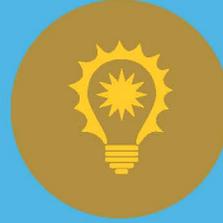




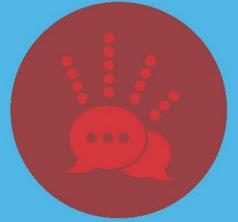
DIVERSITY + INCLUSION



GROWTH + DEVELOPMENT



INNOVATION + CHANGE



COMMUNICATION



COUNTY OF MARIN 5 YEAR BUSINESS PLAN 2015-2020

Media+Trust+Innovation+Change+
Growth+Development+Diversity+
Inclusion+Communication+Informed
RiskTaking+Mentoring Common
Language+Openness+Opportunity
+Excellence+Community+Equality+
Invest+Social Media+Trust+Inclusion
Innovation+Change+Growth+Equality



WELCOME

WELCOME FROM THE BOARD PRESIDENT

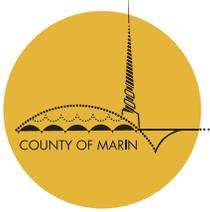
One of the most important duties of an elected official is to lead an organization that is responsive and effective in the delivery of services to the community. This 5 Year Business Plan process has given our organization the opportunity to gather stakeholders together, evaluate recent trend data and make plans to improve our organization over the next five years. By understanding the challenges we will face over the next 5 years, our plan provides focus to change the organization for the benefit of our residents and employees.

To effectively respond to complex issues such as poverty, climate change, changing demographics and emerging technology, we need to develop strategies so that we have the right people and the right technology in place to adapt to the changing needs of our community. Whether it is examining our recruitment practices to ensure that we are attracting the best workforce, developing our current workforce or creating resident self-service on our website so that our community can do business from home, we need to be a responsive and responsible government for our community.

We recognize that this plan does not provide all the answers, but it does identify very important initiatives the County will prioritize in the next 5 years. This plan creates the foundation for excellent services and accountability that will benefit our residents for years to come. That foundation will rely on our talented workforce who helped create the plan and will be called upon to implement our action plan over the next 5 years.

On Behalf of the Board of Supervisors,

Katie Rice, President
Board of Supervisors



A MESSAGE FROM THE COUNTY ADMINISTRATOR

INTRODUCTION

“Leadership and learning are indispensable to each other.”

JOHN F. KENNEDY

The 5 Year Business Plan is not a one-time project, but rather a way of doing business. It builds upon our past efforts and strives to create a more dynamic workplace where we encourage engagement, learning and leadership at all levels of our organization. By doing so, we will provide a better workplace for our employees and better service to our residents.

This plan was developed after twelve months of collaborative work in the County. The plan was created by our employees. We heard they want a more inclusive, innovative and engaged workplace. We heard that on-going training and development opportunities for County employees were pivotal for the success of the organization. On one level the plan provides action steps for our departments to follow to ensure that we are attracting the best employees, adapting to new technologies and allocating our resources as effectively as possible. On a deeper level, it strives to create a learning organization where employees own their growth and development and management encourages collaboration across all levels of the organization so we can better address the complex issues we face.

A countywide effort such as this would not have been possible without the help of:

Our Executive Steering Committee Members: Chana Anderson, Marin Community Foundation; Dr. Denise Lucy, Dominican University of California; Douglas Mundo, Canal Welcome Center; Eli Gelardin, Marin Center for Independent Living; Gregg Adam, Labor, Safety; Charlie Haase, Marin County IST Director; Jonathan Reichental, City of Palo Alto; Jose Varela, Marin County Public Defender; Michael Daly, Marin County Probation; Robert Eyler, Economic Forensics and Analytics, Inc.; Rudy Collins, Kaiser Permanente; Sara Jones, Marin County Free Library; Supervisor Rice, Board of Supervisors; and Supervisor Sears, Board of Supervisors

A MESSAGE FROM THE COUNTY ADMINISTRATOR (CONTINUED)

All of the Employees who participated in the Working Groups, including:

Civic Engagement/Public Information: Facilitator, Susan Stuart Clark; Clarissa Daniel, CAO; Jacalyn Mah, CAO; Brent Ainsworth, CAO; Talia Smith, CAO; Damon Hill, Library; Doug Pittman, Sheriff-Coroner; Erin Cochran, HHS; Janet Boddington, Cultural Services; Kemplen Robbins, Public Works; Ken Mercer, HHS; Kiki La Porta, Board of Supervisors; Mike Giannini, Fire; Oscar Guardado, HHS; Reuel Brady, Public Works; Yvonne Zupkow, Parks

Technology Tools and Resident Self-Service: Facilitator, Kristen Firpo; Gordon Habermelde, IST; John Aliotti, DA; La Dell Dangerfield, PD; Elizabeth Clark, Finance; Jeremy Tejirian, CDA; Fred Vogler, CDA; Pejmahn Choupani, Finance; Christophe Meneau, IST; Chris Mai, HHS; Laurie Williams, Public Works; Jane Crownover, Elections

Resource Management: Clarissa Daniel, Facilitator, CAO; Dan Eilerman, CAO; Bret Uppendahl, CAO; Anthony (AJ) Brady, DA; Heather Burton, IST; Alison Clayton, HHS; Qiana Davis, Public Works; Maureen Lewis, HHS; Paul Mushrush, Public Works; Jessica Ruiz, HHS; Jason Weber, Fire; Mariano Zamudio, Probation; Ron Miska, Parks

Organizational Culture and Inclusion Practices: Facilitator, Juan T. Lopez; Chantel Walker, HR; Janell Hampton, CAO; Cicily Emerson, HHS; D'Angelo Paillet, HHS; Teresa Torrence-Tillman, Probation; Otis Bruce, DA; Laney Morgado, Public Works; Berenice Davidson, Public Works; Cindy Brown, HR; Eva Patterson, Library; David Escobar, Board of Supervisors; Elise Lenox, HHS; Brent Ainsworth, CAO; Qiana Davis, Public Works; Adora Gutierrez, DA; Tom Lai, CDA; Solange McGirr, HR; Ralph Hernandez, CAO; Jose Varela, PD; Margie Roberts, Finance; Dodie Goldberg, Public Works; Alisa Samuel, HR; Phillip Thomas, Public Works; Jim Selmi IST; Danielle Romo, HR

A MESSAGE FROM THE COUNTY ADMINISTRATOR (CONTINUED)

Career Development: Facilitator, Madelyn Mackie; Angela Nicholson, CAO/HR; Chantel Walker, HR; Herman Barahona, HHS; Guiliana Ferrer, Probation; Jeanene Gibson, Public Works; Martin Graff, HHS; Ralph Hernandez, CAO; Lorene Jackson, CDA; Dean Joyner, Public Works; Kathy Koblick, HHS; Heather Ravani, HHS; Shelly Scott, ARCC; Christy Wick, Sheriff-Coroner; Terry Corde, IST; Sandra Rosenblum, HHS; Kellie Sullivan, Fire; Phoenicia Thomas, Fire; Ed Berberian, DA; Jose Varela, PD; Mark Brown, Fire; Mike Daly, Probation; Scott Bauer, Library; Tom Lai, CDA

Talent Attraction and Retention: Facilitator, Dianna Wilusz; Diane Ooms, HR; Royal Atkinson, Sheriff-Coroner; Tim Flanagan, IST; Lauren Houde, ARCC; Michael Kelleher, ARCC; Yvette Martinez-Shaw, DA; Matt Perry, Probation; Adriana Rasquiza, HHS; Kerri Reidy, Child Support Services; Wendy Sorensen, ARCC; Leelee Thomas, CDA

Labor Management Partnership participants, Assistant Department Heads and Department Heads.

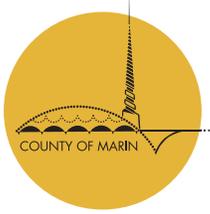
The contributions of these individuals and the leadership of Angela Nicholson, Joanne Peterson, and Chantel Walker cannot be understated. Thank you.

Although I am confident that this plan will benefit our organization, we are not guaranteed to succeed. Successful implementation will only come with a willingness to change by all levels of our workforce and with many mid-course corrections along the way. In the long run, if we learn as we go, the organization and our community will be better because of it. I welcome you to engage in this journey as we become a more responsive government.

Matthew Hymel



County Administrator



OUR JOURNEY

BACKGROUND

This 5 Year Business Plan builds upon, replaces, and learns from our past strategic planning efforts. Using major trends, challenges and opportunities, it is designed to create a more compelling future by encouraging innovation and positive organizational change; supporting the development of a learning organization; embracing diversity; and enhancing employee communication and engagement.

In 2001, the County adopted its first Strategic Plan: A Blueprint for Excellence, which was composed of four strategic areas: the customer, the employee, communication and performance management. It was the beginning of a new way of working together to fulfill the County's mission which was: to provide excellent services that support healthy, safe and sustainable communities; preserve Marin's unique environmental heritage; and encourage meaningful participation in the governance of the County by all. Since fourteen years have passed, the 5 Year Business Plan takes a fresh approach to the new challenges and opportunities we face in the next 5 years.

Over the previous 14 years, various administrative services departments developed focused strategic plans. For example, in 2004, Information Services and Technology developed an operational plan. It is no surprise that technology has rapidly changed in the past 11 years and there are great demands for innovation both internally and externally.

In 2010, the County Administrator's Office developed the Long-Term Restructuring Plan, which responded to the budgetary realities of an economy in downturn. By planning ahead the County sought to minimize the impact of service reductions by addressing structural budget issues and improving our business practices to better adapt to diminishing resources. The plan was used to inform many of the adopted budget reductions which balanced our budget and resulted in over \$30 million in ongoing savings.

OUR JOURNEY (CONTINUED)

In 2011, the County, led by Human Resources, took an internal analysis of its workforce and produced a comprehensive Workforce Strategic Plan: Building a Thriving Organization. This strategic initiative addressed emerging workforce issues and set out to create a thriving organization, providing meaningful careers in public service with the following goals: Serve as Change Agents, Support our People, and Promote a Positive Culture.

While many of the initiatives identified in the above Plans are still relevant today, it became clear that a combined strategic document with one voice and one vision will best meet our future needs of the organization. We know that, if done well, these efforts will create a more responsive government for our residents.





OUR TRENDS

“The secret of change is to focus your energy, not on fighting the old, but building the new.”

SOCRATES

The County of Marin has stabilized after the economic downturn and is positioning itself for success in an environment where technology is an ever present tool, multilevel diversity must be understood and embraced to achieve success, and workforce development will be impacted by a large wave of retirements and high demand for new multi-talented workers.

These changes offer opportunities to analyze these trends and change the way we do business to adapt and better serve our community. The 5 Year Business Plan development process became the vehicle to assess our responsiveness as local government and outline how the County can be more resilient and thrive in an ever changing landscape. The 5 Year Business Plan is designed to address three overarching trends:

Economic Trends

Over the past 5 years, the County has reduced its spending by over \$30 million and has reduced its workforce by about 10%. The County’s revenue picture has improved, though at a slower pace than neighboring counties that are benefiting from greater sales and hotel tax growth. Growth in property values is the main driver of County revenue. In 2014/15 the County experienced a 5.8% increase in property tax, equivalent to the cumulative growth of the previous 5 years. While the County’s budget is now stable, we still face the challenges of aging infrastructure, increases in workers compensation costs, and continued need to reduce our unfunded pension liabilities. Although our local economy has certainly improved, not all in our community are sharing in the benefits.

OUR TRENDS (CONTINUED)

EDUCATION LEVELS AND EARNINGS BY RACE/ETHNICITY



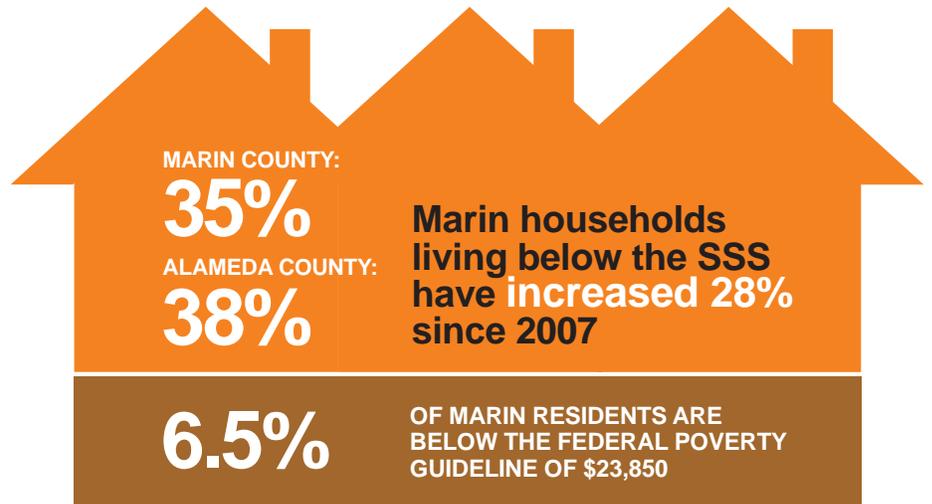
	LESS THAN HIGH SCHOOL	AT LEAST HIGH SCHOOL DIPLOMA	AT LEAST BACHELOR'S DEGREE	GRADUATE OR PROFESSIONAL DEGREE	SCHOOL ENROLLMENT	MEDIAN EARNINGS
	%	%	%	%	%	(2010)
California	19.5	80.5	29.7	10.7	90.0	\$31,551
Marin County	7.8	92.2	53.9	22.4	96.2	\$44,246
Marin Whites	2.7	97.3	60.7	25.5	100.0	\$51,462
Marin Asian Americans	7.6	92.4	61.5	24.2	100.0	\$43,534
Marin African Americans	16.8	83.2	21.8	8.4	100.0	\$31,608
Marin Latinos	37.3	62.7	20.3	8.2	79.0	\$23,795

Source: American Human Development Project analysis of data from the U.S. Census Bureau, American Community Survey, 2005-2009

The wage gap in our community continues to grow. With housing costs growing greater than wage growth, the number of Marin households living below self-sufficiency standard has dramatically increased since 2007.

LIVING BELOW THE SELF SUFFICIENCY STANDARD

\$102,223 for a family of 4 in Marin, \$86,400 in Alameda

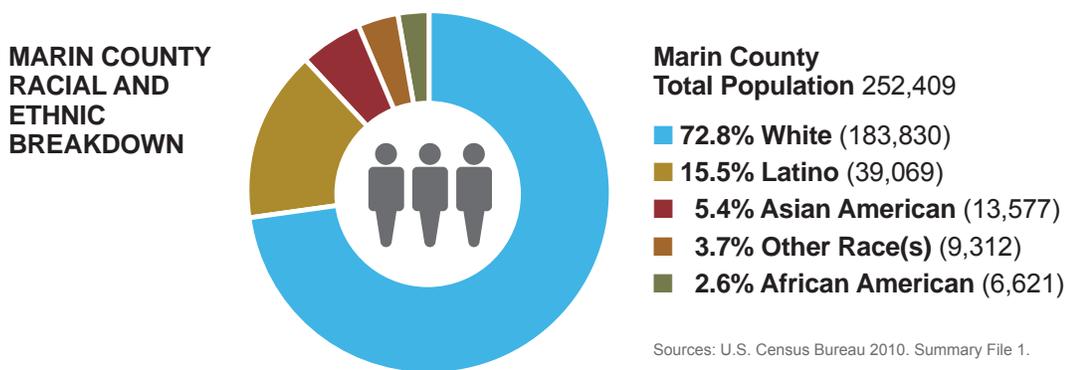


Source: Insight Center for Community Economic Development

OUR TRENDS (CONTINUED)

Demographic Trends

Marin County residents are growing in diversity, in terms of age and ethnic background, more quickly than ever before. In the 2000 Census, it was reported that Marin had a 78.6% White population, an 11.1% Hispanic population, a 4.5% Asian population, and a 2.8% African American population. The figure below depicts Marin's population according to the 2010 census. There has been significant growth in both the Asian and Hispanic populations.



Our County systems and social environment will need to be supported to align and function effectively for the evolving Marin County population. Paralleling the demographic trends of our residents, the County of Marin government workforce is becoming more diverse. As of December 31, 2014 our workforce is 70.9% white, 14% Hispanic, 8.7% Asian, 5.7% African American, 55.4% women, and the average age of employee is 49. A large wave of retirements is expected to lead to 1 in 3 workers retiring over the next 5 years. With such dramatic turnover predicted, there is a need for knowledge transfer. The increase in diversity in both our employee population and our residents calls for a greater commitment to cultural competency and the inclusion of those with multiple perspectives and backgrounds in our decision making.

Access and Engagement Trends

Rapidly changing technology tools have led to expectations from residents and employees that include around the clock access to County services and transactions and the implementation of modern systems that increase efficiency. On-line services and mobile-accessible information are the new norm. These expectations are positive, as they clearly indicate that our residents want to be engaged in the activities of the County and our workforce must stay current in order to provide the best possible service to our community.



OUR PROCESS

PROCESS

The 5 Year Business Plan is designed to build on past successes and embrace new opportunities to become a more adaptive organization. Data gathering for the 5 Year Plan was qualitative and quantitative, internal and external. The County convened a 5 Year Business Plan Steering Committee composed of local leaders, two-thirds of whom were external County partners from law, business and community based organizations. The 5 Year Business Plan Steering Committee helped to evaluate trend data to determine where additional County-specific data needed to be gathered. Six Employee Working Groups were convened to deeply evaluate the following topics:

- Civic Engagement/Public Information
- Technology Tools and Resident Self Service
- Resource Management
- Organizational Culture and Inclusion Practices
- Career Development
- Talent Attraction and Retention

The Employee Working Groups, made up of 10 to 12 employees each, were asked to create a problem statement, a vision, a mission and strategies to improve the County in their area of focus. Their work highlighted gaps in the County's structure and recommended strategies for County growth and excellence. The Employee Working Groups included more than 70 working group members and also surveyed 260 additional employees to ensure all voices were heard. Their final reports were thoughtful, well-researched and comprehensive. These reports included many shared recommendations and informed the 5 Year Business Plan Action Plan.

While the action plan is complete, we now transition to implementation. Finding a way to keep the 5 Year Business Plan Steering Committee and the Employee Working Groups engaged in our success is imperative.



MARIN COUNTY 5 YEAR BUSINESS PLAN

THE 5 YEAR PLAN

VISION

Working together to be a more responsive government

MISSION

To become a more adaptive organization where we encourage engagement, learning and leadership at all levels

CORE VALUES

Integrity

Respect

Diversity

Innovation

Collaboration

Excellence

FOCUS AREAS



DIVERSITY
+ INCLUSION



INNOVATION
+ CHANGE



GROWTH
+ DEVELOPMENT



COMMUNICATION



FOCUS AREA 1 CREATE AN INCLUSIVE ORGANIZATION

DIVERSITY + INCLUSION

STRATEGY 1: ENSURE DIVERSITY AT ALL LEVELS OF THE ORGANIZATION

- Action**
Create partnerships with Dominican, College of Marin, and Sonoma State, to develop specific career tracks.
Metric
At least 5 clear career paths are developed with institutes of higher education.

- Action**
Develop and deliver cultural competency training for all County employees; Develop and deliver an advanced curriculum for hiring managers that focuses on anti-bias strategies in hiring.
Metrics
All Employees have completed the County's cultural competency training within 2 years.
All hiring managers have completed the County's anti-bias course within 2 years or within 6 months of being hired.

- Action**
Increase gender and ethnic diversity on every selection and oral board panel.
Metrics
With the approval of this plan, at least one man and one woman are on every oral board and selection panel.
Using year one of the plan as our baseline, compare successive years of the plan to ensure greater ethnic diversity on oral board and selection panels.

- Action**
Create a diversity hiring tool kit for hiring managers and departments.
Metric
Increase diversity of candidate pools for County recruitments.

STRATEGY 2: STREAMLINE TALENT ATTRACTION PROCESSES TO ENSURE THE BEST QUALITY CANDIDATE POOL

- Action**
Revise minimum qualifications for County classifications to eliminate unnecessary barriers to employment.
Metric
20% of the County classifications are reviewed and revised, as necessary, within the next 2 years.

- Action**
At the Assistant Department Head and Department Head levels, pilot strategies to ensure that there is a diverse candidate pool and that diverse applicants are interviewed.
Metric
With the approval of this plan, at least one woman and one person of color are interviewed in each assistant department head and department head recruitment. In the instance this doesn't occur, document barriers to diversity in the applicant pool.

- Action**
Branding the County of Marin, complete the development of a world-class internship program.
Metric
Increase in the number of interns working in the County by 10% in the next two years.





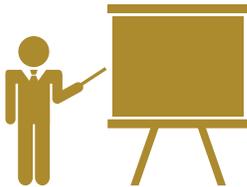
FOCUS AREA 2 PROVIDE ENHANCED PUBLIC SERVICE THROUGH INNOVATION

INNOVATION + CHANGE

STRATEGY 1: SUPPORT THE IMPLEMENTATION OF CHANGED BUSINESS PRACTICES

- Action**
With support from the ATOM Team, successfully implement Tyler-Munis.
Metric
100% of employees and managers use self-service options to complete time entry and enroll in all benefits.

- Action**
Develop and deliver Tyler-Munis user training and documentation.
Metric
After a survey conducted following implementation, over 80% of users report that training is good or very good.



STRATEGY 2: INCREASE ONLINE OPTIONS FOR THE COMMUNITY TO CONDUCT BUSINESS WITH THE COUNTY

- Action**
The County is able to accept online payments in departments such as Cultural Services, Community Development Agency, Parks and Open Space, and the Assessor Recorder County Clerk's office.
Metric
The top 5 County online payments are available within the next two years.

- Action**
Automate the highest-use forms so they can be completed, saved, and fully processed online, including the use of electronic signatures.
Metrics
Electronic signature has been implemented and is an available tool for forms that do not require a wet signature.
7 of the highest-use forms have been automated within the next 2 years.

- Action**
Develop mobile apps for use by members of the public.
Metric
The top 6 mobile apps are implemented within the next two years.





FOCUS AREA 3

INVEST IN CAREER GROWTH AND DEVELOPMENT THROUGH PROGRAMS, SERVICES, AND INITIATIVES

STRATEGY 1: DEVELOP A CULTURE OF FEEDBACK FOR ALL EMPLOYEES

- Action**
Deliver training to all managers/supervisors and employees on the performance evaluation process and its expectations.

Metric
100% of County employees have received training on the performance management process, which details individual roles and responsibilities, within the next two years.

- Action**
Implement an integrated learning and performance management platform for all County employees (TalentQuest).

Metrics
All County employees use the new learning and performance management system (TalentQuest).

Through a pulse survey, 75% of employees rate TalentQuest as a helpful tool.

All employees have TalentQuest performance evaluation and training course access by December 2016.

- Action**
All County employees receive a meaningful yearly performance evaluation.

Metrics
100% evaluation completion in each calendar year.

A pulse survey establishes that 75% of employees indicate that the meaningfulness of evaluations is increasing.

A pulse survey establishes that an increasing number of employees seek regular feedback on performance.

STRATEGY 2: PROMOTE AND PROVIDE CAREER DEVELOPMENT OPPORTUNITIES

- Action**
Develop a coaching curriculum, providing coaching training to supervisors and “what is coaching” training to employees to ensure a culture of development and learning.

Metrics
Training is received by all employees in six “pilot” departments within year 1 of the plan.

In the six pilot departments, supervisors are held accountable for offering regular coaching to employees.

In the pilot departments, great coaches are recognized.

- Action**
Regular hire employees may apply for limited-term opportunities without relinquishing regular hire position security.

Metric
Increased internal competition for limited term appointments.

- Action**
Develop a “stretch assignment” policy to support ongoing employee growth and succession planning.

Metrics
Identify clear expectations of the manager and employee during a stretch assignment, including classification and pay issues.

Pulse survey indicates that employees identify “stretch assignments” as a valuable career growth tool.





FOCUS AREA 4

STRENGTHEN EFFECTIVE COMMUNICATION AND INCREASE ENGAGEMENT- INFORMATION SHARING CREATES A STRONGER COUNTY AND BETTER SERVICE TO OUR COMMUNITY

COMMUNICATION

STRATEGY 1: IMPROVE THE COUNTY'S INTERNAL AND EXTERNAL COMMUNICATION

- Action**
Redesign and redeploy the County intranet (MINE).
Metric
80% of employees report that County information is much easier to access, which is confirmed by survey within one year of implementation.

- Action**
Hire a full-time Media Manager to coordinate countywide communications and an additional media-focused employee to supplement and coordinate countywide social media efforts.
Metric
20% increase in Marin County presence on social media forums within the next 2 years.

- Action**
Develop an accessible, annual County of Marin video report for residents.
Metrics
At least 1000 people, including employees, view the annual video.
75% of residents who watch the annual video report knowing more about the County.

- Action**
Deliver an annual "State of the County" address for employees which includes the strategic focus for the year, County values, and important status updates on County programs and services.
Metric
After the "State of the County" video or brown-bag series, employees surveyed indicate that they are more aware of County projects and initiatives.



STRATEGY 2: INCREASE EMPLOYEE ENGAGEMENT

- Action**
"Reboot" the Managing for Results (MFR) Program to focus on high-level, more meaningful indicators; incorporates resident feedback with a community survey in 2016; and ensures that departments engage their employees in development of their two-year work plans and key metrics.
Metrics
County employees report being aware of Departmental Performance Plan in the pulse surveys.
Increase ratings on CAO annual survey on MFR so that 80% of departments report being satisfied or highly satisfied with the MFR program.

- Action**
Inclusive decision making is utilized in County departments.
Metrics
Inclusive decision making training is developed during year 1 of the plan.
At least 50% of departments have participated in this training within years 2 and 3 of the plan.
Surveyed employees report that inclusive decision making tools are being utilized in their departments.
Collaboration is a competency evaluated during the recruiting process.

- Action**
Develop and support three additional, regular, departmental labor management meeting groups.
Metrics
Employees in these three departments report knowing about the labor management meetings.
Employees in these departments report higher engagement.
Departments initiating labor management meetings report receiving support to establish labor management meetings.



IMPLEMENTATION

IMPLEMENTATION

Implementation of the 5 Year Business Plan will be an organization-wide effort with roles for staff at all levels. It will call on all of us to be nimble, measure success regularly, and make modifications along the way.

The County Administrator's Office will convene a 10-12 person County-Wide 5 Year Business Plan Implementation Steering Group whose role will be to develop an implementation guide, monitor Plan progress, develop a strategy for surveying the County to evaluate success, and guide the County-wide communication about the Plan. Members of this group will include employees at different levels of the organization who bring different skills, knowledge and abilities to the Group.

We will continue to rely on the support and guidance from the 5 Year Business Plan Steering Committee and the Employee Working Groups who provided so much guidance during the development of this Plan.

Every employee has a role in the implementation of this plan. For example, employees in Administrative Departments will be responsible for establishing many new practices, programs, and tools to achieve the actions in the Plan. Department Heads and Assistant Department Heads will be responsible for implementing the Plan priorities within the Department, including ensuring that employees are involved in department and County-wide initiatives and goals for the year. Employees at every level will be responsible for his/her career growth and development and responsible to stay engaged with this important work. Engagement will make this plan a measured success.

A plan is only as good as its implementation. All of us will benefit if the Plan is successful and we are all responsible for its success. We don't want to be victims of change. Instead we want to embrace opportunities, enjoy the journey, and make a difference for our community.