



MENDOCINO COUNTY BOARD OF SUPERVISORS – AGENDA

BOARD WORKSHOP

MARCH 15, 2011 – 2:30 P.M.

CONFERENCE ROOM C • 501 LOW GAP ROAD • UKIAH, CALIFORNIA

THE MENDOCINO COUNTY BOARD OF SUPERVISORS MEETS CONCURRENTLY AS THE BOARD OF DIRECTORS OF THE: MENDOCINO COUNTY AIR QUALITY MANAGEMENT DISTRICT, MENDOCINO COUNTY PUBLIC FACILITIES CORPORATION, MENDOCINO COUNTY WATER AGENCY, THE MENDOCINO COUNTY LIBRARY DISTRICT, THE REDEVELOPMENT AGENCY OF THE COUNTY OF MENDOCINO, AND THE IHSS PUBLIC AUTHORITY GOVERNING BOARD

ORDER OF AGENDA

ALL ITEMS ARE PRESENTED FOR DISCUSSION AND POSSIBLE ACTION

1. **INTRODUCTION:**
 - Chair
 - Chief Executive Officer

2. **MENDOCINO COUNTY 2011 PUBLIC POLICY PRIORITIZATION INITIATIVE**
 - February 15, 2011, Recap
 - Phase I Exercise, Continued
 - Determine Follow-Up Sessions
 - Phase II – Long Term Planning

3. **OTHER BUSINESS:**
 - Public Expression
 - Matters from Staff
 - Other Business

PUBLIC EXPRESSION: (PUBLIC COMMENT FOR ITEMS NOT ON THE AGENDA)

The Board welcomes participation in the Board meetings. Comments shall be limited so that everyone may be heard. This item is limited to matters under the jurisdiction of the Board which are not on the posted agenda and items which have not already been considered by the Board. The Board limits testimony on matters not on the agenda to 3 minutes per person and not more than 10 minutes for a particular subject at the discretion of the Chair of the Board. No action will be taken.



MENDOCINO COUNTY BOARD OF SUPERVISORS
ONLINE AGENDA SUMMARY

BOARD AGENDA # _____

- Arrangements for public hearings and timed presentations must be made with the Clerk of the Board in advance of public/media noticing
- Agenda Summaries must be submitted no later than *noon* Monday, 15 days prior to the meeting date (along with electronic submittals)
- Send 1 complete original single-sided set and 1 photocopy set – Items must be signed-off by appropriate departments and/or Co. Co.
Note: If individual supporting document(s) exceed 25 pages each, or are not easily duplicated, please provide 7 hard-copy sets)
- Transmittal of electronic Agenda Summaries, records, and supporting documentation must be emailed to: bosagenda@co.mendocino.ca.us
- Electronic Transmission Checklist: Agenda Summary Records Supp. Doc. If applicable, list other online information below
- Executed records will be returned to the department within one week. *Arrangements for expedited processing must be made in advance*

TO: Board of Supervisors **DATE:** March 7, 2011

FROM: Carmel J. Angelo, Chief Executive Officer **MEETING DATE:** March 15, 2011

DEPARTMENT RESOURCE/CONTACT: Carmel Angelo **PHONE:** 463-4441 Present On Call
Pauline Rantala **PHONE:** 463-4441

Consent Agenda Regular Agenda Noticed Public Hearing Time Allocated for Item: 2 hours

■ AGENDA TITLE: Discussion and Possible Action: County of Mendocino 2011 Public Policy Prioritization Initiative (Phase I - Continued)

■ PREVIOUS BOARD/BOARD COMMITTEE ACTIONS: July 27, 2010: CEO report to the Board; August 17, 2010: Board priority planning work session; December 14, 2010: Board year-end workshop; February 15, 2011: Board public policy prioritization initiative workshop (phase 1).

■ SUMMARY OF REQUEST: The County of Mendocino (at its peak of 1,577 FTE in 2006) has a current workforce of 1,138 FTE, an approximate 28% reduction (439 FTE), as a result of declining State and local revenues. State mandates and local service demands continue to increase, while the State’s financial contribution to local government has severely declined. Nearly all fundamental County functions draw from the County General Fund, its primary source of discretionary revenue.

These resource and staffing reductions, while creating opportunities for streamlining County services, have strained the organization’s ability to sustain core services for Mendocino County’s constituents. Counties throughout California are faced with redefining their core services. Many economists predict that the California economy may never recover to the point of restoration of the levels of service provided by local government in the last two decades.

In anticipation of crippling budget impacts to local government in Fiscal Year 2011/2012, it is critical that the Board, County leadership, and community partners engage in a process of public policy development to define, prioritize, and preserve the most vital public services. Department Heads have also recently provided the Board with “issues papers” depicting their respective “state of the department” challenges.

The Executive Office is recommending a series of public policy workshops to enable the Board, with support from County leadership, to establish service priorities, ultimately leading to funding and service recommendations for long-term organizational planning and development.

■ SUPPLEMENTAL INFORMATION AVAILABLE ONLINE AT:

■ ADDITIONAL INFORMATION ON FILE WITH THE CLERK OF THE BOARD (CHECKED BY COB IF APPLICABLE):

FISCAL IMPACT:			
Source of Funding	Current F/Y Cost	Annual Recurring Cost	Budgeted in Current F/Y
All discretionary funding programs/services	Undetermined	Undetermined	Yes <input type="checkbox"/> No <input type="checkbox"/>

■ SUPERVISORIAL DISTRICT: 1 2 3 4 5 All **■ VOTE REQUIREMENT:** Majority 4/5ths

■ RECOMMENDED ACTION/MOTION: That the Board participate in the continuation of Phase I facilitated priority setting exercise, enabling staff to further formulate budget and service priorities for the County of Mendocino.

■ ALTERNATIVES: None recommended.

■ CEO REVIEW (NAME): _____ **PHONE:** 463-4441

RECOMMENDATION: Agree Disagree No Opinion Alternate Staff Report Attached

BOARD ACTION (DATE: _____): Approved Referred to _____ Other _____

RECORDS EXECUTED: Agreement: _____ Resolution: _____ Ordinance: _____ Other _____



Synectics LLC

Strategic Budget Discussions


Mendocino County Board of Supervisors

February 15, 2011

www.stevezuieback.com


Desired Outcomes

- ❖ To review, modify and agree upon a set of potential strategic budget actions
- ❖ To review, modify and agree upon a set of Decision Making Criteria or Priorities
- ❖ To weigh the potential strategic budget actions against an agreed upon set of Decision Making Criteria
- ❖ To agree upon the next steps in the Phase 1 budget priority setting process



Steps we will cover

1. Overview of agenda and process
2. Review and adopt a set of Strategic Budget Actions
3. Review, modify and adopt a set of Decision Making Criteria
4. Weight the Decision Making Criteria
5. Evaluate each Strategic Budget Action against the Decision Making Criteria




What it will take to be successful

1. This is Phase 1 of a two-phase process
2. Stay very focused on the process
3. Keep the comments and inputs focused to the questions posed by the facilitator
4. Seek to find the common ground rather than on the differences
5. I apologize in advance for keeping everyone on task
6. We will not be making budget decisions today, but setting the foundation for our work in the next conversations




“Dialogue, which strives to build understanding among group members, takes time. Everything else takes more time.”

Rummler & Brache, authors



Decision Matrix Process

- ❖ Used to narrow possible strategies or options down from many to a few when there are several variables to consider
- ❖ Often used when emotions run high
- ❖ And when there are many strong and competing options in a group
- ❖ Can be used from 1-40 people in the group



Decision Matrix Process - Applications

- ❖ Frequently used to address budget deficits in companies and in school districts
- ❖ Used in Mt Diablo Unified School District (\$50 million budget) to evaluate and eliminate Student Support Services
- ❖ Used on a personal basis on deciding about care for my mother



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Decision Making Process Steps

1. Identify the various options or strategies
2. Identify the criteria that need to be considered when analyzing each option (principles, variables, criteria)
3. Assign a numerical weighting factor from 1-10 to each of the criteria – 1 being low and 10 being extremely important
4. For each option evaluate “how well the option satisfies the criteria” on a scale of 1 – 10. One is when the strategy does not in any way satisfy the criteria, and 10 is when the strategy full maximizes the criteria.
5. Multiply the weighting factor for the criteria by the scoring for how well the option addresses the criteria.
6. Place the result of the multiplication in the table where the option and criteria intersect
7. Repeat the process throughout the grid



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Decision Matrix Process

Decision Matrix Process Example

STRATEGIES	CRITERIA					TOTALS
	Mom's Comfort	Financial	What Could Dad Live With	Best Medical Care	Connections to Family	
	10	7	6	10	5	
Board and Care	6 - 60	7 - 49	4 - 24	6 - 60	6 - 30	223
Separate Apartment	7 - 70	3 - 21	5 - 30	7 - 70	6 - 30	221
Nursing Home	3 - 30	6 - 42	2 - 12	5 - 50	5 - 25	159
Live with Steve	7 - 70	8 - 56	8 - 48	9 - 90	8 - 40	304
Dad Gets Apartment	9 - 90	3 - 21	6 - 36	7 - 70	6 - 30	247



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Proposed Strategic Budget Actions

1. Workforce Reduction
2. Service Elimination
3. Centralization of Services
4. Privatization
5. Mon-Thu Work Week (36 hour FTE)
6. Reduced Labor Costs (i.e. wage concessions)



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Proposed Decision Making Criteria

1. Reduce/Eliminate Structural Deficit
2. Create Reserves
3. Reduce Unemployment Costs
4. Improve County's Credit Rating
5. Improve Local Economy: Promote Jobs, Business, & Healthy Environment
6. Improve Customer Service/Satisfaction
7. Maintain Core Services/Minimize Service Reductions
8. Minimize County Employee Job Loss
9. Good for the Short Term and the Long Term
10. Increases Efficiency



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“The only known consequence of organizational change is that there will be unintended consequences.”

-Myron Kellner-Rogers



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Next Steps in our Process

1. a



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