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“GREAT LEADERS ARE ALWAYS GREAT SIMPLIFIERS, WHO CAN CUT THROUGH ARGUMENT, DEBATE AND DOUBT, TO OFFER A SOLUTION EVERYBODY CAN UNDERSTAND.”

Colin Powell

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ON TAP FOR THIS AFTERNOON....

- Review of Assessment
- Strategic Planning Process
 - What it is, what it isn't....
 - Hurdles
- Core Services
- Marketing

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CLIMATE ASSESSMENT *"THE PROCESS"*

- Interviews
 - Department Heads (Appointed & Elected)
 - County Administrator
 - County Administrator staff (Division/Department Directors)
 - Each Member, Board of Supervisors
- Identified common themes
- Why?

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WHAT WOULD YOU CHANGE?



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BOS work together more on issues

Tech investment for clients/more efficiency

Better organizational culture

Celebrate accomplishments more



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WOULDN'T CHANGE.....



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Relationships with current BOS members

Desire to work together

Sense of community

Like the old-fashioned way (in-person kindness)

People (residents and employees in our org.)

Dedication of employees



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WHAT ARE WE DOING WELL?



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Emergency Response
Investing in infrastructure
Transparent
Budget
Care about El Dorado Co. & its residents
Rural focus, but balanced



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COULD DO BETTER.....

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Better reputation
Internal and External “Squabbling”
Celebrate accomplishments
Respect for others
Tell our Story
Internal Communications
Invest in employees (Succession Planning, Development, Recognition)
Limit reacting to political pressure/get job done
Elected Officials more involved
Collaboration

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FOCUS MORE / NEEDING IMPROVEMENT



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Code Enforcement

Community agency partnerships

Future Focused

Takes too long to get things done! Missing opportunities.

Attractiveness as an employer

Focus on priorities – long range planning, not being reactive



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ORGANIZATIONAL CULTURE

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Improving
Fearful (of backlash/Shaming in public)
Honest
Dysfunction
Risk-Averse
Combative (public views us that way)
Caring / Helpful
Cohesive
Adversarial
Siloed
Adaptive

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DEPARTMENT HEAD WORKSHOP



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Customer Service

Focus on people

Help lead development of countywide culture Break down silos

Better relationship between appointed and elected department heads

Invest in Employees

Understand mission and goals

Lighten up.....

Work together more

Better Communication between ALL department heads



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BOARD WORKSHOP

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- Respect each other's opinions Professionalism Listening
- Trust Dept Heads Setting of expectations Streamline Services
- Less "special projects"..focus on key priorities Succession Planning
- Courageous decision making Avoid politicizing
- Focus on Strategic Imperatives Retain and hire a good CAO
- Managing conflict / difficult personalities (internal & external)

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STRATEGIC PLANNING

“Nuts and Bolts”

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STRATEGIC PLANNING PROCESS – WHAT IT ISN'T / IS

- **ISN'T**
 - All about creating spreadsheets, metrics, a book, or mission statements.
- **IS**
 - Identification of priorities
 - Providing adequate resources to achieve priorities
 - Accountability
 - About solving real problems.

With successful development and implementation, leaders will find they are fighting the right battles and delivering value for their citizens.

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STRATEGIC PLAN HURDLES

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THE STRUGGLE IS REAL.....

Public-sector agencies commonly fail to value strategy.
They rarely excel at strategic planning and execution.

Government leaders struggle to change their organization's
behavior

AND

drive progress toward the most important outcomes.

Can't let planning and outcomes be driven by bureaucratic
processes

Counties evolve daily.....(arm of the State)

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ALSO.....

- Process is too bureaucratic / consumes too much time
- Can be too internally or externally focused
- Public Sector challenges magnified due to layers of bureaucracy
- Focusing on tomorrow much harder than it seems
- Creating strategies and expectations that are not adaptive

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EL DORADO COUNTY.....

ED has a Strategic Plan

Not updated in a while

Priorities and other elements may need a refresh

Generally, not referred to

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A FEW QUESTIONS...

What are your thoughts on EDC's strategic plan?

What are your organization's priorities?

Has your organization's strategic plan had an impact on your work?

Do you feel your organization can do better in this area?



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CORE SERVICES



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LET'S NOT FORGET.....BALANCE



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STRATEGIC PRIORITIES & CORE SERVICES

HYPOTHETICAL PRIORITIES

- Capital Investments
- New Bridge
- Complete review of all internal policies
- 2 New parks to be built
- Infrastructure Development
 - Broadband
- Complete a Regional Climate Action Plan
- Construction of new community center
- Allocate additional funding for youth programs
- Implement a new financial system

CORE SERVICES

- Emergency Service Planning
- Budget / Payroll / Training
- State requirements / mandates
- Social Service programs
- Fire Services / Solid Waste
- Report completion and dissemination
- Equipment maint., repair purchase
- Meeting attendance / Preparations
- Facility Planning
- Law Enforcement (DA, Probation, Sheriff, PD)
- Budget
- Evaluations
- Disciplinary issues
- Property Assessments
- Risk Management

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STRATEGIC PLAN MARKETING

Not intended to have a “shelf” life!!

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ANSWERS

Just Do It

Around the Corner, Ahead of the Curve

Eat More Chikin'

Where's the Beef?

Life Open's Up

Thrive

The Sound of Something Better

Love All, Serve All

What's in Your Wallet?

You're in Good Hands

****BONUS****

Nike

Orange County, CA

Chick-fil-A

Wendy's

Sonoma County, CA

Kaiser Permanente

Bakersfield, CA

Hard Rock

Capital One

Allstate

Netflix

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MISSION, VISION, VALUES

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WHAT IS A MISSION? A VISION? VALUES?

MISSION	Our Purpose
VISION	What we plan to achieve / Aspirational
VALUES	Core principles that guide us

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MISSION STATEMENT EXAMPLES

Promote statewide importance of Sierra Nevada water resources through advocacy and collaboration

Microsoft mission statement: *To empower every person and every organization on the planet to achieve more.*

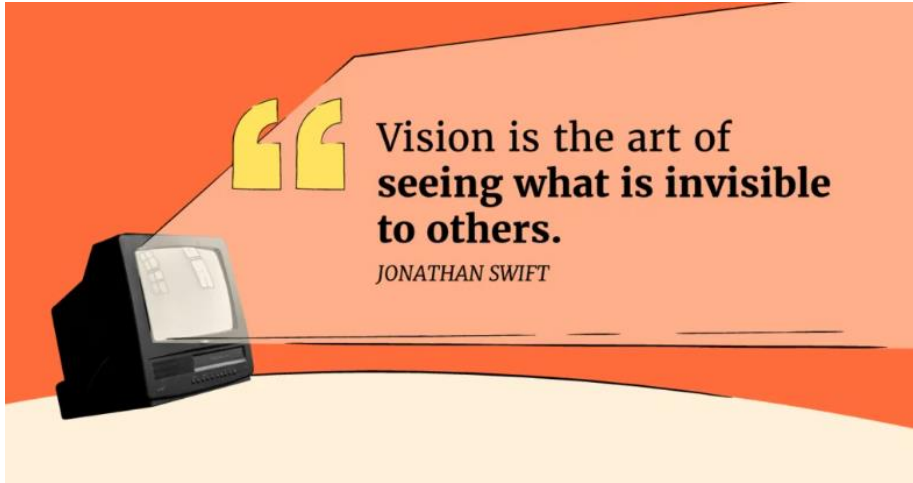
Square mission statement: *Everyone should be able to participate and thrive in the economy.*

To support all our communities by delivering superior services while protecting our unique rural environment

Make available the best business tools, resources and advocacy for our members.

OUR MISSION
To serve, support and strengthen our communities

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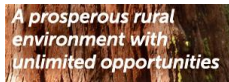


VISION STATEMENT EXAMPLES

'Transportation as reliable as running water, everywhere for everyone' -
UBER

"To help people and businesses throughout the world realize their full potential." Microsoft

Disney: To be one of the world's leading producers and providers of entertainment and information



The Chamber of Commerce will be the leader in creating local business opportunities through advocacy, training and collaboration.

To be the premiere advocate to influence water policy and protection of the Sierra Nevada watershed

Outstanding
Community Services
Quality of Life
Beyond Compare

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GOALS AND PRIORITIES

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GOALS/PRIORITIES

ARE

What an organization wants to achieve over a certain period,
more broad than objectives, actions

SHOULD BE

Strategic, Manageable, Actionable, Measured, Flexible, of Value,
Meaningful, Part of an organization's culture

SHOULDN'T BE

Confusing, too long, stream of "buzzwords"

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HOW MANY PRIORITIES SHOULD AN ORGANIZATION HAVE?

Too few may result in...

- Feeling of being left out
- Leaders really don't care
- Limited outcomes
- Stunting creativity

Too many may result in...

- Lack of focus
- Less focus, discussion of what priorities are
- Feeling of helplessness - *"Nothing is getting accomplished!!!!"*
- Not unifying / creating silos



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PRIORITIES, OBJECTIVES, ACTION ITEMS

PRIORITIES	Our most important focus areas
OBJECTIVES	Desired Outcomes
ACTION ITEMS	Measurable Accomplishments / (What we are going to do and when)



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STRATEGIC FOCUS AREAS

The following Strategic Focus Areas are meaningful and essential to the success of our communities. As indicated in the following pages, objectives are identified to accompany these focus areas, leading to action items that organizations can accomplish, together, with their communities. Further discussions will occur concerning the inclusion of stakeholders, the identification of lead departments and adjustments as necessary.

SAFE AND HEALTHY COMMUNITIES

A THRIVING ECONOMY

WORKFORCE & OPERATIONAL EXCELLENCE

SUSTAINABLE PUBLIC LANDS

Wellness

2.1 Objective: Help individuals and families become self-reliant

Key Indicators: Classes completed, percent of residents with diploma or equivalent

Initiative	Lead Agency	Priority for Completion
Support technical training and apprenticeships that address career readiness and specialized skill training	Administration	
Partner with adjacent colleges and universities to provide satellite college classes and distance learning with emphasis on degrees and certificates	Administration	
Foster a variety of literacy, cultural diversity and language programs for all residents	Library	
Increase the number of adults who earn a high school diploma or equivalency	Health & Human Services	

Environment/Sustainability

A healthy environment: our health is linked to it, our economy depends on it, and it makes Alameda County a beautiful place to live. When the County delivers public services and shapes land-use policies, we affect local and global ecosystems. By integrating sustainable strategies into service delivery, County policies, and regional partnerships, Alameda County will prioritize the preservation and restoration of our ecosystems.

Regional and Legislative Policy

COAL 1: Engage regional, state, and federal policy-making bodies to promote policies and allocate resources to support ecosystem preservation and restoration

Strategy 1: Develop integrative platform and priorities to influence federal, state, and regional and regulatory bodies on climate change and other key areas of sustainability, and to change current regulatory approaches to support sustainable outcomes.

Strategy 2: Identify the appropriate advocates and structure to represent County and County City legislative priorities at the state and federal levels.

Strategy 3: Seek funding for climate change mitigation and adaptation projects, regional demonstration projects, and green economic development.

County Operations and Services

COAL 2: Ensure that the County's operations and services are consistent and comprehensive in prioritizing environmental protection

Strategy 1: Develop and implement countywide environmental performance indicators and produce an annual sustainability report for the public.

Strategy 2: Support the Sustainability Executive Committee and cross-agency ClimateAction Team in providing strategic direction to implement the County Climate Change Leadership Resolution, including plans for mitigating and adapting to climate change.

Strategy 3: Encourage County employees on the principles of sustainability and County sustainability policies through frequent and ongoing education and outreach programs.

Strategy 4: Ensure that all residents in the unincorporated areas have access to sustainable services and incentives for sustainable living comparable to or better than those available to city residents.

Strategy 5: Maximize the effectiveness of environmental mitigation efforts.

Strategy 6: Coordinate agencies implementing the Strategic Vision so that combined efforts result in a comprehensive and integrated approach to sustainability.

County Policies

COAL 3: Demonstrate a commitment to environmental stewardship in county policies

Strategy 1: Develop decision-making criteria to achieve a net zero environmental impact from projects and service delivery for all County departments, services provided to the public, and community planning activities.

Strategy 2: Review and revise County policies and procedures, capital planning and budgeting processes, and personnel hiring strategies to reflect the County's commitment to environmental stewardship.

Strategy 3: Identify and address gaps in County environmental policies. Develop and implement key sustainability policies in areas including earth-friendly purchasing, zero waste, fossil reduction, and energy and water conservation standards.

Strategy 4: Revise General Plans for the unincorporated areas of the County to address climate protection and planning for climate change.

Strategy 5: Establish green building standards for residential and commercial construction in the unincorporated areas of the County.



Ramiro Ruiz, Monterey County

OPERATIONAL EXCELLENCE

OBJECTIVES

CORPORATE ADMINISTRATION:

Maintain and strengthen organizational governance

FISCAL HEALTH:

Maintain and strengthen organizational fiscal health

METRICS

% of Corporate Governance Framework completed

% increase in net position \$ gross revenue

STRATEGIES

- Formalize and compile a complete entity-wide Corporate Governance Framework to set forth policies and procedures of RCRC and affiliated entities over Administration, Operations, Finance, Human Resources, and Technology by December 2022.

- Modernize and compile policies and procedures over financial accounting and reporting to support sound financial management, risk mitigation, and alignment of financial operations with the overall

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STRATEGIC PRIORITIES

SAFE AND HEALTHY COMMUNITIES

OBJECTIVE	ACTION ITEM	TIME FRAME
Enhance Emergency Management functions	BOS approval of the creation of an Office of Emergency Management	Completed
	Recommend to the BOS necessary OEM funding for appropriate emergency functions	Spring 2022
	Recruit and hire an Emergency Services Manager and staff as appropriate	Spring 2022
	Subsequent to the current project implementing the early warning system, create an inventory of key evacuation routes	Fall 2023
Improve Rural Infrastructure	Continue to enhance existing broadband access/affordability in	Ongoing

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Priority 2	HHSD will address community need and associated workload through proactive, compassionate services provided by qualified staff.		
Objective 1	Identify and prioritize community needs.		
Goals		Date	Responsible Party
	2.1.1 Analyze recently completed community Needs assessments.	08/18	PM Group Leads: Child Adult Protective Services (CAPS) & Public Health (PH)
	2.1.2 Create a plan to address unmet community needs.	08/19	PM Group Leads: CAPS & PH
	2.1.3 Engage our HHSD grant writer in efforts to locate and secure additional funding sources.	12/19	PM Lead: ANF
	2.1.4 Implement a plan.	06/20	Executive Team
	2.1.5 Evaluate the plan.	06/21	Executive Team
Objective 2	Identify, prioritize and appropriately distribute workload.		
		Date	Responsible Party
	2.2.1 Review program requirements, deadlines and associated workloads.	07/19	Divisional PM

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EXERCISE

Groups of 3

Identify one (1)

Priority or Goal or Focus area (name it please)

At least one objective (to achieve)

Action items (the how) to achieve the objective



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STRATEGIC PRIORITIES

SAFE AND HEALTHY COMMUNITIES

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DECISION POINTS...YOUR HOMEWORK

- | | |
|---------------------|----------------------------|
| • Mission | Status quo, Revise, Create |
| • Vision | Status quo, Revise, Create |
| • Values | Status quo, Revise, Create |
| • Public Engagement | Level ? Timing ? |



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WRAP UP



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THINK DIFFERENT.....



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REMINDERS FOR PRE & POST SP

Reinforce the core mission of the organization

- Articulate a compelling vision to advance the mission (3-5 yrs)
- Provides critical direction and energy
- Ensures all staff members understand where the organization is moving.

Set clear strategic priorities to achieve the vision

- Obvious, but not easy
- Not everything can be a priority
- Staff will play a key role in this area

Communicate the strategies throughout the organization

- Make strategy come alive / Need great energy
- Strategic narrative relevant to day-to-day activities
- Should show how employees contribute to improving organizational performance
- Consistent “bumper sticker” messaging - variety of carefully drafted messages, videos, elevator pitch

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NEXT STEPS

Developing your Strategic Plan

Next Workshop Sessions

May 23, 2023

TBD, 2023

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