



Strategic Plan
2019-2022



Acknowledgements

Board of Supervisors

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Merlin Jones, District II

Marshall Long, District III

Kevin Cann, District IV

Miles Menetrey, District V

Elected Officials

Vincent Kehoe, Assessor / Recorder

Luis Mercado, Auditor / Controller

Walter Wall, District Attorney

Doug Binnewies, Sheriff

Keith Williams, Treasurer / Tax Collector

Appointed Officials

Dallin Kimble, Administrative Officer

David Robinson, Agricultural Commissioner

Michael Kinslow, Building Director

Pete Judy, Chief Probation Officer

Sharon Wardale-Trejo, Child Support Services

Rene LaRoche, Clerk of the Board

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Janet Chase-Williams, County Librarian

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Mike Van Loben Sels, Interim Fire Chief

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Strategic Planning Teams

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Prosperity

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County Plans

Annual Budget

The Annual Budget serves as the County's financial plan. The budget is a policy document that provides direction and priorities for the resources needed to deliver community services.

General Plan

The General Plan describes the attributes of the County and its' diverse communities. It identifies features and land use principles considered essential to community character, guides development and growth and informs capital improvements and the delivery of public services.

Economic Vitality Strategy

The Economic Vitality Strategy (EVS) provides a pathway to sustainable economic performance and growth. It identifies key industry clusters for Mariposa County and prescribes action steps to attract, support and enhance local businesses and jobs.

Capital Improvement Plan

The Capital Improvement Plan (CIP) allows for the careful management of capital infrastructure assets by identifying long-term projects and needs far enough in advance to coordinate and plan financial and staffing needs.

Strategic Plan

The Strategic Plan expresses the community's vision and the values, goals and objectives that are desirable for the community and County staff to achieve.



Strategic Planning Process

December 2017

The Board of Supervisors held a retreat to discuss their vision for Mariposa County. Staff was directed to develop a strategic plan outlining the vision, mission, values, goals and objectives for the County.

February 2018

Staff presented a framework for the strategic plan to the Board of Supervisors. The framework included a draft vision, mission, values and focus areas.

April 2018

The strategic plan framework was presented to the Planning Commission, who provided input and recommendations for future development of the plan.

Spring 2018

An independent firm administered the County's first-ever resident survey in all areas of the county. More than 400 randomly selected residents participate.

Summer 2018

Five strategic planning teams developed goals and objectives around designated focus areas: safety, wellness, stewardship, infrastructure and prosperity.

October 2018

The Board of Supervisors reviews the results of the resident survey, receives an update on the strategic planning process and further outlines their vision for the County. Staff is directed to simplify the plan.

February 2019

Staff presents the draft strategic plan to the Board of Supervisors in a public meeting. Board and public input are incorporated and the plan is adopted.

Ongoing

Staff implements the strategic plan and updates it with the Board from time to time. The strategic plan is a living document that continues to reflect the vision, mission and values of Mariposa County.



Definitions

Vision	A snapshot of the desired future state of the community; what we want to be.
Focus Areas	General organizational categories necessary to achieve the community vision.
Objectives	Goals within a focus area that will help achieve the community vision.
Initiatives	Action steps needed to meet the objective.
Key Indicators	Measures used to indicate progress toward achieving the objective.
Mission	The role of county government in achieving the community vision.
Values	Guiding principles that direct how decisions are made and the internal culture. Values strive to ensure the community not only reaches its vision but takes an appropriate path to get there.



Vision, Mission and Values

Vision Statement

Mariposa County is a thriving, scenic, historic and culturally vibrant rural community where residents, businesses and visitors enjoy opportunity, security, engagement, prosperity and wellness.

Mission Statement

We improve the quality of life in Mariposa County through active community engagement and the efficient delivery of outstanding public services.

Guiding Values

Collaboration

Partner with our community and lead in our state.

Integrity

Do what is moral, ethical, legal, honest, fair, transparent, equitable and humane.

Sustainability

Meet the needs of the present without compromising the future.

Transparency

Open, accountable and accessible to the public. We explain how and why decisions are made.

Excellence

Effective, efficient, equitable and citizen-focused services with a focus on constant improvement.



Focus Areas



Safety



Wellness



Stewardship



Infrastructure



Prosperity



Safety

1.1 Objective: Maintain and improve emergency preparedness

Key Indicators: Percent of residents storing emergency supplies, ISO rating, resolved code violations

Initiative	Lead Agency	Priority for Completion
Implement an updated vegetation management plan	County Fire	18-24 Months
Expand public education on wildfire prevention and emergency preparedness	County Fire	24-36 Months
Broaden access to emergency information to include all county areas and populations	Sheriff	24-36 Months
Improve insurance access and affordability	County Fire	24-36 Months
Implement fire code inspection and enforcement	County Fire	18-24 Months
Expand public preparedness to safely respond to immediate emergencies	Sheriff	24-36 Months



Safety

1.2 Objective: Provide a timely response in all areas of the county

Key Indicators: Average response time, number of volunteers, hours of training attended

Initiative	Lead Agency	Priority for Completion
Double the number of volunteer firefighters	County Fire	18-24 Months
Add Amador and Schedule A agreements to complement volunteer response	County Fire	18-24 Months
Expand training for employees and volunteers	Sheriff	24-36 Months



Wellness

2.1 Objective: Help individuals and families become self-reliant

Key Indicators: Classes completed, percent of residents with diploma or equivalent

Initiative	Lead Agency	Priority for Completion
Support technical training and apprenticeships that address career readiness and specialized skill training	Administration	18-24 Months
Partner with adjacent colleges and universities to provide satellite college classes and distance learning with emphasis on degrees and certificates	Administration	24-36 Months
Foster a variety of literacy, cultural diversity and language programs for all residents	Library	18-24 Months
Increase the number of adults who earn a high school diploma or equivalency	Health & Human Services	24-36 Months



Wellness

2.2 **Objective:** Promote practices that support positive physical and behavioral health.

Key Indicators: Percent of population using alcohol or tobacco, percent of population (mis)using drugs

Initiative	Lead Agency	Priority for Completion
Develop an outreach and education plan to reduce exposure of children and youth to substance abuse and domestic violence	Health & Human Services	18-24 Months
Support the availability of healthy, fresh foods and promote nutrition assistance for those in need	Health & Human Services	18-24 Months



Wellness

2.3 Objective: Improve access to care

Key Indicators: Number of out-of-county transit trips for care, number of patients treated at County clinics

Initiative	Lead Agency	Priority for Completion
Improve accessibility to the hospital from Highways 49 & 140	Public Works	24-36 Months
Increase the availability and promotion of transit and ride share services	Health & Human Services	18-24 Months
Develop a plan to increase availability and adoption of mobile service options	Health & Human Services	18-24 Months
Recruit and attract medical services	Health & Human Services	24-36 Months



Stewardship

3.1 Objective: Update systems, policies and procedures

Key Indicators: Personnel as a percentage of budget expenditures, number of personnel, intranet use

Initiative	Lead Agency	Priority for Completion
Implement the recommendations of the technical services master plan	Administration	18-24 Months
Review and optimize business processes and organizational structure	Administration	18-24 Months
Support county-wide bulk procurement	Administration	24-36 Months
Review and update ordinances, policies and procedures to include requirements for timely updates, internal controls and efficient workflows.	Clerk of the Board	24-36 Months



Stewardship

3.2 Objective: Communicate well with employees and community stakeholders

Key Indicators: Resident survey results, employee survey results

Initiative	Lead Agency	Priority for Completion
Develop proactive internal and external communication processes and methods to effectively inform employees, the public and the press of County events, processes, decisions, service levels and reasoning	Administration	18-24 Months
Engage citizens on a regular basis and conduct a citizen survey no less often than triennially	Administration	24-36 Months



Stewardship

3.3 Objective: Effectively manage resources

Key Indicators: Hours of training attended, percentage of recruitments filled internally, average value of fleet vehicles, dollars of grant funding secured, funding agency feedback

Initiative	Lead Agency	Priority for Completion
Expand County professional development opportunities	Human Resources	18-24 Months
Develop a County Financial Management Plan and associated policies	Administration	18-24 Months
Complete an analysis of County facilities and future space needs	Administration	18-24 Months
Develop performance measures for County programs and services	Administration	18-24 Months
Maximize the value of fleet vehicles	Public Works	24-36 Months
Maximize responsible grant funding	Administration	18-24 Months



Infrastructure

4.1 Objective: Develop active infrastructure that encourages recreation

Key Indicators: Miles of publicly accessible sidewalks and trails, number of crosswalks, acres of park space

Initiative	Lead Agency	Priority for Completion
Develop the Field of Dreams with a recreation center, trails and park space	Administration	24-36 Months
Increase the number and mileage of publicly accessible trails	Planning	24-36 Months
Improve the safety of pedestrians by adding sidewalks and crosswalks	Public Works	18-24 Months
Create more pocket parks throughout the County	Public Works	24-36 Months



Infrastructure

4.2 Objective: Develop a quality built environment that reflects community character

Key Indicators: Pavement Conditions Index (PCI)

Initiative	Lead Agency	Priority for Completion
Improve road quality	Public Works	18-24 Months
Develop a plan for a conveyance from Lake McClure	Administration	18-24 Months
Complete a Capital Improvement Plan (CIP)	Public Works	18-24 Months



Infrastructure

4.3 Objective: Prepare for the next generation of technology

Key Indicators: Number of electric vehicle charging stations

Initiative	Lead Agency	Priority for Completion
Install electric vehicle charging stations	Public Works	18-24 Months
Work with partners in private industry to expand access to cellular service and business-speed broadband countywide	Administration	24-36 Months
Maximize energy efficiency, including utilizing solar power where possible	Public Works	24-36 Months



Prosperity

5.1 Objective: Support business and welcome sustainable growth

Key Indicators: Number of businesses, number of jobs added

Initiative	Lead Agency	Priority for Completion
Update County zoning code to promote density, character and volume of residential, commercial and industrial zones	Planning	18-24 Months
Facilitate the expansion of the MPUD service area	Administration	18-24 Months
Establish a local business license to identify and provide services to local businesses	Administration	24-36 Months
Increase and diversify agriculture production and value-adding opportunities while ensuring sustainable management of natural resources	Agricultural Commissioner	24-36 Months



Prosperity

5.2 Objective: Promote Mariposa as a livable, family-friendly community

Key Indicators: Number of new housing units, median home value, surveyed positive retail percentage, number of new housing units in town planning areas, number of substandard housing enforcement actions

Initiative	Lead Agency	Priority for Completion
Facilitate the development of a range of workforce, multi-family, multi-use and multi-generational housing and neighborhoods	Administration	18-24 Months
Establish programs and policies to improve the quality of housing and eliminate substandard dwelling units	Planning	24-36 Months
Expand access to business speed internet	Administration	24-36 Months
Expand options and access to County services including garbage collection	Public Works	24-36 Months
Expand options for shopping and dining	Administration	24-36 Months
Complete the Recreation Master Plan	Public Works	18-24 Months



Mariposa County Strategic Plan

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