



Mendocino County Strategic Plan:

July 1, 2021-January 31, 2022

**November 2021
Update**

Strategic plan facilitators:

B.J. Bischoff

Gary Hochman

MENDOCINO COUNTY STRATEGIC PLANNING PROCESS

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

- 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: October 2021

- Twice monthly Task Force meetings; Ongoing input and edits from Task Force
- Executive Office staff input meeting
- Individual interviews with 5 County government leaders nominated by the Task Force
- 5 focus groups of employees selected by Department Heads
- Leadership Initiative focus group
- Under the 4 priorities, developed 17 specific goals, each with 2-8 actionable objectives
- Developed strategy to obtain community stakeholder input



4 Strategic Priorities

**A Safe &
Healthy
County**

**An Effective
County
Government
Organization**

**A Prepared
& Resilient
County**

**A Thriving
Economy**

I. An Effective County Government Organization

- A. Define clear roles, responsibilities, and processes for government leadership
- B. Create a thriving organizational culture
- C. Implement new approaches to demonstrate our commitment to Diversity, Equity, and Inclusion (DEI)



I. An Effective County Government Organization

- D. Improve operational efficiency by streamlining processes and implementing technology-based solutions
- E. Increase transparency in government operations to build trust with employees and community
- F. Assure financial sustainability of the County



I. An Effective County Government Organization

C. Implement new approaches to demonstrate our commitment to Diversity, Equity, and Inclusion (DEI)

1. Adopt definitions and create a shared understanding of what diversity, equity, and inclusion mean.
2. Launch DEI training for all County leadership, beginning with the Board of Supervisors and CAO/CEO.
3. Hire an Equity Officer and create a multi-year plan to address disparities in treatment of County employees due to race, ethnicity, and other protected classes through training, coaching, and providing toolkits and other resources.
4. Broaden the list of organizations invited to contract with the County to include a more diverse set of organizations.



I. An Effective County Government Organization

C. Implement new approaches to demonstrate our commitment to Diversity, Equity, and Inclusion (DEI)

5. Develop a consultation policy with the ten federally recognized Tribes to build deeper working relationships.
6. Through the guidance of the Equity Officer, review existing processes and policies in every department to determine adverse impact against County residents who are Black, Indigenous, and People of Color in service delivery or access.
7. Boost pay premium for bilingual employees who use multiple languages in their positions.
8. Implement strategic job outreach and recruitment efforts to attract a more diverse candidate pool.



II. A Safe and Healthy County

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



II. A Safe and Healthy County

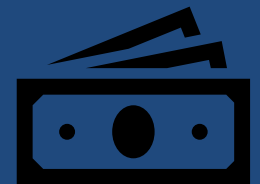
C. Increase access to behavioral health services

1. Increase partnerships and collaboration with community partners and law enforcement to deliver services to people in need.
2. Utilize Community Health Workers and Promotores in Tribal Communities and among Latinx populations to reduce the stigma of seeking help for mental health.
3. Implement Measure B plans to create a Psychiatric Health Facility (PHF), Crisis Residential Treatment Facility (CRT), and Behavioral Health Regional Training Center.
4. In conjunction with other health and human services departments, apply for additional grant funding from state and federal sources to address County needs.



III. A Thriving Economy

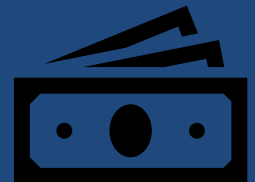
- A. Support a vibrant economy
- B. Support increased housing stock at a range of affordability levels
- C. Improve broadband communications infrastructure throughout the County



III. A Thriving Economy

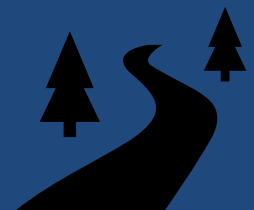
B. Support increased housing stock at a range of affordability levels

1. Explore the creation of a workforce housing initiative and other creative programs to enable County employees to be able to afford to live in Mendocino County.
2. Identify one County executive who would have accountability for housing programs, from market-rate to housing for unhoused residents, and have responsibility for obtaining additional State and Federal grants.
3. Interview developers and housing industry stakeholders and develop a plan to reduce barriers and time relative to permitting.
4. Discover and implement strategies to provide housing opportunities for people who are unhoused.
5. Create forums and dialog with County residents about the value of and need for housing and commercial opportunities.



IV. A Prepared and Resilient County

- A. Increase disaster/emergency preparedness and resiliency
- B. Ensure access to rural fire protection and emergency medical services
- C. Improve and maintain transportation and road systems/access routes



IV. A Prepared and Resilient County

A. Increase disaster/emergency preparedness and resiliency

1. Create and implement training and an operational plan to ensure 24/7 readiness of the County's Emergency Operations Center (EOC).
2. Develop a site for a permanent EOC with necessary, up-to-date equipment.
3. Post social media messages, provide training programs, and conduct public meetings in English and Spanish throughout the County on the topic of emergency preparedness.





Next Steps:

November-December

- Employee survey to assess priority goals and obtain additional input
- 8 community focus groups
 - Cities & Towns elected officials & staff
 - Business: Chambers, Farm Bureau, Realtors, ranchers, vintners, etc.
 - Tribal Council leaders
 - Healthcare: FQHCs, clinics, hospitals, Coastal Valley EMS
 - Service Clubs: Rotary, Kiwanis, Soroptimists, etc.
 - Public safety agencies—fire, police
 - CBOs/Nonprofits: Community Foundation, North Coast Opportunities, Climate Action Advisory Committee, etc.
 - Latinx groups—conducted in Spanish: Ukiah Vecciones en Action, Mendocino Latinx Alliance, Mendocino College Latinx group, etc.



Next Steps: November-December

- Individual interviews with key community members who don't participate in focus groups
- 3 Virtual Town Halls—one per Priorities 2, 3, and 4 plus some of Priority 1
- Work with Task Force to integrate input from stakeholders into the Strategic Plan
- Revise draft goals and objectives, based on additional stakeholder input
- Obtain additional input from Supervisors—would like individual feedback on each version of goals & objectives



Questions & Comments

