

County of Santa Clara

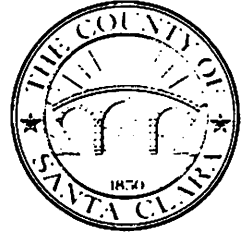
Office of the County Executive

County Government Center, East Wing
70 West Hedding Street
San Jose, California 95110
(408) 299-2424

Approved Accepted Adopted Denied Presented

BY THE BOARD OF SUPERVISORS
OF THE COUNTY OF SANTA CLARA
Dwight A. Perez, Clerk of the Board

By *Patricia K. Kohn*
Deputy Clerk
Date: 4/7/98



Prepared by: Mary Lou Fitzpatrick
CPM Coordinator

Reviewed by: George Newell,
Assistant County Executive

March 25, 1998

TO: The Board of Supervisors

FROM: Richard Wittenberg, County Executive *R.W.*

SUBJECT: Countywide Mission and Goals

RECOMMENDED ACTIONS

It is recommended that the Board review and adopt the revised Countywide Mission Statement and the mission and goals statements from the five areas of County government as recommended by the Board Policy Committees.

FISCAL IMPLICATIONS

There are no fiscal impacts which will result from adopting the recommended actions.

CONTRACT HISTORY

Not applicable.

REASONS FOR RECOMMENDATION

Annual review and adoption of the Countywide Mission fulfills the County Charter requirement. As well as fulfilling the charter requirement, the review of missions and goals is an annual procedure within the Comprehensive Performance Management (CPM) program. The review of mission and goals assures that County services are responding to the needs of the community and to the direction of the Board. In March the Countywide mission statement and each of the policy committee mission statements were reviewed. This transmittal packet contains the following mission statements:

- the current Countywide mission statement,
- the five revised Board policy Committee mission statements, and
- an addendum containing all of the agency and department mission statements

BACKGROUND

In June of 1997 the Board of Supervisors adopted a new Countywide Mission Statement. Throughout the year, this statement has served as a guide to County departments as they provide services to the residents of Santa Clara County. The Mission Statement has also been an assistance to departments in planning for the future.

The Board policy committee mission statements are used in the CPM program as a guideline for departments as they develop missions, goals and performance measures for all of their programs and service units. The mission and goal statements from the committees define in very broad terms the mission of County Government, "what we do", and the goals or results we hope to achieve through the services we provide to the community. After adoption last June, the policy committee mission statements were distributed to individual departments to insure that the department's missions and goals would remain in keeping with the expectations of the Board of Supervisors and the community.

CONSEQUENCES OF NEGATIVE ACTION

The County will continue to operate with the mission statement which was developed and adopted in 1997. The goals of individual policy committees may not accurately reflect the will of the Board of Supervisors or current governmental trends.

STEPS FOLLOWING APPROVAL

Provide one executed copy of the transmittal to the Office of the County Executive. The Office of the County Executive will then forward the Countywide Mission Statement and the policy committees missions and goals to the appropriate departments.

SANTA CLARA COUNTY MISSION AND GOALS

COUNTY WIDE MISSION

The mission is to provide quality public services with measurable outcomes to the residents of the County of Santa Clara, in order to meet their need for a healthy, safe and prosperous environment and help them develop a community rich in both natural beauty, and economic opportunity where diverse people come together to achieve a higher quality of life.

SANTA CLARA COUNTY MISSION AND GOALS

CHILDREN & FAMILIES POLICY COMMITTEE

MISSION

The Mission of the Children and Families Services Committee is to protect children from abuse and neglect, promote healthy development and provide services to families which preserve and strengthen their ability to care for their children. The Committee is responsible for prevention, intervention, advocacy, and public education related to the protection of children, elders and the disadvantaged.

GOALS

- To develop policy which encourages commitment, competency and a caring attitude in the full support of families and care givers who serve children, elders and the disadvantaged.
- To operate in open collaboration and coordination with the broader community in serving families and children.

SANTA CLARA COUNTY MISSION AND GOALS

GENERAL GOVERNMENT

MISSION

The mission of General Government in the County of Santa Clara is to provide responsive and accountable government with demonstrated effectiveness and efficiency while fostering open communication with its residents.

GOALS

- To sustain an open and responsive process for governance that brings focus to the community's needs through development of policies, implementation of goals and maintenance of open lines of communication with residents of the County.
- To deliver the highest quality of public services through teamwork, commitment and focus on performance.
- To encourage effective governmental administration by focusing on relationships with other local governments and taxing agencies.
- To improve our efficiency and effectiveness by expanding management audits of governmental programs in our commitment to constantly re-examine how we do business.
- To manage the investment of public resources, maintain the public tax rolls, and comply with legal mandates with integrity, equity, and accountability for results.
- To leverage available resources and encourage participation of citizens, the private sector, and other units of government through partnerships and collaboration in order to meet the needs of the community.
- To provide access to informational, educational and recreational materials for the community.
- To improve the cost effectiveness of delivering direct services to the public through a variety of centralized support services.

SANTA CLARA COUNTY MISSION AND GOALS

HEALTH AND HOSPITAL

MISSION

It is the mission of the Santa Clara Valley Health and Hospital System to provide leadership in developing and promoting a healthy community through a planned, integrated health care delivery system which offers prevention, education and treatment programs to all residents of Santa Clara County, regardless of ability to pay.

GOALS

- Provide public health programs and services which protect health; prevent disease, injury, premature death and disability; promote healthy lifestyles, behaviors and environment; and respond to disasters and disease outbreaks and epidemics.
- Provide regional specialty and tertiary inpatient, outpatient, and emergency hospital services.
- Deliver mental health services in the least restrictive, most accessible environment within a coordinated system of care, respectful of a person's family, language, and culture.
- Deliver substance abuse services for the prevention, treatment, recovery and rehabilitation of the substance abusing population in a way which strives to place these services in a system of managed care and outcome measurement.
- Provide high quality, cost effective medical and mental health care to persons under the care of the Children's Shelter and in the custody of the Juvenile and Adult Justice Systems.
- Develop, promote and participate in the development and implementation of managed care strategies to successfully compete in present and future managed care markets, and to ensure that high quality cost effective services are delivered to our members and clients.

- Participate in and lead collaborations across all systems of care to improve service, with other County agencies, and with cities, schools, community-based organizations and communities.
- Conduct quality medical education and professional training in a manner which benefits the welfare of our patients and the community.
- Provide access to medical, mental health, alcohol and drug, and public health care services for all residents of Santa Clara County, regardless of ability to pay.
- Provide an environment within which the needs of our patients are paramount and where patients, their families and all our visitors are treated in a compassionate, supportive, friendly and dignified manner.
- Ensure the financial viability of the health and hospital system in order to provide the means necessary to realize the purposes of each component part of the system.
- Collect, develop and refine information about the health status of the community, the needs of individuals and groups within our community, and the most efficacious means to organize and deliver County health care services.
- Develop and refine information about service performance, including data collection, process and outcome measures, and targeted programs of monitoring and evaluation.
- Provide a work environment that fosters innovation and creative solutions, that allow employees to realize their full work potential, and that focuses on customer services and cost effective use of resources.
- Maintain a work force which is culturally and linguistically competent, and representative of the diverse communities we serve.

SANTA CLARA COUNTY MISSION AND GOALS

HOUSING, LAND USE, ENVIRONMENT AND TRANSPORTATION

MISSION

The mission of housing, land use, environment and transportation services is to increase the economic and social vitality of the community, regulate development, protect the natural environment, reduce environmental health and safety risks and conserve natural resources.

GOALS

- To plan future land use and development through a sound process that articulates community goals and values and facilitates problem solving to balance competing goals.
- To inspect construction in order to ensure the safety of structures and site development in compliance with application requirements.
- To improve the availability of safe, affordable housing of low income residents.
- To provide an enduring system of regional parklands for enjoyment, education and inspiration.
- To ensure implementation of the Santa Clara Countywide Trails Master Plan and encourage more neighborhood trail systems.
- To ensure businesses and institutions are in compliance with standards and requirements in order to protect consumers, the environment, and produce a wholesome food supply.
- To control the solid waste disposal in order to protect the environment and to ensure efficient service to consumers.

- To reduce public exposure to environmental health risks through regulation, inspection and education programs and services.
- To preserve, maintain and enhance the County's roadways and airports to ensure the safe and easy movement of people and goods and to encourage multi-modal transportation.
- To protect lives and property from fire incidents through regulatory compliance, inspection and education.
- To protect and enhance the health and safety of County employees, and to conduct County operation in an environmentally sound manner.

3/26/98

SANTA CLARA COUNTY MISSION AND GOALS

PUBLIC SAFETY AND JUSTICE

MISSION

The mission of Public Safety and Justice services in Santa Clara County is to maintain a community environment where people feel safe, fairly treated by the law, and secure from crime.

GOALS

- To fairly enforce the law in a positive, professional manner that builds public trust and confidence.
- To prevent crime and respond to emergent public safety issues through partnership with the community, private sector and other government organizations.
- To operate an efficient, accessible forum for the equitable and timely resolution of disputes.
- To faithfully administer a system of justice that protects the constitutional rights of all in determining the guilt or innocence of persons accused of crimes.
- To provide appropriate sanctions and dispositions for persons convicted of crimes in a manner that protects the community, encourages restitution and leads to successful re-integration into the community, if appropriate.
- To determine the causes of deaths and to work in concert with other public agencies to protect public safety in cases of crimes, natural disasters, and emergency responses.
- To responsibly seek, use and account for public resources.

ADDENDUM

DEPARTMENTAL MISSION AND GOALS STATEMENTS:

In October 1997, a request was made for departments to review, and revise if necessary, their mission and goals statements. The attached statements reflect departmental efforts to align their mission and goals with the Countywide mission statement.

3/25/98

Mission Statements of:

ENVIRONMENTAL PROGRAMS

ENVIRONMENTAL RESOURCES AGENCY

ROADS AND AIRPORTS AGENCY

COUNTY OF SANTA CLARA
HOUSING, LAND USE, ENVIRONMENT AND TRANSPORTATION

MISSION STATEMENT

The mission of housing, land use, environment and transportation services is to increase the economic and social vitality of the community, regulate development, protect the natural environment, reduce environmental health and safety risks and conserve natural resources.

GOALS

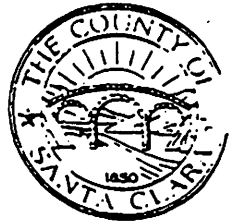
1. To plan future land use and development through a sound process that articulates community goals and values and facilitates problem solving to balance competing goals and interests.
2. To inspect construction in order to ensure the safety of structures and site development in compliance with application requirements.
3. To improve the availability of safe, affordable housing of low income residents.
4. To provide an enduring system of regional parklands for enjoyment, education and inspiration.
5. To ensure implementation of the Santa Clara Countywide Trails Master Plan and encourage more neighborhood trail systems.
6. To ensure businesses and institutions are in compliance with standards and requirements in order to protect consumers, the environment, and produce a wholesome food supply.
7. To manage solid waste in order to protect the environment and ensure efficient service to customers.
8. To reduce public exposure to environmental health risks through regulation, inspection and education programs and services.
9. To preserve, maintain and enhance the County's roadways and airports to ensure the safe and easy movement of people and goods and to encourage multimodal transportation.
10. To protect lives and property from fire incidents through regulatory compliance, inspection and education.
11. To protect and enhance the health and safety of County employees, and to conduct County operations in an environmentally sound manner.

Adopted by the Committee in February 1998

County of Santa Clara

Roads and Airports Department

1505 Schallenger Road
San Jose, California 95131



Vision Statement

To become the standard by which other governmental agencies are measured in regard to engineering, road maintenance, airport operation and traffic management.

Mission Statement

The mission of the Roads and Airports Department is to ensure the development of a county-wide transportation network that meets the needs of the traveling public; and to preserve, operate and enhance the County's roads and airports.

Program Goals

1. **Maintenance and Operation**
Maintain our facilities efficiently, effectively and in a timely manner.
2. **Capital Improvements**
Deliver all projects and programs in a cost efficient and timely manner.
3. **Environmental, Health & Safety**
Provide a safe, regulatory compliant and suitable working environment.
4. **Employee Morale and Competency**
Encourage a culture that values individuals, and provide the training that will make our employees the best they can be.
5. **Fiscal Management**
Maximize revenue resources and maintain budget expenditures with budget amounts.

VALUES

We value the following in the accomplishment of our work:

- Safety
- Quality Work
- Customer satisfaction
- Professionalism and ethics
- Budget and schedule adherence
- Employees, teamwork and high morale
- Training and education for our employees

Mission Statements of:

GENERAL GOVERNMENT

CLERK OF THE BOARD

OFFICE OF THE COUNTY EXECUTIVE

OFFICE OF THE COUNTY COUNSEL

ASSESSOR'S OFFICE

COUNTY LIBRARY

GENERAL SERVICES AGENCY

EMPLOYEE SERVICES AGENCY

FINANCE AGENCY

Clerk of the Board of Supervisors

Mission

Through the use of technology, improve communication with the citizens of Santa Clara County and provide quality service in a timely manner to the Board of Supervisors, County staff and our diversified customer base.

Goals

- To improve productivity on an ongoing basis through applications of new technology and improved operating procedures.
- To maintain an accurate and efficient record of Board and committee proceedings and official County records.

COUNTY EXECUTIVE'S OFFICE MISSION AND GOALS

Mission

the office of the county executive provided support to the county's various organizations, and to the residents and businesses of Santa Clara County. The Office ensures the implementation of legislative planning, policy analysis, and budgetary oversight for the County organization. in addition, it seeks to safeguard civil rights and to educate, inform, and advise both those who administer and those who receive county services. On the basis of that mission, the Office endeavors to:

Goals

- Develop and coordinate the countywide goals, policies and priorities that are adopted by the board of Supervisors.
- Facilitate an environment in which diversity is valued, both within the County organization and in the Community.
- Promote innovative and productive use of technology.
- Develop and coordinate a performance based budget system that links resource allocation with desired program outcomes.
- Promote County interests in local, regional state and national legislative bodies and regulatory agencies.

OFFICE OF THE COUNTY COUNSEL MISSION AND GOALS

The mission of the Office of the County Counsel is to provide legal services to assist the County in carrying out mandated and discretionary functions relating to the health, safety, welfare and education of County residents. Advisory and litigation services are furnished to County departments, boards, and agencies in a manner that is cost-effective and promotes excellence in the delivery of services to the public. On the basis of its mission, the Department endeavors to:

- Provide assertive representation in civil litigation and administrative hearings.
- Provide prompt and effective assistance in negotiation and drafting of contracts and other legal documents.
- Provide responsive legal advice and creative assistance to the Board and County officers.

**MISSION STATEMENT AND GOALS
OF
THE ASSESSOR'S OFFICE**

MISSION STATEMENT:

The mission of the Assessor's Office is to fulfill its fiduciary responsibility to property owners, schools and local governments by producing annual and supplemental rolls of all locally assessable property within Santa Clara County - a vital service to determine equitable property taxation for local governments as defined by state law.

GOALS:

1. Produce the annual and supplemental rolls in an increasingly accurate, timely and professional manner that is efficient and within budget.
2. Provide timely, courteous information and assistance to property owners, schools and local governments.



SANTA CLARA COUNTY LIBRARY

1095 North Seventh Street • San Jose, CA 95112-4446 • (408) 293-2326 • (408) 287-9826 FAX

May 15, 1997

MEMORANDUM

TO: Joe Simitian, Chair, Board of Supervisors' Finance Committee

FROM: Susan Fuller, County Librarian

SUBJECT: Library Mission Statement and Goals

LIBRARY MISSION STATEMENT

The Santa Clara County Library is an open forum promoting knowledge, ideas and cultural enrichment. The Library provides free access to informational, educational and recreational materials and services. In response to community needs, the Library provides diverse resources on a variety of subjects and viewpoints, and helps people use these resources.

GOALS

1. Develop collections and services for a changing community.
2. Integrate technological resources and print materials to provide patrons with one comprehensive collection system
3. Ensure that the Santa Clara County Library is an active participant in the local community.

STRATEGIES

1. Increase use and awareness of the Library's resources.
2. Improve services and access through the innovative use of technology.
3. Enhance computer training programs for staff and computer operations for patrons.
4. Recruit and support the highest quality staff.
5. Increase use of the Library by Literacy learners through programs that emphasize access.
6. Review community demographics for collection and service impacts.

TASKS

1. Implement 3-year weeding and collection development plan for children's collection.
2. Implement new telephone system.
3. Implement Dynix acquisition mode into materials selection process.
4. Establish Home Page as a gateway to public information resources.
5. Work with schools to explore public library and school technology links such as "use groups," etc.
6. Explore the creation of a news group web site to improve school and public library communication.
7. Revise the "Parent Letter" to reflect current Library resources, programs and policies.
8. Develop a staff training plan and schedule for implementation.

GENERAL SERVICES AGENCY MISSION AND GOALS

Mission

The General Services Agency strives to be the preferred source for essential support services. We are a valued asset to our customers and the residents of Santa Clara County.

Goals

- To offer a convenient, cost-effective and integrated set of services and products.
- To work in partnership with our customers, to develop solutions which meet their operational needs.
- To create and maintain a quality physical work environment.

EMPLOYEE SERVICES AGENCY

COUNTY OF SANTA CLARA



PETER KUTRAS, JR.
DEPUTY COUNTY EXECUTIVE

MISSION

THE MISSION of the Employee Services Agency is to support County departments by recruiting, training, and retaining a productive, skilled and dedicated workforce, and by building relationships with departments and employee organizations based on mutual respect and trust. The Agency acts to meet the changing needs of County employees and their dependents, and to protect County employees, County assets, and the environment.

GOALS

- Provide and maintain a productive, skilled, knowledgeable, and healthy work force responsible for provision of quality services.
- Provide and administer a full range of benefits to employees, retirees, and their dependents, and provide related services to other organizations.
- Provide outstanding support and assistance on labor relations matters, and promote positive, professional and productive employer-employee relationships.
- Protect the County's employees and assets through safety, wellness, and insurance-related activities.
- Provide benefits to injured County employees and safely return them to work.
- Minimize unemployment insurance costs.
- Administer internal environmental compliance programs.

May 1997

SANTA CLARA COUNTY FINANCE AGENCY

MISSION

The mission of the Santa Clara County Finance Agency is to manage the County's accounting systems and financial resources, to maintain fiscal integrity, to enhance the County's revenue base, to preserve and provide for the public a true record of real property and vital human events and to maintain a centralized system for the effective and efficient purchase of goods and services.

GOALS

- Maintain accounting systems, processes and procedures in conformance with generally accepted accounting principles, sound business practices, and applicable legal requirements.
- Maximize interest earnings through prudent investment policies.
- Provide assurance that adequate internal controls are in place to maintain financial integrity.
- Maximize revenue collection at the least possible cost.
- Preserve and provide for the public a true record of real property and vital human events.
- Maintain a centralized system for the effective and efficient purchasing of goods and services.

Mission Statements of:

HEALTH AND HUMAN SERVICES

SANTA CLARA VALLEY HEALTH AND HOSPITAL SYSTEM
ALCOHOL AND DRUG SERVICES
MENTAL HEALTH
PUBLIC HEALTH
CUSTODY AND CHILDREN'S SHELTER SERVICES

SOCIAL SERVICES AGENCY

HEALTH AND HUMAN SERVICES

Board Sub Committee: Heath and Hospitals - Health & Hospital Joint Conference

SANTA CLARA VALLEY HEALTH AND HOSPITAL SYSTEM

SANTA CLARA VALLEY HEALTH MEDICAL CENTER MISSION AND GOALS

The Mission of Santa Clara Valley Medical Center is to provide:

- High quality, cost-effective medical care to all persons in Santa Clara County regardless of their ability to pay;
- a wide range of primary, secondary and tertiary inpatient, outpatients and emergency services within resource constraints;
- an environment within which the needs of our patients are paramount and where patients, their families and all our visitors are treated in a compassionate, supportive, friendly and dignified manner;
- A setting within which quality medical education and professional training are conducted for the welfare and benefit of our patients and community; and
- A workplace which recognizes and appreciates our employees and allows employees to realize their full work potential.

SCVMC STRATEGY:

The most effective way to assure that the health needs of all members of our community are met is the continued development of a viable health and hospital system under the County's auspices. This broad strategic position provides both maximum control of the County's resources and maximum public accountability.

The basic strategy for SCVMC has been defined since the early 1980's. It is to maintain and enhance the sponsored patient base of the health care system in order to maintain the open door to those who cannot afford to pay. The SCVMC's strategy can be outlined and summarized as follows:

Strategy #1: Pursue VMC's financial viability in the public interest. For a public hospital, the fundamental mission is to provide appropriate care to anyone who needs it, regardless of ability to pay. Fulfillment of this mission requires that the financial viability of the public hospital be pursued in order to maximize resources available to keep the doors open to the poor. Therefore, maintenance of programs and strategies to ensure the financial ability of the public hospital supports its basic mission and is in the public interest.

Strategy #2: Directly Provide and Control Hospital Services. The obligation to serve the medically indigent is most humanely and most effectively met by direct control of services provided. Through providing services, Santa Clara County can:

- Ensure that quality services are provided
- Ensure that people who need services get what they need
- Respond to changes in technology, medical science, and the marketplace by making decisions that directly affect the welfare of those for whom the County has an obligation
- Guarantee public accountability through locally elected public officials

Having decided to be a provider of care, the County of Santa Clara has many times faced critical decisions about how best to deliver health care services. Since 1854, when the first "pesthouse" (eventually to become the County Infirmary) was established through the decades of health care changes that occurred, Santa Clara County has repeatedly decided to reinforce its chosen role as provider through modernizing its facilities and continually improving its clinical and educational programs. These changes and decisions were made in each case in order to ensure access to care for all, strengthen programs and improve the quality of care. As the financing of health care has changed, the strategies employed by VMC have also changed to create and take advantage of significant streams of revenue, thereby assuring financial viability.

Strategy #3: Position delivery system for health care reform. "Reform" will affect providers in different ways. For VMC and the SCVHHS it means competing in targeted market "niches" or "at the margins", developing a continuum of care, continuing to expand primary care access, focusing on customer satisfaction, having the right balance of primary/secondary/tertiary care, continuing to focus on controlling costs, maintaining flexibility and ability in systems, and having attractive facilities. Irrespective of what shape health care reform takes over the next decade, a fully integrated system of care, including the presence of the County's public hospital, will guarantee access to all residents of the County to needed health care services and to improvement in the community health status.

Strategy #4: Build a system and a network of providers through relationships with community-based clinics and other private providers.

The hospital of the future is part of a system. The system of the future has a continuum of care, from prevention and education through primary and specialty outpatient care, routine and specialty hospital services and regional and tertiary inpatient services. The continuum of care is used to

manage the care of patients so as to control cost and promote wellness and needed treatment.

Community clinics are integral to the well being of the health care safety net in Santa Clara County. To that end, strengthening the network of relationships between the community clinics and SCVMC helps to bring together providers with like missions and commitment to serving vulnerable populations.

The system of care is also managed to maximize financial performance and viability of the overall system. During changing economic circumstances, the responses of the health and hospital system continue to depend in part upon the reimbursement mechanism in place, and depending upon the mix of patient populations for whom reimbursement methods differ.

Strategy #5: Plan for flexible facility uses in the future. With evolution of the health care system as described, facility planning should allow flexibility. Space may need reprogramming from one use to another. For instance, ability to switch from routine to intensive or transitional care levels, from acute to subacute, from inpatient to outpatient, and from one patient type to another (pediatric to adult, for example) without major remodeling, is an important plan component. In ambulatory settings, ability to relocate sites, expand quickly into new areas, or be mobile between communities is of high value in strategic planning and service delivery.

These strategies, undertaken by VMC, have kept the County's general fund contribution to a minimal amount while producing substantial revenues. This in turn has enabled the County to invest its general funds in non-hospital services.

BU 417
DEPARTMENT OF ALCOHOL AND DRUG SERVICES

Department Mission Statement

The mission of the Department of Alcohol and Drug Services is to provide the leadership and public accountability necessary to mobilize community resources to prevent and reduce the negative impact of substance abuse in the community.

Department Goals

- To develop comprehensive, integrated systems of care which are client-based and outcome-focussed
- To provide a climate in the community which supports a broad understanding of and a willingness to commit resources to the prevention and treatment of substance abuse.
- To develop a learning organization in which every action forms the basis for learning, improvement, and positive growth and change.

FY98 Accomplishments

- Completed the first full year of the new managed system of care for adults.
- Developed and implemented a new training institute to provide education to the community regarding the substance abuse problem.
- Designed and implemented the certification of trainers, prevention and clinical practitioners in the use of the Health Realization Model and develop outcome studies to demonstrate the impact of that model.
- Designed and initiated a new community-based substance abuse treatment continuum for adolescents and their families.

FY99 Planned Accomplishments

- Expand the managed system of care to address the unique needs of the dependency system.
- Expand the managed system of care to address the new challenges of welfare reform.
- Complete the implementation of the adolescent substance abuse treatment continuum of care.



**Santa Clara Valley Health and Hospital System
Mental Health Department
Comprehensive Performance Management
January 1998 Report**

Submission of Revised Mission and Goal Statements:

Mental Health Department's Mission

The mission of the Santa Clara Valley mental Health Department is to enable individuals affected by mental illness and serious emotional disturbance to achieve the highest quality of life. To accomplish this, services must be delivered in the least restrictive, most accessible environment within a coordinated system of care, respectful of a person's family, language and culture.

Goals

The Department's Goal is to create a "best practice" service delivery model for Mental Health within available budget resources, that will meet the critical mental health needs of the diverse Santa Clara county residents. Central to this effort is a commitment to honor the vision and strategic planning recommendations of collaborative planning efforts of the past several years, and to insure that Mental Health providers, consumers and their families, and the Mental Health Board and other community advocates have a role as partners and stakeholders in a joint commitment to address community health and human service needs. Critical components of the system include the following Values:

Values

- Cultural competency throughout the system
- Age appropriate services for children, adults and seniors
- A single point of coordinated care for each client
- Client and family involvement in service planning
- Geographically accessible community based service
- A full array of service options
- Patient's Rights advocacy and protection
- Interagency collaboration
- Effectiveness, efficiency and outcomes

VISION

The vision of the Department of Public Health is to improve the health of the residents of Santa Clara County through leadership, mobilized community-wide planning, action, and advocacy.

MISSION

The mission of the Department of Public Health is to serve all people of Santa Clara County by protecting health; preventing disease, injury, premature death, and disability; promoting healthy lifestyles, behaviors, and environments; and responding to disasters and disease outbreaks and epidemics.

We will accomplish this through:

- assessment of community health status and community resources;
- assurance of quality and accessibility to comprehensive health services;
- development and/or advocacy of policies and legislation that improve health;
- enforcement of laws and regulations that protect health and ensure safety; and
- information, education, and mobilization about public health issues.

CORE VALUES

We believe that:

- all people have the right to enjoy health and well-being;
- all people should have the opportunity to access quality medical care, other supportive services, and information that will enhance health;
- early identification of trends in risk behaviors, health promotion, and early interventions will improve health outcomes and reduce medical costs;
- all people must be treated with fairness, respect, and dignity in a culturally and linguistically relevant way;
- Public Health must be able to respond to conditions that impact health in the community, to plan innovative approaches to needed health services, and to advocate for change.

**Children's Shelter and Custody Health Services
BU 414**

MISSION STATEMENT

The multidisciplinary medical and mental health practitioners in the Children's Shelter and Custody Health Facilities will provide medical and mental health care to all juveniles and adults residing in the Juvenile and Adult Custody Facilities. The medical and mental health care will focus on the prevention of illness, the control of preexisting pathologies, and the restoration to health once the detainee becomes compromised by illness.

The care rendered will be offered in an objective, non-judgmental environment and will be comparable to the quality provided in the general community. The practitioners will work interdependently, collaborating as necessary to ensure the well-being of the custody population.

FY 99 Planned Goals

- Obtain Correctional Treatment Center license for Main Jail Infirmary and the Mental Health Unit.
- Expand the scope of the inmate Self-Administration Medication Program to Medium Security Areas.
- Insure the prescription of atypical antipsychotic medications to all inmates who meet clinical criteria.
- Collaborate with designated members of County agencies in the development and implementation of a Jail Diversion Program.
- Further expansion of specialty ambulatory services at the County Jails.

County of Santa Clara Social Services Agency

(11/21/97 Finalized)

MISSION STATEMENT

The Social Services Agency is a culturally sensitive and socially responsible public agency providing high quality professional, financial, and protective services for residents of Santa Clara County in order to:

- assist residents in acquiring the resources needed to gain and retain competitive employment and to secure a more challenging, satisfying, and economically rewarding life for themselves and their children;
- prevent abuse and ensure the medical, physical, financial, and emotional well being of children and adults at risk of abuse, neglect, or exploitation;
- maintain or restore family and kinship ties whenever possible and help families understand and learn the skills and behaviors needed to safely care for and nurture their children and elders;
- maintain safe, healthy, and independent life-styles for residents through specialized and in-home services aimed at preventing or delaying institutionalization in a manner that respects their personal liberty.

CORE VALUES

The Santa Clara County Social Services Agency:

- values and respects the diversity, dignity, strength, and self determination of the residents we serve and the staff who serve them;
- employs and recognizes conscientious, committed, and competent staff who are skilled in helping residents acquire the tangible, personal, and financial resources and supports their need to become and remain competent, productive, and self-sufficient;
- is committed to excellence, public and personal accountability, efficiency, and effectiveness;
- provides high quality and timely staff development, information services, and administrative support services in response to the needs of internal and external customers and suppliers;
- fosters a learning environment that encourages risk taking and delegation of authority to ensure that decision making takes place at the level closest to those affected by the decision;
- stays pro-active by anticipating trends in the political, economic, and social environment and maintaining a long range vision;
- affirms the value and benefit of labor-management partnerships and collective bargaining to design and implement changes and improvements in the work environment;
- fosters public and private partnerships with silicon valley's non-profit human services network and with the valley's businesses and corporations.

Mission Statements of:

LAW AND JUSTICE PROGRAMS

DISTRICT ATTORNEY

PUBLIC DEFENDER

SUPERIOR COURT --OFFICE OF THE COUNTY CLERK

OFFICE OF PRETRIAL SERVICES

MUNICIPAL COURT

OFFICE OF SHERIFF

DEPARTMENT OF CORRECTIONS

PROBATION DEPARTMENT

MEDICAL EXAMINER-CORONER

DISTRICT ATTORNEY MISSION AND GOALS

The mission of the Office of the District Attorney is to provide exemplary legal services, aggressively seek justice, and treat all people in a professional, honest, courteous and respectful manner. In pursuit of that mission, the District Attorney endeavors to:

- Collaborate with other law and justice agencies to promote decreases in crime, with a special emphasis on serious and violent crimes.
- Safeguard the public safety while performing in strict compliance with all applicable laws and regulations.
- Encourage performance that exceeds state and federal time and case processing standards.
- Collaborate with judicial, law enforcement, defense, corrections and health and human services agencies to make legally appropriate and cost-effective use of alternative punishment and rehabilitation options.
- Promote fiscal responsibility and administrative efficiency in all District Attorney operations.

Public Defender

Mission

The Mission of the Public Defender Office is to provide competent and effective legal defense to indigent clients consistent with the mandates of the state and federal Constitutions and of the courts. To fulfill that Mission the Public Defender endeavors to:

Goals

- Contact each referred client promptly, screen each for financial eligibility and quickly undertake productive representation of those who qualify for services.
- Investigate cases in a manner and within a time period that will meaningfully assist the adjudication process, and provide each client with the level of services that is mandated by law.
- Provide effective defense to all clients so that constitutional rights are guaranteed, including the right to a fair trial.
- Administer resources wisely and promote efficiency in all office operations so that each client shall receive the service to which he is entitled by law.
- Collaborate with other law and justice agencies to develop and implement legally appropriate and cost-effective alternative punishment and rehabilitation options.

OFFICE OF THE COUNTY CLERK

MISSION (Revised 10/97)

To review, process and maintain public records according to statute and in a manner that ensures the integrity and accuracy of said records, preserves and ensures their ready availability to the public and maximizes public satisfaction with the services that we provide.

SERVICE GOALS

1. To efficiently and accurately process and issue licenses and registrations, thereby facilitating public compliance with and properly executing state and local rules and regulations.
2. To accept, index, store, and keep safe official documents and records in a manner which securely maintains the legal record while providing timely and convenient access to said records for the conduct of personal and public business.

◆ Office of Pretrial Services

Mission and Goals

The mission of Pretrial Services is to provide timely information to the criminal courts that influences the release and detention decision-making process. On the basis of that mission the Department endeavors to:

- ◆ Provide accurate and timely information to the County courts, so as to enable early and informed judicial decision-making on the pretrial custody disposition of defendants.
- ◆ Without jeopardizing public safety, effect qualified jail releases to minimize jail custody days and provide equitable release opportunities for offenders.
- ◆ Successfully supervise all pretrial defendants who are released with specified conditions.
- ◆ Collaborate with other law and justice agencies to develop and utilize safe and cost effective alternatives to jail.
- ◆ Promote efficiency and productivity in all operations of the Department.

MUNICIPAL COURT MISSION AND GOALS

The Santa Clara County Municipal Court's mission is:

- **To promote justice and maintain public confidence by providing an efficient, accessible forum for the equitable and timely resolution of disputes;**
- **To serve the community, remaining sensitive to the needs of all people who come to the Courts;**
- **To defend the rule of law and the rights and liberties guaranteed under the United States and California Constitutions; and,**
- **To protect these values as an independent branch of government.**

SHERIFF'S OFFICE MISSION AND GOALS

The mission of the Santa Clara County Sheriff's Office is to preserve the peace, uphold the constitutionality of the Sheriff's Office, prevent crime, and provide judicious service to the community with integrity in a positive and professional manner.

We are dedicated to providing sound service through ethical and humanitarian practices. Our commitment is to strive for excellence in developing the organization to meet present and future needs of Santa Clara County.

- Work with other law enforcement agencies, schools and based organizations in the County to develop well and successful crime prevention and enforcement programs.
- Work with other agencies in the County's law and justice system to develop and utilize safe and cost effective alternatives to incarceration.
- Maintain a professional, well trained and motivated complement in the department, whose members are dedicated to upholding the law and interact with the public in a professional, courteous and humane manner.
- Promote efficiency through appropriate and innovative uses of new technology and improved responsiveness in all operations of the department.
- Continuously examine, effectively balance and remain accountable to the priorities of the community, and allocate available resources accordingly.
- Focus on early intervention and prevention strategies as an alternative to reactive remedies.
- Foster an environment which encourages innovation and creativity, and where employees are treated with fairness and dignity.

Santa Clara County Department of Correction

Mission

The mission of the Department of Correction is to serve and protect the citizens of Santa Clara County by legally detaining those individuals lawfully directed to its supervision in a safe and secure environment while providing for their humane care, custody and control.

Goals

- Safety and Security To create and maintain a safe and secure environment for those persons detained and under the care and custody of the Department.
- Programs To provide treatment and services that facilitate the offender's successful re-integration into the community by providing a full range of program opportunities for inmates, enabling them to improve their skills and knowledge as well as enhance their self-esteem, economic status and community integration.
- Humane Care to provide humane care for all those detained by providing appropriate medical and food services, appropriate clothing and bedding, and sanitary living conditions
- Human Resources To provide a safe, humane, harmonious workplace empowering staff to accomplish the Department Mission.
- Operations To maintain operational costs within an approved budget which employs staff only at the level of regulation and control necessary for the safe and efficient operation of programs, services, and facilities.

Probation Department

Mission

The Mission of the Santa Clara County Probation Department, as an integral part of the criminal Justice system, is to **PROTECT THE COMMUNITY**.

The Mission of the Department will be accomplished by providing investigation, supervision, and custodial care of adults and juveniles referred for probation services.

The Mission to Protect extends to services and advocacy for victims of crime.

In Pursuit of the Mission, the Department will maintain standards of professional excellence.

Encompassed in Community Protection are the following goals whereby the Department will:

Goals

- Hold offenders responsible to the community and to themselves through personal accountability and **RESTITUTION** as part of any sanction.
- Assess an individual's potential **RISK** to the community through standardized criteria which will guide probation decisions. The Department will employ risk assessment to aid in the reduction of further criminal activity and victimization.
- Work aggressively with Justice Agencies and community organizations to develop and support **CRIME PREVENTION** Programs.
- Reintegrate clients into the community by providing **PROGRAMS** that emphasize acceptance of social responsibility.
- Provide support to the Courts and perform all **MANDATED** probation functions in accord with standards and constitutional requirements.
- Be an advocate for the needs of **VICTIMS**.

Medical Examiner-Coroner

Mission

The Mission of the Office of the Medical Examiner-Coroner is to determine the circumstances, manner, and cause of death of persons in the County, which falls under its legal jurisdiction, to notify families of these deaths and to treat bereaved families with understanding and compassion.

Goals

The goals of the Office of the Medical Examiner-Coroner are to:

- Develop understanding and cooperation with all those persons involved with the Medical Examiner-Coroner as the office performs its mandated medical-legal death investigations.
- Develop mutually acceptable and helpful interaction among law enforcement agencies that work with the Office.
- Seek and retain the public's support for the essential services performed by the Medical Examiner-Coroner.
- Continually seek alternative sources of funding to support the interests of the Office of the Medical Examiner-Coroner.

TUESDAY, JANUARY 14, 1997

said ordinance. See Ordinance Book No. _____, Page No. _____, which by reference hereto is made a part of these minutes.

83. The Chairperson announces Monday, January 27, 1997 at 1:30 p.m. as the date and time for closed session to discuss items noticed pursuant to the Brown Act.

On order of the Chairperson, there being no objection, the meeting is recessed at 1:50 p.m. to the State of the County Address from incoming Board of Supervisors Chairperson James T. Beall, Jr. at 6:00 p.m. this date.

Supervisor Beall states that the new year is a new beginning for Santa Clara County and expresses pride in advances in technology and developments in the area of public policy. Supervisor Beall refers to the County as one of the best managed counties in the nation and highlights increases in funding for domestic violence prevention, mental health jail diversion and the retiree health program and comments on the establishment of the drug courts. Supervisor Beall acknowledges Richard Wittenburg, County Executive, for his assistance.

Supervisor Beall indicates that two themes for the year are partnership and prevention and identifies the areas of transportation, crime prevention, public/private partnerships and welfare issues as priorities. Supervisor Beall expresses concerns relating to potential difficulties in obtaining adequate State funding for transportation, job training and child care.

Supervisor Beall continues by announcing the establishment of the following Board of Supervisors policy committees: Finance Committee; Children and Families Committee; Public Safety and Justice Committee; Health and Hospital Committee; and, Housing, Land Use, Environment, and Transportation Committee. Supervisor Beall additionally informs the Board, staff and audience members that some Board of Supervisors meetings will be held during evening hours and some will be held at neighborhood sites, with agendas and meeting materials available on the Internet at no cost.