



## BOARD OF SUPERVISORS

KEITH CARSON  
SUPERVISOR, DISTRICT 5

January 31, 2018

Honorable Board of Supervisors  
County of Alameda  
1221 Oak Street, Suite 536  
Oakland, California 94612

Dear Board Members:

**SUBJECT: ADOPT THE COUNTY OF ALAMEDA STRATEGIC VISION INITIATIVE –  
VISION 2026**

**RECOMMENDATION:**

It is recommended that the Board:

- A. Formally adopt Vision 2026 - the Alameda County Strategic Vision framework and associated documents including our Operating Principles, 10X Goals and Shared Vision;
- B. Direct the County Administrator to publish Vision 2026 and associated documents on the County's website;
- C. Direct the County Administrator and Agency/Department Heads to incorporate Vision 2026 into Agency/Department strategic plans; annual budget development and County initiatives; and
- D. Direct the County Administrator and Agency/Department Heads to provide an annual report to the Board on progress made in implementing Vision 2026.

**BACKGROUND:**

In 2006, the Board launched an ambitious initiative to look 10 years into the future and develop strategies that anticipate major trends and changes that could potentially affect county operations and services. Your Board formally adopted the County's first strategic vision -- Vision 2016 -- on November 3, 2008. Vision 2016 provided a framework that helped the County address many challenges and continue to thrive over the last decade.

In March 2016, the Board, County Administrator and agency/department heads held an all-day retreat to assess the accomplishments of Vision 2016. The findings of our self-assessment clearly showed that the County was better prepared in responding to changes more effectively, and had accomplished many successes as a result of Vision 2016 and other related countywide initiatives.

Rapid technological and demographic changes, and the unpredictable nature of the funding environment demand that the County continue to deploy strategic visioning approaches to prepare itself to better respond to future challenges. The successes and accomplishments of Vision 2016 further affirm the value of embracing strategic visioning approaches.

**DISCUSSION/SUMMARY:**

On March 2, 2016 your Board adopted “Facing Forward: Vision 2026,” a countywide initiative to refresh the County’s strategic vision and build upon our successful Vision 2016 initiative. On March 21, 2016, the County kicked off the Vision 2026 initiative with a two-day summit that included Board Members, the County Administrator, elected/appointed department heads along with invited mayors and city managers. During the first day of the summit, a local world-renowned futurist presented an updated forecast that identified key mega trends that may shape the future of County operations over the next decade.

On the second day of the summit, the Board re-convened a strategic visioning session with our county administrator, elected/appointed department heads to build upon the mega trends and create shared vision statements and a framework to guide the development of Vision 2026. At the end of the two-day summit, the Board directed the County Administrator and agency/department heads to continue building upon the shared vision statements and develop detailed goals and objectives.

The foundation of Vision 2026 is Our Shared Vision that identifies the following strategic priorities for the next decade: 1) Safe and Livable Communities, 2) Thriving and Resilient Populations, 3) Healthy Environment, and 4) Prosperous and Vibrant Economy.

Throughout 2017, cross agency teams of department heads were fully engaged and committed to the process of further developing the draft Vision 2026 framework along with shared vision statements and associated goals and objectives. The Board, county administrator and agency/department heads reconvened in March 2017 and again in October 2017 to review progress, receive and incorporate feedback and develop the final Vision 2026 framework, operating principles, 10X goals and shared vision.

On October 31, 2017, the Board of Supervisors endorsed the Vision 2026 framework with associated 10X goals and provided additional feedback which is now incorporated in the final Vision 2026 documents which were presented to the Board at its January 30, 2018 retreat.

**FINANCING:**

There will be no increase in net County costs related to the adoption of Vision 2026.

Very truly yours,



Keith Carson  
Supervisor, District 5

Attachments

- cc: County Administrator
- Auditor Controller
- County Counsel
- Agency/Department Heads