

October 12, 2021

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Board of Supervisors
County of Marin
3501 Civic Center Drive
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SUBJECT: County of Marin 2 Year Action Plan 2021-2023

Dear Board Members,

RECOMMENDATION: Adopt the proposed County of Marin 2 Year Action Plan

SUMMARY: On October 13, 2015, nearly 6 years ago, we brought to your board the 5 Year Business Plan for your approval. From 2015-2020, led by employee steering committees and subject matter experts, we implemented that Plan. We focused on diversity in recruiting, adding on-line options for residents, implementing High Performing Organization concepts, and increasing training for County employees. We strengthened the organization and held the organization accountable to improving outcomes.

With an ever-evolving organization and the lessons learned from the pandemic response over the last 18 months, we have more work to do to ensure that we sustain a strong work culture, committed to learning, engagement, innovation, and leadership. Today, we present to your board the strategic document that will guide our internal growth for the next 2 years - the 2 Year Action Plan. Written over the past 9 months, this Plan is the embodiment of High Performing Leadership concepts where the employees involved in the work are the people who make important decisions about the work.

In the Diversity, Equity, Inclusion, and Belonging section, we created a working group of employees who drafted the strategies presented to you today. Not only were they the authors, but they have also committed to help implement the plan, by staying engaged as action team members. Similar processes happened in the development of the other two focus areas, Growth and Improvement and Innovation and Change. We will add Action Teams to each focus area to ensure timely input from employees as we carry out the Plan.

This 2 Year Action Plan has a few notable changes in comparison to the previous plan. 1) The timeframe of the Plan is shorter; two years instead of five. Things change and a shorter planning horizon gives us the ability to be more agile and responsive to the changing needs of our workforce and community. 2) In the former Diversity, Equity, and Inclusion focus area, we added the important word "Belonging." It isn't enough to diversify candidate pools and

interview panels. We must make sure that our employees have space to build relationships in our community and have their voices heard and valued in decision making. 3) We eliminated the communications focus area. Communication remains a focus of the Plan, but it shouldn't stand in a silo. Instead, as we have learned in the last 18 months, it needs to be a conscious investment in every aspect of County work. 4) We added Metrics/Key Performance Indicators (KPIs) for each strategy in the Plan. We will use these metrics/KPIs to evaluate success and make modifications as required.

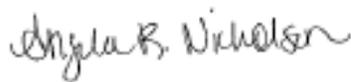
We look forward to implementing this Plan in collaboration with our workforce. We will return to your board on a yearly basis to report on our successes and struggles and to propose changes or additions to address our most pressing issues.

We have an amazing workforce and are committed to providing the tools for employees to grow a career in the County of Marin, while innovating services to provide excellence for our County.

FISCAL IMPACT: There is no immediate financial impact of the 2 Year Action Plan. As specific projects need funding, we will return to your Board for authorization.

EQUITY IMPACT: This Plan leads with Equity and every Goal, Strategy, and Action is drafted with a focus on diversity, equity, inclusion and belonging. The metrics/key performance indicators will help us to evaluate outcomes to ensure that our organization continues to focus on dismantling inequity in Marin.

Sincerely,



Angela Nicholson
Assistant County Administrator
Diversity, Equity, Inclusion, and Belonging



Liza Massey
Chief Information Officer
Innovation and Change





Mary Hao
Director, Human Resources
Growth and Development

