

# ***Mono County Strategic Planning Process***



## **Background**

Strategic planning is a process which focuses an organization on long-term issues, establishes clear purpose for all staff and produces a system of results oriented measurement that reinforces how best to use scarce resources for maximum return. In local governments, as resources have diminished over the last 15 years and more dramatically in the last 6, Strategic Planning has given the public and policy makers the ability to focus not merely on the next year but the next five, ten and twenty years, build an effective understanding of services and focused investment on service improvement.

Effective strategic planning goes beyond identifying and completing tasks but changes how we do business at the County and provides new methods to engage our employees in building a Higher Performing Organization. It builds context for all operations.

Local governments across California, including Mono County, have seen a growing imbalance of resources and responsibilities. As state and federal governments have shifted responsibility for service delivery and reduced overall resources, counties have seen growing financial pressures. This shift, coupled with reductions in local revenues (such as property taxes, local sales and tourism taxes), has made the ability of the County to plan for the long term difficult. As counties deliver or provide 75% of all services that constituents receive, the budgeting process has become a triage from year to year, being dependent on the next economic bubble.

It is customary for private and other public agencies to utilize the strategic planning process. The lack of resources, the lack of clarity of purpose and the increasing expectation of the public for services require us to follow suit.

Mono County faces a series of long-term liabilities and reduced resources to address them. In addition, the Board has identified a number of community issues which also need focus. The County long term liabilities and issues were touched upon during the 2013-2014 FY Budget Hearings. They are detailed in Attachment A – Table of Liabilities from Budget 2013-2014 hearings. The Board through five public sessions created a series of projects (Attachment B) which reflected short, medium and long term issues the County must also address.

A process to coalesce all of these elements and issues together into one cohesive plan is before the Board today. The development, refinement and adoption of a Strategic Plan will provide an evolving road map for the next five, ten and 20 years. It must be a living document built with the employees, public and the Board which creates a direction to guide decisions and focus resources on the most important needs. It will never be complete as issues and circumstances change but it must be absolute in its target of the long term challenges.

Strategic planning supports broader education and understanding by the public of what counties do and why, helps employees improve the services they provide and allows policy makers to have measurable results to guide future policy decisions. It will not be quick, easy or simple and requires discipline and commitment to be successful. When the County

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has developed and launched a Strategic Plan, County liabilities and the projects identified should have a place within the plan and should be prioritized. Future issues that arise will be viewed thru a lens for guiding where scarce resources go. As there are limited resources, there will be some things which are not funded.

Good strategic planning takes time, commitment and involvement from all parts of the organization. As an organization moves through the process, the end result will focus what we are doing and why.

A strategic plan is not a one-time project, but a system an organization adopts and commits to, wherein it constantly reviews, measures and improves services and prioritizes where it commits resources.

There are key components to a strategic plan:

- Vision – Where are we going and what will we be when we get there?
- Mission – what is our purpose, our reason for existing?
- Goals – What are we going to achieve and how?
- Values – What motivates our service? What Principles do we live by?
- Results – How will we measure success?

For Mono County which has been impacted by the feast and famine of outside economic forces, inconsistent weather patterns and a county where over 94% of the land is controlled by federal and state agencies, some guiding questions include:

1. Where are we going?
2. Who do we want to be?
3. How will we provide the best services that matter most to our residents and visitors?
4. How are we accountable for service delivery?
5. How will we know success?

The following proposal reflects the first needed step to the process. It includes a process timeline, constituencies, and methods for engaging people in this process. It will take time and be an exercise in engaging and listening to constituents, creating options, weighing choices and choosing a path. Once a full Strategic Plan is adopted, we can use it to guide our budgets, focus and measure service improvement and invest in Mono County. The strategic planning process will help us to create our future as Mono County, the future we all desire.



## **I. Mono County Strategic Planning Elements**

- a. **Vision** – What is the future we intend to create for the County? What defines what we do and how do we know if we are doing it well?
- b. **Values** – Why do we want to be high performing in first place and what principles will we live by?
- c. **Mission** – What is our purpose and reason for existing? Are we delivering the key services and products with high value to our constituents?
- d. **Results** – How can we measure the results of our services
  - i. Customer value, quality and financial performance?
  - ii. How will results guide future service improvements?
  - iii. What measurement outcome tools do we need?
    1. Customer satisfaction surveys
    2. Employee surveys
    3. Return on Investments
    4. Benchmarking

## **II. Mono County Strategic Plan Development**

### **a. Schedule and Engagement of Constituencies**

- i. All Employee sessions – January – April
  1. Host sessions with employees – south and north county
  2. Department level discussions
    - a. Strength, weakness, Opportunity and Threat inventory
    - b. Mission, vision, value development
    - c. Draft Plan created
    - d. Bring back to Board
- ii. Board sessions – March-May
  1. Regular Board items updates
  2. Board holds final adoption
- iii. Public and virtual town halls/align with Budget – April-June 2014
  1. Online input and feedback
- iv. Host series of Public meetings to receive feedback from draft
  1. RPACS - Circulate draft Plan through all RPACS for feedback into plan;



2. Town Halls - 1 per Supervisorial District in addition to RPACs)

### **III. Ensure integration of existing identified projects and long term issues**

- a. Board's Priority projects – Attachment B
- b. 2013-2014 Budget Project Matrix Attachment C– Annual Budget Work Projects

### **IV. Ongoing commitment to review and update of MCS Plan**

- a. Schedule annual review of Plan before Board – Pre Budget Adoption or as part of Budget
  - i. Project completion update
  - ii. New projects/removal of completed projects - adding, completion, subtraction, and re-focus

### **V. Creating measurable outcome and measuring results/tools**

- a. Possible outcomes measurements -
  - i. Long term liability reductions – Table A
  - ii. Increasing Reserves – Annual growth to match policy of 15% recommended Reserves
  - iii. Long term debt reduction
    1. Unaccrued Actuarial Liability (Pension debt)
    2. General Obligation Bonds
    3. Credit Rating Improvement
  - iv. Capital investment and improvement
    1. Higher Pavement Management System Index for Roads
    2. Less maintenance expense for County facilities
    3. Reduction in energy use of fleet and facilities
- b. Constituent/customer survey – Approval Rating
  - i. Data Gathering
    1. Online feedback thru website
    2. Annual survey of public
    3. Customer survey at all public accessible offices
- c. Employee annual survey
  - i. E-survey
  - ii. Annual All employee meeting – check in and feedback

### **VI. Budgeting to strategic priorities – Strategic Plan as lens to focus budget priorities**

- a. Bringing all agenda items under one of the Strategic Goal Areas
- b. Tracking investments in each Strategic Goal Areas
- c. Budget and Department efforts part of a designated Strategic Goal Areas



Table A - MONO COUNTY Long Term Liabilities and Unmet Needs

Issues	Potential Remaining costs	Cause	Timeline
California Air Resources Board (CARB) Clean Air Compliant vehicles	\$25 million <sup>1</sup>	State mandate for clean air vehicles	2028
Solid Waste Issues – Landfill closures and monitoring	\$6.68 Million <sup>2</sup>	State Law	2023/2029
New Jail	\$25 Million <sup>3</sup>	Population growth/use	2020-2025
Prudent Reserves	\$3.7 Million <sup>4</sup>	County Fiscal Policy	2018
Infrastructure (Roads, Parks, community center upgrades)	TBD	Replacement and maintenance	As warranted
New elections system	\$225,000 <sup>5</sup>	State mandate/ Aging technology	2016-2017
Improved County Information Technology	TBD	Ensure adequate technology to support county services	??
Social and Health Safety Net Services	TBD	Serving resident unmet needs	??
Increased Economic Development Investment	TBD	Grow the Economy	ASAP
Labor costs	1% COLA <sup>6</sup> = \$255,000 annually	Attract, retain and employ top employees	??
<b>TOTAL</b>	<b>\$ 60.6 million</b>	<b>Does not include Labor any potential compensation increases.</b>	

<sup>1</sup>= Prior purchases of Clean Air vehicles have reduced liability and 2013-2014 Recommended Budget proposes \$1 million for vehicle replacement. First deadline is 2019 and approximately \$5 million.

<sup>2</sup>= Benton Crossing Closure and post closures costs in Enterprise Fund \$3.2 and 3.48 for Pumice Valley if closes in 2029

<sup>3</sup>= New Jail will be required as AB 109 (State Realigned Prisoners) impacts grow long term inmate population at County jail.

<sup>4</sup>= FY 2012-2013 Reserves are \$1.7 million. By County Policy it is recommended Reserves be at least 15% of General Fund Expenses. Current GF expenditures are \$36 million and 15% would be 4.3 million. The FY 2013-2014 Recommended Budget would add \$50,000 to Reserves.

<sup>5</sup>= Changes in State election law require county to review and investigate replacing current voting machines. Cost for replacement is estimated at \$225,000 but alternative systems may be option which may cost less.

<sup>6</sup>= a one (1) percent Cost of Living Adjustment would cost approximately \$225,000 annually if granted to all employees.



**Table B - Board of Supervisors Planning Workshops  
January 15, 2013; March 12, 2013; April 9, 2013; May 14, 2013; May 21, 2013**

Supervisor Alpers	Supervisor Fesko	Supervisor Hunt	Supervisor Johnston	Supervisor Stump	Public Input	Staff Input	Planning Commission
	Facilities: old clinic, Bridgeport campus plan, Memorial Hall, Antelope Valley Community Ctr		Facilities: Bridgeport campus plan, landscape Lee Vining Community Center	Facilities: ADA, jail, maintenance, energy efficiency, planning; prioritize funding		<u>Public Works</u> ADA issues Facilities Asset Protection	Facilities: Old Clinic (convert to solar)
	Solid Waste Plan	Solid Waste Plan: long-term plan	Solid Waste Plan: Benton Landfill	Solid Waste Plan: long-term and contingency plans			Landfill
Economic Development	Economic Development	Economic Development	Economic Development		Econ Dev Countywide: assist growth of new/ existing business; solarization; access to health svcs; creative financing for long-term replacement needs		
Organizational Structure/Staffing: public service accountability		Organizational Structure/Staffing: HR Director	Organizational Structure/Staffing: facilities, engineering, HR	Organizational Structure/Staffing: HR Director	Staffing: as it relates to budgeting (top to bottom review); professionalism		
	Conway Ranch	Conway Ranch: success	Conway Ranch		Conway Ranch: enhancement/manager		Conway Ranch: better management
Employee Recognition: public achievement	Employee Recognition	Employee Recognition	Employee Recognition				
	Paramedic Program	Paramedic Program: reorganization/review	Paramedic Program	Paramedic Program: cost containment			
	Substation	Substation	Substation (off demolition list)				Substation: revisit dog sled use permit
June Lake: ski		June Lake: ski	June Lake: ski				June Lake

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area/rodeo grounds		area/rodeo grounds	area/rodeo grounds				Ball Field: multi-use concept (i.e. soccer, concerts, etc.)
		Oversight Committees: Finance, Public Safety	Oversight Committees	Oversight Committees			
	Parking Ordinance		Parking Ordinance				Parking Ordinance
		Live Streaming of BOS Meetings	Live Streaming of BOS Meetings		Value of live interaction vs. video		
		Develop Legislative Agenda	Develop Legislative Agenda				
<b>Supervisor Alpers</b>	<b>Supervisor Fesko</b>	<b>Supervisor Hunt</b>	<b>Supervisor Johnston</b>	<b>Supervisor Stump</b>	<b>Public Input</b>	<b>Staff Input</b>	<b>Planning Commission</b>
<b>MISCELLANEOUS</b>		<b>MISCELLANEOUS</b>	<b>MISCELLANEOUS</b>	<b>MISCELLANEOUS</b>	<b>MISCELLANEOUS</b>	<b>MISCELLANEOUS</b>	<b>MISCELLANEOUS</b>
Reorganize Weekly Board Mtgs: promote public attendance and Supervisor education		Progress on Regional Trail System	Public Recognition	Vehicle Replacement	Public Lands Access: develop infrastructure to connect lands; maintain amenities; ambassadors; education	<u>Social Services</u> Potential space needs due to Health Care Reform (pre-enrollment begins 10/1/13)	
			Extend Water/Sewer Lines from MCWD to Sierra Business Park	Review A87 Charges	Bridgeport Fire Safe Council	<u>Clerk</u> Elections Equipment Space Needs	
			Bridgeport Valley Nordic Ski Ctr	Tri Valley Flood Control Ditch	Bridgeport Valley: economic dev; implement	<u>Animal Control</u> Assist public at satellite locations	

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					RPAC priorities (Main St. revitalization, expand recreation opps, multiagency visitor's center, gateway monuments)		
			Geothermal: facilitate replacement of machinery at existing plan	Tri Valley EMS Service	Implement Mono Basin Community Plan	<b>Health Care Services</b> Implementation of Affordable Care Act	Mono Basin planning efforts through RPAC
			Biomass Feasibility Study	Lower Rock Creek Development	Help Finance Last-Mile Paving to Bodie		
			Affordable Housing for Workforce	Crowley CSA 1 Projects (County improve communication with CSA)	Develop local regional food system		
			Deer Fence/Grade Separation at Sonora Junction		Promote Bridgeport as Gateway to Bodie		
			Improve Mammoth Airport Road		Improve water quality at Crowley Lake		
			Deer/Snow/Airport Safety Fence: SR 203 and Hwy 395; deer under-crossings		Develop one water system in Crowley Lake		
			North Conway Passing Lane Project		Regional air service for the Eastern Sierra (out of Bishop)		
<b>Supervisor Alpers</b>	<b>Supervisor Fesko</b>	<b>Supervisor Hunt</b>	<b>Supervisor Johnston</b>	<b>Supervisor Stump</b>	<b>Public Input</b>	<b>Staff Input</b>	<b>Planning Commission</b>
			Tioga Pass Heritage Highway Project		Digital 395: broadband service to homes and free		Digital 395

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					wireless to community main streets		
			Fix Auchoberry Pit Eroding Slopes		Update and upgrade the County General Plan avalanche section		
			Landscape Screen on South/West side of Bridgeport Yard and Replace Non-Compatible Dark Sky Light Fixtures				
			Permanently Waive Building Fees for Private Solar Projects				
			Initiative to Ban Single-Use Plastic Bags				
			Goals to Reduce County Fuel Usage				
			Training/Team Building at All Organizational Levels				
			Repaint Mono County Entry Signs				
			Solarization of County Facilities				
			Sheep fencing around Conway and Mattley ranches				



**FY 2013-2014 Budget Follow Up items- Updated 10/29/2013**

Department	Request	Notes	Expected completion date	Completion Date
<b>Sheriff</b>	Can we develop a Reserve Deputy corps to reduce costs	There is a Reserve Academy underway	October 15, 2013	October 15, 2013
	Can we reduce or eliminate overtime through permanent hires?	Bring back at Midyear.		
<b>District Attorney</b>	Number of Investigations completed annually?	Bring back at Midyear.	February 11, 2014	
<b>Probation</b>	Will there be an analysis of the types of offenders under Probation in order to understand impacts of AB 109	Yes - CCP will be providing	October 15 <sup>th</sup> , 2013	
<b>Community Development</b>	Overtime reduction possible	Department is fully staffed and will review.	Completed	September 3 <sup>rd</sup> , 2013
	How many permits in 2012?	112 Permits exceeding \$50,000 valuation =17 6 Single Family Homes plans by August of last year.	August 14, 2013	August 14, 2013
	How many permits in 2013 to date	170 (as of August 14 <sup>th</sup> , 2013) Permits exceeding \$50,000 valuation =18. Single family residential permits = 8		
	Waiver of Solar fees to enable greater solar deployment?	Analysis as part of Master Fee/Permit Workshop	November 12 <sup>th</sup> , 2013	
	Should Mammoth Lakes Housing manage county owned housing units	Department will analyze and bring back recommendation.	October 15 <sup>th</sup> , 2013	
	There was \$250,000 impact fees - where is it?	There is \$237,000 in fund 291 – EIR/Planning	n/a	
	LAFCo Membership needs north county representative	One may be pending	As soon as possible.	
	Do we have contract building inspection services	Yes	August 13, 2013	August 13, 2013
<b>Airports</b>	Should Airport Land Use committee be reactivated?	Policy Discussion for Board	December 2014.	
<b>Economic Development</b>	Do we have Economic development Specialist for D395 post completion?	Discussion point for Mid year Recruitment for half item position underway	January 2014	

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		(9/11/2013)		
<b>Public Works</b>	Do we have contract engineer services?	Yes	August 14, 2013	August 14, 2013
<b>Campgrounds</b>	Should we raise County Campground fees to improve and maintain county campgrounds?	Master Fee/permit workshop	November 2013	
	How do County fees compare with state and federal campgrounds?	Master Fee/permit workshop		
<b>Capital Improvement</b>	What was previous vehicle replacement program?	Schedule Board workshop	November 12 <sup>th</sup> , 2013	
	Request analysis and staff presentation on financing alternatives to meet CARB Compliance - Options such as borrowing from County Treasury;	Finance will begin analysis on financing options.		
	What is status of Treasury Advisory Committee and can they review CARB financing proposal?	Finance will begin analysis on financing options.		
	What is County responsibility for cemetery maintenance and can we explore alternative model (i.e. Antelope Valley)?	Public Works to analyze and report back to Board Memo will be prepared.	November 2013	
	County Service Area Annual report requested	Public Works will craft Board item	December 10 <sup>th</sup> , 2013	
<b>Facilities</b>	Do we have Backup Documentation of cross training in facilities?	Public Works/Human Resources will craft report for Board.	November 2013	
<b>Motor Pool</b>	Is our vehicle replacement schedule too strict and costing county unnecessarily?	Schedule Board workshop	November 2013	
	What is the repair history of Mono County fleet?			
	What is size of the fleet?			
<b>Roads</b>	Should we consider augmentation for roads - supports tourism?	Asset Management System needs to be online	January 14 <sup>th</sup> , 2014	
	Does the Town of Mammoth Lakes have a road striping machine county can use to save money?	CAO consult Town Manager Public Works will pursue MOU with Town for review	November 2013	
<b>Information Technology</b>	Review the painting of poles in General Plan review of communication towers/power poles.	IT working through the Communications Element of General Plan currently.	December 17 <sup>th</sup> , 2013	

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	Costs of requiring undergrounding?			
<b>Public Health</b>	Can we explore cost of portable generators for emergency use for communities?	Public Health/Public Works to analyze cost and provide Board with update  Memo?	December 2013	
<b>Social Services</b>	Need ESAAA Update at Midyear	Social Services will provide report	January 14 <sup>th</sup> , 2014	
	Can we develop volunteer program to augment services (such as senior meals)?			
	Need to augment Foster Parent program - Public Service Announcements?	Social Services will review and report back.  Memo being prepared (9/11/13)	November 2013	
<b>Paramedics</b>	Countywide Fire District worth exploring?	Public Health, CAO, Finance and Human Resources to analyze.  Bring forward discussion to Board.	April 15 <sup>th</sup> , 2014	
	Seek legislation to allow Fair Labor Standards Act Exemption for Paramedics?			
	Can we secede from ICEMA and be treated based upon unique circumstance?			
	Request Doctor Johnson to provide Board update on the benefits of being in ICEMA.			
	Move First Responder Fund out of paramedic budget	It is in the operating transfer budget	September 3 <sup>rd</sup> , 2013	
<b>Finance</b>	Bring forward plan for a better use of the Old Hospital space.	CAO/Finance/Public Works to develop options and bring to Board.	March 11 <sup>th</sup> , 2014	
<b>Board of Supervisors</b>	Shift Prop. 172 funds into paramedics (25%) and supplant with GF from departments that they are shifted from.	FY 2013-2014 Budget	October 2013	
	Replace First responder funds with Prop 172 - supplant loss to other departments.			
	Need resolution to re-allocate Prop. 172			
	Strategic Plan development and Adoption	CAO to bring forward Strategic Plan Process schedule by November	November 2013 to February 2014	

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Other Issues Item	Request	Notes	Expected completion date	Completion Date
<b>Property Tax Assessment</b>	A-87 changes warrant broader discussion	Finance will schedule A-87 workshop	Sept. 10, 2013	September 10, 2013
<b>Fee and permit workshop</b>	Discussion of fees, permits, costs and uses.	Finance /CAO will work with departments for Board workshops	November 12 <sup>th</sup> , 2013	
<b>Midyear Budget Session</b>	Review expenditures/revenues of FY 2013-2014 and request adjustments if needed. Establish FY 2014-2015 Budget development guidelines	CAO/Finance will schedule.	February 11 <sup>th</sup> , 2014	
<b>FY 2013-2014 3<sup>rd</sup> Quarter Budget session</b>	Review expenditures /revenues of FY 2013-2014 and request adjustments if needed.	CAO/Finance will schedule.	April 15 <sup>th</sup> , 2014	
<b>Board Rules</b>	Create Board reviewed and adopted rules for Board meeting, assignments	CAO/County Counsel will develop	January 7 <sup>th</sup> , 2014	
<b>Legislative Platform</b>	Create Mono County Legislative Platform	CAO/Department will create draft and bring to Board	December 1 <sup>st</sup> , 2013	