



**Mendocino County
Strategic Plan:
July 1, 2021-January 31,
2022**

**September 2021
Update**

**Strategic plan facilitators:
B.J. Bischoff
Gary Hochman**

What is Strategic Planning?

An organization management activity used to:

- Set priorities
- Focus energy and resources
- Strengthen operations
- Ensure everyone is working toward common goals
- Establish agreement outcomes/results
- Assess and adjust the organization's direction in response to a changing environment



Characteristics of a strategic plan

- Involves stakeholder input
- Creates vision
- Sets priorities to achieve vision
- Defines specific goals and specific actions to achieve priorities
- Allows staff to align their work with the organization's priorities
- Monitors performance and progress
- Allows for flexibility



Mendocino County Strategic Planning Process (July 2021)

Approximate Timeline



Strategic Plan Key Components

STRATEGIC PILLARS – The few mid-term focus areas (< 5 years) that are most important in defining success. Sometimes called strategic initiatives or strategic priorities, they should build alignment and provide shape to the plan.

GOALS – The broad outcomes you want to achieve. The destination. Based on an important idea or desired future.

OBJECTIVES – The measure of the progress needed to get to the destination. A concrete stepping-stone for achieving the goal. Can be described in specific measurable terms or as a milestone to mark headway.

ACTION PLANS – The specific tactics or actions that will help you implement and achieve your objectives. Often includes dates and owners.



Strategic Planning Leadership: Project Manager and Task Force

Project Manager

Anne Molgaard, Public Health Transition
Director

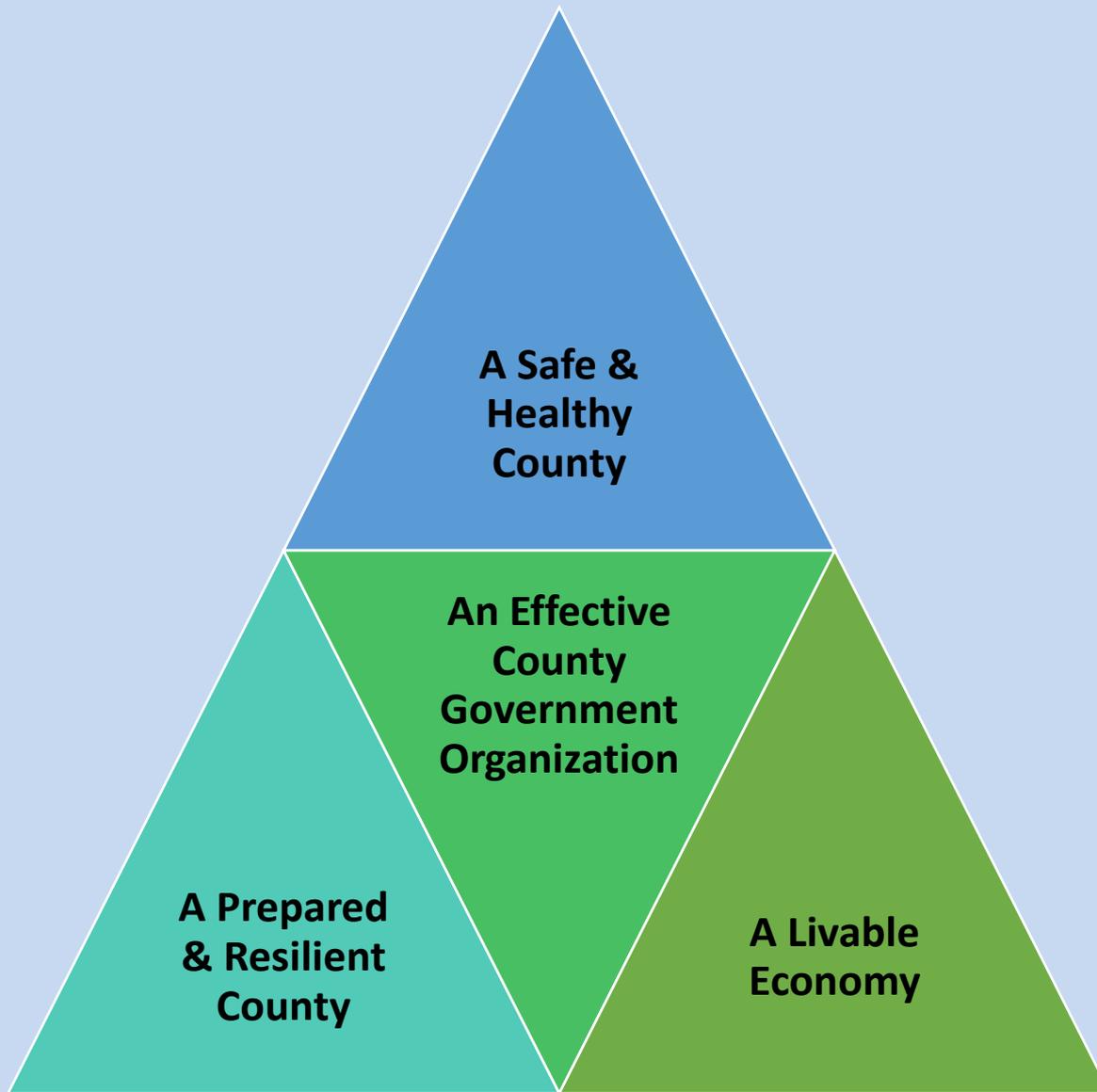
Task Force

- Buffy Bourassa, Behavioral Health & Recovery Services
- Katie S. Ford, Human Resources
- Elizabeth Garcia, Agriculture
- Izen Locatelli, Probation
- Michael Oliphant, Planning & Building
- Megan Van Sant, Social Services
- Glenn Mc Gourty, First District Supervisor, Ex Officio Member
- John Haschak, Third District Supervisor, Ex Officio Member

Accomplishments: July-September 2021

- Communicated planning process with employees
- Individual interviews with all 5 Supervisors
- 2 individual interviews with the CEO
- Twice monthly Task Force meetings
- Department Head input meeting
- Developed draft strategic framework with 4 pillars
- Developing strategy to obtain internal and external stakeholder input





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**Emerging
Strategic
Priorities**



Strategic Priorities

Effective County Government Organization

- Effective governance
- Attract & retain the best
- Diversity, Equity & Inclusion
- Operational efficiency
- Increase transparency

Safe & Healthy County

- Basic needs for under-resourced families
- Prevention-focused public health program
- Behavioral health services
- Sustainable environment

A Livable Economy

- Support a vibrant economy
- Support affordable housing opportunities
- Improve broadband communications

A Prepared & Resilient County

- Increase disaster/emergency preparedness & resiliency
- Ensure rural fire protection & emergency medical services
- Improve & maintain transportation & road system



Next Steps: October-November

- Surveys, focus groups & individual interviews with employees and key community stakeholders
- Obtain additional targeted Department Head & CEO input
- Obtain additional input from Supervisors
- Work with Task Force to integrate input from internal & external stakeholders into the Strategic Plan
- Revise the emerging framework to reflect employee & community input
- Develop draft goals and objectives, based on stakeholder input



*Questions
&
Comments*

