



# AGENDA

## BOARD OF SUPERVISORS, COUNTY OF MONO STATE OF CALIFORNIA

MEETING LOCATION Lee Vining Community Center, 296 Mattly Avenue, Lee Vining, CA 93541

**Special Meeting  
May 22, 2015**

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**NOTE:** In compliance with the Americans with Disabilities Act if you need special assistance to participate in this meeting, please contact the Clerk of the Board at (760) 932-5534. Notification 48 hours prior to the meeting will enable the County to make reasonable arrangements to ensure accessibility to this meeting (See 42 USCS 12132, 28CFR 35.130).

Full agenda packets are available for the public to review in the Office of the Clerk of the Board (Annex I - 74 North School Street, Bridgeport, CA 93517), and in the County Offices located in Minaret Mall, 2nd Floor (437 Old Mammoth Road, Mammoth Lakes CA 93546). Any writing distributed less than 72 hours prior to the meeting will be available for public inspection in the Office of the Clerk of the Board (Annex I - 74 North School Street, Bridgeport, CA 93517). **ON THE WEB:** You can view the upcoming agenda at [www.monocounty.ca.gov](http://www.monocounty.ca.gov). If you would like to receive an automatic copy of this agenda by email, please send your request to Bob Musil, Clerk of the Board: [bmusil@mono.ca.gov](mailto:bmusil@mono.ca.gov).

8:00 AM Call meeting to Order

Pledge of Allegiance

**1. OPPORTUNITY FOR THE PUBLIC TO ADDRESS THE BOARD**

on items of public interest that are within the subject matter jurisdiction of the Board.  
(Speakers may be limited in speaking time dependent upon the press of business and number of persons wishing to address the Board.)

**2. AGENDA ITEMS**

**A. Strategic Planning Board Session**

Departments: Board of Supervisors

3 hours (20 minute presentation; 2 hour, 40 minute discussion)

(LaRee Kiely and Beth Conley) - Mono County Strategic Planning Session by the Board of Supervisors facilitated by staff and by consultants LaRee Kiely and Beth Conley.

**Recommended Action:** 1. Review the collected feedback on possible Strategic Planning ideas. 2. Narrow list into Annual Work plan. 3. Direct Staff to finalize SP Framework with projects. 4. Direct staff to begin process to develop charters for work plan items.

**Fiscal Impact:** No fiscal impact from discussing and narrowing focus. Fiscal impacts of selected items will be developed with each project.

**ADJOURN**



OFFICE OF THE CLERK  
OF THE BOARD OF SUPERVISORS

## SPECIAL MEETING AGENDA REQUEST

Print

<b>MEETING DATE</b>	May 22, 2015	<b>DEPARTMENT</b>	
<b>ADDITIONAL DEPARTMENTS</b>			
<b>TIME REQUIRED</b>	3 hours (20 minute presentation; 2 hour, 40 minute discussion)	<b>PERSONS APPEARING BEFORE THE BOARD</b>	LaRee Kiely and Beth Conley
<b>SUBJECT</b>	Strategic Planning Board Session		

### AGENDA DESCRIPTION:

(A brief general description of what the Board will hear, discuss, consider, or act upon)

Mono County Strategic Planning Session by the Board of Supervisors facilitated by staff and by consultants LaRee Kiely and Beth Conley.

### RECOMMENDED ACTION:

1. Review the collected feedback on possible Strategic Planning ideas. 2. Narrow list into Annual Work plan. 3. Direct Staff to finalize SP Framework with projects. 4. Direct staff to begin process to develop charters for work plan items.

### FISCAL IMPACT:

No fiscal impact from discussing and narrowing focus. Fiscal impacts of selected items will be developed with each project.

**CONTACT NAME:** Sarah Messerlian

**PHONE/EMAIL:** (760) 932-5405 / smesserlian@mono.ca.gov

SUBMIT THE ORIGINAL DOCUMENT WITH  
ATTACHMENTS TO THE OFFICE OF  
THE COUNTY ADMINISTRATOR  
**PRIOR TO 5:00 P.M. ON THE FRIDAY**  
**32 DAYS PRECEDING THE BOARD MEETING**

### SEND COPIES TO:

### MINUTE ORDER REQUESTED:

YES  NO

### ATTACHMENTS:

Click to download

- [Board Strategic Planning Session Cover Memo](#)
- [Board Strategic Planning Session Final Agenda](#)
- [Board Strategic Planning Framework with ideas](#)

[Board Strategic Planning Session background article](#)

[Board Strategic Planning Session Instructions](#)

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**History**

<b>Time</b>	<b>Who</b>	<b>Approval</b>
5/15/2015 3:01 PM	County Administrative Office	Yes
5/18/2015 8:36 AM	County Counsel	Yes
5/18/2015 10:30 AM	Finance	Yes



# COUNTY OF MONO

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P.O. BOX 696, BRIDGEPORT, CALIFORNIA 93517  
(760) 932-5410 • FAX (760) 932-5411

Jim Leddy  
County Administrative Officer  
Acting Director of HR

May 14, 2015

To: Honorable Chair and Members of the Board of Supervisors

**SUBJECT:** 2015 Mono County Board of Supervisors Strategic Plan Review - Goal setting session

**RECOMMENDATION:**

- 1) The Board reviews and proposes a Major Project for each of the Mono County Strategic Planning Framework areas;
- 2) Board identify those that will be staff focus for FY 2015-2016;
- 3) Direct Staff to develop charters for identified Major Projects and return with them for Budget Hearings;
- 4) Continue to receive public input on Strategic Planning ideas.

**FISCAL IMPACT:** There is no Fiscal impact from identifying the potential projects. Each Major Project will have a fiscal impact which may already be in current budget or need additional resources. Each Charter will need to estimate impacts.

**DISCUSSION:** On January 20<sup>th</sup>, the Mono County Board of Supervisors endorsed the first ever Strategic Planning framework for the County. This framework was developed to begin focusing on those services to best enhance the quality of life of the residents and visitors of Mono County while understanding the scarcity of County resources. The Board further directed staff to begin circulating this framework through the various county created committees and commissions (such as the Regional Planning Advisory Committees) to solicit further feedback. On February 17<sup>th</sup>, the Board provided some initial idea feedback for the projects page and requested a special Board session which is occurring on May 22<sup>nd</sup> and will be facilitated by outside consultants.

The Mono County Strategic Planning effort flows from Methods to Success Measurements to Projects which encapsulate both. Today's May 22<sup>nd</sup> item is to help narrow the vast list of ideas which resulted from the public engagement which has occurred to date and narrow them into a reasonable group of projects which will focus staff efforts within the Strategic Planning Framework for the Fiscal Year.

The following groups received presentations on the Strategic Plan:

<b><u>Group</u></b>	<b><u>Date(s)</u></b>
The Antelope Valley RPAC	February 5 <sup>th</sup> and April 2 <sup>nd</sup>
The Mono Basin RPAC;	February 11 <sup>th</sup> and May 13 <sup>th</sup>
The Bridgeport RPAC	February 19 <sup>th</sup>
First Five Mono County	February 26 <sup>th</sup> and April 16 <sup>th</sup>
The Long Valley RPAXC	February 25 <sup>th</sup> and April 22 <sup>nd</sup>
The Chalfant RPAC	March 2 <sup>nd</sup>
The Mammoth Area of Governments (MAG)	March 11 <sup>th</sup>
The Mono County Planning Commission	March 12 <sup>th</sup>
The Benton RPAC	March 16 <sup>th</sup>
The Mammoth Lakes Noon Time Rotary	March 19 <sup>th</sup>

The Collaborative Planning Team  
June Lake Citizens Advisory Committee  
The Town of Mammoth Lakes Council  
The Mammoth Lakes Morning Rotary

March 30<sup>th</sup>  
May 5<sup>th</sup>  
May 6<sup>th</sup>  
April 29<sup>th</sup>

This Board item is a request of the Board to discuss and **narrow** to a manageable amount, a series of projects which align with the Strategic Plan and focus limited resources. The request for potential Projects (ideas) will allow staff from across the organization to define, properly resource, enact and measure the success of moving in Strategic Directions. As some ideas replicate or could easily be covered by one Major Project, staff will be asked to consider projects by theme in order to craft a comprehensive work plan (charter) for that Major Project.

The eight (8) Strategic Directions are as follows. As the County staff garners feedback from the public, there may be refinement of the Directions headings below.

- ***Promote a Strong and Diverse Economy***
- ***Protect Natural Resources and Enhance Public Access***
- ***Understand and Address Community needs***
- ***Support Healthy People in Healthy Communities***
- ***Reward Innovation***
- ***Effectively Use Resources***
- ***Workforce Workplace Wellness***
- ***Strengthen County Culture***

There are many forums and feedbacks where employees have shared their insight on service improvement. These continue on. In addition, the Board during the Budget hearings requested projects or items of information for staff focus.

Today's request is a continuation of the February 17<sup>th</sup> exercise which asked the Board is to utilize the Mono County Strategic Planning Framework and agree upon on 8-10 Major Projects which could be accomplished or show demonstrable results within the next year (preferably by August 1, 2016) and which support at least one of each of the Framework's Strategic Directions. This will be a first piloting of strategically focusing county resources.

Once the Board reaches a consensus on those projects to be of primary focus in FY 2015-2016, staff would develop a charter for each project identifying the resources needed (staff, time, money), the understood measurement of success and establish report back to the Board as part of the August Budget Hearings. For those charters approved, it is recommended staff report back quarterly.

Further, it is recommended a standing "Strategic Planning" Board item is on the all future Board regular agendas for the second meeting of each month as a means to allow chartering work groups to check in.

As was recommended in February, staff recommends that each January a special fourth Tuesday meeting be dedicated to reviewing the SP Work Plan, the Major projects, the Strategic Plan and the focus on new and existing projects.

Also, for the development of the FY 2015-2016 Budget, the appropriate departments will incorporate these Board projects into their department level work plans. Although the Fiscal year and Calendar year are out of alignment, this will still allow resources to follow priorities or "budgeting to the plan" rather than "planning to the budget."

The following tentative schedule is for consideration and recommended in order to keep process moving:

May 22<sup>nd</sup> – Board sanctions Major Projects – Directs staff to proceed.

June - July – Staff working groups to address development of Major Projects convene;

July -- Budget Town Hall meetings occur/ Budget under development with section of each department narrative addressing how department's efforts reflect Strategic Direction in MCSP;

August – Budget hearings with a session on Major Projects and Charter status;

August – February – Major project working groups analyze and develop charter needs; bring back before Board for review and approval throughout this period;

September – New Board item template developed which ensures each Board item identifies how it aligns with Strategic Plan Direction. All departments start utilizing this Board template.

The following attachments have been provided to show the many issues facing the County for consideration:

1. Instructions for preparing for the special session May 22, 2015
2. The Strategic Planning framework with a filled in Project page;

If you have any questions please contact me at (760) 932-5414 or [jleddy@mono.ca.gov](mailto:jleddy@mono.ca.gov).



## Agenda

*Special Meeting of*

### **Mono County Board of Supervisors**

*Leading Mono County's Strategy*

May 22, 2015

#### **Purpose:**

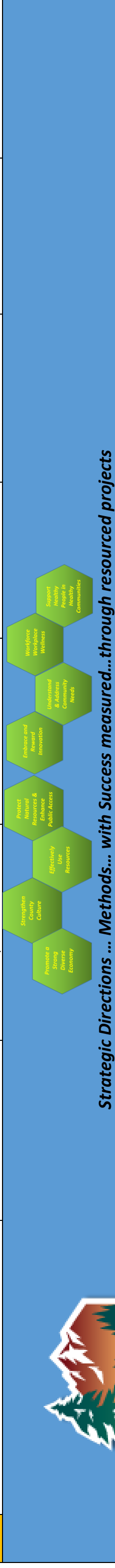
1. To identify the overarching or "Major Project" areas that will be a focus for the next year.
2. Determine how (and if) these align with the Strategic Directions in our current Strategic Plan draft.
3. Direct staff on the next steps for Strategic Planning

#### **Tasks:**

1. Establish Ground rules and agree on goals for Board session special session
2. Examine the current Strategic Plan draft
  - a. Define possible Major Project areas
  - b. Achieve Board agreement on priority Major Project areas
3. Review & discuss the Supervisors' Roles in implementation of strategy:
  - a. Setting the strategic direction
  - b. Delegating responsibilities for tasks to staff
  - c. Clarifying disagreeing policy direction through defined decision-making processes
  - d. Managing community expectations
4. Next steps and assignments for staff
  - a. Approve a timeline for next steps in Strategic Planning
  - b. Propose the strategic priorities and potential projects through development of Charters to be included in budget discussions in August. Address in the Charters how the projects address factors such as:
    - i. Community needs and desires
    - ii. Staff resources
    - iii. Budget
    - iv. Feasibility
    - v. Potential partners/alliances
    - vi. Others?
  - c. Other next steps

**Mono County Vision: Outstanding Community Services, Quality of Life Beyond Compare - To support all our communities by providing superior services while protecting our unique rural environment.**

Strategic Direction	Promote a Strong & Diverse Economy	Protect Natural Resources & Enhance Public Access	Understand & Address Community Needs	Support Healthy People in Healthy Communities	Reward Innovation	Effective Use of Resources	Workforce Wellness	Strengthen County Culture
<p><b>Methods...</b></p> <ul style="list-style-type: none"> <li>❖ Investing in 21st century infrastructure including transportation, technology (D395), housing and economic systems;</li> <li>❖ Providing stronger customer service for businesses;</li> <li>❖ Creating business attraction and retention effort;</li> <li>❖ Ensuring local goods access to marketplace;</li> <li>❖ Investing in a world class education at local levels;</li> <li>❖ Promoting responsible growth to complement local communities character;</li> <li>❖ Developing and broadening economic sectors in addition to tourism – Year round, sustainable economy;</li> <li>❖ Provide infrastructure to be a world class conference destination;</li> <li>❖ Providing county supports for local businesses by purchase of local goods and services;</li> <li>❖ Creating a reputation for excellence in public safety</li> </ul>	<ul style="list-style-type: none"> <li>❖ Strengthening community awareness of preservation and enjoyment of natural resources;</li> <li>❖ Ensuring the County is an active partner with resource agencies</li> <li>❖ Making natural resource stewardship a top priority;</li> <li>❖ Investing in a world class transportation systems – road/bike/pedestrian and transit;</li> <li>❖ Encouraging investments in infrastructure (roads, campgrounds, trails, etc.);</li> <li>❖ Broadening alternative energy use;</li> <li>❖ Practicing environmentally and fiscally sustainable energy policies</li> </ul>	<ul style="list-style-type: none"> <li>❖ Collaborating with other agencies to share services;</li> <li>❖ Establishing stronger social media presence;</li> <li>❖ County serves as convener of groups;</li> <li>❖ Strengthening education and communication on County Services;</li> <li>❖ Surveying community – use feedback to guide service improvement;</li> <li>❖ Engaging and connecting remote areas;</li> <li>❖ Increasing effectiveness of Regional Planning Advisory Committees and other County advisory bodies;</li> <li>❖ Increasing civic engagement – town halls, satellite Board meetings, Online transmission of county meetings;</li> <li>❖ Assuring the highest level of public safety is meeting community needs.</li> </ul>	<ul style="list-style-type: none"> <li>❖ Fostering community wide social emotional health across the lifespan for all residents;</li> <li>❖ Ensuring communities have access to affordable quality child care;</li> <li>❖ Accessing to affordable healthy housing;</li> <li>❖ Addressing and preventing harmful and habitual addictive behaviors through environmental intervention and policy (alcohol, tobacco and other drugs);</li> <li>❖ Providing access to youth internships for career exploration;</li> <li>❖ Providing safe sustainable, accessible and affordable transportation;</li> <li>❖ Assuring public safety concerns are addressed in a timely and effective manner.</li> </ul>	<ul style="list-style-type: none"> <li>❖ Increasing connection between offices;</li> <li>❖ Promoting culture of opportunity built on healthy relationships;</li> <li>❖ Supporting creative problem solving and effective program/project delivery;</li> <li>❖ Providing career ladder opportunities;</li> <li>❖ Becoming a nationally recognized model of local government for high quality services, innovation and pro-activity;</li> <li>❖ Cross-training and creating leadership development and advancement opportunities;</li> <li>❖ County serves as convener.</li> </ul>	<ul style="list-style-type: none"> <li>❖ Strengthening County’s Fiscal Standing by building reserves to weather downturns without service interruption;</li> <li>❖ Enhancing use of technology for service provision;</li> <li>❖ Eliminating redundancy and streamline systems;</li> <li>❖ Creating organizational agility and responsiveness;</li> <li>❖ Rewarding wise use of funds and investment in Strategic objectives;</li> <li>❖ Providing public safety oversight to protect resources.</li> <li>❖ Practicing environmentally and fiscally sustainable energy policies</li> </ul>	<ul style="list-style-type: none"> <li>❖ Providing access to mental health services;</li> <li>❖ Ensuring employees have access to affordable quality child care;</li> <li>❖ Supporting policy initiatives and workforce collaboration that drive improved employee health, well-being, productive work place engagement and work satisfaction;</li> <li>❖ Providing access to affordable and safe physical fitness;</li> <li>❖ Encouraging provision of health food at employee functions;</li> <li>❖ Providing safe work environments</li> </ul>	<ul style="list-style-type: none"> <li>❖ Increasing transparency;</li> <li>❖ Strengthening interconnection between county offices;</li> <li>❖ Hosting more All Employee recognition and appreciation events;</li> <li>❖ Creating a countywide family climate;</li> <li>❖ Assuring all county job positions have career ladder even if between departments;</li> <li>❖ Ensuring all positions have accurate job descriptions to allow for best performance evaluation and recognition;</li> <li>❖ Modeling behaviors to promote public safety</li> </ul>	





**Mono County Vision: Outstanding Community Services, Quality of Life Beyond Compare - To support all our communities by providing superior services while protecting our unique rural environment.**

Strategic Direction	Promote a Strong & Diverse Economy	Protect Natural Resources & Enhance Public Access	Understand & Address Community Needs	Support Healthy People in Healthy Communities	Reward Innovation	Effective Use of Resources	Workforce Wellness	Strengthen County Culture
<p><b>Success measured by:</b></p> <ul style="list-style-type: none"> <li>All communities have Last Mile internet provider and Gigabit County;</li> <li>Balanced housing stock in all communities with increase in the number of single family homes built;</li> <li>Better transit options;</li> <li>Consumer access to more goods;</li> <li>Increased in diversity of business type increases;</li> <li>Higher Road Pavement Indexes;</li> <li>Increase and maintain school age families and in number of college ready High School graduates;</li> <li>Increase in economic activity due to fishing industry;</li> <li>Increase in number of home based businesses and year round open businesses and new business startups and retention and new job creation;</li> <li>Increased north county winter season based recreational activities;</li> <li>Increases in number of tourists;</li> <li>Increases in year over year measured by quarter Tourist Occupancy Taxes, sales tax figures and property values;</li> <li>Local business owners have full access to local markets without disruption;</li> <li>Local employee pool of skilled workers increases;</li> <li>Reduced unemployment, business bankruptcy rates;</li> <li>Public has access to all goods and services needed for high quality of life;</li> <li>Reduction in commercial vacancy rates;</li> <li>Reduction in need for social, health and welfare services;</li> <li>Year over year increase in conferences held;</li> </ul>	<ul style="list-style-type: none"> <li>Better conditions on public lands even with greater use with sustainable user friendly opportunities;</li> <li>Less violations for destruction of natural resources;</li> <li>County's issues supported by and reflected in state and federal policy;</li> <li>Support for revenues and resources for public land investments;</li> <li>Enhanced access to public lands more miles of trails for sustainable activities;</li> <li>Higher Pavement Index Roads – Less potholes;</li> <li>Higher transit use rates;</li> <li>Higher visitor satisfaction;</li> <li>Increased public support for joint agency efforts;</li> <li>Sustainable energy production in low impact distributed systems;</li> <li>More investment in trails, bike and pedestrian routes and public access with outdoor amenities;</li> <li>Reduced energy use/cost;</li> <li>Zero Net Energy for County facilities.</li> </ul>	<ul style="list-style-type: none"> <li>Stronger support for county initiatives with higher public awareness and approval of County services;</li> <li>Greater use of the Eastern Sierra Council of Governments (ESCOG) and more Shared Services regional agreements;</li> <li>Increase web traffic to County pages;</li> <li>More applicants for and increased attendance to RPAC meetings;</li> <li>More attendance to county meetings;</li> <li>More information provided to community through Annual Report and State of the County;</li> <li>Better services tailored to individual community needs;</li> </ul>	<ul style="list-style-type: none"> <li>Less crime with fewer arrests and public safety violations.</li> <li>Higher health standards of residents;</li> <li>Lower disease rates;</li> </ul>	<ul style="list-style-type: none"> <li>Better County service systems;</li> <li>Higher employees turnout at County recognition events;</li> <li>County receives National and State awards for excellence;</li> <li>Friendlier work environment with reduced stress among employees;</li> <li>Greater employee awareness of all County provided services;</li> <li>Greater skill set among employees with more cross trained employees through more county offered skill building</li> <li>Lower employee turnover rate;</li> <li>Mono County programs imitated in other jurisdictions;</li> <li>More applicants for promotions;</li> <li>More Inter/Intra Department work groups coming together to solve issues via isolated departments;</li> </ul>	<ul style="list-style-type: none"> <li>Cost reduction and elimination of redundancy;</li> <li>All departments have online presence with more website visits, social media activity and online services;</li> <li>Greater employee awareness of County functions across all departments;</li> <li>Greater skill set among employees;</li> <li>Sustainable financial standing with increased Budget reserves and lower long term liabilities and debt;</li> <li>Cohesive and partnering departments;</li> <li>Lower employee turnover;</li> <li>More proactive on unexpected issues;</li> <li>National/State awards for excellence;</li> <li>Reduced response times;</li> </ul>	<ul style="list-style-type: none"> <li>Employees report adequate child care through annual survey Health outcomes;</li> <li>Healthy work environment measured by employee survey;</li> <li>Increase number of people participating in Snowcreek Athletic Club, Double Eagle and Bridgeport Health Center with increasing frequency of membership visits;</li> <li>Monitor collaborative group efforts to supply quality affordable child care;</li> <li>Less workers compensation claims.</li> <li>Lower county healthcare costs.</li> <li>Lower long term liabilities and less debt;</li> <li>Mono County programs imitated in other jurisdictions;</li> <li>More applicants for promotions;</li> <li>More Inter/Intra Department work groups coming together to solve issues;</li> <li>Organizational proactivity;</li> <li>Stronger sense of one organization among employees – Less “Us vs. Them”;</li> </ul>	<ul style="list-style-type: none"> <li>Friendlier work environment/reduced stress among employees;</li> <li>All departments have online presence with more website visits;</li> <li>Higher employee participation at events;</li> <li>More Board Update articles from Employees;</li> <li>Greater employee awareness of County functions across all departments;</li> <li>Greater employees skill sets with more cross training due to county offered courses;</li> <li>Integrated departments and lower employee turnover rate;</li> <li>Lower long term liabilities and less debt;</li> <li>Mono County programs imitated in other jurisdictions;</li> <li>More applicants for promotions;</li> <li>More Inter/Intra Department work groups coming together to solve issues;</li> <li>Organizational proactivity;</li> <li>Stronger sense of one organization among employees – Less “Us vs. Them”;</li> </ul>	

**Strategic Directions ... Methods... with Success measured...through resourced projects**

**Mono County Vision: Outstanding Community Services, Quality of Life Beyond Compare - To support all our communities by providing superior services while protecting our unique rural environment.**

Strategic Direction	Promote a Strong & Diverse Economy	Protect Natural Resources & Enhance Public Access	Understand & Address Community Needs	Support Healthy People in Healthy Communities	Reward Innovation	Effective Use of Resources	Workforce Wellness	Strengthen County Culture
<p><b>Potential Projects</b></p>	<p>Leverage D395 to connect communities and enhance broadband, support small businesses through grant/loan programs;</p> <p>Develop Bridgeport "whole community" Plan;</p> <p>Bridgeport Nordic Center;</p> <p>June Lake Downtown revitalization - This includes new monument signage on Hwy 395 plus Opticos report sponsored by MC Community Development;</p> <p>June Lake Down Canyon Trail completion - Develop a comprehensive and collaborative plan with the USFS and the June Lake Trails Committee to complete the Down Canyon Trail System;</p> <p>June Lake Rodeo Grounds future;</p> <p>Conway Ranch Aquaculture Request for Proposal - Develop a comprehensive, realistic RFP for the Aquaculture portion of CW. This would include the formation of a Blue Ribbon Committee made up of non-local public and private professional aquaculturists, water quality and aquaponic experts, university extension professionals, facility design specialists, as well as the public to guide the preparation of this critical document. Broad scale revision of specific Plan; Planning commission led process;</p> <p>Diversity of economy and create at least one non-tourism job;</p> <p>Bring in industry, incentivize new non-traditional eastern sierra businesses. Market County to small high tech. businesses that utilize D395 - Stress quality of life for entrepreneurs and their employees;</p> <p>Sierra Business Park - Water and Sewer extension;</p> <p>Simplify Permitting and Become builder friendly and build more homes;</p> <p>Geothermal Unit Replacement;</p> <p>International Film Festival akin to Sundance to obtain their support;</p> <p>Annual event with Mountain Warfare Training Center on Memorial Day with Parade and exhibits;</p> <p>Bring in Retirement communities - "village concept" - small lots with open space, walking trails; High end lots with some medium priced homes - clubhouse for activities;</p> <p>Eliminate "Diverse" from this category - Play to County strengths;</p> <p>High Speed Internet for all of Antelope Valley;</p> <p>Increase fish stocking;</p> <p>Development of equestrian facilities &amp; activities;</p> <p>Invest in County-wide redevelopment projects and programs</p> <p>Establish a marketing strategy that emphasizes the uniqueness of fishing in Mono County. Emphasizes the fishing in our natural wonders. Built in a way that "others" cannot compete against. A strategy that addresses the state wide decrease in license sales. More about trophy fishing in lakes stocked with fish and less about stocked fishing. Drop print advertising in publications that are based on fishing at put and kill lakes and or ocean fishing and tell everybody fishing is great, always, everywhere.</p> <p>Create a recreation guide to Long Valley that includes maps with trails and recreation opportunities, including but not limited to fishing, as well as local service businesses (food, gas, equipment rentals, lodging etc.)</p> <p>Main Street Internet Wi fi connectivity in Lee Vining</p> <p>Workforce housing</p> <p>Parking in Town</p> <p>Economic development</p> <p>Main street revitalization in Lee Vining</p> <p>Working with PUD and Town businesses</p> <p>Business and job revitalization- Build year round and sustainable (tourism?) economy sustainable economy, buy local</p> <p>Combined Use Roads Program</p>	<p>Engage in county-wide recreation planning, partnering with federal agencies and using rec. framework through Collaborative Planning Team;</p> <p>Conway Ranch planning;</p> <p>Continue collaborative sage grouse work through Comm. Dev.</p> <p>Conway Ranch Aquaculture Request for Proposal - (also under Promote a Strong &amp; Diverse Economy)</p> <p>June Lake Down Canyon Trail completion (also under Promote a Strong &amp; Diverse Economy)</p> <p>Sheep Fencing for Conway ranch;</p> <p>Sonora Junction Deer Fence;</p> <p>Wildlife Highway Safety Project Study report - LTC</p> <p>Tioga Heritage Road Process and Project Study Report;</p> <p>Fix Auchberry Pit;</p> <p>Bodie Hills Conservation effort;</p> <p>Countywide undergrounding District - weather proofing of utilities;</p> <p>Open spaces around all communities;</p> <p>Frontage subdivision map requirements that river frontage access be dedicated as a condition as a 4+ Pared divisions;</p> <p>Protect views from public spaces</p> <p>Promote "sustainable" fishing practices and personal responsibility for protecting our unique natural resources.</p> <p>Create a Trails Plan for Long Valley including stewardship of popular trails and development of new trails. Work with land managers and partners to make new trails development possible and sustainable. Multi-use trail from Mammoth to Long Valley - bike/ hike access for recreation and safe commuting.</p> <p>Bear/ wildlife-proof trash receptacles for residents in Hilton Creek combined with education about proper food, garbage, and compost storage.</p> <p>Trails Plan Implementation</p> <p>Tioga Ice Climbing</p> <p>Power-line Safety</p> <p>Combined Use Roads program</p>	<p>Increase gov't communication through Granicus; Enhance communication and trust; Streaming Board meetings; Website Expansion;</p> <p>County gov't classes online (such as Reno has done);</p> <p>Monthly or quarterly reports at Town Council and Vice Versa;</p> <p>Support D395 - Advocacy, Last Mile providers in all communities;</p> <p>June Lake Downtown revitalization (also under Promote a Strong &amp; Diverse Economy and Protect Natural Resources and Enhance Public Access)</p> <p>Mono City traffic speed control - Develop enforceable speed limit plan for Mono City - include signage, street striping and speed bumps.</p> <p>Lee Vining Community Center completion - Develop an overall plan for completion of the LVCC including landscaping, parking and an all-purpose deck on the back (East) side of the building. Because of its central location in Mono County, this venue is ideal for Countywide employee junctions and public events.</p> <p>June Lake Down Canyon Trail completion (also under Promote a Strong &amp; Diverse Economy and Protect Natural Resources and Enhance Public Access)</p> <p>Live Streaming of Board meetings - Rotation of Board meeting locations;</p> <p>Walking paths in Walker and Coleville;</p> <p>Stronger social media - Facebook Page for Antelope Valley;</p> <p>Provide a Supervisor with a dedicated amount in each year's budget as discretionary spending within his/her District;</p> <p>Increase Child Care - Incentivize the opening of more licensed child care facilities with financial incentives; provide startup funds for new child care and preschool facilities in areas of need;</p> <p>Survey and evaluate community needs on a regular basis</p> <p>Make all forms of local government accessible to the public. Live and archived webcasts of all RPAC, BOS, CSA etc.;</p> <p>Mammoth Planning Advisory Committee; Identify ways to increase additional locations for doing business in June Lake. Construct the Crawford Street business road. Add parking along the new by pass road.</p> <p>Visible, accurate street signs</p> <p>Signage for a safe walking route between Sunny Slopes and Tom's Place</p> <p>Feasibility and desirability of water system for Crowley/ Hilton Creek</p> <p>Small scale commercial and professional services along Crowley Lake Drive.</p> <p>Lee Vining Fire Station</p> <p>Mono Basin Skate Park</p> <p>Improve visual attractiveness of community</p> <p>Community programming - youth activities, continuing education, etc.</p> <p>Necessary life services, DMV, health services, etc.</p> <p>Build sense of community, programs, collaborations, etc.</p>	<p>Water &amp; Integrated Regional Water Management Program (IRWMP). Method: Ensuring access to safe, reliable and affordable water for all communities (per the Right to Water Act) Project: Partner with the Inyo-Mono Integrated Regional Water Management Program to identify and respond to priority community and ecosystem water needs, as well as secure state funding for a water-secure future for Mono County.</p> <p>Support local food access (fees for farmers markets, for instance);</p> <p>Fire/emergency planning;</p> <p>Work with CSA1 on community improvements projects;</p> <p>Support Tri-Valley Water Commission;</p> <p>Continue support of speed limit reduction in Tri-Valley;</p> <p>Round Fire Recovery efforts;</p> <p>Mono City traffic speed control (Also under Under &amp; Address Community Needs)</p> <p>Lee Vining Community Center completion. (Also under Understand &amp; Address Community Needs)</p> <p>June Lake Down Canyon Trail completion. (also under Promote a Strong &amp; Diverse Economy and Protect Natural Resources and Enhance Public Access)</p> <p>Include Health of Mono County Organizations;</p> <p>Educate people on homeopathic medicine - Reference book called "Top 20 alternative Doctors in America can improve your health";</p> <p>Retirement living with health as a key component;</p> <p>Increase Child Care - Incentivize the opening of more licensed child care facilities with financial incentives; provide startup funds for new child care and preschool facilities in areas of need.</p> <p>Encourage Early Literacy - Fund Literacy Fair at all libraries to coincide with "Read Across America day."</p> <p>CSA and Health Department to develop and manage wellness and exercise programs;</p> <p>Build a skate park and a bike park in June Lake. The ball park is hardly used. Acknowledge the youngster population boom currently exploding in June Lake.</p> <p>Establish bike/walking trails throughout the June Lake Loop.</p> <p>Safe walk/ bike lane on Crowley Lake Drive between Long Valley and Crowley</p> <p>Avis Radio for Emergency in Mono Basin Workforce housing</p> <p>Fire Safe Council Fire prevention planning and emergency preparedness</p> <p>Mono City fuels reduction</p> <p>Mono City water system (antique plumbing)</p> <p>Power-line Safety</p> <p>Lee Vining Main Street improvements, includes issue of road yards, walkability, mobility, pedestrian and bike improvements,</p>	<p>Communication: More info. online and presentations to showcase staff work;</p> <p>Continuing education for employees;</p> <p>D395 leverage for safety;</p> <p>Explore regional partnerships and efficiencies (Shared service models);</p> <p>June Lake Downtown revitalization (Also in Promote a Strong &amp; Diverse Economy).</p> <p>Conway Ranch Aquaculture Request for Proposal; (Also under Promote a Strong &amp; Diverse Economy and Protect Natural Resources and Enhance Public Access)</p> <p>June Lake Down Canyon Trail completion; (Also under Promote a Strong &amp; Diverse Economy and Enhance Public Access)</p> <p>Improve quality of work life by improving county culture so that employees have work life to match quality of life outside of work;</p> <p>Reward employees with time off for best suggestion during a quarter;</p> <p>Working with Mono Basin PUD and Town businesses</p>	<p>Facilities planning (long and short term) - Comprehensive County Facilities Planning;</p> <p>Fiscal Restraint;</p> <p>Apply the Project Approval process to all Board requested projects;</p> <p>Prioritization to all Departments;</p> <p>Long Term Solid Waste Solution;</p> <p>Mono City traffic speed control; (Also under Understand &amp; Address Community Needs)</p> <p>Lee Vining Landscaping of the Road Yard - (Also in Understand &amp; Address Community Needs)</p> <p>Paint the Lee Vining Road Shop; protect the exterior integrity of the building as well blend it in with adjacent upgraded Caltrans structures is an immediate need. This project covers the outward need of Understand &amp; Address Community Needs. It would serve the Strategic Directions of Effectively Use Resources, Workforce Wellness, and Strengthen County Culture (i.e. nice looking functional buildings).</p> <p>Bridgeport County Campus Plan</p> <p>Board Oversight Sub-Committees;</p> <p>County facilities Zero Net Energy;</p> <p>Government Center in Mammoth Lakes;</p> <p>Countywide initiative to improve health of all communities with focus on communication, trust, collaboration, mutual gain. Invite key organizations such as Mono County, Town of ML, schools, tourism and hospitality.</p> <p>Use outside Counsel to reduce favoritism;</p> <p>Leadership in Energy and Environmental Design (LEED) homes;</p> <p>Build volunteerism;</p> <p>Protect all spawning streams in Mono County. Natural spawned fish are free fish.</p> <p>Spawning streams should be catch and release, artificial baits, barbless hooks, no dogs in streams, no swimming in spawning streams.</p> <p>Maintain what we have before building more</p> <p>Increase Special District Capacity to provide service and functionality</p>	<p>Utilize Board of Supervisors Ad Hoc committees for oversight/planning - Recommendations include:</p> <p>EMS - Paramedics,</p> <p>Emergency services and fire issues such as utilities underground</p> <p>Elections;</p> <p>Recreation;</p> <p>Increasing Public Engagement - town halls/increasing participation in Mammoth;</p> <p>Lee Vining Community Center completion - (Also in Effective Use of Resources and Understand &amp; Address Community Needs)</p> <p>Paint the Lee Vining Road Shop - (Also under Effective Use of Resources and Workforce Wellness)</p> <p>Public Recognition events;</p> <p>Connecting retirement villages to each other for activities throughout county.</p> <p>Increase Child Care - Incentivize the opening of more licensed child care facilities with financial incentives; provide startup funds for new child care and preschool facilities in areas of need.</p> <p>Support regional branding, character, and identity. Implement policy to ensure consistent and cohesive messaging throughout the County;</p> <p>Connect County organization better with communities - In the methods section this is geared more toward the county as an agency. It would be nice to see this include the idea of the county as a community of residents and employees. I'm not sure how to put it into a project. Something to increase/celebrate county pride and involvement in County government.</p> <p>RPAC membership diversity</p> <p>Build sense of community, programs, collaborations, etc.</p>	

**Strategic Directions ... Methods... with Success measured... through resourced projects**

## Static or Dynamic? It's a Choice

By Dr. Laree Kiely

Originally published in PA Times Online

Recently, we have seen many organizations and whole industries become obsolete overnight. Of course, organizations are living systems and living systems, just like the human body or plants and animals, are always in the process of growing or dying.

The differences between static and dynamic organizations are seen in several tell-tale signs.

### Strategy versus plan

One of the most obvious signs of a static organization is that it either has no strategic plan, or it has one, but it has no strategy: sort of "here's what we can do and we don't really care if you like it or not." It's the way we are organized; it's what we have to offer that matters. The consumer adapts to us rather than the other way around. This occurs in the private and the public sector. Just try buying a phone service today and see who has to adapt to whom. Dynamic groups, on the other hand, have an external, consumer-focused strategy that is flexible enough to adapt to whatever is going on. They take a balcony view of the world at large and how they fit into it. Everyone gets the "big" picture. Few are stuck in the weeds.

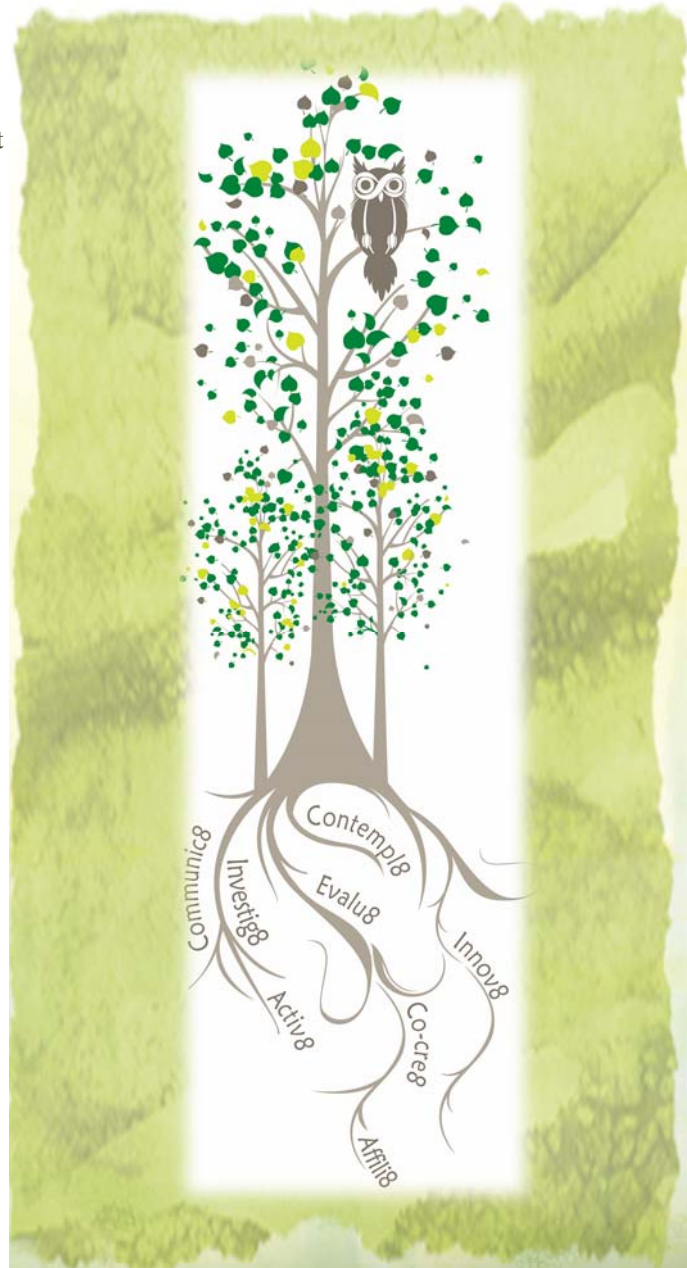
### The nature of the conversations:

In fact, if you listen closely to the talk in static organizations, the consumer is rarely mentioned. Most conversations center around today and what *can't* be done. "They," mentioned frequently, are the main reason why things can't be done. "Though if you go on a search for "they," "they" can't be found. "They" don't exist. The conversations also include a lot of talk about each other, and not in very positive ways.

In dynamic systems, the conversations focus on the consumer and continuous improvement. The most prominent pronoun is the inclusive "we."

### The attitude toward change:

In static organizations, change is entertained only when there is a crisis; it is reactive, throwing the organization into a tizzy. The participants keep doing the same old thing, maybe faster, maybe with more technology, maybe with more resources, maybe with small incremental improvements, but not so much with a focus on improvement as an irritation that they have to do something differently. It is more about doing, and repetitive doing. Static organizations have no way of managing change effectively, so it is very disruptive.



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Dynamic systems, on the other hand, not only meet the consumers' needs, but they are already looking at future needs that the consumers might not even know they will have. "Change" is a passé word and most parties are already looking at innovation, or at least continuous improvement in everything they do. The focus is not just on doing, but always doing better, always focusing on the thinking and learning necessary for constant improvement.

### **Decision Processes**

In static organizations people sit back and wait until someone or "they" tell them what to do and how to do it. The reasoning behind the activities rarely comes up. If an idea is mentioned from someone deeper in the organization, the reaction is often an odd look and no response, as if the person with the idea must be from Mars.

But dynamic organizations are "why" cultures. The "why" is always stated or requested. In addition, people at all levels are asked for their input. Even if their ideas are not used, they are treated with respect.

### **False sense of security**

Static organizations have a false sense of security. The world will always need us; we are stable and invincible.

Dynamic organizations have no such hubris. There is a feeling of humility and appreciation for the work they get to do and the contribution they make to society. There are some exceptions to this, of course: some high tech companies have enormous egos yet are quite dynamic.

### **Organizational culture**

Static organizations manage more by "policing" and a paternal model that feels like parent/child. There is a lot of "telling." The model is to "push" information. These organizations hire people to show up and follow orders.

Dynamic organizations are "coaching" cultures rather than "managing" cultures. There is more listening than telling. The model is to pull information from as many sources as possible. These organizations hire people to think as well as do.

### **Answering the "so what" question**

A few caveats before we go on. This discussion is just a starting place from which to assess your organization. There are more criteria than we have space for here. Keep in mind that the difference between a dynamic and a static culture is more like a continuum than an absolute. Additional caution: you can be too dynamic as well as too static. But these should be choices rather than defaults.

If your organization needs to move toward the dynamic, here are a few steps to take:

1. Let go of feeling the need to be in absolute control.
2. Make the move from static to dynamic in gradual baby steps because the change, although welcome by most, can be very disruptive
3. Do an assessment of your cultural norms and the unwritten rules in your group. Interestingly, these can be seen best by people who are new to your organization. Newcomers will be more objective. They have probably been "stepping" in the established rules and they have gotten negative reactions. That's how you know a rule exists.
4. Tweak these norms ever so slightly and make the changes sustainable through positive reactions and reinforcements rather than punishments. One of the best books you'll ever read is one called *Bringing out the Best in People* by Aubrey Daniels. It gives you a step-by-step model for moving toward a dynamic organization.

This new world and what is now being called the "new normal," makes all organizations very unstable. Unstable organizations cause instability in the lives of individuals. Instability in our lives does not bring out the best in people. It's a system and if we introduce positive changes into it, we can at least be assured that we are doing the right thing, however temporary it may be. Doing the right thing usually leads to more work we can do, more work we can do leads to more stability.

But don't get me wrong. It's a complex world out there. Just because you are a dynamic organization doesn't mean you will be optimally successful or even that you will be around forever, but it does give you a much better shot at it!

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*Preparation for*  
**Special Session of the Mono County Board of Supervisors**  
May 22, 2015

“To accomplish great things, we must not only act, but also dream, not only plan, but also believe.”  
*Anatole France*

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Here’s a reminder for our session together:

1. Strategic goals are broad, primary, overarching outcomes
2. Methods are the means by which you can achieve a strategic goal.
3. Projects are potential actions and activities you undertake to achieve your strategy
4. Objectives are the measurable steps you take to achieve a strategy.
5. Tactics are tools you use in pursuing an objective associated with a strategy

All of the above must be directly aligned with the stated “Strategic Direction” of the organization. Our session will focus on 1 through 3 above and we will spend some time ensuring alignment to Mono’s Strategic Direction.

During this special session, we will be striving for:

1. Determining themes in the project list
2. Prioritizing which projects are critical, which are important; and which are bonus “nice to haves”
3. If we have time, we will look at these projects in terms of the necessary sequence of events

**To Prepare:**

1. Review the current draft of the Strategic Planning framework.
2. Look for overarching themes among the “potential projects” on page 3. If possible fit the list of projects into 5-7 themes. If some projects do not naturally fit into a theme, they can be left as individual projects. If you have fewer or more than 5-7 themes, that is okay.
3. Bring your ideas about the “themes” with you to the meeting.