

**Attachment 3: Comparison of Strategic Plan Goals**

| Pillar                           | Sample Goals from Board Retreat<br>January 2020  | Revised Goals<br>August 2020   | Final Draft Goals<br>January 2021  |
|----------------------------------|--|--|--|
| Healthy and Safe Communities     | Integrated service delivery system (ACCESS)  | Expand integrated system of care to address gaps to the County's most vulnerable   | Expand integrated system of care to address gaps to the County's most vulnerable   |
|                                  | Reduce homelessness by enhancing housing navigation services and increasing permanent supportive housing units | Establish equitable and data-driven distribution of services   | Establish equitable and data-driven distribution of services   |
|                                  | System of care for those with cognitive impairments  | Increase housing development near transportation and services  | In collaboration with cities, increase affordable housing development near public transportation and easy access to services.  |
|                                  | Increase Housing Development   | Reduce homelessness by enhancing services based on coordination and collaboration  | Reduce the County's overall homeless population by 10% each year by enhancing services through improved coordination and collaboration.                                      |
|                                  |  | Continue to invest in public safety so that residents and visitors feel safe in our community  | Continue to invest in public safety so that residents and visitors feel safe in our community  |
| Organizational Excellence        | Diverse and Inclusive Culture  | Strengthen operational effectiveness, fiscal reliability, and accountability   | Strengthen operational effectiveness, fiscal reliability, and accountability   |
|                                  | Deliver consistent, responsive, transparent, equitable, high-quality services to the community                 | Increase information-sharing and transparency to improve County and community engagement   | Increase information-sharing and transparency to improve County and community engagement   |
|                                  | Trained and engaged workforce  | Become an employer of choice with a diverse workforce that reflects our community and an employer with a positive work culture that results in engaged and developed employees | Become an employer of choice with a diverse workforce that reflects our community, and an employer with a positive work culture that builds engaged and developed employees. |
|                                  | Implement enabling technology to integrate service delivery  | Seek out grant funding to enhance County programs and improve infrastructure   | Seek out grant funding to enhance programs and improve infrastructure  |
| Racial Equity and Social Justice | Strengthen County employees' and leadership's awareness of and commitment to achieving racial equity           | Foster a County culture that supports the commitment to achieving racial equity  | Foster a County organizational culture that supports the commitment to achieving racial equity   |
|                                  | County's workforce reflects racial demographics across all positions   | Implement strategies to make County workforce reflect County racial demographics across all positions  | Implement strategies to make the County workforce reflect County demographic across all levels   |
|                                  | Commit to racial equity across systems and services  | Assure racial equity throughout all County policy decisions and service delivery   | Ensure racial equity throughout all County policy decisions and service delivery   |
|                                  | Engage key community and internal stakeholders in developing priorities to advance racial equity               | Engage key community and internal stakeholders in developing priorities to advance racial equity   | Engage key community stakeholders to develop priorities and to advance racial equity.  |
| Climate Action and Resiliency    | Support solar and wind power expansion   | Make all County facilities carbon free and zero waste  | Continue to invest in wildfire preparedness and resiliency strategies  |
|                                  | Integrate adaptation into all new land use planning and building projects                                      | Maximize sustainability and emissions reductions in all County Fleet vehicles  | Invest in the community to enhance resiliency and become carbon neutral by 2030  |
|                                  | Climate-resilient communities/ecosystems   | Maximize carbon sequestration through land conservation work and land-use policies   | Make all County facilities carbon free, zero waste and resilient   |
|                                  | Decrease food insecurity and food waste  | Invest in the community to become carbon neutral by 2030   | Maximize sustainability and emissions reductions in all County Fleet vehicles  |
|                                  | Zero waste in County government  |  | Maximize opportunities for mitigation of climate change and adaptation through land conservation work and land use policies  |
| Resilient Infrastructure         | Revitalize County campus   | Invest in County buildings and technology solutions to enhance service delivery and improve employee mobility  | Invest in County buildings and technology to enhance service delivery and improve employee mobility  |
|                                  | Funding for roads, bike lanes, bridges, etc.   | Invest in capital improvements to ensure resiliency of services and improve disaster preparedness  | Invest in capital systems to ensure continuity of operations and disaster response   |
|                                  | Support, fund, and expand flood control  | Continue to invest in critical roads infrastructure  | Continue to invest in critical roads infrastructure  |
|                                  |  | Implement countywide technological solutions to promote resiliency and expand community access   | Implement countywide technological solutions to promote resiliency and expand community access.  |
|                                  |  | Support, fund, and expand flood protection   | Support, fund, and expand flood protection   |