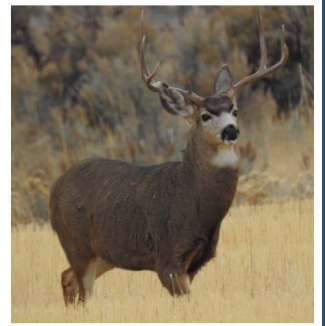
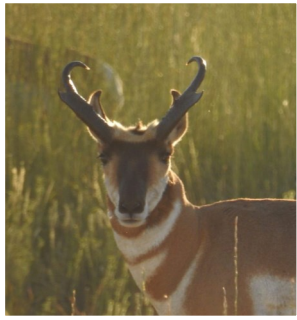
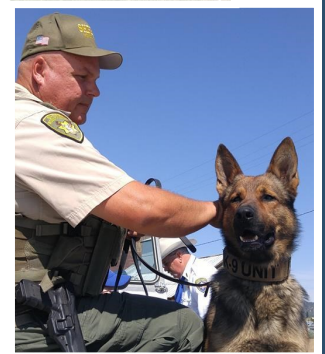


MODOC COUNTY STRATEGIC PLAN



Investing in People and Our Communities



Modoc County Strategic Plan

2018-2021

Adopted by the Board of Supervisors on December 12, 2017



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Our Vision

Modoc County is a collaborative community where people, families, government, and businesses live, work and thrive.

Our Mission

Partnering with our communities, to deliver financially sustainable services which promote healthy and safe communities, to enhance economic vitality while adhering to the laws and supporting Modoc's unique qualities.

Our Values

Our success depends on:

Accountability

Taking personal responsibility for the situation and demonstrating effective leadership necessary to achieve Modoc County's mission and vision.

Citizen Focus

Valuing constituents by delivering excellent services to residents with professionalism and courtesy while maintaining public trust and confidence.

Collaboration

Offering opportunities for employees to shape and improve services provided by Modoc County; working together with our constituency, organizations, local, regional, state and federal agencies to achieve common goals.

Professionalism

Building and maintaining an ethical, highly skilled, diverse, and compassionate workforce.

Transparency

Developing trust by providing access to information and an opportunity to participate as Modoc County conducts the decision making process.



GOAL: ACHIEVE AND MAINTAIN FINANCIAL STABILITY

Financial stability is a top priority for Modoc County. Modoc County has encountered challenges over the years which have caused financial instability, such as the county hospital deficit. The most recent issue to affect the County is the CalPERS Unfunded Accrued Liabilities (UAL) and Discount Rate. Modoc County has identified financial stability as a top priority. The County will address the CalPERS (UAL) issue through educational outreach to employees, other agencies, and the public while developing a method for allocation and payment.

1 Objective: Continue to address past County financial issues

Action A: Operate in a fiscally responsible manner and seek options with the State Controller's Office regarding the remaining hospital debt.

Action B: Ongoing implementation to upgrade financial software systems for improved accuracy and availability of information.

Action C: Seek alternative sources of revenue to enhance existing revenue streams.

Action D: Educate employees for a comprehensive understanding of Restricted vs. General Funds.

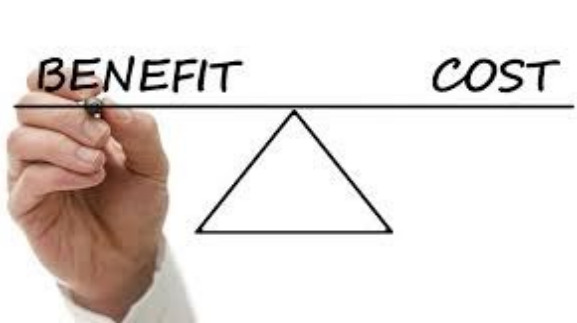
2 Objective: Manage the CalPERS Unfunded Accrued Liability (UAL) and the effects of the projected increases to the normal cost rate

Action A: Appoint an Ad Hoc Committee to further the County planning efforts regarding CalPERS Unfunded Accrued Liability (UAL) and the financial status of the County.

Action B: Develop a methodology for smoothing of the CalPERS Unfunded Accrued Liability (UAL) costs.

Action C: Increase legislative advocacy from the Board of Supervisors and County Administrative Officer on the CalPERS Unfunded Accrued Liability (UAL).

Action D: Allocate and pay CalPERS Unfunded Accrued Liability (UAL).



GOAL: STREAMLINE COUNTY GOVERNMENT

Providing excellent service is a priority to Modoc County. The Board of Supervisors and County employees will identify and explore areas where County government can be streamlined to improve customer service and public access to information.

1 Objective: Comply with State-Federal laws and regulations

Action A: Systematic update to the Modoc County code book to ensure compliance.

Action B: Comprehensive update to the Modoc County website for improved services to the public and compliance with ADA requirements.

Action C: Centralize online data management system to improve and meet the requirements for records and retention management.

Action D: Develop standardized county forms to provide consistency across departments.

Action E: Develop a monthly intake training schedule for Human Resources.

Action F: Develop a list of department specific training to allow for immediate employment, until the monthly employee orientation can be facilitated by Human Resources.

2 Objective: Increase efficiencies thru consolidation and technological upgrades

Action A: Identify reorganizational opportunities within county departments.

Action B: Implement software upgrades to accomplish uniformity of county financial programs.

Action C: Redesign the County website, focusing on providing standardized information while granting access to forms and services for the public.

Action D: Update the website to improve the public's understanding of the location of services provided by the county. This will empower the public to self serve and reduce staff work load.

3 Objective: Improved employee orientation and training for recruitment and retention

Action A: Implement "Target Solutions" for tracking and accountability of employee training.

Action B: Develop a countywide orientation training video to educate new employees on county services and departments.

Action C: Develop a promotional video to attract qualified employees to Modoc County.

Action D: Provide a toolkit of resources for successful employment.



GOAL: REDUCE DRUG USE AND CRIME

Historically, Modoc County has been proud of their rural community status which provided the public with a sense of security and comfort. The County recognizes the threat which drug use and crime present to this sense of security. To address this issue, the County will host a joint meeting of partner agencies regarding crime and drug use to create a unified strategic plan for solving the identified issues.

1 Objective: Develop a collaborative and cohesive approach to reduce drug use and crime in Modoc County

Action A: Appoint an Ad Hoc Committee of the Board of Supervisors to facilitate solutions.

Action B: Secure a trained facilitator who will bring justice system agency partners together.

Action C: Identify partner agencies to form a Coalition for Crime and Drug Prevention in Modoc County.

Action D: Invite partner agencies to participate in the decision making process through a series of strategic planning sessions where critical issues are identified.

- 1: Develop strategies to address the critical issues facing Modoc County and develop individual committees from the partner agencies who will focus on each issue.
- 2: Develop goals, objectives, implementation strategies, and a method to collect data for the creation of a strategic plan.
3. Develop a performance metric for each critical issue to measure the results.

Action E: Conduct an annual evaluation session to review the progress of each committee for the creation of an annual report.



GOAL: IMPROVE COUNTY GOVERNMENT CULTURE

Communication and collaboration are essential for efficiency and productivity in government. All departments will continue with team building, leadership, policy training, and strategies for enhancing interdepartmental relationships to improve county government culture.

- 1 Objective: Encourage Interdepartmental Communication**
 - Action A:** Create an open exchange of ideas and information by holding quarterly Department Head meetings to develop a cohesive direction for the county.
 - Action B:** Develop a schedule and invitation for departments to participate in “Coffee with a Supervisor” to encourage Board/Employee interaction.
 - Action C:** Publish a quarterly county employee newsletter.

- 2 Objective: Expand Employee Recognition**
 - Action A:** Develop and initiate an Employee of the Quarter/Year program.
 - Action B:** Provide County logo products for Employee of the Quarter/Year.

- 3 Objective: Enhance County Government Culture**
 - Action A :** Develop a mission and vision statement for the County.
 - Action B:** Develop Core Values.
 - Action C:** Hold social events for employees two (2) or more times per year.
 - Action D:** Develop an employee orientation/recruitment video communicating the strategic plan to establish a standard of employment.
 - Action E:** Decrease employee turnover and increase retention through improved culture.

- 4 Objective: Provide tools for superior interaction with the public**
 - Action A:** Improve employee interaction with the public through customer service and ethics training.
 - Action B:** Encourage departments to schedule staff coverage during lunch hours providing better service to the public.
 - Action C:** Compile department forms, service information, Department Head photos, and department mission statements for the county website redesign.
 - Action D:** Expand and improve signage for county offices and public locations.

Strategic Plan Road Map

The County Board adopts a strategic plan that is used to help guide the future of the County, and influence budget and policy decisions.

In 2013, the Modoc County Board of Supervisors engaged in the first strategic planning session. A trained facilitator was utilized to identify County goals. The initial meeting was the beginning of creating a clear road map for Modoc County.

Every three (3) years the County reviews and updates its Strategic Plan.

The plan includes specific goals, objectives, and actions.

In July of 2017, a Board workshop was held to review past County goals. Employees shared input on issues, trends, challenges and opportunities which assisted the Board in shaping the updated strategic plan.

The County continually tracks and evaluates progress. The Board receives progress reports throughout the year. The County also communicates information to the public on its website and through other communication platforms.

The County's budget is shaped by and reflects our strategic plan, which guides decisions for the future.