



*Kern County's Strategic plan is a mission statement for the next five years intended to set high-level goals and objectives that guide decision-making across all County business functions to support clear, concise and measurable outcomes for our residents, our employees and our organization. These outcomes are reflected in our annual County budget process and tracked through Departmental Performance Goals.*

## VISION

Grounded in ideas, energy and innovation, Kern County is a driving force for the world's fifth largest economy.

## MISSION

We will exceed expectations of the communities we serve, changing the way they feel about government, those who manage it, and the services it provides.

### Enhance Quality of Life for all Kern County Residents

We will make Kern County among the safest communities in the Central Valley

- Increase and strengthen efficacy of front line, First Responder, services
- Integrate data driven approaches that focus public safety resources where they are needed most
- Build community and agency partnerships to prevent crime and reinforce effective and sustainable public safety outcomes

We will move homeless, mentally impaired and the addicted off the streets and into help and housing

- Support Navigation Center efforts throughout the County that transition individuals into permanent housing
- Improve communities and neighborhoods by addressing the impacts of homelessness
- Improve policy interventions and solutions focused on direct engagement and wrap-around services for homeless individuals unwilling or unable to receive services

We will invest in physical spaces, infrastructure and resources that elevate all people, all neighborhoods, and all communities

- Build partnerships with community based organizations to improve health outcomes in all communities
- Ensure and sustain accessibility to well-maintained parks and open spaces in all communities
- Apply data-directed, pro-active code enforcement to elevate quality of life in all communities

We will continuously improve customer accessibility and satisfaction across all business functions

- Gather regular feedback from residents to guide investment and service delivery
- Make customer service a primary training and development focus for the County's workforce
- Utilize technology to improve openness, accessibility and transparency for all communities we serve

### Be a Model of Excellence in Managing our Business and Workforce

We will be among the very best fiscally managed counties in the State of California

- Make business decisions based on long-term fiscal sustainability, and that lead to impactful, tangible outcomes for our residents and employees
- Utilize technology to improve and align business capabilities with resources, and customer demands and expectation
- Build on the continuous improvement principals of Lean Six Sigma to improve and streamline operations for maximum efficiency and effectiveness

We will attract, develop and retain top talent across all business areas of the County

- Ensure competitive compensation practices are applied and sustained for our workforce
- Identify opportunities for countywide compensation reform to enable regular cost of living adjustments
- Strengthen Career Ladder/Professional Development programs and efforts across our entire workforce

We will continuously foster a countywide culture of innovation and evolution

- Ensure on-board Lean Six Sigma training to all new employees within the first six months of hire; and incentivize higher level training for employees interested in becoming innovation leaders within their business areas
- Use annual countywide Lean Six Sigma continuous improvement events to improve business functions, solve problems, and to reward and recognize employees for innovative thought and risk taking
- Utilize best practices in technology management, function and application to more efficiently align business functions, minimize communication barriers and promote innovation and employee growth



## Develop and Grow a Thriving, Resilient Regional Economy

We will be the best place to start and grow a business in the State of California

- Develop and practice long-term, comprehensive land use, permitting, and other public policy aligned with regional economic development strategies and industry preferences
- Strengthen and sustain a supportive environment for entrepreneurship and business ecosystem development, support and success
- Promote, support and apply Advance Kern and workforce development incentives, evolution, and opportunities to attract, develop, and retain new and existing business ventures

We will strengthen and diversify our regional economy

- Ensure and sustain implementation of B3K strategies focused on economic growth and inclusion
- Attract and support new business in sectors such as carbon management and renewable fuel production and innovation, aerospace, business services and advanced manufacturing
- Elevate and align workforce development support and resources, education, and training to bolster our region's competitiveness for new business ventures

We will promote and support the County's position as a national energy and agriculture leader

- Strengthen our position as an alternative energy leader among all counties in the State of California
- Maintain our position as a national leader in oil and gas production through responsible, streamlined permitting and long-term planning
- Develop, support and promote innovative water reuse, water banking, surface water storage, and storm water capture that reinforces our position as a national leader in agriculture



## What We Believe

**Innovation:** Researching best practices and innovating current processes to ensure the best service and use of resources for our residents. Breaking the habits of the way we've always done it, challenging our processes, and searching for new and better alternatives that give Kern County a leading edge.

**Collaboration:** Mandating that we break silos across the organization to find solutions to problems; always being inclusive of others and striving for diversity. Fostering a culture that values teamwork but recognizes the value of individual contributions, a culture where employees intuitively seek out their peers opinions and insight to drive toward a better deliverable.

**Accountability:** Setting clear expectations and holding ourselves accountable for completing goals and delivering quality services. Giving ourselves the freedom to take risks and fail forward but setting the expectation that action is the standard and progress is expected.

**Service:** Demonstrating a clear standard of serving the residents and visitors of Kern County as our number one priority. Demonstrating that we are more than government by always embodying the customer service mindset in all our roles for all our residents.

**Financial Excellence:** Creating trust and confidence by maintaining fiscally sound and sustainable financial plans and budgets in a transparent and efficient manner.

**Transparency:** Our efforts, actions and policies will be open and transparent and include active engagement of those we serve.