate treatment of all employees and the residents we serve.
- We promote innovation and open communication.

{BACKGROUND}

The County's Strategic Plan for 2013-18 reflects the current and future priorities of the organization. This Strategic Plan will show how we will provide a broad range of services in the context of the fast-changing world around us. The Strategic Plan also looks toward the future, setting goals for the County that challenge us to adapt, innovate, collaborate and improve services that support the public, the community and the environment over the next five years.

The Strategic Initiatives recognize changing demographics and explain what the County intends to accomplish over the next five years. Each Initiative has several Objectives that further define our goals and help guide County operations. In addition, the Required Disciplines for Excellence define how County employees will meet the goals of the Strategic Initiatives. The Required Disciplines for Excellence are the key to achieving our goals.

The County continues to face rapidly changing and difficult economic times. This demands that the County be strategic in its direction and efficient in its approach. The 2013-18 Strategic Plan is intentionally ambitious, to set a clear vision for the future that can inspire all County employees. Although the County is faced with considerable resource constraints while population and service needs grow, the County continues to manage an approximately $5 billion annual budget and has great influence on the overall success of our region. The County has a responsibility to use these public assets wisely and to the greatest effect. By establishing a clear vision and priorities, County employees are given a sense of direction with encouragement to work together to efficiently leverage resources and be flexible and innovative in how they advance the County's goals for the benefit of the public.

STRATEGIC PLANNING AND THE GENERAL MANAGEMENT SYSTEM}

The County's strategic planning process is an ongoing activity. We revisit our Strategic Plan annually and make adjustments, as necessary, to ensure that the priorities articulated in the Strategic Plan reflect the changing environment, economy and community needs. The Strategic Plan is the first element of the County General Management System (GMS), an annual five-part cycle that is a disciplined approach to managing government for maximum efficiency and effectiveness. For more information about this award-winning system, visit www.sdcounty.ca.gov/cao.

As the first step of the GMS, the Strategic Plan outlines the County's priorities for the next five years. It serves as a road map, identifying where we want to be in five years and the goals we have set for our organization and the community. Exactly how we will get there is discussed in the County's Operational Plan, or budget document, which is the second step of the GMS. The Operational Plan includes the concrete steps that County departments will take to assign resources and staff toward achieving the priorities laid out in the Strategic Plan. For more information, see www.sdcounty.ca.gov/auditor/budinfo.html.

{INITIATIVES IN DETAIL} SAFE COMMUNITIES} Promote safe communities

WHAT WILL THIS LOOK LIKE?}

The County will continue to support crime prevention to ensure that neighborhoods are safe for residents to live, work and play. The County's leadership throughout the region has contributed to one of the lowest crime rates for a major metropolitan area. Residents can have confidence in our criminal justice system and our ability to investigate and prosecute crimes fairly and effectively. Our strong, collaborative criminal justice system will continue to hold offenders accountable and protect victims' rights. Proactive and innovative programs will continue to minimize crime, reduce recidivism, and help offenders successfully reenter society. A key component of crime prevention is ensuring the most vulnerable residents are protected from neglect and abuse. The County will continue to place a priority on emergency preparedness in case of earthquakes, fires, environmental hazards, public health threats and other emergencies. By engaging local agencies, residents and businesses in collaborative disaster response and recovery, the County will continue to exercise regional leadership.

HOW WILL WE MAKE IT HAPPEN?}

Prevent crime and make neighborhoods safe places to live, work and play

Through innovative strategies, the County will prevent crime and reduce crime rates. Attention will be paid to designing communities that help minimize crime; building and land use codes will be enforced to ensure safe buildings and infrastructure; and public resources and facilities will be leveraged to engage youth and deter crime. We will also work to prevent crimes against animals and educate the public on responsible pet ownership. We will work to foster safe neighborhoods where residents know and watch out for each other, and feel free to walk around and gather at libraries, recreation centers, parks and other public spaces.

Provide for a strong, collaborative criminal justice system that holds offenders accountable and protects victims' rights

The County will maintain its successful approach to addressing essential law enforcement and public safety needs, which has helped maintain low crime rates. This means we will continue a proactive presence in the unincorporated areas and the cities that contract with the County for law enforcement services. This is especially noteworthy because San Diego County borders Mexico which presents unique and complex law enforcement challenges. Residents can continue to have confidence in the criminal justice system. The County will prosecute accused individuals fairly and efficiently and appropriately detain or sanction offenders, while protecting the rights of crime victims.

INITIATIVE OBJECTIVES}

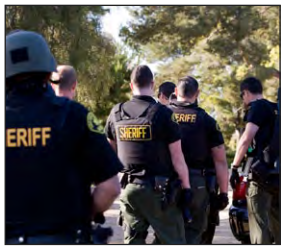
- Prevent crime and make neighborhoods safe places to live, work and play
- Provide for a strong, collaborative criminal justice system that holds offenders accountable and protects victims' rights
- Reduce recidivism and help offenders successfully reenter society
- Ensure the most vulnerable residents are protected from abuse and neglect
- Help communities prepare, respond, and recover from natural disasters, public health threats, environmental hazards and other emergencies

{INITIATIVES IN DETAIL}

SAFE COMMUNITIES} Promote safe communities

HOW WILL WE MAKE IT HAPPEN?}

Reduce recidivism and help offenders successfully reenter society



Preventing crime and supporting a safe community is not limited to the number of Sheriff's deputies on the street. This recognition is particularly important in light of the challenges under the Public Safety Realignment of 2011, which represents a fundamental and long-term change in State and County responsibilities for managing criminal offenders. It is more important than ever for the County to continue to advance innovative and community-based partnerships to improve public safety. This includes proven programs and treatments that integrate health and behavioral health regimens that help offenders and probationers successfully reenter society. Vital to this effort will be partnerships with criminal justice and community-based organizations to ensure a continuum of integrated sentencing and treatment programs.

Ensure the most vulnerable residents are protected from abuse and neglect

The County recognizes the special obligation it has to protect vulnerable populations. Every day, over 100 calls come into County hotlines regarding suspected abuse and neglect of children or seniors and incidents of domestic violence. The County plays an important role in responding to these events through law enforcement, victim assistance and support. Adding to the challenge are changing demographics. The number of seniors in San Diego County is expected to double by 2030, and that number will grow at an even faster rate among those seniors who are 85 years and older. Consequently, the County will need to be vigilant in its efforts to protect this population from financial abuse. The County will continue to work collaboratively with the community to proactively identify and address harmful situations. This includes exploring strategies to strengthen communities, reduce isolation among residents, and assist individuals exposed to abuse and neglect because trauma has been shown to have long-term negative impacts on the health and well-being of victims and their families.

Help communities prepare, respond, and recover from public health threats, environmental hazards and other emergencies

The local emergencies and national disasters that have occurred over the last 10 years underscore why the County continues to place a priority on preparedness. The County is committed to protecting residents against wildfires, earthquakes, food-borne and infectious diseases, environmental and public health threats, and other emergencies. We will continue to remain vigilant through monitoring, investigation and the enforcement of fire codes, and public health laws.

We will exercise regional leadership in response preparedness and inter-agency coordination. Engaging residents and businesses can greatly help the community prepare for and recover from disasters and public health threats. The County remains committed to addressing residents' and businesses' heightened concern regarding personal safety and regional security. Integral to these efforts, the County has taken steps to ensure we are planning for and can respond to those with disabilities and other access and functional needs, who are a higher risk during a disaster. County departments will work together with community partners to encourage neighbors and local businesses to contribute to the response effort when emergencies occur. In addition, the County will remain committed to testing regional preparedness through ongoing drills and exercises.

{INITIATIVES IN DETAIL}

SUSTAINABLE ENVIRONMENTS} Support environments that foster viable, livable communities while bolstering economic growth

WHAT WILL THIS LOOK LIKE?}

To sustain a high quality of life and economic vitality, the County must carefully balance the need for housing and infrastructure with the need to preserve environmental resources. It is critical to continue a balanced approach to land use for the benefit of current and future generations. Clean air and water, walkable communities, inviting parks, and access to fresh foods are some of the essential elements of prospering communities. We will encourage economic growth at the same time protecting diverse habitats and species, and promoting the sustainability of natural resources. Livable communities across the county will have the services and infrastructure essential to sustain a strong economy and encourage job growth. There will be ample opportunities for residents to be engaged with their community.

HOW WILL WE MAKE IT HAPPEN?}

Provide for planning, development, infrastructure and services that support the local economy and are fundamental to a strong, vibrant region

The County will promote responsible development, economic vitality and the highest quality of life through its General Plan which reflects regional growth, resource protection regulations, state law, local ordinances, and provides a guide for future land use patterns based on population forecasts. This requires balancing often-competing interests including housing, economic development, transportation, parks, open space, agriculture, community amenities and infrastructure.

The County will continue to support a strong and stable economy, encouraging businesses and industry to provide job growth. Fundamental to a strong, resilient local economy are the many services the County provides to property owners, businesses, and individuals including consumer protection programs and vital records preservation. Fair and uniform property assessment and sound financial services ensure the business needs of the region will continue to be met, including prudent management of taxpayer funds invested by the County.law enforcement services.

INITIATIVE OBJECTIVES}

- Provide for planning, development, infrastructure and services that support the local economy and are fundamental to a strong, vibrant region
- Implement land use strategies that protect and promote our natural and agricultural resources, diverse habitats and sensitive species
- Promote an environment where communities can prosper and residents can enjoy parks, open spaces, clean air and water, and outdoor experiences
- Encourage residents of all ages to engage in community life, civic activities, and recreational interests

{INITIATIVES IN DETAIL}

SUSTAINABLE ENVIRONMENTS} Support environments that foster viable, livable communities while bolstering economic growth

HOW WILL WE MAKE IT HAPPEN?}

Implement land use strategies that protect and promote our natural and agricultural resources, diverse habitats and sensitive species

The County will continue to advance an ambitious habitat conservation plan which anticipates and accommodates growth, while protecting the County's wide variety of natural resources, habitats and species. This includes implementing a land use plan that retains and protects farming and agriculture as beneficial resources that contribute to the County's rural character. In this way, the County will continue to advance a balanced approach to development for the benefit of current and future generations.

Promote an environment where communities can prosper and residents can enjoy parks, open spaces, clean air and water, and outdoor experiences

Essential to economic viability is the quality of the County's physical and community infrastructure, including roads, bridges and community centers that enrich life for all residents. A livable environment, which includes clean air and water, is absolutely essential to good health. The County works with community partners and residents to achieve conservation goals that will maintain and improve the livable environment. Also part of a livable environment are the County's extensive parks, open space, and recreational areas where residents can have fun and be active and develop a sense of belonging. The County will continue to protect and promote these significant assets.

Encourage residents of all ages to engage in community life, civic activities, and recreational interests

Citizen participation and engagement is integral to the high quality of life in County communities. Many County departments play a role by offering opportunities for residents to get involved in community and civic life by volunteering. The growing population of seniors, with their rich life experience, will remain resources as role models and mentors to at-risk families and children through intergenerational activities. Parks facilities will work to enrich the lives of all people and provide special focus for at-risk youth, people with disabilities, seniors and families.

{INITIATIVES IN DETAIL}

HEALTHY FAMILIES} Make it easier for residents to lead healthy lives while improving opportunities for children and adults

WHAT WILL THIS LOOK LIKE?}

The County is supporting residents of all ages in choosing healthy lifestyles. Reducing chronic diseases continues to be a priority because of the human and economic toll. By encouraging and facilitating healthy options in our communities, the County will make it easier for residents of all ages to lead healthy lives. The County also will continue to pursue innovative approaches to improve access to high-quality and efficient care that leads to improved physical and behavioral health. Building a better system of health care that provides people with the tools they need to manage their health is essential to reducing the public cost of care.

We are also committed to assisting families who are struggling to achieve and maintain self-sufficiency. This is especially challenging during difficult economic times and demands innovative approaches and partnerships with business, educators and the community. To support all residents in realizing their full potential, the County will promote opportunities that enhance the future well-being and prospects of all residents.

HOW WILL WE MAKE IT HAPPEN?}

Help residents of every age adopt a healthy lifestyle

Experts call it the "3-4-50" concept. Three personal habits - poor nutrition, lack of physical activity, and tobacco use - contribute to four diseases: heart disease/stroke, cancer, type 2 diabetes and respiratory conditions, such as asthma. These diseases result in more than 50 percent of deaths throughout the nation and locally. In 2003, costs associated with chronic diseases were estimated at over $4 billion and these costs will continue to grow. The County has a significant role in providing information, resources and tools to help residents make choices that will lead to better health.

A healthy life includes good mental health and freedom from addiction to drugs and alcohol. The County will continue to advance initiatives that reduce the stigma associated with mental illness and promote the importance of seeking help when residents are faced with mental health and substance abuse concerns. The County is also increasing employees' knowledge about what it means to be healthy and what all County departments do to support a healthy community. By enhancing our employee wellness program and policies, the County's workforce will be healthy.

INITIATIVE OBJECTIVES}

- Help residents of every age adopt a healthy lifestyle
- Make neighborhoods healthy places to live, work and play
- Improve access to high-quality and efficient care that leads to improved physical and behavioral health
- Assist families in achieving and maintaining self-sufficiency and promote the future well-being and prospects of all residents

{INITIATIVES IN DETAIL}

HEALTHY FAMILIES} Make it easier for residents to lead healthy lives while improving opportunities for children and adults

HOW WILL WE MAKE IT HAPPEN?}

Make neighborhoods healthy places to live, work and play

A healthy county requires all departments work together to create the conditions that make it easier for residents to be healthy. Leading a healthy lifestyle is easier if there are opportunities to walk, bike and engage in other physical activities within neighborhoods. Availability of parks and recreational activities will contribute to healthy living. Stable housing and access to fresh and affordable foods are also part of the make-up of a healthy community. Removing barriers to healthy living involves partnerships, planning and policy changes that will make it easier for people to acquire healthy foods, engage in physical activity, and live in tobacco- and drug-free environments.

Improve access to high-quality and efficient care that leads to improved physical and behavioral health

The County will continue to offer a broad array of programs and services to improve access to health care and address the physical and behavioral health care needs of eligible children, adults and seniors. These programs include nutrition, health care and housing assistance for low-income families and in-home supportive services to help seniors and the disabled continue to live in their own homes. The County also offers an array of behavioral health services to help residents who are facing mental health and substance abuse challenges. The County will continue to enhance the quality of care by connecting individuals to physical health, behavioral health, and social services that they need. The County will help patients self-manage chronic diseases and make healthy choices - for their own benefit and to reduce the public cost of their care.

Assist families in achieving and maintaining self-sufficiency and promote the future well-being and prospects of all residents

In challenging economic times, it is imperative that the County work in partnership with business, education and community partners to pursue innovative strategies that help people achieve and maintain self-sufficiency. Self-sufficiency services are wide-ranging and include welfare-to-work programs, child care and child support enforcement, housing assistance, financial literacy and job training. The County will play a role in helping families locate and navigate services that can make the difference between long-term dependence on public support and progress toward self-sufficiency. Pathways to access services have been created, including a customer service center through which eligible residents can obtain health coverage, nutrition assistance and other public assistance with a phone call or using the Internet. The County will continue to explore ways to leverage technology and enhance customer service so that residents can access the resources and tools they need to become healthy and self-sufficient.

The County has an obligation to its most vulnerable residents, especially children and youth within its foster care and juvenile justice systems. For these children, referrals to health and behavioral health services, education, mentoring, and internships are critical. The goal is for these children to have the same prospects as other children to enjoy productive and fulfilling lives. The County will strive to find ways for everyone to have opportunities for success so that all residents can lead healthy, vital lives.

{REQUIRED DISCIPLINES FOR EXCELLENCE}

The County organization will remain solvent, effective, and responsive so as to fulfill its obligations to residents and taxpayers. To accomplish the goals set in the Strategic Initiatives, the County will maintain the highest level of operational excellence through the following Required Disciplines for Excellence.

CUSTOMER SATISFACTION}

Ensure customers are provided with superior services.

Expectations of service have changed. The County's residents continue to expect more. They will expect more timely transactions and a relationship with their County government. This new environment demands that employees be responsive, professional, courteous, attentive, and knowledgeable. The County will continue to ensure both internal and external customer needs are met. We will look for opportunities to improve the customer experience through efforts such as the "Serving Everyone with Excellence" customer service program. The County will continue to measure the quality of our service delivery through customer feedback and will use these results to continuously improve.

FISCAL STABILITY}

Maintain fiscal stability to ensure services that customers rely on, in good times and in bad.

The County will continue to use sound management practices to protect taxpayers' dollars and ensure fiscal stability through periods of economic fluctuations, changing priorities and increasing service demands. Because the County will continue to rely heavily on State and federal revenues, it is critical that the County anticipate any budget distress from other levels of government that may negatively impact the County's ability to serve the public. The State's ongoing structural budget deficit and the slowly evolving national economic recovery will significantly impact the County's fiscal condition over the coming years. In addition, the County will bear the impact of rising costs associated with an increasing cost of living and increasing caseloads in programs that serve residents most in need. Key management practices will include:

Financial Planning and Forecasting

The County will engage in long-term financial forecasting to anticipate changes in its primary cost drivers and to assist in making budget decisions. A quarterly financial reporting process will remain in place to allow County managers to appropriately react to changes in economic conditions.

Structural Balance

The financial management activities of the County will support structural balance between ongoing revenues and expenditures. Management oversight to ensure adherence to the appropriate use of one-time resources for one-time expenditures will remain a principal component of the annual budget and quarterly financial reporting process.

Revenue Enhancement and Cost Savings

County departments will continue to be encouraged to seek State and federal grant funding to support services. In addition, the implementation of cost-saving projects and other improvements identified through business process re-engineering initiatives may allow savings to be diverted to other program services. Additionally, the County will continue to aggressively represent its interests in court to reduce costs and obtain favorable financial settlements where feasible.

{REQUIRED DISCIPLINES FOR EXCELLENCE}

ESSENTIAL INFRASTRUCTURE}

Provide the essential infrastructure to ensure superior service delivery to our residents.

A significant measure of the County's commitment to providing residents with quality services will be how well essential infrastructure is maintained and renewed. The County will continue to be a responsible steward of public assets. A five-year Capital Improvement Needs Assessment will continue to be updated annually and will ensure a fair and reasonable determination of project priorities in accordance with the County's overall Strategic Initiatives. A similar, annual five-year Major Maintenance Improvement Program will be used to assess the condition of all facilities and to plan necessary repair and maintenance. The County will continue to use the Strategic Capital Asset Management Program, which reflects a proactive approach to maintain the physical environment, modernize and replace aging facilities, and maximize the public return on investments. To the greatest practical extent, the County will improve the sustainability of its own operations by using environmentally friendly practices in maintenance and replacement of infrastructure.

REGIONAL LEADERSHIP}

As a regional leader, the County forges cooperative partnerships and leverages additional resources for residents.

County government will continue to provide a wide array of services, addressing health and human services, public safety, environmental health, community services and more for residents of the region's 18 cities and unincorporated communities. As such, the County will continue to be in a unique position to provide leadership on a wide variety of public policy issues. To that end, the County will aggressively represent the needs and interests of residents at the State and federal levels. The County is also committed to leadership in the region by forming partnerships and leveraging resources with other public agencies to address needs that continue to cross jurisdictional boundaries. Leading by example, the County will continue to share its innovative programs and best practices that have earned recognition for excellence throughout the region, State and nation.

SKILLED, ADAPTABLE AND DIVERSE WORKFORCE}

Develop a committed, skilled, adaptable and diverse workforce that turns plans and resources into achievement and success.

In an era of rapid change, the need for knowledgeable, active and engaged employees will be greater than ever. The County will continue to attract and sustain a diverse, highly qualified workforce that is responsive to the needs of the community now and in the future. Building a skilled, adaptable and diverse workforce requires that the County continue to recruit qualified employees and provide competitive salary and benefit packages along with offering employees opportunities to invest to help meet their future retirement needs. Sustaining such a workforce includes ongoing training, professional development and engagement in succession planning. The County will continue to provide a neutral and fair environment for unbiased civil service decisions, essential to maintaining a good workplace for all employees. Employees will be encouraged to become adaptable, take initiative and keep skills current through organization-wide initiatives and ongoing departmental efforts. Employees also need to embrace cultural sensitivity and have language abilities to serve diverse communities.

{REQUIRED DISCIPLINES FOR EXCELLENCE}

ACCOUNTABILITY, TRANSPARENCY AND ETHICAL CONDUCT}

Ensure accountability to ourselves and the public by requiring that County business be conducted as openly as possible, resulting in the efficient and ethical use of public funds.

Transparency, accountability and ethical conduct are all essential to demonstrate that the County is, and will continue to be, a responsible steward of public resources and trust. Transparency, or operating public business as openly as possible, demands that we give County residents information so they are aware and able to participate in decisions that affect them. Accountability demands that the County show how public funds are spent and the results achieved. All County staff will demonstrate the highest standards of legal and ethical conduct which are essential to retaining the public trust. These practices, explained in detail, are:

Conduct the Public's Business Openly

Operating the public's business openly and transparently means that the public can easily access information on County operations through public records, meetings, County websites and social media. We will continue to expand ways to communicate the latest information about County operations and enable residents to communicate with us. The County will continue to use the latest technology on the web, County Television Network, smart phones and radio. In addition, the County will continue to support opportunities for community participation in the decision-making process through advisory boards, commissions and committees. Through streamlined records management practices, the County will continue to ensure the public's right to information is protected.

Report How Public Funds Are Spent and the Results Achieved

The County has achieved longstanding national recognition for its financial reporting and sound budget practices and will continue to do so. Part of the County's success is its stellar budgeting and financial reporting as reflected in its Operational Plan, annual financial reports and audits. These financial reports will continue to include information on performance goals and results. The County will continue its proactive approach to identify risks and strengthen management controls to avert problems before they happen.

Uphold the Highest Ethical and Legal Standards

All County employees are and will be held to the highest legal and ethical standards in the performance of their duties. The County has zero tolerance for fraud. To ensure that employees understand what this means, the County will continue to provide training that focuses on real-life workplace situations, employee and employer responsibilities, and the resources available to employees. One of the key resources available to County employees will continue to be the Office of Internal Affairs which investigates allegations of improper government activity and protects employees who report impropriety from reprisals.

{REQUIRED DISCIPLINES FOR EXCELLENCE}

CONTINUOUS IMPROVEMENT AND INNOVATION }

Achieve operational efficiency through continuous efforts to improve and innovate, thereby maximizing value for taxpayers.

By continuously working to improve the quality, efficiency and cost-effectiveness of its services, County staff will maximize value for taxpayers and increase the ability to meet emerging public needs while living within diminishing resources. The pace of technological change and innovation in the world around us is accelerating and the County must continue to draw on the expertise of its workforce to take advantage of new ideas and tools to improve service delivery and operational efficiency.

The County will continue to look to Business Process Reengineering (BPR) as an effective tool to meet the enormous challenges of revenue constraints, increasing operational costs and growing public demands. BPR is the fundamental rethinking and redesign of the processes, tools and structures used to operate a program (or business) to bring about dramatic improvements in performance. When new tools or methods are discovered, BPR can help capitalize on them to improve operations and achieve the best results for County residents.

Managers at the County are expected to create and maintain a workplace that supports a culture of continuous improvement and innovation. This will be achieved through employee suggestion programs, employee advisory committees, training courses and employee recognition programs, among other opportunities.

INFORMATION SERVICES }

The County will be the center of Information Services innovation for advancing the delivery of County services, anytime and anywhere.

The County is continually focused on providing superior Information Services to support the multitude of County services and programs we offer. To keep up with advances in Information Technology (IT), the County has and will continue to outsource its IT while maintaining strategic oversight of the technological direction. The County's goal is to provide a reliable, integrated Information Services environment that meets not only today's needs for communication and business efficiency but positions the County to leverage new technology innovations and best practices for business transformation and improved service delivery in the future.