



# MONO COUNTY **STRATEGIC PLAN** UPDATE 2022-2024



**CALIFORNIA'S GREAT BEYOND**



## STRATEGIC PLAN UPDATE 2022-2024

---

Message from the Board Chair	1
About Mono County	2
Governance	3
Mono County Supervisors	4
Our Mission Our Vision Our Values	5
Executive Summary	6
Core Services	7
Strategic Plan Update – Input	8
Strategic Focus Areas	9
Safe and Healthy Communities	10
A Thriving Economy	11
Workforce & Operational Excellence	12
Sustainable Public Lands	13





# MESSAGE FROM THE BOARD CHAIR

On behalf of the Mono County Board of Supervisors, it is my honor to share with you our updated Strategic Plan.

Our plan serves as part of the foundation for Mono County government, as we provide critical services to our community. It also offers a unique focus necessary for the adaptive nature of California counties. Among many other elements, our Strategic Plan expresses a set of values to which we subscribe in addressing the needs of Mono County's residents, visitors and businesses.

The Strategic Plan is a pathway to future accomplishments we can generate together. However, it does not relieve our organization of its parallel and ongoing responsibility to carry out hundreds of laws and mandates, encompassing more than half of our daily work lives. Our employees do not take these responsibilities lightly, completing those tasks while concurrently focusing tremendous effort on local initiatives and projects that improve our quality of life.

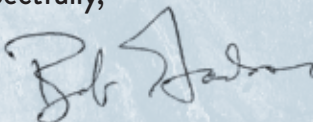
The Board of Supervisors and executive leadership provided strategic planning input with a focus driven by decades of public service experience in support of our wonderful county. Contributions before and during the process have been exceptionally valuable. Over 150 public surveys were completed, with introductions to the survey through the county's website, a webinar, direct mailers and several meetings with all Regional Planning Advisory Committees (RPACs). All input received, whether from Board members, employees or our community members, assists us in refining our priorities and strategies.

Our internal and external partnerships are only as strong as our organizational foundation. The key to that foundation is our most important asset, Mono County employees. As a service-based organization, our leadership must provide a common set of values, a meaningful mission and set a direction to work collaboratively in our communities.

I would personally like to thank my colleagues and our employees who steadfastly supported planning efforts and worked to produce this well thought out and flexible update. Their contributions and leadership are invaluable.

We are committed to serving all in Mono County and achieving long lasting outcomes while successfully navigating any challenges we face. Thank you again to everyone for their input, participation and commitment to Mono County.

Respectfully,



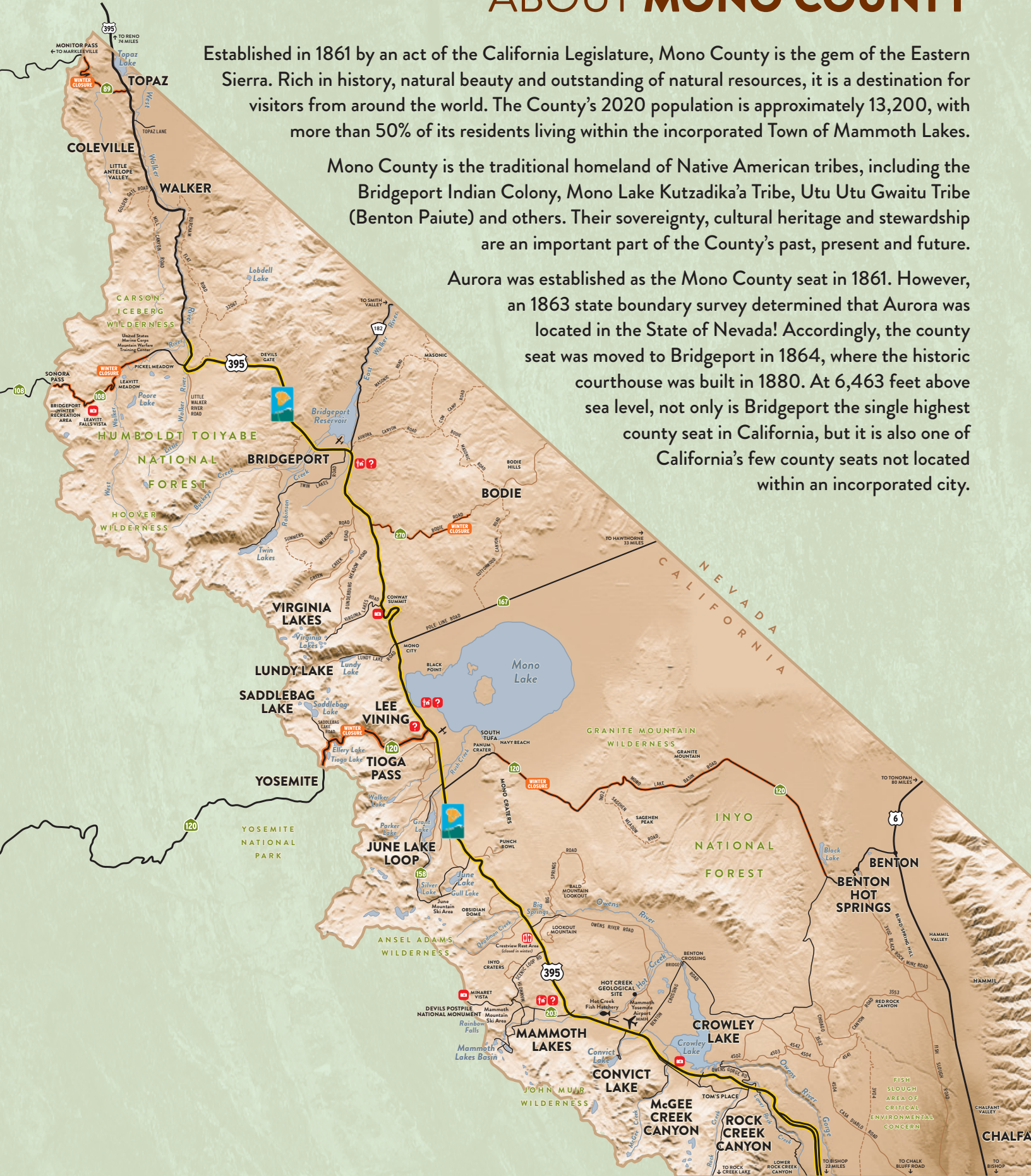
Bob Gardner, Chair  
Mono County Board of Supervisors

# ABOUT MONO COUNTY

Established in 1861 by an act of the California Legislature, Mono County is the gem of the Eastern Sierra. Rich in history, natural beauty and outstanding of natural resources, it is a destination for visitors from around the world. The County's 2020 population is approximately 13,200, with more than 50% of its residents living within the incorporated Town of Mammoth Lakes.

Mono County is the traditional homeland of Native American tribes, including the Bridgeport Indian Colony, Mono Lake Kutzadika'a Tribe, Utu Utu Gwaitu Tribe (Benton Paiute) and others. Their sovereignty, cultural heritage and stewardship are an important part of the County's past, present and future.

Aurora was established as the Mono County seat in 1861. However, an 1863 state boundary survey determined that Aurora was located in the State of Nevada! Accordingly, the county seat was moved to Bridgeport in 1864, where the historic courthouse was built in 1880. At 6,463 feet above sea level, not only is Bridgeport the single highest county seat in California, but it is also one of California's few county seats not located within an incorporated city.



# GOVERNANCE

Mono County is governed by five elected County Supervisors who serve as the County's legislative and executive body, providing policy direction for all branches of Mono County government. The Board of Supervisors hires a County Administrative Officer and County Counsel who, in turn, assemble an executive team of Department Directors to manage day-to-day County activities and discharge federal, state and local mandates.



Mono County encompasses 3,030 square miles, of which 94% (2,845 square miles) is public land. Its diverse landscape with picturesque seasons, recreational opportunities, and a rural quality of life makes Mono County not only a destination for millions to visit, but a comfortable and welcoming place for individuals and families to call home.

# MONO COUNTY SUPERVISORS



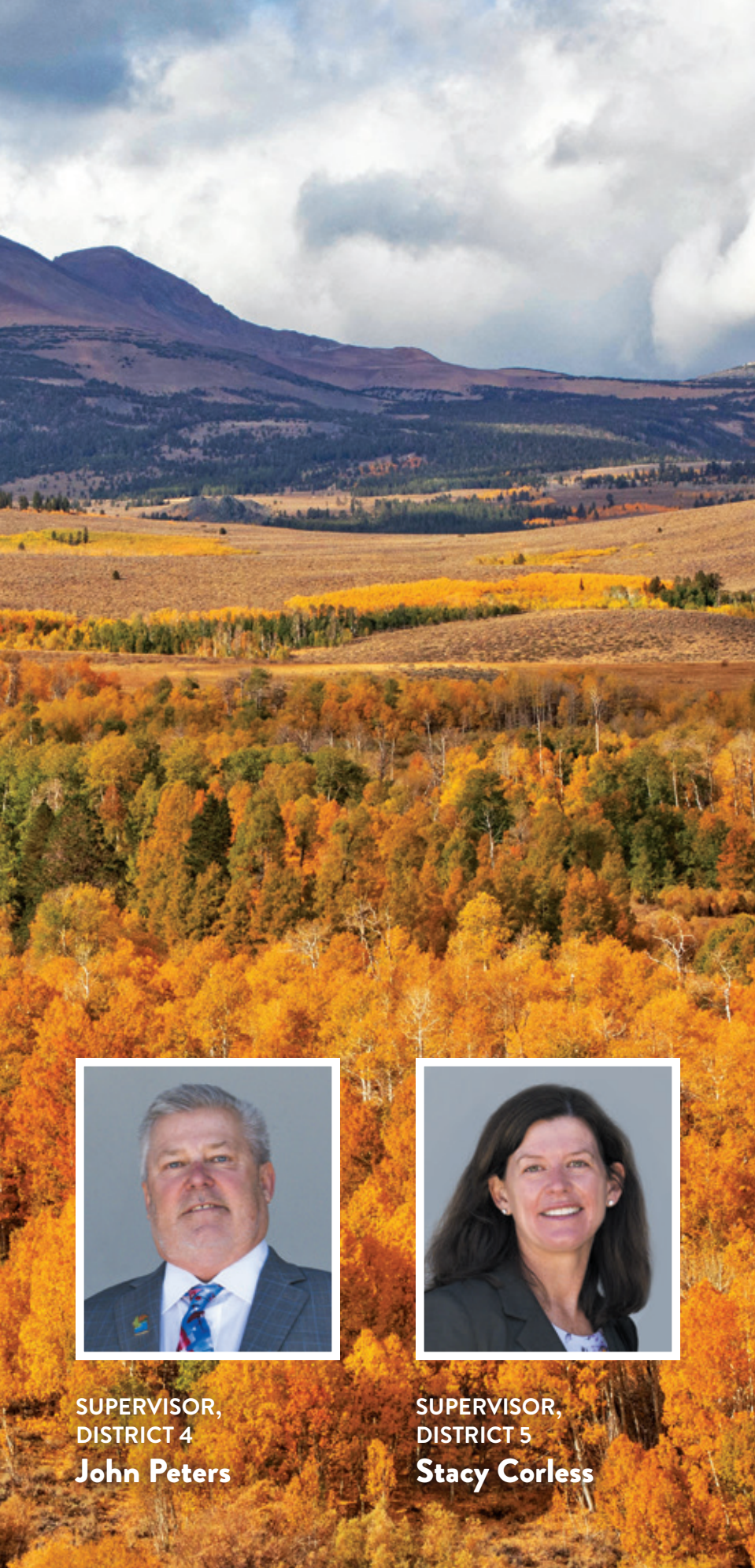
SUPERVISOR,  
DISTRICT 1  
**Jennifer Kreitz**



SUPERVISOR,  
DISTRICT 2  
**Rhonda Duggan**



SUPERVISOR,  
DISTRICT 3  
**Bob Gardner**



# OUR MISSION

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

# OUR VISION

Outstanding  
Community Services  
Quality of Life  
Beyond Compare

# OUR VALUES

Collaboration  
Integrity  
Innovation  
Outstanding  
Customer Service



SUPERVISOR,  
DISTRICT 4  
**John Peters**



SUPERVISOR,  
DISTRICT 5  
**Stacy Corless**

# EXECUTIVE SUMMARY

We are excited to present this updated Strategic Plan for Mono County government. Over the last 7 months, elected officials, staff and residents have worked hard to identify our priorities, strengths and opportunities.

Moving forward, with quarterly status reports and annual reviews, this document will serve as a guide to achieving more for Mono County's communities and government organization. Broad input from our communities has brought to light numerous opportunities on which we are now positioned to capitalize.

Our focus on listening to staff and communities alike has created a stronger partnership to fulfill the priorities we share with you here.

Experiencing a tragic pandemic over the last several years that has impacted our everyday lives, we are more than ready to move forward—investing, collaborating and creating an environment driving quality outcomes for our neighbors, businesses and visitors.

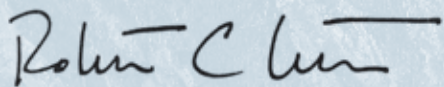
The unprecedented scale and pace of change makes today's operating environment more complex than ever before. Progress—or even maintaining the *status quo*—requires greater collaboration among external and internal partners. Issues both critical and commonplace are addressed in an atmosphere of growing scrutiny.

Simply put, never before have local governments needed to be more effective, efficient and accountable. That starts here and now, with our organization and its employees reaching successful outcomes via successful internal and external partnerships.

The diverse sources contributing to this updated Strategic Plan exemplify the kind of partnerships necessary for success. While we cannot include every idea or comment provided during the process, we focused on common themes, and issues important to everyone.

Words cannot express how appreciative I am to be part of Mono County and our incredible organization. Everyone's kindness, energy and commitment contribute to the great quality of life we enjoy here.

Sincerely,



Robert Lawton  
County Administrative Officer







# CORE SERVICES

California's 58 counties vary significantly in specific needs. From vast landscapes focused on agriculture, recreation or tourism to concentrated population centers of hundreds of thousands to millions of people and lower population counties that are considerably larger in square mileage can present local public service challenges. Considering such diverse complexities, counties prioritize projects or initiatives that provide the best "local" benefit. Working hard to achieve local priorities, like experiences of rural counties, or unique to Mono County, is important to the Board of Supervisors.

Not identified as a Strategic Focus Area, but essential to meeting the needs of Mono County communities, are a broad range of Core Services. In expressing nearly 500 Core Services, the authors of Mono County's 2019-2024 Strategic Plan accurately portrayed the essential functions performed by all county departments. The Core Services matrices also demonstrate a direct correlation to priorities that may not specifically be state or federal mandates but may have several mandated services woven into their workplans, such as specific projects or grants.

While the current Core Services list may not be all-inclusive due to the Legislature's approval each year of numerous new mandates, it is important to note that, as currently stated, such mandates make up nearly 60% of Mono County's daily employee work tasks. For California counties, as arms of the State of California, mandate performance is predicated on associated funding, of which a large portion is specifically allocated for our vulnerable populations.

As a public service organization, we strive to balance local priorities with carrying out state and federal mandates. As noted, these mandates have tremendous value to many individuals and families. Striking that balance is key considering resource constraints and current and future staffing levels. Regardless of what local or state mandated task may be before us, our commitment is to serve Mono County residents and visitors consistent with our values of Collaboration, Integrity, Innovation and Outstanding Customer Service.



# STRATEGIC PLAN UPDATE – INPUT

Over the course of several months, numerous sources of input were sought for development of the Strategic Plan Update. Internal sources of input from Mono County’s governmental organization were achieved through workshops and interviews from members of the Leadership Team and the Board of Supervisors.

Importantly, public input was sought by holding a webinar, summarizing the current Strategic Plan and the update process. A survey was developed for community members to provide input by identifying their top seven priorities out of twenty priorities listed and to provide narrative comments as appropriate. (The public survey yielded 154 responses.) Regional Planning Advisory Councils (RPACs) were also informed of the survey at their respective meetings, seeking input.

## TOP 10 PRIORITIES AS DETERMINED BY RECEIVING THE MOST TOP 7 RANKINGS:

Safe and Affordable Housing.....	73%
Rural Infrastructure (roads, Internet access) and services ....	56%
Preservation and Enhancement of Public Lands .....	55%
Quality of Life for Children .....	53%
Disaster / Emergency Preparedness .....	44%
Quality of Life for Aging Population .....	38%
Health Promotion and Disease Prevention .....	38%
New Business Development and Business Retention .....	37%
Access to Behavioral Health and Substance Abuse Prevention & Treatment Services .....	36%
Reducing Poverty and Hunger .....	33%

# 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



# SAFE AND HEALTHY COMMUNITIES

OBJECTIVE	ACTION ITEM	LEADS	TIME FRAME
<b>Enhance Emergency Management Functions</b>	BOS approval of the creation of an Office of Emergency Management	County Administration	COMPLETED
	Recommend to the BOS necessary OEM funding for appropriate emergency functions	County Administration	SPRING 2022
	Recruit and hire an Emergency Services Manager and staff as appropriate	County Administration, Human Resources	SPRING 2022
	Subsequent to the current project implementing the early warning system, create an inventory of key evacuation routes	County Administration, Sheriff's Department, Public Works	FALL 2023
<b>Improve Rural Infrastructure</b>	Continue to enhance existing broadband access/affordability in Mono County	Information Technology, County Counsel	ONGOING
	Complete the Emergency Radio System	County Administration, Information Technology	BY JUNE 2023
	Complete construction of the new jail	County Administration, Public Works, Sheriff's Department	JUNE 2025
	Through a current funding award, assess Special District Capacity and needs to support increased housing density	Community Development	JUNE 2024 (This is the grant deadline. Two proposals have not yielded a qualified consultant. Further attempts will be conducted by CDA.)
<b>Behavioral Health Services Access</b>	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
<b>Solid Waste Collection and Disposal</b>	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
<b>Enhance the Quality of Life for our Children and Aging Population</b>	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

# A THRIVING ECONOMY

OBJECTIVE	ACTION ITEM	LEADS	TIME FRAME
<b>Address Shortage of Affordable Housing</b>	Hire a Housing Opportunities Manager to represent the organization	County Administration, Human Resources	COMPLETED
	Appoint a Board ad-hoc committee to review and visit other county affordable housing plans, funding and projects	Board of Supervisors, County Administration, Housing Opportunities Manager	AUGUST 2022
	Develop a new/updated multi-year plan for affordable housing	Housing Opportunities Manager	SPRING 2023
	Identify additional sources of funding to commit to affordable housing	County Administration, Housing Opportunities Manager	ONGOING
	Update BOS policies for affordable housing; including streamlined processes and options to incentivize building of units	Housing Opportunities Manager, Community Development	DECEMBER 2022 (ONGOING)
	Provide the BOS a quarterly update on affordable housing activities	Housing Opportunities Manager	JULY 2022
<b>Support and Retain the Existing Business Community</b>	Continue to provide opportunities for business financial/technical assistance programs through local, state and federal funding opportunities to aid in the post pandemic recovery	Economic Development, County Administrator, Finance Department	ONGOING
	Create an annual business appreciation event to celebrate Mono County businesses	Economic Development	2022
<b>Enhance and Strengthen Mono County Tourism Sector Utilizing Responsible Recreation Messaging</b>	Focus tourism marketing efforts on shoulder seasons and less visited locations in the county to grow year-round business levels	Economic Development	ONGOING
	Collaborate with federal and state land management agencies, local agencies, partners, and tourism businesses, to educate visitors regarding sustainable and responsible recreation practices	Economic Development, County Administration	ONGOING
	Work with Visit California and Mammoth Lakes Tourism to rebuild international tourism post pandemic	Economic Development	ONGOING
<b>Diversify the Economy</b>	Develop and implement a plan that identifies opportunities for a flexible economy based on attracting businesses from sectors outside the tourism/recreation industry	Economic Development	JANUARY 2023
	Explore opportunities to expand and enhance sustainable tourism opportunities, such as off-highway vehicle activities, using current county infrastructure and other public lands	Economic Development	ONGOING
<b>Economic Data</b>	Provide quarterly reports on Mono County economic data utilizing research and information available through local, state, and federal sources	Economic Development	BEGINNING SUMMER 2022

# WORKFORCE & OPERATIONAL EXCELLENCE

OBJECTIVE	ACTION ITEM	LEADS	TIME FRAME
<b>Invest in Employee Development and Well-Being Throughout Our Organization</b>	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
<b>Enhance the Effectiveness of Human Resources</b>	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
<b>Provide Superior Customer Service</b>	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
<b>Comprehensive Workforce Data</b>	Develop relevant workforce data sets for department heads and the Board of Supervisors	Human Resources	FALL 2022
<b>Justice, Equity, Diversion &amp; Inclusion (JEDI)</b>	Integrate JEDI training into mandatory employee training	County Administration	TRAINING INITIATED IN 2022
<b>Governance</b>	Complete Governance Workshops and implementation of resulting policies	County Administration	FALL 2022 (Initial workshops begin April 2022)
	Begin development of a comprehensive policy and procedure manual	County Administration, County Council, All Departments	FALL 2022
<b>Budget Process</b>	Complete Budget Process enhancements and realignment in coordination with the Finance Director	County Administration, Finance Department	ONGOING
	Hold two (2) fiscal training workshops for department heads and fiscal staff	Finance Department	SPRING 2022
<b>Legislative Advocacy and Support</b>	Provide options to the BOS to consider state and/or federal legislative lobbying options to maximize opportunities to enhance Mono County	County Administration	JUNE - AUGUST 2022
	Develop a federal and state legislative platform seeking funding and legislative opportunities	County Administration	SPRING 2022

# SUSTAINABLE PUBLIC LANDS

OBJECTIVE	ACTION ITEM	LEADS	TIME FRAME
<b>Preserve and Protect Public Lands</b>	Identify local, state, federal and/or grant funding to apply toward protecting public lands	County Administration	SPRING 2022
	Work with partners to engage in protection and preservation of public lands and wildlife habitat, and identify priority projects for County focus.	County Administration	WINTER 2022
<b>Fisheries</b>	Explore partnership agreement(s) with organizations to enhance and sustain sport and recreational fishing along with long-term ecological considerations	County Administration, Economic Development	JUNE 2022
<b>Public Lands – Recreation and Tourism</b>	Continue to build County Recreation Program capacity to support sustainable recreation and tourism on public lands	County Administration	SPRING 2022





FOR MORE INFORMATION ABOUT  
MONO COUNTY'S 2022-2024 STRATEGIC PLAN:  
760-932-5410

[MonoCounty.ca.gov/strategic-planning](https://monocounty.ca.gov/strategic-planning)