

# MENDOCINO COUNTY STRATEGIC PLANNING PROCESS

#### **Approximate Timeline**

July PLANNING AND LAUNCH

Aug - Sept BUILD INITIAL STRATEGIC PLAN FRAMEWORK

September DEPARTMENT HEAD INPUT

Oct - Nov EMPLOYEE AND COMMUNITY INPUT

Nov - Dec SURVEY, FOCUS GROUPS, REFINE PLAN (PILLARS, GOALS, OBJECTIVES)

TOWN HALLS, FINALIZE PLAN, BOARD APPROVAL, ACTION PLANNING & IMPLEMENTATION



#### **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.

Dec - Jan



### Strategic Planning Leadership: Project Manager and Task Force

### **Project Manager**

Anne Molgaard, Public Health Transition Director

#### Task Force

- Buffey 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

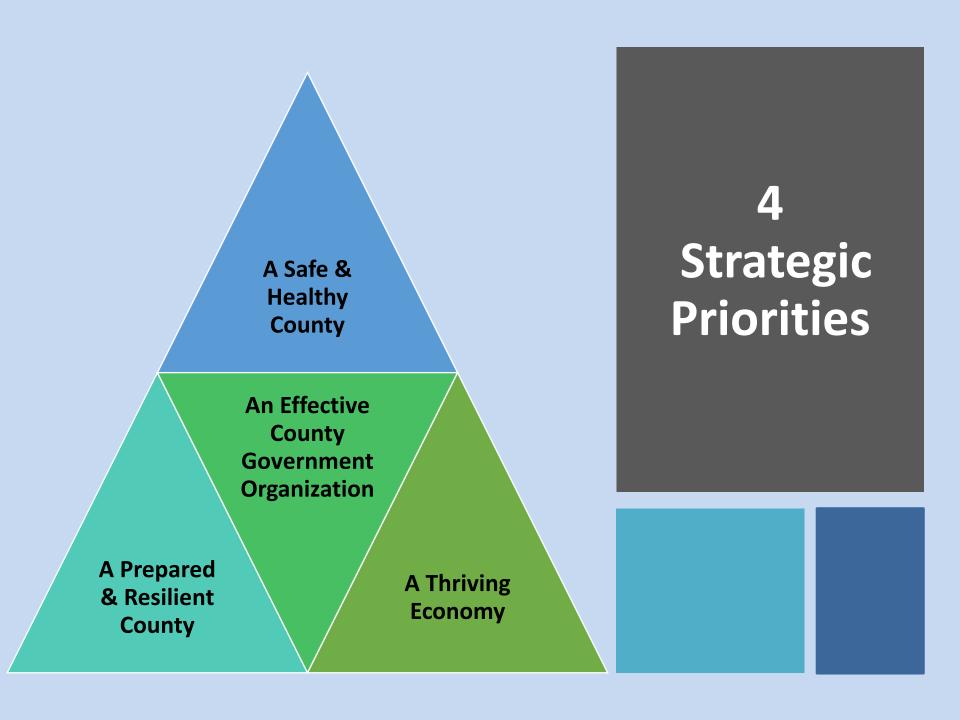
### **Accomplishments:** Mid-November to Mid-December 2021

- Twice monthly Task Force meetings; Ongoing input and edits from Task Force
- Employee survey with 432 responses (36% response rate)
- 5 community focus groups(4-5 per group):Cities & towns

  - Community-based organizationsBusinesses

  - Public safetyHealthcare
- Still need to conduct focus groups:
  Latinx communityTribal Council Leaders
- Planning three Town Halls for Jan. 4, 5, 6, 2022







Employee Survey 432 responses 36% response rate Asked employees to rank the importance of the goals within each priority area/pillar

Asked employees to choose their #1 goal for each of the four priorities

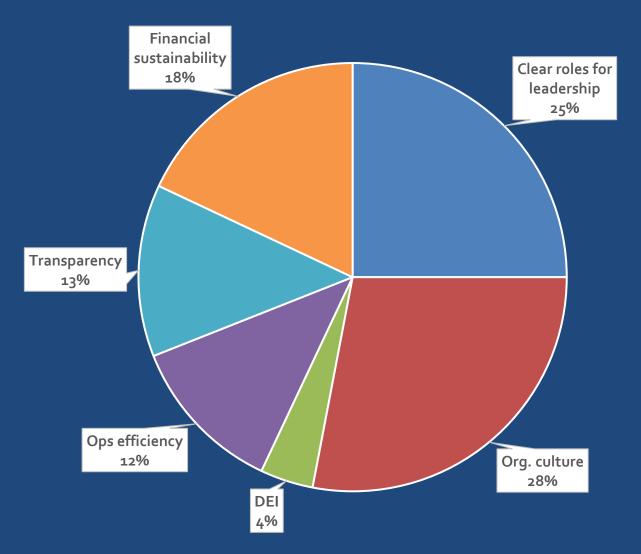
Asked for openended comments about each priority area/pillar

# I. An Effective County Government Organization

- A. Define clear roles, responsibilities, and processes for government leadership (25% ranked top priority)
- B. Create a thriving organizational culture (28% ranked top priority)
- C. Implement new approaches to demonstrate our commitment to Diversity, Equity, and Inclusion (DEI) (4%)
- D. Improve operational efficiency by streamlining processes and implementing technology-based solutions (12%)
- E. Increase transparency in government operations to build trust with employees and community (13%)
- F. Assure financial sustainability of the County (18%)

# I. An Effective County Government Organization

Employees' top-ranked goal



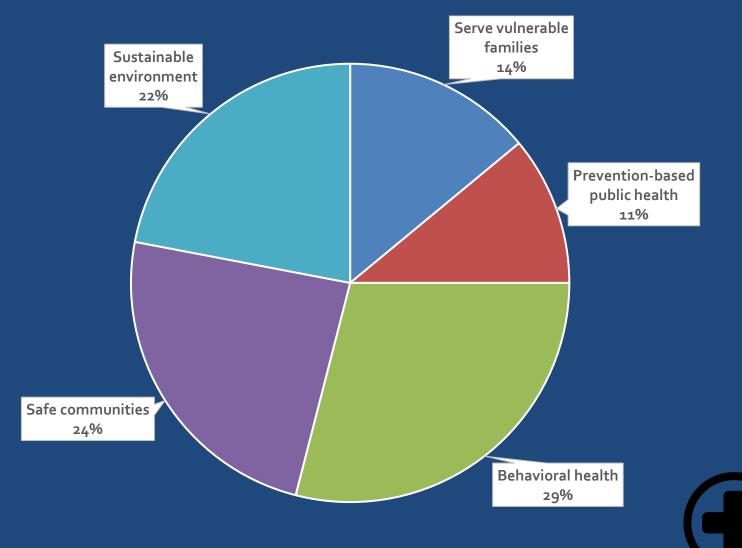


# **II. A Safe and Healthy County**

- A. Provide a person-centered approach to help under-resourced and vulnerable families thrive (14%)
- B. Deliver culturally relevant public health services that focus on prevention and are guided by social determinants of health (11%)
- C. Increase access to behavioral health services (29% ranked top priority)
- D. Help people feel safe in their communities (24% ranked top priority)
- E. Implement practices that support a sustainable environment and responsible stewardship of natural resources (22%)

# **II. A Safe and Healthy County**

Employees' top-ranked goal



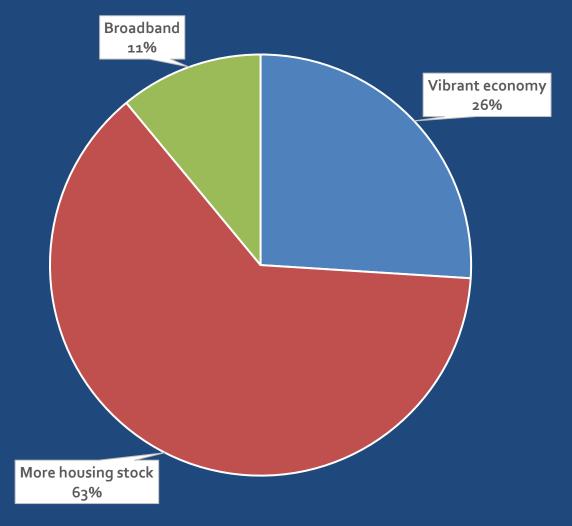
# **III. A Thriving Economy**

- A. Support a vibrant economy (26%)
- B. Support increased housing stock at a range of affordability levels (63% ranked top priority)
- C. Improve broadband communications infrastructure throughout the County (11%)



# **III. A Thriving Economy**

Employees' top-ranked goal





### IV. A Prepared and Resilient County

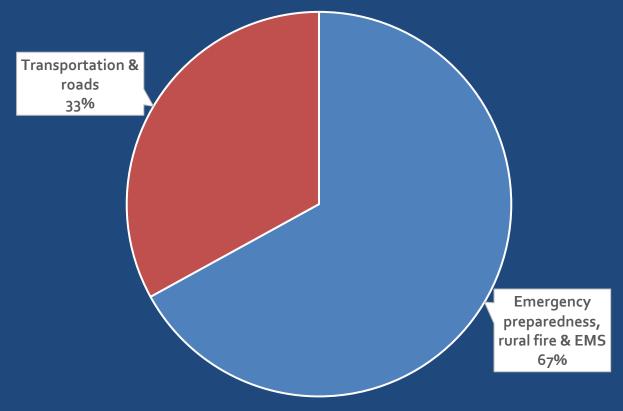
(Survey error: A & B were combined in the ranking question)

- A. Increase disaster/emergency preparedness and resiliency
- B. Ensure access to rural fire protection and emergency medical services(A&B combined ranked 67% top priority)
- C. Improve and maintain transportation and road systems/access routes (33%)

# IV. A Prepared and Resilient County

Employees' top-ranked goal

(Survey error: A & B were combined)





# **Major Themes from the Employee Survey**

- A. Many employees believe that a strategic plan is a "waste of time" because goal setting efforts have failed in the past due to leadership failing to honor those goals.
- B. Staff concerned that the County does not have enough employees to implement the objectives presented in this proposed plan.
- C. Support for affordable housing (both for sale and rent) for the middle class and seniors.
- D. Support for *Identify supplemental funding sources to implement priority road system improvements*.



# I. An Effective County Government Organization Employee Survey Trends

- A. County leadership needs more oversight and increased accountability
- B. Leadership is too top heavy
- C. County would stop hiring contractors and/or consultants for work that employees can do
- D. Prioritize hiring and retaining employees and the urgent need to fully staff all departments, as many are understaffed
- E. Exit interviews should be prioritized and completed without delay

# I. An Effective County Government Organization Employee Survey Trends

- F. Employees should be paid living wages across the board
- G. Critical of County leadership receiving salary increases when employee wages remain stagnant
- H. Support for the goal to redesign the hiring process to drastically reduce cycle time from open requisition to new employee start date.
- I. Desire for increased communication, both between departments and from leadership to staff.



# II. A Safe and Healthy County Employee Survey Trends

- A. Public Health needs more funding, more staffing, and experienced leadership
- B. Desire for increased mental health services, including facilities specifically for homeless, general adult population, and youth
- C. Concern about cannabis and water use, with some even suggesting that cannabis permitting be stopped due to water use concerns
- D. Concern about the County purchasing all electric vehicles. Concerns included (1) Resources that could be wasted as employees wait to charge EVs; (2) Plug-in hybrids would be easier to maintain and operate; (3) Some vehicles might not "get the job done" for all work.

# **III. A Thriving Economy**

### **Employee Survey Trends**

- A. Employees across the board support the following objective: Implement policies and practices to make it easier for businesses to start-up and expand.
- B. Diversification was a priority for many move away from traditional agriculture or tourism and into manufacturing, trades, and technology
- C. While the County is making progress on assisting lowincome, unhoused, and immigrant populations, they are leaving the middle class behind
- D. Support to expand communications infrastructures throughout the County



# IV. A Prepared and Resilient County Employee Survey Trends

- A. Support EOC objectives.
- B. Support for "Identify supplemental funding sources to implement priority road system improvements."



# Focus Group Themes General Trends

- A. General support for the goals, but people want to see the implementation plan and they want to witness progress against that plan. There's a history of seeing more talk than action
- B. Broad agreement with the strategies, but many are wary about additional costs, knowing that the County is already financially constrained.
- C. Key concerns are in the following areas:
  - 1. Water
  - 2. Housing stock and homelessness
  - Vulnerable populations, especially related to behavioral health needs

# **Focus Group Themes**

#### Water

- A. Deep and broad concern about future water sources and access to water
- B. Ag community feels misunderstood about its use of water and energy / resources
- C. Need to focus on storage in the future, not just "supply"

### Housing

- A. Consider a focus on senior housing and upper income housing to "free up" other units for working- and middleclass families. No employees = no economic growth.
- B. Need to understand the situation from the developer's perspective



# **Focus Group Themes**

### Homelessness

- A. Recognized as a major issue by many participants, especially in the towns and cities
- B. Acknowledged as a thorny issue because of the intersections with mental health, drug addiction, and unemployment

### **Vulnerable populations**

- A. Broad support for more satellite offices and easier access to service
- B. Shared concerns about food insecurity
- C. Many are discouraged regarding Measure B (mental health sales tax). Not seeing the positive impact on the population in need.

### **Focus Group Themes**

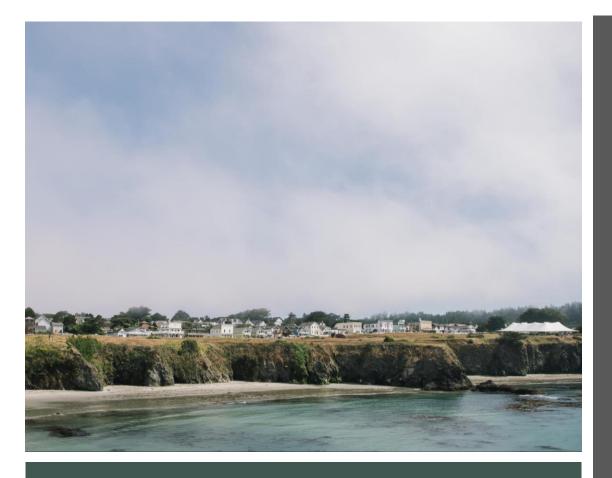
### **Vulnerable populations (cont.)**

A. Some tension regarding law enforcement's role with mental health. Some believe it's a distraction and law enforcement shouldn't divert its attention. Others would like to see closer partnerships between law enforcement and social service agencies and County departments.

### **Economy**

- A. Need to re-examine and potentially revise the General Plan.
  Consider rezoning in different areas
- B. Waive fees, provide incentives
- C. Need for more broadband capacity for safety and the economy. All County facilities should have wi-fi available for public use.





3 Virtual Community
Conversations
(Town Halls)

Jan. 4: A Safe & Healthy County

Jan 5: A Thriving Economy

Jan. 6: A Prepared & Resilient County

5:00-6:15 pm

**Zoom webinar** 

Livestreamed on YouTube and Facebook Live; Real-time email

Comments typed into Q&A

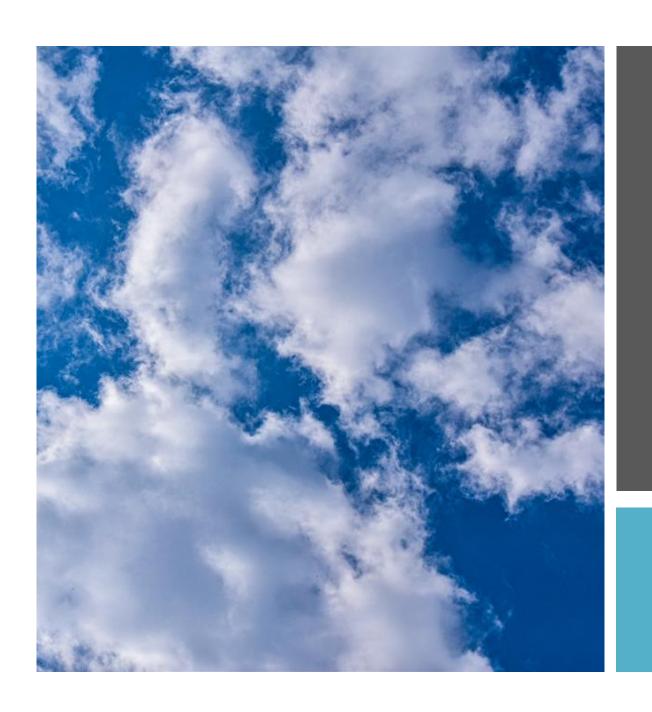
**Spanish interpretation** 

Welcome from Supervisors McGourty &/or Haschak



# Next Steps: December-January

- Conduct focus groups for Latinx community and Tribal Council Leaders
- Obtain feedback from individual Supervisors
- Conduct 3 virtual community conversations
- Finalize draft document
- Work with the Board of Supervisors during a 2hour session in January to refine draft document
- Develop a final Strategic Plan document for review and adoption by the Board of Supervisors
- Consult with the appropriate staff on implementation strategies and reporting dashboard



# Questions & Comments