



EL DORADO COUNTY Strategic Planning Workshop II

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Shingle Springs, CA

Robert Bendorf, MRG

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GROUND RULES

Safe Environment
Participatory
Open and Fair
Efficient
Respectful
Clear

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WORKSHOP FOCUS

- Recap of Workshop #1
- Create a Meaningful Strategic Plan Framework
 - Mission, Vision and Values
 - Review “Key” Goals / Focus Areas
 - Review and begin to identify priorities

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WORKSHOP #1 - RECAP

- In the A.M. we discussed expectations of the BOS, CAO and some Executive Managers/Leaders
- A few common themes.....

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WORKSHOP #1 - RECAP

EXPECTATIONS DISCUSSION

- Communications (ongoing/organization/public)
- Setting of priorities
- No surprises
- Everyone Work together
- No more silos

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WORKSHOP #1 - RECAP

BOS Expectations of the Strategic Plan

- Aspirational
- Visionary (org/county)
- Transparent
- Achievable
- Simple (not confusing)
- Transformation of weaknesses into opportunities
- Community alignment

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CREATING A MEANINGFUL FRAMEWORK

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DECISION POINTS NEEDED.....

Public Input	What level? Timing
Mission	Status quo, Revise, Create
Vision	Status quo, Revise, Create
Values	Status quo, Revise, Create
Strategic Focus Areas	Status quo, Revise, Create
Priorities / Objectives	Status quo, Revise, Create
Measuring Success	Actions / Metrics

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FOR EXAMPLE..... REPORTING OUT? PLANNING HORIZON?

REPORTING OUT TO THE ORGANIZATION/BOARD OF SUPERVISORS

3 months 4 months 6 months Annually Biennially

PLANNING HORIZON

1 Year 2 Year 3 Year 4 Year 5 Year

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WHY REVIEW/REFRESH MISSION, VISION, VALUES AND PRIORITIES?

- Framework for decisions
- CLEARLY Communicate our purpose and what we plan to achieve
- Assists in monitoring performance
- Organizations need to evolve/be more nimble

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EL DORADO COUNTY

Background, Mission, Vision, Values, Priorities

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WHAT IS A MISSION? A VISION? A VALUE?

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

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CORE VALUES (CURRENT)

Accountability

Responsible for our decisions and behavior. Creating a safe work environment where we are answerable to our citizens, co-workers, superiors, direct reports and other stakeholders.

Collaboration

Cross-functional teamwork, communication, and cooperation countywide, while creating a silo-free organization.

Integrity

Doing what is right legally and morally at all times regardless of whether or not someone is watching.

Service Excellence

(Citizen-Oriented Service) – Provide comprehensive service to all citizens of El Dorado County while loyally doing our job without expectation of recognition or personal gain.

Fiscal Responsibility

Develop and maintain a fiscally conservative budget that ensures financial resiliency while meeting the capital and operational needs of the organization and the citizens of El Dorado County.

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GROUP ASSIGNMENT.....

STEP 1 – 20 - 30 minutes

5 Groups

Review current values

STEP 2

Review recommended changes and discuss

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OUR MISSION

El Dorado County government shall provide efficient, courteous, and effective services and infrastructure for the safety, protection, and well-being of our residents, businesses and visitors.

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MISSION

STEP 1 – 20-30 minutes

- 5 Groups
- Review Mission Statement
- Recommend changes

STEP 2

- Group review

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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

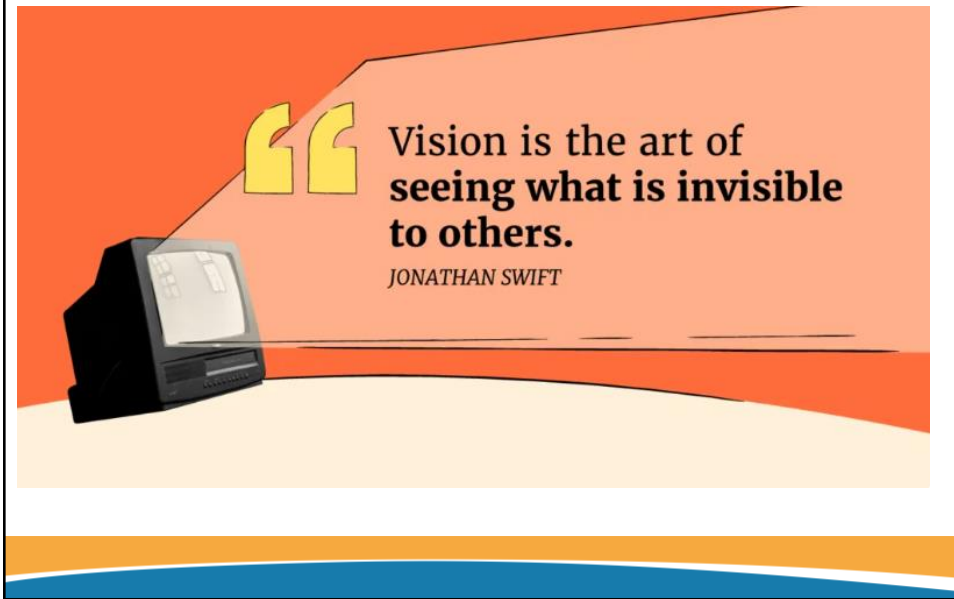
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VISION

Safe, healthy and vibrant communities, respecting our natural resources and historical heritage.

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VISION

STEP 1 – 20-30 minutes

- 5 Groups
- Review Vision Statement
- Recommend changes

STEP 2

- Group review

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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

A prosperous rural environment with unlimited opportunities

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

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

Outstanding
Community Services
Quality of Life
Beyond Compare

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CREATING A MEANINGFUL FRAMEWORK (CTD.)

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CURRENT "STRATEGIC GOALS"

ECONOMIC DEVELOPMENT

GOOD GOVERNANCE

HEALTHY COMMUNITIES

INFRASTRUCTURE

PUBLIC SAFETY

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YOUR THOUGHTS?

WHAT IS THE BEST FIT FOR EL DORADO COUNTY?

GOALS?

PRIORITIES?

FOCUS AREAS?

STRATEGIC FOCUS AREAS?

PRIORITY FOCUS AREAS?

STRATEGIC PRIORITIES?

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YOUR TURN.....

STEP 1 – 20 - 30 minutes

5 Groups


“Strategic Goals” (same or change?)

No more than 2 each / Discuss Existing

STEP 2 – 30 minutes

Review

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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 the organization can accomplish, together, with their communities. Further discussions will occur concerning the inclusion of timelines, the identification of lead departments and adjustments as necessary.

SAFE AND HEALTHY COMMUNITIES

A THRIVING ECONOMY

WORKFORCE & OPERATIONAL EXCELLENCE

SUSTAINABLE PUBLIC LANDS

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Our Strategic Priorities

-  California's Headwaters
-  Water Rights
-  Water Supply
-  Forest Management
-  Statewide Collaboration

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A few examples



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SAFE AND HEALTHY COMMUNITIES

OBJECTIVE	ACTION ITEM	LEADS	TIME FRAME
Behavioral Health Services Access	Continue to determine needs and enhance access to behavioral health services	Behavioral Health, Behavioral Health Advisory Board	DECEMBER 2022
	Develop a report to be delivered to the BOS that identifies overdose deaths and suicides (historical and current) in the county and recommended prevention actions	Behavioral Health, Behavioral Health Advisory Board	AUGUST 2022
Solid Waste Collection and Disposal	Develop a new county-wide solid waste transfer and disposal system to replace Benton Crossing Landfill (slated to close in 2023)	County Administration, Public Works	JANUARY 2023
Enhance the Quality of Life for our Children and Aging Population	Develop a comprehensive report to the Board that identifies current and potential future programs and policies that will enhance the quality of life for all in Mono County	County Administration, Public Health, Children's System of Care, Social Services, Behavioral Health	FALL 2022
	Probation to collaborate with justice partners to ensure systems and programs are implemented to minimize the number of youth involved in the justice system	Probation	SUMMER/FALL 2022

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WORKFORCE & OPERATIONAL EXCELLENCE

OBJECTIVE	ACTION ITEM	LEADS	TIME FRAME
Invest in Employee Development and Well-Being Throughout Our Organization	Create a comprehensive employee recognition program	County Administration, Human Resources	JANUARY 2023
	Develop 3-5 internal, development focused training programs for county employees	County Administration, Human Resources	JANUARY 2023
	Begin informal brown bag lunches/coffee with the CAO led by the County Administrator, with special guests from the community	County Administrator	IMPLEMENTED FEBRUARY 2022
	Continue to implement Well Being Initiatives for Mono County employees	County Administrator	ONGOING
Enhance the Effectiveness of Human Resources	Appoint a Director of Human Resources	County Administrator	DECEMBER 2022
	Initiate a process to acquire and implement a recruitment management software program	County Administration, Information Technology, Human Resources	FALL 2022
	Initiate a review of all Human Resources policies and procedures	County Administration, Human Resources	IMPLEMENTED JANUARY 2022
	Develop and implement HR process training for all departments	Human Resources	SPRING 2023
Provide Superior Customer Service	Create a biennial, in-house customer service training for all employees. All new employees must attend the course within one year of their tenure with Mono County.	County Administration, Human Resources	SPRING 2023
	Develop a voluntary county-wide Customer Service Survey	County Administrator	SPRING 2023
Comprehensive Workforce Data	Develop relevant workforce data sets for department heads and the Board of Supervisors	Human Resources	FALL 2022

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Statewide Collaboration

OBJECTIVE	ACTION ITEM	TIME FRAME
Water Resources Advocacy	Develop a comprehensive Sierra Nevada region advocacy plan	Annual
Enhance relationships with organizations and key individuals in Southern California and the Bay Area	Sustain relationship with California-United Water	Annual/Ongoing
	Co-host annual California-United Water educational events and opportunities	
	Maintain leadership role and participation in Urban Water Institute	

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PRIORITIES

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PRIORITIES ARE, SHOULD BE, SHOULDN'T BE

ARE

What an organization wants to achieve over a certain period, broader than actions and tasks

SHOULD BE

Strategic, Manageable, Actionable, Measured, Flexible, of value, streamlined, meaningful, part of an organization's culture

SHOULDN'T BE

Confusing, too long, a conscious stream of "buzzwords," not meaningful, brought forward constantly (minor exceptions)

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WORKSHOP #1 – SAMPLE PRIORITY

STRATEGIC GOAL / FOCUS AREA
GOOD GOVERNANCE

PRIORITY	ACTION	LEAD	TIME FRAME
Enhance payroll system effectiveness	Establish a countywide working group to lead the effort and identify what is working well with the current system and what is not.	County Administration	
	Develop a needs assessment for an effective payroll system to present to the County Administrative Officer and Board of Supervisors.	???????	
	Coordinate development of a Request for Qualifications (RFQ) to evaluate alternative payroll <u>solutions</u>	???????	

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S

Specific

State what you'll do
Use action words

M

Measurable

Provide a way to evaluate
Use metrics or data targets

A

Achievable

Within your scope
Possible to accomplish, attainable

R

Relevant

Makes sense within your job function
Improves the business in some way

T

Time-bound

State when you'll get it done
Be specific on date or timeframe

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HOW MANY PRIORITIES SHOULD OUR ORGANIZATION HAVE?

Too few may be perceived as

- Some people/group feeling left out
- The leaders really don't care
- Leading to only a few beneficial outcomes
- Stunting creativity

Too many may be perceived as

- Organization and leadership not focused
- Feeling of helplessness because not everything getting accomplished
- Not unifying/creating silos

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HOMEWORK!!!!

Could get out earlier tomorrow.....just maybe.....

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PRIORITIES (H)

One Priority (or two if you are feeling ambitious)

- Include within one of the draft goal/focus areas
- Meaningful and specific
- Think about what you want the outcome to be
- Team up with someone if you would like

Action Item(s)

- Attached to your priority
- Specific / something actionable
- Could be a few actions to accomplish the priority

Goal / Focus Area Assignment

- What focus / goal area would you like

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END OF TODAY'S WORKSHOP

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