



AGENDA

BOARD OF SUPERVISORS, COUNTY OF MONO STATE OF CALIFORNIA

MEETING LOCATION Suite Z, 2nd Floor Minaret Mall, 437 Old Mammoth Rd., Suite Z, Mammoth Lakes, CA
93546

Special Meeting
April 11, 2019

TELECONFERENCE LOCATIONS:

Mono County Courthouse, 278 Main, 2nd Floor Board Chambers, Bridgeport, CA 93517.

NOTE: In compliance with the Americans with Disabilities Act if you need special assistance to participate in this meeting, please contact Shannon Kendall, Clerk of the Board, at (760) 932-5533. Notification 48 hours prior to the meeting will enable the County to make reasonable arrangements to ensure accessibility to this meeting (See 42 USCS 12132, 28CFR 35.130).

Full agenda packets are available for the public to review in the Office of the Clerk of the Board (Annex I - 74 North School Street, Bridgeport, CA 93517), and in the County Offices located in Minaret Mall, 2nd Floor (437 Old Mammoth Road, Mammoth Lakes CA 93546). Any writing distributed less than 72 hours prior to the meeting will be available for public inspection in the Office of the Clerk of the Board (Annex I - 74 North School Street, Bridgeport, CA 93517). **ON THE WEB:** You can view the upcoming agenda at <http://monocounty.ca.gov>. If you would like to receive an automatic copy of this agenda by email, please subscribe to the Board of Supervisors Agendas on our website at <http://monocounty.ca.gov/bos>.

8:00 AM Call meeting to Order

Pledge of Allegiance

1 OPPORTUNITY FOR THE PUBLIC TO ADDRESS THE BOARD

on items of public interest that are within the subject matter jurisdiction of the Board.
(Speakers may be limited in speaking time dependent upon the press of business
and number of persons wishing to address the Board.)

2. AGENDA ITEMS

A. Strategic Planning Workshop

Departments: All

3 hours

(Nate Greenberg) - The exercise of Strategic Planning is a critically important

aspect of increasing organizational maturity - forcing deliberate forward thinking about the direction that is desired and the methods to arrive there. Over the past several years, Mono County has been working to better leverage the exercise of Strategic Planning to formally recognize our goals and prioritize our work efforts. Given the quantity of large and complex issues Mono County is, and will be working on, and our anticipated leadership transitions in the coming year, there is an even greater value to Strategic Planning for us as an organization. The current Mono County Strategic Planning built off much of the work done in 2018, referencing the five major Initiatives and underlying Goals previously identified. From there a half-day workshop which included the Board of Supervisors and Department Heads took place on March 18th, 2019. Facilitated by Bill Chiat from the California State Association of Counties, this initial session focused on identifying key Outcome measures for each of the Initiatives which help articulate what success looks like through work efforts. On March 22nd, Mono County Department Heads met again and worked through a process to further refine these Outcomes and begin talking about aligning work tactically to accomplish them, as well as initially identify Core Services for each department or division. The workshop on April 11th, 2019 will provide the Board and Department Heads an opportunity to review all of the work done to date and ensure that it accurately reflects our priorities and focus. Through facilitated discussion staff will gain meaningful feedback from the Board and Department Heads which will help solidify a final draft of the plan, which will be brought back to the Board for adoption. In addition to the presentation attached to this item, the content of the Strategic Plan can be viewed through an interactive online application at <http://bit.ly/MonoCountyStrategicPlan>. This tool contains all Core Services, Initiatives & Goals, Departmental Tactics, and expected Outcomes and allows users to quickly understand the contents of the plan and their inter-relationships.

Recommended Action: Provide feedback and direction to staff to finalize strategic plan.

Fiscal Impact: None at this time.

ADJOURN



OFFICE OF THE CLERK
OF THE BOARD OF SUPERVISORS

SPECIAL MEETING AGENDA REQUEST

Print

MEETING DATE	April 11, 2019	DEPARTMENT	
ADDITIONAL DEPARTMENTS			
TIME REQUIRED	3 hours	PERSONS APPEARING BEFORE THE BOARD	Nate Greenberg
SUBJECT	Strategic Planning Workshop		

AGENDA DESCRIPTION:

(A brief general description of what the Board will hear, discuss, consider, or act upon)

The exercise of Strategic Planning is a critically important aspect of increasing organizational maturity - forcing deliberate forward thinking about the direction that is desired and the methods to arrive there. Over the past several years, Mono County has been working to better leverage the exercise of Strategic Planning to formally recognize our goals and prioritize our work efforts. Given the quantity of large and complex issues Mono County is, and will be working on, and our anticipated leadership transitions in the coming year, there is an even greater value to Strategic Planning for us as an organization. The current Mono County Strategic Planning built off much of the work done in 2018, referencing the five major Initiatives and underlying Goals previously identified. From there a half-day workshop which included the Board of Supervisors and Department Heads took place on March 18th, 2019. Facilitated by Bill Chiat from the California State Association of Counties, this initial session focused on identifying key Outcome measures for each of the Initiatives which help articulate what success looks like through work efforts. On March 22nd, Mono County Department Heads met again and worked through a process to further refine these Outcomes and begin talking about aligning work tactically to accomplish them, as well as initially identify Core Services for each department or division. The workshop on April 11th, 2019 will provide the Board and Department Heads an opportunity to review all of the work done to date and ensure that it accurately reflects our priorities and focus. Through facilitated discussion staff will gain meaningful feedback from the Board and Department Heads which will help solidify a final draft of the plan, which will be brought back to the Board for adoption. In addition to the presentation attached to this item, the content of the Strategic Plan can be viewed through an interactive online application at <http://bit.ly/MonoCountyStrategicPlan>. This tool contains all Core Services, Initiatives & Goals, Departmental Tactics, and expected Outcomes and allows users to quickly understand the contents of the plan and their inter-relationships.

RECOMMENDED ACTION:

Provide feedback and direction to staff to finalize strategic plan.

FISCAL IMPACT:

None at this time.

CONTACT NAME: Nate Greenberg

PHONE/EMAIL: (760) 924-1819 / ngreenberg@mono.ca.gov

SUBMIT THE ORIGINAL DOCUMENT WITH
ATTACHMENTS TO THE OFFICE OF
THE COUNTY ADMINISTRATOR

SEND COPIES TO:

**PRIOR TO 5:00 P.M. ON THE FRIDAY
32 DAYS PRECEDING THE BOARD MEETING**

MINUTE ORDER REQUESTED:

YES NO

ATTACHMENTS:

Click to download
<input type="checkbox"/> Presentation & Strategic Plan Framework

History

Time	Who	Approval
4/9/2019 4:29 PM	County Administrative Office	Yes
4/9/2019 9:32 AM	County Counsel	Yes
4/9/2019 4:36 PM	Finance	Yes

2019 - 2024

Mono County Strategic Plan

Board of Supervisors Workshop
April 11, 2019



AGENDA



- Introductory comments: Value of Strategic Planning
- Recap of discussions from 3/18 & 3/22
- Discuss current structure of the plan
- Review and finalize Goals
- Review and refine Outcomes
 - Are they appropriate?
 - Anything that is missing?
 - Add as appropriate relative to Core Services
- Utilization & Next Steps

GOALS FOR THE DAY/THE PLAN

1. Gain support and comfort with plan and process
2. Ensure the impact of our work is clearly articulated
3. Core Services lead to outcomes
4. Agree on process for adjusting plan in the future

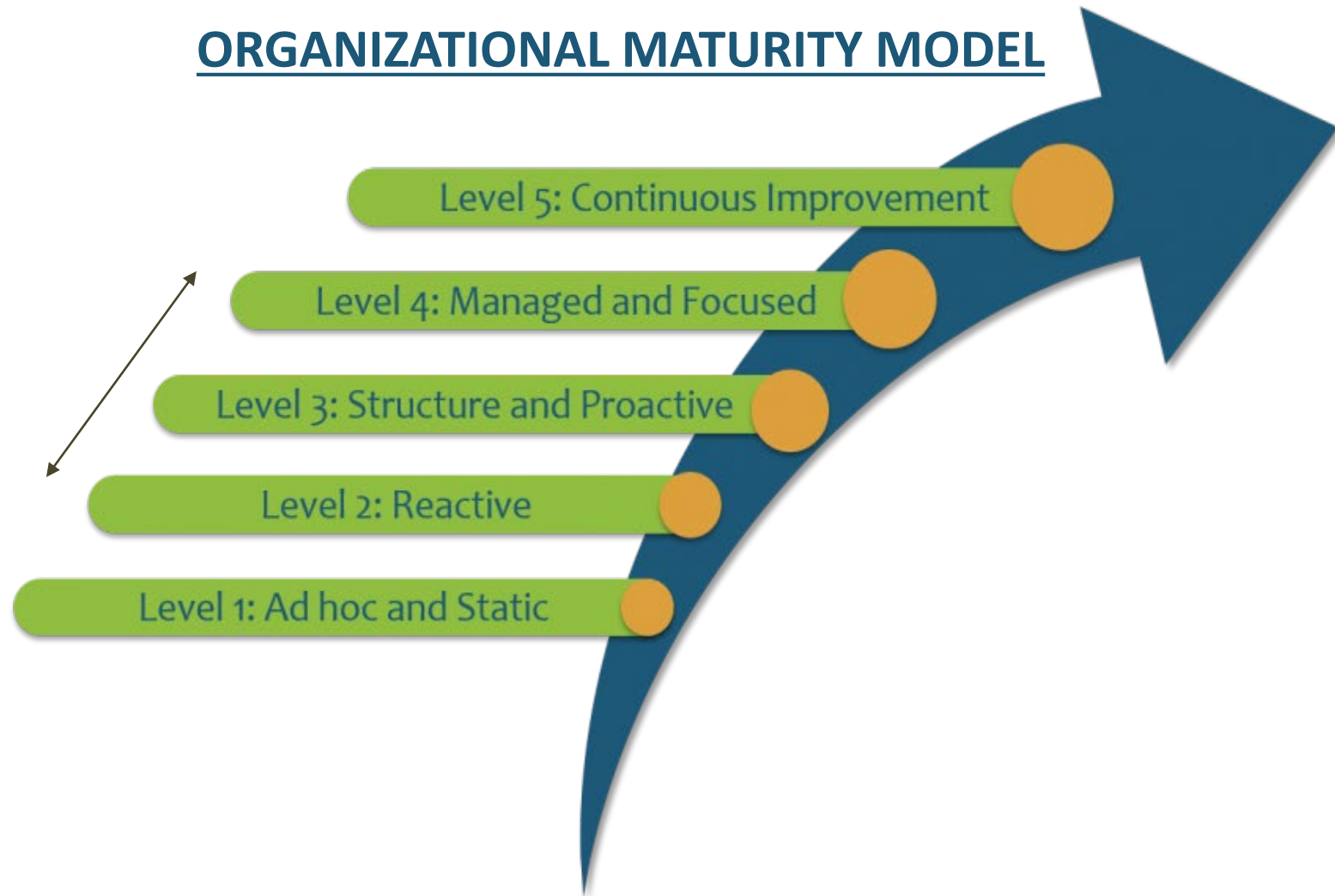


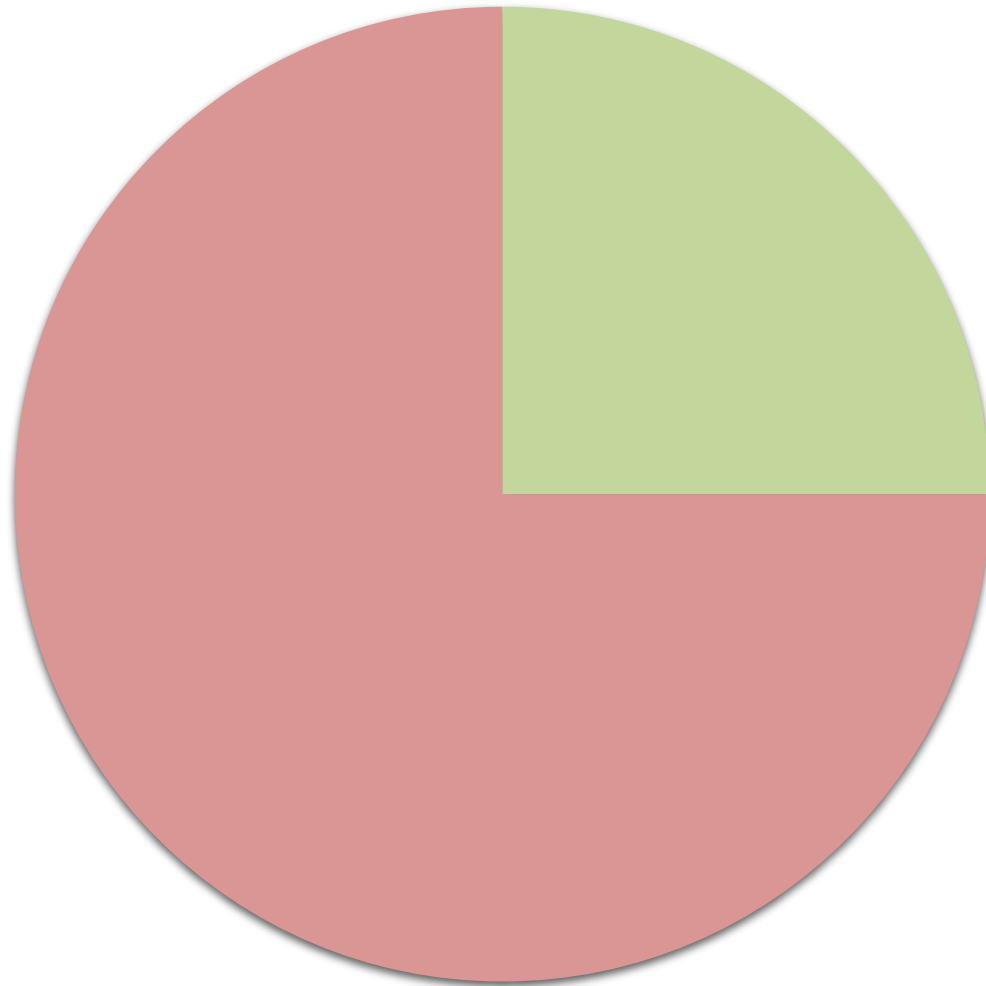
WHY?



- **Now?**
 - Timing... 😞
 - Continuity of operations
- **Bother?**
 - Agreed-to priorities
 - Proactive & focused
- **Culture change**
 - Values -> Alignment
 - Measurement
 - Performance Management

ORGANIZATIONAL MATURITY MODEL





■ Core Services ■ Initiatives

How much capacity do we actually have?

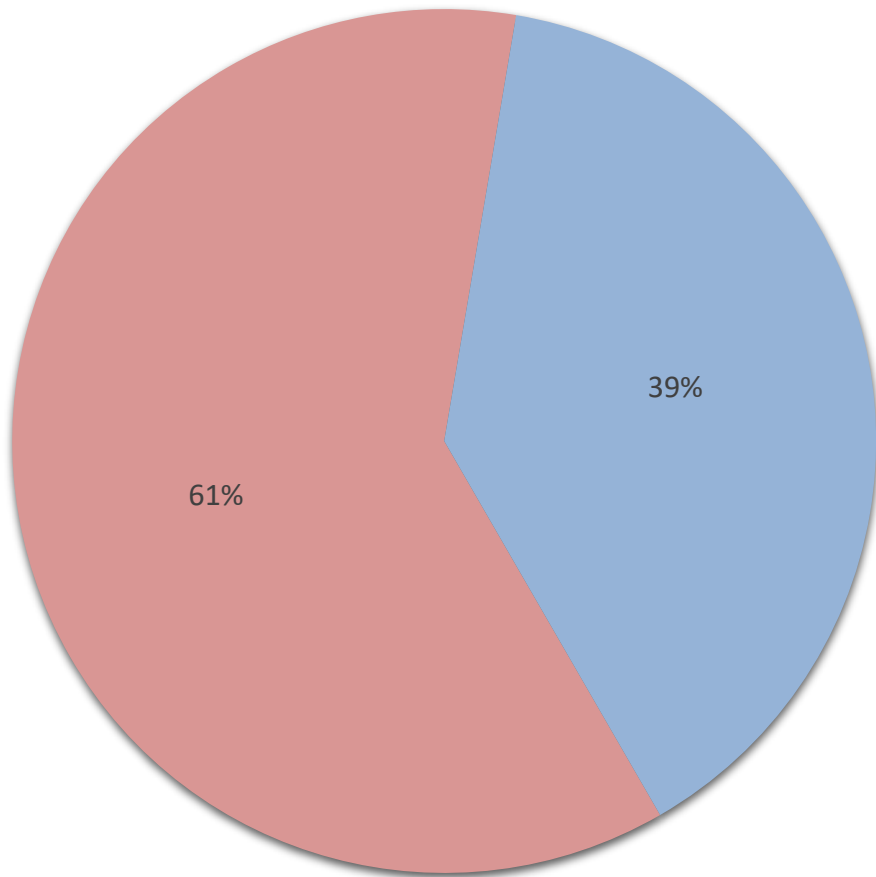
What role will it play?

- Strategic Plan as organizational philosophy

Get it to all align?

- Capital Improvement Plan
- Departmental Strategic Plans
- Project Management
- Measurement

CORE SERVICES IN STRATEGIC PLANNING



■ Mandates ■ Others

Make the biggest impact with Core Services

Define success around Core Services

- The value of *mandates*

Determine capacity to tackle initiatives

FACTORS FOR SUCCESS



CORE SERVICES

- Adequate funding & staffing
- Effective internal processes
- Clear definition of success
- Evaluation, measurement, and feedback
- Process improvement

Develop a framework to do these well...

INITIATIVES

- Adequate funding & staffing
- Clarity around priorities

...so we can do these.

improved

- infrastructure

- staffing

(recruitment, morale)

more financially sound resilient

Efficiency and accountability
across departments

Daycare / childcare opportunities

better support of staff; families; work/life balance

increased efficiency of systems

- data use / knowledge / understanding

- Quality Assurance across departments

- measurement, metrics

Team 4

- More Regionali

Team 5 2029 Hopes & Dream

* Keeping current with community needs

* Good Services for Seniors

* Streamlined & Accessible Services

* Continued Emphasis on Preserving Natural Environment

* Diversified Economy - More than what we have now

* Technological Adaptability

* Fostering Regional Collaboration
+ Connection

* Positive & Motivated Workforce

- **FISCALLY RESILIENT** & SUSTAINABLE
- SOLID SYSTEMS
- ADDRESSED AFFORDABLE HOUSING PROBLEMS
- DIVERSE ECONOMIC BASE
- NEW JAIL / BALANCED O&M
- QUALITY & MODERN INFRASTRUCTURE & SYSTEMS
- RESILIENT WORKFORCE
- SEAMLESS CONNECTIVITY: BRIDGEPORT - MAMMOTH
- **EMS STABILITY** **Safety Net**
- MORE COLLABORATIVE & COOPERATIVE

2029 VISION - GROUP 1

2029: Hopes & Dreams (Team 2)

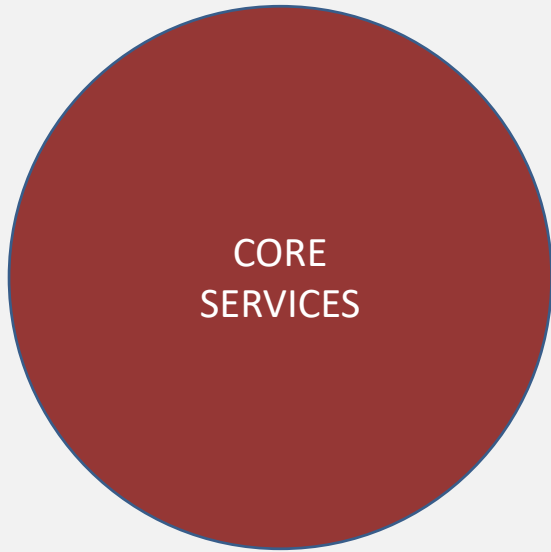
- Year Round Countywide Sustainable economy (living wage, housing, broadband diversification, resilience)
- Staff's ability to maintain work/life balance while ~~be~~ delivering high performance.
- Support sustainable natural resources for communities, quality of life, & economy
- Sufficient financial resources to support the safety net & other essential services.

Group 3

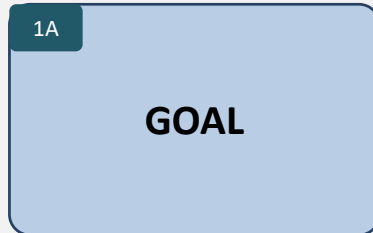
and citizen

- Better employee \wedge environment
- A reduced carbon footprint
- Increased self-sufficiency
 - Food Security
 - ~~Income~~ Income Security
 - ~~Health Insurance~~
 - Adequate housing
- Improved recreational opportunities
 - More $\ddot{}$ improved trails/facilities
 - Sustainable $\ddot{}$ responsible use and maintenance of pristine environment.
 - Visitor ownership
- Creative financial solutions to resource needs.
- Streamlined, simplified processes

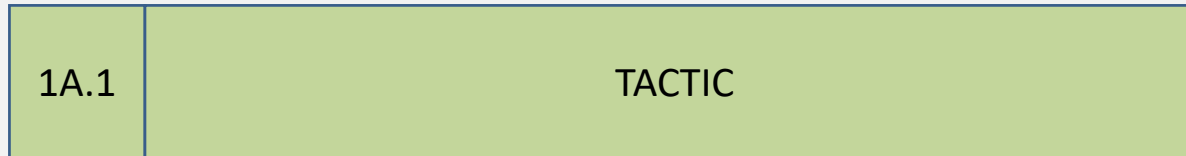
STRATEGIC PLAN STRUCTURE



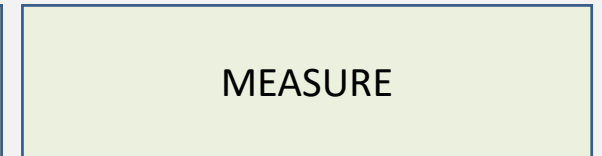
A broad focus area outcome which the County is working in.



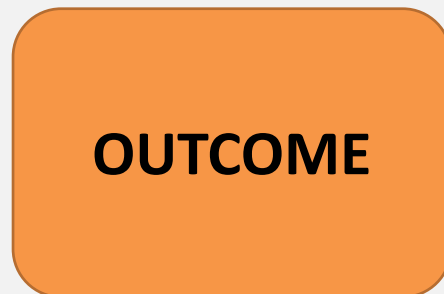
General statements around what needs to be accomplished to successfully achieve the Initiative.



Departmental specific projects, efforts, or strategies which 'add up' to satisfy objectives for the organization.



How we define success for this particular tactic.



The overall result(s) associated with all work within this Initiative



2019-2024 MONO COUNTY STRATEGIC FOCUS AREAS

1 Improve Public Safety & Health

1A Improve emergency operations and response

1B Reduce recidivism

1C Address opioid crisis and substance abuse

1D Effectively manage and enforce cannabis

1E Invest in road and other infrastructure projects across the County

2 Enhance Quality of Life for County Residents

2A Address the housing crisis through policy, assistance, and development programs

2B Support child & senior care initiatives for residents and County staff

2C Sustain and protect community, landscape, and environmental character

3 Promote a Fiscally Healthy County and Regional Economy

3A Invest in sustaining and maintaining public lands and outdoor recreation

3B Monitor and expand successful economic development initiatives and diversify our economic base

3C Maintain and expand existing businesses and industries

3D Adopt, implement, and monitor fiscal resiliency principles

4 Improve County Operations

4A Implement a long-term solution for South County offices

4B Increase customer service and transparency

4C Plan and implement effective energy savings

4D Establish KPIs – Evaluate through feedback and performance measurement

4E Build support for County operations through legislation and advocacy

5 Support the County Workforce

5A Address compensation and benefits for employee retention and recruitment

5B Create a culture of safety, health & wellness, and work-life balance

5C Develop the next generation of County leaders

1: Improve Public Safety & Health

GOALS:

1A

Improve emergency operations and response

1B

Reduce recidivism

1C

Address opioid crisis and substance abuse

1D

Effectively manage and enforce cannabis

1E

Invest in road and other infrastructure projects across the County

OUTCOMES:

Emergency response is available to all citizens & visitors

Public Health & Safety departments are fully staffed in all program areas

Completion of new jail which improves services to inmates and safety of jailers

Easy to use radio communication system which provides 99.9% uptime and 85% coverage

Reduced incidence of overdose and death related to substance use

Populations in need of services can connect with them easily and quickly

2: Enhance Quality of Life for Residents

GOALS:

2A Address the housing crisis through policy, assistance, and development programs

2B Support child & senior care initiatives for residents and County staff

2C Sustain and protect community, landscape, and environmental character

OUTCOMES:

120-160 affordable housing units are developed with at least 12 units dedicated to Behavioral Health

250-300 spaces of pre-Kindergarten child care are available

Carbon footprint is reduced by xx

Increased quality of experiences through stewardship, ownership, and education of visitors

Creation of a 100% Resilient Families program focused on home visits & services available





3: Promote a Fiscally Healthy County and Regional Economy

GOALS:

- 3A Invest in sustaining and maintaining public lands and outdoor recreation
- 3B Monitor and expand successful economic development initiatives and diversify our economic base
- 3C Maintain and expand existing businesses and industries
- 3D Adopt, implement, and monitor fiscal resiliency principles

OUTCOMES:

- Generation of an additional 1% in revenue each year for the next five years
- Annual on-time adoption of a structurally balanced budget
- Existing storefronts are filled with thriving businesses
- Year-round tourism options exist throughout the County
- Sage Grouse are not listed as endangered
- Visitors are satisfied with high quality experiences

4: Improve County Operations

GOALS:

4A Implement a long-term solution for South County offices

4B Increase customer service and transparency

4C Plan and implement effective energy savings

4D Establish KPIs - Evaluate through feedback and performance measurement

4E Build support for County operations through legislation and advocacy

OUTCOMES:

Services are delivered in a manner which results in 90% customer satisfaction rate

Systems of measurement and feedback exist for each business line

Maintenance costs for existing infrastructure are reduced by xx%

County systems and processes leverage technology to deliver efficiency to staff and customers

The organization is stable and less susceptible to issues around change

Collaboration is a core value which is continuously looked to when working on projects

5: Support the County Workforce

GOALS:

5A Address compensation and benefits for employee retention and recruitment

5B Create a culture of safety, health & wellness, and work-life balance

5C Develop the next generation of County leaders

OUTCOMES:

Develop a salary and benefit philosophy which is tied to performance and places Mono County in at least 75% of median position within our cohort

Modernized personnel review & management system which includes an updated evaluation process focused on feedback, growth, accountability, and transparency

Creation of a formal training and leadership development program for all new managers in Mono County

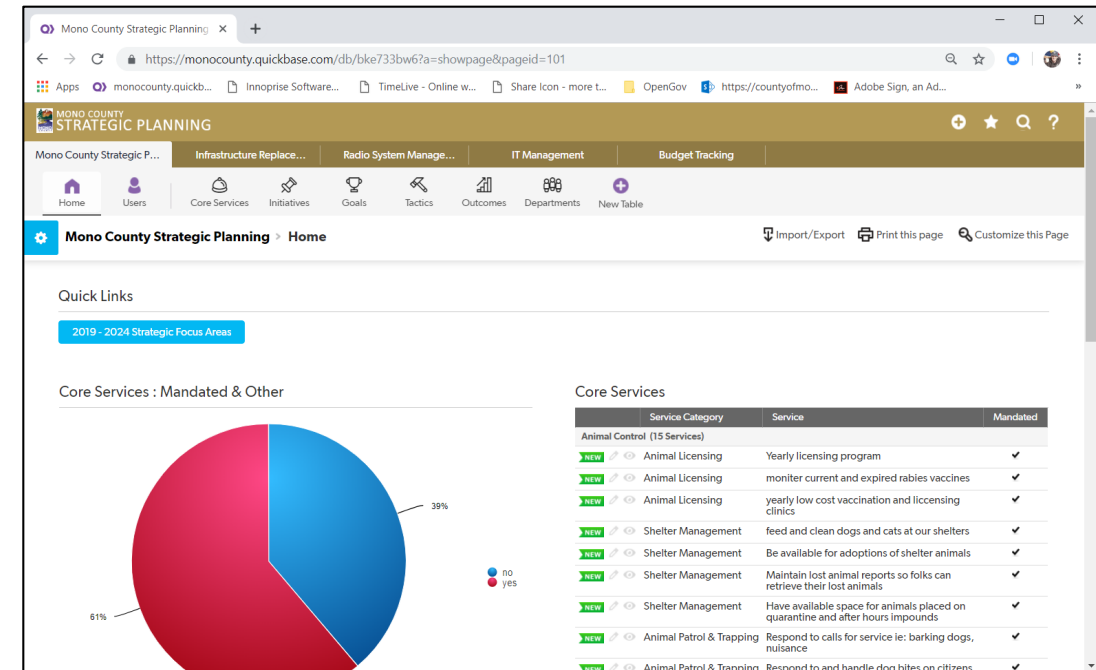
Each department will have a succession plan created for key positions and projects

Improved on-boarding procedure for all new employees which informs staff of County Culture

Decreased recruitment and hiring times

UTILIZATION

- **Translating plan into action**
 - Tactics
 - Project management
- **Measurement and Management**
 - Defining success
 - Staying focused
 - Checking in & reporting out
- **Course correction**
 - Adjusting priorities



NEXT STEPS



- **Integrate feedback into plan**
- **Develop final plan document**
 - Circulate for feedback
- **Update Strategic Plan dashboard**
- **Strategic Plan Adoption**
 - May 7?
- **Determine Check-In Schedule**