

# STRATEGIC PLAN – MISSION 2023



# STRATEGIC PLAN –MISSION 2023

## TABLE OF CONTENTS

Madera County Board of Supervisors/Executive Leadership	3
Mission/Vision/Values/Strategic Planning & Evaluation Team	4
Madera County Departments	5
Strategic Plan Process	6
Strategic Focus Areas	7
Focus Area 1—Community	8
Focus Area 2—Employees	10
Focus Area 3—Public Safety	12
Focus Area 4—Public Information	14
Focus Area 5—Technology	16
Focus Area 6—Infrastructure	20
Focus Area 7—Governmental Relations	22
Focus Area 8—Health	24



Pictured L to R: Brett Frazier, David Rogers, Robert Poythress, Leticia Gonzalez, Tom Wheeler

## MADERA COUNTY BOARD OF SUPERVISORS

---

### District 3

Chairman - Robert Poythress

### District 1

Brett Frazier

### District 2

David Rogers

### District 4

Leticia Gonzalez

### District 5

Chair Elect—Tom Wheeler

## EXECUTIVE LEADERSHIP

---

**County Administrative Officer**

Jay Varney



## **OUR MISSION**

Creating a countywide Culture of Excellence through dedicated public service

## **OUR VISION**

Always excelling as a trusted local government

## **OUR CORE VALUES**

**P**rofessionalism

**L**oyalty

**A**ccountability

**C**ompassion

**E**xcellence

## **STRATEGIC PLANNING & EVALUATION TEAM**

**Strategic Planning & Evaluation Director**

Jay Varney

**Public Information Team**

Dienel Iniquez

J. Doss

Karla Estupinian

Melisa DaSilva

Nick Salinas

Robert Macaulay

# M ADERA COUNTY

# D EPARTMENTS

- ◆ Administration
- ◆ Agricultural Commissioner/Weights and Measures
- ◆ Animal Services
- ◆ Assessor
- ◆ Auditor/Controller
- ◆ Behavioral Health Services
- ◆ Board of Supervisors
- ◆ Child Support Services
- ◆ Community & Economic Development Department
- ◆ Corrections
- ◆ County Clerk-Recorder-Elections
- ◆ District Attorney
- ◆ Fire Department
- ◆ Human Resources
- ◆ Information Technology
- ◆ Library
- ◆ Probation
- ◆ Public Health
- ◆ Public Works
- ◆ Sheriff
- ◆ Social Services
- ◆ Treasurer-Tax Collector
- ◆ Veterans Services Office
- ◆ Water & Natural Resources



## **STRATEGIC PLAN PLANNING PROCESS**

**Madera County’s Chief Administrative Officer evaluated the county business model, and determined that a more focused effort was needed to deliver effective, efficient and innovative services to the community.**

**To enhance this work, the County Administrative Officer enlisted the help of key stakeholders, staff and the community to begin the process of developing and implementing a county-wide strategic plan to meet the mission of creating a Culture of Excellence through dedicated public service throughout Madera County.**

**The strategic plan outlines eight key focus areas over the next five years, each aligned with Objectives, Action Items and Performance Measures. A report card will be presented annually to the Board of Supervisors to ensure the document is relevant and Performance Measures are being met.**





# STRATEGIC FOCUS AREAS AND RESULTS

---



## FOCUS AREA 1: COMMUNITY

**Results:** Creating a county-wide Culture of Excellence through dedicated public service.



## FOCUS AREA 2: EMPLOYEES

**Results:** Improve employee satisfaction and performance and promote wellness in an effort to enhance the health and well being of our employees.



## FOCUS AREA 3: PUBLIC SAFETY

**Results:** Ensure that the safety and security of the county is trusted, effective and efficient.



## FOCUS AREA 4: PUBLIC INFORMATION

**Results:** Continue to market and tell the Madera County Story in an on-going effort to improve the county image and create a Culture of Excellence.



## FOCUS AREA 5: TECHNOLOGY

**Results:** Evolve towards dynamic, flexible, and innovative solutions that can support changing business needs and data security requirements.



## FOCUS AREA 6: INFRASTRUCTURE

**Results:** Have residential and industrial diversification with smart community growth and a small town feel for a thriving community.



## FOCUS AREA 7: GOVERNMENT RELATIONS

**Results:** Collaborate with the Cities of Madera and Chowchilla in order to provide seamless and collaborative services throughout Madera County in a cost effective manner.



## FOCUS AREA 8: HEALTH

**Results:** To reduce the stigma associated with mental illness, suicide and substance abuse disorders, as well as to reduce communicable disease within our community and provide healthy, outdoor lifestyle spaces for all to enjoy.



## FOCUS AREA 1: COMMUNITY

### RESULTS

This desired result of this Focus Area is to provide dedicated public service through a county-wide Culture of Excellence.

### STRATEGIC OBJECTIVES

- Enhance Fiscal Responsibility
- Improve Customer Service
- Improve Transparency
- Improve Delivery of Services
- Improve Community Impacts of Homelessness

### Action Items

- Enhance Grant Funding
- Create and Deploy Customer Service Survey
- Create and Deploy Customer Service Academy
- Improve access to County services
- Improve involvement in Homeless Coalition and other resources—CSS, Food Bank, Rescue Mission, CAPMC, Library, etc.

### Performance Measures

- Increase in # and \$ amount of renewed and new grants
- Reduction of use of general fund \$
- Improvement in customer/constituent feedback regarding county services through survey results
- Active Customer Service Academy
- # of website hits
- Increase in social media engagement
- Increase in community use of available county service mobile applications
- Increase in efficiency and effectiveness of services to the homeless population





### RESULTS

#### Employee Engagement

The first desired result of this Focus Area is to improve employee satisfaction and performance to be the best place to work – A PLACE to call home.

- Professionalism
- Loyalty
- Accountability
- Compassion
- Excellence

#### Employee Wellness

The second desired result of this Focus Area is to promote wellness in an effort to enhance the health and well-being of employees.

### STRATEGIC OBJECTIVES

#### Employee Engagement

- Improve employee knowledge and skills through professional growth opportunities
- Improve employee customer service aptitude
- Improve Employee Engagement through effective management and supervision

#### Employee Wellness

- Improve and promote employee wellness

### Action Items

### Performance Measures

#### Employee Engagement

- Develop E<sup>2</sup>
- ◇ Develop Employee Satisfaction Survey and deploy annually
- ◇ Develop and deploy Customer Service Survey
- ◇ Implement Coaching/Mentoring Program
- ◇ Develop and implement Customer Service Academy
- ◇ Provide employee training/continuing education programs
- ◇ Develop Succession Planning
- ◇ Update County Ethics Policies
- ◇ Update New Employee Orientation to include mission, vision, values and customer service

- Employee Satisfaction Survey Results
- Customer Service Survey Results
- Number of programs/academies developed and maintained for ongoing improvement
- Recruitment and Retention Data

#### Employee Wellness

- Identify and promote existing wellness programs and policies
- Survey employees
- Identify desired wellness programs and policies

- Employee Satisfaction Survey Results
- Customer Service Survey Results
- Utilization of existing wellness programs by employees
- Wellness campaign completed



## FOCUS AREA 3: PUBLIC SAFETY

### RESULTS

The desired result of this Focus Area is to ensure that the safety and security of the county is trusted, effective and efficient.

### STRATEGIC OBJECTIVES

- Streamline & Improve Public Safety
- Improve Inmate Rehabilitation

### Action Items

- Develop Public Facilities Improvement Plan
- Promote & expand Neighborhood Watch programs county wide
- Implement a transportation program for those under community supervision/post release offenders
- Hold Sheriff & Fire Volunteer Drive
- Purchase and implement a new DA & Sheriff RMS System
- Establish Acute Psych Custody Unit
- Add second fire fighter to all county fire engines (raise staffing to 2.0)
- Staff & equip deputies pursuant to developer agreements
- Establish a mental health crisis worker at the Sheriff's Office
- Implement a threat assessment program for workplace and community violence
- Conduct MCAAlert Enrollment Drive
- Implement an Active Shooter Training program for county employees and community
- Provide fire extinguisher and CPR training for county employees
- Implement a first responder medical training program for sheriff
- Develop emergency response pre-plans for the Madera Co. Jail
- Construct the Hall of Justice
- Maintain & monitor the fire equipment replacement plan
- Make commonly requested Sheriff forms and common requests available online to citizens

### Performance Measures

- Completion of Public Facilities Improvement Plan
- Notable increase in neighborhood involvement
- Sheriff & Fire Volunteer personnel increased
- DA & Sheriff RMS System fully functional
- Effectiveness of numbers and usage of transportation program for those under community supervision/post release offenders implemented
- Acute Psych Custody Unit fully operational
- Second fire fighter assigned to all county fire engines
- Deputies hired and equipped pursuant to developer agreements
- Mental health crisis worker at Sheriff's Office established
- Threat assessment program for workplace and community is available and in use
- Notable MCAAlert enrollment increases
- Active Shooter Training program for county employees and community established/completed
- Fire extinguisher and CPR training for county employees completed
- Sheriff First Responder medical training program established
- Emergency response pre-plan for jail in place
- Hall of Justice constructed
- All fire equipment within NFPA standards
- Common requested Sheriff forms/requests available online (ride along, vacation house check, report request, etc)



## FOCUS AREA 4: PUBLIC INFORMATION

### RESULTS

The desired result of this Focus Area is to continue to market and tell the Madera County Story in an ongoing effort to improve the county image through a Culture of Excellence.

### STRATEGIC OBJECTIVES

- Improve Constituent Satisfaction
- Improve Transparency & Branding
- Improve Customer Service

### Action Items

- Develop and Deploy a Customer Service Survey
- Develop and Deploy a Customer Service Academy (Employees)
- Reassess and update Public Information Team Communication Plan annually
- Develop Quality of Life Campaign (Tell the Madera County Story)

### Performance Measures

- Customer Service Survey Results
- Continuous increase in the # of Customer Service Academy Participants
- Complete annual assessment of Public Information Team Communication Plan
- Quality of Life Campaign
  - Social media analytics
  - Social media timely responses to community inquiries



## FOCUS AREA 5: TECHNOLOGY

### RESULTS

The desired result of this Focus Area is to evolve towards dynamic, flexible, and innovative solutions that can support changing business needs and data security requirements.

### STRATEGIC OBJECTIVES

- Ensure technology priorities are in alignment with and in support of County strategic goals
- Increase use of technology to better serve constituents and employees
- Support, Maintain, and Secure Critical Infrastructure

### Action Items

### Performance Measures

- |   |  |
|---|--|
| <ul style="list-style-type: none"> <li>• In partnership with County leadership, implement Governance Process with quarterly reviews to prioritize County technology projects and direction</li> <li>• Conduct a Business Impact Analysis to Assess Core Business Systems through a risk management ap-</li> </ul>   | <ul style="list-style-type: none"> <li>• Published list of prioritized technology projects with regular status updates</li> <li>• Prioritized and published list of Core Business Systems with established minimum service level agreement</li> </ul>  |
| <hr/>   |  |
| <ul style="list-style-type: none"> <li>• Implement Countywide GIS Program</li> <li>• Enhance Employee Mobility Program</li> <li>• Develop and Implement Business Analyst Training Program</li> <li>• End user experience advancement through software upgrades, introduction of collaboration software, regular replacement of end user computers, and cloud software tools.</li> </ul> | <ul style="list-style-type: none"> <li>• Number of County staff accessing GIS information to provide constituent services</li> <li>• Number of constituents accessing GIS information, data, and maps through GIS Portal</li> <li>• Increase percentage of designated staff that can leverage technology to become more mobile while performing their jobs</li> <li>• Increase percentage of County facilities with wireless capability</li> <li>• Increase percentage of business requirements met on a project or request</li> <li>• Decrease percentage of change requests on a project or a request</li> <li>• Decrease percentage of reconfigurations required after project or task is completed</li> <li>• Departments have option to go paperless if desired</li> <li>• Increase percentage of Core Business Systems utilizing supported software and leveraging new features</li> <li>• Increase percentage of use of Self Service options available to constituents and employees</li> </ul> |
| <hr/>   |  |



## FOCUS AREA 5: TECHNOLOGY—CONTINUED

### RESULTS

The desired result of this Focus Area is to evolve towards dynamic, flexible, and innovative solutions that can support changing business needs and data security requirements.

### STRATEGIC OBJECTIVES

- Ensure technology priorities are in alignment and support County strategic goals
- Increase use of technology to better serve constituents and employees
- Support, Maintain, and Secure Critical Infrastructure

### Action Items

### Performance Measures

- |  |  |
|--|--|
| <ul style="list-style-type: none"><li>• Replace End of Life (EOL) infrastructure equipment and update infrastructure equipment to begin leveraging up to date security tools</li></ul> | <ul style="list-style-type: none"><li>• Initially, 80% of outdated Infrastructure equipment is replaced or upgraded by July 2020</li><li>• After initial upgrade project, 80% of EOL Infrastructure equipment and licensing is regularly replaced within 180 days of expiration</li></ul>  |
| <ul style="list-style-type: none"><li>• Develop and implement ongoing Infrastructure System Lifecycle Development</li></ul>  | <ul style="list-style-type: none"><li>• Percentage of expiring infrastructure equipment and licensing with dedicated budget for replacement</li></ul>  |
| <ul style="list-style-type: none"><li>• Implement Security Tools and Security Training Program and update Network Security Policy</li></ul>  | <ul style="list-style-type: none"><li>• Percentage of upgraded network leveraging NextGen security tools</li><li>• Number of Security Related Service requests since last training program</li><li>• Percentage of county staff who successfully completed security awareness training</li><li>• Percentage of information security policy implemented through process, procedure, or technology</li><li>• Percentage Change (increase/decrease) in information security compliance based on NIST 800-53A controls</li></ul> |
-



## FOCUS AREA 6: INFRASTRUCTURE

### RESULTS

The desired result of this Focus Area is to have residential and industrial diversification with smart community growth and a small town feel for a thriving community.

### STRATEGIC OBJECTIVE

- Improve Infrastructure
- Consider smart growth tactics (Economic Development)
  - Water
  - Sustainability
  - Green Space

### Action Items

### Performance Measures

- |  |  |
|--|--|
| <ol style="list-style-type: none"> <li>1. Seek High Speed Rail (HSR) Heavy Maintenance Facility (HMF) in Madera County</li> <li>2. Enhance retail development</li> <li>3. Increase and enhance recreation facilities</li> <li>4. Improve County facilities</li> <li>5. Adopt and Implement Groundwater Sustainability Plan (GSP)</li> <li>6. Enhance public/private collaboration</li> <li>7. Seek opportunities to improve or update infrastructure such as:           <ul style="list-style-type: none"> <li>• Pavement Management System (Roads)</li> <li>• Hwy 41 Expansion</li> <li>• Hwy 99 Expansion</li> </ul> </li> </ol> | <ol style="list-style-type: none"> <li>1. HSR Heavy Maintenance and/or other related Facilities in Madera County - 2022</li> <li>2. Stay engaged with Madera Economic Development Commission           <ul style="list-style-type: none"> <li>• Economic Investment Policy - 2018</li> <li>• EIFDs –2019-2022</li> <li>• ICSC engagement</li> </ul> </li> <li>3. Increase in parks and bike/pedestrian trails           <ul style="list-style-type: none"> <li>• Courthouse renovations, Manzanita Lake recreation area, pursue additional park opportunities –2020-2023</li> </ul> </li> <li>4. Completion of new County facilities for Public Health, Department of Social Service, Hall of Justice, Oakhurst Government Center, Ranchos Library, and Sheriff Substation, Ag Commission, Govt bldg. build out.           <ul style="list-style-type: none"> <li>• Capital Improvement Plan (CIP) Completed –2020-2023</li> </ul> </li> <li>5. Groundwater Sustainability Plan (GSP) Completed, Draft published           <ul style="list-style-type: none"> <li>• Seek grant or low interest funding from the California State Department of Water Resources (DWR) -2020</li> <li>• Continue public outreach (water) -2020-2023</li> <li>• # of California State Department of Water Resources (DWR) grant awards –2020-2023</li> </ul> </li> <li>6. Engage in Intergovernmental annual meetings and quarterly BIA meetings</li> <li>7. Improvement of county roads through funding allocations such as state or federal funding, etc.           <ul style="list-style-type: none"> <li>• Road Impact Fee program update –2020-2023</li> </ul> </li> </ol> |
|--|--|





## FOCUS AREA 7: GOVERNMENTAL RELATIONS

### RESULTS

The desired result of this Focus Area is to continue to collaborate with the Cities of Madera and Chowchilla in order to provide seamless, cost effective, and collaborative services throughout Madera County.

### STRATEGIC OBJECTIVES

- Strengthen/Enhance Intergovernmental Relationships
- Strengthen/Enhance level of service for citizens

### Action Items

- Develop and deploy internal and external survey to ascertain if Intergovernmental Coalition is beneficial.
- Assist with planning and coordinating future joint meetings.
- Adhere to regularly scheduled task force meetings
- Enhance Intergovernmental Coalition group to include key official government entities i.e. – Farm Bureau, School Districts, Community Colleges, Water Districts as well as specific county departments as deemed necessary.

### Performance Measures

- Survey results
- Outcomes from annual meetings
- Ongoing regular task force/steering committee meeting agendas
- Inclusion of additional governmental entities into coalition as well as specific county departments as deemed necessary.
- Collaboration efforts:
  - MOU's for services
  - Timely tax sharing agreements
  - Collaborative development
- EDC joint efforts



## FOCUS AREA 8: HEALTH

### RESULTS

#### Mental Health

The desired result of this Focus Area is to reduce the stigma, inaccurate stereotypes and discrimination associated with mental illness, suicide and substance use disorders thereby reducing the barriers to services.

#### Physical Health

The desired result of this Focus Area is to reduce chronic and communicable disease within our community and provide healthy, outdoor lifestyle spaces for all to enjoy.

### STRATEGIC OBJECTIVES

#### Mental Health

- Collaborate with community partners and local stakeholders to incorporate awareness information into their existing training curriculum.

#### Physical Health

- Collaboration among county departments and community stakeholders to incorporate health in all policies for improved health outcomes.
- Complete the plan and documentation requirement for the Department of Public Health Strategic Plan (PHSP).
- Complete the plan and documentation requirements of the Public Health Accreditation Board.

### Action Items

#### Mental Health

Provide training to community partners, agencies and the general public such as Applied Suicide Intervention Skill Training (ASIST) and Mental Health First Aide (MHFA).

#### Physical Health

- Finalize and implement the Live Well Madera County Health Improvement Plan to address chronic and communicable disease.
- Finalize and implement the Department of Public Health Strategic Plan.
- Complete accreditation process for the Department of Public Health.

### Performance Measures

#### Mental Health

- Number of trainings provided – Increase annually.
- Number of attendees at trainings – increase annually.

#### Physical Health

- Meet the measure targets detailed in the Department of Public Health Strategic Plan.
- Meet the measure targets detailed in the Live Well Madera County Health Improvement Plan.
- Accredited Department of Public Health



**Madera County**  
**Office of Administration**  
**Strategic Plan—Mission 2023**  
**200 West 4th Street**  
**Madera, California 93637**  
**559.675.7705 / maderacounty.com**