

# Mono County - Next Immediate Steps after May 1<sup>st</sup> All Staff Meeting



Words from all comments about "Best Imaginable Mono County"

## Mono County's Staff Vision of Best Imaginable Mono County

Mono County employees gathered May 1, 2014 in Lee Vining for an All Staff Meeting. Prior to the meeting each staff member was given the opportunity to contribute to the vision of "Best Imaginable" Mono County by emailing or faxing their descriptions to the Kely Group. The responses sorted into the following categories\*:

- One Mono County
- Healthy, Happy Citizens
- Effective Use of Resources
- Embracing Innovative Solutions
- Protected Natural Resources
- A Model to Other Government Agencies
- Attractive to Businesses
- County Employees a High Performing Team

\*The names for these categories are labels from KGi, and should not be seen as significant by themselves. Addendum #1 contains the supporting data/definition for each label.

Sample vision statement:

"One Mono County" where citizens, organizations, county staff, and visitors work together toward the best imaginable Mono while valuing and preserving our assets, our diversity, and our uniqueness.

### Recommended Next Immediate Steps on Finalizing the Vision Statement

1. Distribute this document to all staff
2. Set a date for the Strategy Planning Group (Thursday Meeting) to take the data and develop a draft vision for the County. Let people know there is more to come; these are the most immediate next steps.
3. Decide who will participate in the facilitation training for "Ambassadors" to prepare for taking the vision and plan to the internal and external communities
4. During next Strategy Planning Group, work on draft of vision statement and begin developing "Ambassadors"
5. Seek responses from those staff who did not attend the all staff meeting. Ask them to answer the question, "Addendum 1 is our working draft of the vision for Mono County, what do you think we need to do to achieve this vision?"
6. Ambassadors facilitate external community town halls and interviews for public feedback
7. Finalize the vision (should clearly answer the question: "What Mono County Employees are solving for.")
8. If this will be a document for the public, present the draft vision to the Board of Supervisors for comment
9. Based on how this process goes, revise any next steps at this point

### **How to Achieve the Vision:**

After setting some context and creating a new frame of reference for working together, the participants took a look at the vision the employees defined for Mono County. They had a discussion about what it would take to achieve this vision. The ideas recorded from this activity can be found in Addendum #2 of the retreat document. The ideas are categorized into the following areas:

- Mono County Team Mentality
- Staff Feeling Appreciated
- Culture of Innovation & Trust
- Solution Orientation
- Economic Strength & Stability
- Thriving Citizens & Natural Resources
- Efficient System
- Equipped for the Work
- Policies to support work

The list of ideas generated from this discussion included both short and long term solutions. Some could be implemented very quickly for little to no cost, while others are more in-depth approaches, requiring a more planning for execution. Alternatively,

there are ideas that require no authority to put in place, while others require a more sophisticated decision-making process. The matrix below highlights examples of each:

	Low level of decision-making	High level of decision-making
Easy to Implement	<ul style="list-style-type: none"> <li>• Show appreciation for work of others</li> <li>• Network with other counties to find what has or hasn't worked for them</li> </ul>	<ul style="list-style-type: none"> <li>• Collaborate on community outreach efforts - improve cultural competency and initiatives, positive relationships with community while educating about resources</li> <li>• More county-wide activities to learn what each dept. does, which can lead to interdepartmental functionality</li> </ul>
Complex to Implement	<ul style="list-style-type: none"> <li>• Do a little cross-training between employees, with dept/agency</li> <li>• More openness and trust between management and employees</li> </ul>	<ul style="list-style-type: none"> <li>• Energy efficiency projects (more) protect natural resources, increase fees</li> <li>• Take leadership in the county for vocational training for local kids in non-confidential service areas, e.g. animal control, public works, parks</li> <li>• Streamline processes, infrastructure, customers</li> </ul>

Recommended Next Steps for Working Toward the Vision:

1. Have a small workgroup use the matrix above to sort the ideas in Addendum 2 and the new responses generated from the people who were not in attendance at the all staff meeting
2. This same group should then review the list of unique/innovative ideas generated at the all staff meeting and from the people who were not in attendance (this data is collected but not included here in this document)
3. Schedule a session of the Strategy Planning Group to prioritize the ideas in each quadrant with the intention of determining 1- and 3- year goals

## ADDENDUM #1

### One Mono County

- A county wide Family-like climate
- Interconnected workplace between Mammoth & Bridgeport
- Strong Team Spirit
- The small communities within county receive services designed to improve functioning, resident involvement, and quality of life within the community

### Protected Natural Resources

- Stewardship of the environment is top priority
- Be as environmentally friendly as possible
- Community awareness in regards to the preservation and enjoyment of our beautiful natural resources
- Bring awareness to all residents about protecting our beautiful natural resources
- Preserve the environment for future generations

### A Model to Other Government Agencies

- A nationally recognized model of local government for innovation and highest quality services which others seek out to learn from
- A leader for California as to how to work together to create a live, active, meaningful, sustainable process that allows us to address difficulties and promote healthy relationships with self and others
- Being the most efficient County, Nationwide

### Attractive to Businesses

- Incentives for the locals in order to keep dollars local
- Quicker response for the end users
- Strong, diverse local economy
- A county that promotes controlled growth – residential & economic
- Reduce the county's economic dependency on tourism

## Healthy, Happy Citizens

- Driven by the principles of honesty, fairness, compassion and social justice
- Services designed with the needs of County residents prioritized
- Understanding the needs of the people we serve
- Simple, streamlined, easy to understand services for county residents and visitors
- Safe place to raise children
- A place where you can live and work without struggling to afford rent and buy groceries
- Outstanding quality of life for residents
- All Mono County residents a sense of community by providing Cultural Competence Awareness based on respect, trust and appreciation
- Outstanding service to constituents and visitors to our County
- North county desperately needs more medical services and a pharmacy
- Without emotional and physical health, no one person can lead a productive life, personally and professionally

## Effective Use of Resources

- Functional infrastructure
- less redundancy
- Interconnected workplace between Mammoth Bridgeport
- Organizational Agility
- Fiscally healthy
- Opportunity for career development and salaries that keep talented people
- Stop the age old application of “Use it or lose it” budgeting
- Develop Career Paths for all county positions, for employees to have a goal to achieve, and to improve employee satisfaction and commitment.
- I think IT could have a bigger presence with all departments

## Embracing Innovative Solutions

- Creative problem solving and perseverant project delivery
- Promote a culture of opportunity
- Embrace and implement new ideas

## County Employees / High Performing Teams

- Open (and much better) communication between Departments, Public and even within our own offices
- Take pride in our work
- We develop and use resources to enable the first line provider of service to effectively meet citizen needs
- Function as a cohesive, collaborative, and complete organization
- Reduce/eliminate the use of “that’s not in my job description”
- Team focus
- Policies that encourage departments with common interests, goals and missions, to work together
- A government whose services inspire the awe of the public as the Sierra does to the world
- Leadership is modeled from the top down
- Employees at all levels are eager to jump in and help each other out

## Addendum #2

Mono County Team
Support our employees in volunteering at other agencies, businesses, etc. as part of the their county job/work hours
More county-wide activities to learn what each dept. does, which can lead to interdept functionality
Understand other dept roles
Much more communication between departments
More team work
More cohesion between depts.
A couple times/year have someone from other departments come to staff meeting and discuss issues, give contact details, know/learn what's going on across county
Team building
Team approach
Unsiload
Heal the splits
Consistent meetings with all county - build teams
More whole county events to know each other
Relationship
Information
Model to other government agencies, training, increase revenue to afford training, fund maintenance support vehicles & buildings
One Mono County - make constituencies and coworkers feel like they are important, answer the phone in a friendly manor. Try
One Mono county – communication, implementation, leader allowed to lead make mistakes
Have county-wide events where employees engage with new people through ice breakers, games or other interactive activities
Organize after-hours activities where employees can socialize in a fun environment
knowing our roles and how or where we fit into and support other departments and projects with goals and objectives
More community events to Bridgeport (fun) - coordination between communities
Reduce North/South polarization of the County
Communication

Staff Appreciation
Employee Wellness Program
Create an appreciation program (community) that goes around the county giving special thanks to each agency by providing them with a full service lunch or brunch
Show appreciation for work of others
Real career paths
Encourage and reward positive, trustworthy behavior
Get out of your comfort zone
Fairness, training, consistent appreciation
Culture of Innovation and Trust
Tell Why
More openness and trust between management and employees
Embrace all ideas
Project planning includes everyone
Patience
Be okay with change
Build our own relationships internally to build relationship others externally- build bridges between longer tenured employees and newer employees
Positive/proactive vs. responses
Transparency
Remote & encourage risk taking
Denote negativity
Be organized
Cut entitlement
Insensitive
Give and take
A model government implementation of ideas
Accountability
Commitment
Leaders allowed to lead without fear
Proactive meetings, revenue generation, user friendly
Open minded
Collaboration
Training, planning, tracking, communication, follow-up
Build trusting relationships to improve communication
Solution Orientation
Target the right employees by surveying who is interested in which idea, then collect input from them that will put it into action



Opportunities to create new ideas
Learn about what specialties people within depts have to consult on cases (e.g. working with public health personnel to assist/advise on livability concerns of a home)
Meetings with IT on what directions our depts want to go
Implementation of ideas not just planning
<b>Economic Strength &amp; Stability</b>
Promote self-sustaining services
Promote vision
County buy from small, local businesses for trainings
Digital 395 up to date/speed
Attractive to business - Do not reduce dept on tourism. Find new tourism opportunities. Legalize marijuana growth. Sell plant tag. Reduce road blocks to new business i.e. Buster's parking lot
Diversify our product offering - move from tourism to digital
Competition: improve business performance
Incentivize private business - bring in new commerce
Attractive to business - make the process easier
Need ways to generate revenue
Increase affordability of healthy foods in Mono County
Year round stable economy wih less dependency on tourism
Support quality affordable child care for all, you can't invite business without it
Sustainable economy
<b>Thriving Citizens &amp; Natural Resources</b>
Encouraging more citizen involvement
Collaborate on community outreach efforts - improve cultural competency and initiatives, positive relationships with community while educating about resources
Commitment to integrating services to remote areas
Educate the public on reality
Clear goals toward community health
Meeting the basic needs - housing, food, medical
Protect natural resources begin at home model off road use on good example i.e. mammoth snowmobile trails
Empower and rely on end user/customer, inform, train, hire carefully
Energy efficiency projects (more) protect natural resources, increase fees
Healthy happy economy
Balanced natural resource / multiuse based plan
Community promotion
Make Mono County user friendly
Market quality of life (our competitive advantage)

Emphasize family fun - not partying in tourism and local events
Ensure adequate health and wellness services for all life stages
Public transportation between communities at variety of hours
Ensure maintenance of preventative behavioral health services in schools
Take leadership in the county for vocational training for local kids in non-confidential service areas, e.g. animal control, public works, parks
Reliable services
Renewable & efficient
Create HHS team to visit rural areas, PHN, Behavioral Health, Social Services, WIC, clerical
Mandatory recycling (beyond cans)
<b>Efficient System</b>
Sustainable and responsible fiscal decisions
Reduce/eliminate burdensome and unnecessary regulations
Develop budget that enables first line service provider to work effectively
Streamline systems, contract, purchase orders, time cards
Service redesign - simplify processes, consolidate depts, eliminate reqs, ask why
ensure adequate resources to meet goals and expectations of board constraints
Stop use it or lose it budgeting mentality and practice
Do not loose state grant money due to county furloughs and cuts
Loosing granted state money will alter allocations for the future
Restructure
Streamline processes, infrastructure, customers
Cross training
Network with other counties to find what has or hasn't worked for them
Do a little cross-training between employees, with dept/agency
<b>Equipped for the Work</b>
Educated
Leadership development program
Learn technology
<b>Policies to support work</b>
Promote /legislate health policy that enhances health and prevents chronic disease. Research shows legislated health policy is not bad for business
Promote progressive health policies for businesses so it supports positive community behavior